

2023 Executive Director Leadership Survey Regional Center of Orange County



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on Disability**

Conducted by the Thompson Policy Institute on Disability
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The 2023 Executive Leadership Survey was created and disseminated among stakeholders associated with the Regional Center of Orange County (RCOC) with the aim of generating an evaluative assessment of the RCOC leadership team. The objective of this report is to offer a comprehensive overview, featuring representative viewpoints, as gleaned from the evaluations and written feedback submitted by all employee groups and the Board of Directors at the Regional Center of Orange County.

Survey Background

The Thompson Policy Institute on Disability (TPI) employed a confidential questionnaire developed using the secure Chapman Qualtrics system, hosted on Chapman's redundant servers to ensure a high level of data security. All the questions in this survey were consistent with those used in previous leadership assessments conducted by RCOC. The survey was administered as a single questionnaire, with both the Board of Directors and RCOC employees participating. Out of the 542 surveys distributed, a total of 275 individuals responded, resulting in a response rate of 50%. These respondents included RCOC Staff, Supervisors, Managers, Directors, and members of the Board of Directors. The survey consisted of 23 questions aimed at evaluating leadership, vision, problem-solving skills, communication, and customer focus demonstrated by respondents' supervisors. Additionally, the survey incorporated two open-ended questions, giving respondents the opportunity to provide additional comments and insights.



Survey Design

The RCOC formulated all the survey questions, while the formatting was overseen by the TPI in partnership with RCOC leadership. Five distinct respondent groups were involved, as outlined in Table 1. Each of these respondent groups received a unique set of questions based on their role within RCOC. The primary inquiry for each respondent group revolved around assessing to what extent the RCOC leadership met their performance

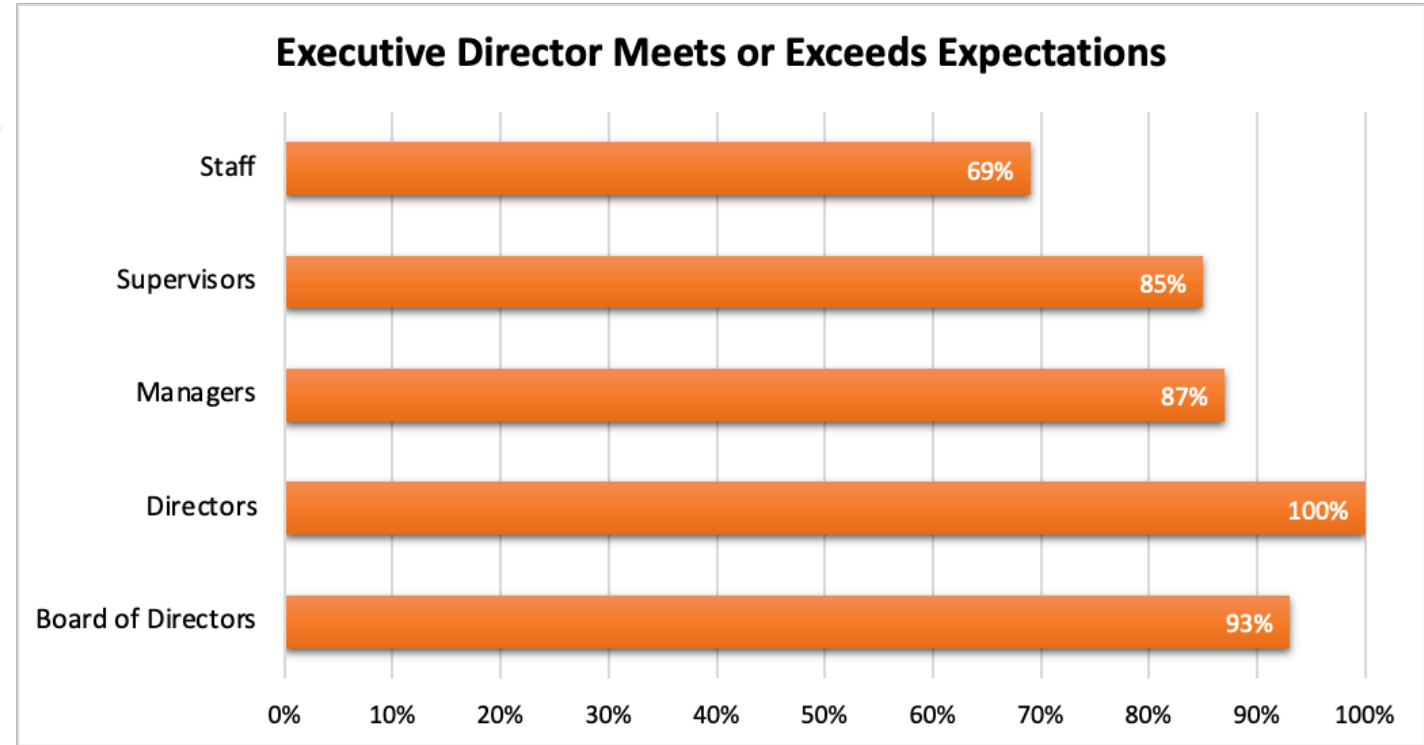
expectations. It's important to note that each respondent group only provided evaluations for their leadership, up to and including the Executive Director. The survey was conducted anonymously, with questions graded on a scale ranging from Fails to Meet Expectations, Meets Expectations, Exceeds Expectations, and Don't Know/No Opinion.

Table 1: Overall Survey Response Rates

Respondent	Questionnaires Sent	Respondent Count	Response Rate
Board of Directors	16	7	43%
Directors	7	6	85%
Managers	17	15	88%
Supervisors	33	25	75%
Staff	469	222	47%
Total	542	275	50%

