



EMPLOYEE FEEDBACK SURVEY

SUMMARY REPORT 2022-2023

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Message from the Superintendent



June 1, 2023

Dear Staff,

It is my pleasure to share the Santa Clara County Office of Education's *2022-2023 Employee Feedback Survey Summary Report*.

The contents of this report are organized in three sections, beginning with *Year in Review* which spotlights initiatives for cultivating employee well-being and celebrating their outstanding work.

Following the *Year in Review* section is a summary of findings from the annual *2022-2023 Employee Feedback Survey*. This year, nearly 400 employees provided feedback on various items related to employee engagement and job satisfaction. Responses indicate that SCCOE employees acknowledge the excellent work of their coworkers, understand the alignment between their role and the strategic plan goals, and have the resources needed to perform their role safely and effectively. A description of recent and forthcoming efforts to support employees and cultivate their career well-being is provided in the concluding *Looking Ahead* section of this report.

I want to close by acknowledging all SCCOE staff for their hard work and commitment to public service. Staff have demonstrated great care and resilience these past few years, working with countless partners to address the many challenges posed by COVID-19. United by our shared commitment to improving outcomes for all students, we are stronger together.

With gratitude,

A handwritten signature in black ink that reads "Mary Ann Dewan". The signature is written in a cursive, flowing style.

Mary Ann Dewan, Ph.D.
County Superintendent of Schools

Year in Review

This section of the Santa Clara County Office of Education’s (SCCOE) *2022-2023 Employee Feedback Survey Summary Report* highlights some of this year’s employee-centered initiatives, events, and efforts to connect and inform staff and to invest in employee health and well-being. The following pages memorialize some of the awards received this past year in recognition of SCCOE staff, and the services and support they provide. Staff commitment and hard work furthers the SCCOE’s mission to serve, inspire, and promote student and public school success.

Promoting Employee Health and Wellness

The SCCOE is committed to supporting the well-being of all employees. The focus of the SCCOE’s Employee Health and Wellness Program is to provide services and resources to all SCCOE staff in five (5) essential areas: Career Wellbeing, Social Wellbeing, Financial Wellbeing, Physical Wellbeing, and Community Wellbeing. Employees can learn more about each of these elements of well-being and access resources and services for each area on the SCCOE’s Employee Health and Wellness website (“The Well”).

Each year, the SCCOE actively seeks out and identifies new ways to support SCCOE staff. Drawing from Gallup’s *Wellbeing at Work*, the CDC Workplace Health Model, and input from staff, the Employee Health and Wellness program determined an emerging need among employees: wellness activities during the workday. To address this feedback, the Employee Health and Wellness program took steps toward creating opportunities for employees to engage in health and wellness events, programs, and activities while on site. As a result, The Well now offers a Virtual Wellness Center with calming activities and tools to help employees regroup and refocus when needed. More opportunities are forthcoming, including lunchtime and after-hours yoga and Zumba classes, employee book clubs, and Lunch and Learn opportunities for SCCOE staff to fortify their physical, social, and career well-being. For more information about the Employee Health and Wellness Program and upcoming health and wellness activities, read the monthly Wellness Newsletter or visit [The Well](#).



Keeping Employees Informed

Effective communication is key to ensuring that staff are up-to-date, connected, and equipped to provide high-quality services and support to community partners. In 2022-23, the SCCOE continued its commitment to sharing important news and updates with employees frequently and in a timely manner via the Superintendent’s Monday Memo and supplementary Monday Memo Resource Portal, the Staff Weekly COVID-19 Testing Message, and the IMPACT Weekly Newsletter.

Monday Memo

SCCOE employees utilize the Superintendent’s Monday Memo to learn about staff notifications, celebrations, upcoming events, and the latest organizational developments. Supervisors are encouraged to discuss the contents of each Monday Memo at team meetings and provide employees with the opportunity to ask questions and seek out additional information. Since its launch in November 2021, the [Monday Memo Resource Portal](#)

houses the latest employee notifications and resources, documents, events, and educational news for staff. Employees who visit the site can also view event photos and access the SCCOE Scoop, a podcast that takes a deeper dive into employee notifications, learning opportunities, and annual recognitions.

[Staff Weekly COVID-19 Testing Message](#)

SCCOE employees can view the Staff Weekly COVID-19 Testing Message for the latest information related to COVID-19 testing and vaccination opportunities. The Staff Weekly COVID-19 Testing Message is distributed weekly via email and includes the five-day schedule for rapid antigen testing by worksite. Each message also includes information about who to contact when a COVID test is positive. Staff are encouraged to undergo frequent testing and practice preventative behaviors such as wearing a mask, properly filtering and circulating indoor air, washing hands frequently, and disinfecting high-touch surfaces, which remain the best methods for reducing the spread of the COVID-19 and other airborne diseases.

[IMPACT Weekly Newsletter](#)

Sharing information with the greater Santa Clara County, the SCCOE's external newsletter, the [IMPACT Weekly](#), reaches nearly 30,000 readers and provides resources for everyone – educators, families, and students alike. Topics and announcements include scholarships, local events and activities, and low-barrier support services from trusted agencies and organizations. During the heavy rainstorms of the 2022-23 winter season, the IMPACT Weekly distributed up-to-date news and information about resources from the County of Santa Clara Emergency Operations Management Department and the National Weather Service Bay Area, including warnings about incoming storms, power outages, and the locations of sandbag stations.

[Serving Students, Schools, Districts, and Communities](#)

Throughout the pandemic, the SCCOE and its employees have served as a pillar of support for the community by staffing and hosting vaccination clinics for children, providing financial relief, distributing personal protective equipment (PPE) and supplies to licensed early care and education providers, and investing in school-based mental health and wellness services. In 2022-23, the SCCOE continued prioritizing schools and districts, reengaging youth, and addressing the many issues impacting students and their families that were brought on by COVID-19. Additional information on these and other endeavors is highlighted in the *2022-2023 Community Partner Feedback Survey Summary Report*.

[Accelerating Student Learning](#)

As a premier service organization and champion of public education, the SCCOE has partnered with the California Collaborative for Educational Excellence in leading a statewide effort to support educators, schools, and districts in mitigating the impact of the COVID-19 pandemic on student learning. This project, coined the California Collaborative for Learning



Acceleration (CCLA), aims to bridge learning for TK-12 students by promoting the integration of evidence-based strategies, universal design for learning, social-emotional learning practices, culturally sustaining pedagogy, and priority content into high-quality professional learning resources. During the CCLA Summit on March 11, 2023,

the CCLA team launched their free online repository of educator resources in mathematics, literacy, and language development. These interactive courses were designed to build the capacity of educators as they support students and effectively address the effects of the COVID-19 pandemic on learning loss. These resources for learning acceleration are publicly available to all educators in California and can be found on the [CCLA website](#).

Celebrating Employee Accomplishments

The SCCOE seeks to celebrate the achievements of employees as they live the organizational values of collaboration and innovation in all that they do. In 2022-23, the SCCOE was recognized for the high-quality programs and services that staff provided to students, educators, parents, and the greater community. In appreciation of the hard work that staff have accomplished, a two-day Harvest of Appreciation festival event was hosted for employees and their family members as an opportunity to embrace togetherness and celebrate community.

