

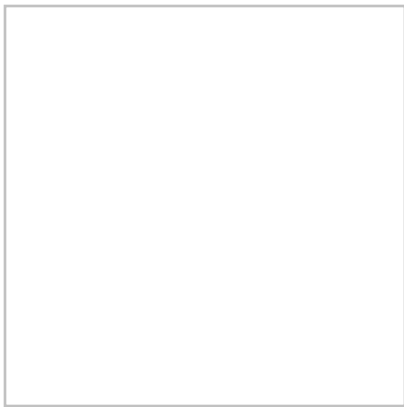
From: [Davis, Leisha DeHart](#)
To: [The humanresources mailing list](#)
Subject: [humanresources] Concord Gameplan, Employee Social Capital, Supervisory Management Training
Date: Tuesday, July 16, 2019 7:30:10 AM

[View this email in your browser](#)



How They Did It: Concord's Post-Survey Gameplan

Lloyd Payne has only been the manager of the City of Concord for a little over a year, but he has



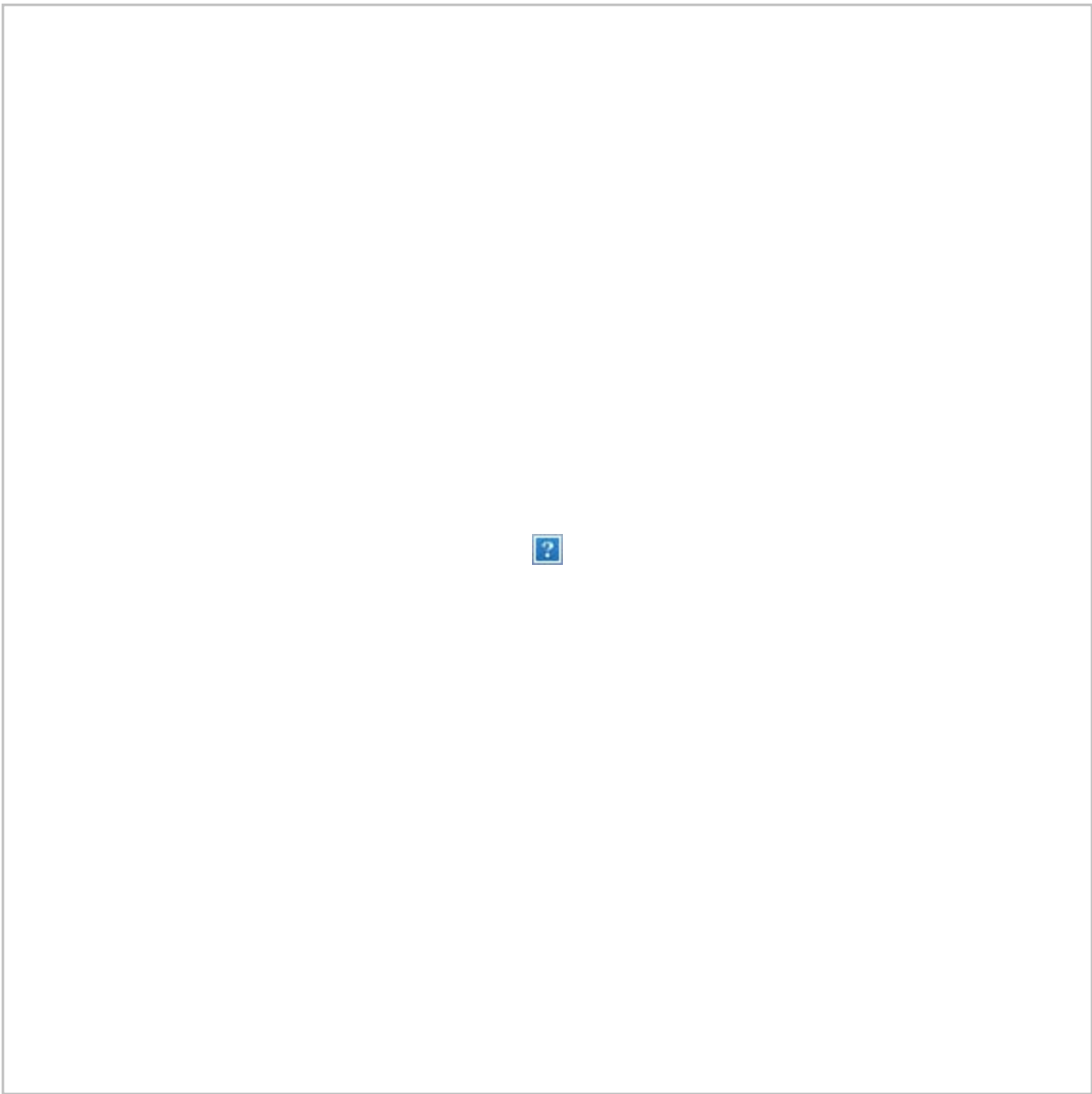
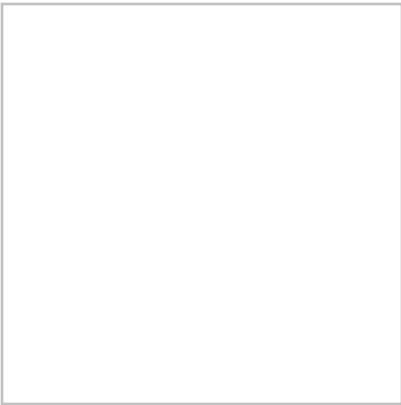
already made significant changes in response to Concord's 2016 Local Government Workplaces Initiative employee survey. The survey showed that employees wanted to be more informed of city

decisions and wanted the opportunity to provide input into decisions affecting their jobs. In response, Payne implemented a **Monday morning employee-only blog update** that not only explains the rationale behind decisions, but also asks employees for input on upcoming decisions. Other post-survey actions in Concord: implementing a **\$15 per hour living wage**; onsite communications sessions at each campus facility once a year (where **Payne talks AND listens**); consolidating and posting online the city's **internal training calendar**; implementing **stay interviews**; **posting job ads and descriptions on the intranet** to encourage employees to look for moves within Concord; and requiring that **all major city policies receive employee input**. And this is just the shortlist of Concord's organizational development activities. Got questions about the great things happening in Concord? Email Lloyd Payne at paynel@concordnc.gov.

Effective Supervisory Management Program

This popular School of Government course covers fundamental supervisory skills and tends to fill quickly. There are still spaces available in the **July 29 – August 2, 2019** which will be held at the Ramada Plaza Fayetteville Fort Bragg Area. Click [here](#) for more information.

How much social capital have you built with your employees? [This ICMA blog post](#) by LGWI researchers explains how workplace relationships drive organizational effectiveness.



Share



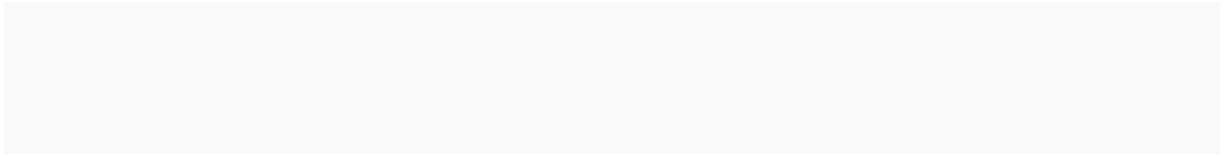
Tweet



Share



Forward to a Friend



This email was sent to ldd@unc.edu

[why did I get this?](#) [unsubscribe from this list](#) [update subscription preferences](#)

Local Government Workplaces Initiative · UNC School of Government · 400 South Road · Chapel Hill, NC 27514 ·
USA

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

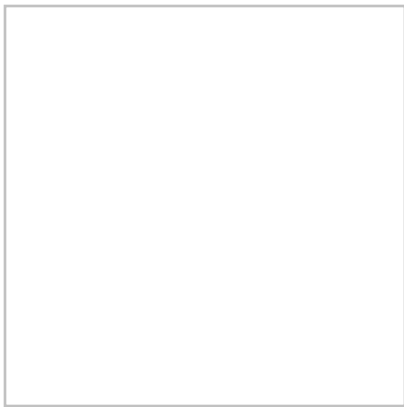
From: [Davis, Leisha DeHart](#)
To: [The humanresources mailing list](#)
Subject: [humanresources] Concord Gameplan, Employee Social Capital, Supervisory Management Training
Date: Tuesday, July 16, 2019 7:30:10 AM

[View this email in your browser](#)



How They Did It: Concord's Post-Survey Gameplan

Lloyd Payne has only been the manager of the City of Concord for a little over a year, but he has



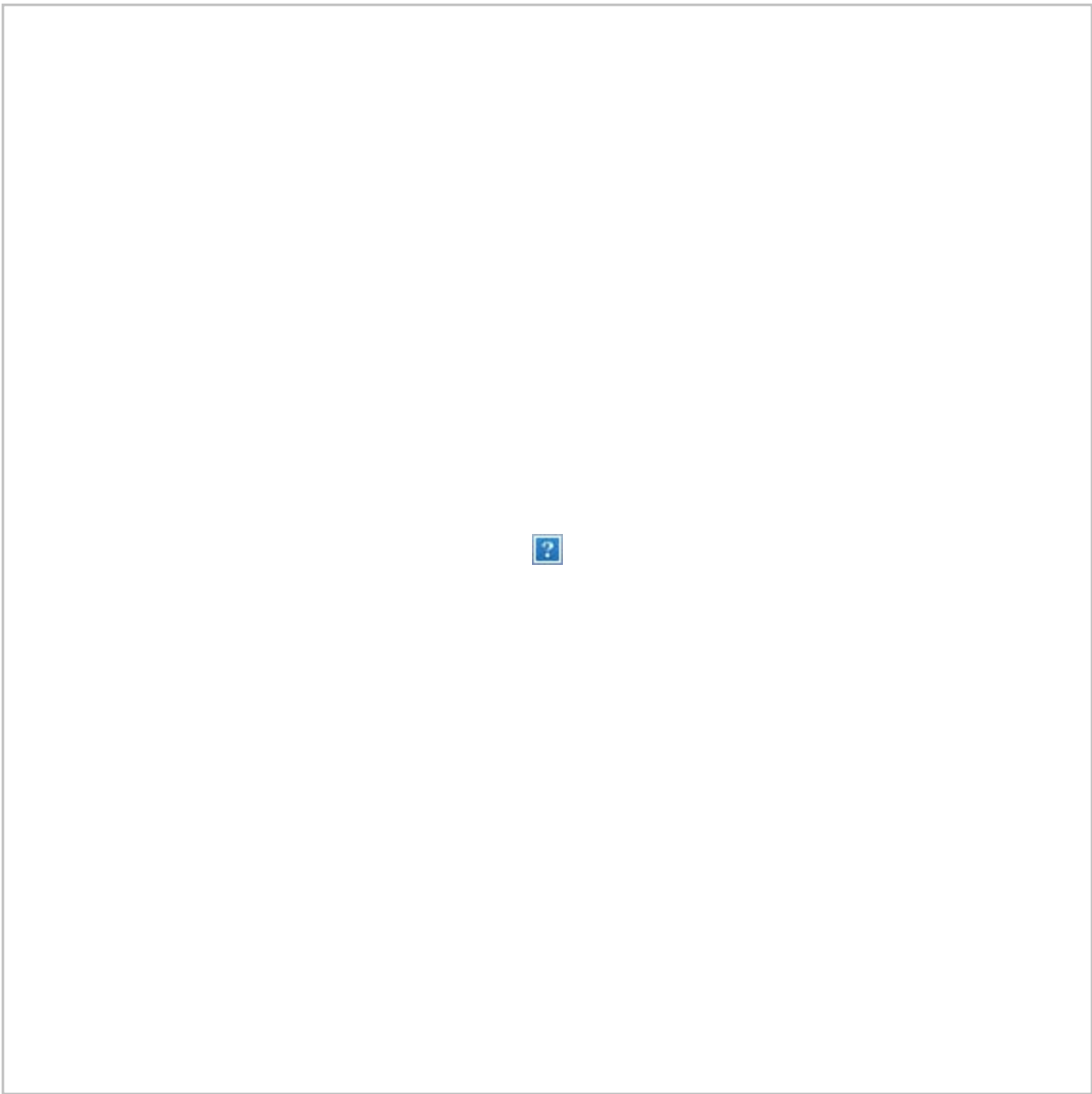
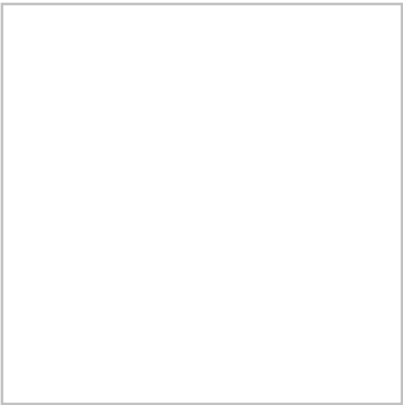
already made significant changes in response to Concord's 2016 Local Government Workplaces Initiative employee survey. The survey showed that employees wanted to be more informed of city

decisions and wanted the opportunity to provide input into decisions affecting their jobs. In response, Payne implemented a **Monday morning employee-only blog update** that not only explains the rationale behind decisions, but also asks employees for input on upcoming decisions. Other post-survey actions in Concord: implementing a **\$15 per hour living wage**; onsite communications sessions at each campus facility once a year (where **Payne talks AND listens**); consolidating and posting online the city's **internal training calendar**; implementing **stay interviews**; **posting job ads and descriptions on the intranet** to encourage employees to look for moves within Concord; and requiring that **all major city policies receive employee input**. And this is just the shortlist of Concord's organizational development activities. Got questions about the great things happening in Concord? Email Lloyd Payne at paynel@concordnc.gov.

Effective Supervisory Management Program

This popular School of Government course covers fundamental supervisory skills and tends to fill quickly. There are still spaces available in the **July 29 – August 2, 2019** which will be held at the Ramada Plaza Fayetteville Fort Bragg Area. Click [here](#) for more information.

How much social capital have you built with your employees? [This ICMA blog post](#) by LGWI researchers explains how workplace relationships drive organizational effectiveness.



Share



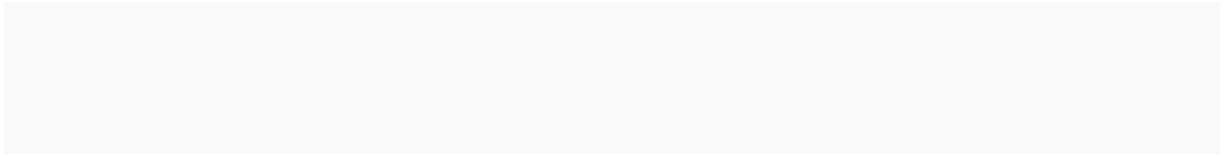
Tweet



Share



Forward to a Friend



This email was sent to ldd@unc.edu

[why did I get this?](#) [unsubscribe from this list](#) [update subscription preferences](#)

Local Government Workplaces Initiative · UNC School of Government · 400 South Road · Chapel Hill, NC 27514 ·
USA

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

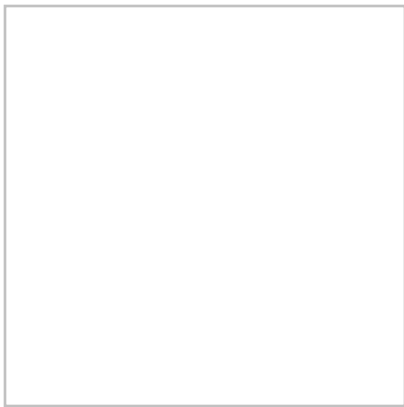
From: [Davis, Leisha DeHart](#)
To: [The humanresources mailing list](#)
Subject: [humanresources] Concord Gameplan, Employee Social Capital, Supervisory Management Training
Date: Tuesday, July 16, 2019 7:30:09 AM

[View this email in your browser](#)



How They Did It: Concord's Post-Survey Gameplan

Lloyd Payne has only been the manager of the City of Concord for a little over a year, but he has



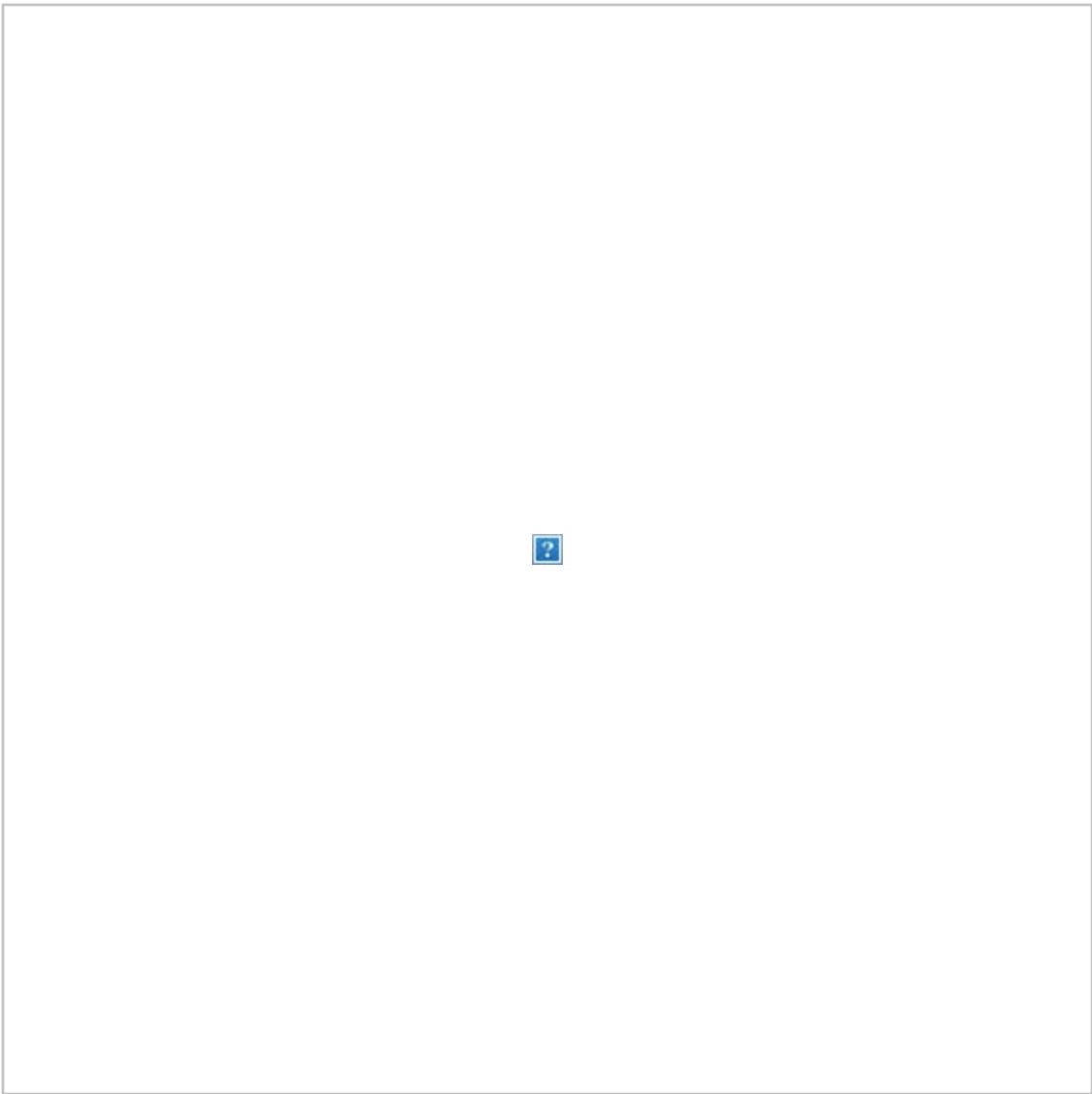
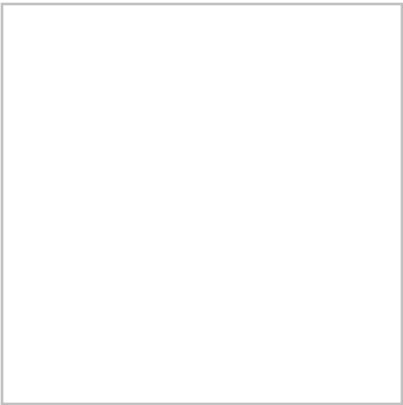
already made significant changes in response to Concord's 2016 Local Government Workplaces Initiative employee survey. The survey showed that employees wanted to be more informed of city

decisions and wanted the opportunity to provide input into decisions affecting their jobs. In response, Payne implemented a **Monday morning employee-only blog update** that not only explains the rationale behind decisions, but also asks employees for input on upcoming decisions. Other post-survey actions in Concord: implementing a **\$15 per hour living wage**; onsite communications sessions at each campus facility once a year (where **Payne talks AND listens**); consolidating and posting online the city's **internal training calendar**; implementing **stay interviews**; **posting job ads and descriptions on the intranet** to encourage employees to look for moves within Concord; and requiring that **all major city policies receive employee input**. And this is just the shortlist of Concord's organizational development activities. Got questions about the great things happening in Concord? Email Lloyd Payne at paynel@concordnc.gov.

Effective Supervisory Management Program

This popular School of Government course covers fundamental supervisory skills and tends to fill quickly. There are still spaces available in the **July 29 – August 2, 2019** which will be held at the Ramada Plaza Fayetteville Fort Bragg Area. Click [here](#) for more information.

How much social capital have you built with your employees? [This ICMA blog post](#) by LGWI researchers explains how workplace relationships drive organizational effectiveness.



Share



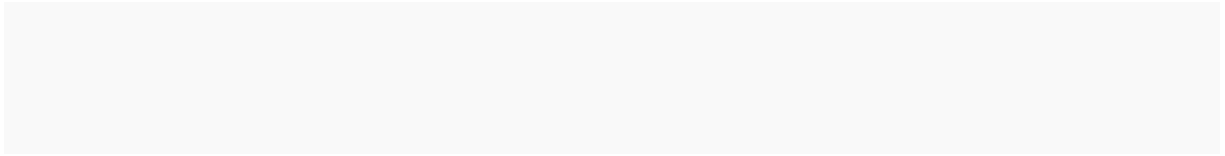
Tweet



Share



Forward to a Friend



This email was sent to ldd@unc.edu

[why did I get this?](#) [unsubscribe from this list](#) [update subscription preferences](#)

Local Government Workplaces Initiative · UNC School of Government · 400 South Road · Chapel Hill, NC 27514 ·
USA

**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)**

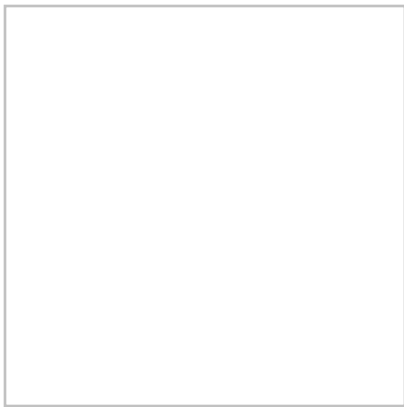
From: [Davis, Leisha DeHart](#)
To: [The humanresources mailing list](#)
Subject: [humanresources] Concord Gameplan, Employee Social Capital, Supervisory Management Training
Date: Tuesday, July 16, 2019 7:30:04 AM

[View this email in your browser](#)



How They Did It: Concord's Post-Survey Gameplan

Lloyd Payne has only been the manager of the City of Concord for a little over a year, but he has



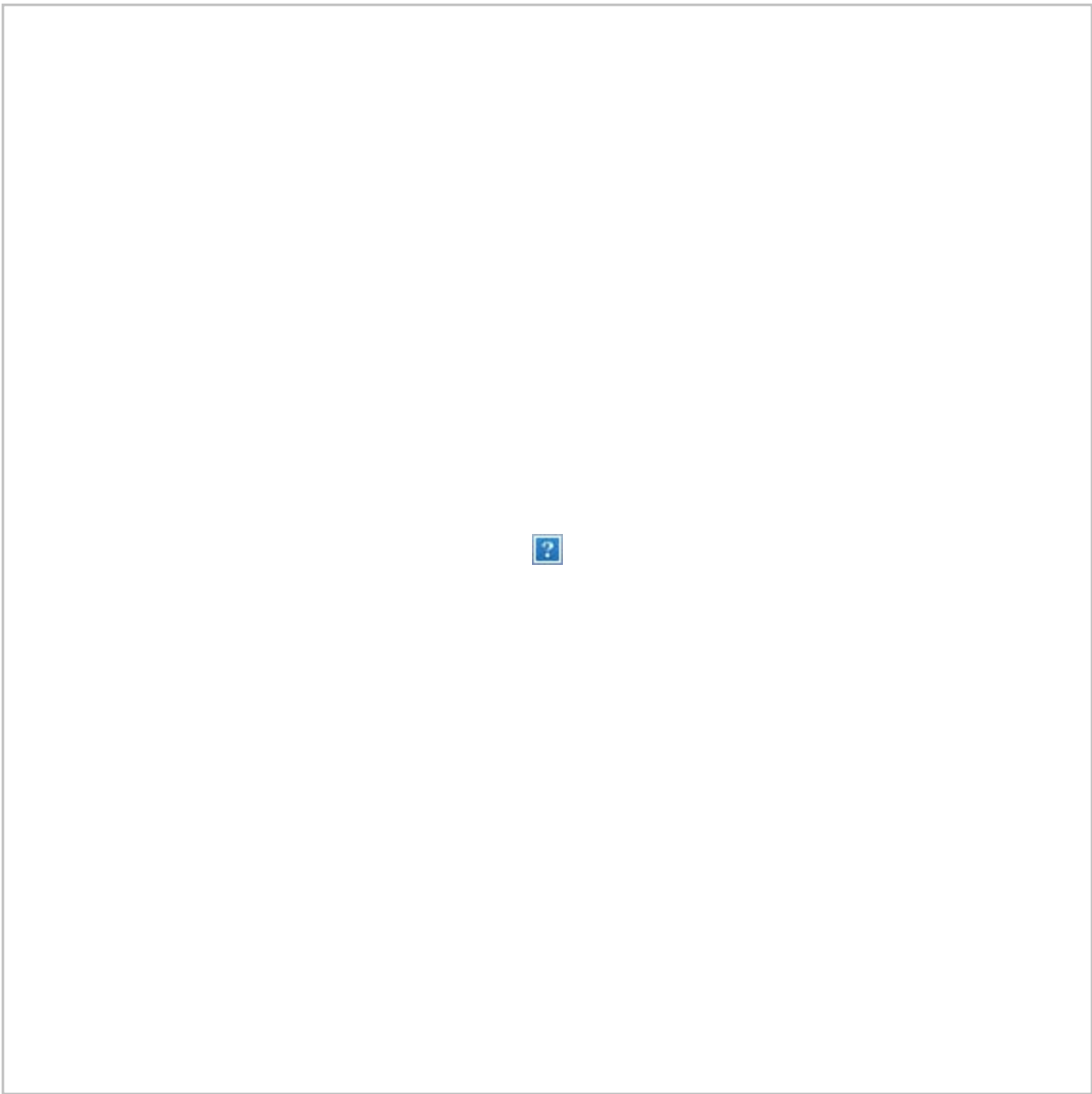
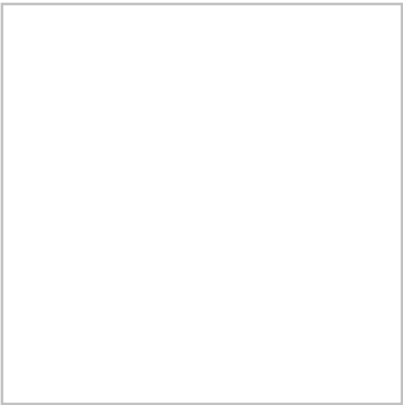
already made significant changes in response to Concord's 2016 Local Government Workplaces Initiative employee survey. The survey showed that employees wanted to be more informed of city

decisions and wanted the opportunity to provide input into decisions affecting their jobs. In response, Payne implemented a **Monday morning employee-only blog update** that not only explains the rationale behind decisions, but also asks employees for input on upcoming decisions. Other post-survey actions in Concord: implementing a **\$15 per hour living wage**; onsite communications sessions at each campus facility once a year (where **Payne talks AND listens**); consolidating and posting online the city's **internal training calendar**; implementing **stay interviews**; **posting job ads and descriptions on the intranet** to encourage employees to look for moves within Concord; and requiring that **all major city policies receive employee input**. And this is just the shortlist of Concord's organizational development activities. Got questions about the great things happening in Concord? Email Lloyd Payne at paynel@concordnc.gov.

Effective Supervisory Management Program

This popular School of Government course covers fundamental supervisory skills and tends to fill quickly. There are still spaces available in the **July 29 – August 2, 2019** which will be held at the Ramada Plaza Fayetteville Fort Bragg Area. Click [here](#) for more information.

How much social capital have you built with your employees? [This ICMA blog post](#) by LGWI researchers explains how workplace relationships drive organizational effectiveness.



Share



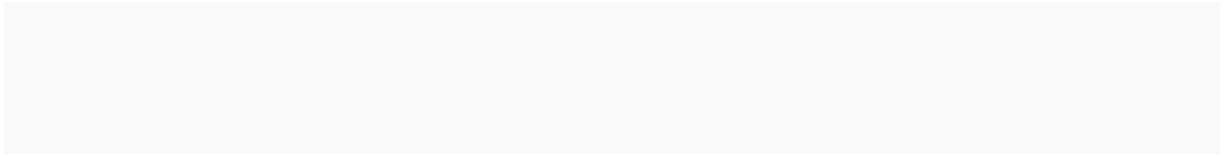
Tweet



Share



Forward to a Friend



This email was sent to ldd@unc.edu

[why did I get this?](#) [unsubscribe from this list](#) [update subscription preferences](#)

Local Government Workplaces Initiative · UNC School of Government · 400 South Road · Chapel Hill, NC 27514 ·
USA

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

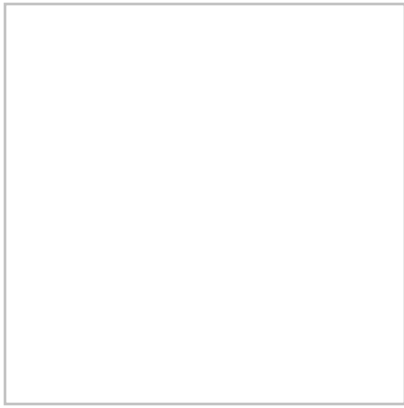
From: [Davis, Leisha DeHart](#)
To: [The humanresources mailing list](#)
Subject: [humanresources] Concord Gameplan, Employee Social Capital, Supervisory Management Training
Date: Tuesday, July 16, 2019 7:29:59 AM

[View this email in your browser](#)



How They Did It: Concord's Post-Survey Gameplan

Lloyd Payne has only been the manager of the City of Concord for a little over a year, but he has



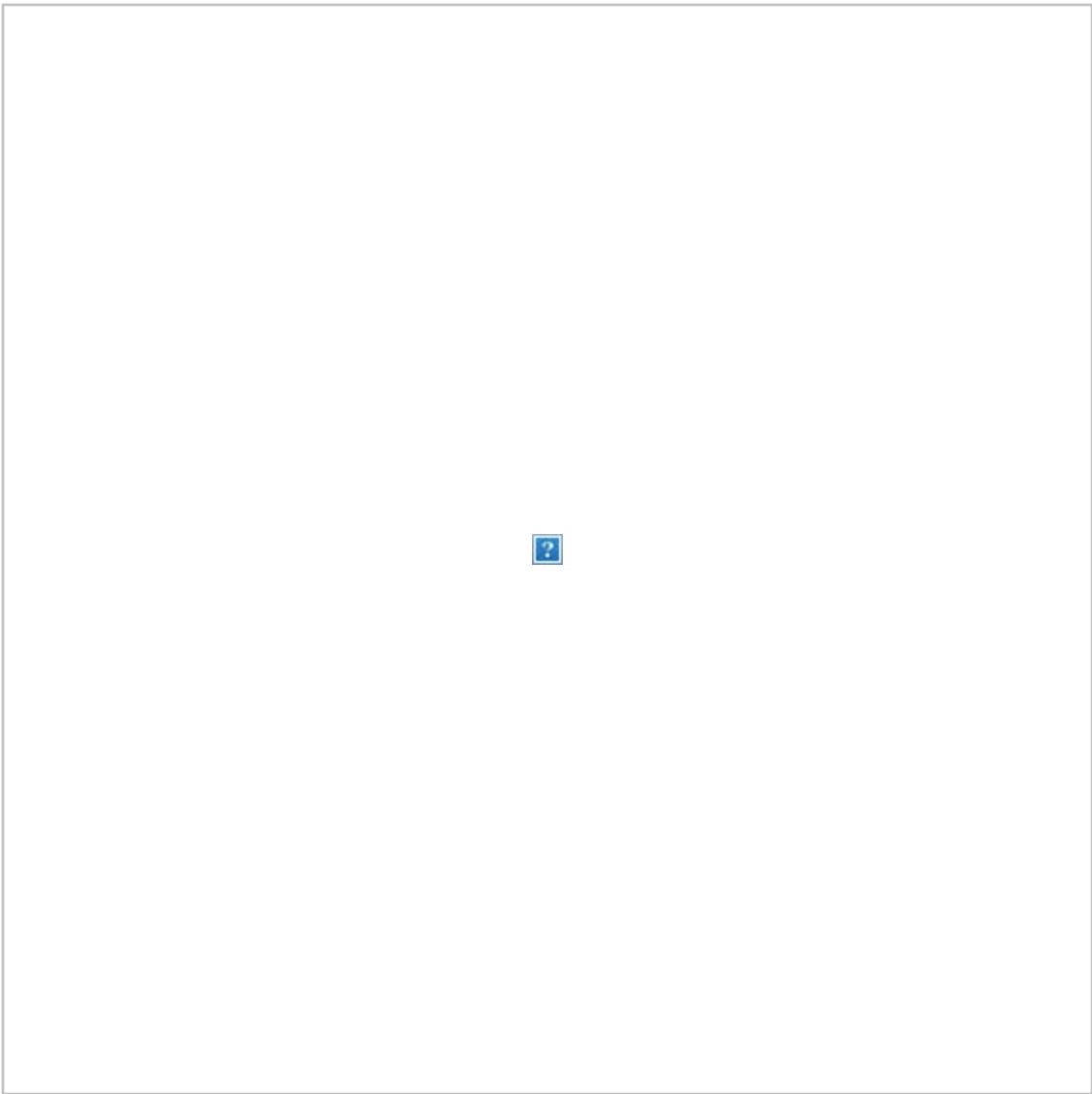
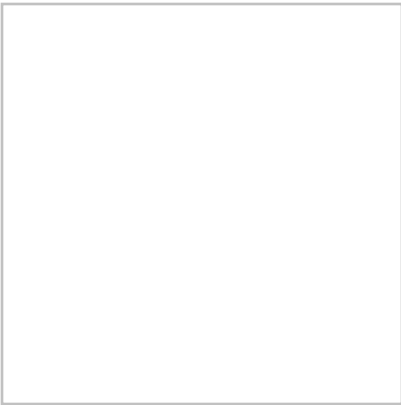
already made significant changes in response to Concord's 2016 Local Government Workplaces Initiative employee survey. The survey showed that employees wanted to be more informed of city

decisions and wanted the opportunity to provide input into decisions affecting their jobs. In response, Payne implemented a **Monday morning employee-only blog update** that not only explains the rationale behind decisions, but also asks employees for input on upcoming decisions. Other post-survey actions in Concord: implementing a **\$15 per hour living wage**; onsite communications sessions at each campus facility once a year (where **Payne talks AND listens**); consolidating and posting online the city's **internal training calendar**; implementing **stay interviews**; **posting job ads and descriptions on the intranet** to encourage employees to look for moves within Concord; and requiring that **all major city policies receive employee input**. And this is just the shortlist of Concord's organizational development activities. Got questions about the great things happening in Concord? Email Lloyd Payne at paynel@concordnc.gov.

Effective Supervisory Management Program

This popular School of Government course covers fundamental supervisory skills and tends to fill quickly. There are still spaces available in the **July 29 – August 2, 2019** which will be held at the Ramada Plaza Fayetteville Fort Bragg Area. Click [here](#) for more information.

How much social capital have you built with your employees? [This ICMA blog post](#) by LGWI researchers explains how workplace relationships drive organizational effectiveness.



