

THE NESTM

The National Employee SurveyTM

Los Alamos County, NM

Technical Appendices

2020



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Contents

Appendix A: Complete Survey Responses1
Appendix B: Benchmark Comparisons..... 15
Appendix C: Survey Background and Methodology..... 19
Appendix D: Survey Materials..... 22



The NES is presented by NRC in collaboration with ICMA.

NRC is a charter member of the AAPOR Transparency Initiative, providing clear disclosure of our sound and ethical survey research practices.

Appendix A: Complete Survey Responses

Responses excluding “don’t know”

The following pages contain a complete set of responses to each question on the survey, excluding the “don’t know” responses. The percent of respondents giving a particular response is shown followed by the number of respondents (denoted with “N=”).

Table 1: Question 1

How likely or unlikely you are to recommend working for Los Alamos County to someone who asks?	Percent	Number
Very likely	62%	N=169
Somewhat likely	32%	N=87
Somewhat unlikely	4%	N=10
Very unlikely	2%	N=5
Total	100%	N=271

Table 2: Question 2

Please rate the extent to which you agree or disagree with the following statements about your job working for Los Alamos County.	Strongly agree		Somewhat agree		Somewhat disagree		Strongly disagree		Total	
Overall, I am satisfied with my job	55%	N=149	36%	N=97	7%	N=19	3%	N=7	100%	N=272
Overall, I feel positive about working for Los Alamos County	58%	N=156	30%	N=81	9%	N=24	2%	N=6	100%	N=267
Overall, I think Los Alamos County is a good employer	64%	N=171	28%	N=75	6%	N=15	3%	N=8	100%	N=269
I plan on working for this organization a year from now	77%	N=192	18%	N=45	1%	N=3	3%	N=8	100%	N=248
I feel that my workload is manageable most of the time	55%	N=149	31%	N=84	11%	N=30	3%	N=9	100%	N=272
On average, I could take on a heavier workload than I currently have	16%	N=42	24%	N=63	35%	N=91	24%	N=63	100%	N=259
I gain satisfaction from my current job responsibilities	54%	N=148	35%	N=95	8%	N=21	3%	N=8	100%	N=272
I feel positively challenged in my current job	53%	N=143	31%	N=84	12%	N=33	4%	N=10	100%	N=270
The mission and vision of Los Alamos County make me feel my job is important	47%	N=120	33%	N=85	11%	N=27	9%	N=22	100%	N=254
I have good friends at work	44%	N=117	43%	N=114	10%	N=27	2%	N=6	100%	N=264
I know what is expected of me at work	62%	N=167	29%	N=79	7%	N=20	2%	N=5	100%	N=271
I have the opportunity to do what I do best every day at work	49%	N=134	36%	N=97	11%	N=30	4%	N=10	100%	N=271
My values match or fit with the values of this organization	50%	N=134	39%	N=105	8%	N=20	3%	N=7	100%	N=266
My co-workers are committed to doing quality work	46%	N=124	36%	N=97	12%	N=32	6%	N=15	100%	N=268
I have received recognition or praise for doing good work in the last seven days	39%	N=101	28%	N=73	17%	N=44	16%	N=40	100%	N=258
In the last six months, someone at work has talked to me about my progress	45%	N=118	29%	N=76	14%	N=36	13%	N=34	100%	N=264

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Table 3: Question 3

Please rate the quality of each of the following aspects of Los Alamos County.	Excellent		Good		Fair		Poor		Total	
The working relationships at Los Alamos County overall	34%	N=91	41%	N=111	19%	N=51	6%	N=15	100%	N=268
Communication among all staff overall	17%	N=45	41%	N=110	30%	N=82	12%	N=33	100%	N=270
Collaboration among all staff overall	19%	N=52	43%	N=115	25%	N=66	13%	N=35	100%	N=268
The work being done at Los Alamos County overall	32%	N=85	48%	N=127	16%	N=44	4%	N=11	100%	N=267
Overall staff morale	17%	N=44	42%	N=113	26%	N=69	15%	N=40	100%	N=266
The Los Alamos County's reputation among staff	23%	N=61	44%	N=116	22%	N=58	11%	N=30	100%	N=265
A respectful atmosphere	32%	N=87	41%	N=110	21%	N=56	6%	N=15	100%	N=268
Communicating standards of ethical behavior	33%	N=87	42%	N=112	17%	N=45	9%	N=23	100%	N=267
Modeling standards of ethical behavior	28%	N=75	44%	N=119	17%	N=45	11%	N=29	100%	N=268
Maintaining a work environment that is free of violence or harassment	46%	N=123	35%	N=92	13%	N=35	6%	N=15	100%	N=265
Maintaining a work environment that is free of drug or alcohol abuse	63%	N=163	28%	N=73	7%	N=17	2%	N=6	100%	N=259
Work-life balance for staff	34%	N=91	41%	N=109	17%	N=45	8%	N=22	100%	N=267
Clarity of staff roles and responsibilities	30%	N=80	39%	N=103	21%	N=57	10%	N=26	100%	N=266
Employee appreciation	26%	N=69	36%	N=95	25%	N=66	13%	N=34	100%	N=264
Effectiveness of meetings and meeting schedule	22%	N=59	37%	N=97	25%	N=67	16%	N=42	100%	N=265
The overall skill set of staff	37%	N=99	47%	N=125	12%	N=32	4%	N=12	100%	N=268
Accuracy of performance evaluations	25%	N=61	42%	N=105	21%	N=51	13%	N=31	100%	N=248
Compensation (salary, benefits and incentives/bonuses) compared with similar opportunities	29%	N=77	40%	N=106	18%	N=47	13%	N=33	100%	N=263
Benefits overall (vacation, sick leave, health care, retirement plan, etc.)	49%	N=129	35%	N=92	11%	N=28	6%	N=15	100%	N=264
Connection between compensation and performance	27%	N=70	39%	N=102	19%	N=50	16%	N=41	100%	N=263
Dealing with low-performing employees	9%	N=21	28%	N=66	31%	N=73	32%	N=77	100%	N=237
Recognizing high-performing employees	18%	N=46	38%	N=95	25%	N=62	20%	N=50	100%	N=253
Defining performance objectives	22%	N=58	42%	N=108	24%	N=63	12%	N=30	100%	N=259
Applying discipline fairly and consistently	17%	N=41	35%	N=84	26%	N=63	23%	N=55	100%	N=243
Supporting continual learning and development	34%	N=90	39%	N=105	20%	N=52	7%	N=19	100%	N=266
Availability of opportunities for employees to develop knowledge and skills	31%	N=83	42%	N=111	18%	N=47	9%	N=25	100%	N=266
Coaching or mentoring employees	21%	N=55	36%	N=95	27%	N=70	16%	N=43	100%	N=263
Opportunities for promotion	16%	N=41	33%	N=86	27%	N=69	24%	N=61	100%	N=257
Opportunities to develop a career path	20%	N=52	37%	N=95	24%	N=62	19%	N=48	100%	N=257
Work schedule flexibility	36%	N=96	35%	N=94	17%	N=46	11%	N=30	100%	N=266
Availability of necessary materials, resources and equipment to do the job effectively	39%	N=104	43%	N=114	13%	N=33	5%	N=13	100%	N=264
Providing individual and group work spaces to do the job effectively	40%	N=104	45%	N=118	12%	N=32	3%	N=9	100%	N=263

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Table 4: Question 4

Please rate the quality of each of the following aspects of your work group.	Excellent		Good		Fair		Poor		Total	
	%	N	%	N	%	N	%	N	%	N
The working relationships in my work group overall	41%	N=110	46%	N=123	10%	N=26	4%	N=11	100%	N=270
Communication among all staff in my work group overall	34%	N=92	42%	N=114	17%	N=46	6%	N=17	100%	N=269
Collaboration among all staff in my work group overall	38%	N=101	41%	N=108	17%	N=44	5%	N=12	100%	N=265
The quality of work being done in my work group overall	44%	N=119	46%	N=123	7%	N=19	3%	N=8	100%	N=269
Overall staff morale in my work group	29%	N=78	43%	N=115	18%	N=49	9%	N=25	100%	N=267

