

County Administrator's Digest

July 1, 2011

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"RESULTS OF THE 2011 EMPLOYEE SATISFACTION SURVEY" (Keith Van Beek)

The following documents were posted on the Front Page earlier this afternoon.

Attached you will find five documents (click here) from the 2011 Employee satisfaction survey conducted by the RDA Group presented to the Board of Commissioners. Along with the final newsletter report and attribute map you will find verbatim comments from the three open-ended questions asked in the survey. In the coming months administration and individual departments will be examining these results and looking for ways to address concerns in specific areas to improve overall employee satisfaction. Upcoming employee newsletters will discuss the results in more detail and employees can also discuss the results at upcoming brown bag luncheons. Thank you to those who participated!

BROWN BAG LUNCHEONS NEXT WEEK

Wednesday, July 6, 2011 - Holland District Court Training Room - 12-1 PM

Friday, July 8, 2011 - County Courthouse in Grand Haven, Jury Assembly Room:
12-1 PM

SALE OF COOPERSVILLE FACILITY

The sale of the County facility in Coopersville closed successfully earlier this week. Keith did an excellent job negotiating and overseeing this process to close. The sale proceeds will be recommended for inclusion in the new DB/DC Financing Tool.

PLANNING AND PERFORMANCE IMPROVEMENT DEPARTMENT RECEIVES THREE NATIONAL ACHIEVEMENT AWARDS (Paul Sachs)

The Planning and Performance Improvement Department was notified that it is the recipient of three 2011 Achievement Awards from the National Association of Counties (NACo). The Achievement Award Program, which is in its 42nd year, recognizes innovative programs that enhance county government. Awards were given for the Department's Electronic Content Management (ECM) System Evaluation, Environmental Data Book, and Model Downtown Zoning Ordinance. A brief description of these programs is as follows:

Electronic Content Management (ECM) System Evaluation: The ECM System Evaluation is the first full-scale, comprehensive study that verifies, through



time-analysis, the actual time and material savings from using an ECM system to process court documents, as well as the resulting cost-savings. The study is being used to justify the need for legislative changes at the state-level that would encourage greater utilization of the technology, thereby further reducing labor and material cost. The award was given under the category of *County Administration and Management*.

Environmental Data Book: The Environmental Data Book is a comprehensive, easy-to-use reference guide that contains an assortment of environmental-related data for Ottawa County. This unique, web-based resource synthesizes pertinent environmental facts and statistics into a single, convenient document that is easily accessible to the public. The award was given under the category of *Civic Engagement and Public Information*.

Model Downtown Zoning Ordinance: The Downtown Zoning Ordinance establishes a precedent for the use of visual illustrations in community planning documents. The first-of-its-kind Ordinance contains over 600 high-quality graphics that clearly convey a community's zoning standards with respect to architecture, setbacks, parking, signage, landscaping, and lighting. The Ordinance was developed for the City of Hudsonville as part of its participation in the County's Urban Smart Growth Demonstration Project. The award was given under the category of *Land Use Planning*.

Kudos to Mark, Paul and the department for their continued success!

UPDATE ON COUNTY PARK IMPROVEMENT PROJECTS (John Scholtz)

Several major park improvement projects are underway this summer or will be under construction soon. A couple of projects which had been delayed for an extended period due to permit issues are now underway including the Holland Harbor Fishing Access Project and the Eastmanville Bayou Improvement Project. Two other projects involving the former Holland Country Club and the Olive Shores site on Lake Michigan will be bid soon for late summer/fall construction.

Holland Harbor Fishing Access Project: This project, located along the channel near the entrance to Holland State Park at Ottawa County's Historic Ottawa Beach Parks, started last summer with construction of on-shore portions of the project including parking, walkways, seating areas, and landscaping. This summer's work includes installation of steel pilings to support a series of wooden boardwalks and piers designed to provide good access to high quality fishing areas along the shore of Lake Macatawa as well as a scenic pedestrian route. The walkway portions of the project will eventually connect to other paths and boardwalks along the county owned portions of Lake Macatawa shoreline and to the Holland State Park Beach and thereby fulfill a key element of the Historic Ottawa Beach Parks (Park 12) master plan. The project has an estimated budget of \$600,000 with \$500,000 in funding coming from the Great Lakes Fisheries Trust.

Eastmanville Bayou Improvements: After a lengthy permitting process and delays caused by the high water of the Grand River, access improvements to the Eastmanville Bayou site are also under construction. The improvements, including a new paved parking area, small boat launch on the bayou, and a unique floating kayak launch dock, will be located in a highly visible location on the south side of the river and west of the 68th Avenue bridge over the Grand River. Other improvements will include picnic tables and a small shelter, rustic toilets, and a pedestrian pathway under the bridge to provide safe trail access to the large portion of the site located east of 68th Ave. Altogether, the site includes 157 acres of floodplain forest and wetlands with over 1.75 miles of frontage on the Grand River. This project will cost approximately \$240,000 and is funded with park millage funds.

Macatawa Green Space Restoration: In terms of planning and design projects, detailed plans for wetland and

stream bank restoration work at the former Holland Country Club site are nearing completion with construction slated to begin early this fall. This project will create over 30 acres of new wooded, scrub-shrub, and wet meadow wetland areas as well as repair and stabilize eroded stream banks in this area. Earthwork and other construction are being carefully coordinated to facilitate not only habitat restoration but also recreational uses for the site including an extensive system of trails and a disc golf course. Parking, picnic tables, and interpretive signage are also planned for completion in 2012. Restoration funding is budgeted at approximately \$750,000 with \$646,800 coming from an EPA grant. Park facilities are estimated to cost \$200,000 with funding from the parks millage.

Olive Shores Improvement Project: Construction at the Olive Shores site on Lake Michigan is also scheduled to begin later this year. Ottawa County Parks successfully applied for a grant to the Michigan Natural Resources Trust Fund which will fund 50% of the estimated \$730,000 project. The balance will come from the parks millage. Improvements will provide new parking, a modern restroom building, picnic tables, and a trail system that includes extensive stairways and boardwalks to traverse a large dune and provide access to the Lake Michigan beach. Estimated completion is by Memorial Day, 2012.

KEVIN BOWLING TO BE PRESIDENT OF NACM

Kevin Bowling will be sworn in at President of the National Association of Court Management. Congratulations to Kevin and the Circuit and Probate Courts for this accomplishment. Kevin is great about pushing information back to the County from these endeavors so we will look forward to that as well.

DNR TRAIL – TRIICK FARM WORKAROUND

It took a Herculean effort by Mark Knudsen and several others, but the project to move a portion of the proposed trail link from bisecting the Triick Farm to north of the Triick farm is still alive. A major benchmark was reached on June 17 when the MDOT bid deadline for the project was met. Though it is not completely out of the woods, it is still moving.

TRI-CITIES HISTORICAL MUSEUM RETIREMENT PARTY FOR DENNY SWARTOUT

I had the pleasure of attending the open house/roast (emphasis on roast) put on by the Tri-Cities Historical Museum for retiring Executive Director Denny Swartout. It was both hilarious and also heart warming to see the major outpouring of gratitude for his good works there.

It was also good to see Ken Pott, recently named as Denny's replacement, who served as curator of the Michigan Maritime Museum in South Haven when I served as City Manager there and museum board member for six years.

EPA RECORD OF DECISION

This is a new one. The EPA asked if I would send out their decision in the Holland Lagoons Superfund Site in the Digest. The decision is attached.

(Click here to See attached file: WASTE MANAGEMENT FACT SHEET FINAL 062811.pdf)

OCCDA MEASURES (Tim Smith)

The numbers handled through Central Dispatch for June 2011 were:

Total Incidents – 10,723 up 4.3% over June 2010 and up 2.3% YTD over 2010

Fire Incidents – 1,171 up 3.4% over June 2010 and up 7.3% YTD over 2010

Law Incidents – 9,552 up 4.4% over June 2010 and up 1.6% YTD over 2010

911 Calls – 9,676 up 2% over June 2010 and up 3.5% YTD over 2010

911 Hang Up calls - 1,005 even with June 2010 and down 2.6% YTD over 2010

Wireless 911 calls – 90.3% of 911 calls for June and 83.2% of 911 calls YTD

911 calls answered in 10 seconds or less - 94.7% for June and 96% YTD 2011

(NENA recommended standard is 90% within 10 seconds)

OTTAWA COUNTY RECEIVES RURAL BUSINESS ENTERPRISE GRANT (RBEG) (Mark Knudsen)

Ottawa County was notified this week by the USDA that it will receive a \$20,000 grant to conduct a feasibility and market demand analysis in order to establish an Agricultural Technology Business Incubator. The study will determine the entrepreneurial potential, business assistance needs, long-term sustainability, and cost of developing an incubator

The three areas of agricultural operations that would be targeted by the County's Agricultural Business Incubator will include, but not be limited to, the following:

- Sustainability:** Renewable energy, waste management, nutrient management systems, green fertilizer, green pest management, etc.
- Technology & Productivity:** Implement equipment, food processing equipment, agricultural management software, veterinary equipment, food safety, etc.
- Innovation:** Precision agriculture, advanced agricultural operations, new uses for agricultural products, etc.

An Agricultural Business Technology Incubator would be developed to nurture entrepreneurs and their businesses during the critical formative years. The business incubation process will increase job opportunities and set the stage for future growth, job creation, tax-base expansion, and revitalization of the area.

PUBLIC ACT 312 REFORM

On Thursday afternoon an historic event occurred as both Houses of the Michigan Legislature passed PA 312 reform legislation. The House voted 109-0 to approve HB 4522 that includes meaningful reforms to 1967 P.A. 312 - Compulsory Binding Arbitration for public safety employees.

The legislation awaiting the Governor's signature makes a community's ability to pay an arbitration award the top factor for arbitrators to consider when resolving contract disputes between public safety workers and local

governments. The bill passed the Senate earlier Thursday by a mostly party-line vote with one Democrat joining the 26 Republicans to pass the bill on a 27-10 vote .

While not perfect, HB 4522 makes a number of important changes to the current "312" process:

- The county or local unit's "ability to pay" must be weighted heavier than any other consideration;
- The salaries and benefits of other public workers in the same community must be given equal consideration (internal comparables) to those of municipal police officers, firefighters, EMS workers and dispatchers from other communities;
- The expense of the arbitration will be split evenly between the local unit of government and the bargaining unit involved. Currently, the expense of arbitration is split among the local unit of government, the bargaining unit, and the state; and
- The arbitration process, including the final rulings, must be concluded within 180 days of its commencement. Unions supported this version of the legislation when language was added to ensure that binding arbitration can apply to joint municipal authorities.

Act 312 reform has been a top legislative priority of municipal associations for several years. MAC and The Grand Valley Metro Council helped lead the charge during this and the past two legislative sessions.

MACAO PRESIDENT

Today marked my first day as President of the Michigan Association of County Administrative Officials, a component group of the Michigan Association of Counties. I think that I will one day be relegated to government nerd trivia for this. Daryl Delabbio is the only other administrator to serve as both President of the Michigan Local Government Management Association and President of MACAO during his career. I currently am the only one to hold both offices in the same year having completed my term as MLGMA President in February. Like I said, government nerd trivia....

The MACAO post will be significantly less time consuming than the MLGMA post and it is indeed an honor to serve in this role in these difficult times.

THANK YOU TO OUR VETERANS

It can be pretty easy to get so busy with our daily schedules and holiday activities that we forget to be thankful for those who paid with their blood and lives for the great nation that we are part of today. I found the following list of casualties per war as an item to ponder as we head into the weekend where we celebrate the birth of the USA.

America's Wars: U.S. Casualties and Veterans

The table below has information about the total number of service members, battle deaths, and non-mortal woundings in wars from 1775 to 2011; such as the American Revolution, the Civil War, World War I and II, Vietnam, and more.

American Revolution (1775–1783)

Total service members 217,000

Battle deaths 4,435

Nonmortal woundings 6,188

War of 1812 (1812–1815)

Total service members 286,730

Battle deaths 2,260

Nonmortal woundings 4,505

Indian Wars (approx. 1817–1898)

Total service members 106,000¹

Battle deaths 1,000¹

Mexican War (1846–1848)

Total service members 78,718

Battle deaths 1,733

Other deaths in service (nontheater) 11,550

Nonmortal woundings 4,152

Civil War (1861–1865)

Total servicemembers (Union) 2,213,363

Battle deaths (Union) 140,414

Other deaths in service (nontheater) (Union) 224,097

Nonmortal woundings (Union) 281,881

Total service members (Conf.) 1,050,000

Battle deaths (Conf.) 74,524

Other deaths in service (nontheater) (Conf.) 59,297²

Nonmortal woundings (Conf.) unknown

Spanish-American War (1898–1902)

Total service members 306,760

Battle deaths 385

Other deaths in service (nontheater) 2,061

Nonmortal woundings 1,662

World War I (1917–1918)³

Total service members 4,734,991

Battle deaths 53,402

Other deaths in service (nontheater) 63,114

Nonmortal woundings 204,002

Living veterans fewer than 25¹

World War II (1940–1945)³

Total service members 16,112,566

Battle deaths 291,557

Other deaths in service (nontheater) 113,842

Nonmortal woundings 671,846

Living veterans 3,242,000¹

Korean War (1950–1953)

Total service members 5,720,000

Serving in-theater 1,789,000

Battle deaths 33,741

Other deaths in service (theater) 2,833

Other deaths in service (nontheater) 17,672

Nonmortal woundings 103,284

Living veterans 3,086,400¹

Vietnam War (1964–1975)

Total service members 8,744,000

Serving in-theater 3,403,000

Battle deaths 47,424

Other deaths in service (theater) 10,785

Other deaths in service (nontheater) 32,000

Nonmortal woundings 153,303

Living veterans 7,286,500¹

Gulf War (1990–1991)

Total service members 2,225,000

Serving in-theater 665,476

Battle deaths 147

Other deaths in service (theater) 382

Other deaths in service (nontheater) 1,565

Nonmortal woundings 467

Living veterans 1,852,000¹

America's Wars Total (1775–1991)

Military service during war 41,891,368

Battle deaths 651,030

Other deaths in service (theater) 308,800

Other deaths in service (nontheater) 230,279

Nonmortal woundings 1,431,290

Living war veterans 17,456,000⁴

Living veterans 23,442,000

Global War on Terror ⁵

Total Service members (Worldwide) (as of Dec 31, 2010)	1,429,367
Deployed to Iraq (Operation New Dawn) (as of Dec. 31, 2010)	85,600
Deployed to Afghanistan (Operation Enduring Freedom) (as of Dec. 31, 2010)	103,700
Battle Deaths (as of May 12, 2011)	4,724
Other Deaths (In Theater) (as of May 12, 2011)	1,294
Non-mortal Woundings (as of May 12, 2011)	43,399

1. Veterans Administration estimate as of Nov. 2008.

2. Estimated figure. Does not include 26,000–31,000 who died in Union prisons.

3. Years of U.S. involvement in war.

4. Approximately 1,065,000 veterans had service in multiple conflicts. They are counted under each conflict, but only once in the total.

5. For the most current GWOT statistics, visit: href="http://www.defense.gov/news/casualty.pdf", and href="http://siadapp.dmdc.osd.mil/personnel/MILITARY/history/h

Read more: [America's Wars: U.S. Casualties and Veterans — Infoplease.com](http://www.infoplease.com/ipa/A0004615.html#ixzz1QsQIZwwa) <http://www.infoplease.com/ipa/A0004615.html#ixzz1QsQIZwwa>

Satisfaction with Direct Supervisor and Department Director Support

Direct supervisory support represents a strength for Ottawa County again in 2011, particularly on supervisors being approachable, encouraging innovation, and earning employee trust.

- ◆ Compared to 2009, performance is stable on almost all aspects of direct supervisory support.
- ◆ Due to significant declines on more than half of measures compared to 2009, employees with the Friend of the Court now report the lowest scores on most aspects related to direct supervisory support, while Health Administration/Health Promotion/Emergency Preparedness have the highest levels of satisfaction. Declines in satisfaction among employees < 2 years tenure are also seen on many supervisor related measures.

Improvement from 2009 is seen in Department Directors providing autonomy to make decisions, recognizing contributions, and encouraging innovative thinking, primarily due to gains among employees with > 10 years tenure.

- ◆ Employees with 6 – 10 years tenure and those in the Developmentally Disabled Service and Corrections department have significantly lower levels of satisfaction with Department Director support, while Administration/Health Promotion/Emergency Preparedness have the highest levels of satisfaction.
- ◆ Several employees comment on the need to have documented and consistent policies and procedures.

"Written procedures for system changes before it changes. To be informed of a system change and have it appear in writing and placed in a book where it can be accessed by all at the time of the change is necessary. Things are changing all of the time and many times, only half of the people are aware of it." (Non-supervisor, 6-10 years)

"Written policy and procedures manual so decisions are not "arbitrary" depending on which supervisor you are talking to, letting supports coordinators know clearly when there are changing agency philosophy - just overall less confusion." (Non-supervisor, 6-10 years)

"Recently it has been hard to keep up with all the changes both in procedures and staff. Either keeping things more consistent or having a place to reference current procedures/staff would be extremely helpful." (Non-supervisor, > 10 years)

Satisfaction With Job Responsibilities

Satisfaction with all aspects of employee job responsibilities is unchanged compared to 2009.

- ◆ Satisfaction with job responsibilities among employees in the Environmental Health department has stabilized in 2011, after declining between 2007 and 2009.
- ◆ Support provided by other departments and awareness of how employee roles contribute to Ottawa County's mission continue to be two areas for improvement, as less than half of employees express satisfaction with these two aspects of their job.

Recommendations and Implications

- ◆ Focus process change on areas that most strongly influence employee satisfaction, where current performance is relatively low or weakening, such as by:
 - ◇ Supporting merit-based promotions and making opportunities for advancement more visible (including promotions from within)
 - ◇ Continuing 'brown bag lunches' and other communication forums that promote a feeling of trust among employees, such as the well received communications about the impact of budget issues on employee benefits
 - ◇ Ensuring that employees in all departments are able take advantage of training opportunities
 - ◇ Having supervisors and county leadership be more specific when communicating the value of each employee and how their role contributes to the overall county mission.
 - ◇ Improving consistency in procedures through process documentation
- ◆ As soon as feasible, address employee concerns regarding compensation and benefits by re-instating COLA and tuition reimbursement; in the interim consider low-cost 'give-backs' such as flex time (e.g. 4 day/10 hour schedules).
- ◆ Focus attention on issues affecting departments that have relatively low employee satisfaction – Corrections, Developmentally Disabled Services and Friend of the Court; apply best practices from other departments that exhibit stronger performance in identified areas.
- ◆ Address employee concerns with the quality of the cleaning services at county facilities.
- ◆ Continue to re-survey employees on a bi-annual basis to assess performance related to organizational initiatives and goals.

RESULTS OF THE

2nd Quarter 2011 Ottawa County Employee Satisfaction Survey

June 2011

Survey Objective and Response Rate

In 2nd Qtr. 2011, an email invitation to complete an on-line employee satisfaction survey was emailed to all Ottawa County employees to determine current overall job satisfaction and to evaluate the attitudes of employees regarding various aspects of job satisfaction. These results were compared with previous findings to determine how satisfaction and attitudes have changed over time. RDA Group, a private market research and consulting firm, was responsible for collecting and analyzing all survey data.

- ◆ Note that care should be taken when comparing 2011 scores to scores from 2009, as the change from a mail to web methodology can have an effect on responses.

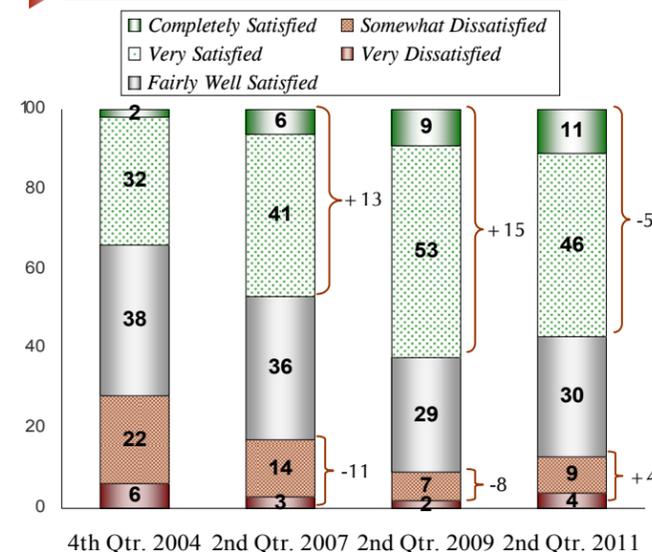
Of the 910 survey invitations that were emailed in 2011, 581 employees completed a survey, for a response rate of 64%, up 21 pct. pts. from 2009.

Overall Satisfaction

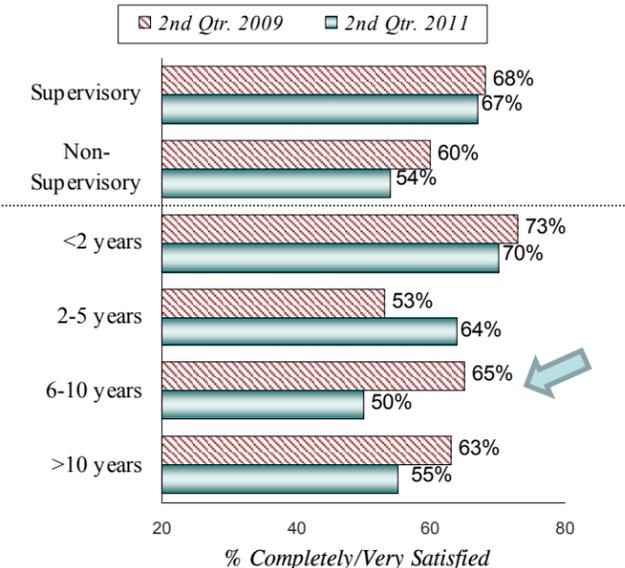
Overall satisfaction among county employees declines in 2011, with fewer employees reporting that they are completely or very satisfied compared to 2009. This is a reversal of the upward trend seen in both 2007 and 2009.

- ◆ 57% of Ottawa County employees are completely or very satisfied (vs. 62% in 2009), however this still represents a significant increase from the 2004 baseline score of 34%.
 - ◇ Employees with less than 2 years tenure continue to be the most satisfied, while non-supervisory employees and employees with 6 – 10 years tenure have the lowest levels of satisfaction.
 - ◇ Employees of the Circuit Court Trail Division continue to have the highest satisfaction (100%) followed by the Equalization/Property Description department (90%). The number of people expressing dissatisfaction in the MI Works! and Information Technology departments increases sharply, with only about ½ of employees in both departments expressing that they are extremely or very satisfied. Corrections and Environmental Health are again among the least satisfied (33% and 39%, respectively).
- ◆ The only gains in satisfaction compared to 2009 are seen among employees in the Health: Community Services department. However, satisfaction has eroded among employees with 6-10 years of tenure, and those in working in Holland District Court, Circuit Court Friend of the Court, Information Technology, MI Works! and Law Enforcement.
- ◆ The changes/restrictions related to compensation and benefits resulting from the economic reality of county governments appear to be a contributing factor to the degradation of employee satisfaction in 2011.

Overall Satisfaction Among Total Sample



Overall Satisfaction by Position and Tenure



Most Liked Aspects of Job

In 2011, employees are less likely to cite work schedule, job security and good insurance/health benefits as well liked aspects of their job compared to 2009.

- ◆ Co-workers (38%) and benefits (30%) continue to be the top rated job aspects appreciated by employees, followed by job responsibilities and management/supervisor support (18% each).

"The 'Team' atmosphere, and the kindness of that team. I appreciate my supervisor/teammates and all they do to encourage me, help me learn and be (sic) affective at my job. I appreciate the health and dental benefits for my entire family." (Non-supervisor, <2 years)

"The County provides an excellent benefits package, which in this economy would be very difficult to match." (Supervisor, 2-5 years)

"I think that Ottawa County does an excellent job providing competitive benefits for their employees. They do their best to have competitive wages, great insurance and other benefits." (Non-supervisor, 2-5 years)

- ◆ Employees with 6 – 10 years of service are more likely to cite enjoyment of building/office facilities and much less likely to say that they enjoy co-workers, their job responsibilities and job security. Newer employees (<2 years) are much less likely to cite appreciation of compensation and challenging work, but continue to be twice as likely to say they enjoy the cooperative workplace.

Satisfaction with Ottawa County Administration

The largest gains from 2009 are seen in measures related to satisfaction with Ottawa County's Administration.

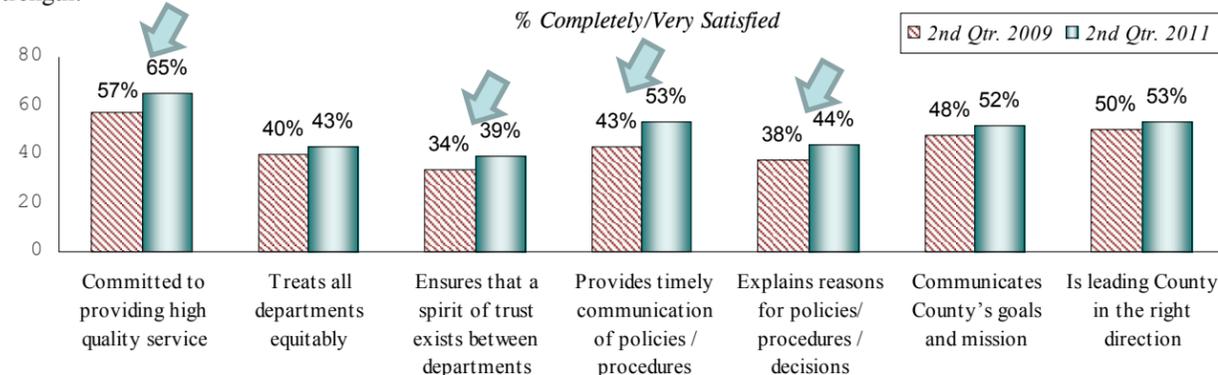
- ◆ Significant improvement is seen in the Administration's commitment to provide high quality service, ensuring a spirit of trust, and timely communication of policies and explaining reasons for policies, primarily due to the notable gains among non-supervisors and employees with > 10 years tenure.

"The HR Department is clear in communicating issues and provides fantastic training opportunities for staff at all experience and professional levels. County Administration does a good job of communicating issues to employees and I appreciate the brown bag lunches." (Supervisor, 6-10 years)

"I enjoy working for Ottawa County. Mr Vanderberg has been a very positive change for our County and he sees the 'big picture' for the future. It is obvious he really cares about the employees." (Supervisor, > 10 years)

"I believe that the County of Ottawa administration as a whole, is moving in the right direction in terms of the services provided to its residents which goes even beyond....In comparison to other counties, Ottawa County management definitely tops the list." (Non-supervisor, 6-10 years)

- ◆ Although gains are seen, opportunity for improvement remains, with around 50% or fewer employees reporting that they are completely or very satisfied on 6 of the 7 measures; commitment to providing high quality services remains a strength.



Ways to Improve Satisfaction

Substantially fewer employees cite the need to improve management direction/leadership, fair treatment of employees, and advancement opportunities than in 2009, primarily due to fewer non-supervisory employees citing the need to improve these factors.

- ◆ Improving compensation (13%) and communication (12%) remain the top two mentioned ways to increase satisfaction, with general benefits/health benefits (11%) mentioned third most often.
- ◆ Employees with <2 years are much less likely to express concern over the level of communication; those with > 10 years tenure are more likely to express dissatisfaction with the insurance/health benefits and retirement/pension benefits.
- ◆ Many employees cite allowing flex-time across more departments as being important to improving satisfaction.

"Develop a county policy allowing flexible work hours, as the state has done. This would enable employees to make up for the lack of cost of living raises during these difficult economic times. Working four ten hour days may allow employees to save on gas and daycare." (Non-supervisory, > 10 years)

"Give our Flex time back!" (Non-supervisor, 6 – 10 years)

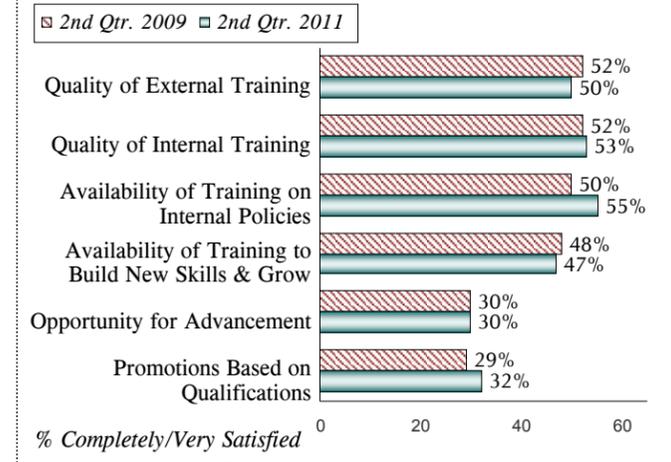
"Allow employees to flex time (within reason) to help save money on daycare and increase balance and satisfaction in their lives as a whole." (Non-supervisor, 6 – 10 years)

"Allow IT employees to work from home. Allow IT employees to have flexible work times." (Supervisor, > 10 years)

Satisfaction with Training and Career Development

Satisfaction with all aspects of training and career development is relatively unchanged compared to 2009, although this area is becoming more important to employee satisfaction.