Share



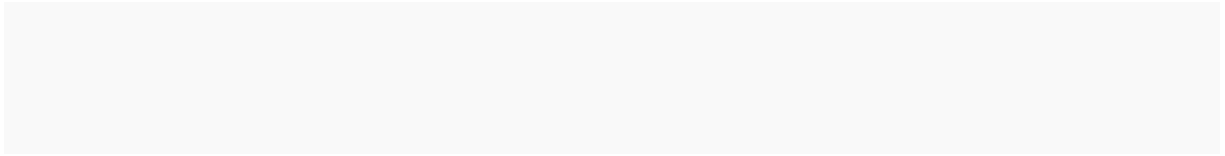
Tweet



Share



Forward to a Friend



This email was sent to ldd@unc.edu

[why did I get this?](#) [unsubscribe from this list](#) [update subscription preferences](#)

Local Government Workplaces Initiative · UNC School of Government · 400 South Road · Chapel Hill, NC 27514 ·
USA

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

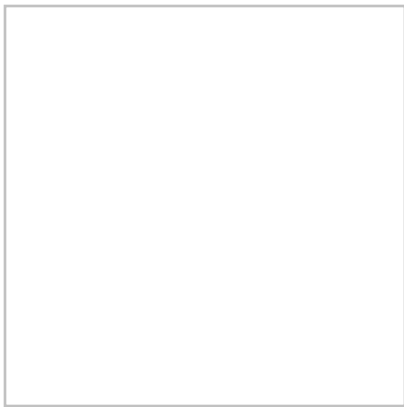
From: [Davis, Leisha DeHart](#)
To: [City and County Managers](#)
Subject: [ccmanagers] Concord Gameplan, Employee Social Capital, Supervisory Management Training
Date: Tuesday, July 16, 2019 7:28:47 AM

[View this email in your browser](#)



How They Did It: Concord's Post-Survey Gameplan

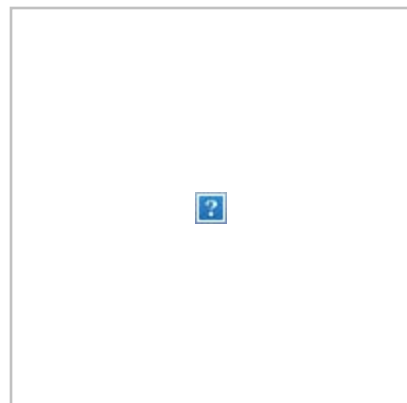
Lloyd Payne has only been the manager of the City of Concord for a little over a year, but he has



already made significant changes in response to Concord's 2016 Local Government Workplaces Initiative employee survey. The survey showed that employees wanted to be more informed of city

decisions and wanted the opportunity to provide input into decisions affecting their jobs. In response, Payne implemented a **Monday morning employee-only blog update** that not only explains the rationale behind decisions, but also asks employees for input on upcoming decisions. Other post-survey actions in Concord: implementing a **\$15 per hour living wage**; onsite communications sessions at each campus facility once a year (where **Payne talks AND listens**); consolidating and posting online the city's **internal training calendar**; implementing **stay interviews**; **posting job ads and descriptions on the intranet** to encourage employees to look for moves within Concord; and requiring that **all major city policies receive employee input**. And this is just the shortlist of Concord's organizational development activities. Got questions about the great things happening in Concord? Email Lloyd Payne at paynel@concordnc.gov.

How much social capital have you built with your employees? [This ICMA blog post](#) by LGWI researchers explains how workplace relationships drive organizational effectiveness.



Effective Supervisory Management Program

This popular School of Government course covers fundamental supervisory skills and tends to fill quickly. There are still spaces available in the **July 29 – August 2, 2019** which will be held at the Ramada Plaza Fayetteville Fort

Bragg Area. Click [here](#) for more information.



Share



Tweet



Share



Forward to a Friend

This email was sent to ldd@unc.edu
[why did I get this?](#) [unsubscribe from this list](#) [update subscription preferences](#)
Local Government Workplaces Initiative · UNC School of Government · 400 South Road · Chapel Hill, NC 27514 ·
USA

You currently are subscribed to ccmanagers .

To unsubscribe send email to listserv@unc.edu with the subject line "unsubscribe ccmanagers"

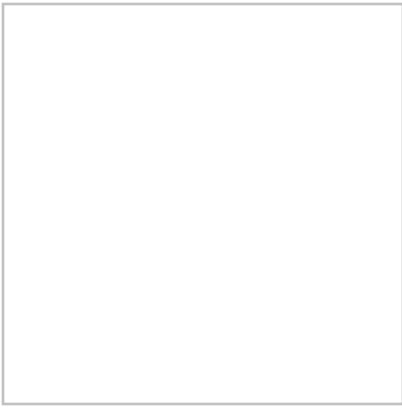
From: [Davis, Leisha DeHart](#)
To: [City and County Managers](#)
Subject: [ccmanagers] Concord Gameplan, Employee Social Capital, Supervisory Management Training
Date: Tuesday, July 16, 2019 7:28:46 AM

[View this email in your browser](#)



How They Did It: Concord's Post-Survey Gameplan

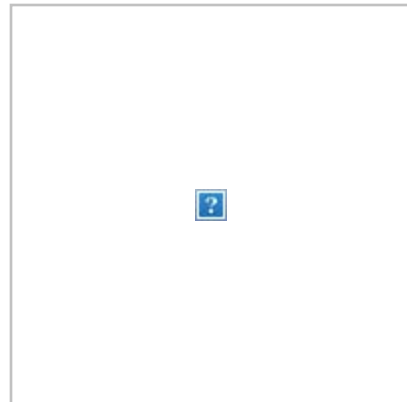
Lloyd Payne has only been the manager of the City of Concord for a little over a year, but he has



already made significant changes in response to Concord's 2016 Local Government Workplaces Initiative employee survey. The survey showed that employees wanted to be more informed of city

decisions and wanted the opportunity to provide input into decisions affecting their jobs. In response, Payne implemented a **Monday morning employee-only blog update** that not only explains the rationale behind decisions, but also asks employees for input on upcoming decisions. Other post-survey actions in Concord: implementing a **\$15 per hour living wage**; onsite communications sessions at each campus facility once a year (where **Payne talks AND listens**); consolidating and posting online the city's **internal training calendar**; implementing **stay interviews**; **posting job ads and descriptions on the intranet** to encourage employees to look for moves within Concord; and requiring that **all major city policies receive employee input**. And this is just the shortlist of Concord's organizational development activities. Got questions about the great things happening in Concord? Email Lloyd Payne at paynel@concordnc.gov.

How much social capital have you built with your employees? [This ICMA blog post](#) by LGWI researchers explains how workplace relationships drive organizational effectiveness.



Effective Supervisory Management Program

This popular School of Government course covers fundamental supervisory skills and tends to fill quickly. There are still spaces available in the **July 29 – August 2, 2019** which will be held at the Ramada Plaza Fayetteville Fort

Bragg Area. Click [here](#) for more information.



Share



Tweet



Share



Forward to a Friend

This email was sent to ldd@unc.edu
[why did I get this?](#) [unsubscribe from this list](#) [update subscription preferences](#)
Local Government Workplaces Initiative · UNC School of Government · 400 South Road · Chapel Hill, NC 27514 ·
USA

You currently are subscribed to ccmanagers .

To unsubscribe send email to listserv@unc.edu with the subject line "unsubscribe ccmanagers"

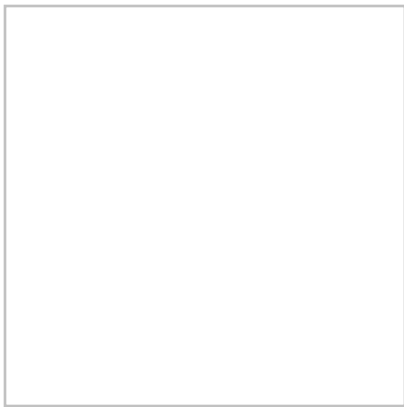
From: [Davis, Leisha DeHart](#)
To: [City and County Managers](#)
Subject: [ccmanagers] Concord Gameplan, Employee Social Capital, Supervisory Management Training
Date: Tuesday, July 16, 2019 7:28:45 AM

[View this email in your browser](#)



How They Did It: Concord's Post-Survey Gameplan

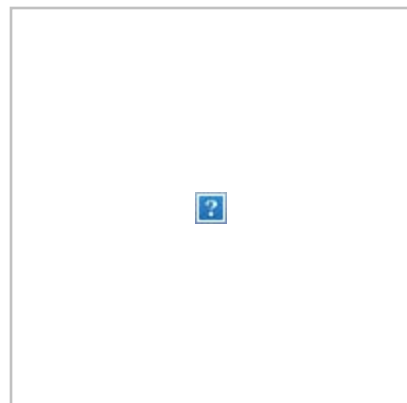
Lloyd Payne has only been the manager of the City of Concord for a little over a year, but he has



already made significant changes in response to Concord's 2016 Local Government Workplaces Initiative employee survey. The survey showed that employees wanted to be more informed of city

decisions and wanted the opportunity to provide input into decisions affecting their jobs. In response, Payne implemented a **Monday morning employee-only blog update** that not only explains the rationale behind decisions, but also asks employees for input on upcoming decisions. Other post-survey actions in Concord: implementing a **\$15 per hour living wage**; onsite communications sessions at each campus facility once a year (where **Payne talks AND listens**); consolidating and posting online the city's **internal training calendar**; implementing **stay interviews**; **posting job ads and descriptions on the intranet** to encourage employees to look for moves within Concord; and requiring that **all major city policies receive employee input**. And this is just the shortlist of Concord's organizational development activities. Got questions about the great things happening in Concord? Email Lloyd Payne at paynel@concordnc.gov.

How much social capital have you built with your employees? [This ICMA blog post](#) by LGWI researchers explains how workplace relationships drive organizational effectiveness.



Effective Supervisory Management Program

This popular School of Government course covers fundamental supervisory skills and tends to fill quickly. There are still spaces available in the **July 29 – August 2, 2019** which will be held at the Ramada Plaza Fayetteville Fort

Bragg Area. Click [here](#) for more information.



Share



Tweet



Share



Forward to a Friend

This email was sent to ldd@unc.edu
[why did I get this?](#) [unsubscribe from this list](#) [update subscription preferences](#)
Local Government Workplaces Initiative · UNC School of Government · 400 South Road · Chapel Hill, NC 27514 ·
USA

You currently are subscribed to ccmanagers .

To unsubscribe send email to listserv@unc.edu with the subject line "unsubscribe ccmanagers"

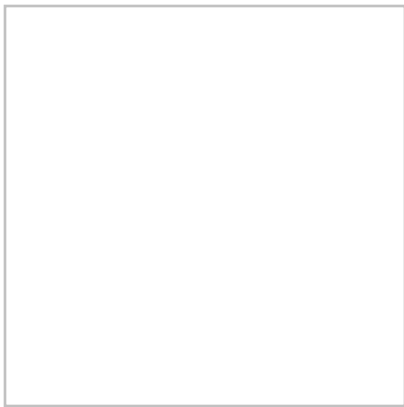
From: [Davis, Leisha DeHart](#)
To: [City and County Managers](#)
Subject: [ccmanagers] Concord Gameplan, Employee Social Capital, Supervisory Management Training
Date: Tuesday, July 16, 2019 7:28:44 AM

[View this email in your browser](#)



How They Did It: Concord's Post-Survey Gameplan

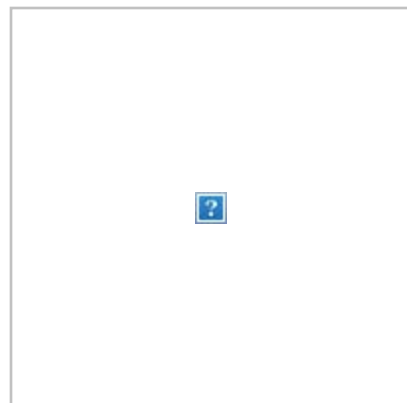
Lloyd Payne has only been the manager of the City of Concord for a little over a year, but he has



already made significant changes in response to Concord's 2016 Local Government Workplaces Initiative employee survey. The survey showed that employees wanted to be more informed of city

decisions and wanted the opportunity to provide input into decisions affecting their jobs. In response, Payne implemented a **Monday morning employee-only blog update** that not only explains the rationale behind decisions, but also asks employees for input on upcoming decisions. Other post-survey actions in Concord: implementing a **\$15 per hour living wage**; onsite communications sessions at each campus facility once a year (where **Payne talks AND listens**); consolidating and posting online the city's **internal training calendar**; implementing **stay interviews**; **posting job ads and descriptions on the intranet** to encourage employees to look for moves within Concord; and requiring that **all major city policies receive employee input**. And this is just the shortlist of Concord's organizational development activities. Got questions about the great things happening in Concord? Email Lloyd Payne at paynel@concordnc.gov.

How much social capital have you built with your employees? [This ICMA blog post](#) by LGWI researchers explains how workplace relationships drive organizational effectiveness.



Effective Supervisory Management Program

This popular School of Government course covers fundamental supervisory skills and tends to fill quickly. There are still spaces available in the **July 29 – August 2, 2019** which will be held at the Ramada Plaza Fayetteville Fort

Bragg Area. Click [here](#) for more information.



Share



Tweet



Share



Forward to a Friend

This email was sent to ldd@unc.edu
[why did I get this?](#) [unsubscribe from this list](#) [update subscription preferences](#)
Local Government Workplaces Initiative · UNC School of Government · 400 South Road · Chapel Hill, NC 27514 ·
USA

You currently are subscribed to ccmanagers .

To unsubscribe send email to listserv@unc.edu with the subject line "unsubscribe ccmanagers"

From: [Davis, Leisha DeHart](#)
To: [City and County Managers](#)
Subject: [ccmanagers] Fall Surveys, Innovation Climate, Creating Diverse Teams
Date: Monday, June 03, 2019 8:02:32 AM

[View this email in your browser](#)



Looking for a **LGWI employee survey, focus group or workplace data analysis** for Fall 2019? Please let us know by July 1st so that we can line up students assistants. Basic employee

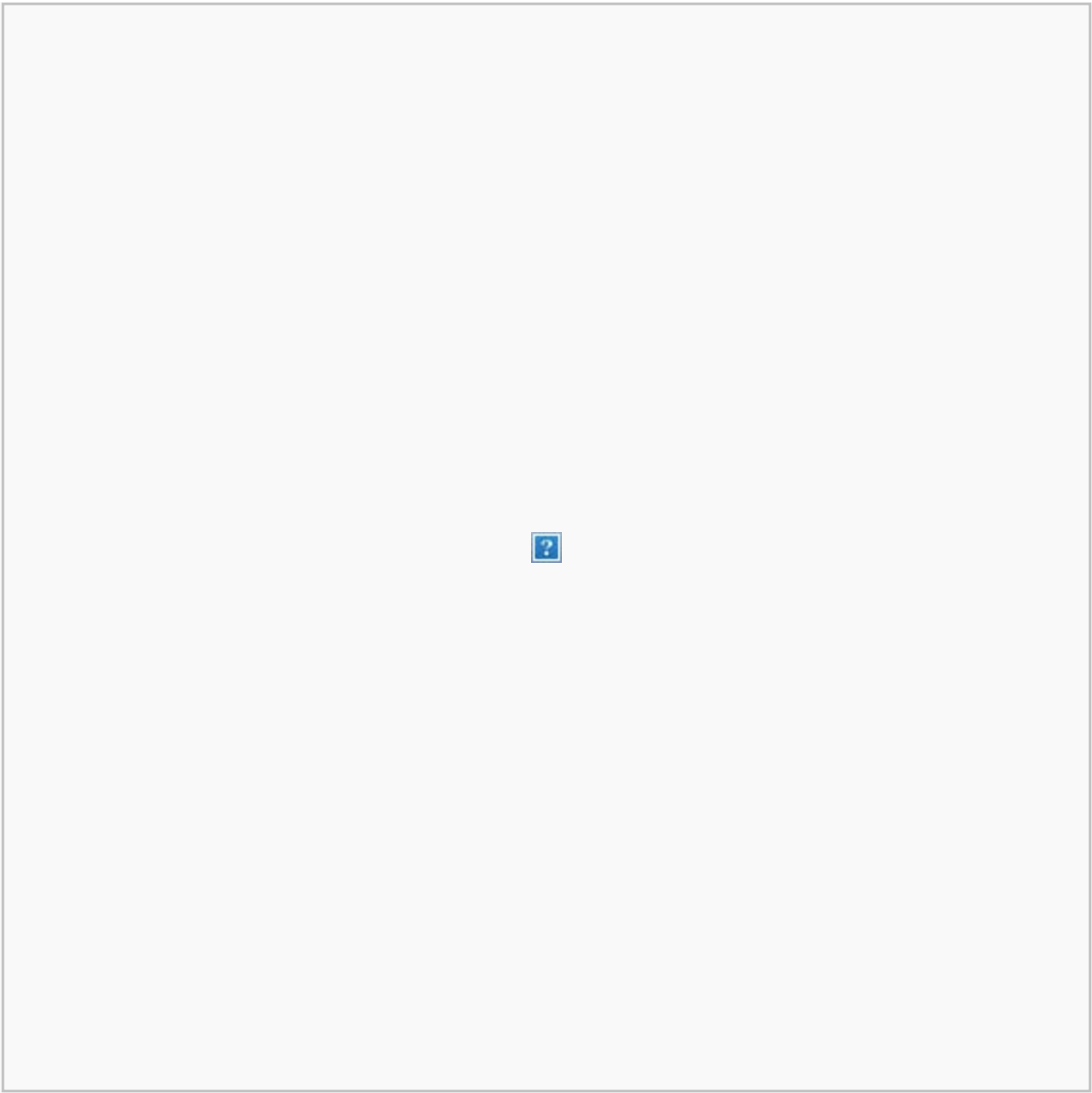
survey packages start at \$5000, including Tableau visualization of results and an hour-long conference call to discuss results.



Want to Reduce Turnover? Improve Your Climate for Innovation. [Public management researchers](#) have found that employees in Australian workplaces with less innovative climates are more likely to intend to quit their jobs, even when accounting for job and pay satisfaction. An innovation climate -- where workplaces are open to new ideas and process improvements -- makes jobs more interesting by sparking creativity and involving employees.

Designing Diverse and Inclusive Teams, [A day-long workshop](#) on June 7th at the UNC School of Government. Taught by Dr. Elizabeth Dickinson of the UNC Kenan-Flagler School of Business, for the UNC School of Government's Center for Public Leadership and Governance.





[Share](#)



[Tweet](#)



[Share](#)



[Forward to a Friend](#)

This email was sent to ldd@unc.edu
Local Government Workplaces Initiative · UNC School of Government · 400 South Road · Chapel Hill, NC 27514 ·
USA

You currently are subscribed to ccmanagers .
To unsubscribe send email to listserv@unc.edu with the subject line
"unsubscribe ccmanagers"

From: [Davis, Leisha DeHart](#)
To: [City and County Managers](#)
Subject: [ccmanagers] Fall Surveys, Innovation Climate, Creating Diverse Teams
Date: Monday, June 03, 2019 8:02:28 AM

[View this email in your browser](#)



Looking for a **LGWI employee survey, focus group or workplace data analysis** for Fall 2019? Please let us know by July 1st so that we can line up students assistants. Basic employee

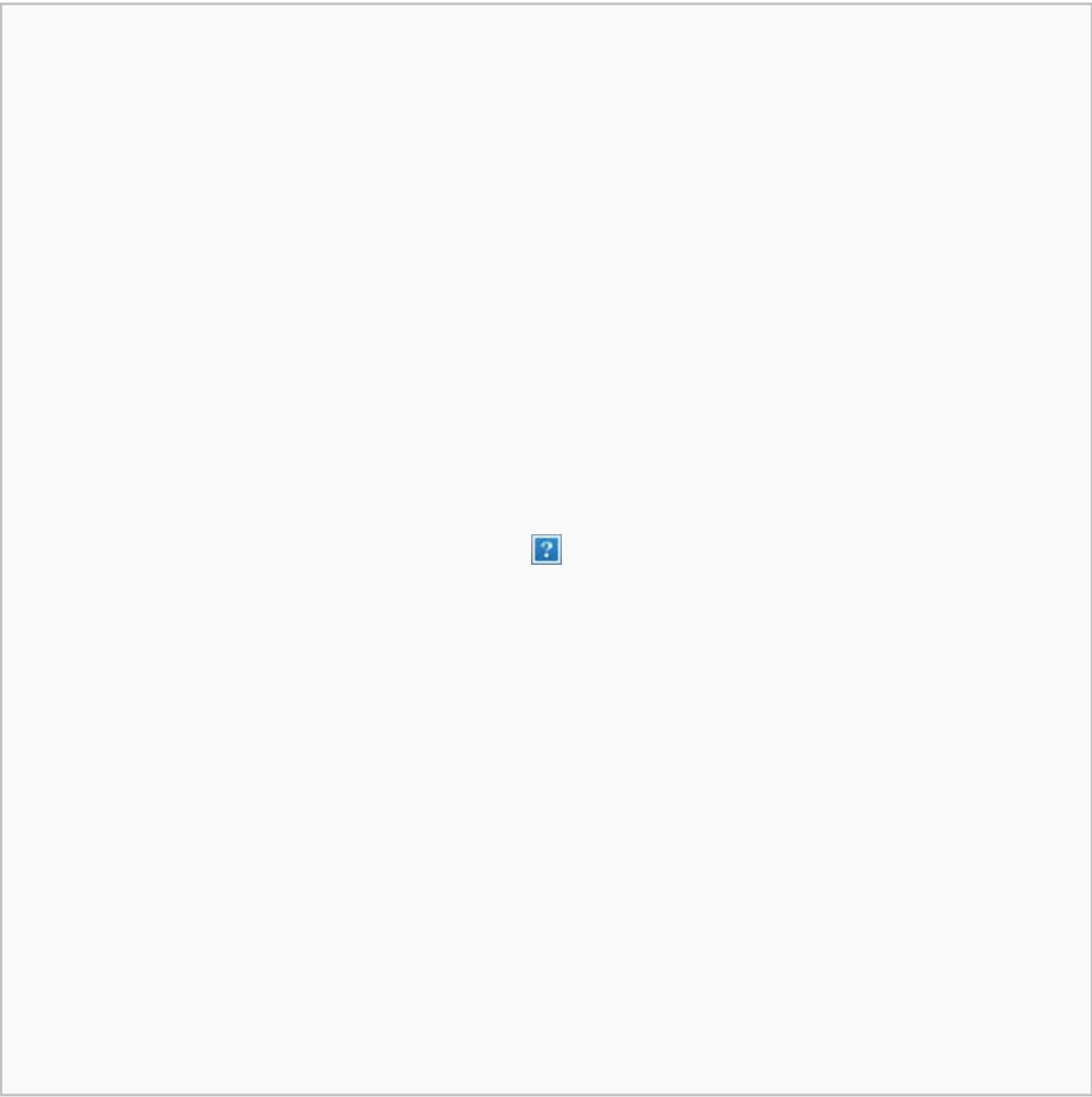
survey packages start at \$5000, including Tableau visualization of results and an hour-long conference call to discuss results.



Want to Reduce Turnover? Improve Your Climate for Innovation. [Public management researchers](#) have found that employees in Australian workplaces with less innovative climates are more likely to intend to quit their jobs, even when accounting for job and pay satisfaction. An innovation climate -- where workplaces are open to new ideas and process improvements -- makes jobs more interesting by sparking creativity and involving employees.

Designing Diverse and Inclusive Teams, [A day-long workshop](#) on June 7th at the UNC School of Government. Taught by Dr. Elizabeth Dickinson of the UNC Kenan-Flagler School of Business, for the UNC School of Government's Center for Public Leadership and Governance.





[Share](#)



[Tweet](#)



[Share](#)



[Forward to a Friend](#)

This email was sent to ldd@unc.edu
Local Government Workplaces Initiative · UNC School of Government · 400 South Road · Chapel Hill, NC 27514 ·
USA

**You currently are subscribed to ccmanagers .
To unsubscribe send email to listserv@unc.edu with the subject line
"unsubscribe ccmanagers"**

From: [Davis, Leisha DeHart](#)
To: [City and County Managers](#)
Subject: [ccmanagers] Fall Surveys, Innovation Climate, Creating Diverse Teams
Date: Monday, June 03, 2019 8:02:26 AM

[View this email in your browser](#)



Looking for a **LGWI employee survey, focus group or workplace data analysis** for Fall 2019? Please let us know by July 1st so that we can line up students assistants. Basic employee

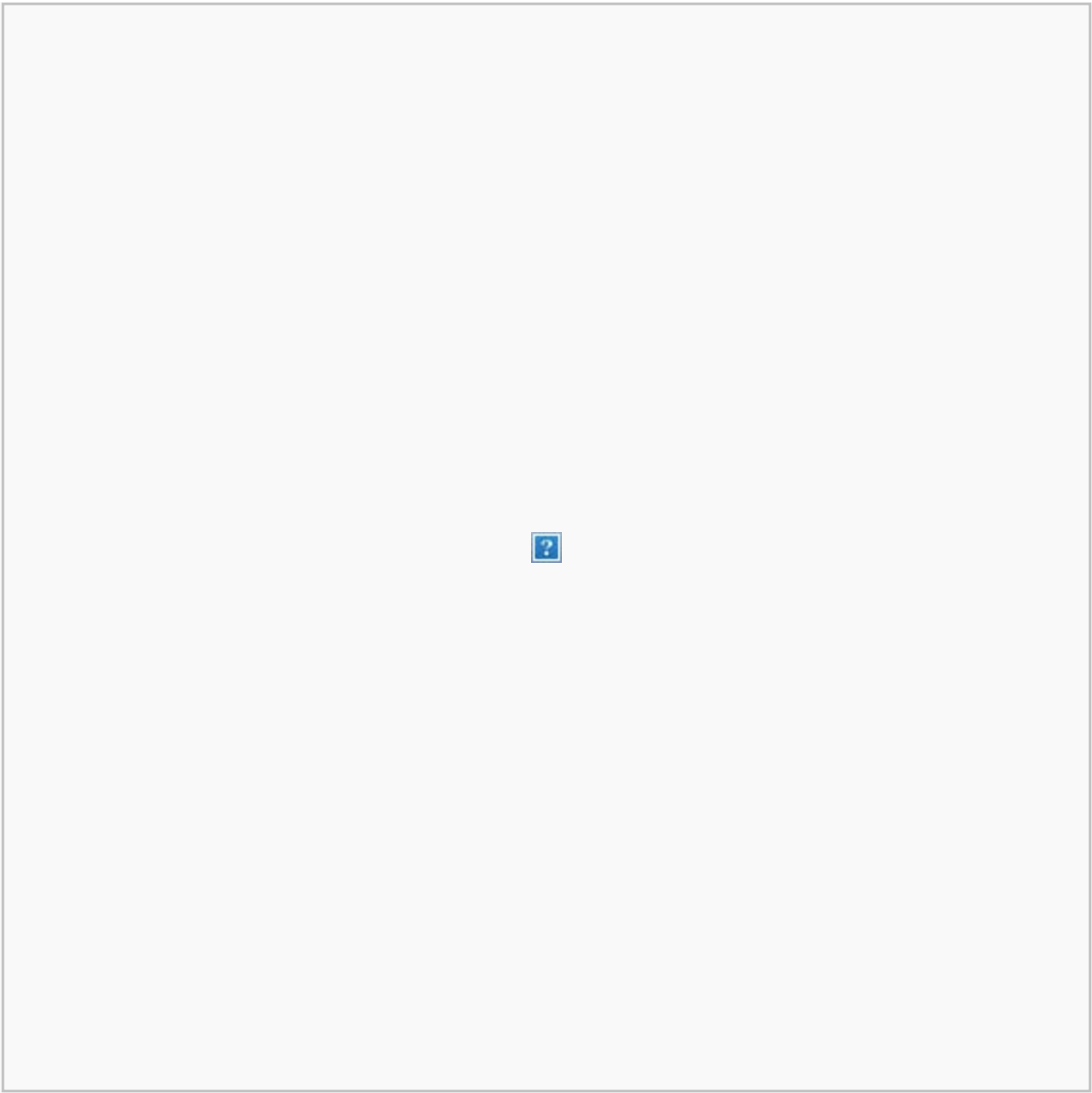
survey packages start at \$5000, including Tableau visualization of results and an hour-long conference call to discuss results.



Want to Reduce Turnover? Improve Your Climate for Innovation. [Public management researchers](#) have found that employees in Australian workplaces with less innovative climates are more likely to intend to quit their jobs, even when accounting for job and pay satisfaction. An innovation climate -- where workplaces are open to new ideas and process improvements -- makes jobs more interesting by sparking creativity and involving employees.

Designing Diverse and Inclusive Teams, [A day-long workshop](#) on June 7th at the UNC School of Government. Taught by Dr. Elizabeth Dickinson of the UNC Kenan-Flagler School of Business, for the UNC School of Government's Center for Public Leadership and Governance.





[Share](#)



[Tweet](#)



[Share](#)



[Forward to a Friend](#)

This email was sent to ldd@unc.edu
Local Government Workplaces Initiative · UNC School of Government · 400 South Road · Chapel Hill, NC 27514 ·
USA

**You currently are subscribed to ccmanagers .
To unsubscribe send email to listserv@unc.edu with the subject line
"unsubscribe ccmanagers"**

From: [Davis, Leisha DeHart](#)
To: [City and County Managers](#)
Subject: [ccmanagers] Fall Surveys, Innovation Climate, Creating Diverse Teams
Date: Monday, June 03, 2019 8:02:25 AM

[View this email in your browser](#)



Looking for a **LGWI employee survey, focus group or workplace data analysis** for Fall 2019? Please let us know by July 1st so that we can line up students assistants. Basic employee

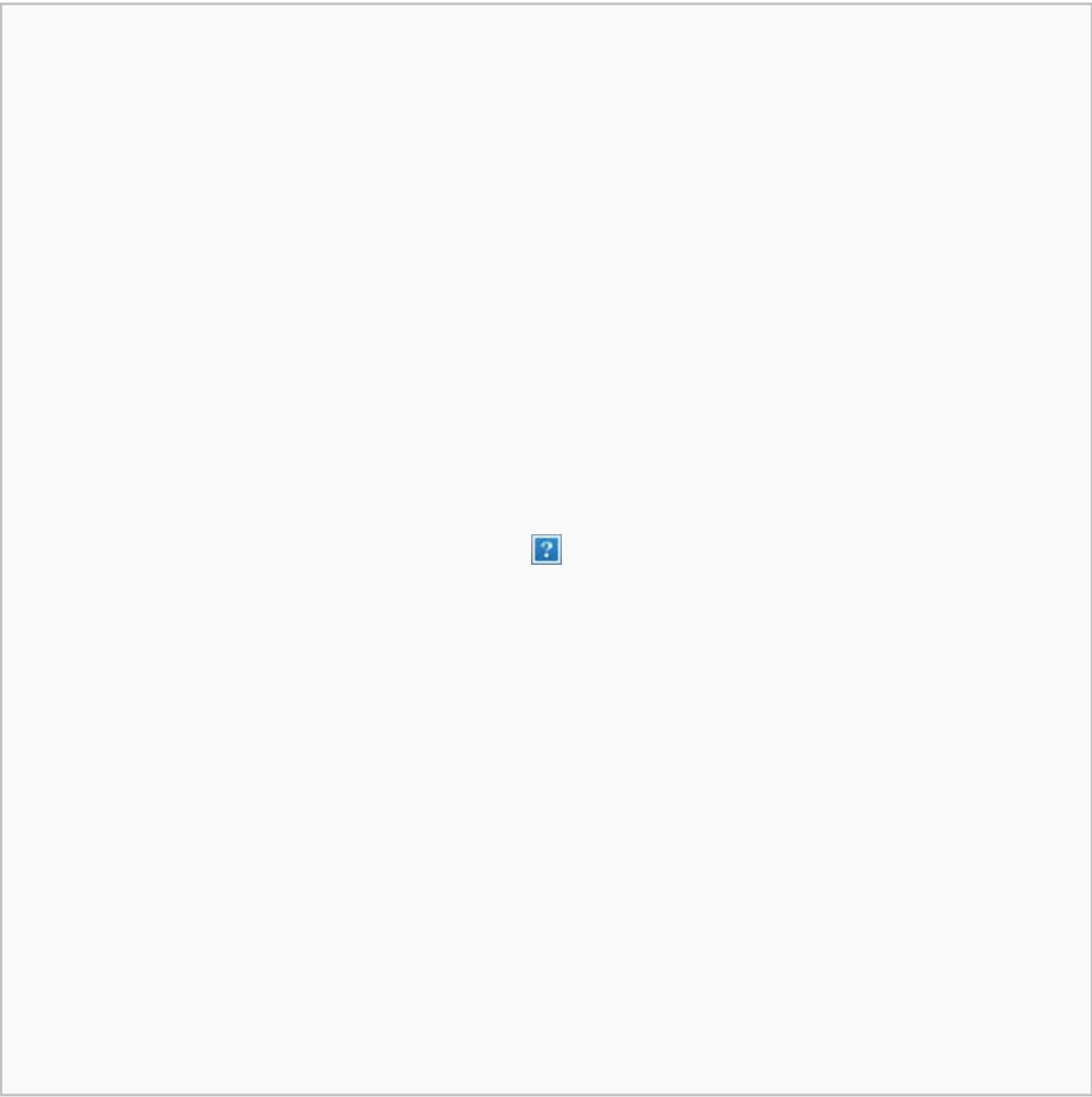
survey packages start at \$5000, including Tableau visualization of results and an hour-long conference call to discuss results.



Want to Reduce Turnover? Improve Your Climate for Innovation. [Public management researchers](#) have found that employees in Australian workplaces with less innovative climates are more likely to intend to quit their jobs, even when accounting for job and pay satisfaction. An innovation climate -- where workplaces are open to new ideas and process improvements -- makes jobs more interesting by sparking creativity and involving employees.

Designing Diverse and Inclusive Teams, [A day-long workshop](#) on June 7th at the UNC School of Government. Taught by Dr. Elizabeth Dickinson of the UNC Kenan-Flagler School of Business, for the UNC School of Government's Center for Public Leadership and Governance.





[Share](#)



[Tweet](#)



[Share](#)



[Forward to a Friend](#)

This email was sent to ldd@unc.edu
Local Government Workplaces Initiative · UNC School of Government · 400 South Road · Chapel Hill, NC 27514 ·
USA

**You currently are subscribed to ccmanagers .
To unsubscribe send email to listserv@unc.edu with the subject line
"unsubscribe ccmanagers"**

From: [Davis, Leisha DeHart](#)
To: [The humanresources mailing list](#)
Subject: [humanresources] Fall Surveys, Innovation Climate, Creating Diverse Teams
Date: Monday, June 03, 2019 8:01:31 AM

[View this email in your browser](#)



Looking for a **LGWI employee survey, focus group or workplace data analysis** for Fall 2019? Please let us know by July 1st so that we can line up

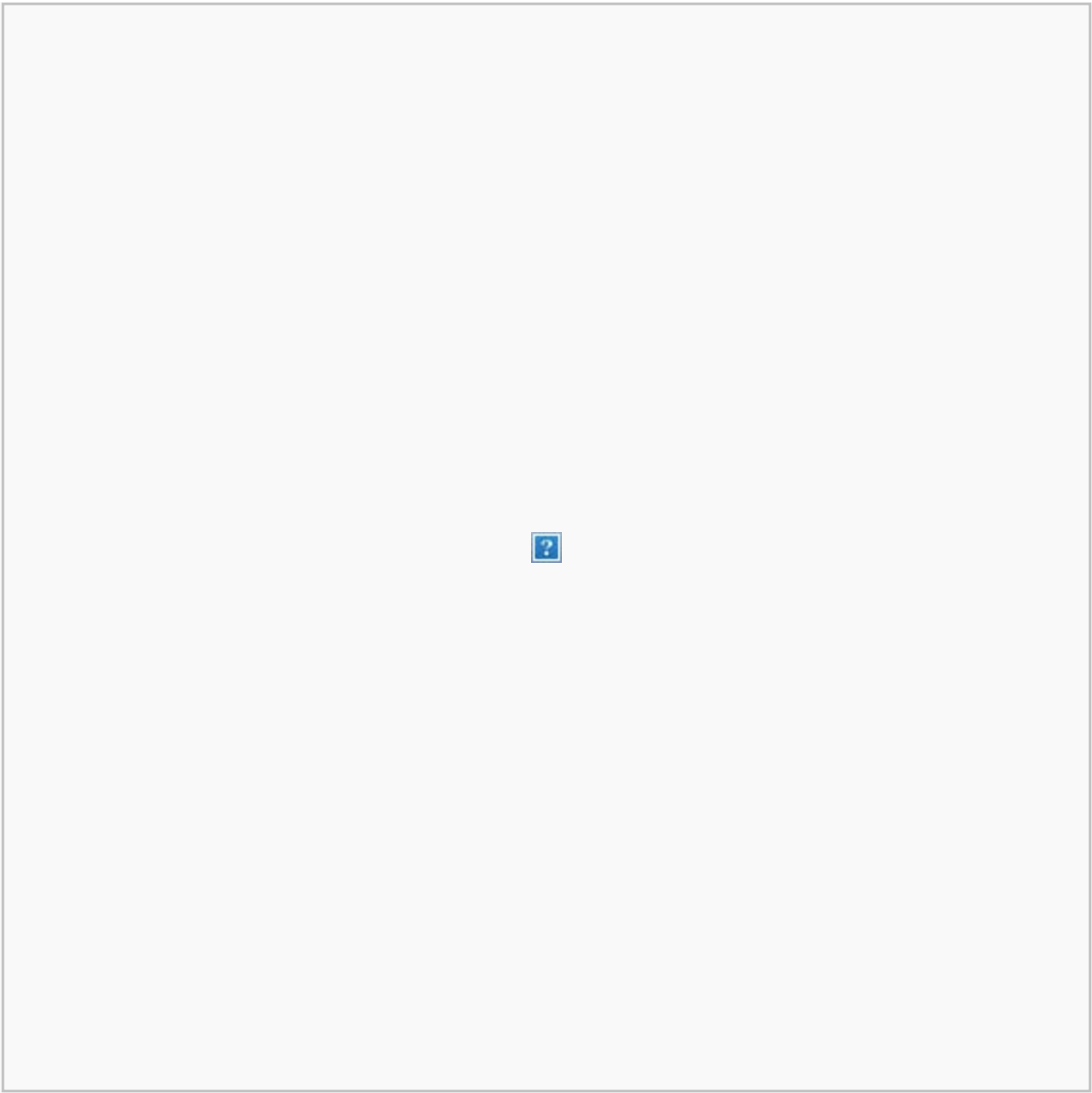
students assistants. Basic employee survey packages start at \$5000, including Tableau visualization of results and an hour-long conference call to discuss results.



