

GLENCOE PARK DISTRICT
Committee of the Whole Meeting
Tuesday, May 3, 2022 | 7:00pm
Takiff Center

Consistent with the requirements of the Illinois Compiled Statutes
5 ILCS 120/1 through 120/6 (Open Meetings Act), notices of this meeting were posted.
Location of the meeting Takiff Center, 999 Green Bay Rd, Glencoe, IL 60022

A G E N D A

- I. Call to Order
- II. Roll Call
- III. Matters from the Public
- IV. Presentation on Employee Survey
- V. Other Business
 - a. Project Updates
- VI. Executive Session
 - a. Personnel - Topic 5ILCS 120/2(c)(1)
- VII. Adjourn

The Glencoe Park District is subject to the requirements of the Americans with Disabilities Act of 1990. Individuals with disabilities who plan to attend this meeting and who require certain accommodations in order to allow them to observe and/or participate in this meeting, or who have questions regarding the accessibility of the meeting or facilities, are asked to contact the Park District at 847-835-3030. Executive Director email: lsheppard@glencoeParkDistrict.com

The Board of Park Commissioners welcomes public comments during all meetings.

Key rules governing participation

All comments will be limited to three (3) minutes per person and no longer than 30 minutes for all comments.

IV. Presentation on Employee Survey

Glencoe Park District
May 3, 2022 Committee of the Whole Meeting

MEMORANDUM

TO: Board of Park Commissioners
FROM: John Cutrera, Director of Finance/HR and Becky Moore, HR Manager
CC: Lisa Sheppard, Executive Director
SUBJECT: 2022 Employee Survey
DATE: May 3, 2022

I. Introduction

We conducted a survey of all full and part-time staff members in March 2022 (with the exception of Watts seasonal staff). The electronic survey was sent using the SurveyMonkey platform, from an account operated and controlled by the Human Resources Department. Staff were given two weeks, with reminders, to complete the survey, and all responses were made to be anonymous. The survey was sent to 104 staff members, and 61 employees chose to complete the survey. This represents a 59% response rate. The employee survey administered in 2021 had a 56% response rate.

In the sections to come, you will find the following information:

- A summary of the 2022 employee survey results
- Analysis of the survey results based on the disaggregation of data by department
- A conclusion section, which will outline the next steps taken by the Glencoe Park District

II. Summary of 2022 Glencoe Park District Employee Survey

Here you will find a summary of the 2022 employee survey and comments. For the 2022 employee survey, we added three new questions—one question that asked employees to self-identify which department within the Park District they belonged to (Q1); another question that asked whether they had taken part in a previous employee survey (Q3); and a question that asked employees if they had the tools and resources to perform their jobs effectively (Q5). In addition, we removed two questions in the 2022 survey that were part of the 2021 survey—one question that asked employees if they would be interested in a District-offered mentorship program, and another question that asked if they would be interested in serving on a district committee.

In terms of takeaways from the 2022 employee survey, there are two major observations:

1. When you read the survey, especially Questions 4-7 and Questions 9-19, you will see employees overwhelmingly selected the “Strongly Agree” or “Agree” response. Our internal goal is to achieve 85% “Strongly Agree” or “Agree” response to all questions.
2. The survey questions that were the lowest scoring on the 2021 employee survey remain the lowest scoring on the 2022 employee survey. In particular, the questions gauging feelings of employee teamwork and cooperation (Q12), district-wide communication effectiveness (Q16), and opportunities for training and professional development (Q18) are the ones which provide the most opportunity for growth and improvement. The conclusion section of this memorandum will list out the ways in which the Glencoe Park District will seek to address these growth areas.

The full list of survey questions with responses is attached for review by the Board of Park Commissioners.

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Q1: Please select a department from the list below that best relates to your job at Glencoe Park District (if more than one department, check all that apply):

- Administration: 8%
- Recreation: 21%
- Parks and Facilities Maintenance: 8%
- Early Childhood: 52%
- Prefer not to answer: 10%
- Other (please specific): 1%

Comments:

- Sport Instructor, Coach

Q2: What type of employee are you?

- Full-time: 43% (26 survey responses, which represents 79% of full-time staff)
- Part-time: 49% (30 survey responses, which represents 42% of part-time staff)
- Prefer not to answer: 8% (5 survey responses)

Q3: From the options below, please select the statement that describes your experience with the Glencoe Park District Employee Survey

- This is my first time completing a GPD Employee Survey: 39%
- I have taken part in a previous GPD Employee Survey: 57%
- Prefer not to answer: 2%
- Other (please specify): 2%

Comments:

- N/A

Q4: I am satisfied with my job responsibilities and current workload.

- 82% Strongly Agree or Agree

Q5: I have the tools and resources I need to perform my job effectively.

- 74% Strongly Agree or Agree

Comments:

- Emphasis on hiring more staff. But more importantly, hiring the “right” staff, the most qualified staff
- Offer higher pay and incentives to stay at work.
- Better IT support and more technology (i.e. laptops, software to reduce manual processes and inefficiencies)
- Offer more safety training: active shooter, tornado, fire, etc.
- More play space for children’s programming.

Q6: Where I work is generally clean.

- 87% Agree (“Strongly Agree” was not an option for this survey question)

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Q7: I feel safe at work.

- 94% Strongly Agree or Agree

Q8: Has your response to questions 5-7 been influenced by COVID-19?

- No: 89%
- Yes. Please Explain: 11%

Comments:

- Concern over optional mask mandate and safety (especially when working with unvaccinated children who don't wear masks)
- Concern that co-workers may be reporting to work feeling unwell and not telling the appropriate staff members.

Q9: I am proud to work for the Glencoe Park District.

- 92% Strongly Agree or Agree

Q10: I am treated with courtesy, respect, and dignity by my co-workers.

- 94% Strongly Agree or Agree

Comments:

- Gossip amongst co-workers
- Feelings of being underappreciated and other staff/departments not understanding the work they do and why it is important. Importance of increased communication between departments to help have more appreciation for one another.

Q11: Everyone here is treated fairly regardless of race, gender, age, ethnicity, background, sexual orientation, or other differences.

- 89% Strongly Agree or Agree

Comments:

- Agree because they have no evidence to the contrary
- Trainings on these topics (DEI) should be mandatory. Feeling of having not received equal treatment in regards to COVID-19 situations. Concern about District leadership showing bias when making statements on these issues.

Q12: There is a strong feeling of teamwork and cooperation in my department.

- 74% Strongly Agree or Agree

Comments:

- Concern that there are staff members doing the bare minimum, leaving other staff to pick up the slack at work.
- Have found out about decisions that affect them through an email. Would have appreciated their opinion being asked or being a part of the decision-making process.
- Difficulty in getting follow-through on agreed upon goals/objectives.
- It depends. With some staff it is very "one-sided" and they do not take a teams-based approach.

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Q13: My relationships and interactions with my supervisor are positive and valuable.

- 87% Strongly Agree or Agree

Comments:

- Desire to be kept in the loop more with important staff updates and information.
- Desire for more trainings/meetings with supervisors.
- Feeling that supervisor needs to be more aware of their program in order to promote it.

Q14: I understand what my supervisor expects of me in order to be successful.

- 97% Strongly Agree or Agree

Comments:

- General feeling that there are rules/protocols that they have not been informed of (examples: dress code, expectations of conduct, etc.) or were never made clear to them by a supervisor.
- Supervisor not understanding what they need as a staff member.

Q15: The District keeps me informed of changes to policies and initiatives.

- 94% Strongly Agree or Agree

Comments:

- Supervisor does a good job of keeping me informed.
- Some policies/initiatives seem a bit rushed or last minute – more build-up could help.

Q16: District-wide, employees communicate effectively from department to department.

