

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Cc: [Albright, Joe](#)
Subject: Re: Webinar: Local Government Workplaces Employee Survey Roundup
Date: Wednesday, June 21, 2017 2:08:11 PM

Got it, consider me on standby.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Wednesday, June 21, 2017 at 2:03 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Cc: "Albright, Joe" <JoeA@cityofgastonia.com>
Subject: RE: Webinar: Local Government Workplaces Employee Survey Roundup

Leisha,

The City of Gastonia will not be a participate in the roundup. I believe that it would be more advantageous to us if we worked with you directly and take a more individualized approach.

I will be in touch when we are ready to pursue.

Thanks,

Todd

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]
Sent: Friday, June 16, 2017 3:16 PM
To: Davis, Leisha DeHart <ldehart@sog.unc.edu>; tyler@pembrokenc.com; daniellewittekind@jacksonnc.org; Michele Davis <m.davis@beaufortnc.org>; Jones, Virginia <vjones@wakeforestnc.gov>; Sherry.hook@alamance-nc.com; Carpenter, Todd <vtcarpenter@cityofgastonia.com>; jjones6@myguilford.com; hjames@townofdavidson.org; Heather Pollard <hpollard@harnett.org>; Monica.Chaparro@raleighnc.gov; marianne.sweden@raleighnc.gov; Keshia Matthews <ktmatthews.admin@townofcarthage.org>; Sandra Gregory <sgregory@co.iredell.nc.us>; Watts, Jack <jackwatts@sog.unc.edu>; Albright, Joe <JoeA@cityofgastonia.com>; Ron Smith <rsmith@co.iredell.nc.us>; Ben Stikeleather <bstikeleather@co.iredell.nc.us>; Beth Jones <beth.jones@co.iredell.nc.us>; Jack Watts <mrjackwatts@gmail.com>
Subject: Re: Webinar: Local Government Workplaces Employee Survey Roundup

Hi, everyone. Please find below the link to the recorded webinar. Let me know if you are planning to participate in the upcoming roundup, service learning agreements need to be in place by July 15th.

<https://www.dropbox.com/s/f2pyegbw4cr3pb0/LGWP%20Survey%20Roundup%20Overview-Taped2.mp4?dl=0>

From: ldehart@sog.unc.edu

When: 9:30 AM - 11:00 AM June 16, 2017

Subject: Webinar: Local Government Workplaces Employee Survey Roundup

Location: Adobe Connect

Hello, everyone. You have expressed an interest in the Local Government Workplaces Employee Survey Roundup. Please join me for this informational webinar on how it will work. The session will be recorded in case you cannot make it.

Take two steps to join the webinar:

(1) Open the following link: <https://sog.adobeconnect.com/rehbclxwysqs/>

(2) Call 1-800-920-7487 and input participant Code: 4351448#

Opening the link will allow you to see the PowerPoint presentation and calling the phone number will allow you to hear the presentation. Please let me know if you have any questions!

Leisha DeHart-Davis, PhD

Associate Professor

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Chapel Hill, NC 27599-3330

Cell: (785) 766-1554

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Fax: (919)843-9308

[Google Scholar](#)

[Local Government Workplaces Project](#)

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Read: RE: Webinar: Local Government Workplaces Employee Survey Roundup
Date: Wednesday, June 21, 2017 2:07:33 PM

Your message

To: Davis, Leisha DeHart
Subject: RE: Webinar: Local Government Workplaces Employee Survey Roundup
Sent: Wednesday, June 21, 2017 2:03:26 PM (UTC-05:00) Eastern Time (US & Canada)

was read on Wednesday, June 21, 2017 2:07:32 PM (UTC-05:00) Eastern Time (US & Canada).

From: [Davis, Leisha DeHart](#)
To: [Davis, Leisha DeHart](#); tyler@pembrokenc.com; daniellewittekind@jacksonnc.org; [Michele Davis](#); [Jones, Virginia](#); Sherry.hook@alamance-nc.com; vtcarpenter@cityofgastonia.com; jjones6@myguilford.com; hjames@townofdavidson.org; [Heather Pollard](#); Monica.Chaparro@raleighnc.gov; marianne.sweden@raleighnc.gov; [KeshaMatthews](#); [Sandra Gregory](#); [Watts, Jack](#); [Albright, Joe](#); [Ron Smith](#); [Ben Stikeleather](#); [Beth Jones](#); [Jack Watts](#)
Subject: Re: Webinar: Local Government Workplaces Employee Survey Roundup
Date: Friday, June 16, 2017 3:16:05 PM

Hi, everyone. Please find below the link to the recorded webinar. Let me know if you are planning to participate in the upcoming roundup, service learning agreements need to be in place by July 15th.

