

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Study Session Worksheet

Presentation Date: 5/12/15
minutes

Approx Start Time: ^{11:00 am}~~1:30 pm~~ Approx Length: 30

Presentation Title: Core Values Operational Update

Department: County Administration; Public & Government Affairs

Presenters: Emmett Wheatfall, Director of Diversity, Equity & Inclusion; Tim Heider, Dylan Blaylock, Public and Government Affairs

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

None at this time: this is an informational update only.

EXECUTIVE SUMMARY:

In 2014, County Administration initiated a program to develop *Our Core Values*, identified standards that County employees should utilize in their everyday actions. County Administration intends to make this program operational.

As part of that process, Public and Government Affairs conducted employee survey and focus groups last February and March to determine the most successful way to integrate the program into the County's operating culture.

The research revealed an overwhelming commitment from County employees to embrace the Core Values program if resources, training and a strong commitment from County Administration and throughout the management ranks can be demonstrated and sustained.

Details of the employee survey and focus groups are attached to this report.

Below are some key findings:

- The general understanding of each value is overwhelming among employees. Interestingly, on every single value, fewer managers (by percentage) "completely understood" what is expected of them.
- Survey respondents strongly preferred professionally-facilitated, department-based "in-person" trainings as a means of inculcating Core Values, along with specialized training for managers and supervisors. Managers worried about not receiving the time and resources needed to instill and reinforce Core Values.
- Employees strongly believed in top-down organizational reinforcement of Core Values including participation by elected officials and County administration.
- Strong support was shown for integration of Core Values into hiring and orientation of newly-hired employees.

- Employees strongly support incorporating the Core Values into annual performance reviews.

Employees support ongoing reinforcement of Core Values including:

- Posters displayed in workplace areas and employee-access areas.
- Formal recognition for employees/departments that model Core Values.
- A lunchtime series hosted by County Administration focusing on Core Values.
- Establishment of a Core Values intranet page.
- Designation of an employee from each department (or major division) as a Core Values resource and evangelist.

Public and Government Affairs will assist County Administration in implementing Our Core Values program starting in the new fiscal year, July 1, 2015.

FINANCIAL IMPLICATIONS (current year and ongoing):

N/A

LEGAL/POLICY REQUIREMENTS:

None at this time.

PUBLIC/GOVERNMENTAL PARTICIPATION:

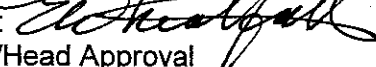
N/A

RECOMMENDATION:

None at this time.

ATTACHMENTS:

- Our Core Values document
- Results of employee survey
- Summary of focus group responses

SUBMITTED BY:  _____
 Division Director/Head Approval _____
 Department Director/Head Approval _____
 County Administrator Approval _____

For information on this issue or copies of attachments, please contact _____ @ 503-_____
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CLACKAMAS COUNTY - OUR CORE VALUES

Clackamas County employees work to serve the public and enrich our community. In that spirit, we pledge to hold ourselves to these standards at all times in our interactions with customers and with one another.

SERVICE

In all our actions we...

- advance the needs of the community and the individuals we serve
- are committed to finding positive solutions for our customers
- respond to customers promptly in all matters, especially when it is hard to do so
- are mindful of our duty to provide our best efforts every day

PROFESSIONALISM

In all our actions we...

- are the face of Clackamas County
- develop and apply our knowledge and skills to continually improve our performance
- conduct the public's business with consistency and excellence

INTEGRITY

In all our actions we...

- are sincere and trustworthy
- acknowledge and learn from our mistakes
- demonstrate fairness in interactions with others

RESPECT

In all our actions we...

- accept personal differences and value others' perspectives
- communicate in a positive and courteous manner
- first listen to understand, then seek to be understood

INDIVIDUAL ACCOUNTABILITY

In all our actions we...

- accept and demonstrate personal responsibility at all times
- do what we say we are going to do
- are prudent with the use of public funds and resources

TRUST

In all our actions we...

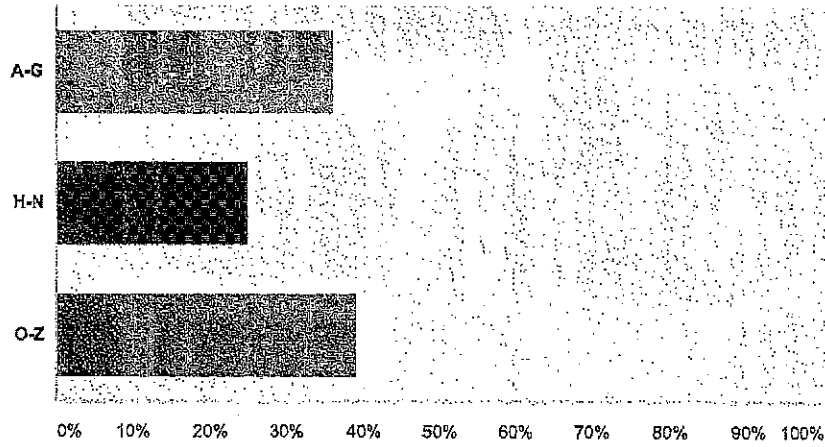
- remain approachable and objective
- declare our intentions
- address issues honestly and directly
- right our wrongs in good faith

By incorporating all of these values – Service, Professionalism, Integrity, Respect, Individual Accountability and Trust – into our daily routines, we can better serve our customers, ourselves and our projects. We're always looking to improve. That's the Clackamas County SPIRIT.



