

Charleston County Employee Survey

Conducted by the County's Commission on Management, Accountability & Performance

The Charleston County M.A.P. Commission

Dr. Mark F. Hartley,
Chairman
Cary Chastain
Kenneth Donaldson, Jr.
Charlotte Gillespie
Stephen E. Gonzales
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James J. Kerr
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To All Employees of Charleston County:

WE NEED YOUR HELP!

The closest look in decades at how our county government operates is under way in Charleston County. Modeled after Governor Mark Sanford's Commission on Management, Accountability and Performance, the bipartisan and independent Charleston County MAP Commission was formed by unanimous County Council vote earlier this year. Thirteen commissioners and already dozens of task force members from the business community and government are at work probing the way Charleston County does business.

Government functions like information technology, human resources, transportation, procurement and physical facilities are being examined. Organizational structure, both in alignment between county departments and within the departments, is being re-evaluated. This bipartisan commission is asking tough questions, because we all have a vested interest in improving the way Charleston County does business.

You, the front-line worker who performs the services of county government, will have a major role in this effort. The Charleston County MAP Commission wants your valuable input by suggesting ways to improve our county government. We ask for several minutes of your time to complete the Charleston County Employee Survey, either in writing or on-line. Please be absolutely assured that your responses are completely anonymous, and no one will ever contact you or ask about your responses in the future unless you wish to be heard. The MAP Commission promises that, if you have suggestions or concerns about the way county government operates, we want to hear from you. Like Gov. Sanford, we're asking, 'Is there a better way of getting the job done?' Please help us find the answer.

In advance, the County MAP Commission thanks you for your valuable input in this process.

Dr. Mark H. Hartley, Chairman

To ensure reliable information while maintaining employee confidentiality, a computer-generated, completely random series of letters and numbers was created for each survey. These survey identifiers, located at the top of this page, **are not** in sequence and **are not** recorded based on department, employee ID or linked to any other personal information.

TO COMPLETE THIS SURVEY, log onto the County's Intranet at <http://ccintranet.charlestoncounty.org> and complete it online, using the random survey identifier at the top of page two. OR, if you do not have computer access, complete this copy and send it through inter-office mail to **MAP Commission Survey**. Information from the surveys will be merged into a large database with responses from all other county employees.

Do not complete the survey online AND mail a copy. Each random survey identifier can only be used once. If an online survey is completed, the mailed version will not be included for tabulation.

Mission Statement

"The Charleston County Commission on Management, Accountability, and Performance will examine Charleston County Government and recommend changes that would reduce costs and duplication, increase efficiency and accountability, improve productivity and delivery of services, and, where appropriate, consolidate similar functions and/or return functions to the private sector, with the overall focus of improving customer satisfaction."

The MAP Commission wants YOUR ideas and input.
Complete this survey, and make a difference!

**SURVEYS MUST BE COMPLETED ONLINE OR
RETURNED BY INTER-OFFICE MAIL BY JUNE 4, 2004.**

MARK THE RESPONSE THAT BEST REFLECTS YOUR OPINION:

1. How do you feel about your decision to work for Charleston County Government?

Very Pleased Pleased Neutral Regret Strongly Regret

2. I understand the mission of Charleston County Government.

Strongly Agree Agree Neutral Disagree Strongly Disagree

3. I understand the mission of my department.

Strongly Agree Agree Neutral Disagree Strongly Disagree

4. I know what is expected of me in my job.

Strongly Agree Agree Neutral Disagree Strongly Disagree

5. My work performance is evaluated fairly.

Strongly Agree Agree Neutral Disagree Strongly Disagree

6. I receive the appropriate amount of supervision.

Strongly Agree Agree Neutral Disagree Strongly Disagree

7. My supervisor or department head encourages changes that could save money.

Strongly Agree Agree Neutral Disagree Strongly Disagree

8. My department does a good job in customer service.

Strongly Agree Agree Neutral Disagree Strongly Disagree

9. My department is managed effectively.

Strongly Agree Agree Neutral Disagree Strongly Disagree

10. My supervisor or department head encourages communication, which allows me to do my job better.

Strongly Agree Agree Neutral Disagree Strongly Disagree

11. My supervisor or department head is receptive to ideas to improve operations or services.

Strongly Agree Agree Neutral Disagree Strongly Disagree

12. I see areas in my department or county government that could be improved.

Strongly Agree Agree Neutral Disagree Strongly Disagree

13. Tell us where you think there are areas that need improvement.

14. A merit pay system would improve employee recruitment, retention and morale.

Strongly Agree Agree Neutral Disagree Strongly Disagree

15. A more flexible work schedule would improve my department's performance.

Strongly Agree Agree Neutral Disagree Strongly Disagree

16. I have the materials and equipment required to do my job.

Strongly Agree Agree Neutral Disagree Strongly Disagree

17. I have access to the appropriate information technology/computer resources required to do my job.

Strongly Agree Agree Neutral Disagree Strongly Disagree

18. If you could suggest one thing to save money, work better, or improve service, what would it be?

19. What is the best way for you to receive information regarding benefits, programs and changes?

Supervisor Newsletter Intranet Pay Stuffers Admin's E-mail Employee Meetings

20. Do you access and use the county e-mail and/or Intranet?

Yes, everyday Yes, several times weekly Yes, but it's inconvenient Rarely No access

Although your answers are confidential, some basic information is needed to understand your concerns. These questions are required. The answers will be merged with those from other employees.

21. Identify the general area of County Government where you work.

- Administrative/Support Services
- Budgeting, Finance, Accounting and Procurement
- Health and Human Services
- Judicial System
- Law Enforcement, Public Safety and Emergency Services
- Permitting, Licensing and Property Information
- Public Works, Solid Waste-Recycling
- Tax System
- Other

Unsure? See back page.

22. My department could best be described as:

- an Elected Official's Department
- an Appointed Official's Department
- a County Department

Unsure? See back page.

23. Can your position with the County best be described as:

- Administrator/Manager
- Supervisor
- Administrative Support
- Professional/Technical
- Field Operations
- Other non-Supervisory

24. How many years have you worked for Charleston County?

- Less than 1
- 6-10
- 16-20
- 1-5
- 11-15
- 20+

Thank you for completing this survey. Your information will be kept confidential and used to recommend ways to improve the effectiveness and efficiency of County government and its services.

Name _____ Department _____

Providing your name is OPTIONAL.

If you provide your name, would you like to be contacted by a member of the Commission? _____

DEPARTMENT**AREA OF GOVERNMENT***(Question 21)*

| Elected Officials' Departments | |
|---------------------------------------|-------------------------------|
| Auditor | TAX SYSTEM |
| Clerk of Court | JUDICIAL SYSTEM |
| Coroner | JUDICIAL SYSTEM |
| Probate Court | JUDICIAL SYSTEM |
| RMC | PERMITTING/LICENSING/PROPERTY |
| Sheriff | LAW ENFORCEMENT/PUBLIC SAFETY |
| Solicitor | JUDICIAL SYSTEM |
| Treasurer | TAX SYSTEM |

| Appointed Officials' Departments | |
|---|---------------------------------|
| Clerk of Council | ADMINISTRATIVE/SUPPORT SERVICES |
| County Administrator | ADMINISTRATIVE/SUPPORT SERVICES |
| County Attorney | ADMINISTRATIVE/SUPPORT SERVICES |
| Elections/Voter Registration | OTHER |
| Fire District | LAW ENFORCEMENT/PUBLIC SAFETY |
| Internal Auditor | ADMINISTRATIVE/SUPPORT SERVICES |
| Library | OTHER |
| Magistrates | JUDICIAL SYSTEM |
| Master-in-Equity | JUDICIAL SYSTEM |
| Veterans' Affairs | HEALTH/HUMAN SERVICES |

| County Departments | |
|-----------------------------|---------------------------------|
| Assessor | TAX SYSTEM |
| Budget | BUDGET/FINANCE/PROCUREMENT |
| Building Services | PERMITTING/LICENSING/PROPERTY |
| Business License/User Fee | PERMITTING/LICENSING/PROPERTY |
| Capital Projects | ADMINISTRATIVE/SUPPORT SERVICES |
| Chief Deputy Administrator | ADMINISTRATIVE/SUPPORT SERVICES |
| Chief Financial Officer | ADMINISTRATIVE/SUPPORT SERVICES |
| Controller | BUDGET/FINANCE/PROCUREMENT |
| DAODAS | HEALTH/HUMAN SERVICES |
| Delinquent Tax | TAX SYSTEM |
| Economic Development | ADMINISTRATIVE/SUPPORT SERVICES |
| Emergency Management | LAW ENFORCEMENT/PUBLIC SAFETY |
| Emergency Medical Services | LAW ENFORCEMENT/PUBLIC SAFETY |
| Facilities Management | ADMINISTRATIVE/SUPPORT SERVICES |
| Geographic Information Svs. | PERMITTING/LICENSING/PROPERTY |
| Grants | HEALTH/HUMAN SERVICES |
| Human Resources | ADMINISTRATIVE/SUPPORT SVS. |
| Information Technology Svs. | ADMINISTRATIVE/SUPPORT SERVICES |
| Internal Services | ADMINISTRATIVE/SUPPORT SERVICES |
| Planning | PERMITTING/LICENSING/PROPERTY |
| Procurement | BUDGET/FINANCE/PROCUREMENT |
| Public Information | ADMINISTRATIVE/SUPPORT SERVICES |
| Public Works | PUBLIC WORKS/SOLID WASTE |
| Radio Communications | LAW ENFORCEMENT/PUBLIC SAFETY |
| Safety/Risk Management | ADMINISTRATIVE/SUPPORT SERVICES |
| Solid Waste/Recycling | PUBLIC WORKS/SOLID WASTE |
| Summary Courts Admin. | JUDICIAL SYSTEM |

OPEN NOW!

CHARLESTON COUNTY
EMPLOYEE SURVEY ENCLOSED.

YOU CAN MAKE A DIFFERENCE
IN CHARLESTON COUNTY!!!!

Act Now. Don't Wait.
Survey deadline June 4, 2004.

Go online to complete the enclosed survey at:
www.ccintranet.charlestoncounty.org

Use your **Random Survey ID** inside to complete the survey.

If you don't have computer access,
fold, staple and mail the completed survey by
Inter-Office Mail to:

MAP COMMISSION SURVEY

CHARLESTON COUNTY MAP COMMISSION

EMPLOYEE SURVEY RESULTS

July, 2004

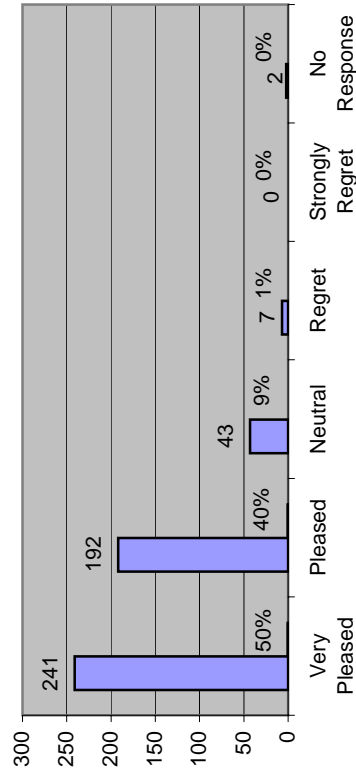
DATA REPORTED AS

- I. Overview of responses to Questions 1 – 24, with graphs
- II. Printout of responses to Question 13, sorted by type of office
- III. Printout of responses to Question 18, sorted by type of office
- IV. [Questions 1-24 Sorted by Office Type \(Q.22\)](#)

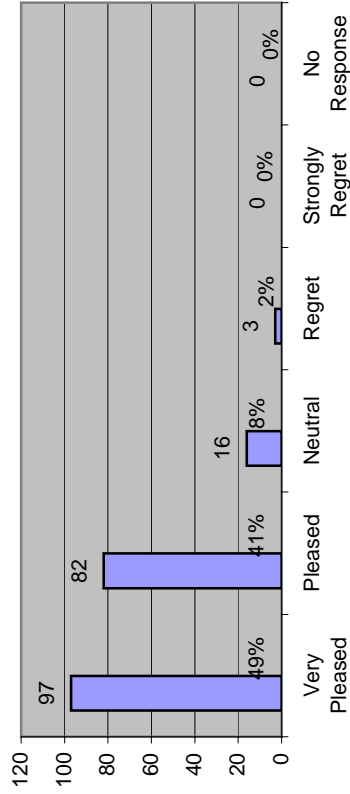
Question 1: How do you feel about your decision to work for Charleston County Government?

| | Dept. Head | Elected Off. | Appd. Official | None | Total | % |
|-----------------|------------|--------------|----------------|-----------|------------|-------------|
| Very Pleased | 241 | 97 | 10 | 8 | 356 | 48% |
| Pleased | 192 | 82 | 13 | 16 | 303 | 41% |
| Neutral | 43 | 16 | 2 | 2 | 63 | 9% |
| Regret | 7 | 3 | 1 | 1 | 12 | 2% |
| Strongly Regret | 0 | 0 | 0 | 0 | 0 | 0% |
| No Response | 2 | 0 | 2 | 1 | 5 | 1% |
| Total | 485 | 198 | 28 | 28 | 739 | 100% |