<https://www.dropbox.com/s/f2pyegbw4cr3pb0/LGWP%20Survey%20Roundup%20Overview-Taped2.mp4?dl=0>

From: ldhart@sog.unc.edu
When: 9:30 AM - 11:00 AM June 16, 2017
Subject: Webinar: Local Government Workplaces Employee Survey Roundup
Location: Adobe Connect

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[Google Scholar](#)

[Local Government Workplaces Project](#)

From: [Davis, Leisha DeHart](#)
To: [Davis, Leisha DeHart](#); tyler@pembrokenc.com; daniellewittekind@jacksonnc.org; [Michele Davis](#); [Jones, Virginia](#); Sherry.hook@alamance-nc.com; vtcarpenter@cityofgastonia.com; jjones6@myquilford.com; hjames@townofdavidson.org; [Heather Pollard](#); Monica.Chaparro@raleighnc.gov; marianne.sweden@raleighnc.gov; [KeshaMatthews](#); [Sandra Gregory](#); [Watts, Jack](#); [Albright, Joe](#); [Ron Smith](#); [Ben Stikeleather](#); [Beth Jones](#)
Subject: Re: Webinar: Local Government Workplaces Employee Survey Roundup
Date: Thursday, June 15, 2017 3:15:57 PM
Attachments: [Local Government Workplaces Project Overview.pptx](#)

Hi, everyone. As a reminder, see the steps below for joining tomorrow's webinar at 9:30 am, which include following the link to Adobe Connect and calling in to the conference call line. We will record the session for those who can't make it. Look forward to speaking with you all tomorrow!

From: ldehart@sog.unc.edu
When: 9:30 AM - 11:00 AM June 16, 2017
Subject: Webinar: Local Government Workplaces Employee Survey Roundup
Location: Adobe Connect

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[Google Scholar](#)

[Local Government Workplaces Project](#)

Local Government Workplaces Project Employee Survey Roundup Overview

Leisha DeHart-Davis, PhD
Jack Watts, UNC BA 2016



UNC
SCHOOL OF GOVERNMENT

www.sog.unc.edu



**LOCAL GOVERNMENT
WORKPLACES PROJECT**

Overview

- Background
- Local Government Workplaces Project
- Why Survey Employees?
- Research Design
- Survey Topics
- Typical Process
- Timing
- Your Questions

Local Government Workplaces Project

- UNC-SOG initiative
- Mission: Improve NC local government workplaces through cost-effective organizational research
- Generate comparison data across NC
- International network of public management scholars (OSU, Alabama Birmingham, LIU, U-Conn, U-Mass-Boston, FIU, Utrecht, Tilburg, Hamburg)

Why Survey Employees?

- Take the temperature of the organization
- Give employees voice
- Gauge receptivity to policy changes
- Assess morale
- Estimate demand for benefits/services

Employee Survey Roundup

- Fixed Internet Survey
- Multiple Organizations

Process

- Advanced communication with employees
- Confidentiality
- Alert email week prior from upper management
- Personalized links
- Several follow-ups
- 70% response rate**

Survey Topics

- Employee satisfaction with pay/benefits, recognition, rewards, technology, innovation
- Job satisfaction
- Turnover intentions
- Employee voice
- Structure (hierarchy, centralization, rules)
- Organizational silence
- Organizational structure
- Communications
- Resources
- Supervisory Practices
- Teamwork
- Trust
- Workplace civility

Next Steps

- For interested parties, sign service agreement, provide employee list
- Obtain UNC-IRB approval
- Promote survey participation
- Administer survey
- Generate reports
- Free one-hour consultation by conference call with participants
- Consultant references

Employee List Fields Needed

- First name
- Last Name
- Gender or Salutation
- Race/Ethnicity
- Department or Division (how you want us to compare)
- Email
- Title, Department Heads and Supervisors (0/1)
- Tenure
- Age

Timeline

- July 15th – Signed Service Agreements Due
- August 1st-Employee Lists Due
- August 15th-September 15th– Survey launch
- Two/three week survey window
- Deliverables no later than October

Pricing

- 100 employees and under: \$1000
- 101-500 employees: \$2500
- 501-1000 employees: \$3500
- 1001-2000 employees: \$5000
- Over 2000 employees: \$7000

Deliverables

- Interactive online survey results platform that provides access to:
 - Distributions of results across organization
 - Comparisons of percentage responses by department
 - Ability to isolate specific departmental results
 - Comparison with other organizations on select measures
- Comments by departments (>5)



From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Read: Accepted: Webinar: Local Government Workplaces Employee Survey Roundup
Date: Wednesday, May 17, 2017 9:46:23 AM

Your message

To: Davis, Leisha DeHart
Subject: Accepted: Webinar: Local Government Workplaces Employee Survey Roundup
Sent: Wednesday, May 17, 2017 9:35:19 AM (UTC-05:00) Eastern Time (US & Canada)

was read on Wednesday, May 17, 2017 9:46:20 AM (UTC-05:00) Eastern Time (US & Canada).