Table 5: Question 5

Please rate each of the following aspects of your SUPERVISOR'S performance.	Excellent		Good		Fair		Poor		Total	
	%	N	%	N	%	N	%	N	%	N
Fostering an atmosphere of mutual trust and confidence	37%	N=98	38%	N=99	18%	N=46	7%	N=19	100%	N=262
Promoting a positive working relationship among work group members	40%	N=106	36%	N=95	16%	N=42	8%	N=20	100%	N=263
Providing specific, constructive feedback that helps improve performance	33%	N=86	36%	N=92	21%	N=53	10%	N=27	100%	N=258
Working together with employees to set goals	36%	N=94	36%	N=94	16%	N=42	12%	N=30	100%	N=260
Communicating expectations of employees	35%	N=90	38%	N=98	17%	N=45	10%	N=26	100%	N=259
Informing employees about decisions that impact work	36%	N=94	36%	N=92	17%	N=44	11%	N=28	100%	N=258
Providing recognition for doing good work	38%	N=97	34%	N=88	17%	N=43	12%	N=30	100%	N=258
Treating employees with respect	53%	N=140	30%	N=80	10%	N=27	7%	N=18	100%	N=265
Welcoming employee involvement in decision-making	40%	N=104	33%	N=85	14%	N=37	13%	N=33	100%	N=259

Table 6: Question 6

Please rate the quality of each of the following aspects of Los Alamos County's executive leadership (department directors).	Excellent		Good		Fair		Poor		Total	
	%	N	%	N	%	N	%	N	%	N
Communicating an inspiring vision	24%	N=60	37%	N=94	22%	N=57	17%	N=43	100%	N=254
Clarity of strategic direction, goals and objectives	23%	N=58	43%	N=111	21%	N=53	14%	N=35	100%	N=257
Strength of shared understanding among employees of what the organization is supposed to do	23%	N=60	45%	N=116	21%	N=53	11%	N=29	100%	N=258
Communicating information in a timely manner	23%	N=61	42%	N=108	23%	N=61	12%	N=30	100%	N=260
Communicating information that helps employees to understand the problems and issues facing the County	24%	N=63	37%	N=96	22%	N=57	16%	N=42	100%	N=258
Encouraging employees to come up with innovative solutions to problems	21%	N=54	40%	N=104	23%	N=58	16%	N=41	100%	N=257
Listening to employee opinions	25%	N=62	33%	N=81	22%	N=54	21%	N=52	100%	N=249
Speed of response to important issues or change	24%	N=61	35%	N=91	24%	N=63	17%	N=43	100%	N=258
Modeling a high standard	32%	N=82	38%	N=98	18%	N=47	12%	N=31	100%	N=258
Managing costs responsibly and logically	31%	N=77	43%	N=105	19%	N=46	8%	N=19	100%	N=247
Overall level of confidence in the leadership of Los Alamos County	28%	N=74	42%	N=110	15%	N=40	14%	N=37	100%	N=261

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Table 7: Question 7

Please rate the QUALITY of each of the following support services in Los Alamos County.	Excellent		Good		Fair		Poor		Total	
	%	N	%	N	%	N	%	N	%	N
Custodial cleaning services	44%	N=112	40%	N=101	13%	N=33	4%	N=9	100%	N=255
Maintenance and repair services	29%	N=73	38%	N=97	25%	N=63	9%	N=22	100%	N=255
Facilities management services overall	29%	N=73	36%	N=92	23%	N=59	12%	N=30	100%	N=254
Fleet maintenance services overall	37%	N=78	43%	N=89	13%	N=28	7%	N=14	100%	N=209
Recruitment services	25%	N=59	39%	N=92	21%	N=50	14%	N=33	100%	N=234
Benefits administration	36%	N=91	48%	N=123	13%	N=32	4%	N=10	100%	N=256
Training services	23%	N=58	45%	N=114	25%	N=62	7%	N=18	100%	N=252
Human resources services overall	23%	N=59	46%	N=119	19%	N=50	12%	N=32	100%	N=260
Radio systems	18%	N=25	47%	N=65	20%	N=28	14%	N=20	100%	N=138
Telephone systems	26%	N=66	46%	N=116	21%	N=53	6%	N=15	100%	N=250
Network services	22%	N=57	48%	N=124	19%	N=48	11%	N=28	100%	N=257
Application services	24%	N=57	45%	N=109	20%	N=48	11%	N=26	100%	N=240
Desktop / Help Desk services	28%	N=69	43%	N=108	19%	N=47	10%	N=26	100%	N=250
General information technology (IT) services overall	24%	N=64	44%	N=116	17%	N=46	14%	N=37	100%	N=263
Procurement services overall	24%	N=57	46%	N=108	21%	N=48	9%	N=20	100%	N=233
Finance services overall (which could include payroll, budgeting, etc.)	38%	N=98	44%	N=111	11%	N=29	7%	N=17	100%	N=255
Warehouse services overall	32%	N=72	47%	N=105	16%	N=37	5%	N=11	100%	N=225
Risk management (worker's comp and safety) services overall	23%	N=52	49%	N=109	19%	N=43	9%	N=19	100%	N=223
Attorney's Office services overall	36%	N=70	51%	N=100	8%	N=16	6%	N=11	100%	N=197
Overall County internal services	24%	N=60	51%	N=127	21%	N=51	4%	N=9	100%	N=247

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Table 8: Question 8

Please rate the TIMELINESS of each of the following support services in Los Alamos County.	Excellent		Good		Fair		Poor		Total	
	%	N	%	N	%	N	%	N	%	N
Custodial cleaning services	42%	N=103	41%	N=102	14%	N=35	3%	N=8	100%	N=248
Maintenance and repair services	20%	N=50	40%	N=101	25%	N=62	15%	N=37	100%	N=250
Facilities management services overall	22%	N=53	36%	N=87	25%	N=61	17%	N=42	100%	N=243
Fleet maintenance services overall	32%	N=62	47%	N=92	15%	N=29	6%	N=11	100%	N=194
Recruitment services	24%	N=55	39%	N=90	20%	N=45	17%	N=38	100%	N=228
Benefits administration	34%	N=85	53%	N=131	9%	N=22	4%	N=9	100%	N=247
Training services	25%	N=60	49%	N=115	19%	N=44	8%	N=18	100%	N=237
Human resources services overall	22%	N=57	48%	N=122	19%	N=47	11%	N=28	100%	N=254
Radio systems	23%	N=31	44%	N=58	22%	N=29	11%	N=15	100%	N=133
Telephone systems	26%	N=60	50%	N=116	18%	N=43	6%	N=14	100%	N=233
Network services	21%	N=52	50%	N=121	18%	N=45	11%	N=26	100%	N=244
Application services	23%	N=51	48%	N=106	18%	N=40	11%	N=24	100%	N=221
Desktop / Help Desk services	26%	N=65	42%	N=103	18%	N=44	14%	N=35	100%	N=247
General information technology (IT) services overall	22%	N=55	46%	N=118	19%	N=47	13%	N=34	100%	N=254
Procurement services overall	23%	N=53	43%	N=97	24%	N=54	11%	N=24	100%	N=228
Finance services overall (which could include payroll, budgeting, etc.)	38%	N=94	44%	N=108	14%	N=34	5%	N=12	100%	N=248
Warehouse services overall	30%	N=66	48%	N=105	17%	N=38	4%	N=9	100%	N=218
Risk management (worker's comp and safety) services overall	22%	N=47	54%	N=113	15%	N=32	8%	N=17	100%	N=209
Attorney's Office services overall	28%	N=54	52%	N=99	13%	N=24	8%	N=15	100%	N=192
Overall County internal services	23%	N=56	52%	N=128	21%	N=51	4%	N=10	100%	N=245

Table 9: Question D1

In which County agency or department do you work? (Please choose one.)	Percent	Number
CMO - County Manager, Human Resources and the Attorney's Office	10%	N=25
Elected Official Offices - Clerk's Office, Assessor's Office and Municipal Court	4%	N=11
ASD - Information Management, Records, Finance/Budget & Warehouse/Procurement	10%	N=25
CDD - Building, Housing, Planning and Economic Development	4%	N=9
CSD - Library, Parks, Recreation & Open Space, Aquatics and Social Services	17%	N=44
Public Works	20%	N=52
Police	12%	N=31
Fire	9%	N=22
Utilities	14%	N=37
Total	100%	N=256

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Table 10: Question D2

What is your management status?	Percent	Number
Manager	37%	N=86
Non-manager	63%	N=149
Total	100%	N=235

Table 11: Question D3

What is your exemption status?	Percent	Number
Exempt (not eligible for overtime)	49%	N=119
Non-exempt (eligible for overtime)	51%	N=123
Total	100%	N=242

Table 12: Question D4

Are you employed full time or part time?	Percent	Number
Full time	92%	N=245
Part time	8%	N=20
Total	100%	N=265

Table 13: Question D5

If you do shift work, which is your predominant shift?	Percent	Number
Day	47%	N=115
Evening	3%	N=7
Night	3%	N=7
N/A	47%	N=115
Total	100%	N=244

Table 14: Question D6

Do you live in Los Alamos County?	Percent	Number
Yes	48%	N=124
No	52%	N=133
Total	100%	N=257

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Table 15: Question D7

What is your race? (Check all that apply.)	Percent	Number
White	48%	N=119
Hispanic	44%	N=109
African American	2%	N=4
American Indian or Alaskan native	4%	N=11
Asian, Hawaiian or Pacific Islander	1%	N=3
Other	9%	N=21

Total may exceed 100% as respondents could select more than one option.