Want to Reduce Turnover? Improve Your Climate for Innovation. [Public management researchers](#) have found that employees in Australian workplaces with less innovative climates are more likely to intend to quit their jobs, even when accounting for job and pay satisfaction. An innovation climate -- where workplaces are open to new ideas and process improvements -- makes jobs more interesting by sparking creativity and involving employees.

Designing Diverse and Inclusive Teams, [A day-long workshop](#) on June 7th at the UNC School of Government. Taught by Dr. Elizabeth Dickinson of the UNC Kenan-Flagler School of Business, for the UNC School of Government's Center for Public Leadership and Governance.





[Share](#)



[Tweet](#)



[Share](#)



[Forward to a Friend](#)

This email was sent to ldd@unc.edu

[why did I get this?](#) [unsubscribe from this list](#) [update subscription preferences](#)

Local Government Workplaces Initiative · UNC School of Government · 400 South Road · Chapel Hill, NC 27514 ·
USA

You are currently subscribed to humanresources as:

vtcarpenter@cityofgastonia.com.

**To unsubscribe send email to listserv@unc.edu with the subject line
"unsubscribe humanresources"
(remove quotes before sending)**

From: [Davis, Leisha DeHart](#)
To: [The humanresources mailing list](#)
Subject: [humanresources] Fall Surveys, Innovation Climate, Creating Diverse Teams
Date: Monday, June 03, 2019 8:01:30 AM

[View this email in your browser](#)



Looking for a **LGWI employee survey, focus group or workplace data analysis** for Fall 2019? Please let us know by July 1st so that we can line up

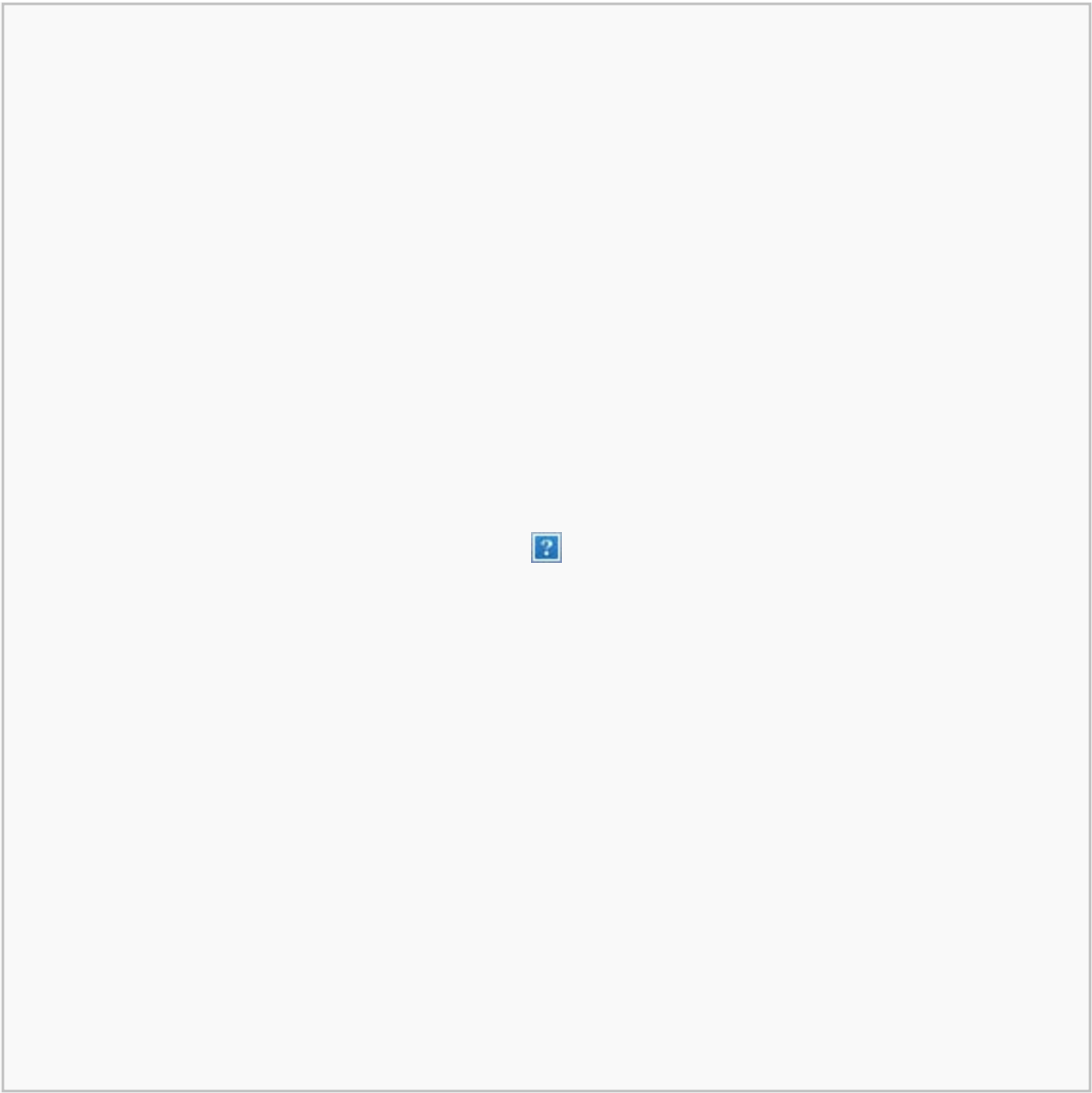
students assistants. Basic employee survey packages start at \$5000, including Tableau visualization of results and an hour-long conference call to discuss results.



Want to Reduce Turnover? Improve Your Climate for Innovation. [Public management researchers](#) have found that employees in Australian workplaces with less innovative climates are more likely to intend to quit their jobs, even when accounting for job and pay satisfaction. An innovation climate -- where workplaces are open to new ideas and process improvements -- makes jobs more interesting by sparking creativity and involving employees.

Designing Diverse and Inclusive Teams, [A day-long workshop](#) on June 7th at the UNC School of Government. Taught by Dr. Elizabeth Dickinson of the UNC Kenan-Flagler School of Business, for the UNC School of Government's Center for Public Leadership and Governance.





[Share](#)



[Tweet](#)



[Share](#)



[Forward to a Friend](#)

This email was sent to ldd@unc.edu
[why did I get this?](#) [unsubscribe from this list](#) [update subscription preferences](#)
Local Government Workplaces Initiative · UNC School of Government · 400 South Road · Chapel Hill, NC 27514 ·
USA

**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)**

From: [Davis, Leisha DeHart](#)
To: [The humanresources mailing list](#)
Subject: [humanresources] Fall Surveys, Innovation Climate, Creating Diverse Teams
Date: Monday, June 03, 2019 8:01:30 AM

[View this email in your browser](#)



Looking for a **LGWI employee survey, focus group or workplace data analysis** for Fall 2019? Please let us know by July 1st so that we can line up

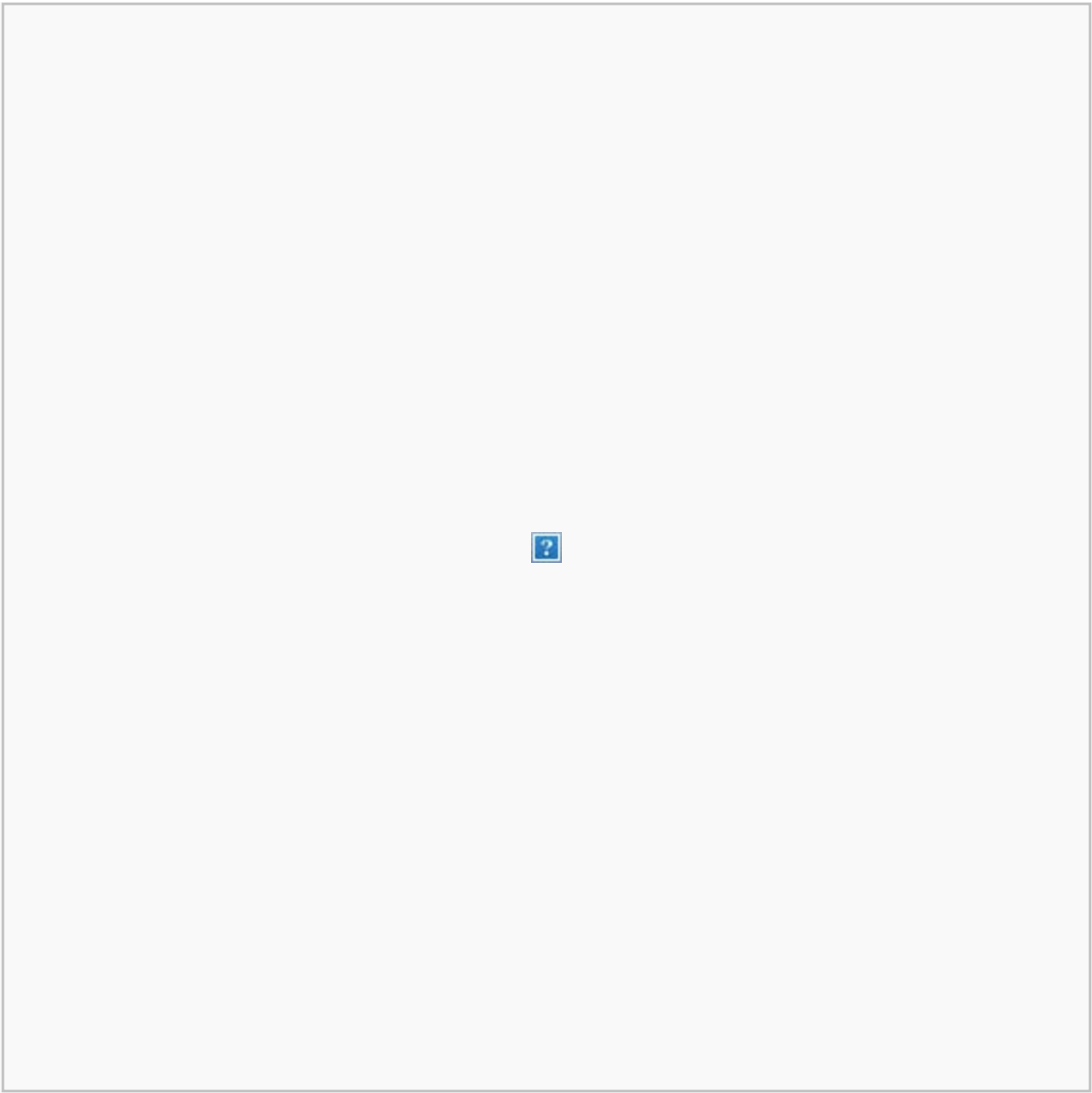
students assistants. Basic employee survey packages start at \$5000, including Tableau visualization of results and an hour-long conference call to discuss results.



Want to Reduce Turnover? Improve Your Climate for Innovation. [Public management researchers](#) have found that employees in Australian workplaces with less innovative climates are more likely to intend to quit their jobs, even when accounting for job and pay satisfaction. An innovation climate -- where workplaces are open to new ideas and process improvements -- makes jobs more interesting by sparking creativity and involving employees.

Designing Diverse and Inclusive Teams, [A day-long workshop](#) on June 7th at the UNC School of Government. Taught by Dr. Elizabeth Dickinson of the UNC Kenan-Flagler School of Business, for the UNC School of Government's Center for Public Leadership and Governance.





[Share](#)



[Tweet](#)



[Share](#)



[Forward to a Friend](#)

This email was sent to ldd@unc.edu
[why did I get this?](#) [unsubscribe from this list](#) [update subscription preferences](#)
Local Government Workplaces Initiative · UNC School of Government · 400 South Road · Chapel Hill, NC 27514 ·
USA

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

From: [Davis, Leisha DeHart](#)
To: [The humanresources mailing list](#)
Subject: [humanresources] Fall Surveys, Innovation Climate, Creating Diverse Teams
Date: Monday, June 03, 2019 8:01:29 AM

[View this email in your browser](#)



Looking for a **LGWI employee survey, focus group or workplace data analysis** for Fall 2019? Please let us know by July 1st so that we can line up

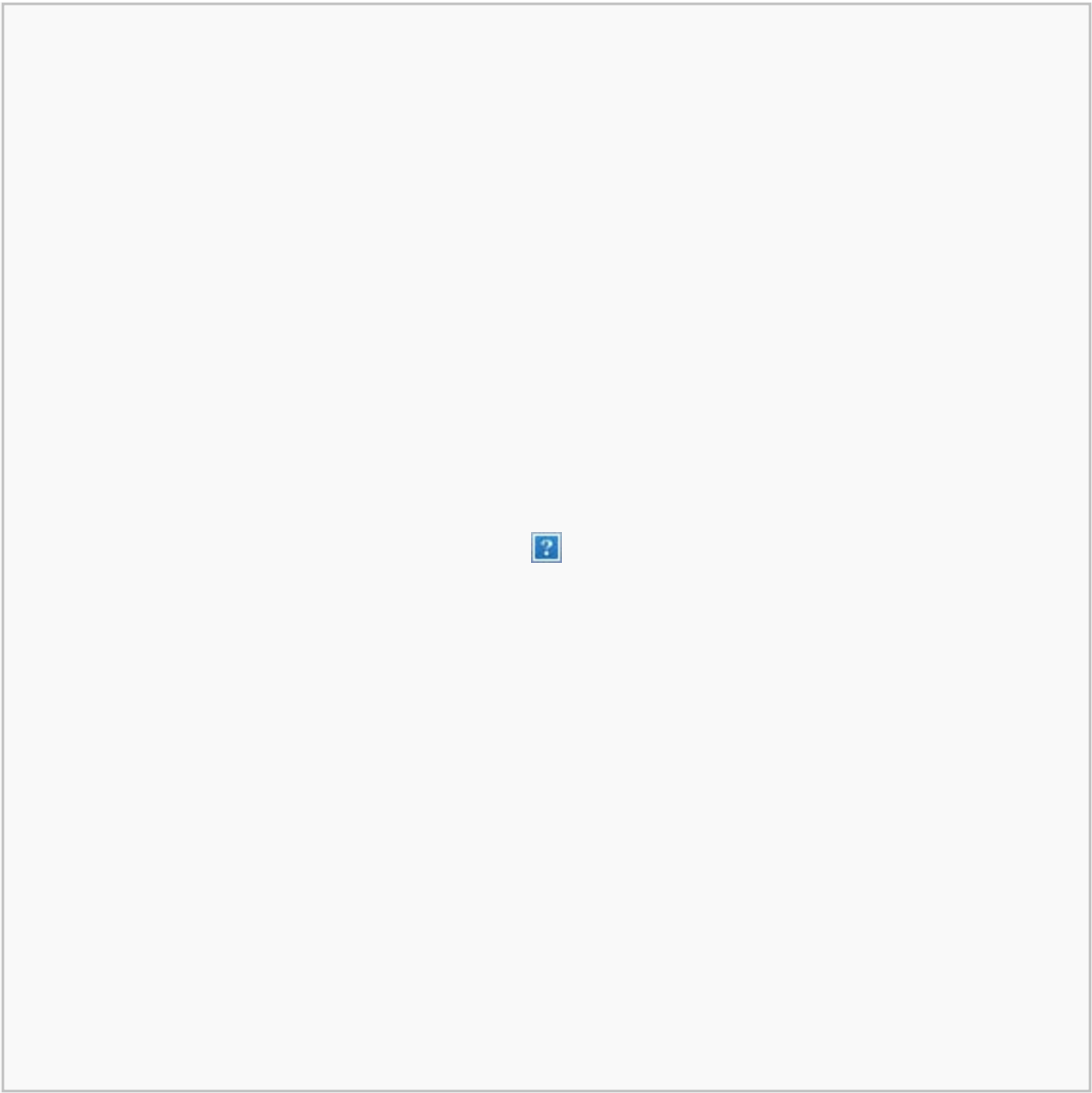
students assistants. Basic employee survey packages start at \$5000, including Tableau visualization of results and an hour-long conference call to discuss results.



Want to Reduce Turnover? Improve Your Climate for Innovation. [Public management researchers](#) have found that employees in Australian workplaces with less innovative climates are more likely to intend to quit their jobs, even when accounting for job and pay satisfaction. An innovation climate -- where workplaces are open to new ideas and process improvements -- makes jobs more interesting by sparking creativity and involving employees.

Designing Diverse and Inclusive Teams, [A day-long workshop](#) on June 7th at the UNC School of Government. Taught by Dr. Elizabeth Dickinson of the UNC Kenan-Flagler School of Business, for the UNC School of Government's Center for Public Leadership and Governance.





[Share](#)



[Tweet](#)



[Share](#)



[Forward to a Friend](#)

This email was sent to ldd@unc.edu
[why did I get this?](#) [unsubscribe from this list](#) [update subscription preferences](#)
Local Government Workplaces Initiative · UNC School of Government · 400 South Road · Chapel Hill, NC 27514 ·
USA

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

From: [Davis, Leisha DeHart](#)
To: [Smith, Judy](#)
Subject: Re: PowerPoint
Date: Friday, March 29, 2019 10:46:38 AM
Attachments: [Gastonia Results 03.29.19.pptx](#)

From: "Smith, Judy" <judys@cityofgastonia.com>
Date: Friday, March 29, 2019 at 10:42 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: PowerPoint

OK....THANKS!

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, March 29, 2019 10:39 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: Re: PowerPoint

They are still in their focus groups, so I may just be sending you what I've got right now. I'll walk over shortly.

From: "Smith, Judy" <judys@cityofgastonia.com>
Date: Friday, March 29, 2019 at 10:38 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: PowerPoint

Thanks!

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, March 29, 2019 9:47 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: PowerPoint

Judy, Katie and Maddi and I are meeting right after their 9:30 ams to compare notes so that I can update the powerpoint for the department head meeting. Will send then.



Local Government
Workplaces Initiative



UNC

SCHOOL OF
GOVERNMENT

City of Gastonia Employee Survey Results



Overview

- Refresh on results
- Highlights of focus groups conducted thus far
- Talk next steps

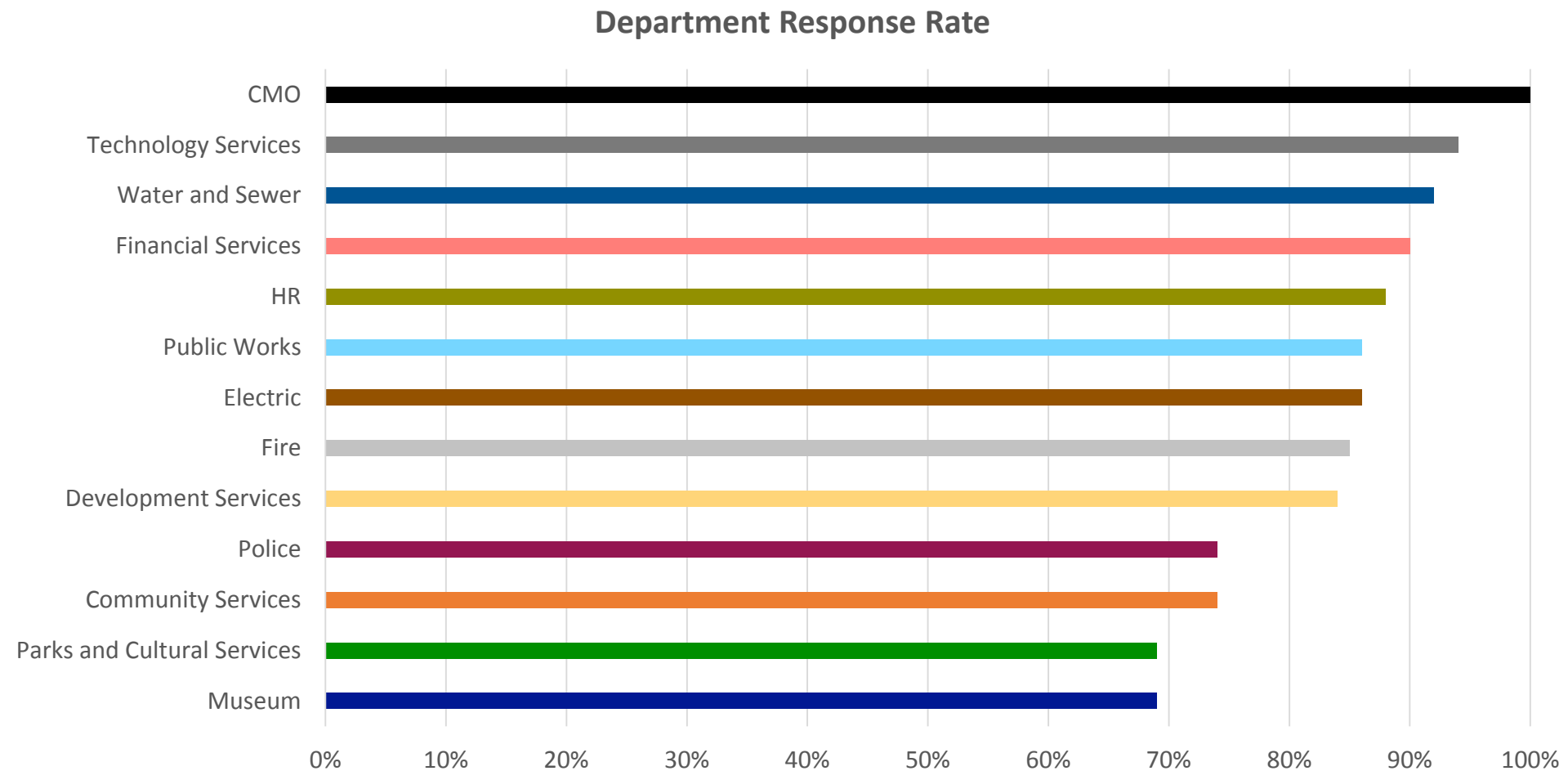


Research Design

- Survey of all city employees
 - Email
 - Onsite computer labs with assistance
- 82% response rate
- Response rates ranged from 69% (Museum) to 100% (CMO)



Response Rates by Department





Understanding Categories

- Individual survey items
 - Excellent, Good, Room for Improvement
 - 80-20 Rule
 - More than 80 percent positive AND less than 80 percent negative (excellent)
 - More than 80 percent positive OR less than 80 percent negative (good)
 - Less than 80 percent positive AND more than 80 percent negative (room for improvement)
- Categories of questions
 - Highlights (good or excellent)
 - Hotspots (room for improvement)
 - Mixed results (good/excellent with room for improvement)

Highlights

- Engagement
- Organizational Identification
- Teamwork
- Trust in Management
- Turnover Intentions

Hotspots

- Centralization
- Silence
- Voice
- Workplace Civility

Focus Group Patterns

- Inconsistency within departments based on who you know
- Micromanagement
 - Decisions second-guessed
 - Expertise not recognized
- Lack of input on decisions affecting employees
 - Software
 - Process improvements
- Top-down top-heavy
 - Lots of meetings where relevant staff are not included
 - Creates reaction rather than proactivity

From: [Davis, Leisha DeHart](#)
To: [Falls, Jessica](#)
Subject: Re: Focus Groups 3 and 4 to Interpret Gastonia Survey Results
Date: Thursday, March 28, 2019 2:17:15 PM

Hi, Jessica. City Hall – Marketing Conference Room. Please let me know if you have any questions!

From: "Falls, Jessica" <Jessicaf@cityofgastonia.com>
Date: Thursday, March 28, 2019 at 2:15 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: Focus Groups 3 and 4 to Interpret Gastonia Survey Results

Good afternoon,

Yes, I would be interested in attending this focus group. Where will it be located?

Thank you,

Jessica Falls
Financial Analyst | City of Gastonia
P.O. Box 1748
Gastonia, NC 28053
(704) 866-6710 p | (704) 869-1939 f

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]
Sent: Wednesday, March 27, 2019 10:52 AM
To: Davis, Leisha DeHart <ldehart@sog.unc.edu>
Subject: Focus Groups 3 and 4 to Interpret Gastonia Survey Results

You are receiving this email because you have been randomly invited to participate in a focus group that follows up on the City of Gastonia Employee Survey. **If you are interested in participating, please reply yes to this email.**

Some information about the focus group:

- The focus groups seek to **solicit employee input** on what the survey results mean and **how the City can improve** as a result;
- The focus group will be on this **Friday, March 29th, at 9:30 am**, location forthcoming.

- Your participation is **voluntary and confidential**; we will not disclose focus group participants to City of Gastonia managers;
- The focus group will take between **60 and 75 minutes** during work hours;
- **Patterns of results** from focus groups will be added to the final PowerPoint report to the City of Gastonia.

Please let me know if you have any questions about this invitation. I can be reached at ldd@unc.edu or 785-766-1554 (mobile).

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill
Cell: (785) 766-1554
Office Phone: (919)966-4189

From: [Davis, Leisha DeHart](#)
To: [Smith, Judy](#)
Subject: FW: Focus Groups 3 and 4 to Interpret Gastonia Survey Results
Date: Wednesday, March 27, 2019 11:43:16 AM

FYI

From: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Date: Wednesday, March 27, 2019 at 10:54 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: Focus Groups 3 and 4 to Interpret Gastonia Survey Results

You are receiving this email because you have been randomly invited to participate in a focus group that follows up on the City of Gastonia Employee Survey. **If you are interested in participating, please reply yes to this email.**

Some information about the focus group:

- The focus groups seek to **solicit employee input** on what the survey results mean and **how the City can improve** as a result;
- The focus group will be on this **Friday, March 29th, at 9:30 am**, location forthcoming.
- Your participation is **voluntary and confidential**; we will not disclose focus group participants to City of Gastonia managers;
- The focus group will take between **60 and 75 minutes** during work hours;
- **Patterns of results** from focus groups will be added to the final PowerPoint report to the City of Gastonia.

Please let me know if you have any questions about this invitation. I can be reached at ldd@unc.edu or 785-766-1554 (mobile).

[Leisha DeHart-Davis, PhD](#)
Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill
Cell: (785) 766-1554
Office Phone: (919)966-4189

From: [Davis, Leisha DeHart](#)
To: [Smith, Judy](#)
Subject: FW: Focus Groups 3 and 4 to Interpret Gastonia Survey Results
Date: Wednesday, March 27, 2019 11:42:55 AM

FYI

From: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Date: Wednesday, March 27, 2019 at 11:20 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: Focus Groups 3 and 4 to Interpret Gastonia Survey Results

You are receiving this email because you have been randomly invited to participate in a focus group that follows up on the City of Gastonia Employee Survey. **If you are interested in participating, please reply yes to this email** by end of business tomorrow, Thursday, March 28th.

Some information about the focus group:

- The focus groups seek to **solicit employee input** on what the survey results mean and **how the City can improve** as a result;
- The focus group will be on this **Friday, March 29th, at 11:00 am**, location forthcoming.
- Your participation is **voluntary and confidential**; we will not disclose focus group participants to City of Gastonia managers;
- The focus group will take between **60 and 75 minutes** during work hours;
- **The group's thoughts and suggestions** on giant sticky notes will be provided to senior managers in the City of Gastonia.

Please let me know if you have any questions about this invitation. I can be reached at ldd@unc.edu or 785-766-1554 (mobile).

[Leisha DeHart-Davis, PhD](#)
Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill
Cell: (785) 766-1554
Office Phone: (919)966-4189

From: [Davis, Leisha DeHart](#)
To: [Smith, Judy](#)
Subject: FW: Police Focus Group to Interpret Gastonia Survey Results
Date: Wednesday, March 27, 2019 11:42:18 AM

FYI

From: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Date: Wednesday, March 27, 2019 at 11:43 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: Police Focus Group to Interpret Gastonia Survey Results

Officers and Sargeants: You are receiving this email because you have been randomly invited to participate in a focus group that follows up on the City of Gastonia Employee Survey. **If you are interested in participating, please reply yes to this email** by end of business tomorrow, Thursday, March 28th.

Some information about the focus group:

- The focus groups seek to **solicit employee input** on what the survey results mean and **how the City can improve** as a result;
- The focus group will be on this **Friday, March 29th, at 1:00 pm**, location forthcoming.
- Your participation is **voluntary and confidential**; we will not disclose focus group participants to City of Gastonia managers;
- The focus group will take between **60 and 75 minutes** during work hours;
- **The group's thoughts and suggestions** will be provided to senior managers in the City of Gastonia.

Please let me know if you have any questions about this invitation. I can be reached at ldd@unc.edu or 785-766-1554 (mobile).

[Leisha DeHart-Davis, PhD](#)
Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill
Cell: (785) 766-1554
Office Phone: (919)966-4189

From: [Davis, Leisha DeHart](#)
To: [Davis, Leisha DeHart](#)
Subject: Police Focus Group to Interpret Gastonia Survey Results
Date: Wednesday, March 27, 2019 11:41:22 AM

Officers and Sargeants: You are receiving this email because you have been randomly invited to participate in a focus group that follows up on the City of Gastonia Employee Survey. **If you are interested in participating, please reply yes to this email** by end of business tomorrow, Thursday, March 28th.

Some information about the focus group:

- The focus groups seek to **solicit employee input** on what the survey results mean and **how the City can improve** as a result;
- The focus group will be on this **Friday, March 29th, at 1:00 pm**, location forthcoming.
- Your participation is **voluntary and confidential**; we will not disclose focus group participants to City of Gastonia managers;
- The focus group will take between **60 and 75 minutes** during work hours;
- **The group's thoughts and suggestions** will be provided to senior managers in the City of Gastonia.

Please let me know if you have any questions about this invitation. I can be reached at ldd@unc.edu or 785-766-1554 (mobile).

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill
Cell: (785) 766-1554
Office Phone: (919)966-4189

From: [Davis, Leisha DeHart](#)
To: [Davis, Leisha DeHart](#)
Subject: Police Focus Group to Interpret Gastonia Survey Results
Date: Wednesday, March 27, 2019 11:41:22 AM

Officers and Sargeants: You are receiving this email because you have been randomly invited to participate in a focus group that follows up on the City of Gastonia Employee Survey. **If you are interested in participating, please reply yes to this email** by end of business tomorrow, Thursday, March 28th.

Some information about the focus group:

- The focus groups seek to **solicit employee input** on what the survey results mean and **how the City can improve** as a result;
- The focus group will be on this **Friday, March 29th, at 1:00 pm**, location forthcoming.
- Your participation is **voluntary and confidential**; we will not disclose focus group participants to City of Gastonia managers;
- The focus group will take between **60 and 75 minutes** during work hours;
- **The group's thoughts and suggestions** will be provided to senior managers in the City of Gastonia.

Please let me know if you have any questions about this invitation. I can be reached at ldd@unc.edu or 785-766-1554 (mobile).

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill
Cell: (785) 766-1554
Office Phone: (919)966-4189

From: [Davis, Leisha DeHart](#)
To: [Davis, Leisha DeHart](#)
Subject: Police Focus Group to Interpret Gastonia Survey Results
Date: Wednesday, March 27, 2019 11:41:22 AM

Officers and Sergeants: You are receiving this email because you have been randomly invited to participate in a focus group that follows up on the City of Gastonia Employee Survey. **If you are interested in participating, please reply yes to this email** by end of business tomorrow, Thursday, March 28th.

Some information about the focus group:

- The focus groups seek to **solicit employee input** on what the survey results mean and **how the City can improve** as a result;
- The focus group will be on this **Friday, March 29th, at 1:00 pm**, location forthcoming.
- Your participation is **voluntary and confidential**; we will not disclose focus group participants to City of Gastonia managers;
- The focus group will take between **60 and 75 minutes** during work hours;
- **The group's thoughts and suggestions** will be provided to senior managers in the City of Gastonia.

Please let me know if you have any questions about this invitation. I can be reached at ldd@unc.edu or 785-766-1554 (mobile).

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill
Cell: (785) 766-1554
Office Phone: (919)966-4189

From: [Davis, Leisha DeHart](#)
To: [Davis, Leisha DeHart](#)
Subject: Police Focus Group to Interpret Gastonia Survey Results
Date: Wednesday, March 27, 2019 11:41:22 AM

Officers and Sargeants: You are receiving this email because you have been randomly invited to participate in a focus group that follows up on the City of Gastonia Employee Survey. **If you are interested in participating, please reply yes to this email** by end of business tomorrow, Thursday, March 28th.

Some information about the focus group:

- The focus groups seek to **solicit employee input** on what the survey results mean and **how the City can improve** as a result;
- The focus group will be on this **Friday, March 29th, at 1:00 pm**, location forthcoming.
- Your participation is **voluntary and confidential**; we will not disclose focus group participants to City of Gastonia managers;
- The focus group will take between **60 and 75 minutes** during work hours;
- **The group's thoughts and suggestions** will be provided to senior managers in the City of Gastonia.

Please let me know if you have any questions about this invitation. I can be reached at ldd@unc.edu or 785-766-1554 (mobile).

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill
Cell: (785) 766-1554
Office Phone: (919)966-4189

From: [Davis, Leisha DeHart](#)
To: [Davis, Leisha DeHart](#)
Subject: Police Focus Group to Interpret Gastonia Survey Results
Date: Wednesday, March 27, 2019 11:41:22 AM

Officers and Sargeants: You are receiving this email because you have been randomly invited to participate in a focus group that follows up on the City of Gastonia Employee Survey. **If you are interested in participating, please reply yes to this email** by end of business tomorrow, Thursday, March 28th.

Some information about the focus group:

- The focus groups seek to **solicit employee input** on what the survey results mean and **how the City can improve** as a result;
- The focus group will be on this **Friday, March 29th, at 1:00 pm**, location forthcoming.
- Your participation is **voluntary and confidential**; we will not disclose focus group participants to City of Gastonia managers;
- The focus group will take between **60 and 75 minutes** during work hours;
- **The group's thoughts and suggestions** will be provided to senior managers in the City of Gastonia.

Please let me know if you have any questions about this invitation. I can be reached at ldd@unc.edu or 785-766-1554 (mobile).

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill
Cell: (785) 766-1554
Office Phone: (919)966-4189

From: [Davis, Leisha DeHart](#)
To: [Davis, Leisha DeHart](#)
Subject: Police Focus Group to Interpret Gastonia Survey Results
Date: Wednesday, March 27, 2019 11:41:22 AM

Officers and Sargeants: You are receiving this email because you have been randomly invited to participate in a focus group that follows up on the City of Gastonia Employee Survey. **If you are interested in participating, please reply yes to this email** by end of business tomorrow, Thursday, March 28th.

Some information about the focus group:

- The focus groups seek to **solicit employee input** on what the survey results mean and **how the City can improve** as a result;
- The focus group will be on this **Friday, March 29th, at 1:00 pm**, location forthcoming.
- Your participation is **voluntary and confidential**; we will not disclose focus group participants to City of Gastonia managers;
- The focus group will take between **60 and 75 minutes** during work hours;
- **The group's thoughts and suggestions** will be provided to senior managers in the City of Gastonia.

Please let me know if you have any questions about this invitation. I can be reached at ldd@unc.edu or 785-766-1554 (mobile).

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill
Cell: (785) 766-1554
Office Phone: (919)966-4189

From: [Davis, Leisha DeHart](#)
To: [Davis, Leisha DeHart](#)
Subject: Police Focus Group to Interpret Gastonia Survey Results
Date: Wednesday, March 27, 2019 11:41:22 AM

Officers and Sargeants: You are receiving this email because you have been randomly invited to participate in a focus group that follows up on the City of Gastonia Employee Survey. **If you are interested in participating, please reply yes to this email** by end of business tomorrow, Thursday, March 28th.

Some information about the focus group:

- The focus groups seek to **solicit employee input** on what the survey results mean and **how the City can improve** as a result;
- The focus group will be on this **Friday, March 29th, at 1:00 pm**, location forthcoming.
- Your participation is **voluntary and confidential**; we will not disclose focus group participants to City of Gastonia managers;
- The focus group will take between **60 and 75 minutes** during work hours;
- **The group's thoughts and suggestions** will be provided to senior managers in the City of Gastonia.

Please let me know if you have any questions about this invitation. I can be reached at ldd@unc.edu or 785-766-1554 (mobile).

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill
Cell: (785) 766-1554
Office Phone: (919)966-4189

From: [Davis, Leisha DeHart](#)
To: [Davis, Leisha DeHart](#)
Subject: Police Focus Group to Interpret Gastonia Survey Results
Date: Wednesday, March 27, 2019 11:41:22 AM

Officers and Sargeants: You are receiving this email because you have been randomly invited to participate in a focus group that follows up on the City of Gastonia Employee Survey. **If you are interested in participating, please reply yes to this email** by end of business tomorrow, Thursday, March 28th.

Some information about the focus group:

- The focus groups seek to **solicit employee input** on what the survey results mean and **how the City can improve** as a result;
- The focus group will be on this **Friday, March 29th, at 1:00 pm**, location forthcoming.
- Your participation is **voluntary and confidential**; we will not disclose focus group participants to City of Gastonia managers;
- The focus group will take between **60 and 75 minutes** during work hours;
- **The group's thoughts and suggestions** will be provided to senior managers in the City of Gastonia.

Please let me know if you have any questions about this invitation. I can be reached at ldd@unc.edu or 785-766-1554 (mobile).

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill
Cell: (785) 766-1554
Office Phone: (919)966-4189

From: [Davis, Leisha DeHart](#)
To: [Davis, Leisha DeHart](#)
Subject: Police Focus Group to Interpret Gastonia Survey Results
Date: Wednesday, March 27, 2019 11:41:22 AM

Officers and Sargeants: You are receiving this email because you have been randomly invited to participate in a focus group that follows up on the City of Gastonia Employee Survey. **If you are interested in participating, please reply yes to this email** by end of business tomorrow, Thursday, March 28th.

Some information about the focus group:

- The focus groups seek to **solicit employee input** on what the survey results mean and **how the City can improve** as a result;
- The focus group will be on this **Friday, March 29th, at 1:00 pm**, location forthcoming.
- Your participation is **voluntary and confidential**; we will not disclose focus group participants to City of Gastonia managers;
- The focus group will take between **60 and 75 minutes** during work hours;
- **The group's thoughts and suggestions** will be provided to senior managers in the City of Gastonia.