- ◆ Satisfaction with all aspects of training and career development represent opportunities for improvement based on their high correlation to overall satisfaction.
 - ◇ 55% are completely/very satisfied with availability of training on internal policies and procedures, representing the highest level of satisfaction
 - ◇ Non-supervisory and Corrections Department employees report the lowest levels of satisfaction on all aspects of training and development
- ◆ Compared to 2009, employees in Mentally Ill Adult Services show a significant improvement on all aspects of training and career development.
- ◆ The high-impact areas of promotions being awarded based on qualifications and providing opportunity for advancement continue to be the most significant areas for improvement, as less than 1/3 of employees report being completely/very satisfied. Many employees continue to express a desire for more promotions to be awarded from within rather than hiring external applicants.



"Invest in employees for internal promotions, as you are investing in training for employees (Gold Leaders, etc.), but it doesn't seem to carry any weight for promotion, decreasing the value of the training and confidence in the County." (Supervisor, 6-10 years)

"I wish open positions were offered to current employees first and then if no one within the County accepted the position it would then move to the public. There have been several positions I have applied for and would have accepted, however it has gone to the outside." (Non-supervisor, 2-5 years)

Satisfaction with Work Conditions and Atmosphere

Of the 8 measures related to work conditions and atmosphere, physical comfort of work environment and safety of working conditions improve compared to 2009...trust and appreciation remain critical to employee satisfaction.

- ◆ Amount of job stress, contributions being valued, coordination of efforts between different departments and climate of trust continue to be high importance-low performing attributes related to work conditions and atmosphere, with satisfaction ranging from 34% – 41%.
 - ◇ Satisfaction is particularly low among non-supervisory employees and those working in Developmentally Disabled Services and Fiscal Services
- ◆ A number of employees express a strong dissatisfaction with office cleanliness, or a change in the level of cleanliness.

"I would like to improve the cleaning service. The current housekeeping is spotty at best. We have had a lot more flu and colds since they started. The office looks dusty and un-kept." (Supervisor, > 10 years)

"Return housekeeping to internal service, as the level of cleanliness has dramatically decreased to the point of affecting my health. With the new focus on employee health, environment should be identified as a major contributor." (Non-supervisor, 6-10 years)"

Satisfaction with Compensation and Benefits

Satisfaction with all aspects of compensation and benefits is unchanged in 2011, with the exception of employee benefits, which declines significantly.

- ◆ Declines in satisfaction with benefits are primarily due to lower levels of satisfaction among non-supervisory employees and those with 6 – 10 years tenure.

"...Reinstate the educational benefit and go back to ASR insurance. Priority Health is not a good fit." (Non-Supervisor, 2 – 5 years)

"I would have no problem paying more money for my premiums as long as we get our prescriptions. We were told in our Health Insurance meetings that this new insurance would be comparable to what we had with ASR Insurance but now our new insurance won't cover our medications that we were on for many years causing us to pay cash which we can't afford." (Non-supervisor, 6 – 10 years)

"Priority Health is embarrassing. They take a long time to pay claims, sometimes 3 months, and do not pay providers well. I would rather increase my contribution to Insurance costs and have ASR back." (Non-supervisor, 2-5 years)

"Commissioners should have reduced coverage in benefits because of their 'part-time' status. Their retirement packages should not be more than any full time employees." (Supervisor, > 10 years)

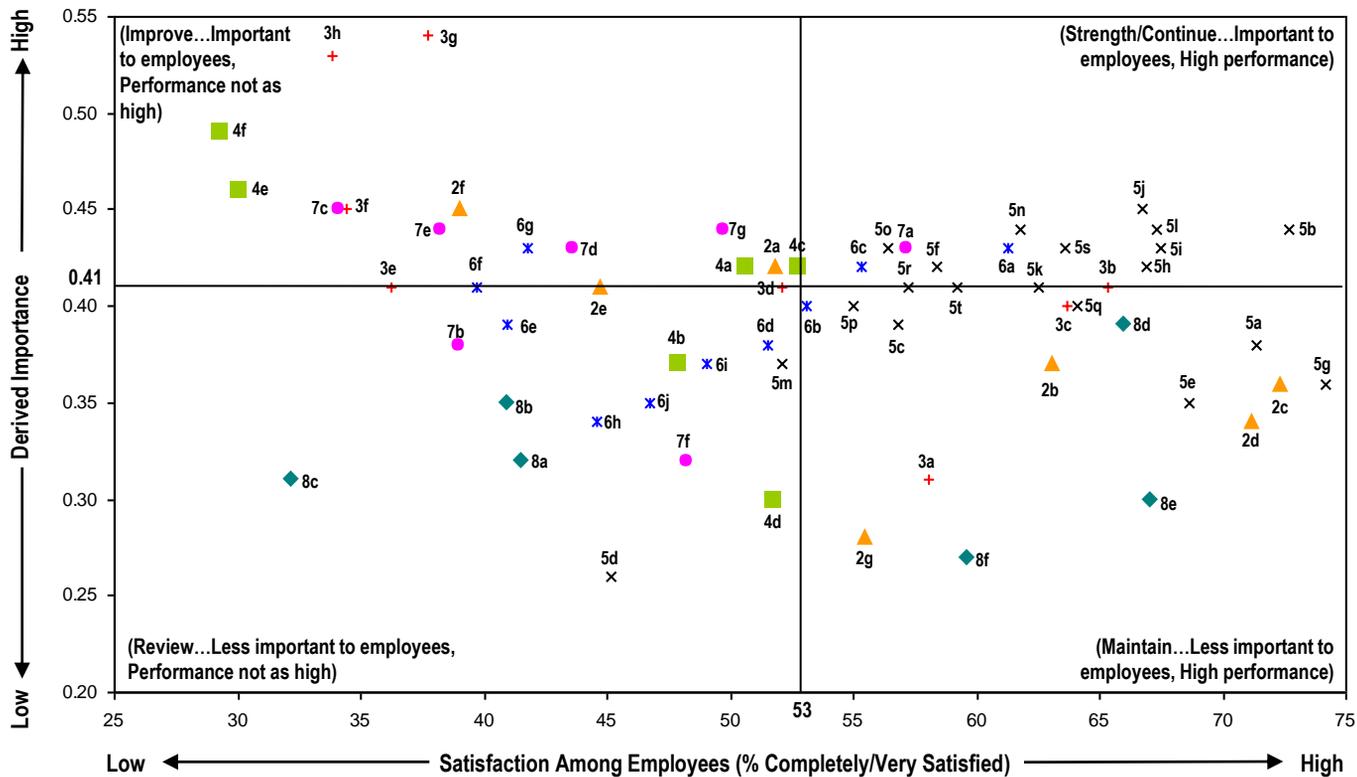
- ◆ Satisfaction with compensation remains below that of most other aspects of job satisfaction – Similar to 2009, less than half of employees report being satisfied that compensation is appropriate to performance or comparable to others in similar positions.
- ◆ Several employees expressed dissatisfaction that the wage study results have not been implemented.

"We were supposed to receive an increase from the last wage study and it didn't happen. I do not believe that I am paid for my experience and qualifications." (Non-supervisor, 2 – 5 years tenure)

"It's been almost a year since the CMH wage study was conducted. Several position groups evaluations indicated increases of as much as two pay grades in the 2009 wage study but have yet to see a dime. All we hear is it's stuck in HR due to staffing issues there." (Supervisor, 6-10 years)

2011 Ottawa County Employee Satisfaction Survey

- Attribute Map -



- ▲ Job Responsibilities
- Training and Career Development
- ✕ Department Director Support
- ◆ Compensation and Benefits
- + Work Conditions and Atmosphere
- ✕ Direct Supervisory Support
- Ottawa County Administration

Improve

- ▲ Q2f. Being made aware of how your role contributes to Ottawa County's mission
- ▲ Q2a. Your workload
- ▲ Q2e. Support provided to you by other Ottawa County departments
- + Q3g. The organization valuing your contribution
- + Q3h. A climate of trust existing within the organization
- + Q3f. Amount of job stress
- + Q3d. Sense of teamwork within your department
- + Q3e. Coordination of efforts between different Ottawa County departments
- Q4f. Promotions being awarded based on qualifications
- Q4e. Opportunity for advancement
- Q4c. Quality of internal training
- Q4a. Availability of training on internal policies and procedures to effectively perform your job
- ✕ Q6g. Ensures that all employees are treated fairly
- ✕ Q6f. Is generally available when you need him/her
- Q7c. Ensures that a trust exists between departments
- Q7g. Is leading Ottawa County in the right direction
- Q7e. Explains the reasons for implementing organizational policies, procedures, and decisions that impact your department
- Q7d. Provides timely communication of policies and procedures

Review

- Q4b. Availability of training to build new skills and grow in your career
- Q4d. Quality of external training
- ✕ Q5m. Holds employees accountable for their performance
- ✕ Q5d. Conducts regular formal performance reviews
- ✕ Q6e. Quickly resolves employee questions and concerns
- ✕ Q6d. Encourages free exchange of ideas
- ✕ Q6i. Encourages innovative thinking
- ✕ Q6j. Keeps your department informed regarding important 'happenings' within the organization
- ✕ Q6h. Recognizes your contributions
- Q7b. Treats all departments equitably
- Q7f. Communicates Ottawa County's goal and mission
- ◆ Q8b. Compensation being comparable to what others in similar positions are paid in other Ottawa County departments
- ◆ Q8a. Compensation being appropriate given your responsibilities and job performance
- ◆ Q8c. Compensation being comparable to what others in similar positions are paid at other organizations

Strength/Continue

- + Q3b. Safety of working conditions
- ✕ Q5j. Encourages innovative thinking
- ✕ Q5i. Sets reasonable performance standards
- ✕ Q5n. Provides you with sufficient project background to succeed in your job
- ✕ Q5b. Is approachable regarding work concerns
- ✕ Q5s. Recognizes your contributions
- ✕ Q5i. Is receptive to your ideas
- ✕ Q5o. Effectively coaches you to help you problem-solve
- ✕ Q5f. Shows concern for your professional growth
- ✕ Q5h. Has earned your trust
- ✕ Q5r. Treats all employees fairly
- ✕ Q6a. Respects his/her employees' need to balance their work and personal life
- ✕ Q6c. Gives employees autonomy to make necessary decisions within the scope of their jobs
- Q7a. Is committed to providing high quality service to the residents of Ottawa County

Maintain

- ▲ Q2b. Number of hours worked on a daily basis to perform your job
- ▲ Q2c. Opportunity to do interesting work
- ▲ Q2d. Opportunity to do appropriately challenging work
- ▲ Q2g. Ability to work a flexible schedule
- + Q3c. Availability of physical resources, tools and equipment needed to do your job
- + Q3a. Physical comfort of your work environment
- ✕ Q5k. Has clearly defined your job responsibilities
- ✕ Q5t. Keeps you informed regarding important 'happenings' within the organization
- ✕ Q5p. Quickly resolves your questions and concerns
- ✕ Q5q. Is generally available when you need him/her
- ✕ Q5c. Provides constructive informal feedback regarding your job performance
- ✕ Q5a. Allows you autonomy to make necessary decisions within the scope of your job
- ✕ Q5g. Allows you to be flexible with your schedule when needed
- ✕ Q5e. Shows concern for your personal well-being
- ✕ Q6b. Effectively communicates your department's performance on achieving organizational goals
- ◆ Q8d. Sick and vacation time allowance
- ◆ Q8e. Employee benefits
- ◆ Q8f. Communication of changes in benefits and compensation

2011 Ottawa County Employee Satisfaction Survey

Q1b. What three things do you like most about your employment at Ottawa County?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Completely Satisfied	Less than 2 years	Supervisory	The employees, the location of the Fillmore office and the educational opportunities.
Completely Satisfied	Less than 2 years	Non-supervisory	Flexibility. People I work with. My environment at work.
Completely Satisfied	Less than 2 years	Non-supervisory	I most enjoy the type of work I do. I also enjoy the satisfaction I get from doing my job well. Finally, I enjoy the fact that, in a round-about way, I'm giving back to the community by doing my job.
Completely Satisfied	Less than 2 years	Non-supervisory	People I work with. Benefits. My position keeps me busy 8 hours.
Completely Satisfied	Less than 2 years	Non-supervisory	The great support I receive from my department. The great support I receive from the County Administration. Access to an exercise room.
Completely Satisfied	Less than 2 years	Non-supervisory	The health insurance, retirement benefits and my coworkers are great!
Completely Satisfied	2 - 5 years	Supervisory	Al in administration does a fantastic job. My department head is dedicated to the organization and all the employees. The benefits are great, and I like the new plan design choices.
Completely Satisfied	2 - 5 years	Supervisory	I feel validated where I work and that my work matters. I like the trainings available and ability to move up within the County. I appreciate the benefits we currently have available to us.
Completely Satisfied	2 - 5 years	Non-supervisory	1.) I have a flexible work schedule (due to my job description) and my supervisor is very supportive of the hours I work and needing to flex time based on work flow and personal commitments. I feel supported and valued 2.) I like the staff I work with, friendly and work well together. 3.) Good benefits and pay for my position.
Completely Satisfied	2 - 5 years	Non-supervisory	Good benefits, good support from administration, good communication
Completely Satisfied	2 - 5 years	Non-supervisory	Good work environment, good equipment and good people to work with.
Completely Satisfied	2 - 5 years	Non-supervisory	Ottawa County is well organized, professional and approachable.
Completely Satisfied	2 - 5 years	Non-supervisory	The benefits, pay and my co-workers.
Completely Satisfied	2 - 5 years	Non-supervisory	The location, the benefits I receive and the flexibility of my job.
Completely Satisfied	6 - 10 years	Supervisory	1) Dedicated and committed co-workers. 2) High standards set by my Administration. 3) Pay and benefits.
Completely Satisfied	6 - 10 years	Supervisory	There is open dialog between employees and administration. Health benefits. The location and exercise and fitness room.
Completely Satisfied	6 - 10 years	Supervisory	Wages, benefits and responsive Management.
Completely Satisfied	6 - 10 years	Supervisory	We are treated like adults and don't get overly managed. I get a decent wage for a good day's work.
Completely Satisfied	6 - 10 years	Non-supervisory	Benefits and the vacation/float/sick time availability.
Completely Satisfied	6 - 10 years	Non-supervisory	I love how the County offers the employee 10 years vested in the Mers and life insurance. The County also looks out for employee needs.
Completely Satisfied	6 - 10 years	Non-supervisory	Location, equipment and the employee relations.
Completely Satisfied	6 - 10 years	Non-supervisory	My boss. My co-workers. My job.
Completely Satisfied	6 - 10 years	Non-supervisory	The facilities that we work in, employer match and the respect in the community.
Completely Satisfied	6 - 10 years	Non-supervisory	The fairness with the County, the opportunity for growth and the professionalism that runs through-out the County
Completely Satisfied	6 - 10 years	Non-supervisory	The pay. Good Management and leadership. Professional work environment.
Completely Satisfied	More than 10 years	Supervisory	1) Great reputation. 2) Financially sound. 3) Interested in employee training and input.
Completely Satisfied	More than 10 years	Supervisory	1) Superb supervisor. 2) Benefits, although some have diminished. 3) Helping the public.
Completely Satisfied	More than 10 years	Supervisory	Challenge of the position. Support from administration. Great community to work in.
Completely Satisfied	More than 10 years	Supervisory	Co-workers, the job position, benefits and the salary
Completely Satisfied	More than 10 years	Supervisory	Dedicated co-workers.
Completely Satisfied	More than 10 years	Supervisory	Good employer, wages, insurance is in line with others and a good work environment.
Completely Satisfied	More than 10 years	Supervisory	Great support from the administration and a wonderful building. Ottawa County provides me with the tools to perform my job.
Completely Satisfied	More than 10 years	Supervisory	I like the fact that the County gives me the privilege to advocate for people with disabilities. I also like the flexibility of the job and the benefits offered by the County.

2011 Ottawa County Employee Satisfaction Survey

Q1b. What three things do you like most about your employment at Ottawa County?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Completely Satisfied	More than 10 years	Supervisory	In my department I am able to bring new ideas to the Administration and they give me the ability to implement them. I able to work on my own once showing I am self motivated.
Completely Satisfied	More than 10 years	Supervisory	Job stability, challenges and allowance for creativity.
Completely Satisfied	More than 10 years	Supervisory	Security, benefits and the retirement benefits.
Completely Satisfied	More than 10 years	Supervisory	Support from health department management for programs/services. Working conditions and benefits. Colleague professionalism and desire to deliver excellent health services to our residents.
Completely Satisfied	More than 10 years	Supervisory	The people I work with. We have up to date equipment to make the job easier and safer. In my job, I have flexibility to go out and be involved in the community and go take calls for service and supervise. I love it, really.
Completely Satisfied	More than 10 years	Supervisory	The working conditions, my salary and benefits. Also the support I receive.
Completely Satisfied	More than 10 years	Supervisory	Wages, benefits and the work hours.
Completely Satisfied	More than 10 years	Supervisory	Work environment, career opportunities, and the character of the employees.
Completely Satisfied	More than 10 years	Non-supervisory	Benefits, pay, and in my job there is flexibility with the work schedule.
Completely Satisfied	More than 10 years	Non-supervisory	Benefits. Co-workers. Facilities.
Completely Satisfied	More than 10 years	Non-supervisory	I can't complain one bit about the way I'm treated by this organization. There has never been a time that I felt that I had been treated with anything other than respect and honesty. I also love all the people that I work with and the people I work for. I also feel very lucky to have found my place with the County.
Completely Satisfied	More than 10 years	Non-supervisory	I enjoy the people I work with. The county offers a good wage and good benefits. I am just happy to still have a job!
Completely Satisfied	More than 10 years	Non-supervisory	I enjoy working for Ottawa County. Our continued training helps me as a person to grow, keep up on current technology and use skills that I didn't even know I had. Our Human Resources Department is very helpful.
Completely Satisfied	More than 10 years	Non-supervisory	I like my supervisor, co-workers and work environment. Put them together and working is a pleasure, as it should be.
Completely Satisfied	More than 10 years	Non-supervisory	Job security. Benefits. Friendly environment.
Completely Satisfied	More than 10 years	Non-supervisory	My co-workers, the hours that I work and the benefits I receive (vacation time and health insurance).
Completely Satisfied	More than 10 years	Non-supervisory	My direct Supervisor. Administration. Benefits.
Completely Satisfied	More than 10 years	Non-supervisory	The opportunity for advancement, my co-workers and the actual facilities/equipment
Completely Satisfied	More than 10 years	Non-supervisory	We have great buildings, endless opportunities, and we haven't experienced any lay-offs.
Completely Satisfied	More than 10 years	Non-supervisory	Wonderful co-workers. Regular hours and pleasant working conditions.
Very Satisfied	Unknown	Supervisory	Challenging work, meaningful work and great co-workers/team.
Very Satisfied	Less than 2 years	Supervisory	Budget efficiency, collaboration between the departments and planned government
Very Satisfied	Less than 2 years	Supervisory	Good employee training program, decent wage and benefits, nice work facilities
Very Satisfied	Less than 2 years	Supervisory	Good work environment. Good co-workers. Reasonable pay and good benefits.
Very Satisfied	Less than 2 years	Supervisory	I think there is a great benefit package. The people are very friendly and great to work with. Great support from administration.
Very Satisfied	Less than 2 years	Supervisory	The appreciation Ottawa County provides. The atmosphere where my skill set and educational achievements are appreciated. Quality leadership is a rare commodity in any organization, especially Government organizations. I have been impressed at the individuals in leadership in Ottawa County departments. The leadership encourages innovation rather than status quo.
Very Satisfied	Less than 2 years	Supervisory	The benefits (health, life, retirement & time off). The people I work with, the work environment.
Very Satisfied	Less than 2 years	Supervisory	The value placed on employees. Training opportunities provided by the County, wide variety, frequently offered. Stable work environment.
Very Satisfied	Less than 2 years	Non-supervisory	1) Job. 2) Great management team. 3) Co-workers.
Very Satisfied	Less than 2 years	Non-supervisory	Co-workers, job tasks and the competitive pay.
Very Satisfied	Less than 2 years	Non-supervisory	Great leadership. Issues are handled immediately. Friendly and professional employees.

Source: 2011 Ottawa County Employee Satisfaction Survey

Conducted by RDA Group

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2011 Ottawa County Employee Satisfaction Survey

Q1b. What three things do you like most about your employment at Ottawa County?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Very Satisfied	Less than 2 years	Non-supervisory	Health benefits. Mostly self directed on tasks. The work environment.
Very Satisfied	Less than 2 years	Non-supervisory	I feel like I am helping the community by providing a service at the jail. Great benefits, including insurance, pension, and vacation time. My coworkers, everyone is respectful and great to work with.
Very Satisfied	Less than 2 years	Non-supervisory	I like that all the employees are polite to one another and helpful. We are well informed about new information that is added, in a timely manner. I like that there are programs that we are able to attend example, ECA (classes for education).
Very Satisfied	Less than 2 years	Non-supervisory	I like that they offered us choices on insurance this year and that they found a cheaper program. I like that, in my department, the elected official cares about the opinions of the employees.
Very Satisfied	Less than 2 years	Non-supervisory	Interesting, I like the people I work with in the office and I like the benefits.
Very Satisfied	Less than 2 years	Non-supervisory	Meeting the public. The rapport with my co-workers. The opportunity to work in a way that enhances the community.
Very Satisfied	Less than 2 years	Non-supervisory	My boss is very encouraging and gives me feedback regarding my performance. My co-workers are extremely helpful and are always willing to help me learn new tasks.
Very Satisfied	Less than 2 years	Non-supervisory	Nice environment. Friendly and helpful staff. Part time hours.
Very Satisfied	Less than 2 years	Non-supervisory	Stability. Coworkers. Challenges.
Very Satisfied	Less than 2 years	Non-supervisory	The "Team" atmosphere, and the kindness of that team. I appreciate my supervisor/teammates and all they do to encourage me, help me learn and be affective at my job. I appreciate the health and dental benefits for my entire family
Very Satisfied	Less than 2 years	Non-supervisory	The benefits, the salary and the flexibility.
Very Satisfied	Less than 2 years	Non-supervisory	The people I work with (teamwork), hours, benefits and the variety of work.
Very Satisfied	Less than 2 years	Non-supervisory	The people I work with are encouraging and supportive of one another and myself. It creates a great atmosphere. The way that processes are continually evaluated for improvement. The responsiveness and flexibility of my management.
Very Satisfied	Less than 2 years	Non-supervisory	The team that I get to work with is a great group of people who work well together and are skilled clinicians. I like the opportunities to learn new tasks and explore new assessment tools.
Very Satisfied	Less than 2 years	Non-supervisory	Working independently, the friendliness of my co-workers, working with families and children.
Very Satisfied	2 - 5 years	Supervisory	1) My immediate supervisor. 2) Type of projects. 3) Variety of in and out of office work.
Very Satisfied	2 - 5 years	Supervisory	Family atmosphere, feel everyone I work with is very well grounded and has proper priorities. Feel that support from supervisors and administration is good. Freedom to run the program as I see fit.
Very Satisfied	2 - 5 years	Supervisory	I like working on a team. My peers are supportive and helpful. Good pay and benefits.
Very Satisfied	2 - 5 years	Supervisory	My job duties and being able to have a positive impact on people, good pay and nice people to work for and with.
Very Satisfied	2 - 5 years	Supervisory	My position is challenging and it keeps me engaged.
Very Satisfied	2 - 5 years	Supervisory	People, training and development opportunities, and salary.
Very Satisfied	2 - 5 years	Supervisory	The County provides beautiful facilities in which to work. The County provides an excellent benefits package, which in this economy would be very difficult to match. The County provides many excellent educational and training opportunities for staff development.
Very Satisfied	2 - 5 years	Supervisory	The general culture within the administration team. The opportunity to do something that helps the community. The opportunity and encouragement to change processes and make improvements.
Very Satisfied	2 - 5 years	Supervisory	The team I work with, supportive supervisors, pay and the benefits
Very Satisfied	2 - 5 years	Supervisory	The variety of tasks and my responsibilities. Flexibility to prioritize work and time. I like the people I work with
Very Satisfied	2 - 5 years	Non-supervisory	Benefits, compensation, and my co-workers.
Very Satisfied	2 - 5 years	Non-supervisory	Benefits, security, and retirement.
Very Satisfied	2 - 5 years	Non-supervisory	Benefits, stability, the work environment and variety.

2011 Ottawa County Employee Satisfaction Survey

Q1b. What three things do you like most about your employment at Ottawa County?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Very Satisfied	2 - 5 years	Non-supervisory	Better than average benefit package/choices, the ability to be involved in planning work assignments/priorities, and having a position that requires some work in all county facilities (variety).
Very Satisfied	2 - 5 years	Non-supervisory	Communication between Management and employees. Educational classes are available. Time off benefits (vacation, float and sick). Exercise options (work out room and exercise trails).
Very Satisfied	2 - 5 years	Non-supervisory	Flexible schedule, my supervisor and co-workers
Very Satisfied	2 - 5 years	Non-supervisory	For the most part, great co-workers despite working in a difficult field and the flexibility in work schedules to accommodate my ongoing education.
Very Satisfied	2 - 5 years	Non-supervisory	Friendly work environment. Great benefits. Challenging projects.
Very Satisfied	2 - 5 years	Non-supervisory	I appreciate the work that the county has done to maintain a solid financial position. The department I work in within the county is superb in their leadership and communication. In addition, my department is strong in empowering every employee to "own" their work and know that they contribute to the success of the department and service to the community.
Very Satisfied	2 - 5 years	Non-supervisory	I like my job, the people I work with and my boss
Very Satisfied	2 - 5 years	Non-supervisory	I like the work environment, the people I work with and the excellent communication between the different groups within our department. I also like the communication between Al Vandenburg and the employees of Ottawa County. I also like the training opportunities.
Very Satisfied	2 - 5 years	Non-supervisory	I like the work hours, the people who I work with, the benefits and pay.
Very Satisfied	2 - 5 years	Non-supervisory	I think that Ottawa County does an excellent job providing competitive benefits for their employees. They do their best to have competitive wages, great insurance and other benefits. I appreciate the flexibility with the job and the support that Ottawa County also give each employee. There is generally a positive attitude with any county employee you may come across, which I think says a lot about the County.
Very Satisfied	2 - 5 years	Non-supervisory	Job flexibility, kind and competent co-workers. The ability and freedom to manage projects independently.
Very Satisfied	2 - 5 years	Non-supervisory	Job security. Benefits package. The training available.
Very Satisfied	2 - 5 years	Non-supervisory	Location is close to my home. People I work with. Pay is acceptable.
Very Satisfied	2 - 5 years	Non-supervisory	My colleagues, my work, and the possibility of advancement
Very Satisfied	2 - 5 years	Non-supervisory	My job at the county is a great fit for my abilities and the education I have. I love working with spreadsheets and being organized, and I enjoy working with the clients I am able to serve.
Very Satisfied	2 - 5 years	Non-supervisory	My job duties, the clean work environment and the friendly co-workers.
Very Satisfied	2 - 5 years	Non-supervisory	Personnel I work with. Physical facilities I work. Overall pay/benefits.
Very Satisfied	2 - 5 years	Non-supervisory	Schedule flexibility, working with consumers and families, and the level of supervisory involvement.
Very Satisfied	2 - 5 years	Non-supervisory	Technology, the organization and feeling that my work matters.
Very Satisfied	2 - 5 years	Non-supervisory	The environment (people I work with and building structure), the health benefits and pay. The satisfaction I get from doing my job
Very Satisfied	2 - 5 years	Non-supervisory	The friendliness and professionalism of the people. The benefit packages.
Very Satisfied	2 - 5 years	Non-supervisory	The hours. Co-workers. Mission.
Very Satisfied	2 - 5 years	Non-supervisory	The office that I work in. The benefits. The proximity to where I live.
Very Satisfied	2 - 5 years	Non-supervisory	The people are great. No overtime. Good benefits.
Very Satisfied	2 - 5 years	Non-supervisory	The people I work with. Fair benefits. Reasonable work load.
Very Satisfied	2 - 5 years	Non-supervisory	The professionalism of the staff. The flexibility to work with my family's schedule. Support from team members.
Very Satisfied	2 - 5 years	Non-supervisory	The team I work with. Flex time.
Very Satisfied	2 - 5 years	Non-supervisory	Top notch co-workers and supervisors. Duties of my job and the independence.
Very Satisfied	2 - 5 years	Non-supervisory	Treated respectfully, wages, and benefits.