Table 16: Question D8

What is your gender?	Percent	Number
Male	58%	N=144
Female	42%	N=103
Total	100%	N=247

Table 17: Question D9

What is your age range?	Percent	Number
20 years or younger	3%	N=7
21 to 30 years	8%	N=19
31 to 40 years	23%	N=55
41 to 50 years	33%	N=80
51 to 60 years	27%	N=66
61 years or older	7%	N=16
Total	100%	N=243

Table 18: Question D10

How many years have you worked for Los Alamos County?	Percent	Number
0 to 5 years	40%	N=102
6 to 10 years	21%	N=53
11 to 15 years	21%	N=54
16 to 20 years	13%	N=34
More than 20 years	6%	N=15
Total	100%	N=258

Responses including “don’t know”

The following pages contain a complete set of responses to each question on the survey, including the “don’t know” responses. The percent of respondents giving a particular response is shown followed by the number of respondents (denoted with “N=”).

Table 19: Question 1

How likely or unlikely you are to recommend working for Los Alamos County to someone who asks?	Percent	Number
Very likely	62%	N=169
Somewhat likely	32%	N=87
Somewhat unlikely	4%	N=10
Very unlikely	2%	N=5
Don't know	1%	N=2
Total	100%	N=273

Table 20: Question 2

Please rate the extent to which you agree or disagree with the following statements about your job working for Los Alamos County.	Strongly agree		Somewhat agree		Somewhat disagree		Strongly disagree		Don't know		Total	
	Percent	N	Percent	N	Percent	N	Percent	N	Percent	N	Percent	N
Overall, I am satisfied with my job	54%	N=149	35%	N=97	7%	N=19	3%	N=7	1%	N=2	100%	N=274
Overall, I feel positive about working for Los Alamos County	58%	N=156	30%	N=81	9%	N=24	2%	N=6	1%	N=3	100%	N=270
Overall, I think Los Alamos County is a good employer	63%	N=171	28%	N=75	6%	N=15	3%	N=8	1%	N=3	100%	N=272
I plan on working for this organization a year from now	71%	N=192	17%	N=45	1%	N=3	3%	N=8	8%	N=21	100%	N=269
I feel that my workload is manageable most of the time	54%	N=149	31%	N=84	11%	N=30	3%	N=9	1%	N=2	100%	N=274
On average, I could take on a heavier workload than I currently have	15%	N=42	23%	N=63	33%	N=91	23%	N=63	5%	N=14	100%	N=273
I gain satisfaction from my current job responsibilities	54%	N=148	35%	N=95	8%	N=21	3%	N=8	1%	N=2	100%	N=274
I feel positively challenged in my current job	52%	N=143	31%	N=84	12%	N=33	4%	N=10	1%	N=4	100%	N=274
The mission and vision of Los Alamos County make me feel my job is important	44%	N=120	31%	N=85	10%	N=27	8%	N=22	6%	N=17	100%	N=271
I have good friends at work	43%	N=117	42%	N=114	10%	N=27	2%	N=6	3%	N=9	100%	N=273
I know what is expected of me at work	61%	N=167	29%	N=79	7%	N=20	2%	N=5	1%	N=3	100%	N=274
I have the opportunity to do what I do best every day at work	49%	N=134	36%	N=97	11%	N=30	4%	N=10	1%	N=2	100%	N=273
My values match or fit with the values of this organization	49%	N=134	38%	N=105	7%	N=20	3%	N=7	3%	N=7	100%	N=273
My co-workers are committed to doing quality work	46%	N=124	36%	N=97	12%	N=32	6%	N=15	1%	N=4	100%	N=272
I have received recognition or praise for doing good work in the last seven days	37%	N=101	27%	N=73	16%	N=44	15%	N=40	5%	N=15	100%	N=273
In the last six months, someone at work has talked to me about my progress	43%	N=118	28%	N=76	13%	N=36	12%	N=34	4%	N=10	100%	N=274

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Table 21: Question 3

Please rate the quality of each of the following aspects of Los Alamos County.	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
The working relationships at Los Alamos County overall	33%	N=91	41%	N=111	19%	N=51	6%	N=15	1%	N=4	100%	N=272
Communication among all staff overall	16%	N=45	40%	N=110	30%	N=82	12%	N=33	1%	N=3	100%	N=273
Collaboration among all staff overall	19%	N=52	42%	N=115	24%	N=66	13%	N=35	1%	N=4	100%	N=272
The work being done at Los Alamos County overall	31%	N=85	47%	N=127	16%	N=44	4%	N=11	2%	N=6	100%	N=273
Overall staff morale	16%	N=44	41%	N=113	25%	N=69	15%	N=40	3%	N=7	100%	N=273
The Los Alamos County's reputation among staff	22%	N=61	42%	N=116	21%	N=58	11%	N=30	3%	N=8	100%	N=273
A respectful atmosphere	32%	N=87	40%	N=110	21%	N=56	5%	N=15	2%	N=5	100%	N=273
Communicating standards of ethical behavior	32%	N=87	41%	N=112	17%	N=45	8%	N=23	2%	N=5	100%	N=272
Modeling standards of ethical behavior	27%	N=75	44%	N=119	16%	N=45	11%	N=29	2%	N=5	100%	N=273
Maintaining a work environment that is free of violence or harassment	46%	N=123	34%	N=92	13%	N=35	6%	N=15	2%	N=5	100%	N=270
Maintaining a work environment that is free of drug or alcohol abuse	60%	N=163	27%	N=73	6%	N=17	2%	N=6	5%	N=13	100%	N=272
Work-life balance for staff	33%	N=91	40%	N=109	17%	N=45	8%	N=22	2%	N=5	100%	N=272
Clarity of staff roles and responsibilities	30%	N=80	38%	N=103	21%	N=57	10%	N=26	1%	N=3	100%	N=269
Employee appreciation	25%	N=69	35%	N=95	24%	N=66	13%	N=34	3%	N=7	100%	N=271
Effectiveness of meetings and meeting schedule	22%	N=59	36%	N=97	25%	N=67	15%	N=42	3%	N=7	100%	N=272
The overall skill set of staff	36%	N=99	46%	N=125	12%	N=32	4%	N=12	1%	N=4	100%	N=272
Accuracy of performance evaluations	23%	N=61	39%	N=105	19%	N=51	11%	N=31	8%	N=22	100%	N=270
Compensation (salary, benefits and incentives/bonuses) compared with similar opportunities	28%	N=77	39%	N=106	17%	N=47	12%	N=33	3%	N=9	100%	N=272
Benefits overall (vacation, sick leave, health care, retirement plan, etc.)	47%	N=129	34%	N=92	10%	N=28	6%	N=15	3%	N=8	100%	N=272
Connection between compensation and performance	26%	N=70	37%	N=102	18%	N=50	15%	N=41	4%	N=10	100%	N=273
Dealing with low-performing employees	8%	N=21	24%	N=66	27%	N=73	28%	N=77	13%	N=34	100%	N=271
Recognizing high-performing employees	17%	N=46	35%	N=95	23%	N=62	19%	N=50	6%	N=17	100%	N=270
Defining performance objectives	21%	N=58	40%	N=108	23%	N=63	11%	N=30	4%	N=11	100%	N=270
Applying discipline fairly and consistently	15%	N=41	31%	N=84	23%	N=63	20%	N=55	10%	N=26	100%	N=269
Supporting continual learning and development	33%	N=90	39%	N=105	19%	N=52	7%	N=19	2%	N=6	100%	N=272
Availability of opportunities for employees to develop knowledge and skills	31%	N=83	41%	N=111	17%	N=47	9%	N=25	2%	N=6	100%	N=272
Coaching or mentoring employees	20%	N=55	35%	N=95	26%	N=70	16%	N=43	3%	N=9	100%	N=272
Opportunities for promotion	15%	N=41	32%	N=86	25%	N=69	23%	N=61	5%	N=14	100%	N=271
Opportunities to develop a career path	19%	N=52	35%	N=95	23%	N=62	18%	N=48	4%	N=12	100%	N=269
Work schedule flexibility	35%	N=96	35%	N=94	17%	N=46	11%	N=30	2%	N=5	100%	N=271
Availability of necessary materials, resources and equipment to do the job effectively	39%	N=104	42%	N=114	12%	N=33	5%	N=13	2%	N=5	100%	N=269
Providing individual and group work spaces to do the job effectively	38%	N=104	43%	N=118	12%	N=32	3%	N=9	3%	N=9	100%	N=272

