

**COUNTY OF SANTA BARBARA  
BENCHMARK SURVEY OF  
WORKPLACE CLIMATE**

***COMMITTEE REPORT***

**Research Design, Statistical Analysis, and Report by**

**Anthony Mulac, Ph.D.**

**University of California, Santa Barbara**

**[mulac@comm.ucsb.edu](mailto:mulac@comm.ucsb.edu)**

**Summer, 2004**

# TABLE OF CONTENTS

Executive Summary	3
Introduction	8
Method	9
Santa Barbara County Diversity Committee	9
Questionnaire	10
Procedure	10
Compliance Rate	11
Data Entry	11
Data Analysis	12
Results	13
Factors of Evaluation	13
Comparison of Evaluative Factor Mean Ratings	17
Factors Predicting Job Satisfaction Ratings	19
Responses to Individual Evaluative Questions	21
Responses to Demographic Questions	30
Factor Score Differences for Demographic Groups	33
Age. . . . .	34
Years Employed at SBC. . . . .	35
Gender. . . . .	37
Race/Ethnicity . . . . .	38
White vs. Hispanic Comparisons. . . . .	40
Worksite . . . . .	41
Position . . . . .	42
Job Satisfaction Differences for Demographic Groups	45
Negativity Scores for Age, Gender, & Race	49
Discussion	51
Appendix:	55
A. Questionnaire	

# EXECUTIVE SUMMARY

**Introduction:** In July, 2003, the Principal Investigator, Anthony Mulac, Ph.D., began a series of meetings with the County Affirmative Action Coordinator, Claudia Lujan, and with the County Diversity Committee, for the purpose of planning the proposed County of Santa Barbara Benchmark Survey of Workplace Climate. Its purpose was to provide valid and reliable information about what the employees of the County really felt about a wide variety of workplace climate issues and whether different demographic groups had different perceptions about those issues. Overall Job Satisfaction and feelings of Negative treatment because of age, gender, and race were also addressed.

**Questionnaire:** The Diversity Committee, in consultation with the Principal Investigator, devised a 66-item questionnaire consisting of two types of questions: (a) 55 evaluative questions addressing various issues of the workplace, for example, “To what extent do you feel your ideas are valued by your supervisor?”, and (b) 11 demographic and job characteristic questions like “Gender?” and “Years employed by SBC?” Evaluative questions were presented with a 1-to-10 point scale, for example, “not valued: 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 :valued,” for employee response.

**Procedure:** All 4,130 County employees, representing 22 departments, were invited to participate in the anonymous survey and to mail their completed questionnaires to Claudia Lujan, using intra-county mail. These were delivered, unopened, to the Principal Investigator’s office at UCSB, where they were opened by a Research Assistant. Surveys were delivered to a Data Entry Specialist, and entered into a powerful statistical analysis program, the Statistical

Package for the Social Sciences (SPSS). The data were analyzed by the Principal Investigator using descriptive and inferential statistical procedures that are standard in the Social Sciences. Individual surveys were never seen by any employee of the County.

**Compliance Rate:** A total of 2,044 employees, out of a possible 4,130, completed and returned the questionnaire in a timely fashion. This represented virtually one-half of the employees (49.49%), a very high rate of compliance and one that supports the representativeness of the responses.

**Factors of Evaluation:** The 55 evaluative questions, minus the job satisfaction and overall work place rating questions were analyzed for the underlying factors of evaluation. This revealed 8 factors: Respect for Opinions, Supervisor, Respect for Diversity, Freedom from Discrimination, Involvement in Work, Growth Opportunities, Awareness of Rights Processes, and Job Insecurity. The coherence of the evaluative questions underlying each of these factors attested to the validity of the measurement procedure and responses. For example, the Supervisor factor included 8 questions, four of which asked “the extent to which the supervisor has a clear understanding of” (a) what you accomplish, (b) your skills and abilities, (c) your role and responsibilities, and (d) the talents that employees bring to the workforce. The other four were: (a) “Extent you respect your supervisor,” (b) Extent your supervisor treats all employees fairly,” (c) “Extent your ideas are valued by your supervisor,” and (d) “Extent you receive quality feedback on your work performance.” Responses to these 8 questions were found to be highly related to each other, and therefore highly related to the underlying factor, “Supervisor.”

**Comparison of Evaluative Factors:** Factor scores were computed for each respondent and compared to determine their relative scores across all respondents. These were analyzed to determine which factors were rated highest and which were rated lowest. Overall (on a 1-to-10 point scale with 10 being high), employees gave highest ratings to their personal feelings of Freedom from Discrimination (8.9) and personal Involvement in Work (7.5), departmental Respect for Diversity (7.3), and Supervisor (7.1). Next in descending order were personal Awareness of Rights Processes (6.4), departmental Respect for Opinions (6.1) and personal Growth Opportunities (6.0). Marginally lower was personal feelings of Job Insecurity (5.5), right at the scale mid-point.

**Job Satisfaction:** Employees in general showed a high degree of Job Satisfaction, with a mean rating of 7.3 on a scale of 1-to-10. Moreover, 58% can be seen as in the High Satisfaction group (scoring 8-10), whereas 8% were in the Low Satisfaction group (scoring 1-3). In addition, employees gave Santa Barbara County a rating of 7.1 “as a place to work.”

**Factors Predicting Job Satisfaction:** Analyses showed that the most important predictors of Job Satisfaction were personal Involvement in Work, departmental Respect for Opinions, Growth Opportunities, Supervisor, and Respect for Diversity. These factors combined to predict a 54 percent of Job Satisfaction ratings, a substantial amount for research of this kind.

**Responses to Individual Evaluative and Demographic Questions:** Mean ratings for the 55 evaluative questions are provided in the body of this report. In addition, responses to the 11 demographic questions are summarized.

**Evaluative Factor Differences for Demographic Groups:** Meaningful differences for the evaluative factors were found for the following demographic groups: (a) Age, (b) Years working at SBC, (c) Gender, (d) Race/ethnicity, (e) Worksite, and (f) Position.

**Job Satisfaction Differences for Demographic Groups:** Significant differences in Job Satisfaction were found for two demographic group breakdowns: Years at SBC and Position. Interestingly, none were found for Race/Ethnicity, Gender, Age, or Worksite.

A complex interaction between Race and Gender found that the highest Job Satisfaction was demonstrated by Black or African American men,(8.9), followed by Asian American or Pacific Islander men and women (8.0). The lowest Job Satisfaction was shown by Black or African American women (6.5), followed by American Indian or Alaskan Native women (5.7). White, Mexican American, and Hispanic men and women failed to differ on Job Satisfaction, all giving mid-level ratings.

**Negativity Score Differences for Demographic Groups:** Employees were asked the extent to which they felt they have been treated negatively because of their age, race, or gender. Not surprisingly, differences were found for all three of these demographic characteristics. The oldest employees provided the highest age negativity ratings, followed by the youngest.

Women expressed feelings of greater negativity because of gender than did men. Black or African American individuals experienced the greatest negativity because of race; White employees, the lowest.

**Value of This Survey:** This survey demonstrates that the employees and Administration of the County of Santa Barbara take seriously the issues of climate in the workplace. The trust and candor of the employees led to valid measures of their feelings regarding substantial and important issues experienced by everyone. Comparisons of evaluative factors at the present time can provide the benchmark, a picture of the status quo, to determine what issues provide the greatest opportunity for change. Viewing differences in various demographic groups' responses shows that not everybody experiences evaluative factors, Job Satisfaction, and Negativity in the workplace in the same way. Results of the survey, including the fact that it took place at all, can be seen as providing a starting point.

# INTRODUCTION

In July, 2003, the Santa Barbara County Affirmative Action Coordinator, Claudia Lujan, approached the Principal Investigator, Anthony Mulac, Ph.D., about conducting a survey on workplace climate issues for employees of Santa Barbara County. He is know for his survey research for public agencies, as well as his research and teaching in the Department of Communication, University of California, Santa Barbara. Dr. Mulac has published over 60 peer-reviewed academic journal articles and book chapters, and his teaching includes courses on research design and statistical analysis.

The present survey provides empirical data, for the first time in recent history, regarding employee evaluations of various aspects of workplace climate issues at Santa Barbara County. The data summarized in this report will serve as the “benchmark” or baseline for comparison with data gathered in ensuing “follow-up” surveys. Three research questions were posed by the Principal Investigator to be answered by the survey:

**RQ#1. How do Santa Barbara County employees rate various aspects of the workplace climate?**

**RQ#2. What is the demographic and job make up of Santa Barbara County employees?**

**RQ#3. Do different demographic and job groups differ in their ratings of aspects of the workplace climate?**

# METHOD

## **Santa Barbara County Diversity Steering Committee**

In 2003, the administration of Santa Barbara County appointed the SBC Diversity Steering Committee to look into matters pertaining to the workplace climate experienced by the employees of the County. The individuals making up this committee were:

Ron Cortez, General Services

Phil Demery, Public Works

Michelle Fitzpatrick, Social Services

Sue Gionfriddo, Probation

Claudia Henry, ADMHS

Roger Heroux, Public Health

Jim Laponis, County Administrator

Ron LeGault, Sheriff

Claudia Lujan, Equal Opportunity

Nancy Madsen, Human Services Commission

Ed Moses, Housing

Sabina Netto, Human Resources

John Scherrei, Fire

Ronnie Thompson, Employee University

Scott Ullery, Human Resources

The committee met frequently in 2003 and 2004 to study, among other matters, the feasibility of conducting a County of Santa Barbara Benchmark Survey of Workplace Climate. They recommended that the survey be conducted in 2004.

## **Questionnaire**

The 66-item questionnaire was developed by the Santa Barbara County Diversity Committee in consultation with the Principal Investigator (see Appendix A). It consists of two types of questions: (a) 55 evaluative questions aimed at measuring employee feelings, opinions, and experiences (e.g., “To what extent do you feel your ideas are valued by your supervisor? (10 = valued, 1 = not valued.”), and (b) 11 questions regarding demographic group and job within the County of Santa Barbara (e.g., “Race/ethnicity?” and “For what department do you work?”). The questionnaire was pilot tested by members of the Committee and revised accordingly. It was deemed to be clear, reasonable, and non-invasive, and was therefore cleared for use in the survey.