2011 Ottawa County Employee Satisfaction Survey

Q1b. What three things do you like most about your employment at Ottawa County?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Very Satisfied	2 - 5 years	Non-supervisory	Up-to-date technology in my office and my bosses are wonderful leaders and very forward thinking. They promote self improvement and promote participation in the classes offered by the county. I like the classes offered by the county
Very Satisfied	2 - 5 years	Non-supervisory	Work location, the building and my co-workers.
Very Satisfied	2 - 5 years	Non-supervisory	Working with a group of well trained, experienced professionals. I enjoy working with the DD population. I like the job autonomy.
Very Satisfied	6 - 10 years	Supervisory	Great benefits, variety and frequency of training opportunities, county seems well regarded by outside entities. Admirable reputation. I can proudly say I am employed by Ottawa County.
Very Satisfied	6 - 10 years	Supervisory	It is stable. I feel supported. I enjoy the people I work with.
Very Satisfied	6 - 10 years	Supervisory	The integrity of the people that work in upper Management. The willingness of county administration to communicate openly about the challenges we face. The benefit package.
Very Satisfied	6 - 10 years	Supervisory	The pay and benefits. Creative thinking in IT, HR and training. Great relations between departments.
Very Satisfied	6 - 10 years	Non-supervisory	Administration who cares about its employees. Resources we have available to us as police officers to conduct our investigations.
Very Satisfied	6 - 10 years	Non-supervisory	Benefits, opportunity for advancement, serving the community.
Very Satisfied	6 - 10 years	Non-supervisory	Benefits. Co-Workers/Supervisors. Wages.
Very Satisfied	6 - 10 years	Non-supervisory	First, the job that I am doing in Detention is very satisfying. I like working with kids. Second, working in a safe and secure environment. Third, the benefits that the county is offering us.
Very Satisfied	6 - 10 years	Non-supervisory	Flexible schedule, great co-workers and benefits.
Very Satisfied	6 - 10 years	Non-supervisory	Flexible schedule, the amount of time given off and the friendliness of the staff.
Very Satisfied	6 - 10 years	Non-supervisory	Health Care Administration co-workers.
Very Satisfied	6 - 10 years	Non-supervisory	Helping people. Sharing my knowledge with others. Making friends with fellow employees.
Very Satisfied	6 - 10 years	Non-supervisory	Hours, health insurance and the classes offered.
Very Satisfied	6 - 10 years	Non-supervisory	I appreciate my flexible schedule. I have to be flexible in my schedule for my clients and I appreciate Ottawa County letting me be flexible with my schedule, it works well. It is good to work for an agency that has all of their policies worked out. Whatever situation you find yourself in, it is clear cut what the expectation is. It is fair and equitable. When new things are presented most of the time we are trained with reasonable expectations about what is expected. Training here at Ottawa County is awesome.
Very Satisfied	6 - 10 years	Non-supervisory	I enjoy my work environment, my co-workers are professional and good to work with.
Very Satisfied	6 - 10 years	Non-supervisory	I like my job which I find offers a multitude of challenges and opportunities for integration with other departments. I find the GIS can further integrate into other departments which have not yet utilized the power of location based information such as public health and mental health departments.
Very Satisfied	6 - 10 years	Non-supervisory	I like the change in the county's approach to health care and the new benefits. I like the idea of having a pension plan.
Very Satisfied	6 - 10 years	Non-supervisory	I like the department as a whole that I work in, the flexibility of the job if needed, and the tools they give you to do the job.
Very Satisfied	6 - 10 years	Non-supervisory	I like the flexibility of the hours, pay and benefits
Very Satisfied	6 - 10 years	Non-supervisory	I like the people I work with.
Very Satisfied	6 - 10 years	Non-supervisory	I like the people, hours and the benefits.
Very Satisfied	6 - 10 years	Non-supervisory	I like what I do, the people I work with and the benefits.
Very Satisfied	6 - 10 years	Non-supervisory	I love my job. I help people who have disabilities with pre-employment and employment skills. I help them with getting work and volunteer opportunities in the community. I believe that it brings purpose, greater self-esteem and meaning into their lives. For me, this is rewarding. I like the community and the county that I work in.

2011 Ottawa County Employee Satisfaction Survey

Q1b. What three things do you like most about your employment at Ottawa County?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Very Satisfied	6 - 10 years	Non-supervisory	Interesting job. Fair wages and benefits. A efficiently run organization.
Very Satisfied	6 - 10 years	Non-supervisory	It's close to home.
Very Satisfied	6 - 10 years	Non-supervisory	Job security. Easy access to information on Lotus Notes.
Very Satisfied	6 - 10 years	Non-supervisory	Location, pay, and benefits.
Very Satisfied	6 - 10 years	Non-supervisory	My co-workers, the modern facility and the dental/health/vision insurance.
Very Satisfied	6 - 10 years	Non-supervisory	My co-workers. My job, it's interesting and fulfilling work. It's steady, no real worry about being laid off.
Very Satisfied	6 - 10 years	Non-supervisory	No weekends. Holidays off. Helping other people in need.
Very Satisfied	6 - 10 years	Non-supervisory	Quality training, comfortable work environment, professional co-workers, and an honest wage.
Very Satisfied	6 - 10 years	Non-supervisory	The flexibility of the job and the co-workers.
Very Satisfied	6 - 10 years	Non-supervisory	The flexibility of the job, benefits (including vacation time) and good co-workers.
Very Satisfied	6 - 10 years	Non-supervisory	The high level of professionalism of my peers. The overall dedication of CMHOC to working with the population that we serve. The ability to complete my tasks without being micro-managed.
Very Satisfied	6 - 10 years	Non-supervisory	The people I work with, the building, and the work.
Very Satisfied	6 - 10 years	Non-supervisory	The services provided to the consumers, wages and the benefits.
Very Satisfied	6 - 10 years	Non-supervisory	The type of work, the benefits and the people.
Very Satisfied	6 - 10 years	Non-supervisory	The variety of the work.
Very Satisfied	6 - 10 years	Non-supervisory	The work, the pay and the people I work with.
Very Satisfied	6 - 10 years	Non-supervisory	Work, benefits, and co-workers.
Very Satisfied	More than 10 years	Supervisory	1) The leadership and professionalism of the office I work for; 2) The continued efforts of Ottawa County to train staff in areas from computers to management; 3) The flexibility I have in my schedule and workload.
Very Satisfied	More than 10 years	Supervisory	1) Type of work I do, being in a position of leadership, independent work. 2) Pay/benefits. 3) Co-workers.
Very Satisfied	More than 10 years	Supervisory	1. Top of the line equipment to do the job. 2. Pay/benefits at the moment is satisfactory. 3. Health insurance.
Very Satisfied	More than 10 years	Supervisory	Benefits. Coworkers. Opportunities for advancement.
Very Satisfied	More than 10 years	Supervisory	Christian based leadership.
Very Satisfied	More than 10 years	Supervisory	Fellow employees. Work space. Retirement benefits.
Very Satisfied	More than 10 years	Supervisory	Forward thinking administration, positive public image, and the benefits
Very Satisfied	More than 10 years	Supervisory	Good benefits, flexibility in the job and a helpful Human Resource department.
Very Satisfied	More than 10 years	Supervisory	Good facilities, very good equipment and numerous training opportunities.
Very Satisfied	More than 10 years	Supervisory	Good working environment, work stability and my co-workers.
Very Satisfied	More than 10 years	Supervisory	Great facilities. County Administration is responsive. Sufficient resources.
Very Satisfied	More than 10 years	Supervisory	I have enjoyed working for Ottawa County over the past years.
Very Satisfied	More than 10 years	Supervisory	I like serving my clients, the county leadership and the benefits.
Very Satisfied	More than 10 years	Supervisory	I like the ability to assist citizens, to know you can help. The county training programs are excellent. To be able to work with other dedicated staff.
Very Satisfied	More than 10 years	Supervisory	I like the area in which I work (Holland). The people I work with. The benefits and wages I make.
Very Satisfied	More than 10 years	Supervisory	I like the opportunity to be creative. The overall teamwork approach to things and the training opportunities.
Very Satisfied	More than 10 years	Supervisory	Integrity of the Management
Very Satisfied	More than 10 years	Supervisory	Involvement in an agency with a mission to help people. Authority to carry out the expectations of my job. Relationships with my co-workers.
Very Satisfied	More than 10 years	Supervisory	Job responsibilities, the people I work with and the location
Very Satisfied	More than 10 years	Supervisory	Job security, co-workers and the work environment.
Very Satisfied	More than 10 years	Supervisory	My job and the things I can accomplish. Good work environment. Pension.
Very Satisfied	More than 10 years	Supervisory	My job responsibilities, good benefits and my work location.

2011 Ottawa County Employee Satisfaction Survey

Q1b. What three things do you like most about your employment at Ottawa County?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Very Satisfied	More than 10 years	Supervisory	My position allows me to continue to grow my professional skills. The ability to take advantage of County sponsored trainings and the benefits
Very Satisfied	More than 10 years	Supervisory	My work is professionally challenging. I have an excellent benefit package. I do not have to drive very far to work.
Very Satisfied	More than 10 years	Supervisory	Paycheck, insurance and the health plan.
Very Satisfied	More than 10 years	Supervisory	Progressive, yet fiscally prudent environment. Benefit package and fitness center. Great place to work. Great people, including management.
Very Satisfied	More than 10 years	Supervisory	Relationship with administration and department heads. Overall excellence of our county government. Financial stability of the county.
Very Satisfied	More than 10 years	Supervisory	Salary, health benefits, and coworkers.
Very Satisfied	More than 10 years	Supervisory	Serving the population that we do. My pay and benefit package.
Very Satisfied	More than 10 years	Supervisory	Stability and atmosphere.
Very Satisfied	More than 10 years	Supervisory	Steady employment, I am treated well, interesting and challenging work.
Very Satisfied	More than 10 years	Supervisory	The autonomy, good benefits and the leadership staff is respectful towards me.
Very Satisfied	More than 10 years	Supervisory	The department I work in, and the ability to express my thoughts and ideas.
Very Satisfied	More than 10 years	Supervisory	The management, hours worked and pay day.
Very Satisfied	More than 10 years	Supervisory	The open and honest communication. The quality of employees that we hire. The financial plan they have for the county.
Very Satisfied	More than 10 years	Supervisory	The opportunities to learn and grow; being treated with respect and dignity; the opportunities to provide input into current processes, etc.
Very Satisfied	More than 10 years	Supervisory	The opportunity to make an impact in the community that we live. Each day I can present a new challenge, I like the variety. Security of a job and good benefits.
Very Satisfied	More than 10 years	Supervisory	The overall benefit package and training opportunities.
Very Satisfied	More than 10 years	Supervisory	The people I work with care about the job they do and are generally good people. I have the tools and technology I need to do my job effectively and efficiently. As a whole, the county appears to be forward thinking in their planning and implementation of programs and services for the community.
Very Satisfied	More than 10 years	Supervisory	The people I work with, the job I do, the benefits.
Very Satisfied	More than 10 years	Supervisory	The people I work with, the open communication and the leadership.
Very Satisfied	More than 10 years	Supervisory	The working conditions, the office is comfortable and has the equipment necessary to do the job. The opportunity, the training opportunities are great. Salary and fringes.
Very Satisfied	More than 10 years	Supervisory	They have retirement plans available, fair wages and good benefits. I feel appreciated for the job I do.
Very Satisfied	More than 10 years	Supervisory	Work environment. Benefits. Co-workers (across all departments).
Very Satisfied	More than 10 years	Non-supervisory	1) flexibility of hours 2) current work assignment 3) access to human resources personnel regarding questions and answers in response to medical issues, retirement, etc.
Very Satisfied	More than 10 years	Non-supervisory	1) The consumers. 2) Co workers. 3) Compensation.
Very Satisfied	More than 10 years	Non-supervisory	Ability to work part time. Working one on one with clients. Co-workers.
Very Satisfied	More than 10 years	Non-supervisory	Autonomy to perform job the way I feel is best. Respect shown to me by management and the flexibility of my job.
Very Satisfied	More than 10 years	Non-supervisory	Benefits, certain staff, and flexibility with assignments.
Very Satisfied	More than 10 years	Non-supervisory	Benefits, my job and the team I work with.
Very Satisfied	More than 10 years	Non-supervisory	Benefits. Flexible work schedule. Available training opportunities through Human Resources.
Very Satisfied	More than 10 years	Non-supervisory	Benefits. Like what I do. Good supervisors.
Very Satisfied	More than 10 years	Non-supervisory	Benefits. Location (only 10-12 minutes to get to work). The Monday-Friday work schedule.
Very Satisfied	More than 10 years	Non-supervisory	Close to my home. Day shift Monday through Friday. Good benefits.
Very Satisfied	More than 10 years	Non-supervisory	Co-workers, the opportunity to be a public health nurse for families and the insurance.

Source: 2011 Ottawa County Employee Satisfaction Survey

Conducted by RDA Group

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2011 Ottawa County Employee Satisfaction Survey

Q1b. What three things do you like most about your employment at Ottawa County?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Very Satisfied	More than 10 years	Non-supervisory	Customer services, the flexibility of the job and the co-workers.
Very Satisfied	More than 10 years	Non-supervisory	Dealing with people, the pay and my co-workers.
Very Satisfied	More than 10 years	Non-supervisory	Fellow co-workers, the teamwork and communication.
Very Satisfied	More than 10 years	Non-supervisory	Good benefits, variety of duties and I like the work I do.
Very Satisfied	More than 10 years	Non-supervisory	Good people to work with and good benefits.
Very Satisfied	More than 10 years	Non-supervisory	Great leadership, dedicated staff and benefits.
Very Satisfied	More than 10 years	Non-supervisory	Great supervisor, coworkers, and I like working with the kids.
Very Satisfied	More than 10 years	Non-supervisory	Helping others to become more self sufficient, wellness oriented and to advocate for their person. In addition over coming stigmas and barriers within a mental health perspective, to assist them and others to see what can be accomplished with enhanced services and a persons' willingness to overcome.
Very Satisfied	More than 10 years	Non-supervisory	I am a self starter, in my position, I have the freedom to prioritize in regards to my work load. I appreciate this. I feel fortunate to work with people who I respect. I very much enjoy assisting the general public and helping any way that I can. I have that opportunity in my position.
Very Satisfied	More than 10 years	Non-supervisory	I am in a job that I like. I am given the training that I need to do my job. I have a great supervisor.
Very Satisfied	More than 10 years	Non-supervisory	I do interesting work and I work with a good staff/coworkers.
Very Satisfied	More than 10 years	Non-supervisory	I do what I love and love what I do. I work with a great group of people who care about the people we serve. Up until now, my job has been very secure. With the threat of cut backs in State and Federal funding that security is no longer there.
Very Satisfied	More than 10 years	Non-supervisory	I enjoy the work I do. And feel that I have a positive effect on the world around me. The people I work with, for the most part, are professional and take pride in the work they do. The support from the Team I work with and my Supervisor.
Very Satisfied	More than 10 years	Non-supervisory	I enjoy working with the people in my department. I appreciate the classes available within the county through HR. I appreciate being able to receive decent health care through the county.
Very Satisfied	More than 10 years	Non-supervisory	I have more job security than in the private sector. My working conditions could not possibly be better. Employee benefit packages are very easy to use and understand
Very Satisfied	More than 10 years	Non-supervisory	I like my supervisor, the flexibility and my hours.
Very Satisfied	More than 10 years	Non-supervisory	I like the benefits provided by Ottawa County, insurance for my family and retirement options. I also appreciate the timely response of the Human Resource Department to any questions I might have about my employment or benefits. I enjoy the relationships I have developed with various coworkers.
Very Satisfied	More than 10 years	Non-supervisory	I like the fact that I am able to work in the area where I grew up. I enjoy the fact that my supervisors trust me and allow me to perform my job without micro-management. Last of all, I think that we do have good equipment and good facilities.
Very Satisfied	More than 10 years	Non-supervisory	I like the job security, I like helping people and I like my co-workers
Very Satisfied	More than 10 years	Non-supervisory	I like the job that I do. I really like the service that I am able to offer the community. I feel that it is a respected place of employment in the "taxpayers eyes".
Very Satisfied	More than 10 years	Non-supervisory	I love my job and the service that my department provides. I greatly appreciate our benefit package. I appreciate the flexibility allowed me due to the nature of my position.
Very Satisfied	More than 10 years	Non-supervisory	It is never boring. It is always busy. Learn something new everyday.
Very Satisfied	More than 10 years	Non-supervisory	Job security, benefits and the co-workers.
Very Satisfied	More than 10 years	Non-supervisory	Job security, benefits, and working with competent and conscientious co-workers.
Very Satisfied	More than 10 years	Non-supervisory	Job security, excellent benefits, and a nice environment to work.
Very Satisfied	More than 10 years	Non-supervisory	Job tasks, co-workers, and work hours.
Very Satisfied	More than 10 years	Non-supervisory	My benefits. My work environment and co-workers. Overall I like what I do

Source: 2011 Ottawa County Employee Satisfaction Survey

Conducted by RDA Group

2011 Ottawa County Employee Satisfaction Survey

Q1b. What three things do you like most about your employment at Ottawa County?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Very Satisfied	More than 10 years	Non-supervisory	My co-workers do their jobs very well, makes everybody's job easier. The supervisor treats employees with respect and seems to care about us as people, not just an employee. The administration has brown bag luncheons with employees to discuss issues.
Very Satisfied	More than 10 years	Non-supervisory	My co-workers. My working environment. My job responsibilities.
Very Satisfied	More than 10 years	Non-supervisory	My fellow employees specifically in my office. My Supervisor. There is a general feeling of friendliness throughout the employees and heads of depts I come into contact with.
Very Satisfied	More than 10 years	Non-supervisory	My fellow employees.
Very Satisfied	More than 10 years	Non-supervisory	My hours, ability to work 4 days at 10 hours. My co-workers, and the type of work I do, including contact with clients, attorneys, judges, different depts. There is lots of diversity. I really feel that I make a difference in people's lives.
Very Satisfied	More than 10 years	Non-supervisory	My job itself, location, and the people I work with on a daily basis.
Very Satisfied	More than 10 years	Non-supervisory	My position allows me to help families in crisis, particularly children and I derive a great deal of personal satisfaction (and responsibility) for the impact that I may have upon them. I also deal with professionals in the community as part of my collateral contacts relating to the families I am involved with and I enjoy this interaction. Lastly, I testify in Court re: my recommendations for custody and parenting time. This can be challenging and never boring.
Very Satisfied	More than 10 years	Non-supervisory	My supervisor, co-workers and the benefits.
Very Satisfied	More than 10 years	Non-supervisory	Part time hours. People I work with. Variety in job assignments.
Very Satisfied	More than 10 years	Non-supervisory	Pay. Flexibility. My job as a whole.
Very Satisfied	More than 10 years	Non-supervisory	Plenty of vacation time, fun job and great co-workers.
Very Satisfied	More than 10 years	Non-supervisory	Retirement benefits including pension and the 457 program. My clientèle. Working to make a difference with high risk youth and their families.
Very Satisfied	More than 10 years	Non-supervisory	Salary, benefits and overall the work that is done
Very Satisfied	More than 10 years	Non-supervisory	The ability to have a flex schedule, my work is in close proximity to my home and I like the co-workers
Very Satisfied	More than 10 years	Non-supervisory	The ability to perform my job without constant supervision. The people I work with. The pay and fringe benefits.
Very Satisfied	More than 10 years	Non-supervisory	The challenging and varied work, utilizing autonomy and a flexible schedule to fit professional and personal needs. The benefits.
Very Satisfied	More than 10 years	Non-supervisory	The diversity of my job. Flexibility of the schedules and great co-workers
Very Satisfied	More than 10 years	Non-supervisory	The employees, the facility, can't think of a third right now.
Very Satisfied	More than 10 years	Non-supervisory	The feeling of accomplishment when citizens of Ottawa Co. are helped by what I do. The prestige that comes with being an employee of Ottawa Co.
Very Satisfied	More than 10 years	Non-supervisory	The job I do, the people I work with and the environment that I work in.
Very Satisfied	More than 10 years	Non-supervisory	The job is close to home.
Very Satisfied	More than 10 years	Non-supervisory	The people I work with on a day to day basis. Job security. The ability to work with my employer to continue my education.
Very Satisfied	More than 10 years	Non-supervisory	The people I work with, my job responsibilities, and freedom to flex my time.
Very Satisfied	More than 10 years	Non-supervisory	The people that I work with. The service that I am able to provide to our patients. The value that my employers have in family.
Very Satisfied	More than 10 years	Non-supervisory	The people whom I work with. The nature of my work. The courthouse, my physical work environment.
Very Satisfied	More than 10 years	Non-supervisory	The pride I feel for working for the County. The friendships I've formed. The benefits.
Very Satisfied	More than 10 years	Non-supervisory	The primary purpose of my job is to increase the quality of life for a vulnerable category of people. Flexibility in my work schedule and provision of service. Longevity of employment for me and many fellow employees.
Very Satisfied	More than 10 years	Non-supervisory	The satisfaction I get from my job, the people I work with and the benefits I have.

2011 Ottawa County Employee Satisfaction Survey

Q1b. What three things do you like most about your employment at Ottawa County?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Very Satisfied	More than 10 years	Non-supervisory	The secure position and excellent benefits. The staff and supervisors are understanding and supportive on work and personal issues.
Very Satisfied	More than 10 years	Non-supervisory	The services I provide give me a great deal of job satisfaction. I love what I do. The hours and benefits are great. The facilities and the co-workers are great.
Very Satisfied	More than 10 years	Non-supervisory	The stability and good benefits.
Very Satisfied	More than 10 years	Non-supervisory	The support for my specialized work. The supervision is firm but fair. The supervision ensures accountability of its workers.
Very Satisfied	More than 10 years	Non-supervisory	The working conditions. My job allows input and participation in areas that affect my job responsibilities and I like the flexibility of the job.
Very Satisfied	More than 10 years	Non-supervisory	Training opportunities, well equipped, integrity of the organization.
Very Satisfied	More than 10 years	Non-supervisory	Transparency and the positive relationship with human resources
Very Satisfied	More than 10 years	Non-supervisory	Variety in my job duties. A generous amount of vacation, floating holiday and sick time. Adequate insurance.
Very Satisfied	More than 10 years	Non-supervisory	Wide range of duties.
Very Satisfied	More than 10 years	Non-supervisory	Working with the public, benefits, security.
Fairly Well Satisfied	Unknown	Unknown	Payday, holiday time off and the exercise facilities.
Fairly Well Satisfied	Less than 2 years	Non-supervisory	Excellent benefits.
Fairly Well Satisfied	Less than 2 years	Non-supervisory	Fitness center. Proximity to residence.
Fairly Well Satisfied	Less than 2 years	Non-supervisory	I have flexibility with my job. The people I work with are great. I like the interaction I get with all sorts of different people.
Fairly Well Satisfied	Less than 2 years	Non-supervisory	I like my supervisor.
Fairly Well Satisfied	Less than 2 years	Non-supervisory	Pension, benefits.
Fairly Well Satisfied	Less than 2 years	Non-supervisory	People are nice. Friendly environment to work. There is no pressure from anybody.
Fairly Well Satisfied	Less than 2 years	Non-supervisory	The benefit packages. The work environment and the classes offered.
Fairly Well Satisfied	Less than 2 years	Non-supervisory	The pay, overall friendly environment and the benefit packages.
Fairly Well Satisfied	Less than 2 years	Non-supervisory	Working with children. Working on a team and working with challenging cases.
Fairly Well Satisfied	2 - 5 years	Supervisory	Stability of organization; fairness of wages/benefits; infrastructure like buildings, equipment, etc, is sound and of high quality.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	1) Hours 2) Benefits 3) People I work with.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	1) The people I work with. Not only in my direct department but people in other departments and other buildings as well. Everyone is very friendly which makes it easier to get to know others and network with other departments. 2) With so many different locations and departments there is room to advance if you would like to. 3) That we have a pension. People can't believe that the county still offers one!
Fairly Well Satisfied	2 - 5 years	Non-supervisory	As a part time "temporary" employee, I enjoy a flexible schedule. I enjoy the tasks that I am required to complete. I also enjoy the area where I complete these tasks.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	Co-workers and support from my administrators, training opportunities, the structure of the court system
Fairly Well Satisfied	2 - 5 years	Non-supervisory	Fair wages. Benefits. Pension plan.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	Generally positive co-workers. Ability to work in office and outside. Continuing education/training is encouraged.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	Great benefits, friendly administration support and a generally helpful staff.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	Great employees to work with and for.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	Helping the clients. Serving the community. My co-workers.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	I like the hours I work. The people I work with and the professional image.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	I like the way the programs in my area are managed. Good management is key. I like the residents of Ottawa County that I am fortunate enough to speak with every day.

2011 Ottawa County Employee Satisfaction Survey

Q1b. What three things do you like most about your employment at Ottawa County?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Fairly Well Satisfied	2 - 5 years	Non-supervisory	I work with great people. It is close to my home. I feel the work that we do is important.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	Insurance, pension and there is a good amount of vacation/sick/floater time.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	It gives me a sense of actually doing something to help people in the County. I get to hear clients say "thank you" and I know they truly mean it. I have a steady paycheck, benefits and live close to work.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	My co-workers, my boss and the training opportunities.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	Pay check. Vacation days. Some of the people.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	Pay. Vacation time. Location
Fairly Well Satisfied	2 - 5 years	Non-supervisory	The benefits are wonderful. Having come from a different county I have heard nothing but good remarks about the courts and justice departments.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	The classes offered. The location and just having a job.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	The imaging/OnBase system. Flexible vacation earning system (floating holidays). The training/support from the county as a whole, it doesn't always feel as if we're each individual departments, but one cohesive group. There is training that is offered to every department so we can get to know other people as well.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	The paycheck. Meaningful work. This job is not all about making as much profit as possible.
Fairly Well Satisfied	6 - 10 years	Supervisory	1) The team. 2) Fair compensation. 3) Opportunity to make lives better.
Fairly Well Satisfied	6 - 10 years	Supervisory	Challenging work. I thrive on change which is ongoing. Satisfaction with helping people.
Fairly Well Satisfied	6 - 10 years	Supervisory	Flexibility with schedule and time. Work environment. Benefits package with the HSA funds supplied to employees.
Fairly Well Satisfied	6 - 10 years	Supervisory	Importance of assignments, variety of assignments and stability.
Fairly Well Satisfied	6 - 10 years	Supervisory	My co-workers.
Fairly Well Satisfied	6 - 10 years	Supervisory	The opportunity to use my abilities to improve efficiencies within the office. The type of work I do. The physical working conditions are good.
Fairly Well Satisfied	6 - 10 years	Supervisory	Working with people, my benefits, and the employee training opportunities.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	1) Pay. 2) Benefits. 3) MERS.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Benefits, the clients and just to have a job in this economy.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Benefits. Part-time ability. Great facilities and equipment.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Co-workers, the county is always looking to improve and the work atmosphere.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Decent pay. Excellent co-workers and having a job in a tough economy.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Flexibility of my job. Ottawa County is often seen as a leader in the state. Good benefits.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Flexibility. Benefits. Making a difference in someone's life.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Friendly atmosphere, team work, and the people we serve.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	I enjoy the people I work with. I enjoy being able to provide a service to the public that makes a difference and I like my schedule.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	I enjoy the work that I do and having a supervisor that is always willing to allow me to make decisions on my own. I also like the insurance.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	I feel they do what they can with the money they have and try not to let people go.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	I like the vacation/sick/floating holiday time and my current position.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	I like the variety of duties, the flexible schedule and the access to the county administrators (brown bag lunches allow for informal access, whether this would result in response/access outside of this venue is unknown).
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Interacting with consumers and interacting with families. Working with my co-workers.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Job security (for now). Close to home. Decent benefits compared to others.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Meaningful work, collaborating with co-workers, and benefits.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	My supervisor gives me the freedom to do my job as I see fit. My position is very rewarding to me. Most of the people I work with are wonderful and supportive.