Please let me know if you have any questions about this invitation. I can be reached at ldd@unc.edu or 785-766-1554 (mobile).

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill
Cell: (785) 766-1554
Office Phone: (919)966-4189

From: [Davis, Leisha DeHart](#)
To: [Davis, Leisha DeHart](#)
Subject: Police Focus Group to Interpret Gastonia Survey Results
Date: Wednesday, March 27, 2019 11:41:22 AM

Officers and Sargeants: You are receiving this email because you have been randomly invited to participate in a focus group that follows up on the City of Gastonia Employee Survey. **If you are interested in participating, please reply yes to this email** by end of business tomorrow, Thursday, March 28th.

Some information about the focus group:

- The focus groups seek to **solicit employee input** on what the survey results mean and **how the City can improve** as a result;
- The focus group will be on this **Friday, March 29th, at 1:00 pm**, location forthcoming.
- Your participation is **voluntary and confidential**; we will not disclose focus group participants to City of Gastonia managers;
- The focus group will take between **60 and 75 minutes** during work hours;
- **The group's thoughts and suggestions** will be provided to senior managers in the City of Gastonia.

Please let me know if you have any questions about this invitation. I can be reached at ldd@unc.edu or 785-766-1554 (mobile).

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill
Cell: (785) 766-1554
Office Phone: (919)966-4189

From: [Davis, Leisha DeHart](#)
To: [Davis, Leisha DeHart](#)
Subject: Police Focus Group to Interpret Gastonia Survey Results
Date: Wednesday, March 27, 2019 11:41:22 AM

Officers and Sargeants: You are receiving this email because you have been randomly invited to participate in a focus group that follows up on the City of Gastonia Employee Survey. **If you are interested in participating, please reply yes to this email** by end of business tomorrow, Thursday, March 28th.

Some information about the focus group:

- The focus groups seek to **solicit employee input** on what the survey results mean and **how the City can improve** as a result;
- The focus group will be on this **Friday, March 29th, at 1:00 pm**, location forthcoming.
- Your participation is **voluntary and confidential**; we will not disclose focus group participants to City of Gastonia managers;
- The focus group will take between **60 and 75 minutes** during work hours;
- **The group's thoughts and suggestions** will be provided to senior managers in the City of Gastonia.

Please let me know if you have any questions about this invitation. I can be reached at ldd@unc.edu or 785-766-1554 (mobile).

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill
Cell: (785) 766-1554
Office Phone: (919)966-4189

From: [Davis, Leisha DeHart](#)
To: [Davis, Leisha DeHart](#)
Subject: Police Focus Group to Interpret Gastonia Survey Results
Date: Wednesday, March 27, 2019 11:41:19 AM

Officers and Sargeants: You are receiving this email because you have been randomly invited to participate in a focus group that follows up on the City of Gastonia Employee Survey. **If you are interested in participating, please reply yes to this email** by end of business tomorrow, Thursday, March 28th.

Some information about the focus group:

- The focus groups seek to **solicit employee input** on what the survey results mean and **how the City can improve** as a result;
- The focus group will be on this **Friday, March 29th, at 1:00 pm**, location forthcoming.
- Your participation is **voluntary and confidential**; we will not disclose focus group participants to City of Gastonia managers;
- The focus group will take between **60 and 75 minutes** during work hours;
- **The group's thoughts and suggestions** will be provided to senior managers in the City of Gastonia.

Please let me know if you have any questions about this invitation. I can be reached at ldd@unc.edu or 785-766-1554 (mobile).

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill
Cell: (785) 766-1554
Office Phone: (919)966-4189

From: [Davis, Leisha DeHart](#)
To: [Davis, Leisha DeHart](#)
Subject: Focus Groups 3 and 4 to Interpret Gastonia Survey Results
Date: Wednesday, March 27, 2019 10:52:19 AM

You are receiving this email because you have been randomly invited to participate in a focus group that follows up on the City of Gastonia Employee Survey. **If you are interested in participating, please reply yes to this email.**

Some information about the focus group:

- The focus groups seek to **solicit employee input** on what the survey results mean and **how the City can improve** as a result;
- The focus group will be on this **Friday, March 29th, at 9:30 am**, location forthcoming.
- Your participation is **voluntary and confidential**; we will not disclose focus group participants to City of Gastonia managers;
- The focus group will take between **60 and 75 minutes** during work hours;
- **Patterns of results** from focus groups will be added to the final PowerPoint report to the City of Gastonia.

Please let me know if you have any questions about this invitation. I can be reached at ldd@unc.edu or 785-766-1554 (mobile).

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill
Cell: (785) 766-1554
Office Phone: (919)966-4189

From: [Davis, Leisha DeHart](#)
To: [Davis, Leisha DeHart](#)
Subject: Focus Groups 3 and 4 to Interpret Gastonia Survey Results
Date: Wednesday, March 27, 2019 10:52:18 AM

You are receiving this email because you have been randomly invited to participate in a focus group that follows up on the City of Gastonia Employee Survey. **If you are interested in participating, please reply yes to this email.**

Some information about the focus group:

- The focus groups seek to **solicit employee input** on what the survey results mean and **how the City can improve** as a result;
- The focus group will be on this **Friday, March 29th, at 9:30 am**, location forthcoming.
- Your participation is **voluntary and confidential**; we will not disclose focus group participants to City of Gastonia managers;
- The focus group will take between **60 and 75 minutes** during work hours;
- **Patterns of results** from focus groups will be added to the final PowerPoint report to the City of Gastonia.

Please let me know if you have any questions about this invitation. I can be reached at ldd@unc.edu or 785-766-1554 (mobile).

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill
Cell: (785) 766-1554
Office Phone: (919)966-4189

From: [Davis, Leisha DeHart](#)
To: [Davis, Leisha DeHart](#)
Subject: Focus Groups 3 and 4 to Interpret Gastonia Survey Results
Date: Wednesday, March 27, 2019 10:52:18 AM

You are receiving this email because you have been randomly invited to participate in a focus group that follows up on the City of Gastonia Employee Survey. **If you are interested in participating, please reply yes to this email.**

Some information about the focus group:

- The focus groups seek to **solicit employee input** on what the survey results mean and **how the City can improve** as a result;
- The focus group will be on this **Friday, March 29th, at 9:30 am**, location forthcoming.
- Your participation is **voluntary and confidential**; we will not disclose focus group participants to City of Gastonia managers;
- The focus group will take between **60 and 75 minutes** during work hours;
- **Patterns of results** from focus groups will be added to the final PowerPoint report to the City of Gastonia.

Please let me know if you have any questions about this invitation. I can be reached at ldd@unc.edu or 785-766-1554 (mobile).

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill
Cell: (785) 766-1554
Office Phone: (919)966-4189

From: [Davis, Leisha DeHart](#)
To: [Davis, Leisha DeHart](#)
Subject: Focus Groups 3 and 4 to Interpret Gastonia Survey Results
Date: Wednesday, March 27, 2019 10:52:18 AM

You are receiving this email because you have been randomly invited to participate in a focus group that follows up on the City of Gastonia Employee Survey. **If you are interested in participating, please reply yes to this email.**

Some information about the focus group:

- The focus groups seek to **solicit employee input** on what the survey results mean and **how the City can improve** as a result;
- The focus group will be on this **Friday, March 29th, at 9:30 am**, location forthcoming.
- Your participation is **voluntary and confidential**; we will not disclose focus group participants to City of Gastonia managers;
- The focus group will take between **60 and 75 minutes** during work hours;
- **Patterns of results** from focus groups will be added to the final PowerPoint report to the City of Gastonia.

Please let me know if you have any questions about this invitation. I can be reached at ldd@unc.edu or 785-766-1554 (mobile).

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill
Cell: (785) 766-1554
Office Phone: (919)966-4189

From: [Davis, Leisha DeHart](#)
To: [Davis, Leisha DeHart](#)
Subject: Focus Groups 3 and 4 to Interpret Gastonia Survey Results
Date: Wednesday, March 27, 2019 10:52:18 AM

You are receiving this email because you have been randomly invited to participate in a focus group that follows up on the City of Gastonia Employee Survey. **If you are interested in participating, please reply yes to this email.**

Some information about the focus group:

- The focus groups seek to **solicit employee input** on what the survey results mean and **how the City can improve** as a result;
- The focus group will be on this **Friday, March 29th, at 9:30 am**, location forthcoming.
- Your participation is **voluntary and confidential**; we will not disclose focus group participants to City of Gastonia managers;
- The focus group will take between **60 and 75 minutes** during work hours;
- **Patterns of results** from focus groups will be added to the final PowerPoint report to the City of Gastonia.

Please let me know if you have any questions about this invitation. I can be reached at ldd@unc.edu or 785-766-1554 (mobile).

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill
Cell: (785) 766-1554
Office Phone: (919)966-4189

From: [Davis, Leisha DeHart](#)
To: [Davis, Leisha DeHart](#)
Subject: Focus Groups 3 and 4 to Interpret Gastonia Survey Results
Date: Wednesday, March 27, 2019 10:52:18 AM

You are receiving this email because you have been randomly invited to participate in a focus group that follows up on the City of Gastonia Employee Survey. **If you are interested in participating, please reply yes to this email.**

Some information about the focus group:

- The focus groups seek to **solicit employee input** on what the survey results mean and **how the City can improve** as a result;
- The focus group will be on this **Friday, March 29th, at 9:30 am**, location forthcoming.
- Your participation is **voluntary and confidential**; we will not disclose focus group participants to City of Gastonia managers;
- The focus group will take between **60 and 75 minutes** during work hours;
- **Patterns of results** from focus groups will be added to the final PowerPoint report to the City of Gastonia.

Please let me know if you have any questions about this invitation. I can be reached at ldd@unc.edu or 785-766-1554 (mobile).

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill
Cell: (785) 766-1554
Office Phone: (919)966-4189

From: [Davis, Leisha DeHart](#)
To: [Davis, Leisha DeHart](#)
Subject: Focus Groups 3 and 4 to Interpret Gastonia Survey Results
Date: Wednesday, March 27, 2019 10:52:18 AM

You are receiving this email because you have been randomly invited to participate in a focus group that follows up on the City of Gastonia Employee Survey. **If you are interested in participating, please reply yes to this email.**

Some information about the focus group:

- The focus groups seek to **solicit employee input** on what the survey results mean and **how the City can improve** as a result;
- The focus group will be on this **Friday, March 29th, at 9:30 am**, location forthcoming.
- Your participation is **voluntary and confidential**; we will not disclose focus group participants to City of Gastonia managers;
- The focus group will take between **60 and 75 minutes** during work hours;
- **Patterns of results** from focus groups will be added to the final PowerPoint report to the City of Gastonia.

Please let me know if you have any questions about this invitation. I can be reached at ldd@unc.edu or 785-766-1554 (mobile).

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill
Cell: (785) 766-1554
Office Phone: (919)966-4189

From: [Davis, Leisha DeHart](#)
To: [Davis, Leisha DeHart](#)
Subject: Focus Groups 3 and 4 to Interpret Gastonia Survey Results
Date: Wednesday, March 27, 2019 10:52:18 AM

You are receiving this email because you have been randomly invited to participate in a focus group that follows up on the City of Gastonia Employee Survey. **If you are interested in participating, please reply yes to this email.**

Some information about the focus group:

- The focus groups seek to **solicit employee input** on what the survey results mean and **how the City can improve** as a result;
- The focus group will be on this **Friday, March 29th, at 9:30 am**, location forthcoming.
- Your participation is **voluntary and confidential**; we will not disclose focus group participants to City of Gastonia managers;
- The focus group will take between **60 and 75 minutes** during work hours;
- **Patterns of results** from focus groups will be added to the final PowerPoint report to the City of Gastonia.

Please let me know if you have any questions about this invitation. I can be reached at ldd@unc.edu or 785-766-1554 (mobile).

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill
Cell: (785) 766-1554
Office Phone: (919)966-4189

From: [Davis, Leisha DeHart](#)
To: [Davis, Leisha DeHart](#)
Subject: Focus Groups 3 and 4 to Interpret Gastonia Survey Results
Date: Wednesday, March 27, 2019 10:52:18 AM

You are receiving this email because you have been randomly invited to participate in a focus group that follows up on the City of Gastonia Employee Survey. **If you are interested in participating, please reply yes to this email.**

Some information about the focus group:

- The focus groups seek to **solicit employee input** on what the survey results mean and **how the City can improve** as a result;
- The focus group will be on this **Friday, March 29th, at 9:30 am**, location forthcoming.
- Your participation is **voluntary and confidential**; we will not disclose focus group participants to City of Gastonia managers;
- The focus group will take between **60 and 75 minutes** during work hours;
- **Patterns of results** from focus groups will be added to the final PowerPoint report to the City of Gastonia.

Please let me know if you have any questions about this invitation. I can be reached at ldd@unc.edu or 785-766-1554 (mobile).

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill
Cell: (785) 766-1554
Office Phone: (919)966-4189

From: [Davis, Leisha DeHart](#)
To: [Davis, Leisha DeHart](#)
Subject: Focus Groups 3 and 4 to Interpret Gastonia Survey Results
Date: Wednesday, March 27, 2019 10:52:18 AM

You are receiving this email because you have been randomly invited to participate in a focus group that follows up on the City of Gastonia Employee Survey. **If you are interested in participating, please reply yes to this email.**

Some information about the focus group:

- The focus groups seek to **solicit employee input** on what the survey results mean and **how the City can improve** as a result;
- The focus group will be on this **Friday, March 29th, at 9:30 am**, location forthcoming.
- Your participation is **voluntary and confidential**; we will not disclose focus group participants to City of Gastonia managers;
- The focus group will take between **60 and 75 minutes** during work hours;
- **Patterns of results** from focus groups will be added to the final PowerPoint report to the City of Gastonia.

Please let me know if you have any questions about this invitation. I can be reached at ldd@unc.edu or 785-766-1554 (mobile).

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill
Cell: (785) 766-1554
Office Phone: (919)966-4189

From: [Davis, Leisha DeHart](#)
To: [Davis, Leisha DeHart](#)
Subject: Focus Groups 3 and 4 to Interpret Gastonia Survey Results
Date: Wednesday, March 27, 2019 10:52:18 AM

You are receiving this email because you have been randomly invited to participate in a focus group that follows up on the City of Gastonia Employee Survey. **If you are interested in participating, please reply yes to this email.**

Some information about the focus group:

- The focus groups seek to **solicit employee input** on what the survey results mean and **how the City can improve** as a result;
- The focus group will be on this **Friday, March 29th, at 9:30 am**, location forthcoming.
- Your participation is **voluntary and confidential**; we will not disclose focus group participants to City of Gastonia managers;
- The focus group will take between **60 and 75 minutes** during work hours;
- **Patterns of results** from focus groups will be added to the final PowerPoint report to the City of Gastonia.

Please let me know if you have any questions about this invitation. I can be reached at ldd@unc.edu or 785-766-1554 (mobile).

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill
Cell: (785) 766-1554
Office Phone: (919)966-4189

From: [Davis, Leisha DeHart](#)
To: [Davis, Leisha DeHart](#)
Subject: Focus Groups 3 and 4 to Interpret Gastonia Survey Results
Date: Wednesday, March 27, 2019 10:52:18 AM

You are receiving this email because you have been randomly invited to participate in a focus group that follows up on the City of Gastonia Employee Survey. **If you are interested in participating, please reply yes to this email.**

Some information about the focus group:

- The focus groups seek to **solicit employee input** on what the survey results mean and **how the City can improve** as a result;
- The focus group will be on this **Friday, March 29th, at 9:30 am**, location forthcoming.
- Your participation is **voluntary and confidential**; we will not disclose focus group participants to City of Gastonia managers;
- The focus group will take between **60 and 75 minutes** during work hours;
- **Patterns of results** from focus groups will be added to the final PowerPoint report to the City of Gastonia.

Please let me know if you have any questions about this invitation. I can be reached at ldd@unc.edu or 785-766-1554 (mobile).

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill
Cell: (785) 766-1554
Office Phone: (919)966-4189

From: [Davis, Leisha DeHart](#)
To: [Davis, Leisha DeHart](#)
Subject: Focus Groups 3 and 4 to Interpret Gastonia Survey Results
Date: Wednesday, March 27, 2019 10:52:18 AM

You are receiving this email because you have been randomly invited to participate in a focus group that follows up on the City of Gastonia Employee Survey. **If you are interested in participating, please reply yes to this email.**

Some information about the focus group:

- The focus groups seek to **solicit employee input** on what the survey results mean and **how the City can improve** as a result;
- The focus group will be on this **Friday, March 29th, at 9:30 am**, location forthcoming.
- Your participation is **voluntary and confidential**; we will not disclose focus group participants to City of Gastonia managers;
- The focus group will take between **60 and 75 minutes** during work hours;
- **Patterns of results** from focus groups will be added to the final PowerPoint report to the City of Gastonia.

Please let me know if you have any questions about this invitation. I can be reached at ldd@unc.edu or 785-766-1554 (mobile).

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill
Cell: (785) 766-1554
Office Phone: (919)966-4189

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: Gastonia Employee Survey Highpoints
Date: Tuesday, January 15, 2019 4:30:47 PM

How about Friday at 2 pm?

On 1/15/19, 4:29 PM, "Carpenter, Todd" <vtcarpenter@cityofgastonia.com> wrote:

No but I'm available Friday anytime or next Tuesday afternoon.

Todd

-----Original Message-----

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Tuesday, January 15, 2019 4:23 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: Gastonia Employee Survey Highpoints

Yep, let's do it! Are you available Thursday afternoon?

On 1/15/19, 4:21 PM, "Carpenter, Todd" <vtcarpenter@cityofgastonia.com> wrote:

I'm sorry. I know you have been dealing with this for a while. How are you feeling this week? Do you still want to try to have a phone call?

Todd

-----Original Message-----

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Thursday, January 10, 2019 10:43 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: Gastonia Employee Survey Highpoints

Let's shoot for next week.

So here's the scoop, more info than you need, but it's the story. I have [REDACTED]. I think I got it two years ago on a flight back from Denmark.

I am NOT contagious, but am in isolation until Monday. I've just started medication and am hoping (and in my head feeling like) my voice is slowly coming back. I feel not one whit sick, it's just that my voice has been gone. And by gone, I mean like a freight train, gone like yesterday.

I'm looking forward to hearing your questions and getting this show on the road! If you have particulars you want to address during our phone call next week, shoot me an email so we can prepare.

Thanks, Todd! Hopefully when we meet in person, I will be back to normal.

On 1/9/19, 10:20 PM, "Carpenter, Todd" <vtcarpenter@cityofgastonia.com> wrote:

Leisha

How are you doing. I don't want to risk you hurting your voice more. You let me know when you are up to it

and we will get together however we need to.

Thanks
Todd

Sent from my iPad

> On Jan 7, 2019, at 5:52 PM, Davis, Leisha DeHart <ldehart@sog.unc.edu> wrote:
>
> One thing we could do is have an Adobe Connect session. You'll see me and I can wear a voice amplifier.
We can talk through your comments.
>
> On 1/2/19, 9:11 PM, "Davis, Leisha DeHart" <ldehart@sog.unc.edu> wrote:
>
> I understand completely, particularly if department heads can figure out who has said what. I'll keep you posted on my voice, there may be a light at the end of the tunnel.
>
> On 1/2/19, 9:09 PM, "Carpenter, Todd" <vtcarpenter@cityofgastonia.com> wrote:
>
> Leisha
>
> I'm very sorry you are having such a time with your voice. I have a lot of questions. I'll compile an email tomorrow or Friday for you. As soon as you can talk let's do so.
>
> I'm not sure I agree with sending comments to department heads. I definitely would like to discuss this.
>
> Todd
>
>
>
>
> Sent from the road
>
>
> ----- Original message -----
> From: "Davis, Leisha DeHart" <ldehart@sog.unc.edu>
> Date: 1/2/19 1:27 PM (GMT-05:00)
> To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
> Subject: Declined: Gastonia Employee Survey Highpoints
>
> Happy New Year, Todd. I need to cancel our meeting for tomorrow. My voice is now completely gone. On the upside, I'm hoping to have this resolved soon.
> My plan for tomorrow was to talk through some comparative highlights I've seen, ask you some questions and talk through next steps. So here is all of that, in written form:
> Comparative Highlights
> **Only 19 percent of Gastonia employees say that they are thinking about leaving, compared with 33 percent of employees in another jurisdiction recently asked the same question. This is a new question we will be repeating with a county in Spring 2019, so you will have more comparison data then;
> **The average Gastonia employee indicated leaving in roughly 6 to 10 years (this was a response category); of five other NC local governments surveyed in the past two years, the average response was closer to three to five years;
> **Trust in the manager's office is significantly higher in Gastonia than that of five other NC local governments surveyed in the last two years;
> Let me know if there are other comparisons you would like to see with other jurisdictions.
> Questions for You
> Based on the survey data and comments, as well as your organizational knowledge, are there organization-wide priority areas you would like to see examined in the follow-up small group work?

- > Based on the survey data and comments, as well as your organizational knowledge, are there departmental priority areas you would like to see examined in the follow-up small group work?
- > We can do three small groups for you when we come, so you might want one organization-wide and two departmental groups. Or two org and one departmental.
- > Suggested Next Steps
- > ***(If not already done) send survey results and comments to department heads. Ask them for reactions and questions. Also ask if there are any particular results they would like to work on and what resources they would need to do so.
- > **Schedule our day to come out for follow-up work.
- > That's it for now, please let me know if you have any questions!
- >
- >
- >
- >

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Read: RE: Gastonia Employee Survey Highpoints
Date: Tuesday, January 15, 2019 4:30:38 PM

Your message

To: Davis, Leisha DeHart
Subject: RE: Gastonia Employee Survey Highpoints
Sent: Tuesday, January 15, 2019 4:29:09 PM (UTC-05:00) Eastern Time (US & Canada)

was read on Tuesday, January 15, 2019 4:30:35 PM (UTC-05:00) Eastern Time (US & Canada).

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: Gastonia Employee Survey Highpoints
Date: Tuesday, January 15, 2019 4:22:56 PM

Yep, let's do it! Are you available Thursday afternoon?

On 1/15/19, 4:21 PM, "Carpenter, Todd" <vtcarpenter@cityofgastonia.com> wrote:

I'm sorry. I know you have been dealing with this for a while. How are you feeling this week? Do you still want to try to have a phone call?

Todd

-----Original Message-----

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Thursday, January 10, 2019 10:43 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: Gastonia Employee Survey Highpoints

Let's shoot for next week.

So here's the scoop, more info than you need, but it's the story. I have [REDACTED]. I think I got it two years ago on a flight back from Denmark.

I am NOT contagious, but am in isolation until Monday. I've just started medication and am hoping (and in my head feeling like) my voice is slowly coming back. I feel not one whit sick, it's just that my voice has been gone. And by gone, I mean like a freight train, gone like yesterday.

I'm looking forward to hearing your questions and getting this show on the road! If you have particulars you want to address during our phone call next week, shoot me an email so we can prepare.

Thanks, Todd! Hopefully when we meet in person, I will be back to normal.

On 1/9/19, 10:20 PM, "Carpenter, Todd" <vtcarpenter@cityofgastonia.com> wrote:

Leisha

How are you doing. I don't want to risk you hurting your voice more. You let me know when you are up to it and we will get together however we need to.

Thanks
Todd

Sent from my iPad

> On Jan 7, 2019, at 5:52 PM, Davis, Leisha DeHart <ldehart@sog.unc.edu> wrote:

>

> One thing we could do is have an Adobe Connect session. You'll see me and I can wear a voice amplifier.

We can talk through your comments.

>

> On 1/2/19, 9:11 PM, "Davis, Leisha DeHart" <ldehart@sog.unc.edu> wrote:

>

> I understand completely, particularly if department heads can figure out who has said what. I'll keep you

posted on my voice, there may be a light at the end of the tunnel.

>
> On 1/2/19, 9:09 PM, "Carpenter, Todd" <vtcarpenter@cityofgastonia.com> wrote:

>
> Leisha

> I'm very sorry you are having such a time with your voice. I have a lot of questions. I'll compile an email tomorrow or Friday for you. As soon as you can talk let's do so.

>
> I'm not sure I agree with sending comments to department heads. I definitely would like to discuss this.

>
> Todd

>
>
>
>
> Sent from the road

>
>
> ----- Original message -----
> From: "Davis, Leisha DeHart" <ldehart@sog.unc.edu>
> Date: 1/2/19 1:27 PM (GMT-05:00)
> To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
> Subject: Declined: Gastonia Employee Survey Highpoints

> Happy New Year, Todd. I need to cancel our meeting for tomorrow. My voice is now completely gone.
On the upside, I'm hoping to have this resolved soon.

> My plan for tomorrow was to talk through some comparative highlights I've seen, ask you some questions and talk through next steps. So here is all of that, in written form:

> Comparative Highlights

> **Only 19 percent of Gastonia employees say that they are thinking about leaving, compared with 33 percent of employees in another jurisdiction recently asked the same question. This is a new question we will be repeating with a county in Spring 2019, so you will have more comparison data then;

> **The average Gastonia employee indicated leaving in roughly 6 to 10 years (this was a response category); of five other NC local governments surveyed in the past two years, the average response was closer to three to five years;

> **Trust in the manager's office is significantly higher in Gastonia than that of five other NC local governments surveyed in the last two years;

> Let me know if there are other comparisons you would like to see with other jurisdictions.

> Questions for You

> Based on the survey data and comments, as well as your organizational knowledge, are there organization-wide priority areas you would like to see examined in the follow-up small group work?

> Based on the survey data and comments, as well as your organizational knowledge, are there departmental priority areas you would like to see examined in the follow-up small group work?

> We can do three small groups for you when we come, so you might want one organization-wide and two departmental groups. Or two org and one departmental.

> Suggested Next Steps

> **(If not already done) send survey results and comments to department heads. As them for reactions and questions. Also ask if there are any particular results they would like to work on and what resources they would need to do so.

> **Schedule our day to come out for follow-up work.

> That's it for now, please let me know if you have any questions!

>
>
>
>
>

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Read: RE: Gastonia Employee Survey Highpoints
Date: Tuesday, January 15, 2019 4:22:19 PM

Your message

To: Davis, Leisha DeHart
Subject: RE: Gastonia Employee Survey Highpoints
Sent: Tuesday, January 15, 2019 4:21:35 PM (UTC-05:00) Eastern Time (US & Canada)

was read on Tuesday, January 15, 2019 4:22:16 PM (UTC-05:00) Eastern Time (US & Canada).

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: Gastonia Employee Survey Highpoints
Date: Thursday, January 10, 2019 10:42:50 AM

Let's shoot for next week.

So here's the scoop, more info than you need, but it's the story. I have [REDACTED]. I think I got it two years ago on a flight back from Denmark.

I am NOT contagious, but am in isolation until Monday. I've just started medication and am hoping (and in my head feeling like) my voice is slowly coming back. I feel not one whit sick, it's just that my voice has been gone. And by gone, I mean like a freight train, gone like yesterday.

I'm looking forward to hearing your questions and getting this show on the road! If you have particulars you want to address during our phone call next week, shoot me an email so we can prepare.

Thanks, Todd! Hopefully when we meet in person, I will be back to normal.

On 1/9/19, 10:20 PM, "Carpenter, Todd" <vtcarpenter@cityofgastonia.com> wrote:

Leisha

How are you doing. I don't want to risk you hurting your voice more. You let me know when you are up to it and we will get together however we need to.

Thanks
Todd

Sent from my iPad

> On Jan 7, 2019, at 5:52 PM, Davis, Leisha DeHart <ldehart@sog.unc.edu> wrote:

>

> One thing we could do is have an Adobe Connect session. You'll see me and I can wear a voice amplifier. We can talk through your comments.

>

> On 1/2/19, 9:11 PM, "Davis, Leisha DeHart" <ldehart@sog.unc.edu> wrote:

>

> I understand completely, particularly if department heads can figure out who has said what. I'll keep you posted on my voice, there may be a light at the end of the tunnel.

>

> On 1/2/19, 9:09 PM, "Carpenter, Todd" <vtcarpenter@cityofgastonia.com> wrote:

>

> Leisha

>

> I'm very sorry you are having such a time with your voice. I have a lot of questions. I'll compile an email tomorrow or Friday for you. As soon as you can talk let's do so.

>

> I'm not sure I agree with sending comments to department heads. I definitely would like to discuss this.

>

> Todd

>

>

>

> Sent from the road

>

>

> ----- Original message -----

> From: "Davis, Leisha DeHart" <ldehart@sog.unc.edu>

> Date: 1/2/19 1:27 PM (GMT-05:00)

> To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

> Subject: Declined: Gastonia Employee Survey Highpoints

>

> Happy New Year, Todd. I need to cancel our meeting for tomorrow. My voice is now completely gone. On the upside, I'm hoping to have this resolved soon.

> My plan for tomorrow was to talk through some comparative highlights I've seen, ask you some questions and talk through next steps. So here is all of that, in written form:

> Comparative Highlights

> **Only 19 percent of Gastonia employees say that they are thinking about leaving, compared with 33 percent of employees in another jurisdiction recently asked the same question. This is a new question we will be repeating with a county in Spring 2019, so you will have more comparison data then;

> **The average Gastonia employee indicated leaving in roughly 6 to 10 years (this was a response category); of five other NC local governments surveyed in the past two years, the average response was closer to three to five years;

> **Trust in the manager's office is significantly higher in Gastonia than that of five other NC local governments surveyed in the last two years;

> Let me know if there are other comparisons you would like to see with other jurisdictions.

> Questions for You

> Based on the survey data and comments, as well as your organizational knowledge, are there organization-wide priority areas you would like to see examined in the follow-up small group work?

> Based on the survey data and comments, as well as your organizational knowledge, are there departmental priority areas you would like to see examined in the follow-up small group work?

> We can do three small groups for you when we come, so you might want one organization-wide and two departmental groups. Or two org and one departmental.

> Suggested Next Steps

> **If not already done) send survey results and comments to department heads. As them for reactions and questions. Also ask if there are any particular results they would like to work on and what resources they would need to do so.

> **Schedule our day to come out for follow-up work.

> That's it for now, please let me know if you have any questions!

>

>

>

>

>

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: Gastonia Employee Survey Highpoints
Date: Monday, January 07, 2019 5:52:41 PM

One thing we could do is have an Adobe Connect session. You'll see me and I can wear a voice amplifier. We can talk through your comments.

On 1/2/19, 9:11 PM, "Davis, Leisha DeHart" <ldehart@sog.unc.edu> wrote:

I understand completely, particularly if department heads can figure out who has said what. I'll keep you posted on my voice, there may be a light at the end of the tunnel.

On 1/2/19, 9:09 PM, "Carpenter, Todd" <vtcarpenter@cityofgastonia.com> wrote:

Leisha

I'm very sorry you are having such a time with your voice. I have a lot of questions. I'll compile an email tomorrow or Friday for you. As soon as you can talk let's do so.

I'm not sure I agree with sending comments to department heads. I definitely would like to discuss this.

Todd

Sent from the road

----- Original message -----

From: "Davis, Leisha DeHart" <ldehart@sog.unc.edu>
Date: 1/2/19 1:27 PM (GMT-05:00)
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Subject: Declined: Gastonia Employee Survey Highpoints

Happy New Year, Todd. I need to cancel our meeting for tomorrow. My voice is now completely gone. On the upside, I'm hoping to have this resolved soon.

My plan for tomorrow was to talk through some comparative highlights I've seen, ask you some questions and talk through next steps. So here is all of that, in written form:

Comparative Highlights

**Only 19 percent of Gastonia employees say that they are thinking about leaving, compared with 33 percent of employees in another jurisdiction recently asked the same question. This is a new question we will be repeating with a county in Spring 2019, so you will have more comparison data then;

**The average Gastonia employee indicated leaving in roughly 6 to 10 years (this was a response category); of five other NC local governments surveyed in the past two years, the average response was closer to three to five years;

**Trust in the manager's office is significantly higher in Gastonia than that of five other NC local governments surveyed in the last two years;

Let me know if there are other comparisons you would like to see with other jurisdictions.

Questions for You

Based on the survey data and comments, as well as your organizational knowledge, are there organization-wide priority areas you would like to see examined in the follow-up small group work?

Based on the survey data and comments, as well as your organizational knowledge, are there departmental priority areas you would like to see examined in the follow-up small group work?

We can do three small groups for you when we come, so you might want one organization-wide and two

departmental groups. Or two org and one departmental.

Suggested Next Steps

** (If not already done) send survey results and comments to department heads. Ask them for reactions and questions. Also ask if there are any particular results they would like to work on and what resources they would need to do so.

** Schedule our day to come out for follow-up work.

That's it for now, please let me know if you have any questions!

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: Gastonia Employee Survey Highpoints
Date: Wednesday, January 02, 2019 9:11:23 PM

I understand completely, particularly if department heads can figure out who has said what. I'll keep you posted on my voice, there may be a light at the end of the tunnel.

On 1/2/19, 9:09 PM, "Carpenter, Todd" <vtcarpenter@cityofgastonia.com> wrote:

Leisha

I'm very sorry you are having such a time with your voice. I have a lot of questions. I'll compile an email tomorrow or Friday for you. As soon as you can talk let's do so.

I'm not sure I agree with sending comments to department heads. I definitely would like to discuss this.

Todd

Sent from the road

----- Original message -----

From: "Davis, Leisha DeHart" <ldehart@sog.unc.edu>
Date: 1/2/19 1:27 PM (GMT-05:00)
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Subject: Declined: Gastonia Employee Survey Highpoints

Happy New Year, Todd. I need to cancel our meeting for tomorrow. My voice is now completely gone. On the upside, I'm hoping to have this resolved soon.

My plan for tomorrow was to talk through some comparative highlights I've seen, ask you some questions and talk through next steps. So here is all of that, in written form:

Comparative Highlights

****Only 19 percent of Gastonia employees say that they are thinking about leaving, compared with 33 percent of employees in another jurisdiction recently asked the same question. This is a new question we will be repeating with a county in Spring 2019, so you will have more comparison data then;**

****The average Gastonia employee indicated leaving in roughly 6 to 10 years (this was a response category); of five other NC local governments surveyed in the past two years, the average response was closer to three to five years;**

****Trust in the manager's office is significantly higher in Gastonia than that of five other NC local governments surveyed in the last two years;**

Let me know if there are other comparisons you would like to see with other jurisdictions.

Questions for You

Based on the survey data and comments, as well as your organizational knowledge, are there organization-wide priority areas you would like to see examined in the follow-up small group work?

Based on the survey data and comments, as well as your organizational knowledge, are there departmental priority areas you would like to see examined in the follow-up small group work?

We can do three small groups for you when we come, so you might want one organization-wide and two departmental groups. Or two org and one departmental.

Suggested Next Steps

**** (If not already done) send survey results and comments to department heads. As them for reactions and questions. Also ask if there are any particular results they would like to work on and what resources they would need to do so.**

****Schedule our day to come out for follow-up work.**
That's it for now, please let me know if you have any questions!

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Declined: Gastonia Employee Survey Highpoints
Date: Wednesday, January 02, 2019 1:27:08 PM
Attachments: [attachment.ics](#)

Happy New Year, Todd. I need to cancel our meeting for tomorrow. My voice is now completely gone. On the upside, I'm hoping to have this resolved soon.

My plan for tomorrow was to talk through some comparative highlights I've seen, ask you some questions and talk through next steps. So here is all of that, in written form:

Comparative Highlights

******Only 19 percent of Gastonia employees say that they are thinking about leaving, compared with 33 percent of employees in another jurisdiction recently asked the same question. This is a new question we will be repeating with a county in Spring 2019, so you will have more comparison data then;

******The average Gastonia employee indicated leaving in roughly 6 to 10 years (this was a response category); of five other NC local governments surveyed in the past two years, the average response was closer to three to five years;

******Trust in the manager's office is significantly higher in Gastonia than that of five other NC local governments surveyed in the last two years;

Let me know if there are other comparisons you would like to see with other jurisdictions.

Questions for You

Based on the survey data and comments, as well as your organizational knowledge, are there **organization-wide priority areas** you would like to see examined in the follow-up small group work?

Based on the survey data and comments, as well as your organizational knowledge, are there **departmental priority areas** you would like to see examined in the follow-up small group work?

We can do three small groups for you when we come, so you might want one organization-wide and two departmental groups. Or two org and one departmental.

Suggested Next Steps

** (If not already done) send survey results and comments to department heads. Ask them for reactions and questions. Also ask if there are any particular results they would like to work on and what resources they would need to do so.

** Schedule our day to come out for follow-up work.

That's it for now, please let me know if you have any questions!

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Accepted: Gastonia Employee Survey Highpoints
Date: Monday, December 24, 2018 9:04:32 AM
Attachments: [attachment.ics](#)

From: [Hampton, Toogie](#)
To: Undisclosed recipients
Subject: Innovation Lab PPT Slides
Date: Wednesday, December 12, 2018 7:53:08 PM
Attachments: [image001\[40\].png](#)
[Innovation Lab PPT Slides.pdf](#)

Hi all,

Some of you have asked for the Innovation Lab on Managing Employee Voice PPT slides. Please see attached.

Thanks!