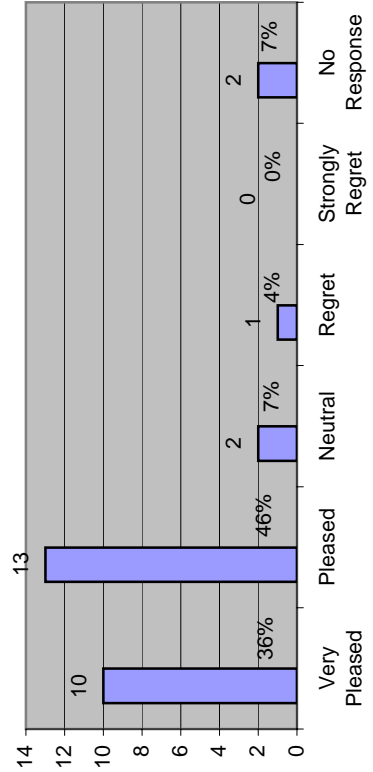
Department Head Responses



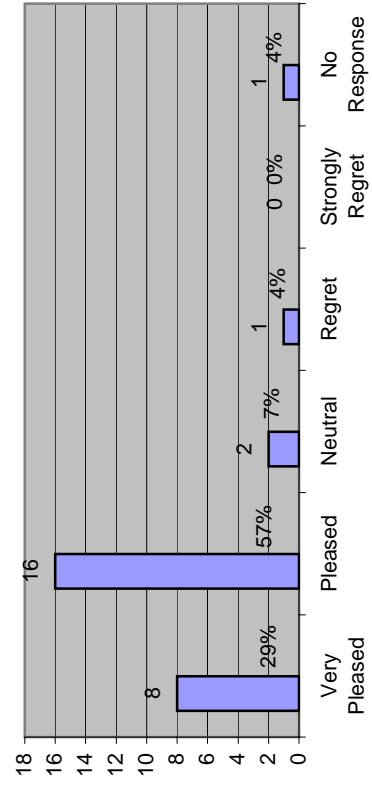
Elected Official Responses



Appointed Official Responses

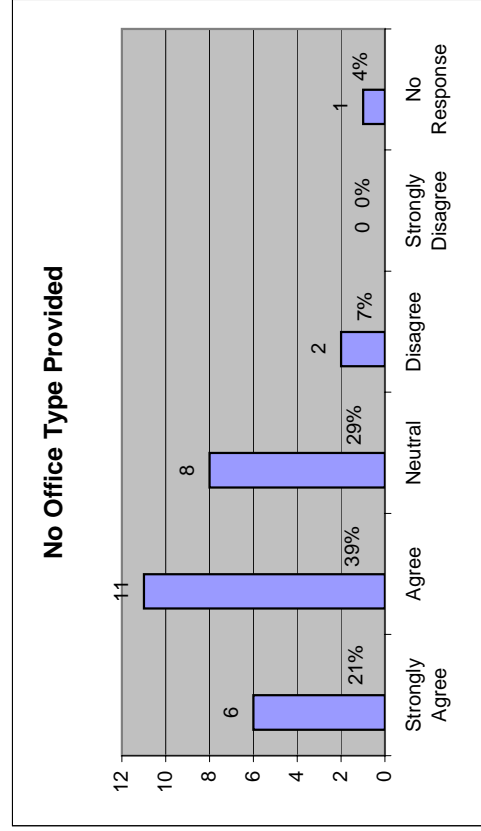
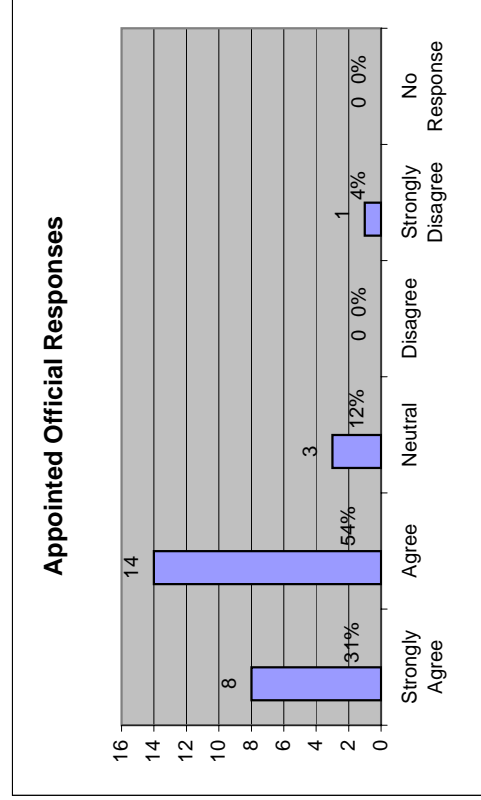
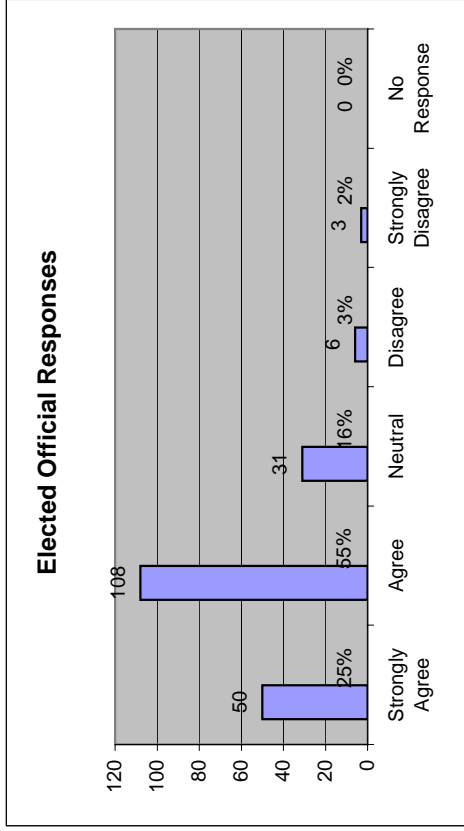
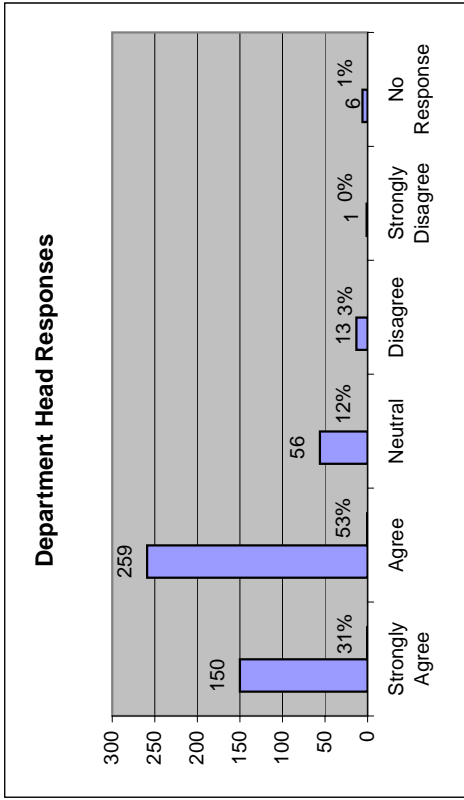


No Office Type Provided



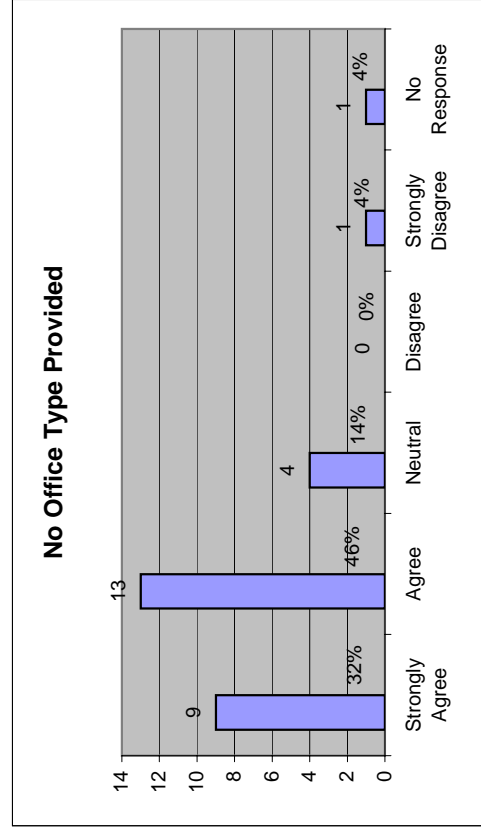
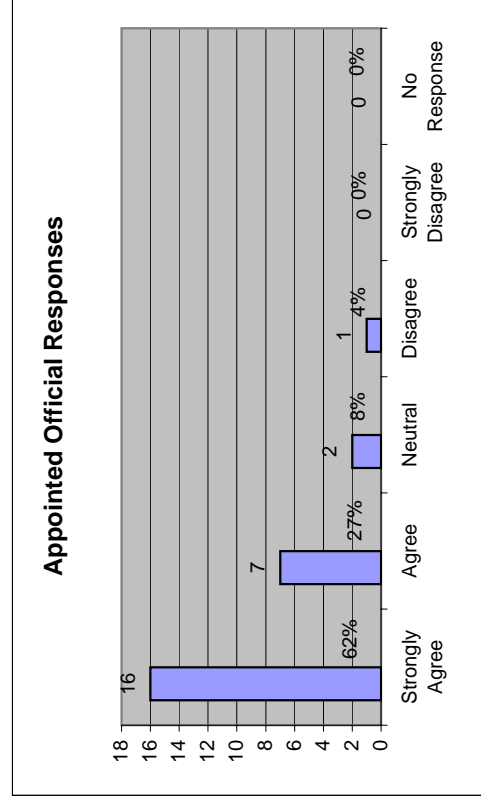
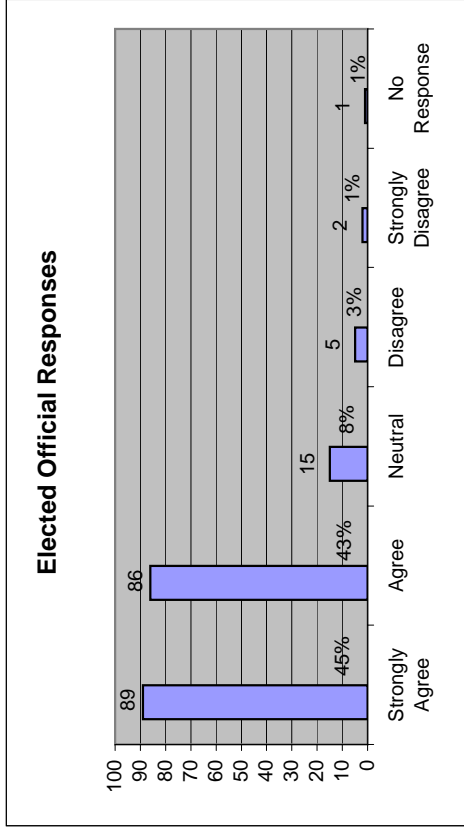
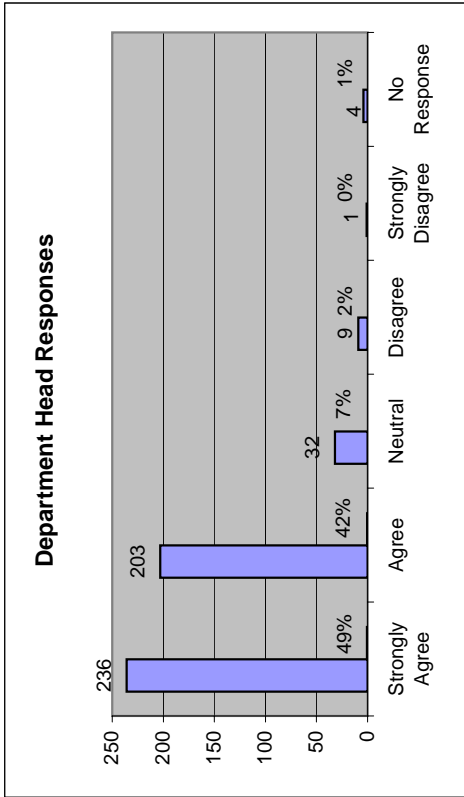
Question 2: I undertand the mission of Charleston County Government.

| | Dept. Head | Elected Off. | Appd. Official | None | Total | % |
|-------------------|------------|--------------|----------------|-----------|------------|-------------|
| Strongly Agree | 150 | 50 | 8 | 6 | 214 | 29% |
| Agree | 259 | 108 | 14 | 11 | 392 | 53% |
| Neutral | 56 | 31 | 3 | 8 | 98 | 13% |
| Disagree | 13 | 6 | 0 | 2 | 21 | 3% |
| Strongly Disagree | 1 | 3 | 1 | 0 | 5 | 1% |
| No Response | 6 | 0 | 0 | 1 | 7 | 1% |
| Total | 485 | 198 | 26 | 28 | 737 | 100% |



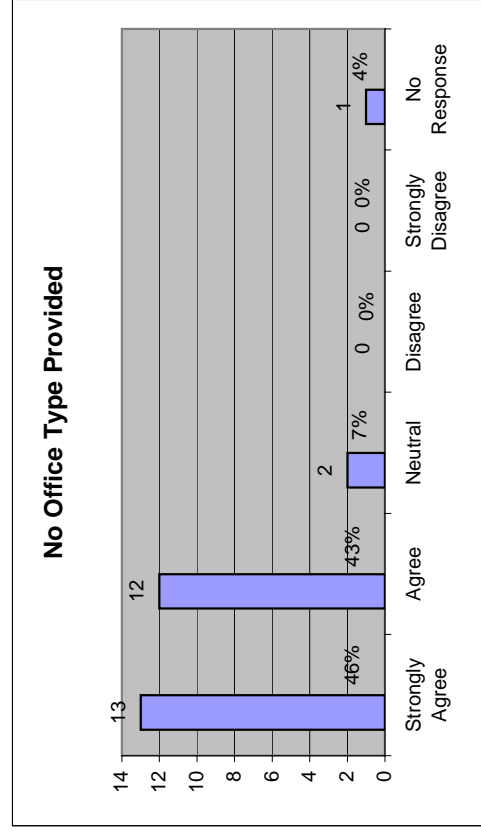
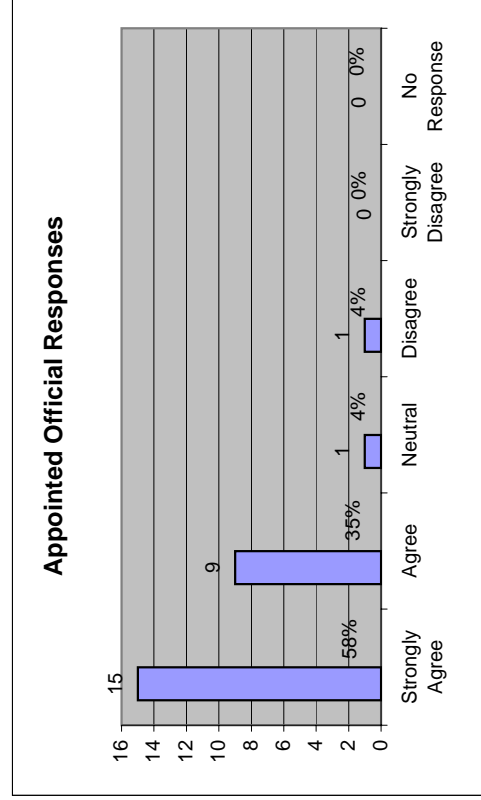
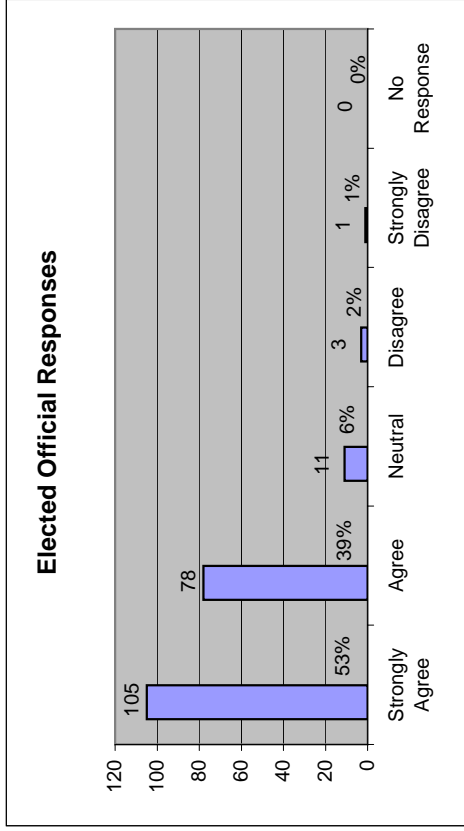
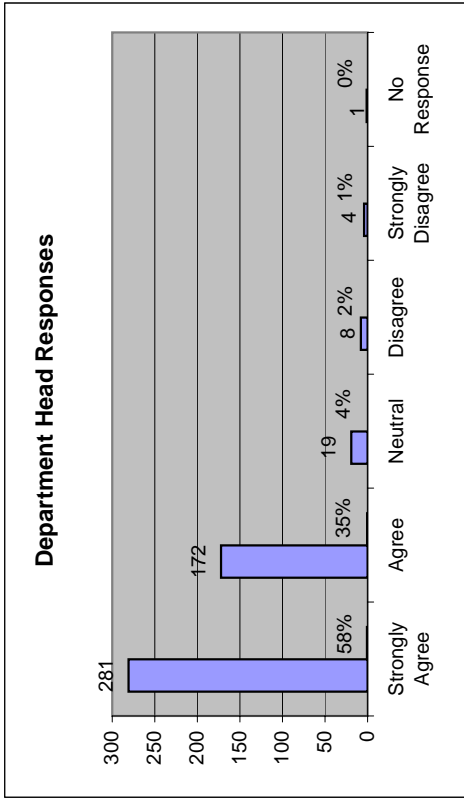
Question 3: I understand the mission of my department.

| | Dept. Head | Elected Off. | Appd. Official | None | Total | % |
|-------------------|------------|--------------|----------------|-----------|------------|-------------|
| Strongly Agree | 236 | 89 | 16 | 9 | 350 | 47% |
| Agree | 203 | 86 | 7 | 13 | 309 | 42% |
| Neutral | 32 | 15 | 2 | 4 | 53 | 7% |
| Disagree | 9 | 5 | 1 | 0 | 15 | 2% |
| Strongly Disagree | 1 | 2 | 0 | 1 | 4 | 1% |
| No Response | 4 | 1 | 0 | 1 | 6 | 1% |
| Total | 485 | 198 | 26 | 28 | 737 | 100% |



