

# Employee Experiences During the Pandemic, Survey Results

Employees expressed a range of challenges. Onsite workers had safety concerns. Library employees had low confidence in leadership in response to potential layoffs.

June 2021

Based on survey issued September 2020



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Multnomah County Auditor's Office

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## Report Highlights

### What We Found

This report summarizes the results of the Survey of Employee Experiences During the Pandemic, issued by the Auditor's Office in September 2020. Responses overall were generally positive. However, in analyzing the data and reading over 8,000 written comments, it is clear that employees have had very different experiences.

Nearly nine out of ten employees said they feel supported by their coworkers and the vast majority feel supported by their supervisor. Most respondents agreed that leadership is doing a good job of handling the COVID-19 pandemic and a majority have confidence that leadership will make the right decisions during this pandemic. While results are positive overall, there were big differences in responses between onsite workers and teleworkers. Library employees and employees from the Sheriff's Office had the lowest levels of agreement with county leadership and employee satisfaction questions.

Employees who worked onsite or in the field had safety concerns related to COVID-19. Many onsite workers talked about the unfairness of having to report in person while others were able to telework. They had fears of COVID-19 exposure and taking the virus back to their households. They also talked about increased workload and challenges of childcare. Those working in the jails expressed safety concerns related to both COVID-19 and the downtown protests. Some respondents who worked in the jails talked about coworkers not taking the pandemic seriously. Library employees expressed anger and concern over potential library layoffs and reorganization plans. They voiced a lack of trust and confidence in management.

While teleworkers tended to be more positive, they also identified challenges. Teleworkers talked about difficulties with remote communication, childcare, getting needed equipment, and having space to work at home. Many mentioned that services to clients had suffered. Many also expressed appreciation for being able to work from home and hope some form of telework can continue.

### Why We Conducted the Survey

We conducted this survey in the fall of 2020 to inform our [audit of the county's response to the pandemic](#). We saw this as an opportunity to gain an understanding of how employees were experiencing the pandemic in their work environments. This report summarized the results of a survey from fall of 2020 – much has happened and many things have changed since we issued this survey. We believe this survey will provide valuable information for employees, county leaders, and the public.

## Results of the Survey of Employee Experiences During the Pandemic

### Thank you participants

We received responses from 3,374 employees, or about 59% of the County workforce. The highest response rates came from employees in the Library and the Department of County Management. Please see the appendices for a copy of the survey and response rates and survey results for each department by question.

### We provided opportunities for employees to share their perceptions, which were wide-ranging

We organized the survey into four sections with several optional comment boxes throughout. About 80% of those who took the survey, approximately 2,750, chose to comment. Some employees made more than one comment for a total of over 8,000 comments. Employees were more inclined to share negative perceptions than neutral or positive ones. We have included employee comments throughout the report and in a separate section to illustrate individual employee perceptions on particular topics. We edited responses for clarity and to remove identifying references.

We conducted this survey at a challenging and changing time, with many external and internal stressors affecting employees. In addition to the global pandemic, employees experienced the racial justice uprising in personal and professional ways. Employees were also affected by nearby forest fires and layoff announcements. Many employees reported increased workloads while some changed assignments to respond to the pandemic. We asked employees to express their experiences in their own words. Comments were wide ranging and reflected these various experiences. Some comments were lengthy and many expressed strong emotions.

### Report describes examples of differences by groups

We also looked for differences in responses based on respondents' position in workplace (worksites, department, operational level) and identity (race/ethnicity, disability, age, gender, sexual orientation). The report includes some examples of differences, but not all. The biggest differences were among different worksites and departments. To protect individual identity, we do not report results for groups with fewer than 30 respondents. Responses for those groups are included in overall results. Many respondents chose not to provide demographic information. Respondents who declined to provide this information tended to have lower agreement than other respondents. Respondents who answer questions negatively may be more concerned about providing any information related to their identity. Demographic categories in the demographic questions reflect recommendations from the Office of Diversity and Equity (ODE) and the Gender Identity, Equity and Data Governance Project, and were selected to allow for comparing trends both over time and to other County data.

## Teleworkers reported more confidence in county leadership and better experiences than respondents who were working onsite

This report details the results of the Auditor's Survey of Employee Experiences During the Pandemic, issued in September 2020. At the time of the survey, the majority of respondents reported spending most of their time teleworking. Teleworkers consistently reported more confidence in county leadership and higher satisfaction than people who worked onsite. Due to the high number of teleworkers, the summary graphs of all respondents are generally positive. This can hide the differences among groups. Respondents working in office buildings and service branches, as a group, were somewhat less positive than teleworkers, but more positive than other worksites.

The most common worksites besides office buildings were jails, libraries, and county health clinics. Other worksites include the Emergency Operations Center, the juvenile detention center, and working in the field.

- Among these worksites, the employees who worked in county health clinics tended to be the most positive.
- Employees working in jails, libraries, the juvenile detention center, and in the field tended to have lower levels of agreement on leadership, belonging, satisfaction, and workplace climate questions.

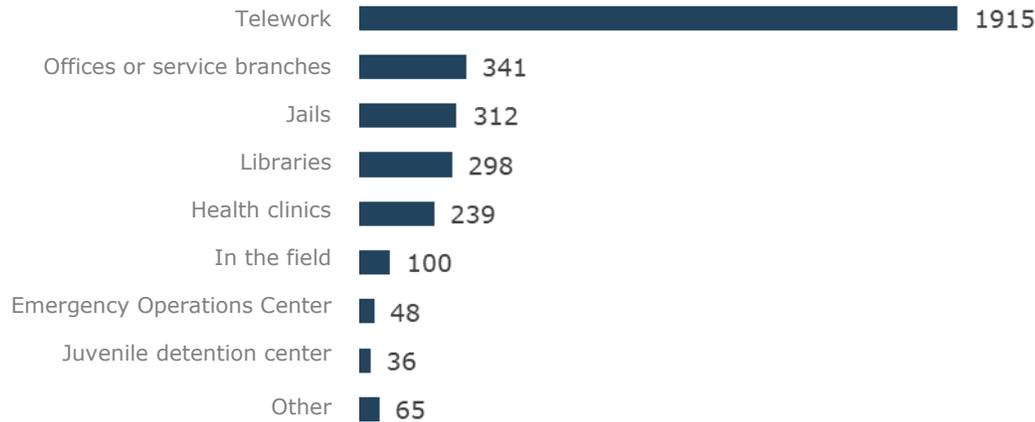
We also found specific differences by department.

- Library employees expressed dissatisfaction with leadership decisions related to potential layoffs and reorganization plans, modifications to services, and communications related to those changes. They gave lower levels of agreement on many questions.
- Employees working for the Sheriff expressed dissatisfaction with department and county leadership related to COVID-19 safety concerns, mask wearing, and handling of riots and protests.

Library and Sheriff's Office employees comprise a large number of onsite workers. Consequently, there is a lot of overlap between the negative perceptions among Library and Sheriff's Office respondents and less positive perspectives of onsite workers as a whole.

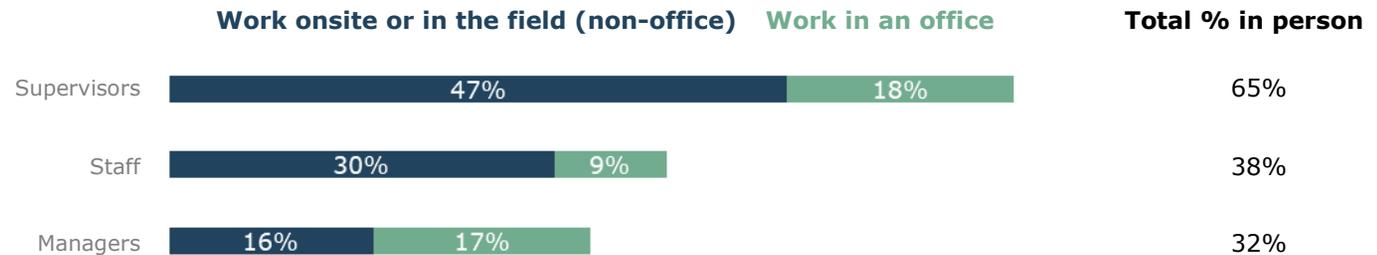
## Most respondents primarily teleworked, but many worked in various onsite locations and in the field

### Number of employees by most frequent worksite



Source: Multnomah County Auditor’s Survey of Employee Experiences During the Pandemic, issued fall 2020. Notes: Based on responses to the question of most frequent worksite. Other includes homeless shelters, which had fewer than 30 respondents, written responses not clearly categorized into another option, unspecified, or multiple worksites. Graph does not include “not applicable” or “on leave” responses.

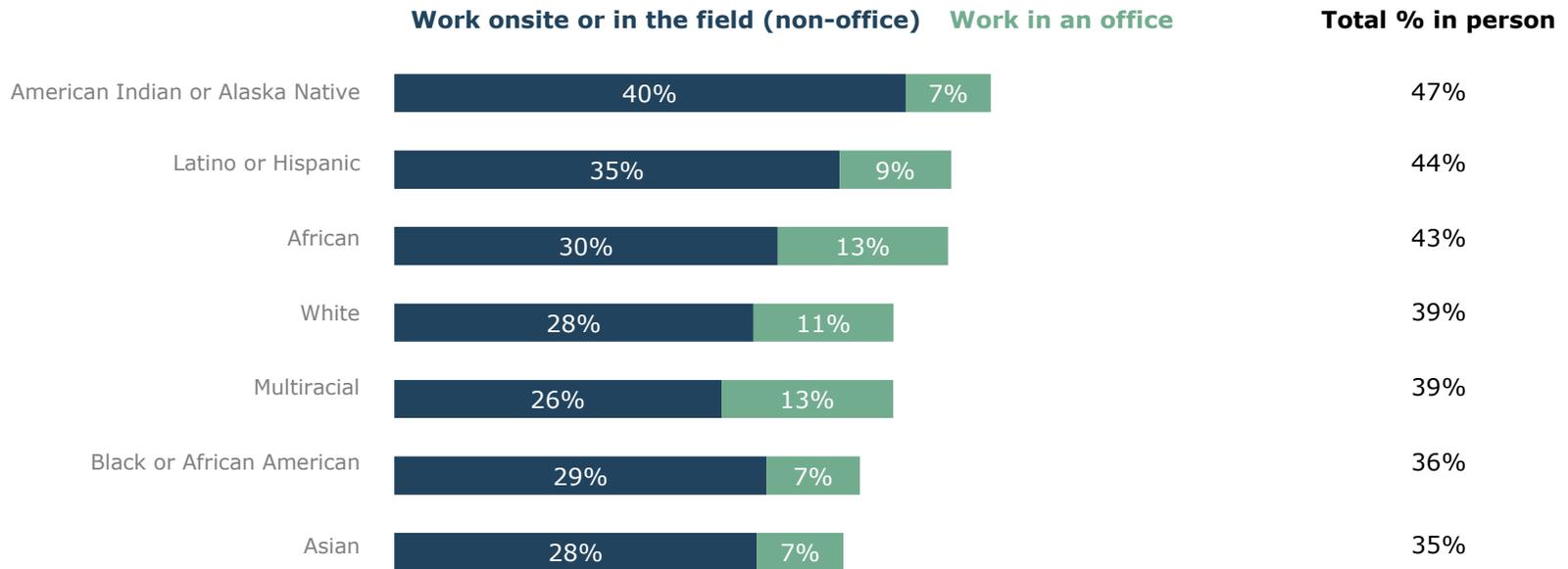
### Supervisors reported working onsite more often than other operational levels.



Source: Multnomah County Auditor’s Survey of Employee Experiences During the Pandemic, issued fall 2020. Note: Based on responses to the question of most frequent worksite. Remaining respondents reported teleworking most frequently. To protect identity, we only reported groups with at least 30 respondents. Department Director/Elected Official not pictured due to smaller number of respondents. Number of respondents in each group: Supervisors (177), Staff (2142), Managers (204).

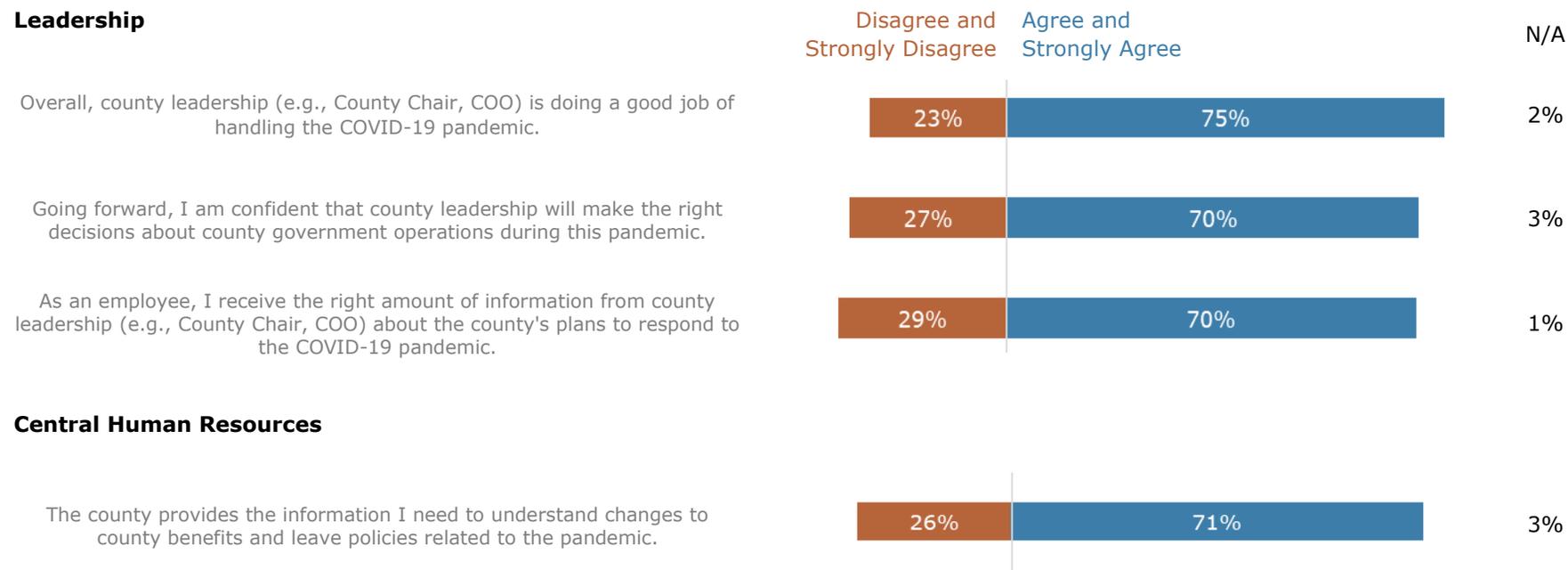
There were not large differences in the proportion of employees working onsite vs. teleworking based on race and ethnicity. The graph below shows some slight variations.

- Health clinics (40%), libraries (34%), and the juvenile detention center (33%) had the highest porportion of Black, Indigenous, and other People of Color, among the respondents at those worksites who reported race and ethnicity.
- A higher portion of male repondents worked onsite than other gender identities.



Source: Multnomah County Auditor’s Survey of Employee Experiences During the Pandemic, issued fall 2020. Note: Based on responses to the question of most frequent worksite. Remaining respondents primarily teleworked. To protect identity, we only report race/ethnicity groups with at least 30 respondents. Middle Eastern, Native Hawaiian/Pacific Islander, and Slavic not pictured due to smaller number of respondents. Number of respondents in each group: American Indian or Alaska Native (30), Latino or Hispanic (264), African (30), White (1623), Multiracial (82), Black or African American (151), and Asian (148).

## Leadership: A majority agreed that leadership was doing a good job of handling the COVID-19 pandemic



Source: Multnomah County Auditor’s Survey of Employee Experiences During the Pandemic, issued fall 2020. Some results may not add to 100% due to rounding.

### Teleworkers were much more favorable toward leadership than those working onsite

- Employees who worked onsite or in the field were much less likely to agree that county leadership is doing a good job of handling the pandemic compared to teleworkers (58% vs. 87%), and compared to 75% overall.
- Employees who worked onsite or in the field were also much less confident that leadership would make the right decisions going forward when compared to teleworkers (55% vs. 83%), compared to 70% overall.
- Of those onsite, respondents working in office buildings or service branches were most similar to teleworkers. Office workers generally agreed that leadership is doing a good job of handling the pandemic (75%).

## Those working in the Library and for the Sheriff were less positive than other departments

- Just over half (55%) of Library employees agreed county leadership is doing a good job handling the pandemic and half (49%) are confident that leadership will make the right decisions going forward.
- Less than half of Sheriff's Office respondents agree with those statements (42% and 39%).

## Differences by operational level and identity tended to be smaller

Other differences by operational level and employee identity were smaller than the differences by department and worksite. Examples:

- In general, managers were more likely to telework than other employees and more likely to be favorable toward leadership. For example, 88% of senior and middle managers agreed county leadership is doing a good job handling the pandemic, compared with 73% of supervisors and 76% of staff.
- A lower proportion of respondents who identified as Black or African American (73%) and Latino or Hispanic (76%) agreed county leadership is doing a good job handling the pandemic than White (80%) and Asian (84%) respondents.
- Baby Boomers (born 1946-1964) tended to be more positive than other generations, with 83% agreeing that county leadership is doing a good job handling the pandemic, compared with 77% of Generation X (born 1965-1980) and 75% of Millennial (born 1981-1996) respondents.
- A lower proportion of respondents with disabilities agreed with the statement, "The county provides the information I need to understand changes to county benefits and leave policies related to the pandemic," than those without disabilities (67% vs 74%).

## A majority of employees expressed approval with county leadership

Selected employee comments are italicized below.

*I am very happy and impressed with how the County is responding to the pandemic. Communication, safety, and support has been stellar. I know when and how to use my COVID PTO. I know how and where I can receive mental health support. I know how and where to get up to date info about COVID. Thank you!*

*I really appreciated leadership's consistent and continuous messaging around prioritizing safety, being as flexible as possible and granting grace as much as possible. Tone at the top matters and to me it seemed very clear.*

*Multnomah County has provided excellent and clear communication and leadership.*

*I am really impressed with our management and Multnomah County's quick decisive actions from the start of this pandemic is so so nice to see.*

## Some county employees voiced disagreement and frustration with county leadership and communications

**When asked, “What has been most challenging?” employees commented:**

*Dealing with the ever changing guidelines and lack of concrete decisions handed down by leadership.*

*The county wasn't ahead of the curve in terms of communication with staff In the early days of Covid. They're doing a bit better currently.*

*The lack of communication and support regarding the multiple crises we are experiencing (COVID, uprising due to police killing Black Americans, the unprecedented wildfires), is shocking to me. As well as the lack of acknowledgement of the disproportionate impact on Black employees.*

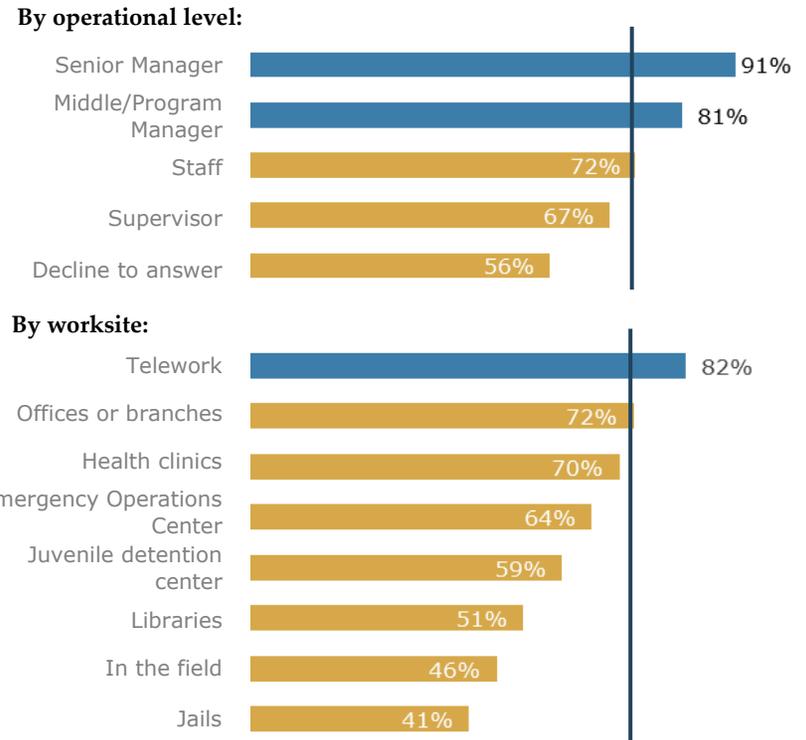
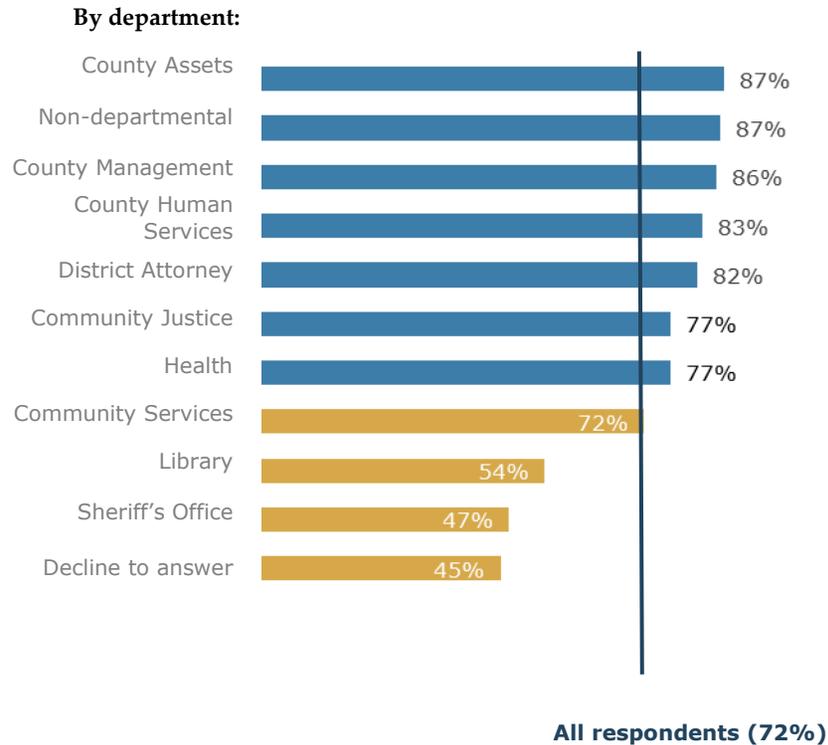
*The most challenging part of working through this is the response "we don't know" from County leadership. It has been 7 months of "we don't know" and no tangible evidence has been offered to indicate that decisions are being made.*

*Lack of clear information, being expected to become an expert and make decisions in workplace safety.*

## Summary of Group Differences for Leadership Section Questions

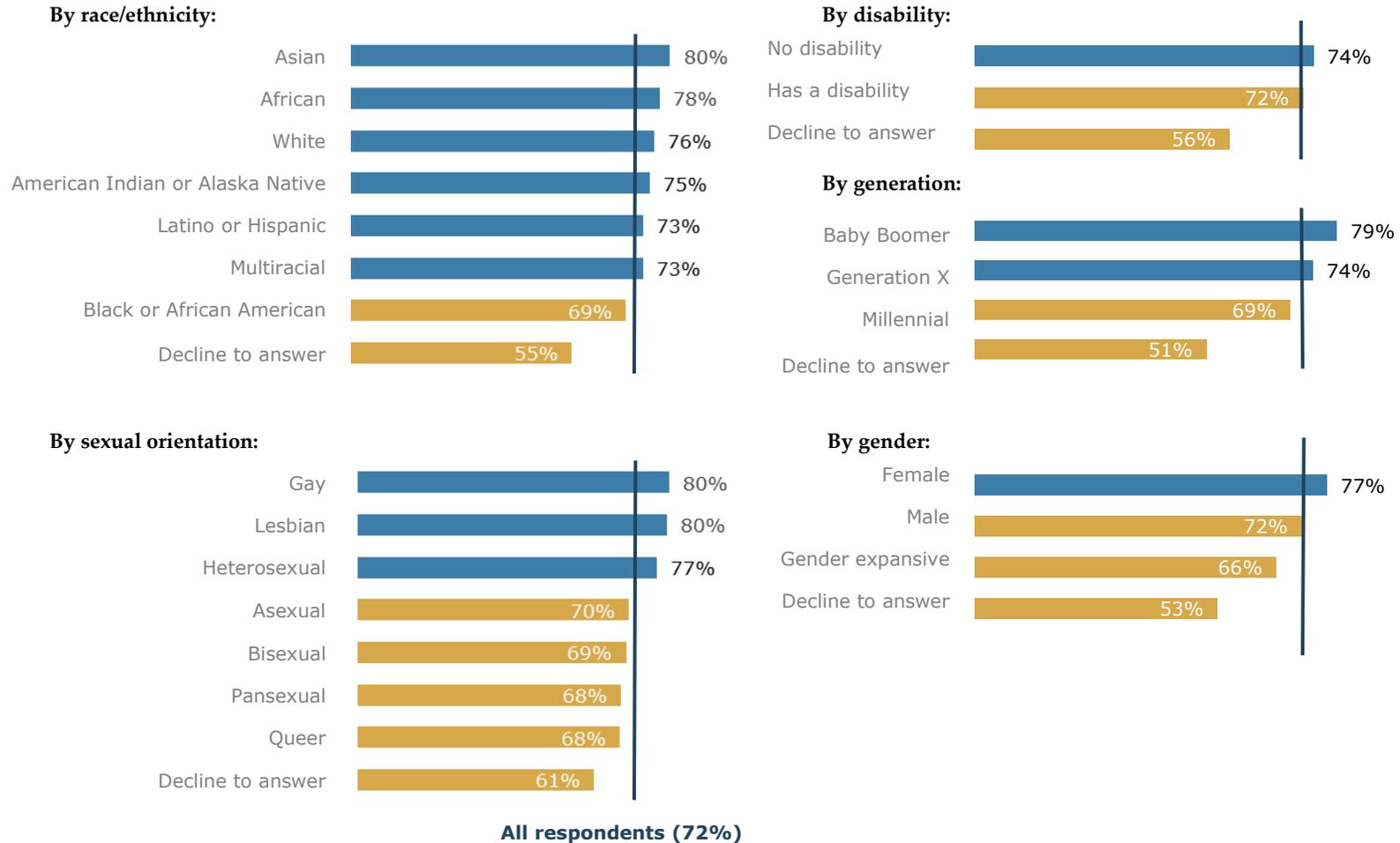
The following graphs show percent agreement when all four of the leadership questions are combined.