2011 Ottawa County Employee Satisfaction Survey

Q1b. What three things do you like most about your employment at Ottawa County?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Private office (with the ability to add decor/personal items), security availability, individual computer/printer, etc, and a gym (four things.)
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Relatively secure job. Competitive pay. Good benefits.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Retirement package, new reimbursement for opting out of health insurance and the health insurance opportunities.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Schedule, freedom to work without supervision, area I work in.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Supportive co-workers. The benefits package is okay but seems to be digging deeper out of the pay check every year. Very knowledgeable and helpful staff. It is very rewarding to help improve consumers lives and offer many services in house instead of contract agencies which pale in comparison.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	The ability to help others. The vacation time. My supervisor.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	The benefits. Most of the people I know. The people count on me to help them.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	The care the supervisor has for you. The insurance benefits and the special things the county does for their employee's
Fairly Well Satisfied	6 - 10 years	Non-supervisory	The change in professionalism within the administrator's office and HR. I feel I am paid well for my work. I am fulfilled by my chosen profession.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	The people I work with in my department, longevity bonus and the actual jobs that I do.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	The work environment, co-workers and supervisors.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Working with people/public. Having the supplies/resources to do my job. Having an impact in the community.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Working within the community that I live in and giving back to the residents.
Fairly Well Satisfied	More than 10 years	Unknown	The type of work I do, work environment and my co-workers. Retirement benefits (except the matching program has been cut significantly).
Fairly Well Satisfied	More than 10 years	Supervisory	1) My job. 2) My co-workers. 3) Benefits.
Fairly Well Satisfied	More than 10 years	Supervisory	Benefits and coworkers.
Fairly Well Satisfied	More than 10 years	Supervisory	Benefits, the job itself and the flexibility of it.
Fairly Well Satisfied	More than 10 years	Supervisory	Co-workers, facilities and interesting work.
Fairly Well Satisfied	More than 10 years	Supervisory	Co-workers. Stability. Location.
Fairly Well Satisfied	More than 10 years	Supervisory	Good working environment. Great people to work with. Fair wages.
Fairly Well Satisfied	More than 10 years	Supervisory	I feel I am doing something important that benefits the public. Reasonable job security and decent benefits.
Fairly Well Satisfied	More than 10 years	Supervisory	I like my job, my co-workers and its just interesting.
Fairly Well Satisfied	More than 10 years	Supervisory	I like that this is an atmosphere that appreciates hard work and high quality.
Fairly Well Satisfied	More than 10 years	Supervisory	I like the variety of my work day. I like the current benefits that we receive. I like how the Human Resource Department has become more flexible with hiring new employees.
Fairly Well Satisfied	More than 10 years	Supervisory	My co-workers, my benefits (vacation/float/sick time, not the health insurance, which I have been extremely disappointed in).
Fairly Well Satisfied	More than 10 years	Supervisory	My co-workers, the new building and the training offered.
Fairly Well Satisfied	More than 10 years	Supervisory	Pay and benefits. Opportunity to shape policy/practices in my department. Working with the staff who report directly to me.
Fairly Well Satisfied	More than 10 years	Supervisory	Pay and the benefits. I like my co-workers and the independence I have with my job.
Fairly Well Satisfied	More than 10 years	Supervisory	Security in position. Quality of work environment. Ability to work with dedicated individuals.
Fairly Well Satisfied	More than 10 years	Supervisory	The creditability of Ottawa County as a great place to live and work. The benefit package for employees is great. The facility sites are very attractive and have great work environments, whether they be offices, cubicles or meeting space.
Fairly Well Satisfied	More than 10 years	Supervisory	The environment, very clean and warm. Training and training materials

2011 Ottawa County Employee Satisfaction Survey

Q1b. What three things do you like most about your employment at Ottawa County?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Fairly Well Satisfied	More than 10 years	Supervisory	The people. The benefits package. Improvements made to the health benefits. Flexibility in scheduling when issues come up, such as, family and medical issues.
Fairly Well Satisfied	More than 10 years	Supervisory	The personal satisfaction I get with my work, as it is meaningful. Overall a positive work environment. Salary and benefit packages.
Fairly Well Satisfied	More than 10 years	Supervisory	The stability, the standard hours and the friendly working atmosphere
Fairly Well Satisfied	More than 10 years	Supervisory	They work hard to maintain all positions, to keep jobs secure. The pay and benefits are good.
Fairly Well Satisfied	More than 10 years	Non-supervisory	1) Flexibility of management. 2) Employment stability. 3) Being able to help people.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Adequate pay and benefits
Fairly Well Satisfied	More than 10 years	Non-supervisory	Benefits, co-workers and the building.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Benefits, co-workers and the working conditions.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Benefits, leave time and salary.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Benefits, the pay is okay and the flexibility of the job.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Benefits. Job security. Interesting.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Co-workers, flexibility given by supervisors, scheduling.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Co-Workers. Consumers I serve. Flexibility.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Computer classes, if I had time to utilize more of them it would be better. Allowing me to work independently. Supervisor.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Coworkers.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Decent wage, decent benefit package
Fairly Well Satisfied	More than 10 years	Non-supervisory	Do not work weekends, paid holidays and a great supervisor.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Flexibility. Benefits that compensate for the lack of money compensation.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Friendly atmosphere, room for advancement and great benefits.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Good equipment. Pay is decent. People I work with.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Good facilities, great coworkers and good benefits.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Great co-workers, flexible on the schedule, and working with the public.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Having benefits (i.e. health and dental), a retirement plan. Doing a job that I went to school for and was able to be successful at.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Helping people in my community. In my position I have a great deal of autonomy. My supervisor is outstanding.
Fairly Well Satisfied	More than 10 years	Non-supervisory	I enjoy the work I do and being part of the law enforcement community
Fairly Well Satisfied	More than 10 years	Non-supervisory	I enjoy the work I do with the consumers we serve. I think we have a great team of people that work together well to meet their needs. We have a new supervisor that addresses needs and can be counted on to answer questions and take care of what needs to be taken care of.
Fairly Well Satisfied	More than 10 years	Non-supervisory	I feel it's a stable environment, lay-offs are rare. I feel I'm compensated well and have good health coverage. I enjoy working in my office.
Fairly Well Satisfied	More than 10 years	Non-supervisory	I like the schedule, my co-workers and my job responsibilities.
Fairly Well Satisfied	More than 10 years	Non-supervisory	I love my job, pay, and hours.
Fairly Well Satisfied	More than 10 years	Non-supervisory	I still have a job in this poor economy. My co-workers are all excellent. We provide necessary services to the community.
Fairly Well Satisfied	More than 10 years	Non-supervisory	I value my work at the Health Department and being able to help families of Ottawa County.
Fairly Well Satisfied	More than 10 years	Non-supervisory	I'm happy with the HSA as long as the county continues to contribute to the deductible. Pension. There is typically some security of employment with a Government job.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Independence. Variety of work. Challenge.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Job security and the retirement benefits.

2011 Ottawa County Employee Satisfaction Survey

Q1b. What three things do you like most about your employment at Ottawa County?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Fairly Well Satisfied	More than 10 years	Non-supervisory	Job security. Job proximity to home.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Keeping busy.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Longevity, health insurance and co-workers.
Fairly Well Satisfied	More than 10 years	Non-supervisory	My co-workers and having a steady job.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Offers pension plan.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Part-time hours with a degree of flexibility. Just having a job during the economic state of our economy. The type of work I do.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Pension, benefits and my co-workers.
Fairly Well Satisfied	More than 10 years	Non-supervisory	People. Benefits. Somewhat variety.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Serving Ottawa County residents. The people that I work with.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Serving the public, working as a team with my co-workers and the pay and benefits.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Stability. The work itself. Benefits.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Team approach among co-workers. Reasonably flexible schedule. Benefits package.
Fairly Well Satisfied	More than 10 years	Non-supervisory	The benefit package is very good, location and working space is good.
Fairly Well Satisfied	More than 10 years	Non-supervisory	The clients. The co workers. The gym facility.
Fairly Well Satisfied	More than 10 years	Non-supervisory	The flexibility of the job and the nice people.
Fairly Well Satisfied	More than 10 years	Non-supervisory	The freedom I have in my job and the training that is available to us.
Fairly Well Satisfied	More than 10 years	Non-supervisory	The group of people I work with. The professionalism of the County. The office I work in.
Fairly Well Satisfied	More than 10 years	Non-supervisory	The longevity that I receive. Holidays that we do get off (especially Thanksgiving). That we have short term and long term disability.
Fairly Well Satisfied	More than 10 years	Non-supervisory	The pay, benefits and the job that I do.
Fairly Well Satisfied	More than 10 years	Non-supervisory	The people I work with and overall this is a pleasant environment to work in.
Fairly Well Satisfied	More than 10 years	Non-supervisory	The professionalism required by the administrator, pleasant working conditions and the progressive Management styles.
Fairly Well Satisfied	More than 10 years	Non-supervisory	The variety of different job tasks and work sites.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Wage and compensation. Benefits. Fitness room.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Work environment and benefits, primarily retirement benefits.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Working with the clients. Challenge of the job and the flexibility with the job.
Somewhat Dissatisfied	Less than 2 years	Non-supervisory	The benefits, the distance from my home, and my co-workers.
Somewhat Dissatisfied	Less than 2 years	Non-supervisory	Working with and helping employers. Attending networking events. Assisting in the community.
Somewhat Dissatisfied	2 - 5 years	Non-supervisory	I have flexibility with my job and I like my co-workers.
Somewhat Dissatisfied	2 - 5 years	Non-supervisory	I like my job. I find it interesting and very challenging for the most part, I like my co workers and the new building is excellent.
Somewhat Dissatisfied	2 - 5 years	Non-supervisory	My coworkers.
Somewhat Dissatisfied	2 - 5 years	Non-supervisory	People I work with, co-workers and consumers. Use of county vehicle for home visits. Casual Fridays.
Somewhat Dissatisfied	2 - 5 years	Non-supervisory	Protecting public health and safety. Interacting with the public in a positive manner. Using science based methods to prevent illness.
Somewhat Dissatisfied	2 - 5 years	Non-supervisory	The hours I work, the income I make, the location I work.
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	Flexibility from the supervisor.
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	Flexibility in scheduling. Co-workers. The number of internal training opportunities.
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	Flexibility to figure out my own day, most of my immediate co-workers and my pay.

2011 Ottawa County Employee Satisfaction Survey

Q1b. What three things do you like most about your employment at Ottawa County?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	I believe we are paid fairly. I like that we have a website that allows us to find most needed information without having to track someone down to get answers. As a county employee, I feel we can count on our employer always abiding by the law in terms of fair treatment, pay and benefits. They provide us with the adequate equipment, technology, vehicles and comfortable work settings.
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	I greatly enjoy the work I do with individuals with developmental disabilities. I enjoy being part of an agency that works to improve the lives of people in our community. In this economy I am happy just to have a job.
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	I like the job benefits and having a job in this economy.
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	Job security, hours and benefits.
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	Receiving a paycheck. The benefits and working with the public
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	The amount of training available. Some of the people are great to work with.
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	The distance from my house. Ottawa County in general is a safe and pleasant area. The level of competence that is exhibited by my peers in my department.
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	The people I work with and the position of public trust.
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	We have a Sergeant that communicates with our squad and helps us when needed.
Somewhat Dissatisfied	More than 10 years	Supervisory	Co-workers. Wages. Allowed to work at my own pace.
Somewhat Dissatisfied	More than 10 years	Supervisory	Environment. Health Insurance Benefits. Retirement Benefits.
Somewhat Dissatisfied	More than 10 years	Supervisory	I like my job and enjoy working with my boss and those who work in my office with me.
Somewhat Dissatisfied	More than 10 years	Supervisory	The people and the facilities.
Somewhat Dissatisfied	More than 10 years	Supervisory	The people I work with and the fact that I can retire soon.
Somewhat Dissatisfied	More than 10 years	Non-supervisory	Environment that I work, office and courthouse. Variety of work, not doing the same thing all the time. I like getting a pay check.
Somewhat Dissatisfied	More than 10 years	Non-supervisory	Flexible work schedule, fairly compensated and my co-workers are hard working and easy to get along with.
Somewhat Dissatisfied	More than 10 years	Non-supervisory	Good working environment, good employees and a good supervisor
Somewhat Dissatisfied	More than 10 years	Non-supervisory	I have a nice, quiet office. I work with nice people. I take advantage of the work out room equipment.
Somewhat Dissatisfied	More than 10 years	Non-supervisory	I like the co-workers.
Somewhat Dissatisfied	More than 10 years	Non-supervisory	I've been here a number of years and like that I don't have to work nights, weekends and holidays. I like working on protecting the community and working on prevention of disease and making the community healthy.
Somewhat Dissatisfied	More than 10 years	Non-supervisory	Job security (so far). Good benefits. Good facilities.
Somewhat Dissatisfied	More than 10 years	Non-supervisory	My supervisor, my team, and the flexibility my supervisor offers me.
Somewhat Dissatisfied	More than 10 years	Non-supervisory	My work is close to home and the benefits.
Somewhat Dissatisfied	More than 10 years	Non-supervisory	People I work with, the hours, vacation.
Somewhat Dissatisfied	More than 10 years	Non-supervisory	The clientele is what I like most about working at the county. I believe in the mission of the Public Health Department.
Somewhat Dissatisfied	More than 10 years	Non-supervisory	The general working conditions are good. The office is quiet and spacious. Most of my co-workers are friendly and easy to work with.
Very Dissatisfied	Less than 2 years	Non-supervisory	1) I like my job and my daily duties and responsibilities. 2) Great schedule/great work life balance. 3) Excellent benefits.
Very Dissatisfied	Less than 2 years	Non-supervisory	I enjoy the people I work with, the work that I do and the customers I wait on.
Very Dissatisfied	2 - 5 years	Non-supervisory	I like my co-workers, the job itself and the hours.
Very Dissatisfied	6 - 10 years	Non-supervisory	Benefits.
Very Dissatisfied	6 - 10 years	Non-supervisory	Our consumers, the staff I directly worked with and the time off benefits.
Very Dissatisfied	More than 10 years	Unknown	I enjoy working for the people of Ottawa County and I enjoy the people I work with.
Very Dissatisfied	More than 10 years	Supervisory	Location (distance from home), the pension and the early retirement options

2011 Ottawa County Employee Satisfaction Survey

Q1b. What three things do you like most about your employment at Ottawa County?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Very Dissatisfied	More than 10 years	Supervisory	The variety of work, pay, benefits and the continuous improvement of the culture.
Very Dissatisfied	More than 10 years	Non-supervisory	Being able to work with a great group of individuals, Being able to work where I grew up as a child. A good work environment and very professional organization, second to none.
Very Dissatisfied	More than 10 years	Non-supervisory	Great work environment, fair benefits and my role within my department
Very Dissatisfied	More than 10 years	Non-supervisory	Hours, benefits and the pay.
Very Dissatisfied	More than 10 years	Non-supervisory	I like my co-worker, job responsibilities and the compensation/benefits.
Very Dissatisfied	More than 10 years	Non-supervisory	I like who I work for and what they stand for. I appreciate the fact that my employer and supervisor are always there to stand behind me. The wonderful working conditions, office area, I have my own large space to work in. The variety of my job and working with the public.
Very Dissatisfied	More than 10 years	Non-supervisory	Lunch-n-learn, benefits and the job functions.
Very Dissatisfied	More than 10 years	Non-supervisory	The people I work with and it's close to the end.
Very Dissatisfied	More than 10 years	Non-supervisory	The working atmosphere, benefits, and the employees.
Unknown	2 - 5 years	Non-supervisory	Benefits, my boss and the department I work.
Unknown	More than 10 years	Non-supervisory	Reasonable salary, decent retirement, co-workers.

2011 Ottawa County Employee Satisfaction Survey

Q1c. What can Ottawa County do to improve your satisfaction as an employee?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Completely Satisfied	Less than 2 years	Non-supervisory	I am completely satisfied. I have been full time only 12 weeks and so far I look forward to each day here.
Completely Satisfied	Less than 2 years	Non-supervisory	Nothing, I am very satisfied!
Completely Satisfied	Less than 2 years	Non-supervisory	Ottawa County can improve satisfaction by recognizing its employees more often, especially for a job well done.
Completely Satisfied	2 - 5 years	Supervisory	Finish the CMH Wage Study. It's ridiculous that this has not been completed yet, after all the time we've spent completing it. Partner with local gyms for health club discounts for those of us that do not want to use the facilities available within some buildings (which is great!), but some of us prefer health club classes. Combine sick and vacation time as one unit; those of us who rarely call in sick are penalized and lose time at the end of the year.
Completely Satisfied	2 - 5 years	Supervisory	Nothing. I have a great job in a great organization.
Completely Satisfied	2 - 5 years	Non-supervisory	It would be very nice to reward employees with a larger amount of money if they opt out of the insurance. The county saves a lot of money on employees who do not take the insurance and to show value to them a larger sum would help. Due to my position I work very independently and often there is not enough communication flow between me and my supervisors, quick responses would be appreciated.
Completely Satisfied	6 - 10 years	Supervisory	I have no real complaints.
Completely Satisfied	6 - 10 years	Supervisory	Improve benefits and wages.
Completely Satisfied	6 - 10 years	Supervisory	Updated fitness equipment.
Completely Satisfied	6 - 10 years	Non-supervisory	Continue with what you do, such as cost saving insurance.
Completely Satisfied	6 - 10 years	Non-supervisory	Martin Luther King day off! More hiring from within Cleaner Facilities.
Completely Satisfied	6 - 10 years	Non-supervisory	Not much. I really don't have any complaints.
Completely Satisfied	6 - 10 years	Non-supervisory	Offer more employee programs like "Employee of the Month". Offer dinner certificates and a plaque as an award thing like that. Work for six months and don't miss any time. Get an extra two hours paid vacation; just things like that.
Completely Satisfied	More than 10 years	Supervisory	Consider all employee's as a long term investment in the opportunities that are provided. The employee benefit packages need improvement.
Completely Satisfied	More than 10 years	Supervisory	Fiscal services could have a better understanding of different departments and how they operate (spend money).
Completely Satisfied	More than 10 years	Supervisory	I am satisfied and I do not have any recommendations.
Completely Satisfied	More than 10 years	Supervisory	Improve court facilities at Fillmore, this is now the oldest building. Thank you for considering this.
Completely Satisfied	More than 10 years	Supervisory	Improve the vision in-network provider options. Provide a liaison to the State who could produce documents and offer representation for Ottawa County with legislature. Offer more PR services. Offer more flex hours options.
Completely Satisfied	More than 10 years	Supervisory	Keep doing what they are doing.
Completely Satisfied	More than 10 years	Supervisory	Keep working on employee benefits and insurance plans. Keep being a fair employer.
Completely Satisfied	More than 10 years	Supervisory	Maintain levels of communication.
Completely Satisfied	More than 10 years	Supervisory	Reinstate the tuition reimbursement program so I can further my education without worrying as much about how to pay for myself.
Completely Satisfied	More than 10 years	Supervisory	Return the cost of living expense. Return the deferred compensation contribution with no cap.
Completely Satisfied	More than 10 years	Non-supervisory	Continue to offer great benefits and flexibility with schedules and vacations.
Completely Satisfied	More than 10 years	Non-supervisory	I'm very satisfied.
Completely Satisfied	More than 10 years	Non-supervisory	Keep us informed on every level.
Completely Satisfied	More than 10 years	Non-supervisory	Leadership training for supervisors.
Completely Satisfied	More than 10 years	Non-supervisory	My department is not very willing to offer a flexible work schedule.
Completely Satisfied	More than 10 years	Non-supervisory	Nothing. I would not want to work anywhere else.
Very Satisfied	Less than 2 years	Supervisory	I believe there could be better training for new employees in some of the details, such as email, K-drive, budget training for supervisors, etc. I was recently hired, so I am quite familiar with this. Also, the equipment is somewhat outdated. In addition, IT could have quicker response time and an easier way to track requests.

2011 Ottawa County Employee Satisfaction Survey

Q1c. What can Ottawa County do to improve your satisfaction as an employee?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Very Satisfied	Less than 2 years	Supervisory	Improve technology available to staff, the equipment available, and training to utilize it. Maintain flexibility in work hours and allow adjustments (work extra today to leave early tomorrow) beyond a single pay period for office workers.
Very Satisfied	Less than 2 years	Supervisory	Increased training opportunities and professional skill developments. Create targeted training programs for Managers and Supervisors (assertive management techniques and conflict management).
Very Satisfied	Less than 2 years	Supervisory	Less paperwork.
Very Satisfied	Less than 2 years	Supervisory	More reasonable work loads. Our department has had gaps and changes in staffing that has resulted in an over-burdened work load for some employees. Consistent expectations for attendance and punctuality for all and the ability to impose correction for those who do not abide by the guidelines. Everyone is not held to the same standard in our department in the particular area.
Very Satisfied	Less than 2 years	Non-supervisory	A quicker, more efficient reimbursement method when a work related thing, such as a hotel room, is paid for by the employee.
Very Satisfied	Less than 2 years	Non-supervisory	Full time employment.
Very Satisfied	Less than 2 years	Non-supervisory	I feel that although my classification as a processing clerk is the same as the processing clerks who work at the Sheriff's Office, working at the jail is a completely different job and should be recognized as such.
Very Satisfied	Less than 2 years	Non-supervisory	I haven't been here long enough. No issues yet!
Very Satisfied	Less than 2 years	Non-supervisory	I think many people were upset that the cost of living did not go up. For people at the top of their wage scale to not get that increase this year was a bummer. I think sometimes the county gets so concerned about where they can cut the money they forget about the people they are affecting.
Very Satisfied	Less than 2 years	Non-supervisory	I use my personal vehicle extensively. Will Ottawa County be adjusting mileage reimbursement now that price/gallon has risen so sharply? The Secretary of Energy has proposed elimination of my program; that along with the Lansing budget debates leads to feelings of job insecurity.
Very Satisfied	Less than 2 years	Non-supervisory	I wish we could use our vacation anytime throughout the year, rather than waiting until it is earned. I prefer to use all my vacation in the winter, rather than in the summer or fall.
Very Satisfied	Less than 2 years	Non-supervisory	Increase benefits, not necessarily money wise, but time off, employee perks, etc.
Very Satisfied	Less than 2 years	Non-supervisory	Less paperwork (Labor Summaries).
Very Satisfied	Less than 2 years	Non-supervisory	Offer more opportunities to connect with and utilize County resources.
Very Satisfied	Less than 2 years	Non-supervisory	Reclassify my position to encompass the accounting duties that were added to my workload over 8 months ago. This would bring my classification/pay more in line with others that do similar work.
Very Satisfied	Less than 2 years	Non-supervisory	Reformat policies to make them more "newbie" friendly. Work to improve and update technology used to reflect changing times and demands on systems.
Very Satisfied	Less than 2 years	Non-supervisory	Tell the employees the reasons behind changes. Don't just change or add job duties without providing some explanation as to why this is being done. Answer questions rather than the ongoing "I will check into that" or "we are looking into that" and then never providing an actual answer.
Very Satisfied	Less than 2 years	Non-supervisory	The insurance switch has made everything a little confusing. Having 3 different cards to carry around and all the switches they have made since we started (for example: the ER rooms not participating) has been frustrating.
Very Satisfied	2 - 5 years	Supervisory	As a supervisor, it would be beneficial if the HR and Financial systems were more user friendly.
Very Satisfied	2 - 5 years	Supervisory	County administration be more supportive of prevention and treatment efforts.
Very Satisfied	2 - 5 years	Supervisory	Flexible schedules.

2011 Ottawa County Employee Satisfaction Survey

Q1c. What can Ottawa County do to improve your satisfaction as an employee?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Very Satisfied	2 - 5 years	Supervisory	For the EH group, allow them to save time from weekend inspections and such to be used anytime that month, not the week it is accrued. It is hard to stay on top of stuff when you have to take 3-4 hours off during the week to perform 3-4 hours of temporary inspections on the weekend. I know administration is really busy, but as a supervisor we are doing great things in our programs. It would be nice if health officer/administration could meet with us for 15 minutes a month or so where we could brag on what we are doing.
Very Satisfied	2 - 5 years	Supervisory	Keep providing good options for benefits, the new health plan is great.
Very Satisfied	2 - 5 years	Supervisory	Supervisors are not paid very well, my paychecks are actually less now that I am a supervisor. Mileage reimbursement plays a roll in that fact, however, for the amount of increased responsibility the pay doesn't match the work.
Very Satisfied	2 - 5 years	Non-supervisory	Allow more flexibility in hours.
Very Satisfied	2 - 5 years	Non-supervisory	Allow people to work 32 hours a week and still receive health benefits and paid time off benefits.
Very Satisfied	2 - 5 years	Non-supervisory	Better benefits with less cost to the employee.
Very Satisfied	2 - 5 years	Non-supervisory	Consider implementing an employee suggestion award program with cash paid to employees for money saving suggestions. In general, provide more of an environment that would welcome new thinking verses status quo.
Very Satisfied	2 - 5 years	Non-supervisory	Don't go by the union rules when a department needs to downsize. We don't have the union in group T so why do they use union rules?
Very Satisfied	2 - 5 years	Non-supervisory	Fairness in pay. I am worth a lot more in the private sector. The classification survey, which was a real joke, was not at all accurate. When I started here I was told that everybody starts at the bottom of the scale regardless of experience and education. However, someone else in my department started at the same time at the same grade and was started at a higher pay level in the grade.
Very Satisfied	2 - 5 years	Non-supervisory	Give us back casual Fridays.
Very Satisfied	2 - 5 years	Non-supervisory	Help to unify the various county departments. We're all working to provide high quality services to the residents of Ottawa County, but often, it feels like each department (and even departments within departments) are very segregated and do not co-mingle with others. It would do the County a great deal of good to help County employees get to know other departments and personnel in those departments.
Very Satisfied	2 - 5 years	Non-supervisory	Higher wages.
Very Satisfied	2 - 5 years	Non-supervisory	I am not sure what makes my job frustrating at times. The travel, cannot be fixed or changed. It is part of the job.
Very Satisfied	2 - 5 years	Non-supervisory	I could use the flexibility of being able to work from home from time to time.
Very Satisfied	2 - 5 years	Non-supervisory	I had spent 35 years in the law enforcement field and also a military background. I find working for Ottawa County, as good, or better in my overall satisfaction within my particular employment assignment.
Very Satisfied	2 - 5 years	Non-supervisory	I've been an employee for only two years. Currently, nothing comes to mind on how the County can improve my satisfaction as an employee.
Very Satisfied	2 - 5 years	Non-supervisory	Increase our mileage reimbursement rate or allow us to use county vehicles. Reimburse payment of required CEU trainings. School loan forgiveness for years worked for the county or tuition reimbursement.
Very Satisfied	2 - 5 years	Non-supervisory	Increase pay.
Very Satisfied	2 - 5 years	Non-supervisory	Increase wages, realistic workloads for all employees, reinstate the educational benefit and go back to ASR insurance. Priority Health is not a good fit.
Very Satisfied	2 - 5 years	Non-supervisory	Limit frequency and types of changes with billing.
Very Satisfied	2 - 5 years	Non-supervisory	Listen more carefully to wants and/or needs. I would like to see us become Ottawa County and not be so much like other counties. So often, I hear of what we are going to be doing in the future because of what Kent County is doing.
Very Satisfied	2 - 5 years	Non-supervisory	Make the psychosocial assessments a little easier to get through. Improve or get rid of the AVATAR system, mainly the treatment plans.

2011 Ottawa County Employee Satisfaction Survey

Q1c. What can Ottawa County do to improve your satisfaction as an employee?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Very Satisfied	2 - 5 years	Non-supervisory	Provide clearer planning for career advancement, better communication from management to employee and improved open door policy.
Very Satisfied	2 - 5 years	Non-supervisory	Provide continued updates to possible program cuts and changes.
Very Satisfied	2 - 5 years	Non-supervisory	Provide job security or be as clear as possible as to what will effect our job security.
Very Satisfied	2 - 5 years	Non-supervisory	Return to full match of deferred compensation. Install up to date technology at all sites.
Very Satisfied	2 - 5 years	Non-supervisory	The ability to attend training as a third shift employee.
Very Satisfied	2 - 5 years	Non-supervisory	The County servers need to be updated in order to handle the new technology in our offices. We need to quit trying to be like Kent County and have our own identity. Due to the sharp increase of health insurance and gas, we'd like our raises back to offset the growing cost of living.
Very Satisfied	2 - 5 years	Non-supervisory	The phone system is understandable, but not very user friendly. I just know how to use it because I've worked here long enough to figure out most of the tricks. Also, I wish we had the option to elevate our desks to standing level, as my back hurts from sitting for long periods of time, but the maintenance staff said the desks aren't really made to be raised that way with the way that they are constructed.
Very Satisfied	2 - 5 years	Non-supervisory	They could lower the years before you get vested from 10 years to 7 years.
Very Satisfied	2 - 5 years	Non-supervisory	Tuition Reimbursement and bring back cost of living.
Very Satisfied	2 - 5 years	Non-supervisory	Unsure.
Very Satisfied	2 - 5 years	Non-supervisory	While I admire and appreciate the County's demonstrated commitment to employee training through the Gold Standard Employee Training Program, restoring a tuition benefit for continued job related training should be a top priority. Also, the county administration should demonstrate trust in the people they have hired in key leadership positions and give those leaders full discretion in making decision for specific cuts and needed restructuring based on their knowledge of the departments they run, in order to meet overall County deficits.
Very Satisfied	6 - 10 years	Supervisory	Encourage the prosecutor's office to care more for victims. Provide a better cleaning service (my office has not been thoroughly vacuumed for at least a year).
Very Satisfied	6 - 10 years	Supervisory	Give our department a full-time secretary.
Very Satisfied	6 - 10 years	Supervisory	Plan ahead a little more.
Very Satisfied	6 - 10 years	Supervisory	Recognize the contribution of Ottawa County Parks to the quality of life for citizens and visitors. Reinvest general fund money in the Parks Department.
Very Satisfied	6 - 10 years	Non-supervisory	Adopt a credit card system for small procurements.
Very Satisfied	6 - 10 years	Non-supervisory	Better communication between Manager and/or Supervisors with their employees about issues that would affect them.
Very Satisfied	6 - 10 years	Non-supervisory	Boost employee morale.
Very Satisfied	6 - 10 years	Non-supervisory	Cost of living pay increases are the only pay raises many of us get. To not get one is to get a pay decrease. If we need to go without for a year, that is fine, but make it up the following year. Change the match system for 457B plans so that the employer matches dollar for dollar up to the current capped amount. The county does a poor job of relaying information top down. Directors go to meetings with AI to find out what is happening, but that does not get relayed back to the employees.
Very Satisfied	6 - 10 years	Non-supervisory	Currently, I share an office with another staff member. I believe that when we both have to meet clients, it is a problem for confidentiality. I get along very well with the person who shares my office but all the same, it is very crowded.
Very Satisfied	6 - 10 years	Non-supervisory	Don't mess with the retirement program.
Very Satisfied	6 - 10 years	Non-supervisory	Find a way to give the staff weekends off on a rotating schedule. Better training to work with mental health patients.
Very Satisfied	6 - 10 years	Non-supervisory	Get a better phone system. Re-evaluate job descriptions to allow for upward mobility within the County.
Very Satisfied	6 - 10 years	Non-supervisory	Have better communication and understanding between us and the administration.