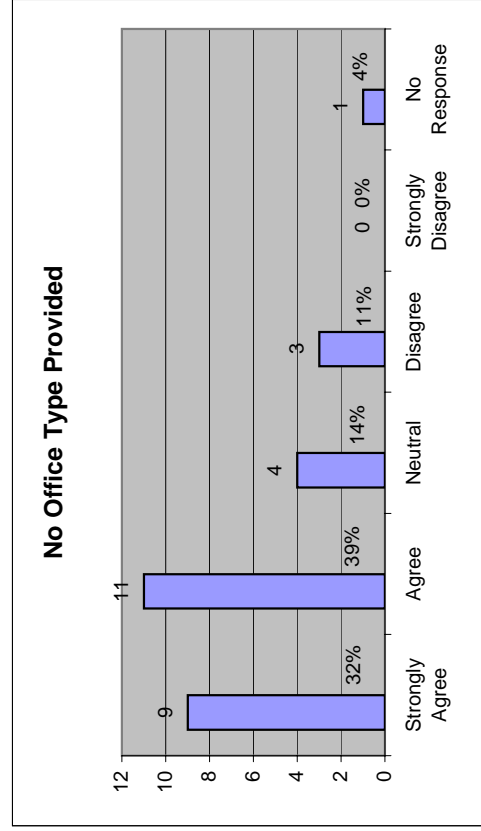
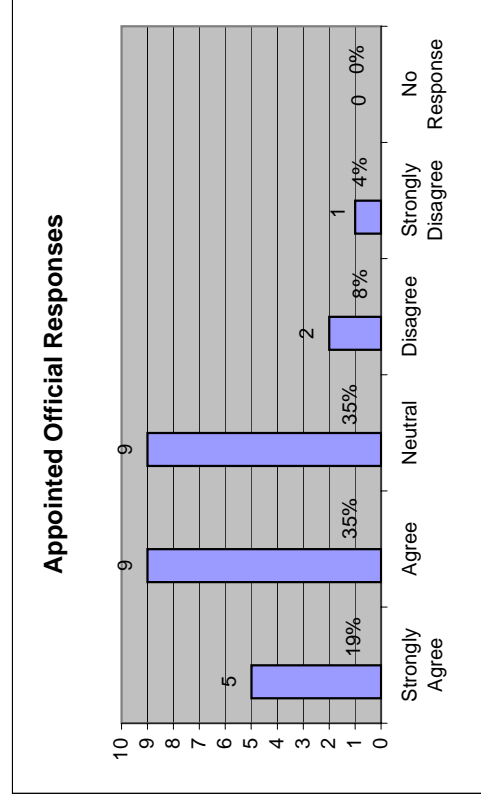
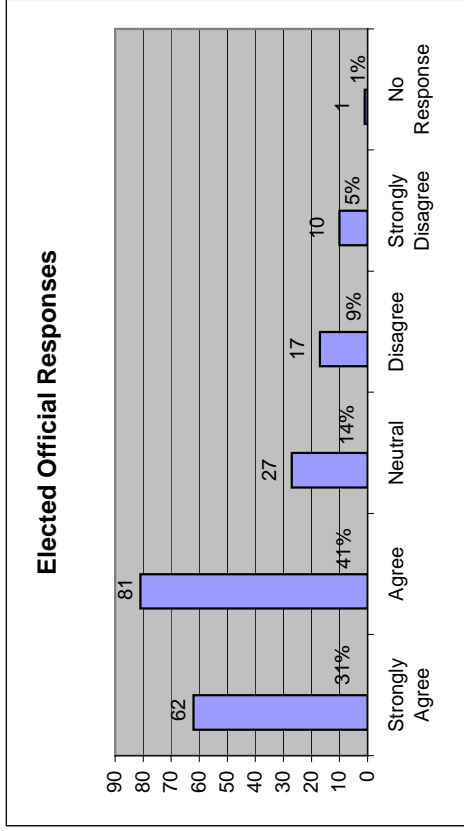
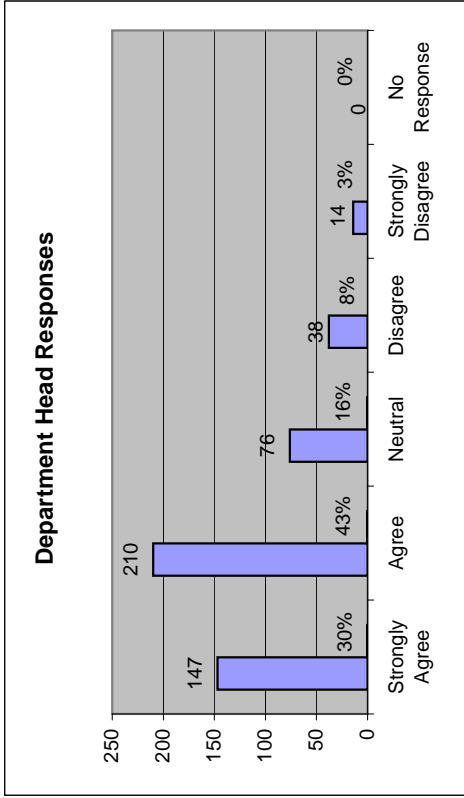
Question 4: I know what is expected of me in my job.

| | Dept. Head | Elected Off. | Appd. Official | None | Total | % |
|-------------------|------------|--------------|----------------|-----------|------------|-------------|
| Strongly Agree | 281 | 105 | 15 | 13 | 414 | 56% |
| Agree | 172 | 78 | 9 | 12 | 271 | 37% |
| Neutral | 19 | 11 | 1 | 2 | 33 | 4% |
| Disagree | 8 | 3 | 1 | 0 | 12 | 2% |
| Strongly Disagree | 4 | 1 | 0 | 0 | 5 | 1% |
| No Response | 1 | 0 | 0 | 1 | 2 | 0% |
| Total | 485 | 198 | 26 | 28 | 737 | 100% |



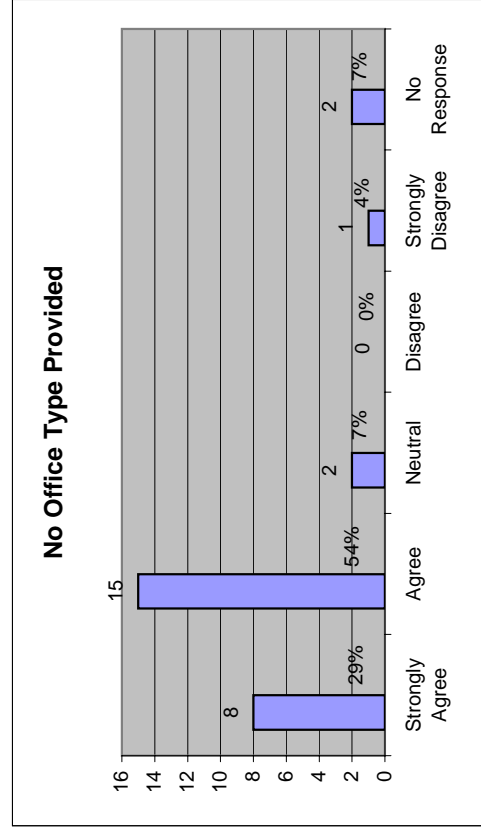
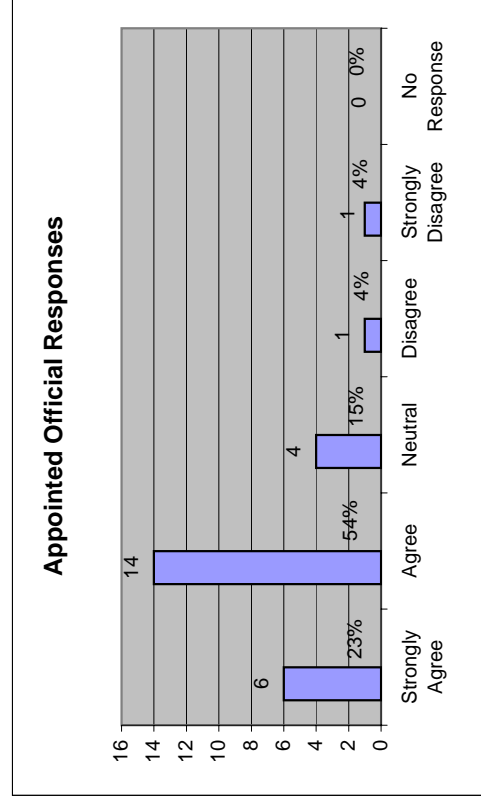
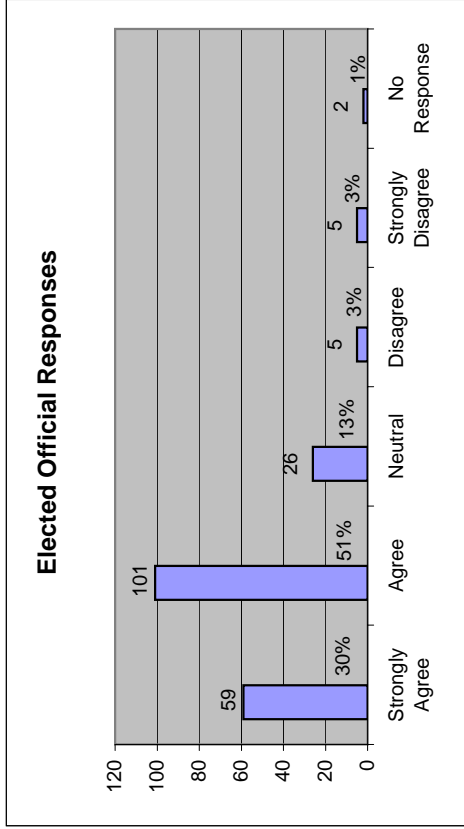
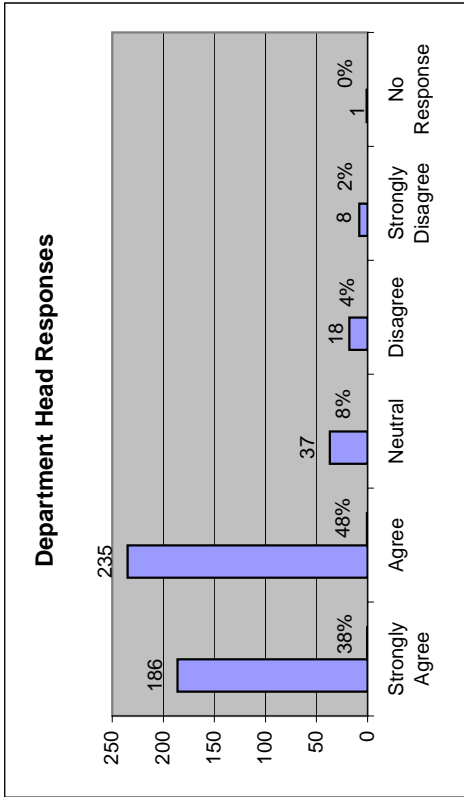
Question 5: My work performane is evaluated fairly.

| | Dept. Head | Elected Off. | Appd. Official | None | Total | % |
|-------------------|------------|--------------|----------------|-----------|------------|-------------|
| Strongly Agree | 147 | 62 | 5 | 9 | 223 | 30% |
| Agree | 210 | 81 | 9 | 11 | 311 | 42% |
| Neutral | 76 | 27 | 9 | 4 | 116 | 16% |
| Disagree | 38 | 17 | 2 | 3 | 60 | 8% |
| Strongly Disagree | 14 | 10 | 1 | 0 | 25 | 3% |
| No Response | 0 | 1 | 0 | 1 | 2 | 0% |
| Total | 485 | 198 | 26 | 28 | 737 | 100% |



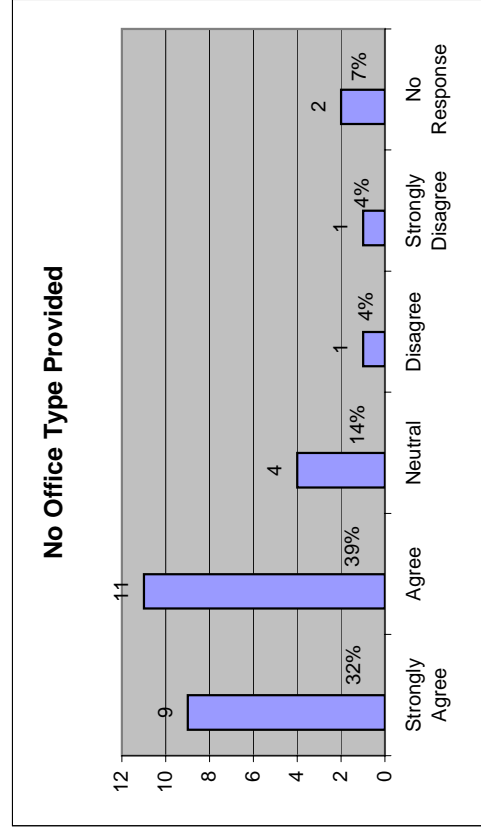
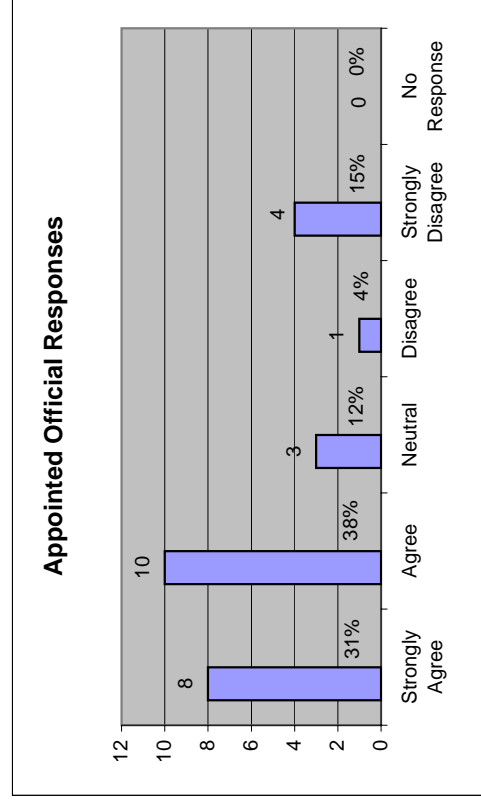
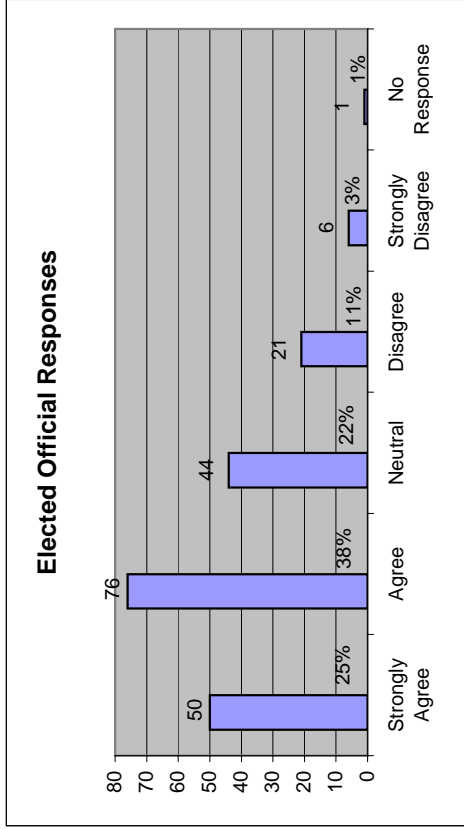
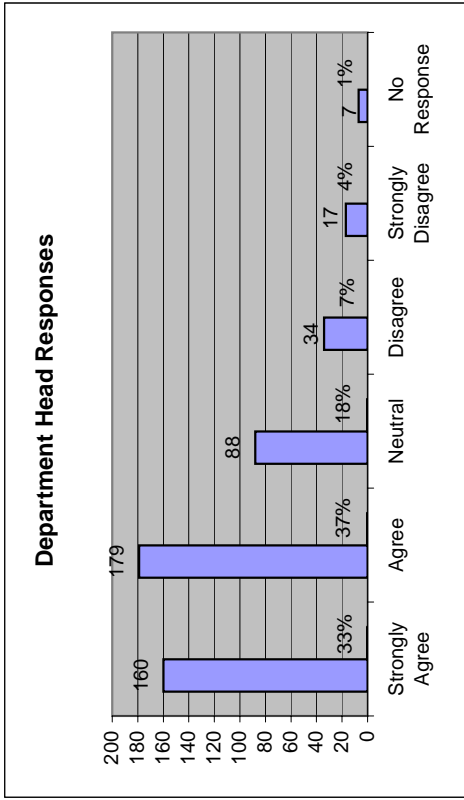
Question 6: I receive the appropriate amount of supervision.

| | Dept. Head | Elected Off. | Appd. Official | None | Total | % |
|-------------------|------------|--------------|----------------|-----------|------------|-------------|
| Strongly Agree | 186 | 59 | 6 | 8 | 259 | 35% |
| Agree | 235 | 101 | 14 | 15 | 365 | 50% |
| Neutral | 37 | 26 | 4 | 2 | 69 | 9% |
| Disagree | 18 | 5 | 1 | 0 | 24 | 3% |
| Strongly Disagree | 8 | 5 | 1 | 1 | 15 | 2% |
| No Response | 1 | 2 | 0 | 2 | 5 | 1% |
| Total | 485 | 198 | 26 | 28 | 737 | 100% |