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Table 22: Question 4

Please rate the quality of each of the following aspects of your work group.	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
The working relationships in my work group overall	40%	N=110	45%	N=123	10%	N=26	4%	N=11	1%	N=2	100%	N=272
Communication among all staff in my work group overall	34%	N=92	42%	N=114	17%	N=46	6%	N=17	1%	N=2	100%	N=271
Collaboration among all staff in my work group overall	38%	N=101	40%	N=108	16%	N=44	4%	N=12	1%	N=4	100%	N=269
The quality of work being done in my work group overall	44%	N=119	45%	N=123	7%	N=19	3%	N=8	1%	N=3	100%	N=272
Overall staff morale in my work group	29%	N=78	42%	N=115	18%	N=49	9%	N=25	1%	N=4	100%	N=271

Table 23: Question 5

Please rate each of the following aspects of your SUPERVISOR'S performance.	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Fostering an atmosphere of mutual trust and confidence	36%	N=98	37%	N=99	17%	N=46	7%	N=19	3%	N=9	100%	N=271
Promoting a positive working relationship among work group members	39%	N=106	35%	N=95	15%	N=42	7%	N=20	3%	N=8	100%	N=271
Providing specific, constructive feedback that helps improve performance	32%	N=86	34%	N=92	20%	N=53	10%	N=27	5%	N=13	100%	N=271
Working together with employees to set goals	35%	N=94	35%	N=94	16%	N=42	11%	N=30	4%	N=10	100%	N=270
Communicating expectations of employees	33%	N=90	36%	N=98	17%	N=45	10%	N=26	4%	N=11	100%	N=270
Informing employees about decisions that impact work	35%	N=94	34%	N=92	16%	N=44	10%	N=28	4%	N=12	100%	N=270
Providing recognition for doing good work	36%	N=97	32%	N=88	16%	N=43	11%	N=30	5%	N=13	100%	N=271
Treating employees with respect	52%	N=140	30%	N=80	10%	N=27	7%	N=18	2%	N=6	100%	N=271
Welcoming employee involvement in decision-making	39%	N=104	32%	N=85	14%	N=37	12%	N=33	4%	N=10	100%	N=269

Table 24: Question 6

Please rate the quality of each of the following aspects of Los Alamos County's executive leadership (department directors).	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Communicating an inspiring vision	22%	N=60	35%	N=94	21%	N=57	16%	N=43	6%	N=16	100%	N=270
Clarity of strategic direction, goals and objectives	22%	N=58	42%	N=111	20%	N=53	13%	N=35	4%	N=10	100%	N=267
Strength of shared understanding among employees of what the organization is supposed to do	22%	N=60	43%	N=116	20%	N=53	11%	N=29	4%	N=11	100%	N=269
Communicating information in a timely manner	23%	N=61	40%	N=108	23%	N=61	11%	N=30	4%	N=10	100%	N=270
Communicating information that helps employees to understand the problems and issues facing the County	24%	N=63	36%	N=96	21%	N=57	16%	N=42	4%	N=10	100%	N=268
Encouraging employees to come up with innovative solutions to problems	20%	N=54	39%	N=104	22%	N=58	15%	N=41	4%	N=11	100%	N=268
Listening to employee opinions	23%	N=62	30%	N=81	20%	N=54	19%	N=52	7%	N=20	100%	N=269
Speed of response to important issues or change	23%	N=61	34%	N=91	23%	N=63	16%	N=43	4%	N=11	100%	N=269
Modeling a high standard	30%	N=82	36%	N=98	17%	N=47	12%	N=31	4%	N=11	100%	N=269
Managing costs responsibly and logically	29%	N=77	39%	N=105	17%	N=46	7%	N=19	8%	N=22	100%	N=269
Overall level of confidence in the leadership of Los Alamos County	28%	N=74	41%	N=110	15%	N=40	14%	N=37	3%	N=8	100%	N=269

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Table 25: Question 7

Please rate the QUALITY of each of the following support services in Los Alamos County.	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Custodial cleaning services	41%	N=112	37%	N=101	12%	N=33	3%	N=9	6%	N=16	100%	N=271
Maintenance and repair services	27%	N=73	36%	N=97	23%	N=63	8%	N=22	6%	N=16	100%	N=271
Facilities management services overall	27%	N=73	34%	N=92	22%	N=59	11%	N=30	6%	N=17	100%	N=271
Fleet maintenance services overall	29%	N=78	33%	N=89	10%	N=28	5%	N=14	22%	N=60	100%	N=269
Recruitment services	22%	N=59	34%	N=92	18%	N=50	12%	N=33	14%	N=37	100%	N=271
Benefits administration	34%	N=91	46%	N=123	12%	N=32	4%	N=10	5%	N=14	100%	N=270
Training services	21%	N=58	42%	N=114	23%	N=62	7%	N=18	7%	N=18	100%	N=270
Human resources services overall	22%	N=59	44%	N=119	19%	N=50	12%	N=32	4%	N=10	100%	N=270
Radio systems	9%	N=25	24%	N=65	10%	N=28	7%	N=20	49%	N=133	100%	N=271
Telephone systems	24%	N=66	43%	N=116	20%	N=53	6%	N=15	7%	N=20	100%	N=270
Network services	21%	N=57	46%	N=124	18%	N=48	10%	N=28	5%	N=13	100%	N=270
Application services	21%	N=57	41%	N=109	18%	N=48	10%	N=26	11%	N=29	100%	N=269
Desktop / Help Desk services	26%	N=69	40%	N=108	17%	N=47	10%	N=26	7%	N=20	100%	N=270
General information technology (IT) services overall	24%	N=64	43%	N=116	17%	N=46	14%	N=37	3%	N=7	100%	N=270
Procurement services overall	21%	N=57	40%	N=108	18%	N=48	7%	N=20	14%	N=37	100%	N=270
Finance services overall (which could include payroll, budgeting, etc.)	36%	N=98	41%	N=111	11%	N=29	6%	N=17	6%	N=16	100%	N=271
Warehouse services overall	27%	N=72	39%	N=105	14%	N=37	4%	N=11	17%	N=45	100%	N=270
Risk management (worker's comp and safety) services overall	19%	N=52	41%	N=109	16%	N=43	7%	N=19	17%	N=46	100%	N=269
Attorney's Office services overall	26%	N=70	37%	N=100	6%	N=16	4%	N=11	27%	N=73	100%	N=270
Overall County internal services	22%	N=60	47%	N=127	19%	N=51	3%	N=9	8%	N=21	100%	N=268

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Table 26: Question 8

Please rate the TIMELINESS of each of the following support services in Los Alamos County.	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Custodial cleaning services	38%	N=103	38%	N=102	13%	N=35	3%	N=8	8%	N=21	100%	N=269
Maintenance and repair services	19%	N=50	38%	N=101	23%	N=62	14%	N=37	7%	N=19	100%	N=269
Facilities management services overall	20%	N=53	32%	N=87	23%	N=61	16%	N=42	10%	N=26	100%	N=269
Fleet maintenance services overall	23%	N=62	34%	N=92	11%	N=29	4%	N=11	28%	N=75	100%	N=269
Recruitment services	20%	N=55	33%	N=90	17%	N=45	14%	N=38	15%	N=41	100%	N=269
Benefits administration	31%	N=85	49%	N=131	8%	N=22	3%	N=9	9%	N=23	100%	N=270
Training services	22%	N=60	43%	N=115	16%	N=44	7%	N=18	11%	N=30	100%	N=267
Human resources services overall	21%	N=57	46%	N=122	18%	N=47	10%	N=28	5%	N=14	100%	N=268
Radio systems	11%	N=31	21%	N=58	11%	N=29	6%	N=15	51%	N=137	100%	N=270
Telephone systems	22%	N=60	43%	N=116	16%	N=43	5%	N=14	13%	N=35	100%	N=268
Network services	19%	N=52	45%	N=121	17%	N=45	10%	N=26	9%	N=25	100%	N=269
Application services	19%	N=51	40%	N=106	15%	N=40	9%	N=24	17%	N=44	100%	N=265
Desktop / Help Desk services	24%	N=65	38%	N=103	16%	N=44	13%	N=35	8%	N=22	100%	N=269
General information technology (IT) services overall	21%	N=55	44%	N=118	18%	N=47	13%	N=34	5%	N=14	100%	N=268
Procurement services overall	20%	N=53	36%	N=97	20%	N=54	9%	N=24	15%	N=39	100%	N=267
Finance services overall (which could include payroll, budgeting, etc.)	35%	N=94	40%	N=108	13%	N=34	4%	N=12	7%	N=19	100%	N=267
Warehouse services overall	25%	N=66	39%	N=105	14%	N=38	3%	N=9	18%	N=48	100%	N=266
Risk management (worker's comp and safety) services overall	18%	N=47	42%	N=113	12%	N=32	6%	N=17	22%	N=59	100%	N=268
Attorney's Office services overall	20%	N=54	37%	N=99	9%	N=24	6%	N=15	29%	N=77	100%	N=269
Overall County internal services	21%	N=56	47%	N=128	19%	N=51	4%	N=10	9%	N=25	100%	N=270