- 72% Strongly Agree or Agree

Comments:

- The need for communication to improve between Recreation and Early Childhood Departments on small changes—drop off/pick up locations for children, why a student is absent, etc.
- The need to educate each other on how our decisions affect other areas or other staff.
- Have witnessed many communication breakdowns between departments – not sure why it happens or how to fix it.
- Limited communication, if at all, between departments. District meetings could be beneficial.
- Big improvement over the last 12 months, Friday updates are helpful.

Q17: I have opportunities to engage in a two-way dialogue with my supervisor.

- 91% Strongly Agree or Agree

Comments:

- Supervisor and employee have very positive, productive conversation on how to improve their areas of responsibilities – something they've not had in previous positions.
- Supervisor listens, but solutions to problems are not found.
- Desire for more information from supervisor.

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Q18: I am satisfied with the educational and training opportunities provided by the District.

- 82% Strongly Agree or Agree

Comments:

- Would like to be made aware of more trainings, especially those applicable to their position.
- Staff need to know which trainings/professional development are truly available to them and to feel empowered to attend certain opportunities.
- In-house training is minimal – most training is outsourced.
- More technology training.

Q19: Overall, my work experience at the Glencoe Park District is positive.

- 97 % Strongly Agree or Agree

Comments:

- Show appreciation for the hard work and commitment of employees, and what they have to say.
- Strategic resources to support park district operations are needed.
- Work-life balance being difficult, especially in relation to the stressors of COVID-19.

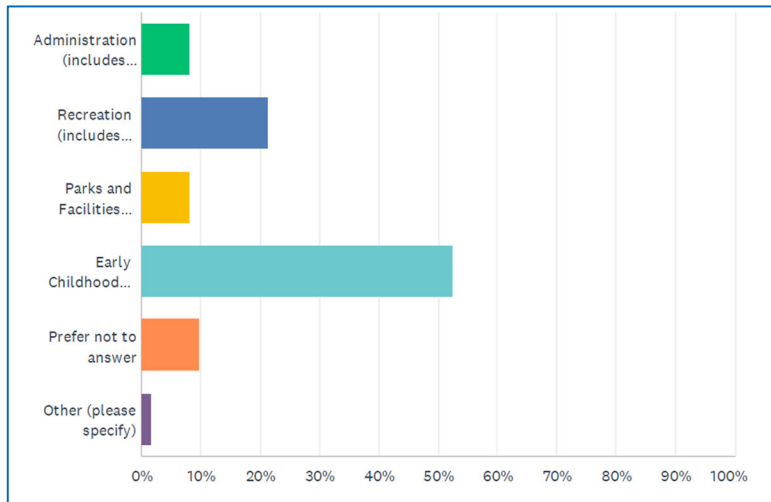
Q20: Please share any other comments you have below:

- Hiring more staff for Children's Circle; hiring more qualified staff for Children's Circle; higher pay and benefits (PTO, insurance options, etc.).
- Hope to see the results of the survey this time around – results were not shared last time and changes not made.
- Add questions about compensation and benefits to survey.
- Consider expanding policy on vacation time for permanent part-time employees.
- Some questions are too broad in scope to adequately answer.
- Wish to be keep in the loop more in my department – people leaving, not returning
- Concerns about mental health of our staff – impact and stress of the last two years
- Concern over perceptions of favoritism and possible racial preference.
- Desire to see solutions and actions taken on survey feedback. Want to voice opinions constructively without getting shut down.
- Overall great place to work – families and children are very appreciative.

III. Disaggregation of Employee Survey Data by Department

As seen in the last section, two of the lowest scoring questions on the survey were related to departmental communication (Question 12) and feelings of teamwork and cooperation (Question 16). Consequently, we felt it could be beneficial to disaggregate the survey data by department. Disaggregating data is useful for the purpose of revealing underlying trends, patterns, or insights that are not as readily observed in aggregated data sets. The insights that we observed by breaking down the survey data by department can be found below:

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Bar graph to the left represents the survey response to Question #1: "Please select a department from the list below that best relates to your job at Glencoe Park District (if more than one dept, check all that apply)."

1. Administration (8% of survey respondents)

- i. Response to Q2:
 - a. 80% Full-Time
 - b. 20% Part-Time
- ii. Response to Q3:
 - a. 40% are taking a GPD employee survey for first time.
 - b. 60% have taken part in a previous GPD employee survey.
- iii. Significant variances in survey question responses, as compared to the summary aggregate survey data in Section 2:
 - a. 100% Strongly Agree or Agree with **Q18: I am satisfied with the educational and training opportunities provided by the District.** (In comparison, the survey summary data shows that 82% Strongly Agree or Agree with Q18.)

2. Recreation (21% of survey respondents)

- i. Response to Q2:
 - a. 38% Full-Time
 - b. 62% Part-Time
- ii. Response to Q3:
 - a. 69% are taking a GPD employee survey for first time.
 - b. 31% have taken part in a previous GPD employee survey.
- iii. Significant variances in responses to survey questions, as compared to the summary aggregate data in Section 2:
 - a. 100% Strongly Agree or Agree with **Q4: I am satisfied with my job responsibilities and current workload.** (In comparison, the survey summary data shows that 82% Strongly Agree or Agree with Q4.)
 - b. 92% Strongly Agree or Agree with **Q5: I have the tools and resources I need to perform my job effectively.** (In comparison, the survey summary data shows that 74% Strongly Agree or Agree with Q5.)
 - c. 91% Strongly Agree or Agree with **Q12: There is a strong feeling of teamwork and cooperation in my department.** (In comparison, the survey summary data shows that 74% Strongly Agree or Agree with Q12.)

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3. Parks and Facilities Maintenance (8% of survey respondents)

- i. Response to Q2:
 - a. 80% Full-Time
 - b. 20% Part-Time

- ii. Response to Q3:
 - a. 20% are taking a GPD employee survey for first time.
 - b. 80% have taken part in a previous GPD employee survey.

- iii. Significant variances in responses to survey questions, as compared to the summary aggregate data in Section 2:
 - a. 100% Strongly Agree or Agree with **Q5: I have the tools and resources I need to perform my job effectively.** (In comparison, the survey summary data shows that 74% strongly agree or agree with Q5.)
 - b. 60% Strongly Agree or Agree with **Q6: Where I work is generally clean.** (In comparison, the survey summary data shows that 87% strongly agree or agree with Q6.)
 - c. 60% Strongly Agree or Agree with **Q18: I am satisfied with the educational and training opportunities provided by the District.** (In comparison, the survey summary data shows that 82% strongly agree or agree with Q18.)

4. Early Childhood (52% of survey respondents)

- i. Response to Q2:
 - a. 25% Full-Time
 - b. 63% Part-Time
 - c. 12% Prefer Not to Answer

- ii. Response to Q3:
 - a. 38% are taking a GPD employee survey for the first time.
 - b. 59% have taken part in a previous GPD employee survey.
 - c. 3% marked "Other."

- iii. Significant variances in responses to survey questions, as compared to the summary aggregate data in Section 2:
 - a. 81% Strongly Agree or Agree with **Q19: Overall, my work experience at the Glencoe Park District is positive.** (In comparison, the survey summary data shows that 97% strongly agree or agree with Q19.)
 - b. 62% Strongly Agree or Agree with **Q12: There is a strong feeling of teamwork and cooperation in my department.** (In comparison, the survey summary data shows that 74% Strongly Agree or Agree with Q12.)

