

Appendix A
Staff Survey Form & Results

STAFF SURVEY

In Support of
**THE NATIONAL LEGAL AID AND DEFENDER ASSOCIATION'S
MANAGEMENT & EFFICIENCY EVALUATION
OF THE PUBLIC DEFENDER OFFICE
IN CLARK COUNTY, NEVADA**

Introduction

The National Legal Aid & Defender Association (NLADA) is a national, non-profit membership association dedicated to quality legal representation for poor people. NLADA has been retained by Clark County, Nevada to conduct a management and efficiency evaluation of the Public Defender Office (PDO). We are currently collecting background information and statistics on the current operations of the agency and will return during the summer with a team of national indigent defense leaders and professional researchers to conduct a series of interviews and observations to help us make our final recommendations.

It is critical to any public defender organizational assessment that support staff, professional staff, trial attorneys, supervising attorneys and management be given the opportunity to express their views on the current operations of the agency. Though many of you will be interviewed during the primary site visit, NLADA has developed the following staff survey to help us understand the current culture of the office. The results of this survey will assist us to focus our future site visit on specific areas of need. **Please be assured that the survey is, and will remain, anonymous.** Thank you for taking a few moments out of your busy day to complete the survey.

A. Please check your present job classification:

Investigator	?	Support Staff Supervisor	?
Paralegal	?	Supervising or Managing Attorney	?
Legal Secretary	?	Administration (HR, MIS, etc.)	?
Social Worker	?	Trial Attorney	?
Clerical/Record Clerk	?		
Other	?	Please List "Other" job classification:	_____

B. Please indicate the number of years of service you have with the public defender office: _____

For each of the questions below, please circle your response using the following key:

1. = Strongly Disagree	4. = Somewhat Agree
2. = Somewhat Disagree	5. = Strongly Agree
3. = Neither Agree nor Disagree	0. = Not Enough Information Available to form an Opinion

Questions 1-11: The Mission (underlying purpose) of the Clark County Public Defender Office (PDO)

- | | | | | | | |
|---|---|---|---|---|---|---|
| 1. The mission of the Public Defenders' Office (PDO) is clear to me. | 1 | 2 | 3 | 4 | 5 | 0 |
| 2. The PDO has an organizational philosophy by which it accomplishes its mission. | 1 | 2 | 3 | 4 | 5 | 0 |
| 3. PDO staff members are "on their own," in terms of organizational philosophy. | 1 | 2 | 3 | 4 | 5 | 0 |
| 4. I support the philosophy with which the PDO mission is accomplished. | 1 | 2 | 3 | 4 | 5 | 0 |
| 5. The PDO is accomplishing its mission. | 1 | 2 | 3 | 4 | 5 | 0 |
| 6. The PDO management's priorities are consistent with the PDO mission. | 1 | 2 | 3 | 4 | 5 | 0 |
| 7. The PDO has clear performance standards for carrying out its mission. | 1 | 2 | 3 | 4 | 5 | 0 |
| 8. The PDO is responsive to the recipients of its services. | 1 | 2 | 3 | 4 | 5 | 0 |
| 9. The PDO's philosophy is consistent with its mission. | 1 | 2 | 3 | 4 | 5 | 0 |
| 10. The PDO has a well-defined plan for accomplishing its mission. | 1 | 2 | 3 | 4 | 5 | 0 |
| 11. Clark County supports the mission of the PDO. | 1 | 2 | 3 | 4 | 5 | 0 |