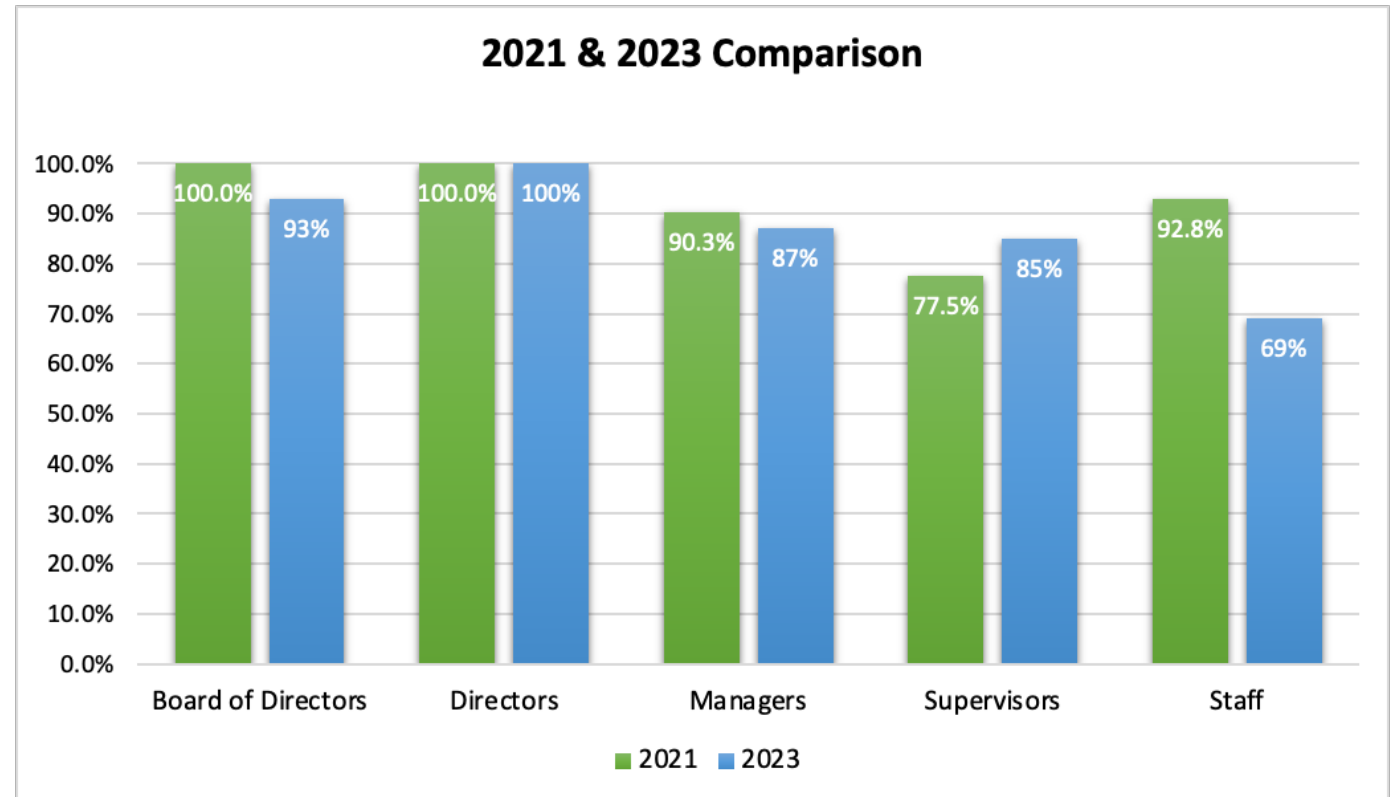
Figure 1 illustrates the overall results from all respondent categories, which demonstrate strong support for the work of the Executive Director. Of The 542 total survey respondents who registered an opinion, an average of 86.8% indicated that the Executive Director Meets or Exceeds Expectations. There was variation between groups with responses ranging from 69% and 100%. We do advise caution when viewing these responses by individual respondent categories given the variation in the number of respondents for each category. Overall, support for the Executive Director was strong.

Figure 1: Executive Director Meets or Exceeds Expectations



In Figure 2, a comparison is presented, showing the ratings of the Executive Director's performance in Meeting or Exceeding Expectations, as recorded in the 2021 RCOC Leadership Survey and the 2023 RCOC Leadership Survey. These ratings have shown remarkable stability over the past two years, suggesting that the Executive Director of the Regional Center of Orange County has consistently Met or Exceeded the expectations of the Board of Directors, Directors, Managers, Supervisors, and Staff. Noteworthy findings reveal a 23.8% decrease in Staff ratings but a 7.5% increase in Supervisor ratings from 2021 to 2023.

Figure 2: Executive Director Meets or Exceeds Expectations: Two Year Comparison



Note: Survey is conducted every other year.

Tables 2a and 2b reflect high-levels of overall support for all RCOC leadership groups. Table 2a demonstrates that in almost every leadership role, those who responded perceived RCOC leaders as effective as measured by “Meeting or Exceeding” their expectations. Table 2b conversely shows the response rates for “Fails to Meet Expectations.” Response averages ranged from 4.67% to 8% and demonstrate low rates of participants indicating that each group “Fails to Meet Expectations.”

Among all groups surveyed, the Staff were amongst the most critical groups in their ratings. The Staff rated all of their superiors (Supervisors, Managers, Directors, and Executive Director) the lowest in “Meeting or Exceeding Expectations” ranging from 65% to 83% and the highest in “Fails to Meet

Expectations” ranging from 6% to 9% than any other stakeholder group surveyed. However, it is important to note that the Staff’s rating were also the highest in the “Don’t know/No Opinion” categories for all superiors (Supervisors = 11%, Managers = 15%, Directors = 28%, Executive Director = 26%).

The Supervisors’ perceptions of their superiors (Managers, Directors, and Executive Director) were consistent ranging from 85% to 92% with only a 7% difference in “Meeting and Exceeding Expectations” and a 0.03% difference in “Fails to Meet Expectations” ranging from 0.05% to 0.08%.

The overall scores from the Managers, Directors, and the Board of Directors were consistently high in “Meeting and Exceeding Expectations.”

Table 2a: Distribution of Overall Scores by Respondent Category

	Response Categories	Supervisors	Managers	Directors	Executive Director
Staff (n = 222)	<i>Meets and exceeds expectations</i>	83%	76%	65%	69%
	<i>Fails to meet expectations</i>	6%	9%	7%	6%
	<i>Don't know/No opinion</i>	11%	15%	28%	26%
Supervisors (n = 25)	<i>Meets and exceeds expectations</i>	--	89%	92%	85%
	<i>Fails to meet expectations</i>	--	0.08%	0.05%	0.08%
	<i>Don't know/No opinion</i>	--	0.01%	0.01%	0.06%
Managers (n = 15)	<i>Meets and exceeds expectations</i>	--	--	91%	87%
	<i>Fails to meet expectations</i>	--	--	0.007%	0.06%
	<i>Don't know/No opinion</i>	--	--	0.02%	0.05%
Directors (n = 6)	<i>Meets and exceeds expectations</i>	--	--	--	100.0%
	<i>Fails to meet expectations</i>	--	--	--	0.0%
	<i>Don't know/No opinion</i>	--	--	--	0.0%
Board (n = 7)	<i>Meets and exceeds expectations</i>	--	--	--	93%
	<i>Fails to meet expectations</i>	--	--	--	0.01%
	<i>Don't know/No opinion</i>	--	--	--	0.05%

Note: *By excluding “Don’t know/No opinion,” the reader can more accurately assess the percentage of respondents who did record some opinion, selecting either “Meets expectations,” “Exceeds expectations,” or “Fails to meet expectations.”