### Percent agreement across all *leadership* questions (index):



Source: Multnomah County Auditor's Survey of Employee Experiences During the Pandemic, issued fall 2020. Notes: These charts compare the cumulative percent agreement across the four leadership questions by different groups. The bars in blue are higher than the overall percent agreement. The bars in yellow are lower or equal to the percent agreement of all respondents. We are only reporting for groups with at least 30 respondents. Department Director/Elected Official and Homeless Shelter categories are not shown due to a smaller number of responses. Also not pictured are responses that were left blank, "don't know" and written-in responses.

**Percent agreement across all *leadership* questions (index):**



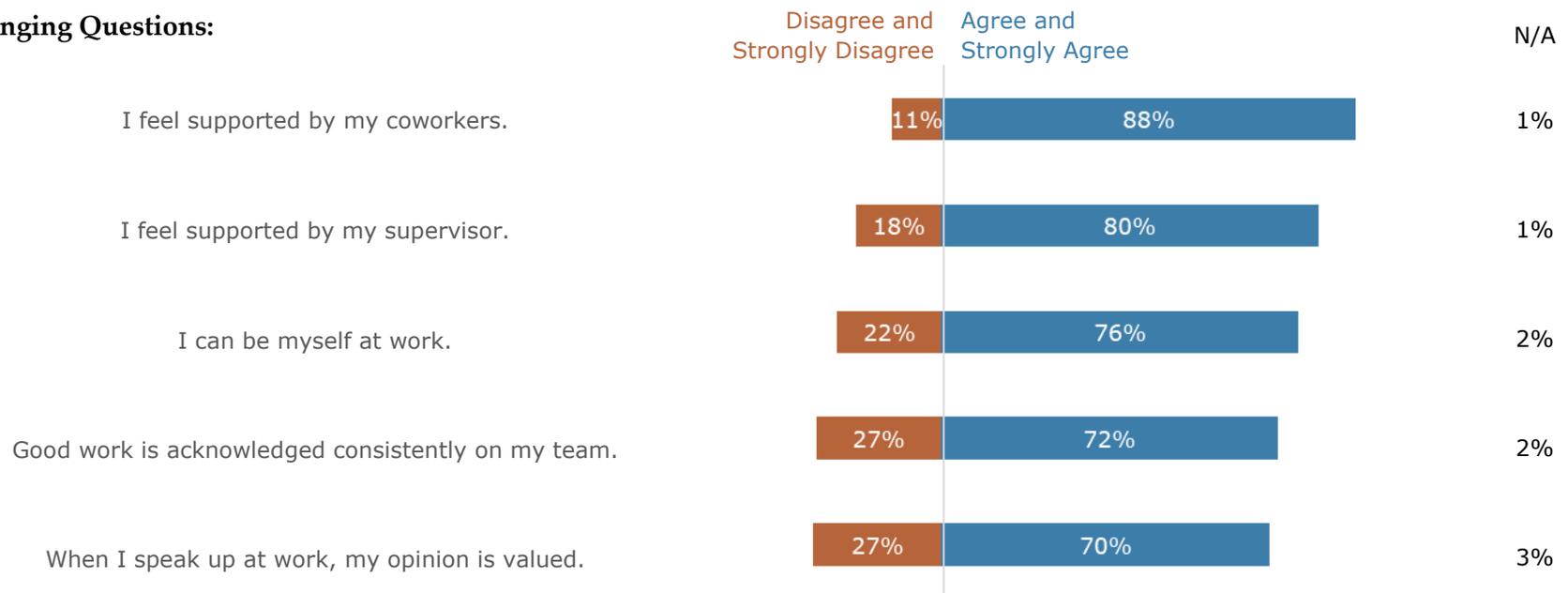
Source: Multnomah County Auditor’s Survey of Employee Experiences During the Pandemic, issued fall 2020. Notes: These charts compare the cumulative percent agreement across the four leadership questions by different groups. The bars in blue are higher than the overall percent agreement. The bars in yellow are lower or equal to the percent agreement of all respondents. We are only reporting for groups with at least 30 respondents. Middle Eastern, Native Hawaiian/Pacific Islander, Slavic, Silent Generation, Generation Z, Transfeminine, Transmasculine, Questioning, and Two Spirit categories are not shown due to a smaller number of responses. Also not pictured are responses that were left blank, “don’t know” and written-in responses.

## Employee Satisfaction: Overall, employees responded positively to questions about belonging, satisfaction, and work climate

Most questions in this section were selected from the Countywide Employee Survey issued every two years by the Evaluation and Research Unit. That survey was last given in November 2019 with survey results published in December 2020. We selected questions that we saw as relevant to how the pandemic could change employee experiences. We selected questions from three sections: Belonging, Satisfaction, and Work Climate. Many of the results appear consistent with results of the most recent Countywide Employee Survey and may not be related to the pandemic. Some differences between these two surveys are noted at the end of this section.

### Vast majority of employees agreed that they were supported by their coworkers and supervisors

#### Belonging Questions:



Source: Multnomah County Auditor’s Survey of Employee Experiences During the Pandemic, issued fall 2020. Some results may not add to 100% due to rounding.

## Comments showed that employees strongly valued the support from their teams and supervisors

Support from co-workers and supervisors was a bright spot in the survey. Throughout the open-end comments, employees gave voice to the support they received from co-workers and supervisors. Mentions of support from teams was one of the most frequent comments – hundreds of employees acknowledged support from their teams and coworkers.

*Support from those I report to directly has been terrific and so important during this time. In general, co-workers/peers have been extremely flexible and patient, also greatly appreciated.*

*Supported by supervisors, team work, great coworkers. My supervisor/manager advocated for me and my safety to ensure I felt protected at work.*

*My team has been so so so supportive and we all are going the extra mile to help be there for one another and take care of each other. I'm SO GRATEFUL to be working on this team at Multco.*

*My team has really stepped up and come together. Everybody has offered to help each other, when needed.*

*My immediate supervisor has been fantastic at supporting the employees in our unit.*

*The responsiveness from my manager to ensure that I am adequately supported. The checkins are great. The messages our division director has sent out during this time have been great.*

## Fewer employees agreed their opinion was valued, especially among frontline workers and those onsite

- Fewer than half of respondents working in jails (41%) and in libraries (43%) agreed that when they speak up their opinion is valued. Respondents working in the field and in the juvenile detention center also had lower agreement, (54% and 61%), compared to 79% of teleworkers.
- Only 40% of respondents working in jails and 53% of those in the field agreed that good work is consistently acknowledged on their team.

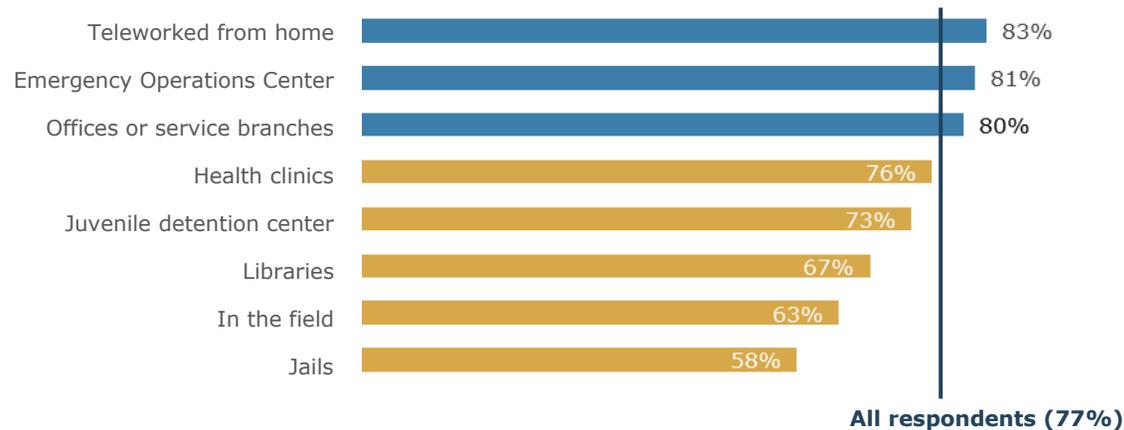
Fewer than half of respondents working in jails and in libraries agreed that when they speak up their opinion is valued.

## Teleworkers had highest agreement with belonging questions and employees working in jails had the lowest agreement

Overall, employees tended to agree with questions about employee belonging. Teleworkers and those working in offices and the Emergency Operations Center had higher levels of agreement with belonging questions. Those working in jails and in the field had the lowest agreement, as shown in the graph below. This graph includes responses for all belonging questions grouped together.

### Percent agreement across all *belonging* questions (index):

#### By most frequent worksite:



Source: Multnomah County Auditor’s Survey of Employee Experiences During the Pandemic, issued fall 2020. Notes: This chart compare the cumulative percent agreement across the five belonging questions. The bars in blue are higher than the overall percent agreement. The bars in yellow are lower or equal to the percent agreement of all respondents.

## Supervisors and staff tended to have lower agreement than managers

- 75% of supervisors and 70% of staff agreed that when they speak up their opinion is valued.
- 73% of supervisors and 71% of staff agreed that good work is acknowledged consistently on their team.
- Managers had over 83% agreement on these questions.

## Respondents with disabilities also tended to have lower agreement with belonging questions

Respondents with disabilities tended to have lower agreement with belonging questions than respondents who said they did not have a disability.

- For example, 71% of respondents with disabilities agreed that they could be themselves at work, compared with 79% of respondents without disabilities.

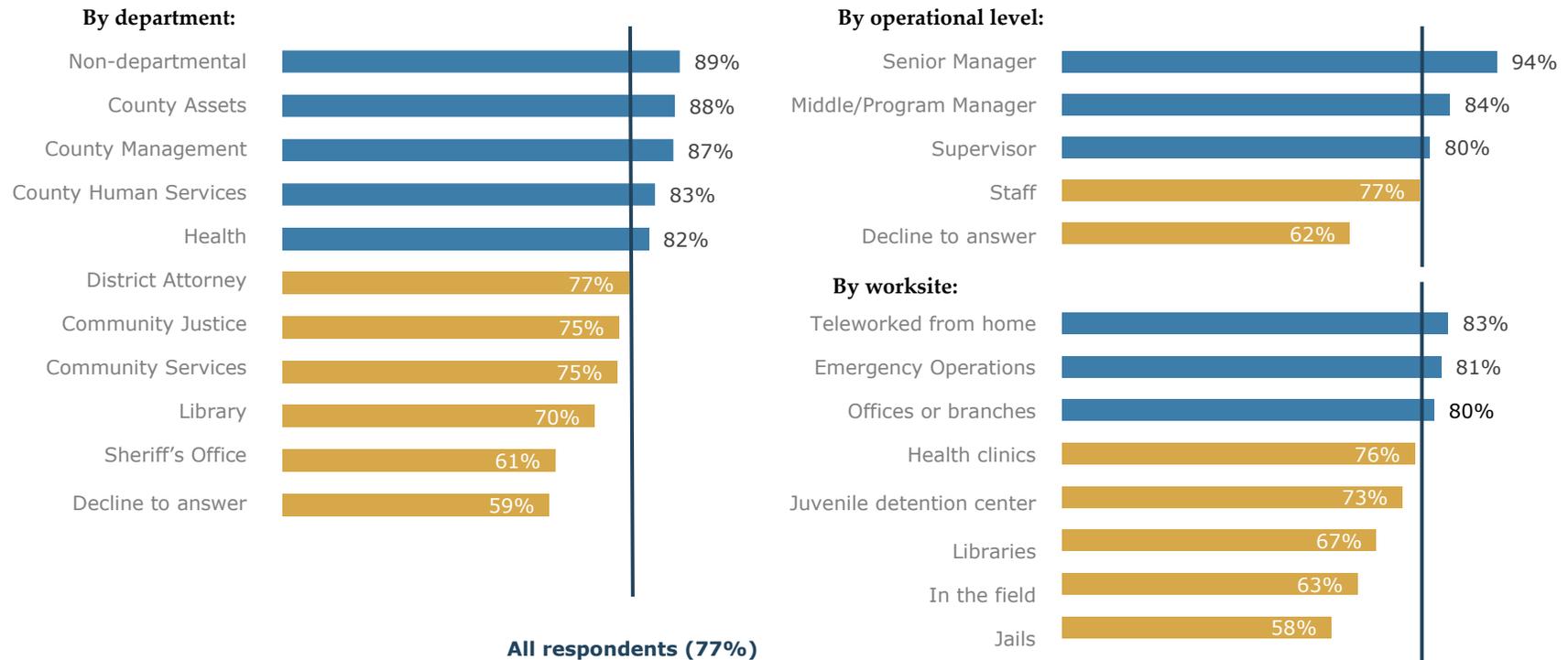
Other examples of differences by identity:

- Respondents who identified as Asian and White tended to have the highest agreement in belonging questions compared to other respondents, with over 75% agreement on every belonging question.
- Fewer respondents who identified as American Indian or Alaska Native, Black or African American, and Latino or Hispanic agreed (63%, 68%, and 70% respectively) that their opinion is valued than White and Asian respondents (76% and 75%).
- Respondents who identified as queer had lower agreement (73%) that they could be themselves at work than respondents who identified as heterosexual, lesbian, or gay (81%, 82% and 86%).

## Summary of Group Differences for Belonging Questions

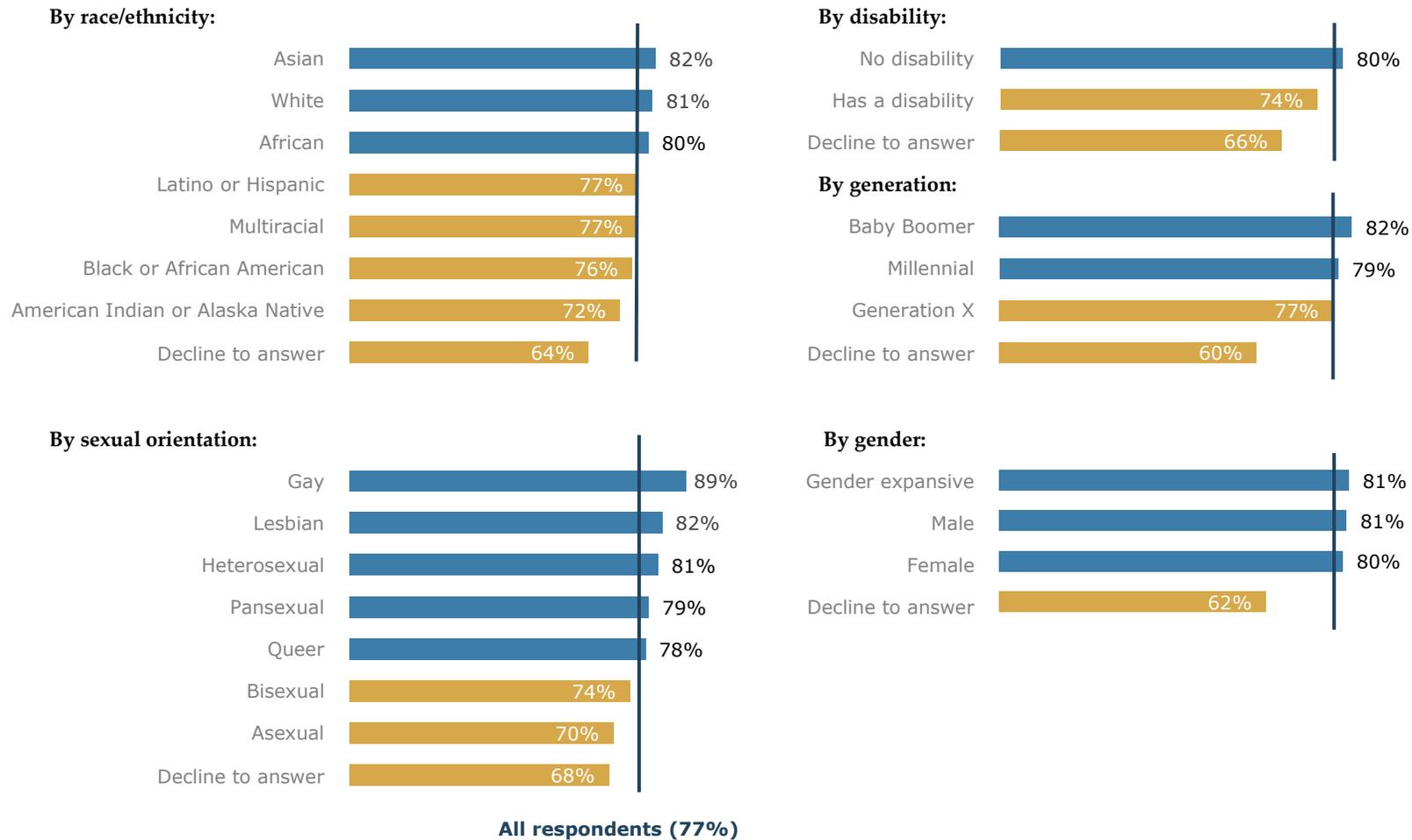
The following graphs show percent agreement when all five of the belonging questions are combined.

### Percent agreement across all *belonging* questions (index):



Source: Multnomah County Auditor's Survey of Employee Experiences During the Pandemic, issued fall 2020. Notes: These charts compare the cumulative percent agreement across the five belonging questions by different groups. The bars in blue are higher than the overall percent agreement. The bars in yellow are lower or equal to the percent agreement of all respondents. We are only reporting for groups with at least 30 respondents. Department Director/Elected Official and Homeless Shelter categories are not shown due to a smaller number of responses. Also not pictured are responses that were left blank, "don't know" and written-in responses.

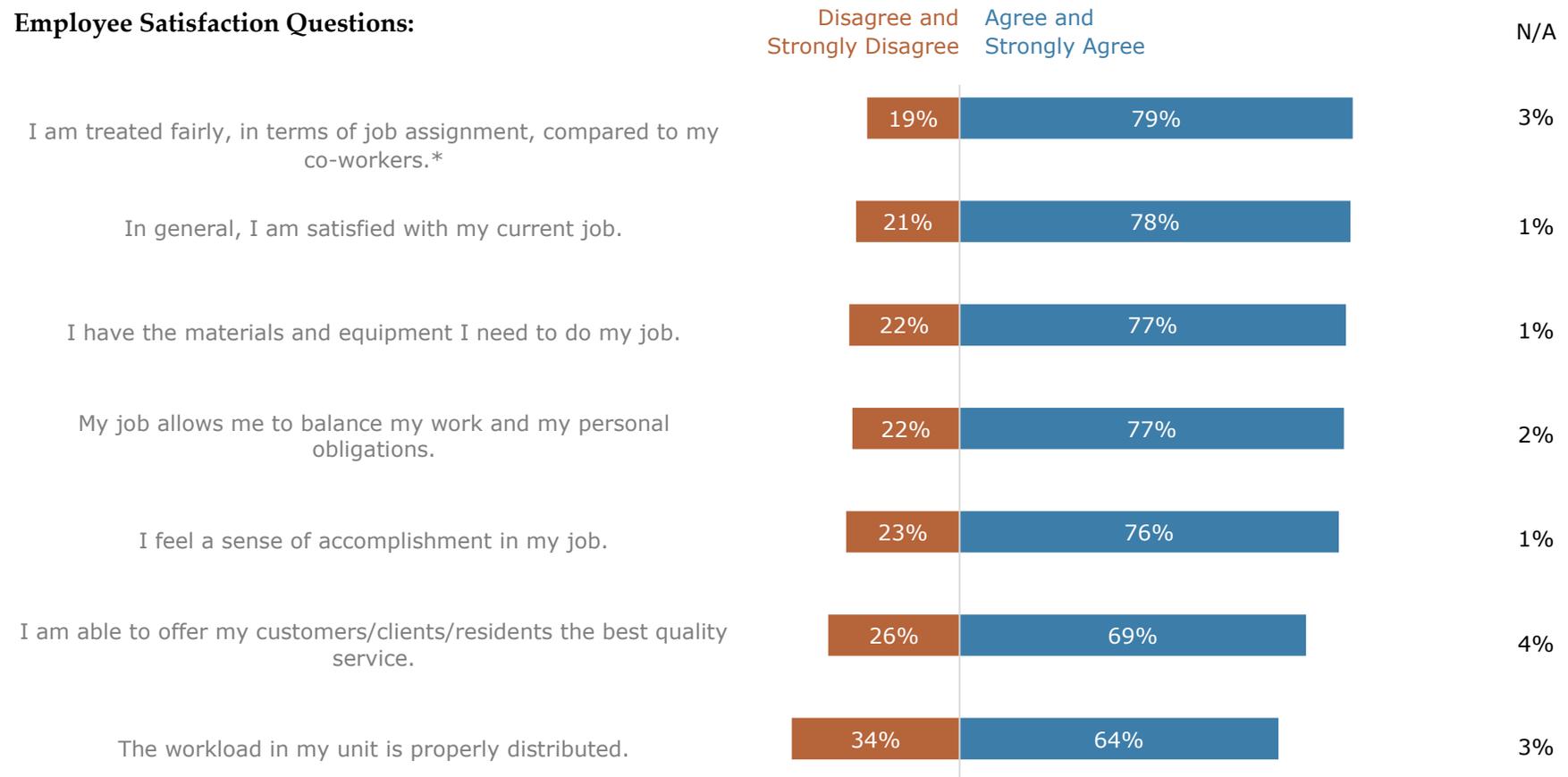
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Source: Multnomah County Auditor’s Survey of Employee Experiences During the Pandemic, issued fall 2020. Notes: These charts compare the cumulative percent agreement across the five belonging questions by different groups. The bars in blue are higher than the overall percent agreement. The bars in yellow are lower or equal to the percent agreement of all respondents. We are only reporting for groups with at least 30 respondents. Middle Eastern, Native Hawaiian/Pacific Islander, Slavic, Silent Generation, Generation Z, Transfeminine, Transmasculine, Questioning, and Two Spirit categories are not shown due to a smaller number of responses. Also not pictured are responses that were left blank, “don’t know” and written-in responses.

## Most respondents reported being satisfied, while a third disagreed that workloads were properly distributed

### Employee Satisfaction Questions:



Source: Multnomah County Auditor’s Survey of Employee Experiences During the Pandemic, issued fall 2020. Some results may not add to 100% due to rounding.

\*Question was written by the Auditor’s Office and is not part of the Countywide Employee Survey.

