



**LANCASTER COUNTY BOARD OF COMMISSIONERS  
STAFF MEETING  
THURSDAY, MARCH 2, 2023 COUNTY CITY BUILDING  
ROOM 112 - CITY COUNTY CHAMBERS  
8:30 A.M.**

*Location Announcement of the Nebraska Open Meetings Act: A copy of the Nebraska Open Meetings Act is located on the wall at the back of the room.*

**AGENDA ITEM**

**1. APPROVAL OF STAFF MEETING MINUTES**

- A. [Staff Meeting Minutes for February 16, 2023](#)
- B. [Staff Meeting Minutes for February 23, 2023](#)

**2. 8:30 A.M. – LEGISLATIVE UPDATE**

Joe Kohout, Brennen Miller, and Sarah Wagelie, Kissel, Kohout, ES Associates LLC

**3. 9:00 A.M. - QUARTERLY IS UPDATE**

Craig Gifford, Operations Coordinator, Lincoln-Lancaster County Information Services

**4. 9:15 A.M. – QUARTERLY VETERAN'S SERVICE OFFICE UPDATE**

Mark Lakamp, Veteran's Service Officer

**5. 9:30 A.M.—COUNTY ENGINEER UPDATE**

Pam Dingman, County Engineer

**A. NORTH 98TH STREET AND SOUTH 98TH STREET**

**B. WALTER'S RIDGE SUBDIVISION**

**C. SOUTH 68TH STREET**

**6. 10:00 A.M.—EMPLOYEE SURVEY**

Joe Farley, Learning and Organizational Development Division Leader, and Jordan Feyerherm, Diversity, Equity, and Inclusion Manager, Lincoln-Lancaster County Human Resources

Documents:

[ITEM 6\\_\\_Survey Proposal - County.pdf](#)

[ITEM 6\\_\\_example Career Shock Survey PDF - Copy.pdf](#)

**7. 10:15 A.M.—EXECUTIVE SESSION (PENDING AND POTENTIAL LITIGATION AND LEGAL ADVICE)**

**8. 10:45 A.M. – COVID UPDATE AND RESPONSE**

**9. DEPUTY CHIEF ADMINISTRATIVE OFFICER REPORT**

**A. Summer Youth Employment Program through American Job Center**

**B. Community Corrections Director Interviews**

**10. DISCUSSION OF BOARD MEMBER MEETINGS ATTENDED**

**A. Southeast Nebraska Development District (SENDD) Board Meeting**

Thursday, February 23, 2023 @ 12:00 p.m.

Schulte

**B. MPO Officials Committee**

Friday, February 24, 2023 @ 3:00 p.m.

Flowerday / Yoakum

**C. LIBA Elected Officials Forum**

Monday, February 27, 2023 @ 11:45 a.m.

Schulte / Vest

**D. Chamber Coffee**

Wednesday, March 1, 2023 @ 8:00 a.m.

Schulte / Yoakum

**E. OTHER MEETINGS ATTENDED SINCE THE LAST STAFF MEETING**

**11. SCHEDULE OF BOARD MEMBER MEETINGS**

**A. Reducing Racial & Ethnic Disparities Committee**

Friday, March 3, 2023 @ 12:00 p.m.

Yoakum

**B. Railroad Transportation Safety District (RTSD)**

Tuesday, March 7, 2023 @ 11:00 a.m.

Amundson / Schulte

**C. Lancaster County Mental Health Crisis Center Advisory Committee**

Wednesday, March 8, 2023 @ 12:00 p.m.

Yoakum

**D. Pension Review Committee**

Wednesday, March 8, 2023 @ 3:00 p.m.

Flowerday

**12. EMERGENCY ITEMS**

**13. ADJOURNMENT**

## **Employee value alignment and career shock study**

There is an unprecedented opportunity to gain significant insight into county staff's values, perceptions, and intention to stay employed with the county. Through a survey designed to measure "career shock," an emerging field of research studying employee retention through mission, value, and goal alignment, we will gain insight into value alignment and rates of voluntary turnover intention.

A career shock is defined as a disruptive event that triggers a deliberate thought process concerning one's job, career, or organizational fit. Career shocks can be positive or negative, and expected or unexpected, personal, or work-related, e.g., the birth of a child or a sudden promotion or layoff.

While the county does collect general demographic data on its employees, this is an opportunity to gain a more robust understanding of employees' attitudes toward county employment by demographic and department affiliation. With this data, the county will be able to make more informed and intentional decisions around increasing representation within the county workforce and enacting more inclusive practices and policies.

### **Benefits**

#### Improved data collection on employee perceptions

This data will advance the county's commitment to representation, internal equity, and inclusive practices through a greater understanding of career shock and its relationship with employees' intention to exit county employment.