## **Procedure**

On June 23, 2004, the questionnaire and cover letter were made available to the all of the approximately 4,130 employees working for the County of Santa Barbara. This included employees from all departments and positions.

Employees were asked to complete the anonymous questionnaire, seal it in the attached envelope addressed to Claudia Lujan, and mail it using intra-county mail. They were given until July 15 to complete and mail the survey. Before that deadline, employees were reminded of the need to complete and mail the questionnaire by July 15. Questionnaires received by July 26 were included in the analysis.

The completed surveys were delivered, unopened, to the Principal Investigator and kept in his locked office at UCSB. A Research Assistant opened each envelope in Dr. Mulac's office and turned the surveys over to him.

### **Compliance Rate**

Of these, a total of **2,044** completed anonymous surveys and returned them to Claudia Lujan in sealed envelopes, for a compliance rate of **49%**. This is a substantially high rate of compliance, based on the standards of Social Science research, and provides a strong argument for the validity of findings resulting from the responses.

### **Data Entry**

The surveys were given to a Data Entry Specialist for entry into a web-based spreadsheet that was converted into a computer spreadsheet for analysis. Once entered, the surveys were returned to the Principal Investigator for shredding. No county employee had access to any of the opened surveys at any time. Nor was the data set made available to any member of the County.

## **Data Analysis**

Statistical analysis of the data was conducted by the Principal Investigator, using the powerful statistical program, the Statistical Package for the Social Sciences (SPSS, Version 10). The statistical procedures included: (a) Descriptive Statistics, (b) Frequency count, (c) Factor Analysis, (d) Analysis of Variance (ANOVA), and Multiple Regression Analysis (MRA). Results of these analyses are given in the following section.

# RESULTS

## Factors of Evaluation

It was safe to assume that the 55 questions calling for evaluation of various aspects of the work experience at the Santa Barbara County did not measure 55 different things, but instead, some smaller number of underlying elements or “factors.” (But note that responses to each of the 55 are given later in this report.) Just as measures of a sports team members’ height, weight, and shoe size could be seen to cluster to form a factor that we might call “size,” the evaluative measures in this survey needed to be distilled to form a manageable number of factors that could be analyzed for possible differences between demographic and job groups. The advanced statistical procedure that permits such a “distillation” is called factor analysis, and was performed on the data from the 55 evaluative questions, minus the two job satisfaction questions. The underlying principle of factor analysis is that where responses to a group of questions are highly correlated with each other, they will be highly correlated with some underlying element or “factor.” It is important to note that the underlying factors of judgment came directly from the employees’ data. They were not imposed on the data by the Principal Investigator.

Results of the factor analysis showed that **8** factors underlie the evaluative questions. These are shown in the table below, along with the questions that comprise each. For example, employee evaluations of eight questions were highly correlated with each other, including: (a) “Extent supervisor has a clear understanding of what you accomplish,” (b) “Extent supervisor has a clear understanding of your role and responsibilities,” and (c) “Extent you respect your

supervisor.” The factor analysis also showed the eight questions to be highly related to an underlying factor that we can call “Supervisor.” Employees’ ratings for those eight questions were combined by taking the mean of the eight to produce a score for the factor called Supervisor. We could then see whether different demographic groups differ in their ratings of their Supervisor. It is also possible to compare ratings of employee’s Supervisor with other factors such as Respect for Opinions, Respect for Diversity, and Growth Opportunities. Finally, these factors will be able to be tracked from year to year, as additional surveys are conducted, to determine whether high rated factors have been sustained and whether low rated factors have been improved.

*Table 1. Factor Structure of SBC Workplace Climate Survey Evaluative Questions\**

Factor	Q#	Questions (wording preserved to the extent practical re. space)
<b>Factor 1</b> <b>Respect for Opinions</b>	20.	Extent varying opinions are respected within your department.
	21.	Extent new and innovative ways are respected within your department.
	28.	Extent department considers the needs of the staff overall.
	7.	Extent department promotes good relations among its staff.
	29.	Extent department leadership solicits your ideas and opinions.
	32.	Extent you are confident in the overall leadership in your department.
	30.	Extent supervisors establish policies to create inclusive work environments.
	8.	Extent decisions your department makes are ethical.
	21.	Extent people with new & innovative ways are respected within department.
	40.	Extent varying opinions are respected within the County organization
	23.	Extent supervisors in your department lead by example.
	22.	Extent supervisors in your department are approachable.
	27.	Extent department connects employees’ work to broader goals of County.
<b>Factor 2</b> <b>Supervisor</b>	37.	Extent supervisor has a clear understanding of what you accomplish.
	36.	Extent supervisor has a clear understanding of your skills and abilities.
	35.	Extent supervisor has a clear understanding of your role & responsibilities.
	34.	Extent supervisor recognizes the talents that employees bring to workforce.
	33.	Extent you respect your supervisor.
	38.	Extent your supervisor treats all employees fairly.

3. Extent your ideas are valued by your supervisor.  
12. Extent you receive quality feedback on your work performance.
- Factor 3  
**Respect for Diversity**
46. Extent County organization respects cultural differences among its staff.  
47. Extent dept. leadership respects cultural differences among its staff.  
44. Extent co-workers in your department represent a diverse workforce.  
43. Extent people from all backgrounds are treated fairly in your department  
42. Extent people from all backgrounds are treated fairly in your work area.  
45. Extent co-workers respect cultural differences among its staff.
- Factor 4  
**Freedom from Discrimination**  
(Reversed)
50. Extent treated negatively because of your sexual orientation. (Reversed)  
52. Extent treated negatively because of your religion. (Reversed)  
53. Extent treated negatively because of your actual or perceived disability. (R)  
51. Extent treated negatively because of your age. (Reversed)  
48. Extent treated negatively because of your race. (Reversed)  
49. Extent treated negatively because of your gender. (Reversed)
- Factor 5  
**Involvement in Work**
10. Extent you feel involved (committed, engaged) in your work.  
11. Extent you feel you are working toward specific goals at work.  
16. Extent your work is fulfilling.
- Factor 6  
**Growth Opportunities**
24. Extent opportunities for professional growth are available to you in County.  
25. Extent training opportunities are available to you in the County organization.  
19. How fair the compensation for your job is.
- Factor 7  
**Awareness of Rights Processes**
18. Extent you are aware of dept. processes for handling co-worker disputes.  
54. Extent aware of processes that protect your rights as a County employee.
- Factor 8  
**Job Insecurity**
14. Extent budgetary instabilities make you question your job security.

---

\*Results of Principal Components Analysis, using Varimax rotation, Eigen Value >1, with the 8 factors accounting for 67% of the item variance (42 out of 55 evaluative questions formed the 8 factors)

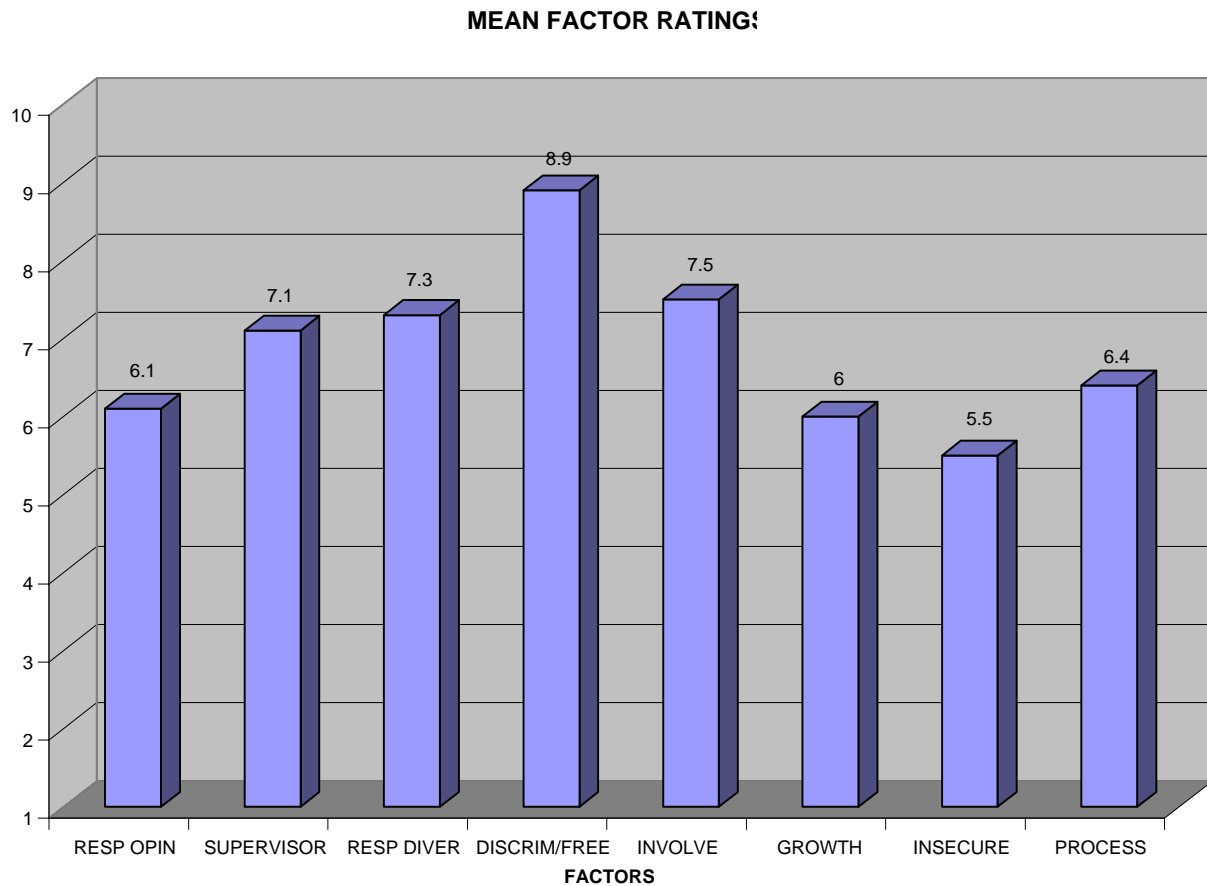
Another benefit of factor analysis of questions such as these is that it provides a test of the validity of employees' responses. If the pattern of clusters within each factor is logical and sensible, we can see that the responses demonstrate a high degree of validity—they measure what they purport to measure. Here the reasonableness of the factor structure provides strong evidence of the validity of employee responses.