In general, teleworkers reported higher satisfaction than other respondents did. Eighty-seven percent of teleworkers agreed that they are satisfied with their job. Additionally, 78% of supervisors agreed they felt prepared to supervise employees during the pandemic.

## Onsite workers had lower agreement with workload distribution and work-life balance questions

While respondents across all work settings had lower agreement that workload is properly distributed compared to other questions, agreement was lowest in libraries (36%) and health clinics (54%), compared to 64% overall.

- Those working onsite in libraries, jails, and health clinics had lower agreement that their job allows them to balance work and personal obligations, than teleworkers.
- Supervisors, who are also most likely to work onsite, had lower agreement with the statements, “The workload in my unit is properly distributed,” (53%) and “My job allows me to balance my work and my personal obligations,” (63%).

## Comments reflected concerns about workload. Selected comments are italicized below:

*Workload levels are REALLY problematic. It's a real health and safety concern for our clients.*

*The workload is too much. We can't do everything that is expected of us and do it well. It is not fair to our clients or us.*

*Case loads are too high but we are expected to still manage everything.*

*Challenges include excessive workload that is unmanageable.*

*Sick calls have been rampant and affect those who ARE at work on that day to have a heavier work load or to have to work longer.*

*My caseload increased by a third during the onset of the shutdown due to coworkers who had emergencies and were unable to manage their caseload.*

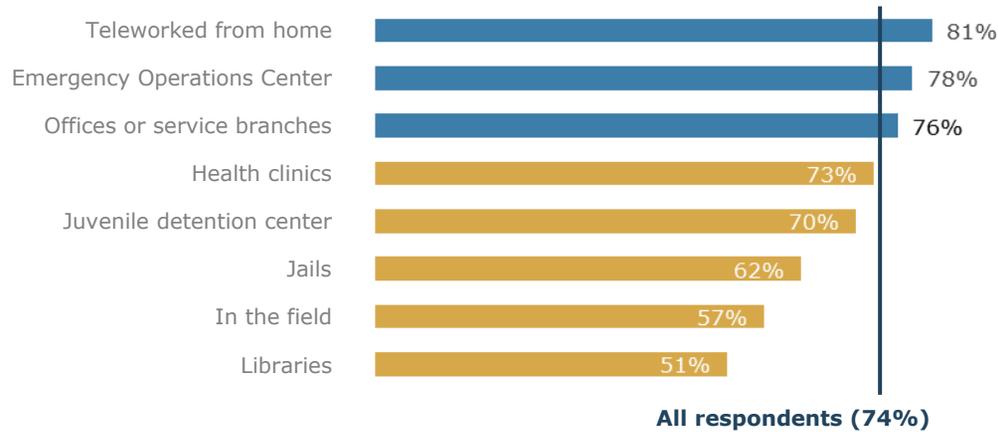
## The Library and Sheriff's Office had the lowest agreement with satisfaction questions

- Employees from the Departments of County Assets and County Management, and Non-Departmental employees had the highest agreement with satisfaction questions, with most questions having over 80% agreement.
- Respondents from the Library (42%), Sheriff's Office (60%), Department of Community Services (62%), Health Department (66%), and the Department of County Human Services (68%) had lower percent agreement that workload is properly distributed.
- Only third (36%) of Library employees agreed they are able to offer customers the best quality service, compared with 69% overall.

Teleworkers had highest agreement with satisfaction questions and employees working in libraries had the lowest agreement.

**Percent agreement across all *satisfaction* questions (index):**

**By most frequent worksite:**



Source: Multnomah County Auditor’s Survey of Employee Experiences During the Pandemic, issued fall 2020. Notes: This chart compare the cumulative percent agreement across the five belonging questions. The bars in blue are higher than the overall percent agreement. The bars in yellow are lower or equal to the percent agreement of all respondents.

**Baby boomers had slightly higher agreement across satisfaction questions**

Respondents in the Baby Boomer generation had slightly higher agreement than those in Generation X or Millennials.

- For example, 82% of Baby Boomers agreed they feel a sense of accomplishment in their job, compared with 77% of Gen X and 74% of Millennials.

There were other small differences by identity, with some examples below:

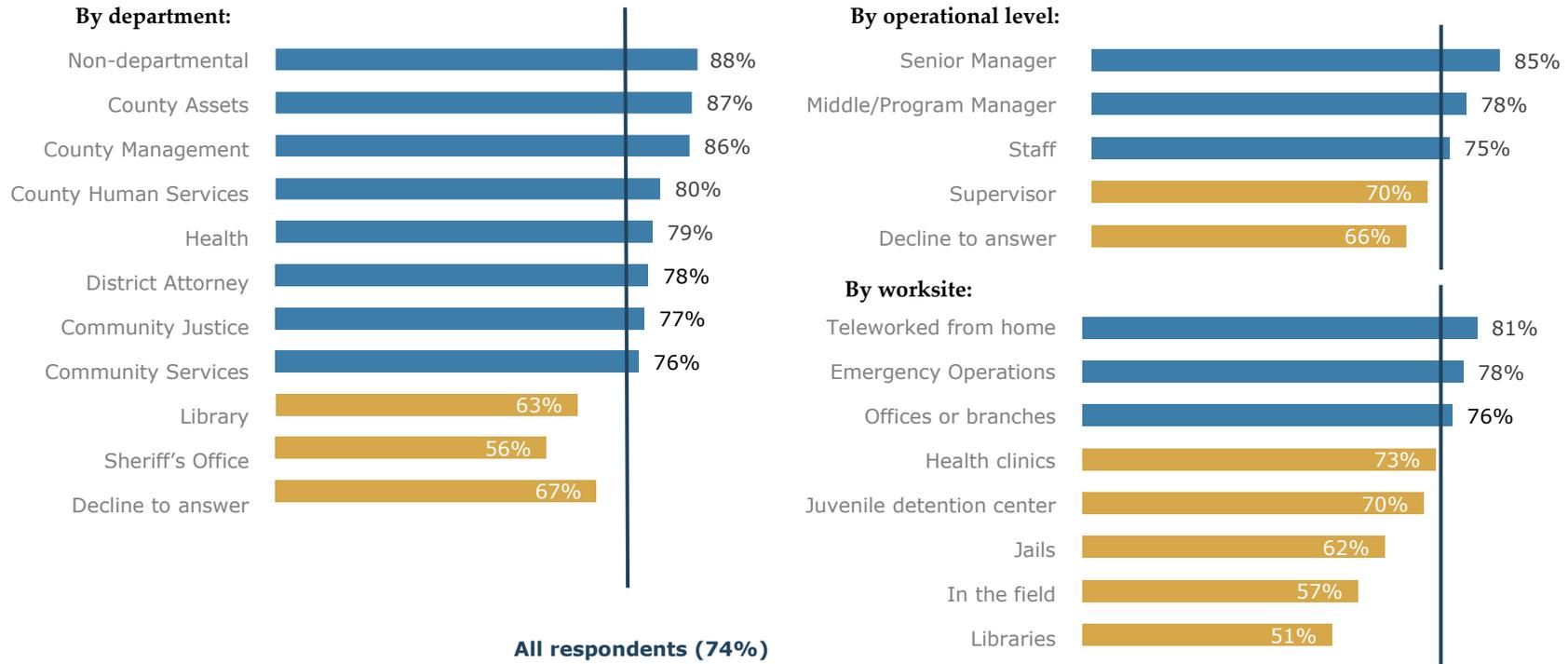
- Asian respondents had higher agreement that they were satisfied with their current job, (89% vs. 78% overall).
- In general, Native Hawaiian/Pacific Islander respondents tended to have lower agreement with satisfaction questions. Slavic respondents tended to have higher agreement. Both of these groups had a smaller number of respondents.

- Respondents with disabilities had lower agreement with the statement, “I am treated fairly, in terms of job assignment, compared to my co-workers,” than those without disabilities (73% vs. 82%).
- Respondents who identified as queer tended to have slightly lower agreement across satisfaction questions than other sexual orientations. For example, 72% of queer respondents agreed that they are satisfied in their current job, compared with 82% of heterosexual respondents.

## Summary of Group Differences for Satisfaction Questions

The following graphs show percent agreement when all seven of the satisfaction questions are combined.

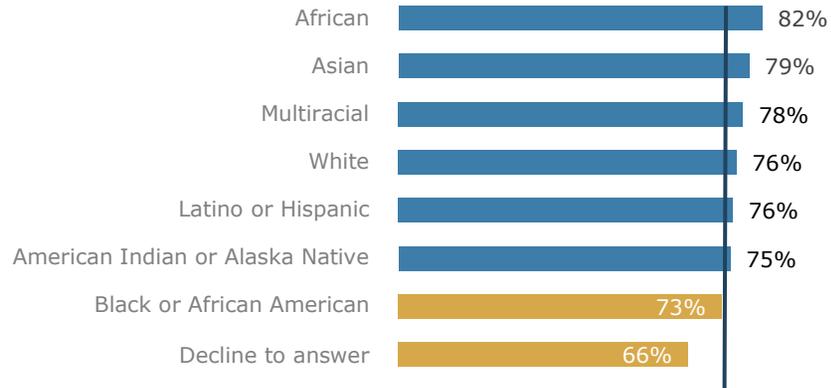
### Percent agreement across all *satisfaction* questions (index):



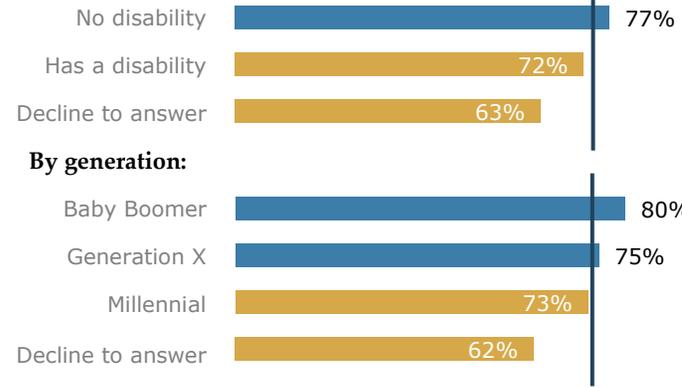
Source: Multnomah County Auditor's Survey of Employee Experiences During the Pandemic, issued fall 2020. Notes: These charts compare the cumulative percent agreement across the seven satisfaction questions by different groups. The bars in blue are higher than the overall percent agreement. The bars in yellow are lower or equal to the percent agreement of all respondents. We are only reporting for groups with at least 30 respondents. Department Director/Elected Official and Homeless Shelter categories are not shown due to a smaller number of responses. Also not pictured are responses that were left blank, "don't know" and written-in responses.

**Percent agreement across all *satisfaction* questions (index):**

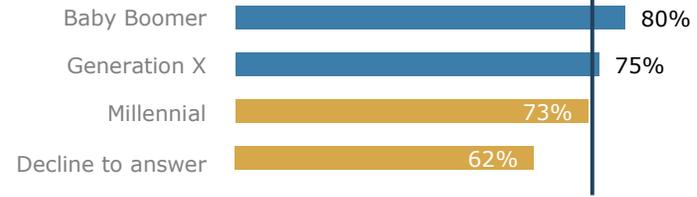
**By race/ethnicity:**



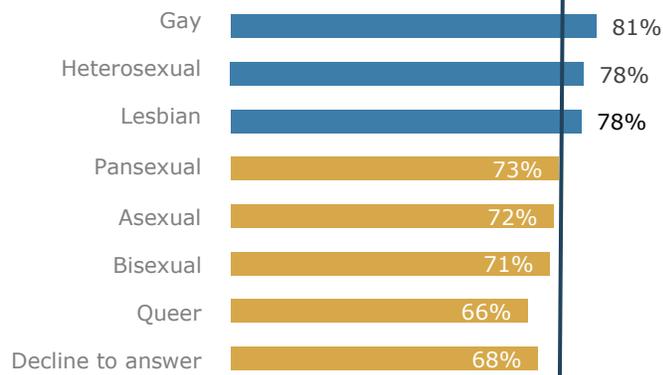
**By disability:**



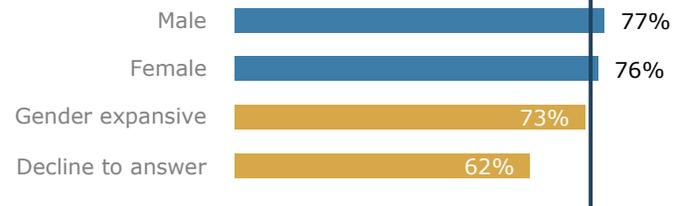
**By generation:**



**By sexual orientation:**



**By gender:**

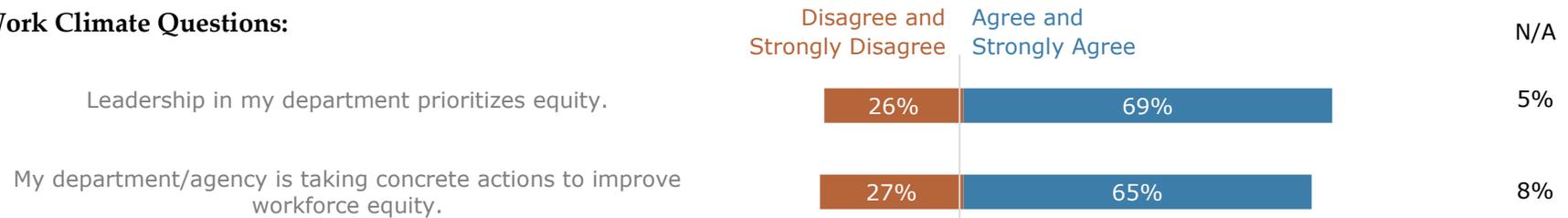


**All respondents (74%)**

Source: Multnomah County Auditor’s Survey of Employee Experiences During the Pandemic, issued fall 2020. Notes: These charts compare the cumulative percent agreement across the seven satisfaction questions by different groups. The bars in blue are higher than the overall percent agreement. The bars in yellow are lower or equal to the percent agreement of all respondents. We are only reporting for groups with at least 30 respondents. Middle Eastern, Native Hawaiian/Pacific Islander, Slavic, Silent Generation, Generation Z, Transfeminine, Transmasculine, Questioning, and Two Spirit categories are not shown due to a smaller number of responses. Also not pictured are responses that were left blank, “don’t know” and written-in responses.

## Respondents generally agreed that equity was a priority in their department, but a quarter disagreed

### Work Climate Questions:



Source: Multnomah County Auditor’s Survey of Employee Experiences During the Pandemic, issued fall 2020. Some results may not add to 100% due to rounding.

## Black and Latino or Hispanic employees, non-supervisory staff, and Library employees were less likely to agree that their department was taking steps to improve equity

- Respondents who identified as Black or African American and Latino or Hispanic tended to agree less with workplace equity questions than White and Asian respondents did. Just 58% of Black/African American respondents and 59% of Latino/Hispanic respondents agreed that their department was taking concrete steps to address workforce equity, compared to 70% of White respondents, and 75% of Asian respondents.
- Questions about work climate and workplace equity were especially low for Library employees.
  - Only 39% percent agreed that department leadership prioritizes equity (compared to 69% overall) and 36% agreed that their department is taking concrete actions to improve workplace equity, 65% overall.
- Respondents from the Departments of County Assets and County Management, and Non-Departmental respondents tended to agree more with work climate questions.
- Staff and supervisors had lower agreement on these questions than managers. Sixty-three percent of staff and 69% of supervisors agreed that their department was taking concrete steps to address workforce equity compared to 86% of managers.

Just over half of Black and Latino or Hispanic respondents agreed that steps are being taken to address workforce equity.

## Employees described inequitable treatment

Library employees cited equity concerns.

*Library leadership's inability to connect and engage properly with BIPOC staff.*

*It is worth noting that a number of the positions cut were specifically meant to serve We Speak Your Language (Spanish, Chinese, Vietnamese, Russian speaking) communities and Black Cultural Library Advocates (BCLA) communities.*

*The library's upper management (EMT) have failed to support staff of color and communities of color, while presenting themselves as leading with race.*

*Library management has been obstinately blind and deaf to the multiple negative impacts of their new staffing model on library staff, especially on POC.*

Some mentioned inequitable workloads.

*Workload is not fair or equitable. Some staff have a much higher workload than others.*

*Work balance between those teleworking and working in the office is not equal. Those working in the office are doubling down on duties and no one is available to pick up the slack.*

Employees of color noted challenges.

*It has been extremely challenging to be a Person of Color working in this space, especially as I have an essential role that does not allow me to take much time off for myself.*

*There is no flexibility in regards to populations experiencing multiple barriers (BIPOC, immigrants/refugee, LGBTQ+, disabled, poor and/or transgender youth and families).*

Many employees talked about inequities related to unfair practices and unequal treatment, especially for those not able or not allowed to telework.

*Being required to work during a pandemic without option while others telework comfortably and indefinitely from home.*

*Equality isn't being enforced and I have voiced this with no action, Favoritism by my supervisor, letting people on her good side not have to come in.*

*During this pandemic I have been exposed to more patients than usual while providers work from home to be safe, support staff see double the amount of clients. This is classism at its finest, doctors and NPs are safe at home while us lower income people are being exposed to the public. I'm sure you are reading this behind your safe desk, while I'm out actually serving this community.*

*I don't think all divisions or individuals are being treated equitably as some have received administrative leave and others were told they would have to take personal leave when there wasn't any work for them to do from home.*

*Coping with inequity in job assignments while I was exposed to the hardship of COVID itself without barriers to protect me till August.*

*Being asked to work in an unsafe, occasionally crowded environment, during a pandemic, when telework options exist, but are not taken advantage of is dangerous and reckless.*

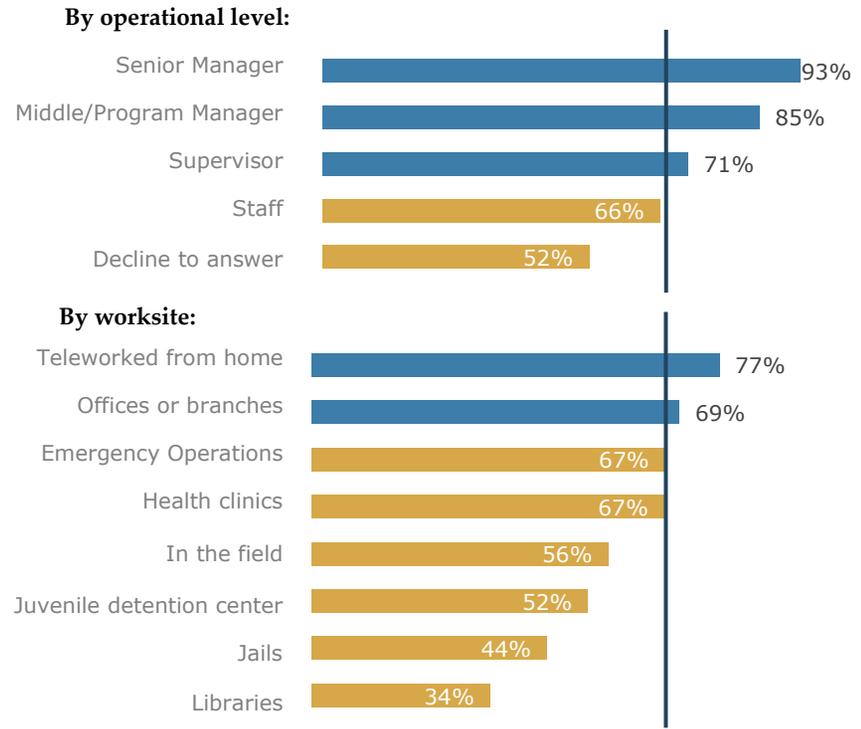
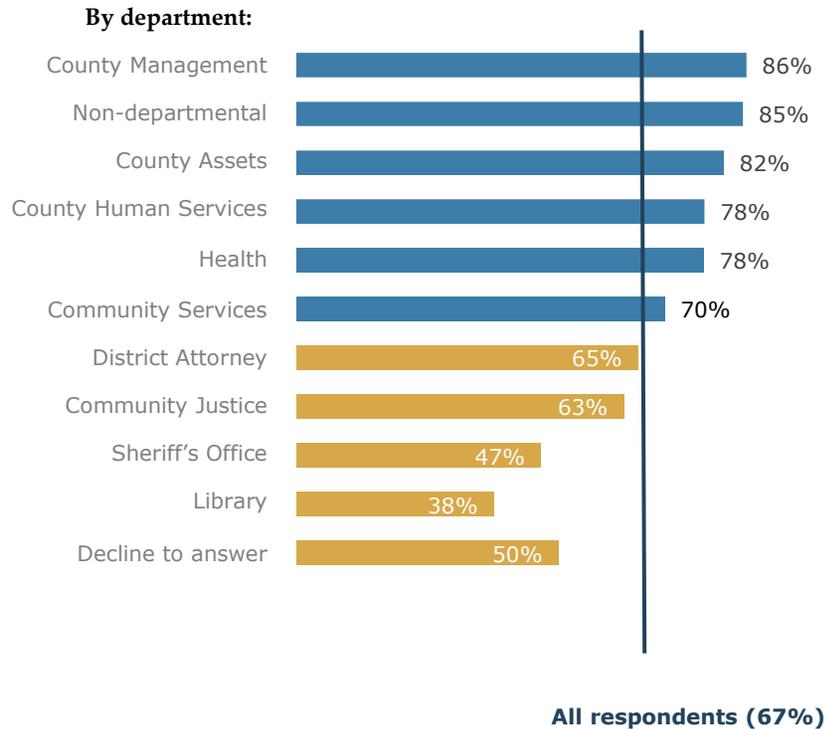
*It is unfair that employees with children get to take so much additional time off. This has put a large, sometimes unbearable weight on their coworkers when we work in 24hrs operations.*

*There are clinical teams crowded into shared workrooms with little distancing, no partitions, and seeing all the patients. And yet, office staff, administration/leadership all has private offices and partitions. Equity? I think not. Health*

## Summary of Group Differences for Work Climate Questions

The following graphs show percent agreement when the two work climate questions are combined.

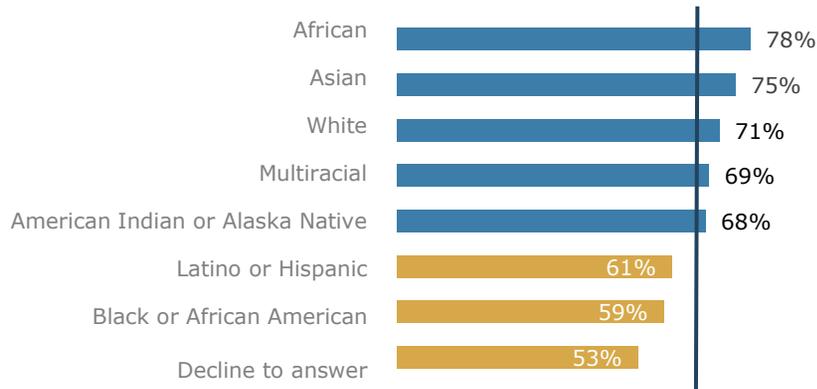
### Percent agreement across all *work climate* questions (index):



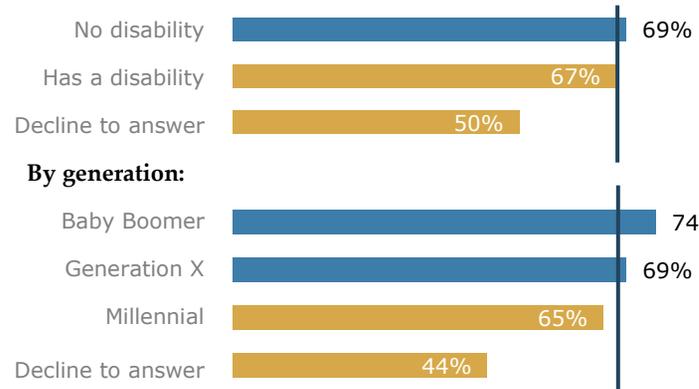
Source: Multnomah County Auditor's Survey of Employee Experiences During the Pandemic, issued fall 2020. Notes: These charts compare the cumulative percent agreement across the two work climate questions by different groups. The bars in blue are higher than the overall percent agreement. The bars in yellow are lower or equal to the percent agreement of all respondents. We are only reporting for groups with at least 30 respondents. Department Director/Elected Official and Homeless Shelter categories are not shown due to a smaller number of responses. Also not pictured are responses that were left blank, don't know and written-in responses.