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5. Prefer Not to Answer and Other (11% of survey respondents)

- i. Response to Q2:
 - a. 72% Full-time
 - b. 14% Part-time
 - c. 14% Prefer not to answer

- ii. Response to Q3:
 - a. 86% have taken part in a previous GPD employee survey.
 - b. 14% prefer not to answer

- iii. Significant variances in responses to survey questions, as compared to the summary aggregate data in Section 2:
 - a. 86% Strongly Agree or Agree with **Q12: There is a strong feeling of teamwork and cooperation in my department.** (In comparison, the survey summary data shows that 74% Strongly Agree or Agree with Q12.)
 - b. 71% Strongly Agree or Agree with **Q15: The District keeps me informed of changes to policies and initiatives.** (In comparison, the survey summary data shows that 94% Strongly Agree or Agree with Q15.)
 - c. 86% Strongly Agree or Agree with **Q19: Overall, my work experience at the Glencoe Park District is positive.** (In comparison, the survey summary data shows that 97% Strongly Agree or Agree with Q19.)

IV. Conclusion and Next Steps

One of the most important action steps when conducting an employee survey is ensuring that all employees have access to the results and have the opportunity to suggest solutions to any of the areas presented. Staff intends on sharing the findings of the 2022 Glencoe Park District employee survey with all staff through multiple means of communication. This will include an in-person presentation at the District's next managers' meeting, a Friday update email from Lisa Sheppard, printed copies of survey results in the employee break rooms, and digital copies of survey results on the online employee self-service portal (ESS). Managers will also have team meetings with their respective staff to ensure they have received the results and to offer them an opportunity to provide additional input.

Staff will continue to evaluate and expand upon opportunities for enhanced communication and collaboration. Given the qualitative feedback and progress shown in Question 16, it is clear that the Friday update emails have had a positive impact in this area. Guaranteeing that top down communication is flowing as it should is a crucial first step in enhancing our communication District-wide.

Moreover, as we slowly transition out of the pandemic, we will be focusing on opportunities to further improve interdepartmental communication. A key aspect in building on interdepartmental communication is establishing trusted relationships. Based on the wide array of services provided by the District, it is logistically challenging to have all employees in the same space, at the same time. While we've consistently brainstormed this issue in previous years, we will continue to

MEMORANDUM

evaluate ways to organize all staff meetings/gatherings, which will allow employees across departments to network with each other and establish the rapport that will be needed to improve interdepartmental communication. Staff will look to leverage technology wherever possible to help ensure any disruptions to programming/District service are minimal. In addition, our staff committees are another great avenue to encourage interdepartmental communication/collaboration. Building on the progress of our safe zone conversations and the IDEA Committee (Inclusion, Diversity, Equity, and Acceptance) will provide even more opportunity for cross-departmental participation and relationship building.

Another area of continued focus will be on employee appreciation. As evidenced in responses to Questions 9,10, and 19 on the 2022 survey, employee appreciation remains a vital component of employee retention. Our Employee Appreciation Committee has been doing an excellent job over the past year in coming up with innovative ways to make employees feel valued. Some examples include: providing premium GPD branded items (Yetis, backpacks and apparel) to reinforce team identity/camaraderie; offering ice cream breaks to staff in the summer; and putting on a successful, well-attended holiday celebration in 2021. Furthermore, the Board also approved a 5% merit increase pool and market-based pay adjustments were made in line with the results of the salary survey performed in the Spring of 2021.

While 82% of 2022 survey respondents Strongly Agree or Agree that training opportunities provided are satisfactory, we did notice a slight decrease from the 2021 employee survey (85% Strongly Agree or Agree). The fiscal year 2022/23 budget includes an increase of approximately 12% in employee training/conferences/tuition reimbursement (excluding one-time new registration software training expenses in the prior year). Staff are encouraged to utilize these resources and take a proactive approach to their career development. Furthermore, District Managers will work with staff to ensure they are aware of training opportunities. This information will be recapped at an upcoming Managers' meeting. Managers will then disseminate this information to their respective staff.

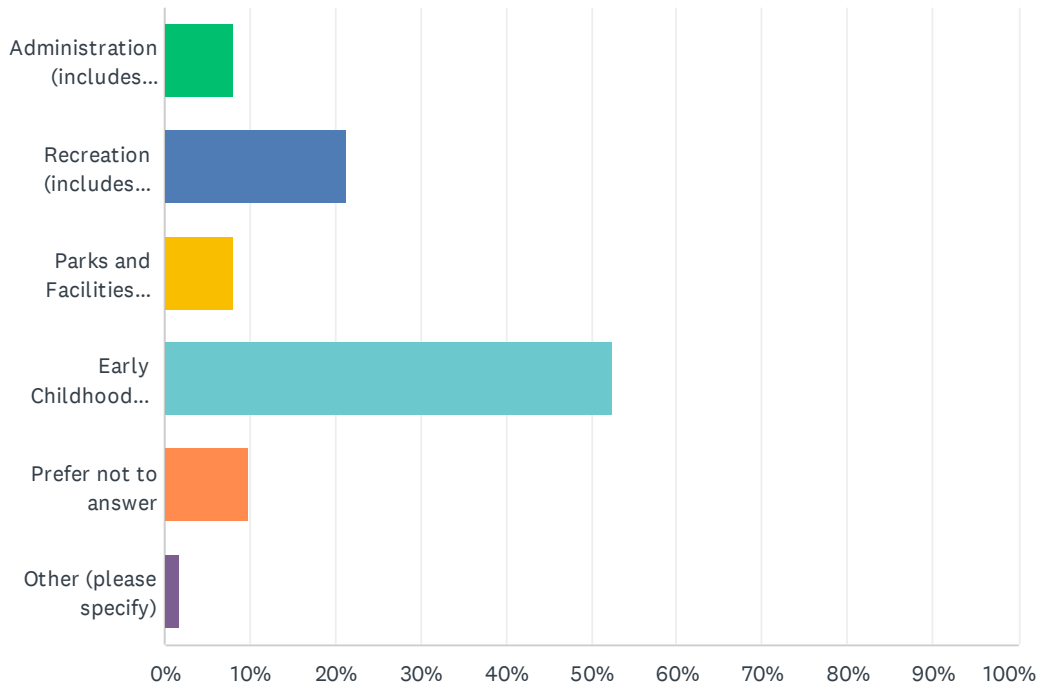
The District is also in the process of updating personnel manuals for both full and part-time staff. Part of this process will involve an evaluation of current benefits benchmarked against peer districts. This will also include both staff and Board input.

While we are pleased with the current year's survey response rate, we will continue to challenge ourselves to achieve even higher response rates for future surveys. In doing so, it will be critical to ensure that responses received are still genuine and staff don't feel obligated to respond.

To conclude, we believe that one of the Park District's greatest resources is its people, our staff. Employee surveys are thus an excellent tool for engaging with staff on what they view as our workplace's greatest strengths and areas of improvement. With this information, we are able to take the next steps in ensuring Glencoe Park District's fullest workplace potential. We wish to express our deep appreciation and gratitude for all team members who participated in the 2022 employee survey, to District Managers for their ongoing leadership, and to our Board of Park Commissioners for their continuous support of workplace excellence.