2011 Ottawa County Employee Satisfaction Survey

Q1c. What can Ottawa County do to improve your satisfaction as an employee?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Very Satisfied	6 - 10 years	Non-supervisory	Have the same rules and policies for all employees in the department. Have the same standards for everyone, not varying depending on who you are and the work ethic you have.
Very Satisfied	6 - 10 years	Non-supervisory	I don't know.
Very Satisfied	6 - 10 years	Non-supervisory	I have found that there is a lack of good communication between the administration and the clinical side of CMHOC. When someone leaves, is promoted, or takes on another responsibility, we lack in sharing this type of information. Though, I know that there is a privacy issue, when these things are shared, it helps to make us all a part of the whole.
Very Satisfied	6 - 10 years	Non-supervisory	I know that these are tough economic times for most businesses and county governments, but I find that salary compensation needs to better match other counties such as Kent. They can also try to match private industry in the IT sector. The private industry has started hiring again and we may end up losing some people to better paying county governments or private sector.
Very Satisfied	6 - 10 years	Non-supervisory	I would like to get a raise or at least a cost of living increase.
Very Satisfied	6 - 10 years	Non-supervisory	I would love to be able to work four ten hour days per week but understand that may not be feasible at this time.
Very Satisfied	6 - 10 years	Non-supervisory	Include better vision insurance in our benefits package. Also the cleanliness of buildings need attention.
Very Satisfied	6 - 10 years	Non-supervisory	Increase communication between management and employees. Increase flexibility of work schedule to accommodate good balance between work and family.
Very Satisfied	6 - 10 years	Non-supervisory	Increase our compensation to coincide with other similar counties.
Very Satisfied	6 - 10 years	Non-supervisory	Keep up the work.
Very Satisfied	6 - 10 years	Non-supervisory	Keeping a closer eye on the amount of texting that goes on.
Very Satisfied	6 - 10 years	Non-supervisory	Longevity should have go by date of hire with the county. Stop taking away from the lower paid employees and giving to the higher ups.
Very Satisfied	6 - 10 years	Non-supervisory	Making sure co-workers are able to do there job's. If they get restriction for work make sure they can STILL do the job instead of putting it on other co-workers.
Very Satisfied	6 - 10 years	Non-supervisory	More team building events.
Very Satisfied	6 - 10 years	Non-supervisory	Provide additional training opportunities, provide additional technology (devices) to make my job easier/more efficient, provide more professional development for employees.
Very Satisfied	6 - 10 years	Non-supervisory	Put a gym in at Hudsonville Court!
Very Satisfied	6 - 10 years	Non-supervisory	Quit taking away our benefits.
Very Satisfied	6 - 10 years	Non-supervisory	Return the tuition reimbursement program.
Very Satisfied	6 - 10 years	Non-supervisory	Sometimes it takes a long time for things to happen as they have to go through different channels to get the approval of everyone. This can be frustrating.
Very Satisfied	6 - 10 years	Non-supervisory	Supervision is not what it should be. I would like more assistance with difficult cases and some directions. It seems like everyone does things differently, which can be frustrating at times. Time is a factor here. Supervisors don't have time to be Supervisors. They seem frustrated at times when questions are asked. SC has many time lines, yet those we work with don't seem to have the same time lines associated with their jobs. If one group needs to be extremely accountable, shouldn't all groups need to be accountable for their work? Equity in expectations for all would improve my day to day job satisfaction. Accountability for all rather than for just a few. Written procedures for system changes before it changes. To be informed of a system change and have it appear in writing and placed in a book where it can be accessed by all at the time of the change is necessary. Things are changing all of the time and many times, only half of the people are aware of it.

2011 Ottawa County Employee Satisfaction Survey

Q1c. What can Ottawa County do to improve your satisfaction as an employee?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Very Satisfied	6 - 10 years	Non-supervisory	Supervision structure is confusing and seems to change a lot lately. Our current supervisor does not really "find out" answers to our questions when we ask them. The supervisor asks us to find out and let others on the team know. We all often seem to be doing things differently and need a manual on how certain paperwork needs to be completed according to the county requirements, if it even needs to be completed.
Very Satisfied	More than 10 years	Supervisory	Assist employees with health care issues by providing assistance in dealing with Priority Health.
Very Satisfied	More than 10 years	Supervisory	At this time I don't know of anything.
Very Satisfied	More than 10 years	Supervisory	At this time, I'm satisfied with my current work environment and position within the County.
Very Satisfied	More than 10 years	Supervisory	Better and routine communication from the director and administration team.
Very Satisfied	More than 10 years	Supervisory	Better communication and hold people accountable for not getting their work done.
Very Satisfied	More than 10 years	Supervisory	Better health benefits, as it costs me more and more each year, which makes it feel like I'm going backwards financially.
Very Satisfied	More than 10 years	Supervisory	Better health care, better pension and post retirement health care assistance.
Very Satisfied	More than 10 years	Supervisory	Cleaner building in which to work.
Very Satisfied	More than 10 years	Supervisory	Communication with employees about the true economic status of the County.
Very Satisfied	More than 10 years	Supervisory	Conclude the Classification and Wage Study in a timely fashion. Classify positions truly based on the requirements of the job.
Very Satisfied	More than 10 years	Supervisory	Consider a more flexible schedule for CMH employees. Example: Four day weeks, more evening hours.
Very Satisfied	More than 10 years	Supervisory	Continue in the same direction.
Very Satisfied	More than 10 years	Supervisory	Continue to listen to employees.
Very Satisfied	More than 10 years	Supervisory	Continue to provide a quality work environment. Continue to stay current with wages, benefits, technology, etc.
Very Satisfied	More than 10 years	Supervisory	Continue to streamline administrative processes. Pursue equality for pay and responsibility.
Very Satisfied	More than 10 years	Supervisory	Create more checks and balances for upper management performance. Continue opportunities to mingle and interact with employees from other departments.
Very Satisfied	More than 10 years	Supervisory	Decisions need to be made to benefit the employees. Why do we hire part time, full time and contractors without making them accountable for what they do? If they don't do it, GET RID OF THEM. We have paid too many contractors that have not done a good job.
Very Satisfied	More than 10 years	Supervisory	Extend benefits to the retirement package. Improve the HVAC system for ventilation in older buildings. Maintain the cleanliness of the buildings and furnishings/technology.
Very Satisfied	More than 10 years	Supervisory	Flexibility.
Very Satisfied	More than 10 years	Supervisory	Formal training schools have been less and less approved in the last few years. An increase in training would improve my satisfaction as an employee.
Very Satisfied	More than 10 years	Supervisory	Go back to having VSP as our vision provider.
Very Satisfied	More than 10 years	Supervisory	Hold employees accountable for their actions.
Very Satisfied	More than 10 years	Supervisory	I have enjoyed working for Ottawa County over the past years, but the last couple have been rough. I know change is hard as we go through the years and staff get younger and younger. There still needs to be structure with in the chain of command and support! I'm talking about support from supervision when working with your fellow supervisor's and staff.
Very Satisfied	More than 10 years	Supervisory	I would like more pay, but that is not what keeps me here.
Very Satisfied	More than 10 years	Supervisory	I would like to improve the cleaning service. The current housekeeping is spotty at best. We have had a lot more flu and colds since they started. The office looks dusty and un-kept.

2011 Ottawa County Employee Satisfaction Survey

Q1c. What can Ottawa County do to improve your satisfaction as an employee?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Very Satisfied	More than 10 years	Supervisory	I'd like administration to discontinue its policy of micromanagement. I'd like the Board of Commissioners to discontinue their nod and smile style of management and understand the consequences of their actions. Questions with merit are rarely asked. A board that doesn't question is rubber stamping. I'd like the parking lots and sidewalks in the winter to be properly taken care. Last winter, there were ruts and a lot of ice.
Very Satisfied	More than 10 years	Supervisory	Inflation is eroding our salary, so it would be nice to get back to cost of living increases.
Very Satisfied	More than 10 years	Supervisory	Keep an eye on Priority Health. They appear to be focused more on their profit margin more than our health.
Very Satisfied	More than 10 years	Supervisory	Keep employees aware of what decisions are being made that have impact on their job. This has gotten better over the years but could still use improvement. Implement the Wellness Program and keep it. I'm excited that the County is once again looking in this direction. I appreciated and enjoyed participating in the Corewell Program years ago and was disappointed when the County decided to eliminate it.
Very Satisfied	More than 10 years	Supervisory	No wage freezes, fewer meetings and fewer reports.
Very Satisfied	More than 10 years	Supervisory	Offer incentives or other benefits to those employees that work second or third shifts and weekends.
Very Satisfied	More than 10 years	Supervisory	Offer reimbursement for education again! As an agency promote health and wellness in a positive manner (ex. pay for weight watchers).
Very Satisfied	More than 10 years	Supervisory	Provide realistic time lines for due dates, for example, planning and grants. Consistent benefits in bargaining units. Improve good customer service within departments.
Very Satisfied	More than 10 years	Supervisory	Restore COLA next year. Remove or increase cap (now at 1,000) on the retirement match, used to be 25% with no cap.
Very Satisfied	More than 10 years	Supervisory	Stabilize the benefit package.
Very Satisfied	More than 10 years	Supervisory	Updates the office interiors. Very limited storage or meeting spaces. There is no real break room or area to get away from work during breaks or lunches.
Very Satisfied	More than 10 years	Supervisory	We should not have to request raises or reclassification. Once changes are made to a person's job duties, it should be automatically reviewed. Summer gatherings would be nice to foster relationships which would include everyone instead of yearly service awards banquets.
Very Satisfied	More than 10 years	Non-supervisory	Allow flexibility with work hours. Coming in earlier and leaving earlier but still be here during client hours.
Very Satisfied	More than 10 years	Non-supervisory	As a Masters level Clinician, my pay scale is low in comparison to the Bachelor Level positions. The Masters level scale needs to be raised. I would like better communication between the administration and the people on the fronts lines.
Very Satisfied	More than 10 years	Non-supervisory	Better communication from administration.
Very Satisfied	More than 10 years	Non-supervisory	Better communication from the top to my supervisor to me. Quicker response to questions about policy and procedure changes at my level.
Very Satisfied	More than 10 years	Non-supervisory	Bring back tuition reimbursement, training and conferences to expand your education and keep our needed skills.
Very Satisfied	More than 10 years	Non-supervisory	Clarity in the ever changing rules and regulations to improve efficiency and reduce time spent assuring that I am following regulations.
Very Satisfied	More than 10 years	Non-supervisory	Commissioners understanding for the different task and pressures that the sheriff's department is responsible for.
Very Satisfied	More than 10 years	Non-supervisory	Communication.
Very Satisfied	More than 10 years	Non-supervisory	Compensation that will allow us to keep up with the increased cost of living.
Very Satisfied	More than 10 years	Non-supervisory	Continue being "transparent" with the ever changing economy and its hurdles. Reevaluate the medical insurance and ensure that employees are receiving their needed medications. Work on the employees' vacation issues - 2 persons off per day is not enough with a group of 15 or more, there is too much vacation time and not enough days.
Very Satisfied	More than 10 years	Non-supervisory	Continue to be an employer that looks for ways to help staff stay in the forefront of investing financially in our retirement, for example, HSA plans and 453B.

2011 Ottawa County Employee Satisfaction Survey

Q1c. What can Ottawa County do to improve your satisfaction as an employee?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Very Satisfied	More than 10 years	Non-supervisory	Continue to have "open door" policy and continue to keep employees informed on budget issues and decisions that need to be made.
Very Satisfied	More than 10 years	Non-supervisory	Continue to have a team atmosphere. Positive people make for a positive workplace.
Very Satisfied	More than 10 years	Non-supervisory	Continue to improve relationships with our unions.
Very Satisfied	More than 10 years	Non-supervisory	Continue to offer quality training opportunities
Very Satisfied	More than 10 years	Non-supervisory	Continue to provide the current benefit package. Offer the opportunity for financial assistance for continuing education credits, particularly when it is required to maintain a license required for a specific position.
Very Satisfied	More than 10 years	Non-supervisory	Continue to update the employees on a regular basis on the current state of the budget.
Very Satisfied	More than 10 years	Non-supervisory	Continue to work on communication between departments.
Very Satisfied	More than 10 years	Non-supervisory	Develop a county policy allowing flexible work hours, as the state has done. This would enable employees to make up for the lack of cost of living raises during these difficult economic times. Not all departments encourage or even allow flexible schedules. Working four ten hour days may allow employees to save on gas and daycare.
Very Satisfied	More than 10 years	Non-supervisory	Do not take our cost of living raise away.
Very Satisfied	More than 10 years	Non-supervisory	Don't know.
Very Satisfied	More than 10 years	Non-supervisory	Effective and involved leadership from our Division Commander which would bring all supervision onto the same page, instead of four or five different ways of doing things. Adequate supplies (uniforms and hygiene items) for the inmate population.
Very Satisfied	More than 10 years	Non-supervisory	Establish computer resources more accessible to remote locations (example: I work as a deputy in a high school and cannot access any of the necessary investigative tools via the Internet). Refine the report process so that it is not so redundant.
Very Satisfied	More than 10 years	Non-supervisory	Fight for our state and federal funding aggressively by writing/meeting with our state and federal representatives supporting the programs we administer to County residents.
Very Satisfied	More than 10 years	Non-supervisory	Have a better communication between Supervisor and co-worker.
Very Satisfied	More than 10 years	Non-supervisory	Have more parity of benefits, throughout.
Very Satisfied	More than 10 years	Non-supervisory	Having worked for Ottawa County for 22 plus years, I've stayed because I liked my job and appreciated having Ottawa County as an employer. I am retiring and my last day to work is May 27.
Very Satisfied	More than 10 years	Non-supervisory	Health benefits, raises and recognition as an employee.
Very Satisfied	More than 10 years	Non-supervisory	Health care after retirement.
Very Satisfied	More than 10 years	Non-supervisory	Higher pay. Better communication between board and employees.
Very Satisfied	More than 10 years	Non-supervisory	I can't think of a thing at this time.
Very Satisfied	More than 10 years	Non-supervisory	I happen to be a part time employee. My job was supposed to have increased to a full time position and did not because of the county wide "freeze". I feel that I should not have to pay such an enormous amount for benefits. I am being penalized for being a part time employee. I work just as hard as anyone else so I feel this is unjust. In all other ways, I am a satisfied employee.
Very Satisfied	More than 10 years	Non-supervisory	I know that it is impractical at this point in time, but, retiree health benefits would be great.
Very Satisfied	More than 10 years	Non-supervisory	I know that there are economic issues. However, I think that general road patrol officers in the Sheriff's Office should have access to training. The County offers many opportunities. Due to budget issues C.P. Officers, School Officers, Traffic, Command and Deputies in similar positions have more training opportunities. This I think is because of the issue of filling shifts on road patrol in overtime cost, part timer availability.
Very Satisfied	More than 10 years	Non-supervisory	I realize times are tough in Michigan, and I'm lucky in a sense to even have a job, but a raise would be nice! I am not completely happy with our new health insurance so far in this calendar year (new provider in 2011).

2011 Ottawa County Employee Satisfaction Survey

Q1c. What can Ottawa County do to improve your satisfaction as an employee?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Very Satisfied	More than 10 years	Non-supervisory	I would like to continue to be challenged and grow professionally, therefore, the opportunity to further my education to expand my employment opportunities with the County would be ideal. To receive support (financially and/or with time allowed from work) to pursue this goal would enhance my satisfaction because this type of investment in me as an employee illustrates that I am valued and my contribution as an employee is appreciated.
Very Satisfied	More than 10 years	Non-supervisory	Increase pay which is probably not possible in today's financial situation.
Very Satisfied	More than 10 years	Non-supervisory	Involve the employee in more than one program.
Very Satisfied	More than 10 years	Non-supervisory	Keep health insurance costs low. Provide on site health classes and require smoke free employees.
Very Satisfied	More than 10 years	Non-supervisory	Keep me as an employee and value what I do as a whole.
Very Satisfied	More than 10 years	Non-supervisory	Keep my program.
Very Satisfied	More than 10 years	Non-supervisory	Keep the cost of our health care benefits down while not compromising coverage.
Very Satisfied	More than 10 years	Non-supervisory	Maybe a raise next year.
Very Satisfied	More than 10 years	Non-supervisory	More flexibility. Don't put me at a 8-5 time frame when I need to make a schedule for my family and me.
Very Satisfied	More than 10 years	Non-supervisory	Nothing, however, I'm not satisfied with new BIS system used in courtrooms. I'm understanding that this new system is a work in progress, but progress has been really slow.
Very Satisfied	More than 10 years	Non-supervisory	Offer a few more incentives.
Very Satisfied	More than 10 years	Non-supervisory	Offer an option to purchase additional life insurance coverage at an affordable group rate. Offer some type of insurance coverage for orthodontia.
Very Satisfied	More than 10 years	Non-supervisory	One suggestion would be to further explore being able to "give" sick or vacation hours to a co-worker in certain situations.
Very Satisfied	More than 10 years	Non-supervisory	Overall Ottawa County has allowed me to grow within my job, within myself, has supported me with key resources, and the tools of education. It's a good work environment, atmosphere of care, and to get needed items within the job when (on rare occasion) I inquire. My satisfaction with this employer remains high.
Very Satisfied	More than 10 years	Non-supervisory	Pay me a wage that is comparable to what my peers are being paid in Muskegon and Allegan County.
Very Satisfied	More than 10 years	Non-supervisory	Pay more.
Very Satisfied	More than 10 years	Non-supervisory	Provide a more generous retirement package.
Very Satisfied	More than 10 years	Non-supervisory	Provide adequate staffing. Not replacing staff increases employee stress, increases the risk of error and decreases services to the public.
Very Satisfied	More than 10 years	Non-supervisory	Provide more flexibility for its employees, including schedules.
Very Satisfied	More than 10 years	Non-supervisory	Raises.
Very Satisfied	More than 10 years	Non-supervisory	Raises.
Very Satisfied	More than 10 years	Non-supervisory	Team interactions: somehow, get to know other county employees/departments better, how their job benefits the county, etc. It would be nice to have a face to go along with the voice at the other end of phone/email. Maybe there could be a county employee profile as an attachment on the front page.
Very Satisfied	More than 10 years	Non-supervisory	The Juvenile Services office is a poorly built and maintained building. The cleaning folks do little to maintain the facility. Nothing is dusted, rarely vacuumed. Bathrooms are dank and dreary with water leaks soiling ceiling panels and dirty office panels that are clearly visible to our clientèle. It is an embarrassment to the county, compared to the other facilities.
Very Satisfied	More than 10 years	Non-supervisory	Update Technology (cell phones/PDA's etc.).

2011 Ottawa County Employee Satisfaction Survey

Q1c. What can Ottawa County do to improve your satisfaction as an employee?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Very Satisfied	More than 10 years	Non-supervisory	When I see what Ottawa Co. is spending on purchasing land for parks. Supplying health insurance for part-time commissioners. Adding over \$33,000 worth of landscaping to the corner of the downtown parking lot (possible salary of a new hire). Cutting departmental budgets for operating expenses, not authorizing overtime to get the job done right. Freezing the hiring of new employees essential to the effective operation of these departments because of increasing public demand and employee workload. I'm thinking maybe Ottawa Co. should take another look at priorities. Walk a mile in our shoes.
Very Satisfied	More than 10 years	Non-supervisory	Willingness to work bargaining units.
Very Satisfied	More than 10 years	Non-supervisory	With gas prices as they are, I would like the ability to work four 10 hour days.
Very Satisfied	More than 10 years	Non-supervisory	With the cost of living and gas prices, I could use more money. But who couldn't. You asked.
Fairly Well Satisfied	Unknown	Unknown	Go to a true cafeteria plan for benefits which gives employees a lump sum of benefit dollars for the employee to spend as he/she sees fit. Flexible scheduling for employees who do not deal directly with the public. More user friendly IT. The ability to access information from home. Have an IT department which serves the departments that serve the public rather than IT calling the shots.
Fairly Well Satisfied	Less than 2 years	Non-supervisory	Commensurate pay scale.
Fairly Well Satisfied	Less than 2 years	Non-supervisory	Create more opportunities for new employees (especially ones who don't work in a group) to get to know other employees. Allow employees to be able to go to any of the classes offered. Encourage cross training and job advancement.
Fairly Well Satisfied	Less than 2 years	Non-supervisory	Hire me full time.
Fairly Well Satisfied	Less than 2 years	Non-supervisory	I am satisfied with the county.
Fairly Well Satisfied	Less than 2 years	Non-supervisory	I realize pay scales are determined in advance of a job posting but, there appears to be no room for a new employee to be paid more than the "base rate" no matter how much experience they have, which is frustrating for a newer employee. I think this also prevents people from applying for posted positions. People who have retired or left a position were paid significantly more money. When a new employee is hired they are paid much less money and is expected to do the same job for much less money. Sometimes less hours and also performing additional duties because other positions were cut and not replaced. SOME employees that are salaried or long term employees seemed to be allowed a lot of idle time and people look the other way, it is frustrating as a new employee to see this.
Fairly Well Satisfied	Less than 2 years	Non-supervisory	Improve the county cars.
Fairly Well Satisfied	Less than 2 years	Non-supervisory	Look into more job sharing and part time opportunities
Fairly Well Satisfied	Less than 2 years	Non-supervisory	More cross training.
Fairly Well Satisfied	Less than 2 years	Non-supervisory	Reduce the amount of paperwork.
Fairly Well Satisfied	Less than 2 years	Non-supervisory	The non-performance based wage increase system is very frustrating, seems to encourage under performing from employees.
Fairly Well Satisfied	2 - 5 years	Supervisory	I would like to see more collegiality between departments.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	A job title that reflects my true job duties and responsibilities. To advocate and foster internal hiring and promotion.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	A rotating schedule at the detention center.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	Allow more flexible schedules, such as four day work weeks (four 10-hour days). Implement a carpooling program to help me find other employees that live near me so that I have the option to ride-share.

2011 Ottawa County Employee Satisfaction Survey

Q1c. What can Ottawa County do to improve your satisfaction as an employee?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Fairly Well Satisfied	2 - 5 years	Non-supervisory	As a part-time "temporary" employee, I receive no benefits whatsoever. I understand that, as I only work 1000 hours per year. However, it would be nice if temporary employees could use the fitness room, as our health is as important as any other employee. I suspect it is a legal issue involving liability/insurance; however I would gladly sign a waiver and provide proof of health insurance to use the fitness room. Also, temporary part-time employees have not received a raise in 3 years. I understand the fiscal difficulties of our county and as a taxpayer I appreciate the county being fiscally responsible and prudent. However, a token raise would show some appreciation for those of us who don't cost the county ANY money in benefits. We provide excellent service to the county, and some of us, including myself, have been a responsible, reliable employee for over five years.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	Better communication from administration regarding the budget problems and how it's going to effect each department. We don't have enough all staff meetings!
Fairly Well Satisfied	2 - 5 years	Non-supervisory	Bigger paycheck. Stop eroding benefits. Stop making everyone worry if they're going to have a job tomorrow.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	Cleaner buildings and work environments! Up-to date computers. There are so many e-mails and links people send that I need to get into but can't do to the IT Department not updating our computers or keeping up with software advances!
Fairly Well Satisfied	2 - 5 years	Non-supervisory	Create an atmosphere where employees are not afraid to make a decision.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	Employee training on policies.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	Fill positions that have been left unfilled due to internal promotions. Department has been under staffed for nearly three years.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	include more options for employees to interact between departments, higher pay wage
Fairly Well Satisfied	2 - 5 years	Non-supervisory	More vacation time and those employees who don't get compensation time should be able to have that option. Some of us put in a lot of free time instead of taking overtime.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	Pay increase. Communicate all the way to the lower levels. More flexible with work schedules.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	Supervisors need to be held a little more accountable pertaining to work flow. A lot of redundancy and procedures do not flow well. No procedure policy is in place.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	Take a more hands-on approach with listening to employees ideas. Having more flexible hours (i.e. four ten hour days or eight five hour days). Give me more of a feeling of being relevant and valued by the administration individually.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	This is regarding sick time use/non-use. I don't use all my sick time and I lose it if too many hours have accrued. Why can't those extra hours be given out in pay or used towards extra vacation time? It is not fair that one employee can use all their sick time(having taken advantage of all the time allowed) while another employee doesn't use all their time and is penalized by having some of it taken away. I know this is a privilege, but it should be an equal privilege. I don't want to lie to my boss and call in "sick". This can perpetuate lying. Others may do this, but I won't. So...why do I, as an employee who is trustworthy and not as sick as others, get penalized?
Fairly Well Satisfied	2 - 5 years	Non-supervisory	Treat everyone equal. Giving praise to everyone, not just the same people.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	While I do enjoy the laid back atmosphere in the office, I do not enjoy a few small circles of employees who routinely complain and "bash" members of Ottawa County HD and also residents and operators. It makes being at work difficult. I don't know what Ottawa County can do about this.
Fairly Well Satisfied	6 - 10 years	Supervisory	Although this has improved a great deal, there are still people that are treated better than others in the department (that is, they do not need to follow the rules that others need to).
Fairly Well Satisfied	6 - 10 years	Supervisory	Ensure compensation is commensurate with responsibilities and/or provide financial incentives for performance (for example, a wage increase following an exemplary performance review).
Fairly Well Satisfied	6 - 10 years	Supervisory	Increase compensation levels to be equal for all levels, all supervisors receive pay at an equal level.

2011 Ottawa County Employee Satisfaction Survey

Q1c. What can Ottawa County do to improve your satisfaction as an employee?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Fairly Well Satisfied	6 - 10 years	Supervisory	Increase the amount of 457(b) match. The amount was reduced significantly and it would be nice to have the limit increased. Reinstate the Education Reimbursement, changing the structure to make it easy to get reimbursed. Increase access to up to date technology (e.g. more Blackberry, more access to work room home or away from the office and up to date software).
Fairly Well Satisfied	6 - 10 years	Supervisory	Maintain benefits and share the final results of CMH wage study, the process is way too drawn!! Pay wages commensurate with other Health professionals in Ottawa County
Fairly Well Satisfied	6 - 10 years	Supervisory	More transparency from administration.
Fairly Well Satisfied	6 - 10 years	Supervisory	Need to regain more confidence in administration. Improve communications with Human Resources. Invest in employees for internal promotions, as you are investing in training for employees (Gold Leaders, etc.), but it doesn't seem to carry any weight for promotion, decreasing the value of the training and confidence in the County.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Bring back tuition reimbursement, as it is a vital part of employee growth and advancement. I would also like to see more acknowledgment in employee success and/or performance; it seems that in this economy, we are being treated more and more like we should be thankful to have a job here and while this is true, we are still valuable as employees, no matter what the economic times bring.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Consider broader FMLA definition of "family" that would allow time to be used by employees to care for in laws, siblings, etc. Consider work from home option for employees, where possible. Consider 10 hour days/4 days per work week.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Constantly working shorthanded, administration is quick to punish and slow to praise, increase pay.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	County can work more closely with my bargaining group on changes. This is more directed at the director level then the County which did a good job in the recent health care change over. I could refrain from actively lobbying against PA 312 which I see as a means of continued fairness in bargaining. It could instead show with us that it is a County in which things work together as a model for the rest of the state.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Explaining to employees why there is a need to have so many supervisors for one program when there is a budget crisis. The department that I work in recently changed the hours we can work, while taking away almost all the flexibility we once had with our hours. Flexibility was once the most important item for people that I work with; it really is too bad that our department heads choose to take this away.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Get housekeeping back and give us better pay. I do think we are under payed for the work we do to make this one of the best county's in the state.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Give monthly updates on what is going on with CMH.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Give our Flex time back!
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Give us back our cost of living raises. Make it so people who have worked here for 10 to 20 year are not making the same money as the people who have been here just 5 years. We are always paying for health insurance.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	I think that as far as our administration goes, they need to listen to employees who have been with the county. Especially if they have not had issues with others, they have always performed well, gotten along in past circumstances, or when we feel we have valid concerns.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Increase the opportunity to move up within the court.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Instead of spending money to refill the two position that are open, make ANOTHER supervisor position.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Keep staff more informed of budget decisions. Many times we read about things in the local newspapers and as staff we should know via email or AI's Digest/blog what is happening.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Keep the health insurance and appreciate your workers.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Lower caseloads in order to increase the amount of contact with consumers and their families.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	More competitive pay.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	More open about issues with budget.