**Percent agreement across all *work climate* questions (index):**

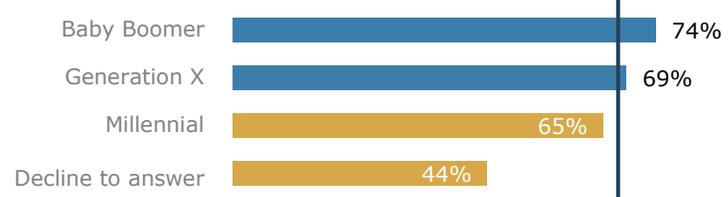
**By race/ethnicity:**



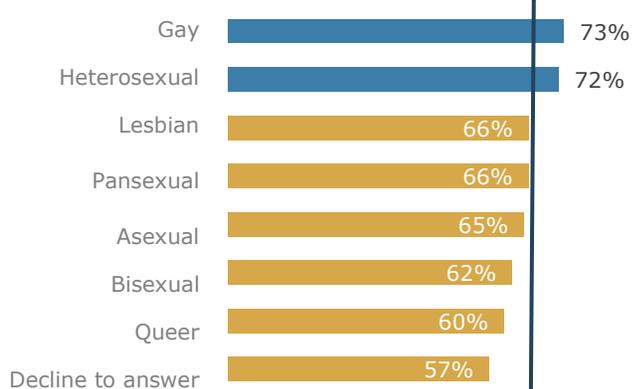
**By disability:**



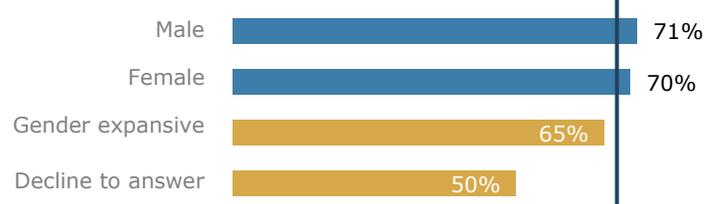
**By generation:**



**By sexual orientation:**



**By gender:**



**All respondents (74%)**

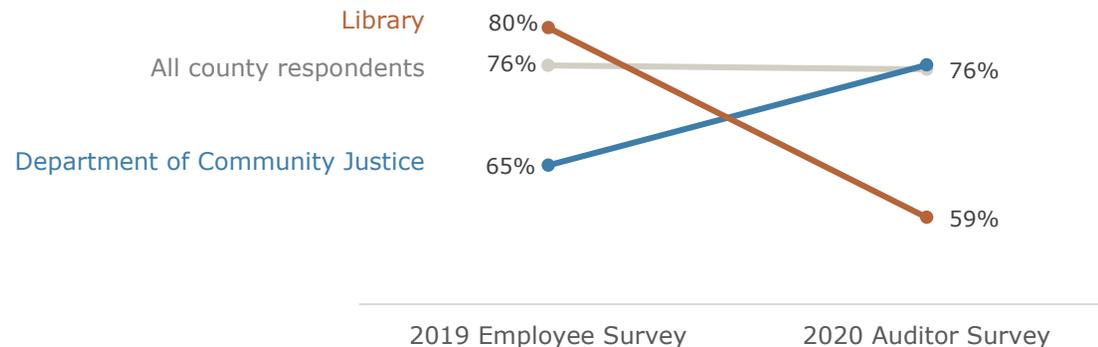
Source: Multnomah County Auditor’s Survey of Employee Experiences During the Pandemic, issued fall 2020. Notes: These charts compare the cumulative percent agreement across the two work climate questions by different groups. The bars in blue are higher than the overall percent agreement. The bars in yellow are lower or equal to the percent agreement of all respondents. We are only reporting for groups with at least 30 respondents. Middle Eastern, Native Hawaiian/Pacific Islander, Slavic, Silent Generation, Generation Z, Transfeminine, Transmasculine, Questioning, and Two Spirit categories are not shown due to a smaller number of responses. Also not pictured are responses that were left blank, “don’t know” and written-in responses.

## Comparison with 2019 Employee Survey showed decreased satisfaction at the Library, increased satisfaction at the Department of Community Justice

We compared the proportion of respondents who agreed with questions to our survey with the 2019 Countywide Employee Survey results from the Evaluation and Research Unit. For all of the questions we asked, agreement is a positive response, therefore increased agreement is a positive trend and decreased agreement is a negative trend. When looking at agreement with statements by department, most departments had proportionately about the same or slightly higher agreement on most questions. Nearly every department had increased agreement with the statement, “The workload in my unit is properly distributed.”

The Department of Community Justice and the Library had the greatest changes when compared with the 2019 survey. The Department of Community Justice had higher percent agreement on all questions. Conversely, a lower proportion of library respondents agreed with statements in our survey than the 2019 survey. We received a lower response rate from employees from the Department of Community Justice, than the last Countywide Employee Survey, which may have affected response.

**Average percent agreement across all employee survey questions was unchanged for the county as a whole, but agreement moved in a positive direction (**increased**) for the Department of Community Justice and negative direction (**decreased**) for the Library**



Source: Multnomah County Auditor’s Survey of Employee Experiences During the Pandemic, issued fall 2020 and Evaluation and Research Unit’s Countywide Employee Survey, issued fall 2019. N/A responses were removed from calculations to allow for comparison, making percent agreement slightly higher.

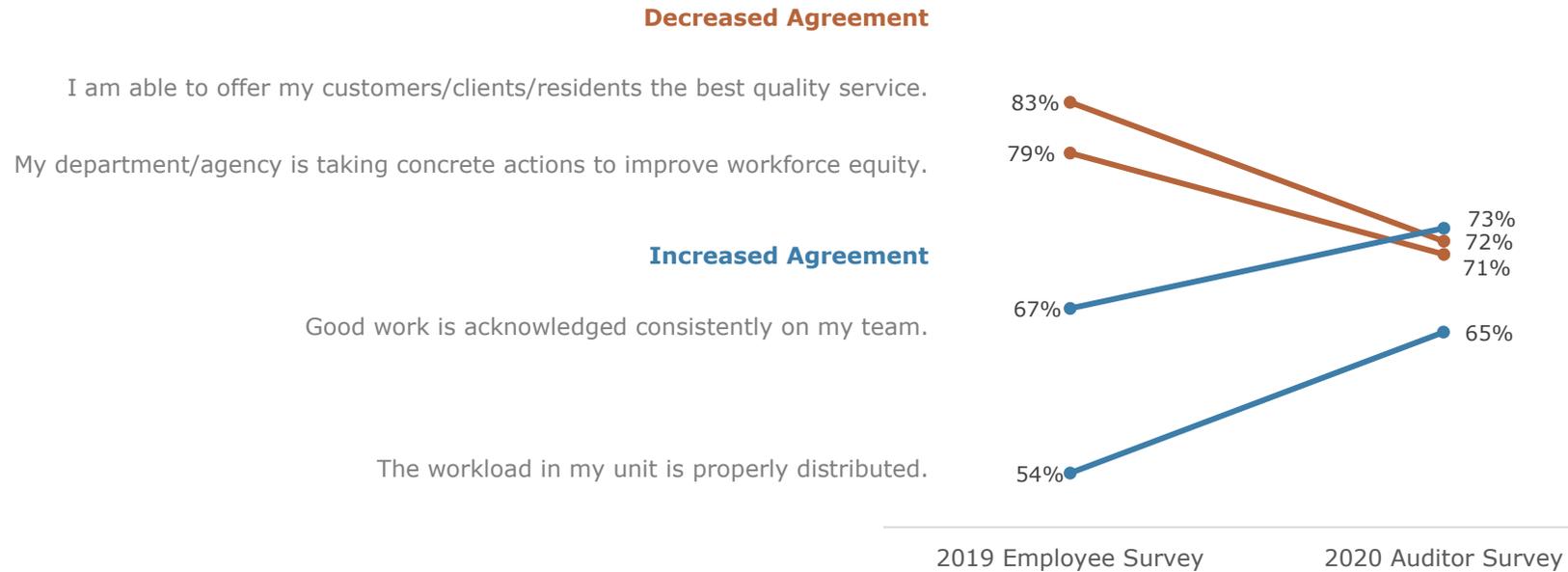
Some Department of Community Justice employees gave positive comments that may explain some increases in satisfaction.

*While working at home I have been able to accomplish much more than when I worked at the office.*

*We've explored new ways of performing our tasks.*

*Communication on the team improved. Stream lining of processes leading to more efficiency.*

The percentage of people who agreed with individual questions about employee satisfaction, belonging, and work climate was often similar. However, there were exceptions. For example, percent agreement with statements about providing services to clients and workforce equity decreased. While percent agreement with statements about acknowledging good work and workload distribution increased.



Source: Multnomah County Auditor’s Survey of Employee Experiences During the Pandemic, issued fall 2020 and Evaluation and Research Unit’s Countywide Employee Survey, issued fall 2019. N/A responses were removed from calculations to allow for comparison, making level of agreement slightly higher.

The large increase in agreement with the statement, “the workload in my unit is properly distributed,” may be related to teleworking. In our survey, respondents who predominately teleworked had higher levels of agreement with that question than those who worked onsite. The decrease in the questions about customer services and workforce equity was largely driven by decreases among library employees, with relatively stable answers among other employees.

## Employees described efficiencies and time saving practices while teleworking

Employees described efficiencies and practices that helped while teleworking. Many are no longer doing site visits. This saves on time, though also can affect the quality of service delivery. Some employees commented that flexibility has been important during these times; phone contacts can provide efficiencies and virtual meetings save travel time.

Some say phone intakes are more efficient along with other adaptations.

*There has been a considerable amount of flexibility on tasks and workloads given to my team members in order to adapt to the changing work environment.*

*Demand for services increased, but we are able to address it more efficiently and make it easier for participants. Our service delivery numbers increased by about 25-30%.*

*We've overall been able to serve clients faster through telephone intakes.*

*We are able to reach more families by phone and seems more flexible to be able to provide services.*

Virtual meetings save travel time for some.

*Less driving to meetings and court means more client contact and feeling caught up vs. consistently behind.*

*Less travel (unproductive) time. Charting (Evolv) is easier from home vs office.*

*Not having to waste time traveling between meetings is a huge advantage and not having to commute is an even bigger advantage. It equals more time dedicated to doing the work that matters.*

*In fact, reducing travel to meetings enables more to be done before and after those meetings.*

The move to telehealth may save time for providers and support staff.

*Clients adapting quickly to telephone appointments.*

*Delivering cameras and sound bars so clinical staff have ability for more telemedicine and video visits.*

*We have switched to having more telemedicine access for patients but need more support in the transition.*

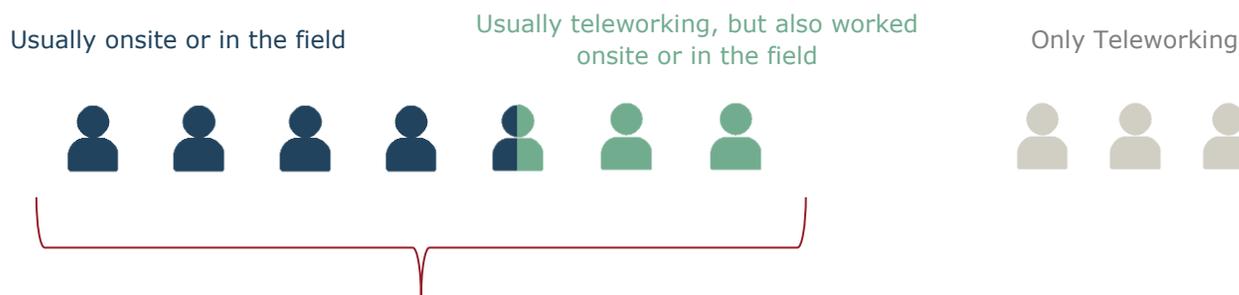
## Workplace Safety: Safety measures appeared to be in place, but with room for improvement

*Things have changed quickly during the COVID-19 pandemic. This survey was issued in September 2020. We wrote the questions in this section to align with county guidance at that time. Some questions were based on CDC guidance for businesses operating during the COVID-19 outbreak, or other authoritative sources. Some of the information in this section may now be out of date. Guidance frequently changes and in some cases is now different. Additionally, modifications and safety measures may have been added or strengthened since our survey was issued. A lot of the information in this section was already reported in our Pandemic Response audit.*

### Majority of respondents spent at least some time onsite or in the field

Respondents were directed to take the workforce safety section of the survey if they worked onsite at all in the past month, even infrequently. Respondents who only worked remotely did not take this section of the survey. Roughly seven out of ten respondents were directed to this portion of the survey.

In the month before the survey, respondents reported working:

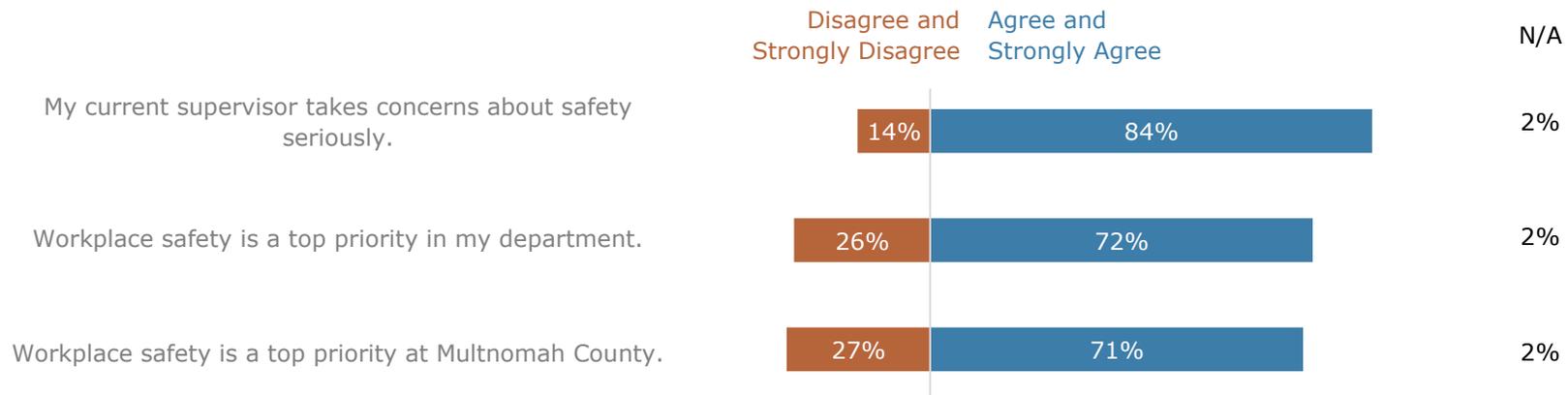


Only these respondents were asked workplace safety questions.

Source: Multnomah County Auditor’s Survey of Employee Experiences During the Pandemic, issued fall 2020. Note: Around half of those who usually onsite also sometimes teleworked. Of those who spent most time teleworking, but also worked onsite, some were onsite only a minimal amount of time.

The most common worksites where respondents reported working were offices or service branches, libraries, jails, and health clinics. Respondents also reported working in the field, at the Emergency Operations Center, in the juvenile detention center, in homeless shelters, and at other locations. Since a small number of respondents reported working primarily in homeless shelters (<30) we are not reporting disaggregated results for those respondents. Other locations include written-in responses not easily recategorized, unspecified other, or multiple locations. When respondents both teleworked and worked onsite, we use the onsite location where they spent the most time for this section.

### Most respondents agreed with broad summary statements related to workplace safety



Source: Multnomah County Auditor’s Survey of Employee Experiences During the Pandemic, issued fall 2020.

### The Sheriff’s Office and those working in jails reported lowest agreement that safety is a priority

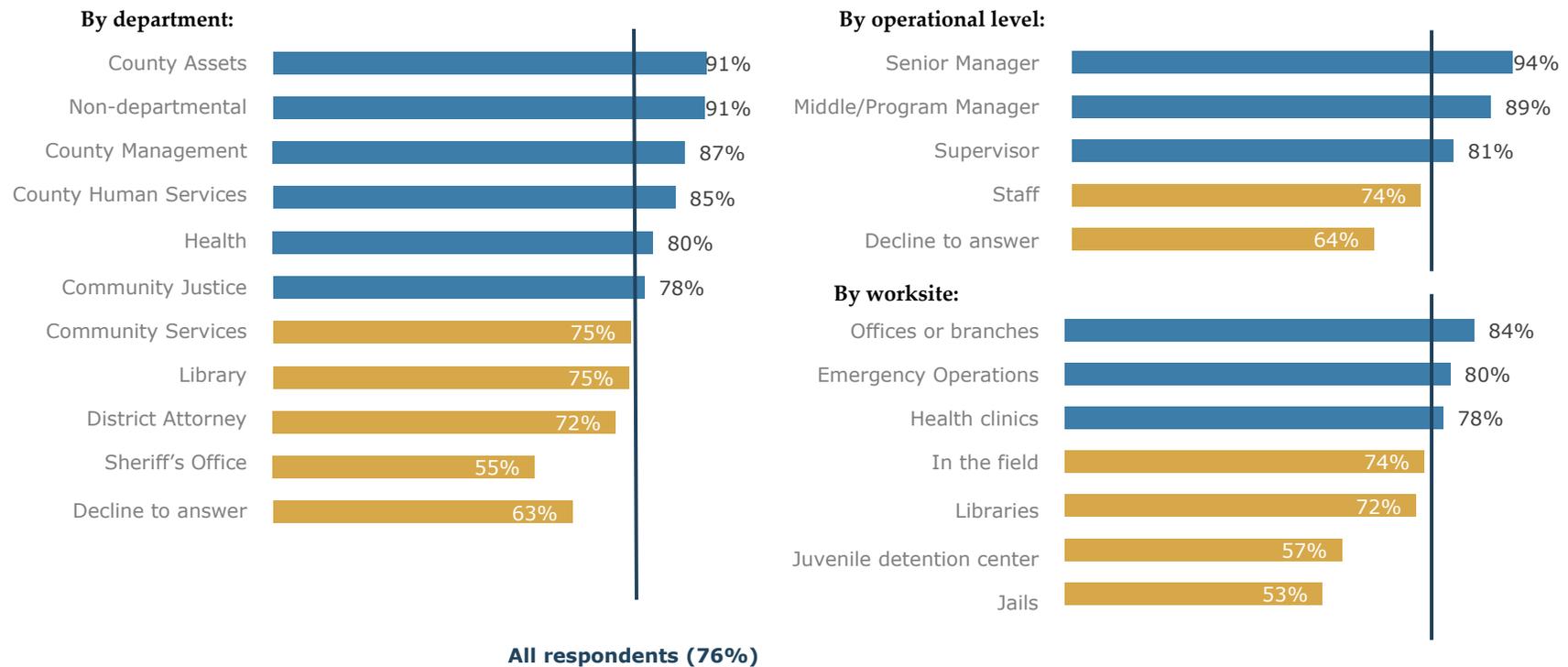
Employees in the Sheriff’s Office and in jails consistently had lower agreement with workplace safety questions.

- Respondents who work in jails (53%) and juvenile detention center (57%) had lowest agreement across the three statements reflecting the priority of workplace safety. Respondents working in offices (84%) and the Emergency Operations Center (80%) had the highest.
- Staff (70%) had lower agreement than supervisors (80%) and managers (90%) that workplace safety is a top priority in their department.
- Respondents from the Sheriff’s Office had the lowest overall agreement with these three questions (55%) among departments.

## Summary of Group Differences for Workplace Safety Priority Questions

The following graphs show percent agreement when the three workplace safety questions from above are combined. These questions ask whether workplace safety is a priority for at county and department levels and whether supervisors take concerns seriously.

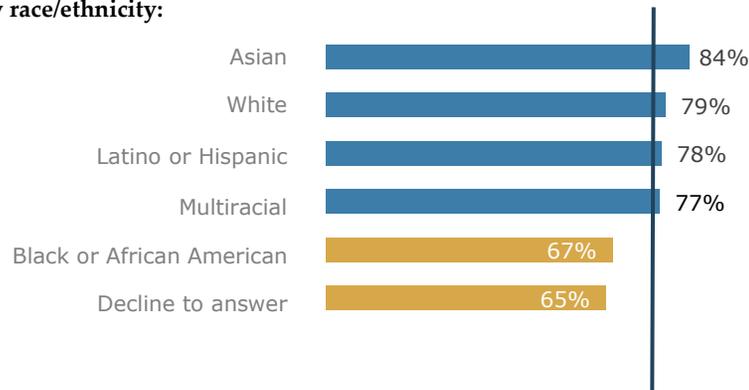
### Percent agreement across all *workplace safety* questions (index):



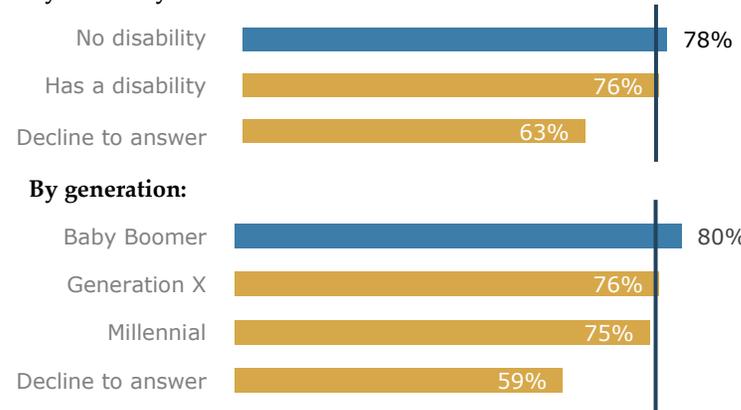
Source: Multnomah County Auditor's Survey of Employee Experiences During the Pandemic, issued fall 2020. Notes: These charts compare the cumulative percent agreement across the two work climate questions by different groups. The bars in blue are higher than the overall percent agreement. The bars in yellow are lower or equal to the percent agreement of all respondents. We are only reporting for groups with at least 30 respondents. Department Director/Elected Official and Homeless Shelter categories are not shown due to a smaller number of responses. Also not pictured are responses that were left blank, "don't know" and written-in responses. Teleworkers who also worked onsite are included in the onsite workplaces where they worked the most often.

**Percent agreement across all *workplace safety* questions (index):**

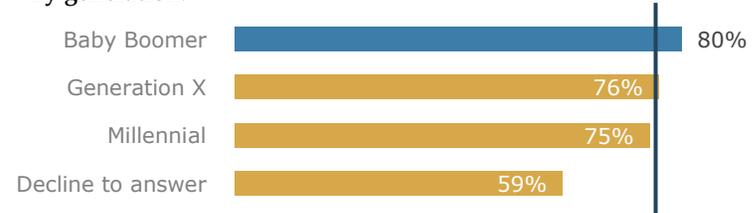
**By race/ethnicity:**



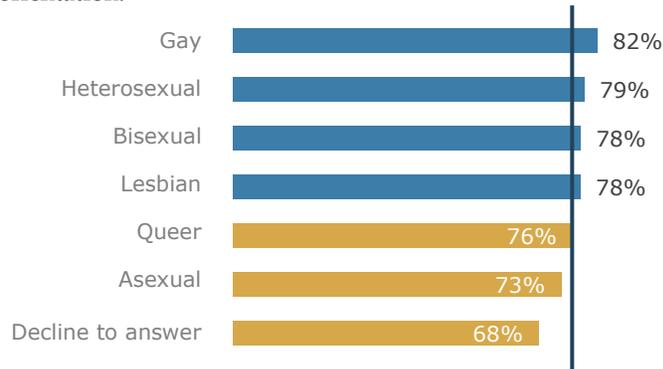
**By disability:**



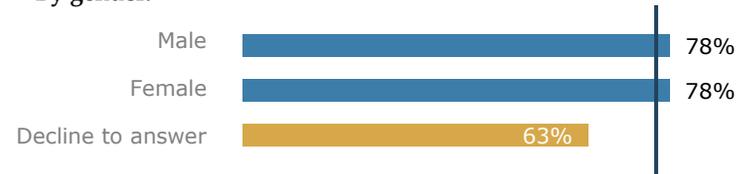
**By generation:**



**By sexual orientation:**



**By gender:**



**All respondents (76%)**

Source: Multnomah County Auditor’s Survey of Employee Experiences During the Pandemic, issued fall 2020. Notes: These charts compare the cumulative percent agreement across the two work climate questions by different groups. The bars in blue are higher than the overall percent agreement. The bars in yellow are lower or equal to the percent agreement of all respondents. We are only reporting for groups with at least 30 respondents. African, American Indian/Alaska Native, Middle Eastern, Native Hawaiian/Pacific Islander, Slavic, Silent Generation, Generation Z, Gender Expansive, Transfeminine, Transmasculine, Questioning, Two Spirit, and Pansexual categories are not shown due to a smaller number of responses. Also not pictured are responses that were left blank, “don’t know” and written-in responses.