From: [Davis, Leisha DeHart](#)
To: tyler@pembrokeenc.com; daniellewittekind@jacksonnc.org; [MicheleDavis](#); [Jones, Virginia](#); Sherry.hook@alamance-nc.com; vtcarpenter@cityofgastonia.com; jjones6@myquilford.com; hjames@townofdavidson.org; [Heather Pollard](#); Monica.Chaparro@raleighnc.gov; marianne.sweden@raleighnc.gov
Subject: Webinar: Local Government Workplaces Employee Survey Roundup
Date: Tuesday, May 16, 2017 5:46:07 PM
Attachments: [attachment.ics](#)

Hello, everyone. You have expressed an interest in the Local Government Workplaces Employee Survey Roundup. Please join me for this informational webinar on how it will work. The session will be recorded in case you cannot make it.

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Leisha DeHart-Davis, PhD
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Fax: (919)843-9308
[Google Scholar](#)
[Local Government Workplaces Project](#)

From: [Davis, Leisha DeHart](#)
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Subject: Webinar: Local Government Workplaces Employee Survey Roundup
Start: Friday, June 16, 2017 9:30:00 AM
End: Friday, June 16, 2017 11:00:00 AM
Location: Adobe Connect

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Google Scholar<https://scholar.google.com/scholar?hl=en&q=dehart-davis&btnG=&as_sdt=1%2C34>

Local Government Workplaces Project<<http://lgwp.web.unc.edu/>>

From: [Davis, Leisha DeHart](#)
To: tyler@pembroke.nc.com; daniellewittekind@jacksonnc.org; [Michele Davis](#); [Jones, Virginia](#); Sherry.hook@alamance-nc.com; [Carpenter, Todd](#); jjones6@myguilford.com; hjames@townofdavidson.org
Subject: Webinar: Local Government Workplaces Employee Survey Roundup
Start: Friday, June 16, 2017 9:30:00 AM
End: Friday, June 16, 2017 11:00:00 AM
Location: Adobe Connect

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Google Scholar<https://scholar.google.com/scholar?hl=en&q=dehart-davis&btnG=&as_sdt=1%2C34>

Local Government Workplaces Project<<http://lgwp.web.unc.edu/>>

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#); joea@cityofgastonia.com
Subject: Re: Employee Survey Roundup
Date: Friday, April 28, 2017 11:01:02 AM
Attachments: [Durham County Employee Survey.pdf](#)

Todd and Joe, it was a pleasure speaking with you this morning about the Employee Survey Roundup of the Local Government Workplaces Project. Please find attached the Durham County survey, which contains much of the survey content of the August 1st event. Below are links to the Local Government Workplaces Project, as well as some blog posts related to organizational development. Please let me know if you have any questions about this information!

<https://lgwp.web.unc.edu>
<https://hcmatters.sog.unc.edu/engaging-local-government-employees/>
<https://hcmatters.sog.unc.edu/serenity-now-managing-emotional-labor-in-the-local-government-workplace/>
<https://hcmatters.sog.unc.edu/boosting-employee-survey-response-rates/>
<https://hcmatters.sog.unc.edu/green-tape-in-organizations-creating-good-rules-that-people-follow/>
<https://hcmatters.sog.unc.edu/to-ask-or-not-deciding-to-survey-employees/>

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, April 28, 2017 at 9:41 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: Employee Survey Roundup

Thank you. I'll call in just a few.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, April 28, 2017 9:33 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: Employee Survey Roundup

I'm available now if you'd like to call, 785-766-1554. Or I can call you this afternoon on my way out of town, let me know your preference.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, April 28, 2017 at 9:06 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: Employee Survey Roundup

Leisha,

The City of Gastonia is interested in participating in the 'employee survey roundup'. At your convenience I'd like to speak with you more about the project and the survey.

Please let me know a good time to call you.

Thanks,

Todd Carpenter

Assistant City Manager, City of Gastonia NC

Phone: 704-866-6860 Cell: 704-214-9028

Durham County Employee Survey

This survey, being conducted by the UNC School of Government, seeks to help Durham County management better understand the perspectives of employees on a range of workplace issues. It also produces data for academic public management scholarship on topics that include employee morale and organizational climate.

Every employee's opinion counts. Durham County would like to know what issues are important to you and if there are any issues to resolve, so this is your opportunity to make your voice known.

In addition to answering the questions listed, please feel free to add comments, in your own words, that better explain your thoughts after each section.

Before we get started, it is important for you to understand your rights as a research participant. These include:

****Your participation in this research is voluntary. No one can make you participate;**

****Only the research team will know whether you participate;**

****Your survey results will never be linked to you as an individual; survey results will only be reported for departments and groups of people.**

The link below opens a document that outlines your rights and protections as a human subject participating in research. Once you have downloaded and read this document, please click the Next button below to indicate that you understand its contents and are willing to participate in the survey:

(Insert Consent Form Here)

By clicking Next below, you acknowledge that you understand your rights and protections as a research participant as listed in the UNC Research Participants Survey Consent Form.