**Q1 Please select the letter that begins your
LAST NAME.**

Answered: 141 Skipped: 0

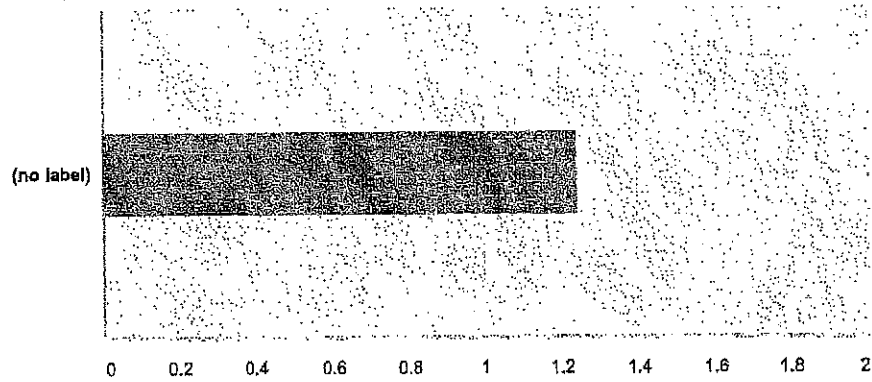


Answer Choices	Responses	
A-G	36.17%	51
H-N	24.82%	35
O-Z	39.01%	55
Total		141

Clackamas County – Our Core Values

Q2 Given the language above, please select the choice below that best represents your understanding of what is expected from you to demonstrate SERVICE.

Answered: 51 Skipped: 90



	I completely understand what is expected from me to demonstrate SERVICE.	I only somewhat understand what is expected from me to demonstrate SERVICE.	I don't understand at all what is expected from me to demonstrate SERVICE.	Total	Weighted Average
(no label)	76.47% 39	23.53% 12	0.00% 0	51	1.24

Clackamas County – Our Core Values

Q3 If you do not "completely understand" what is expected from you to demonstrate SERVICE, please explain how SERVICE can be better defined or clarified, and list any questions that you have. IF YOU SELECTED THAT YOU "COMPLETELY UNDERSTAND" WHAT IS EXPECTED OF YOU, PUT "N/A."

Answered: 23 Skipped: 118

#	Responses	Date
1	N/A	2/26/2015 6:50 AM
2	N/A	2/24/2015 8:36 AM
3	I think that there may be conflicts between differing segments of the "community" we serve, so it is important to express clearly how we render service to the individual customer. For example, the needs of the commercial sector might conflict with the needs of the individual if the individual is a member of the homeless population, or the needs of the person concerned with tree preservation may conflict with those of the homeowner wanting to eliminate trees on their owned property that block sunlight or views. We may need to assess circumstantially what need we serve, absent clear direction from the law, planning and zoning regulation, or other constraints. The third bullet leaves me wondering a little; why "especially when" rather than "even if" it is hard to do so? Our mission is to respond promptly in all matters.	2/23/2015 5:25 PM
4	N/A	2/23/2015 5:07 PM
5	"Advance the needs" ??? How/Why "especially when it is hard to do so	2/23/2015 4:58 PM
6	N/A	2/23/2015 4:44 PM
7	"Service", as a noun, means "the action of helping or doing work for someone" or "supplying a public need." The statement, as is, is unclear and doesn't do much to further demonstrate what is expected of employees to "demonstrate service." How does an employee "demonstrate" how they help or do work for someone? How does an employee "demonstrate" how they supply a public need? 1) An employee cannot "advance the needs" of the community or individuals (should probably be "citizens", right?). The problem with this bullet point is probably the word "advance". Maybe "help to recognize and meet the needs..." or "appropriately address where relevant the needs..." or "respond to the needs..." 2) Not all departments "find positive solutions" for our "customers". "Customers" definitely feels like the wrong word, especially for our department. Maybe "those we serve" or even "citizens and other employees." Also, some departments meet public needs rather than "finding positive solutions". "Finding" also seems like the wrong word hanging out on it's own like that. You can "find" something and not "apply" or "provide" it. Some departments may be legally prohibited from providing "solutions" to "our customers." Maybe it should be something more akin to "are committed to positively addressing our .." 3) "Customers", once again, does not seem like the right word. That whole section "especially when it is hard to do so" is really bad. It comes across as defensive and admonishing. The "so" is grammatically incorrect. The word "promptly" is too broad in this vague context to really hold any meaning at all. 4) "Every day" is redundant, isn't it. "In all our actions" enough?	2/19/2015 3:58 PM
8	committed to finding positive solutions, sometimes solutions cannot be positive. It should be our effort to assist our customers.	2/19/2015 10:52 AM
9	n/a	2/19/2015 7:51 AM
10	N/A	2/18/2015 8:57 PM
11	N/A	2/18/2015 5:21 PM
12	There are some words, such as promptly, that leave me wondering how they are defined. Is there a measurable amount of time that is deemed "promptly," or do I have the discretion to determine what it means to me?	2/18/2015 3:46 PM