## Comparison of Evaluative Factor Mean Ratings

Ratings by all **2044** employees were summarized in the form of overall mean ratings for the eight factors and 55 individual questions—“one employee = one vote.” Demographic group comparisons were then conducted and are presented later in the report.

The comparison of the eight factors was accomplished by an Analysis of Variance that indicated clear, statistically significant differences between the ratings of the various factors. Note that throughout the report, only those differences that meet the Social Scientific standard of 95% confidence are presented. That is, only a difference that could have occurred by chance less than 5 times in 100 ( $p < .05$ ) is considered statistically significant and is therefore reported. Whether a particular difference is conceptually meaningful, and therefore should be acted upon, is beyond the scope of this report.

The mean factor scores, for which substantial between-factor differences were found, are shown in the graph below:



Highest ratings were given to personal Freedom from Discrimination (8.9) (because of age, race, gender, etc.), employee Involvement in Work (7.5), departmental Respect for Diversity (7.3), and Supervisor (7.1). Somewhat lower (but still above the scale midpoint of 5.5) were ratings of Awareness of Rights Processes (6.4), Respect for Opinions (6.1), and Growth Opportunities (6). Job Insecurity ratings (“Extent budgetary instabilities make you question your job security.”) were at the scale midpoint of 5.5.

## Factors Predicting Overall Job Satisfaction Ratings

The important general evaluative question, posed first in the survey was,

“1. On a scale of 1-to-10, how satisfied are you with your job at Santa Barbara County?”

not satisfied: 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 :satisfied

It is useful to determine which factors are most highly implicated, or are most highly predictive, of employees’ overall satisfaction with their job at Santa Barbara County. The statistical procedure that can determine the best predictors of job satisfaction is stepwise Multiple Regression Analysis. This determines the best single predictor, then the second best (in combination with the first), and so forth until no additional prediction is possible. The procedure also determines the extent to which each factor is implicated in the overall judgment. This provides information that may be useful in targeting particular factors for attempted improvement, while turning attention away from others that are less predictive of the Satisfaction ratings. Results of the stepwise Multiple Regression Analysis are given below:

*Table 2. Results of Stepwise Multiple Regression Analysis\* Predicting Overall Ratings of “How satisfied are you with your job at Santa Barbara County?” Based on 5 Key Factors*

Step	Factor	Beta**	R <sup>2</sup> ***	R <sup>2</sup> Increase
1	Personal Involvement in Work	.38	.43	.43
2	Respect for Opinions	.13	.51	.08
3	Growth Opportunities	.19	.53	.02
4	Supervisor	.14	.54	.01
5	Respect for Diversity	.06	.54	.00

\* $F(5,255) = 476.91, p < .0001, R^2 = .49$

\*\*Beta is the standardized regression coefficient (or weight) given each predictor variable.

\*\*\*  $R^2$  provides the percent of the criterion variable (Job Satisfaction) that is predicted by the predictor factors.

Results show that a weighted combination of 5 factors provides a powerful, meaningful, statistically significant ( $p < .0001$ ) prediction of the judgments of Job Satisfaction. In fact, they account for 54% of the variance of the overall judgment, an amount that is considered very high in Social Science research of this type. By far the most important single predictor was Personal Involvement in Work, accounting for **43%** prediction of overall ratings. Second in order of importance was departmental Respect for Opinions, which added **8%** to the prediction. The third most important predictor was Growth Opportunities, accounting for **2%** additional prediction. Next, in order of importance were Supervisor and Respect for Diversity. The remaining 3 factors failed to add any predictive effectiveness whatsoever.

## Responses to Individual Evaluative Questions

Mean or “average” scores (**M**) for each question that called for a rating of some aspect of work are given below exactly as they appeared in the survey. The number of respondents (out of the total of 2,044) answering each question (**N**) is also indicated.

### WORKPLACE CLIMATE SURVEY

#### Instructions

Please circle the number on the scale that most accurately reflects your response to each question. **If you have any concerns about any question, please leave it blank.**

#### Questions

1. On a scale of 1-to-10, how satisfied are you with your job at Santa Barbara County?  
**not satisfied: 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 :satisfied**

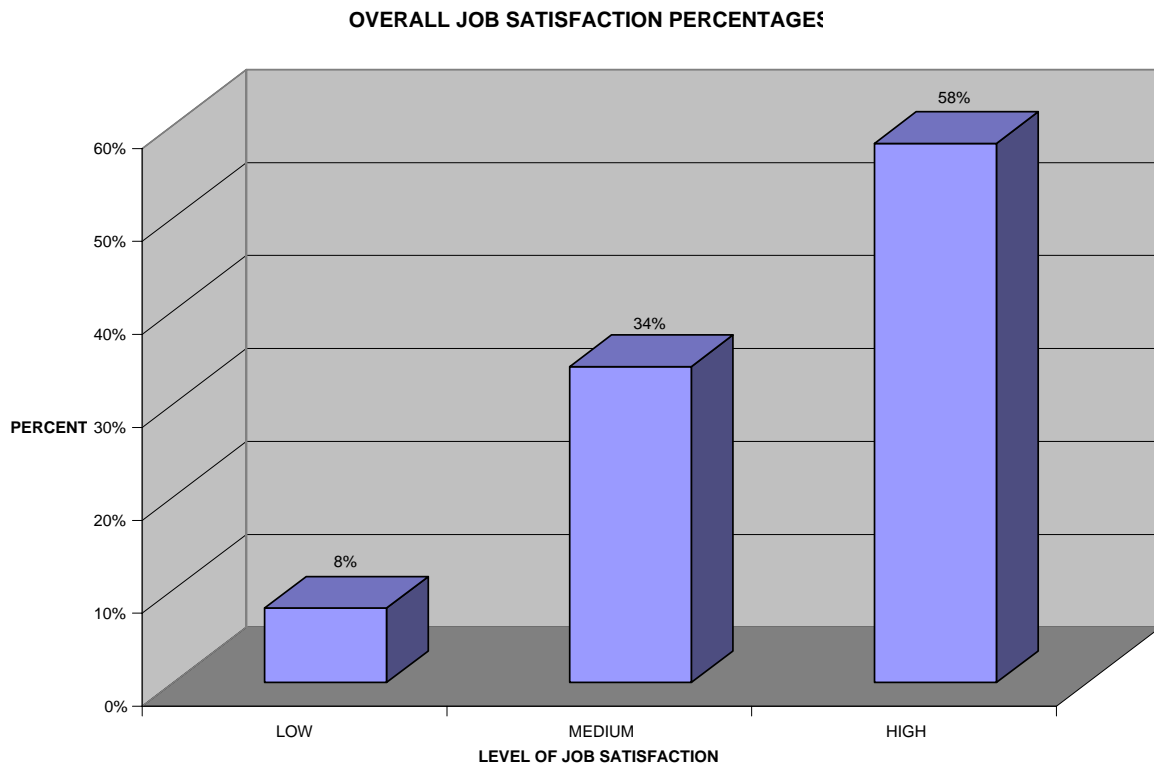
**N = 2,012; M = 7.32**

The number and percent of individuals who gave each of the 1-to-10 ratings was:

#### FREQUENCY AND PERCENT OF JOB SATISFACTION SCORES

JOB_SATI						
	Score	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	1	31	1.5	1.5	1.5	
	2	42	2.1	2.1	3.6	
	3	83	4.1	4.1	7.8	
	4	76	3.7	3.8	11.5	
	5	162	7.9	8.1	19.6	
	6	163	8	8.1	27.7	
	7	282	13.8	14	41.7	
	8	557	27.3	27.7	69.4	
	9	327	16	16.3	85.6	
	10	289	14.1	14.4	100	
	Total	2012	98.4	100		
Missing	System	32	1.6			
Total		2044	100			

If we view the top three scores (8, 9, and 10) as indicating High Satisfaction, and the bottom three scores (1, 2, and 3) as Low Satisfaction, we can make the following interpretation: **58%** of respondents are in the High Satisfaction group and **8%** of employees are in the Low Satisfaction group. The remaining **34%** can be viewed as in the Medium Satisfaction group. See graph below.



2. To what extent do you feel your ideas are valued by your co-workers?

**not valued:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:valued**

**N = 2,026; M = 7.22**

3. To what extent do you feel your ideas are valued by your supervisor?

**not valued:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:valued**

**N = 2,025; M = 6.87**

4. To what extent do your working conditions motivate you to work hard?

**do not motivate: 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 :motivate**

**N = 2,010; M = 6.28**

5. To what extent is your work environment better today than it was 2 years ago?

**not better: 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 :better**

**N = 1,948; M = 5.56**

6. To what extent do you feel free to speak your mind on the job?

**not free** **free**  
**to speak: 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 :to speak**

**N = 2,028; M = 6.37**

7. To what extent does your department promote good relations among its staff?

**does not promote: 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 :promotes**

**N = 2,026; M = 6.12**

8. To what extent do you feel the decisions your department makes are ethical?

**not ethical: 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 :ethical**

**N = 2,009; M = 6.89**

9. To what extent do you feel isolated (inappropriately separated from others, alone) in the workplace?

**not isolated: 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 :isolated**

**N = 2,020; M = 3.62**

10. To what extent do you feel involved (committed, engaged) in your work?

**not involved: 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 :involved**

**N = 2,033; M = 7.83**

11. To what extent do you feel you are working toward specific goals and accomplishments at work?

**no specific goals: 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 :specific goals**

**N = 2,027; M = 7.36**

12. To what extent do you receive quality feedback on your work performance?

**no quality feedback: 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 :quality feedback**

**N = 2,027; M = 6.42**

13. To what extent are you provided opportunities to correct weaknesses in your job performance?

**no opportunities:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:opportunities**

**N = 1,990; M = 6.82**

14. To what extent do budgetary instabilities make you question your job security?

**not question** **question**  
**job security:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:job security**

**N = 2,016; M = 5.50**

15. To what extent is your workplace free from tensions, so that you want to continue working at the County?

**do not want** **want to**  
**to continue:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:continue**

**N = 2,012; M = 6.25**

16. To what extent do you feel your work is fulfilling?

**not fulfilling:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:fulfilling**

**N = 2,018; M = 7.21**

17. To what extent do inefficiencies in your workplace prevent you from meeting your work goals?

**do not prevent:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:prevent**

**N = 1,991; M = 5.41**

A total of 26% said that inefficiencies in the workplace did prevent them from meeting work goals by scoring an 8, 9, or 10 in answer to this question. Thirty percent indicated that inefficiencies do not prevent them from meeting work goals (1, 2, or 3).