## There was lower agreement that workplace safety is a priority compared with our office’s 2018 Ethical Culture Survey

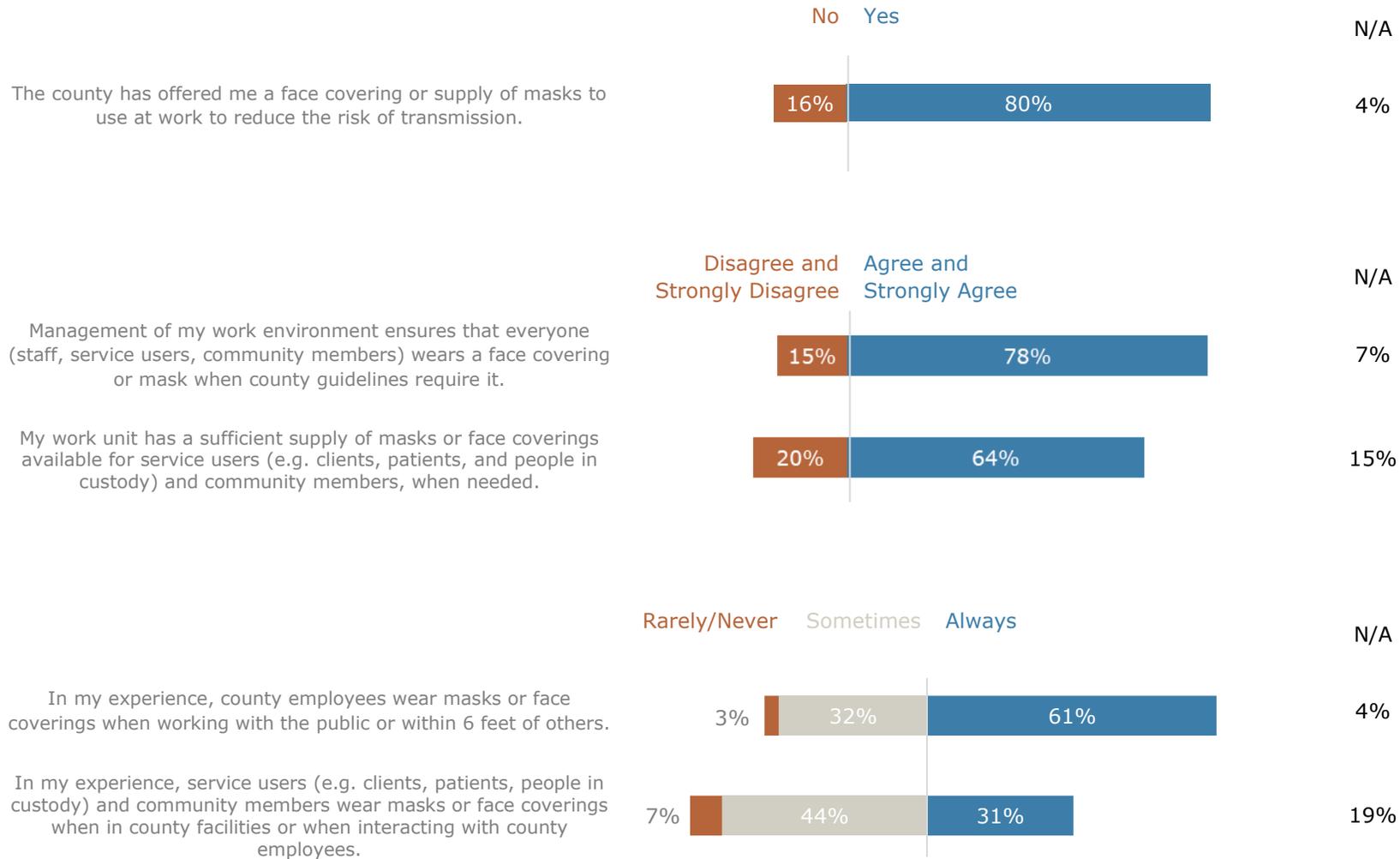
We asked these three workplace safety questions in our 2018 Ethical Culture Survey, to inform an audit on Risk Management. The percent that agreed with these statements in 2020 were lower than responses in 2018. Respondents from the Health Department, the Library, and the Sheriff’s Office had lower percent agreement with all of these statements, when compared with the previous survey. Respondents from the Department of County Human Services and Department of Community Justice had increased agreement.



Source: Multnomah County Auditor’s Survey of Employee Experiences During the Pandemic, issued fall 2020 and Multnomah County Auditor’s Ethical Culture Survey issued fall 2018. N/A responses were removed from calculations to allow for comparison, making level of agreement slightly higher.

### Responses indicated fairly good compliance with face coverings policy, but room for improvement.

Most workers responded that the county offered them a face covering or masks to use at work. Most respondents also agree that managers enforce face coverings policies. Respondents also generally agreed that there was a sufficient supply of masks for service users and community members, but 20% disagreed.



Source: Multnomah County Auditor’s Survey of Employee Experiences During the Pandemic, issued fall 2020. Numbers may not add to 100% due to rounding.

Over half of respondents said that county employees always wore face coverings or masks when working with the public or when within 6 ft. of others. This statement matched general county policy at the time. Employees should have always worn masks in these situations. An additional third said that county employees wore masks sometimes in these circumstances. Only a third of employees reported that service users and community members always wear face coverings or masks when at county facilities or when interacting with county staff. Again, the question was worded to align with general county policy, but it did not apply well to every setting, which likely lowered agreement. For example, at the time of the survey jails did not require inmates to wear face coverings when in their housing unit. Also, almost 20% of respondents selected not applicable for this question, presumably because they did not interact with service users/community members while at work.

### Selected employee comments are italicized below

*Main concern would be enforcing masks at desks in shared rooms. This is very uncomfortable to discuss among colleagues because highly politicized issue.*

*My concern is when I visit a certain area in the building, there are staff congregating and not wear face coverings or distancing.*

*Mask wearing is not enforced. Many managers do not wear masks even when entering our workspace.*

*Customers don't always wear their masks over their nose. Some remove it to talk.*

*Some only wear a mask for show, behavior changes when supervisors are not around.*

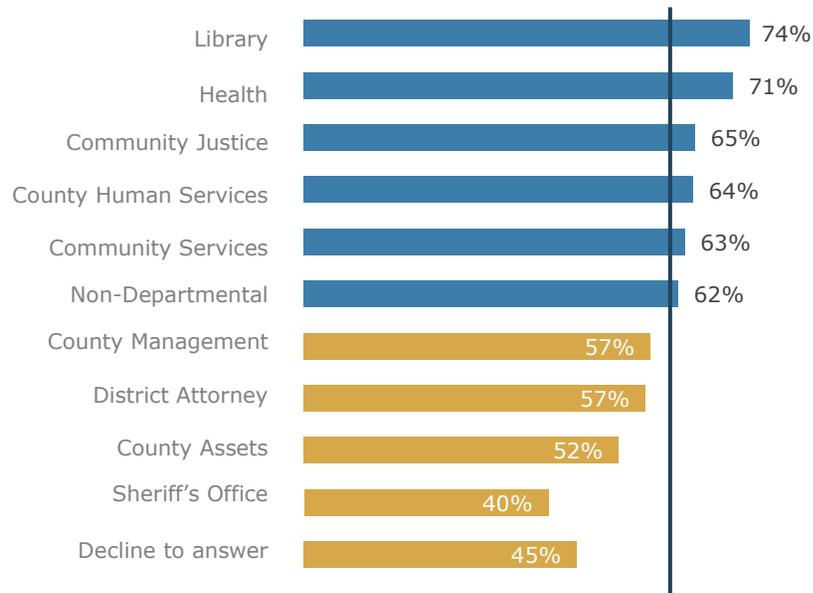
*Because there is no enforcement of the mask rules some people are not following the guidance and it is worrisome for the rest of us.*

## Health clinics and libraries appeared to have strong compliance with face coverings policies, jails lower

Respondents from health clinics, as well as libraries, reported the strongest overall compliance with face coverings policies. Those working in jails reported the least consistent wearing of face coverings and masks.

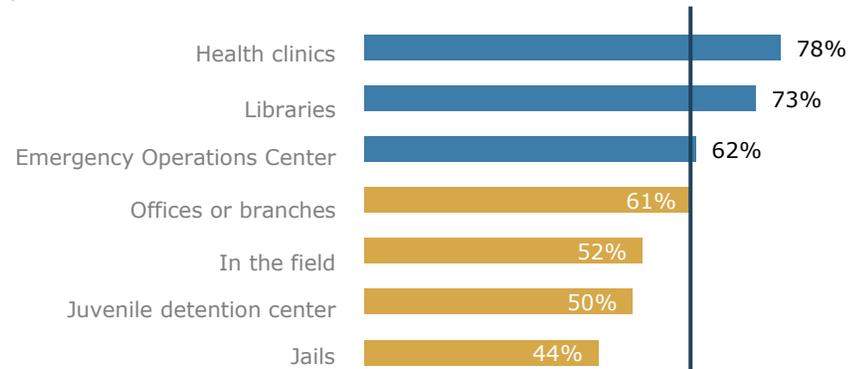
### Percent saying that County staff *always* wear masks when within 6 ft of others or working with the public.

#### By department:



**All respondents (61%)**

#### By worksite:



Source: Multnomah County Auditor's Survey of Employee Experiences During the Pandemic, issued fall 2020. Note: The bars in blue are higher than the overall percent agreement. The bars in yellow are lower or equal to the percent agreement of all respondents. Respondents who worked in the field are from multiple departments.

- Respondents who worked in jails and in the field reported the least consistent wearing of face coverings among staff. Respondents who worked in libraries and health clinics reported that county employees wore face coverings most consistently. Seventy-eight percent of respondents from health clinics answered that staff always wear face coverings, as shown in the graph above.

- There were similar patterns with mask wearing among service users/community members. Respondents working in jails and in the field reported the least consistent wearing of face coverings among service users and community members. Respondents working in the health clinics also reported the highest consistency among service users/community members. Part of this may be attributable to different policies. As mentioned above, jails did not require adults in custody to wear face coverings while in their housing units.
- While most respondents agreed that managers enforced face covering guidance, it varied by department and worksite. For example, respondents from the Health Department had very high agreement that managers enforced face-covering guidance (85%) compared to 78% overall.
- Fewer respondents from the District Attorney, Non-Departmental, and Department of Community Justice (64%, 70%, and 71%) reported the county offered them a face covering, compared to 80% overall. Fewer respondents who usually worked from home, but sometimes worked onsite, had been offered a face covering than those who worked primarily onsite (72% vs. 85%).
- Around a third of respondents who worked in the juvenile detention center or in jails disagreed that a sufficient supply of masks was available for service users, such as clients, patients, or people in custody, (39% and 32%), compared to 64% overall.

### The symptoms check policy was not evenly implemented, according to responses

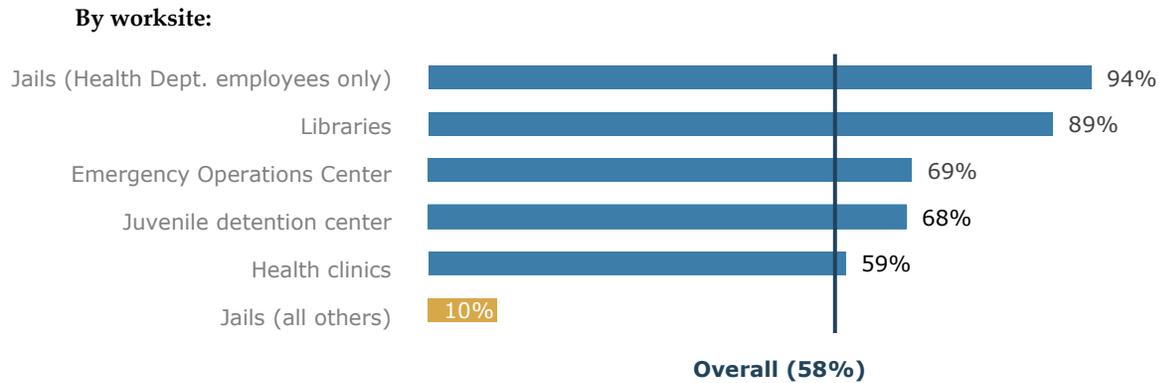
According to county policy, certain work settings required employees to confirm that they are symptom free before starting shifts. Some settings required written confirmation, while others required verbal. At the time of the survey, libraries, jails, the juvenile detention center, health clinics, the Emergency Operations Center, and homeless shelters required symptoms checks. Among employees in those settings, a quarter said that their work unit rarely or never required them to confirm that they are symptom free.



Source: Multnomah County Auditor’s Survey of Employee Experiences During the Pandemic, issued fall 2020. Numbers may not add to 100% due to rounding. Note: Graph only includes responses from those working at worksites covered by the policy at the time of the survey: libraries, jails, juvenile detention centers, homeless shelters, and health clinics.

There were large differences between worksites on whether employees were required to report being symptom free before starting shifts. Respondents reported that libraries were very consistent in symptoms checks. Health clinics were somewhat consistent and jails rarely checked symptoms. However, there is an exception. Respondents from the Health Department providing health services in jails reported very consistent symptoms checks.

**Percent responding that their work unit *always* requires they confirm they are symptom free before starting a shift.**



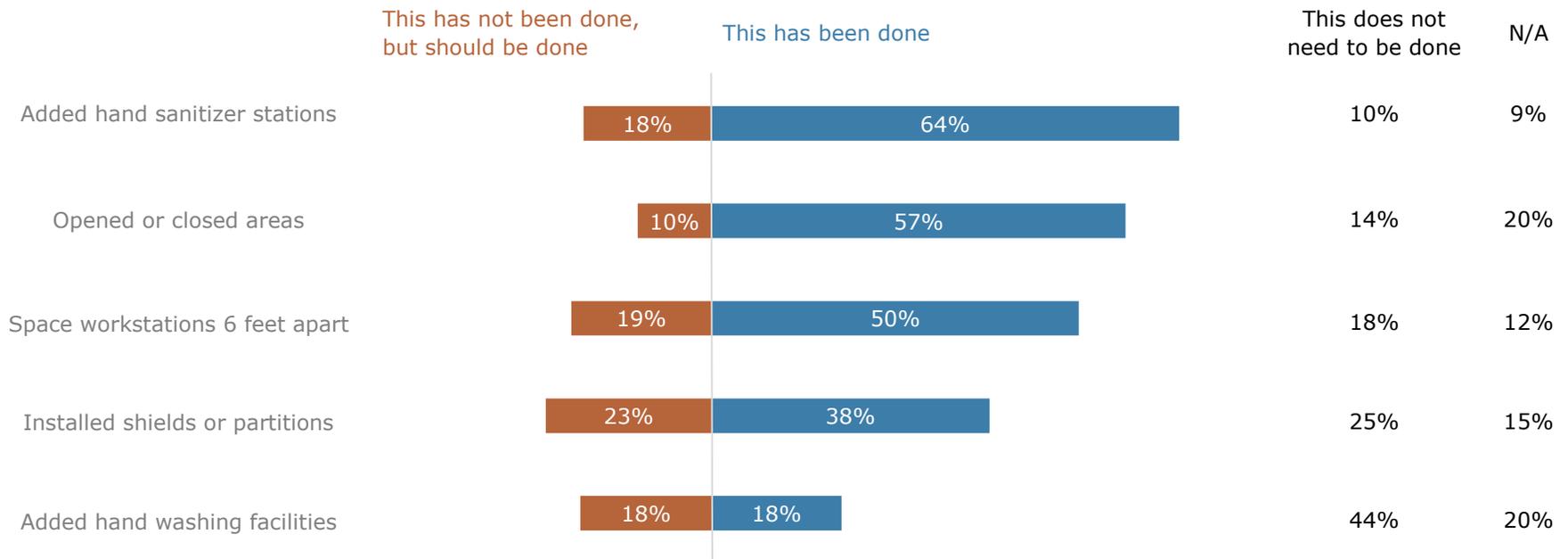
Source: Multnomah County Auditor’s Survey of Employee Experiences During the Pandemic, issued fall 2020. Note: The bars in blue are higher than the overall percent agreement. The bars in yellow are lower or equal to the percent agreement of all respondents. Respondents from the Emergency Operations Center had a high proportion of N/A responses, bringing the agreement down.

**Selected employee comments are italicized below**

- Nobody is making sure staff entering the jail don't have COVID-19 symptoms.*
- Our department does not require employees to confirm we are symptom free. Employees are coming and going without any questions about symptoms or temp checks.*
- The office does not require an affirmative confirmation that employees are symptom free, but the direction is that persons who have symptoms, or have come into direct contact with someone with symptoms or a positive test, should consult with management before coming into a county facility.*
- Employees temperatures should be taken prior to each shift in the homeless shelter setting.*
- Social distancing from my coworkers is not possible in my field. I was told upon returning that a greeter would be present daily to screen everyone entering the building, and this has not been done. There is no access to thermometers to screen ourselves (or if it is, there is no signage to indicate where this is located).*
- There is an attestation sign in sheet, but no one enforces it.*

### Employees identified the need to install shields and other building modifications

We also asked employees about which modifications to buildings had been done, and which still needed to be done. The chart below shows that adding hand sanitizer stations, opening or closing areas, and spacing workstations were modifications most often noted as already done. A quarter of respondents said that installing shields still needed to be done. Some employees reported that modifications did not need to be done, or selected not applicable.



Source: Multnomah County Auditor’s Survey of Employee Experiences During the Pandemic, issued fall 2020. Numbers may not add to 100% due to rounding. Conditions may have changed since we issued the survey.

Employees working in jails identified the most modifications that still needed to be done. Nearly half of the respondents working in libraries and jails reported that shields or partitions should be installed.

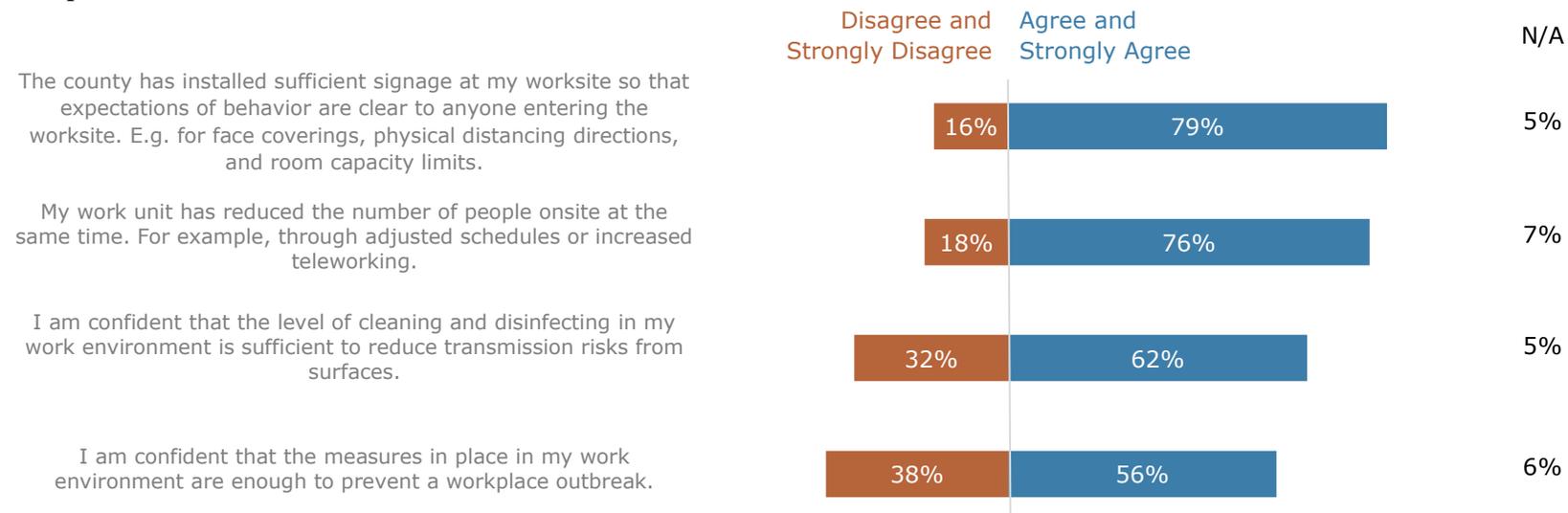
**Percent reporting that modifications still needed to be done**

<b>By worksite:</b>	Emergency Operations Center	Health clinics	Offices or branches	Libraries	In the field	Other	Juvenile detention center	Jails	<b>Overall</b>
Install Shields	12%	7%	14%	46%	18%	26%	18%	43%	23%
Install Hand Washing	9%	15%	20%	7%	24%	22%	21%	32%	19%
Space Out Workstations	4%	16%	16%	18%	19%	13%	27%	28%	18%
Install Hand Sanitizer	5%	12%	19%	9%	15%	21%	12%	33%	18%
Open/Close Areas	5%	8%	10%	4%	12%	8%	15%	18%	10%

Source: Multnomah County Auditor’s Survey of Employee Experiences During the Pandemic, issued fall 2020. Conditions may have changed since we issued the survey.

**A third of respondents were not confident that measures were sufficient to prevent an outbreak**

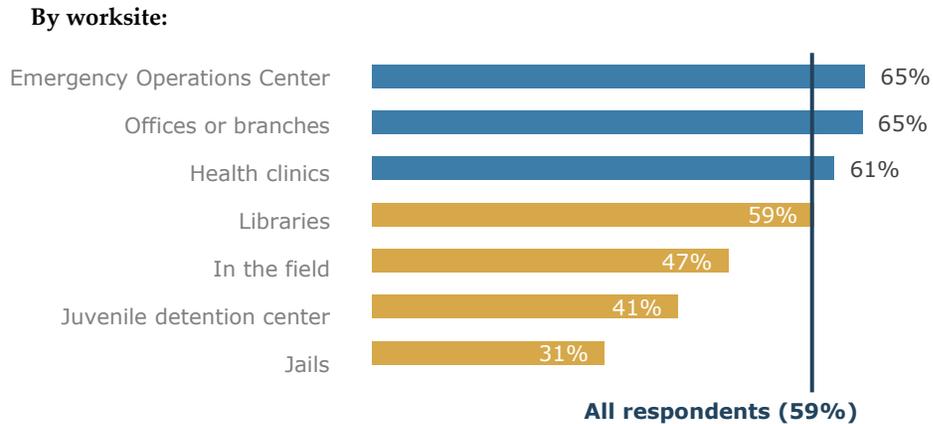
Over three quarters of respondents agreed that signage was sufficient and that their work unit had reduced the number of people onsite at the same time. The two questions in the workplace safety section with the lowest levels of agreement asked employees about their confidence level in the measures in place. Almost 40% of employees were not confident that the measures in place were enough to prevent a workplace outbreak.



Source: Multnomah County Auditor’s Survey of Employee Experiences During the Pandemic, issued fall 2020. Numbers may not add to 100% due to rounding.

- Most respondents agreed that their worksite has sufficient signage, with respondents from libraries, offices, the Emergency Operations Center, jails, health clinics, and the juvenile detention center all having over 75% agreement.
- Those working in jails were least confident about cleaning (41%), compared to 62% overall.
- Most respondents reported that fewer workers were on site at the same time to reduce risks, with much lower agreement from those working in jails and the juvenile detention center (29% and 44%). These settings had to be in person and did not have as much flexibility for telework as some other settings.
- Employees working in jails and the juvenile detention center were least confident that measures in place were sufficient to prevent an outbreak.

**Percent confident that measures in place are sufficient to prevent a workplace outbreak.**



Source: Multnomah County Auditor’s Survey of Employee Experiences During the Pandemic, issued fall 2020. Note: The bars in blue are higher than the overall percent agreement. The bars in yellow are lower or equal to the percent agreement of all respondents. Respondents who worked in the field are from multiple departments. Respondents from the Emergency Operations Center and those in the field had a high proportion of N/A responses, bringing the agreement down.