Awards

Silicon Valley Reads

The California School Boards Association's Golden Bell Awards highlight excellence in public education and school governance programs and practices throughout the state of California. The SCCOE's Silicon Valley Reads community engagement program was one of 52 award recipients. The Silicon Valley Reads program is presented annually in partnership with other public libraries, community colleges, universities, and community organizations. Since 2003, Silicon Valley Reads has facilitated literacy, fostered an appreciation of books, and encouraged thousands of students and families to read, participate in



events, and engage in thoughtful dialogue. The program brings together teachers, parents, students, and educators through books and events centered on a theme that resonates with the community. For two decades, the SCCOE has co-chaired Silicon Valley Reads in collaboration with the Santa Clara County Library District and San José Public Library, and in 2023, this countywide reading engagement program commemorated its 20th year with special events at schools, libraries, and local organizations. These free events included author talks, panel discussions, educational events, demonstrations, performances, adult classes, student activities, storytimes, and art shows. To learn more about Silicon Valley Reads, visit siliconvalleyreads.org.

Media and Communications

In 2023, the Santa Clara County Office of Education’s Media & Communications Department received multiple awards for excellent work in communications. The team was recognized for outstanding strategic efforts in all aspects of school public relations, communications, marketing, and engagement by the National School Public Relations Association (NSPRA), an association that promotes better public understanding, commitment, and support of public education. The Media & Communications Department, which serves as the regional chair representing the Bay Area, also received



five awards from the California School Public Relations Association (CalSPRA) for the team’s work on the Santa Clara County Annual Children’s Data Book, multilingual social media toolkits, the 2022 Teacher Recognition Celebration, and the “Why I Teach” and News Minute video series.

Employee Recognition

Harvest of Appreciation Festival

The Santa Clara County Office of Education hosted a two-day Harvest of Appreciation Festival in recognition of staff for their flexibility and resilience throughout the pandemic. Nearly 300 employees and their family members attended the event at the South County Annex on October 28th and at Ridder Park on November 4th of 2022. Both festival locations provided a space for attendees to network, participate in health and wellness activities, and access a variety of health and wellness resources for employees. Giveaway tables were set up for staff and their guests to pick up free items such as PPE (i.e., face masks and sanitation wipes), notebooks, and SCCOE Pride Bags. Other highlights from the festival include a photo booth, ice cream truck, raffles for items donated by vendors and community partners, and free flu and COVID-19 vaccinations. SCCOE employees can view photobooth photos from the festival events [here](#) (employee login credentials required).



Employees of the Month

As public servants, employees of the Santa Clara County Office of Education go the extra mile for their community. To celebrate the contributions that advance the goals of the SCCOE and exceed expectations, SCCOE staff can nominate their fellow colleagues as Employee of the Month using the [Employee of the Month Nomination Form](#). In 2022-23, the SCCOE recognized 12 staff members from six (6) different departments and four (4) school sites, with years of service in the SCCOE ranging from three (3) to 34 years.

2022-2023 SCCOE Employees of the Month



April 2022
Lan Doan
4 Years of Service
Office Coordinator
Chandler Tripp



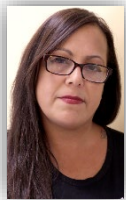
May 2022
Pam Macaulay
34 Years of Service
Ortho. Impairments Teacher
Chandler Tripp



June 2022
Sandy Hermsmeier
22 Years of Service
Speech-Lang. Pathologist
Special Education Dept.



September 2022
Cynthia Duran
3 Years of Service
Staffing Specialist II
Human Resources



October 2022
Yvonne Duran
6 Years of Service
School Office Coordinator
Oster Elementary



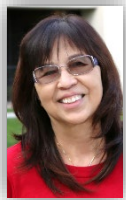
November 2022
Juan Ramirez
24 Years of Service
Maintenance Person II
General Services



December 2022
Elizabeth Carmona
3 Years of Service
Supervisor - Admin. Services
Child Care Plan. & Sup.



January 2023
Ruby Nevarez
10 Years of Service
Student Serv. Specialist
Special Education Dept.



February 2023
Quynhnhu Do
10 Years of Service
Paraeducator
Connect West



March 2023
Ana Henriquez
20+ Years of Service
Paraeducator
Seven Trees Elementary



April 2023
Maithili Rao
3 Years of Service
SELPA Educ. Program Analyst
Spec. Ed. Local Plan Area (SELPA)



May 2023
Sinthia Sazio
7 Years of Service
Assistant Manager - EHS
Early Learning Services

Survey Design, Data Collection Methodology, and Main Findings

This section contains a summary of the Santa Clara County Office of Education’s 2022-2023 *Employee Feedback Survey* data elements, collection procedures, and survey findings. The presentation of findings segment begins with a description of respondent demographics, followed by results summaries of traditional survey components (i.e., items that query employee engagement and satisfaction with career progression opportunities), and items designed to assess employee perceptions of psychological safety in the workplace.

Methodology

Survey Design

The 2022-2023 *Employee Feedback Survey* consisted of single-selection, scale, and open-response questions, allowing for the collection of both quantitative and qualitative data. Survey items were clustered within six (6) distinct sections:

Demographics

Included four (4) items that asked participants to report their division name, unit, primary job site, and the number of years they have been employed at the SCCOE.

Health and Safety

Included the following seven (7) items:

- One (1) agreement-scale item with seven (7) statements tied to various aspects of health and safety.
- Two (2) items that queried participant awareness and utilization of:
 - Six (6) safety resources and methods of important safety guidance and information distribution
 - Ten (10) SCCOE staff wellness resources available through “The Well.”
- One (1) follow-up item asking participants to select the most effective routes of communication for any resources with which they were unfamiliar.
- One (1) item asking participants to select all health and safety behaviors they regularly engage in.
- Two (2) open-ended items that provided participants with opportunities to share ideas for future wellness activities and additional feedback about health and safety in the workplace.

Employee Engagement

Included one (1) item that asked participants to rate their level of agreement with 21 statements tied to employee engagement.

Psychological Safety

Included one (1) item that asked participants to rate their level of agreement with nine (9) statements tied to psychological safety in the workplace.

Employee Experiences

Included 11 items that asked participants to report their level of agreement with 35 statements related to topics such as *Career Progression* and *Diversity and Inclusion*. A complete listing and overview of *Employee Experiences* survey components is provided in *Appendix A*.

Additional Feedback

Included one (1) open-ended question to provide participants with the opportunity to share additional feedback regarding the survey and/or their experience(s) as SCCOE employees.

Analysis

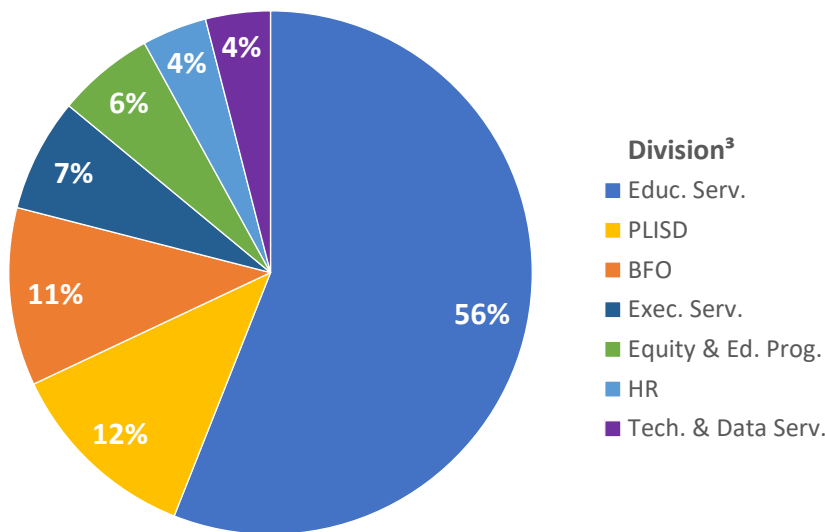
This report contains findings from a descriptive analysis of *Demographic, Health & Safety, Employee Engagement, and Psychological Safety* items. Response distributions are presented in graphs throughout this report.¹ Participant responses to items included in the *Employee Experiences* section were used to calculate standardized scores, then sorted to identify *Areas of Strength* (i.e., the top three (3) domains rated highest by employees) and *Areas of Improvement* (i.e., the bottom three (3) domains rated lowest by employees). A descriptive analysis was conducted for items within the identified areas of strength and areas of improvement. Qualitative data elements (i.e., responses to open-ended questions) were examined for common themes. Where relevant, common themes are included in this report as supplemental insights for quantitative findings.