18. To what extent are you aware of the processes in your department for handling co-worker disputes?

**not aware:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:aware**

**N = 1,996; M = 6.16**

19. How fair do you feel your compensation is for your job?

**not fair:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:fair**

**N = 2,009; M = 5.97**

20. To what extent do you feel varying opinions are respected within your department?

**not respected: 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 :respected**

**N = 2,004; M = 5.90**

21. To what extent do you feel people who look for new and innovative ways of doing things are respected within your department?

**not respected: 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 :respected**

**N = 1,997; M = 6.07**

22. To what extent do you feel supervisors in your department are approachable?

**not approachable: 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 :approachable**

**N = 2,014; M = 7.15**

23. To what extent do you feel supervisors in your department lead by example?

**do not lead lead  
by example: 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 :by example**

**N = 2,006; M = 6.27**

24. To what extent are opportunities for professional growth available to you in the County organization?

**not available: 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 :available**

**N = 2,006; M = 5.80**

25. To what extent are training opportunities for professional growth open to you in the County organization?

**not open: 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 :open**

**N = 2,006; M = 6.29**

26. To what extent does your department inform all employees of policy changes in a timely manner?

**not timely: 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 :timely**

**N = 2,013; M = 6.45**

27. To what extent does your department connect employees' work to the broader goals of the County?

**does not connect work: 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 :connects work**

**N = 1,925; M = 5.70**

28. To what extent do you feel the department considers the needs of the staff overall?  
**does not**  
**consider needs:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:considers needs**  
**N = 2,016; M = 5.66**
29. To what extent does departmental leadership in your workplace solicit your ideas and opinions?  
**does not**  
**solicit ideas:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:solicits ideas**  
**N = 2,009; M = 5.61**
30. To what extent do supervisors in your department establish policies to create inclusive (feeling a part of the group) work environments?  
**does not establish** **establishes**  
**inclusive policies:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:inclusive policies**  
**N = 1,983; M = 5.77**
31. To what extent do you understand the meaning of your job in relation to overall departmental goals?  
**do not understand** **understand**  
**meaning:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:meaning**  
**N = 2,004; M = 7.87**
32. Generally speaking, to what extent are you confident in the overall leadership in your department?  
**not confident:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:confident**  
**N = 2,009; M = 6.43**
33. In general, to what extent do you respect your supervisor?  
**do not respect:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:respect**  
**N = 2,013; M = 7.51**
34. To what extent do you feel your supervisor recognizes the talents that employees bring to the workforce?  
**does not**  
**recognize:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:recognizes**  
**N = 2,019; M = 7.03**

35. To what extent do you feel your supervisor has a clear understanding of your role and responsibilities?

**no clear** **clear**  
**understanding:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:understanding**

**N = 2,019; M = 7.43**

36. To what extent do you feel your supervisor has a clear understanding of your skills and abilities?

**no clear** **clear**  
**understanding:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:understanding**

**N = 2,020; M = 7.25**

37. To what extent do you feel your supervisor has a clear understanding of what you accomplish in your job?

**no clear** **clear**  
**understanding:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:understanding**

**N = 2,020; M = 7.10**

38. To what extent do you feel your supervisor treats all employees fairly?

**not fairly:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:fairly**

**N = 2,010; M = 6.93**

39. To what extent are you satisfied with your opportunities for advancement within your department?

**not satisfied:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:satisfied**

**N = 1,994; M = 5.58**

40. To what extent do you feel varying opinions are respected within the County organization?

**not respected:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:respected**

**N = 1,958; M = 5.59**

41. To what extent do you feel people who look for new and innovative ways of doing things are respected in the County organization?

**not respected:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:respected**

**N = 1,948; M = 5.86**

42. To what extent do you feel people from all backgrounds are treated fairly in your immediate work area?

**not fairly:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:fairly**

**N = 1,997; M = 7.59**

43. To what extent do you feel people from all backgrounds are treated fairly in your overall department?

**not fairly:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:fairly**

**N = 1,990; M = 7.48**

44. To what extent do you feel co-workers in your department represent a diverse workforce?

**not diverse:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:diverse**

**N = 1,993; M = 7.22**

45. To what extent do you feel co-workers in your department respect diverse opinions?

**do not**

**respect:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:respect**

**N = 1,996; M = 6.92**

46. To what extent do you feel the departmental leadership in your workplace respects cultural differences among its staff?

**does not**

**respect:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:respects**

**N = 1,984; M = 7.47**

47. To what extent do you feel the County organization as a whole respects cultural differences among its staff?

**does not**

**respect:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:respects**

**N = 1,934; M = 7.32**

48. In your department, to what extent do you feel you have been treated negatively because of your race?

**not negatively:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:negatively**

**N = 1,973; M = 2.37**

49. In your department, to what extent do you feel you have been treated negatively because of your gender?

**not negatively:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:negatively**

**N = 1,999; M = 2.76**

50. In your department, to what extent do you feel you have been treated negatively because of your sexual orientation?

**not negatively:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:negatively**

**N = 1,959; M = 1.70**

51. In your department, to what extent do you feel you have been treated negatively because of your age?

**not negatively:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:negatively**

**N = 1,988; M = 2.43**

52. In your department, to what extent do you feel you have been treated negatively because of your religion?

**not negatively:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:negatively**

**N = 1,973; M = 1.80**

53. In your department, to what extent do you feel you have been treated negatively because of your actual or perceived disability?

**not negatively:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:negatively**

**N = 1,897; M = 2.00**

54. To what extent are you aware of the processes that protect your rights as an employee of the County?

**not aware:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:aware**

**N = 1,999; M = 6.66**

55. Overall, how high a rating would you give Santa Barbara County as a place to work?

**not high:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:high**

**N = 1,982; M = 7.06**

## Responses to Demographic Questions

Responses to the 11 demographic questions (such as Age and Department) are provided below in the form of the percentage of respondents to each question who gave a particular response, along with the number of individuals who answering each question (out of the total of 2,044 who responded to the survey).

Note this information will only be used in combination with all the other respondents' information to determine whether different groups have different judgments of the work climate. No member of the County will ever see individual questionnaires. (The data will be locked at UCSB, entered into a statistical computer program, and then shredded.) Only aggregated data will be reported for each group.

Instructions: Please circle or check the appropriate description of your group membership. If you do not wish to give particular information, leave that question blank.

1. Age range? N = **1,912** (94% of the respondents provided this information)

<b>3%</b>	<b>21%</b>	<b>30%</b>	<b>32%</b>	<b>13%</b>	<b>1%</b>
18-25,	26-35,	36-45,	46-55,	56-65,	66 and above

2. How many years have you been employed by Santa Barbara County? N = **1,944** (95%)

<b>35%</b>	<b>25%</b>	<b>16%</b>	<b>10%</b>	<b>14%</b>
0-5,	6-10,	11-15,	16-20,	20+ yrs.

3. Gender? N = **1,940** (95% provided this information)

<b>39%</b>	<b>61%</b>
Male	Female

4. Race/ethnicity? N = **1,883** (Actual percentages at SBC are shown in parentheses.) (92%)

N = <b>1,154</b> =	<b>56.5 %</b> White (62%)
N = <b>34</b> =	<b>1.7 %</b> Black or African American (2.7%)
N = <b>251</b> =	<b>12.3 %</b> Mexican American (31% Mexican American or Hispanic)
N = <b>274</b> =	<b>13.4 %</b> Hispanic or Latino
N = <b>48</b> =	<b>2.3%</b> Asian American or Pacific Islander (3.8%)
N = <b>21</b> =	<b>1.0%</b> American Indian or Alaskan Native (0.8%)
N = <b>101</b> =	<b>4.9%</b> Other (please specify)_____

---

**NUMBER OF INDIVIDUALS: GENDER BY RACE**


---

RACE	GENDER		Total
	Male	Female	
White	515	630	1145
Black or African American	16	18	34
Mexican American	69	181	250
Hispanic or Latino	62	209	271
Asian American or Pacific Islander	14	33	47
American Indian or Alaskan Native	10	11	21
Other (please specify)	46	52	98
	732	1134	1866

---

5. Are you a single parent raising your child **N = 233 = 12% Yes**      **N = 1,702 = 88% No**

6. Are you a sole caregiver for an adult?      **N = 85 = 4% Yes**      **N = 1,822 = 96% No**

7. Where is your worksite located?

**N = 1,135 = 59% South County**

**N = 193 = 10% Central County**

**N = 602 = 31% North County**

8. How many minutes does it generally take you to get to work? \_\_\_\_\_ minutes

Minutes	N	Percent
5-10	<b>488</b>	<b>27%</b>
11-15	<b>392</b>	<b>22%</b>
16-20	<b>160</b>	<b>9%</b>
21-25	<b>73</b>	<b>4%</b>
26-30	<b>197</b>	<b>11%</b>
31-40	<b>95</b>	<b>5%</b>
41-50	<b>131</b>	<b>7%</b>
51-60	<b>146</b>	<b>8%</b>
61-70	<b>41</b>	<b>2%</b>
> 70	<b>44</b>	<b>2%</b>

---

Virtually one-half of the employees spend 15 minutes or less getting to work, one-fourth spend 16 to 30 minutes, whereas 4% spend more than one hour.