Your Job

This first section asks questions about your job.

In thinking about your job, how much do you agree or disagree with the following statements?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
Durham County provides the physical resources (equipment, materials) I need to do my job effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Durham							

County provides the training to do my job effectively.

☐☐☐☐☐☐☐☐

Durham County provides opportunities for advancement in this organization.

☐☐☐☐☐☐☐☐

I have the time needed to do my job effectively.

☐☐☐☐☐☐☐☐

Durham County provides the technology needed to do my job effectively.

☐☐☐☐☐☐☐☐

How much do you agree or disagree with these statements about your job?

Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
-------------------	----------	-------------------	----------------------------	----------------	-------	----------------

My job is very important to the County's mission.

☐☐☐☐☐☐☐

The work I

do on this
job is
meaningful
to the
citizens of
Durham
County.

☐

☐

☐

☐

☐

☐

☐

My job
itself is very
important
in the
broader
scheme of
things.

☐

☐

☐

☐

☐

☐

☐

My job has
a large
impact on
citizens.

☐

☐

☐

☐

☐

☐

☐

The results
of my work
significantly
affect the
lives of
other
people.

☐

☐

☐

☐

☐

☐

☐

How much do you agree or disagree with these statements about your job?

Strongly
Disagree

Disagree

Somewhat
Disagree

Neither
Agree
nor
Disagree

Somewhat
Agree

Agree

Strongly
Agree

Meaningful
public
service is
very
important
to me

☐

☐

☐

☐

☐

☐

☐

I consider public service as civic duty

☐

☐

☐

☐

☐

☐

☐

☐

My obligation to the public always comes before loyalty to my superiors

☐

☐

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☐

I always prefer do what is best for the community even if it harms my own interest

☐

☐

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☐

How much do you agree or disagree with the following statements?

Strongly Disagree

Disagree

Somewhat Disagree

Neither Agree nor Disagree

Somewhat Agree

Agree

Strongly Agree

I defend the organization when other employees criticize it

☐

☐

☐

☐

☐

☐

☐

I offer ideas to improve the

☐

☐

☐

☐

☐

☐

☐

functioning
of the
organization

I
demonstrate
concern
about the
image of the
organization



Do you have any comments about your job that you would like to share? If so, please type them in the space below.

Teamwork

This section asks about how employees and departments work together as a team for Durham County.

How much do you agree or disagree with the following statements about teamwork in your department?

Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
----------------------	----------	----------------------	-------------------------------------	-------------------	-------	-------------------

Employees

in my
department
function as a
team.

☐☐☐☐☐☐☐☐

My
supervisor
encourages
employees
to work
together.

☐☐☐☐☐☐☐☐

My
department
works well
with other
departments.

☐☐☐☐☐☐☐☐

Other
departments
work well
with our
department.

☐☐☐☐☐☐☐☐

Collaboration
is important
to doing my
job.

☐☐☐☐☐☐☐☐

I voluntarily
assist others
with their
duties

☐☐☐☐☐☐☐☐

I willingly
give up time
to help
others who
have work-
related
problems

☐☐☐☐☐☐☐☐

How much do you agree or disagree with the following statements about new

projects in your workplace?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
When there is not much to do at work, I see it as a chance to start new projects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When an interesting project comes along, I volunteer to work on it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If new technology becomes available, I am the first one to want to try it out.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Do you have any comments about teamwork that you would like to share? If so, please type them in the space below.

Communications in Durham County

This section asks questions about the nature and quality of communications in Durham County.

How would you characterize communications ***from your supervisor to you?***

Inaccurate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Accurate
Late	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Timely
Incomplete	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Complete
Unclear	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Clear

How would you characterize communications ***from your department head to you?***

Inaccurate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Accurate
Late	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Timely
Incomplete	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Complete
Unclear	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Clear

How would you characterize communications *from the County Manager's office to you?*

Inaccurate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Accurate
Late	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Timely
Incomplete	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Complete
Unclear	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Clear

Do you have any comments about communications that you would like to share? If so, please type them in the space below.

Decision Making in Your Department

This section asks about structure and decision making in your department.

Does your chain of command have few levels or many levels of management?

Few Levels	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Many Levels
------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-------------

In thinking about how decisions are made within your department, how much do

you agree or disagree with the following statements?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
In general, an employee wanting to make their own decisions in my department would be quickly discouraged.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Even small matters have to be referred to someone higher up for a final answer.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I must check with my supervisor before I do almost anything.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In thinking about your input into department decisions, how much do you agree or disagree with the following statements?

Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
----------------------	----------	----------------------	-------------------------------------	-------------------	-------	-------------------

I have a lot of say in rules that affect my job.

☐☐☐☐☐☐☐☐

I have a lot of say in Durham County rules.

☐☐☐☐☐☐☐☐

I am given the chance to contribute to important decisions made about my department.