Q1 Please select a department from the list below that best relates to your job at Glencoe Park District (if more than one department, check all that apply):

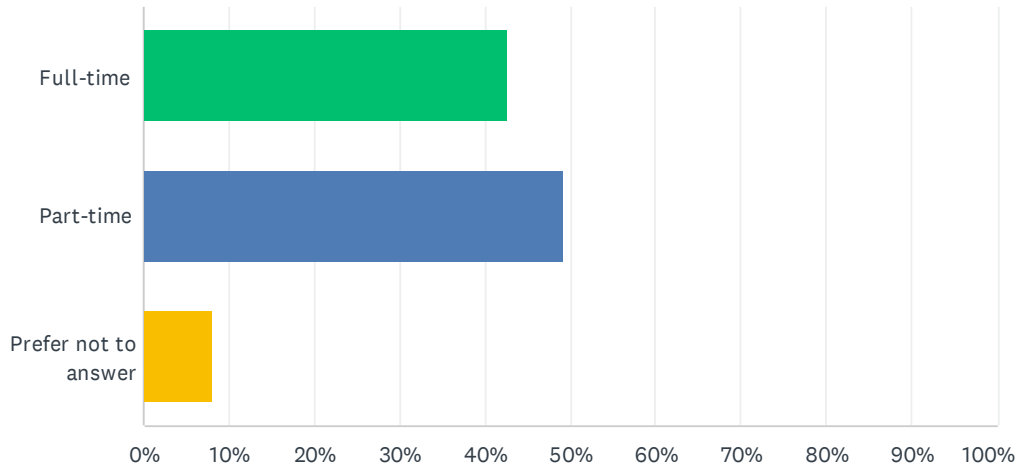
Answered: 61 Skipped: 0



ANSWER CHOICES	RESPONSES	
Administration (includes Finance, Customer Service and Registration, HR, Marketing)	8.20%	5
Recreation (includes Athletics, Fitness, Beach and Boating, Arts and Youth Programs, Special Events)	21.31%	13
Parks and Facilities Maintenance	8.20%	5
Early Childhood (includes Children's Circle, Early Learning Center Programs)	52.46%	32
Prefer not to answer	9.84%	6
Other (please specify)	1.64%	1
Total Respondents: 61		

Q2 What type of employee are you?

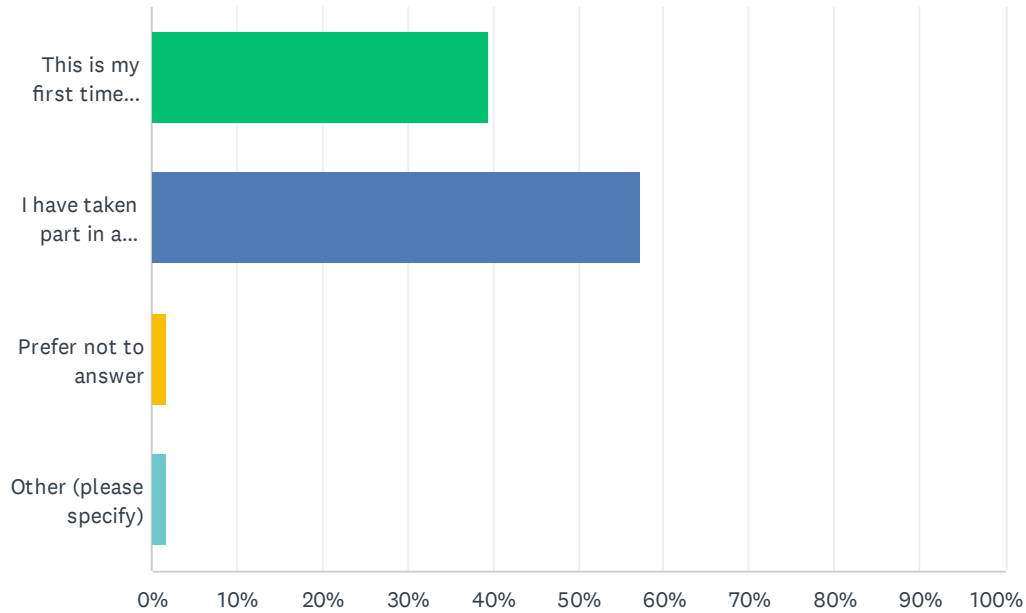
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ANSWER CHOICES	RESPONSES	
Full-time	42.62%	26
Part-time	49.18%	30
Prefer not to answer	8.20%	5
TOTAL		61

Q3 From the options below, please select the statement that describes your experience with the Glencoe Park District Employee Survey:

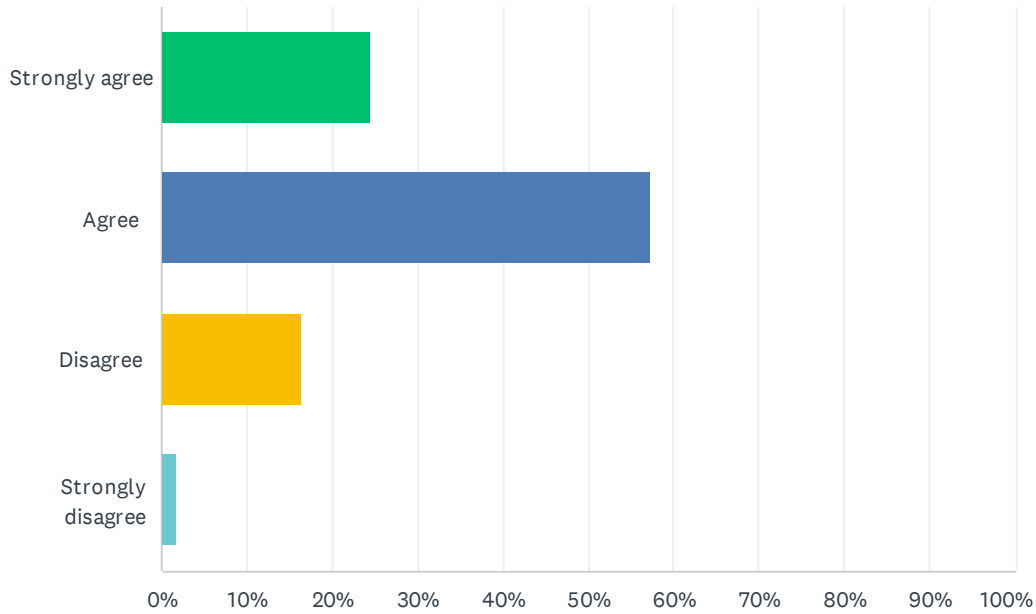
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ANSWER CHOICES	RESPONSES	
This is my first time completing a Glencoe Park District Employee Survey.	39.34%	24
I have taken part in a previous Glencoe Park District Employee Survey (e.g. the 2021 Glencoe Park District Employee Survey).	57.38%	35
Prefer not to answer	1.64%	1
Other (please specify)	1.64%	1
TOTAL		61

Q4 I am satisfied with my job responsibilities and current workload.

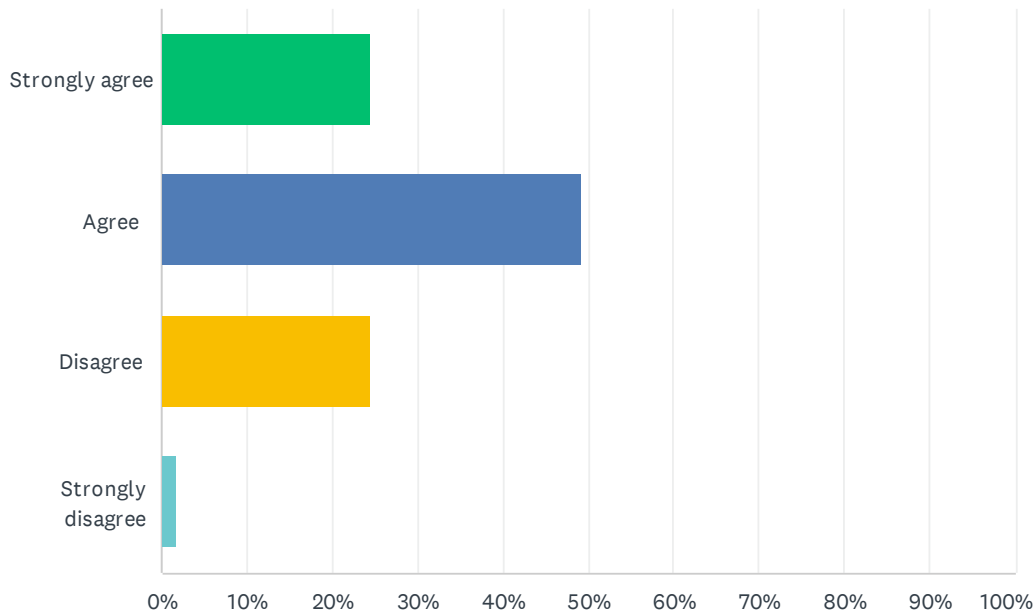
Answered: 61 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	24.59%	15
Agree	57.38%	35
Disagree	16.39%	10
Strongly disagree	1.64%	1
TOTAL		61

Q5 I have the tools and resources I need to perform my job effectively.