9. For what department do you work? **N = 1,920** (94% provided this information)

- 1.5% Agriculture & Cooperative Exten    3.9% Fire    1.3% Public Defender
- 8.0% Alcohol, Drug & Mental Health    3.1% General Services    14.1% Public Health
- 1.4% Auditor Controller    0.3% Housing & Comm. Develop    9.6% Public Works
- 3.0% Child Support Services    1.0% Human Resources    0.4% Retirement System
- 2.3% Clerk Recorder Assessor    1.5% Parks    10.1% Sheriff – Coroner
- 1.4% County Administrator    5.2% Planning & Development    9.4% Social Services
- 1.2% County Counsel    9.0% Probation    1.5% Treasurer Tax Collect,
- 1.0% District Attorney          Public Admin.

10. For what Division do you work? \_\_\_\_\_

11. Which one best describes your position? **N = 1,755** (86% provided this information)

- N = 81, = 5.1%** Service Maintenance/Skilled Craft    **N = 268, = 15.3%** Technical/Specialist
- N = 106, = 6.0%** Paraprofessional    **N = 660, = 37.6%** Professional
- N = 200, = 11.4%** Supervisor    **N = 128 = 7.3%** Manager
- N = 35, = 2.0%** Executive    **N = 269, = 15.3%** Other (please specify) \_\_\_\_\_

<b>POSITION * GENDER Crosstabulation</b>				
POSITION		GENDER		Total
		Male	Female	
Service Maintenance/Skilled Crai	Count	72	15	87
	% within POSITION	82.80%	17.20%	100.00%
Technical/Specialist	Count	104	154	258
	% within POSITION	40.30%	59.70%	100.00%
Paraprofessional	Count	21	79	100
	% within POSITION	21.00%	79.00%	100.00%
Professional	Count	254	386	640
	% within POSITION	39.70%	60.30%	100.00%
Supervisor	Count	94	103	197
	% within POSITION	47.70%	52.30%	100.00%
Manager	Count	65	62	127
	% within POSITION	51.20%	48.80%	100.00%
Executive	Count	22	13	35
	% within POSITION	62.90%	37.10%	100.00%
Other (please specify)	Count	58	201	259
	% within POSITION	22.40%	77.60%	100.00%
tal	Count	690	1013	1703
	% within POSITION	40.50%	59.50%	100.00%

## **Factor Score Differences for Demographic Groups**

Analyses were conducted to determine whether various demographic groups differed in their judgments of the 8 evaluative factors. Evaluative factors included such composite dimensions as Respect for Opinions, Supervisor, and Respect for Diversity. The 7 demographic variables for which differences were assessed were: Age, Years working for the County, Race/Ethnicity, Gender, Worksite Location, Department, and Position. The open-ended responses to the question, “For what Division do you work?” could not adequately be combined to form categories for analysis, so potential Division differences could not be assessed.

The statistical procedure that permitted this form of between group comparison was Analysis of Variance (ANOVA). A total of 56 analyses were conducted, finding 37 comparisons for which group differences were “statistically significant” in that they could have occurred less than 5 times in 100 by chance ( $p < .05$ ). Another way of stating this criterion, is that it meets the “95% confidence interval.” Because these can be considered real differences in judgment, they are reported below in terms of each of the 7 demographic variables:

## Age Differences

A total of 1,912 employees indicated their age, and their judgments were compared for possible age differences on the 8 evaluative factors and. Of the 8 analyses conducted, 3 demonstrated significant differences between the age groups: Freedom from Discrimination, Job Insecurity, and Aware of Rights Process. These are displayed below:

### AGE DIFFERENCES ON FACTORS\*

Factor	Descriptives			
	Age	N	Mean	Std. Deviation
Freedom from Discrimination	18-25	60	8.7444	1.6503
	26-35	377	9.0522	1.3307
	36-45	529	8.9798	1.4428
	46-55	558	8.7649	1.7542
	56-65	236	8.6356	1.6778
	66 and above	9	8.8148	1.3345
Total		1769	8.8727	1.5693
Job Insecurity	18-25	61	6.0000	2.9326
	26-35	400	6.0575	2.8495
	36-45	564	5.6152	2.8576
	46-55	606	5.1782	3.0295
	56-65	255	5.0314	2.9442
	66 and above	13	5.6154	3.1235
Total		1899	5.5029	2.9476
Aware of Rights Process	18-25	60	5.6167	2.5451
	26-35	391	5.8875	2.4641
	36-45	553	6.5597	2.3854
	46-55	598	6.7082	2.5267
	56-65	254	6.5728	2.3861
	66 and above	13	6.2692	2.5051
Total		1869	6.4361	2.4741

\*Age range means are given for only those factors on which differences were found.

## Years Employed by the County Differences

Differences among respondents who have been employed by the county for different numbers of years were found on all 8 evaluative factors:

<b>YEARS WITH COUNTY DIFFERENCES ON FACTORS</b>				
<b>Factor</b>	<b>Descriptives</b>		<b>Mean</b>	<b>Std. Deviation</b>
	<b>Years</b>	<b>N</b>		
Respect for Opinions	0-5	615	6.6175	2.141
	6-10	441	5.7357	2.3316
	11-15	287	5.8191	2.3125
	16-20	179	6.3236	2.1925
	20+ yrs.	252	6.1523	2.3168
	Total	1774	6.1734	2.276
Supervisor	0-5	671	7.4957	2.1796
	6-10	470	6.7529	2.5609
	11-15	307	6.8864	2.4416
	16-20	189	7.3194	2.2446
	20+ yrs.	269	7.0423	2.3064
	Total	1906	7.1329	2.3633
Respect for Diversity	0-5	640	7.706	1.8869
	6-10	457	7.0773	2.0854
	11-15	292	7.0263	2.1918
	16-20	176	7.4129	2.1248
	20+ yrs.	265	7.3642	1.9636
	Total	1830	7.3628	2.0399
Freedom from Discrimination	0-5	644	9.1027	1.367
	6-10	440	8.7341	1.6457
	11-15	280	8.7268	1.6223
	16-20	177	8.8371	1.56
	20+ yrs.	257	8.6926	1.8243
	Total	1798	8.8692	1.5758

Involvement in Work	0-5	678	7.6618	1.8954
	6-10	475	7.1789	2.0877
	11-15	309	7.3398	2.1428
	16-20	190	7.6333	1.8933
	20+ yrs.	271	7.6384	2.0155
	Total	1923	7.4847	2.0106
Growth Opportunities	0-5	669	6.3602	2.1563
	6-10	469	5.6269	2.331
	11-15	303	5.89	2.2711
	16-20	188	6.133	2.1642
	20+ yrs.	271	6.1144	2.3684
	Total	1900	6.0467	2.2665
Job Insecurity	0-5	676	6.0104	2.8229
	6-10	477	5.7715	2.8916
	11-15	311	5.2444	2.898
	16-20	192	5.3125	2.9985
	20+ yrs.	274	4.1569	2.9428
	Total	1930	5.4953	2.9491
Aware of Rights Process	0-5	667	5.937	2.4271
	6-10	469	6.1461	2.4522
	11-15	303	6.6172	2.4475
	16-20	186	7.1667	2.3577
	20+ yrs.	272	7.4835	2.2702
	Total	1897	6.4396	2.4719

## Gender Differences

Differences between male and female respondents were found on 3 evaluative factors:

Discrimination, Job Insecurity, and Awareness of Rights Process.

### GENDER DIFFERENCES ON FACTORS

Factor	Gender	N	Mean	Std. Deviation
Freedom from Discrimination	Male	721	8.969	1.4692
	Female	1073	8.7967	1.637
	Total	1794	8.8659	1.5736
Job Insecurity	Male	757	5.2232	2.928
	Female	1167	5.665	2.964
	Total	1924	5.4912	2.957
Aware of Rights Process	Male	749	6.6529	2.3952
	Female	1142	6.3113	2.5024
	Total	1891	6.4466	2.4655

Overall, men experienced greater Freedom from Discrimination than women. Women felt a greater level of Job Insecurity than men. Men indicated that they were more Aware of the Rights Process than women.

## **Race/Ethnicity Differences**

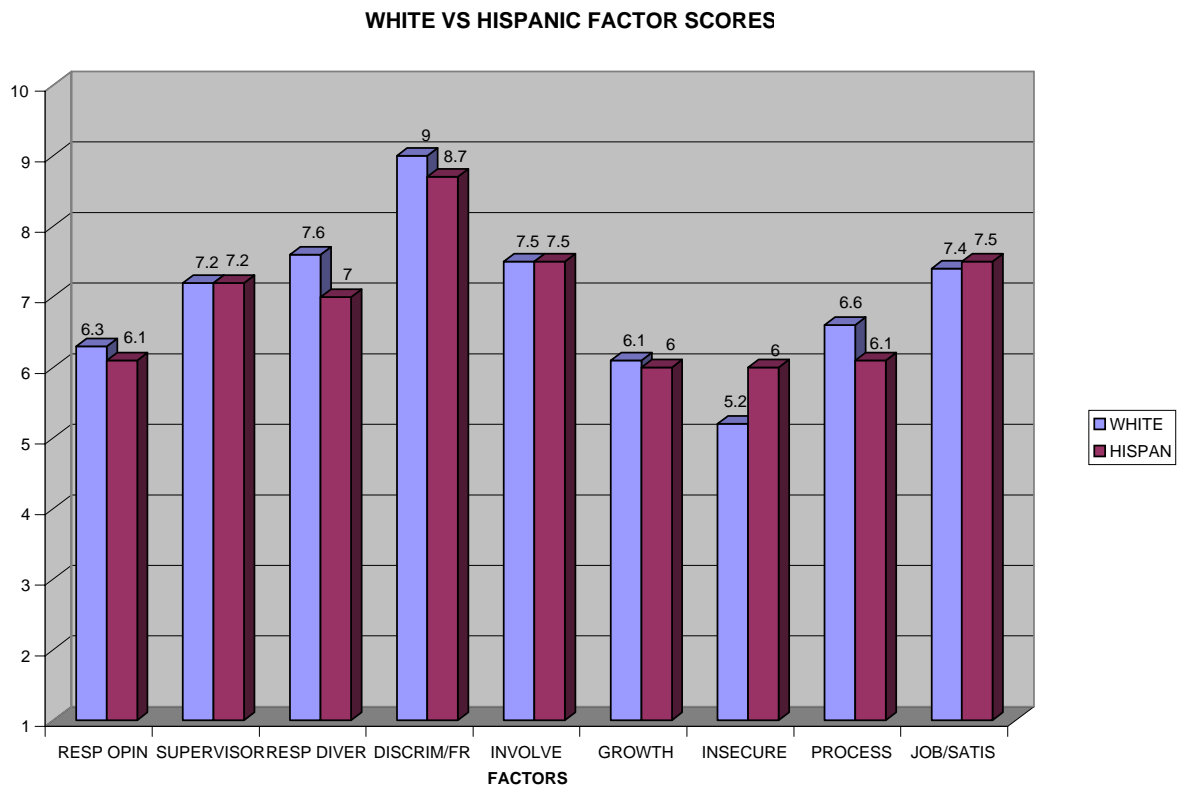
Among the 1,883 respondents who indicated their race/ethnicity, differences were found on 5 of the 8 evaluative factors: Respect for Opinions, Respect for Diversity, Freedom from Discrimination, Job Insecurity, and Awareness of Rights Processes. These are shown in the table below.