☐☐☐☐☐☐☐☐

In thinking about your job, how much do you agree or disagree with the following statements?

Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
-------------------	----------	-------------------	----------------------------	----------------	-------	----------------

Generally, I'm allowed to work independently in my job.

☐☐☐☐☐☐☐☐

I feel that I am my own boss in most matters.

☐☐☐☐☐☐☐☐

I am certain
how much
authority I
have.

☐☐☐☐☐☐☐☐

When it comes to keeping your opinions to yourself, how often do you do the following?

Never Rarely Sometimes Frequently Always

I choose to remain
silent when I have
concerns.

☐☐☐☐☐

Although I have
ideas for improving
the department, I do
not speak up.

☐☐☐☐☐

I say nothing to
coworkers about
problems I notice.

☐☐☐☐☐

I remain silent when
I have information
that might help
prevent an incident.

☐☐☐☐☐

I keep quiet instead
of asking questions
when I want to get
more information.

☐☐☐☐☐

How many of your department's rules can be described as follows?

No Rules Few Rules Some Rules Many Rules All Rules

Written

☐☐☐☐☐

Clear Purposes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Logical	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Followed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effective	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fair	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reasonable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adequate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

On a scale that ranges from no red tape to high red tape, how much red tape does your department have?

No Red Tape

☐☐☐☐☐☐☐☐☐☐

High Red Tape

What does the term red tape mean to you?

Do you have any comments about decision-making that you would like to share? If so, please type them in the space below.

The following section asks questions about performance within the Durham County workplace.

How do you rate the following Durham County departments on *timeliness*, on a scale between Far Short of Expectations to Far Exceeds Expectations?

	Far short of expectations	Short of expectations	Equals expectations	Exceeds expectations	Far exceeds expectations
Budget	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Finance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Human Resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information Services & Technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
General Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
County Manager's Office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How do you rate the following Durham County departments on *helpfulness*, on a

scale between Far Short of Expectations to Far Exceeds Expectations?

	Far short of expectations	Short of expectations	Equals expectations	Exceeds expectations	Far exceeds expectations
Budget	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Finance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Human Resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information Services & Technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
General Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How do you rate the following Durham County departments on *friendliness*, on a scale between Far Short of Expectations to Far Exceeds Expectations?

	Far short of expectations	Short of expectations	Equals expectations	Exceeds expectations	Far exceeds expectations
Budget	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Finance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Human Resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information Services & Technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
General Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How familiar are you with Durham County's Managing for Results initiative?

Not Familiar



Somewhat Familiar



Very Familiar



To what extent do you agree or disagree with the following statements about the role of performance management in Durham County.

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
--	-------------------	----------	-------------------	----------------------------	----------------	-------	----------------

Managing for Results has driven my work unit to make more informed decisions



Performance data affects my job



My work affects Durham County's strategic goals



Durham County encourages new ideas in the workplace



Do you have any comments about the role of performance management in Durham County?

Interpersonal Treatment in Your Workplace

This series of questions asks about how you are treated in the workplace.

While working in Durham County, have you been in a situation where someone in your work group

	Never	Rarely	Sometimes	Often	Very Often
Paid little attention to your ideas or showed little interest in your opinion?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Put you down or was disrespectful to you?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Made an insulting remark about you?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Addressed you in unprofessional manner at work, either publicly or	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

privately?

Doubted your
judgment or ability
on a matter over
which you have
responsibility?

☐☐☐☐☐

Do you have any comments about interpersonal treatment in the workplace? If so, please type them in the space below.

Supervisory Practices in Your Department

This section asks about the practices of your supervisor.

How often does your supervisor do the following related to recognizing a job well done?

Never

Rarely

Sometimes

Frequently

Always

Praises effective
performance by
department
employees

☐☐☐☐☐

Recognizes
employee
achievements or

☐☐☐☐☐

important contributions

How much do you agree or disagree about how your supervisor evaluates your performance?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
Gives me timely performance feedback	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accurately evaluates my performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands what I do in my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How often does your supervisor do the following related to change?

	Never	Rarely	Sometimes	Frequently	Always
Encourages innovative thinking and creative solutions to problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Talks about the importance of innovation and flexibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Encourages employees to look for better ways to accomplish work unit objectives

☐☐☐☐☐

Asks questions that encourage employees to think about old problems in new ways

☐☐☐☐☐

How often does your supervisor do the following related to managing performance?

Never

Rarely

Sometimes

Frequently

Always

Clearly explains the job responsibilities and task assignments

☐☐☐☐☐

Explains what results are expected for a task or assignment

☐☐☐☐☐

Sets specific performance goals and deadlines for important aspects of work

☐☐☐☐☐

Explains the rules, policies, and standard procedures that must be followed

☐☐☐☐☐

How often does your supervisor do the following related to coaching employees?