Data Collection

The 2022-2023 *Employee Feedback Survey* was administered over a five-week period, from January 23, 2023 to February 27, 2023. To maximize the number of responses, SCCOE employees were informed of the data collection effort via an outreach message sent directly to employee email addresses. The outreach message included an easily accessible hyperlink for completing the survey and a PDF form for those who wished to complete the survey via paper-and-pencil. When requested, the hard forms and a pre-addressed, stamped return envelope were mailed directly to staff. Reminders were provided in Monday Memos, through email notifications, and in division meetings. These efforts resulted in the collection of 395 responses. Responses were collected from approximately 26% of staff employed with the SCCOE.²

Respondent Demographics

A graphical summary of respondent demographics is provided below and on the following page.



Division

Of the SCCOE staff who responded to the survey, 56% of respondents selected Educational Services as their division. Twelve percent (12%) selected Professional Learning and Instructional Support, and approximately 11% of survey participants were from Business, Facilities & Operations. The remaining respondents consisted of employees from the Executive Services Division (7%), Equity and Educational Progress Division (6%), Human Resources (4%), and Technology & Data Services Division (4%).

¹ For presentation purposes, rounding adjustments were made to graphs within this report.

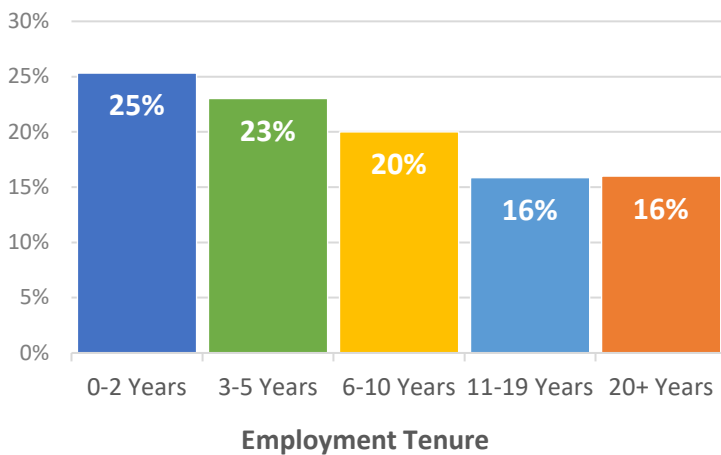
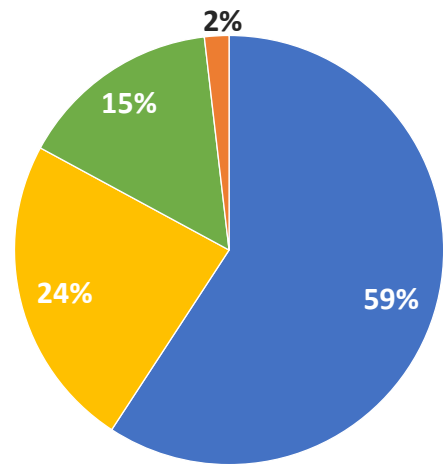
² As of the data collection window start date.

³ **Abbreviations:** Educ. Serv. = Educational Services Division; PLISD = Professional Learning and Instructional Services Division; BFO = Business, Facilities & Operations Division; Exec. Serv. = Executive Services Division; Equity & Ed. Prog. = Equity & Educational Progress Division; HR = Human Resources Division; Tech. & Data Serv. = Technology & Data Services Division.

Unit Name

Fifty-nine percent (59%) of respondents were SEIU or Classified staff. Approximately one-quarter of respondents (24%) were from Leadership Team or Management, and 15% were ACE or Certificated staff. The remaining 2% of survey participants were Psychologists or School Therapists.

Unit Name⁴
■ SEIU/Class.
■ LT/Mgmt
■ ACE/Cert.
■ Psy/Schl. Ther.



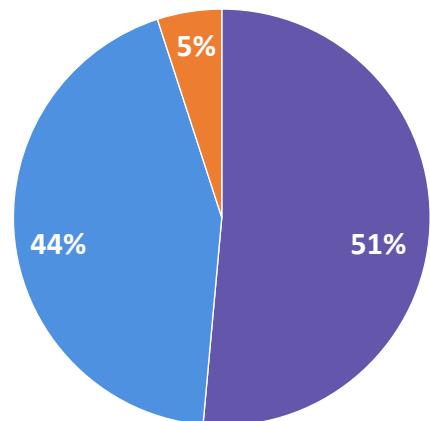
Employment Tenure of Respondents

Nearly half (48%) of respondents have been employed at the SCCOE for five (5) or fewer years. Approximately 20% reported tenures that ranged from 6 to 10 years. About one-third of respondents (32%) have worked at the SCCOE for over 10 years.

Primary Work Site

Half of the survey respondents (51%) identified Ridder Park as their main work site. Meanwhile, 5% of SCCOE employees who responded selected South County Annex as their primary work site. The remaining 44% of respondents work from another site.

Site
■ Ridder Park
■ Another Site
■ South County Annex



"I am grateful to be a part of the leadership team. SCCOE exudes professionalism in how it recruits, onboards, and welcomes new leadership. Thank you!"

⁴ **Abbreviations:** SEIU/Class. = SEIU Unit and Classified Staff; LT/Mgmt = Leadership Team or Management; ACE/Cert. = ACE Unit and Certified Staff; Psy/Schl. Ther. = Psychologist or School Therapist.

Main Findings

Health and Safety

Employee health and safety continue to be a priority of the SCCOE. Each year, initiatives have focused on improving employee health and wellness through various offerings, including resources found in The Well and vaccination clinics that offer seasonal flu shots and COVID-19 booster vaccinations. Items in this section queried participant satisfaction, awareness, utilization, and feedback regarding safety in the workplace, communication of information, and wellness resources available to employees.

Throughout 2022-23, the SCCOE sustained the protective measures and precautionary strategies that were designed in 2020 to prevent the transmission of COVID-19 within the broader community and among SCCOE staff. These policies and procedures included access to on-site testing at several SCCOE sites throughout the county to facilitate opportunities for regular COVID-19 testing for staff. In addition to site-specific testing, SCCOE staff can pick up easy-to-use rapid antigen test kits at Ridder Park and South County Annex. Through partnerships with the Santa Clara County Public Health Department, the SCCOE has continued to assist with coordinating and improving COVID-19 vaccination access for educators, SCCOE staff, and their family members.

Distributing up-to-date public health guidance has been a critical component of the SCCOE's health and safety initiatives. Curated resources, including SCCOE-developed public service announcements, are available to staff via the SCCOE Employee Resource Portal, The Well, and the SCCOE's [Stronger Together webpage](#). The SCCOE continues to distribute health guidance to staff through multiple channels such as the Monday Memo and the COVID-19 Weekly Testing Message. General findings from survey responses indicate that employees are aware of these outreach resources and have utilized them.

These information channels have played a role in ensuring that all staff were informed about preventative strategies for keeping themselves and their community safe. For example, when surveyed, the majority (84%) of respondents agreed that communications from the SCCOE helped them understand what to do in response



Percent of Respondents Who Agree

84%

Communications from the SCCOE have been helpful to me in understanding what I need to do in response to COVID-19.