Questions 12-29: Supervision and Organizational Culture

- | | | | | | | |
|---|---|---|---|---|---|---|
| 12. My co-workers are properly qualified for their positions. | 1 | 2 | 3 | 4 | 5 | 0 |
| 13. I am afraid to make mistakes at the PDO for fear of the consequences. | 1 | 2 | 3 | 4 | 5 | 0 |
| 14. My compensation is about equivalent to others who do the same kind of work. | 1 | 2 | 3 | 4 | 5 | 0 |
| 15. My supervisor makes a point of letting me know about my performance. | 1 | 2 | 3 | 4 | 5 | 0 |
| 16. I get enough feedback to know if I'm performing up to the PDO's expectations. | 1 | 2 | 3 | 4 | 5 | 0 |
| 17. I receive regular formal performance reviews by my supervisor. | 1 | 2 | 3 | 4 | 5 | 0 |
| 18. My formal performance review is a worthwhile experience. | 1 | 2 | 3 | 4 | 5 | 0 |
| 19. I understand the criteria used by my supervisor in evaluating my performance. | 1 | 2 | 3 | 4 | 5 | 0 |
| 20. The evaluation of my work performance is based on pre-determined criteria. | 1 | 2 | 3 | 4 | 5 | 0 |
| 21. PDO staff members are open and honest with one another. | 1 | 2 | 3 | 4 | 5 | 0 |
| 22. I understand the criteria for promotion. | 1 | 2 | 3 | 4 | 5 | 0 |
| 23. The criteria for promotion are appropriate for the PDO organization. | 1 | 2 | 3 | 4 | 5 | 0 |
| 24. Promotions are based on the promotional criteria. | 1 | 2 | 3 | 4 | 5 | 0 |
| 25. The PDO is respected in the Criminal Justice System. | 1 | 2 | 3 | 4 | 5 | 0 |
| 26. The PDO is respected in the Community. | 1 | 2 | 3 | 4 | 5 | 0 |
| 27. I am proud to say that I work for PDO. | 1 | 2 | 3 | 4 | 5 | 0 |
| 28. My supervisor treats me with respect. | 1 | 2 | 3 | 4 | 5 | 0 |
| 29. Managers and supervisors have the skills necessary for their jobs. | 1 | 2 | 3 | 4 | 5 | 0 |

Questions 30-40: Staff Members' Work and Assignments

30. Most staff members are willing to do more than their job requires.	1	2	3	4	5	0
31. My workload is appropriate.	1	2	3	4	5	0
32. Management does a good job of matching job assignments with people's abilities.	1	2	3	4	5	0
33. Staff assignments are rotated in a way that enhances organizational effectiveness.	1	2	3	4	5	0
34. People stay in the same job assignment too long.	1	2	3	4	5	0
35. PDO management's decisions take into account the needs of the PDO staff.	1	2	3	4	5	0
36. PDO management's decisions take into account the needs of the clients.	1	2	3	4	5	0
37. PDO management's decisions take into account the needs of the Court	1	2	3	4	5	0
38. My job makes good use of my skills and abilities.	1	2	3	4	5	0
39. Everyone who does the kind of work I do shares equitably in the workload that I do.	1	2	3	4	5	0
40. I am encouraged to do high quality work.	1	2	3	4	5	0

Questions 41-47: Work Processes

41. My direct supervisor is helpful to me in accomplishing my daily tasks.	1	2	3	4	5	0
42. Different Divisions cooperate with each other to get the job done.	1	2	3	4	5	0
43. The PDO makes an effort to improve its productivity.	1	2	3	4	5	0
44. Enhancing productivity is important for the PDO's future.	1	2	3	4	5	0
45. Paperwork is a necessary part of my job.	1	2	3	4	5	0
46. PDO cases are processed in an efficient manner.	1	2	3	4	5	0
47. PDO's official policies and procedures are followed and applied.	1	2	3	4	5	0

Questions 48-54: Training & Professional Development

48. Training is so important that it should take spending priority over other budgeted items.	1	2	3	4	5	0
49. There are strong mentoring relationships in the PDO.	1	2	3	4	5	0
50. The PDO supports me in my professional development	1	2	3	4	5	0
51. Appropriate training is identified and provided for staff by the PDO.	1	2	3	4	5	0
52. Ethics and professional responsibility should be a training priority.	1	2	3	4	5	0
53. The PDO's training is effective.	1	2	3	4	5	0
54. Outside training is supported by the PDO.	1	2	3	4	5	0

Questions 55-61: Communication

55. My input makes a difference in the PDO.	1	2	3	4	5	0
56. Organizational information is disseminated in an effective manner.	1	2	3	4	5	0
57. My supervisor considers my input when making decisions.	1	2	3	4	5	0
58. I can talk honestly with supervisors about my work concerns.	1	2	3	4	5	0
59. There is a powerful "rumor mill" at the PDO.	1	2	3	4	5	0
60. When management says something, you can believe it is true.	1	2	3	4	5	0
61. I am well informed about PDO's policies and philosophy.	1	2	3	4	5	0