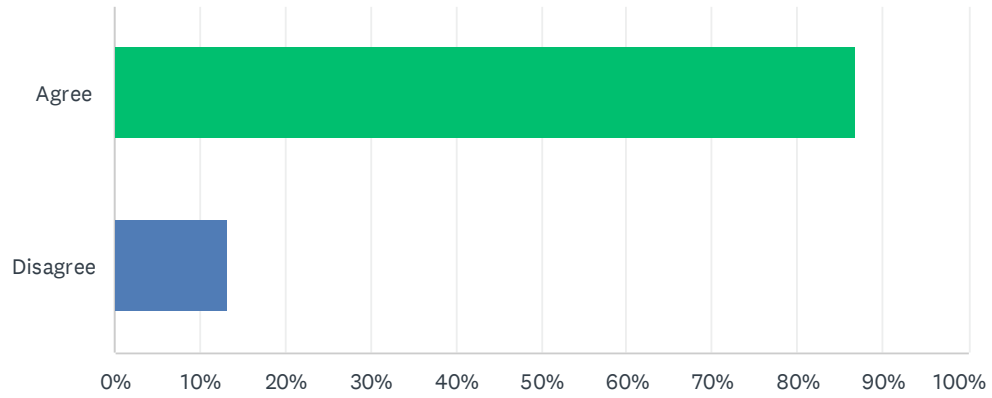
Answered: 61 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	24.59%	15
Agree	49.18%	30
Disagree	24.59%	15
Strongly disagree	1.64%	1
TOTAL		61

Q6 Where I work is generally clean.

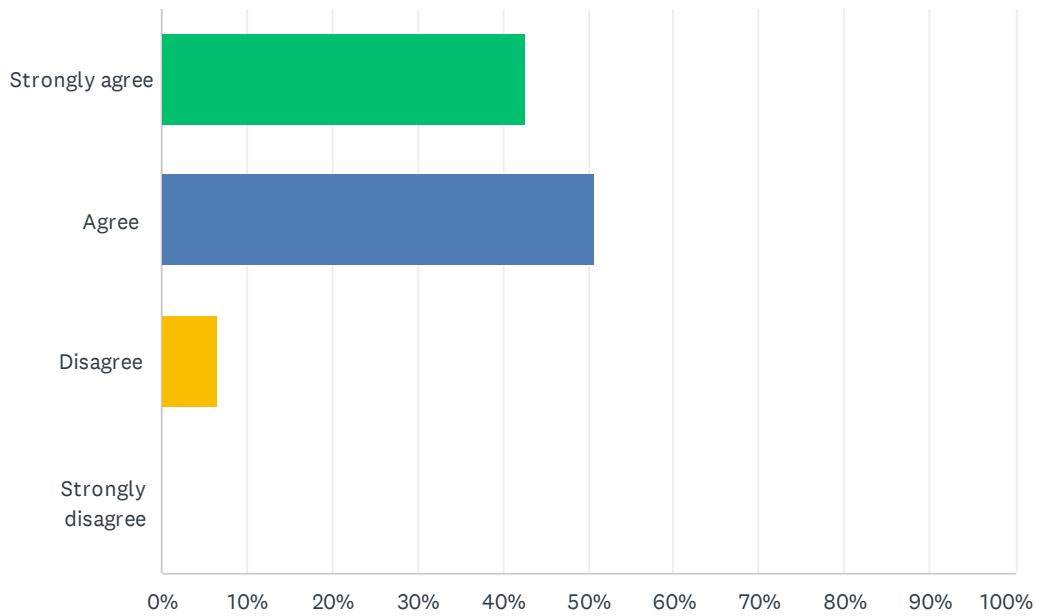
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ANSWER CHOICES	RESPONSES	
Agree	86.89%	53
Disagree	13.11%	8
TOTAL		61

Q7 I feel safe at work.

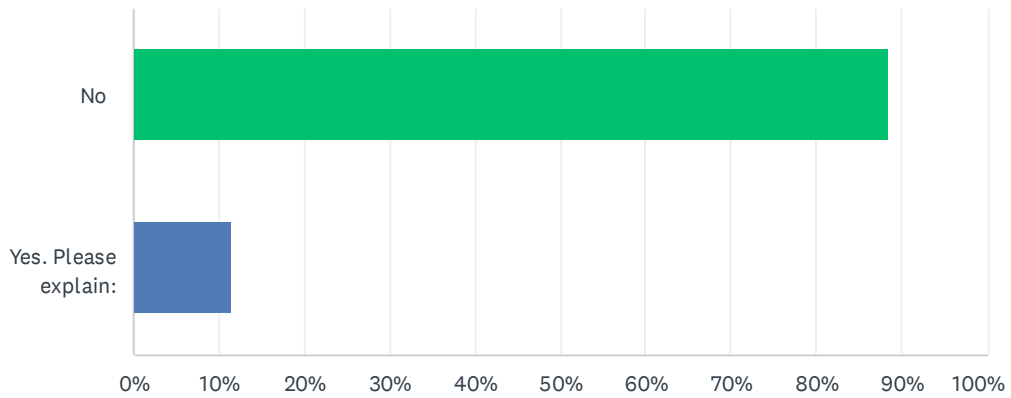
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ANSWER CHOICES	RESPONSES	
Strongly agree	42.62%	26
Agree	50.82%	31
Disagree	6.56%	4
Strongly disagree	0.00%	0
TOTAL		61

Q8 Has your response to questions 5-7 been influenced by COVID-19?

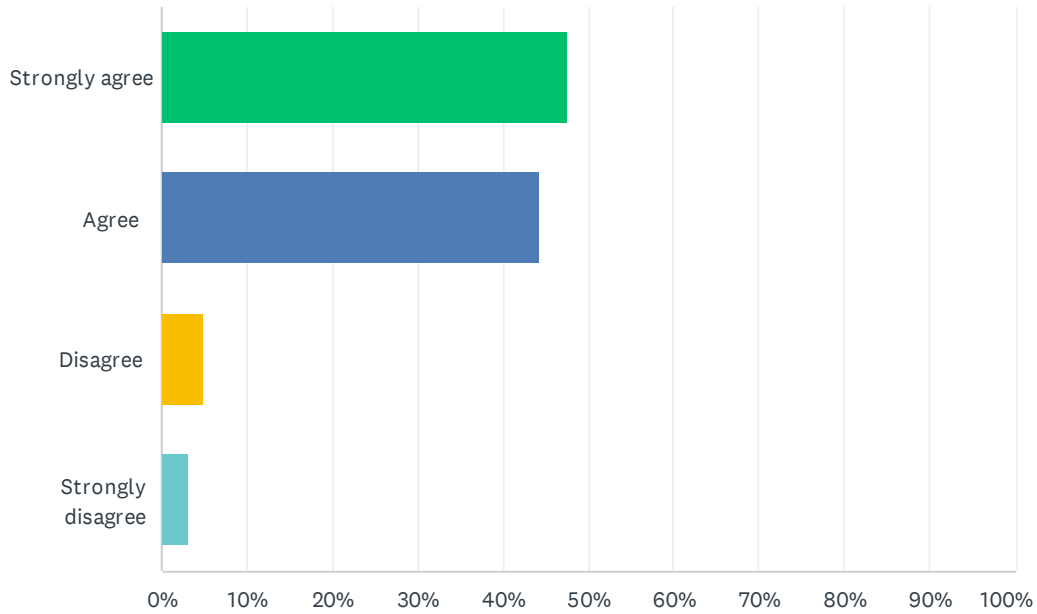
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ANSWER CHOICES	RESPONSES	
No	88.52%	54
Yes. Please explain:	11.48%	7
TOTAL		61