83%

I have access to the equipment I need to do my job safely.

81%

I am comfortable reaching out to someone about my concerns regarding the equipment/supplies I need to do my work safely.

80%

I feel comfortable going to my supervisor with any safety concern, no matter how small.

to COVID-19. Further, at the time of the collection window, over 90% of respondents indicated that they regularly use a mask or face covering (93%), stayed home when feeling sick or unwell (93%), and wash their hands with soap and water for a minimum of 20 seconds (97%). The majority of respondents reported adherence to other common health practices for reducing the spread of COVID-19 such as taking a COVID test when symptoms are present (95%), staying up to date on vaccines (89%), and going to annual health check-ups (89%). Most responded favorably to items asking about their level of comfort when seeking out assistance related to health and safety concerns. Eighty percent (80%) of respondents reported feeling comfortable going to their supervisor with safety concerns and 73% reported feeling safe at work.

Employee Engagement

Employee engagement is the feeling of fulfillment and achievement that one experiences in their job when they know their work is worth doing. Highly engaged employees are more likely to be involved in their work, enthusiastic about the organization they work for, and committed to their fellow workers. As an important indicator of job satisfaction, staff retention, and company success, employee engagement continues to be an area that the SCCOE prioritizes by investing in opportunities that strengthen communication between staff, leverage collective capacity, and encourage the development of equitable, diverse, and inclusive mindsets and practices.



Understanding the importance of measuring employee engagement, the SCCOE's *2022-2023 Employee Feedback Survey* features over 18 items related to this key topic, including 11 in alignment with [Gallup's Q12 Survey](#). According to data collected in 2022-23, the majority of respondents self-reported feeling valued by coworkers and endorsed statements regarding enthusiasm for their work and employer. Moreover, 97% of respondents indicated that they are committed to doing quality work, 80% agreed with the statement "I feel proud to tell people where I work," and 82% reported feeling valued by colleagues and coworkers. Response distributions for each of the employee engagement items can be found in *Appendix B*.

Percent of Respondents Who Agree

97%

I am committed to doing quality work.

82%

I feel valued by my colleagues/coworkers.

80%

I am proud to tell people where I work.

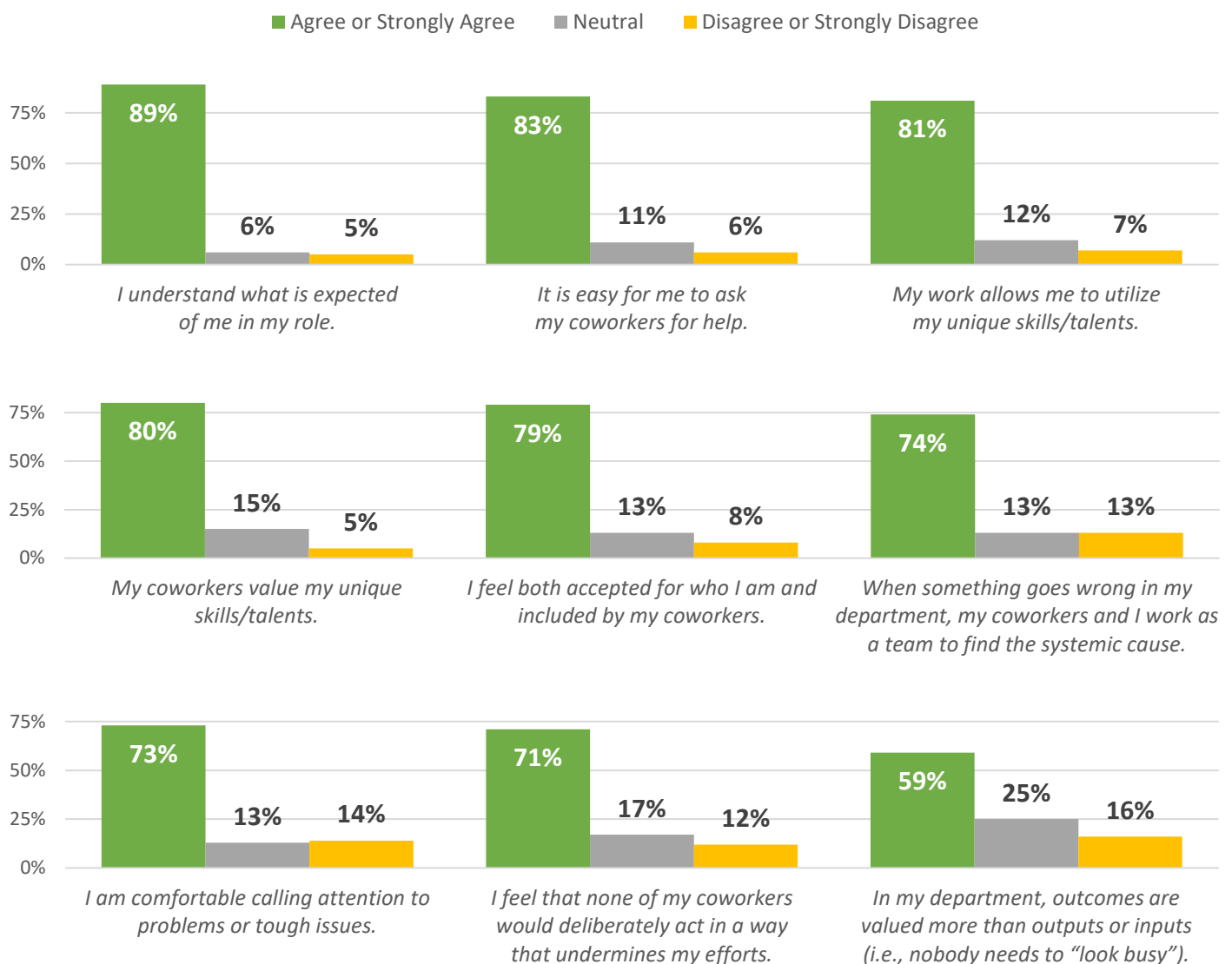
Psychological Safety

To help inform and drive employee-centered initiatives, the SCCOE's *2022-2023 Employee Feedback Survey* included nine (9) items related to psychological safety. Psychological safety refers to the extent to which employees possess a clear understanding of the expectations of their role, feel that their skills and talents are valued, and have opportunities utilize their unique strengths. Also crucial to psychological safety is the level of comfort employees feel when they ask questions, seek help from colleagues, and work toward resolving issues

in the workplace when problems arise. These items align with a Psychological Safety framework that serves as both a conceptual model and a guide for actionable strategies based on responses to the scale.

Among the staff who responded to the survey, nearly all participants reported having a clear understanding of role expectations (89%) and felt that it was easy to ask coworkers for assistance (83%). Staff who responded to the survey also reported that their work allows them to utilize their unique skills and talents (81%), and that those skills and talents were valued by their coworkers (80%). Over three-quarters (79%) of participants indicated that they feel accepted for who they are and feel included by their coworkers. Seventy-four percent (74%) of respondents work with their coworkers to find systemic causes for issues that arise in their departments and 73% are comfortable calling attention to issues that may be difficult to resolve. Item response distributions for each psychological safety item are depicted below.

Psychological Safety Item Response Distributions



“Thank you for giving me this opportunity to serve students and ... grow personally and professionally.”