Table 27: Question D1

In which County agency or department do you work? (Please choose one.)	Percent	Number
CMO - County Manager, Human Resources and the Attorney's Office	10%	N=25
Elected Official Offices - Clerk's Office, Assessor's Office and Municipal Court	4%	N=11
ASD - Information Management, Records, Finance/Budget & Warehouse/Procurement	10%	N=25
CDD - Building, Housing, Planning and Economic Development	4%	N=9
CSD - Library, Parks, Recreation & Open Space, Aquatics and Social Services	17%	N=44
Public Works	20%	N=52
Police	12%	N=31
Fire	9%	N=22
Utilities	14%	N=37
Total	100%	N=256

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Table 28: Question D2

What is your management status?	Percent	Number
Manager	33%	N=86
Non-manager	58%	N=149
Don't know	9%	N=24
Total	100%	N=259

Table 29: Question D3

What is your exemption status?	Percent	Number
Exempt (not eligible for overtime)	46%	N=119
Non-exempt (eligible for overtime)	48%	N=123
Don't know	6%	N=15
Total	100%	N=257

Table 30: Question D4

Are you employed full time or part time?	Percent	Number
Full time	92%	N=245
Part time	8%	N=20
Total	100%	N=265

Table 31: Question D5

If you do shift work, which is your predominant shift?	Percent	Number
Day	47%	N=115
Evening	3%	N=7
Night	3%	N=7
N/A	47%	N=115
Total	100%	N=244

Table 32: Question D6

Do you live in Los Alamos County?	Percent	Number
Yes	48%	N=124
No	52%	N=133
Total	100%	N=257

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Table 33: Question D7

What is your race? (Check all that apply.)	Percent	Number
White	48%	N=119
Hispanic	44%	N=109
African American	2%	N=4
American Indian or Alaskan native	4%	N=11
Asian, Hawaiian or Pacific Islander	1%	N=3
Other	9%	N=21

Total may exceed 100% as respondents could select more than one option.

Table 34: Question D8

What is your gender?	Percent	Number
Male	58%	N=144
Female	42%	N=103
Total	100%	N=247

Table 35: Question D9

What is your age range?	Percent	Number
20 years or younger	3%	N=7
21 to 30 years	8%	N=19
31 to 40 years	23%	N=55
41 to 50 years	33%	N=80
51 to 60 years	27%	N=66
61 years or older	7%	N=16
Total	100%	N=243

Table 36: Question D10

How many years have you worked for Los Alamos County?	Percent	Number
0 to 5 years	40%	N=102
6 to 10 years	21%	N=53
11 to 15 years	21%	N=54
16 to 20 years	13%	N=34
More than 20 years	6%	N=15
Total	100%	N=258

Appendix B: Benchmark Comparisons

NRC’s database of comparative employee opinion comprises the perspectives of more than 25,000 employees gathered from employee surveys from local governments across the U.S. Those employees evaluated the organization in which they work and gave their opinion about job satisfaction, supervisor relationships and other aspects of the employee experience. Los Alamos County was compared to the entire database. A benchmark comparison (the average percent positive from all the comparison organizations where a question was asked, excluding Los Alamos County’s) has been provided when there were at least five organizations in which the question was asked. The percent positive response was created by combining the most favorable response options (i.e., “strongly agree” and “somewhat agree” or “excellent” and “good”).

Where comparisons are available, two columns are provided in the table. The first column is Los Alamos County’s percent positive. The second shows the comparison of Los Alamos County’s rating to the benchmark, where Los Alamos County’s results are noted as being “higher” than the benchmark, “lower” than the benchmark or “similar” to the benchmark. These labels come from a statistical comparison of Los Alamos County’s rating to the benchmark where a rating is considered “similar” if it is within the margin of error (five percentage points or less) and “higher” or “lower” if the difference between Los Alamos County’s rating and the benchmark is greater the margin of error (greater than five percentage points).

Table 37: Dimensions of Employee Experience Indices Benchmarks

	Los Alamos County rating	Comparison to benchmark
Job Satisfaction Index	90%	Similar
Employee Contribution and Fit Index	79%	Similar
Work Group Performance Index	81%	Higher
Employee-Supervisor Relationship Index	74%	Higher
Employee Performance Evaluation Index	62%	Higher
Employee Development Index	62%	Higher
Wages and Benefits Index	72%	Higher
Communication and Decision-making Index	60%	Higher
Respect and Ethics Index	69%	Higher
Physical Work Environment Index	85%	Higher

Table 38: Aspects of Job Satisfaction

	Los Alamos County rating	Comparison to benchmark	
Job Satisfaction	Overall, I am satisfied with my job	90%	Similar
	Overall, I feel positive about working for Los Alamos County	89%	Similar
	Overall, I think Los Alamos County is a good employer	91%	Higher
	I plan on working for this organization a year from now	96%	Similar
	I gain satisfaction from my current job responsibilities	89%	Similar
Employee Contribution and Fit	I feel positively challenged in my current job	84%	Similar
	I have the opportunity to do what I do best every day at work	85%	Higher
	My values match or fit with the values of this organization	90%	Similar
	I have good friends at work	88%	Similar
	I feel that my workload is manageable most of the time	86%	Higher
	On average, I could take on a heavier workload than I currently have	41%	Similar
	The mission and vision of Los Alamos County make me feel my job is important	81%	Higher
I know what is expected of me at work	91%	Similar	

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		Los Alamos County rating	Comparison to benchmark
Work Group Performance	My co-workers are committed to doing quality work	82%	Similar
Employee Performance Evaluation	I have received recognition or praise for doing good work in the last seven days	67%	Higher
	In the last six months, someone at work has talked to me about my progress	73%	Higher

Table 39: Aspects of Supervisor and Work Group Relationships

		Los Alamos County rating	Comparison to benchmark
Employee-Supervisor Relationship	Fostering an atmosphere of mutual trust and confidence	75%	Higher
	Promoting a positive working relationship among work group members	76%	Higher
	Providing specific, constructive feedback that helps improve performance	69%	Similar
	Working together with employees to set goals	72%	Higher
	Communicating expectations of employees	73%	Higher
	Treating employees with respect	83%	Higher
	Informing employees about decisions that impact work	72%	Higher
	Providing recognition for doing good work	72%	Higher
Work Group Performance	Welcoming employee involvement in decision-making	73%	Higher
	The working relationships in my work group overall	86%	Higher
	The quality of work being done in my work group overall	90%	Higher
	Communication among all staff in my work group overall	77%	Higher
	Collaboration among all staff in my work group overall	79%	Higher
	Overall staff morale in my work group	72%	Higher

Table 40: Aspects of County's Executive Leadership (Department Directors)

		Los Alamos County rating	Comparison to benchmark
Employee Development	Encouraging employees to come up with innovative solutions to problems	61%	Higher
Communication and Decision-making	Communicating an inspiring vision	61%	Similar
	Communicating information in a timely manner	65%	Higher
	Communicating information that helps employees to understand the problems and issues facing the County	62%	Higher
	Listening to employee opinions	57%	Higher
	Clarity of strategic direction, goals and objectives	66%	Higher
	Speed of response to important issues or change	59%	Higher
Respect and Ethics	Strength of shared understanding among employees of what the organization is supposed to do	68%	Higher
	Modeling a high standard	70%	Higher
	Managing costs responsibly and logically	74%	Higher
	Overall level of confidence in the leadership of Los Alamos County	70%	Higher

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Table 41: Aspects of County Workplace