## Selected employee comments are italicized below.

*The room that my work unit is in is too small for us to have 6' between workstations. It is also wide open, there are no walls or partitions.*

*My personal desk space has been used by 4-5 people without my permission, and I have been asked to share my desk space with another co-worker despite expressing my concerns with that arrangement and asking for no one else to have access to my personal desk space during the pandemic. I was told no.*

*Air purifiers needed in restrooms. Not confident that building has upgraded HVAC.*

*There are clinical teams crowded into shared workrooms with little distancing, no partitions, and seeing all the patients.*

*Due to patrons not wearing masks, workers have requested shields/partitions, but they have not been provided. Some of the sanitizing supplies and procedures are confusing.*

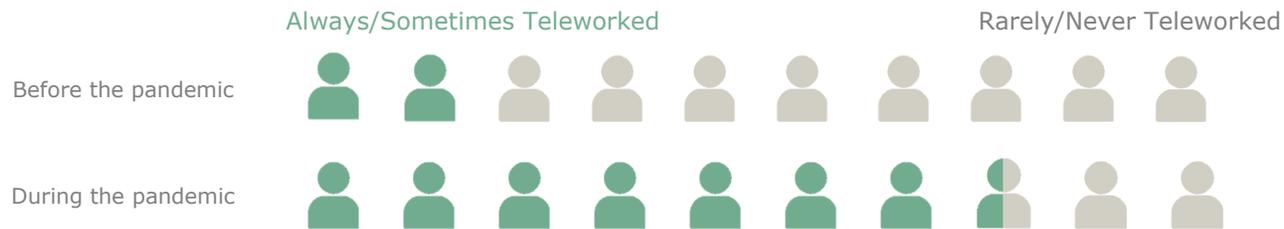
*The fear of getting and spreading Covid due to my primary work in the field visiting all kinds of living situations, hospitals, and office. Not having masks to offer my clientele.*

*I worry all the time about getting sick and taking the virus home.*

*I work in a county building, which means greater potential contact with carriers of Covid within and outside the workplace. This worry is with me constantly as a 55+ woman of color.*

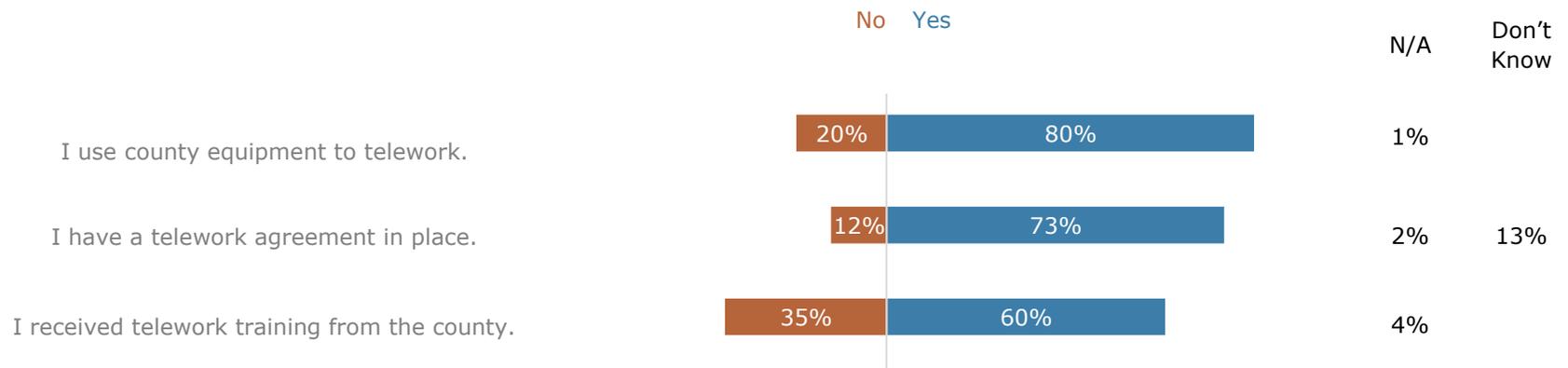
## Telework: Respondents reported having what they need to work from home.

County business shifted profoundly from in-person to remote based work in response to COVID-19. Not surprisingly, more employees report teleworking during the pandemic than before the pandemic. Only 20% of employees reported teleworking sometimes or always before the pandemic, whereas 75% of respondents reported teleworking sometimes or always in the month before the survey was issued. Questions in this section address whether employees have what they need to telework successfully and that the county is taking steps to reduce risks associated with teleworking. Only employees who reported teleworking at least some of the time were directed to this section.



Source: Multnomah County Auditor’s Survey of Employee Experiences During the Pandemic, issued fall 2020

Providing county equipment, telework agreements, and telework training, are all things county management can do to reduce risks associated with teleworking. Most respondents reported using county equipment to telework, but 20% did not. Thirteen percent of respondents did not know if they had a telework agreement in place. Over a third of employees had not received telework training.



Source: Multnomah County Auditor’s Survey of Employee Experiences During the Pandemic, issued fall 2020. Numbers may not add to 100% due to rounding.

There were sizable differences by department on whether employees had telework agreements in place, used county equipment or received specific telework training.

- Less than half of teleworking respondents from the Library used county equipment to telework.
- Employees from the Departments of County Human Services and Community Justice and the Sheriff’s Office had the highest frequencies of yes responses to these questions.
- Fewer staff reported using county equipment than supervisors and managers.

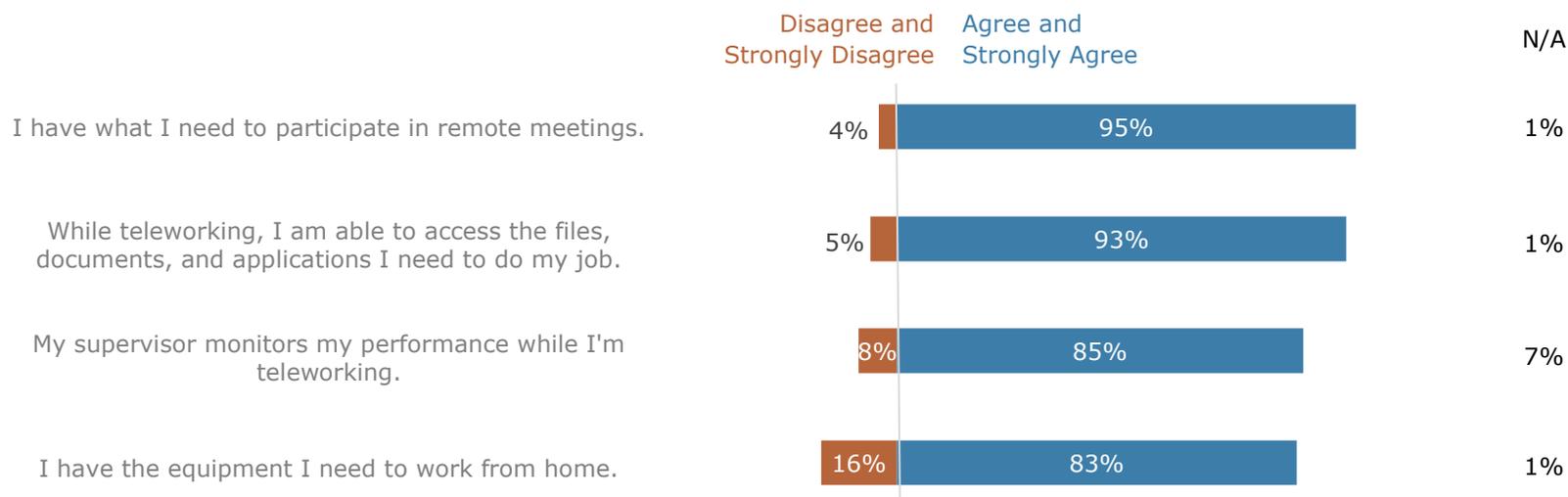
**Percent who responded Yes**

<b>By department:</b>	Library	DCS	Non-D	DA	Health	DCM	DCA	DCJ	Sheriff	DCHS	<b>Overall</b>
Use County Equipment	42%	67%	89%	79%	75%	95%	87%	96%	100%	92%	75%
Telework Agreement	48%	64%	45%	79%	71%	66%	88%	84%	77%	89%	70%
Received Training	43%	31%	45%	33%	61%	64%	61%	66%	74%	78%	59%

Source: Multnomah County Auditor’s Survey of Employee Experiences During the Pandemic, issued fall 2020.

### Most respondents reported having what they need to work from home

There were fairly high levels of agreement with statements about having what employees need to work from home. This may be in part because the survey was conducted after people had been working from home for six months. Many employees reported challenges with equipment in their open-ended responses. Some said that they purchased equipment or furniture using their own money before they were told that they could take things home from their office.



Source: Multnomah County Auditor’s Survey of Employee Experiences During the Pandemic, issued fall 2020. Numbers may not add to 100% due to rounding.

There were not strong differences by department among these questions, with a few exceptions.

- Respondents from the Department of Community Services had the lowest agreement (71%) with the statement, “I have the equipment I need to work from home.”
- Respondents from the Departments of Community Services (85%) and Community Justice (83%) had the lowest agreement with the statement, “While teleworking, I am able to access the files, documents, and applications I need to do my job.”

## Having the right equipment and setup was a challenge for some teleworkers

The positive responses in the survey may not fully reflect the challenges teleworkers faced early on. When asked what was most challenging while working during the pandemic, a number of teleworkers cited telework equipment and workplace setup and environment as challenges, especially early on during the pandemic.

*Trying to get a work from home set up without having needed equipment, such as laptop docking stations and external monitors.*

*Learning to work at home on a tiny laptop. My job is 90% on the computer so it was a very difficult transition along with not having access to a second monitor, made it very slow at first. Lots of tears. Using personal equipment or using personal money to buy equipment, having to use personal cell phone for work as office does not provide.*

*Having the right equipment at both the telework location and at the office when I have to come in.*

*The most challenging has been not having my desktop or getting a laptop from my job. I've been using my own laptop and personal phone to work with clients. I was told there isn't enough laptops to distribute. Being able to process documentation without ready access to a copier or scanner.*

## Remote meetings and online tools helped teams stay connected and saved travel time.

*The move to virtual meetings has helped reduce the amount of travel needed and allowed people to join who would not have been able to join in person otherwise (aka traveling for work, but could remote in for a meeting).*

*Virtual meetings and events have actually gone very well allowing me and my staff to meet folks we wouldn't normally be able to meet with easily; as well as have folks attend programming we've put on who normally wouldn't have been able to attend if onsite.*

*My team is small and we have used video calls, conference calls, chat, and emails to remain connected, continue on a large project, and continue our daily work. I feel I am more efficient working from home and our team has succeeded during the ever-changing times.*

## Employee comments: Employees shared experiences in their own words

We offered opportunities for open-end comments and many employees shared their perceptions about experiences during the pandemic.

We asked each employee to respond to three questions:

- 1) What has gone well while working during the pandemic?
- 2) What has been most challenging while working during the pandemic?
- 3) What additional concerns or comments would you like to share about your work experience during the pandemic?

In many cases, comments help explain responses to the closed-end questions we asked. In other instances, comments expressed perceptions and experiences that shed light on areas we did not ask about directly. In the sections below, we will look at comments from teleworkers, library employees, and those who worked in the jails.

### Teleworkers were positive about their experiences, but many described challenges with equipment and communications

A large majority (75%) of the respondents to our survey reported teleworking from home either sometimes or always. Over half (56%) named teleworking from home as their primary workplace location. Overall, teleworkers were positive about working from home during the pandemic, although there were numerous challenges and adjustments. Some respondents reported that their jobs were easily adapted to remote work, and others continue to have challenges while teleworking.

We identified the following positive themes from teleworker comments:

- Most were glad to be teleworking, and many hoped telework would continue when the pandemic is behind us.
- Telework allowed employees to avoid exposure to COVID-19
- The experience during the pandemic showed that telework is possible for many jobs.
- Saving time and the reduced stress from not having a daily commute was a huge benefit for many teleworkers.
- Many stated that when teleworking from home, there were fewer distractions and they were able to be productive.

On the downside, teleworkers noted the following challenges and concerns:

- Problems with telework equipment, including internet connections.
- Communications and collaborations were more difficult and they missed interactions with others.
- Childcare or other care giving was problematic while teleworking.
- Services to the public suffered for a number of reasons, including the inability to deliver in-person services and communication challenges.
- Difficulties with virtual onboarding and online training.

Many employees expressed gratitude that they were able to continue working during the pandemic, and being at home reduced the risks of COVID-19 exposure.

### Teleworkers responded positively, many enthusiastically, to teleworking

When asked, “What has gone well while working during the pandemic?” the most common response was an affirmative comment about teleworking. And, many said they hope teleworking can continue when the county reopens.

*I get more sleep, no stressful commute, more focused and productive and feel safe. Feel that some communication via virtual tools has actually improved communication and access to leadership and co-workers.*

*Teleworking has been very successful. I am able to connect to the people and resources as easily (and sometimes more!) than I did in the office.*

*Working from home. I love Teleworking.*

*Although it would not be feasible to telework 100% of the time during normal operations, I am hopeful to continue to telework part-time in the future.*

*I have a disability and have thrived working from home. I have much less need for sick time. Overall, this has improved my quality of life. I hope this can continue after the pandemic.*

## Telework decreased exposure to COVID-19

Some major benefits of teleworking were directly tied to conditions related to the pandemic. One frequently cited positive of teleworking was cutting the risks of exposure to COVID-19 by not having in person contacts with others in their work environments.

*I appreciate being able to maintain my safety and the safety of my family while continuing to work from home during the pandemic. I value the flexibility that Multnomah County has offered to employees during this time.*

*Being able to work from [home] I don't have to be scared of catching covid-19 while commuting to work. Those city buses are really packed.*

*I appreciate being able to work from home and reduce concerns about exposure to the coronavirus.*

## Telework is a viable option that should continue

Another common response among teleworkers was to emphasize that employees could successfully complete their work tasks while teleworking. Teleworkers reported that, before the pandemic closed office buildings and the county turned to widespread teleworking, some managers resisted allowing employees to telework. Teleworkers said the experience of the pandemic has shown that telework is possible for many and a good number said most of their job can be done from home.

*We were never allowed to work from home even if our jobs would allow it. This has shown that it can be done successfully.*

*Knowing that my job can be remote, I can do everything I need from home.*

## Benefits include saving commute time and increasing life balance

*I also appreciate not having to commute, thereby adding another two hours to my day. Working from home has lowered my overall stress levels and I prefer to continue working from home indefinitely.*

*Working from home has saved me 2 hours a day of transportation issues.*

## Many commented on having fewer distractions and an increased ability to focus at home

*My ability to focus on my work has improved without the conversations going on around me.*

*The quiet and undisturbed time, I can accomplish a lot more.*

*Technology is flawless. Distractions are lower. My productivity is up. Opportunities to do new things have increased. The work has become more satisfying and interaction with coworkers online is great being more focused and productive than shooting the breeze in-person at the office.*

*My ability to focus has increased dramatically while teleworking. I think it is due to not being regularly interrupted by coworkers and having a quieter working environment.*

## Equipment and finding effective work spaces presented challenges

*My main issue working from home is that my home internet connection is not great, and upgrading would be a hassle and expense. I also do not have a comfortable office chair, nor an office at home. I work in my living room.*

*The most challenging has been not having my desktop or getting a laptop from my job. I've been using my own laptop and personal phone to work with clients. I was told there isn't enough laptops to distribute.*

*My bedroom has turned into my office. It is becoming more and more difficult to keep my work stressors and life stressors separate.*

*I did not have a desk or proper workspace and had to sit on the floor on a couch cushion for the first several months of the pandemic.*

## Some expressed challenges with communications and interactions with coworkers

While online tools help keep teleworkers connected many say they feel disconnected from colleagues and others they work with.

*Some days I recognize that the interactions with others is lacking, but that is what we must endure right now.*

*The extra time needed to schedule video meetings or calls when an informal conversation in the workplace would be more efficient and effective.*

*I miss the energy of being around co-workers who were working toward the same goal.*

*Virtual staff meetings don't provide the same sense of community and tend to lead to more participation by a select few who are more comfortable in the virtual setting.*

*Not being able to have the impromptu collaboration with coworkers and/or checking in with coworkers face to face.*

*Communication is harder and every process is more disjointed. Customers are frustrated at the disconnectedness too.*

## Balancing childcare, school needs and care for others was a concern for many

*Balancing children school needs and work needs.*

*Balancing family obligations with work. I have 2 K-12 age students in my household and my spouse is required to work onsite full time for her career. At times helping with school issues and balancing work is challenging.*

## Some expressed concerns that client services suffered

*The courts limited hearings and how that impacts the victims I work with. Everything is stretched out indefinitely, impacting the safety of those I work with.*

*Not being able to meet with my consumers 1:1 in person. Phone interaction can be difficult when working with consumers who have hearing loss.*

*Not being able to see clients in person presents difficulties with understanding and translating to assisted needs per rules.*

*Not being allowed to see clients in person, especially when difficult situations arise and telephone communication is not always enough.*

*Dealing with clients who do not have the technology to engage in services.*

*Not being able to help clients directly since many of them don't have access to a phone, Internet or device where we could do a video call.*

*Developing rapport with clients. My primary means of communication with clients has been phone calls. I feel more effective when meeting clients in person.*

## Library employees expressed anger and concern over potential layoffs and a lack of confidence in Library leadership

In July 2020, Library leadership announced large-scale layoffs and an upcoming reorganization of Library staffing. Two months later, in September 2020, leadership scaled back the number of planned layoffs, shifted some staff to other positions, and offered voluntary retirement and layoffs. We released our survey mid-September 2020, soon after the announcements of the reduced layoffs and other staffing decisions.

Among Library employees, more than half responded to our survey, and most gave comments to open-end questions. In the comment sections, Library employees reacted to the potential layoffs and reorganization plans. Compared to other workgroups, Library employees were consistent in their open-end responses. Some used the comment questions to share lengthy explanations, and many employees used very critical language when expressing their opinions.

Library employees voiced strong disagreement with the looming reorganization and potential layoffs during a worldwide pandemic, particularly because of staff perceptions that there was sufficient funding in place. They called the move insensitive and expressed a lack of trust and confidence with the executive management team. Many said it would take time and effort to repair the rift between staff and management.

We identified the following themes in the open-end comments:

- Library employees expressed broad disapproval of plans for reorganization and layoffs.
- Some accused the library executive management team of taking advantage of a global pandemic to execute a planned reorganization, leading to resentment toward library leadership, and at times county leadership.
- Respondents blamed the Library's executive management team for mishandling communications during the pandemic, especially around proposed layoffs. Some expressed concerns that communications related to the layoffs were misleading.
- Many employees commented on feelings of betrayal and broken trust with management and that the division would be difficult to repair.
- Employees also described lost opportunities to provide services to the public.

## Employees said they were deeply troubled by decisions about potential layoffs during the COVID-19 crisis and by county leadership's support of library management

*Knowing the library is going to lay off staff is most challenging.*

*The library deciding to lay off employees for no discernible reason during a pandemic and not knowing if I had job security has been the most challenging.*

*The Library Director has broken the trust that existed between staff and management, and she used the pandemic to make staffing changes she has long wanted to implement.*

*The Library Director and her management team - and county commissioners - knew what they wanted and they took advantage of the crisis to make it happen.*

*There have been significant issues with library and county leadership during this pandemic. Communication from management particularly at the library has been abysmal. The layoff process that they announce in June and the terrible and inhumane way they went about it traumatized library workers and caused a loss of trust that will be very hard to rebuild.*

*I cannot stress strongly enough how concerned, alarmed I am by the conduct of the library executive management team during this pandemic and, by extension, elected leaders. How is there seemingly no oversight of a fully-funded public library ending virtually all services and cutting a huge number of staff positions?*

*The County Board of Commissioners (Library Board) was not responsive to outreach regarding these issues and the Chair provided no leadership or communication through this difficult process even though they are ultimately responsible for library governance. The level of poor performance and dishonesty coming from executive management has been stunning.*

## Some employees felt that plans for layoffs were unnecessary and heartless

*The confusion and back-and-forth from Library EMT on the status and plans for library layoffs. It was introduced early on then abandoned then revisited and now implemented but it felt like an unfair process with little employee input. This is a terrible and traumatic time for all, there is no doubt about that.*

*There has, to date, been no justifiable explanation for deciding to do a mass layoff after putting staff out of work for months and already having a budget in place to support them during this mass pandemic, a time when the resources for unemployment have been stretched beyond the breaking point.*

*As an employee of the library, the decision to eliminate many library positions was shocking and created uncertainty, fear, and panic among our workgroups during an already trying time.*

*Library management had made this time of fear and uncertainty worse, not better - for our staff and our community. Looking at changes to services and finding solutions surrounding the pandemic would have been understandable. Simply announcing layoffs, without looking for solutions first, is the opposite of everything our library claims to stand for.*

## Some employees expressed feelings of betrayal and broken trust between staff and management

*The shame and hurt that I feel is tempered by anger that this mistreatment of staff has been so callous and intentionally hurtful. There has been a lack of communication, there has been intentional misinformation, there has been manipulation of facts, there has been reprisals to staff who have voiced their anger and hurt.*

*I have never felt so abused, manipulated, lied to, taken advantage of, disrespected, de-valued, and traumatized in any job environment as I do now at the library. The people at the top have absolutely detonated the essential relationship they need to have with staff.*

*I have been so disappointed and feel so betrayed by their actions.*

*Seeing all this added turmoil amongst the already challenging and unpredictable nature of navigating the pandemic created a hostile work environment and has left me exhausted. I have lost all trust and confidence in library leadership.*

## Communications from leadership were not well received by some employees

*Honestly, I think that better communication and more care could have been very beneficial during this pandemic.*

*Communication has been heartless and cruel. I don't know how we can survive as an organization moving forward if EMT is allowed to continue to operate in the way that it has.*

*Communication by library administration was absolutely abysmal. MCL leaders have always been terrible communicators, but their failure to be honest and open with staff during this pandemic has been soul crushing*

*The library's director and executive management have communicated in an extremely poor manner during this pandemic: as stated previously, at best vague and misleading, at worst outright dishonesty. Staff have been told that we are engaged in pure speculation, but with the lack of clear information we are given from above, we have no other option but to speculate.*

## Employees questioned the choice of services offered and felt management ignored their suggestions

*We are not providing meaningful service to our communities. We continue to help the same, small group of privileged individuals that can make our limited service model work for themselves -- they are the patrons who can place holds for themselves, have internet access at home, availability to pick items up from the library on limited schedule and can figure out how to book an appointment with us.*

*Service to the community should be the priority - yet we have added barriers to service. We are making it extremely difficult to even pick up holds.*

*Why in the world would you lay off youth librarians during an educational crisis? This is a time when our communities need assistance so badly.*

*Not being respected and valued by library leadership. Having ideas submitted by staff for how we can serve the community during the pandemic being ignored or dismissed by library leadership.*

## Some employees expressed positive comments

*I enjoy my job and love what I do and who I serve. I have been disillusioned by this process over the last 7-8 months. I'm incredibly disappointed in my department and their priorities and how that has impacted the staff and our communities. I think they're on a better path now and I am comfortable in my current assignment. I hope they can keep the momentum of equity at the forefront moving forward.*

*I believe that, given the enormity of disruption to our collective lives, both at work and at home, the county is doing a good at navigating this--all of the uncertainty, changing conditions, stress, fear, and so on. I'm sure that with hindsight we'll learn so much. Hopefully, we'll not have another experience quite this severe in which to apply those lessons.*

*I have been blessed to work for the Multnomah County Library who has applied the strictest measures to protect patrons and staff from Covid.*

*I was grateful the county let me borrow some equipment (computer mouse and monitor) to take for working from home.*

*I've been impressed by the communication from the county leadership in general, and when I need information it's been easy to find. The managers at my library location have also been very helpful, flexible and willing to listen, even while under a great deal of stress.*

## Employees working in the jails were more negative about their experiences and called for support from leadership

### Those working in the jails described challenges

Approximately 300 survey respondents reported working most often in the jails. This included mostly Sheriff's Office employees along with some health department staff and a few employees from other departments. As mentioned earlier in the report, employees working in jails had low levels of agreement across leadership, belonging and satisfaction questions. In open-end comments, they shared their unique experience and described their struggles and challenges. When asked what was going well, more than one in ten said "nothing" or "not much."

Factors external to the pandemic dominated a number of the narrative comments. Many talked about challenging experiences dealing with the downtown protests and described the work experience as chaotic and extremely stressful. Many expressed displeasure with what they described as a lack of support from leadership. As one employee commented, "Our office feels incredibly underappreciated, undervalued, and forgotten."

COVID-19 safety in the jails was mentioned as both a challenge and, for some, as something that was going well. Many expressed worries related to COVID-19 exposure and PPE while others mentioned safety measures that were put in place to help with infection control. Employees who worked in the jails voiced concerns about not wearing masks, wearing them improperly, and a lack of enforcement of the mask policy. A few employees did not agree that masks were necessary.