2011 Ottawa County Employee Satisfaction Survey

Q1c. What can Ottawa County do to improve your satisfaction as an employee?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Not force me to take a one hour lunch. Would like to work my 8 hrs and be done. Make things more equal for employees, some work straight 8 hrs, some get to go home for a paid lunch, some have to take an hour unpaid lunch. Allow comp time for me since I am in a call-out position.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Pay attention more to the rising costs of living and find more creative ways to cut costs instead of raising our costs.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Reinstate my longevity that I lost by transferring to a different union. Fairer wages. Recognize employees for their time as an employee no matter what union.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Reinstate tuition reimbursement. Fix systemic problems and get us some new chairs for the control rooms. Forget ergonomics, these things are actually injuring people.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Respect the employees as they deserve to be respected. Just because we are not commissioners does not mean that we are less valuable.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Return housekeeping to internal service, as the level of cleanliness has dramatically decreased to the point of affecting my health. With the new focus on employee health, environment should be identified as a major contributor.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Sick time to be accrued like vacation is with a max of a certain hour base. Be able to carry over more than 12 days of sick time. Add more vacation to the span between being able to accrue more days.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Stop threatening or talking about layoffs/cutbacks or contracting out all the time to less contracted agencies which are mediocre at best and do more in-house, thus higher integration and quality of services to offer our consumers. Slow down on increase in cost leap for health/dental benefits each year.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Take action on "slackers".
Fairly Well Satisfied	6 - 10 years	Non-supervisory	The supervisors need to do more employee evaluations.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	They could have been more honest with us in regards to our new health insurance that ended up being a scam. They need to be honest.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Written policy and procedures manual so decisions are not "arbitrary" depending on which supervisor you are talking to, letting supports coordinators know clearly when there are changing agency philosophy - just overall less confusion.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	You spent a lot of money and misappropriated a lot of money with the new building (do we really need marble window sills, slate flooring in the elevators, and massive multi-room arrangements for the judges)? Wouldn't it be nice to have the old insurance back, you remember, the one that covered quality vision care (instead of Walmart quality glasses), ER's (yes, I'm aware that the "new" insurance 'promises' to reimburse the employee for the entire amount, why would multiple ER's reject Priority Health coverage if it paid fully/honorably) and made the coverage so understandable.
Fairly Well Satisfied	More than 10 years	Unknown	Increase the match on the 457B to be closer to previous levels. Provide more critical feedback and information regarding job performance and areas to improve for all those in my position. Compensate for additional hours/on-call, similar to what attorneys in prosecutors offices are getting for similar responsibility.
Fairly Well Satisfied	More than 10 years	Supervisory	Be honest about benefit changes and don't hide the costs. Full time employees should be entitled to the maximum in benefits because of the hard work they put in. Commissioners should have reduced coverage in benefits because of their "part-time" status. Their retirement packages should not be more than any full time employees.
Fairly Well Satisfied	More than 10 years	Supervisory	Better health benefits.
Fairly Well Satisfied	More than 10 years	Supervisory	COL raises, although extra floating holidays appreciated. Maintain county contribution to HSA accounts. Continue reducing bureaucratic redundancies.
Fairly Well Satisfied	More than 10 years	Supervisory	Communicate things that are decided in committee meetings. Not being able to have a flex schedule.
Fairly Well Satisfied	More than 10 years	Supervisory	Continue to monitor health benefits to maximize the value of the benefit.

2011 Ottawa County Employee Satisfaction Survey

Q1c. What can Ottawa County do to improve your satisfaction as an employee?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Fairly Well Satisfied	More than 10 years	Supervisory	Continue to work on making purchases of equipment and supplies easier. Continue to develop working relationships within different departments of the county.
Fairly Well Satisfied	More than 10 years	Supervisory	Entrust me with authority commensurate with my responsibility. Stop micro-managing, and at least appear to consider my input. Give me clear honest direction.
Fairly Well Satisfied	More than 10 years	Supervisory	I like the training opportunities. I would like to see those continue, particularly the leadership training.
Fairly Well Satisfied	More than 10 years	Supervisory	Improve communication within teams (assure staff are aware of potential changes and the impact on them, prior to reading about them in County level meeting minutes).
Fairly Well Satisfied	More than 10 years	Supervisory	Improve retirement options. Provide better equipment. Focus more on training.
Fairly Well Satisfied	More than 10 years	Supervisory	It has been extremely difficult over the last three years to continually be working in an environment where fear of job cuts, program reductions and staff lay-offs are hanging over our heads. I know the economy has a lot to do with this and I am not placing blame on the County. The effect on the overall morale of the program staff has taken a toll. It would be great if Mr.Vanderberg and the staff could send out short memos with a bit of good news from time to time. The digest is great, but you need to take time out of busy schedules to read it.
Fairly Well Satisfied	More than 10 years	Supervisory	More acknowledgment for a persons abilities and accomplishments. Its seems that higher Management staff received acknowledgments for their accomplishments either within the County or outside. Those of us in lower positions that are doing things to better ourselves, it doesn't seem like upper Management takes notice or offers opportunities to use the skills we have obtained. We have to go looking for the opportunities or we are passed over, when we may be qualified for a position or opportunity because upper Management does not realize we have the ability. People need a way to showcase their abilities, if the opportunity is not there, people will look outside the County for it.
Fairly Well Satisfied	More than 10 years	Supervisory	More money! We work hard!
Fairly Well Satisfied	More than 10 years	Supervisory	Not too much the County can do, given the current state of the economy in Michigan. Any dissatisfaction I feel revolves around economic issues, such as freezing wages and cutting benefits.
Fairly Well Satisfied	More than 10 years	Supervisory	Provide at least cost of living pay increase each year or alternatively allow use of technology to work from home to minimize gas costs.
Fairly Well Satisfied	More than 10 years	Supervisory	Re-implement the cost of living pay increases. Stop using money on surveys while at the same time telling employees that we cannot afford to give them a raise. Stop looking at increasing the number of commissioners the county has while at the same time telling employees that we may need to look at job cuts.
Fairly Well Satisfied	More than 10 years	Supervisory	Request departments promote internal staff, before seeking personnel from outside when there are qualified employees applying for the positions. More recognition for employees doing a job above and beyond their position. An employee should not be allowed to move to the next pay step automatically if their performance isn't up to county/department standards.
Fairly Well Satisfied	More than 10 years	Supervisory	Take better care of the new building. The cleaning overall has really gone downhill.
Fairly Well Satisfied	More than 10 years	Supervisory	There needs to be more staff in certain areas, there is too many in others.
Fairly Well Satisfied	More than 10 years	Supervisory	With the economy the way it is these days, I just can't believe they can justify not giving us, the employees, that do the work and serve the county customers, any kind of raise. Times are hard and everything else is going up, except pay. How are people supposed to support their families?
Fairly Well Satisfied	More than 10 years	Non-supervisory	Acquiring a more fair playing field for the hiring process. Allowing for more flexibility when it comes to work schedules.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Address areas where the county policy conflicts with agency policy/standards, more specifically allowing for time to flex within a given pay period. I think current rules reflect to a time when union rules were in place and these are no longer valid.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Always keep communication open so we know what is happening, especially as the budget keep changing.

Source: 2011 Ottawa County Employee Satisfaction Survey

Conducted by RDA Group

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2011 Ottawa County Employee Satisfaction Survey

Q1c. What can Ottawa County do to improve your satisfaction as an employee?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Fairly Well Satisfied	More than 10 years	Non-supervisory	Ask my opinion before making changes that affect my job. Also, allow me to advance my job status.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Be consistent with all employees, as it seems like some get special advantages. Would love to have time cards go in after the hours are worked and not have to guess what hours I will be working in advance.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Be honest and fair with employees. What ever happened to the wage study?
Fairly Well Satisfied	More than 10 years	Non-supervisory	Be more aware of the useless people in our department making huge salaries.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Be more flexible on work hours. Increase allowances of vacation time to relieve stress. Show more appreciation for work that is completed.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Better retirement insurance. Costing over the amount of your pension.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Bring back tuition reimbursement.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Communicate and give positive feedback on jobs well done.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Compensate employees for the work that they do. Even without economic times, the employer expects employees to increase the work load without proper compensation
Fairly Well Satisfied	More than 10 years	Non-supervisory	Don't have a committee consisting of employees influencing wage increases or decrease and political influences on employees.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Eliminate the excessive layers of "Management". This leads to poor overall communication. No one ever seems to be on the same page.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Everyone should be treated the same way. Same rules for everyone.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Fill positions that were left from retirees. Increase wages. Increase sick bank.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Getting cost of living raises or not getting them, should be equal among employees, hourly and salary. Commissioners should not get raises when employees do not.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Have flex time again. Get more equipment. More staff, takes to long to hire.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Higher pay rate.
Fairly Well Satisfied	More than 10 years	Non-supervisory	I would like the county to care more for its employees and show this in the way they handle contract disputes, insurance coverage, and the treatment of its employees over all.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Improve communication and communicate wage study results to employees.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Improved supervision. More consistency among the Courts. Continue training opportunities.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Increase dental insurance for orthodontic treatment. Raise the ceiling on pay rates, I'm topped out in my job pay rate scale.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Increase pay.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Increase salary for this position.
Fairly Well Satisfied	More than 10 years	Non-supervisory	It would be nice to have the option of working from home.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Keep us informed more. The administration is doing a better job, but IT not so much.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Less work. More fun.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Listen to the workers not management.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Maintain a level of pay and benefits that encourages long term employment. Experienced employees are the most competent employees and all positions have unforeseen difficulties that are effectively surmounted by an experienced person.
Fairly Well Satisfied	More than 10 years	Non-supervisory	More visibility from the Administration. More open communication from Administration and Supervision.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Not so much paperwork. It is repeated too many times. Too much reporting time activity. Worry about program getting cut.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Pay me for my education.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Provide more consistent forms of communication

2011 Ottawa County Employee Satisfaction Survey

Q1c. What can Ottawa County do to improve your satisfaction as an employee?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Fairly Well Satisfied	More than 10 years	Non-supervisory	Quit downsizing (not refilling) positions that do most of the physical (hands on) work with consumers and then adding more supervisor positions.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Recently it has been hard to keep up with all the changes both in procedures and staff. Either keeping things more consistent or having a place to reference current procedures/staff would be extremely helpful.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Reduce workload and be more flexible about schedules.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Send me a pay stub. I am thinking I have earned it. Vandenberg stands with the Governor in taking away from employees. More support to us from the county would be nice. Fight with your employees not against them.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Stop spending money to conduct this survey. We are in very difficult times right now and I don't believe the cost is justified.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Stop trying to make us into Kent County.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Technology really needs to be brought current.
Fairly Well Satisfied	More than 10 years	Non-supervisory	The current insurance is very discouraging with what it covers. We use to have such great coverage and now it just gets minimal that those who have Medicaid get much better coverage than we have. I wish we had more time off that is paid, some of the National Holidays to get like Veterans Day or Presidents Day would be awesome.
Fairly Well Satisfied	More than 10 years	Non-supervisory	There should be no up front out of pocket expense for dry cleaning and alterations with reimbursement 6 months later. There should be accounts available for all to drop off and pick-up their uniforms, not just for those working out of the Fillmore building. A boot allowance should be given to employees as there is with other police agencies. Also an allowance for gloves (insulated, frisking and searches). More police training opportunities should be given outside of the counties in service trainings (driving, drugs, Spanish, terrorism and gangs). It would be nice if several departments opt to not take a pay increase to help the county through its economic woes, then the counties administration and its department heads would do the same.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Too many rights issues. Staff needs to have some rights and the county back them.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Value me and my work as an employee. They should value the fact that I am working for my benefits and retirement.
Fairly Well Satisfied	More than 10 years	Non-supervisory	When changing health/vision/dental plans, please check out the fine details! Our current vision coverage, quite frankly, stinks!
Somewhat Dissatisfied	Unknown	Unknown	Better supervision.
Somewhat Dissatisfied	Less than 2 years	Non-supervisory	Improve the professionalism and improve the leadership.
Somewhat Dissatisfied	Less than 2 years	Non-supervisory	They could be more receptive to change. Furthermore, implementation of even simple changes seems to take at minimum, 6 to 12 months, which is a bit absurd. I firmly believe that we have the capacity to execute decisions and the changes that follow in a more efficient manner. Often times, the delay of approval from boards or higher authorities comes at a cost to those who the decisions affect the most, either the employees, or worse, the citizens of Ottawa County. Furthermore, the final stamp of approval, often by higher authorities or boards, comes from those who know minimal details regarding the decisions and never see the affects of decisions.
Somewhat Dissatisfied	2 - 5 years	Non-supervisory	Hold other employees responsible for the attendance and for pushing there work onto other team members because they are always gone.
Somewhat Dissatisfied	2 - 5 years	Non-supervisory	Keep people more informed about budgets. Stops the spread of rumors when things are not kept all secretive.
Somewhat Dissatisfied	2 - 5 years	Non-supervisory	Make management more involved in what goes on in the office. They are so busy doing other things that they don't manage the people that work for them. They have no idea what goes on in our office or what we do on a daily basis. We have been told if we have a problem work it out between us, don't go to management because they don't care. This always makes the problem worse because it is never dealt with.
Somewhat Dissatisfied	2 - 5 years	Non-supervisory	Replace Supervisor and Manager.

2011 Ottawa County Employee Satisfaction Survey

Q1c. What can Ottawa County do to improve your satisfaction as an employee?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Somewhat Dissatisfied	2 - 5 years	Non-supervisory	There is way too much work to do in the given amount of time. They continue to pile on the work/expectations but offer no additional support for getting it all done. They could be more flexible in the work hours, i.e. four ten hour days. Once a decision is made about some type of policy or procedure, then stick with that decision and not be wishy-washy as soon as there is some disagreement about it.
Somewhat Dissatisfied	2 - 5 years	Non-supervisory	Work on being consistent between the courts, judges, administration in regards to how things are done.
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	Allow employees to flex time (within reason) to help save money on daycare and increase balance and satisfaction in their lives as a whole. Provide tuition reimbursement to encourage employees to advance in their fields and provide Ottawa County with the most current and best educated workforce possible. Make paths for career advancement clear and encourage hiring from within the county before looking elsewhere.
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	Better communication with supervision. Trustworthiness of Supervisor. More professionalism.
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	Give us more insurance options. Not happy with the switch to Priority Health.
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	I would like to see the rhetoric put forward as our goals actually be embraced and practiced by the departments.
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	I would prefer to go back to flex hours like we use to have with Dr. Wiswell, he had us all working 8-4:30. Raises should also be dependent on job performance and skill (e.g. they need to be able to actually do the entire job).
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	It's still "a good old boys" political organization. If an issue is possibly going to make the county look bad, the county will make the issue go away.
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	Make my workload manageable rather than having unrealistic expectations. Don't make employees feel as though they are being watched and could be fired and replaced at any time. Go back to the old way of posting jobs, internally first and being obligated to hire an internal candidate if qualified. I would feel more secure if we still had a union.
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	More communication and in put when changes are made. We are the front line people, we can offer suggestions that would be beneficial to everyone. Have enough staff to cover all positions! Listen to our concerns and ideas and get things in place.
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	Multi-levels in our department, train supervisors and uniforms so every one knows who we are.
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	Place more emphasis on the employee as a valued asset, not a financial liability.
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	Respect for employees as human beings. Accountability on all areas of employees; just because you have experience in a department does not necessarily rate a promotion. Attitudes should be addressed and if you cannot be fair to all employees in your department, you should not be promoted.
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	Stop worrying so much about "public perception" that you do so at the expense of employee satisfaction. Bring back tuition reimbursement. Actually negotiate during negotiations. Let departments determine what kind of tissue they buy. If they want to use their supply budget on Puffs, why shouldn't they be able to? Some departments deal with very emotionally charged clients and it is embarrassing to hand them a box of rough cardboard. Have the cleaning service actually clean. All they do is empty trash and vacuum (sometimes vacuum) two days a week. We have been in the new building since July 2009. They just dusted my office for the first time in March 2011. It is embarrassing all the dust and cobwebs everywhere. Sure, you may have got a good contract price, but are you of getting value for the money? The increased dirtiness likely leads to increased employee sickness. Clean the work out area showers. The same stains have been in the showers for over a year. Disgusting.
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	Treat the staff better. Those that work hard are just given more to do without being thanked, etc. Those who are doing the bare minimum are treated the same or better than hard working employees and nothing is every said or done.

2011 Ottawa County Employee Satisfaction Survey

Q1c. What can Ottawa County do to improve your satisfaction as an employee?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Somewhat Dissatisfied	More than 10 years	Unknown	See the value of public health and express it by giving us some peace of mind. The past five years or so have left me very concerned about being "cut" due to budgets. It does not seem to matter how loyal, how great of a worker, how helpful, how positive, how...etc. I try to be. It looms over public health. I always think back to how some public health programs were ranked lower than "dog licenses" by the Board of Commissioners. That speaks volumes without saying a single word.
Somewhat Dissatisfied	More than 10 years	Supervisory	For the Commissioners to take a leadership role and eliminate the amount of micromanagement that goes on.
Somewhat Dissatisfied	More than 10 years	Supervisory	Have all employees held to a level of responsibility
Somewhat Dissatisfied	More than 10 years	Supervisory	I feel that the county does not spend it's money wisely, instead of not giving employee's raises and raising our insurance costs, there should have been cuts made elsewhere. I used to tell people that I may not make as much as someone who does my job in a company, but the benefits at the county make up for that. This is not true any longer.
Somewhat Dissatisfied	More than 10 years	Supervisory	Review wages again.
Somewhat Dissatisfied	More than 10 years	Supervisory	Stop pleading poorness when millions are hidden away, just tell the truth. I want trust. It's a two way street.
Somewhat Dissatisfied	More than 10 years	Non-supervisory	A raise would be nice to go along with cost of living and rising gas prices. Guarantee no decreasing of benefits, especially retirement.
Somewhat Dissatisfied	More than 10 years	Non-supervisory	Better supervisors.
Somewhat Dissatisfied	More than 10 years	Non-supervisory	Commissioners putting employees before themselves and actually listening to employees, instead of telling them what is going to happen. Quit wasting money on committees and meetings that don't change anything
Somewhat Dissatisfied	More than 10 years	Non-supervisory	Do a better job dealing with Management issues. Do a better job with follow-ups after surveys are completed (we complete them and then hear nothing). In fairness, this may have to do more with my immediate department versus the County as a whole.
Somewhat Dissatisfied	More than 10 years	Non-supervisory	Enforce all courts to follow the same procedures and rules. Management tends to overlook too many things. Then many years later it comes back to bite them. This includes Upper Management and Judges.
Somewhat Dissatisfied	More than 10 years	Non-supervisory	Get me a Supervisor who supervises and disciplines for tardiness, excessive absences and goofing around, instead of working, but she does the same thing, so what can we expect? One who does not play "favorites" with certain employees, who can get me a court administrator and who will listen to complaints, who will discipline, etc., instead of sitting in his office doing what?
Somewhat Dissatisfied	More than 10 years	Non-supervisory	I would like to see policies which are more supportive to working parents (e.g. more paid maternity/paternity leave, on-site day care and designated pumping rooms for breastfeeding mothers).
Somewhat Dissatisfied	More than 10 years	Non-supervisory	It would be important to look at the amount of work required for fewer workers. We are expected that one person take on work that was done by 3 other people a couple years ago.
Somewhat Dissatisfied	More than 10 years	Non-supervisory	Provide better feedback on my job performance. That is, get my Supervisor interested in what I do so that he has an appreciation of what I accomplish and can offer valuable feedback on how I can improve. Stop providing health insurance. I'd rather be paid more and shop around for my own policy that meets my unique needs. By paid more, I don't mean the lousy \$500 incentive, but instead of saying my health insurance costs \$13,850 of which I have to pay x%, increase my salary by \$13,850 to spend on insurance or whatever, instead of making me pay for something I have no control over.
Somewhat Dissatisfied	More than 10 years	Non-supervisory	Supervisor is a micro-manager and bullies her employees. She is also overworked probably due to micromanaging and does not have time to address issues.
Somewhat Dissatisfied	More than 10 years	Non-supervisory	Train my supervisor
Somewhat Dissatisfied	More than 10 years	Non-supervisory	Treat the employees better. Negotiate with the 312 non union and 312 unions fairly. Stop lying to its employees about being broke and not having any money.

2011 Ottawa County Employee Satisfaction Survey

Q1c. What can Ottawa County do to improve your satisfaction as an employee?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Very Dissatisfied	Less than 2 years	Non-supervisory	Ottawa County could improve my satisfaction by giving me more paid vacation days. I only get one week vacation and one week floating, now.
Very Dissatisfied	2 - 5 years	Non-supervisory	Provide tuition assistance.
Very Dissatisfied	6 - 10 years	Non-supervisory	Allow for advancement within CMH.
Very Dissatisfied	6 - 10 years	Non-supervisory	Harbor an atmosphere of respect and trust. Work to better relationships and close the gap between management and direct care givers. Listen to your staff for a change, as the experience and talent we have largely remains untapped.
Very Dissatisfied	More than 10 years	Unknown	I think they have done a good job, especially during these hard economical times.
Very Dissatisfied	More than 10 years	Supervisory	Allow IT employees to work from home. Allow IT employees to have flexible work times. Stop taking away benefits and increasing health care copays. Reward achievement through recognition (other than every 5 years).
Very Dissatisfied	More than 10 years	Non-supervisory	Based on the economy and world events, there is nothing.
Very Dissatisfied	More than 10 years	Non-supervisory	Continue to keep the open line of communication we have with tight budgets and poor economy and how it pertains to each individual or department as a whole. The Sheriff has done a great job of doing this with our department.
Very Dissatisfied	More than 10 years	Non-supervisory	Cut some fat and get everybody to work smarter.
Very Dissatisfied	More than 10 years	Non-supervisory	I am very satisfied. Couldn't ask for a better employer.
Very Dissatisfied	More than 10 years	Non-supervisory	Put a rush on getting the M-231 bridge built across the river or lower gas prices!
Very Dissatisfied	More than 10 years	Non-supervisory	Suggestion box all year. It could be used for all sorts of things and might produce some great ideas.
Very Dissatisfied	More than 10 years	Non-supervisory	Support of programs within our office and consider flexible schedules.
Unknown	2 - 5 years	Non-supervisory	Very disappointed that we did not get raises last year and again this year. I always thought they were more of a "cost of living" increase rather than a raise. These last two years the cost of living has increased, especially with gas prices. I understand that costs need to be cut with the county because of these difficult times, but the employees are the ones who help keep the county going. I would think that the last place where you would want to make cuts is with the hard working employees of Ottawa County.
Unknown	More than 10 years	Non-supervisory	Protect our employee benefits, especially our retirement benefits. Let us know that the services we provide are valued.

2011 Ottawa County Employee Satisfaction Survey

Q10. Are there any other comments you would like to share regarding your employment at Ottawa County?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Completely Satisfied	2 - 5 years	Supervisory	Enjoyed the Gold Leadership training! I really appreciate the assistance I have received from the HR department. However, the policy about not being able to give a job reference should be looked at on a case by case review. Many places will not accept HR recommendations. This can harm someone's ability to get a new job. The Director at CMH should have a stronger presence with the staff at CMH. However, my direct supervisor is great and very supportive. I really enjoy working for Ottawa County and have recruited several people to work here. Maybe a one time compensation for recruiting people if they work out and work at least six months?
Completely Satisfied	2 - 5 years	Supervisory	I am extremely fortunate to work for Ottawa County. The County Administrator cares about ALL employees and is always doing what is right for the organization and the individuals working here. Sadly, there are some individuals that work here that do not appreciate what Ottawa County provides and they are not respectful of others.
Completely Satisfied	2 - 5 years	Non-supervisory	My job has been a good experience.
Completely Satisfied	6 - 10 years	Supervisory	One of the few jobs I've had where I look forward to getting to work. I couldn't be happier.
Completely Satisfied	6 - 10 years	Non-supervisory	I love working for Ottawa County.
Completely Satisfied	6 - 10 years	Non-supervisory	It is an honor to work for such a great organization.
Completely Satisfied	6 - 10 years	Non-supervisory	Treatment Services Manager change has been vital to departmental growth, finally calling out people who aren't doing their jobs. It is refreshing when lack of effort is confronted head on instead of blanket emails and policy being given to entire departments.
Completely Satisfied	6 - 10 years	Non-supervisory	With my position (township contracted deputy) I have to answer to several supervisors, depending on the time of day. One night the supervisor was having difficulty letting each deputy make their own decisions. The other supervisors, including my direct supervisor, are outstanding and allow each of us to work as individuals. Overall the department does a good job of supervising and Managing its employees, even though you may receive a lot of feedback to the contrary (this will mostly be from other deputies who don't realize how good they have it here).
Completely Satisfied	More than 10 years	Supervisory	Concerns lie with the economic climate. Utmost concern for employees being able to keep their jobs weighs heavy on my mind. In some respects this has been positive in that employees are working hard to prove their worth to the organization, but it also can be draining. Regardless of the uncertainty of the economy, this is still the best place to work in my opinion.
Completely Satisfied	More than 10 years	Supervisory	I enjoy working for Ottawa County. Mr Vanderberg has been a very positive change for our County and he sees the "big picture" for the future. It is obvious he really cares about the employees. I am very grateful I was given the opportunity to work for the Sheriff's Office. I believe leadership starts at the top with the Sheriff and Under sheriff. They lead by example with their work ethic and they care about their employees.
Completely Satisfied	More than 10 years	Supervisory	I love it. Disappointed the medical benefits have diminished somewhat. Otherwise very happy.
Completely Satisfied	More than 10 years	Supervisory	In the Court, there have been positions that have not been filled from qualified internal candidates based solely on subjective criteria. Rather, external candidates have been chosen for those positions. In my opinion, these decisions run counter to the expressed policy of promoting from within to qualified candidates.
Completely Satisfied	More than 10 years	Supervisory	It has been extremely rewarding.
Completely Satisfied	More than 10 years	Supervisory	Ottawa County has a standard and reputation that is envied by other counties. The dedicated knowledgeable staff do a tremendous job. I am proud to say I work for the county.
Completely Satisfied	More than 10 years	Supervisory	Things are going very well. I love what I do. I can go out and run a medical or criminal call, but then turn around and do administrative work. My schedule is flexible where I can go out and take calls, but then come back to the office and supervise. I have a great team that I work with and we all work very well together making the job that much better. I really enjoy logging on in the morning and coming into work. Thanks.

2011 Ottawa County Employee Satisfaction Survey

Q10. Are there any other comments you would like to share regarding your employment at Ottawa County?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Completely Satisfied	More than 10 years	Non-supervisory	For a time we had a supervisor (above my direct supervisor) that was not willing to allow flexibility with our work schedules and with our workload. The fact that we work with families made it tough and was disheartening. Our direct supervisor recognizes that as important and is being flexible again as the other person is no longer over her. BIG RELIEF. Very important in our job at CMH to be able to flex our work schedules. I am overall extremely satisfied to be employed by the County and hope to retire from here. I also like the options to retire at 55. I would like to see more options to retire from 50 on if the 25 years are met.
Completely Satisfied	More than 10 years	Non-supervisory	HR, has on several occasions, given out information at the very last moment, like e-mails on a Friday at the end the work day then "starts the clock ticking" towards a deadline without regard for people on vacation, etc. This is the only practice that seems, from the employee's view, to be underhanded.
Completely Satisfied	More than 10 years	Non-supervisory	I am proud of the County of Ottawa. I think we are heading in the right direction. It is very hard to balance the budget and keep everyone informed. I think we are doing a fine job.
Completely Satisfied	More than 10 years	Non-supervisory	I feel very lucky to have worked here all these years. I enjoy working for the county and helping people that come in or call in with questions. There are some public problems with this new building downtown that I feel would benefit the public greatly. The signage in this building is not very helpful, people cannot find the office that they need. They are constantly coming to our office only to find out they needed the Clerk's office or some other office on a different floor. The county should really look into trying to improve on that. We get complaints quite often from people that this building is not user friendly. There is no public pay phone. We often get people that come up to the window asking where the phone is because they have to call for a ride, etc. Not everyone has a cell phone! We have made several calls for people, but there really needs to be a pay phone in this building for people to use.
Completely Satisfied	More than 10 years	Non-supervisory	I wouldn't want to work anywhere else.
Completely Satisfied	More than 10 years	Non-supervisory	Overall, I am very satisfied and thankful for the opportunity to work at the County of Ottawa.
Very Satisfied	Less than 2 years	Supervisory	I am a new employee so some of these issues may resolve themselves. Time will tell.
Very Satisfied	Less than 2 years	Supervisory	I am very satisfied with Ottawa County as my employer.
Very Satisfied	Less than 2 years	Supervisory	Ottawa County is a great place to work!
Very Satisfied	Less than 2 years	Supervisory	We should have a time clock in our building for employees to "punch in" and "punch out". There are a small number of employees who use that to there advantage and are not accountable for their time. They are depriving Ottawa County a full day's work on a consistent basis. This is unfortunate.
Very Satisfied	Less than 2 years	Non-supervisory	I have not worked here long, but have worked with the County in the past. I am satisfied with my position and happy with my supervision.
Very Satisfied	Less than 2 years	Non-supervisory	I think that there are too many supervisors for each department. It is difficult to get answers because the person who has the final say is the person who we never see, or talk to and who is never here. Our direct supervisor answers questions and deals with complaints to the best of their ability but they have to get the final answer from their supervisor who is not available usually. Often there are changes made to our job duties without any explanation as to why this is happening. Is it for budget reasons? Is it to make us more effective? These are valid reasons but I think it is nice to share those.
Very Satisfied	Less than 2 years	Non-supervisory	It has been a delightfully challenging position. I absolutely love working here and love the team I work with. Everyone works really hard and communication is great between us all. I have never had a job where I actually look forward to coming to work everyday! Thank you!
Very Satisfied	Less than 2 years	Non-supervisory	My overall view is great, I like my job. I am pleased to see what is going on within the department.
Very Satisfied	Less than 2 years	Non-supervisory	Thus far this has been a great experience. I think Ottawa County has a lot of great things going.