Toogie

Toogie Hampton

Program Management Team Lead

School of Government

UNC-Chapel Hill

919.843.6518





Local Government
Workplaces Initiative



UNC

SCHOOL OF
GOVERNMENT

Eliciting and Managing Employee Voice

Leisha DeHart-Davis, PhD

Peter Anlyan, Anlyan Consulting, LLC

Rick Rocchetti, Rocchetti and Associates, Inc

Local Government Workplaces Initiative

- A UNC School of Government applied research center for helping cities/counties listen to employees
 - Employee surveys
 - Interviews
 - Focus groups
 - Secondary data analysis
 - Post-survey deep dive organizational development workshops



When your people speak,
are you hearing them?

Overview of Day

- Morning
 - Foundations of employee voice
 - Mechanisms and guidance on implementing voice in organization
- Afternoon
 - Laying groundwork for strengthening employee voice in your organization



Format for This Morning

- Fast Paced
- Interactive
- Worksheet

Encouraging and Managing Employee Voice Worksheet
Innovation Lab 3.0
Morning Session
November 15th, 2018

1. What brings you to today's session? What do you hope to achieve?

2. What is your specific role in encouraging and managing employee voice within your organizations?

3. Which of these factors discourage employee voice in your organization?

- ☐ Absence of formal mechanisms
- ☐ Fear of retaliation
- ☐ Sense of hope/futility
- ☐ Supervisor confidence level
- ☐ Individual risk aversion
- ☐ Supervisory demeanor
- ☐ Bystander effect
- ☐ Rigid hierarchies

Other:

What Brings You Here?



- Please take three minutes, write your answer to Worksheet Q1:
 - What brings you to this session today?
What do you hope to achieve?
- Who wants to share?

Different Roles in Encouraging/Managing Employee Voice

- Local government managers
- Department heads
- Supervisors
- HR professionals



➤ In Worksheet Q2, think about your role in encouraging/managing employee voice

Foundations of Employee Voice

- What is employee voice?
- Why care about employee voice?
- What causes employees to speak up or not?
- Principles of employee voice
- Fundamental steps of employee voice
- Building a culture for employee voice
- Mechanisms of employee voice



What Is Employee Voice?

- When employees speak up
 - With or without permission
 - To influence organizational decision-making or change
- If sincerely encouraged and well-implemented,
 - A performance strategy



Why Care About Employee Voice?



- At the individual level
 - Stronger sense of belonging
 - Greater employee commitment to the organization
 - Improves individual productivity
 - Emotionally and physically healthier employees

*Batt et al. 2002;
Hirschman 1970;
Freeman and Medoff
1984; Marchington and
Grugulis 2000; Egan, et
al, 2007*

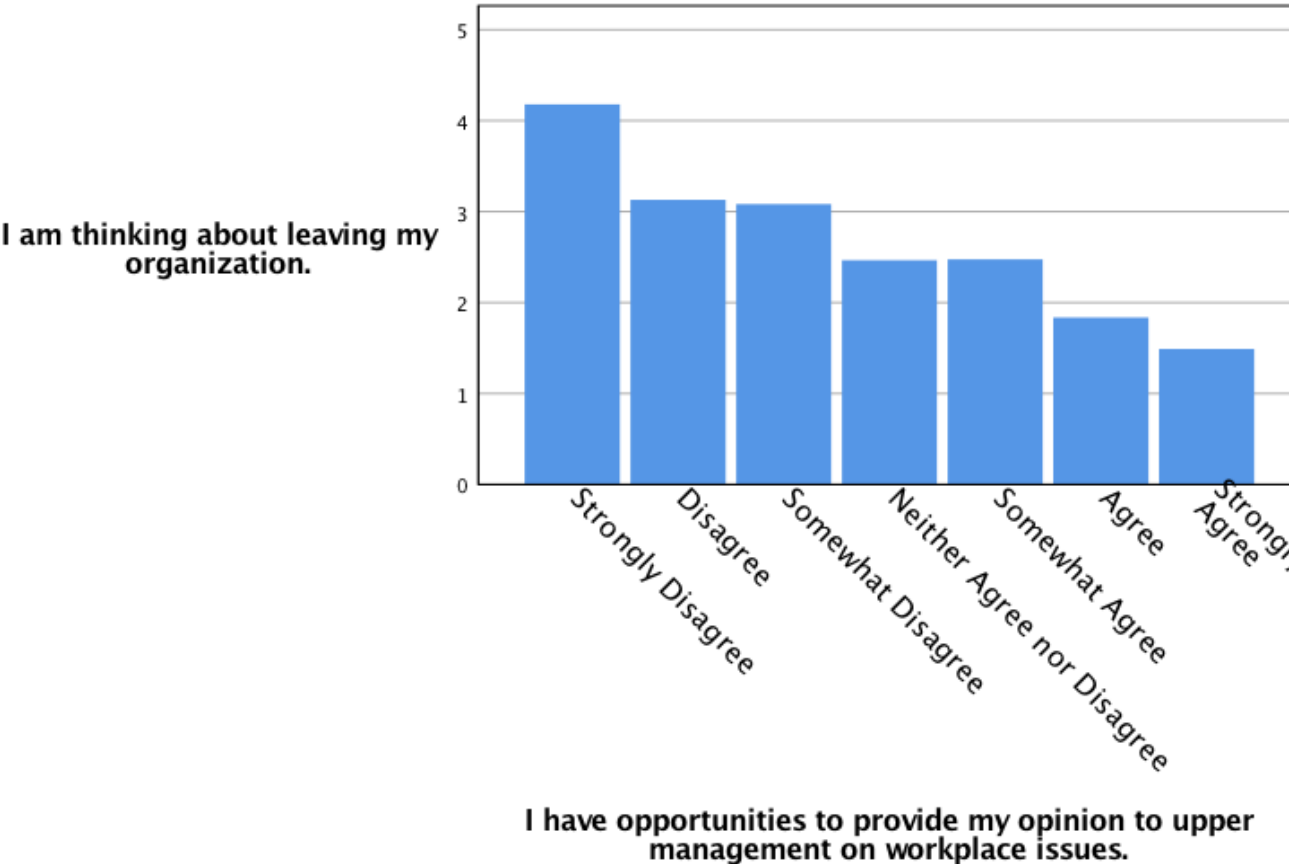
Why Care About Employee Voice?

- At organizational level
 - Can improve group problem solving and decision quality
 - Can improve team performance
 - Lowers turnover

Batt et al. 2002; Hirschman 1970; Freeman and Medoff 1984; Marchington and Grugulis 2000; Egan, et al, 2007



From Local Government Workplaces Initiative Data, Two NC Local Governments



What Causes Employees To Speak Up or Not?

- Absence of formal mechanisms
- Fear of retaliation
- Sense of hope/futility
- Supervisor confidence level
- Supervisory demeanor
- Individual risk aversion
- Bystander effect
- Rigid hierarchies



From LGWI Survey Participants

I am very outspoken, whether my ideas are received or not. I feel that it is my duty to educate, inform, and engage in conversation about issues we as a department face. I am not afraid to stand up for my beliefs about workplace dynamics, but my input is very rarely taken seriously.

—Administrative Assistant

Decisions in the Manager's Office are often not made collaboratively despite the expectation that the rest of the organization do so. Often upper management is made aware of significant organizational changes when they are announced to the entire organization with no opportunity for input or comment.

—Department Head

Table Exercise

- Answer Worksheet Question 3, discuss at your table, report out
- Which of these factors takes place within your organization or workplace
- Absence of formal mechanisms
 - Fear of retaliation
 - Sense of hope/futility
 - Supervisor confidence level
 - Individual risk aversion
 - Supervisory demeanor
 - Bystander effect
 - Rigid hierarchies

Principles of Employee Voice



- Employee voice begins in the mind of organizational leaders
 - Theory X vs. Theory Y Management
 - If you do not believe that employees bring valuable perspectives to decisions, employee voice is not for you
- There should be no significant decision affecting employees for which you do not ask for employee input
 - Example: a new building with an open office plan
- Do not ask for employee input if you do not want it

Steps of Employee Voice

- Ask for employee input, formally and informally
- Listen without defensiveness
- Be aware of your body language
- After asking for employee input, show employees that you have heard what they have said
- Show appreciation for input



Steps of Employee Voice



- Identify next steps
- Put a timestamp on it
 - Within the next two weeks
 - By the end of the month
- When you follow up, explain why
- When you act on employee voice, let employees know

Building a Culture for Employee Voice

- Recognize and reward managers and supervisors for effectively encouraging/managing voice
- Hold managers and supervisors accountable
 - Employee surveys that ask questions about managerial practice
 - 360 evaluations
- Train supervisors on giving and receiving of employee feedback



Mechanisms for Employee Voice

- Meetings
- Idea Systems
- Employee Advisory Initiatives (Forums, Task Forces, Committees, Problem Solving Groups)
- Employee Surveys
- Ombuds Office
- Open-Door Policy

As we go through these, check off if your organization or workplace uses them in Worksheet Q4

Meetings

- Meetings
- How can meetings encourage voice?
- What is needed for meetings to encourage voice?



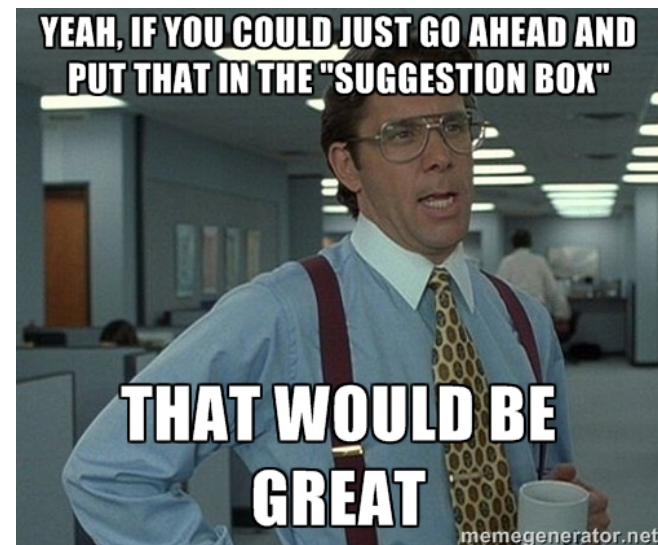
Meetings



- Regular staff or team meetings
 - Build open-ended questions, e.g. the council is interested in a
- Department- or organization-wide meetings
 - Ask for questions by email in advance or by anonymous paper write-in onsite
 - Ask for follow-up questions by email or paper at the end and post responses in FAQ fashion
- How many?

Idea Systems

- Suggestion boxes, idea competitions
- General process
 - **Ask** for ideas
 - Make idea submission **accessible**
 - **Review** suggestions (blind preferred)
 - Choose **winning** ideas
 - Implement with **suggester** playing major role
 - Rewards don't appear increase suggestions, but **budget** does



Idea Systems

- Advantages
 - Can produce effective ideas
- Disadvantages
 - Administratively intensive
 - Acknowledge ideas
 - Follow up on them
 - Winners and losers
- How many?



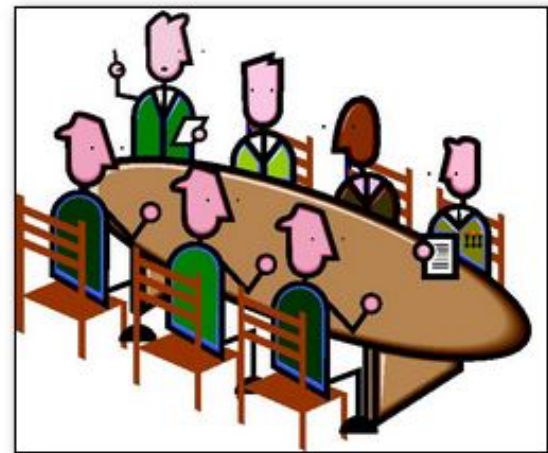
Employee Advisory Initiatives



- Forums, committees, task forces
- Ad-hoc or permanent
- Address organization-wide issues as they arise or specific problem areas
 - City of Concord; Town of Chapel Hill
- General Process
 - **Ask** for volunteers OR invite participation
 - **Assign** committee an issue to address
 - **Receive** committee recommendation/findings
 - **Act**

Employee Advisory Initiatives

- Advantages
 - Can boost morale if participants act as representatives and group has influence
 - Valuable input into decision making
- Disadvantages
 - Indirect voice
 - Time consuming
- How many?



Employee Surveys



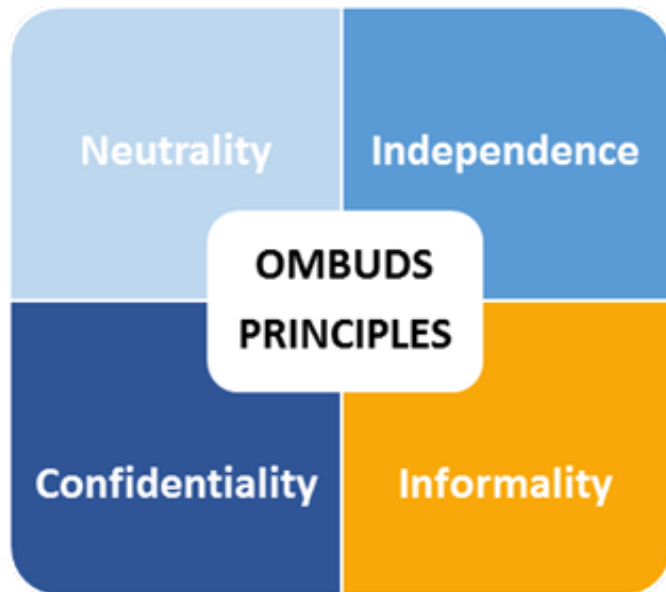
- Distribute questionnaire to all employees in an organization
- Internal vs. third-party
- Advantages
 - Provides organization-wide data
 - Flexible instrument
- Disadvantages
 - Can be costly, requires focus and time
 - Survey data do not interpret themselves
- How many?

Employee Survey Follow-Up: LGWI Model

- Make survey report **available** to all employees
- **Interpret** results with employees in focus groups
- **Deep dive** with senior managers to interpret & respond
- **Equip** senior managers to address issues
- **Form** employee teams to tackle cross-organizational issues



Ombuds Office



- A **neutral** source of guidance, support or conflict resolution to employees
- Can be **located** within or outside the organization
- Advantage
 - Sends strong signal of organizational commitment to employees
- Disadvantage
 - Costly (but those costs may be offset by reduced litigation and grievances)
- How many?

Open-Door Policy

- Allows employees to bring concerns directly to upper management
- Requires managerial openness
- Advantage
 - Low-cost, trust-building if effectively implemented
- Disadvantage
 - Hard to enact in rigid hierarchies
- How many?



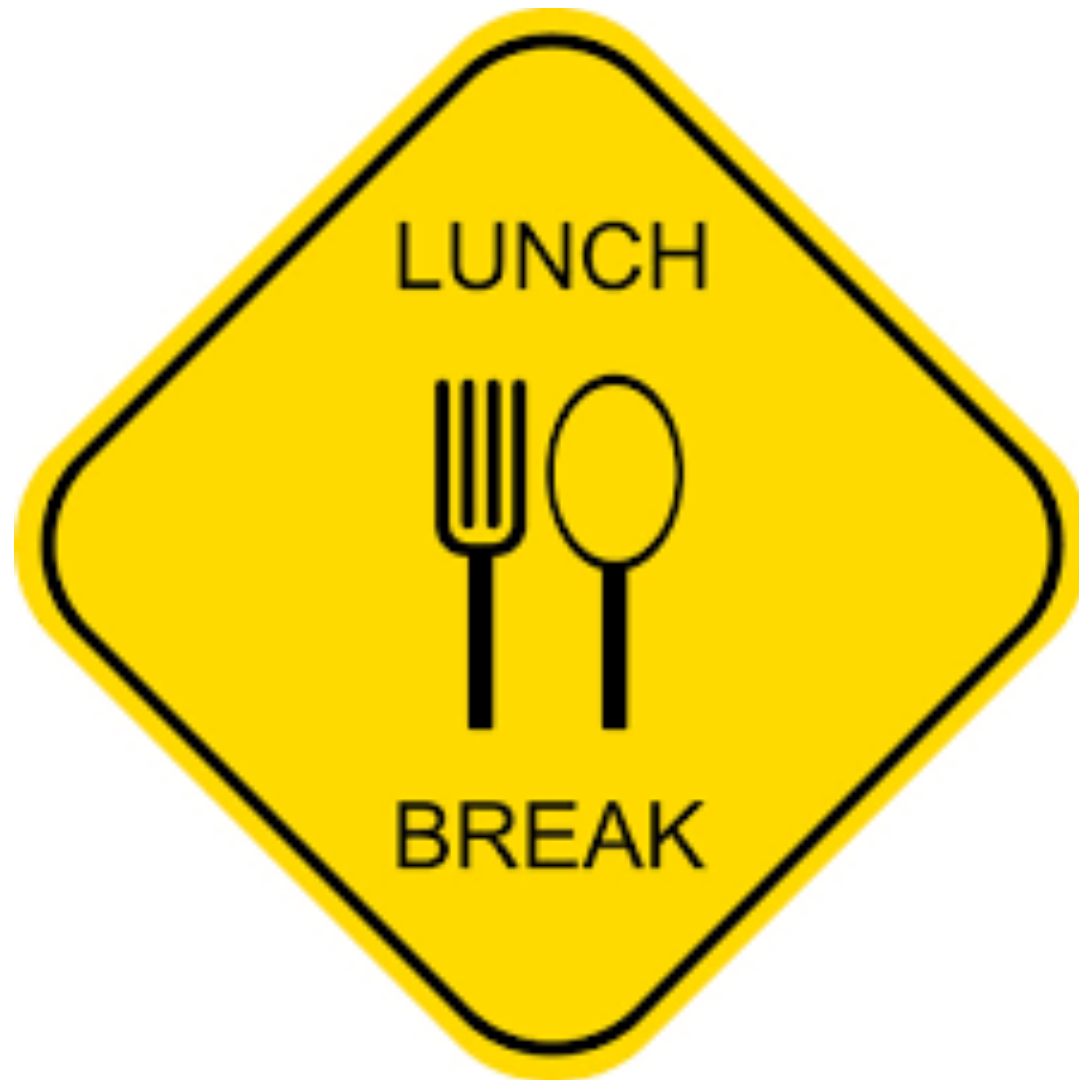
Other Voice Mechanisms Not Listed?

Quick Poll

- Look at your responses to Worksheet Q4
- How many of you belong to organizations that
 - 7
 - 6
 - 5
 - 4
 - 3
 - 2
 - 1
 - Other _____

Question

- Which voice mechanisms are you not using that you might consider?
 - Meetings
 - Idea Systems
 - Employee Advisory Initiatives (Forums, Task Forces, Committees, Problem Solving Groups)
 - Employee Surveys
 - Ombuds Office
 - Open-Door Policy



From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#); [Smith, Judy](#)
Cc: [Fiely, Katherine Mae](#); [Powers, Maddison Alice](#)
Subject: PowerPoint
Date: Tuesday, November 20, 2018 4:59:58 PM
Attachments: [Gastonia Results 11.20.18.pptx](#)

Have a Happy Thanksgiving!



Local Government
Workplaces Initiative



UNC

SCHOOL OF
GOVERNMENT

City of Gastonia Employee Survey Results



Overview

- Joint Interpretation Exercise
- Research Overview
- Survey Highlights
- Survey Mixed Results
- Survey Room for Improvement
- Comments
- Next Steps

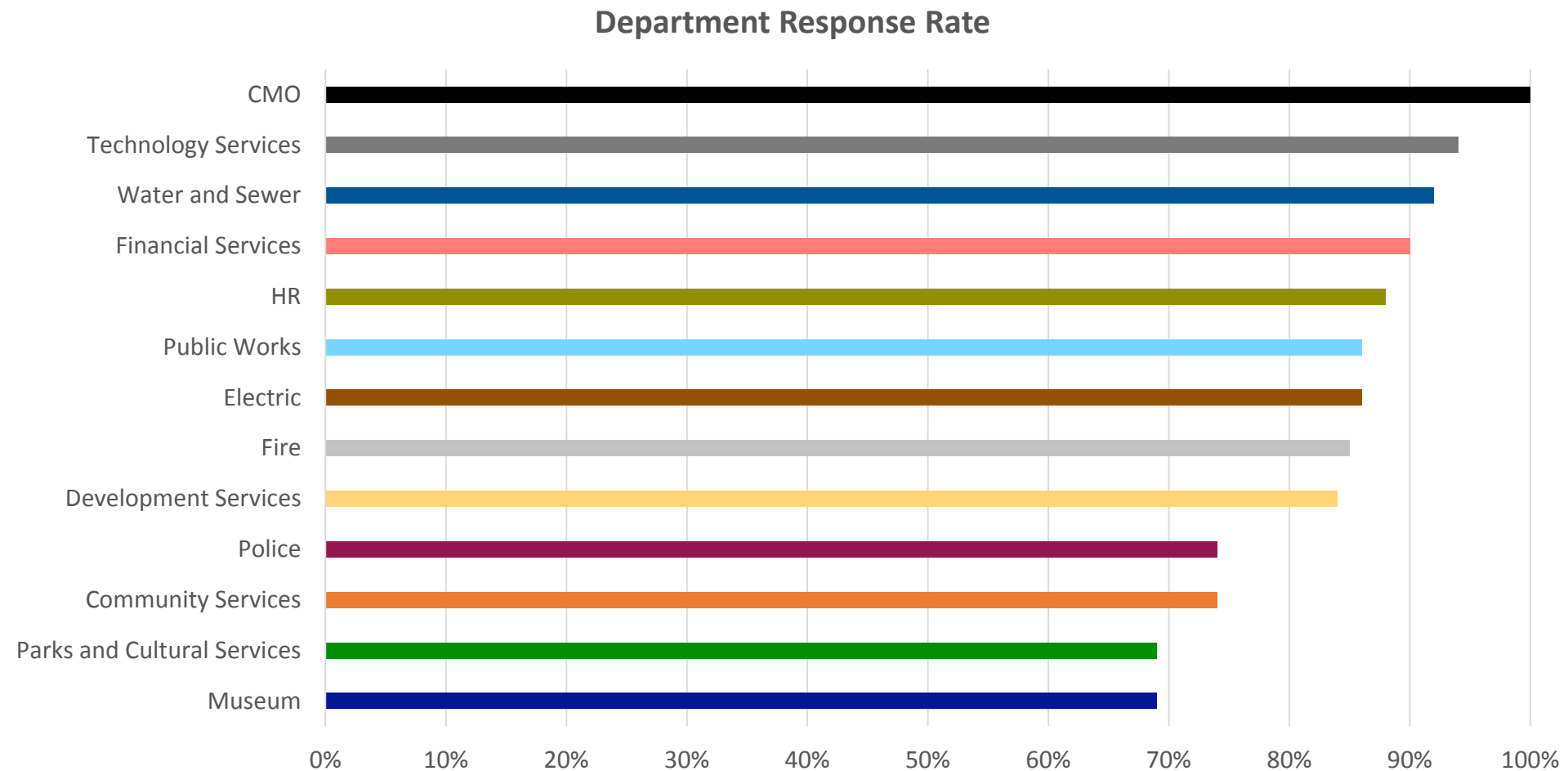


Research Design

- Survey of all city employees
 - Email
 - Onsite computer labs with assistance
- 82% response rate
- Response rates ranged from 69% (Museum) to 100% (CMO)



Response Rates by Department





Understanding Categories

- Individual survey items
 - Excellent, Good, Room for Improvement
 - 80-20 Rule
 - More than 80 percent positive AND less than 80 percent negative (excellent)
 - More than 80 percent positive OR less than 80 percent negative (good)
 - Less than 80 percent positive AND more than 80 percent negative (room for improvement)
- Categories of questions
 - Highlights (good or excellent)
 - Hotspots (room for improvement)
 - Mixed results (good/excellent with room for improvement)

Highlights

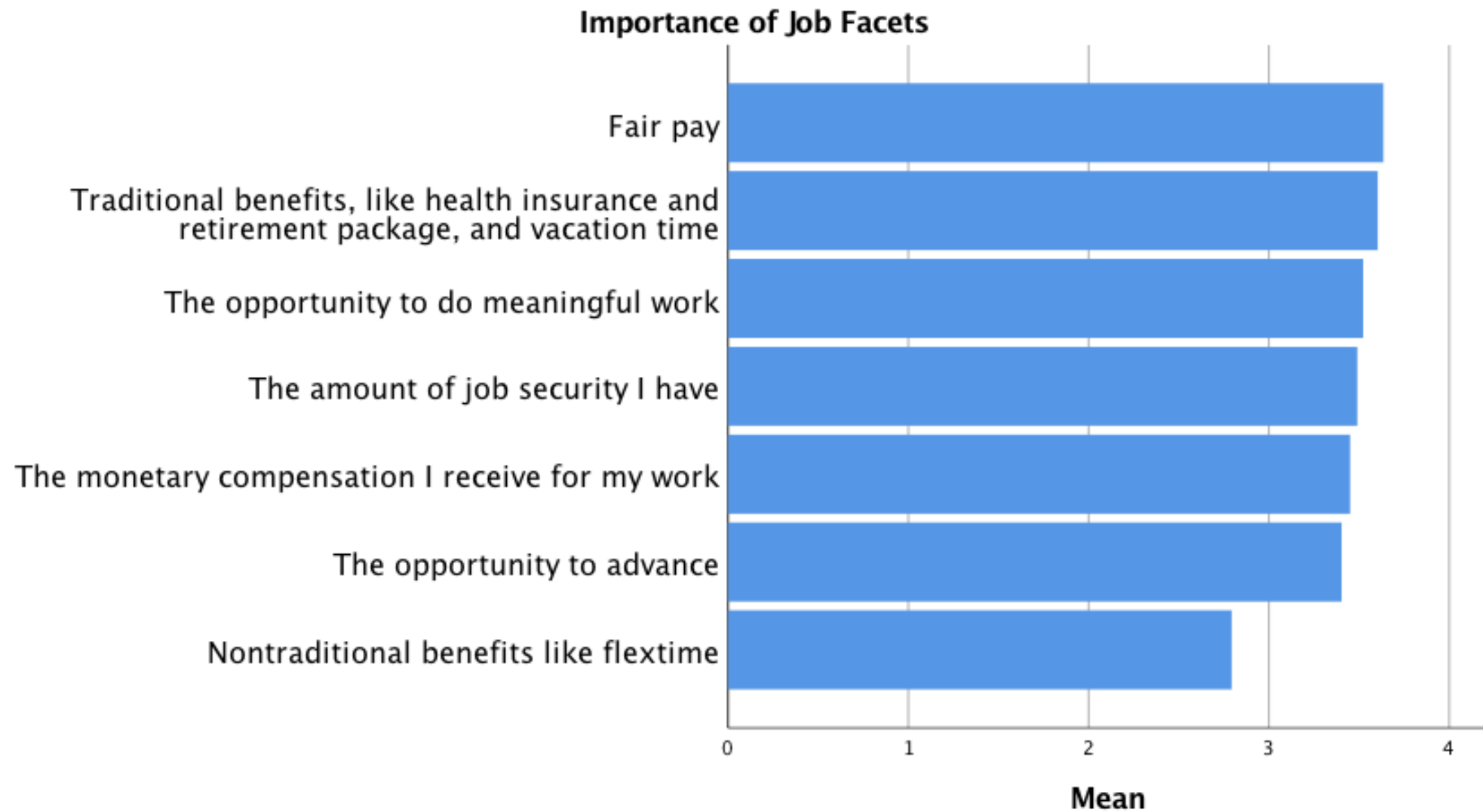
- Engagement
- Organizational Identification
- Teamwork
- Trust in Management
- Turnover Intentions

Mixed

- Communications
- Diversity
- Organizational Commitment
- Pay Systems
- Psychological Safety
- Satisfaction with Job Facets
- Resources
- Supervisory Practices

Hotspots

- Centralization
- Silence
- Voice
- Workplace Civility



Source: 2018 LGWI City of Gastonia Employee Survey, n=751

Summary

- High organizational social capital
- Centralization, silence, voice

From: [Davis, Leisha DeHart](#)
To: [Davis, Leisha DeHart](#)
Cc: [mfurtado@catawbacountync.gov](#); [dharris@catawbacountync.gov](#); [mberry@catawbacountync.gov](#); [cleades@catawbacountync.gov](#); [okarihario@gmail.com](#); [jennie.kristiansen@chathamnc.org](#); [dbrown@cityofbelmont.org](#); [srichards@ci.charlotte.nc.us](#); [paynel@concordnc.gov](#); [putnamc@concordnc.gov](#); [judys@cityofgastonia.com](#); [Kevin.Patton@greensboro-nc.gov](#); [resmith@kannapolisnc.gov](#); [ctsmith@ci.lenoir.nc.us](#); [TAGreene@LexingtonNC.gov](#); [waycock@wilsonnc.org](#); [lauren.sloan@clevelandcounty.com](#); [allison.mauney@clevelandcounty.com](#); [smoyer@daviecountync.gov](#); [eric.l.marsh@outlook.com](#); [ericevans@edgecombco.com](#); [islervr@forsyth.cc](#); [hjames@ncdm.org](#); [eratcliffe@orangecountync.gov](#); [kbelcher@owasa.org](#); [mtiger@owasa.org](#); [state@personcounty.net](#); [hyork@personcounty.net](#); [cbondy@personcounty.net](#); [bveazey@themapsgroup.com](#); [marybeth.manville@apexnc.org](#); [jkanipe@biltmoreforest.org](#); [clehew@townofchapelhill.org](#); [cblue@townofchapelhill.org](#); [mmcgruk@townofchapelhill.org](#); [rbuckley@townofchapelhill.org](#); [bjohnson2@townofchapelhill.org](#); [jhuegerich@townofchapelhill.org](#); [drhoads@townofchapelhill.org](#); [asmith@townofchapelhill.org](#); [bzuidema@garnernc.gov](#); [katherine.cathey@hillsboroughnc.gov](#); [erika.phillips@hollyspringsnc.us](#); [kimberly.keyes@hollyspringsnc.us](#); [susan.nixon@moreheadcitync.org](#); [brie.floyd@nagsheadnc.gov](#); [townmanager@wilkesboronc.org](#); [paige.dosser@wakegov.com](#); [cpotter@washconc.org](#); [Nelson, Kimberly H](#)
Subject: Survey Sample and Follow Up
Date: Thursday, November 15, 2018 4:41:43 PM
Attachments: [City of Gastonia 2018 Employee Survey.pdf](#)

Hi, everyone. It was great spending time with you today. As promised, attached is the most recent employee survey administered by the Local Government Workplaces Initiative, for the City of Gastonia (who gave vacation time as a survey incentive and achieved an 83 percent response rate).

It covers a wide range of questions, including trust in management, workplace civility, organizational silence, psychological safety, resource adequacy, important and satisfaction with different job facets, mission, diversity climate, engagement, organizational ID. We have other categories of questions not included in this particular, but you get the idea.

Please let us know if you have any questions. And feel free to keep us posted as your organization seeks to strengthen employee voice!

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government

School of Government

University of North Carolina-Chapel Hill

[Local Government Workplaces Initiative](#)

Author of [Creating Effective Rules in Public Sector Organizations](#)

Cell: (785) 766-1554

Office Phone: (919)966-4189

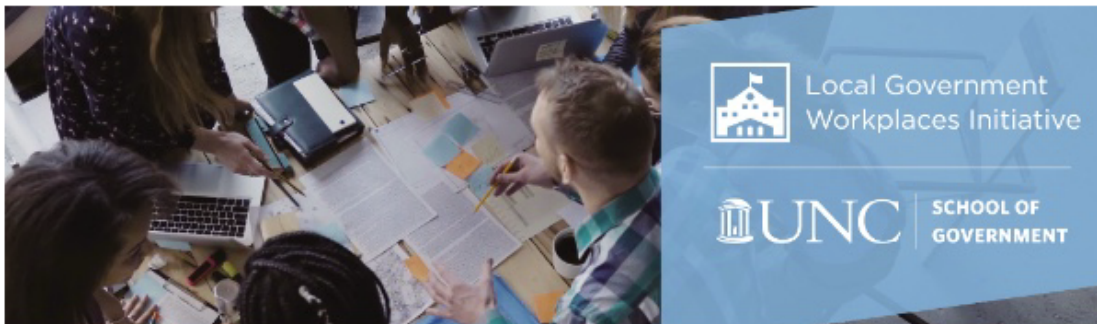
Survey Content

The City of Gastonia Employee Survey

This survey, being conducted by the Local Government Workplaces Initiative of the UNC School of Government, seeks to help City of Gastonia leaders better understand the perspectives of employees on a range of workplace issues. It also produces data for academic scholarship on topics that include employee morale and organizational climate.



Every employee's opinion counts. City of Gastonia leaders want 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 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 completely voluntary and completely up to you;**

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

******You will be asked at the end of the survey to indicate whether you wish to receive four hours vacation time for your participation or four hours of pay if you are a part-time employee. To do so, you will be taken to a separate website, where you will enter your information for HR to use in processing your vacation time. Your survey results will never be linked to you;

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:

[City of Gastonia Online Consent Form](#)

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.

If you would you like to receive four hours of vacation time for participating in the survey, indicate so at the end of the survey. You will be taken to a separate website, where you can enter your name and department so that HR can credit you the vacation hours.

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
My organization provides the physical resources (technology, 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"/>

My organization provides the training to do my job effectively.

☐☐☐☐☐☐☐

My organization provides opportunities for advancement in this organization.

☐☐☐☐☐☐☐

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

Teamwork

This section asks about how employees and departments work together as a team in your organization.

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 work together as a team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My department works well with other departments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

As a whole,

supervisors in my department encourage employees to work together.

☐ ☐ ☐ ☐ ☐ ☐ ☐

Employees in my department often collaborate with employees from other departments.

☐ ☐ ☐ ☐ ☐ ☐ ☐

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

Communications

This section asks questions about the quality of communications in your organization.

On a scale from inadequate to adequate, how would you characterize communications from the follow sources?

	Extremely Inadequate	Somewhat Inadequate	Neither Adequate nor Inadequate	Somewhat Adequate	Extremely Adequate
From Your Supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
From Your Department Head	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
From the City Manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
I am fully informed about significant changes in the City.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have opportunities to provide my opinion to upper management on workplace issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I provide my opinion on workplace issues to upper management, I receive a response from upper management.	<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 communications that you would like to share? If so, please type them in the space below.

Structure and Decision Making in Your Department

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

In thinking about how decisions are made within your department, how much do you agree or disagree with the following statements?

Neither Agree

	Strongly Disagree	Disagree	Somewhat Disagree	nor Disagree	Somewhat Agree	Agree	Strongly Agree
In general, an employee wanting to make his or her 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"/>

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

	Never	Rarely	Sometimes	Frequently	Always
I keep quiet instead of asking questions when I want to get more information.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Although I have ideas for improving the department, I do not speak up.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I choose to remain silent when I have concerns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

When you keep opinions to yourself, why? Please check all that apply.

	Strongly Agree	Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Disagree	Strongly Disagree
I am afraid that I will be punished for sharing my opinions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Based on experience,
I know that my
opinions will be
ignored.

☐☐☐☐☐☐☐

I don't want to rock
the boat.

☐☐☐☐☐☐☐

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

Interpersonal Treatment in Your Workplace

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

Thinking back on the past year or so, how often have you been in a situation where someone in your department:

Never

Rarely

Sometimes

Often

Very Often

Paid little attention
to your ideas or
showed little
interest in your
opinion?

☐☐☐☐☐

Put you down or
was disrespectful
to you?

☐☐☐☐☐

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

☐☐☐☐☐

responsibility?

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

	Strongly Agree	Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Disagree	Strongly Disagree
Employees in my workplace are able to bring up problems and tough issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees in my workplace sometimes reject others for being different.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is safe to take a risk in my workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No one in my workplace would deliberately act in a way that undermines my efforts.	<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 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?

	Never	Rarely	Sometimes	Frequently	Always
Praises good performance by department employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourages employees to look for better ways to get the job done	<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"/>

	Never	Rarely	Sometimes	Frequently	Always
Encourages employees to work together	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Makes me feel like a valued employee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Explains what results are expected for a task or assignment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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 helpful 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"/>

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 you and higher ups, 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
Overall I trust my supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall I trust my department head.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall I trust the city manager.	<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 trust that you would like to share? If so, please type them in the space below.

Your Morale

This section asks about how you feel about your job.

How much do you agree or disagree with the following statements about how you feel about working here?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
When I get up in the morning, I feel like going to work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am proud of the work that I do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am immersed in my work.	<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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

say "we" rather than "they".

This organization's successes are my successes.

☐☐☐☐☐☐☐

When someone praises this organization, it feels like a personal compliment.

☐☐☐☐☐☐☐

Do you have any comments about your morale? If so, please indicate them in the space below.

Pay, Benefits and Satisfaction with Job Aspects

This section asks for your opinion about different aspects of your job, as well as pay and benefits.

How **important** or **unimportant** are the following parts of your job?

	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"/>
	Not at all important	Slightly important	Moderately important	Very important	Extremely important
Fair 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"/>
Recognition 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 amount of job security I have	<input type="radio"/>	<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	<input type="radio"/>	<input type="radio"/>	<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"/>	<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"/>	<input type="radio"/>	<input type="radio"/>
	Very Dissatisfied	Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Satisfied	Very Satisfied
Fair pay	<input type="radio"/>	<input type="radio"/>	<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"/>	<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"/>	<input type="radio"/>	<input type="radio"/>
Recognition for a job well done	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Thinking about the City of Gastonia's **system for paying employees**, how much do you agree or disagree that the following words apply?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
Easy to Understand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistently Applied	<input type="radio"/>	<input type="radio"/>	<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"/>	<input type="radio"/>	<input type="radio"/>
Effective	<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 on pay, benefits, or satisfaction or dissatisfaction with different aspects of your job?

Diversity in the Workplace

This section asks about diversity in the City of Gastonia workplace.