Main themes from comment sections include:

- Concerns related to the protests, including not feeling supported by management and leadership
- Being an essential worker and not compensated for this
- Inadequate PPE, safety equipment or cleaning supplies
- Staffing and overtime
- Mask policy and enforcement
- COVID-19 safety

## Some employees experienced difficulty getting to and from work because of the protests

*The insults and threats received daily specifically entering or exiting the jail, without any sort of communication or reassurance from county administration.*

*County staff are harassed and threatened and very little is done by the Sheriff and County Chair. It appears to be a political issue with the county.*

*The amount of destruction and mental/physical damage that has happened to staff due to these riots/pandemic/social unrest is unmeasurable. County staff have been verbally and physically assaulted coming and going from work, and no command/county leadership has a response.*

*I have been scared to enter the building and have stressed over how to get to work. I have had my car damaged as have multiple of my coworkers. Many good nurses have quit this job/facility due to the dangerous surroundings and the lack of support from higher up county leaders.*

*Have security around the justice center so we can stopped being harassed every night leaving work for the last 120 days.*

*The demonstrations/protests have consistently put the essential employees assigned to the Justice Center not only at extra unnecessary COVID risk but also risk of physical harm and violence. There have been documented incidences of physical harm, threatened physical harm, and staff being followed home from the Justice Center.*

*There seems to be more emphasis on political agendas than employee safety and I and my fellow employees feel like we are "On our own" when it comes to showing up for work and leaving safely.*

## Some employees expressed concerns about being an essential employee and many experienced increased workloads

*We are "essential workers" and yet we are apparently not valuable enough to be granted hazard pay for what we have endured for 4+ months of rioting and 7+ months of a pandemic?*

*It feels like we are not compensated enough for the disasters this year has produced or that our hard work and showing up when others don't is even appreciated. It is hard to work at the Sheriff's Office and not even feel safe or backed by command staff. It's is truly disheartening.*

*It is unfair that employees with children get to take so much additional time off. This has put a large, sometimes unbearable weight on their coworkers when we work in 24hrs operations.*

*[It is challenging] Being an essential employee and worrying about spreading a highly contagious disease to my family. Being an essential employee and not being paid extra.*

## Some employees reported that mask enforcement was inconsistent

A number of employees working in the jails mentioned inconsistent enforcement of face coverings and other protective behaviors. Others disagreed that masks are effective in managing spread of the virus.

*The policies that were written but never enforced! Still today I have coworkers who refuse to wear masks in the jail. Management issues "warnings" and "threats of reviewing jail videos" to ensure people are complying. But nobody is EVER reprimanded or disciplined for refusing to comply. Weak threats from management and no follow through by supervisors. Management's lack of enforcement places my health at risk.*

*The mask wearing seems to be optional and only certain people are wearing it and nobody seems to enforce wearing it.*

*Inconsistent enforcement of rules by command staff. Bias should not be a part of enforcement.*

*It is by sheer luck that there has not been a COVID-19 outbreak at MCDC or MCIJ.*

*For the first 5 months of the pandemic nobody wore masks, except a few, even though it was mandated.*

*Deputies continue to wear masks improperly in the jails, cleaning of work areas is not sufficient, and while a lot of the higher level management is supportive when you speak up about these things, the sergeants on site often are not.*

## Some employees don't agree with mask wearing

*Face coverings are stupid and create a false sense of security.*

*Each individual is not given freedom to have their own personal choice on whether it is in their best health or interest to wear or not to wear their masks.*

*I think it is ridiculous that the state and county think masks play a part in stopping CV19. I'd say the majority of my coworkers think that the county has failed us and that masks are useless. The science shows the masks do more harm than good. Let's be honest!*

## Other employees mentioned what is going well

*Motivation of staff despite challenges.*

*Mandatory masking for all employees who enter the building.*

*Jail has good isolation procedures for people coming into custody, has prevented widespread outbreaks.*

*Leadership has adapted, sometimes hourly, to the different scenarios and situations that have never been encountered before.*

*My supervisor has been very supportive and solution focused.*

*The number of inmates in jail has decreased and is more manageable.*

*Sheriff and staff have done well, preventing COVID19 from spreading in the jail from staff and inmates. Good system created in a time of urgency.*

## Appendix A: Methodology

We conducted this survey to inform our [audit of the county's response to the pandemic](#). In addition, during this pivotal time, we saw this as an opportunity for employees to communicate their experiences during the pandemic. This survey provides valuable information for employees, county leaders, and the public. We wanted to provide an anonymous way for employees to communicate their thoughts and concerns. We hoped that, because the County Auditor is independently elected, employees would feel free to express concerns openly without fear of retribution.

The Auditor's Office sent a survey to all county employees who had a valid county email address as of the day we released the survey, September 22, 2020. The survey was open on SurveyMonkey for three and a half weeks, closing on October 16, 2020. We ensured respondents' anonymity by not collecting any identifying information. When we issued the survey, we provided employees with an FAQ on how we would conduct the survey, including how we would maintain the confidentiality of responses. We also publicized the survey in the Wednesday Wire, Multco Matters, and sent out reminder emails to all County employees.

The survey had five main sections – leadership, employee satisfaction, safety in the work environment, telework experience, comment sections to give employees the opportunity to share their opinions, and a section on department and demographics. Demographic categories in the demographic questions reflect recommendations from the Office of Diversity and Equity (ODE) and the Gender Identity, Equity and Data Governance Project, and were selected to allow for comparing trends both over time and to other County data. Employees were directed to the telework and work safety sections depending on their responses to work environment questions. When respondents answered that they worked onsite or in the field, even infrequently, they were directed to the work safety question. When respondents answered that they teleworked, even rarely, they were directed to the telework section. Employees who teleworked and worked onsite were directed to both sections. The majority of questions on the survey were optional. In total, 3,374 employees participated in the survey.

For the section on employee satisfaction, we selected questions from the Countywide Employee survey issued every two years by the Evaluation and Research unit. That survey was last conducted in November 2019 with survey results published in December 2020. We

selected questions from the Countywide Employee survey that we saw as relevant to how the pandemic could change employee experiences.

Throughout the survey, we included several comment boxes for respondents to share any additional concerns or comments about their experience during the pandemic. We included selected comments in the report to highlight findings and provide insights into respondents' perceptions. In some cases, comments helped explain why people answered the way they did. We edited responses for clarity and to remove identifying references.

We downloaded data from SurveyMonkey and conducted most of our analysis in Excel.

Most of our analysis calculates percent agreement by dividing the number of respondents who agreed with a statement by the total number of responses. We did not include blank responses. We included not applicable (N/A) responses in the denominator when doing most calculations. Most of the time this had a minimal effect, but a few questions had high numbers of N/A responses. When a group had a high number of N/A responses, it lowered the percent agreement. In two instances, we removed N/A responses in order to compare to other surveys. These are noted in the report.

More than half of the county workforce completed the survey. We asked respondents to identify their assigned department. To better understand employees' work experiences during the pandemic, we also asked respondents about the work settings where they spent the most time. Response rates by department are shown in Appendix D.

## Appendix B: Results for Survey Statements by Department and Worksite

This appendix shows percent agreement for questions with agree/disagree options. Percent agreement is first shown for departments and then for worksites. Questions with other response options (e.g. yes/no) are not included. Not applicable (N/A) responses are included in the denominator, which can bring down the percent agreement. Most questions had few N/A responses, but some had a large number. Many N/A responses (>10%) are indicated with an asterisk (\*). Respondents who selected “Don’t know” or left department blank are not included.

### The Sheriff’s Office and Library had the lowest percent agreement with leadership and information statements

Percent of survey respondents answering "Strongly Agree" or "Agree"

Survey Question	Sheriff	Library	DCS	DCJ	Health	DA	DCHS	DCM	DCA	Non-D	Decline to Answer	Overall
Overall, county leadership (e.g., County Chair, COO) is doing a good job of handling the COVID-19 pandemic.	42%	55%	77%	80%	83%	89%	89%	91%	92%	92%	45%	<b>75%</b>
The county provides the information I need to understand changes to county benefits and leave policies related to the pandemic.	57%	61%	66%	73%	74%	75%	78%	82%	82%	87%	50%	<b>71%</b>
Going forward, I am confident that county leadership will make the right decisions about county government operations during this pandemic.	39%	49%	73%	77%	78%	86%	83%	87%	92%	90%	42%	<b>70%</b>
As an employee, I receive the right amount of information from county leadership (e.g., County Chair, COO) about the county's plans to respond to the COVID-19 pandemic.	48%	50%	74%	80%	74%	79%	82%	84%	81%	82%	44%	<b>70%</b>

The Library and Sheriff’s Office also had the lowest percent agreement with belonging, satisfaction, and climate statements

Percent of survey respondents answering "Strongly Agree" or "Agree"												
Survey Question	Sheriff	Library	DCS	DCJ	Health	DA	DCHS	DCM	DCA	Non-D	Decline to Answer	Overall
<b>Belonging</b>												
I feel supported by my coworkers.	81%	90%	83%	85%	89%	89%	90%	91%	93%	92%	77%	88%
I feel supported by my supervisor.	67%	71%	73%	81%	84%	71%	87%	91%	89%	87%	65%	80%
I can be myself at work.	65%	72%	78%	68%	80%	88%	80%	81%	83%	88%	55%	76%
Good work is acknowledged consistently on my team.	43%	65%	71%	73%	76%	65%	77%	87%	88%	87%	51%	72%
When I speak up at work, my opinion is valued.	48%	50%	69%	68%	78%	74%	81%	86%	85%	89%	49%	70%
<b>Satisfaction</b>												
I am treated fairly, in terms of job assignment, compared to my co-workers.	76%	69%	76%	77%	82%	71%	82%	85%	86%	88%	75%	79%
In general, I am satisfied with my current job.	66%	55%	81%	83%	82%	84%	88%	91%	92%	91%	70%	78%
I have the materials and equipment I need to do my job.	56%	70%	78%	81%	78%	84%	82%	94%	93%	94%	60%	77%
My job allows me to balance my work and my personal obligations.	65%	66%	83%	83%	76%	79%	83%	87%	90%	82%	69%	77%
I feel a sense of accomplishment in my job.	55%	57%	81%	78%	82%	85%	83%	90%	88%	91%	70%	76%
I am able to offer my customers/clients/residents the best quality service.	62%	36%	70%	66%	77%	76%	77%	88%	90%	80%	65%	69%
The workload in my unit is properly distributed.	60%	42%	62%	71%	66%	71%	68%	74%	77%	79%	59%	64%
In general, I am satisfied with my current job.	66%	55%	81%	83%	82%	84%	88%	91%	92%	91%	70%	78%
<b>Climate</b>												
Leadership in my department prioritizes equity.	52%*	39%	70%	63%	80%	68%	80%	86%	82%	88%	54%*	69%
My department/agency is taking concrete actions to improve workforce equity.	41%*	36%	70%	62%*	76%	63%	76%	86%	81%	82%	46%*	65%
<b>For supervisors only</b>												
I feel prepared to supervise my employees during the pandemic. (< 30 respondents repressed)	69%	72%	-	-	74%	-	83%	100%	-	-	-	78%

Sheriff’s Office respondents had the lowest percent agreement with workplace safety statements. Many respondents were not confident that the measures would prevent a workplace outbreak

Only those who responded that they had been onsite or in the field in the last month were asked these questions.

Percent of survey respondents answering "Strongly Agree" or "Agree"

Survey Question	Sheriff	Library	DCS	DCJ	Health	DA	DCHS	DCM	DCA	Non-D	Decline to Answer	Overall
My current supervisor takes concerns about safety seriously.	74%	85%	76%	85%	86%	72%	90%	94%	96%	91%	73%	84%
The county has installed sufficient signage at my worksite so that expectations of behavior are clear to anyone entering the worksite.	77%	77%	82%	72%	84%	80%	79%	78%	82%	83%*	70%	79%
Management of my work environment ensures that everyone (staff, service users, community members) wears a face covering or mask when county guidelines require it.	67%	81%	69%	83%	85%	81%	80%*	83%	76%	79%*	63%	78%
My work unit has reduced the number of people onsite at the same time. For example, through adjusted schedules or increased teleworking.	32%*	86%	84%	91%	77%	99%	92%	93%	86%	86%*	52%	76%
Workplace safety is a top priority in my department.	50%	70%	74%	75%	78%	68%	82%	84%	87%	88%	65%	72%
Workplace safety is a top priority at Multnomah County.	42%	69%	76%	74%	77%	75%	82%	81%	90%	93%	52%	71%
My work unit has a sufficient supply of masks or face coverings available for service users (e.g. clients, patients, people in custody) and community members, when needed.	62%	71%*	69%	59%*	70%*	62%	61%	44%*	64%*	44%*	48%*	64%*
I am confident that the level of cleaning and disinfecting in my work environment is sufficient to reduce transmission risks from surfaces.	46%	80%	59%	60%	68%	53%	55%*	64%	66%	74%*	46%	62%
I am confident that the measures in place in my work environment are enough to prevent a workplace outbreak.	32%	61%	54%	57%	63%	57%	61%	73%	61%	74%*	35%*	56%

There were high levels of agreement with teleworking statements.

Only those who responded that they had teleworked in the last month were asked these questions.

Percent of survey respondents answering "Strongly Agree" or "Agree"

Survey Question	MCSO	Library	DCS	DCJ	Health	DA	DCHS	DCM	DCA	Non-D	Decline to answer	Overall
I have what I need to participate in remote meetings.	93%	92%	91%	98%	96%	92%	95%	99%	99%	100%	88%	95%
While teleworking, I am able to access the files, documents, and applications I need to do my job.	97%	91%	85%	83%	94%	94%	95%	99%	98%	99%	94%	93%
My supervisor monitors my performance while I'm teleworking.	77%*	75%*	74%*	89%	84%	77%*	90%	91%	88%	83%	92%	85%
I have the equipment I need to work from home.	98%	81%	71%	79%	80%	86%	82%	95%	91%	92%	69%	83%

Respondents working in jails and in the field had the lowest percent agreement with leadership and information statements.

Percent of survey respondents answering "Strongly Agree" or "Agree"

Survey Question	Jails	In the field	Libraries	Juvenile detention	EOC	Health Clinics	Offices	Telework	Other	Overall
Overall, county leadership (e.g., County Chair, COO) is doing a good job of handling the COVID-19 pandemic.	35%	43%	52%	56%	74%	74%	75%	87%	67%	75%
The county provides the information I need to understand changes to county benefits and leave policies related to the pandemic.	54%	53%	60%	64%	60%	67%	72%	78%	54%	71%
Going forward, I am confident that county leadership will make the right decisions about county government operations during this pandemic.	33%	40%	47%	54%	63%	69%	72%	83%	61%	70%
As an employee, I receive the right amount of information from county leadership (e.g., County Chair, COO) about the county's plans to respond to the COVID-19 pandemic.	42%	49%	48%	61%	61%	68%	70%	80%	62%	70%

Respondents working in libraries had the lowest percent agreement with belonging, satisfaction, and work climate statements. Teleworkers had the highest percent agreement.

Percent of survey respondents answering "Strongly Agree" or "Agree"

Survey Question	Jails	In the field	Libraries	Juvenile detention	EOC	Health Clinics	Offices	Telework	Other	Overall
<b>Belonging</b>										
I feel supported by my coworkers.	81%	84%	91%	91%	91%	86%	87%	90%	82%	88%
I feel supported by my supervisor.	64%	71%	73%	77%	71%	79%	82%	86%	55%	80%
I can be myself at work.	62%	54%	67%	71%	84%	74%	78%	81%	72%	76%
Good work is acknowledged consistently on my team.	40%	53%	63%	66%	80%	71%	77%	79%	52%	72%
When I speak up at work, my opinion is valued.	41%	54%	43%	59%	80%	69%	76%	79%	59%	70%
<b>Satisfaction</b>										
I am treated fairly, in terms of job assignment, compared to my co-workers.	77%	80%	65%	74%	84%	74%	74%	83%	68%	79%
In general, I am satisfied with my current job.	64%	55%	47%	67%	69%	77%	80%	87%	66%	78%
I have the materials and equipment I need to do my job.	54%	49%	69%	67%	89%	80%	81%	83%	59%	77%
My job allows me to balance my work and my personal obligations.	67%	57%	61%	56%	77%	68%	77%	84%	65%	77%
I feel a sense of accomplishment in my job.	52%	56%	51%	75%	82%	80%	82%	83%	70%	76%
I am able to offer my customers/clients/residents the best quality service.	61%	42%	31%	81%	78%	75%	78%	76%	57%	69%
The workload in my unit is properly distributed.	60%	58%	36%	72%	69%	54%	61%	71%	46%	64%
<b>Climate</b>										
Leadership in my department prioritizes equity.	49%	64%*	35%	59%	76%	69%	71%	78%	51%	69%
My department/agency is taking concrete actions to improve workforce equity.	40%*	48%*	33%	46%*	58%*	64%	67%*	76%	55%	65%
<b>For supervisors only</b>										
I feel prepared to supervise my employees during the pandemic. (< 30 respondents repressed)	65%	-	68%	-	-	83%	79%	84%	-	78%

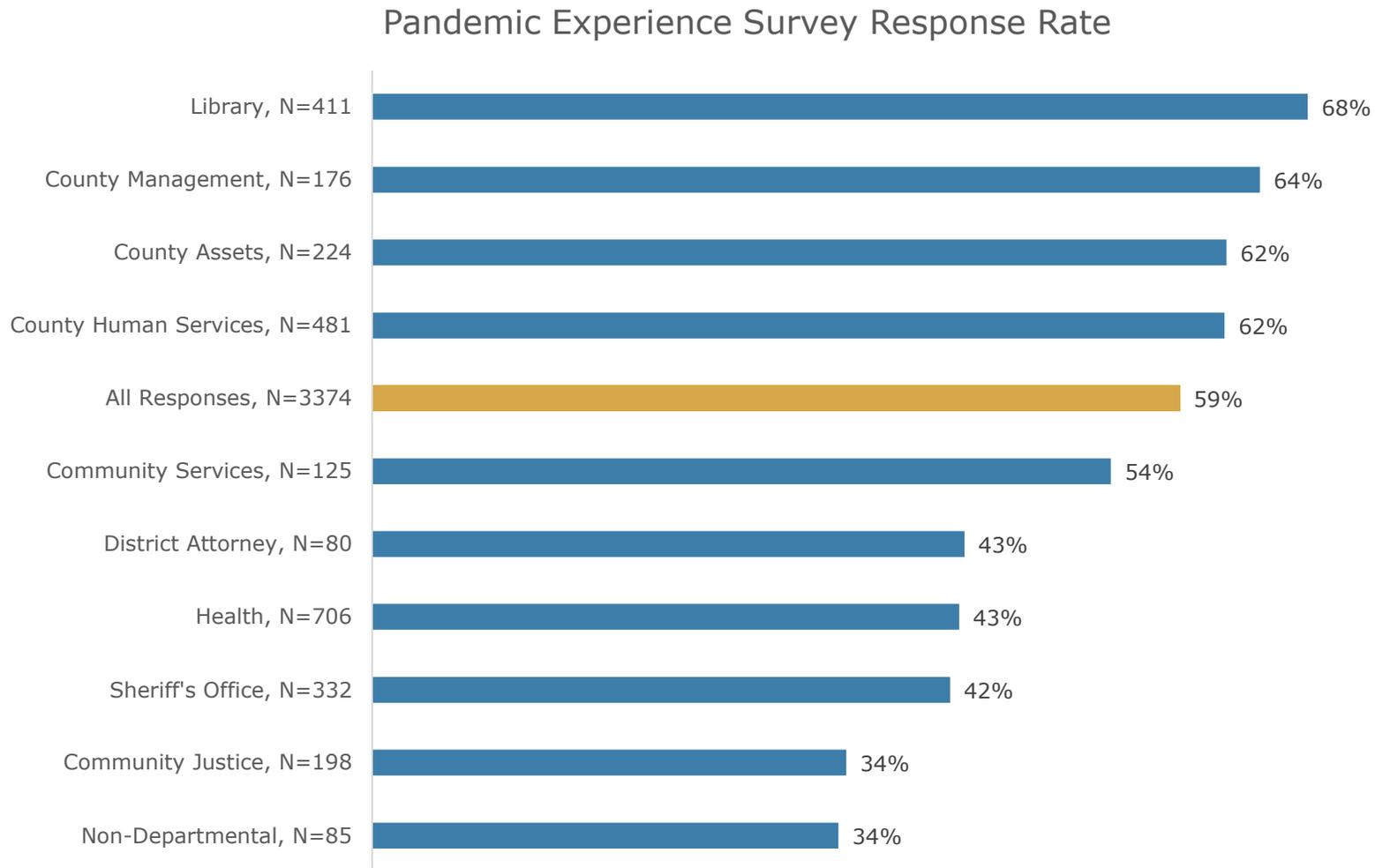
Those working in jails and juvenile detention center expressed the most safety concerns (lowest agreement).

These workplace safety questions are about working in person. Only respondents who spent time in person answered these questions. This includes respondents who mostly teleworked, but also worked onsite. Teleworkers who also worked onsite are included in the worksite where they worked most often when they were onsite or in the field.

Percent of survey respondents answering "Strongly Agree" or "Agree"

Survey Question	Jails	In the field	Libraries	Juvenile detention	EOC	Health Clinics	Offices	Other	Overall
My current supervisor takes concerns about safety seriously.	73%	84%	84%	66%	84%	82%	88%	86%	84%
The county has installed sufficient signage at my worksite so that expectations of behavior are clear to anyone entering the worksite.	78%	71%*	75%	81%	79%*	87%	81%	70%*	79%
Management of my work environment ensures that everyone (staff, service users, community members) wears a face covering or mask when county guidelines require it.	66%	64%*	81%	76%	71%*	92%	81%	74%	78%
My work unit has reduced the number of people onsite at the same time. For example, through adjusted schedules or increased teleworking.	29%*	75%	85%	44%*	81%	76%	89%	59%*	76%
Workplace safety is a top priority in my department.	48%	70%	67%	54%	74%	75%	82%	81%	72%
Workplace safety is a top priority at Multnomah County.	38%	68%	66%	51%	80%	77%	81%	79%	71%
My work unit has a sufficient supply of masks or face coverings available for service users (e.g. clients, patients, people in custody) and community members, when needed.	64%	62%*	74%*	55%	44%*	84%	58%*	60%*	64%*
I am confident that the level of cleaning and disinfecting in my work environment is sufficient to reduce transmission risks from surfaces.	41%	47%*	80%	56%	75%*	75%	63%	59%	62%
I am confident that the measures in place in my work environment are enough to prevent a workplace outbreak.	31%	47%*	59%	41%	65%*	61%	64%	52%*	56%

## Appendix C: Survey Response Rate Varied by Department



Not pictured: Decline to Answer = 84, Don't Know = 11, Blank = 461.

## Appendix D: Survey FAQ

### Survey FAQ

#### **Why is the Auditor conducting a survey?**

The Auditor's Office is conducting an audit of the county's response to the COVID-19 pandemic. As Multnomah County's elected Auditor, one goal for every audit is to include the voices of county employees as a consistent practice in our work. My team and I developed this survey to provide an opportunity for employees to communicate their experiences during the pandemic.

#### **What makes this different from other surveys at the county?**

I understand that some departments and divisions have already conducted their own employee surveys and focus groups. I am glad that county leaders are soliciting employee feedback and acknowledge that many employees have already spent a lot of time communicating their thoughts and concerns.

This survey is different because:

1. The County Auditor is independently elected. The County Auditor offers an outside perspective on areas for improvement and accountability, which is different from county management's perspective. Because we are independent, I hope that employees will feel free to express concerns honestly without fear of retribution.
2. Reports from our office are always public. We commit to publishing survey results on our webpage and making public recommendations for change, based on the results.
3. We will look at the whole county. We will be able to compare departments, to learn from departments that are doing well and identify ones that need improvement.

#### **Is participation in the survey voluntary?**

Yes. But a survey's reliability and accuracy is dependent upon how many people participate. We hope as many employees will participate as possible so our audit can accurately reflect what you are experiencing.

**Is the survey anonymous?**

Yes, the survey is anonymous. No one will know if you took the survey (or did not take it). We hope you will take it.

The survey will be sent to you via Survey Monkey. Your response will not be linked to your email address, name, employee ID, IP address, or any other identifying information. The only people who will see raw data, including any comments that may contain personally identifiable information, are the three people assigned to the survey within the Auditor's Office.