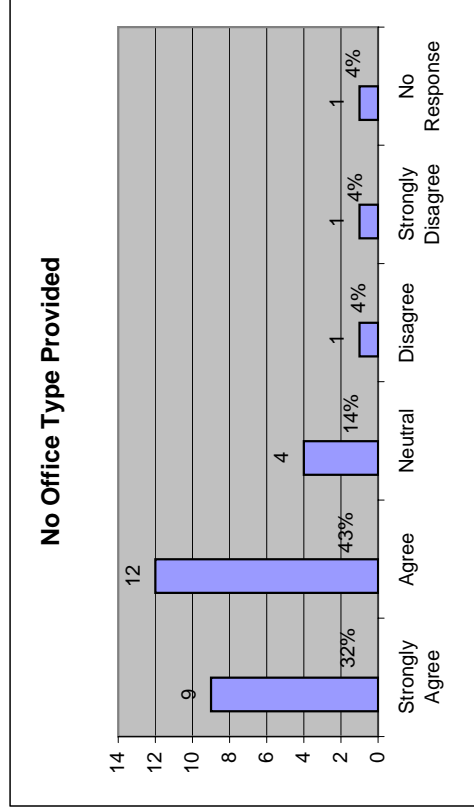
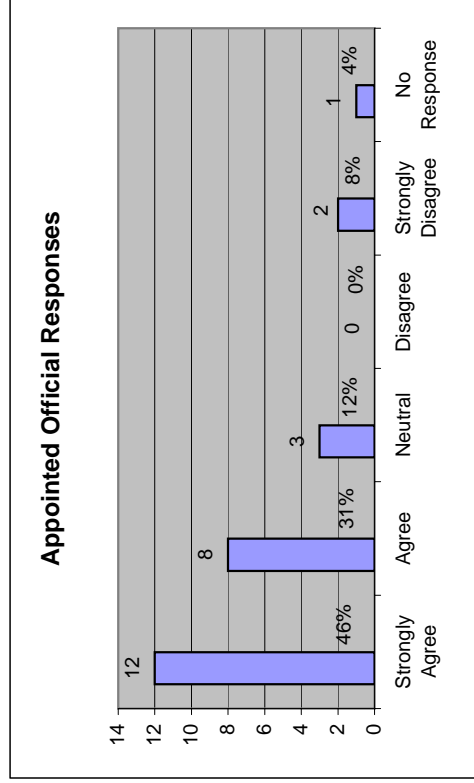
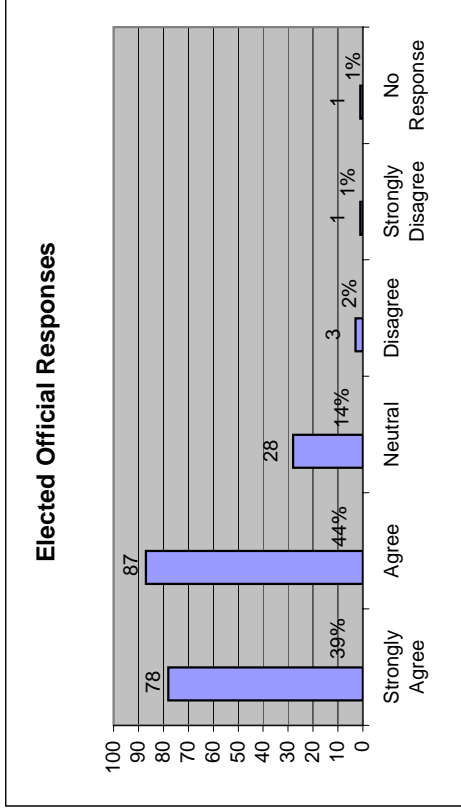
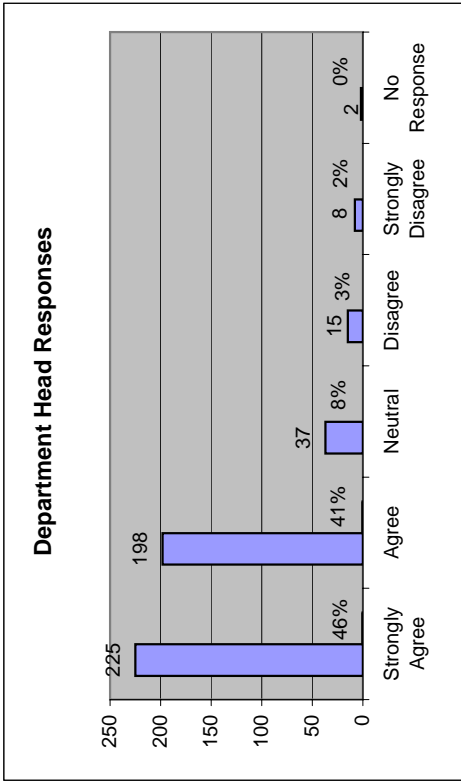
Question 7: My supervisor or department head encourages changes that could save money.

| | Dept. Head | Elected Off. | Appd. Official | None | Total | % |
|-------------------|------------|--------------|----------------|-----------|------------|-------------|
| Strongly Agree | 160 | 50 | 8 | 9 | 227 | 31% |
| Agree | 179 | 76 | 10 | 11 | 276 | 37% |
| Neutral | 88 | 44 | 3 | 4 | 139 | 19% |
| Disagree | 34 | 21 | 1 | 1 | 57 | 8% |
| Strongly Disagree | 17 | 6 | 4 | 1 | 28 | 4% |
| No Response | 7 | 1 | 0 | 2 | 10 | 1% |
| Total | 485 | 198 | 26 | 28 | 737 | 100% |



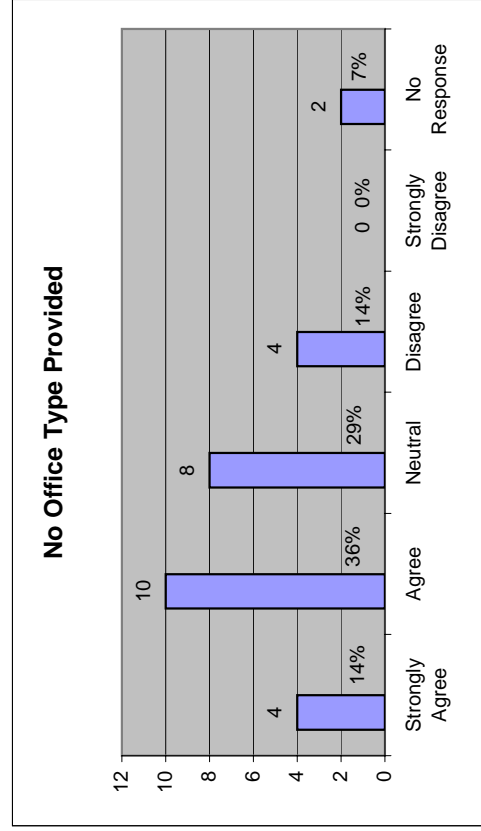
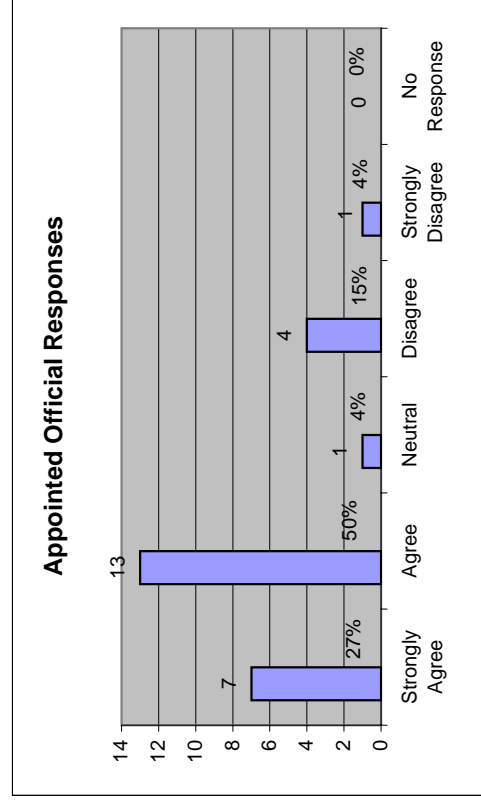
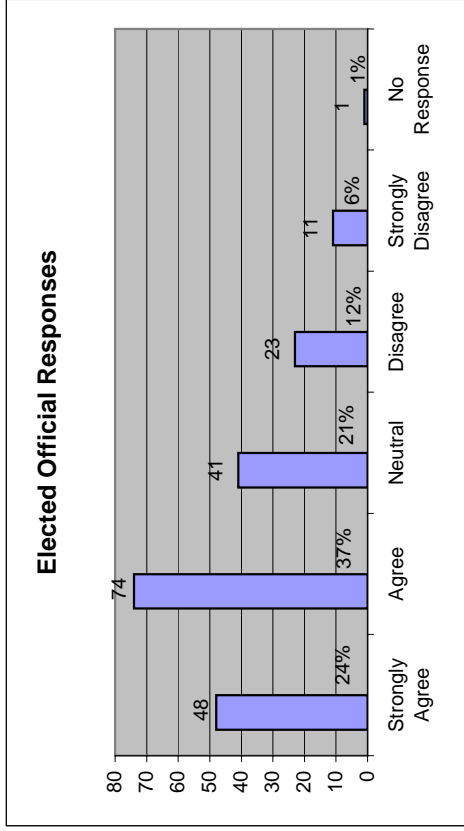
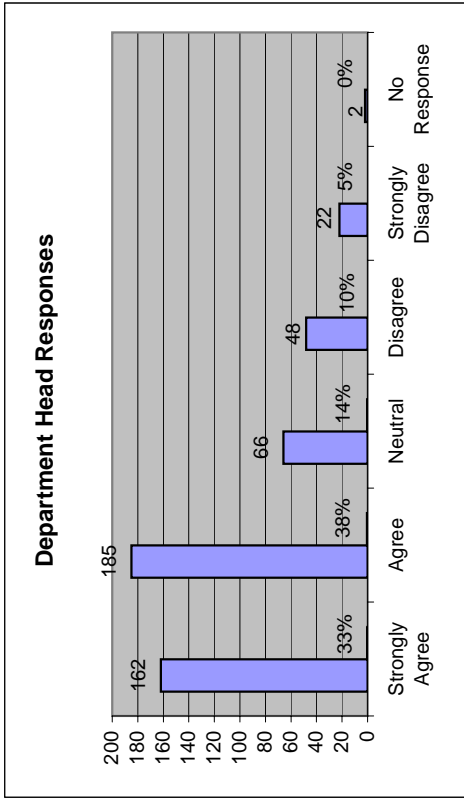
Question 8: My department does a good job in customer service.

| | Dept. Head | Elected Off. | Appd. Official | None | Total | % |
|-------------------|------------|--------------|----------------|-----------|------------|-------------|
| Strongly Agree | 225 | 78 | 12 | 9 | 324 | 44% |
| Agree | 198 | 87 | 8 | 12 | 305 | 41% |
| Neutral | 37 | 28 | 3 | 4 | 72 | 10% |
| Disagree | 15 | 3 | 0 | 1 | 19 | 3% |
| Strongly Disagree | 8 | 1 | 2 | 1 | 12 | 2% |
| No Response | 2 | 1 | 1 | 1 | 5 | 1% |
| Total | 485 | 198 | 26 | 28 | 737 | 100% |



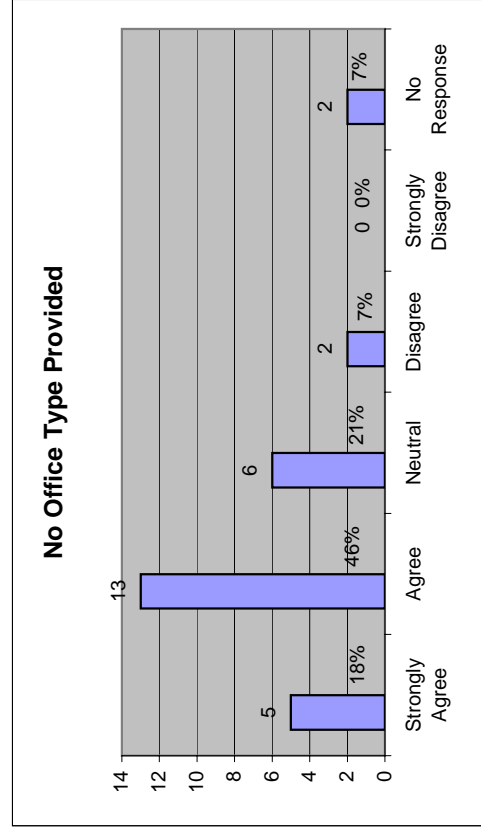
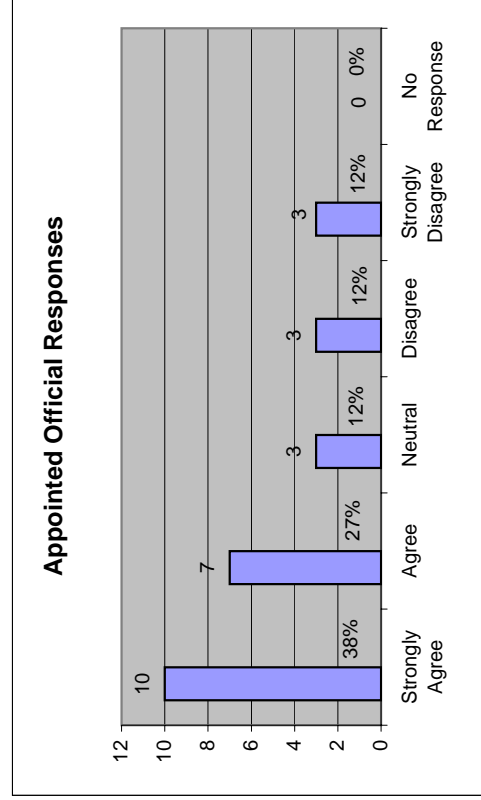
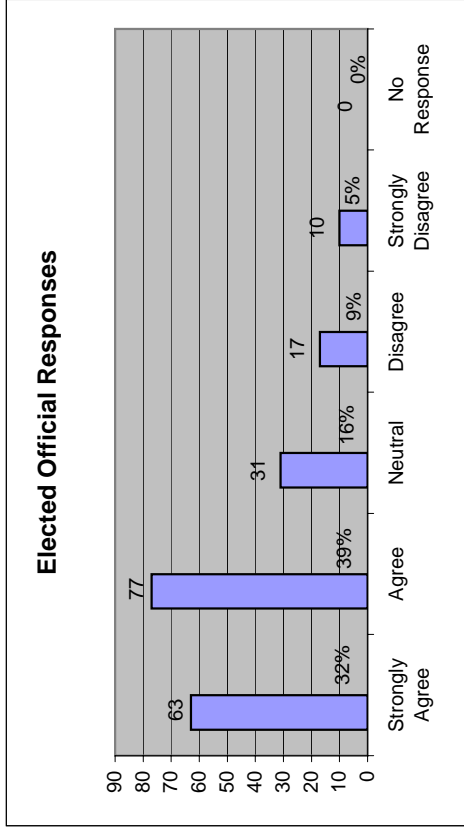
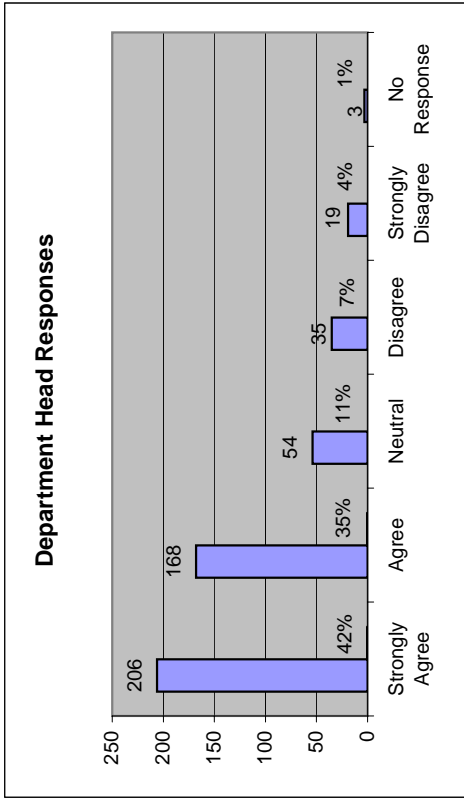
Question 9: My department is managed effectively.

| | Dept. Head | Elected Off. | Appd. Official | None | Total | % |
|-------------------|------------|--------------|----------------|-----------|------------|-------------|
| Strongly Agree | 162 | 48 | 7 | 4 | 221 | 30% |
| Agree | 185 | 74 | 13 | 10 | 282 | 38% |
| Neutral | 66 | 41 | 1 | 8 | 116 | 16% |
| Disagree | 48 | 23 | 4 | 4 | 79 | 11% |
| Strongly Disagree | 22 | 11 | 1 | 0 | 34 | 5% |
| No Response | 2 | 1 | 0 | 2 | 5 | 1% |
| Total | 485 | 198 | 26 | 28 | 737 | 100% |