2011 Ottawa County Employee Satisfaction Survey

Q10. Are there any other comments you would like to share regarding your employment at Ottawa County?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Very Satisfied	2 - 5 years	Supervisory	A pat on the back or recognition is worth more than a raise. Recognition programs or just stopping by someone's office to say, "Hey that was a good idea, or that program was really great, thanks for all you do," means more than a lot of people realize. That would be the main thought I would like to convey. If people feel appreciated and feel that their work is valued and worthwhile they will perform better and take more pride in what they do. An appreciative work environment can return more in terms of quality and quantity accomplished than raises ever will. Raises are nice and well deserved, but recognition is just as valuable.
Very Satisfied	2 - 5 years	Supervisory	Ottawa County is a wonderful place to work and I am very pleased with the direction we are moving as an organization.
Very Satisfied	2 - 5 years	Non-supervisory	I am very proud to represent Ottawa County because of the innovation, ethics, respect and high standards maintained throughout this organization.
Very Satisfied	2 - 5 years	Non-supervisory	I find Ottawa County to be an enjoyable place of employment. The work environment is friendly and I hope to retire from Ottawa County.
Very Satisfied	2 - 5 years	Non-supervisory	I guess the only area or topic I would have as a "downside" is the commute (26 miles) from the Grand Haven area. Do to the job, atmosphere, overall interest in my daily activities and working with/for two supervisors, I wouldn't trade it. Knowing people go to work at jobs that are a lot closer, and they do not enjoy their jobs half as well as I do. With my background in the USMC and law enforcement, as a road supervisor for several years before retiring, I have NO complaints that I consider distracting. The overall satisfaction is do to the co-workers I work with, my supervisors, and my immediate assignment is run "like a tight ship"or "as a very well oiled machine" (to be taken in a "lighter" vein).
Very Satisfied	2 - 5 years	Non-supervisory	I hope to be here many years.
Very Satisfied	2 - 5 years	Non-supervisory	I thoroughly enjoy working with and within the Ottawa County Parks and Recreation Department. I've had all positive experiences working with all the parks staff. I appreciate the open communication at all levels and the effort put in by everyone to meet the goals and mission of the Parks and Recreation Department. Kudos to everyone.
Very Satisfied	2 - 5 years	Non-supervisory	Priority Health is embarrassing. They take a long time to pay claims, sometimes 3 months, and do not pay providers well. I would rather increase my contribution to Insurance costs and have ASR back. We need to implement the changes in our wages for my job classification. We were supposed to receive an increase from the last wage study and it didn't happen. I do not believe that I am paid for my experience and qualifications.
Very Satisfied	2 - 5 years	Non-supervisory	Regarding vacation/sick/float time: Could sick and float time be combined into one category such as "personal days" to be used for either illness or floating holiday?
Very Satisfied	2 - 5 years	Non-supervisory	The budget for our County Commissioners is almost equal to many of our day to day, full time, full functioning, Departments and the idea of expanding the number of County Commissioners is appalling in light of all the cuts they want to make in employee benefits, salaries and possibly layoffs in order to save money.
Very Satisfied	6 - 10 years	Supervisory	Overall, Ottawa County is a good place to work. I enjoy excellent communication with most county departments and find department heads approachable. The IT Department is wonderfully innovative and is very supportive of new technological ideas. The HR Department is clear in communicating issues and provides fantastic training opportunities for staff at all experience and professional levels. County Administration does a good job of communicating issues to employees and I appreciate the brown bag lunches. The Parks Department continues to help make the area one of the best places to live in the Midwest. Circuit, District and Probate courts are diligent about providing great service to customers and in ensuring cutting edge programming and processes. It is a sadness to me, however, that the prosecutors office does not seem to partner with the courts in representing victims. A big opportunity is lost to help those suffering from the effects of crime. On a personal level, I am well treated and I believe my co-workers are valued and appreciated by court administration.

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2011 Ottawa County Employee Satisfaction Survey

Q10. Are there any other comments you would like to share regarding your employment at Ottawa County?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Very Satisfied	6 - 10 years	Supervisory	Some questions were not answered due to unfamiliarity with the topic. Example: As field staff I am not aware of how efficiently or effectively different departments interact. Also, some were not answered because the questions were not worded in a way that the answers would adequately reflect my thoughts. In over 5 years of employment I have had 2 formal evaluations. So what does it mean if I check that I am "very satisfied" with the reviews?
Very Satisfied	6 - 10 years	Non-supervisory	Combine vacation, float and sick to be Personal Time Off. Time can then be used how an employee needs it. Have the ability to donate time to a County Bank for employees with catastrophic situations.
Very Satisfied	6 - 10 years	Non-supervisory	I am overall satisfied working for the County. I am grateful to be working and be able to support my two sons. As a single mother, the benefits are a plus. I enjoy what I do on a daily basis and even though the workload can be overwhelming at times, I do my best to work as hard and get things done as quickly as possible.
Very Satisfied	6 - 10 years	Non-supervisory	I am proud to be working for this county.
Very Satisfied	6 - 10 years	Non-supervisory	I am so happy to have a job at this time. Supervision needs improvement. Accountability is demanded in only a few jobs in DD services. This needs attention so that all employees are doing their best.
Very Satisfied	6 - 10 years	Non-supervisory	I am very proud to be a part of the Ottawa County Family.
Very Satisfied	6 - 10 years	Non-supervisory	I believe that the County of Ottawa administration as a whole, is moving in the right direction in terms of the services provided to its residents which goes even beyond. They do a really great job of keeping costs low and provide critical services to the residents of Ottawa County. In comparison to other counties, Ottawa County management definitely tops the list. Not all will agree, however, when you look at Ottawa County versus the surrounding counties, Ottawa provides top notch services. For example is the Digital Counties award received by Information Technology. We are implementing the best IT services and support to many not just the residents of Ottawa County.
Very Satisfied	6 - 10 years	Non-supervisory	I enjoy my employment with Ottawa County. I look forward to coming to work on a daily basis. I feel that we have a great organization and with some refinements, could be even better!
Very Satisfied	6 - 10 years	Non-supervisory	I feel very fortunate and blessed to be employed for Ottawa County.
Very Satisfied	6 - 10 years	Non-supervisory	I think that it is totally unfair that the county will not implement a no perfume policy. There are several people within the county that has allergies to perfume and there several people who wear so much of it that it makes somebody else sick. So unfair to those with allergies. It's not like you can just stay away from them, instead you have to go home sick. The city of Detroit made this a city-wide policy, why can't we make this a county wide policy?
Very Satisfied	6 - 10 years	Non-supervisory	I'm glad that I am able to still work for the County!
Very Satisfied	6 - 10 years	Non-supervisory	Increase flexibility with work schedules and make some "out of the box" schedules an option. Turn a 40 hour a week job into 36 hour a week job so a mom can work 4 days and be home with her child one day a week. Increase communication between administration and employees.
Very Satisfied	6 - 10 years	Non-supervisory	Just happy and honored to work for the county.
Very Satisfied	6 - 10 years	Non-supervisory	There is no perfect place of employment but Ottawa County seems to be making strides in listening to employees needs and working as a team to make things better.
Very Satisfied	6 - 10 years	Non-supervisory	We no longer have Flex time. We have a set time daily. The flex time helped with sick kids or parents that you take care of. When we had it we always could work it around when are consumers were here and with co-workers. It was so much better.

2011 Ottawa County Employee Satisfaction Survey

Q10. Are there any other comments you would like to share regarding your employment at Ottawa County?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Very Satisfied	More than 10 years	Supervisory	Compared to other agencies the compensation and benefits are very good. I have enjoyed my 10 plus years here and plan on working here at least 10 plus more years. Regarding the CMH director, although he may not be as approachable, or visible, as past directors, I believe that he brings things to our department that we lacked in the past. He really is very active at the state level and I feel that we are well prepared to weather any storm that Michigan budget changes might bring.
Very Satisfied	More than 10 years	Supervisory	I am currently directly supervised by our Director because my supervisor's position is currently open. The answers I have given are in regards to the Director of my department, as he is filling in for my supervisor.
Very Satisfied	More than 10 years	Supervisory	I am happy to be employed with good people and working to benefit the citizens of Ottawa County!!
Very Satisfied	More than 10 years	Supervisory	I continue to be concerned about the Planning and Performance Improvement Department performing cursory evaluations for programs in areas in which they have no knowledge nor experience. How does one evaluate something without truly understanding what they are evaluating? Program evaluation is a viable pursuit. In order to do it accurately and in a manner that is useful in decision making, it cannot be done on a cursory and pre-judged level. There are good people in that department, but doing something that requires more time and a different skill set than currently available.
Very Satisfied	More than 10 years	Supervisory	I have enjoyed the opportunities given and the people I work with.
Very Satisfied	More than 10 years	Supervisory	I have seen employees who sit around and complain about working for Ottawa County and they need to get out in the real world and find a job. Then, they would realize how good they have it. Good hours, steady work, good pay and all the rest.
Very Satisfied	More than 10 years	Supervisory	I highly value my position with Ottawa County and am satisfied with the direction the County is taking with regard to employee development. The only improvement I recommend is to the Wage & Classification internal review process. It was brought "in-house" to be more responsive and timely, but the lengthy delay in completing the current review is undermining the integrity of the process. This is not to fault HR for their efforts. More resources should be provided to this area if employees are to have faith in the program. It directly reflects on the value OC places on it's staff.
Very Satisfied	More than 10 years	Supervisory	I love my career with the Court. However, I currently work more than 70 hours per week, usually 80 or so. I am compensated approx \$30,000 less than others in my same position in comparable counties. This is very frustrating. I would also like to see two things for Unclassified, Management positions: Pay out any sick balances which are currently in deposit from the 1980's. There should be only a few in existence. Provide health care benefits for retirees who are in management positions and have worked for the County and or Court for more than 25 years.
Very Satisfied	More than 10 years	Supervisory	I still believe when building or upgrading buildings, we need to evaluate the people we hire. Too many issues with our new building. Who were the contractors and who over saw how things were being done? Why do we keep them? Find someone that will do the job right and is accountable.
Very Satisfied	More than 10 years	Supervisory	I truly enjoy working for Ottawa County. My only concern in my 10 years has been the communication. All organizations struggle with this, but if people feel informed, people feel involved. Once someone feels involved they take ownership and become concerned about the "big picture".
Very Satisfied	More than 10 years	Supervisory	I'm very satisfied with my job and proud to be an employee with the county.

2011 Ottawa County Employee Satisfaction Survey

Q10. Are there any other comments you would like to share regarding your employment at Ottawa County?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Very Satisfied	More than 10 years	Supervisory	In these tough economic times I would like the Board of Commissioners to take a hard look at services. The services to our taxpayers, provided by the Health Department, Mental Health and Elected offices, need to continue. Departments that service these departments/offices should be evaluated, with hard decisions made. Administration combined offices to save taxpayer dollars, then turned around and expanded itself. There is more administrative staff than before the combinations. Do the commissioners have what it takes to honestly look at what they've built and make tough decisions or have the commission seats become ineffectual? This is their opportunity to do what's right.
Very Satisfied	More than 10 years	Supervisory	Obviously the economic downturn has had a great impact on workload, stress, concerns for layoffs, etc. Though I do feel the County has done a great job of really thinking through everything before making those types of decisions. Kudos!
Very Satisfied	More than 10 years	Supervisory	Ottawa County is a good place to work with many caring employees. I've appreciated my work life here. The work is meaningful and service to Ottawa County residents is rewarding. I believe at times people take on extra responsibilities and functions without recognition or compensation. I also know for a fact that the pay in other counties my job function is typically paid at least 10% to 15% higher, with equivalent benefit packages. Past job studies have not done well in addressing this aspect of a wage study.
Very Satisfied	More than 10 years	Supervisory	Thankful to have a good job in a well run County.
Very Satisfied	More than 10 years	Supervisory	We need to fill the patrol operations lieutenant that was vacated by Mike Brookhouse in January. We need that leadership and focus back to patrol as it is the most visible aspect of the agency. Funding could come from a vacated road patrol supervisor that goes unfilled. Flexible schedules are okay, but they have become abused and we now are headed toward "what can the agency do for me" verses "what can I do for the agency" mentality. We have an entire generation of employees who wear a uniform that avoid almost all night and weekend work because it doesn't fit into their plan. I am proud to work for the Ottawa County Sheriff's Office.
Very Satisfied	More than 10 years	Non-supervisory	Although we have been in the new courthouse for almost two years, there are defects in the construction/finishing of the building which were reported from the beginning and are not yet addressed. The quality of maintenance/janitorial services, since privatization, is lacking in frequency and thoroughness. I'm honored to be an employee of Ottawa Co. when comparing working conditions here to some other counties, we seem to be better off, despite the diminution in job security and what I anticipate will happen next year when employee contributions to health insurance will soar, now that Priority has its foot in the door.
Very Satisfied	More than 10 years	Non-supervisory	I am proud to work for Ottawa County. I just have one complaint, I absolutely have no time to take training courses. I do time sensitive work and I'm only part time, so I cannot sign up for classes. It takes me all of the hours I am at work to complete my responsibilities, as a rule.
Very Satisfied	More than 10 years	Non-supervisory	I am proud to work for the circuit court. The fairness, openness and justice with which Ottawa County treats employees has improved dramatically in the last five years. Ottawa County is a fair and conscientious employer.
Very Satisfied	More than 10 years	Non-supervisory	I appreciate the county's efforts to keep everyone employed during these tough times.
Very Satisfied	More than 10 years	Non-supervisory	I enjoy working for the County. I hope that it continues, it weighs on you, wondering if you will be the next one cut with the economy continuing to not improve. I do believe Mr. Vanderberg is doing his best and has been doing a great job in these hard years we have been having.
Very Satisfied	More than 10 years	Non-supervisory	I feel I am well taken care of by the County.
Very Satisfied	More than 10 years	Non-supervisory	I feel privileged and somewhat proud to be an Ottawa County employee. I always try to promote good PR because my employment often involves the public in rather adversarial court cases. Perhaps as much as 50 percent of the public is never happy with the outcome of court cases. I have to maintain a good attitude on the job.
Very Satisfied	More than 10 years	Non-supervisory	I have been very fulfilled here. I feel I have an important job to do and I feel job satisfaction.

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Q10. Are there any other comments you would like to share regarding your employment at Ottawa County?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Very Satisfied	More than 10 years	Non-supervisory	I love my job, but felt uncomfortable when a fellow employee was recently terminated with no explanation and a directive was given to employees not to talk about him leaving. This is not the first time this has happened. It makes me wonder who will be next, and will it be me? I also wonder what ever happened to the Wage Study. How long must we wait for an equitable wage? I know the economy is not good, and I am sympathetic to that issue, but fair is fair when it comes to pay.
Very Satisfied	More than 10 years	Non-supervisory	I love what I do and appreciate the opportunity to work for Ottawa County.
Very Satisfied	More than 10 years	Non-supervisory	I think we should again be allowed to work 7 AM to 3:30 PM or 7:30 AM to 4 PM. Consumers are here between 8:45 AM and 3:15 PM. Not always a lot to do between 3:30 PM and 4:30 PM.
Very Satisfied	More than 10 years	Non-supervisory	I thoroughly enjoy working for the county and consider myself very fortunate to work there along with the many great coworkers
Very Satisfied	More than 10 years	Non-supervisory	I would like to see importance of clean work environments addressed. Standards of housekeeping services have declined over the past few years.
Very Satisfied	More than 10 years	Non-supervisory	I would truly enjoy seeing the supervision at the jail getting on the same page. Working together instead of constantly battling and belittling each other. We have a great place to work but it could be improved with a little consistency and understanding. Also I believe our "policy" on only having 2 people off per day is unreasonable. It is almost impossible to get a continuous week off during the summer even if you have 10 or more years. This unwritten policy I believe violates the "needs of the employee" part of our contract. They are not considering the needs of the employee but simply drawing a line at 2 persons per day. I would like to see some thought put into improving this.
Very Satisfied	More than 10 years	Non-supervisory	I've worked for Ottawa County for over 22 years and have always said that I love my work. I've worked for more than one director and my level of satisfaction for the work I do is not dependent on who that director is. Some have been more encouraging than others. But above all I have appreciated the fact that they all knew they could give me a job to do, that I am an adult and I could be trusted to do that job. And that they have not had to hang over my shoulder to see that I did my job and did it right. This group of coworkers are wonderful collaborators and we all try to help each other. That is key to reaching our goals and serving our clients. Thanks for the opportunity to tell you that. I don't know how helpful my responses are going to be. Good luck.
Very Satisfied	More than 10 years	Non-supervisory	In the past few years (not over all years of my employment) I feel that the training coordinator position for the Sheriff Deputies is a job handed to someone who does not want it. It is reflected in the quality of the training and the light hearted and joking manner that the training coordinator conducts himself in VERY serious trainings involving firearms, officer safety, etc. I am not implying that he puts anyone in danger, rather, does not handle his huge responsibilities professionally. These issues are not a joking matter and I feel that the in service trainings have been(only in the past few years) handled unprofessionally, specifically and most recently the past two 8 hours training sessions.
Very Satisfied	More than 10 years	Non-supervisory	Ottawa County has had significant improvements in employer/employee relations in recent years. I am happy to have a job and am proud to work for Ottawa County.
Very Satisfied	More than 10 years	Non-supervisory	Overall satisfied as an employee of the County of Ottawa.
Very Satisfied	More than 10 years	Non-supervisory	Overall, Ottawa County is a great place to work!
Very Satisfied	More than 10 years	Non-supervisory	Overall, the working conditions within Ottawa County are very good.

2011 Ottawa County Employee Satisfaction Survey

Q10. Are there any other comments you would like to share regarding your employment at Ottawa County?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Very Satisfied	More than 10 years	Non-supervisory	There was a brief period last year that a new department supervisor, Denise Wisnell who no longer has the position, mandated that employees adhere to a rigid schedule of 8 AM to 5 PM with a required one hour lunch. This created feelings that we were not trusted, reduced client contact and effectiveness in our job. Overall, I do greatly appreciate Ottawa County, the benefits of my employment for me and my family for the past 24 years. I am proud to be a part of this organization. I have been especially proud to serve under the direction of Michael Brashears. In direct contrast to the previous Director, he is well respected by the community that we serve.
Very Satisfied	More than 10 years	Non-supervisory	Think we should be able to access County Parks with no charge and have membership to Sam's Club.
Very Satisfied	More than 10 years	Non-supervisory	Treat pension plans as untouchable to active employees. Further budget concerns concerning pensions and retirement be grandfathered in so employees can feel safe in their retirement plans. This is after many years of dutiful work to the people of Ottawa County.
Very Satisfied	More than 10 years	Non-supervisory	We used to be able to work flexible hours to balance our work and family life. We were all told that we have to work the same hours of 8 AM to 4:30 PM and this really affected the lives of many of us. This has increased daycare costs, missed appointments and kids school activities, sports, etc.
Fairly Well Satisfied	Less than 2 years	Non-supervisory	I feel some of the equipment in the county is very old and outdated. Computer monitors are outdated, chairs are old and desks are so large that adjustments for height are almost impossible without a small army. Which brings up the safety issue when sitting at your desk for hours on end. I have observed not just with myself but with newer employees in general, that the "older" more established employees within the county are not welcoming of new energetic employees. No one encourages cross training for other jobs because then employees are threatened or afraid "that they are then not indispensable". With all the cuts in the past and constant looming budgets this attitude is everywhere. Finally, from what I have seen, I feel many of the supervisors are spread VERY THIN. This allows for apathy on the part of established employees under those supervisors because the supervisors are so busy that they don't really have time to look into ways to change things with retirement, and re-hiring. They are getting more and more piled on them. Then what appears to happen is that those established employees get "stuck in a rut" and don't want change because "why change, that is the way something has always been done". People need
Fairly Well Satisfied	Less than 2 years	Non-supervisory	New employee, need "Not Sure" category for rating department director as not much interaction has occurred.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	Grateful to be working.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	I like working for Ottawa County and glad to be employed by them
Fairly Well Satisfied	2 - 5 years	Non-supervisory	I wish open positions were offered to current employees first and then if no one within the County accepted the position it would then move to the public. There have been several positions I have applied for and would have accepted, however it has gone to the outside.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	I would like to see more results of complaints made by employees. When an entire department is unhappy with one aspect of the office and nothing is done with that complaint it's frustrating to trust and believe in the goals or missions of the department.
Fairly Well Satisfied	2 - 5 years	Non-supervisory	Overall it is a great place to work for and I feel very fortunate to have this job!
Fairly Well Satisfied	2 - 5 years	Non-supervisory	Supervisor should treat all of their employees equal.

2011 Ottawa County Employee Satisfaction Survey

Q10. Are there any other comments you would like to share regarding your employment at Ottawa County?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Fairly Well Satisfied	2 - 5 years	Non-supervisory	We all realize we are fortunate to be employed. The irony is that those of us still left have to do more for no more compensation. It costs us twice as much money to get to work, and gas prices are causing price increases in just about everything we buy, yet we are told that cost of living has not increased. Perhaps the people who make these decisions should not be reimbursed for driving from their house to the office, not get paid for taking a vacation under the guise of a conference, fore-go the half day per diem for attending a 30 minute meeting, etc. In other words, lets make the decision makers have to live like the vast majority of employees and then tell us that the cost of living has not increased. We've been in cost cutting mode/doom and gloom for several years now, yet we have how many millions of dollars in the bank, \$80ish? How many sparkling new buildings? I guess we're not that much different from the private sector. Appearance is more important than substance and employees are expendable instead of family.
Fairly Well Satisfied	6 - 10 years	Supervisory	All departments should be held to the same standards.
Fairly Well Satisfied	6 - 10 years	Supervisory	I feel that the HSA Plan is a good option and I was pleased to have it given as an option this year.
Fairly Well Satisfied	6 - 10 years	Supervisory	Its been almost a year since the CMH wage study was conducted. Several position groups evaluations indicated increases of as much as two pay grades in the 2009 wage study but have yet to see a dime. All we hear is it's stuck in HR due to staffing issues there. Let's get it moving again and provide CMH staff with the results.
Fairly Well Satisfied	6 - 10 years	Supervisory	The training opportunities are wonderful! Hard to get a live person or a quick response from Human Resources quite often.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	I am very content in what I do and what I get paid. I am proud of what I do and I believe this is a job that my children will be proud of. Like in every job there is always something to complain about and in these rough economic times it is very easy to complain. My only complaint is with how the county handled our insurance. I would have no problem paying more money for my premiums as long as we get our prescriptions. We were told in our Health Insurance meetings that this new insurance would be comparable to what we had with ASR Insurance but now our new insurance won't cover our medications that we were on for many years causing us to pay cash which we can't afford. I am very disappointed with Ottawa County over our insurance and I worry that it is only going to get worse.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	I do not think that it is right by us employees, that when there is a vacant position in our immediate work area, that the position is closed, as well as other open position, to make one position for another supervisor.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	I like working for the county but I want my old job back. We need better cleaning, also for the employs that don't work at Fillmore, they could be just as important as every one that does.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	I think employees should be recognized for their time with the county not with a specific union (i.e. the longevity). Many of the wages are very inconsistent with the job or responsibilities and it is very difficult to try to make them right, even with the wage studies.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	I was very upset when the flexible schedule was taken away from me and my co-workers. For me that was the #1 thing I liked most about working for Ottawa County and having to change my hours of work that I had since the time I was hired has made it difficult with life outside of work.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	I'm thankful that I have a job, but am extremely disappointed with the new insurance. I do not have confidence that my comments will make any difference at all and that these surveys are used to pat administration on the back, independent of the results.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	It is difficult to know if other Departments are treated the same as CMH by Administration. As for wages, we are still waiting for the results of the survey. By now, the information is almost irrelevant as many people have changed positions.

2011 Ottawa County Employee Satisfaction Survey

Q10. Are there any other comments you would like to share regarding your employment at Ottawa County?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Fairly Well Satisfied	6 - 10 years	Non-supervisory	It was difficult to answer questions on training, as there has been limited or no job-specific training opportunities offered internally for my position and it is clear that external opportunities are not available for lower-level positions. Seems to make one stagnant in their job.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Kitchen service and CMH has improved dramatically while medical is still struggling to keep up with their workload. We need weekend medical even at the expense of passing medications and/or cutting regular work week hours. This would protect the county greatly in the future.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Our vision insurance doesn't come close to our former vision insurance.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	Taking away the college tuition reimbursement benefit seems to clearly communicate the message that one furthering their education, for the county's benefit as well as personal development, is not important. It appears that, despite the current economic climate, management positions remain unaffected by it. In other words, many departments are 'top heavy.'
Fairly Well Satisfied	6 - 10 years	Non-supervisory	This agency is very busy with organization, reorganization, paperwork accuracies, learning more about client needs, brainstorming about what new programs people need, training staff is not a priority at least not in DD services. The agency is becoming more and more MI oriented.
Fairly Well Satisfied	6 - 10 years	Non-supervisory	While I have been encouraged by the increasing professionalism in the leadership of Ottawa County and I applaud the Commissioners for listening to the people they have put in those positions, this has only proved to highlight the deficiencies in the leadership in the Sheriff's Office. I applaud some of the recent decisions made by the Sheriff but it seems as though he is only finally starting to listen to some of those around him and even then he rarely accepts the proposal as given. He constantly micromanages every decision made at every level. I am constantly saddened as I see leaders among our ranks laugh when asked if they are going to seek advancement because their ideas will not be listened to and their way of leadership will be criticized and "corrected" until they become impotent. Good leaders such as Mike Brookhouse leave the day they are eligible because they cannot stand to be told how things are going to be, leaving us in the hands of men like Lee Hoeksema who will give you his opinion just as soon as the Sheriff tells him what it is. Those of us that work hard in order to make a name for ourself to gain promotion or desired transfers are soon shown that your work has nothing to do with where you
Fairly Well Satisfied	More than 10 years	Supervisory	I enjoy my job a great deal. Every individual needs to be held accountable. Amongst myself and colleagues this does not happen. Some supervisors are left to pick up the slack of others. When this is pointed out, nothing happens. For the most part I receive good benefits. However, I am not compensated the same in some areas as some of my colleagues in the same position. Are the commissioners receiving more and better benefits than full time employees? I understand they serve an important role and make tough choices, but it just seems as though they reap the benefits. The employees are left out and are asked to make cut backs and concessions, or soon will be asked. In my opinion this is not fair.
Fairly Well Satisfied	More than 10 years	Supervisory	I feel that Ottawa County is a great place to work. I also feel that the Board and Administrator really need to concentrate on what benefits the county and its constituents as whole not what better serve themselves. They made one of the worst decisions this year in eliminating an elected officials position. This was an official voice for the constituents. This is not going to positively benefit anything!
Fairly Well Satisfied	More than 10 years	Supervisory	I have worked within other departments within the county and feel that this by far is the best department I have been in for employee satisfaction and customer satisfaction. I am upset that the administration did not take the time to personally visit our office to find out exactly what we do before making a decision to combine us with an office that does not have anything in common with ours. I feel that this is a complete disregard for the citizens of this county.
Fairly Well Satisfied	More than 10 years	Supervisory	I think it is about time we get raises, two percent is very small. With cutting personal, the employees that are left have to pick up the slack.