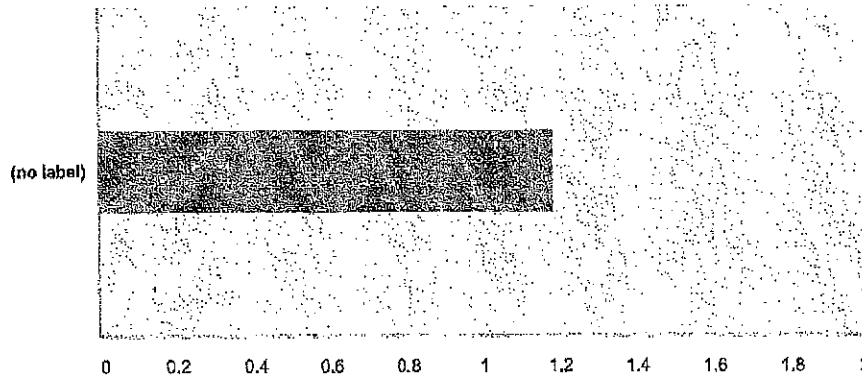
Clackamas County – Our Core Values

13	While I can understand that we want to operate with sound business sense and frugality, to use the word "customer" as both an employee and resident of the county is hard to accept. It gives the impression that all those we address as employees are customers, when the fact is that most residents have already paid for our services. It is too much a separation between the county employee and the residents/public we serve - as if the resident could go somewhere else to shop! Why not keep the theme of using the term "Individuals" (i.e. "solutions for all individuals" and "respond to individuals" in the two middle bullets).	2/18/2015 2:06 PM
14	N/A	2/18/2015 9:45 AM
15	I am unsure about the third bullet point where it states, "especially when it is hard to do so." I would appreciate clarification of the phrase.	2/18/2015 9:34 AM
16	I do not understand what it means to 'advance the needs of the community and the individuals we serve'. How? Example? It just sounds like rhetoric. The second one should omit the words ARE COMMITTED TO then change FINDING to FIND. The third one makes sense. The last one should simply be PROVIDE OUR BEST EFFORTS EVERY DAY.	2/18/2015 8:42 AM
17	N/A	2/18/2015 7:40 AM
18	N/A	2/17/2015 4:56 PM
19	The definitions above work, just too wordy and bureaucratic - get rid of the first and last bullet points	2/17/2015 4:41 PM
20	There are certain jobs within the county that cannot always offer a positive solution for people, take law enforcement for example. Citizens call in and sometimes basically want approval to break the law because that is what fits their situation, sometimes they just cannot have their way and they do not like that.	2/17/2015 4:20 PM
21	N/A	2/17/2015 3:57 PM
22	"especially when it is hard to do so" confuses me. Why is this emphasized?	2/17/2015 3:49 PM
23	n/a	2/17/2015 3:45 PM

Clackamas County – Our Core Values

Q4 Given the language above, please select the choice below that best represents your understanding of what is expected from you to demonstrate PROFESSIONALISM.

Answered: 51 Skipped: 90



	I completely understand what is expected of me to demonstrate PROFESSIONALISM.	I only somewhat understand what is expected of me to demonstrate PROFESSIONALISM.	I don't understand at all what is expected of me to demonstrate PROFESSIONALISM.	Total	Weighted Average
(no label)	86.27% 44	9.80% 5	3.92% 2	51	1.18

Clackamas County – Our Core Values

Q5 If you do not "completely understand" what is expected from you to demonstrate PROFESSIONALISM, please explain how PROFESSIONALISM can be better defined or clarified, and list any questions that you have. IF YOU SELECTED THAT YOU "COMPLETELY UNDERSTAND" WHAT IS EXPECTED OF YOU, PUT "N/A."

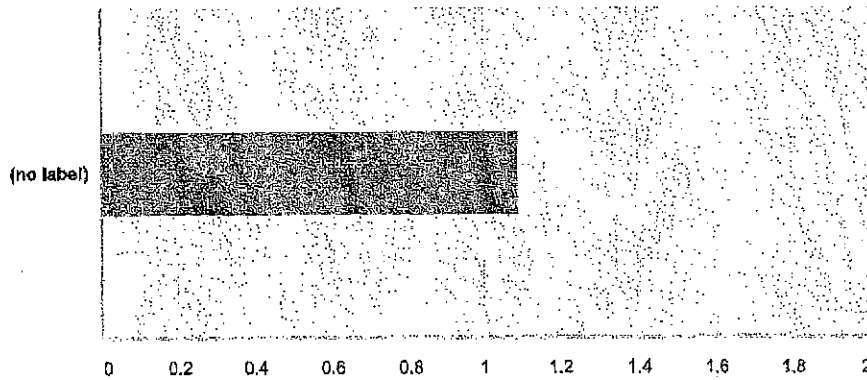
Answered: 22 Skipped: 119

#	Responses	Date
1	N/A	2/26/2015 6:51 AM
2	N/A	2/24/2015 8:37 AM
3	At some point performance peaks or nearly peaks and the improvement levels off. The only way to continually increase performance is to reduce the requirements or product quality.	2/24/2015 7:50 AM
4	Only the third bullet actually speaks to professionalism. The first bullet states a self-evident fact rather than a core value.	2/23/2015 6:30 PM
5	N/A	2/23/2015 5:26 PM
6	n/A	2/23/2015 5:07 PM
7	I'm not entirely clear about appearance in professionalism especially for folks who don't see the public much, but I can live with generalities if we need to.	2/23/2015 4:46 PM
8	N/A	2/19/2015 3:59 PM
9	n/b	2/19/2015 7:52 AM
10	N/A	2/18/2015 8:58 PM
11	N/A	2/18/2015 5:21 PM
12	I think that professionalism is a word that means different things to different people and I would like to see some performance measure developed that would help me to know if I am meeting the mark at attaining professionalism.	2/18/2015 3:47 PM
13	Not an issue of understanding, but implementation.	2/18/2015 2:11 PM
14	N/A	2/18/2015 9:46 AM
15	Being the 'face' of Clackamas County is, in my opinion, a bit cheezy. We REPRESENT Clackamas County. The second statement is good. The last statement should just say that we CONDUCT BUSINESS WITH CONSISTENCY AND EXCELLENCE.	2/18/2015 8:46 AM
16	N/A	2/18/2015 7:40 AM
17	N/A	2/17/2015 4:57 PM
18	Professionalism is understood very differently by everyone. How should I talk, dress etc. or is it an attitude of customer service	2/17/2015 4:48 PM
19	I believe that our elected officials need to address this among themselves	2/17/2015 4:17 PM
20	N/A	2/17/2015 3:57 PM
21	This seems task related. Anything about ACTING professionally?	2/17/2015 3:50 PM
22	n/a	2/17/2015 3:45 PM

Clackamas County – Our Core Values

Q6 Given the language above, please select the choice below that best represents your understanding of what is expected from you to demonstrate INTEGRITY.