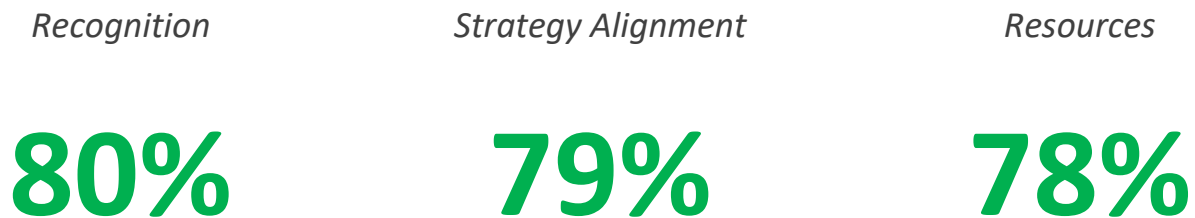
Employee Experiences

The SCCOE collects data on employee experiences at various points in the employment lifecycle to inform its efforts in creating a positive experience for all SCCOE staff. Current endeavors include an entrance survey that gauges new employees' onboarding experience, exit surveys that ask employees to provide information that helps the SCCOE understand the circumstances surrounding their departure, and the *Employee Feedback Survey* which is designed to annually assess the experiences of employees at a broader level. Eleven (11) key domains tied to job satisfaction and engagement, as measured by the *Employee Experiences* items, include topics such as career progression, pay, benefits, communication, and interactions with coworkers and supervisors. This section of the report includes a summary of *Areas of Strength* (i.e., the three (3) *Employee Experiences* domains rated highest by employees) and *Areas of Improvement* (i.e., the three (3) domains rated lowest by employees).

Areas of Strength

The domains *Recognition*, *Strategy Alignment*, and *Resources* were rated the most favorably by respondents. These three (3) areas were also identified as the areas of strength in the *2021-2022 Employee Feedback Survey*.

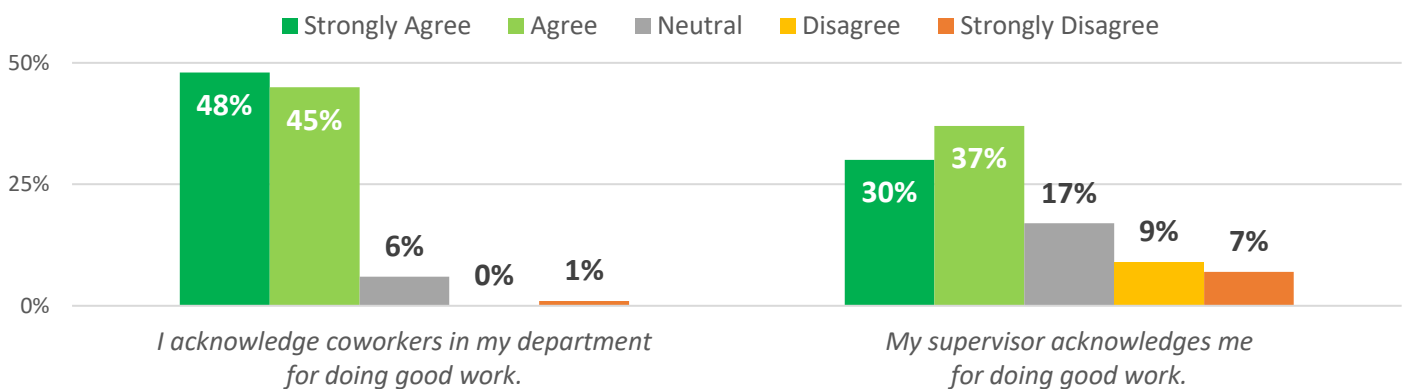
Weighted Percent of Respondents Who Agree



Recognition

The *Employee Feedback Survey* includes two (2) items that measure staff perceptions of *Recognition*, the acknowledgement employees receive for their performance from coworkers and supervisors. Employees are encouraged to commend their peers' excellent work, achievements, and commitment to SCCOE values and goals through acknowledgements such as the SCCOE [Living Our Values Everyday \(LOVE\) Notes](#) and Employee of the Month Nominations. Ninety-three percent (93%) of respondents reported that they acknowledge coworkers in their department for their contributions and two-thirds said their supervisor acknowledges them for doing good work.

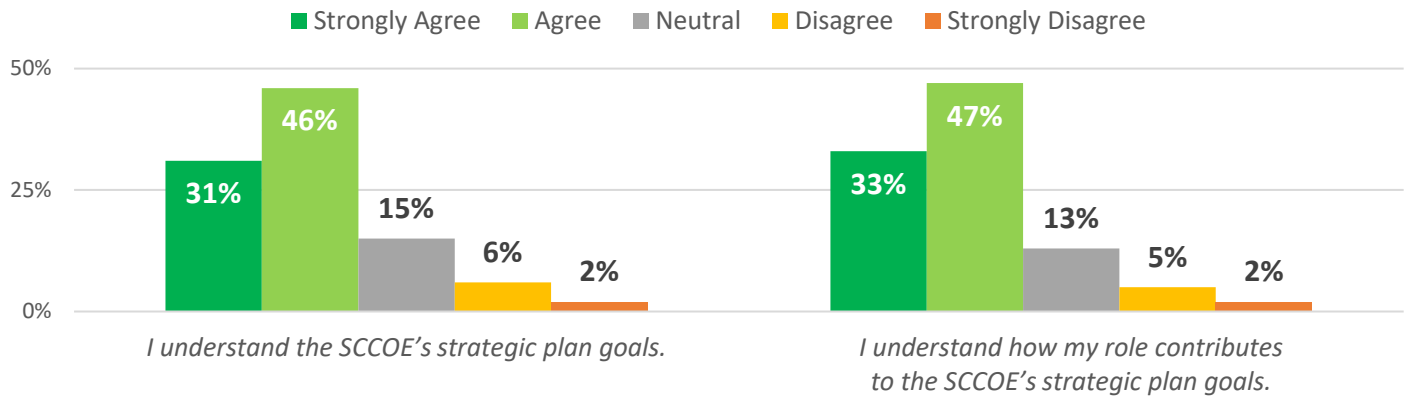
Response Distributions for Recognition Items



Strategy Alignment

Strategy Alignment is the extent to which employees are aware of their organization’s strategic plan and can align their own professional goals with that of the strategic plan. Each goal of the SCCOE’s strategic plan, coined “Investing for Impact,” leverages the collective capacity and innovative thinking of SCCOE employees. Guided by the principles of equity, diversity, inclusion, and partnership, this strategic plan aims to transform education through leadership, service, and advocacy. Over three quarters (77%) of respondents indicated that they understand the SCCOE’s goals, and 80% understand how their role contributes to achieving those goals.

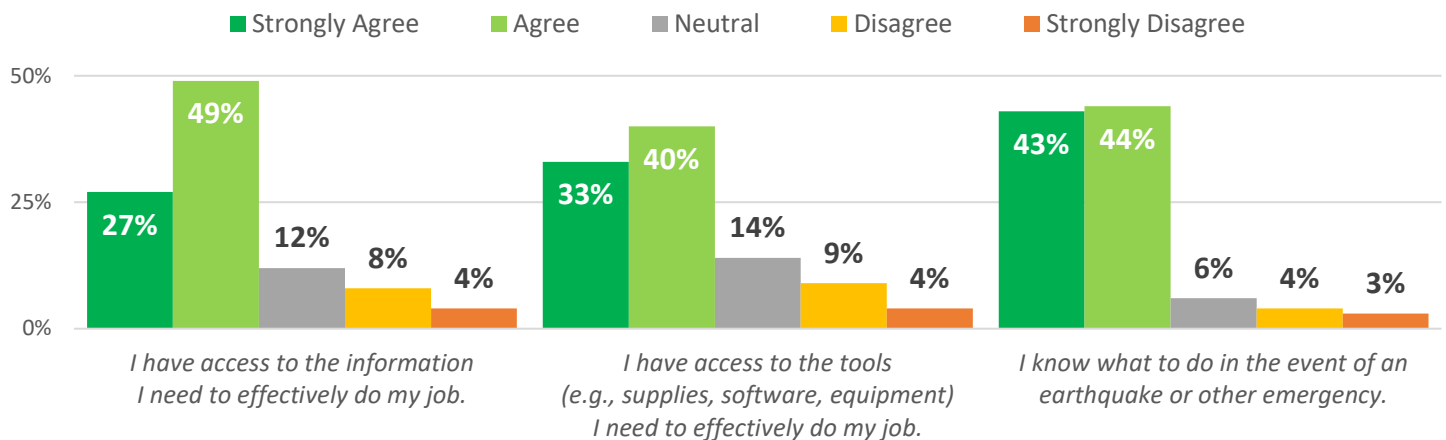
Response Distributions for Strategy Alignment Items