#### Feedback to impact turnover

This study will equip leadership and managers with deeper insights into the significance, prevalence, and types of career shock, levels of voluntary turnover intention, and self-efficacy employees are experiencing. This will provide the county with visibility to potential equity and inclusion concerns among different employee populations, identities, and county departments. By engaging with this study, the county will be better positioned to respond to and mitigate factors that may exacerbate turnover rates during incidents of career shock. Once completed, the county will have a report detailed with explanations of the data along with tables and graphs. This will grant leadership improved visibility of the longevity of their staff, and insight into the current levels of voluntary turnover intention and factors that may be correlated with higher levels of voluntary turnover intention.

### Identifying strengths and opportunities

The survey questions communicate concern and investment in employee wellbeing. These questions are designed to highlight value alignment and refine the county's understanding of employee's external obligations. Department specific insights will be generated and will help surface areas where greater alignment can be achieved. Important in this opportunity is that the researcher and the DEI manager will support departments in identifying action steps that follow up the survey and demonstrate to employees the respect and care held for them and their future with Lancaster County. The commitment throughout this process is to ensure that each employee's voice is valued.

#### **The Process**

1. The researcher, Charlena Miller, will participate in a learning session to explain the study, familiarize groups with the survey, and generate interest prior to rollout of the survey.
2. An email will be provided to the county with an informed consent letter, a survey link, and QR code to the survey; reminder emails will also be provided.
3. A printout of the informed consent and QR code will also be posted to employee breakrooms and other areas for access by employees without regular email access.
4. Survey data will be collected using SurveyMonkey and statistical analysis will be conducted using SPSS. In order to protect employee confidentiality, identifying information is not collected and no raw data will be provided to the county.
5. The completed data will be presented to cabinet with an opportunity for a Q&A session.
6. Facilitated discussions with departments will take place to generate action steps relevant to survey responses.

#### **The Survey**

The survey will be anonymous, will take between 5 and 8 minutes to complete, and can be accessed through a weblink or by scanning a QR code using a mobile device. The survey will be open for 2-3 weeks or until an agreed percentage of surveys have been completed.

#### **Timeline & Steps**

- Learning session with Q&A prior to survey rollout.
- Participation in survey by all staff encouraged by each department.
- Survey delivery is to be started no later than the end of March.
- Analysis and data preparation will be completed within 30-45 days of survey close.
- Survey data to be presented to cabinet with opportunity for Q&A.
- Facilitated discussion and action planning with departments.
- DEI manager provides ongoing support and guidance for action plan implementation.
- Opportunity for survey reassessment one year later to identify changes and trends in the data.

# Career Shock Organizational Survey

## About the Study

Welcome to the Career Shock Organizational Survey! The purpose of this study is to increase understanding about career shock and its relationship with people's intention to leave an organization. This will provide the county with insights to potential equity and inclusion concerns among different employee populations, identities, and county departments.

## Participation

You are being asked to participate in this study because you are an employee of Lancaster County. Your participation is important as every employee's voice needs to be included in this survey. Your online survey responses are completely anonymous and no identifying information is collected or passed through. IP addresses are not tracked. The data is collected via this SurveyMonkey questionnaire, which is being administered by doctoral researcher Charlena Miller. No raw data will be provided to the county.

The survey will take approximately 5-8 minutes to complete and must be completed in one session -- only fully completed surveys can be included in the data collection. Thank you in advance for taking the time to complete this survey in its entirety!

\* 1. Regarding gender, how do you identify?

- Female
- Male
- Non-binary
- Prefer not to answer

Other (specify)

\* 2. Which race/ethnicity best describes you? (Please choose only one.)

- American Indian or Alaskan Native
- Asian / Pacific Islander
- Black or African American
- Hispanic
- White / Caucasian
- Multiple ethnicity / Other (please specify)

\* 3. What is your age?

- 18 to 24
- 25 to 34
- 35 to 44
- 45 to 54
- 55 to 64
- 65 to 74
- 75 or older

\* 4. What is the highest level of school that you have completed?

- Less than high school degree
- High school degree
- Some college but no degree
- Associate degree
- Bachelor's degree
- Master's degree
- Professional degree (e.g., J.D., M.D.)
- Doctorate degree

Other (please specify)

\* 5. I have primary caring responsibility at home for a child or adult.

- Yes
- No

\* 6. How long have you worked for Lancaster County?

- Less than 1 year
- More than 1 year but less than 3
- More than 3 years but less than 5
- At least 5 years but less than 10
- 10 years or more

\* 7. My current work environment is:

- 100% virtually remote
- 100% in-person at a location designated by the organization
- Partly virtually remote and partly in-person at a location designated by the organization

8. In which department are you employed?

- |                       |                       |
|-----------------------|-----------------------|
| <input type="radio"/> | <input type="radio"/> |
| <input type="radio"/> | <input type="radio"/> |
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Other (please specify)

9. In which \_\_\_\_\_ division are you employed?

- 
- 
- 
- 

\* 10. A career shock is defined as a disruptive event that triggers a deliberate thought process concerning one’s job, career, or organizational fit (Akkermans et al., 2018). Career shocks can be positive or negative, and expected or unexpected, personal or work-related, e.g., the birth of a child or a sudden promotion or layoff.