Answered: 34 Skipped: 107



	I completely understand what is expected of me to demonstrate INTEGRITY	I only somewhat understand what is expected of me to demonstrate INTEGRITY	I don't understand at all what is expected of me to demonstrate INTEGRITY	Total	Weighted Average
(no label)	91.18% 31	8.82% 3	0.00% 0	34	1.09

Clackamas County -- Our Core Values

Q7 If you do not "completely understand" what is expected from you to demonstrate INTEGRITY in your actions, please explain how INTEGRITY can be better defined or clarified, and list any questions that you have. IF YOU SELECTED THAT YOU "COMPLETELY UNDERSTAND" WHAT IS EXPECTED OF YOU, PUT "N/A."

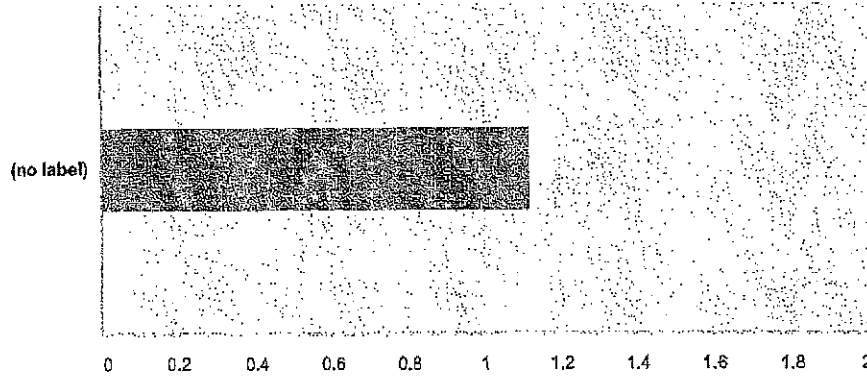
Answered: 10 Skipped: 131

#	Responses	Date
1	n/a	2/23/2015 8:44 AM
2	Note: I understand what Integrity means and how it looks to demonstrate it - however it would be nice to understand Clackamas County's definition of each bullet point as it relates to different roles employees have in the workplace. For example a definition of "trustworthy" is: able to be relied on to do or provide what is needed or right : deserving of trust. In a specific scenario persons in levels of authority have specific information that would cause them to lie by omission or cause them to not be truthful at times because withholding information is necessary - but it also creates a situation where "all" actions are trustworthy to become untrue for that individual. I believe common sense rules in these situations but to uphold the above definition in ALL actions may need some clarification????	2/19/2015 5:27 PM
3	n/a	2/19/2015 10:38 AM
4	N/A	2/18/2015 5:05 PM
5	N/A	2/18/2015 12:14 PM
6	NA	2/18/2015 9:31 AM
7	Although I completely understand integrity and what is expected of me, that understanding does not come from the workplace. Although integrity training is helpful and necessary I think most people either have that awareness and commitment internally or not. If we have adult employees that lack integrity, they will probably always lack integrity. The question is how much lack of integrity in employees is the County willing to tolerate before sending that person on a job hunt? Can integrity be mandated?	2/18/2015 9:11 AM
8	N/A	2/17/2015 5:23 PM
9	N/A	2/17/2015 4:13 PM
10	Is this 'truth-telling'? is demonstrating fairness the same as being fair in my interactions and actions? Is being a person of my word the same as sincere and trustworthy? I am not sure.	2/17/2015 3:47 PM

Clackamas County – Our Core Values

Q8 Given the language above, please select the choice below that best represents your understanding of what is expected from you to demonstrate RESPECT.

Answered: 34 Skipped: 107



	I completely understand what is expected of me to demonstrate RESPECT.	I only somewhat understand what is expected of me to demonstrate RESPECT.	I don't understand at all what is expected of me to demonstrate RESPECT.	Total	Weighted Average
(no label)	88.24% 30	11.76% 4	0.00% 0	34	1.12

Clackamas County – Our Core Values

Q9 If you do not "completely understand" what is expected from you to demonstrate RESPECT in your actions, please explain how RESPECT can be better defined or clarified, and list any questions that you have. IF YOU SELECTED THAT YOU "COMPLETELY UNDERSTAND" WHAT IS EXPECTED OF YOU, PUT "N/A."

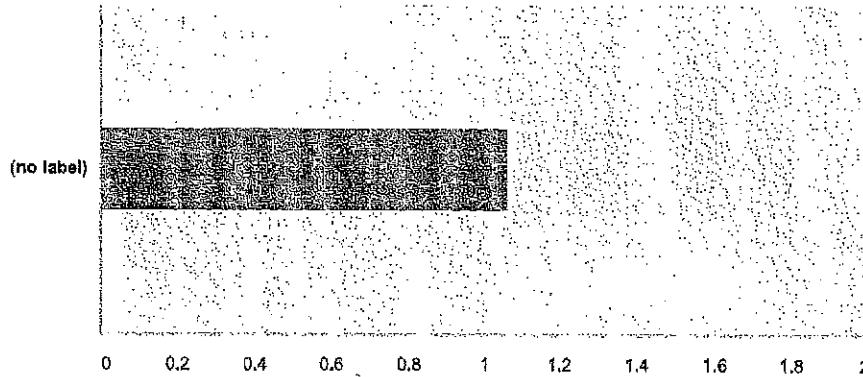
Answered: 10 Skipped: 131

#	Responses	Date
1	N/A	2/19/2015 5:28 PM
2	n/a	2/19/2015 10:38 AM
3	N/A	2/18/2015 5:06 PM
4	N/A	2/18/2015 12:14 PM
5	N/A	2/18/2015 10:26 AM
6	I suggest these changes: – acknowledge personal differences and consider all perspectives – communicate in a clear and courteous manner – seek to fully understand the views of others	2/18/2015 9:47 AM
7	I see "respect" frequently confused with agreement and even "tolerance". Genuine respect is earned and given no matter our individual diversity. Like "integrity", I see the ability to earn and give respect as an intrinsic value and one that is difficult to teach to those who do not hold nor practice respect for others.	2/18/2015 9:15 AM
8	N/a	2/17/2015 6:01 PM
9	N/A	2/17/2015 5:23 PM
10	N/A	2/17/2015 4:13 PM

Clackamas County – Our Core Values

Q10 Given the language above, please select the choice below that best represents your understanding of what is expected from you to demonstrate INDIVIDUAL ACCOUNTABILITY.