	Admin.	Clerical	Investigator	Legal Secretary	Supervising Attorney	Trial Attorney	Total	
1	The mission of the Public Defenders' Office (PDO) is clear to me.	3.80	4.44	3.77	4.10	3.75	4.25	4.11
2	The PDO has an organizational philosophy by which it accomplishes its mission	3.20	4.13	3.15	2.50	3.25	3.55	3.40
3	PDO staff members are "on their own," in terms of organizational philosophy.	3.40	2.88	3.00	4.00	2.88	3.00	3.12
4	I support the philosophy with which the PDO mission is accomplished.	3.50	4.33	3.50	2.00	3.75	3.83	3.59
5	The PDO is accomplishing its mission.	3.60	3.78	3.45	2.67	3.38	3.56	3.46
6	The PDO management's priorities are consistent with the PDO mission.	3.25	4.13	3.50	2.40	3.50	3.14	3.23
7	The PDO has clear performance standards for carrying out its mission.	2.00	3.89	2.70	1.90	2.71	2.88	2.79
8	The PDO is responsive to the recipients of its services.	3.40	3.89	3.30	3.20	3.88	3.77	3.65
9	The PDO's philosophy is consistent with its mission.	3.25	3.88	4.00	2.60	3.50	3.51	3.47
10	The PDO has a well-defined plan for accomplishing its mission.	1.80	3.78	3.33	2.20	2.75	2.93	2.89
11	Clark County supports the mission of the PDO.	2.00	3.00	3.00	2.89	4.71	2.83	2.99
12	My co-workers are properly qualified for their positions.	3.60	4.22	2.85	3.50	3.88	3.95	3.74
13	I am afraid to make mistakes at the PDO for fear of the consequences.	2.80	1.44	2.15	1.90	2.25	2.12	2.08
14	My compensation is about equivalent to others who do the same kind of work.	2.20	2.50	2.00	2.89	4.38	3.31	3.04
15	My supervisor makes a point of letting me know about my performance.	4.20	3.89	3.54	2.20	3.25	3.77	3.55
16	I get enough feedback to know if I'm performing up to the PDO's expectations.	4.00	4.00	3.00	2.40	3.50	3.55	3.40
17	I receive regular formal performance reviews by my supervisor.	4.40	3.33	3.62	3.70	3.29	3.43	3.52
18	My formal performance review is a worthwhile experience.	3.20	4.63	3.08	3.00	2.50	3.21	3.25
19	I understand the criteria used by my supervisor in evaluating my performance.	4.00	4.44	3.00	3.20	2.29	3.24	3.29
20	The evaluation of my work performance is based on pre-determined criteria.	3.60	4.00	3.73	4.00	2.57	3.21	3.43
21	PDO staff members are open and honest with one another.	2.00	3.56	2.46	2.20	3.50	3.57	3.16
22	I understand the criteria for promotion.	4.20	4.11	2.33	2.90	3.57	3.32	3.29
23	The criteria for promotion are appropriate for the PDO organization.	3.60	3.80	1.73	2.33	2.86	3.08	2.86
24	Promotions are based on the promotional criteria.	2.75	3.33	2.00	2.00	2.71	3.03	2.71
25	The PDO is respected in the Criminal Justice System.	1.80	3.22	2.92	1.70	3.75	3.48	3.10
26	The PDO is respected in the Community.	1.60	2.56	2.38	1.80	3.13	2.70	2.51
27	I am proud to say that I work for PDO.	4.60	4.44	2.92	3.70	4.38	4.41	4.12
28	My supervisor treats me with respect.	5.00	4.33	4.00	2.40	4.63	4.61	4.27
29	Managers and supervisors have the skills necessary for their jobs.	3.60	3.89	3.46	2.00	3.88	3.28	3.30
30	Most staff members are willing to do more than their job requires.	2.60	3.89	2.85	3.40	3.38	3.47	3.35
31	My workload is appropriate.	3.00	3.00	3.15	3.30	3.13	2.95	3.05
32	Management does a good job of matching job assignments with people's abilities.	3.00	3.86	2.58	1.70	3.38	2.73	2.76
33	Staff assignments are rotated in a way that enhances organizational effectiveness.	3.00	3.29	2.50	1.80	3.13	2.50	2.58
34	People stay in the same job assignment too long.	3.00	2.86	3.83	3.40	2.75	3.21	3.23
35	PDO management's decisions take into account the needs of the PDO staff.	2.40	4.11	2.92	1.90	2.88	2.64	2.77
36	PDO management's decisions take into account the needs of the clients.	4.00	4.13	3.46	3.20	3.88	3.42	3.54
37	PDO management's decisions take into account the needs of the Court	3.50	4.50	3.85	3.50	3.63	3.90	3.86
38	My job makes good use of my skills and abilities.	4.20	3.78	3.46	3.20	4.75	4.05	3.91
39	Everyone who does the kind of work I do shares equitably in the workload that I do.	2.33	2.88	2.23	2.00	3.75	2.88	2.74
40	I am encouraged to do high quality work.	4.20	4.50	3.62	3.20	4.13	4.00	3.92
41	My direct supervisor is helpful to me in accomplishing my daily tasks.	3.60	3.89	3.69	1.90	3.63	4.18	3.74
42	Different Divisions cooperate with each other to get the job done.	2.20	4.22	3.33	2.60	4.13	3.60	3.48
43	The PDO makes an effort to improve its productivity.	3.80	4.00	3.38	2.60	3.63	3.81	3.60
44	Enhancing productivity is important for the PDO's future.	4.60	4.38	4.23	4.30	4.25	4.10	4.21
45	Paperwork is a necessary part of my job.	4.60	4.56	4.17	4.90	4.50	4.47	4.49
46	PDO cases are processed in an efficient manner.	2.80	4.14	2.85	2.80	3.75	3.73	3.46
47	PDO's official policies and procedures are followed and applied.	2.25	3.75	2.54	2.60	3.29	3.10	2.99