Resources

Resources refer to the information and tools (e.g., supplies, software, equipment) needed by employees to do their jobs safely and effectively. Information on what to do in the event of an emergency, including the [Staff Emergency Preparedness Guide](#), can be accessed through the SCCOE Intranet. In addition, employees are encouraged to reach out to their supervisors or submit a ticket to the [SCCOE Premier Service Portal](#), depending on their specific equipment and software needs. The majority of respondents reported that they have access to the information (76%) and tools (73%) needed to effectively carry out their jobs. When it comes to safety resources, 87% reported that they know what to do in the event of an earthquake or other emergency.

Response Distributions for Resources Items



Areas of Improvement

The domains *Pay and Benefits*, *Training and Development*, and *Career Progression* were rated the least favorably by SCCOE staff who responded to the survey.

Weighted Percent of Respondents Who Agree

Training & Development

59%

Pay and Benefits

57%

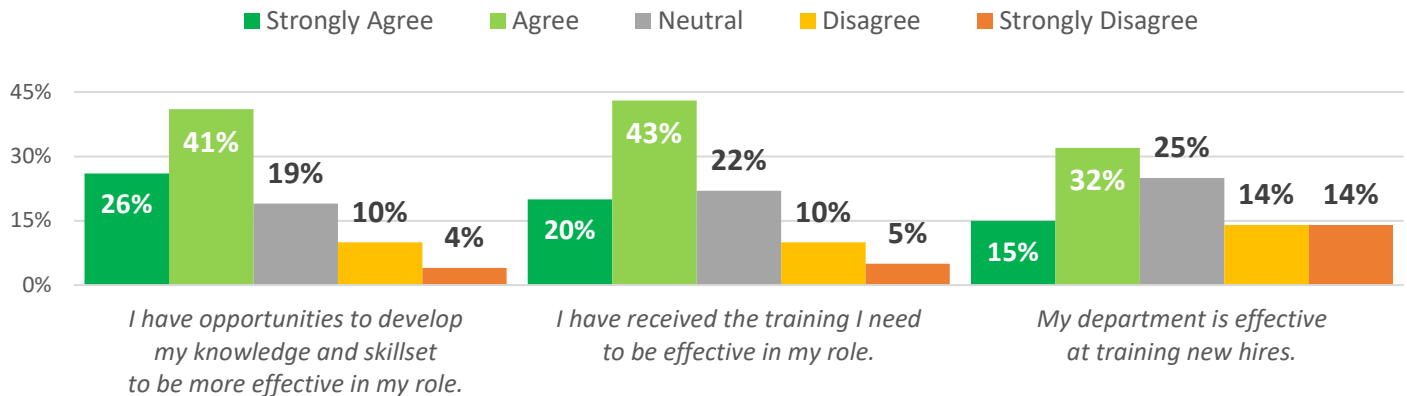
Career Progression

55%

Training and Development

Training and Development items measure the extent to which employees feel they are adequately trained for their jobs or are given opportunities for further professional growth. Two-thirds (67%) of participants reported having opportunities to develop both knowledge and skillsets and nearly two-thirds (63%) of respondents reported that they received the training necessary for them to be effective in their role. However, only 47% feel their department is effective when it comes to training new hires.

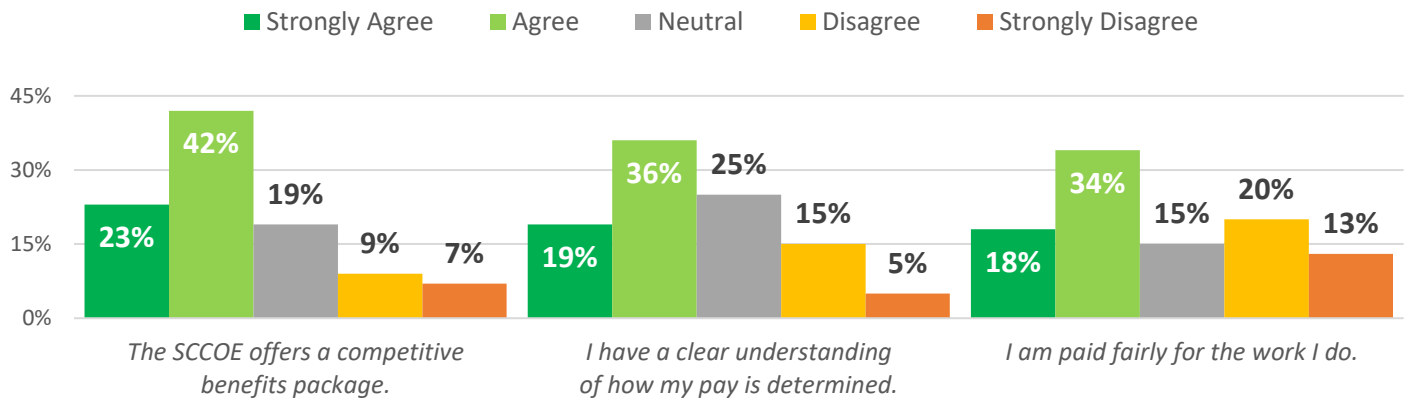
Response Distributions for Training and Development Items



Pay and Benefits

The *Employee Feedback Survey* queries staff feedback regarding *Pay and Benefits* with three items. Sixty-five percent (65%) of respondents felt that the SCCOE offered a competitive benefits package, 55% reported having a clear understanding of how their pay was determined, and 52% felt that they were paid fairly for the work they do. In 2022-23, newly expanded health benefits were made available to all SCCOE employees and their families and salary increases were approved. Family-forming supports were made available starting in January 2023, and expanded mental health benefits were launched in April 2023. More information about these recent changes to employee pay and benefits is provided in the *Looking Ahead* section.