	Never	Rarely	Sometimes	Frequently	Always
Provides helpful feedback	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Makes assignments that allow employees to develop more skills and confidence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides helpful career advice and mentoring to employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourages employees to use available opportunities for improving their skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How often does your supervisor do the following related to employee input?

	Never	Rarely	Sometimes	Frequently	Always
Encourages employees to take responsibility for determining how to do their work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asks employees for their ideas and suggestions when making important work decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Modifies a proposal or plan to include employees suggestions and	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

deal with their
concerns

Encourages
employees to
resolve problems on
their own

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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How often does your supervisor do the following related to communicating about change?

Never Rarely Sometimes Frequently Always

Explains why
changes are
necessary

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

Describes a
proposed change or
new initiative with
enthusiasm and
optimism

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

Explains why a
policy or procedure
is no longer
appropriate and
should be changed

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

Proposes relevant
changes in
objectives or
strategies

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

Do you have any comments about your supervisor that you would like to share? If so, please type them in the space below.

Trust

This section asks about trust in your workplace.

Thinking about trust between your supervisor and you, how much do you agree or disagree with the following statements.

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
My supervisor trusts me to get the job done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I trust my supervisor to tell me what I need to know.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I trust my supervisor to act in my best interest.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I trust my supervisor do what they say they are going to do.

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I trust my supervisor.

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Thinking about trust and your department head , how much do you agree or disagree with the following statements.

Strongly Disagree

Disagree

Somewhat Disagree

Neither Agree nor Disagree

Somewhat Agree

Agree

Strongly Agree

My department head trusts employees to get the job done.

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I trust my department head to tell employees what they need to know.

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I trust my department head to act in the employees' best interest.

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I trust my department head to do what they tell employees that they are going to do.

☐☐☐☐☐☐☐

I trust my department head.

☐☐☐☐☐☐☐

Thinking about trust and the County Manager's Office, how much do you agree or disagree with the following statements.

Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
-------------------	----------	-------------------	----------------------------	----------------	-------	----------------

The County Manager's Office trusts employees to get the job done.

☐☐☐☐☐☐☐

I trust the County Manager's Office to tell employees what they need to know.

☐☐☐☐☐☐☐

I trust the County

Manager's
Office to
act in the
employees'
best
interest.

☐☐☐☐☐☐☐

I trust the
County
Manager's
Office to
do what
they tell
employees
that they
are going
to do.

☐☐☐☐☐☐☐

I trust the
County
Manager's
Office.

☐☐☐☐☐☐☐

If you disagreed with any of these statements, how can trust in your workplace be improved?

Your Morale

This section asks about how you feel about your job.

How important or unimportant are the following parts of your job to your satisfaction as an employee?

	Not at all important	Slightly important	Moderately important	Very important	Extremely important
The amount of job security I have	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Traditional benefits, like health insurance and retirement package, and vacation time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The monetary compensation I receive for my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nontraditional benefits like flextime	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Merit pay	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The opportunity to advance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The opportunity to do meaningful work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How satisfied or dissatisfied are you with the following parts of your job?

	Very Dissatisfied	Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Satisfied
The amount of job security I have	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Traditional
benefits, like
health
insurance and
retirement
package, and
vacation time

☐

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The monetary
compensation
I receive for
my work

☐

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☐

☐

☐

☐

Nontraditional
benefits like
flextime

☐

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Merit pay

☐

☐

☐

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The
opportunity to
advance

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The
opportunity to
do meaningful
work

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What prevents you from advancing in Durham County? (This question only shows if employee is dissatisfied with advancement).

How important or unimportant are the following parts of your job to your satisfaction

as an employee?

	Not at all important	Slightly important	Moderately important	Very important	Extremely important
The opportunities I have for professional development (training, learning opportunities)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The feeling that I have accomplished worthwhile work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The access I have to technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The extent to which my work environment embraces new ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being recognized for a job well done	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How satisfied or dissatisfied are you with the following parts of your job?

	Very Dissatisfied	Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Satisfied	Very Satisfied
The opportunities I have for professional development (training, learning opportunities)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The feeling
that I have
accomplished
worthwhile
work

☐☐☐☐☐☐

The access I
have to
technology

☐☐☐☐☐☐

The extent to
which my
work
environment
embraces
new ideas

☐☐☐☐☐☐

Being
recognized
for a job well
done

☐☐☐☐☐☐

How important or unimportant are the following parts of your job to your satisfaction as an employee?

Not at all
important Slightly
important Moderately
important Very
important Extremely
important

The verbal
recognition that I
receive from my
supervisor

☐☐☐☐☐

The clarity of
expectations that I
receive from my
supervisor

☐☐☐☐☐

The extent to which
my supervisor has
high expectations
for my work

☐☐☐☐☐

The amount of guidance that I receive from my supervisor throughout a work assignment

☐☐☐☐☐

How satisfied or dissatisfied are you with the following parts of your job related to your supervisor?