## RACE DIFFERENCES ON FACTORS

		<b>Descriptives</b>		
		<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Respect for Opinions	White	1055	6.2783	2.2696
	Black or African American	34	6.6357	2.5293
	Mexican American	231	6.0972	2.2404
	Hispanic or Latino	241	6.0281	2.2814
	Asian American or Pacific Islander	43	7.0823	1.5697
	American Indian or Alaskan Native	21	5.3663	2.2637
	Other (please specify)	88	5.6687	2.2719
	Total	1713	6.2035	2.2664
Respect for Diversity	White	1079	7.5944	1.87
	Black or African American	34	6.9902	2.606
	Mexican American	245	6.9429	2.261
	Hispanic or Latino	259	7.1429	2.1335
	Asian American or Pacific Islander	44	7.5833	1.7999
	American Indian or Alaskan Native	21	6.6984	2.7083
	Other (please specify)	92	6.9167	2.1153
	Total	1774	7.3809	2.023
Freedom from Discrimination	White	1067	9.0095	1.4681
	Black or African American	34	8.7402	1.5271
	Mexican American	238	8.5819	1.7794
	Hispanic or Latino	254	8.7598	1.5882
	Asian American or Pacific Islander	45	8.7222	1.6851
	American Indian or Alaskan Native	21	7.889	2.3383
	Other (please specify)	89	8.8052	1.6012
	Total	1748	8.8785	1.5668
Job Insecurity	White	1146	5.2173	2.9839
	Black or African American	34	6.1176	2.8895
	Mexican American	250	6.028	2.8375
	Hispanic or Latino	270	6.0185	2.8565
	Asian American or Pacific Islander	47	5.4255	2.6272
	American Indian or Alaskan Native	21	5.381	3.1698
	Other (please specify)	101	5.7228	2.843
	Total	1869	5.4922	2.9494
Awareness of Rights Processes	White	1133	6.6174	2.4237
	Black or African American	34	6.5	2.7552
	Mexican American	246	5.939	2.5504
	Hispanic or Latino	263	6.1597	2.4815
	Asian American or Pacific Islander	44	6.7273	2.2398
	American Indian or Alaskan Native	21	7.6429	1.8651
	Other (please specify)	100	6.12	2.5097
	Total	1841	6.4465	2.4648

## White vs. Hispanic Comparisons

The two largest groups were compared on the eight evaluative factors and Job Satisfaction. This was done by comparing respondents who identified themselves as White to those who identified themselves as Mexican American, Hispanic or Latino. These comparisons showed four statistically significant differences. Whites perceived greater departmental Respect for Diversity and personal Freedom from Discrimination. They felt less Insecure about their job and greater Awareness of Rights Processes. Importantly, no differences were found for department Respect for Opinions, Supervisor ratings, Job Involvement, Growth Opportunities, or Job Satisfaction. For the sake of comparison, all White vs. Hispanic comparisons are displayed in the graph below.



## Worksite Differences

Differences were found between employees reporting to worksites in South County, Central County, and North County on two evaluative factors: Supervisor and Job Insecurity, as shown below.

<b>WORKSITE DIFFERENCES ON FACTORS</b>				
		<b>Descriptives</b>		
		<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Supervisor	South County	1110	6.9998	2.4359
	Central County	191	7.4856	2.2647
	North County	592	7.2052	2.3252
	Total	1893	7.113	2.3888
Job Insecurity	South County	1125	5.2987	2.9764
	Central County	193	5.658	2.9221
	North County	597	5.7286	2.9241
	Total	1915	5.4689	2.9603

## **Position Differences**

The respondents were asked to indicate which of 8 positions they held (such as Service Maintenance/Skilled Craft or Executive). Analyses showed differences between the positions on all 8 of the evaluative dimensions. These are shown in the table below.

## POSITION DIFFERENCES ON FACTORS

		Descriptives		
		N	Mean	Std. Deviation
Respect for Opinions	Service Maintenance/Skilled Craft	78	5.215	2.2467
	Technical/Specialist	237	5.9786	2.199
	Paraprofessional	102	5.6373	2.4259
	Professional	607	6.073	2.2955
	Supervisor	190	6.7077	2.0866
	Manager	124	7.3244	1.8686
	Executive	32	8.4183	1.3191
	Other (please specify)	241	6.0932	2.2911
	Total	1611	6.2108	2.2813
Supervisor	Service Maintenance/Skilled Craft	85	6.4074	2.6767
	Technical/Specialist	261	6.8611	2.4441
	Paraprofessional	105	6.6798	2.5619
	Professional	648	7.2814	2.2454
	Supervisor	198	7.3939	2.2357
	Manager	128	7.7754	1.9866
	Executive	32	8.3672	1.4711
	Other (please specify)	261	7.0599	2.5814
	Total	1718	7.1739	2.3644
Respect for Diversity	Service Maintenance/Skilled Craft	84	6.9405	2.0978
	Technical/Specialist	248	7.1835	2.1266
	Paraprofessional	99	6.6364	2.2992
	Professional	617	7.4657	1.9684
	Supervisor	190	7.7368	1.7658
	Manager	122	7.877	1.7154
	Executive	34	8.5147	0.9287
	Other (please specify)	249	7.2316	2.1933
	Total	1643	7.3944	2.0264
Freedom from Discrimination	Service Maintenance/Skilled Craft	81	8.7593	1.6383
	Technical/Specialist	248	8.7628	1.5727
	Paraprofessional	101	8.3383	1.9403
	Professional	605	8.8785	1.5714
	Supervisor	183	9.0118	1.3967
	Manager	116	9.2486	1.3619
	Executive	34	9.7549	0.725
	Other (please specify)	243	8.8059	1.7088
	Total	1611	8.8072	1.5892

Involvement	Service Maintenance/Skilled Craft	87	6.5747	2.2646
in Work	Technical/Specialist	263	7.3207	1.9716
	Paraprofessional	105	6.8159	2.1965
	Professional	654	7.6697	1.8749
	Supervisor	198	7.9411	1.7087
	Manager	128	8.2604	1.6038
	Executive	35	8.9238	1.1146
	Other (please specify)	266	7.2043	2.1937
	Total	1736	7.5388	1.9843
Growth	Service Maintenance/Skilled Craft	87	5.2337	2.2059
Opportunities	Technical/Specialist	260	5.7603	2.2225
	Paraprofessional	105	5.5302	2.2167
	Professional	650	6.0292	2.2213
	Supervisor	198	6.6279	2.0927
	Manager	126	7.6085	1.7784
	Executive	34	7.8431	1.9579
	Other (please specify)	260	5.8436	2.2895
	Total	1720	6.1103	2.2559
Job	Service Maintenance/Skilled Craft	88	5.4091	2.8992
Insecurity	Technical/Specialist	265	5.4679	2.8617
	Paraprofessional	106	5.7264	2.9778
	Professional	653	5.7167	2.9235
	Supervisor	199	4.6985	2.8849
	Manager	128	4.4531	2.9693
	Executive	35	3.3714	2.6908
	Other (please specify)	265	5.9736	2.8596
	Total	1739	5.4462	2.9464
Aware of	Service Maintenance/Skilled Craft	86	5.8663	2.6194
Rights Process	Technical/Specialist	258	5.9128	2.4465
	Paraprofessional	103	5.9709	2.4453
	Professional	637	6.2261	2.4274
	Supervisor	196	7.7041	1.9059
	Manager	127	8.0866	1.7841
	Executive	35	8.7571	1.6287
	Other (please specify)	258	6.0039	2.5422
	Total	1700	6.4726	2.4722

## Job Satisfaction Differences for Demographic Groups

The first question that respondents were asked was, “On a scale of 1-to-10, how satisfied are you with your job at Santa Barbara County?” Responses were compared for each of the 8 demographic and job breakdowns, for example, Years at SBC. Differences were found for 2 of the demographic characteristics: Years at SBC, and Position.

It is useful to note that no differences were found for Race/Ethnicity, Age, or Worksite.

However a significant Race by Gender interaction differences was found and that will also be presented.

