



County of Tulare
State of California

APPENDIX B: SURVEYS



Construction Management, Inc.



APPENDIX B: SURVEYS

B-0 Introduction

Surveys were issued to general staff, senior management and department heads as part of the data collection and analysis scope of this project. The purpose of the surveys was to collect a wide variety of quantitative and qualitative data describing the current operational issues/needs as well as the ideal functional organization and operation of this department.

The surveys were organized into two areas of focus. First, general staff were asked to complete surveys regarding the use and quality of existing facilities. This information was provided to senior management and department heads who completed a second survey which focused on identifying how the department is organized and what its functional requirements/needs are. The second surveys gathered data which was converted into network diagrams to visually depict the functional organization of each department. These network diagrams, entitled "Functional Optimization Network Diagrams," are provided in **Appendix "A"** of this report.

By explicitly stating what tasks an organization performs (what they do), which entities perform these tasks (who does it), and the manner by which the organization performs these tasks (how they do it), the organization's functional structure and operation can be analyzed and potentially optimized.

For example, Department A may be geographically separated from Department B, however, the majority of Department A's work flow requires employees to constantly make trips to Department B to deliver work products. In such a case, it may be favorable to locate Department A directly adjacent to Department B so as to optimize the speed and efficiency of delivering work products. The goal of the surveys is to identify and provide this data to analysts tasked with identifying and optimizing the functional operation of County departments.

Survey Process

The surveys were issued electronically (via the Internet). Respondents were given a specific timeframe to complete their survey. Surveys were first issued to staff and were then compiled and issued with the functional surveys (the second survey type) to senior management selected by each department head. Upon completion, the results of the senior management surveys were compiled and the raw data was provided to respective department heads. Upon receipt of the senior management survey results, department heads were given a similar timeframe to complete their survey. Because of the focus on optimization of department functions, all respondents to the functional surveys were asked to answer all questions from the perspective of ideal organizational operation, rather than simply describing their existing state.

When complete, department head and senior management surveys were compiled, analyzed, and summarized. The survey summaries provided the initial basis for development of the Functional Optimization Network Diagrams. The staff surveys were also compiled and provided directly to the County Administrative Office for further use and review. The results of the surveys have not been directly included within this report. Copies of the original survey questions for both surveys are provided within this appendix section.


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B-1 Staff Surveys

The staff surveys were issued to all staff within the departments included as part of this phase of programming. The focus of these questions was geared towards assessing the quality and condition of:

- Workspaces
- Visual, Auditory, and Controls
- Clarity within the work environment
 - o pathfinding
 - o circulation
 - o signage
 - o etc.
- Movement
 - o safety
 - o security
 - o privacy
 - o resource availability
- Space Utilization
- Work Flow

 **Functional Programming - Staff Survey**

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Select the Department or Agency you work for:

- Board of Supervisors
- Assessor / Clerk Recorder
- Auditor / Controller / Treasurer / Tax-Collector / Registrar of Voters
- Purchasing
- County Counsel / Risk Management
- County Administration Office
- District Attorney
- Human Resources & Development
- Probation
- Public Defender
- Resource Management Agency
- Court Collection & Law Library
- Information Technology
- Grand Jury

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Functional Programming - Staff
Survey

“Department Page”

Your name and job title are required for tracking purposes only. Please enter the correct name used on County records and select the correct job title for the position you fill. This information will not be provided to the County within the survey results and will only be collected by the survey management consultant.

2 Enter your name

3 Select job title

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Which best describes the space in which your current workstation is located?

- Private Office (with door)
- Standard Office
- Cubicle Office
- Desk in open area
- Temporary or intern office
- Executive office (large private office)
- Executive office with conference area
- Professional/technical office (with layout space)