		Los Alamos County rating	Comparison to benchmark
Job Satisfaction	How likely or unlikely you are to recommend working for Los Alamos County to someone who asks?	94%	Higher
Employee Contribution and Fit	Work-life balance for staff	75%	Higher
	Clarity of staff roles and responsibilities	69%	Similar
	The overall skill set of staff	84%	Similar
Employee Performance Evaluation	Defining performance objectives	64%	Higher
	Accuracy of performance evaluations	67%	Higher
	Connection between compensation and performance	65%	Higher
	Dealing with low-performing employees	37%	Higher
	Recognizing high-performing employees	56%	Higher
Employee Development	Supporting continual learning and development	73%	Higher
	Availability of opportunities for employees to develop knowledge and skills	73%	Higher
	Coaching or mentoring employees	57%	Higher
	Opportunities to develop a career path	57%	Higher
	Opportunities for promotion	49%	Higher
Wages and Benefits	Compensation (salary, benefits and incentives/bonuses) compared with similar opportunities	70%	Higher
	Benefits overall (vacation, sick leave, health care, retirement plan, etc.)	84%	Higher
	Work schedule flexibility	71%	Similar
	Employee appreciation	62%	Higher
Communication and Decision-making	Communication among all staff overall	57%	Higher
	Effectiveness of meetings and meeting schedule	59%	Similar
Respect and Ethics	A respectful atmosphere	74%	Higher
	Applying discipline fairly and consistently	51%	Higher
	Communicating standards of ethical behavior	75%	Higher
	Modeling standards of ethical behavior	72%	Higher
	The working relationships at Los Alamos County overall	75%	Similar
	Collaboration among all staff overall	62%	Higher
	The work being done at Los Alamos County overall	79%	Similar
	Overall staff morale	59%	Higher
Los Alamos County's reputation among staff	67%	Higher	
Physical Work Environment	Maintaining a work environment that is free of violence or harassment	81%	Similar
	Maintaining a work environment that is free of drug or alcohol abuse	91%	Similar
	Availability of necessary materials, resources and equipment to do the job effectively	83%	Higher
	Providing individual and group work spaces to do the job effectively	84%	Higher

Table 42: Support Services

		Los Alamos County rating	Comparison to benchmark
Quality of Support Services	Custodial cleaning services	84%	Higher
	Maintenance and repair services	67%	Lower
	Facilities management services overall	65%	Lower
	Fleet maintenance services overall	80%	Higher
	Recruitment services	65%	Higher
	Benefits administration	84%	Higher
	Training services	68%	Similar
	Human resources services overall	68%	Similar
	Radio systems	65%	Similar
	Telephone systems	73%	Similar
	Network services	70%	Similar
	Application services	69%	Similar
	Desktop / Help Desk services	71%	Lower
	General information technology (IT) services overall	68%	Lower
	Procurement services overall	71%	Similar
	Finance services overall (which could include payroll, budgeting, etc.)	82%	Similar
	Risk management (worker's comp and safety) services overall	72%	Similar
	Overall County internal services	76%	Similar
	Timeliness of Support Services	Custodial cleaning services	83%
Maintenance and repair services		60%	Lower
Facilities management services overall		58%	Lower
Fleet maintenance services overall		79%	Higher
Recruitment services		64%	Similar
Benefits administration		87%	Higher
Training services		74%	Higher
Human resources services overall		70%	Similar
Radio systems		67%	Similar
Telephone systems		76%	Similar
Network services		71%	Similar
Application services		71%	Similar
Desktop / Help Desk services		68%	Lower
General information technology (IT) services overall		68%	Lower
Procurement services overall		66%	Lower
Finance services overall (which could include payroll, budgeting, etc.)		81%	Similar
Risk management (worker's comp and safety) services overall		77%	Similar
Overall County internal services		75%	Similar

Appendix C: Survey Background and Methodology

Survey Background

Los Alamos County partnered with National Research Center, Inc. (NRC) to conduct a County-wide employee survey. Employees were asked questions about their job satisfaction, work environment, compensation, supervisory relationships, organizational climate and communication. This was the first survey of Los Alamos County employees. The results can be used by the County to better understand employee experiences, address employee concerns and monitor perspectives over time. Los Alamos County funded this research. Please contact Jennifer Dorian of Los Alamos County at Jennifer.Dorian@lacnm.us if you have any questions about the survey.

The survey consisted of thematically similar statements grouped into question sets and all were asked on a four-point scale (e.g., strongly agree, somewhat agree, somewhat disagree, strongly disagree or excellent, good, fair, poor), questions assessing the quality and timeliness of support services (also asked on a four-point scale) and questions about respondent employment and sociodemographic characteristics.

Selecting Survey Recipients

All Los Alamos County employees were eligible to complete the survey. The County provided NRC with a list of email addresses for all employees with County emails. The County also communicated with all employees about the survey so that employees without County emails were informed about and could participate in the survey.

Survey Administration and Response

As the County prepared to roll out The NES, County staff prepared announcement flyers that were distributed to all departments to be displayed in prominent areas for employees that were coming into the work environments. Further, the survey dates and information was provided to the County Senior Management Team in order to get the word out to their employees. In addition, the HR staff published emails to County employees on October 22nd to announce the survey was coming and they would be receiving an email from Polco/NRC with the link. Polco sent employees with email addresses two email messages (invitation and reminder) with the survey link over the course of two weeks beginning on October 26, 2020. Finally, the County sent reminder emails requesting employees to participate on November 4th, 10th and 14th because we wanted to hear from our employees.

The survey was available in English only. Data collection continued through November 13, 2020. Of the 677 employees receiving an invitation to complete the survey, a total of 274 employees returned completed surveys, providing a response rate of 40%. The response rate was calculated using the American Association of Public Opinion Research (AAPOR) response rate #2¹ for Internet surveys of named persons.

Because the survey was intended to be taken by all employees and no statistical weighting was performed, no traditional margin of error was calculated. However, because not all employees responded, NRC recommends using plus or minus five percentage points as the “range of uncertainty” around any given percent reported for the organization as a whole.

Survey Processing

NRC used Polco, a web-based public engagement platform, to collect the online survey data. Use of an online system means all collected data are entered into the dataset when the respondents submit the surveys. Skip patterns are programmed into system so respondents are automatically “skipped” to the appropriate question based on the individual responses being given. Online programming also allows for more rigid control of the data format, making extensive data cleaning unnecessary. Empty submissions (questionnaires submitted with no questions answered) were removed from the final dataset.

¹ See AAPOR’s Standard Definitions here: [http://www.aapor.org/Standards-Ethics/Standard-Definitions-\(1\).aspx](http://www.aapor.org/Standards-Ethics/Standard-Definitions-(1).aspx) for more information.

Survey Analysis and Reporting

Since the surveys were completed online, the data were automatically saved electronically. The data were then exported into a text-only format and the electronic dataset was imported and analyzed by NRC staff using the Statistical Package for the Social Sciences (SPSS). The anonymity of all employees is fully maintained as no names or other unique identifiers have been recorded.

Frequency distributions for each question are presented in the report appendices. Tables and charts displaying the “percent positive” are presented in the Workplace Report. The percent positive is the combination of the top two most positive response options (i.e., “strongly agree” and “somewhat agree” or “excellent” and “good”). On many of the questions in the survey, respondents could answer, “don’t know.” The proportion of respondents giving this reply, including and excluding “don’t know,” is shown in the full set of responses in *Appendix A: Complete Survey Responses*. However, these responses have been removed from the analyses presented in the Workplace Report. In other words, the figures display the responses from respondents who had an opinion about a specific item.

When a table for a question that only permitted a single response does not total to exactly 100%, it is due to the customary practice of rounding percentages to the nearest whole number.

Employee Satisfaction and Calculation of Indices

Employees rated over 100 aspects related to the working environment of the County. These items were categorized into 10 dimensions of the employee experience: *job satisfaction, communication and decision-making, respect and ethics, wages and benefits, physical work environment, supervisor relationship, performance evaluation, employee development, work group performance and employee contribution and fit*. The individual survey items comprising each of these dimension is shown in Table 43.

The two most positive points on the response scale (i.e., “strongly” and “somewhat” agree or “excellent” and “good”) for each item included in a dimension were combined and averaged to create an average percent positive index rating. To assess which dimensions were most important to overall employee satisfaction, the index ratings for *communication and decision-making, respect and ethics, wages and benefits, physical work environment, supervisor relationship, performance evaluation, employee development, work group performance and employee contribution and fit* were correlated to the index rating of *job satisfaction*. Those dimensions that correlate most highly with *job satisfaction* are good predictors of overall job satisfaction and may be useful focus areas to consider for enhancement of employee satisfaction.