	Admin.	Clerical	Investigator	Legal Secretary	Supervising Attorney	Trial Attorney	Total
48 Training is so important, it should take spending priority over other budgeted items.	3.80	4.13	3.46	3.80	3.75	3.93	3.84
49 There are strong mentoring relationships in the PDO.	2.60	3.00	2.38	1.70	3.00	3.05	2.76
50 The PDO supports me in my professional development	4.20	3.63	2.62	1.60	3.88	3.73	3.35
51 Appropriate training is identified and provided for staff by the PDO.	4.00	3.75	2.62	2.00	3.00	3.05	2.98
52 Ethics and professional responsibility should be a training priority.	4.60	4.63	4.23	4.60	4.25	3.76	4.10
53 The PDO's training is effective.	2.80	3.50	2.42	2.20	2.75	2.98	2.82
54 Outside training is supported by the PDO.	4.40	3.33	2.77	2.80	4.38	4.00	3.68
55 My input makes a difference in the PDO.	3.20	3.00	3.00	2.00	3.38	3.00	2.94
56 Organizational information is disseminated in an effective manner.	2.00	3.75	2.85	2.10	3.50	2.86	2.86
57 My supervisor considers my input when making decisions.	4.40	3.44	3.33	2.50	3.63	3.83	3.58
58 I can talk honestly with supervisors about my work concerns.	4.40	4.11	3.54	2.50	3.88	4.09	3.83
59 There is a powerful "rumor mill" at the PDO.	4.00	3.80	4.54	3.44	4.00	3.61	3.81
60 When management says something, you can believe it is true.	2.80	3.67	2.38	1.44	3.50	2.76	2.73
61 I am well informed about PDO's policies and philosophy.	2.80	4.25	2.46	2.40	3.25	3.07	3.01
62 I have enough discretion to perform my duties effectively.	3.80	4.38	4.25	4.10	4.50	4.36	4.30
63 Reporting relationships are clearly understood.	1.80	4.00	3.83	4.33	3.63	3.77	3.73
64 The PDO places a high priority on doing things efficiently.	2.80	3.89	3.00	2.20	3.25	3.26	3.14
65 The PDO places a high priority on doing things right.	3.20	3.89	3.50	2.00	4.00	3.56	3.43
66 Job responsibilities are clearly defined.	2.80	4.33	3.33	3.20	3.63	3.41	3.45
67 Responsibilities and authority are well matched.	2.60	3.88	2.92	1.70	3.63	2.98	2.94
68 There are "factions" inside the PDO.	4.00	2.71	4.58	4.33	4.50	3.95	4.04
69 Inside "factions" are destructive.	4.40	2.43	3.80	4.67	3.88	3.60	3.72
70 Outside forces threaten the PDO organization.	3.40	3.50	3.40	4.13	3.88	3.74	3.72
71 The current organizational structure is appropriate for PDO's mission and philosophy.	2.75	3.83	3.17	2.22	3.25	2.83	2.93
72 The PDO is a full member of the Criminal Justice System.	3.00	4.43	2.82	3.50	3.29	4.05	3.73
73 I have the resources needed to get my job done.	2.40	3.89	3.67	3.10	3.88	3.82	3.65
74 The PDO has the resources needed to get its job done.	2.00	2.88	3.50	2.20	3.43	3.53	3.21
75 The PDO is my career.	4.20	3.43	3.67	3.40	4.75	4.20	4.02