Very Dissatisfied Dissatisfied Somewhat Dissatisfied Neutral Somewhat Satisfied Satisfied S:

The verbal recognition that I receive from my supervisor

☐☐☐☐☐☐

The clarity of expectations that I receive from my supervisor

☐☐☐☐☐☐

The extent to which my supervisor has high expectations for my work

☐☐☐☐☐☐

The amount of guidance that I receive from my supervisor throughout a work assignment

☐☐☐☐☐☐

Thinking about how you feel about working for Durham County, how much do you agree or disagree with the following statements?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
I would feel guilty if I left this organization now.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I wouldn't leave this organization right now because I have a sense of obligation to the people in it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would be very happy to spend the rest of my career with this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
All in all, I am satisfied with my job here.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In thinking about your job, where do you fall in between the following statements?

Each workday seems like it will never end.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Time flies by on the job.
As soon as I find a better job, I'll leave.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	I have no plans to look for another job.
I often think of quitting my job.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	I never think of quitting my job.
I do not feel emotionally attached to this organization.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	I am emotionally attached to this organization.
When I get up in the morning, I dread going to work.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	When I get up in the morning, I look forward to going to work.

In thinking of yourself as an employee, how much do you agree or disagree with the following statements?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
When I talk about this organization, I usually say "we" rather than "they."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This organization's successes are my successes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When someone praises this							

organization,
it feels like a
personal
compliment.

☐☐☐☐☐☐☐

Do you have any comments about your satisfaction or morale as a Durham County employee that you would like to share? If so, please type them in the space below.

Your Future with Durham County

How much do you agree or disagree with the following statements about your fit with Durham County?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
--	----------------------	----------	----------------------	-------------------------------------	-------------------	-------	-------------------

I find that my
values and
the
organization's
values are
very similar.

☐☐☐☐☐☐☐

My job is
perfect for
me.

☐☐☐☐☐☐☐

I can achieve my goals in this organization.

☐☐☐☐☐☐☐☐

Overall, I think I fit well with my organization

☐☐☐☐☐☐☐☐

How much do you agree or disagree with the following statements about your intentions to remain or leave Durham County?

Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
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I seriously think about leaving Durham County.

☐☐☐☐☐☐☐

I would prefer another more ideal job to the one I have now

☐☐☐☐☐☐☐

How many more years would you like to work for Durham County? Please select from the list below.

What could Durham County do to make you want to stay? (This question shows only if employee indicates intent to leave)

Do you have any comments on your future with Durham County?

Durham County's Mission Statement is as follows:

Durham County provides fiscally responsible, quality services necessary to promote a healthy, safe and vibrant community.

Where does your opinion lie between the following opposite statements about Durham County mission?

No one understands
the Durham County
mission

☐☐☐☐☐☐☐☐☐☐

Every one
understands the
Durham County
mission

My department does
not achieve the
Durham County

☐☐☐☐☐☐☐☐☐☐

My department
achieves the Durham

mission

County mission

Do you have any comments on the Durham County mission?

About You

This final section of the survey asks basic information about you.

Where would you place yourself between the following personality characteristics?

Going Along With the System	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Bucking the System
Accepting Authority	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Questioning Authority
Conforming	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Rebelling

Which of the following represents your highest level of education? (Please select one.)

- ☐ High School or GED
- ☐ Some College
- ☐ Bachelor's Degree

☐ Some Graduate School

☐ Graduate Degree

☐ Other (Please Specify):

Survey End

Final Thoughts

If you have any thoughts about your experiences as a Durham County employee, please use the space below to share them.

If you are done with the survey, please click submit below. If you are NOT done with the survey, please do not click submit because doing so will submit your survey and close out your link.

Powered by Qualtrics

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: Employee Survey Roundup
Date: Friday, April 28, 2017 9:45:37 AM

I have a call at 10 am. If you can't call before then, should I call you after?

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, April 28, 2017 at 9:41 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: Employee Survey Roundup

Thank you. I'll call in just a few.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, April 28, 2017 9:33 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: Employee Survey Roundup

I'm available now if you'd like to call, 785-766-1554. Or I can call you this afternoon on my way out of town, let me know your preference.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, April 28, 2017 at 9:06 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: Employee Survey Roundup

Leisha,

The City of Gastonia is interested in participating in the 'employee survey roundup'. At your convenience I'd like to speak with you more about the project and the survey.

Please let me know a good time to call you.

Thanks,

Todd Carpenter
Assistant City Manager, City of Gastonia NC
Phone: 704-866-6860 Cell: 704-214-9028

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: Employee Survey Roundup
Date: Friday, April 28, 2017 9:33:23 AM

I'm available now if you'd like to call, 785-766-1554. Or I can call you this afternoon on my way out of town, let me know your preference.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
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Subject: Employee Survey Roundup

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From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Read: Employee Survey Roundup
Date: Friday, April 28, 2017 9:33:08 AM

Your message

To: Davis, Leisha DeHart
Subject: Employee Survey Roundup
Sent: Friday, April 28, 2017 9:06:46 AM (UTC-05:00) Eastern Time (US & Canada)

was read on Friday, April 28, 2017 9:33:06 AM (UTC-05:00) Eastern Time (US & Canada).