Table 43: Dimensions of Employee Experience

Dimension	Item	Description
Job Satisfaction	Q1	How likely or unlikely you are to recommend working for Los Alamos County to someone who asks?
	Q2a	Overall, I am satisfied with my job
	Q2b	Overall, I feel positive about working for Los Alamos County
	Q2c	Overall, I think Los Alamos County is a good employer
	Q2d	I plan on working for this organization a year from now
	Q2g	I gain satisfaction from my current job responsibilities
	Q2h	I feel positively challenged in my current job
	Contribution and Fit	Q2e
Q2f		On average, I could take on a heavier workload than I currently have
Q2i		The mission and vision of Los Alamos County make me feel my job is important
Q2j		I have good friends at work
Q2k		I know what is expected of me at work
Q2l		I have the opportunity to do what I do best every day at work
Q2m		My values match or fit with the values of this organization
Q3l		Work-life balance for staff
Supervisor Relationship	Q3m	Clarity of staff roles and responsibilities
	Q3p	The overall skill set of staff
	Q5a	Fostering an atmosphere of mutual trust and confidence
	Q5b	Promoting a positive working relationship among work group members
	Q5c	Providing specific, constructive feedback that helps improve performance

The National Employee Survey™

Dimension	Item	Description
	Q5d	Working together with employees to set goals
	Q5e	Communicating expectations of employees
	Q5f	Informing employees about decisions that impact work
	Q5g	Providing recognition for doing good work
	Q5h	Treating employees with respect
	Q5i	Welcoming employee involvement in decision-making
Work group Performance	Q3n	My co-workers are committed to doing quality work
	Q4a	The working relationships in my work group overall
	Q4b	Communication among all staff in my work group overall
	Q4c	Collaboration among all staff in my work group overall
	Q4d	The quality of work being done in my work group overall
	Q4e	Overall staff morale in my work group
Employee Development	Q3y	Supporting continual learning and development
	Q3z	Availability of opportunities for employees to develop knowledge and skills
	Q3aa	Coaching or mentoring employees
	Q3bb	Opportunities for promotion
	Q3cc	Opportunities to develop a career path
Employee Performance Evaluation	Q6f	Encouraging employees to come up with innovative solutions to problems
	Q3o	I have received recognition or praise for doing good work in the last seven days
	Q3p	In the last six months, someone at work has talked to me about my progress
	Q3q	Accuracy of performance evaluations
	Q3t	Connection between compensation and performance
	Q3u	Dealing with low-performing employees
	Q3v	Recognizing high-performing employees
Wages and Benefits	Q3w	Defining performance objectives
	Q3n	Employee appreciation
	Q3r	Compensation (salary, benefits and incentives/bonuses) compared with similar opportunities
	Q3s	Benefits overall (vacation, sick leave, health care, retirement plan, etc.)
Communication and Decision-making	Q3dd	Work schedule flexibility
	Q3b	Communication among all staff overall
	Q3o	Effectiveness of meetings and meeting schedule
	Q6a	Communicating an inspiring vision
	Q6b	Clarity of strategic direction, goals and objectives
	Q6d	Communicating information in a timely manner
	Q6e	Communicating information that helps employees to understand the problems and issues facing the County
	Q6h	Listening to employee opinions
Respect and Ethics	Q6i	Speed of response to important issues or change
	Q3a	The working relationships at Los Alamos County overall
	Q3c	Collaboration among all staff overall
	Q3d	The work being done at Los Alamos County overall
	Q3e	Overall staff morale
	Q3f	Los Alamos County's reputation among staff
	Q3g	A respectful atmosphere
	Q3h	Communicating standards of ethical behavior
	Q3i	Modeling standards of ethical behavior
	Q3x	Applying discipline fairly and consistently
	Q6c	Strength of shared understanding among employees of what the organization is supposed to do
	Q6j	Modeling a high standard
	Q6k	Managing costs responsibly and logically
	Q6m	Overall level of confidence in the leadership of Los Alamos County
Physical Work Environment	Q3j	Maintaining a work environment that is free of violence or harassment
	Q3k	Maintaining a work environment that is free of drug or alcohol abuse
	Q3ee	Availability of necessary materials, resources and equipment to do the job effectively
	Q3ff	Providing individual and group work spaces to do the job effectively

Appendix D: Survey Materials

The following pages contain the emails sent to employees and The National Employee Survey™ formatted similarly to the online versions.

Initial invite

Subject line: Los Alamos County needs your opinions - Take the 2020 Employee Survey now!

Dear Los Alamos County Employee,

It only takes a few minutes to make a big difference! With the COVID-19 pandemic weighing heavily in our lives, it can be hard to focus on anything else. It is important for County leaders to continue to understand the broader needs of our staff. We want to know about your experiences as a County employee. Please take the 2020 Los Alamos County Employee Survey by clicking the "Provide Input" link at the bottom of this email.

Your feedback and perspectives will be instrumental in helping the County continuously improve our organization.

A few things to remember:

- **Polco/National Research Center, Inc. is an external, independent research firm** that has been contracted to conduct this employee survey on behalf of the County.
- **Your anonymity is a priority.** In no case will information be collected or reported in such a way that any person's identity can be known. Results will be reported in group form only.
- If you exit the survey without fully completing it, you can return to the survey at the point where you left off unless you "submit" at the end.

If you have any questions about this survey, please contact Valerie Park at 505/662-8340 or Valerie.park@lacnm.us.

Thank you for helping improve our organization!

Sincerely,

Denise Cassel, Human Resources Manager
Los Alamos County

Reminder #1

Subject line: Last chance to tell us what you think! Complete the Employee Survey today!

Dear Los Alamos County Employee,

If you haven't yet completed the survey, **this is your last chance to tell us what you think** about working for the County, the executive leadership and more! Please take the Los Alamos County Employee Survey by clicking [here](#).

A few things to remember:

- **Polco/National Research Center, Inc. is an external, independent research firm** that has been contracted to conduct this employee survey on behalf of the County.
- **Your anonymity is a priority.** In no case will information be collected or reported in such a way that any person's identity can be known. Results will be reported in group form only.
- If you exit the survey without fully completing it, you can return to the survey at the point where you left off unless you "submit" at the end.

If you have any questions about this survey, please contact Valerie Park at 505/662-8340 or Valerie.park@lacnm.us.

Thank you for helping improve our organization!

Sincerely,

Denise Cassel, Human Resources Manager
Los Alamos County

Final Reminder:

Subject line: FINAL REMINDER: Los Alamos County wants to hear from you!

Dear Los Alamos County Employee,

If you haven't yet completed the survey, **this is your last chance to take the Los Alamos County Employee Survey** by clicking here. The survey closes this Friday, November 13th.

A few things to remember:

- **Polco/National Research Center, Inc. is an external, independent research firm** that has been contracted to conduct this employee survey on behalf of the County.
- **Your anonymity is a priority.** Your identity will never be shared and results will be reported in group form only.
- If you exit the survey without fully completing it, you can return to the survey at the point where you left off unless you "submit" at the end.

If you have any questions about this survey, please contact Valerie Park at 505/662-8340 or Valerie.park@lacnm.us.

Thank you for helping improve our organization!

Sincerely,

Denise Cassel, Human Resources Manager
Los Alamos County

Los Alamos County Employee Survey

This survey is to be completed by Los Alamos County employee who received an invitation. Your responses will be kept anonymous and reported in group form only.

Employee Perspective on Working for Los Alamos County

1. How likely or unlikely are you to recommend working for Los Alamos County to someone who asks?

Very likely Somewhat likely Somewhat unlikely Very unlikely Don't know

2. Please rate the extent to which you agree or disagree with the following statements about your job working for Los Alamos County.