To what extent do you agree or disagree with the following statements about diversity in your workplace?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
Managers here have a track record of hiring and promoting employees objectively, regardless of their race, religion, ethnicity, age, gender, and sexual orientation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managers here give feedback and evaluate employees fairly, regardless of factors such as employee gender, race, religion, ethnicity, age, and sexual orientation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managers here give assignments based on the skills and abilities of employees, not their personal and social background.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

To what extent do you agree or disagree with the following statements about diversity in your workplace?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
All minority and female employees are provided resources and training that prepares them for promotion and	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

advancement.

The “good old boys” network is alive and well here.

☐ ☐ ☐ ☐ ☐ ☐ ☐

This organization spends adequate resources on diversity awareness and related training.

☐ ☐ ☐ ☐ ☐ ☐ ☐

To what extent do you agree or disagree with the following statements about diversity in your workplace?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
I feel comfortable working with people from backgrounds other than my own.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am afraid to disagree with members of other groups for fear of being called prejudiced.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Diversity issues prevent some work teams here from performing to their maximum effectiveness.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

To what extent do you agree or disagree with the following statements about diversity in your workplace?

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

Knowing more about the culture of other groups would help me to be more effective in my job.

☐☐☐☐☐☐☐☐

I think that diverse viewpoints add value to the work we do here.

☐☐☐☐☐☐☐☐

I believe increasing diversity will make this organization more effective.

☐☐☐☐☐☐☐☐

Do you have any comments about diversity in the City of Gastonia workplace that you would like to share? If so, please type them in the box below.

Your Future in the Organization

This section asks about your plans for continuing to work at your local government.

Thinking about how you feel about working for your organization, 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
--	-------------------	----------	-------------------	----------------------------	----------------	-------	----------------

This organization values me as an employee.

☐☐☐☐☐☐☐☐

I would feel guilty if I

left this organization
now.

☐☐☐☐☐☐☐

I would be very happy
to spend the rest of
my career with this
organization.

☐☐☐☐☐☐☐

I am thinking about
leaving this
organization.

☐☐☐☐☐☐☐

How many more years would you like to work for the City of Gastonia? Please select from the list below.

Do you have any comments about your future with the organization? If so, please type them in the space below.

About You

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

How were you feeling while taking the survey?

Does Not
Describe My
Feelings

Slightly
Describes My
Feelings

Moderately
Describes My
Feelings

Mostly
Describes My
Feelings

Clearly
Describes My
Feelings

Interested

☐☐☐☐☐

Distressed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excited	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Does Not Describe My Feelings	Slightly Describes My Feelings	Moderately Describes My Feelings	Mostly Describes My Feelings	Clearly Describes My Feelings
Upset	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Proud	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Irritable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Final Comments

If you have any more thoughts to share, please do so in the space below.

Survey End

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.

When you click submit, you will be taken to a signup sheet where you can choose to provide your contact information to HR for vacation time or part-time pay processing.

Thank you for participating in the City of Gastonia Employee Survey!

From: [Davis, Leisha DeHart](#)
To: [Hendrix, Wendell](#)
Subject: Re: City of Gastonia Employee Survey
Date: Thursday, October 25, 2018 2:17:22 PM

Sometime my computer does this too. It didn't come from us, we closed the survey a few weeks ago. Thanks for participating!

From: "Hendrix, Wendell" <wendellh@cityofgastonia.com>
Date: Thursday, October 25, 2018 at 2:16 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia Employee Survey

Yes...

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Thursday, October 25, 2018 2:02 PM
To: Hendrix, Wendell <wendellh@cityofgastonia.com>
Subject: Re: City of Gastonia Employee Survey

No. This is an old email message from about a month ago. Did it come to you as a new message?

From: "Hendrix, Wendell" <wendellh@cityofgastonia.com>
Date: Thursday, October 25, 2018 at 1:11 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia Employee Survey

I have already completed one recently, is this a second??

From: Leisha Dehart-Davis [<mailto:survey@qualtrics.unc.edu>]
Sent: Monday, September 24, 2018 9:01 AM
To: Hendrix, Wendell <wendellh@cityofgastonia.com>
Subject: City of Gastonia Employee Survey

Mr. Hendrix:

You are invited to participate in the City of Gastonia Employee Survey of the Local Government Workplaces Initiative, a research study being conducted for the City of Gastonia by the School of Government at University of North Carolina - Chapel Hill (UNC).

The survey has two purposes. The first is to give you the opportunity to share your opinions about the City of Gastonia workplace. The second is to provide data for academic research.

[City of Gastonia Employee Survey](#)

Please do not forward this link, it is unique to your email address and allows us to correctly

report results by department and organization-wide demographics.

The survey should take about 30 minutes to complete and is considered work time.

The deadline for participating in the survey is Monday, October 8th, at 5 pm.

We look forward to hearing your perspectives on the City of Gastonia workplace.

Please feel free to contact me at (919) 966-4189 or ldd@unc.edu with questions.

Additional Information

Your participation in this survey is entirely voluntary and will have no effect on your job or your relationship with your supervisor(s).

Your survey participation is confidential. We will report averages of survey results across the organization, by department, and for broad demographic categories of employees, but never by job title or demographic categories within departments.

In the survey, you can choose to receive four hours of vacation time. The names of all survey participants choosing this option will be forwarded to HR for processing, but the contents of individual survey results will never be shared.

To protect your data, employee information will be kept separately from survey responses, with a unique identifier linking the two. Both datasets will be stored on a password-protected server at the UNC School of Government. We will also not report response distributions for any groups with fewer than ten employees.

If you have questions or concerns about your rights as a research subject you may contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu and reference study number 17-1930.

If the link above does not work, you can copy and paste the URL below into your internet browser: https://unc.az1.qualtrics.com/jfe/form/SV_7R4dDf1ft7KG3pH?Q_DL=cMF8SHvh9zihRAN_7R4dDf1ft7KG3pH_MLRP_5suTpo34DivztAN&Q_CHL=email

Follow the link to opt out of future emails: [Unsubscribe](#)

Leisha DeHart Davis, PhD
Professor of Public Administration and Government
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

From: [Davis, Leisha DeHart](#)
To: [Hendrix, Wendell](#)
Subject: Re: City of Gastonia Employee Survey
Date: Thursday, October 25, 2018 2:02:04 PM

No. This is an old email message from about a month ago. Did it come to you as a new message?

From: "Hendrix, Wendell" <wendellh@cityofgastonia.com>
Date: Thursday, October 25, 2018 at 1:11 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia Employee Survey

[I have already completed one recently, is this a second??](#)

From: Leisha Dehart-Davis [mailto:survey@qualtrics.unc.edu]
Sent: Monday, September 24, 2018 9:01 AM
To: Hendrix, Wendell <wendellh@cityofgastonia.com>
Subject: City of Gastonia Employee Survey

Mr. Hendrix:

You are invited to participate in the City of Gastonia Employee Survey of the Local Government Workplaces Initiative, a research study being conducted for the City of Gastonia by the School of Government at University of North Carolina - Chapel Hill (UNC).

The survey has two purposes. The first is to give you the opportunity to share your opinions about the City of Gastonia workplace. The second is to provide data for academic research.

[City of Gastonia Employee Survey](#)

Please do not forward this link, it is unique to your email address and allows us to correctly report results by department and organization-wide demographics.

The survey should take about 30 minutes to complete and is considered work time.

The deadline for participating in the survey is Monday, October 8th, at 5 pm.

We look forward to hearing your perspectives on the City of Gastonia workplace.

Please feel free to contact me at (919) 966-4189 or ldd@unc.edu with questions.

Additional Information

Your participation in this survey is entirely voluntary and will have no effect on your job or your relationship with your supervisor(s).

Your survey participation is confidential. We will report averages of survey results across the organization, by department, and for broad demographic categories of employees, but never

by job title or demographic categories within departments.

In the survey, you can choose to receive four hours of vacation time. The names of all survey participants choosing this option will be forwarded to HR for processing, but the contents of individual survey results will never be shared.

To protect your data, employee information will be kept separately from survey responses, with a unique identifier linking the two. Both datasets will be stored on a password-protected server at the UNC School of Government. We will also not report response distributions for any groups with fewer than ten employees.

If you have questions or concerns about your rights as a research subject you may contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu and reference study number 17-1930.

If the link above does not work, you can copy and paste the URL below into your internet browser: https://unc.az1.qualtrics.com/jfe/form/SV_7R4dDf1ft7KG3pH?Q_DL=cMF8SHvh9zihRAN_7R4dDf1ft7KG3pH_MLRP_5suTpo34DivztAN&Q_CHL=email

Follow the link to opt out of future emails: [Unsubscribe](#)

Leisha DeHart Davis, PhD
Professor of Public Administration and Government
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

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Cc: [Fiely, Katherine Mae](#); [Maddi Powers](#)
Subject: Re: City of Gastonia Employee Survey Next Steps
Date: Friday, October 12, 2018 10:05:11 AM

You won't be able to see anything until the results – the raw data -- are visualized in Tableau.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, October 12, 2018 at 8:54 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Cc: "Fiely, Katherine Mae" <fielykm@live.unc.edu>, Maddi Powers <im.maddi.p@gmail.com>
Subject: RE: City of Gastonia Employee Survey Next Steps

Leisha,

I can't wait to see the results. Thanks for the update.

Todd

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]
Sent: Thursday, October 11, 2018 7:41 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Cc: Fiely, Katherine Mae <fielykm@live.unc.edu>; Maddi Powers <im.maddi.p@gmail.com>
Subject: City of Gastonia Employee Survey Next Steps

Hi, Todd. The results are in the hands of our new Tableau consultant; she will use them to create online dashboards of results. I have asked her for an estimate of how long she thinks it will take; I am guessing a week at minimum, but it could be more like two.

We will also be providing you with comments by question category and department. We have to review those to make sure they do not reveal any identities. It will make more sense to show you everything at once.

A final task will involve giving you cross-local government comparisons. This will be after the basics.

That's it for now, we will keep you posted!

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Read: RE: City of Gastonia Employee Survey Next Steps
Date: Friday, October 12, 2018 9:32:17 AM

Your message

To: Davis, Leisha DeHart
Subject: RE: City of Gastonia Employee Survey Next Steps
Sent: Friday, October 12, 2018 8:54:49 AM (UTC-05:00) Eastern Time (US & Canada)

was read on Friday, October 12, 2018 9:32:14 AM (UTC-05:00) Eastern Time (US & Canada).

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Cc: [Fiely, Katherine Mae](#); [Maddi Powers](#)
Subject: City of Gastonia Employee Survey Next Steps
Date: Thursday, October 11, 2018 7:40:40 PM

Hi, Todd. The results are in the hands of our new Tableau consultant; she will use them to create online dashboards of results. I have asked her for an estimate of how long she thinks it will take; I am guessing a week at minimum, but it could be more like two.

We will also be providing you with comments by question category and department. We have to review those to make sure they do not reveal any identities. It will make more sense to show you everything at once.

A final task will involve giving you cross-local government comparisons. This will be after the basics.

That's it for now, we will keep you posted!

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#); [Fiely, Katherine Mae](#)
Subject: Re: Millie Turas Employee Survey
Date: Tuesday, October 09, 2018 9:59:55 AM

Hi, Todd. Katie, Maddi and I are meeting tomorrow to map out all the tasks associated with data cleaning, getting into Tableau and analyzing the data. We will keep you posted on our timeline.

On 10/9/18, 9:12 AM, "Davis, Leisha DeHart" <ldehart@sog.unc.edu> wrote:

You hit 80 percent. That is an awesome response rate, particularly for an organization as large as Gastonia. Congratulations! Katie can provide departmental response rates.

On 10/8/18, 10:16 PM, "Carpenter, Todd" <vtcarpenter@cityofgastonia.com> wrote:

Not 100% but pretty good. Wouldn't you agree?

Sent from the road

----- Original message -----

From: "Davis, Leisha DeHart" <ldehart@sog.unc.edu>
Date: 10/8/18 6:54 PM (GMT-05:00)
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Subject: Re: Millie Turas Employee Survey

79 percent. We'll recalculate tomorrow.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Monday, October 8, 2018 at 3:36 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Subject: RE: Millie Turas Employee Survey

Understood. Thank you both. What's the participation rate at now?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Monday, October 08, 2018 2:22 PM
To: Fiely, Katherine Mae <fielykm@live.unc.edu>; Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: Millie Turas Employee Survey

FYI, we said midnight, Katie is right, Katie won't shut it down.

From: "Fiely, Katherine Mae" <fielykm@live.unc.edu<<mailto:fielykm@live.unc.edu>>>
Date: Monday, October 8, 2018 at 2:08 PM
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com<<mailto:vtcarpenter@cityofgastonia.com>>>
Cc: Leisha DeHart-Davis <ldehart@sog.unc.edu<<mailto:ldehart@sog.unc.edu>>>
Subject: Re: Millie Turas Employee Survey

Hi Todd,

Yes she should be able too. And let me her know that she can call me if she has any trouble. She has my phone number.

As for the close time Leisha may be able to provide more reference, there is no official time listed on qualtrics I believe we just want to close it tonight so we can start analysis on the data.

thanks,

Katie

From: Carpenter, Todd <vtcarpenter@cityofgastonia.com<<mailto:vtcarpenter@cityofgastonia.com>>>
Sent: Monday, October 8, 2018 1:43:17 PM
To: Fiely, Katherine Mae
Cc: Davis, Leisha DeHart
Subject: RE: Millie Turas Employee Survey

Katie,

If I just forward this email to her can she take it from any PC?

Also what time does the survey end?

Todd

From: Fiely, Katherine Mae [<mailto:fielykm@live.unc.edu>]
Sent: Monday, October 08, 2018 1:18 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com<<mailto:vtcarpenter@cityofgastonia.com>>>
Cc: Davis, Leisha DeHart <ldehart@sog.unc.edu<<mailto:ldehart@sog.unc.edu>>>
Subject: Millie Turas Employee Survey

Hello Todd and Leisha,

Millie Turas just got back to me about her survey. I asked if she would be willing to take the survey in the computer lab and she said she would. I will contact our Tableau specialist to add her to the dropdown menu. In the meantime, however, in case she would like to take the survey before hand I have attached the link to her survey

below.

Millie Turas City of Gastonia Employee Survey
Link<[https://unc.az1.qualtrics.com/jfe/form/SV_7R4dDf1ft7KG3pH?
Q_DL=cMF8SHvh9zihRAN_7R4dDf1ft7KG3pH_MLRP_264em9NTTyWtTFP](https://unc.az1.qualtrics.com/jfe/form/SV_7R4dDf1ft7KG3pH?Q_DL=cMF8SHvh9zihRAN_7R4dDf1ft7KG3pH_MLRP_264em9NTTyWtTFP)>

Thank you,

Katie Fiely

From: Fiely, Katherine Mae
Sent: Monday, October 8, 2018 11:29 AM
To: Carpenter, Todd
Cc: Davis, Leisha DeHart
Subject: Re: Employee Survey Is Coming Next Week

Good Morning Todd,

I have left a message on Millie Turas' voicemail for her to call me back related to the not being able to take the survey issue. I am not sure why the survey will not allow her to open even if she did use her husband's email address, so I would like to speak to her and see what the error message she is receiving is. If we cannot figure it out based on the message Leisha believes our best bet is to have her complete the survey in the computer lab.

I will keep you in the loop with the solution.

Thank you,

Katie Fiely

From: Davis, Leisha DeHart
Sent: Monday, October 8, 2018 11:04:46 AM
To: Fiely, Katherine Mae
Subject: Fwd: Employee Survey Is Coming Next Week

Get Outlook for iOS<<https://aka.ms/o0ukef>>

From: Carpenter, Todd <vtcarpenter@cityofgastonia.com<[>](mailto:vtcarpenter@cityofgastonia.com)>
Sent: Monday, October 8, 2018 10:42:38 AM
To: Davis, Leisha DeHart
Subject: Fwd: Employee Survey Is Coming Next Week

Fyi

Sent from the road

----- Original message -----

From: Edward Turas [REDACTED] >>
Date: 10/5/18 12:25 PM (GMT-05:00)
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com<[>](mailto:vtcarpenter@cityofgastonia.com)>
Subject: Re: Employee Survey Is Coming Next Week

Hi!! This is Millie Turas. I hate to bother you, but I can't get a response from the UNC contact running the survey. I had to use this gmail because I wasn't given a city email, and the survey wont recognize my attempt to participate because the gmail is associated with my husbands name. Is there anyway I can access the survey? I would like to participate if its ok. I don't want to cause any problems though, if it is too much trouble.

Thanks so much! Millie

On Tue, Sep 18, 2018 at 11:53 AM Carpenter, Todd
<vtcarpenter@cityofgastonia.com<[>>>](mailto:vtcarpenter@cityofgastonia.com) wrote:
[City of Gastonia Employees.](#)

[A Survey is Coming and We Want to Hear from YOU!!!](#)

[The UNC School of Government is conducting an Employee Survey for the City of Gastonia. On behalf of all Senior Management, I encourage each of you to participate. The survey is being conducted so that, as an employer, we can learn what we do well and what we can improve upon so as to value you, our most important resource, better. We want your input on how our workplace can be improved and how you think and feel about working here. As a thank you for participating you will receive an extra 4 hours of vacation time or 4 extra hours of pay if you are non-fulltime.](#)

[You will receive the survey invitation on September 25. The invite will be delivered to you at the same email address you received this email, either your city email address or the personal email address on record with HR. The invitation will state that you have been invited to participate in the Local Government Workplaces Project Employee Survey, conducted by the School of Government at UNC Chapel Hill. You can take the survey from any computer or device from which you can access your email. To begin the survey click on the link provided in the email. The survey will be open from September 25 through October 8.](#)

[A few important things to know about this survey:](#)

[** Your participation is completely voluntary:](#)

** You will be invited to participate directly in the survey by Leisha DeHart-Davis, Professor of Public Administration and Government at UNC-Chapel Hill;

** The survey should take about 15-20minutes of your time;

**Your survey responses go straight to the UNC School of Government;

** Your survey responses are completely confidential. The UNC research team will report the results to the City in only three ways: how employees as a whole respond to each survey question (e.g., 25% strongly agree vs. 35% strongly disagree); as averages by department; and in comments provided to us in anonymous format.

**The UNC research team will review comments to ensure their anonymity before sharing them with the City;

** You can participate during work hours. Computers, time, and a link will be made available for anyone wishing to participate at work;

**During the survey you will be asked if you would like to receive an extra 4 hours of vacation. If you check the box stating that you would, the UNC School of Government will share your name with us so that we can credit 4 hours to your vacation accrual. Only your name will be shared with the City. Your responses will remain strictly confidential;

** The School of Government will benchmark our results against the results of other participating local governments so that we can identify our strengths and opportunities for improvement.

I hope each you will take this opportunity to provide your incredibly important thoughts and opinions to the School of Government. The data they compile for us will allow us to improve our workplace and processes so that we can support you better and help you be the best you can be, do your jobs to the best of your ability, and work together to build a community where people thrive and where we proudly serve. Together let's make the City of Gastonia the employer of choice in Gaston County.

If you have any questions about why the City of Gastonia is participating or what we will do with the results, please contact me and I will be happy to answer your questions. If you have questions about the study itself, contact Professor DeHart-Davis at ldd@unc.edu<<mailto:ldd@unc.edu>>. If you have questions about your rights as a research participant, contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu<mailto:IRB_subjects@unc.edu>> and reference study number 17-1930<https://irbis2.research.unc.edu/irb/index.cfm?event=home.dashboard.irbStudyManagement&irb_id=17-1930>.

Thank you all and I look forward to hearing from each of you.

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

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#); [Fiely, Katherine Mae](#)
Subject: Re: Millie Turas Employee Survey
Date: Tuesday, October 09, 2018 9:13:03 AM

You hit 80 percent. That is an awesome response rate, particularly for an organization as large as Gastonia. Congratulations! Katie can provide departmental response rates.

On 10/8/18, 10:16 PM, "Carpenter, Todd" <vtcarpenter@cityofgastonia.com> wrote:

Not 100% but pretty good. Wouldn't you agree?

Sent from the road

----- Original message -----

From: "Davis, Leisha DeHart" <ldehart@sog.unc.edu>
Date: 10/8/18 6:54 PM (GMT-05:00)
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Subject: Re: Millie Turas Employee Survey

79 percent. We'll recalculate tomorrow.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Monday, October 8, 2018 at 3:36 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Subject: RE: Millie Turas Employee Survey

Understood. Thank you both. What's the participation rate at now?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Monday, October 08, 2018 2:22 PM
To: Fiely, Katherine Mae <fielykm@live.unc.edu>; Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: Millie Turas Employee Survey

FYI, we said midnight, Katie is right, Katie won't shut it down.

From: "Fiely, Katherine Mae" <fielykm@live.unc.edu<<mailto:fielykm@live.unc.edu>>>
Date: Monday, October 8, 2018 at 2:08 PM
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com<<mailto:vtcarpenter@cityofgastonia.com>>>
Cc: Leisha DeHart-Davis <ldehart@sog.unc.edu<<mailto:ldehart@sog.unc.edu>>>
Subject: Re: Millie Turas Employee Survey

Hi Todd,

Yes she should be able too. And let me her know that she can call me if she has any trouble. She has my phone

number.

As for the close time Leisha may be able to provide more reference, there is no official time listed on qualtrics I believe we just want to close it tonight so we can start analysis on the data.

thanks,

Katie

From: Carpenter, Todd <vtcarpenter@cityofgastonia.com<<mailto:vtcarpenter@cityofgastonia.com>>>
Sent: Monday, October 8, 2018 1:43:17 PM
To: Fiely, Katherine Mae
Cc: Davis, Leisha DeHart
Subject: RE: Millie Turas Employee Survey

Katie,

If I just forward this email to her can she take it from any PC?

Also what time does the survey end?

Todd

From: Fiely, Katherine Mae [<mailto:fielykm@live.unc.edu>]
Sent: Monday, October 08, 2018 1:18 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com<<mailto:vtcarpenter@cityofgastonia.com>>>
Cc: Davis, Leisha DeHart <ldehart@sog.unc.edu<<mailto:ldehart@sog.unc.edu>>>
Subject: Millie Turas Employee Survey

Hello Todd and Leisha,

Millie Turas just got back to me about her survey. I asked if she would be willing to take the survey in the computer lab and she said she would. I will contact our Tableau specialist to add her to the dropdown menu. In the meantime, however, in case she would like to take the survey before hand I have attached the link to her survey below.

Millie Turas City of Gastonia Employee Survey

Link<https://unc.az1.qualtrics.com/jfe/form/SV_7R4dDf1ft7KG3pH?Q_DL=cMF8SHvh9zihRAN_7R4dDf1ft7KG3pH_MLRP_264em9NTTyWtTFP>

Thank you,

Katie Fiely

From: Fiely, Katherine Mae
Sent: Monday, October 8, 2018 11:29 AM
To: Carpenter, Todd
Cc: Davis, Leisha DeHart
Subject: Re: Employee Survey Is Coming Next Week

Good Morning Todd,

I have left a message on Millie Turas' voicemail for her to call me back related to the not being able to take the survey issue. I am not sure why the survey will not allow her to open even if she did use her husband's email address, so I would like to speak to her and see what the error message she is receiving is. If we cannot figure it out based on the message Leisha believes our best bet is to have her complete the survey in the computer lab.

I will keep you in the loop with the solution.

Thank you,

Katie Fiely

From: Davis, Leisha DeHart
Sent: Monday, October 8, 2018 11:04:46 AM
To: Fiely, Katherine Mae
Subject: Fwd: Employee Survey Is Coming Next Week

Get Outlook for iOS<<https://aka.ms/o0ukef>>

From: Carpenter, Todd <vtcarpenter@cityofgastonia.com<<mailto:vtcarpenter@cityofgastonia.com>>>
Sent: Monday, October 8, 2018 10:42:38 AM
To: Davis, Leisha DeHart
Subject: Fwd: Employee Survey Is Coming Next Week

Fyi

Sent from the road

----- Original message -----

From: Edward Turas [REDACTED]
Date: 10/5/18 12:25 PM (GMT-05:00)
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com<<mailto:vtcarpenter@cityofgastonia.com>>>
Subject: Re: Employee Survey Is Coming Next Week

Hi!! This is Millie Turas. I hate to bother you, but I can't get a response from the UNC contact running the survey. I had to use this gmail because I wasn't given a city email, and the survey wont recognize my attempt to participate because the gmail is associated with my husbands name. Is there anyway I can access the survey? I would like to participate if its ok. I don't want to cause any problems though, if it is too much trouble.

Thanks so much! Millie

On Tue, Sep 18, 2018 at 11:53 AM Carpenter, Todd
<vtcarpenter@cityofgastonia.com<<mailto:vtcarpenter@cityofgastonia.com>>>> wrote:
[City of Gastonia Employees.](#)

—
[A Survey is Coming and We Want to Hear from YOU!!!](#)

—
[The UNC School of Government is conducting an Employee Survey for the City of Gastonia. On behalf of all Senior Management, I encourage each of you to participate. The survey is being conducted so that, as an employer, we can learn what we do well and what we can improve upon so as to value you, our most important resource, better. We want your input on how our workplace can be improved and how you think and feel about working here. As a thank you for participating you will receive an extra 4 hours of vacation time or 4 extra hours of pay if you are non-fulltime.](#)

—
[You will receive the survey invitation on September 25. The invite will be delivered to you at the same email address you received this email, either your city email address or the personal email address on record with HR. The invitation will state that you have been invited to participate in the Local Government Workplaces Project Employee Survey, conducted by the School of Government at UNC Chapel Hill. You can take the survey from any computer or device from which you can access your email. To begin the survey click on the link provided in the email. The survey will be open from September 25 through October 8.](#)

—
[A few important things to know about this survey:](#)

—
[** Your participation is completely voluntary:](#)

—
[** You will be invited to participate directly in the survey by Leisha DeHart-Davis, Professor of Public Administration and Government at UNC-Chapel Hill:](#)

—
[** The survey should take about 15-20minutes of your time:](#)

**Your survey responses go straight to the UNC School of Government:

** Your survey responses are completely confidential. The UNC research team will report the results to the City in only three ways: how employees as a whole respond to each survey question (e.g., 25% strongly agree vs. 35% strongly disagree); as averages by department; and in comments provided to us in anonymous format.

**The UNC research team will review comments to ensure their anonymity before sharing them with the City:

** You can participate during work hours. Computers, time, and a link will be made available for anyone wishing to participate at work;

**During the survey you will be asked if you would like to receive an extra 4 hours of vacation. If you check the box stating that you would, the UNC School of Government will share your name with us so that we can credit 4 hours to your vacation accrual. Only your name will be shared with the City. Your responses will remain strictly confidential;

** The School of Government will benchmark our results against the results of other participating local governments so that we can identify our strengths and opportunities for improvement.

I hope each you will take this opportunity to provide your incredibly important thoughts and opinions to the School of Government. The data they compile for us will allow us to improve our workplace and processes so that we can support you better and help you be the best you can be, do your jobs to the best of your ability, and work together to build a community where people thrive and where we proudly serve. Together let's make the City of Gastonia the employer of choice in Gaston County.

If you have any questions about why the City of Gastonia is participating or what we will do with the results, please contact me and I will be happy to answer your questions. If you have questions about the study itself, contact Professor DeHart-Davis at ldd@unc.edu<<mailto:ldd@unc.edu>>. If you have questions about your rights as a research participant, contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu<mailto:IRB_subjects@unc.edu> and reference study number 17-1930<https://irbis2.research.unc.edu/irb/index.cfm?event=home.dashboard.irbStudyManagement&irb_id=17-1930>.

Thank you all and I look forward to hearing from each of you.

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

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#); [Fiely, Katherine Mae](#)
Subject: Re: Millie Turas Employee Survey
Date: Monday, October 08, 2018 6:54:21 PM

79 percent. We'll recalculate tomorrow.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Monday, October 8, 2018 at 3:36 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Subject: RE: Millie Turas Employee Survey

Understood. Thank you both. What's the participation rate at now?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Monday, October 08, 2018 2:22 PM
To: Fiely, Katherine Mae <fielykm@live.unc.edu>; Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: Millie Turas Employee Survey

FYI, we said midnight, Katie is right, Katie won't shut it down.

From: "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Date: Monday, October 8, 2018 at 2:08 PM
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Cc: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: Re: Millie Turas Employee Survey

Hi Todd,

Yes she should be able too. And let me her know that she can call me if she has any trouble. She has my phone number.

As for the close time Leisha may be able to provide more reference, there is no official time listed on qualtrics I believe we just want to close it tonight so we can start analysis on the data.

thanks,
Katie

From: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Sent: Monday, October 8, 2018 1:43:17 PM
To: Fiely, Katherine Mae
Cc: Davis, Leisha DeHart
Subject: RE: Millie Turas Employee Survey

Katie,

If I just forward this email to her can she take it from any PC?

Also what time does the survey end?

Todd

From: Fiely, Katherine Mae [<mailto:fielykm@live.unc.edu>]
Sent: Monday, October 08, 2018 1:18 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Cc: Davis, Leisha DeHart <ldhart@sog.unc.edu>
Subject: Millie Turas Employee Survey

Hello Todd and Leisha,

Millie Turas just got back to me about her survey. I asked if she would be willing to take the survey in the computer lab and she said she would. I will contact our Tableau specialist to add her to the dropdown menu. In the meantime, however, in case she would like to take the survey before hand I have attached the link to her survey below.

[Millie Turas City of Gastonia Employee Survey Link](#)

Thank you,
Katie Fiely

From: Fiely, Katherine Mae
Sent: Monday, October 8, 2018 11:29 AM
To: Carpenter, Todd
Cc: Davis, Leisha DeHart
Subject: Re: Employee Survey Is Coming Next Week

Good Morning Todd,

I have left a message on Millie Turas' voicemail for her to call me back related to the not being able to take the survey issue. I am not sure why the survey will not allow her to open even if

she did use her husband's email address, so I would like to speak to her and see what the error message she is receiving is. If we cannot figure it out based on the message Leisha believes our best bet is to have her complete the survey in the computer lab.

I will keep you in the loop with the solution.

Thank you,
Katie Fiely

From: Davis, Leisha DeHart
Sent: Monday, October 8, 2018 11:04:46 AM
To: Fiely, Katherine Mae
Subject: Fwd: Employee Survey Is Coming Next Week

Get [Outlook for iOS](#)

From: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Sent: Monday, October 8, 2018 10:42:38 AM
To: Davis, Leisha DeHart
Subject: Fwd: Employee Survey Is Coming Next Week

Fyi

Sent from the road

----- Original message -----

From: Edward Turas <[REDACTED]>
Date: 10/5/18 12:25 PM (GMT-05:00)
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Subject: Re: Employee Survey Is Coming Next Week

Hi!! This is Millie Turas. I hate to bother you, but I can't get a response from the UNC contact running the survey. I had to use this gmail because I wasn't given a city email, and the survey won't recognize my attempt to participate because the gmail is associated with my husband's name. Is there anyway I can access the survey? I would like to participate if it's ok. I don't want to cause any problems though, if it is too much trouble.

Thanks so much! Millie

On Tue, Sep 18, 2018 at 11:53 AM Carpenter, Todd

<vtcarpenter@cityofgastonia.com<<mailto:vtcarpenter@cityofgastonia.com>>> wrote:

City of Gastonia Employees,

A Survey is Coming and We Want to Hear from YOU!!!

The UNC School of Government is conducting an Employee Survey for the City of Gastonia. On behalf of all Senior Management, I encourage each of you to participate. The survey is being conducted so that, as an employer, we can learn what we do well and what we can improve upon so as to value you, our most important resource, better. We want your input on how our workplace can be improved and how you think and feel about working here. As a thank you for participating you will receive an extra 4 hours of vacation time or 4 extra hours of pay if you are non-fulltime.

You will receive the survey invitation on September 25. The invite will be delivered to you at the same email address you received this email, either your city email address or the personal email address on record with HR. The invitation will state that you have been invited to participate in the Local Government Workplaces Project Employee Survey, conducted by the School of Government at UNC Chapel Hill. You can take the survey from any computer or device from which you can access your email. To begin the survey click on the link provided in the email. The survey will be open from September 25 through October 8.

A few important things to know about this survey:

** Your participation is completely voluntary;

** You will be invited to participate directly in the survey by Leisha DeHart-Davis, Professor of Public Administration and Government at UNC-Chapel Hill;

** The survey should take about 15-20minutes of your time;

**Your survey responses go straight to the UNC School of Government;

** Your survey responses are completely confidential. The UNC research team will report the results to the City in only three ways: how employees as a whole respond to each survey question (e.g., 25% strongly agree vs. 35% strongly disagree); as averages by department; and in comments provided to us in anonymous format.

**The UNC research team will review comments to ensure their anonymity before sharing them with the City;

** You can participate during work hours. Computers, time, and a link will be made available for anyone wishing to participate at work;

**During the survey you will be asked if you would like to receive an extra 4 hours of vacation. If you check the box stating that you would, the UNC School of Government will share your name with us

so that we can credit 4 hours to your vacation accrual. Only your name will be shared with the City. Your responses will remain strictly confidential;

** The School of Government will benchmark our results against the results of other participating local governments so that we can identify our strengths and opportunities for improvement.

I hope each you will take this opportunity to provide your incredibly important thoughts and opinions to the School of Government. The data they compile for us will allow us to improve our workplace and processes so that we can support you better and help you be the best you can be, do your jobs to the best of your ability, and work together to build a community where people thrive and where we proudly serve. Together let's make the City of Gastonia the employer of choice in Gaston County.

If you have any questions about why the City of Gastonia is participating or what we will do with the results, please contact me and I will be happy to answer your questions. If you have questions about the study itself, contact Professor DeHart-Davis at ldd@unc.edu<<mailto:ldd@unc.edu>>. If you have questions about your rights as a research participant, contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu<mailto:IRB_subjects@unc.edu> and reference study number 17-1930<https://irbis2.research.unc.edu/irb/index.cfm?event=home.dashboard.irbStudyManagement&irb_id=17-1930>.

Thank you all and I look forward to hearing from each of you.

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

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Read: RE: Millie Turas Employee Survey
Date: Monday, October 08, 2018 6:02:32 PM

Your message

To: Davis, Leisha DeHart
Subject: RE: Millie Turas Employee Survey
Sent: Monday, October 8, 2018 5:19:26 PM (UTC-05:00) Eastern Time (US & Canada)

was read on Monday, October 8, 2018 6:02:29 PM (UTC-05:00) Eastern Time (US & Canada).

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#); [Fiely, Katherine Mae](#)
Subject: Re: Millie Turas Employee Survey
Date: Monday, October 08, 2018 3:52:38 PM

We have a solution for Millie

Get [Outlook for iOS](#)

From: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Sent: Monday, October 8, 2018 3:51 PM
To: Fiely, Katherine Mae
Cc: Davis, Leisha DeHart
Subject: RE: Millie Turas Employee Survey

Katie,

I'm hearing the Millie still can't take the survey and that you have been trying to help her. Is there anything we can do?

Todd

From: Fiely, Katherine Mae [mailto:fielykm@live.unc.edu]
Sent: Monday, October 08, 2018 1:18 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Cc: Davis, Leisha DeHart <ldehart@sog.unc.edu>
Subject: Millie Turas Employee Survey

Hello Todd and Leisha,

Millie Turas just got back to me about her survey. I asked if she would be willing to take the survey in the computer lab and she said she would. I will contact our Tableau specialist to add her to the dropdown menu. In the meantime, however, in case she would like to take the survey before hand I have attached the link to her survey below.

[Millie Turas City of Gastonia Employee Survey Link](#)

Thank you,
Katie Fiely

From: Fiely, Katherine Mae
Sent: Monday, October 8, 2018 11:29 AM
To: Carpenter, Todd
Cc: Davis, Leisha DeHart

Subject: Re: Employee Survey Is Coming Next Week

Good Morning Todd,

I have left a message on Millie Turas' voicemail for her to call me back related to the not being able to take the survey issue. I am not sure why the survey will not allow her to open even if she did use her husband's email address, so I would like to speak to her and see what the error message she is receiving is. If we cannot figure it out based on the message Leisha believes our best bet is to have her complete the survey in the computer lab.

I will keep you in the loop with the solution.

Thank you,
Katie Fiely

From: Davis, Leisha DeHart
Sent: Monday, October 8, 2018 11:04:46 AM
To: Fiely, Katherine Mae
Subject: Fwd: Employee Survey Is Coming Next Week

Get [Outlook for iOS](#)

From: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Sent: Monday, October 8, 2018 10:42:38 AM
To: Davis, Leisha DeHart
Subject: Fwd: Employee Survey Is Coming Next Week

Fyi

Sent from the road

----- Original message -----

From: Edward Turas [REDACTED] >
Date: 10/5/18 12:25 PM (GMT-05:00)
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Subject: Re: Employee Survey Is Coming Next Week

Hi!! This is Millie Turas. I hate to bother you, but I can't get a response from the UNC contact running the survey. I had to use this gmail because I wasn't given a city email, and the survey won't recognize my attempt to participate because the gmail is associated with my husband's name. Is there anyway I

can access the survey? I would like to participate if its ok. I don't want to cause any problems though, if it is too much trouble.

Thanks so much! Millie

On Tue, Sep 18, 2018 at 11:53 AM Carpenter, Todd

<vtcarpenter@cityofgastonia.com<<mailto:vtcarpenter@cityofgastonia.com>>> wrote:

City of Gastonia Employees,

A Survey is Coming and We Want to Hear from YOU!!!