Answered: 54 Skipped: 87



	I completely understand what is expected of me to demonstrate INDIVIDUAL ACCOUNTABILITY	I only somewhat understand what is expected of me to demonstrate INDIVIDUAL ACCOUNTABILITY	I don't understand at all what is expected of me to demonstrate INDIVIDUAL ACCOUNTABILITY	Total	Weighted Average
(no label)	94.44% 51	5.56% 3	0.00% 0	54	1.06

Clackamas County – Our Core Values

Q11 If you do not "completely understand" what is expected from you to demonstrate INDIVIDUAL ACCOUNTABILITY in your actions, please explain how INDIVIDUAL ACCOUNTABILITY can be better defined or clarified, and list any questions that you have. IF YOU SELECTED THAT YOU "COMPLETELY UNDERSTAND" WHAT IS EXPECTED OF YOU, PUT "N/A."

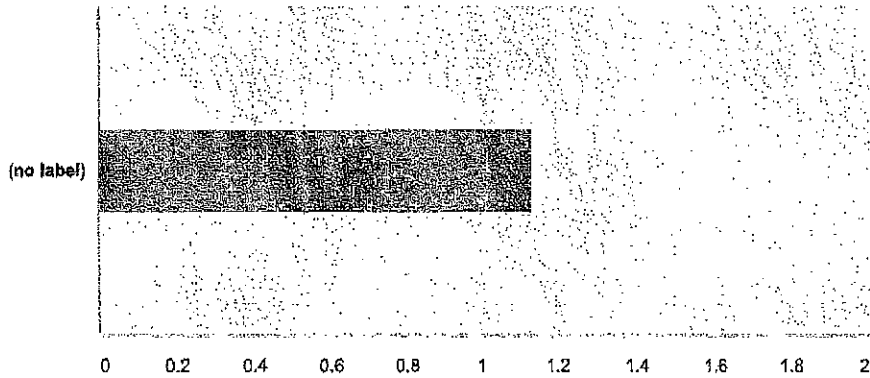
Answered: 18 Skipped: 123

#	Responses	Date
1	N/A	2/25/2015 2:43 PM
2	N/A	2/24/2015 10:07 AM
3	n/a	2/24/2015 9:22 AM
4	N/A	2/23/2015 4:48 PM
5	N/A	2/23/2015 4:46 PM
6	NA	2/23/2015 10:20 AM
7	N/A	2/22/2015 3:25 PM
8	The second two points are clear. The first one isn't. I'd like some examples.	2/19/2015 1:13 PM
9	N/A	2/18/2015 8:00 AM
10	N/A	2/18/2015 7:43 AM
11	N/A	2/17/2015 6:55 PM
12	Don't assume that someone else will solve a problem you notice.	2/17/2015 5:24 PM
13	N/A	2/17/2015 4:52 PM
14	n/a	2/17/2015 4:35 PM
15	na	2/17/2015 4:26 PM
16	[REDACTED]	2/17/2015 4:10 PM
17	N/A	2/17/2015 3:59 PM
18	n/a	2/17/2015 3:44 PM

Clackamas County – Our Core Values

Q12 Given the language above, please select the choice below that best represents your understanding of what is expected from you to demonstrate TRUST.

Answered: 54 Skipped: 67



	I completely understand what is expected of me to demonstrate TRUST	I only somewhat understand what is expected of me to demonstrate TRUST	I don't understand at all what is expected of me to demonstrate TRUST	Total	Weighted Average
(no label)	88.89% 48	9.26% 5	1.85% 1	54	1.13

Clackamas County – Our Core Values

Q13 If you do not "completely understand" what is expected from you to demonstrate TRUST in your actions, please explain how TRUST can be better defined or clarified, and list any questions that you have. IF YOU SELECTED THAT YOU "COMPLETELY UNDERSTAND" WHAT IS EXPECTED OF YOU, PUT "N/A."