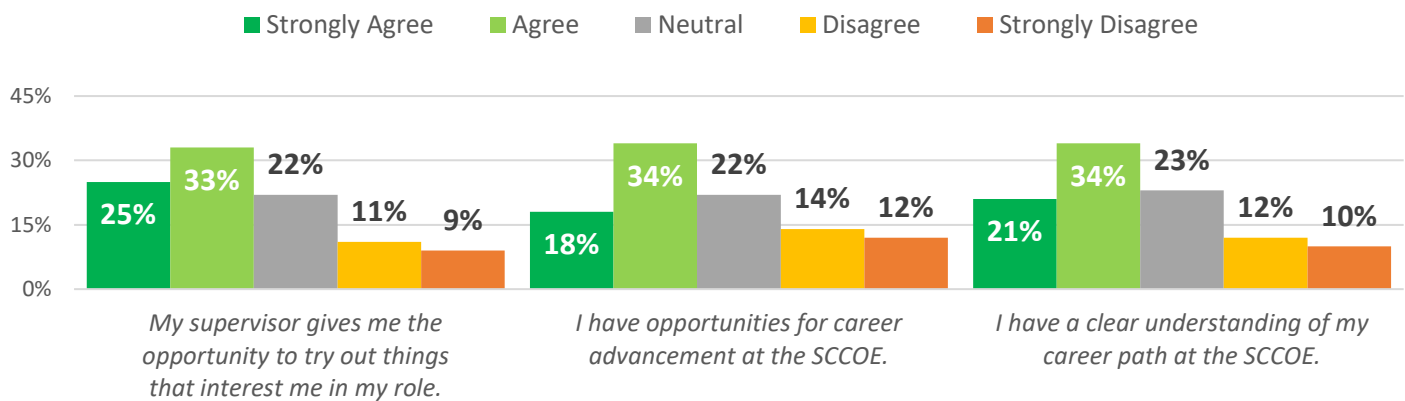
Response Distributions for Pay and Benefits Items



Career Progression

Career Progression items measure staff perceptions of opportunities for professional growth and advancement. Fifty-eight percent (58%) of participants felt their supervisors provide opportunities for them to experiment in their role. Fifty-two percent (52%) of respondents indicated they have opportunities for career advancement and 55% felt that they have a clear understanding of their career path at the SCCOE.

Response Distributions for Career Progression Items



Summary

Each year, the SCCOE Strategic Planning Committee reviews data collected through the administration of the *Employee Feedback Survey*. The findings from these survey results help inform strategic planning efforts, workforce development, and the development of policies and practices that impact employee job satisfaction, engagement, and performance. Responses to the *Employee Engagement* items indicate that survey participants are committed to doing quality work and feel valued by their coworkers. The results in the *Employee Experiences* section further suggest that they feel they have the resources and information needed to do their work effectively, understand how their work contributes to the SCCOE’s Strategic Plan goals, and acknowledge the efforts of their colleagues. These positive findings are joined by *Psychological Safety* data that indicate respondents understand the expectations of their role, are comfortable asking colleagues for assistance, and feel that their work allows them to utilize their unique talents. The findings from this year’s survey further align with the SCCOE’s initiatives to spread awareness of the resources, benefits, and programs designed for both staff and their family members and to promote collaboration between departments and across the organization.

Looking Ahead

Santa Clara County Office of Education (SCCOE) employees demonstrate their commitment, creativity, and collaborative efforts through the high-quality programs and services that they provide to community partners. To fully engage every employee's strengths and leverage the collective capacity of available resources, the SCCOE invests in the growth and development of its employees. This section addresses areas of improvement and highlights select resources and opportunities that are designed to support employees.

Promoting Employee Growth

The SCCOE understands the importance of facilitating growth and well-being in all areas of the lives of employees – both in and outside of the workplace. The diverse and changing needs of SCCOE employees merit a wide array of supports for both employees and their family members. The SCCOE takes pride in the recent expansion of the benefits program with improved flexibility in addressing diverse needs. Below are brief descriptions of a few of the many supports and benefits that the SCCOE has recently made available to SCCOE employees and their families.

Supporting Employee Pay and Benefits

The SCCOE and the Service Employees International Union (SEIU) bargaining unit established a new agreement that addresses the Bay Area's increasingly high cost of living expenses. The new agreement positively impacts pay and benefits, career well-being, and employee resources. Among other provisions, changes include a retroactive 10% salary raise for all staff for 2022-23, two additional salary schedule steps, and a substantial increase in employer-contributions to the medical benefits plans. In March 2023, the SCCOE began implementing these changes on a tiered basis; all non-financial contractual changes took effect immediately upon establishing the agreement. In addition, a special enrollment for members of the SEIU bargaining units was opened for employees seeking to make changes to their medical benefits plan. For details, visit the [Benefits Website](#) or contact the Benefits Department at benefits@sccoe.org.

Family-Forming Supports and Benefits

The SCCOE seeks new and creative ways to support employees and their families beyond traditional medical and dental benefits. In 2022-23, a new family-forming benefit was made available to all employees and their spouses through Carrot Fertility. This expanded, comprehensive, and inclusive fertility healthcare benefit offers fertility preservation support, donor assistance, adoption services, and educational resources on topics such as pregnancy, the postpartum period, and gestational surrogacy. Employees and their spouses have an SCCOE paid lifetime



maximum benefit of \$15,000 towards their family-forming journey through Carrot. To learn more or to sign up for Carrot Fertility, please visit www.get-carrot.com/signup.

Employee Mental Health Supports and Benefits

To further promote employee health and well-being, the SCCOE now offers Modern Health as a new benefit for employees and their dependents to assist them in achieving their health and wellness goals. Modern Health is

an easy-to-use mental wellness platform that offers personalized support such as one-on-one sessions with licensed clinical therapists and one-on-one coaching sessions with certified mental health, professional, or financial well-being coaches. Additional resources from this new benefit include group support sessions, guided meditations, well-being assessments, and self-paced digital courses. With Modern Health, employees can gain clarity on how to navigate challenges in their lives, create healthy habits, build confidence, and improve their overall mental well-being. To learn more or to sign up for Modern Health, please visit <http://modernhealth.com>.

Cultivating Career Well-Being

The SCCOE conducts ongoing and routine assessments of how employees feel about their career well-being. Responses to the 2022-23 *Employee Feedback Survey* highlight areas of improvement among items pertaining to *Training and Development* and *Career Progression*. The SCCOE and its Senior Leadership understand that these are important components of employee job satisfaction and engagement. Leveraging the strengths of employees is one of many ways that the SCCOE creates avenues for



employee growth as effective team members and leaders. Employees who would like to further develop their skillset can engage in the collaborative opportunities that the SCCOE offers to staff across the organization and utilize available professional learning resources to build their capacity.

Champions for Innovation

The Workforce Development and Organizational Culture Department, which oversees the organization’s Health and Wellness Program and provides professional development workshops and workforce services to employees, continues to support emerging leaders through its [Champions for Innovation](#) program. By identifying current and future leaders from each division and matching them with a mentor, Champions for Innovation establishes annual cohorts of nominated employees with the goal of investing in leaders from within the organization and developing staff to their full potential. Prospective members of the program may be self-nominated or nominated by the employee’s supervisor, direct report, or any other SCCOE staff member. The selection process includes a statement of interest and an onboarding conversation. Each program year begins in September with an orientation, followed by monthly collaborative feedback and learning sessions with colleagues, and concludes with a project showcase during the following summer. Employees who wish to learn more about this program can contact the department of Workforce Development and Organizational Culture.



Step into Teaching

The SCCOE is committed to expanding educator career pathways. Twice each year, the SCCOE hosts *Step into Teaching: Opportunities in Silicon Valley Public Schools* to help open career paths for individuals seeking to enter the field of education. This resource fair facilitates connections between prospective new teachers and the event's partnering school and community organizations which are looking to hire teachers and other certificated candidates (i.e., psychologists, counselors, school nurses, speech language pathologists, audiologists, and preschool teachers). This event is held in the fall and spring each year and is offered remotely and in person. All members of the community are invited to attend, regardless of their current career status. Representatives from school districts, credential specialists, and recruiters are available throughout the duration of the event to provide personalized interactions with candidates, connect attendees with resources on various career pathways, and answer questions about district programs, credentialing requirements, and projected position openings.



To meet the increasing need for early education workforce development, upcoming *Step into Teaching* event offerings will expand to include early learning and preschool educator pathways. There are also plans to establish partnerships with online universities, adopt a hybrid format for increased accessibility and inclusion, highlight CTE credential opportunities, and add a financial planning component to assist attendees with researching scholarship and financial aid plans. A listing of certificated and classified vacancies available at the SCCOE can be accessed via the SCCOE job opportunities webpage.