### JOB SATISFACTION SCORES BY YEARS WITH COUNTY

Years at SBC	Descriptives		
	N	Mean	Std. Deviation
0-5	675	7.52	1.99
6-10	475	6.99	2.24
11-15	307	7.24	2.2
16-20	191	7.5	2.1
20+ yrs.	274	7.66	1.95
Total	1922	7.36	2.11

## JOB SATISFACTION SCORES BY POSITION

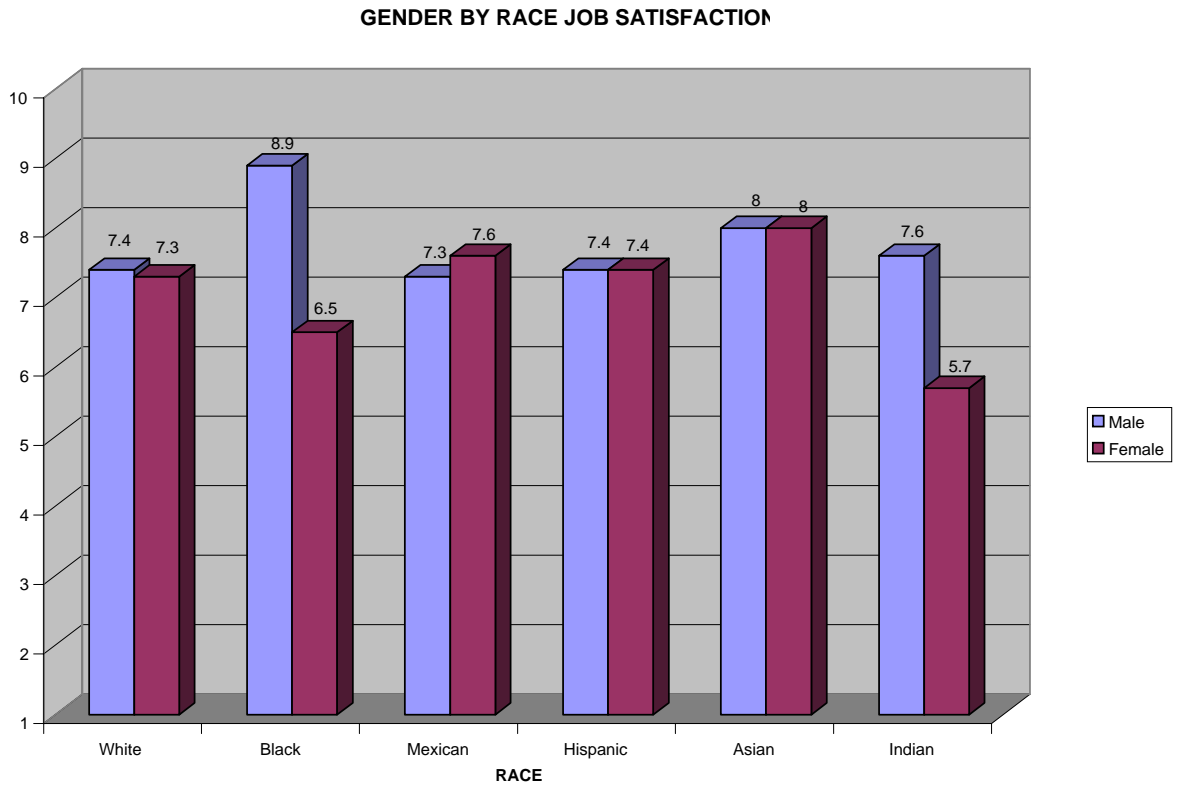
<b>Descriptives</b>			
<b>JOB SATISFACTION</b>			
<b>Position</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Service Maintenance/Skilled Craft	88	7.24	2.21
Technical/Specialist	267	7.25	2.13
Paraprofessional	102	6.83	2.25
Professional	654	7.32	2.09
Supervisor	197	7.69	1.95
Manager	127	8.13	1.67
Executive	35	8.49	1.42
Other (please specify)	264	7.2	2.27
Total	1734	7.38	2.11

## GENDER BY RACE DIFFERENCES FOR JOB SATISFACTION

A meaningful statistical interaction was found between Race and Gender, indicating that differences between males' and females' Job Satisfaction differed depending on their Race.

<b>GENDER BY RACE JOB SATISFACTION</b>			
<b>Dependent Variable: JOB_SATI</b>			
<b>RACE</b>	<b>GENDER</b>	<b>Number</b>	<b>Mean</b>
White	Male	515	7.443
	Female	630	7.279
Black or African American	Male	16	8.875
	Female	18	6.529
Mexican American	Male	69	7.319
	Female	181	7.637
Hispanic or Latino	Male	62	7.403
	Female	209	7.435
Asian American or Pacific Islander	Male	14	8
	Female	33	8.03
American Indian or Alaskan Native	Male	10	7.6
	Female	11	5.727
Other (please specify)	Male	46	7.087
	Female	52	7.137

These Job Satisfaction differences can be more easily seen in the following graph:



This shows that no differences between males and females existed for White, Mexican American, and Asian American or Pacific Islanders. However, males who are Black or African American, and American Indian or Alaskan Native indicated substantially greater Job Satisfaction than their female counterparts in those racial groups.

## Negativity Scores for Age, Gender, and Race

Respondents were asked whether they felt they had been negatively treated in their department because of their race, gender, sexual orientation, age, religion, or disability as follows:

In your department, to what extent do you feel you have been treated negatively because of your age?

**not negatively:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:negatively**

In addition, they were asked to specify their age, gender, and race (but not sexual orientation) in the Demographic Question section of the survey. Analyses did in fact show differences in negativity scores for all three comparisons: Age, Gender, and Race. For example, different age groups reported different degrees of negativity in their department because of their age.

<b>Descriptives</b>			
<b>AGE_NEG</b>			
	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
18-25	61	3.95	2.94
26-35	399	2.29	2.03
36-45	560	1.88	1.77
46-55	599	2.49	2.4
56-65	253	3.18	2.75
66 and above	13	3.31	3.15
Total	1885	2.41	2.29

Men and women also reported differences in the extent to which they had been treated negatively in their department because of their gender.

<b>NEGATIVITY SCORES FOR GENDER</b>			
<b>Descriptives</b>			
<b>GEND_NEG</b>			
<b>Gender</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Male	756	2.36	2.19
Female	1167	2.98	2.7
Total	1923	2.73	2.53

Finally, members of the different racial groups indicated differences in the extent to which they had been treated negatively in their department because of their race.

<b>NEGATIVITY SCORES FOR RACE</b>			
<b>Descriptives</b>			
<b>RACE_NEG</b>			
	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
White	1129	1.96	1.98
Black or African American	34	3.71	3.09
Mexican American	249	2.99	2.47
Hispanic or Latino	269	2.75	2.43
Asian American or Pacific Islander	47	2.83	2.36
American Indian or Alaskan Native	21	3.14	2.59
Other (please specify)	98	2.72	2.49
Total	1847	2.32	2.24

## DISCUSSION

Forty-nine percent of the Santa Barbara County employees, representing all 22 departments, completed and mailed in the anonymous Workplace Climate Survey. Globally, employee responses were very favorable. When asked how satisfied they were with their job at Santa Barbara County, their mean response, on a scale of 1-to-10, was 7.3 points. Moreover, 58% of the respondents can be viewed as in the High Satisfaction group, whereas 8% were in the Low Satisfaction group. Similarly, they gave Santa Barbara County a rating of 7.1 “as a place to work.”

The validity of responses was demonstrated by the coherence of the makeup of the 8 factors of evaluation underlying the 55 evaluative questions: Departmental Respect for Opinions, Supervisor, Respect for Diversity, Freedom from Discrimination, Personal Involvement in Work, Growth Opportunities, Awareness of Rights Processes, and Job Insecurity. A combination of 5 of these factors was able to predict 54% of the overall Job Satisfaction ratings (a substantial amount of prediction for this kind of analysis). These are listed in descending order of importance as predictors: Personal Involvement in Work, Respect for Opinions, Growth Opportunities, Supervisor, and Respect for Diversity.

In terms of ratings, the highest factor was Personal Involvement, including such questions as “To what extent do you feel involved (committed, engaged) in your work?” with a mean rating of 7.5 on a scale of 1-to-10. Next was Departmental Respect for Diversity, 7.3 points. Supervisor ratings were next in descending order, with a mean rating of 7.1 points. Lower than these were the ratings of Personal Understanding of the Rights Processes (6.4), Respect for

Opinions (6.1), and Growth Opportunities (6.0). The negative factor of Job Insecurity received a 5.5, indicating a feeling of job insecurity on the part of many employees

Responses to the demographic questions indicated that for those who supplied information on their group and job, 40% have held a job at the County for 11 years or more. Sixty-one percent of the respondents are women. For those who answered with their Race/ethnicity, 61% indicated that they are White. In terms of care giving, 12% said that they are a single parent raising their child, and 4% that they are a sole caregiver for an adult. For the number of minutes it takes employees to get to work, virtually one-half said it takes them 15 minutes or less, and one-fourth said they spend 16 to 30 minutes. However, one-fifth spend 31 to 60 minutes and 4% spend more than one hour.

Analyses comparing various demographic groups' ratings of the 8 factors found differences for all demographics. Age groups differed in their evaluation of Freedom from Discrimination, Job Insecurity, and Awareness of Rights Process. Individuals who differed in the number of Years Employed by the County differed in their ratings of all 8 factors. Gender differences were found in ratings of Freedom from Discrimination, Job Insecurity, and Aware of Rights Process. Race/Ethnicity Differences were found for 5 of the 8 evaluative factors: Respect for Opinions, Respect for Diversity, Freedom from Discrimination, Job Insecurity, and Awareness of Rights Processes. Differences between employees reporting to South, Central, and North County worksites were found for Supervisor ratings and Job Insecurity. In addition, differences among the 8 positions were found for all evaluative factors.

Although Job Satisfaction ratings were generally high, some demographic groups were higher than others. For example, employees who have worked for the county for the highest number of years (11-15, 16-20, and 20+ years) and new comers (0-5 years) showed the highest level of satisfaction, followed by those with 11-15 years experience, and those with 6-10 years showed the lowest satisfaction, by a small margin . In terms of employee position, it was not surprising to find that Executives and Managers exhibited the highest satisfaction, whereas Paraprofessionals showed the lowest.

A complex finding involving the statistical interaction of Race and Gender showed that men and women of some races displayed different Job Satisfaction, whereas men and women of other races showed the same level of satisfaction. For example, the highest satisfaction was registered by Black or African American men (8.9), followed by Asian American or Pacific Islander men and women (8.0). The lowest satisfaction was indicated by Black or African American women (6.5), followed by American Indian or Alaskan Native women (5.7). White men and women failed to differ in Job Satisfaction, with mid-level ratings.

Several questions asked the extent to which individuals felt they have been treated negatively because of their age, race, or gender. Since those demographics were also asked, analyses could determine whether, for example, people of different age groups felt differing degrees of negative treatment because of their age. Not surprisingly, negativity score differences were found for all three demographic characteristics. In terms of age, the oldest individuals felt the highest negativity, followed by the youngest. Women felt that their gender led to greater negativity than did men. Finally for race/ethnicity, Black or African Americans felt the highest

negativity for race, followed by American Indian or Alaskan Native individuals. Not surprisingly, the majority group, White employees, felt the lowest negativity due to race.