Answered: 18 Skipped: 123

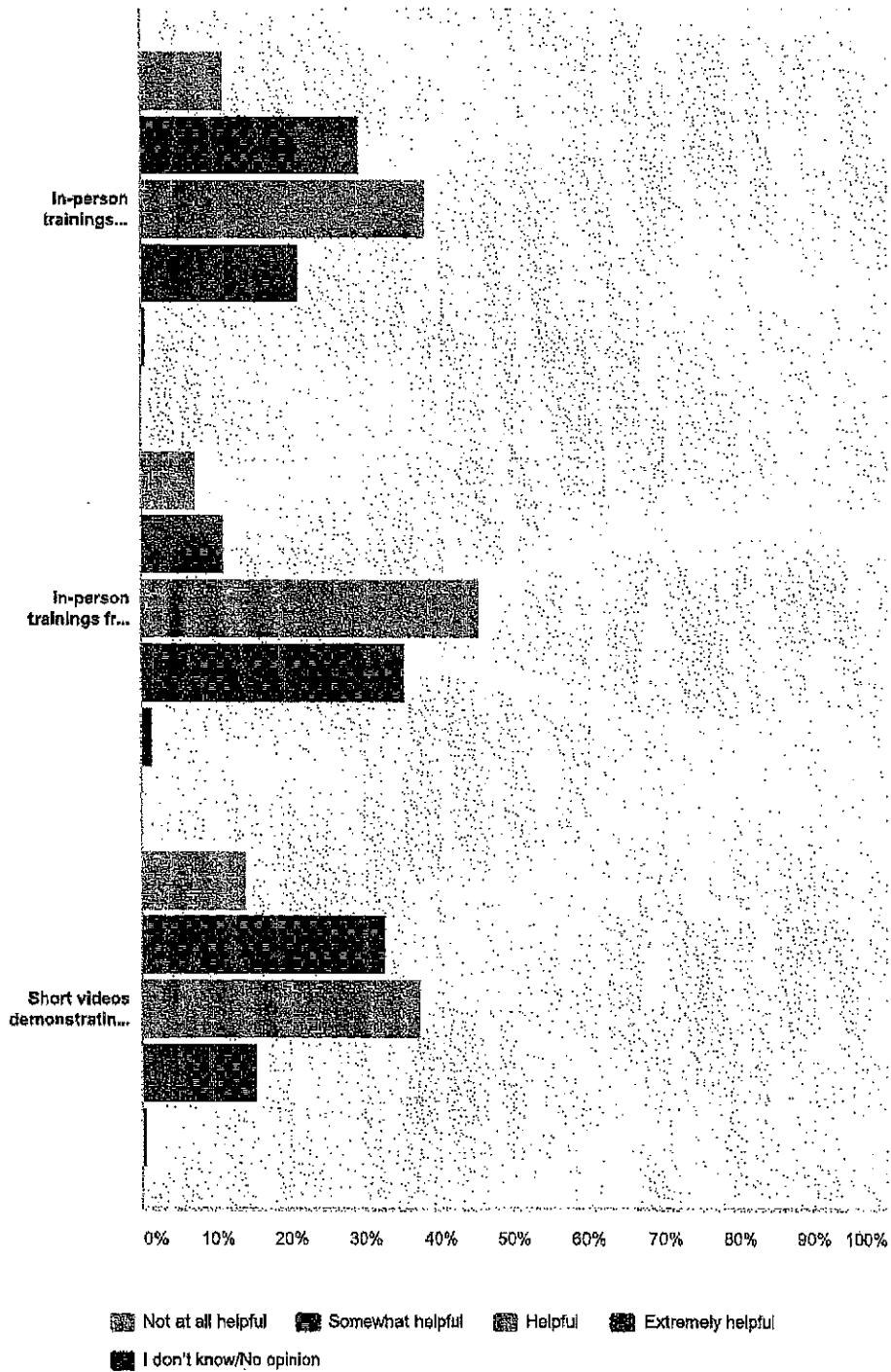
#	Responses	Date
1	"Declare our intentions" should be "declare and follow through with our intentions". You can declare all you want, I wouldn't trust you until you followed through	2/25/2015 2:45 PM
2	N/A	2/24/2015 10:08 AM
3	n/a	2/24/2015 9:23 AM
4	N/A	2/23/2015 4:49 PM
5	N/A	2/23/2015 4:46 PM
6	NA	2/23/2015 10:21 AM
7	N/A	2/22/2015 3:25 PM
8	I am concerned that the "courage" half is there but without the "consideration" half courage (being direct and declaring intent) can be used as a weapon. I think we have more discriptive language in our Speed of Trust curriculum.	2/19/2015 1:20 PM
9	N/A	2/18/2015 8:00 AM
10	I fail to see how being approachable (and to a lesser degree declaring my intentions) builds or demonstrates trust. I would think actions, follow-through, and deeds allow someone to build trust in me, not just being approachable.	2/18/2015 7:44 AM
11	N/A	2/17/2015 6:56 PM
12	encourage transparency	2/17/2015 5:25 PM
13	N/A	2/17/2015 4:53 PM
14	"objectivity" is elusive, and may be viewed as a farce, not easily obtained, especially by those shouting that they are 'objective' - perhaps: declare our intentions and our understanding (e.g., of what is being asked, of why someone is doing X, etc.); or perhaps: remain approachable and open-minded	2/17/2015 4:38 PM
15	na	2/17/2015 4:26 PM
16	None	2/17/2015 4:11 PM
17	N/A	2/17/2015 3:59 PM
18	n/a	2/17/2015 3:45 PM

Clackamas County – Our Core Values

Q14 Other government entities in our area provide training in some capacity for their employees regarding similar values. Please answer the following questions about which type of trainings (if any) would best serve you and your coworkers. How helpful would the following types of trainings be to incorporate Our Core Values into your and your coworkers' everyday actions?

Answered: 139 Skipped: 2

Clackamas County – Our Core Values



	Not at all helpful	Somewhat helpful	Helpful	Extremely helpful	I don't know/No opinion	Total
In-person trainings conducted by a professional facilitator, similar to regular County trainings	10.95% 15	29.20% 40	37.86% 52	21.17% 29	0.73% 1	137
In-person trainings from a professional facilitator conducted within your department	7.19% 10	10.79% 15	45.32% 63	35.25% 49	1.44% 2	139

Clackamas County – Our Core Values

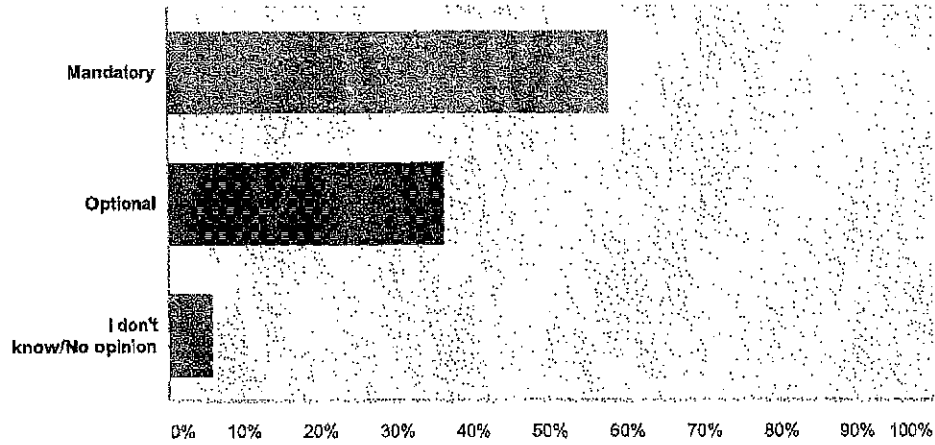
Short videos demonstrating how employees can take actions demonstrating Our Core Values	13.87%	32.85%	37.23%	15.33%	0.73%	137
	19	45	51	21	1	