Educator Preparation Programs and Credentialing Opportunities

The SCCOE's Educator Preparation Programs Department is currently offering programs to earn Education Specialist Teaching credentials and administrative services credentials. The Teacher Residency Program opens opportunities for those who hold bachelor's degrees and are seeking a preliminary Education Specialist credential in Extensive Support Needs. Tuition support is available through the Teacher Residency Program in the form of stipends. Current classified school employees can qualify for a stipend of \$4,000 per year. In addition, individuals who are interested in obtaining an Early Childhood Special Education (ECSE) teaching credential or entering the early education workforce can access financial support when obtaining a child development teacher permit. For more information on educator preparation programs, please visit <https://eppscholar.scoe.org/>.



Inclusion Support Warmline

The SCCOE encourages employees and community members alike to use available resources and services that are applicable to their needs. Employees can access free, timely supports through the SCCOE's Inclusion Support Warmline, which provides parents, educators, and community members with free individualized technical



assistance, information, and referrals for children of all ages with disabilities and other needs. Individuals who contact the Warmline can receive resources for educational program transitions (i.e., moving from elementary to middle school), referrals and recommendations for COVID-19 distance learning support and digital access resources, early childhood developmental screenings, and answers to questions about inclusive practices and community activities. The Warmline is free, offered in English, Spanish, and Vietnamese, and can be accessed by emailing inclusionwarmline@sccoe.org or by calling (408) 453-6651.

Engaging Strengths to Improve Results

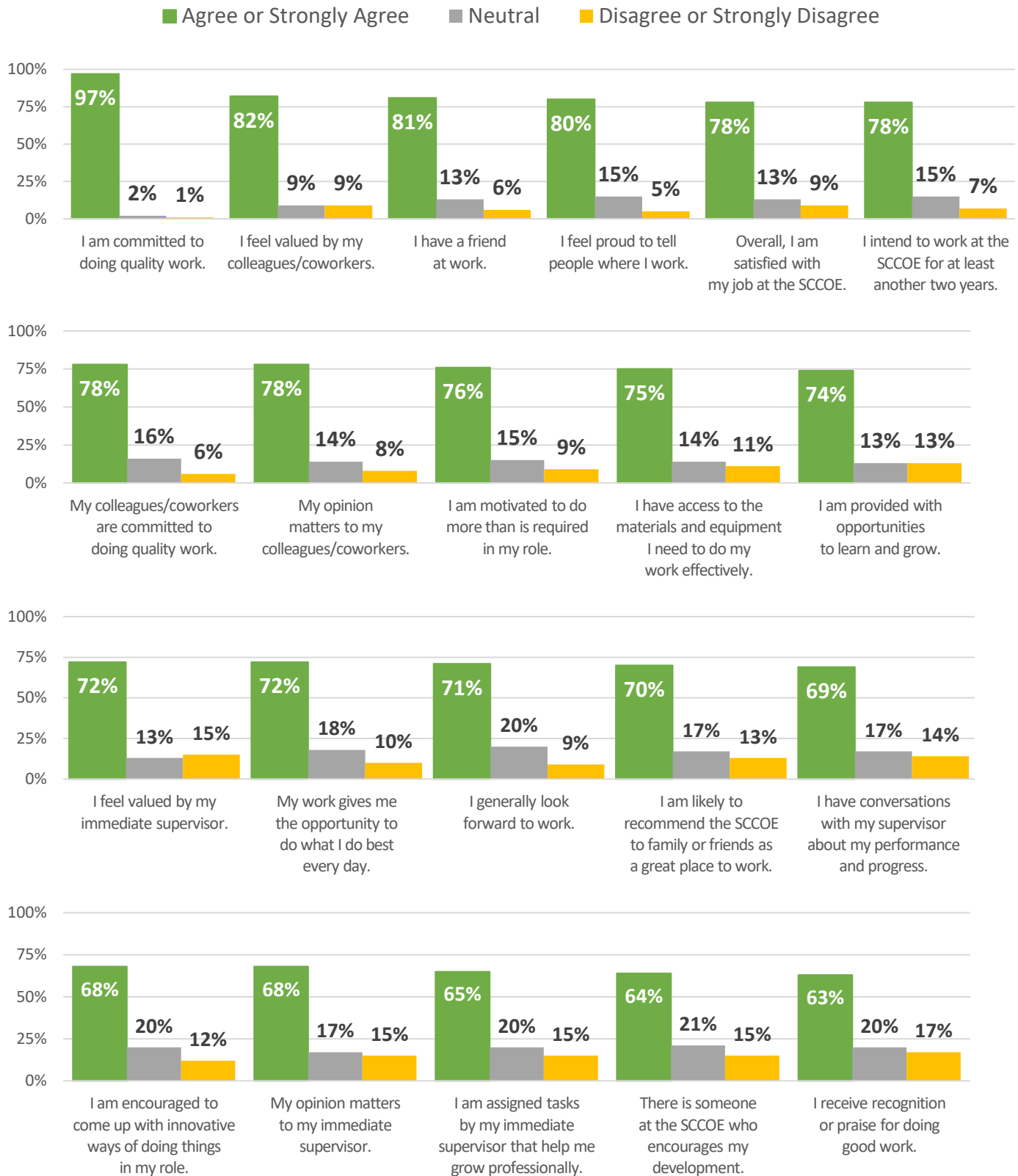
The SCCOE continues to promote and cultivate a workforce that leverages employee strengths by investing in a strengths-based approach to supporting districts, schools, students, and communities. Staff who can identify and utilize their strengths are better equipped to maximize program reach and impact throughout the county. At the start of employment, as part of New Employee Orientation (NEO), all staff complete the [CliftonStrengths Assessment](#). This assessment identifies individuals' top talent "themes" from among the 34 themes which are grouped into four (4) separate categories: Strategic Thinking, Relationship Building, Influencing, and Executing. Each employee's strengths profile showcases the unique qualities they bring to the organization.

Employees are encouraged to utilize the Strengths resources developed by the SCCOE's Workforce Development and Organizational Culture Department. These strengths-based activities are an excellent way to kick off projects, conduct a quick team check-in, or get to know fellow employees. One such team activity, the Strengths Database, is designed for use with the Team Strengths Grid Template and contains the top five (5) strengths for all SCCOE employees that have completed the CliftonStrengths Assessment. The [SCCOE Strengths Portal](#) offers additional information about Strengths and hosts a repository of strengths-based icebreakers and activities. Visitors to the portal can also learn about the staff members who serve as the SCCOE's Strengths Ambassadors, guiding employees and teams throughout their strengths journey. All resources are accessible via the [SCCOE Intranet](#).

Appendix A: Employee Experience Domains

<i>Domain</i>	<i>Number of Items</i>	<i>Number of Respondents</i>	<i>Weighted Percent of Agree and Strongly Agree Responses</i>	<i>Weighted Percent of Neither Agree nor Disagree Responses</i>	<i>Weighted Percent of Disagree and Strongly Disagree Responses</i>
Recognition	2	309	80%	11%	9%
Strategy Alignment	2	272	79%	14%	7%
Resources	3	298	78%	11%	11%
Communication	3	315	74%	12%	14%
Collaboration	4	298	68%	15%	17%
Diversity & Inclusion	2	288	67%	18%	15%
Focus on Community Partners	4	248	65%	21%	14%
Supportive Management	5	312	65%	18%	17%
Training & Development	3	309	59%	22%	19%
Pay & Benefits	3	332	57%	20%	23%
Career Progression	3	275	55%	22%	23%

Appendix B: Employee Engagement Item Distributions





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