Q9 I am proud to work for the Glencoe Park District

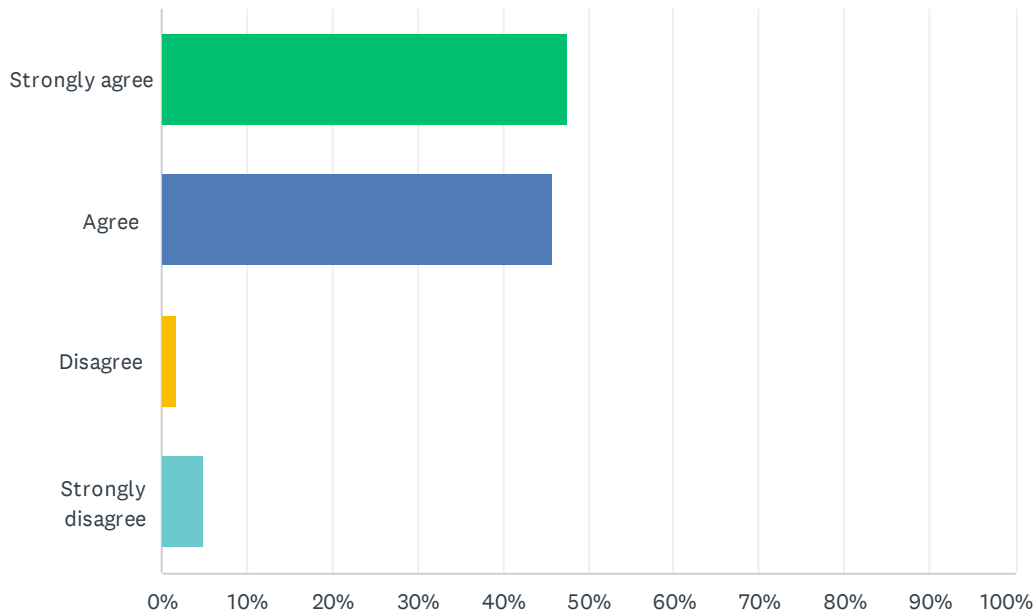
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ANSWER CHOICES	RESPONSES
Strongly agree	47.54% 29
Agree	44.26% 27
Disagree	4.92% 3
Strongly disagree	3.28% 2
TOTAL	61

Q10 I am treated with courtesy, respect, and dignity by my coworkers.

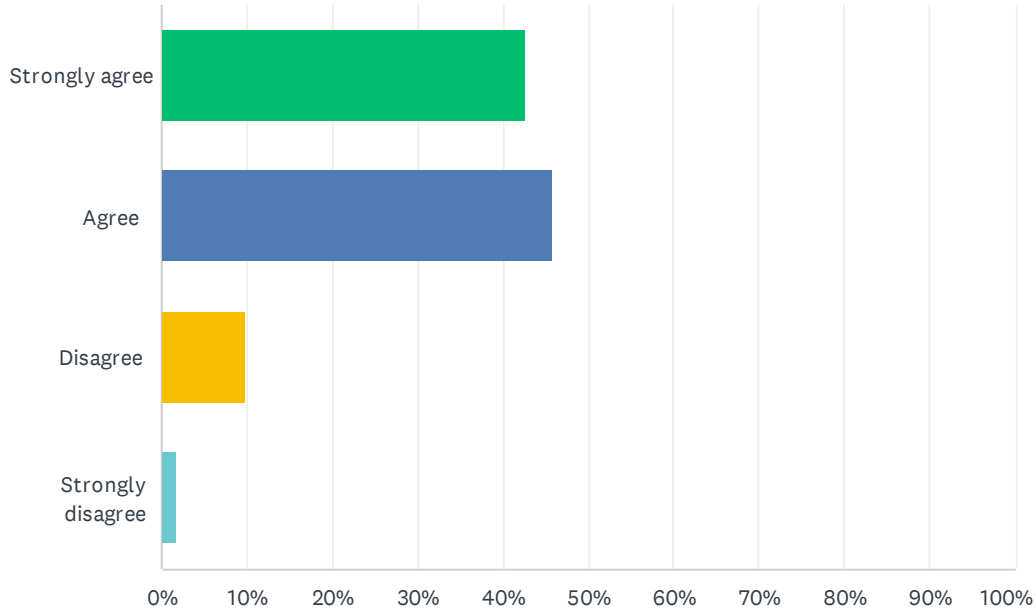
Answered: 61 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	47.54%	29
Agree	45.90%	28
Disagree	1.64%	1
Strongly disagree	4.92%	3
TOTAL		61

Q11 Everyone here is treated fairly regardless of race, gender, age, ethnicity, background, sexual orientation, or other differences.

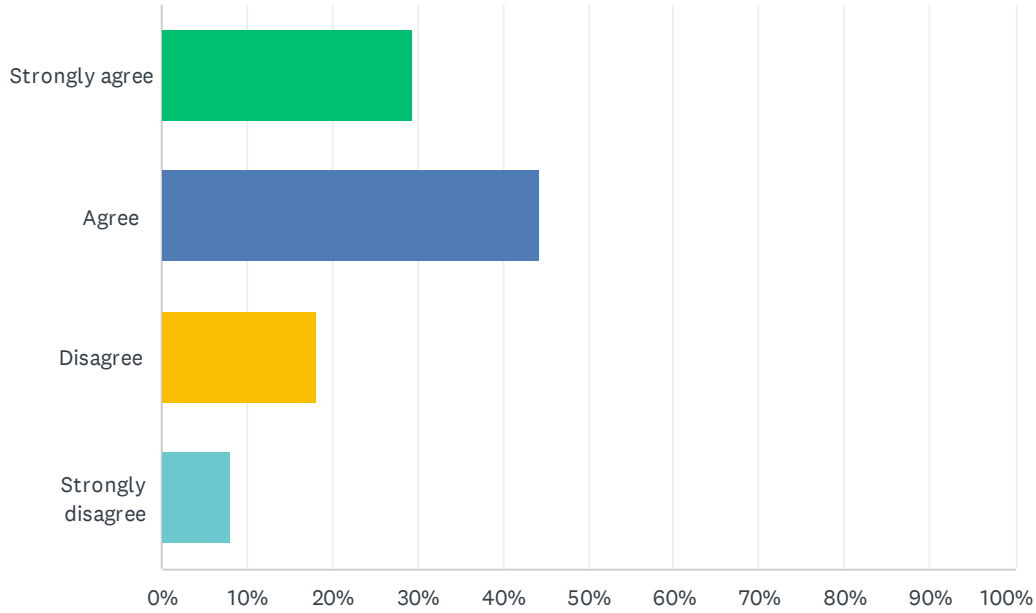
Answered: 61 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	42.62%	26
Agree	45.90%	28
Disagree	9.84%	6
Strongly disagree	1.64%	1
TOTAL		61

Q12 There is a strong feeling of teamwork and cooperation in my department.