With virtually one-half of the employees responding to the anonymous survey, one that was designed and run by the Santa Barbara County Diversity Committee and an outside consultant, and analyzed by that consultant, we have a valid picture of employee feelings about various workplace climate issues. This provides potentially useful information of where strengths and weaknesses exist for employees at the present time. It also indicates which demographic groups differ in their evaluation of the factors of workplace climate and job satisfaction. Furthermore, the degree of negativity that various age, gender, and race/ethnicity groups experience in the workplace is highlighted. These findings for County employees reflect broader social issues that challenge a county, state, and nation as diverse as ours. However, some change for the good of County employees would be a step toward unity that is within the realm of the possible.

This survey, and the trust and effort of the employees who completed it, permits the Diversity Committee and the County administration to look at the opinions and perceptions of those who make up the Santa Barbara County employee work force. Now we have a better idea of the current state of affairs, one that can not only help shape change, but also one that can provide a benchmark to permit the measurement of any changes that are brought about in the future. The fact that all employees were asked their opinions and feelings about important workplace issues can be viewed as a positive step.

# APPENDIX

## A. Questionnaire

## WORKPLACE CLIMATE SURVEY

### Instructions

Please circle the number on the scale that most accurately reflects your response to each question. **If you have any concerns about any question, please leave it blank.**

### Questions

1. On a scale of 1-to-10, how satisfied are you with your job at Santa Barbara County?  
**not satisfied:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:satisfied**
2. To what extent do you feel your ideas are valued by your co-workers?  
**not valued:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:valued**
3. To what extent do you feel your ideas are valued by your supervisor?  
**not valued:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:valued**
4. To what extent do your working conditions motivate you to work hard?  
**do not motivate:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:motivate**
5. To what extent is your work environment better today than it was 2 years ago?  
**not better:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:better**
6. To what extent do you feel free to speak your mind on the job?  
**not free** **free**  
**to speak:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:to speak**
7. To what extent does your department promote good relations among its staff?  
**does not promote:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:promotes**
8. To what extent do you feel the decisions your department makes are ethical?  
**not ethical:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:ethical**
9. To what extent do you feel isolated (inappropriately separated from others, alone) in the workplace?  
**not isolated:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:isolated**
10. To what extent do you feel involved (committed, engaged) in your work?  
**not involved:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:involved**
11. To what extent do you feel you are working toward specific goals and accomplishments at work?  
**no specific goals:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:specific goals**
12. To what extent do you receive quality feedback on your work performance?  
**no quality feedback:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:quality feedback**

13. To what extent are you provided opportunities to correct weaknesses in your job performance?  
**no opportunities:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:opportunities**
14. To what extent do budgetary instabilities make you question your job security?  
**not question** **question**  
**job security:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:job security**
15. To what extent is your workplace free from tensions, so that you want to continue working at the County?  
**do not want** **want to**  
**to continue:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:continue**
16. To what extent do you feel your work is fulfilling?  
**not fulfilling:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:fulfilling**
17. To what extent do inefficiencies in your workplace prevent you from meeting your work goals?  
**do not prevent:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:prevent**
18. To what extent are you aware of the processes in your department for handling co-worker disputes?  
**not aware:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:aware**
19. How fair do you feel your compensation is for your job?  
**not fair:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:fair**
20. To what extent do you feel varying opinions are respected within your department?  
**not respected:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:respected**
21. To what extent do you feel people who look for new and innovative ways of doing things are respected within your department?  
**not respected:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:respected**
22. To what extent do you feel supervisors in your department are approachable?  
**not approachable:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:approachable**
23. To what extent do you feel supervisors in your department lead by example?  
**do not lead** **lead**  
**by example:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:by example**
24. To what extent are opportunities for professional growth available to you in the County organization?  
**not available:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:available**
25. To what extent are training opportunities for professional growth open to you in the County organization?  
**not open:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:open**
26. To what extent does your department inform all employees of policy changes in a timely manner?  
**not timely:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:timely**

27. To what extent does your department connect employees' work to the broader goals of the County?  
**does not connect work:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:connects work**
28. To what extent do you feel the department considers the needs of the staff overall?  
**does not consider needs:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:considers needs**
29. To what extent does departmental leadership in your workplace solicit your ideas and opinions?  
**does not solicit ideas:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:solicits ideas**
30. To what extent do supervisors in your department establish policies to create inclusive (feeling a part of the group) work environments?  
**does not establish inclusive policies:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **establishes :inclusive policies**
31. To what extent do you understand the meaning of your job in relation to overall departmental goals?  
**do not understand meaning:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **understand :meaning**
32. Generally speaking, to what extent are you confident in the overall leadership in your department?  
**not confident:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:confident**
33. In general, to what extent do you respect your supervisor?  
**do not respect:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:respect**
34. To what extent do you feel your supervisor recognizes the talents that employees bring to the workforce?  
**does not recognize:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:recognizes**
35. To what extent do you feel your supervisor has a clear understanding of your role and responsibilities?  
**no clear understanding:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **clear :understanding**
36. To what extent do you feel your supervisor has a clear understanding of your skills and abilities?  
**no clear understanding:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **clear :understanding**
37. To what extent do you feel your supervisor has a clear understanding of what you accomplish in your job?  
**no clear understanding:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **clear :understanding**
38. To what extent do you feel your supervisor treats all employees fairly?  
**not fairly:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:fairly**

39. To what extent are you satisfied with your opportunities for advancement within your department?  
**not satisfied:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:satisfied**
40. To what extent do you feel varying opinions are respected within the County organization?  
**not respected:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:respected**
41. To what extent do you feel people who look for new and innovative ways of doing things are respected in the County organization?  
**not respected:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:respected**
42. To what extent do you feel people from all backgrounds are treated fairly in your immediate work area?  
**not fairly:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:fairly**
43. To what extent do you feel people from all backgrounds are treated fairly in your overall department?  
**not fairly:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:fairly**
44. To what extent do you feel co-workers in your department represent a diverse workforce?  
**not diverse:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:diverse**
45. To what extent do you feel co-workers in your department respect diverse opinions?  
**do not**  
**respect:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:respect**
46. To what extent do you feel the departmental leadership in your workplace respects cultural differences among its staff?  
**does not**  
**respect:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:respects**
47. To what extent do you feel the County organization as a whole respects cultural differences among its staff?  
**does not**  
**respect:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:respects**
48. In your department, to what extent do you feel you have been treated negatively because of your race?  
**not negatively:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:negatively**
49. In your department, to what extent do you feel you have been treated negatively because of your gender?  
**not negatively:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:negatively**
50. In your department, to what extent do you feel you have been treated negatively because of your sexual orientation?  
**not negatively:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:negatively**
51. In your department, to what extent do you feel you have been treated negatively because of your age?  
**not negatively:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:negatively**

52. In your department, to what extent do you feel you have been treated negatively because of your religion?  
**not negatively:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:negatively**
53. In your department, to what extent do you feel you have been treated negatively because of your actual or perceived disability?  
**not negatively:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:negatively**
54. To what extent are you aware of the processes that protect your rights as an employee of the County?  
**not aware:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:aware**
55. Overall, how high a rating would you give Santa Barbara County as a place to work?  
**not high:** 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : 9 : 10 **:high**

## Demographic Questions

Note this information will only be used in combination with all the other respondents' information to determine whether different groups have different judgments of the work climate. No member of the County will ever see individual questionnaires. (The data will be locked at UCSB, entered into a statistical computer program, and then shredded.) Only aggregated data will be reported for each group.

Instructions: Please circle or check the appropriate description of your group membership. If you do not wish to give particular information, leave that question blank.

1. Age range? 18-25, 26-35, 36-45, 46-55, 56-65, 66 and above
2. How many years have you been employed by Santa Barbara County?  
 0-5, 6-10, 11-15, 16-20, 20+ yrs.
3. Gender?  Male  Female
4. Race/ethnicity?  
 White  
 Black or African American  
 Mexican American  
 Hispanic or Latino  
 Asian American or Pacific Islander  
 American Indian or Alaskan Native,  
 Other (please specify) \_\_\_\_\_
5. Are you a single parent raising your child?  Yes  No
6. Are you a sole caregiver for an adult?  Yes  No
7. Where is your worksite located?  
 South County  Central County  North County

8. How many minutes does it generally take you to get to work? \_\_\_\_\_ minutes

9. For what department do you work?

- |  |  |  |
|--|--|--|
| <input type="checkbox"/> Agriculture & Cooperative Extension | <input type="checkbox"/> Fire                        | <input type="checkbox"/> Public Defender                           |
| <input type="checkbox"/> Alcohol, Drug & Mental Health       | <input type="checkbox"/> General Services            | <input type="checkbox"/> Public Health                             |
| <input type="checkbox"/> Auditor Controller                  | <input type="checkbox"/> Housing & Comm. Development | <input type="checkbox"/> Public Works                              |
| <input type="checkbox"/> Child Support Services              | <input type="checkbox"/> Human Resources             | <input type="checkbox"/> Retirement System                         |
| <input type="checkbox"/> Clerk Recorder Assessor             | <input type="checkbox"/> Parks                       | <input type="checkbox"/> Sheriff – Coroner                         |
| <input type="checkbox"/> County Administrator                | <input type="checkbox"/> Planning & Development      | <input type="checkbox"/> Social Services                           |
| <input type="checkbox"/> County Counsel                      | <input type="checkbox"/> Probation                   | <input type="checkbox"/> Treasurer Tax Collector,<br>Public Admin. |
| <input type="checkbox"/> District Attorney                   |  |  |

10. For what Division do you work? \_\_\_\_\_

10. Which one best describes your position?

- |  |   |   |
|--|---|---|
| <input type="checkbox"/> Service Maintenance/Skilled Craft | <input type="checkbox"/> Technical/Specialist | <input type="checkbox"/> Paraprofessional |
| <input type="checkbox"/> Professional                      | <input type="checkbox"/> Supervisor           | <input type="checkbox"/> Manager          |
| <input type="checkbox"/> Executive                         |   |   |
| <input type="checkbox"/> Other (please specify) _____      |   |   |

Thank you for completing the survey.