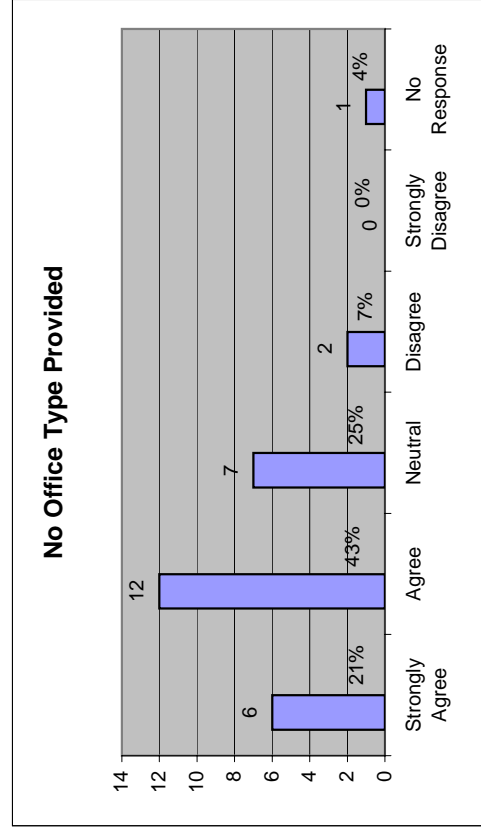
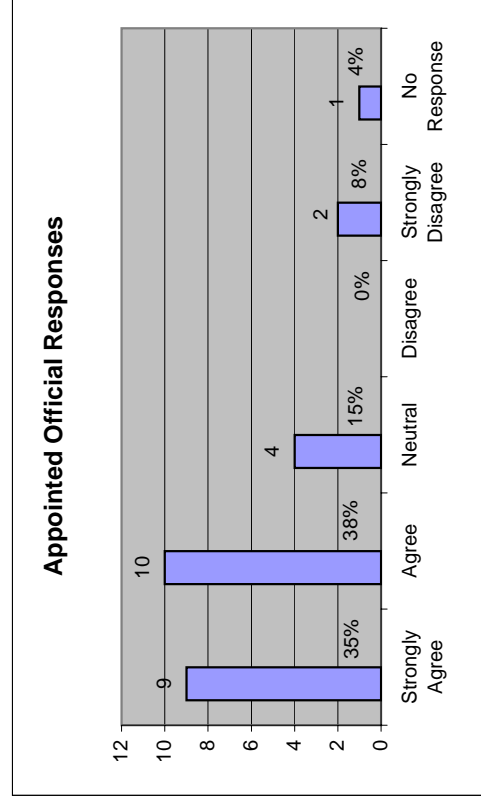
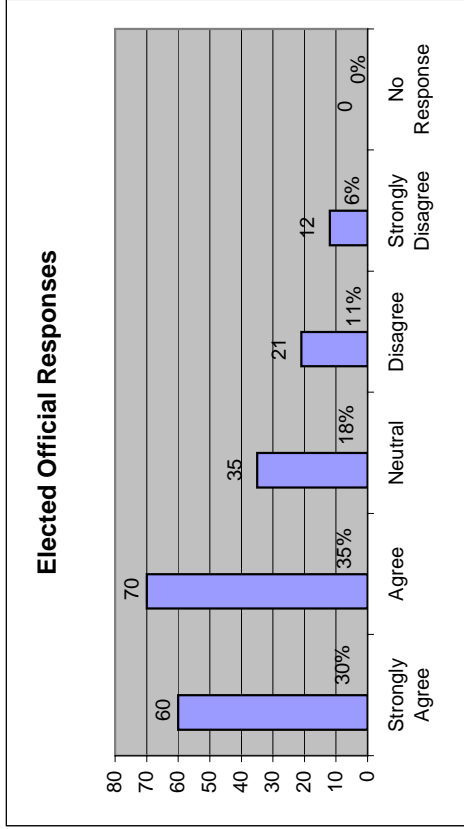
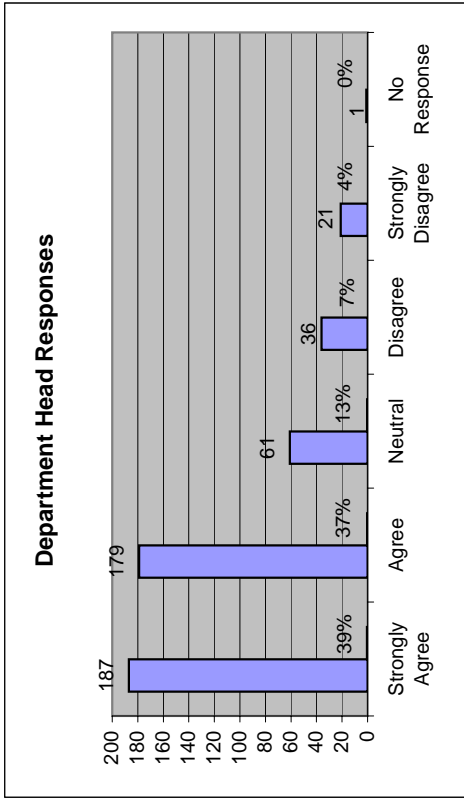
Question 10: My supervisor or department head encourages communication, which allows me to do my job better.

| | Dept. Head | Elected Off. | Appd. Official | None | Total | % |
|-------------------|------------|--------------|----------------|-----------|------------|-------------|
| Strongly Agree | 206 | 63 | 10 | 5 | 284 | 39% |
| Agree | 168 | 77 | 7 | 13 | 265 | 36% |
| Neutral | 54 | 31 | 3 | 6 | 94 | 13% |
| Disagree | 35 | 17 | 3 | 2 | 57 | 8% |
| Strongly Disagree | 19 | 10 | 3 | 0 | 32 | 4% |
| No Response | 3 | 0 | 0 | 2 | 5 | 1% |
| Total | 485 | 198 | 26 | 28 | 737 | 100% |



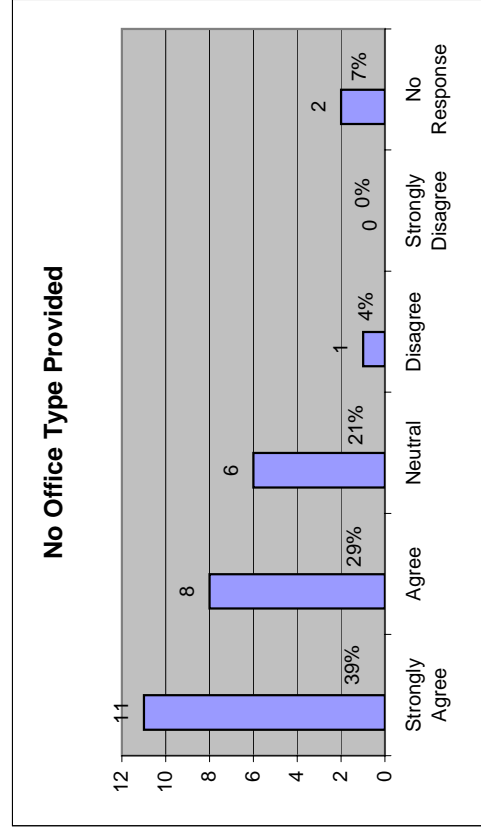
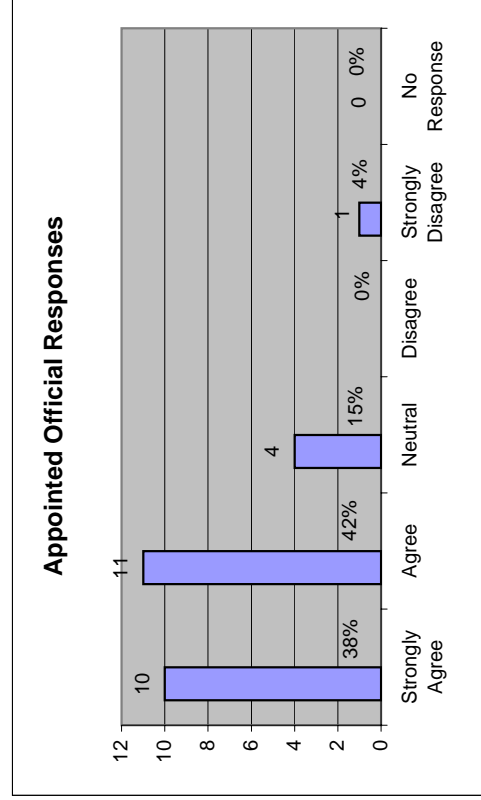
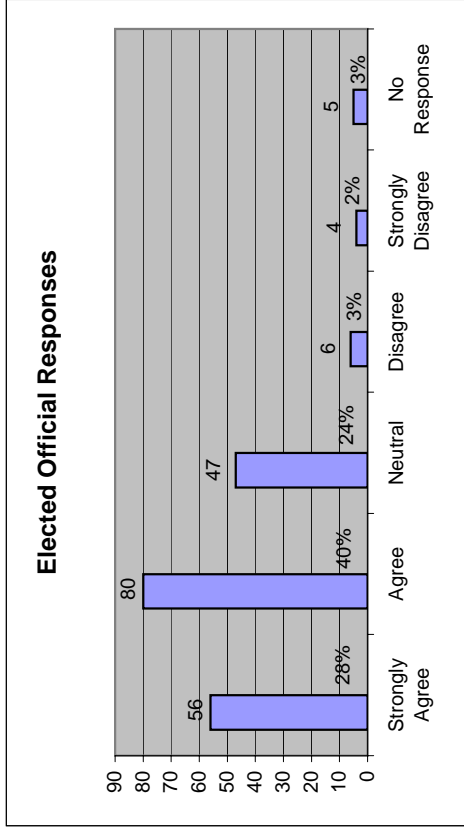
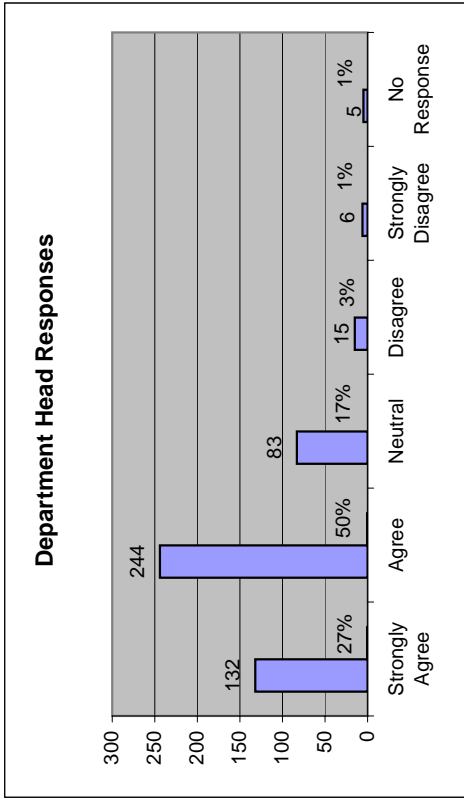
Question 11: My supervisor or department head is receptive to ideas to improve operations or services.

| | Dept. Head | Elected Off. | Appd. Official | None | Total | % |
|-------------------|------------|--------------|----------------|-----------|------------|-------------|
| Strongly Agree | 187 | 60 | 9 | 6 | 262 | 36% |
| Agree | 179 | 70 | 10 | 12 | 271 | 37% |
| Neutral | 61 | 35 | 4 | 7 | 107 | 15% |
| Disagree | 36 | 21 | 2 | 2 | 59 | 8% |
| Strongly Disagree | 21 | 12 | 2 | 0 | 35 | 5% |
| No Response | 1 | 0 | 1 | 1 | 3 | 0% |
| Total | 485 | 198 | 26 | 28 | 737 | 100% |



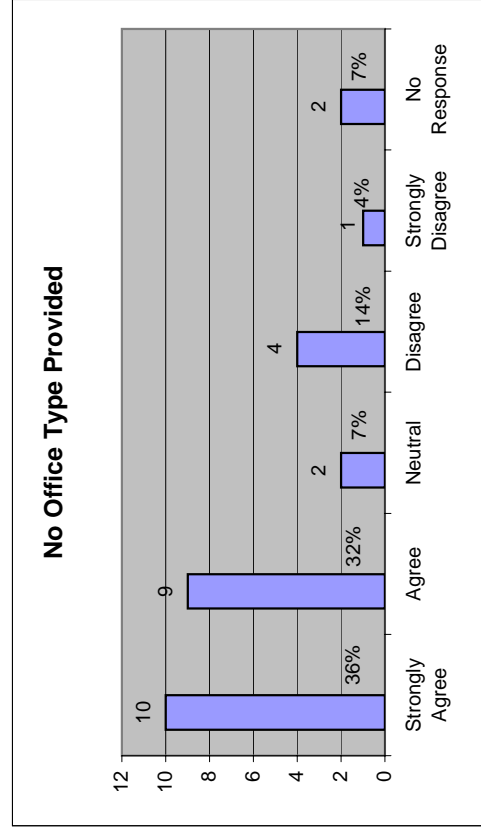
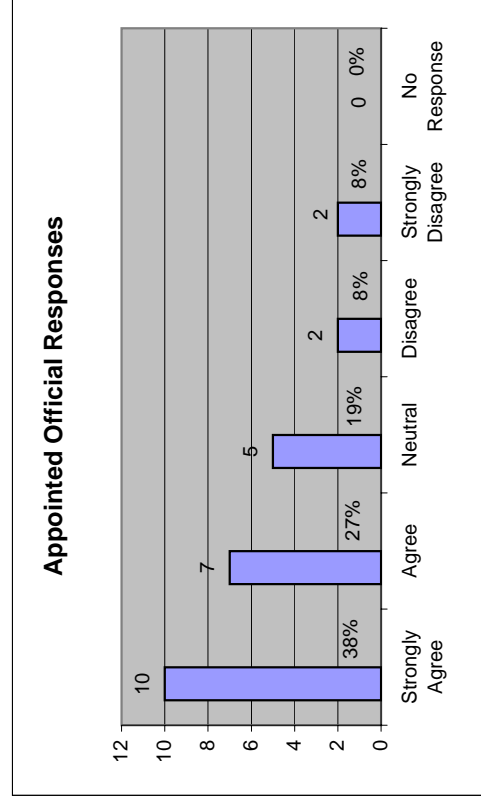
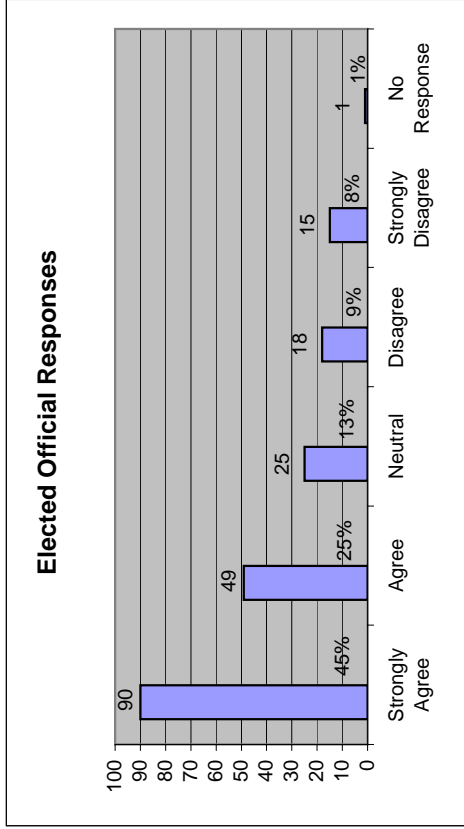
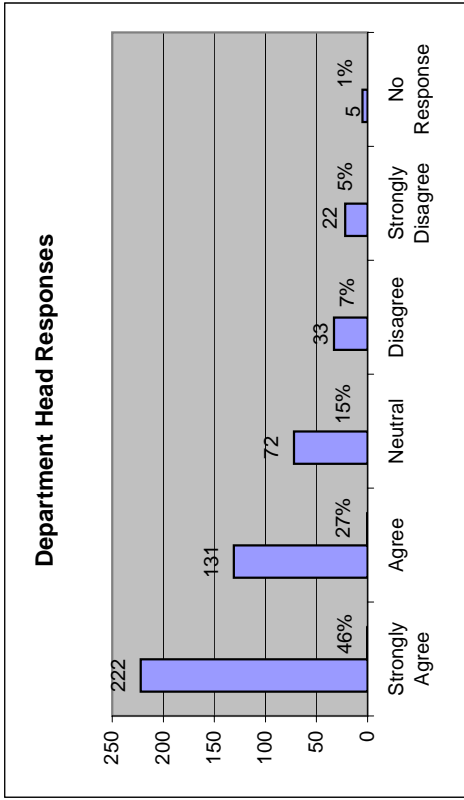
Question 12: I see areas in my department or county government that could be improved.

| | Dept. Head | Elected Off. | Appd. Official | None | Total | % |
|-------------------|------------|--------------|----------------|-----------|------------|-------------|
| Strongly Agree | 132 | 56 | 10 | 11 | 209 | 28% |
| Agree | 244 | 80 | 11 | 8 | 343 | 47% |
| Neutral | 83 | 47 | 4 | 6 | 140 | 19% |
| Disagree | 15 | 6 | | 1 | 22 | 3% |
| Strongly Disagree | 6 | 4 | 1 | 0 | 11 | 1% |
| No Response | 5 | 5 | 0 | 2 | 12 | 2% |
| Total | 485 | 198 | 26 | 28 | 737 | 100% |