Table 2b: Distribution of “Fails to Meet Expectations” by Respondent Category

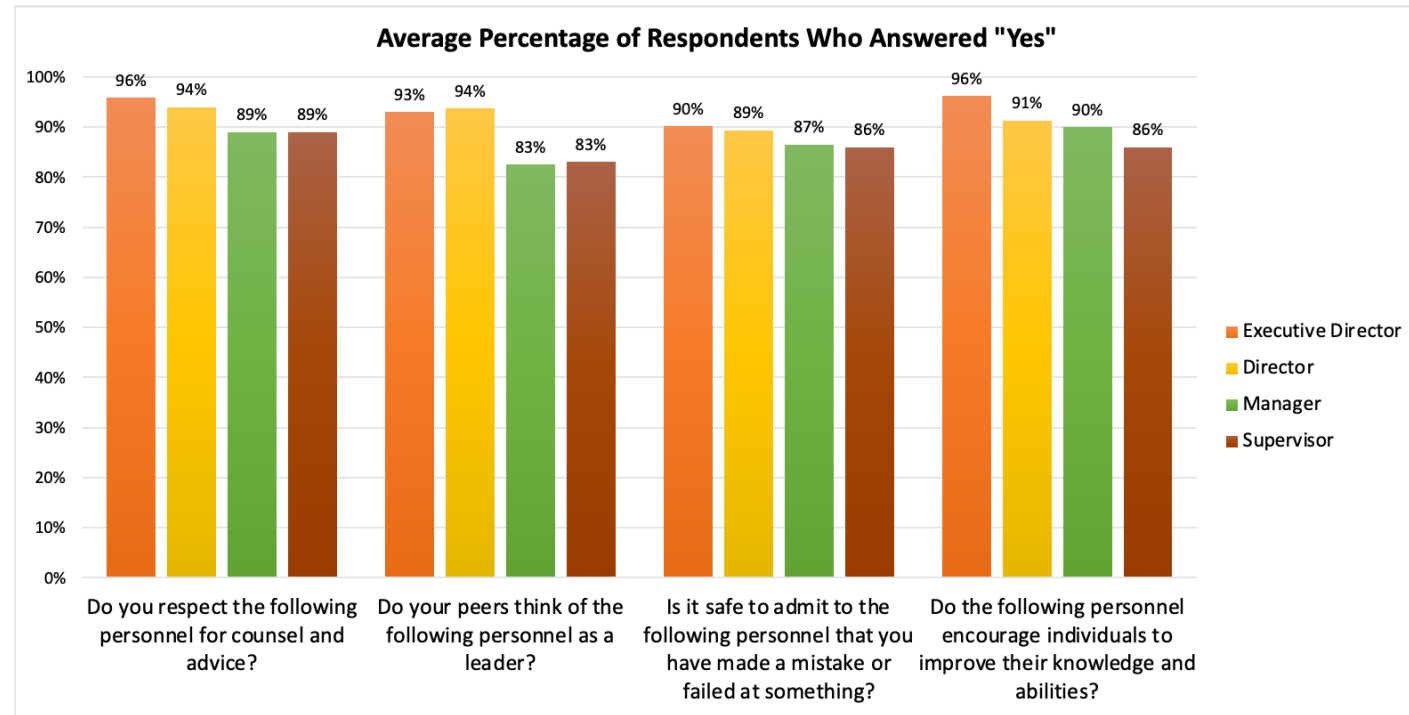
Respondent Group	Supervisors	Managers	Directors	Executive Director
Staff	6%	9%	7%	6%
Supervisors	--	7%	6%	9%
Managers	--	--	1%	7%
Directors	--	--	--	0%
Board	--	--	--	1.5%
Average "Fail" Rating	6%	8%	4.67%	4.7%

Figure 3 represents the respondents who answered “yes” in relation to each question for the Executive Director, Directors, Managers, and Supervisors. The questions included: a) Do you respect the following personnel for counsel and advice? b) Do your peers think of the following personnel as a leader? c) Is it safe to admit to the following personnel that you have made a mistake or failed at something? and d) Do the following personnel encourage individuals to improve their knowledge and abilities?

Overall responses represented high levels of agreement for the Executive Director, with 90-96% indicating “yes” to each question, with a similar range for Directors at 89%-94%. The ranges for Managers and Supervisors also indicated similarly high levels of agreement with ranges from 83%-90% (Managers) and 83%-89% (Supervisors).

The data indicates a generally positive perception of all personnel groups within the organization. The Executive Director and Directors are highly respected for counsel and advice, seen as leaders, considered safe to approach with mistakes or failures, and are believed to encourage self-improvement. The Managers and Supervisors also receive positive feedback, though with slightly lower agreement percentages. This data suggests a healthy organization with supportive leadership.

Figure 3: Average Scores of all Respondent Groups Who Answered “Yes” on Each Question



The questionnaire items encompassed key leadership domains such as Leadership, Vision, Problem Solving, Communication, and Customer Focus. Table 3a displays the mean percentage of responses categorized as "Meets or Exceeds" across all groups, while Table 3b provides a breakdown of responses for each subgroup within their respective categories.

Table 3a: Average Percentage of “Meets or Exceeds” Responses across all Groups

Leadership Category	Average	Minimum	Maximum
Leadership	86%	73%	100.0%
Vision	86%	75%	100.0%
Problem Solving	85%	71%	100.0%
Communication	84%	75%	100.0%
Customer Focus	85%	72%	100.0%

Table 3b: Percentage of “Meets or Exceeds” Responses by Leadership Subcategories

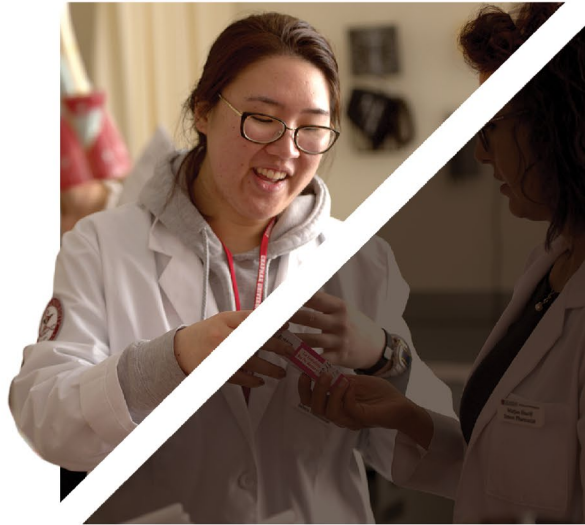
	Response Categories	Supervisors	Managers	Directors	Executive Director
Staff (n = 222)	Leadership	84.08%	77.41%	64.58%	66.86%
	Vision	82.31%	78.4%	67.01%	73.64%
	Problem Solving	79.68%	73.95%	63.28%	65.49%
	Communication	83.11%	76.70%	65.96%	72.51%
	Customer Focus	83.76%	75.39%	64.04%	65.96%
Supervisors (n = 25)	Leadership	--	89.56%	94.78%	92.17%
	Vision	--	87.06%	89.85%	84.05%
	Problem Solving	--	90.21%	92.38%	82.61%
	Communication	--	85.86%	92.39%	82.60%
	Customer Focus	--	95.65%	89.85%	82.60%
Managers (n = 15)	Leadership	--	--	97.33%	87.99%
	Vision	--	--	95.55%	86.66%
	Problem Solving	--	--	98.33%	85%
	Communication	--	--	96.66%	86.67%
	Customer Focus	--	--	100%	91.11%
Directors (n = 6)	Leadership	--	--	--	100.0%
	Vision	--	--	--	100.0%
	Problem Solving	--	--	--	100.0%
	Communication	--	--	--	100.0%
	Customer Focus	--	--	--	100.0%
Board (n = 7)	Leadership	--	--	--	94.26%
	Vision	--	--	--	100%
	Problem Solving	--	--	--	100%
	Communication	--	--	--	82.14%
	Customer Focus	--	--	--	90.47%

Themes from Narrative Comments

The survey included 2 optional open-ended questions allowing the opportunity for respondents to provide context to their ratings. The first question stated: Please share any comments on how the following personnel have demonstrated abilities in the areas above or how they could improve them. Describe examples when possible. The second question requested, General Comments from respondents.