From: [Davis, Leisha DeHart](#)
To: [The humanresources mailing list](#)
Subject: [humanresources] Employee Survey Roundup: Local Government Workplace Project
Date: Friday, April 28, 2017 6:05:13 AM

Happy Friday, HR professionals! You may be aware that the [Local Government Workplaces Project](#) at SOG offers organizational assessments based on employee surveys, focus groups, interviews and secondary data analysis.

We are trying out a low-cost option for surveying the employees of multiple local governments at one time. The survey instrument is comprehensive, covering an array of topics including teamwork, morale, workplace dynamics, structure, and employee satisfaction with benefits.

Participants will receive, for their local government, percentage responses for each survey question, average responses by department, comparisons with other jurisdictions and anonymous comments from employees.

The cost of participation ranges from \$1000 to \$7000, based on the number of employees surveyed. Initial project participation is as follows:

Under 100 employees: \$1000
101-500 employees: \$2500
501-1000 employees: \$3500
1001-2000 employees: \$5000
Over 2000 employees: \$7000

Based on your survey results, we can work with you to identify trainers and consultants to assist your organizational development needs.

The first survey will be distributed **August 1st**. The deadline to apply is **June 15th**.

Space is limited, so if you are interested, email me at ldd@unc.edu sooner rather than later.

Leisha DeHart-Davis, PhD
Associate Professor
School of Government
University of North Carolina-Chapel Hill
Knapp-Sanders Building
Campus Box 3330
Chapel Hill, NC 27599-3330
Cell: (785) 766-1554
Office Phone: (919)966-4189
Fax: (919)843-9308
[Google Scholar](#)
[Engaging Women in Public Service](#)
[Local Government Workplaces Project](#)

[Human Capital Matters in Local Government](#)

**You are currently subscribed to humanresources as: judys@cityofgastonia.com.
To unsubscribe send email to listserv@unc.edu with the subject line "unsubscribe
humanresources"
(remove quotes before sending)**

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humanresources"
(remove quotes before sending)**

From: [Davis, Leisha DeHart](#)
To: [City and County Managers](#)
Subject: [ccmanagers] Employee Survey Roundup: Local Government Workplace Project
Date: Friday, April 28, 2017 6:04:31 AM

Happy Friday, City and County Managers! You may be aware that the [Local Government Workplaces Project](#) at SOG offers organizational assessments based on employee surveys, focus groups, interviews and secondary data analysis.

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[Local Government Workplaces Project](#)
[Human Capital Matters in Local Government](#)

You currently are subscribed to ccmanagers .

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From: [Davis, Leisha Delbert](#)
To: [The humanresources mailing list](#)
Subject: [humanresources] Aging Workforce Issues-May 4th Session Online and at SOG
Date: Wednesday, April 26, 2017 3:55:39 PM
Attachments: [image001.png](#)

Hello, NC HR Professionals. See information below on Aging Workforce Issues. Registration closes tomorrow, so act fast!

Registration for the panel discussion on Aging Workforce issues facing water utilities in North Carolina is open only until tomorrow.

The panel discussion will happen on **Thursday, May 4, 11:30-1:30pm** at the School of Government in Chapel Hill, and with a live broadcast online. You could register to attend in person in Chapel Hill (\$48, includes a boxed lunch) or to watch the session live online (\$35). Panelists come from Charlotte Water, OWASA, Gastonia, and Winston-Salem. This event is brought to you by the NCAWWA-WEA Utility Management Committee. See more information below.

Please forward to those in your utility who may be interested, and please register by Thursday, April 27. Last minute registrations and walk-ins will not be allowed, unfortunately.

Registration link: <http://ncsafewater.site-ym.com/events/EventDetails.aspx?id=911912&group>

NC AWWA-WEA

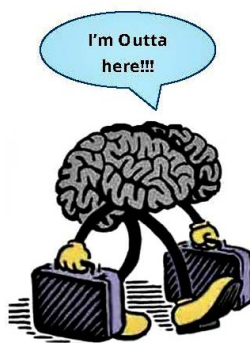


3725 National Drive, Suite 217, Raleigh, NC 27612

Phone: (919) 784-9030

Fax: (919) 784-9032

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NC AWWA-WEA



American Water Works Association
North Carolina Section



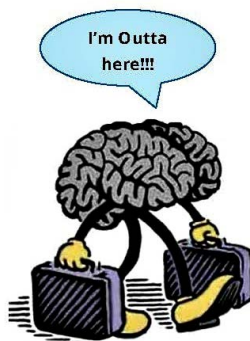
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