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know
Overall, I am satisfied with my job.....	1	2	3	4	5
Overall, I feel positive about working for Los Alamos County.....	1	2	3	4	5
Overall, I think Los Alamos County is a good employer	1	2	3	4	5
I plan on working for this organization a year from now	1	2	3	4	5
I feel that my workload is manageable most of the time	1	2	3	4	5
On average, I could take on a heavier workload than I currently have..	1	2	3	4	5
I gain satisfaction from my current job responsibilities	1	2	3	4	5
I feel positively challenged in my current job	1	2	3	4	5
The mission and vision of Los Alamos County make me feel my job is important.....	1	2	3	4	5
I have good friends at work.....	1	2	3	4	5
I know what is expected of me at work.....	1	2	3	4	5
I have the opportunity to do what I do best every day at work	1	2	3	4	5
My values match or fit with the values of this organization	1	2	3	4	5
My co-workers are committed to doing quality work	1	2	3	4	5
I have received recognition or praise for doing good work in the last seven days	1	2	3	4	5
In the last six months, someone at work has talked to me about my progress.....	1	2	3	4	5

3. Please rate the quality of each of the following aspects of Los Alamos County.

	Excellent	Good	Fair	Poor	Don't know
The working relationships at Los Alamos County overall.....	1	2	3	4	5
Communication among all staff overall.....	1	2	3	4	5
Collaboration among all staff overall	1	2	3	4	5
The work being done at Los Alamos County overall.....	1	2	3	4	5
Overall staff morale	1	2	3	4	5
Los Alamos County's reputation among staff.....	1	2	3	4	5
A respectful atmosphere	1	2	3	4	5
Communicating standards of ethical behavior	1	2	3	4	5
Modeling standards of ethical behavior.....	1	2	3	4	5
Maintaining a work environment that is free of violence or harassment	1	2	3	4	5
Maintaining a work environment that is free of drug or alcohol abuse	1	2	3	4	5
Work-life balance for staff.....	1	2	3	4	5
Clarity of staff roles and responsibilities	1	2	3	4	5
Employee appreciation	1	2	3	4	5
Effectiveness of meetings and meeting schedule	1	2	3	4	5
The overall skill set of staff.....	1	2	3	4	5
Accuracy of performance evaluations	1	2	3	4	5
Compensation (salary, benefits and incentives/bonuses) compared with similar opportunities	1	2	3	4	5
Benefits overall (vacation, sick leave, health care, retirement plan, etc.).....	1	2	3	4	5
Connection between compensation and performance	1	2	3	4	5
Dealing with low-performing employees.....	1	2	3	4	5
Recognizing high-performing employees	1	2	3	4	5
Defining performance objectives.....	1	2	3	4	5
Applying discipline fairly and consistently.....	1	2	3	4	5

THE NATIONAL EMPLOYEE SURVEY™

Supporting continual learning and development.....	1	2	3	4	5
Availability of opportunities for employees to develop knowledge and skills	1	2	3	4	5
Coaching or mentoring employees	1	2	3	4	5
Opportunities for promotion	1	2	3	4	5
Opportunities to develop a career path.....	1	2	3	4	5
Work schedule flexibility.....	1	2	3	4	5
Availability of necessary materials, resources and equipment to do the job effectively	1	2	3	4	5
Providing individual and group work spaces to do the job effectively	1	2	3	4	5

4. Please rate each of the following aspects of your workgroup.

	Excellent	Good	Fair	Poor	Don't know
The working relationships in my workgroup overall.....	1	2	3	4	5
Communication among all staff in my workgroup overall	1	2	3	4	5
Collaboration among all staff in my workgroup overall.....	1	2	3	4	5
The quality of work being done in my workgroup overall	1	2	3	4	5
Overall staff morale in my workgroup.....	1	2	3	4	5

5. Please rate each of the following aspects of your SUPERVISOR'S performance.

	Excellent	Good	Fair	Poor	Don't know
Fostering an atmosphere of mutual trust and confidence	1	2	3	4	5
Promoting a positive working relationship among work group members.....	1	2	3	4	5
Providing specific, constructive feedback that helps improve performance	1	2	3	4	5
Working together with employees to set goals	1	2	3	4	5
Communicating expectations of employees.....	1	2	3	4	5
Informing employees about decisions that impact work	1	2	3	4	5
Providing recognition for doing good work	1	2	3	4	5
Treating employees with respect.....	1	2	3	4	5
Welcoming employee involvement in decision-making	1	2	3	4	5

6. Please rate the quality of each of the following aspects of Los Alamos County's executive leadership (department directors).

	Excellent	Good	Fair	Poor	Don't know
Communicating an inspiring vision	1	2	3	4	5
Clarity of strategic direction, goals and objectives	1	2	3	4	5
Strength of shared understanding among employees of what the organization is supposed to do.....	1	2	3	4	5
Communicating information in a timely manner	1	2	3	4	5
Communicating information that helps employees to understand the problems and issues facing the County	1	2	3	4	5
Encouraging employees to come up with innovative solutions to problems	1	2	3	4	5
Listening to employee opinions.....	1	2	3	4	5
Speed of response to important issues or change	1	2	3	4	5
Modeling a high standard.....	1	2	3	4	5
Managing costs responsibly and logically	1	2	3	4	5
Overall level of confidence in the leadership of Los Alamos County.....	1	2	3	4	5

Performance of Support Services

7. Please rate the QUALITY of each of the following support services in Los Alamos County.

	Excellent	Good	Fair	Poor	Don't know
Custodial cleaning services	1	2	3	4	5
Maintenance and repair services.....	1	2	3	4	5
Facilities management services overall.....	1	2	3	4	5
Fleet maintenance services overall.....	1	2	3	4	5
Recruitment services.....	1	2	3	4	5
Benefits administration	1	2	3	4	5
Training services	1	2	3	4	5
Human Resources services overall.....	1	2	3	4	5

Radio systems.....	1	2	3	4	5
Telephone systems.....	1	2	3	4	5
Network services.....	1	2	3	4	5
Application services	1	2	3	4	5
Desktop / Help Desk services	1	2	3	4	5
General information technology (IT) services overall.....	1	2	3	4	5
Procurement services overall	1	2	3	4	5
Finance services overall (which could include payroll, budgeting, etc.)	1	2	3	4	5
Warehouse services overall.....	1	2	3	4	5
Risk management (worker’s comp and safety) services overall	1	2	3	4	5
Attorney’s Office services overall.....	1	2	3	4	5
Overall County internal services.....	1	2	3	4	5

8. Please rate the TIMELINESS of each of the following support services in Los Alamos County.

	Excellent	Good	Fair	Poor	Don't know
Custodial cleaning services	1	2	3	4	5
Maintenance and repair services.....	1	2	3	4	5
Facilities management services overall.....	1	2	3	4	5
Fleet maintenance services overall.....	1	2	3	4	5
Recruitment services.....	1	2	3	4	5
Benefits administration	1	2	3	4	5
Training services	1	2	3	4	5
Human Resources services overall.....	1	2	3	4	5
Radio systems.....	1	2	3	4	5
Telephone systems.....	1	2	3	4	5
Network services.....	1	2	3	4	5
Application services	1	2	3	4	5
Desktop / Help Desk services	1	2	3	4	5
General information technology (IT) services overall.....	1	2	3	4	5
Procurement services overall	1	2	3	4	5
Finance services overall (which could include payroll, budgeting, etc.)	1	2	3	4	5
Warehouse services overall.....	1	2	3	4	5
Risk management (worker’s comp and safety) services overall	1	2	3	4	5
Attorney’s Office services overall.....	1	2	3	4	5
Overall County internal services.....	1	2	3	4	5

9. What is our GREATEST strength as an organization?

10. If you could change ONE THING about your job/workplace, what would it be?

Our last questions are about you. Again, all of your responses to this survey are completely anonymous and will be reported in group form only, meaning individual responses will not be revealed. Completing this information will help us understand better employees' experiences working for the County.

Employment Information

D1. In which County agency or department do you work? (Please choose one.)

- CMO – County Manager, Human Resources and the Attorney’s Office
- Elected Official Offices – Clerk’s Office, Assessor’s Office and Municipal Court
- ASD – Information Management, Records, Finance/Budget & Warehouse/Procurement
- CDD – Building, Housing, Planning and Economic Development
- CSD – Library, Parks, Recreation & Open Space, Aquatics and Social Services
- Public Works
- Police
- Fire
- Utilities

D2. What is your management status?

- Manager
- Non-manager
- Don’t know

D3. What is your exemption status?

- Exempt (not eligible for overtime)
- Non-Exempt (eligible for overtime)
- Don’t know

D4. Are you employed full time or part time?

- Full time
- Part time

D5. If you do shift work, which is your predominant shift?

- Day
- Evening
- Night
- N/A

Demographic Information

D6. Do you live in Los Alamos County?

- Yes
- No

D7. What is your race? (Check all that apply.)

- White
- Hispanic
- African American
- American Indian or Alaskan native
- Asian, Hawaiian or Pacific Islander
- Other

D8. What is your gender?

- Male
- Female

D9. What is your age range?

- 20 years or younger
- 21 to 30 years
- 31 to 40 years
- 41 to 50 years
- 51 to 60 years
- 61 years or older

D10. How many years have you worked for Los Alamos County?

- 0 to 5 years
- 6 to 10 years
- 11 to 15 years
- 16 to 20 years
- More than 20 years

Thank you very much for completing this survey!