All responses were analyzed examining the perceptions, experiences, and opinions and then these data were coded for themes. Comments listed as N/A or “no comment” were removed from the data for precise analysis. Since some sections contained such few comments, themes could not be developed. Therefore, it is recommended that comments in Exhibit A be read in their entirety to get full value from individual comments that may not necessarily be reflected in any theme.

Due to the number of respondents from each stakeholder group, there were exponentially more comments from the staff than any other stakeholder group.



Responses from Board of Directors (12 total responses)

The responses from the Board of Directors collectively convey a message of appreciation and recognition for the Executive Director, emphasizing his dedication, leadership abilities, and commitment to his roles, particularly in challenging times. Although certainly not a theme, one comment highlighted challenges related to funding and staffing. Overall, the comments seem to come from a positive perspective, recognizing the efforts and dedication of the organization and its leaders.

Responses from the Directors (0 total responses)

There were no responses from the Directors regarding the Executive Director or general comments.

Responses from the Managers (6 total responses)

Due to limited responses, themes could not be developed.

Responses from the Supervisors (21 total responses)

Regarding Executive Director

These comments reflect a mix of concerns and feedback related to caseload management, communication, mission alignment, and leadership within the organization. The comments highlight areas where improvements may be needed and acknowledge positive attributes in the form of Larry's leadership.

Regarding Directors

These statements collectively convey a range of concerns related to departmental collaboration, training, workload, communication, management support, consistency in management practices, and staff well-being. Additionally, they highlight some opportunities for improvement within the organization such as providing training and increasing communication for consistency of practices.

Regarding Managers

These statements reflect feedback and recommendations for improving various aspects of the organization, including communication, leadership, workload management, and alignment with the organization's mission and values. Some positive comments include managers being helpful, problem solvers, transparent and providing a safe environment.

Responses from the Staff (205 total responses)

Regarding Executive Director

The feedback about the Executive Director appears to be a mix of positive comments highlighting the Executive Director's approachability, dedication, responsiveness, and leadership skills, along with concerns about communication, decision-making, and fairness in resource allocation. It's clear that there is a range of opinions and experiences among the people providing feedback.

Regarding Directors

These are various statements or comments about different individual Directors within RCOC. They seem to reflect a range of opinions and perspectives about these individuals and their roles. Some positive feedback shows an appreciation for their Directors, specifically with their support, responsiveness, and availability. Whereas, some statements indicate lack of communication and engagement with some Directors. The variability of comments in this section was broad with mixed opinions and feedback.

Responses from the Staff (205 total responses)

Regarding Managers

It is important to note that these comments reflect the diverse perspectives and experiences of employees within the organization. Several comments express appreciation and praise for specific managers. They highlight qualities like being helpful, inspiring, kind, and caring. Managers are commended for their support, availability, and willingness to assist employees. Some managers are noted for their knowledge and resourcefulness. There are mixed opinions about the quality of leadership. While some managers are praised for their leadership skills, others are criticized for being not as available and approachable. Interdepartmental communication is mentioned as an area that needs improvement. The need for better explanations and procedures, possibly in writing, is highlighted to address changes within the organization. Lastly, the importance of advocating for service coordinators and addressing caseload ratios to prevent staff burnout is emphasized.

Regarding Supervisors

Several supervisors are praised for their availability, willingness to provide guidance, and open communication. Supervisors are commended for their support, problem-solving abilities, and responsiveness to questions and concerns. Some supervisors are described as going above and beyond to assist staff and families, creating a positive work environment. There's an emphasis on the importance of supportive and understanding supervisors, especially considering high caseloads. Some supervisors are recognized for their knowledge, patience, and their ability to work under pressure. A few comments suggest that some supervisors need more training. Follow-through, consistent follow-up, and interdepartmental communication are noted as areas where staff believe some improvement could be made. Overall, it seems that most of the comments are positive and highlight the supportive and helpful nature of many supervisors.

Overall Results

The statistical survey results reveal that, overall, survey respondents perceive RCOC leadership as meeting or exceeding their expectations. An average of 84.54% of all survey respondents, across all categories, perceive RCOC leadership as meeting or exceeding their expectations. The data indicates that the Executive Director generally receives positive feedback, with an average of 86.8% (ranging from 69-100%) of respondents indicating that the Executive Director Meets or Exceeds Expectations.

The Staff group appears to be the most critical, rating all levels of superiors lower in the "Meeting or Exceeding Expectations" category, with ratings ranging from 65% to 83%. Additionally, Staff members have the highest percentage (11%-28%) of respondents in the "Don't know/No Opinion" category for all superiors, indicating uncertainty or neutrality in their responses.

In contrast, the Supervisors' perceptions of their superiors (Managers, Directors, and Executive Director) are relatively consistent, with a narrow range in ratings (85%-92%), suggesting a more stable view of their superiors' performance.

In summary, the data indicates a generally positive perception of all personnel groups within the organization. While the data suggests strong overall support for the Executive Director, there are significant disparities in ratings and opinions among different respondent groups, with staff members being more critical and uncertain in their ratings and responses. Overall, the data suggests a healthy and supportive organizational culture with a strong leadership presence.



Appendix A

2023 Executive Director Leadership Survey Comments Conducted for the Regional Center of Orange County by the Thompson Policy Institute on Disability

Qualitative Responses

Please note the following comments have not been altered in any capacity.



Staff Comments

Staff Survey Comments regarding Executive Director

- Doing a great job.
- He presents well at the general staff meetings, always able to relate to Service Coordination, as he was once an SC.
- Is always available for consultation and gives detailed feedback.
- Be more active in communicating with the staff that is directly working with the people we serve.
- Executive Director is very approachable and helpful.
- Challenging question, because I do not work directly with the Executive Director.
- Increased advocacy on behalf of Service Coordinators to have the mandated caseload ratios (1:62 for Lanterman and 1:40 for Early Start). Quantity absolutely impacts quality and often leads to staff burnout/high turnover.
- He is quick with email responses and proactive with legal/other documents that need to be signed.
- No concerns noted. He is always transparent when he speaking in our meetings and very humble and compassionate along with years of experience and knowledge.
- Not enough interaction to state examples
- Thinking about ways to encourage long-term retention for employees at RCOC
- Great leader, Approachable.
- Best Executive Director
- Do not have enough interaction to have feed back
- Rarely in contact with staff
- connections with direct staff aside from the advisory team. most new staff do not know who our executive director is or does.
- Larry doesn't understand what is going on in the offices he oversees. First of all, his management teams are extremely racist. They don't care about the person served, they care about providing notices of action, denying services, and all claim to be due to the tax payer. That RCOC needs to be cost effective to the tax payer. However, if you ask the tax payer my self included where i would like this money spent it is on services for this community. Sending the money back to the state does nothing for anyone. Larry likes to claim its the inability to staff contracts but its not. It's his manager's and supervisors denying these poor lower income families services they deserve. But once management hears a family lives in a upper class neighborhood and has a lawyer, then the services are granted. Lots of people have tried to blow the whistle on this place, however have been silenced with fear tactics.
- Understanding that SC are humans and make mistakes would go a long way, not penalizing SC's for every error makes SC's feel like we can't be human and make mistakes.
- Communicates everything with all staff.
- Following protocol and providing resources to Service Coordinator to better serve our families.
- No feedback; Larry is amazing.
- I have not met or spoken with Larry but he comes across as caring and dedicated in staff meetings.
- Provides information during meetings.
- Has great leadership skills. Easy to speak to and is friendly.
- Interdepartmental communication still needs to be resolved - understanding of accounting issues and processing the purchase of services contracts in a timely manner