The UNC School of Government is conducting an Employee Survey for the City of Gastonia. On behalf of all Senior Management, I encourage each of you to participate. The survey is being conducted so that, as an employer, we can learn what we do well and what we can improve upon so as to value you, our most important resource, better. We want your input on how our workplace can be improved and how you think and feel about working here. As a thank you for participating you will receive an extra 4 hours of vacation time or 4 extra hours of pay if you are non-fulltime.

You will receive the survey invitation on September 25. The invite will be delivered to you at the same email address you received this email, either your city email address or the personal email address on record with HR. The invitation will state that you have been invited to participate in the Local Government Workplaces Project Employee Survey, conducted by the School of Government at UNC Chapel Hill. You can take the survey from any computer or device from which you can access your email. To begin the survey click on the link provided in the email. The survey will be open from September 25 through October 8.

A few important things to know about this survey:

** Your participation is completely voluntary;

** You will be invited to participate directly in the survey by Leisha DeHart-Davis, Professor of Public Administration and Government at UNC-Chapel Hill;

** The survey should take about 15-20minutes of your time;

**Your survey responses go straight to the UNC School of Government;

** Your survey responses are completely confidential. The UNC research team will report the results to the City in only three ways: how employees as a whole respond to each survey question (e.g., 25% strongly agree vs. 35% strongly disagree); as averages by department; and in comments provided to us in anonymous format.

**The UNC research team will review comments to ensure their anonymity before sharing them with the City;

** You can participate during work hours. Computers, time, and a link will be made available for anyone wishing to participate at work;

**During the survey you will be asked if you would like to receive an extra 4 hours of vacation. If you check the box stating that you would, the UNC School of Government will share your name with us so that we can credit 4 hours to your vacation accrual. Only your name will be shared with the City. Your responses will remain strictly confidential;

** The School of Government will benchmark our results against the results of other participating local governments so that we can identify our strengths and opportunities for improvement.

I hope each you will take this opportunity to provide your incredibly important thoughts and opinions to the School of Government. The data they compile for us will allow us to improve our workplace and processes so that we can support you better and help you be the best you can be, do your jobs to the best of your ability, and work together to build a community where people thrive and where we proudly serve. Together let's make the City of Gastonia the employer of choice in Gaston County.

If you have any questions about why the City of Gastonia is participating or what we will do with the results, please contact me and I will be happy to answer your questions. If you have questions about the study itself, contact Professor DeHart-Davis at ldd@unc.edu<<mailto:ldd@unc.edu>>. If you have questions about your rights as a research participant, contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu<mailto:IRB_subjects@unc.edu> and reference study number 17-1930<https://irbis2.research.unc.edu/irb/index.cfm?event=home.dashboard.irbStudyManagement&irb_id=17-1930>.

Thank you all and I look forward to hearing from each of you.

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

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Read: RE: Millie Turas Employee Survey
Date: Monday, October 08, 2018 3:51:43 PM

Your message

To: Davis, Leisha DeHart
Subject: RE: Millie Turas Employee Survey
Sent: Monday, October 8, 2018 3:51:15 PM (UTC-05:00) Eastern Time (US & Canada)

was read on Monday, October 8, 2018 3:51:40 PM (UTC-05:00) Eastern Time (US & Canada).

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#); [Fiely, Katherine Mae](#)
Subject: Re: Millie Turas Employee Survey
Date: Monday, October 08, 2018 3:51:03 PM

Will answer this evening

Get [Outlook for iOS](#)

From: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Sent: Monday, October 8, 2018 3:36 PM
To: Davis, Leisha DeHart; Fiely, Katherine Mae
Subject: RE: Millie Turas Employee Survey

Understood. Thank you both. What's the participation rate at now?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Monday, October 08, 2018 2:22 PM
To: Fiely, Katherine Mae <fielykm@live.unc.edu>; Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: Millie Turas Employee Survey

FYI, we said midnight, Katie is right, Katie won't shut it down.

From: "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Date: Monday, October 8, 2018 at 2:08 PM
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Cc: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: Re: Millie Turas Employee Survey

Hi Todd,

Yes she should be able too. And let me her know that she can call me if she has any trouble. She has my phone number.

As for the close time Leisha may be able to provide more reference, there is no official time listed on qualtrics I believe we just want to close it tonight so we can start analysis on the data.

thanks,
Katie

From: Carpenter, Todd <vtcarpenter@cityofgastonia.com>

Sent: Monday, October 8, 2018 1:43:17 PM
To: Fiely, Katherine Mae
Cc: Davis, Leisha DeHart
Subject: RE: Millie Turas Employee Survey

Katie,

If I just forward this email to her can she take it from any PC?

Also what time does the survey end?

Todd

From: Fiely, Katherine Mae [<mailto:fielykm@live.unc.edu>]
Sent: Monday, October 08, 2018 1:18 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Cc: Davis, Leisha DeHart <ldehart@sog.unc.edu>
Subject: Millie Turas Employee Survey

Hello Todd and Leisha,

Millie Turas just got back to me about her survey. I asked if she would be willing to take the survey in the computer lab and she said she would. I will contact our Tableau specialist to add her to the dropdown menu. In the meantime, however, in case she would like to take the survey before hand I have attached the link to her survey below.

[Millie Turas City of Gastonia Employee Survey Link](#)

Thank you,
Katie Fiely

From: Fiely, Katherine Mae
Sent: Monday, October 8, 2018 11:29 AM
To: Carpenter, Todd
Cc: Davis, Leisha DeHart
Subject: Re: Employee Survey Is Coming Next Week

Good Morning Todd,

I have left a message on Millie Turas' voicemail for her to call me back related to the not being able to take the survey issue. I am not sure why the survey will not allow her to open even if she did use her husband's email address, so I would like to speak to her and see what the error message she is receiving is. If we cannot figure it out based on the message Leisha

believes our best bet is to have her complete the survey in the computer lab.

I will keep you in the loop with the solution.

Thank you,
Katie Fiely

From: Davis, Leisha DeHart
Sent: Monday, October 8, 2018 11:04:46 AM
To: Fiely, Katherine Mae
Subject: Fwd: Employee Survey Is Coming Next Week

Get [Outlook for iOS](#)

From: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Sent: Monday, October 8, 2018 10:42:38 AM
To: Davis, Leisha DeHart
Subject: Fwd: Employee Survey Is Coming Next Week

Fyi

Sent from the road

----- Original message -----

From: Edward Turas [REDACTED] >
Date: 10/5/18 12:25 PM (GMT-05:00)
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Subject: Re: Employee Survey Is Coming Next Week

Hi!! This is Millie Turas. I hate to bother you, but I can't get a response from the UNC contact running the survey. I had to use this gmail because I wasn't given a city email, and the survey won't recognize my attempt to participate because the gmail is associated with my husband's name. Is there anyway I can access the survey? I would like to participate if it's ok. I don't want to cause any problems though, if it is too much trouble.

Thanks so much! Millie

On Tue, Sep 18, 2018 at 11:53 AM Carpenter, Todd
<vtcarpenter@cityofgastonia.com<<mailto:vtcarpenter@cityofgastonia.com>>> wrote:

City of Gastonia Employees,

A Survey is Coming and We Want to Hear from YOU!!!

The UNC School of Government is conducting an Employee Survey for the City of Gastonia. On behalf of all Senior Management, I encourage each of you to participate. The survey is being conducted so that, as an employer, we can learn what we do well and what we can improve upon so as to value you, our most important resource, better. We want your input on how our workplace can be improved and how you think and feel about working here. As a thank you for participating you will receive an extra 4 hours of vacation time or 4 extra hours of pay if you are non-fulltime.

You will receive the survey invitation on September 25. The invite will be delivered to you at the same email address you received this email, either your city email address or the personal email address on record with HR. The invitation will state that you have been invited to participate in the Local Government Workplaces Project Employee Survey, conducted by the School of Government at UNC Chapel Hill. You can take the survey from any computer or device from which you can access your email. To begin the survey click on the link provided in the email. The survey will be open from September 25 through October 8.

A few important things to know about this survey:

** Your participation is completely voluntary;

** You will be invited to participate directly in the survey by Leisha DeHart-Davis, Professor of Public Administration and Government at UNC-Chapel Hill;

** The survey should take about 15-20minutes of your time;

**Your survey responses go straight to the UNC School of Government;

** Your survey responses are completely confidential. The UNC research team will report the results to the City in only three ways: how employees as a whole respond to each survey question (e.g., 25% strongly agree vs. 35% strongly disagree); as averages by department; and in comments provided to us in anonymous format.

**The UNC research team will review comments to ensure their anonymity before sharing them with the City;

** You can participate during work hours. Computers, time, and a link will be made available for anyone wishing to participate at work;

**During the survey you will be asked if you would like to receive an extra 4 hours of vacation. If you check the box stating that you would, the UNC School of Government will share your name with us so that we can credit 4 hours to your vacation accrual. Only your name will be shared with the City. Your responses will remain strictly confidential;

** The School of Government will benchmark our results against the results of other participating local governments so that we can identify our strengths and opportunities for improvement.

I hope each you will take this opportunity to provide your incredibly important thoughts and opinions to the School of Government. The data they compile for us will allow us to improve our workplace and processes so that we can support you better and help you be the best you can be, do your jobs to the best of your ability, and work together to build a community where people thrive and where we proudly serve. Together let's make the City of Gastonia the employer of choice in Gaston County.

If you have any questions about why the City of Gastonia is participating or what we will do with the results, please contact me and I will be happy to answer your questions. If you have questions about the study itself, contact Professor DeHart-Davis at ldd@unc.edu<<mailto:ldd@unc.edu>>. If you have questions about your rights as a research participant, contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu<mailto:IRB_subjects@unc.edu> and reference study number 17-1930<https://irbis2.research.unc.edu/irb/index.cfm?event=home.dashboard.irbStudyManagement&irb_id=17-1930>.

Thank you all and I look forward to hearing from each of you.

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

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Read: RE: Millie Turas Employee Survey
Date: Monday, October 08, 2018 3:50:32 PM

Your message

To: Davis, Leisha DeHart
Subject: RE: Millie Turas Employee Survey
Sent: Monday, October 8, 2018 3:36:06 PM (UTC-05:00) Eastern Time (US & Canada)

was read on Monday, October 8, 2018 3:50:29 PM (UTC-05:00) Eastern Time (US & Canada).

From: [Davis, Leisha DeHart](#)
To: [Fiely, Katherine Mae](#); [Carpenter, Todd](#)
Subject: Re: Millie Turas Employee Survey
Date: Monday, October 08, 2018 2:22:15 PM

FYI, we said midnight, Katie is right, Katie won't shut it down.

From: "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Date: Monday, October 8, 2018 at 2:08 PM
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Cc: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: Re: Millie Turas Employee Survey

Hi Todd,

Yes she should be able too. And let me her know that she can call me if she has any trouble. She has my phone number.

As for the close time Leisha may be able to provide more reference, there is no official time listed on qualtrics I believe we just want to close it tonight so we can start analysis on the data.

thanks,
Katie

From: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Sent: Monday, October 8, 2018 1:43:17 PM
To: Fiely, Katherine Mae
Cc: Davis, Leisha DeHart
Subject: RE: Millie Turas Employee Survey

Katie,

If I just forward this email to her can she take it from any PC?

Also what time does the survey end?

Todd

From: Fiely, Katherine Mae [mailto:fielykm@live.unc.edu]
Sent: Monday, October 08, 2018 1:18 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Cc: Davis, Leisha DeHart <ldehart@sog.unc.edu>
Subject: Millie Turas Employee Survey

Hello Todd and Leisha,

Millie Turas just got back to me about her survey. I asked if she would be willing to take the survey in the computer lab and she said she would. I will contact our Tableau specialist to add her to the dropdown menu. In the meantime, however, in case she would like to take the survey before hand I have attached the link to her survey below.

[Millie Turas City of Gastonia Employee Survey Link](#)

Thank you,
Katie Fiely

From: Fiely, Katherine Mae
Sent: Monday, October 8, 2018 11:29 AM
To: Carpenter, Todd
Cc: Davis, Leisha DeHart
Subject: Re: Employee Survey Is Coming Next Week

Good Morning Todd,

I have left a message on Millie Turas' voicemail for her to call me back related to the not being able to take the survey issue. I am not sure why the survey will not allow her to open even if she did use her husband's email address, so I would like to speak to her and see what the error message she is receiving is. If we cannot figure it out based on the message Leisha believes our best bet is to have her complete the survey in the computer lab.

I will keep you in the loop with the solution.

Thank you,
Katie Fiely

From: Davis, Leisha DeHart
Sent: Monday, October 8, 2018 11:04:46 AM
To: Fiely, Katherine Mae
Subject: Fwd: Employee Survey Is Coming Next Week

Get [Outlook for iOS](#)

From: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Sent: Monday, October 8, 2018 10:42:38 AM
To: Davis, Leisha DeHart
Subject: Fwd: Employee Survey Is Coming Next Week

Fyi

Sent from the road

----- Original message -----

From: Edward Turas <[REDACTED]>
Date: 10/5/18 12:25 PM (GMT-05:00)
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Subject: Re: Employee Survey Is Coming Next Week

Hi!! This is Millie Turas. I hate to bother you, but I can't get a response from the UNC contact running the survey. I had to use this gmail because I wasn't given a city email, and the survey won't recognize my attempt to participate because the gmail is associated with my husband's name. Is there anyway I can access the survey? I would like to participate if it's ok. I don't want to cause any problems though, if it is too much trouble.

Thanks so much! Millie

On Tue, Sep 18, 2018 at 11:53 AM Carpenter, Todd
<vtcarpenter@cityofgastonia.com<<mailto:vtcarpenter@cityofgastonia.com>>> wrote:
City of Gastonia Employees,

A Survey is Coming and We Want to Hear from YOU!!!

The UNC School of Government is conducting an Employee Survey for the City of Gastonia. On behalf of all Senior Management, I encourage each of you to participate. The survey is being conducted so that, as an employer, we can learn what we do well and what we can improve upon so as to value you, our most important resource, better. We want your input on how our workplace can be improved and how you think and feel about working here. As a thank you for participating you will receive an extra 4 hours of vacation time or 4 extra hours of pay if you are non-fulltime.

You will receive the survey invitation on September 25. The invite will be delivered to you at the same email address you received this email, either your city email address or the personal email address on record with HR. The invitation will state that you have been invited to participate in the Local Government Workplaces Project Employee Survey, conducted by the School of Government at UNC Chapel Hill. You can take the survey from any computer or device from which you can access

your email. To begin the survey click on the link provided in the email. The survey will be open from September 25 through October 8.

A few important things to know about this survey:

** Your participation is completely voluntary;

** You will be invited to participate directly in the survey by Leisha DeHart-Davis, Professor of Public Administration and Government at UNC-Chapel Hill;

** The survey should take about 15-20minutes of your time;

**Your survey responses go straight to the UNC School of Government;

** Your survey responses are completely confidential. The UNC research team will report the results to the City in only three ways: how employees as a whole respond to each survey question (e.g., 25% strongly agree vs. 35% strongly disagree); as averages by department; and in comments provided to us in anonymous format.

**The UNC research team will review comments to ensure their anonymity before sharing them with the City;

** You can participate during work hours. Computers, time, and a link will be made available for anyone wishing to participate at work;

**During the survey you will be asked if you would like to receive an extra 4 hours of vacation. If you check the box stating that you would, the UNC School of Government will share your name with us so that we can credit 4 hours to your vacation accrual. Only your name will be shared with the City. Your responses will remain strictly confidential;

** The School of Government will benchmark our results against the results of other participating local governments so that we can identify our strengths and opportunities for improvement.

I hope each you will take this opportunity to provide your incredibly important thoughts and opinions to the School of Government. The data they compile for us will allow us to improve our workplace and processes so that we can support you better and help you be the best you can be, do your jobs to the best of your ability, and work together to build a community where people thrive and where we proudly serve. Together let's make the City of Gastonia the employer of choice in Gaston County.

If you have any questions about why the City of Gastonia is participating or what we will do with the results, please contact me and I will be happy to answer your questions. If you have questions about the study itself, contact Professor DeHart-Davis at ldd@unc.edu<<mailto:ldd@unc.edu>>. If you have questions about your rights as a research participant, contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu<mailto:IRB_subjects@unc.edu> and reference study

number 17-1930<https://irbis2.research.unc.edu/irb/index.cfm?event=home.dashboard.irbStudyManagement&irb_id=17-1930>.

Thank you all and I look forward to hearing from each of you.

Todd Carpenter

Deputy 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 Is Coming Next Week
Date: Monday, October 08, 2018 11:00:04 AM

Feel free to give her mine

Get [Outlook for iOS](#)

From: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Sent: Monday, October 8, 2018 10:59 AM
To: Davis, Leisha DeHart
Subject: Re: Employee Survey Is Coming Next Week

Let me see if I can get you her cell number

Sent from the road

----- Original message -----

From: "Davis, Leisha DeHart" <ldehart@sog.unc.edu>
Date: 10/8/18 10:58 AM (GMT-05:00)
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Subject: Re: Employee Survey Is Coming Next Week

Got it, will reach out to her if

Get Outlook for iOS<<https://aka.ms/o0ukef>>

From: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Sent: Monday, October 8, 2018 10:42 AM
To: Davis, Leisha DeHart
Subject: Fwd: Employee Survey Is Coming Next Week

Fyi

Sent from the road

----- Original message -----

From: Edward Turas [REDACTED] >
Date: 10/5/18 12:25 PM (GMT-05:00)
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Subject: Re: Employee Survey Is Coming Next Week

Hi!! This is Millie Turas. I hate to bother you, but I can't get a response from the UNC contact running the survey. I had to use this gmail because I wasn't given a city email, and the survey wont recognize my attempt to participate because the gmail is associated with my husbands name. Is there anyway I can access the survey? I would like to participate if its ok. I don't want to cause any problems though, if it is too much trouble.

Thanks so much! Millie

On Tue, Sep 18, 2018 at 11:53 AM Carpenter, Todd
<vtcarpenter@cityofgastonia.com<mailto:vtcarpenter@cityofgastonia.com>> wrote:
City of Gastonia Employees,

A Survey is Coming and We Want to Hear from YOU!!!

The UNC School of Government is conducting an Employee Survey for the City of Gastonia. On behalf of all Senior Management, I encourage each of you to participate. The survey is being conducted so that, as an employer, we can learn what we do well and what we can improve upon so as to value you, our most important resource, better. We want your input on how our workplace can be improved and how you think and feel about working here. As a thank you for participating you will receive an extra 4 hours of vacation time or 4 extra hours of pay if you are non-fulltime.

You will receive the survey invitation on September 25. The invite will be delivered to you at the same email address you received this email, either your city email address or the personal email address on record with HR. The invitation will state that you have been invited to participate in the Local Government Workplaces Project Employee Survey, conducted by the School of Government at UNC Chapel Hill. You can take the survey from any computer or device from which you can access your email. To begin the survey click on the link provided in the email. The survey will be open from September 25 through October 8.

A few important things to know about this survey:

**** Your participation is completely voluntary;**

**** You will be invited to participate directly in the survey by Leisha DeHart-Davis, Professor of Public Administration and Government at UNC-Chapel Hill;**

**** The survey should take about 15-20minutes of your time;**

****Your survey responses go straight to the UNC School of Government;**

**** Your survey responses are completely confidential. The UNC research team will report the results to the City in only three ways: how employees as a whole respond to each survey question (e.g.,25% strongly agree vs. 35% strongly disagree); as averages by department; and in comments provided to us in anonymous format.**

****The UNC research team will review comments to ensure their anonymity before sharing them with the City;**

** You can participate during work hours. Computers, time, and a link will be made available for anyone wishing to participate at work;

**During the survey you will be asked if you would like to receive an extra 4 hours of vacation. If you check the box stating that you would, the UNC School of Government will share your name with us so that we can credit 4 hours to your vacation accrual. Only your name will be shared with the City. Your responses will remain strictly confidential;

** The School of Government will benchmark our results against the results of other participating local governments so that we can identify our strengths and opportunities for improvement.

I hope each you will take this opportunity to provide your incredibly important thoughts and opinions to the School of Government. The data they compile for us will allow us to improve our workplace and processes so that we can support you better and help you be the best you can be, do your jobs to the best of your ability, and work together to build a community where people thrive and where we proudly serve. Together let's make the City of Gastonia the employer of choice in Gaston County.

If you have any questions about why the City of Gastonia is participating or what we will do with the results, please contact me and I will be happy to answer your questions. If you have questions about the study itself, contact Professor DeHart-Davis at ldd@unc.edu<<mailto:ldd@unc.edu>>. If you have questions about your rights as a research participant, contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu<mailto:IRB_subjects@unc.edu> and reference study number 17-1930<https://irbis2.research.unc.edu/irb/index.cfm?event=home.dashboard.irbStudyManagement&irb_id=17-1930>.

Thank you all and I look forward to hearing from each of you.

Todd Carpenter
Deputy 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 Is Coming Next Week
Date: Monday, October 08, 2018 10:58:15 AM

Got it, will reach out to her if

Get [Outlook for iOS](#)

From: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Sent: Monday, October 8, 2018 10:42 AM
To: Davis, Leisha DeHart
Subject: Fwd: Employee Survey Is Coming Next Week

Fyi

Sent from the road

----- Original message -----

From: Edward Turas [REDACTED] >
Date: 10/5/18 12:25 PM (GMT-05:00)
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Subject: Re: Employee Survey Is Coming Next Week

Hi!! This is Millie Turas. I hate to bother you, but I can't get a response from the UNC contact running the survey. I had to use this gmail because I wasn't given a city email, and the survey wont recognize my attempt to participate because the gmail is associated with my husbands name. Is there anyway I can access the survey? I would like to participate if its ok. I don't want to cause any problems though, if it is too much trouble.

Thanks so much! Millie

On Tue, Sep 18, 2018 at 11:53 AM Carpenter, Todd
<vtcarpenter@cityofgastonia.com<mailto:vtcarpenter@cityofgastonia.com>> wrote:
City of Gastonia Employees,

A Survey is Coming and We Want to Hear from YOU!!!

The UNC School of Government is conducting an Employee Survey for the City of Gastonia. On behalf of all Senior Management, I encourage each of you to participate. The survey is being conducted so that, as an employer, we can learn what we do well and what we can improve upon so as to value you, our most important resource, better. We want your input on how our workplace can be improved and how you think and feel about working here. As a thank you for participating you will receive an extra 4 hours of vacation time or 4 extra hours of pay if you are non-fulltime.

You will receive the survey invitation on September 25. The invite will be delivered to you at the same email address you received this email, either your city email address or the personal email address on record with HR. The invitation will state that you have been invited to participate in the Local Government Workplaces Project Employee Survey, conducted by the School of Government at UNC Chapel Hill. You can take the survey from any computer or device from which you can access your email. To begin the survey click on the link provided in the email. The survey will be open from September 25 through October 8.

A few important things to know about this survey:

**** Your participation is completely voluntary;**

**** You will be invited to participate directly in the survey by Leisha DeHart-Davis, Professor of Public Administration and Government at UNC-Chapel Hill;**

**** The survey should take about 15-20minutes of your time;**

****Your survey responses go straight to the UNC School of Government;**

**** Your survey responses are completely confidential. The UNC research team will report the results to the City in only three ways: how employees as a whole respond to each survey question (e.g.,25% strongly agree vs. 35% strongly disagree); as averages by department; and in comments provided to us in anonymous format.**

****The UNC research team will review comments to ensure their anonymity before sharing them with the City;**

**** You can participate during work hours. Computers, time, and a link will be made available for anyone wishing to participate at work;**

****During the survey you will be asked if you would like to receive an extra 4 hours of vacation. If you check the box stating that you would, the UNC School of Government will share your name with us so that we can credit 4 hours to your vacation accrual. Only your name will be shared with the City. Your responses will remain strictly confidential;**

**** The School of Government will benchmark our results against the results of other participating local governments so that we can identify our strengths and opportunities for improvement.**

I hope each you will take this opportunity to provide your incredibly important thoughts and opinions to the School of Government. The data they compile for us will allow us to improve our workplace and processes so that we can support you better and help you be the best you can be, do your jobs to the best of your ability, and work together to build a community where people thrive and where we proudly serve. Together let's make the City of Gastonia the employer of choice in Gaston County.

If you have any questions about why the City of Gastonia is participating or what we will do with the results, please contact me and I will be happy to answer your questions. If you have questions about the study itself, contact Professor DeHart-Davis at ldd@unc.edu<<mailto:ldd@unc.edu>>. If you have questions about your rights as a research

participant, contact the UNC Institutional Review Board at 919-966-3113 or
IRB_subjects@unc.edu<mailto:IRB_subjects@unc.edu> and reference study number 17-
1930<[https://irbis2.research.unc.edu/irb/index.cfm?
event=home.dashboard.irbStudyManagement&irb_id=17-1930](https://irbis2.research.unc.edu/irb/index.cfm?event=home.dashboard.irbStudyManagement&irb_id=17-1930)>.

Thank you all and I look forward to hearing from each of you.

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

From: [Davis, Leisha DeHart](#)
To: [Davis, Caroline](#); [Fiely, Katherine Mae](#)
Cc: [Carpenter, Todd](#)
Subject: Re: Employee Survey- City of Gastonia
Date: Monday, October 08, 2018 10:40:09 AM

Looping Katie in

Get [Outlook for iOS](#)

From: Davis, Caroline <carolined@cityofgastonia.com>

Sent: Monday, October 8, 2018 10:00 AM

To: Davis, Leisha DeHart

Cc: Carpenter, Todd

Subject: Employee Survey- City of Gastonia

Leisha,

We had two firefighters call in this morning to let me know they haven't received the survey.

-Ormand, Lattimore Car [REDACTED]: His email should be ormand_latt@cityofgastonia.com

-Cody, Caleb Brooks [REDACTED]: His email should be cody_caleb@cityofgastonia.com

It looks like we had their personal emails listed, but they are wanting them sent to their work email instead.

Thanks,

Caroline C. Davis

Human Resources Technician

carolined@cityofgastonia.com

City of Gastonia / HR Department

PO Box 1748

Gastonia, NC 28053-1748

(phone) 704.869.1012

(fax) 704.836.0022

www.cityofgastonia.com

From: [Davis, Leisha DeHart](#)
To: [Davis, Caroline](#); [Fiely, Katherine Mae](#)
Cc: [Carpenter, Todd](#)
Subject: Re: Employee Survey- City of Gastonia
Date: Monday, October 08, 2018 10:40:09 AM

Looping Katie in

Get [Outlook for iOS](#)

From: Davis, Caroline <carolined@cityofgastonia.com>
Sent: Monday, October 8, 2018 10:00 AM
To: Davis, Leisha DeHart
Cc: Carpenter, Todd
Subject: Employee Survey- City of Gastonia

Leisha,

We had two firefighters call in this morning to let me know they haven't received the survey.

-Ormand, Lattimore Carl ([REDACTED]): His email should be ormand_latt@cityofgastonia.com
-Cody, Caleb Brooks ([REDACTED]): His email should be cody_caleb@cityofgastonia.com

It looks like we had their personal emails listed, but they are wanting them sent to their work email instead.

Thanks,

Caroline C. Davis
Human Resources Technician
carolined@cityofgastonia.com
City of Gastonia / HR Department
PO Box 1748
Gastonia, NC 28053-1748
(phone) 704.869.1012
(fax) 704.836.0022
www.cityofgastonia.com

From: [Davis, Leisha DeHart](#)
To: [Campbell, Beth](#)
Subject: Re: Unable to register for the 4 hours of vacation time.
Date: Sunday, October 07, 2018 8:18:01 PM

The system recorded you, you are good to go.

From: "Campbell, Beth" <bethc@cityofgastonia.com>
Date: Tuesday, October 2, 2018 at 3:02 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: Unable to register for the 4 hours of vacation time.

I chose to receive four hours of vacation time after completing the City of Gastonia Employee survey on 9/24/18. It gave me a server error and would not let me into the survey again. I would like the four hours of vacation time. How do I register for that?

Thank you,

Beth Campbell

Administrative Assistant I

Technology Services

City of Gastonia

115 W. 2nd Ave.

Gastonia, NC 28052

704-866-6949

bethc@cityofgastonia.com



From: [Davis, Leisha DeHart](#)
To: [Fiely, Katherine Mae](#)
Cc: [Smith, Judy](#)
Subject: Fwd: employee survey
Date: Thursday, October 04, 2018 1:22:47 PM

One more drop down

Get [Outlook for iOS](#)

From: Smith, Judy <judys@cityofgastonia.com>
Sent: Tuesday, October 2, 2018 4:53 PM
To: Davis, Leisha DeHart
Subject: FW: employee survey

I am sorry....we have one more that needs to be added to the drop down list.

From: Balsom, Sonja
Sent: Tuesday, October 2, 2018 2:37 PM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: FW: employee survey

Is it possible to add one more staff that seemed to be left from the original list sent to you from Brian?

ROBERT HOWELL [REDACTED]

Thank you.

Sonja Balsom
Administrative Assistant III
Office: 704.854.6668 / Fax: 704.922.0619

 *Please consider the environment before printing this email.*

From: Balsom, Sonja
Sent: Monday, October 01, 2018 4:02 PM
To: Potocki, Brian <brianp@tworiversutilities.com>
Subject: RE: employee survey

Thank you.

Sonja Balsom

Administrative Assistant III

Office: 704.854.6668 / Fax: 704.922.0619



Please consider the environment before printing this email.

From: Potocki, Brian

Sent: Monday, October 01, 2018 3:59 PM

To: Balsom, Sonja <sonjab@cityofgastonia.com>

Subject: FW: employee survey

FYI—

Brian

From: Smith, Judy

Sent: Monday, October 01, 2018 1:11 PM

To: Potocki, Brian <brianp@tworiversutilities.com>

Subject: FW: employee survey

These have been added.

From: Smith, Judy

Sent: Friday, September 28, 2018 4:34 PM

To: Potocki, Brian <brianp@tworiversutilities.com>

Subject: RE: employee survey

I have asked the School of Government to add these employee names to the drop down list. I will let you know as soon as I receive a response.

From: Potocki, Brian

Sent: Friday, September 28, 2018 3:20 PM

To: Smith, Judy <judys@cityofgastonia.com>

Cc: Balsom, Sonja <sonjab@cityofgastonia.com>

Subject: FW: employee survey

Judy,

As discussed, the names in the list below are not showing in the dropdown menu. Please let us know when these get added.

Thanks,
Brian

From: Balsom, Sonja

Sent: Friday, September 28, 2018 2:52 PM

To: Potocki, Brian <brianp@tworiversutilities.com>

Subject: employee survey

████	JOHNSON III, TRACY M	11/30/1991	26.8	5170-012	TREATMENT PLANT OPERATOR I
████	LEWIS, DOUGLAS WILLIAM	7/24/2017	1.1	5170-030	TREATMENT PLANT OPERATOR I
████	LUCAS, BRENT R	8/27/2018		5170-035	TREATMENT PLANT OPERATOR I
████	MOODY, JACOB STEELE	10/16/2017	0.9	5170-023	TREATMENT PLANT OPERATOR I
████	MURRAY, JAMES D	10/15/2007	10.9	5170-032	TREATMENT PLANT OPERATOR I
████	OWENS, ERIC W	11/3/2012	5.8	5170-026	TREATMENT PLANT OPERATOR I
████	WEAVER, JOHNATHAN B	9/19/2016	1.9	5170-028	TREATMENT PLANT OPERATOR I
████	FORD, DERON TREMAYNE	7/25/2005	13.1	5180-022	TREATMENT PLANT OPERATOR II
████	BEACH, EARL C	6/13/1981	37.2	5200-027	TREATMENT PLANT OPERATOR III
████	DOUGHERTY, DANIEL J	11/16/1998	19.8	5200-028	TREATMENT PLANT OPERATOR III
████	FARIS, JEFFREY EUGENE	11/7/2011	6.8	5200-029	TREATMENT PLANT OPERATOR III
████	HARRIS, TIMOTHY LANE	10/24/2011	6.8	5200-030	TREATMENT PLANT OPERATOR III

Sonja Balsom

Administrative Assistant III

City of Gastonia

Two Rivers Utilities - Wastewater Treatment Division

P.O. Box 1748, Gastonia, NC 28053

3000 Old Spencer Mountain Road, Dallas, NC 28034

Office: 704.854.6668 / Fax: 704.922.0619

 *Please consider the environment before printing this email.*

From: [Davis, Leisha DeHart](#)
To: [Fiely, Katherine Mae](#); [Kristen Lee](#)
Cc: [Smith, Judy](#)
Subject: Fwd: Employee survey
Date: Thursday, October 04, 2018 1:20:00 PM

One more from the drop down menu

Get [Outlook for iOS](#)

From: Smith, Judy <judys@cityofgastonia.com>
Sent: Thursday, October 4, 2018 8:32 AM
To: Davis, Leisha DeHart
Subject: FW: Employee survey

Leisha,

Can you please add this employee to the drop down list?

Thanks!

From: Cloninger, Robert
Sent: Thursday, October 04, 2018 8:31 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: Employee survey

Judy,

We need to add another employee to the list:

Richard Jeffery Hamm

Employee number: [REDACTED]

He tried to take it this morning, but his name was not on the drop down list.

Thank you,

Robert G. Cloninger
Division Manager of Field Operations
704-685-2244

From: [Davis, Leisha DeHart](#)
To: [Smith, Judy](#)
Subject: Re: Employee Survey Issue
Date: Wednesday, October 03, 2018 3:17:30 PM

Robert Kirkland in public works needs a drop down?

From: "Smith, Judy" <judys@cityofgastonia.com>
Date: Wednesday, October 3, 2018 at 3:09 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: Employee Survey Issue

[Thank you!](#)

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Wednesday, October 03, 2018 3:04 PM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: Re: Employee Survey Issue

Checking

From: "Smith, Judy" <judys@cityofgastonia.com>
Date: Wednesday, October 3, 2018 at 3:03 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: Employee Survey Issue

We have a Robert Kirkland in Public Works [REDACTED] and a Robert Kirkland [REDACTED] in Sanitation. He is asking about the Robert Kirkland in Public Works [REDACTED].

From: [Davis, Leisha DeHart](#)
To: [Smith, Judy](#)
Subject: Re: Employee Survey Issue
Date: Wednesday, October 03, 2018 3:04:00 PM

Checking

From: "Smith, Judy" <judys@cityofgastonia.com>
Date: Wednesday, October 3, 2018 at 3:03 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: Employee Survey Issue

We have a Robert Kirkland in Public Works [REDACTED] and a Robert Kirkland [REDACTED] in Sanitation. He is asking about the Robert Kirkland in Public Works [REDACTED].

From: [Davis, Leisha DeHart](#)
To: [Smith, Judy](#)
Subject: Re: Employee Survey Issue
Date: Wednesday, October 03, 2018 3:01:02 PM

Is he a dropdown menu person?

From: "Smith, Judy" <judys@cityofgastonia.com>
Date: Wednesday, October 3, 2018 at 3:00 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: FW: Employee Survey Issue

[Leisha,](#)

[Can you please check on this issue for me?](#)

From: Cloninger, Robert
Sent: Wednesday, October 03, 2018 2:02 PM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: Employee Survey Issue

Judy,

We've got an employee that cannot access the survey. It is Robert Kirkland, Robert's son also works for the City and their names are the same, we suspect that is the reason why he cannot access the survey. IT said that HR was in control of the names in the drop down bow, can you look into it and see if that is why he cannot do the survey?

Robert G. Cloninger, III

City of Gastonia

Division Manager of Field Operations

Public Works Department

1300 N. Broad Street

Gastonia, NC 28054

Office: 704-869-1013

Mobile: 704-685-2244

From: [Davis, Leisha DeHart](#)
To: [Campbell, Beth](#)
Subject: Re: Unable to register for the 4 hours of vacation time.
Date: Tuesday, October 02, 2018 3:43:38 PM

Just added you in

From: "Campbell, Beth" <bethc@cityofgastonia.com>
Date: Tuesday, October 2, 2018 at 3:02 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: Unable to register for the 4 hours of vacation time.

I chose to receive four hours of vacation time after completing the City of Gastonia Employee survey on 9/24/18. It gave me a server error and would not let me into the survey again. I would like the four hours of vacation time. How do I register for that?

Thank you,

Beth Campbell

Administrative Assistant I

Technology Services

City of Gastonia

115 W. 2nd Ave.

Gastonia, NC 28052

704-866-6949

bethc@cityofgastonia.com



From: [Davis, Leisha DeHart](#)
To: [Luoto, David](#)
Subject: Re: City of Gastonia Employee Survey Reminder
Date: Tuesday, October 02, 2018 9:48:31 AM

done

From: "Luoto, David" <luoto_david@cityofgastonia.com>
Date: Tuesday, October 2, 2018 at 9:35 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia Employee Survey Reminder

Yea.....sign me up. Thanks!

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Monday, October 01, 2018 12:01 PM
To: Luoto, David <luoto_david@cityofgastonia.com>
Subject: Re: City of Gastonia Employee Survey Reminder

Hi, David. When you put your name in the external signup sheet, part-time employees will get pay, full time employees will get vacation time. Did you enter your name in the external spreadsheet? If not, do you want me to?

I'll check the language, it sounds like it's confusing. Thanks for flagging that.

From: "Luoto, David" <luoto_david@cityofgastonia.com>
Date: Monday, October 1, 2018 at 11:42 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia Employee Survey Reminder

At the end of the survey, "pay" for part time was not an option. It just asked for "vacation" time of which I am not eligible . The "vacation" time at the end did not let you go to the next option.

From: Leisha Dehart-Davis [<mailto:survey@qualtrics.unc.edu>]
Sent: Monday, October 01, 2018 8:00 AM
To: Luoto, David
Subject: City of Gastonia Employee Survey Reminder

Dear Mr. Luoto:

As a reminder, you are invited to participate in the City of Gastonia Employee Survey, being conducted by the Local Government Workplaces Initiative of the School of Government at the

University of North Carolina - Chapel Hill (UNC).