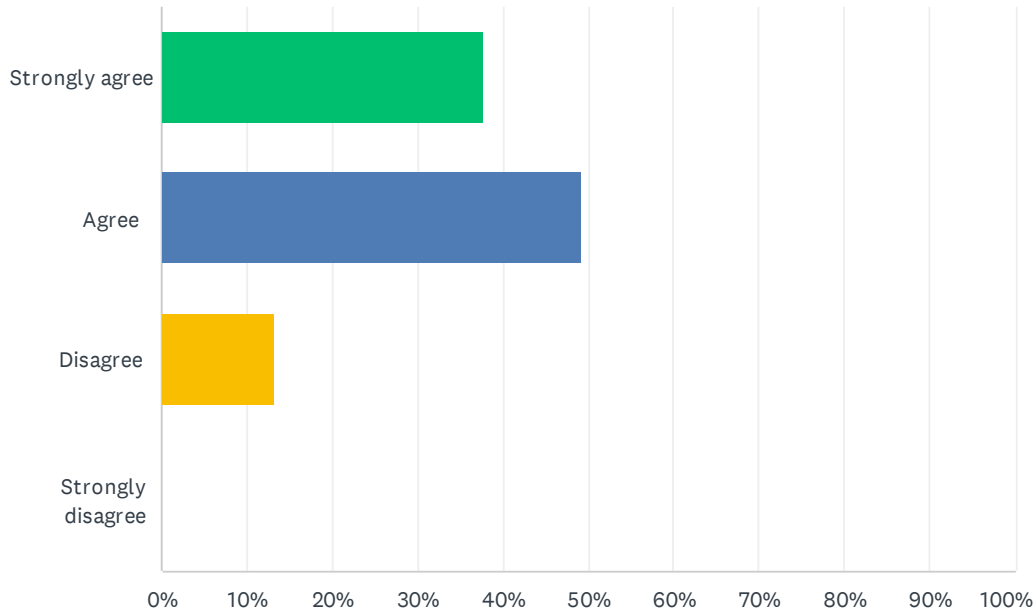
Answered: 61 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	29.51%	18
Agree	44.26%	27
Disagree	18.03%	11
Strongly disagree	8.20%	5
TOTAL		61

Q13 My relationships and interactions with my supervisor are positive and valuable.

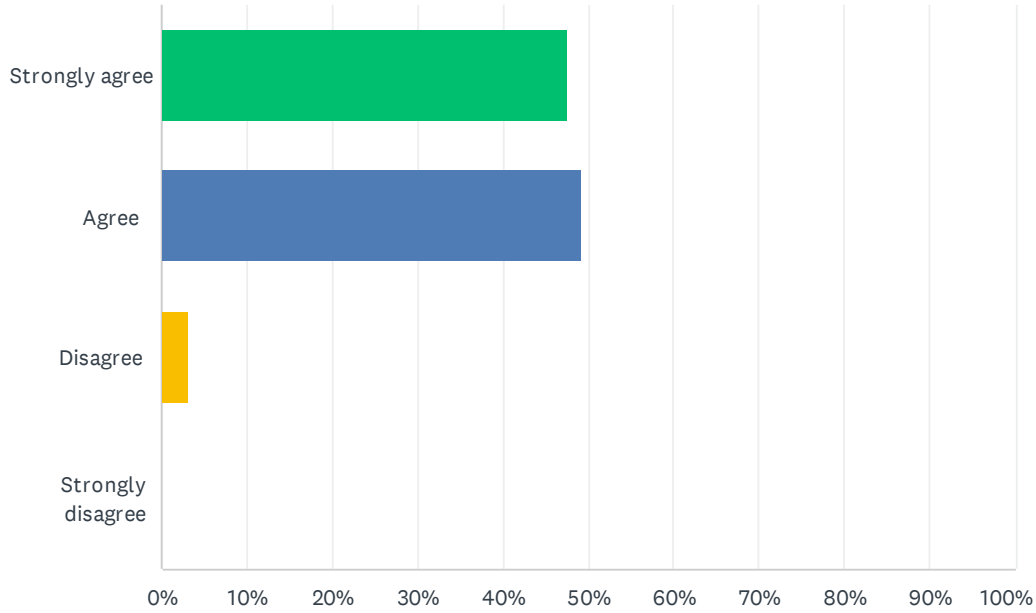
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ANSWER CHOICES	RESPONSES	
Strongly agree	37.70%	23
Agree	49.18%	30
Disagree	13.11%	8
Strongly disagree	0.00%	0
TOTAL		61

Q14 I understand what my supervisor expects of me in order to be successful.

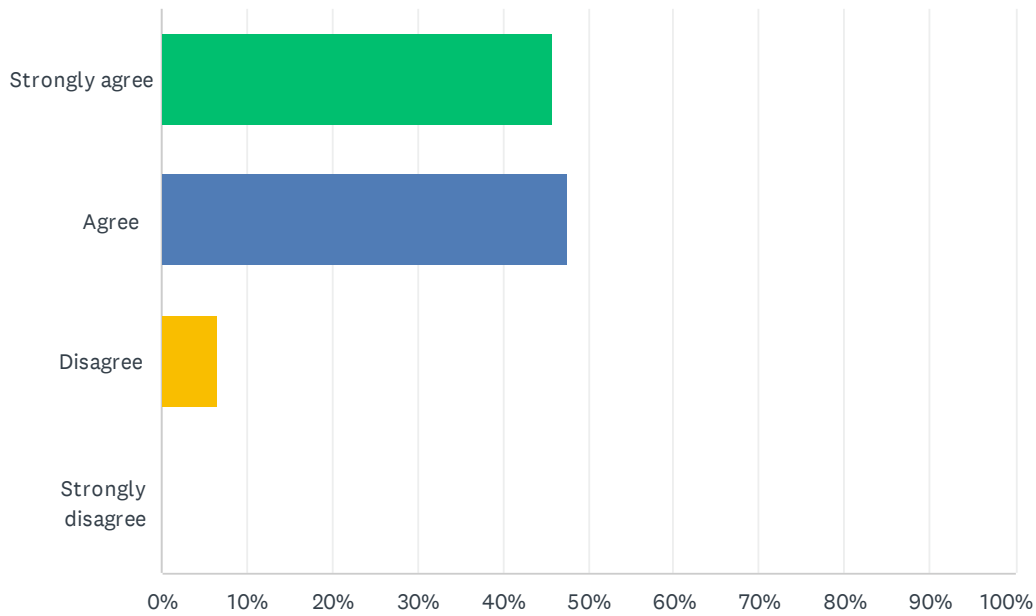
Answered: 61 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	47.54%	29
Agree	49.18%	30
Disagree	3.28%	2
Strongly disagree	0.00%	0
TOTAL		61

Q15 The District keeps me informed of changes to policies and initiatives.

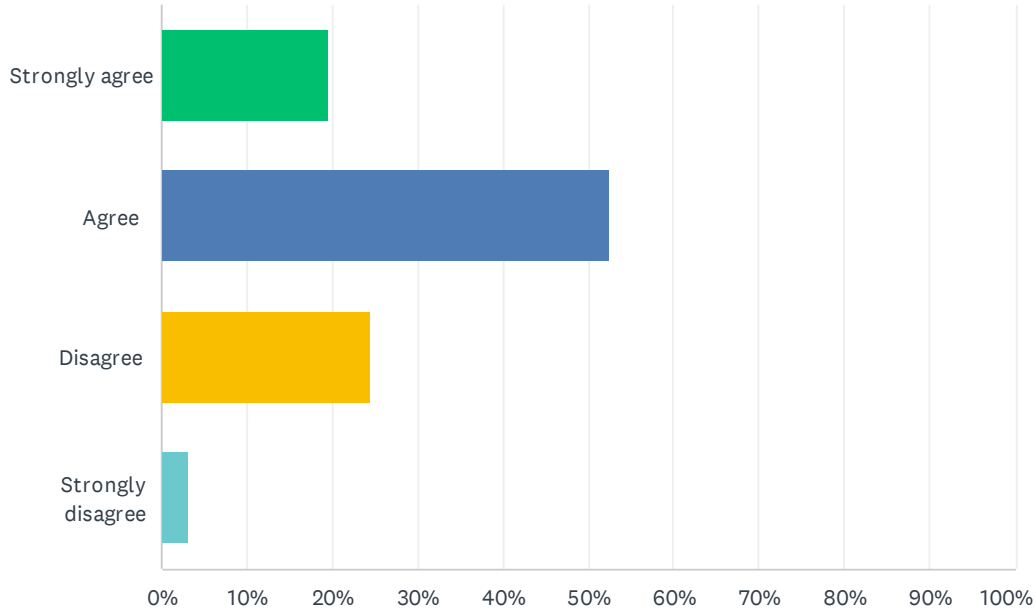
Answered: 61 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	45.90%	28
Agree	47.54%	29
Disagree	6.56%	4
Strongly disagree	0.00%	0
TOTAL		61

Q16 District-wide, employees communicate effectively from department to department.