- Do not interact personally with him on a regular basis.
- Contacts staff to get an overview of situation and has great follow through with SC and parents.
- What my peers have said is that they feel that RCOC needs to have communication with Executive Director with what the Service Coordinators are saying.
- Although question #21 has an answer of NO, a more accurate answer is I Don't Know. I prefer not to speak on behalf of others when it comes to their opinions and "I Don't Know" was not an option. Therefore, this inaccurately reflects who the ED really is. In regards who the ED is, I know he is a nice, hard working individual. The only interaction I have with him is on a screen during General Staff Meetings every few months.
- He has always been good to me
- Authentic, ethical, and humble person
- The ED has always been known to be friendly and approachable but there are many areas still in want. He needs to show that he is a leader to ALL not just to case management- during all staff meeting, he would just mention case management/service coordination. He forgets the hard work of all other departments including Health Resources Group. The ED required all professionals to return to work in the office without much evidence to support it while letting service coordination continue to work remotely. If there were issues of people not working appropriately, it should have been dealt with on an individual basis. This decision led to the loss of multiple irreplaceable professional staff and leaving a very difficult work burden on those left behind. HRG serves an integral part in many functions of case management: if a professional is not doing his/her job, this will obviously show as many functions will not fall through. If there were concerns within a department, it would have been more appropriate and professional to give the team that courtesy of a discussion prior to making sweeping decisions. Unfortunately, this had led to poor morale of the team & loss of sense of security in the work environment. While I know that the ED has a good heart, I hope he realizes the importance of mutual respect, open dialogue, and accountability is part of being a good leader.
- Mr. Landauer profoundly impacted the Health Resources Group. He insisted that HRG staff come in 5 days a week to "help train new SCs". This decision was not based on any data. In 2 months not a single service coordinator came to me in person asking for assistance. They did by phone and email as they usually do. Because of his requirement and the fact that there was no evidence that remote work was impacting our work numerous superb staff left the organization and we have not gotten over their loss. There was an incident where he was disrespectful to an HRG staff person as he did not take the time to learn the whole situation that really affected morale. He did not follow through on his response. The incident left staff to feel disrespected and this too contributed to people leaving.
- Can listen to staff feedback and implement changes that improve the staff morale and working environment.
- Amazing Director. Very approachable. We are lucky to have Larry.
- Encourage better communication from other departments to SC's, specifically accounting and federal programs
- instead of see's giftcard at end of year can we do Target?
- His vision for the company is lacking and only get to see him through zoom.
- Not too many interactions
- It sometimes seems like the ED isn't informed of the challenges faced by the lower level staff. ED also seems to be unaware of inefficiencies in procedures at RCOC that affect getting services provided to the persons served and their families.
- I only really know the Executive Director through staff meetings and occasional emails regarding vendor concerns, but he is efficient, understanding, and thorough when issues arise.

- Participate in area meetings work on retaining staff
- I have not personally interacted with the Executive Director.
- The approach is top-down, the executive director is thin-skinned and reacts on emotion rather than facts. This is what happens when someone is put in a position of "power" who does not have the education or the experience to lead (and unfortunately overpaid). Staff are penalized and privileges taken away before finding out the facts and no reason provided. This director is completely unprofessional, staff have left RCOC due to his direct actions and continue to leave or are planning on leaving. Staff have zero respect for this person in charge. RCOC would be better off to replace this person with someone with credentials, an education and experience to lead. The other directors are reluctant to stand up to this man for fear of losing their jobs.
- Provide more direct answers with the SC advisory board.

Staff Survey Comments regarding Directors

- Doing a great job.
- Is always available for consultation and gives detailed feedback.
- I am not sure who the Director is?
- I don't think I have ever seen any communication from our director.
- Director is helpful and offers fast responses and is open for problem solving on cases.
- Challenging question, because I do not work directly with the Director.
- Increased advocacy on behalf of Service Coordinators to have the mandated caseload ratios (1:62 for Lanterman and 1:40 for Early Start). Quantity absolutely impacts quality and often leads to staff burnout/high turnover.
- She manages cases with great professional etiquette and is presentable in all staff meetings.
- My Director is amazing. He is always there as needed and a great leader in his role.
- Not enough interaction to state examples
- Rarely in contact with staff
- Involvement in both Lanterman and Early Start programs has increased since change. Connecting with intake SC, ES SC and ongoing SC necessary for smooth transition of programs.
- Understanding that SC's are humans and make mistakes would go a long way, not penalizing SC's for every error
- They have always taken great leadership.
- Encourages to follow the procedures to ensure services are being provided to our Person Served and families.
- No feedback; director are amazing.
- I have not had many meetings with Jennifer, but she is responsive, caring and dedicated in my interactions.
- Easy to speak to and is friendly. Needs to interact more with the department.
- Interdepartmental communication still needs to be resolved - understanding of accounting issues and processing the purchase of services contracts in a timely manner
- Have not had the opportunity to interact with her.





- What my peers have said is that they feel that RCOC needs to have communication with Director with what the Service Coordinators are saying
- Although question #21 has an answer of NO, a more accurate answer is I Don't Know. I prefer not to speak on behalf of others when it comes to their opinions and "I Don't Know" was not an option. Therefore, this inaccurately reflects who the Director really is. I know she is open to communications from SCs, but there has been minimal interactions since she was promoted.
- She has always been nice, kind, and good to me.
- Have never met the director to date. Make themselves available more
- The clinical director always has the best intentions of her staff at heart. However, she still lacks the assertiveness that would help team members receive the support that they need. I hope she can be more decisive about small matter and leave open-dialogues and meetings to bigger agendas. Not everything needs to be done in a 'meeting'. Due to work load and time constraint, team members would be more appreciative of meetings done for big agenda items.
- Bonnie tries hard and overall is a good manager. I would suggest we have less meetings.
- I am not clear on who this references.
- The directors are wonderful. Very knowledgeable and hard working. They set a good example for staff.
- Arturo provides great information and it is always detailed; never hear anything from Jennifer
- I don't think I have met the person.
- Not too many interactions
- The directors need to communicate changes at the agency more frequently and more timely with lower level staff doing the work those changes affect.
- I primarily work with the Clinical and Medical Director and they are absolutely outstanding at their jobs. Very communicative, caring, and have the best interests of individuals served and RCOC staff at heart. They are both amazing.
- Work on retaining staff
- I have not personally interacted with the Director.
- Does not stand up to the executive director or advocate for the staff due to fear of retaliation. They have completely sided with the executive director across the board. They take credit for accomplishments that their staff have done/completed. There is a general lack of respect for this person. Multiple people have left RCOC due to their behavior and lack of ability to lead.
- Jennifer Montanez invites community vendor to our meetings to demonstrate collaboration and ease the process of understanding for staff.