#	Are there other types of training that should be produced or made available to staff? If so, please list them.	Date
1	I don't believe your "train" in core values. You may try to select and can potentially manage through the operation but outside training is NOT the answer.	2/25/2015 2:50 PM
2	Our staff would have to attend trainings in small groups so training in our department would be best.	2/25/2015 2:43 PM
3	It is really building a culture of community service, and allowing staff to understand the rules and giving them authority to implement the rules.	2/24/2015 8:16 AM
4	don't make the trainings too long, people are super busy	2/24/2015 7:59 AM
5	Consistent and clear modeling of expected behaviors by department leaders and elected officials	2/23/2015 5:27 PM
6	Some sort of 'best practices' session, where we could see concrete examples of how other County departments were putting the Core Values into action.	2/23/2015 4:50 PM
7	I would find the videos especially helpful with new staff of all types (employees, interns, regular contractual trainers and volunteers).	2/23/2015 4:49 PM
8	More of a focus to train managers in this area and less on the staff member.	2/22/2015 4:15 PM
9	that management and executive management be required to take the training	2/19/2015 5:29 PM
10	Electronic Handbooks, Online written tutorials	2/19/2015 4:01 PM
11	In person is really the only way to go	2/19/2015 3:49 PM
12	The values link well with some of our existing courses.	2/19/2015 1:22 PM
13	small group professional facilitation	2/19/2015 7:53 AM
14	Inter-departmental training (ensure a common theme throughout the County - be as inclusive as possible and demonstrate synergy of effort.	2/18/2015 2:15 PM
15	If you want to really implement this, all trainings must be in person with a trained facilitator. Anything else is a waste of time.	2/18/2015 12:16 PM
16	Technology Trainings	2/18/2015 10:28 AM
17	Remember that not all employees work day shift hours and should be able to attend trainings, or rather trainings made more available to their hours of work.	2/18/2015 10:01 AM
18	A comprehensive overview of the core values and the expectations of employees to implement these within their work day	2/18/2015 9:37 AM
19	We can also do a mandatory read via computer...cheaper and easy	2/18/2015 8:47 AM
20	Short publications, or a 5 minute (or less) video from a member of the BCC or County Administrator covering one of the core values - eventually a series covering each by itself. Show it from the top.	2/18/2015 7:46 AM
21	Supervisors should be given training on how to coach employees to align their actions with core values	2/18/2015 7:42 AM
22	Short emails sent periodically that explains/teaches a portion of the core value	2/17/2015 6:58 PM
23	videos would also provide sustainability for training new employees and could be posted on the County's website	2/17/2015 6:47 PM
24	'training' is a pretty limited perspective on how to integrate these values	2/17/2015 5:27 PM
25	Focus on hands-on, participatory training methods.	2/17/2015 5:25 PM
26	The trainings need to be work unit specific, what works in one place might not work in another.	2/17/2015 4:22 PM
27	all lip service blah blah blah...bottom question is a waste of time	2/17/2015 4:14 PM
28	Lunch sessions with the County Administrator and/or his deputies	2/17/2015 4:00 PM
29	Active participation/role playing training with scenarios and not just presentations	2/17/2015 3:52 PM

Clackamas County – Our Core Values

Q15 If it is decided that in-person trainings should be produced regarding Our Core Values, should these trainings be mandatory or optional?