2011 Ottawa County Employee Satisfaction Survey

Q10. Are there any other comments you would like to share regarding your employment at Ottawa County?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Fairly Well Satisfied	More than 10 years	Supervisory	I'm not liking the Priority Health insurance at all. Local providers do not accept it and I have to handle the bill myself and wait for reimbursement.
Fairly Well Satisfied	More than 10 years	Supervisory	It would be nice to be recognized or compensated for your accomplishment or knowledge. I feel that during organizational reviews, certain areas of the departments were affected by changes that were not thought out fully, and that the area suffered because of it. Even though it has been almost a year since the review and knowledge of changes have been communicated, nothing has been done to rectify the situation.
Fairly Well Satisfied	More than 10 years	Supervisory	Overall, I enjoy working for the county.
Fairly Well Satisfied	More than 10 years	Supervisory	Please consider removing the \$1,000 cap on County match to employee deferred compensation. Please be sure that all Commissioners, especially the newly elected ones, are fully updated and knowledgeable of ALL services/programs as they utilize a ranking system that has broad outcomes which affect clients and staff. I would like to commend the HR team which did a great job of informing us of the new Health Plan choices. Secondly, I appreciate the knowledgeable staff who are accessible and able to answer HR questions. Laura Mousseau and her staff have done a superb job with all the trainings, classes and updates. We County employees are very fortunate to have access to all this information.
Fairly Well Satisfied	More than 10 years	Non-supervisory	For the most part, I've been very happy working for Ottawa County. I've seen many changes but I have to say, in all my years here, we have the worst team in my department that I've ever seen. There IS no "team". There are definite "favorites" within the department (despite going thru DISC training). This is very demoralizing. It shows me that what is wanted are the "schmoozers" and not the people who put in an honest day's work.
Fairly Well Satisfied	More than 10 years	Non-supervisory	I appreciate the benefits and working conditions. I believe the pay should be increased based upon levels of responsibility, experience and length of employment.
Fairly Well Satisfied	More than 10 years	Non-supervisory	I feel Ottawa County has made positive strides to improve in many areas but it appears that they have not put any emphasis in adding diversity into their workforce (non-management and management positions). It's interesting and very sad that in all of Ottawa County existence the lack of minorities placed in management positions. In my opinion, none of this matter as long as Ottawa County is financial sound.
Fairly Well Satisfied	More than 10 years	Non-supervisory	I miss Brook house.
Fairly Well Satisfied	More than 10 years	Non-supervisory	I pour my heart and soul into my work. I think that the Administration probably appreciates my work but I am never told they do. The only time we hear from Supervision is when we are in trouble. I think that the new county administration is better than the last group but they have a long way to go with communication with line level employees. The Board of Commissioners is horrible and have no clue what the day to day operations of the departments are. Their main goal is to keep taxes low as stated several times before. I think we can do better by shifting the focus to servicing the citizens of the County.
Fairly Well Satisfied	More than 10 years	Non-supervisory	I'm grateful for my employment and an opportunity to serve people in need. Our current administration at CMH would benefit from more direct involvement with direct service staff. Thanks for allowing this input.
Fairly Well Satisfied	More than 10 years	Non-supervisory	In the past year I am feeling that I am missing out on communications and important information that are only given out at department head meetings. I am a county employee and supervised by a non-county department head who does not regularly attend department head meetings, lines of communication are lost and I do not know what I am missing! After attending the 2009 Fillmore Christmas party where I did not know that departments were to donate food items for charity, etc, that every other department knew, there seemed to be the loss of communication. I don't know what else I am missing. I can work independently, but need the lines of communication to still get to our department. Could there be more posted on the Lotus Notes News and Information site? It could be a reference site to check written news versus the department head telling each employee?

2011 Ottawa County Employee Satisfaction Survey

Q10. Are there any other comments you would like to share regarding your employment at Ottawa County?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Fairly Well Satisfied	More than 10 years	Non-supervisory	It appears the supervisors feel they are openly communicating with the staff and then drop bombshells. Supervisors and higher level positions make decisions regarding programs without enough input from the front line staff as to how it will effect them. Then they expect us to deal with what they decide, even if it is unrealistic. There is the do more with less idea that is not realistic in some areas and yet more and more supervisor positions are being created.
Fairly Well Satisfied	More than 10 years	Non-supervisory	It is crazy that this county's administrators are willing to build shrines to the county in the form of extravagant buildings and parks, while cutting the very services and positions that service the tax payers they are supposed be serving. At the same time these administrators cry about not having money for the operating budget.
Fairly Well Satisfied	More than 10 years	Non-supervisory	It is not possible to make an anonymous comment when you ask for department, supervisor status and years of service. The smaller department employees are more easily identified. The survey is great but the results will never be truly accurate as long as you classify them by department, status and years. I appreciate the effort but it's never gonna change unless you have a completely confidential section. I don't think it's necessary to bad mouth people but there are things that need fixing and I'm not comfortable sharing any of them.
Fairly Well Satisfied	More than 10 years	Non-supervisory	The employees of Mental Health DD services greatly miss the ability to flex their regularly scheduled hours.
Fairly Well Satisfied	More than 10 years	Non-supervisory	The OCCMH Executive Director is too remote from his employees. He should have more of a presence in meetings and should contact with line staff.
Fairly Well Satisfied	More than 10 years	Non-supervisory	The recent change in insurance has been a very bad experience, so far.
Fairly Well Satisfied	More than 10 years	Non-supervisory	This is a great place to work in many ways. It can fee impersonal sometimes with the heavy workloads. Not enough fun.
Fairly Well Satisfied	More than 10 years	Non-supervisory	This survey is geared to get a positive response from employees and is not worth the time.
Fairly Well Satisfied	More than 10 years	Non-supervisory	We have very little direction or communication from our Clinic Manager. She has never even sat and observed any of our clinic operations, even after several invitations from staff over the years. We can actually go weeks without even seeing her face on our side of the building. We are not sure how you can manage clinic operations when you are not even aware of what our jobs entail and the only experience you have is at your personal doctor's office.
Fairly Well Satisfied	More than 10 years	Non-supervisory	What good would it do?
Fairly Well Satisfied	More than 10 years	Non-supervisory	Within the division of the County that I am employed, there is not open exchange of communication from the person in charge to either the other supervisors or the staff under those supervisors. The lack of leadership skills this person has is an embarrassment for those staff working for him. This individual is not approachable by staff, and if approached, will simply leave the area and avoid the questions or concerns brought to them. It appears to many employees that this person does not care about anything they have to say, or any suggestions made by them to try and improve the day to day operations. It also is the belief of some that this individual will hold grudges against staff under their charge and allow those grudges to impact the working relationship with those employees.
Fairly Well Satisfied	More than 10 years	Non-supervisory	Yes, we have no flexible hours anymore. A lot of us are unhappy since Dr Wiswell changed that. Also, we haven't had a cost of living raise, and would like better retirement benefits like the commissioners get! They get free insurance after retirement.
Somewhat Dissatisfied	Unknown	Unknown	I am okay with the promotion exam, but it is your exam. You should provide the material to study for the exam. We should not have to pay \$100.00 to \$200.00 for books. I could not afford to buy the books. So either provide the study material, or please remove the exam.
Somewhat Dissatisfied	Unknown	Unknown	Working for OC was much better when I had competent supervision.
Somewhat Dissatisfied	Less than 2 years	Non-supervisory	I find it absolutely absurd and ignorant that our Harassment Policy does not include Sexual Orientation as a form of harassment.

2011 Ottawa County Employee Satisfaction Survey

Q10. Are there any other comments you would like to share regarding your employment at Ottawa County?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Somewhat Dissatisfied	Less than 2 years	Non-supervisory	I'm very disappointed in the leadership of the director. The leadership is not what I expected it to be. There needs to be a sense of professionalism because in my opinion there is none. Employees are not treated fairly in the department by either the director or my direct supervisor. I feel that everyone wants to be a boss and that there is no trust within the department or with the service center. It looks as if the director, supervisor are only looking out for their own best interest.
Somewhat Dissatisfied	2 - 5 years	Non-supervisory	Does not promote based on merit. Does not allow free exchange of information. Does not hold employees to the same standards. Does not recognize causes of employees' stress and does not do anything to alleviate work place induced stress.
Somewhat Dissatisfied	2 - 5 years	Non-supervisory	Generally speaking, I enjoy my job. I feel my pay is reasonable, and the benefits are good.
Somewhat Dissatisfied	2 - 5 years	Non-supervisory	I do like my direct supervisor. She has always treated me with respect and very concerned about me as an individual. However I am having an issue with an employee on our team missing a lot of work which is directly affecting how much more work I have to complete. I do not get financial or benefit compensation for doing her job all of the time. It is extremely frustrating to me. Otherwise, I am happy in my position I would love to be full time.
Somewhat Dissatisfied	2 - 5 years	Non-supervisory	There are many employees who have shared that this type of survey has happened in the past and though it was assured to be anonymous, people found out "who" wrote "what" and then felt they had a target on their back from their administrator. I feel that there isn't trust between the employees and the administration due to many issues that never seem to be addressed and that the moral of the work place is at an all time low. Many employees have mentioned of counting their days to retirement because it is difficult coming to work everyday. That is sad.
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	As indicated by the number of respondents to this annual survey, there is not a felling of trust among the staff with regards to the administration. Many people have refused to share valuable comments and ideas, for fear of retribution, or of being blacklisted.
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	I enjoy my job. However, there is always an increased level of stress due to knowing that it is not humanly possibly to meet all of the expectations placed on me, with the amount of work that I currently have. I often work several hours of overtime per week, which I do not get compensated for. This takes time away from my family and decreases my ability to care for myself properly as well. With the changes in benefits this year, I have spent so much money on optical and dental that the decrease in premiums is a wash. Some sort of orthodontic coverage would be wonderful! Mainly, a decrease in my workload, and in turn, a decrease in stress is what I need! I do appreciate that I am able to be flexible with my schedule in order to attend my children's school functions and appointments.
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	Ottawa County Community Mental Health has been in a constant state of change for several years now. Many of the changes were needed and have helped the agency to provide more consistent services. I believe that many of the changes have created an increased focus on our administration of funds and downplayed the decreasing quantity and quality of services being provided. Money is being saved but services to those in need are being cut and employees are being pushed to achieve more with less at a cost to their emotional and physical health.
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	Our jail control centers need some serious attention! Our air filters are full of dust, our desk our being held up by wood, our chairs are broke and either fling you forward or backwards. Our cleaning wipes that are supplied are for bio-hazard, not for everyday cleaning. The control centers are not user friendly, they need an update. Our booking area is also in need of an upgrade, better equipment and more training.

2011 Ottawa County Employee Satisfaction Survey

Q10. Are there any other comments you would like to share regarding your employment at Ottawa County?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	The abuse of flex hours and tardiness on a daily basis. Personal time spent during working hours. At times it seems more hours are spent on non-work related business and family. Use of cell phones and personal phone calls should be monitored better. Eight hours of work should be given to the employer. Work ethics need much improvement as well as professionalism. We need a work atmosphere not a party/bar atmosphere with hollering throughout. A better phones system would greatly be appreciated.
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	The county cares about itself too much at times and not the employees.
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	Unfortunately it seems our department is stepping backwards instead of forward. People are not being promoted based on experience and abilities. People are not being held to the same standards within the department. The job can be very stressful and there is a lot to do but those in Supervisor and Management positions are not trying to listen or reduce the stress. The current Supervisor in my department is not familiar with how things work but is making changes without learning the program or asking for staff input. It is very bad for morale.
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	Very disappointed in the Administration and the way Human Resources handles employees' complaints. Direct Supervisor speaks very disrespectful to employees, doesn't listen and draws inaccurate conclusions to almost every situation. Very stressful work environment and is embarrassing to have other departments in the County regard the Clerk's office with such low esteem. At times, it feels like elected and appointed officials consider themselves above the rules and regulations of the County. The policies change when the situation suits them and depends on which employee is involved.
Somewhat Dissatisfied	6 - 10 years	Non-supervisory	You are taking advantage of employees in this tough budget time. You are so worried about public perception that you forget that the high quality of Ottawa County employees are what allow you to look good. Instead, you cut, cut, cut to look good. You want to look good to the public, and don't care what you cut and who it effects internally. Employee morale is slowly eroding as the employee benefits erode. You look at anything and everything to cut, and you blame the budget. It used to be a thing of pride to work for Ottawa County and no one wanted to look else where because it was a great employer who valued employees. Now you want less with more, soon you will want everything for nothing it seems. More and more people are unhappy and looking for new employment because you have cut the benefits to the point that they are no longer really competitive. Almost all surrounding municipalities have better benefits now. Even the state in the horrific position it is in offers tuition reimbursement because it values employees. Although it may feel good now to be saving so much money and feel like you are doing the right thing, I think with time you will see a local county employee brain drain as you continue to balan
Somewhat Dissatisfied	More than 10 years	Unknown	I enjoy the department, but I feel county administration is failing us. We work so hard, we care so much and we do a fantastic job, yet, we have lost employees for several years due to budget cuts. We are the healthiest county in the state! What more do you want from us?
Somewhat Dissatisfied	More than 10 years	Supervisory	I am very dissatisfied with the commissioners. I feel that they need to realize that cuts are being made to the employee's benefits. They should not even be getting benefits because they are part-time employees. A current part-time employee of the county does not get benefits.
Somewhat Dissatisfied	More than 10 years	Supervisory	It appears the Board of Commissioners believe they work for the County Administrator, instead of him working for them.
Somewhat Dissatisfied	More than 10 years	Supervisory	The commissioners have built an Administrative structure assuming the county would grow upwards in revenue and population at a certain percentage. That didn't happen. This should make them rethink the Administrative structure they've built in the last five years.
Somewhat Dissatisfied	More than 10 years	Non-supervisory	In a smaller department, comments made here have been easily associated to an employee.
Somewhat Dissatisfied	More than 10 years	Non-supervisory	No, this part got me in trouble last time.

2011 Ottawa County Employee Satisfaction Survey

Q10. Are there any other comments you would like to share regarding your employment at Ottawa County?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Somewhat Dissatisfied	More than 10 years	Non-supervisory	Overall I am satisfied with most aspects of my job. My frustrations come with completing survey after survey where employees take the time, answer them honestly, and then nothing seems to be done to address and/or fix the problems. Recognizing and respecting that addressing the performance of an individual should be kept confidential, it still would be beneficial if some type of communication was provided.
Somewhat Dissatisfied	More than 10 years	Non-supervisory	Please look under the rugs! There is so much going on and people are putting it under the rug hoping it will go away. People need to deal with the bad and ugly before it infests the whole office. There is too much inconsistency in this office that we don't know who will be here and working on any given day.
Somewhat Dissatisfied	More than 10 years	Non-supervisory	Supervisor continually lets people take off and make up time instead of using vacation or sick time. No accountability. There is no supervision (supervisor and court administrator). The office basically runs itself. When employees bring concerns to management, they are heard but nothing is ever done to correct a situation. The employee bringing the concern is made to feel like they are the problem. Morale is very low among employees. Not sure why I do this survey, as it doesn't seem like anything is ever changed or done about the problems. Employees who are really working eight hours a day are asked to do more, while other employees who goof around, talking and on the Internet do less. Equal out the workload!
Somewhat Dissatisfied	More than 10 years	Non-supervisory	Supervisors need to not micro-manage every little thing. Let some of us workers do our job.
Very Dissatisfied	Less than 2 years	Non-supervisory	I thoroughly enjoy working in the Register of Deeds office. The work is mentally challenging and there is always more to learn. I am a little concerned with the impending merger with the Clerk's office. We work really well as a team despite the constant need for attention to detail and the stress that accompanies that need for perfection. Adding an entirely different department to ours may add unnecessary stress especially now that we will not have an officer for our specific office.
Very Dissatisfied	6 - 10 years	Non-supervisory	I just wish something would change for the better. These surveys are useless as the County does what they want, when they want no matter how many surveys they compile. Morale is low as is trust issues and confidence that the people in positions to make a difference really even care. Upper management has their own agenda and direct care workers, so painfully obvious, are not part of their agenda. Direct caregivers are the backbone of the organization and management should value and respect what we do instead of at times, seemingly, making our job more difficult. Please prove me wrong for a change and take to heart what this survey tell you about how things really are.
Very Dissatisfied	More than 10 years	Supervisory	Policy and staff decisions of late have demonstrated a lack of communication and little consideration given to the impact changes are having on existing processes.
Very Dissatisfied	More than 10 years	Non-supervisory	I am thankful to be a part of this organization and I am hopeful that Ottawa County will continue to support programs within the organization despite financial short falls.
Very Dissatisfied	More than 10 years	Non-supervisory	I enjoy being able to work for such a fine organization and being able to serve the citizens of Ottawa County. Also, I enjoy being able to work in a place I went to school and grew up in.
Very Dissatisfied	More than 10 years	Non-supervisory	I enjoy working at O/C. There are so many different functions that the County is involved in and it has been very interesting both as an employee and a taxpayer.
Very Dissatisfied	More than 10 years	Non-supervisory	I think more people need to realize what a great place we have here and how fortunate we are to have the employment along with health & retirement benefits. I would like to see some of the space in the large rooms utilized by allowing after work activities, such as exercise classes or weight management classes. The workout room is great but the cardio exercise/aerobic workouts can sometimes be more of an incentive to get back into shape and there is always more than one buddy to keep you motivated. It would also be another way to connect with employees from other departments. I'm sure everyone would be more than willing to sign a Waiver of Liability form.

2011 Ottawa County Employee Satisfaction Survey

Q10. Are there any other comments you would like to share regarding your employment at Ottawa County?

Overall Satisfaction	Tenure	Position	Verbatim Comment
Very Dissatisfied	More than 10 years	Non-supervisory	Ottawa County is a great place to work. You are acknowledged for your hard work and that is very rewarding. I am also able to express ideas freely. Like that this administration thinks about technology and implementing new programs to save time and money.
Very Dissatisfied	More than 10 years	Non-supervisory	This is what the third or fourth survey we have had? I have not seen many if any changes made! Maybe the county should save their money. Since they seem not to care.
Unknown	2 - 5 years	Supervisory	Ottawa County is a great place to work. The opportunities provided for employee training and support from the administration is tremendous.
Unknown	2 - 5 years	Non-supervisory	Basically I am satisfied with my employment at Ottawa County. I am very disappointed with the decision to combine the Clerk's office with the Register of Deeds office. I believe that the level of service is going to be affected by this change, which will impact all of the people who live in Ottawa County.
Unknown	2 - 5 years	Non-supervisory	I enjoy coming to work, but I do not feel like my supervisors are open to any suggestions for change. It is not unusual to hear complaints about a job that was not completed properly or on time, but if a suggestion is made to change the way a project is handled, the suggestion is just ignored.
Unknown	More than 10 years	Non-supervisory	It is hard to feel valued when it feels as though what is best for the bottom line is determining what programs will continue to exist, rather than what is best for our community. Many layers of cuts have left us functioning at a bare bones level, and it feels as though the cuts will never stop. I really believe in the importance of our program, and I feel as though the cuts have impacted the quality of the services we are able to provide to our clients, however that change in the quality of the service is invisible if you are only looking at the numbers.



EPA Says Previous Cleanup Actions Remain Effective

Waste Management of Michigan – Holland Lagoons Site
Holland, Michigan June 2011

We want to hear from you

EPA invites your comments on the Agency's proposal to take no additional cleanup action at the Holland Lagoons. Your input is important because it helps EPA determine the best course of action. Here are ways your voice can be heard during the public comment period that runs from July 7, 2011 to midnight August 5, 2011:

- Fill out and mail the enclosed comment form by the deadline.
- Email comments to EPA Project Manager Denise Boone at boone.denise@epa.gov or fax Denise at 312-692-2912.
- Comment via the Internet at <http://epa.gov/region5/http://www.epa.gov/region5/cleanup/wmholland/pubcomment.html>
- If there is sufficient interest, EPA will host a public hearing on this proposed plan where you can submit oral and written comments. Contact Dave Novak at 312-886-7478 or 800-621-8431 ext 6-7478, 9:30 a.m. – 5:30 p.m., weekdays, by July 15, 2011 to request a hearing.

For technical questions about the Holland Lagoons cleanup, contact:

Denise Boone
EPA Remedial Project Manager
312-886-6217
boone.denise@epa.gov

Cindy Fairbanks
MDEQ
517-335-4111
fairbanksc@michigan.gov

The U.S. Environmental Protection Agency is proposing no further cleanup actions be taken at the Waste Management of Michigan – Holland Lagoons Superfund site in Ottawa County, Michigan. EPA believes that previous efforts to remove contaminated soil from the property are protecting human health and the environment. EPA concluded all sources of contamination originating at the site have been eliminated.

Underground water supplies (called “ground water” in environmental terms) at the property also were contaminated by a class of chemicals called volatile organic compounds or VOCs. The plume, or mass of contaminated ground water, of VOCs originated from the nearby Southwest Ottawa County Landfill (SWOCLF). SWOCLF and Holland Lagoons are two separate cleanup sites, but they are closely linked because landfill pollution is affecting the lagoons property.

Human exposure to pollutants from the SWOCLF was eliminated when the county passed an area-wide ordinance restricting the use of private drinking water wells and hooked up affected residents to municipal water service.

A legal restriction, called a covenant, barring the use of ground water, was placed on the Holland Lagoons property in 1997. The Michigan Department of Environmental Quality (MDEQ) has approved Waste Management of Michigan's (WMMI) rescinding of that covenant as part of this proposed cleanup plan because Ottawa County established an area-wide ground water use restriction as part of its cleanup of SWOCLF.

This fact sheet is a summary of official documents from the site including the “remedial investigation/remedial action plan and closure report” done for the Holland Lagoons site. The remedial investigation studies the nature and extent of the contamination at a site while the action plan outlines the cleanup steps to be taken.

EPA in consultation with the MDEQ will select a final cleanup plan after the agencies review statements received from the public during a public comment period. (*see left-hand box for ways you can participate in the decision-making process*).

EPA is issuing this proposed cleanup plan as part of its public participation responsibilities under federal law.¹ EPA may modify the proposed cleanup plan or select another option based on new information or public comments so your opinion is important.

¹ Section 117(a) of the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA known as the Superfund law) requires public participation in cleanup decisions. This fact sheet summarizes information available for public review at the Herrick District Library, and EPA's Chicago offices.

Background and history

The 80-acre Waste Management of Michigan – Holland Lagoons site is located at 2700 N. 168th Ave. between Riley and James streets near Holland, Michigan. The property is about a half-mile from Lake Michigan in Ottawa County. The area around the site is mixed residential, recreational and agricultural. The property is adjacent to the SWOCLF to the northeast. The site consists of the former lagoon area and the office/maintenance garage building.

The Holland Lagoons site was operated by Jacobusse's Refuse Service Co. from about 1945 until 1972 and by various successor companies including WMMI until 1980. The site accepted solid and liquid waste for disposal.

The location was placed on the National Priorities List in 1986. The NPL is a roster of the nation's hazardous waste sites eligible for cleanup under EPA's Superfund program.

Enforcement activities

Holland Lagoons is a state-lead enforcement site. The "Final Feasibility Study and Remedial Action Plan Closure Report for the Waste Management Holland Superfund Site" developed by WMMI and approved by MDEQ called for "No Further Action" to be executed at the site and for the placement of a restrictive covenant due mainly to the ground water contaminant plume coming from the SWOCLF. The "Final Feasibility Study and Remedial Action Plan Closure Report for the Waste Management Holland Superfund Site" was approved by MDEQ in October 2008. A declaration of restrictive covenant was filed with Ottawa County in 1997 before the determination that the plume was originating at the SWOCLF site.

Contamination

Liquid industrial waste was placed into waste disposal ponds or lagoons from 1967 to 1978 at the Holland Lagoon site. The lagoons were abandoned in 1978 and the sludges were excavated, mixed with lime to stabilize them and hauled to the SWOCLF for disposal.

WMMI later excavated discolored soil from a short connecting road to the landfill because it was suspected this material contained sludges that spilled from the waste-carrying trucks. The state in 1980 also located and removed intact drums containing technical grade chloral hydrate. In 1985, WMMI removed four underground storage tanks from the truck maintenance area. The remedial investigation was conducted by WMMI from 1994 to 1996. While that study was ongoing, WMMI

performed short-term cleanup work at the site by excavating the discolored soil on the landfill road and to remove general surface debris from the Holland Lagoons property.

WMMI also excavated the former municipal trash landfill area and disposed of the material off-site. All subsequent soil samples showed metal levels at or below the Michigan health standards. Benzene was also found in several on-site monitoring wells at excessive levels that would not meet residential standards.

In 2007, the soil and ground water was sampled below the building and no environmental issues were found.

The contaminated plume

There is a volatile organic compound contaminant plume beneath the Holland Lagoons site. However, the source of the plume is the SWOCLF, which is uphill and next door to the lagoons site. As part of a March 2005 legal agreement between the state and Ottawa County over the SWOCLF, the county passed an area-wide ground water use restriction in March 2009. MDEQ approved this in 2009 as part of the cleanup plan for the landfill site. This ground water restriction includes the Holland Lagoons site.

The following contaminants have been found at the SWOCLF: benzene, ethyl benzene, xylene, chlorobenzene, 1,1-dichloroethane, 1,2-dichloroethane, methylene chloride, diisopropyl ether, tetrahydrofuran and total iron. From 2005 to 2009, all area residents were connected to a municipal water supply and their wells were abandoned. The legal order also required Ottawa County to perform the following cleanup actions at the SWOCLF site:

- Construct a new landfill cap
- Install and operate a new extraction well system around the landfill
- Prevent discharges of ground water containing hazardous substances exceeding health standards to Lake Michigan.
- Apply reliable land and resource use restrictions (institutional controls) to restrict construction and use of wells within the ground water plume
- Properly abandon all existing residential wells once residents have been hooked into the municipal water supply
- Operate the downhill extraction system until it was demonstrated that pollution standards have been met.

Currently, the county has constructed the new landfill cap and completed the hook-up of residents to the municipal

water supply. The county continues to operate the extraction system and conduct annual ground water monitoring that also includes the Holland Lagoons site. The county also has installed and began operation of a new extraction well system.

Risks to people and the environment

Possible exposure to contaminated ground water has been eliminated because of the connections to municipal water. That means cancer risks from coming in contact with ground water are very low. Pollutant levels in the soil on the Holland Lagoons property also do not rise to the level of concern.

Explanation of evaluation criteria

EPA compares each cleanup option or alternative with these 9 criteria established by law:

- 1. Overall protection of human health and the environment** examines whether an option protects both human health and the environment. This standard can be met by reducing or removing pollution or by reducing exposure to it.
- 2. Compliance with applicable or relevant and appropriate requirements (ARARs)** ensures options comply with federal, state and local laws.
- 3. Short-term effectiveness** compares how quickly an option can help the situation and how much risk exists while the option is under construction.
- 4. Reduction of toxicity, mobility or volume through treatment** determines how well the option reduces the toxicity, movement and amount of pollution.
- 5. Long-term effectiveness and permanence** evaluates how well an option will work over the long-term, including how safely remaining contamination can be managed.
- 6. Implementability** evaluates how feasible the option is and whether materials and services are available in the area.
- 7. Cost** includes not only buildings, equipment, materials and labor but also the cost of maintaining the option for the life of the cleanup.
- 8. State acceptance** determines whether the state environmental agency (in this case MDEQ) accepts the option. EPA evaluates this criterion after receiving public comments.
- 9. Community acceptance** considers the opinions of nearby residents and other stakeholders about the proposed cleanup plan. EPA evaluates this standard after the comment period.

Cleanup options

EPA considered two alternatives for managing and cleaning up contaminated soil and ground water on and near the Waste Management of Michigan – Holland Lagoons site. The Agency evaluated each option against nine criteria required by law (*see explanation of criteria in box left column*).

Alternative 1 – No Further Action (*this is EPA’s preferred alternative*): Includes rescinding the 1997 restrictive covenants: **Cost – \$0**

Alternative 2 – No Action with institutional controls: Includes placing a restrictive covenant prohibiting the installation of drinking water wells: **Cost – \$5,000**

No further action justification

After examining all the information presented above, EPA concluded the cleanup steps performed in the last decade under the supervision of Michigan authorities were sufficient to protect people and the environment from exposure to pollution.

Neither alternative will result in adverse environmental effects at the site because the options do not propose to conduct cleanup work. Additional institutional controls to prohibit the installation of wells are not necessary because of Ottawa County’s ground water use restriction already in place.

The recommended cleanup option is Alternative 1 – No Further Action. There is no remaining contamination associated with the Holland Lagoons site. Therefore, there is no need for any further cleanup or monitoring.

The SWOCLF plume underneath the Holland Lagoons site will have to be watched over the long term, but that is the responsibility of Ottawa County. Ownership of the remaining water wells on the lagoons property has been transferred to Ottawa County to use in the SWOCLF plume monitoring.

Next steps

EPA encourages the public to comment on this proposal for the Waste Management of Michigan – Holland Lagoons site. The comment period runs through midnight July 29, 2011. After reviewing all the comments, EPA will decide whether the no further action alternative is appropriate and will release a document called a “record of decision” or ROD. Announcement of the ROD will be

made in a local newspaper. The ROD will be available for public review in the administrative record for the site kept at the Herrick Library and the EPA Chicago offices (*see below*).

EPA will also answer all comments in a “responsiveness summary” attached to the ROD.

State acceptance

MDEQ had previously approved the “Final Feasibility Study and Remedial Action Plan Closure Report for the Waste Management Holland Superfund Site” that called for no further action with a restrictive covenant. MDEQ has approved rescinding the restrictive covenant because

of Ottawa County’s area-wide ground water use restrictions. Because of these previous actions, the state is likely to approve EPA’s preferred cleanup alternative of no further action, although a final decision will not be made until after public comments are reviewed.

Community participation

MDEQ noted there has been little community interest in the SWOCLF site in the past and does not expect a lot of attention in the Holland Lagoons area. The 30-day public comment period ends **August 5, 2011**, and a public meeting is not planned at this time; however, one will be scheduled if the public expresses adequate interest.

More information

Official documents about this site can be viewed at the Herrick District Library, 300 S. River Ave., Reference Section, Holland and EPA Chicago offices: EPA, Records Section, 7th Floor, 77 W. Jackson, Blvd., Chicago, IL

Website: <http://epa.gov/region5/cleanup/wmholland/>

Waste Management of Michigan – Holland Lagoons Site

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Place
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