Staff Survey Comments regarding Managers

- Doing a great job.
- Is always available for consultation and gives detailed feedback.
- Our manager does not follow through and seems intimidated by staff. There is a huge lack in leadership.
- It can sometimes be hard to get answers on urgent matters.
- Current Area Manager provided great support and is very resourceful. The best at finding solution to a person served needs and challenges.



- Increased advocacy on behalf of Service Coordinators to have the mandated caseload ratios (1:62 for Lanterman and 1:40 for Early Start). Quantity absolutely impacts quality and often leads to staff burnout/high turnover.
- She is very resourceful and looks for multiple ways to support her employees.
- No issues noted for managers.
- The manager comes across as someone who is distant, cold and unfriendly and does not care about staff in her department. My one recommendation to the manager would be to greet her staff with a smile and ask how they are doing. This shows at the very least that she cares about them.
- Carie Otto: She is always so helpful and inspiring. She is an amazing advocate for everyone and I am blessed to be in the same office as her.
- Always willing to assist.
- Need to work on being able to delegate work and allow AS and SC to do their job. Request are also not answered in a timely manner
- Work more closely with staff, seems to be a disconnect and lack of appreciation of staff
- Can give great advice, knowledgeable.
- Understanding that SC's are humans and make mistakes would go a long way, not penalizing SC's for every error, focusing on all the positive, good things that we do
- Always has us learning new tasks.
- Always strive to encourage Service Coordinators to build rapport with our Person Served and families.
- Would prefer her to be more available and more in person at the office.
- Carmen is a great manager. She is kind, caring, and takes the time to discuss cases and provide guidance to staff. She has participated and assisted in my meetings as needed. Carmen is makes herself available to listen to staff feedback.
- Providers support when requested. Will provide you additional information and will explain the information thoroughly.
- Best Manager ever!
- Interdepartmental communication still needs to be resolved - understanding of accounting issues and processing the purchase of services contracts in a timely manner
- Responds to emails and phone calls. Calendar is updated to keep staff aware of time if and when meetings need to be scheduled. Knowledgeable.
- Very communicative.
- Although question #21 has an answer of NO, a more accurate answer is I Don't Know. I prefer not to speak on behalf of others when it comes to their opinions and "I Don't Know" was not an option. Therefore, this inaccurately reflects who the Manager really is. She is very intelligent and well versed with how RCOC provides services with individuals. She is open to SCs talking with her, but do not see her on the floor as much as the previous manager.
- She is empathetic and Person Center. She is also kind, and helpful. I appreciate her.
- She struggles with the skills needed to connect well with her staff and does not show compassion or empathy. She is unapproachable.
- Managers are great. Very approachable and supportive of staff.
- Better explanations/procedures when there is a change. Prefer in writing that I can reference, not just mentioned at an Area Meeting
- Unnecessary to ask staff to reply to emails to confirm they read-feels like there is a lack of trust

- Easy to approach to discuss any concern.
- Great knowledge not a lot of interaction with manager. I
- AM supports AS to support SC in supporting families as needed in an appropriate manner.
- Seems to be highly stressed
- As part of HRG this does not apply
- My Manager is also my supervisor. She is conscientious, kind, intelligent and patient. I have been under her supervision for 11 years and can't remember a time of when things were not good. She is consistent and support of all of us on her team. She loves the work she does and it shows.
- I have minimal interactions with managers but they are always professional and demonstrate the utmost concern for individuals served and RCOC staff.
- Carie is always available to answer questions
- My interactions with the manager have been minimal.
- Offer more concise support and honesty.
- Carmen Gonzalez has made efforts to be part of Early Start meetings, engages in our discussion and makes efforts to understand our roles as direct staff.

Staff Survey Comments regarding Supervisors

- Doing a great job.
- Is always available for consultation and gives detailed feedback.
- Most supervisors at West are friendly, helpful, and communicate well.
- My supervisor is always available for guidance and open to feedback. My supervisor is constantly asking how her staff is doing and what can be done to make things better for her staff.
- Supervisor Ana goes above and beyond with assisting staff and families.
- Some supervisors need to work on how they deliver and communicate information so that they do so in a professional and respectful manner.
- Increased advocacy on behalf of Service Coordinators to have the mandated caseload ratios (1:62 for Lanterman and 1:40 for Early Start). Quantity absolutely impacts quality and often leads to staff burnout/high turnover.
- She/he support with all cases, proactive and quick with problem solving SC cases when needed.
- Supervisors need more training and be responsible on their duties.
- My Supervisor Marianne is amazing. Very helpful, knowledgeable and patient. Knows the regs and how to work under pressure in difficult situations.
- My supervisor is always very responsive to all my questions. I really appreciate that she makes time even when she's extremely busy to offer me the support I need.
- This individual is also very cold and unfriendly. She never smiles at staff, never asks how a person is doing and shows little regard for a staff's well-being. I would also recommend that she greet staff with a smile and ask how they are doing. It does not take a lot of effort to do this one simple task and it would make her a much better supervisor.



- Isela Velasquez: She is the best! She is very helpful and if she is not able to answer my questions, she will pick up the phone and find someone who can :)
- Always available to assist.
- She has always been attentive to any questions or concerns I may have about any of my person served. She makes herself available and provides me solutions or ideas to resolve issues.
- shows that he cares about staff's well-being
- considering the high case load, Area Supervisors make time to support their staff.
- No comment for fear of retaliation.
- No concerns. Very supportive, knowledgeable, and there when we need her.
- Understanding that SC's are humans and make mistakes go a long way, not penalizing them for every error. Focusing on the good that SC's do.g SC's for every erro
- Has been able to answer all questions ow will seek assistance to do so.
- Being there to provide support, guidance and directions when implementing services and how to assist our Person Served and families we serve.
- My AS has been supportive and provided guidance throughout the year I have been with RCOC. AS collaborates with SCs to find the best plan of action with a child. AS takes consideration what SC has to say and respects the input. AS is a great leader and mentor and created a safe and healthy work environment.
- No feedback; supervisor is amazing.
- Michelle is a newer supervisor but is extremely responsive and helpful. Michelle shows that she cares about her team and always gives advance notice of upcoming events or tips if she thinks it will be helpful.
- Provides support when request and will provide knowledgeable information. Has you think beyond when making decision in preparation for other issue or concerns you may encounter.
- I do not have a supervisor in my department (FRC), only a manager.
- Interdepartmental communication still needs to be resolved - understanding of accounting issues and processing the purchase of services contracts in a timely manner
- Supervisor post a daily/weekly schedule of the Supervisor of the day to make it easy to schedule and meet and resolve any emergency situations. weekl
- Very communicative and helpful.
- My Direct Supervisor, Cathy F. has been a great support in my transition to my role and she provides support and encouragement as needed that has allowed to be confident in my role and ask for help when needed.
- Although question #21 has an answer of NO, a more accurate answer is I Don't Know. I prefer not to speak on behalf of others when it comes to their opinions and "I Don't Know" was not an option. Therefore, this inaccurately reflects who the Supervisor really is. He is the "go-to" person for all questions I have.
- She is kind and easy to work with
- My supervisor has an open communication policy. She communicates every time there is a change of policy or procedures.