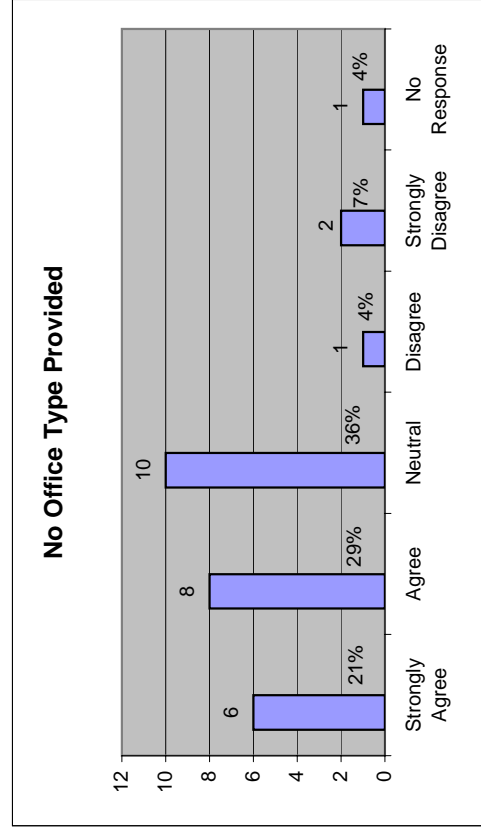
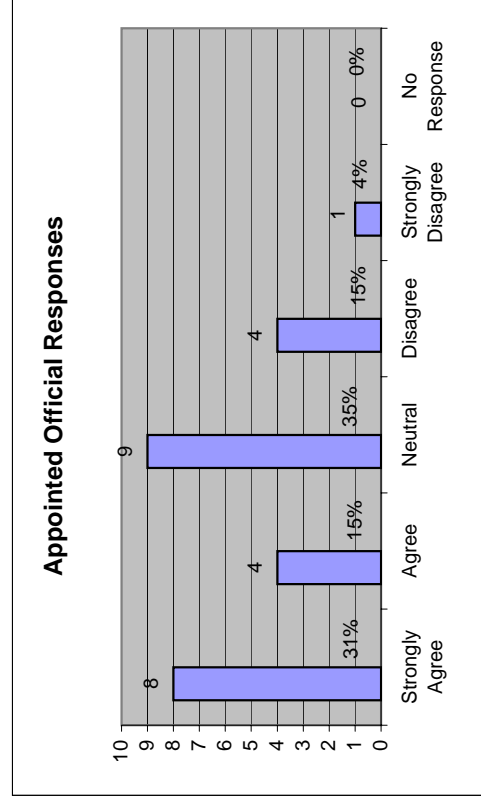
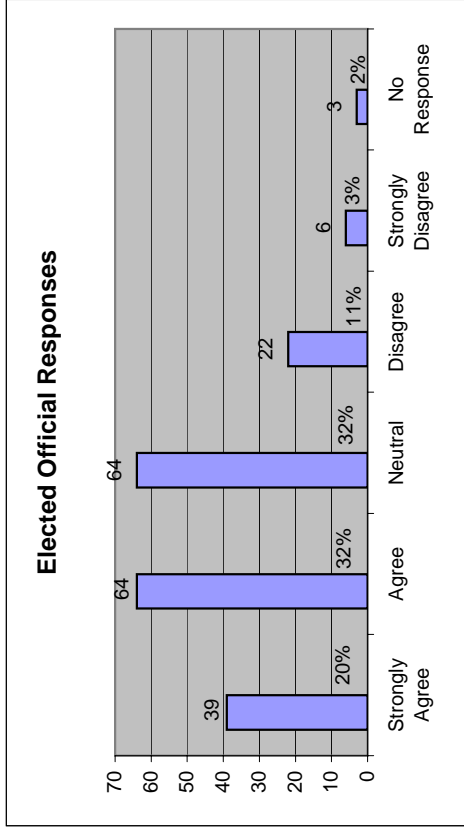
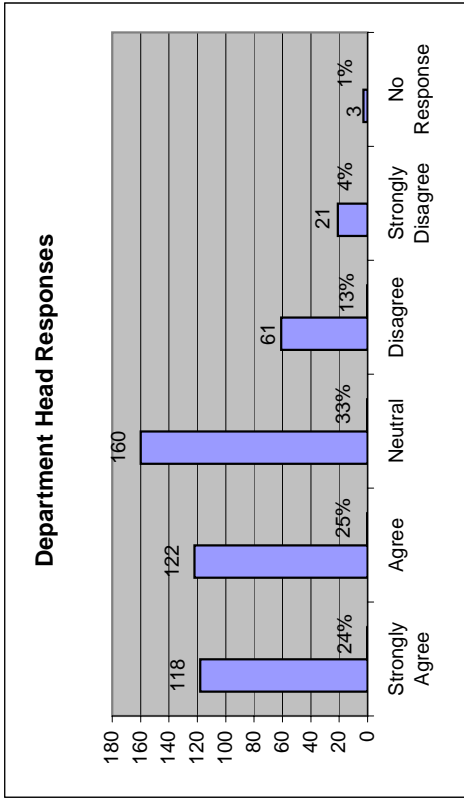
Question 14: A merit pay system would improve employee recruitment, retention and morale.

| | Dept. Head | Elected Off. | Appd. Official | None | Total | % |
|-------------------|------------|--------------|----------------|-----------|------------|-------------|
| Strongly Agree | 222 | 90 | 10 | 10 | 332 | 45% |
| Agree | 131 | 49 | 7 | 9 | 196 | 27% |
| Neutral | 72 | 25 | 5 | 2 | 104 | 14% |
| Disagree | 33 | 18 | 2 | 4 | 57 | 8% |
| Strongly Disagree | 22 | 15 | 2 | 1 | 40 | 5% |
| No Response | 5 | 1 | 0 | 2 | 8 | 1% |
| Total | 485 | 198 | 26 | 28 | 737 | 100% |



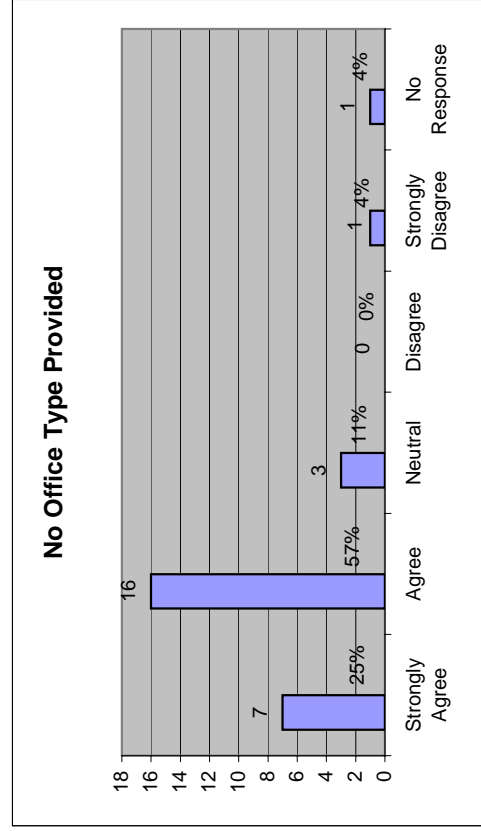
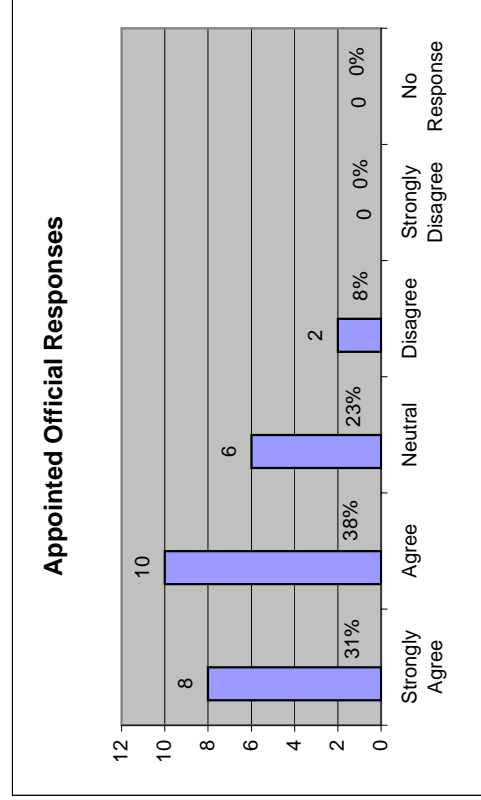
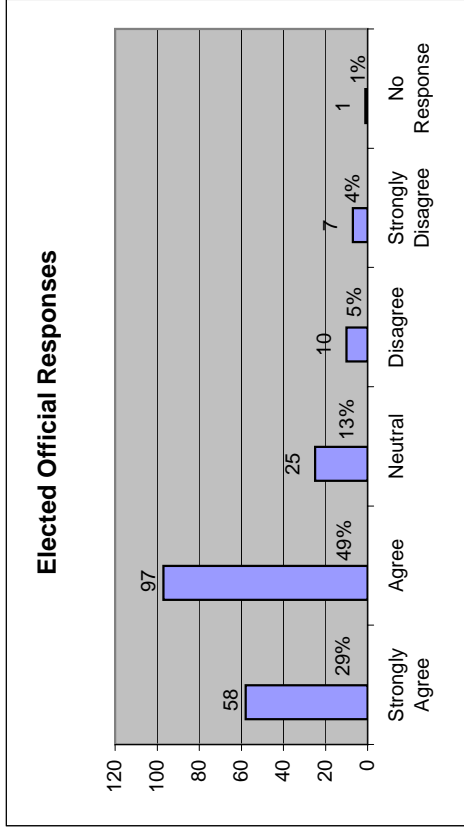
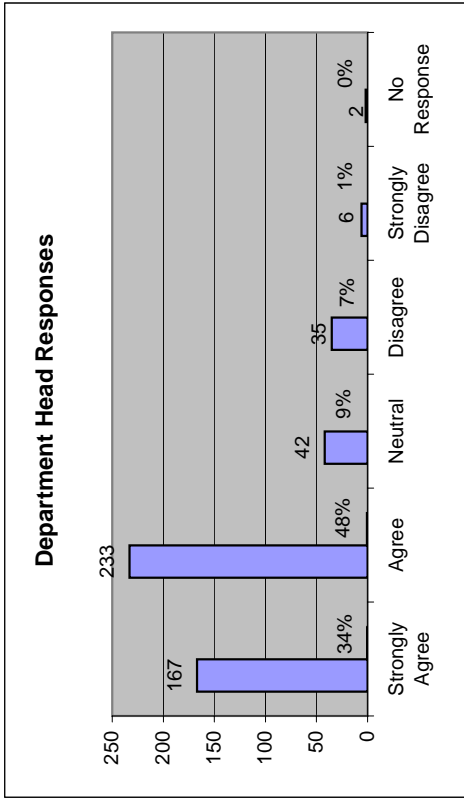
Question 15: A more flexible work schedule would improve my department's performance.

| | Dept. Head | Elected Off. | Appd. Official | None | Total | % |
|-------------------|------------|--------------|----------------|-----------|------------|-------------|
| Strongly Agree | 118 | 39 | 8 | 6 | 171 | 23% |
| Agree | 122 | 64 | 4 | 8 | 198 | 27% |
| Neutral | 160 | 64 | 9 | 10 | 243 | 33% |
| Disagree | 61 | 22 | 4 | 1 | 88 | 12% |
| Strongly Disagree | 21 | 6 | 1 | 2 | 30 | 4% |
| No Response | 3 | 3 | 0 | 1 | 7 | 1% |
| Total | 485 | 198 | 26 | 28 | 737 | 100% |



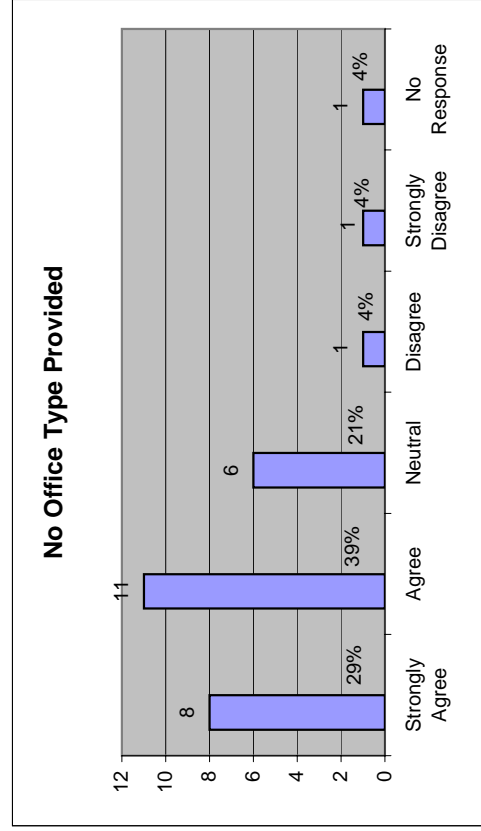
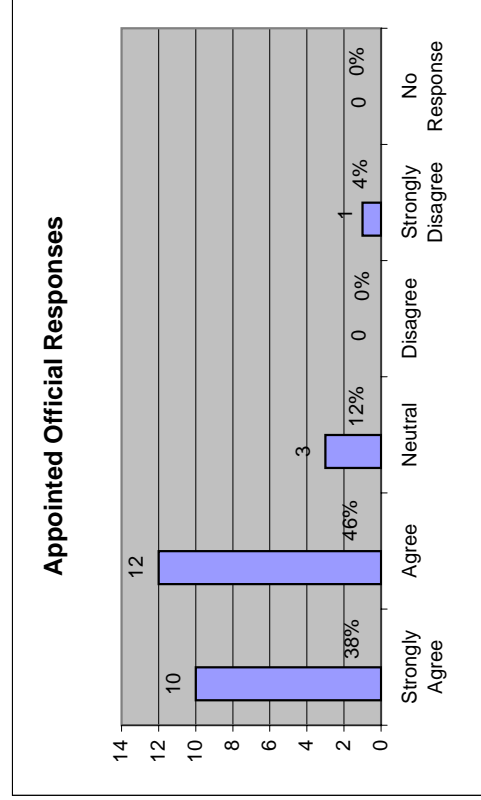
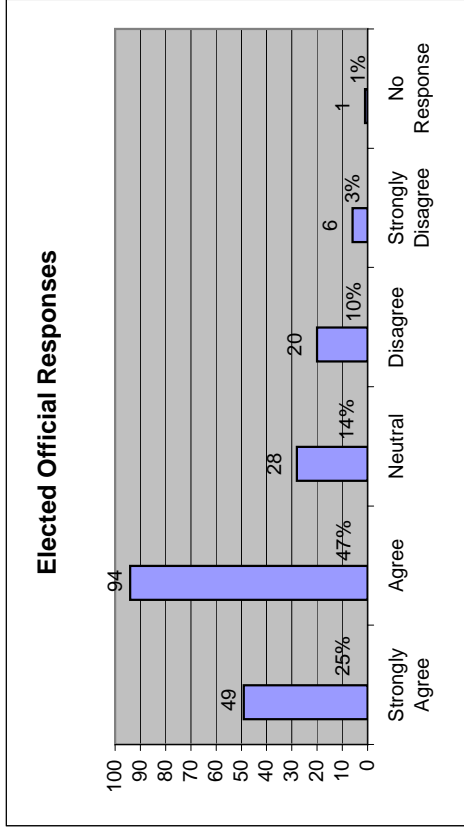
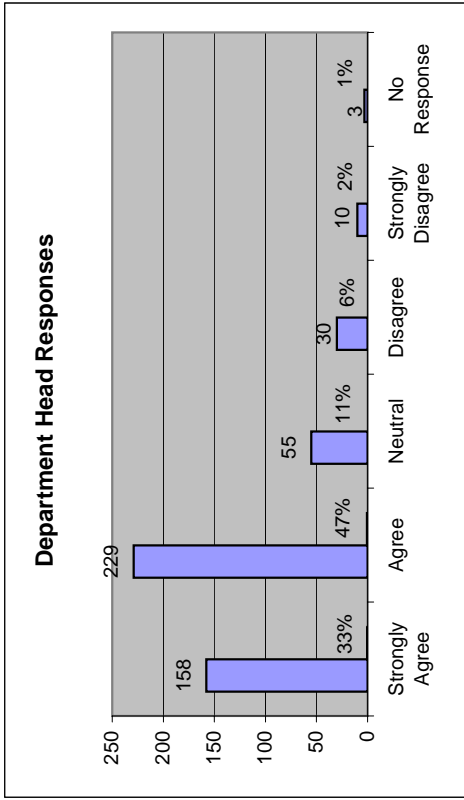
Question 16: I have the materials and equipment required to do my job.

| | Dept. Head | Elected Off. | Appd. Official | None | Total | % |
|-------------------|------------|--------------|----------------|-----------|------------|-------------|
| Strongly Agree | 167 | 58 | 8 | 7 | 240 | 33% |
| Agree | 233 | 97 | 10 | 16 | 356 | 48% |
| Neutral | 42 | 25 | 6 | 3 | 76 | 10% |
| Disagree | 35 | 10 | 2 | 0 | 47 | 6% |
| Strongly Disagree | 6 | 7 | 0 | 1 | 14 | 2% |
| No Response | 2 | 1 | 0 | 1 | 4 | 1% |
| Total | 485 | 198 | 26 | 28 | 737 | 100% |



Question 17: I have access to the appropriate information technology/computer resources required to do my job.