Answered: 135 Skipped: 6

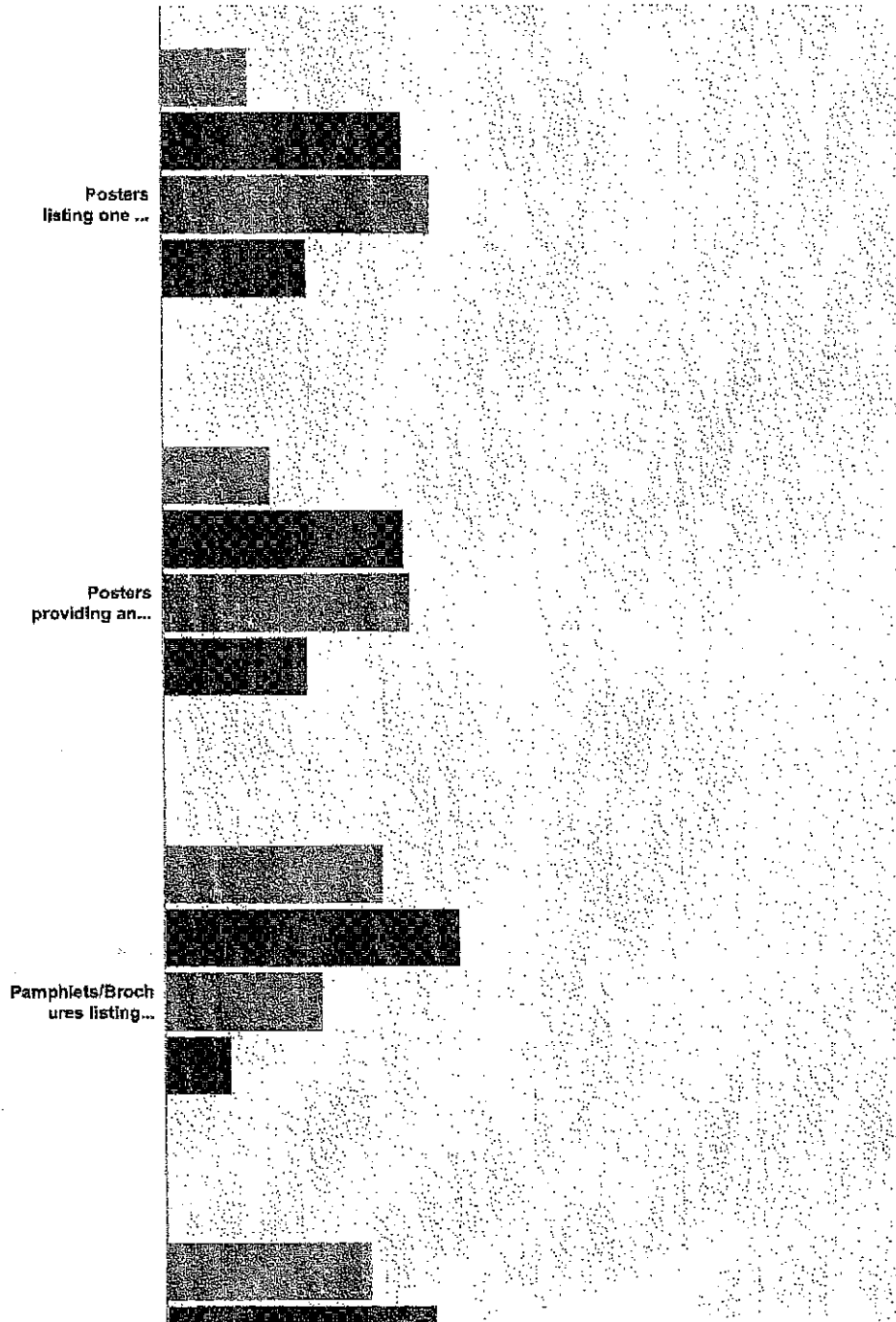


Answer Choices	Responses
Mandatory	57.78% 78
Optional	36.30% 49
I don't know/No opinion	5.93% 8
Total	135

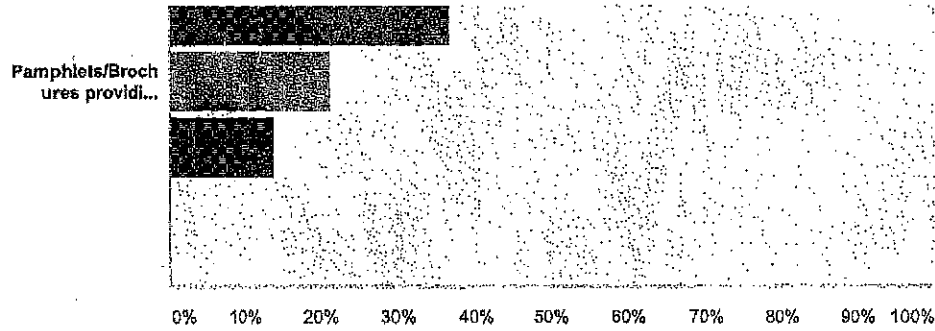
Clackamas County – Our Core Values

Q16 Other government entities in our area produce printed material about their respective values. How helpful would the following types of materials be to incorporate Our Core Values into your and your coworkers' everyday actions?

Answered: 139 Skipped: 2



Clackamas County – Our Core Values



Not at all helpful
 Somewhat helpful
 Helpful
 Extremely helpful
 I don't know/No opinion

	Not at all helpful	Somewhat helpful	Helpful	Extremely helpful	I don't know/No opinion	Total
Posters listing one or all of the values themselves	11.59% 16	32.61% 45	36.23% 50	19.57% 27	0.00% 0	138
Posters providing an example of actions that best represent the values	14.49% 20	32.61% 45	33.33% 46	19.57% 27	0.00% 0	138
Pamphlets/Brochures listing one or all of the values themselves	29.63% 40	40.00% 54	21.48% 29	8.89% 12	0.00% 0	135
Pamphlets/Brochures providing an example of actions that best represent the values	27.94% 38	36.76% 50	21.32% 29	13.97% 19	0.00% 0	136

#	Are there other types of printed materials that should be produced and made available? If so, please list them.	Date
1	can the tagline be added to our business cards - even if on the back?	2/25/2015 2:22 PM
2	If a manager needs to lead staff to be self directed. Berating staff fro making poor decisions is not appropriate. Rather a good manager should take the time when problems occur to use it as a training tool to avoid the situation in the future.	2/24/2015 8:21 AM
3	Pamphelets/Brochures are a waste of taxpayers money. They will be tossed in the trash. You might as well take money out of your budget and throw it in the parking lot!	2/24/2015 6:35 AM
4	incorporate Core Viaues into onboarding materials and New Employee Workshops.	2/23/2015 5:37 PM
5	I think electronic rather than printed would be more readily available at any time for training & review.	2/23/2015 4:51 PM
6	Flyers, postcards, bookmarks, office schwag (like mugs, pens, etc.)	2/19/2015 4:03 PM
7	County employees relating stories of other employees actions that demonstrate the value(s)	2/18/2015 5:09 PM
8	You cannot communicate enough to both our internal and external audiences. Also, electronic/social media should be considered.	2/18/2015 2:18 PM
9	You can print and post stuff all you want. Nobody reads it. The material can be used to supplement other means. Stand alone, it is worthless lip service. Put the Core Values in everyone's performance appraisal and that will get staff's attention.	2/18/2015 12:24 PM
10	Written county policies that each employee sign.	2/18/2015 10:37 AM
11	I would like to see this information available on the Intranet.	2/18/2015 9:39 AM
12	Print them on the back of our business cards	2/18/2015 8:50 AM
13	Departments that print newsletters should include the core values	2/18/2015 7:46 AM

Clackamas County – Our Core Values

14	Perhaps targeting one value a week - giving examples of actions that represent that value -- doing all at once could be overwhelming to some	2/18/2015 5:53 AM
15	T-shirts, buttons, slogan note pads, pens and other things that are in plain sight and are used daily to remind us.	2/17/2015 5:28 PM
16	Incorporation into weekly newsletters	2/17/2015 4:41 PM
17	WASTE OF FUNDS	2/17/2015 4:16 PM
18	Wallet card listing the values	2/17/2015 4:02 PM