- Supervisors are helpful. Someone is always there when needed.
- My supervisor is very encouraging as I work on developing my skills and knowledge. She makes it easy to discuss problem areas and provides a variety of recommendations for areas I have felt I could improve on. I am always comfortable requesting recommendations or guidance and know I can trust her feedback.
- Great support, feels like she cares about how I am doing, not just my work (Jeanette Y), love the new Supervisor of the Day in the west.
- My supervisor is driven with providing and exceeding beyond expectation.
- Readily available and prompt with assistance.
- It is a pleasure to have my supervisor. I continue to learn from her. She is there for me when I need help or to understand a RCOC policy or process.
- AS supports SC with all required information in a timely manner.
- Always available when I have questions
- As part of HRG this does not apply
- I work very closely with the Early Start Supervisors and they do an excellent job with both families and staff and provide clear guidelines and expectations, especially in the Central office. They go out of their way to assist families and ensure they have accurate information to best make decisions for their young children.
- Jennifer Kennedy -Best supervisor I have had in over 20 years. Outstanding!
- My supervisor is always available. She provides me with feedback and supports me in all ways with the families on my caseload. Most importantly, she keeps things lighthearted and humorous. This has been so necessary in such a stressful position.
- Work on following through with follow up.
- My direct Ana Ruano Monarrez is amazing. She takes time to get to know the staff by welcoming anyone to her area at any time--each time I go to her, even for a quick "hello," she does not ever turn me away. She welcomes feedback and asks for it during our Supervision/Check-In. AS Jennifer Castle is also welcoming and makes efforts to connect with staff. Both are extremely knowledgeable, patient and always seem to be in a "good" mood. I appreciate them both and look forward to our continued time together.

General Comments from Staff

- Is always available for consultation and gives detailed feedback.
- It feels as though there is big disconnect with upper management and the manager for the staff that is directly working with the people we serve.
- It can be hard to keep up with the constant changes. In addition, it can be challenging to manage cases when you have a lot of high profile cases.
- Morale can be improved tremendously by supporting staff and balancing out the salary/case load ratio inequality that exists
- What is the purpose of the Respect and Civility Clause when it is not supported by management.



- Service Coordinators (SC's) are expected to make up ID note time when they are out sick or on vacation, which is unethical and stressful to say the least. Although SC's may have increased ID note productivity before/after sick or vacation time, the ID note time/% should remain the same (particularly due to SC's completing all that extra effort/work) rather than be negatively penalized. Currently, being out sick or on vacation significantly decreases ID note time/% (especially if that time off is taken in July). Sick and vacation time should not negatively impact ID note time/%. This much needed change along with consideration of offering 4/40 and 9/80 schedules would improve overall morale, well-being, work-life balance, and retention of valued SC's.
- RCOC mission statement is modeled and supported towards RCOC employees and customers.
- Overall, I am pleased with RCOC and staff.
- There needs to be more service coordinator recognition and appreciation.
- A raise would be appropriate so the agency stops losing SC's with experience.
- Would make staff feel more appreciated if staff were compensated fairly and according to performance
- I feel very supported. I appreciate my supervisor and managers that have assisted me being a new employee.
- Continual increase of cases must be considered when determining increase in pay. Most SC who have been with the agency past 5 years continue to make entry level wages, which has caused a high turnaround rate in the last 7 years.
- Regional Center of Orange County is an extremely racist agency that does not care about people with disabilities. They are about lying to the public, covering their butts for lawsuits and denying services. One supervisor has even said " we need to make it look like we are including the family in this decision, but in reality we are not." We are instructed to lie on documents, in order to seem family friendly. Everyone is scared to lose their job, most of us have mortgages, children and cannot afford to be fired for raising a red flag. It is miserable working here, knowing you are doing a disservice to the families and community. It crushes your sole, I hope whoever is reading this understands the level of inappropriateness that occurs in this agency. We are not even allowed to offer families certain services they are entitled to. They have to ask, but we cannot provide them any paperwork on what they can ask for. It is kind of a great tactic for RCOC to use. You can ask for anything you want, however you don't know what can be offered. Imagine going to a restaurant with no menu and being asked to tell the waiter what you want to order. You can ask for anything, however have no clue if they even serve it there. That is what RCOC is doing, but then they still have the option to deny what actually is on the menu. RCOC also is extremely obsessed with billable time. They want us to bill 5 hours of work each day, and even when we are sick or on vacation we need to make up those hours. For example, a work week is 25 billable hours. If you are sick 1 day you will need to work extra the following days to make up the 5 hours missed on a sick day. It makes vacations/sick days extremely stressful knowing you have to come back and work extra the following days to "catch up" on time. It also promotes SC's not taking time off since we are the only ones who this "billable time" effects. RCOC's answer to this problem that gets brought up frequently, is "this is the way it's always been done," which is a very older generation mentality. However, if we kept that mentality, we would not have computers, cell phones, even electricity for that matter. RCOC management is stuck in the 60s, they don't want to change even though this whole agency was founded on change and being progressive if we take a look back. Overall, people come and go, turn over is extremely high every week we get an email about someone else that has resigned. We can't keep staff, we can't even hire good staff due to the lack of leadership, and just awful policies. GOD HELP US ALL!
- Everyone tries to be as helpful as possible.