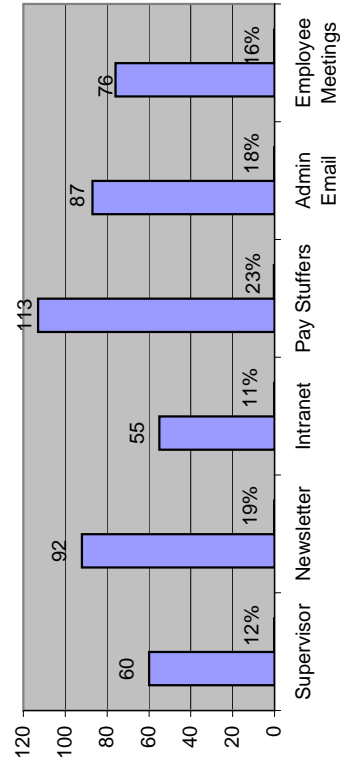
| | Dept. Head | Elected Off. | Appd. Official | None | Total | % |
|-------------------|------------|--------------|----------------|-----------|------------|-------------|
| Strongly Agree | 158 | 49 | 10 | 8 | 225 | 31% |
| Agree | 229 | 94 | 12 | 11 | 346 | 47% |
| Neutral | 55 | 28 | 3 | 6 | 92 | 12% |
| Disagree | 30 | 20 | 0 | 1 | 51 | 7% |
| Strongly Disagree | 10 | 6 | 1 | 1 | 18 | 2% |
| No Response | 3 | 1 | 0 | 1 | 5 | 1% |
| Total | 485 | 198 | 26 | 28 | 737 | 100% |



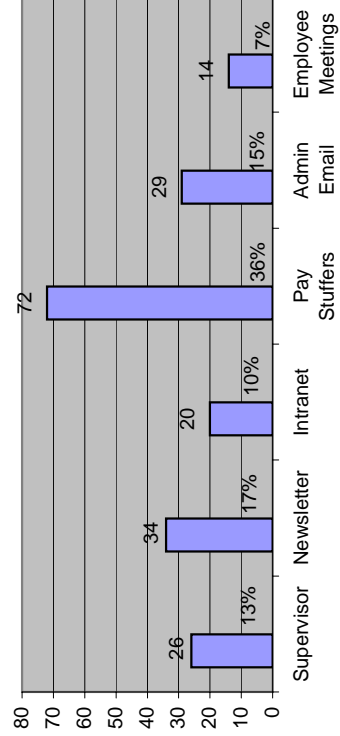
Question 19: What is the best way for you to receive information regarding benefits, programs and changes?

| | Dept. Head | Elected Off. | Appd. Official | None | Total | % |
|-------------------|------------|--------------|----------------|-----------|------------|-------------|
| Supervisor | 60 | 26 | 1 | 3 | 90 | 12% |
| Newsletter | 92 | 34 | 4 | 2 | 132 | 18% |
| Intranet | 55 | 20 | 2 | 0 | 77 | 10% |
| Pay Staffers | 113 | 72 | 9 | 5 | 199 | 27% |
| Admin Email | 87 | 29 | 6 | 0 | 122 | 17% |
| Employee Meetings | 76 | 14 | 4 | 3 | 97 | 13% |
| No Response | 2 | 3 | 0 | 15 | 20 | 3% |
| Total | 485 | 198 | 26 | 28 | 737 | 100% |

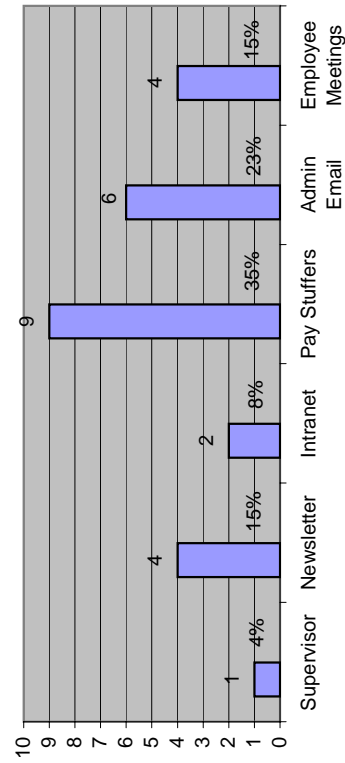
Department Head Responses



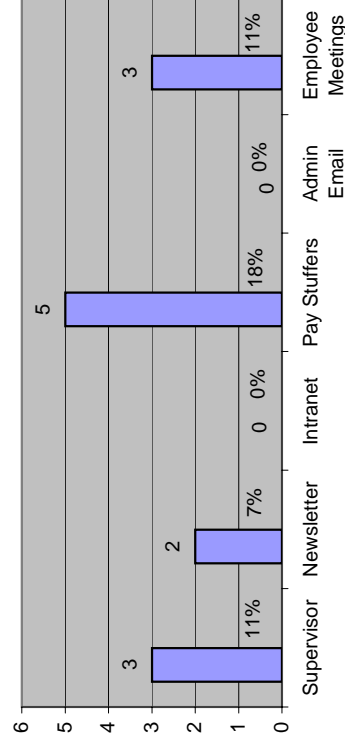
Elected Official Responses



Appointed Official Responses

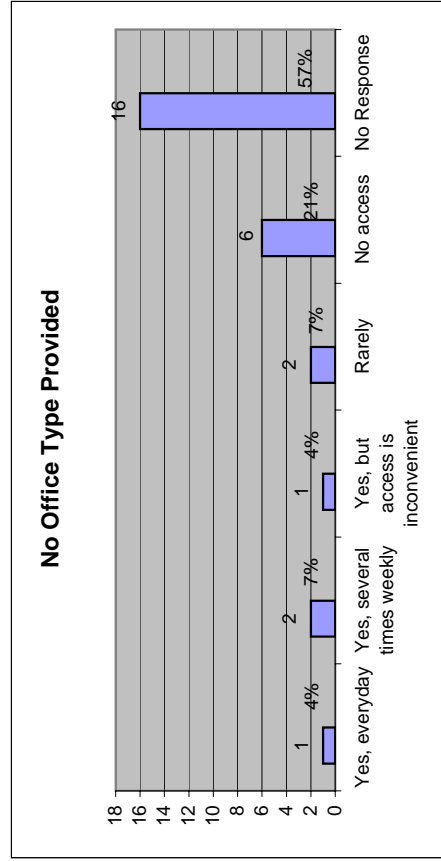
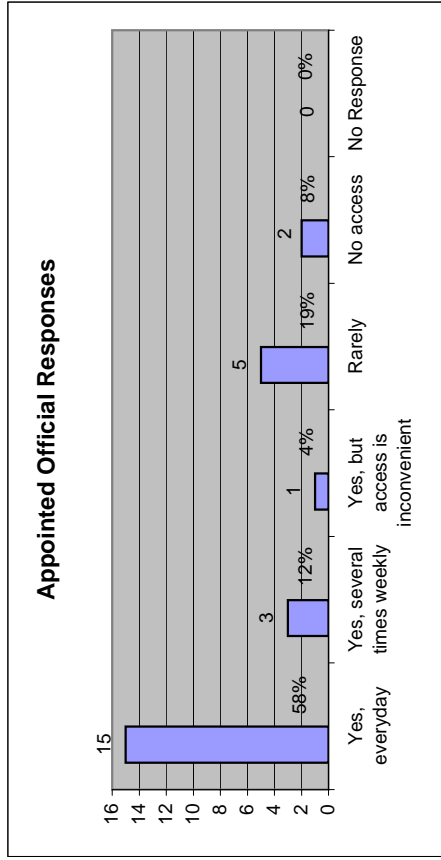
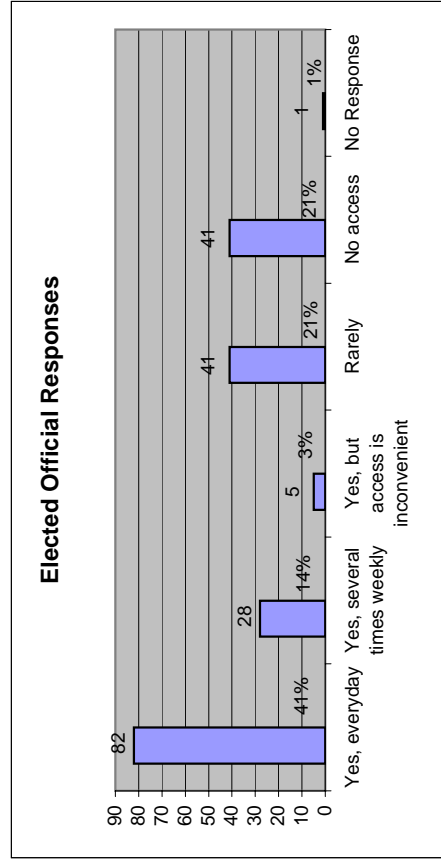
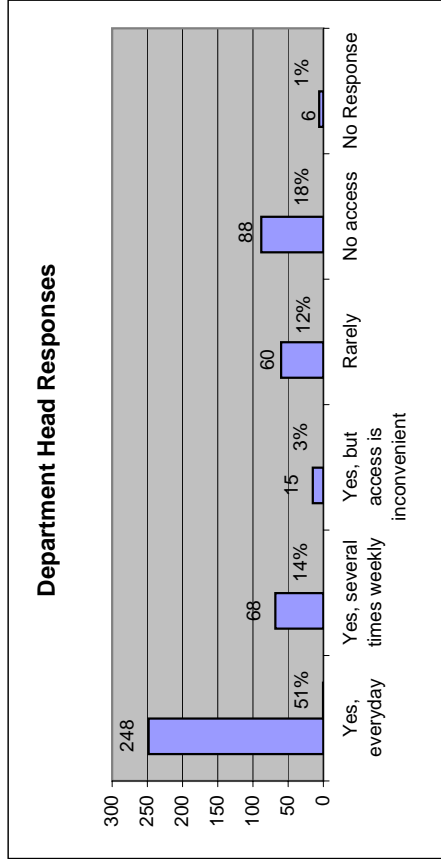


No Office Type Provided



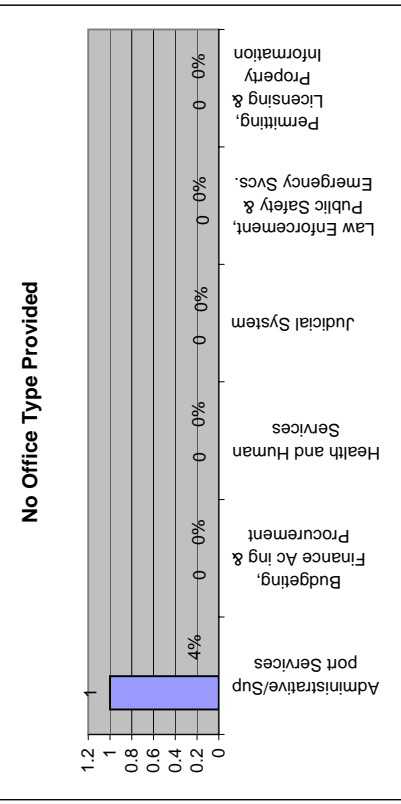
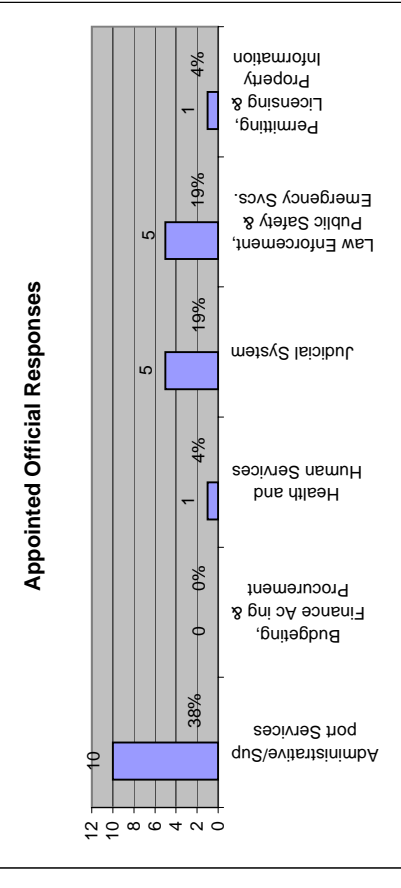
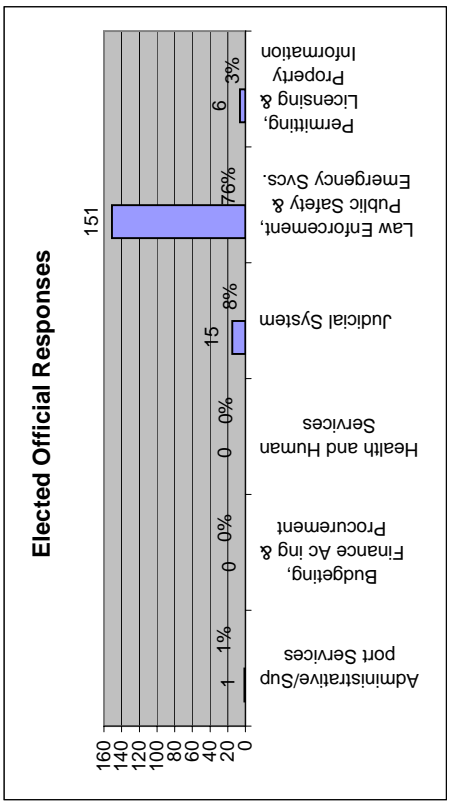
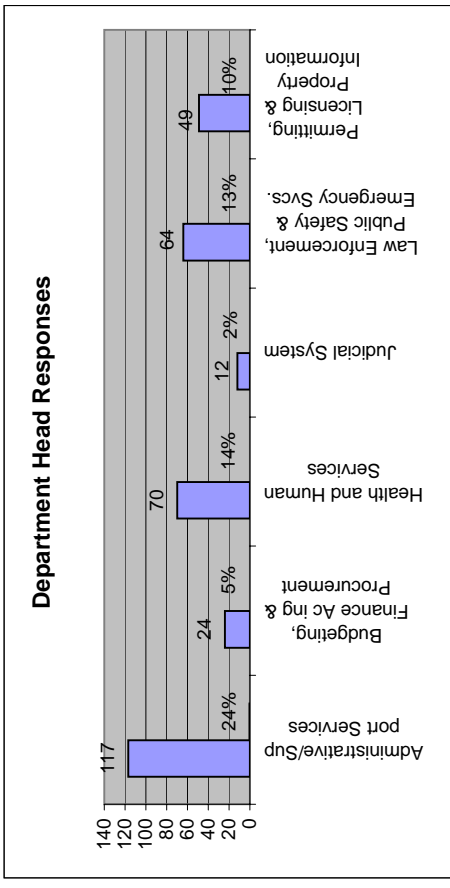
Question 20: Do you access and use the county e-mail and/or Intranet?

| | Dept. Head | Elected Off. | Appd. Official | None | Total | % |
|---------------------------------|------------|--------------|----------------|-----------|------------|-------------|
| Yes, everyday | 248 | 82 | 15 | 1 | 346 | 47% |
| Yes, several times weekly | 68 | 28 | 3 | 2 | 101 | 14% |
| Yes, but access is inconvenient | 15 | 5 | 1 | 1 | 22 | 3% |
| Rarely | 60 | 41 | 5 | 2 | 108 | 15% |
| No access | 88 | 41 | 2 | 6 | 137 | 19% |
| No Response | 6 | 1 | 0 | 16 | 23 | 3% |
| Total | 485 | 198 | 26 | 28 | 737 | 100% |