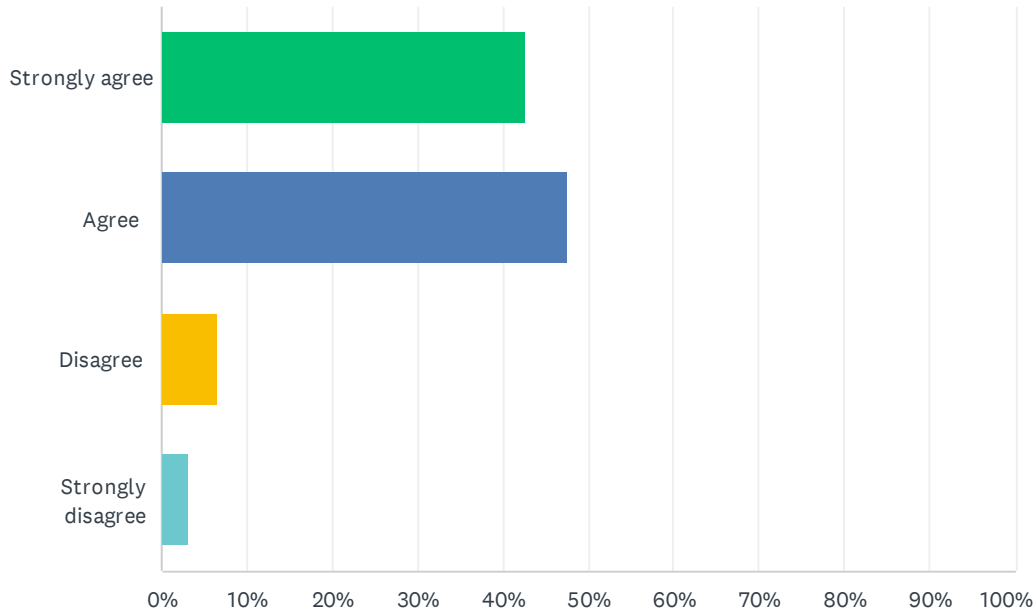
Answered: 61 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	19.67%	12
Agree	52.46%	32
Disagree	24.59%	15
Strongly disagree	3.28%	2
TOTAL		61

Q17 I have opportunities to engage in a two-way dialogue with my supervisor.

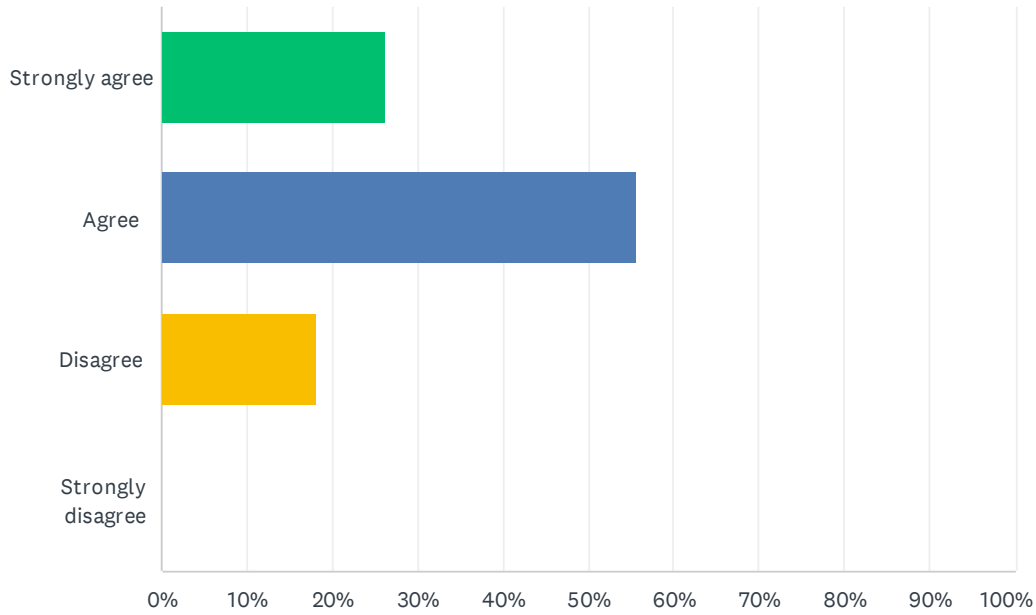
Answered: 61 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	42.62%	26
Agree	47.54%	29
Disagree	6.56%	4
Strongly disagree	3.28%	2
TOTAL		61

Q18 I am satisfied with the educational and training opportunities offered by the District.

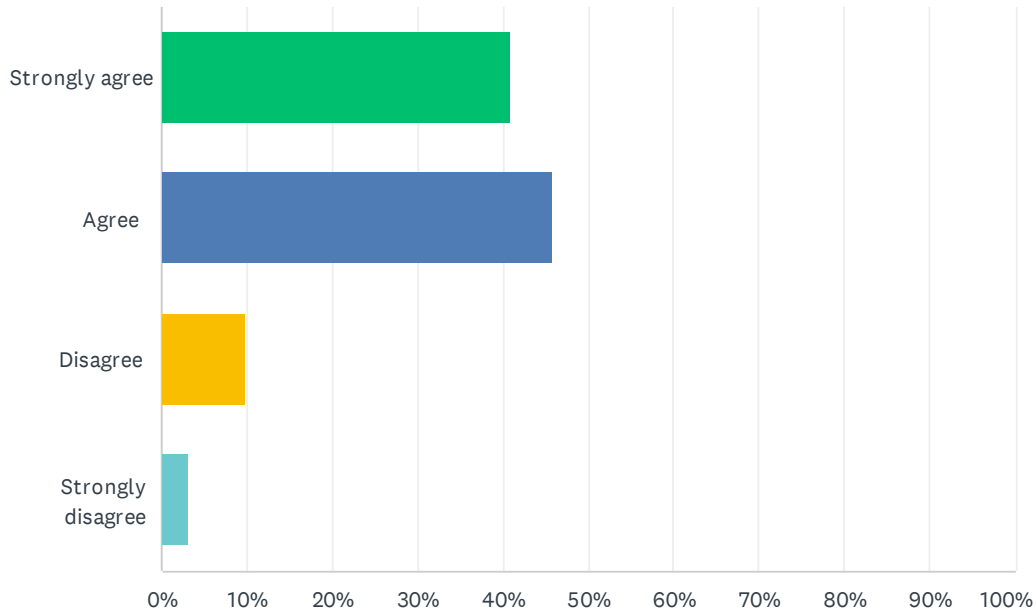
Answered: 61 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	26.23%	16
Agree	55.74%	34
Disagree	18.03%	11
Strongly disagree	0.00%	0
TOTAL		61

Q19 Overall, my work experience at the Glencoe Park District is positive.

Answered: 61 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	40.98%	25
Agree	45.90%	28
Disagree	9.84%	6
Strongly disagree	3.28%	2
TOTAL		61

Q20 Please share any other comments you have below:

Answered: 16 Skipped: 45

V. Other Business – Project Updates

Information will be provided at the meeting.

Glencoe Park District

May 3, 2022 Committee of the Whole Meeting