Since March 2020, was there a single career shock, or series of shocks, that has caused you to think about leaving employment with Lancaster County?

- Yes
- No

\* 11. To what extent was the career shock event expected?

- Very unexpected
- Somewhat unexpected
- Neither expected or unexpected
- Somewhat expected
- Very expected

\* 12. To what extent was the event a positive or negative experience?

- Very negative
- Somewhat negative
- Neither positive or negative
- Somewhat positive
- Very positive

\* 13. Did the event involve personal issues or work-related issues?

- Work-related
- Somewhat work-related
- Equally personal and work-related
- Somewhat personal
- Personal

\* 14. How much does the career shock event influence your intention to leave employment with Lancaster County?

- Not at all
- A little
- A moderate amount
- A lot
- A great deal

\* 15. My intention to leave is influenced by a colleague (or colleagues) leaving.

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree



\* 16. There are things my organization could do that might cause me to stay.

- Strongly disagree    Disagree    Neither agree nor disagree    Agree    Strongly agree

\* 17. I have determined that I will leave employment with my organization if a certain event was to occur (e.g., not receiving a promotion, family change, increased travel)

- Strongly disagree    Disagree    Neither agree nor disagree    Agree    Strongly agree

\* 18. I have received an unsolicited job offer that has led me to think seriously about leaving employment with Lancaster County.

- Strongly disagree    Disagree    Neither agree nor disagree    Agree    Strongly agree

\* 19. How compatible are your personal values/ethics with those of your organization?

- Very incompatible    Somewhat incompatible    Neither compatible or incompatible  
 Somewhat compatible    Very compatible

\* 20. How compatible are your personal goals with those of your organization?

- Very incompatible    Somewhat incompatible    Neither compatible or incompatible  
 Somewhat compatible    Very compatible

\* 21. How compatible are your professional values/ethics with those of your organization?

- Very incompatible    Somewhat incompatible    Neither compatible or incompatible  
 Somewhat compatible    Very compatible

\* 22. How compatible are your professional goals with those of your organization?

- Very incompatible    Somewhat incompatible    Neither compatible or incompatible  
 Somewhat compatible    Very compatible

\* 23. If I stay, I will be able to achieve most of my career goals.

- Strongly disagree    Disagree    Neither agree nor disagree    Agree    Strongly agree

\* 24. If I stay, I will be able to achieve most of my personal goals.

- Strongly disagree    Disagree    Neither agree nor disagree    Agree    Strongly agree

\* 25. At Lancaster County, my career is progressing as I expect.

- Strongly disagree    Disagree    Neither agree nor disagree    Agree    Strongly agree

\* 26. At Lancaster County, my personal goals are progressing as I expect.

- Strongly disagree    Disagree    Neither agree nor disagree    Agree    Strongly agree

\* 27. Epiphany: For the purposes of this study, an epiphany is defined “as an experience that is sudden and profound, with abrupt insights and/or changes in perspective that transform the individual’s concept of self and identity through the creation of new meaning in the individual’s life.”

Since March 2020, how many epiphanies have you experienced?

- 0  
 1  
 2  
 3  
 4 or more

\* 28. I will be able to achieve most of the goals that I have set for myself.

- Never    Rarely    Sometimes    Usually    Always

\* 29. When facing difficult tasks, I am certain that I will accomplish them.

- Never    Rarely    Sometimes    Usually    Always

\* 30. In general, I think that I can obtain outcomes that are important to me.

- Never    Rarely    Sometimes    Usually    Always

\* 31. I believe I can succeed at most any endeavor to which I set my mind.

- Never    Rarely    Sometimes    Usually    Always

\* 32. I will be able to successfully overcome many challenges.

- Never    Rarely    Sometimes    Usually    Always

\* 33. I am confident that I can perform effectively on many different tasks.

- Never    Rarely    Sometimes    Usually    Always

\* 34. Compared to other people, I can do most tasks very well.

- Never    Rarely    Sometimes    Usually    Always

\* 35. Even when things are tough, I can perform quite well.

- Never    Rarely    Sometimes    Usually    Always

\* 36. How often are you considering leaving your job?

- Never    Rarely    Sometimes    Usually    Always

\* 37. How satisfying is your job in fulfilling your personal needs?

- Very dissatisfying    Dissatisfying    Neither satisfying nor dissatisfying    Satisfying  
 Very satisfying

\* 38. How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?

- Never    Rarely    Sometimes    Usually    Always

\* 39. How often do you dream about getting another job that will better suit your personal needs?

- Never    Rarely    Sometimes    Usually    Always

\* 40. How likely are you to accept another job at the same compensation level should it be offered to you?

- Very unlikely    Unlikely    Neither likely nor unlikely    Likely    Very likely

\* 41. How often do you look forward to another day at work?

- Never    Rarely    Sometimes    Usually    Always

\* 42. I intend to look for a job outside of my organization within the next year.

- Strongly disagree    Disagree    Neither agree nor disagree    Agree    Strongly agree