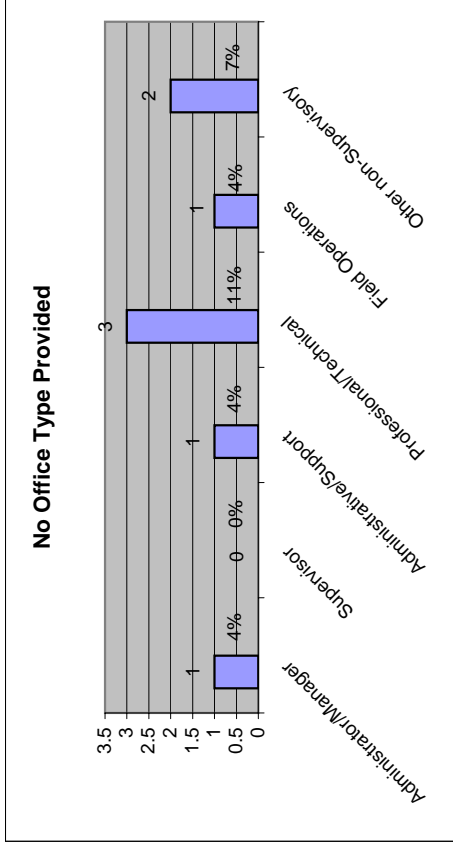
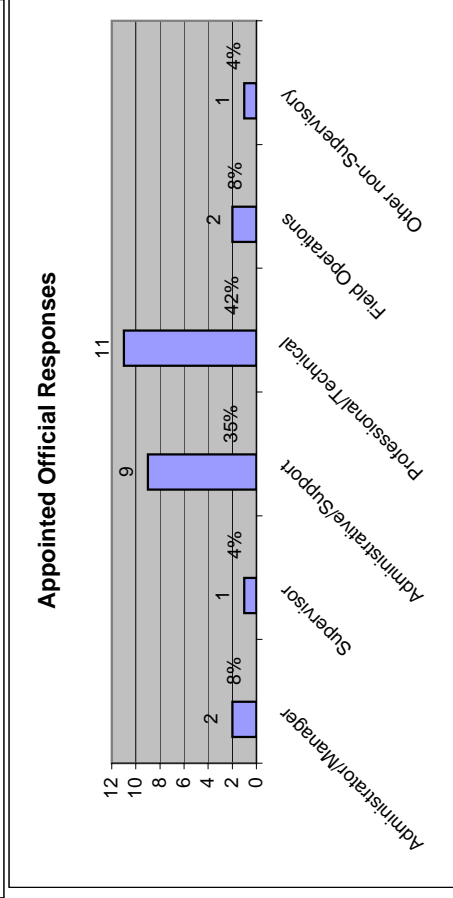
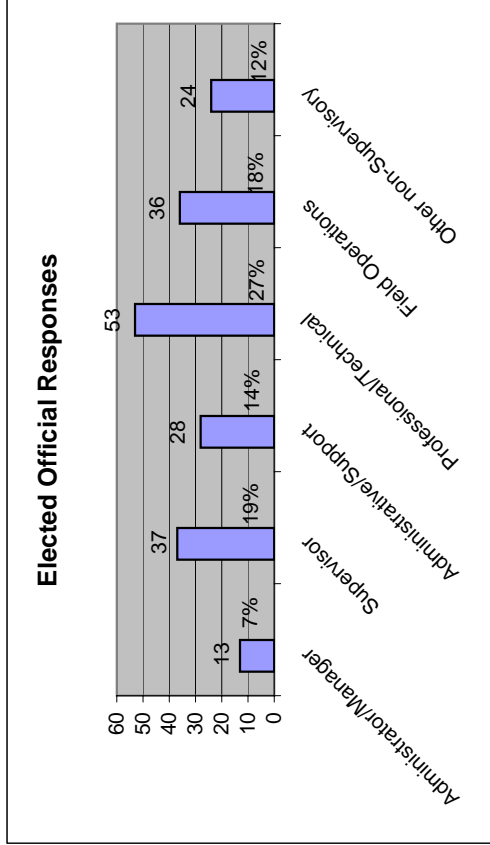
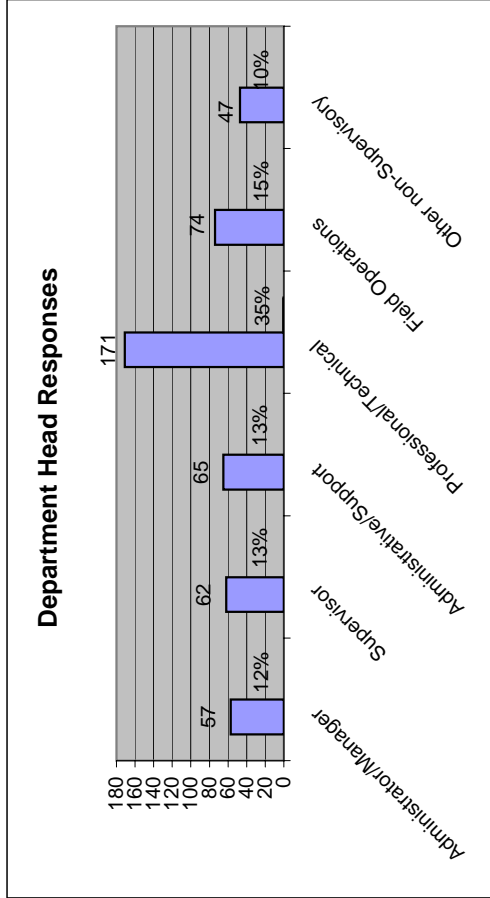
Question 21: Identify the general area of County Government where you work.

| | Dept. Head | Elected Off. | Appd. Official | None | Total | % |
|--|------------|--------------|----------------|-----------|------------|-------------|
| Administrative/Support Services | 117 | 1 | 10 | 1 | 129 | 18% |
| Budgeting, Finance Ac ing & Procurement | 24 | 0 | 0 | 0 | 24 | 3% |
| Health and Human Services | 70 | 0 | 1 | 0 | 71 | 10% |
| Judicial System | 12 | 15 | 5 | 0 | 32 | 4% |
| Law Enforcement, Public Safety & Emergency Svcs. | 64 | 151 | 5 | 0 | 220 | 30% |
| Permitting, Licensing & Property Information | 49 | 6 | 1 | 0 | 56 | 8% |
| Public Works, Solid Waste-Recycling | 81 | 1 | 1 | 0 | 83 | 11% |
| Tax System | 30 | 22 | 1 | 0 | 53 | 7% |
| Other | 32 | 2 | 2 | 4 | 40 | 5% |
| No Response | 6 | 0 | 0 | 23 | 29 | 4% |
| Total | 485 | 198 | 26 | 28 | 737 | 100% |



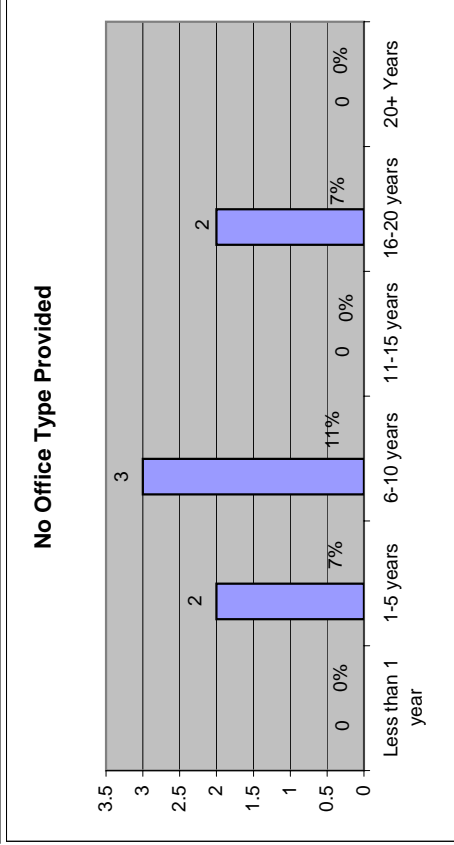
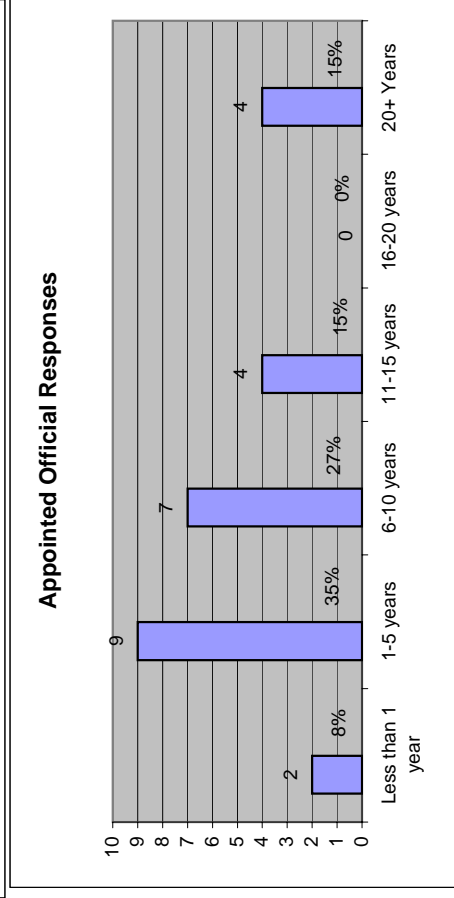
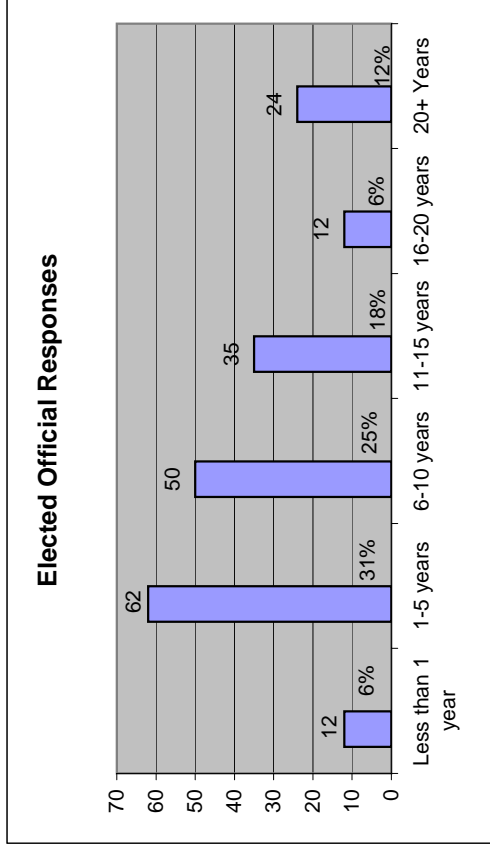
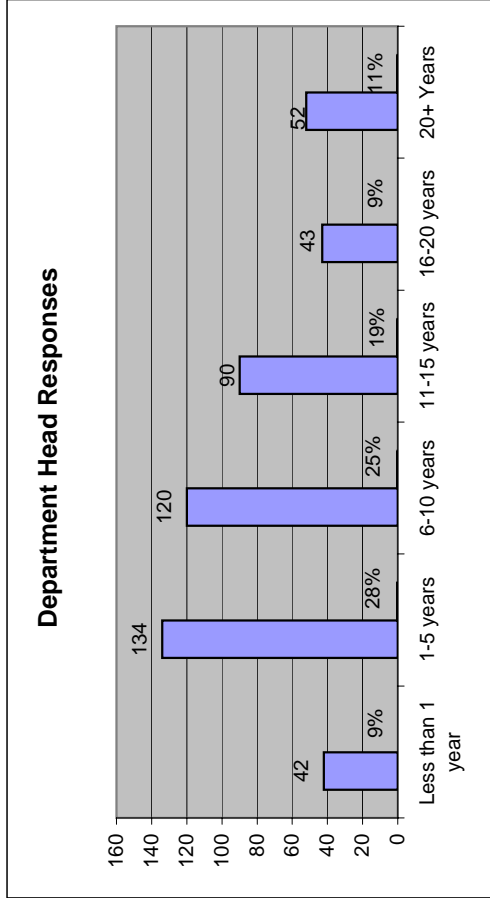
Question 23: Can your position with the County best be described as:

| | Dept. Head | Elected Off. | Appd. Official | None | Total | % |
|------------------------|------------|--------------|----------------|-----------|------------|-------------|
| Administrator/Manager | 57 | 13 | 2 | 1 | 73 | 10% |
| Supervisor | 62 | 37 | 1 | 0 | 100 | 14% |
| Administrative/Support | 65 | 28 | 9 | 1 | 103 | 14% |
| Professional/Technical | 171 | 53 | 11 | 3 | 238 | 32% |
| Field Operations | 74 | 36 | 2 | 1 | 113 | 15% |
| Other non-Supervisory | 47 | 24 | 1 | 2 | 74 | 10% |
| No Response | 8 | 6 | 0 | 20 | 34 | 5% |
| Total | 484 | 197 | 26 | 28 | 735 | 100% |



Question 24: How many years have you worked for Charleston County?

| | Dept. Head | Elected Off. | Appd. Official | None | Total | % |
|------------------|------------|--------------|----------------|-----------|------------|-------------|
| Less than 1 year | 42 | 12 | 2 | 0 | 56 | 8% |
| 1-5 years | 134 | 62 | 9 | 2 | 207 | 28% |
| 6-10 years | 120 | 50 | 7 | 3 | 180 | 24% |
| 11-15 years | 90 | 35 | 4 | 0 | 129 | 18% |
| 16-20 years | 43 | 12 | 0 | 2 | 57 | 8% |
| 20+ Years | 52 | 24 | 4 | 0 | 80 | 11% |
| No Response | 3 | 3 | 0 | 21 | 27 | 4% |
| Total | 484 | 198 | 26 | 28 | 736 | 100% |



Special Reports

Q. 22 Breakdown of responses by type of office

Elected officials: 198 responses out of possible 961 = 21 percent response rate

Appointed Officials: 26 responses out of possible 147 = 18 percent response rate

Department Head: 485 responses out of possible 1068 = 45 percent response rate

Q. 24 Years of service

Less than 1 year: 56 responses out of possible 344 = 16 percent response rate

1 – 5 years: 207 responses out of possible 738 = 28 percent response rate

6 – 10 years: 180 responses out of possible 520 = 35 percent response rate

11 – 15 years: 129 responses out of possible 341 = 38 percent response rate

16 – 20 years: 57 responses out of possible 196 = 29 percent response rate

20+ years: 80 responses out of possible 205 = 39 percent response rate

Note: Total possible responses for Q. 24 includes several groups NOT surveyed: Crossing Guards, County Council, COG, Awendaw Fire. This accounts for the difference in total between these two questions.

Years of service as percent of total workforce

Less than 1 year: $344/2344 = 15$ percent

1 – 5 years: $738/2344 = 31$ percent

6 – 10 years: $520/2344 = 22$ percent

11 – 15 years: $341/2344 = 15$ percent

16 – 20 years: $196/2344 = 8$ percent

20+ years: $205/2344 = 9$ percent

Charleston County MAP Commission Employee Opinion Survey Results

Analysis of Responses

| <i>Highest Scores</i> | <i>% favorable</i> |
|--|---------------------------|
| # 4 I know what's expected of me in my job | 93% |
| # 3 I understand the mission of my department | 90 |
| # 1 I am pleased with my decision to work for Chas County government | 89 |
| # 8 My department does a good job in customer service | 86 |
| # 6 I receive the appropriate amount of supervision | 85 |
| # 2 I understand the mission of Chas County government | 83 |
| # 16 I have the materials and equipment required to do my job | 82 |
| # 17 I have access to the appropriate information tech/computer resources to do my job | 78 |
| # 12 I see areas in my department or county government that could be improved | 76 |
| # 10 My supervisor/department head encourages communication, which allows me to do my job better | 75 |
| # 14 A merit pay system would improve employee recruitment, retention and morale | 73 |
| # 5 My work performance is evaluated fairly | 72 |

| <i>Lowest Scores</i> | <i>% favorable</i> |
|--|---------------------------|
| # 15 A more flexible work schedule would improve my department's performance | 51* |
| # 11 My supervisor/department head is receptive to ideas to improve operations and service | 63 |
| # 7 My supervisor/department head encourages changes that could save money | 69 |
| # 9 My department is managed effectively | 69 |

* 34% neutral

CHARLESTON COUNTY MAP COMMISSION
Results of Employee Survey – Most Common HR-Related Comments

Pay

1. Adequacy of pay
2. Salary compression (newer hires earn more than employees with greater tenure)
3. Merit/pay for performance
4. Longevity pay
5. STAR program – criticism

Communication

1. Not clear on what other departments do
2. Employees not given enough opportunity to provide input to decisions

Teamwork/Coordination

1. Could be improved between departments

Training

1. Especially for supervisors/managers
2. To support introduction of new technology

Working Conditions

1. Wider use of flexible scheduling to accommodate customers and employee work/life balance needs
2. Greater attention paid to adherence to safety requirements

Management

1. Complaints of micromanagement, favoritism, nepotism
2. Too many layers of management (1 on 1; 1 on 2, etc.)
3. Management style issues (autocratic; “absent”)

Staffing

1. Some areas understaffed
2. Some areas overstaffed

Performance evaluations

1. Not consistent
2. Not fair

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