- Management has been very supportive when asking for guidance on how to assist the families we serve.
- I do hope that in the near future the caseload goes down to the promised number per SC. This will guarantee SC staying with RCOC and not getting burnt out.
- Some processes can be streamlined. There seems to be less cohesion at the whole staff level, but I like my team and certain individuals stand out as caring, kind, and dedicated professionals. Sometimes just depends on if they're around or not.
- Ned to feel more comfortable to reach out to all leaders of this agency. You build more of relationship with your supervisors and are not sure when it is appropriate to reach out to the other leaders.
- I do not have a supervisor in my department (FRC), only a manager.
- What I have seen with my peers that moral is down as the peers have many cases.
- Question #21 is an unanswerable question. Speaking for other people/coworkers is not an appropriate thing to do. Asking someone what another person thinks leads to rumors and inaccurate information.
- I appreciate the opportunity to work at RCOC and to serve others
- RCOC would benefit from evaluating staff morale and workload issues. If suggestions are made to help improve these areas, they should be considered and implemented whenever possible. Staff would benefit from advocacy from Management and Directors to prevent Service Coordinator burnout and unmanageable workload expectations.
- RCOC is a wonderful company to work for. Everyone does their best even when the expectations and demands seem unreasonable. Hope the community can better appreciate the staff, especially the Service Coordinators.
- New Staff trainings should be split, half in central, half in West to help decrease fatigue in new staff (like previous training team did)
- I do love the flexibility RCOC gives to have a work life balance. Case load continues to grow and no discussion has been made to address it.
- In general, changes in procedures and communication between different units needs improvement.
- Everyone at RCOC is wonderful to work with and have the care of the poeple we serve at teh forefront of all their decisions.
- The only encounters I have with the CEO is in general meetings, or a parent has a complaint, with the directors (in training, area meetings, or collaboration on a case). RCOC has on-going turn over rate of Service Coordinators. The caseloads are high and staff are extremely stressed.
- The Regional Center continues to be an outstanding place to work. The lack of career advancement opportunities is difficult to comprehend and very depressing at times.
- Underpaid and understaffed and have been working in these conditions for years and there does not appear to be a change in practices.
- We need a raise for the amount of work and stress we are having as SCs.
- RCOC is an awesome place to work. There is room to grow and so much knowledge that once can obtain. The experience thus far is pleasant and I look forward to the years to come.



Director's Comments



Directors Comments Regarding the Executive Director

- No Comments

General Comments from Directors

- No comments



Manager's Comments



Managers Comments Regarding the Executive Director

- Our Executive Director cares about Service Coordination and the people we serve.
- RCOC has become internally dysfunctional; various units are in silos and don't communicate with one another. We are responding to state initiatives by being resistant and reluctant rather than seeing an opportunity to benefit those we serve. We lack leadership at the top.

Managers Comments Regarding the Directors

- Our Directors are open to providing support when needed to find a resolution.
- My Director is very new in his role; he was given little background from his predecessor and his trying to manage his team without an over-arching vision.

General Comments from Managers

- Our Management works with purpose to fulfill the Mission and Vision of the agency.
- It is very discouraging to be an RCOC employee at this time and see how we allow Accounting to determine the direction of our programs; there appears to be no vision focused upon the well-being of those we serve that guides our decisions. Avoiding a negative audit is the number one priority.



Supervisor's Comments



Supervisors Comments Regarding the Executive Director

- Does not fully comprehend the need for reduced caseloads per SCs. Caseload should not be more than 75 per person to truly provide great customer service, despite what NCI surveys indicate.
- Communication efforts across all Departments could be better
- Informing staff of the agency's mission and making sure to keep in alignment with the mission statement.
- Not a person-centered agency when it comes to its own staff. Has no idea what supervisors are expected/asked to do on a daily basis. Has quarterly meetings with supervisors but meetings are not productive or focused on problem-solving. Has not resolved intra-communication issues with other departments (especially accounting). Never makes an effort to come to our office to meet staff and be a presence.
- A great leader

Supervisors Comments Regarding the Directors

- Bridging the gap between all departments could be a focus
- Continue with the training for AS's and SC's.
- Expects supervisors to cover for other staff in other departments, but no one ever makes our jobs easier. Asks us to do more and more all the time with less support. Never involve supervisors in case management changes when our experience and opinions should be valued. As a result, we have to brainstorm solutions to the problems after the fact. Too focused on any mistake being labeled an "error". Does not spend sufficient time supporting our manager or asking supervisors how the manager might improve/what she does well. Should be able to communicate directly with supervisors, but communicates with managers, who then communicate with supervisors.
- Increase focus in ensuring consistency across management in both offices is needed.
- Listening to staff's concerns and trying to support them in any way possible.

Supervisors Comments Regarding the Managers

- Without clear guidance from upper management, the managers delay provision of clear guidelines for implementation for the supervisors to promptly address new types of service requests.
- Very transparent and provides a safe environment
- She has too much on her plate - she supervises more than a dozen supervisors & more than 150 SCs. It is nearly impossible to meet with her unless a meeting is scheduled a week out - just look at her calendar. She needs an asst. manager to both support her and her supervisors; other departments (Appeals, Accounting) have extra management staff at the asst. manager level or higher and they supervise far less staff and persons served. It seems she wants to manage the way she was a supervisor, but sometimes a managerial way of doing things might be more productive. Not sure if she does not trust supervisors, wants to do the work of a supervisor, and/or feels she needs to be involved in everything that happens in the office, but it might not be the best use of her time (sitting in resource group, helping with case assignments). Information is not shared in a timely manner.



- Make decisions more quickly. Communicate changes and updates in a timely manner. Involve herself in the decision is writing and avoid blaming staff when something is missed or could have been handled better. Understand the needs of staff, develop or suggest solutions and advocate for them more effectively. Prioritize her tasks to be available for problem solving. Empower staff and support their decisions along with mentoring/training.
- Keeping in alignment with RCOC's mission statement and supporting staff.
- Allowing AS's to have more authority in making final decisions.
- AM is approachable and helpful with problem solving.

General Comments from Supervisors

- As an agency it is important to address the needs of those individuals most affected by poverty to ensure equity when funding services to Persons served so they continue thriving in their family's home.
- When policy changes take place in Accounting, it would be nice if this information was passed down to management and staff.
- We welcome more trainings.
- The job of a supervisor is becoming impossible to do on a daily/weekly basis. There are too many tasks for us to do, and we support too many SCs. HR Trainings do not meet the needs of the supervisors; they seem to be a waste of time.



Board of Director's Comments



Board of Directors Comments Regarding the Executive Director

- Everything's good
- ED has remained poised throughout what has been a difficult year.
- Larry is an amazing leader of RCOC and a great advocate for those we serve. He is dedicated to doing the right thing and never puts himself first. His communications skills have continued to improve. As part of that improvement, he could be try to be more succinct when presenting detailed information.
- During these challenging times, Larry has remained professional and committed to providing services to persons served within the scope of the Lanterman Act.
- He is doing great and caring for people with special needs.
- Mr. Landauer is an honest, effective, and creative leader.

General Comments from Board of Directors

- I appreciate the pro-active approach towards many of the challenges the RCOC has to deal with and appreciate the ED's good stewardship.
- RCOC is so lucky to have such a dedicated and knowledgeable leader. He is also fighting for those we serve at the state level and often visits the DDS/State offices in Sacramento to lean and advocate for those we serve.
- Larry and his team continue to take the high road in the face of adversity. There's has been plenty to respond to with the articles written about disparity in RC services. I love that RCOC Tala the high road in a factual empathic explanation to all families. We have listened and kept professionalism in all regards. I appreciate and love representing RCOC and their leadership skills.
- Larry continues to engage the community which has been effective and I would recommend that continues and consider the evening educational programs that were offered pre-COVID.
- The staff members have been working very hard to provide excellent care and support people with special needs!
- RCOC needs more support from DDS, not wasteful micromanagement. If RC's aren't properly funded, vendors can't hire qualified staff. Realistic funding and staffing are critical to solve current crisis. Half the day have not reopened. Outside advocates and lobbyists need to remember that the Lanterman Act is about "needs," not "wants."



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