**How do you keep survey data anonymous when tracking demographic data?**

The survey does include a number of demographic questions. This information helps us provide you with information about how different demographic groups are experiencing work during the pandemic. In theory, someone accessing the entirety of this information might be able to identify an individual. This is also why we will not share raw data (see the next question).

The only people with access to the raw data are the three people conducting the survey in the Auditor's Office. It would be very difficult for them to identify an individual, even with access to raw data. My staff adhere to strict professional ethical standards and will not attempt to identify any individual respondents and will not share personally identifying information. To further protect employee identities, we will not release survey data about any group that is less than 30 people. We encourage you to complete the demographic section, but as with the rest of the survey, responding to demographic questions is voluntary.

**Will you share my data?**

We will not share any personally identifiable data with anyone outside of our office, and this includes with anyone in county management or with any county elected officials. Results will be reported at a high level, in broad categories. We do not share comments that include personally identifying information with anyone outside the Auditor's Office. In our reporting, we may include people's answers to open-ended questions as examples, but we will not include quotes that include personally identifying information.

**How did you design the survey?**

We included questions about workplace safety based on our research into evolving guidance from the CDC, OSHA, OHA, and county leadership. The survey also includes questions you may be familiar with because they have been a part of the Auditor's Ethical Culture survey and past employee surveys put out by the Department of County Management's Evaluation and Research Unit.

**How were employees involved in creating the survey?**

Members of the Evaluation and Research Unit's employee survey advisory group generously shared their expertise and provided valuable feedback on our survey during development. Members of this group includes leadership from county ERGs and equity managers from departments across the county. We also received feedback from AFSMCE leadership. We are very grateful for their contributions.

**How will you report on the survey results?**

We will report on survey results in two ways. We will present survey results in a report that we make available online to all county employees. We will use survey results to inform our audit of the county's pandemic response.

**What are the risks to taking the survey?**

Taking the survey is low risk. Some potential risks are opportunity cost of the time you use taking the survey, potential to be upset by a question, a slight risk of loss of confidentiality due to a data breach. As noted above, there are multiple protections to your data and anonymity, and this risk is low.

**What if I would rather be interviewed?**

We hope you will take the survey to help have a survey that is as accurate as possible. If you would also like to be interviewed for the audit, you can reach out to me at [mult.auditor@multco.us](mailto:mult.auditor@multco.us) at any time if you would like to talk with me or my staff, and we will set a time that works well for you for a conversation.

## Appendix D: Survey Instrument

The Multnomah County Auditor's Office is conducting this survey to better understand employee experiences during the pandemic.

We will use this information to report to all employees and the Board of County Commissioners, DA, and Sheriff on:

- How County employees are experiencing the pandemic
- Tools and support employees need to be better able to work during the pandemic

We will also use this information to help determine recommendations for our Pandemic Response audit, which is currently underway. Survey results will be published on the Auditor's website.

We hope you will take the time to participate, because your perspective matters. The survey should take about 15 minutes to complete. Instructions will be given at the start of each section.

Please complete the survey before **Friday, October 16, 2020**.

Your participation in this survey is completely voluntary.

This survey is not mandatory and you have the right to withdraw from participation at any time. You may complete the survey on county time, during your work hours.

Responses to this survey are anonymous, meaning that no one will be able to identify that you participated in the survey. Your responses will be kept confidential, meaning that we will not share individual identifying information of participants. The results of this survey will be reported at a high level, using broad categories, to protect individuals. Survey data will be retained by the Auditor's Office. County voters elect the Auditor; the Auditor and Auditor's Office staff do not report to the Board of County Commissioners.

If you have any questions or comments related to the survey, please email the County Auditor: [mult.auditor@multco.us](mailto:mult.auditor@multco.us) or contact our office at 503.988.3320.

Thank you for your participation,

Jennifer McGuirk, County Auditor

## Leadership and communications

For the following questions, please choose the response that most closely matches your agreement with each statement. Your responses are anonymous. We will only report aggregated results.

Overall, county leadership (e.g., County Chair, COO) is doing a good job of handling the COVID-19 pandemic.

- Strongly agree    Agree    Disagree    Strongly disagree    N/A

Going forward, I am confident that county leadership will make the right decisions about county government operations during this pandemic.

- Strongly agree    Agree    Disagree    Strongly disagree    N/A

Now we'd like to ask some questions about county communications **during the pandemic**.

As an employee, I receive the right amount of information from county leadership (e.g., County Chair, COO) about the county's plans to respond to the COVID-19 pandemic.

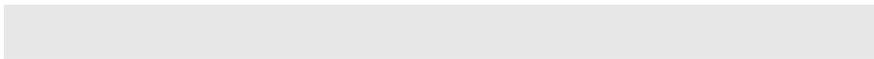
- Strongly agree    Agree    Disagree    Strongly disagree    N/A

The county provides the information I need to understand changes to county benefits and leave policies related to the pandemic.

- Strongly agree    Agree    Disagree    Strongly disagree    N/A

\* Now we would like to ask about your work setting.  
In the last month, I: **(Please check all that apply)**

- Teleworked from home
- Worked onsite in a county health clinic
- Worked for the Emergency Operations Center (EOC)
- Worked onsite in a homeless shelter
- Worked onsite in a jail
- Worked onsite in a juvenile detention center
- Worked onsite in a library
- Worked onsite in an office building or service branch
- Worked in the field (e.g., home visits, responding to community calls)
- Was at home unable to telework, for example was on administrative leave or waiting for further instructions
- N/A
- Other (please specify)



\* Please select the workplace setting where you worked most often during the past month. If your workplace setting is not listed, please use the 'other' option below to describe your work setting: (**select only one**)

- Teleworked from home
- County health clinic
- Emergency Operations Center (EOC)
- Homeless shelter
- Jail
- Juvenile detention center
- Library
- Office building or service branch
- In the field
- N/A
- Other (please specify)

## Employee wellbeing and support

For the next set of questions we would like to ask you about your work.

Please answer the following questions about your job in the {{ Q6 }} setting.

In general, I am satisfied with my current job.

Strongly agree    Agree    Disagree    Strongly disagree    N/A

I have the materials and equipment I need to do my job.

Strongly agree    Agree    Disagree    Strongly disagree    N/A

The workload in my unit is properly distributed.

Strongly agree    Agree    Disagree    Strongly disagree    N/A

I feel a sense of accomplishment in my job.

Strongly agree    Agree    Disagree    Strongly disagree    N/A

My job allows me to balance my work and my personal obligations.

Strongly agree    Agree    Disagree    Strongly disagree    N/A

I am able to offer my customers/clients/residents the best quality service.

Strongly agree    Agree    Disagree    Strongly disagree    N/A

Leadership in my department prioritizes equity.

Strongly agree    Agree    Disagree    Strongly disagree    N/A

My department/agency is taking concrete actions to improve workforce equity.

Strongly agree    Agree    Disagree    Strongly disagree    N/A

## Belonging

Please answer the following questions about your job in the **{{ Q6 }}** setting.

When I speak up at work, my opinion is valued.

- Strongly agree    Agree    Disagree    Strongly disagree    N/A

I feel supported by my coworkers.

- Strongly agree    Agree    Disagree    Strongly disagree    N/A

I can be myself at work.

- Strongly agree    Agree    Disagree    Strongly disagree    N/A

Good work is acknowledged consistently on my team.

- Strongly agree    Agree    Disagree    Strongly disagree    N/A

I feel supported by my supervisor.

- Strongly agree    Agree    Disagree    Strongly disagree    N/A

I am treated fairly, in terms of job assignment, compared to my co-workers.

- Strongly agree    Agree    Disagree    Strongly disagree    N/A

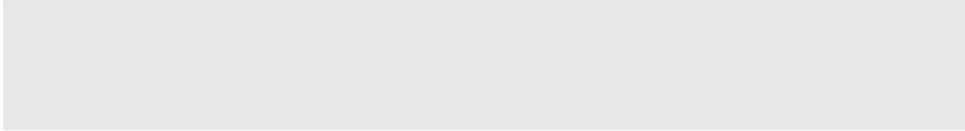
Do you supervise employees?

- Yes    No    N/A

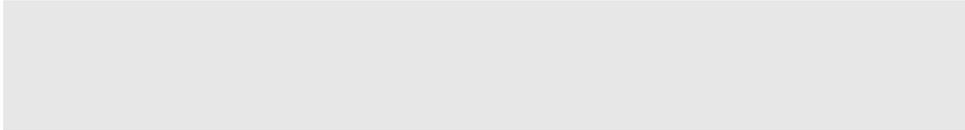
I feel prepared to supervise my employees during the pandemic.

- Strongly agree    Agree    Disagree    Strongly disagree    N/A

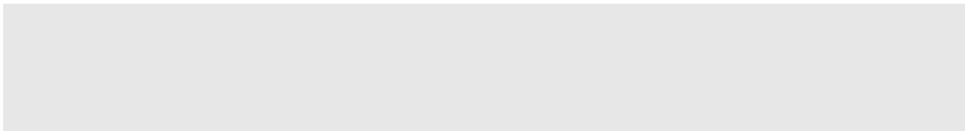
What additional resources or support would help you improve supervising employees during the pandemic?



While working during the pandemic, what has been most challenging?



What has gone well while working during the pandemic?



\* For those who most often teleworked from home, we would like to know if you spent some time working in an onsite location or in the field **during the past month**. Please select the work environment where you worked. If you worked in multiple settings, please select the work environment where you worked most often.

- Emergency Operations Center (EOC)
- County health clinic
- Homeless shelter
- Jail
- Juvenile detention center
- Library
- Office building or branch
- In the field (e.g., home visits, responding to community calls)
- I did not work onsite or in the field
- Other location (please specify)

## Workplace safety

For the next set of questions we would like to ask about the safety of your work environment **during the past month**. For each statement, please choose the response that most closely matches your agreement.

Please answer the following questions about the **{{ Q6 }}** setting.

Workplace safety is a top priority at Multnomah County.

- Strongly agree    Agree    Disagree    Strongly disagree    N/A

Workplace safety is a top priority in my department.

- Strongly agree    Agree    Disagree    Strongly disagree    N/A

My current supervisor takes concerns about safety seriously.

- Strongly agree    Agree    Disagree    Strongly disagree    N/A

Please answer the following question about your job in the **{{ Q6 }}** setting.

In my position, the county requires that I wear personal protective equipment (PPE) for protection from COVID-19.

Examples of PPE include N95 and procedural masks, eye protection, gowns, and/or gloves.

If you wear PPE for reasons unrelated to COVID-19, please select no.

- Yes
- No
- Not sure
- The County does not require PPE for my position, but I think it should.

Please explain:

Please answer the following questions about the {{ Q6 }} setting during the past month.

The county has provided me with sufficient PPE to be protected from COVID-19.  
As a reminder, cloth face coverings are not considered to be PPE.

Strongly agree    Agree    Disagree    Strongly disagree    N/A

I am aware of the guidelines in my work unit regarding wearing a face covering.

Strongly agree    Agree    Disagree    Strongly disagree    N/A

The county has offered me a face covering or supply of masks to use at work to reduce the risk of transmission.

Yes    No    N/A

My work unit has a sufficient supply of masks or face coverings available for service users (e.g. clients, patients, people in custody) and community members, when needed.

Strongly agree    Agree    Disagree    Strongly disagree    N/A

In my experience, county employees wear masks or face coverings when working with the public or within 6 feet of others.

Always    Sometimes    Rarely    Never    N/A

In my experience, service users (e.g. clients, patients, people in custody) and community members wear masks or face coverings when in county facilities or when interacting with county employees.

Always    Sometimes    Rarely    Never    N/A

My work unit allows exemptions for people who cannot wear face coverings or masks due to medical conditions or disabilities.

Strongly agree    Agree    Disagree    Strongly disagree    N/A

Management of my work environment ensures that everyone (staff, service users, community members) wears a face covering or mask when county guidelines require it.

Strongly agree    Agree    Disagree    Strongly disagree    N/A

### **Facilities and Operations**

Now we would like to ask you about conditions at your work environment.

Please answer the following questions about the **{{ Q6 }}** setting since the start of the pandemic.

The county has installed sufficient signage at my worksite so that expectations of behavior are clear to anyone entering the worksite. Examples of signage includes requirements for face coverings, physical distancing directions, and room capacity limits.

Strongly agree    Agree    Disagree    Strongly disagree    N/A

For each of the following, please tell us what physical changes have been made to your worksite:

	This has been done	This has not been done, but should be done	This has not been done and does not need to be done	N/A
Installed shields or partitions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Space workstations 6 feet apart	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Added hand washing facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Added hand sanitizer stations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Opened or closed areas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

I am confident that the level of cleaning and disinfecting in my work environment is sufficient to reduce transmission risks from surfaces.

- Strongly agree    Agree    Disagree    Strongly disagree    N/A

My work unit has reduced the number of people onsite at the same time. For example, through adjusted schedules or increased teleworking.

- Strongly agree    Agree    Disagree    Strongly disagree    N/A

My work unit requires that I confirm that I am symptom free before starting my work shift.

- Always    Sometimes    Rarely    Never    N/A

I am confident that the measures in place in my work environment are enough to prevent a workplace outbreak.

- Strongly agree    Agree    Disagree    Strongly disagree    N/A

Please share any additional thoughts you have about the safety of your work environment related to the COVID-19 pandemic.

**Repeat workplace setting question set:**

For those who most often teleworked from home, we would like to know if you spent some time working in an onsite location or in the field **during the past month**. Please select the work environment where you worked. If you worked in multiple settings, please select the work environment where you worked most often.

## Teleworking

Now we would like to ask some questions about teleworking.

Before the pandemic, how often did you telework?

- Always    Sometimes    Rarely    Never    N/A

During the past month, how often did you telework?

- Always    Sometimes    Rarely    Never    N/A

I have a telework agreement in place.

- Yes    No    Don't know    N/A

I use county equipment to telework.

- Yes    No    N/A

I received telework training from the county.

- Yes    No    N/A

My supervisor monitors my performance while I'm teleworking.

- Strongly agree    Agree    Disagree    Strongly disagree    N/A

While teleworking, I am able to access the files, documents, and applications I need to do my job.

- Strongly agree    Agree    Disagree    Strongly disagree    N/A

I have the equipment I need to work from home.

- Strongly agree    Agree    Disagree    Strongly disagree    N/A

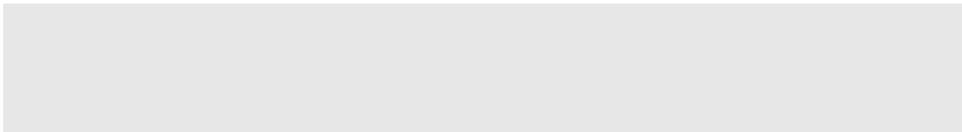
I have what I need to participate in remote meetings.

- Strongly agree    Agree    Disagree    Strongly disagree    N/A

Please complete the following sentence. Overall, my teleworking experience has been:

- Very positive    Positive    Neutral    Negative    Very negative    N/A

Do you have any comments you would like to share about your teleworking experience?



## Reassignment

Now we would like to ask some questions about any reassignments.

During the pandemic, were you reassigned to a new role outside of your department, such as at the Emergency Operations Center or a shelter?

- Yes, was reassigned for **all** of my work time
- Yes, was reassigned for **some** of my work time
- No, was not reassigned
- N/A

Was the reassignment voluntary?

- Yes
- No
- N/A

Did you receive adequate training and preparation for your reassignment?

- Yes
- No
- N/A

Do you have any additional comments related to your reassignment?

## **Demographic questions**

Now we would like to ask you a few questions that give us a general idea of the backgrounds and identities of people who have completed this survey.

Please note that your responses are anonymous - we do not collect your name, employee number, or IP address. The information you put here will only be used for survey analyses, and will be kept confidential. You do not have to answer questions that you do not feel comfortable answering. Summary/aggregate data will not be released for groups that are too small to protect individual confidentiality, and individuals' raw data will only be viewed by Auditor's Office staff.

Demographic categories in the demographic questions reflect recommendations from the Office of Diversity and Equity (ODE) and the Gender Identity, Equity and Data Governance Project, and were selected to allow for comparing trends both over time and to other County data.

What is your official department?

For those who were reassigned, please select the department that you are formally assigned to.

- DA - District Attorney
- DCA - Department of County Assets
- DCHS - Department of County Human Services
- DCJ - Department of Community Justice
- DCM - Department of County Management
- DCS - Department of Community Services
- Health
- Library
- MCSO - Multnomah County Sheriff's Office
- Non-departmental
- Don't know
- Decline to answer

Division

Please note that we will not analyze or present results for any Division where the number is less than 5 to maintain confidentiality.

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What is your job level?

- Non-supervisory/Frontline staff (Anyone who does not supervise other employees; for example, Office Assistant, Library Clerk, Maintenance Specialist, Case Manager, Economist, etc.)
- Frontline Supervisor (Operations Supervisor, Library Supervisor, Nursing Supervisor, Lieutenant Captain, etc.)
- Middle/ Program Manager (Community Justice Manager, Finance Manager, Health Center/ Clinic Manager, Captain's Chief Deputy, etc.)
- Senior Manager (Deputy Director, Division Director, Chief DDA, Director of Nursing Practice, Undersheriff, Chief Deputy, etc.)
- Department Director or Elected Official
- Don't know
- Decline to answer
- Additional Category (not listed above - please write in)

### Demographic questions, continued

We are using categories created by county employees in collaboration with the Office of Diversity and Equity.

#### Age

We will analyze differences in experience based on generation, using categories from the Pew Research Center. Please select your generation below.

- The Silent Generation (born 1928-1945)
- Baby Boomer (born 1946-1964)
- Generation X (born 1965-1980)
- Millennial (born 1981-1996)
- Generation Z (born 1997 and later)
- Don't know
- Decline to answer

Do you have a disability?

- Yes
- No
- Don't know
- Decline to answer

Do you require accommodation(s) to perform your job effectively?

- Yes
- No
- Don't know
- Decline to answer

Have you requested accommodation(s)?

- Yes
- No
- Don't know
- Decline to answer

Have the necessary accommodations been provided to you?

- Yes
- No
- Don't know
- Decline to answer

### Demographic questions, continued

We are using categories created by county employees in collaboration with the Office of Diversity and Equity.

What is your race or ethnicity? Please select one category that most closely applies to you below.

- African
- American Indian or Alaska Native
- Asian
- Black or African American
- Latino or Hispanic
- Middle Eastern
- Multiracial
- Native Hawaiian or Pacific Islander
- Slavic
- White
- Don't know
- Decline to answer
- Additional Category (not listed above - please write in)

What is your gender?

- Female
- Gender expansive (Non-binary, Genderqueer, Gender Fluid, etc.)
- Male
- Questioning
- Transfeminine (Transwoman, Transgender female)
- Transmasculine (Transman, Transgender male)
- Two Spirit
- Don't know
- Decline to answer
- Additional Category (not listed above - please write in)

## What is your sexual orientation?

- Asexual
- Bisexual
- Gay
- Heterosexual
- Lesbian
- Pansexual
- Queer
- Don't know
- Decline to answer
- Additional Category (not listed above - please write in)

### Closing

What additional concerns or comments would you like to share about your work experience during the pandemic?

As a reminder, your responses are anonymous.

Thank you for participating in the survey, your perspective matters.

If you have any questions or comments related to the survey, or would like to share additional information related to the topics in the survey, please call 503.988.3320 to leave a message or email the County Auditor: [mult.auditor@multco.us](mailto:mult.auditor@multco.us)

## Audit Staff

Fran Davison, Principal Management Auditor

Caroline Zavitkovski, Principal Management Auditor

Audit supervisor: Nicole Dewees, Principal Management Auditor

## Response Letters



**Multnomah County Sheriff's Office**  
501 SE HAWTHORNE BLVD., Suite 350 • Portland, OR 97214

MICHAEL REESE  
SHERIFF

*Exemplary service for a safe, livable community*

503 988-4300 PHONE  
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[www.mcso.us](http://www.mcso.us)

June 8, 2021

Multnomah County Auditor Jennifer McGuirk  
501 SE Hawthorne Blvd., Room 601  
Portland, OR 97214

Dear Auditor McGuirk,

I want to thank you and your staff for undertaking an in-depth survey of the employees of Multnomah County, including the Multnomah County Sheriff's Office (MCSO). These surveys help create an open dialogue with our members, giving them a voice and helping our organization assess our policies and processes related to the pandemic. The information contained in this survey will assist MCSO in identifying opportunities to increase the efficiency, satisfaction, and safety of our members.

As Sheriff, I recognize and respect the incredible challenges faced by our staff working in congregate settings such as correctional facilities during a global pandemic. These employees are in positions where teleworking isn't possible as part of their essential duties. The pandemic has created many inequities, including in the work environment as evidenced in the survey response.

Our leadership team is dedicated to continued collaboration with public health officials to adapt and evolve as we learn more about COVID-19. The safety of our members and the adults in custody is a top priority as we refine our policies and protocols. As highlighted in our strategic plan, MCSO is committed to creating a positive and healthy workplace, while providing exemplary service to our community.

Sincerely,

A handwritten signature in blue ink that reads "Michael Reese".

Michael Reese  
Multnomah County Sheriff



TO: Multnomah County Auditor Jennifer McGuirk

FROM: Vailey Oehlke, Director of Libraries

DATE: June 2, 2021

SUBJECT: Response to Employee Experiences During the Pandemic Survey

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I have read and reviewed the results of the Employee Experiences During the Pandemic Survey report conducted by the Multnomah County Auditor’s Office. The survey results note that library employees had low confidence in leadership primarily in response to the staffing realignment that was near its end at the time of the survey. I wish to fairly acknowledge these sentiments and demonstrate how the library is taking meaningful steps to live up to its stated principles and to rebuild trust.

I would like to begin by acknowledging the difficulty of the past year caused by the pandemic and how the library’s decision to reduce and realign its workforce during this event—due to a dramatic reduction in the volume of our work—compounded that difficulty for many employees. I apologize to those staff members for the anxiety, uncertainty, stress, disruption and pain they experienced as a result of this process. I also want to acknowledge and appreciate the flexibility and adaptability of so many of our employees who assumed new roles and ways of delivering service to the public under profound constraints.

I further acknowledge that the leadership of the organization could have done a better job in communicating with staff members around these processes and that this fact added to the stress experienced by employees. We will continue to reflect on and learn from those missteps.

The Auditor’s survey was conducted during a time of great uncertainty, when the workforce realignment process had been underway for some time, but was not yet completed. That means that the cascading effects of bumping and retirements and voluntary layoffs were still undetermined, perpetuating the uncertainty and distress they caused. **At the conclusion of this process, no employee was involuntarily laid off.** While that certainly does not mean there were no negative impacts for staff, it is an important point and in keeping with my public statements about the process. I am also pleased to report that we have now recalled all staff who were interested in being recalled into permanent positions.

As Director, the responsibility of decisions such as this lies with me. The pandemic created new and profoundly challenging circumstances, requiring difficult decisions from a range of unpleasant options and often within the context of deep uncertainty. I respect honest

disagreement with the course of action we have taken. I also stand by those decisions and believe that to avoid making changes to our pre-pandemic staffing model when all library buildings closed to the public (ultimately for 444 days) would have been an inappropriate use of public funding and a shirking of my professional responsibilities.

Since concluding that process, the library has taken numerous steps that reflect its leadership's commitment to improve the work climate and to make more inclusive decisions. Those include:

#### Decision making

- Centering re-opening plans around a staff-led community engagement process
- Initiating a process for executive management to explore, analyze and improve organizational culture, focused on decision rights

#### Budgetary actions

- Formalizing a community engagement team within the FY22 budget proposal to expand program leadership for bilingual and bicultural work groups
- Creating an ongoing workforce development team in the FY22 budget proposal
- Adding a Native/Indigenous Knowledge, Skills and Abilities designation
- Creating a staff coordinator position dedicated to services to people experiencing houselessness

#### Information sharing

- Launching The Download, a new internal staff led information channel to highlight new and priority work across the system
- Creating an opt-in email list for staff discussion
- Creating dedicated physical and virtual spaces for historically marginalized groups to share experiences and perspectives and to provide support
- Creating new leadership opportunities for staff, both formally and informally

These are important steps, but the process of building trust and relationships is a continual one that will require more work and investment over time. I take the concerns outlined in this survey very seriously. On behalf of the Executive Management Team, I commit to the library's continued efforts to improve and evolve organizational culture to ensure that the library is a place of safety, trust and belonging.

I am grateful for the opportunity to reflect on the findings of the Auditor's survey and to respond on behalf of the library.

Sincerely,



Vailey Oehlke  
Director of Libraries