



## GCSD Employee Interviews

### OUTLINE:

These interviews were conducted by an *ad-hoc* committee.  
The committee members included Directors, Herman Schaap, Chair and John Armstrong

Interview dates: February 22 2011  
February 23 2011  
February 25 2011  
March 2 2011

Employees interviewed by department:

Fire:	8
Maintenance:	5
Admin:	5
C&D:	4
Operations:	1

### PURPOSE:

To poll employees about their views concerning the hiring of a General Manager, a District Engineer, and the overall satisfaction of their employment with GCSD.

The following statement was orally given before the start of each interview. This statement reads:

“This *ad-hoc* committee was created by the Board to seek input from District employees. This is not an investigation of any kind, and is only designed to allow the Board to gain insight into the thoughts and opinions of the District’s employees. You are not required to speak with us, and any input you offer should be done on a voluntary basis only. Please be assured that any comments that you make will be kept strictly anonymous.”

## OBSERVATIONS:

### Hiring of a General Manager.

About 90% of the employees interviewed would like to see the G.M. as an individual, supportive and in touch with all employees. This means a Manager that is available for questions and resolve, spends some of his time in the “field” and not just “full time” in the office. The manager should be familiar with writing grants, working with all agencies, as well as working towards gaining a thorough knowledge of what is going on in all GCSD Departments. The opinion of the employees is that the Supervisors should report to the G.M. on regular bases.

80-90% of the questioned employees also suggested that the function of a G.M. should be a full time position.

### Hiring of an Engineer

Most of the interviewed employees do not feel a full-time Engineer is needed. Outsourcing is more economically responsible, according to most employees. A combination GM/Engineer is recommended by 80% of the questioned employees. The need for a Manager and/or Engineer with electrical background was mentioned by more than half of the Operations and Maintenance employees. Others within the Operations and Maintenance departments think that the District should have an employee or supervisor with adequate electrical background and with perhaps an Electrical Technician’s License.

### Overall satisfaction and morale

There are, in some areas, issues with the overall satisfaction and morale of the employees. This is caused by more than just one issue. Most employees talked about the hold on salary increases and mostly emphasized the “NO” COLA increases. 85% feel that they need to participate in the overall control of expenses because of the current economical climate; however a cost of living increase is needed and would be appreciated.

There are definitely morale issues in some of the departments. The cause is wide spread. It seems that some individuals feel that they are not recognized for the job they perform, while others feel that they are not allowed to do a job independently. Using GCSD equipment and/or material for private use was mentioned by a few, but was not observed by the majority of the employees. The word “back stabbing” was used, but only incidental. A lack of adequate training and cross training was also voiced. Training by supervisors was a talked about option. Safety issues are of some concern, but not overwhelmingly. The presence of two employees at dangerous jobs was suggested by some. The carrying of cell phones while doing a dangerous job should be looked in to. Cell phone calls should be accepted from all departments without imposed restrictions as mentioned by some employees. Another issue is the use of vacation days. There are some complaints of a restriction to use Mondays and Fridays as vacation days. For most that makes it difficult to plan a well deserved time of retreat. Some employees questioned the use of GCSD property for private use. What is our liability and are the users carrying sufficient insurance to indemnify GCSD? Office personnel are generally satisfied with

their position and circumstances. There were requests for improved communications with the appropriate field employees concerning customer satisfaction issues; however this was not a direct complaint. They had a good relationship with their previous General Manager, and they hope this will continue with the newly hired General Manager.

SYNOPSIS:

Our conclusion is that more effort is needed in communication with the GCSD employees. Listening and possibly resolving their issues are paramount. The overall morale can be improved by dealing with personnel in a logical and compassionate manner by management and supervisors. Not all problems can be resolved overnight, but we can do a better job. GCSD employs many very professional and dedicated individuals. We should do our utmost in maintaining this standard and work to improve where needed.

RECOMMENDATIONS:

- 1) Research the feasibility of a Cost Of Living Adjustment and implement if possible.
- 2) Discuss training and cross training with the appropriate management.
- 3) Institute a committee to deal with grievances and issues.
- 4) Discuss the possibility of organizing a yearly celebration to award our deserving associates.

The Employee Input Committee requests a follow-up on the recommendations as soon as it is feasible and to agendize the items as so needed.

Respectfully submitted,

Herman Schaap, Chair  
John Armstrong, Director