The survey is an important opportunity to voice your perspectives on the City of Gastonia workplace. Please follow the link below to take the survey.

The deadline for participating is **Monday, October 7th, 2018.**

Follow this link to take the Survey:

[Take the Survey](#)

Or copy and paste the URL below into your internet browser:

https://unc.az1.qualtrics.com/jfe/form/SV_7R4dDf1ft7KG3pH?Q_DL=cMF8SHvh9zihRAN_7R4dDf1ft7KG3pH_MLRP_6Xt8h9a1bt7qwoB&Q_CHL=email

Please feel free to contact me at (919) 966-4189 or ldd@unc.edu with questions.

Please do not forward your link to other employees, as this will result in reporting errors.

Remember that the City of Gastonia is offering vacation time or part-time employee pay to survey participants.

We look forward to hearing your perspectives on the City of Gastonia workplace.

Leisha DeHart Davis, PhD
Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill
Knapp-Sanders Building
Campus Box 3330
Chapel Hill, NC 27599-3330
Cell: (785) 766-1554 (yes, you can really contact me here)

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: survey to council
Date: Tuesday, October 02, 2018 8:01:24 AM
Attachments: [City of Gastonia 2018 Employee Survey.pdf](#)

In case you decide yes

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Tuesday, October 2, 2018 at 7:51 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: survey to council

Leisha,

My City Manager asked me yesterday if we should forward a copy or send an invite of the survey to council so that they could see what types of questions we were asking our employees to answer. In your opinion is there any reason to do this? Do other cities do this?

todd

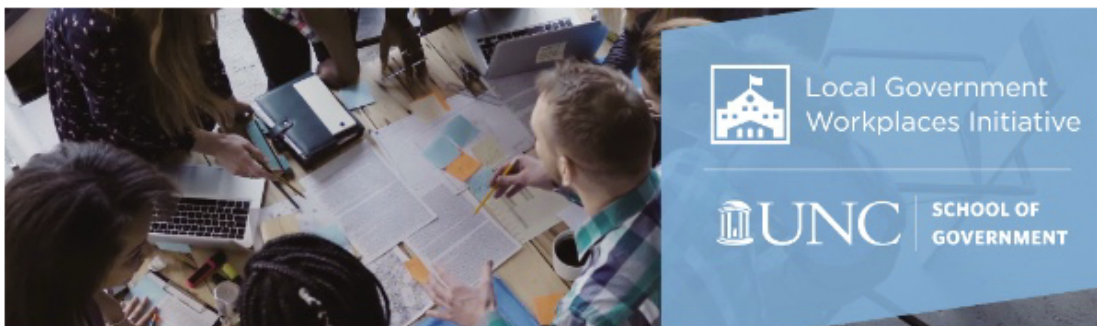
Survey Content

The City of Gastonia Employee Survey

This survey, being conducted by the Local Government Workplaces Initiative of the UNC School of Government, seeks to help City of Gastonia leaders better understand the perspectives of employees on a range of workplace issues. It also produces data for academic scholarship on topics that include employee morale and organizational climate.



Every employee's opinion counts. City of Gastonia leaders want 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 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 completely voluntary and completely up to you;**

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

******You will be asked at the end of the survey to indicate whether you wish to receive four hours vacation time for your participation or four hours of pay if you are a part-time employee. To do so, you will be taken to a separate website, where you will enter your information for HR to use in processing your vacation time. Your survey results will never be linked to you;

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:

[City of Gastonia Online Consent Form](#)

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.

If you would you like to receive four hours of vacation time for participating in the survey, indicate so at the end of the survey. You will be taken to a separate website, where you can enter your name and department so that HR can credit you the vacation hours.

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
My organization provides the physical resources (technology, 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"/>

My organization provides the training 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"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

My organization provides opportunities for advancement in 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"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

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

Teamwork

This section asks about how employees and departments work together as a team in your organization.

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 work together as a team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My department works well with other departments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

As a whole,

supervisors in my department encourage employees to work together.

☐ ☐ ☐ ☐ ☐ ☐ ☐

Employees in my department often collaborate with employees from other departments.

☐ ☐ ☐ ☐ ☐ ☐ ☐

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

Communications

This section asks questions about the quality of communications in your organization.

On a scale from inadequate to adequate, how would you characterize communications from the follow sources?

	Extremely Inadequate	Somewhat Inadequate	Neither Adequate nor Inadequate	Somewhat Adequate	Extremely Adequate
From Your Supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
From Your Department Head	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
From the City Manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
I am fully informed about significant changes in the City.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have opportunities to provide my opinion to upper management on workplace issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I provide my opinion on workplace issues to upper management, I receive a response from upper management.	<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 communications that you would like to share? If so, please type them in the space below.

Structure and Decision Making in Your Department

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

In thinking about how decisions are made within your department, how much do you agree or disagree with the following statements?

Neither Agree

	Strongly Disagree	Disagree	Somewhat Disagree	nor Disagree	Somewhat Agree	Agree	Strongly Agree
In general, an employee wanting to make his or her 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"/>

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

	Never	Rarely	Sometimes	Frequently	Always
I keep quiet instead of asking questions when I want to get more information.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Although I have ideas for improving the department, I do not speak up.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I choose to remain silent when I have concerns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

When you keep opinions to yourself, why? Please check all that apply.

	Strongly Agree	Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Disagree	Strongly Disagree
I am afraid that I will be punished for sharing my opinions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Based on experience,
I know that my
opinions will be
ignored.

☐☐☐☐☐☐☐

I don't want to rock
the boat.

☐☐☐☐☐☐☐

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

Interpersonal Treatment in Your Workplace

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

Thinking back on the past year or so, how often have you been in a situation where someone in your department:

Never

Rarely

Sometimes

Often

Very Often

Paid little attention
to your ideas or
showed little
interest in your
opinion?

☐☐☐☐☐

Put you down or
was disrespectful
to you?

☐☐☐☐☐

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

☐☐☐☐☐

responsibility?

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

	Strongly Agree	Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Disagree	Strongly Disagree
Employees in my workplace are able to bring up problems and tough issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees in my workplace sometimes reject others for being different.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is safe to take a risk in my workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No one in my workplace would deliberately act in a way that undermines my efforts.	<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 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?

	Never	Rarely	Sometimes	Frequently	Always
Praises good performance by department employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourages employees to look for better ways to get the job done	<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"/>
	Never	Rarely	Sometimes	Frequently	Always
Encourages employees to work together	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Makes me feel like a valued employee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Explains what results are expected for a task or assignment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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 helpful 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"/>

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 you and higher ups, 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
Overall I trust my supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall I trust my department head.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall I trust the city manager.	<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 trust that you would like to share? If so, please type them in the space below.

Your Morale

This section asks about how you feel about your job.

How much do you agree or disagree with the following statements about how you feel about working here?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
When I get up in the morning, I feel like going to work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am proud of the work that I do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am immersed in my work.	<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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

say "we" rather than "they".

This organization's successes are my successes.

☐☐☐☐☐☐☐

When someone praises this organization, it feels like a personal compliment.

☐☐☐☐☐☐☐

Do you have any comments about your morale? If so, please indicate them in the space below.

Pay, Benefits and Satisfaction with Job Aspects

This section asks for your opinion about different aspects of your job, as well as pay and benefits.

How **important** or **unimportant** are the following parts of your job?

	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"/>
	Not at all important	Slightly important	Moderately important	Very important	Extremely important
Fair 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"/>
Recognition 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 amount of job security I have	<input type="radio"/>	<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	<input type="radio"/>	<input type="radio"/>	<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"/>	<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"/>	<input type="radio"/>	<input type="radio"/>
	Very Dissatisfied	Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Satisfied	Very Satisfied
Fair pay	<input type="radio"/>	<input type="radio"/>	<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"/>	<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"/>	<input type="radio"/>	<input type="radio"/>
Recognition for a job well done	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Thinking about the City of Gastonia's **system for paying employees**, how much do you agree or disagree that the following words apply?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
Easy to Understand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistently Applied	<input type="radio"/>	<input type="radio"/>	<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"/>	<input type="radio"/>	<input type="radio"/>
Effective	<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 on pay, benefits, or satisfaction or dissatisfaction with different aspects of your job?

Diversity in the Workplace

This section asks about diversity in the City of Gastonia workplace.

To what extent do you agree or disagree with the following statements about diversity in your workplace?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
Managers here have a track record of hiring and promoting employees objectively, regardless of their race, religion, ethnicity, age, gender, and sexual orientation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managers here give feedback and evaluate employees fairly, regardless of factors such as employee gender, race, religion, ethnicity, age, and sexual orientation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managers here give assignments based on the skills and abilities of employees, not their personal and social background.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

To what extent do you agree or disagree with the following statements about diversity in your workplace?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
All minority and female employees are provided resources and training that prepares them for promotion and	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

advancement.

The “good old boys” network is alive and well here.

☐ ☐ ☐ ☐ ☐ ☐ ☐

This organization spends adequate resources on diversity awareness and related training.

☐ ☐ ☐ ☐ ☐ ☐ ☐

To what extent do you agree or disagree with the following statements about diversity in your workplace?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
I feel comfortable working with people from backgrounds other than my own.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am afraid to disagree with members of other groups for fear of being called prejudiced.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Diversity issues prevent some work teams here from performing to their maximum effectiveness.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

To what extent do you agree or disagree with the following statements about diversity in your workplace?

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

Knowing more about the culture of other groups would help me to be more effective in my job.

☐

☐

☐

☐

☐

☐

☐

I think that diverse viewpoints add value to the work we do here.

☐

☐

☐

☐

☐

☐

☐

I believe increasing diversity will make this organization more effective.

☐

☐

☐

☐

☐

☐

☐

Do you have any comments about diversity in the City of Gastonia workplace that you would like to share? If so, please type them in the box below.

Your Future in the Organization

This section asks about your plans for continuing to work at your local government.

Thinking about how you feel about working for your organization, 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
This organization values me as an employee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would feel guilty if I							

left this organization
now.

☐☐☐☐☐☐☐

I would be very happy
to spend the rest of
my career with this
organization.

☐☐☐☐☐☐☐

I am thinking about
leaving this
organization.

☐☐☐☐☐☐☐

How many more years would you like to work for the City of Gastonia? Please select from the list below.

Do you have any comments about your future with the organization? If so, please type them in the space below.

About You

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

How were you feeling while taking the survey?

Does Not
Describe My
Feelings

Slightly
Describes My
Feelings

Moderately
Describes My
Feelings

Mostly
Describes My
Feelings

Clearly
Describes My
Feelings

Interested

☐☐☐☐☐

Distressed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excited	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Does Not Describe My Feelings	Slightly Describes My Feelings	Moderately Describes My Feelings	Mostly Describes My Feelings	Clearly Describes My Feelings
Upset	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Proud	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Irritable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Final Comments

If you have any more thoughts to share, please do so in the space below.

Survey End

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.

When you click submit, you will be taken to a signup sheet where you can choose to provide your contact information to HR for vacation time or part-time pay processing.

Thank you for participating in the City of Gastonia Employee Survey!

From: [Davis, Leisha DeHart](#)
To: [Smith, Judy](#)
Subject: Re: employee survey
Date: Monday, October 01, 2018 1:04:41 PM

Tableau updated

From: "Smith, Judy" <judys@cityofgastonia.com>
Date: Monday, October 1, 2018 at 12:30 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: employee survey

Thank you!! I appreciate your help!

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Monday, October 01, 2018 12:27 PM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: Re: employee survey

Not yet, will light a fire.

From: "Smith, Judy" <judys@cityofgastonia.com>
Date: Monday, October 1, 2018 at 12:24 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: FW: employee survey

Good afternoon Leisha,

Were these employees added to the drop down list?

From: Smith, Judy
Sent: Friday, September 28, 2018 4:34 PM
To: 'Davis, Leisha DeHart' <ldehart@sog.unc.edu>
Subject: FW: employee survey

Leisha,

Could you please add these employee names to the drop down list so they can access their survey from the "shared computers"?

Thanks!

Judy Smith
Director of Human Resources

City of Gastonia
P O Box 1748
Gastonia, NC 28053-1748
704-866-6786
704-836-0022 Fax

From: Potocki, Brian
Sent: Friday, September 28, 2018 3:20 PM
To: Smith, Judy <judys@cityofgastonia.com>
Cc: Balsom, Sonja <sonjab@cityofgastonia.com>
Subject: FW: employee survey

Judy,

As discussed, the names in the list below are not showing in the dropdown menu. Please let us know when these get added.

Thanks,
Brian

From: Balsom, Sonja
Sent: Friday, September 28, 2018 2:52 PM
To: Potocki, Brian <brianp@tworiversutilities.com>
Subject: employee survey

██████	JOHNSON III, TRACY M	11/30/1991	26.8	5170-012	TREATMENT PLANT OPERATOR I
██████	LEWIS, DOUGLAS WILLIAM	7/24/2017	1.1	5170-030	TREATMENT PLANT OPERATOR I
██████	LUCAS, BRENT R	8/27/2018		5170-035	TREATMENT PLANT OPERATOR I
██████	MOODY, JACOB STEELE	10/16/2017	0.9	5170-023	TREATMENT PLANT OPERATOR I
██████	MURRAY, JAMES D	10/15/2007	10.9	5170-032	TREATMENT PLANT OPERATOR I
██████	OWENS, ERIC W	11/3/2012	5.8	5170-026	TREATMENT PLANT OPERATOR I
██████	WEAVER, JOHNATHAN B	9/19/2016	1.9	5170-028	TREATMENT PLANT OPERATOR I
██████	FORD, DERON TREMAYNE	7/25/2005	13.1	5180-022	TREATMENT PLANT OPERATOR II
██████	BEACH, EARL C	6/13/1981	37.2	5200-027	TREATMENT PLANT OPERATOR III
██████	DOUGHERTY, DANIEL J	11/16/1998	19.8	5200-028	TREATMENT PLANT OPERATOR III
██████	FARIS, JEFFREY EUGENE	11/7/2011	6.8	5200-029	TREATMENT PLANT OPERATOR III
██████	HARRIS, TIMOTHY LANE	10/24/2011	6.8	5200-030	TREATMENT PLANT OPERATOR III

*Sonja Balsom
Administrative Assistant III
City of Gastonia
Two Rivers Utilities - Wastewater Treatment Division
P.O. Box 1748, Gastonia, NC 28053
3000 Old Spencer Mountain Road, Dallas, NC 28034
Office: 704.854.6668 / Fax: 704.922.0619*



Please consider the environment before printing this email.

From: [Davis, Leisha DeHart](#)
To: [Smith, Judy](#)
Subject: Re: employee survey
Date: Monday, October 01, 2018 12:26:52 PM

Not yet, will light a fire.

From: "Smith, Judy" <judys@cityofgastonia.com>
Date: Monday, October 1, 2018 at 12:24 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: FW: employee survey

Good afternoon Leisha,

Were these employees added to the drop down list?

From: Smith, Judy
Sent: Friday, September 28, 2018 4:34 PM
To: 'Davis, Leisha DeHart' <ldehart@sog.unc.edu>
Subject: FW: employee survey

Leisha,

Could you please add these employee names to the drop down list so they can access their survey from the "shared computers"?

Thanks!

*Judy Smith
Director of Human Resources
City of Gastonia
P O Box 1748
Gastonia, NC 28053-1748
704-866-6786
704-836-0022 Fax*

From: Potocki, Brian
Sent: Friday, September 28, 2018 3:20 PM
To: Smith, Judy <judys@cityofgastonia.com>
Cc: Balsom, Sonja <sonjab@cityofgastonia.com>
Subject: FW: employee survey

Judy,

As discussed, the names in the list below are not showing in the dropdown menu. Please let us know when these get added.

Thanks,
Brian

From: Balsom, Sonja
Sent: Friday, September 28, 2018 2:52 PM
To: Potocki, Brian <brianp@tworiversutilities.com>
Subject: employee survey

██████	JOHNSON III, TRACY M	11/30/1991	26.8	5170-012	TREATMENT PLANT OPERATOR I
██████	LEWIS, DOUGLAS WILLIAM	7/24/2017	1.1	5170-030	TREATMENT PLANT OPERATOR I
██████	LUCAS, BRENT R	8/27/2018		5170-035	TREATMENT PLANT OPERATOR I
██████	MOODY, JACOB STEELE	10/16/2017	0.9	5170-023	TREATMENT PLANT OPERATOR I
██████	MURRAY, JAMES D	10/15/2007	10.9	5170-032	TREATMENT PLANT OPERATOR I
██████	OWENS, ERIC W	11/3/2012	5.8	5170-026	TREATMENT PLANT OPERATOR I
██████	WEAVER, JOHNATHAN B	9/19/2016	1.9	5170-028	TREATMENT PLANT OPERATOR I
██████	FORD, DERON TREMAYNE	7/25/2005	13.1	5180-022	TREATMENT PLANT OPERATOR II
██████	BEACH, EARL C	6/13/1981	37.2	5200-027	TREATMENT PLANT OPERATOR III
██████	DOUGHERTY, DANIEL J	11/16/1998	19.8	5200-028	TREATMENT PLANT OPERATOR III
██████	FARIS, JEFFREY EUGENE	11/7/2011	6.8	5200-029	TREATMENT PLANT OPERATOR III
██████	HARRIS, TIMOTHY LANE	10/24/2011	6.8	5200-030	TREATMENT PLANT OPERATOR III

*Sonja Balsom
Administrative Assistant III
City of Gastonia
Two Rivers Utilities - Wastewater Treatment Division
P.O. Box 1748, Gastonia, NC 28053
3000 Old Spencer Mountain Road, Dallas, NC 28034
Office: 704.854.6668 / Fax: 704.922.0619*



Please consider the environment before printing this email.

From: [Davis, Leisha DeHart](#)
To: [Smith, Judy](#)
Subject: Re: employee survey
Date: Monday, October 01, 2018 12:26:52 PM

Not yet, will light a fire.

From: "Smith, Judy" <judys@cityofgastonia.com>
Date: Monday, October 1, 2018 at 12:24 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: FW: employee survey

Good afternoon Leisha,

Were these employees added to the drop down list?

From: Smith, Judy
Sent: Friday, September 28, 2018 4:34 PM
To: 'Davis, Leisha DeHart' <ldehart@sog.unc.edu>
Subject: FW: employee survey

Leisha,

Could you please add these employee names to the drop down list so they can access their survey from the "shared computers"?

Thanks!

*Judy Smith
Director of Human Resources
City of Gastonia
P O Box 1748
Gastonia, NC 28053-1748
704-866-6786
704-836-0022 Fax*

From: Potocki, Brian
Sent: Friday, September 28, 2018 3:20 PM
To: Smith, Judy <judys@cityofgastonia.com>
Cc: Balsom, Sonja <sonjab@cityofgastonia.com>
Subject: FW: employee survey

Judy,

As discussed, the names in the list below are not showing in the dropdown menu. Please let us know when these get added.

Thanks,
Brian

From: Balsom, Sonja
Sent: Friday, September 28, 2018 2:52 PM
To: Potocki, Brian <brianp@tworiversutilities.com>
Subject: employee survey

██████	JOHNSON III, TRACY M	11/30/1991	26.8	5170-012	TREATMENT PLANT OPERATOR I
██████	LEWIS, DOUGLAS WILLIAM	7/24/2017	1.1	5170-030	TREATMENT PLANT OPERATOR I
██████	LUCAS, BRENT R	8/27/2018		5170-035	TREATMENT PLANT OPERATOR I
██████	MOODY, JACOB STEELE	10/16/2017	0.9	5170-023	TREATMENT PLANT OPERATOR I
██████	MURRAY, JAMES D	10/15/2007	10.9	5170-032	TREATMENT PLANT OPERATOR I
██████	OWENS, ERIC W	11/3/2012	5.8	5170-026	TREATMENT PLANT OPERATOR I
██████	WEAVER, JOHNATHAN B	9/19/2016	1.9	5170-028	TREATMENT PLANT OPERATOR I
██████	FORD, DERON TREMAYNE	7/25/2005	13.1	5180-022	TREATMENT PLANT OPERATOR II
██████	BEACH, EARL C	6/13/1981	37.2	5200-027	TREATMENT PLANT OPERATOR III
██████	DOUGHERTY, DANIEL J	11/16/1998	19.8	5200-028	TREATMENT PLANT OPERATOR III
██████	FARIS, JEFFREY EUGENE	11/7/2011	6.8	5200-029	TREATMENT PLANT OPERATOR III
██████	HARRIS, TIMOTHY LANE	10/24/2011	6.8	5200-030	TREATMENT PLANT OPERATOR III

*Sonja Balsom
Administrative Assistant III
City of Gastonia
Two Rivers Utilities - Wastewater Treatment Division
P.O. Box 1748, Gastonia, NC 28053
3000 Old Spencer Mountain Road, Dallas, NC 28034
Office: 704.854.6668 / Fax: 704.922.0619*



Please consider the environment before printing this email.

From: [Davis, Leisha DeHart](#)
To: [Smith, Judy](#)
Subject: Re: employee survey
Date: Monday, October 01, 2018 12:25:43 PM

I thought so, but let me verify.

From: "Smith, Judy" <judys@cityofgastonia.com>
Date: Monday, October 1, 2018 at 12:24 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: FW: employee survey

Good afternoon Leisha,

Were these employees added to the drop down list?

From: Smith, Judy
Sent: Friday, September 28, 2018 4:34 PM
To: 'Davis, Leisha DeHart' <ldehart@sog.unc.edu>
Subject: FW: employee survey

Leisha,

Could you please add these employee names to the drop down list so they can access their survey from the "shared computers"?

Thanks!

*Judy Smith
Director of Human Resources
City of Gastonia
P O Box 1748
Gastonia, NC 28053-1748
704-866-6786
704-836-0022 Fax*

From: Potocki, Brian
Sent: Friday, September 28, 2018 3:20 PM
To: Smith, Judy <judys@cityofgastonia.com>
Cc: Balsom, Sonja <sonjab@cityofgastonia.com>
Subject: FW: employee survey

Judy,

As discussed, the names in the list below are not showing in the dropdown menu. Please let us know when these get added.

Thanks,
Brian

From: Balsom, Sonja
Sent: Friday, September 28, 2018 2:52 PM
To: Potocki, Brian <brianp@tworiversutilities.com>
Subject: employee survey

██████	JOHNSON III, TRACY M	11/30/1991	26.8	5170-012	TREATMENT PLANT OPERATOR I
██████	LEWIS, DOUGLAS WILLIAM	7/24/2017	1.1	5170-030	TREATMENT PLANT OPERATOR I
██████	LUCAS, BRENT R	8/27/2018		5170-035	TREATMENT PLANT OPERATOR I
██████	MOODY, JACOB STEELE	10/16/2017	0.9	5170-023	TREATMENT PLANT OPERATOR I
██████	MURRAY, JAMES D	10/15/2007	10.9	5170-032	TREATMENT PLANT OPERATOR I
██████	OWENS, ERIC W	11/3/2012	5.8	5170-026	TREATMENT PLANT OPERATOR I
██████	WEAVER, JOHNATHAN B	9/19/2016	1.9	5170-028	TREATMENT PLANT OPERATOR I
██████	FORD, DERON TREMAYNE	7/25/2005	13.1	5180-022	TREATMENT PLANT OPERATOR II
██████	BEACH, EARL C	6/13/1981	37.2	5200-027	TREATMENT PLANT OPERATOR III
██████	DOUGHERTY, DANIEL J	11/16/1998	19.8	5200-028	TREATMENT PLANT OPERATOR III
██████	FARIS, JEFFREY EUGENE	11/7/2011	6.8	5200-029	TREATMENT PLANT OPERATOR III
██████	HARRIS, TIMOTHY LANE	10/24/2011	6.8	5200-030	TREATMENT PLANT OPERATOR III

*Sonja Balsom
Administrative Assistant III
City of Gastonia
Two Rivers Utilities - Wastewater Treatment Division
P.O. Box 1748, Gastonia, NC 28053
3000 Old Spencer Mountain Road, Dallas, NC 28034
Office: 704.854.6668 / Fax: 704.922.0619*



Please consider the environment before printing this email.

From: [Davis, Leisha DeHart](#)
To: [Luoto, David](#)
Subject: Re: City of Gastonia Employee Survey Reminder
Date: Monday, October 01, 2018 12:15:27 PM

I see now, it's the language of the signup sheet. I'll add you in. My apologies for the confusion.

From: "Luoto, David" <luoto_david@cityofgastonia.com>
Date: Monday, October 1, 2018 at 11:42 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia Employee Survey Reminder

At the end of the survey, "pay" for part time was not an option. It just asked for "vacation" time of which I am not eligible . The "vacation" time at the end did not let you go to the next option.

From: Leisha Dehart-Davis [mailto:survey@qualtrics.unc.edu]
Sent: Monday, October 01, 2018 8:00 AM
To: Luoto, David
Subject: City of Gastonia Employee Survey Reminder

Dear Mr. Luoto:

As a reminder, you are invited to participate in the City of Gastonia Employee Survey, being conducted by the Local Government Workplaces Initiative of the School of Government at the University of North Carolina - Chapel Hill (UNC).

The survey is an important opportunity to voice your perspectives on the City of Gastonia workplace. Please follow the link below to take the survey.

The deadline for participating is **Monday, October 7th, 2018.**

Follow this link to take the Survey:

[Take the Survey](#)

Or copy and paste the URL below into your internet browser:

https://unc.az1.qualtrics.com/jfe/form/SV_7R4dDf1ft7KG3pH?Q_DL=cMF8SHvh9zihRAN_7R4dDf1ft7KG3pH_MLRP_6Xt8h9a1bt7qwoB&Q_CHL=email

Please feel free to contact me at (919) 966-4189 or ldd@unc.edu with questions.

Please do not forward your link to other employees, as this will result in reporting errors.

Remember that the City of Gastonia is offering vacation time or part-time employee pay to survey participants.

We look forward to hearing your perspectives on the City of Gastonia workplace.

Leisha DeHart Davis, PhD
Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill
Knapp-Sanders Building
Campus Box 3330
Chapel Hill, NC 27599-3330
Cell: (785) 766-1554 (yes, you can really contact me here)

From: [Davis, Leisha DeHart](#)
To: [Luoto, David](#)
Subject: Re: City of Gastonia Employee Survey Reminder
Date: Monday, October 01, 2018 12:00:47 PM

Hi, David. When you put your name in the external signup sheet, part-time employees will get pay, full time employees will get vacation time. Did you enter your name in the external spreadsheet? If not, do you want me to?

I'll check the language, it sounds like it's confusing. Thanks for flagging that.

From: "Luoto, David" <luoto_david@cityofgastonia.com>
Date: Monday, October 1, 2018 at 11:42 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia Employee Survey Reminder

At the end of the survey, "pay" for part time was not an option. It just asked for "vacation" time of which I am not eligible . The "vacation" time at the end did not let you go to the next option.

From: Leisha Dehart-Davis [mailto:survey@qualtrics.unc.edu]
Sent: Monday, October 01, 2018 8:00 AM
To: Luoto, David
Subject: City of Gastonia Employee Survey Reminder

Dear Mr. Luoto:

As a reminder, you are invited to participate in the City of Gastonia Employee Survey, being conducted by the Local Government Workplaces Initiative of the School of Government at the University of North Carolina - Chapel Hill (UNC).

The survey is an important opportunity to voice your perspectives on the City of Gastonia workplace. Please follow the link below to take the survey.

The deadline for participating is **Monday, October 7th, 2018**.

Follow this link to take the Survey:

[Take the Survey](#)

Or copy and paste the URL below into your internet browser:

https://unc.az1.qualtrics.com/jfe/form/SV_7R4dDf1ft7KG3pH?Q_DL=cMF8SHvh9zihRAN_7R4dDf1ft7KG3pH_MLRP_6Xt8h9a1bt7qwoB&Q_CHL=email

Please feel free to contact me at (919) 966-4189 or ldd@unc.edu with questions.

Please do not forward your link to other employees, as this will result in reporting errors.

Remember that the City of Gastonia is offering vacation time or part-time employee pay to survey participants.

We look forward to hearing your perspectives on the City of Gastonia workplace.

Leisha DeHart Davis, PhD
Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill
Knapp-Sanders Building
Campus Box 3330
Chapel Hill, NC 27599-3330
Cell: (785) 766-1554 (yes, you can really contact me here)

From: [Davis, Leisha DeHart](#)
To: [Parks, Robbin](#)
Subject: Re: City of Gastonia Employee Survey
Date: Friday, September 28, 2018 10:52:55 AM

Let me know!

From: "Parks, Robbin" <robbinp@cityofgastonia.com>
Date: Friday, September 28, 2018 at 10:52 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia Employee Survey

[Nevermind, I think I have it](#)

From: Leisha Dehart-Davis [mailto:survey@qualtrics.unc.edu]
Sent: Monday, September 24, 2018 9:02 AM
To: Parks, Robbin <robbinp@cityofgastonia.com>
Subject: City of Gastonia Employee Survey

Ms. Parks:

You are invited to participate in the City of Gastonia Employee Survey of the Local Government Workplaces Initiative, a research study being conducted for the City of Gastonia by the School of Government at University of North Carolina - Chapel Hill (UNC).

The survey has two purposes. The first is to give you the opportunity to share your opinions about the City of Gastonia workplace. The second is to provide data for academic research.

[City of Gastonia Employee Survey](#)

Please do not forward this link, it is unique to your email address and allows us to correctly report results by department and organization-wide demographics.

The survey should take about 30 minutes to complete and is considered work time.

The deadline for participating in the survey is Monday, October 8th, at 5 pm.

We look forward to hearing your perspectives on the City of Gastonia workplace.

Please feel free to contact me at (919) 966-4189 or ldd@unc.edu with questions.

Additional Information

Your participation in this survey is entirely voluntary and will have no effect on your job or your relationship with your supervisor(s).

Your survey participation is confidential. We will report averages of survey results across the organization, by department, and for broad demographic categories of employees, but never by job title or demographic categories within departments.

In the survey, you can choose to receive four hours of vacation time. The names of all survey participants choosing this option will be forwarded to HR for processing, but the contents of individual survey results will never be shared.

To protect your data, employee information will be kept separately from survey responses, with a unique identifier linking the two. Both datasets will be stored on a password-protected server at the UNC School of Government. We will also not report response distributions for any groups with fewer than ten employees.

If you have questions or concerns about your rights as a research subject you may contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu and reference study number 17-1930.

If the link above does not work, you can copy and paste the URL below into your internet browser: https://unc.az1.qualtrics.com/jfe/form/SV_7R4dDf1ft7KG3pH?Q_DL=cMF8SHvh9zihRAN_7R4dDf1ft7KG3pH_MLRP_205CoTueXNqbyhD&Q_CHL=email

Follow the link to opt out of future emails: [Unsubscribe](#)

Leisha DeHart Davis, PhD
Professor of Public Administration and Government
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

From: [Davis, Leisha DeHart](#)
To: [Smith, Judy](#)
Cc: [Fiely, Katherine Mae](#)
Subject: Re: City of Gastonia Employee Survey - Albright Responses
Date: Thursday, September 27, 2018 12:34:22 PM

So we told pre-testers not to take the survey during the pre-test time; Joe Albright did, so he didn't need to take the official survey. Does that clarify? All pre-testers should take the survey except for Joe.

Katie, please correct me if this is not accurate.

From: "Smith, Judy" <judys@cityofgastonia.com>
Date: Thursday, September 27, 2018 at 12:28 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia Employee Survey - Albright Responses

Yes ma'am. I did receive a link. I was just trying to figure out if everyone needed to complete the survey if they also participated in the pre-test. It seems some people were told they didn't need to complete it if they completed the pre-test. I was wondering if maybe they selected all of the answers when they completed the pre-test.

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Thursday, September 27, 2018 11:56 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: Re: City of Gastonia Employee Survey - Albright Responses

So you did not receive an email with an invitation for you?

From: "Smith, Judy" <judys@cityofgastonia.com>
Date: Thursday, September 27, 2018 at 9:49 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: FW: City of Gastonia Employee Survey - Albright Responses

Leisha,

If an employee took the pre-test, should he/she complete the survey that was sent on 9/24/18?

Todd received an email that indicated he should take the survey. The email even provided a link for him to use if the link on the mass email didn't work correctly.

Joe received the email below indicating he should not participate.

I participated in the pre-test, but did not receive a separate email indicating that I should or should not participate.

With that said, I did not actually answer any of the questions as I was looking at the pre-test. I am not sure if that made a difference.

Thanks.

Judy Smith
City of Gastonia
Director of Human Resources
P O Box 1748
Gastonia, NC 28053-1748
704-866-6786
704-836-0022 Fax

From: Albright, Joe
Sent: Tuesday, September 25, 2018 1:59 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Smith, Judy <judys@cityofgastonia.com>
Cc: Potocki, Brian <brianp@tworiversutilities.com>
Subject: FW: City of Gastonia Employee Survey - Albright Responses

See below.

Based on what Brian reported from the Dept. Head Meeting, I am confused.

Do I or do I not need to do the employee survey again?

Thanks,

Joe Albright
Public Utilities Director
City of Gastonia
(704) 869-1929

From: Fiely, Katherine Mae [<mailto:fielykm@live.unc.edu>]
Sent: Monday, September 24, 2018 8:24 AM
To: Albright, Joe <JoeA@cityofgastonia.com>
Cc: Davis, Leisha DeHart <ldehart@sog.unc.edu>
Subject: City of Gastonia Employee Survey - Albright Responses

Good morning Mr. Albright,

My name is Katie Fiely I am one of the researchers working on the City of Gastonia Employee Survey. Thank you for participating in the pretest launch last week. This morning at around 9:00 AM you will receive an email again inviting you to take the employee survey, it is our official launch to all the employees. You can disregard this invitation though as we have your responses recorded from the pretest launch.

Please let me know if you have any questions,

Katherine Fiely

Master of Public Administration Candidate

University of North Carolina at Chapel Hill

E: Fielykm@ad.unc.edu

T: (703)785-4415

From: [Davis, Leisha DeHart](#)
To: [Smith, Judy](#)
Cc: [Fiely, Katherine Mae](#)
Subject: Re: City of Gastonia Employee Survey - Albright Responses
Date: Thursday, September 27, 2018 12:05:09 PM

Hi, Judy. We have Joe's data. You should have gotten a new link, let me check.

From: "Smith, Judy" <judys@cityofgastonia.com>
Date: Thursday, September 27, 2018 at 9:49 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: FW: City of Gastonia Employee Survey - Albright Responses

Leisha,

If an employee took the pre-test, should he/she complete the survey that was sent on 9/24/18?

Todd received an email that indicated he should take the survey. The email even provided a link for him to use if the link on the mass email didn't work correctly.

Joe received the email below indicating he should not participate.

I participated in the pre-test, but did not receive a separate email indicating that I should or should not participate.

With that said, I did not actually answer any of the questions as I was looking at the pre-test. I am not sure if that made a difference.

Thanks.

Judy Smith
City of Gastonia
Director of Human Resources
P O Box 1748
Gastonia, NC 28053-1748
704-866-6786
704-836-0022 Fax

From: Albright, Joe
Sent: Tuesday, September 25, 2018 1:59 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Smith, Judy <judys@cityofgastonia.com>
Cc: Potocki, Brian <brianp@tworiversutilities.com>

Subject: FW: City of Gastonia Employee Survey - Albright Responses

See below.

Based on what Brian reported from the Dept. Head Meeting, I am confused.

Do I or do I not need to do the employee survey again?

Thanks,

Joe Albright
Public Utilities Director
City of Gastonia
(704) 869-1929

From: Fiely, Katherine Mae [<mailto:fielykm@live.unc.edu>]
Sent: Monday, September 24, 2018 8:24 AM
To: Albright, Joe <JoeA@cityofgastonia.com>
Cc: Davis, Leisha DeHart <ldehart@sog.unc.edu>
Subject: City of Gastonia Employee Survey - Albright Responses

Good morning Mr. Albright,

My name is Katie Fiely I am one of the researchers working on the City of Gastonia Employee Survey. Thank you for participating in the pretest launch last week. This morning at around 9:00 AM you will receive an email again inviting you to take the employee survey, it is our official launch to all the employees. You can disregard this invitation though as we have your responses recorded from the pretest launch.

Please let me know if you have any questions,

Katherine Fiely

Master of Public Administration Candidate

University of North Carolina at Chapel Hill

E: Fielykm@ad.unc.edu

T: (703)785-4415

From: [Davis, Leisha DeHart](#)
To: [Smith, Judy](#)
Subject: Re: City of Gastonia Employee Survey - Albright Responses
Date: Thursday, September 27, 2018 11:57:36 AM

So you did not receive an email with an invitation for you?

From: "Smith, Judy" <judys@cityofgastonia.com>
Date: Thursday, September 27, 2018 at 9:49 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: FW: City of Gastonia Employee Survey - Albright Responses

Leisha,

If an employee took the pre-test, should he/she complete the survey that was sent on 9/24/18?

Todd received an email that indicated he should take the survey. The email even provided a link for him to use if the link on the mass email didn't work correctly.

Joe received the email below indicating he should not participate.

I participated in the pre-test, but did not receive a separate email indicating that I should or should not participate.

With that said, I did not actually answer any of the questions as I was looking at the pre-test. I am not sure if that made a difference.

Thanks.

Judy Smith
City of Gastonia
Director of Human Resources
P O Box 1748
Gastonia, NC 28053-1748
704-866-6786
704-836-0022 Fax

From: Albright, Joe
Sent: Tuesday, September 25, 2018 1:59 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Smith, Judy <judys@cityofgastonia.com>
Cc: Potocki, Brian <brianp@tworiversutilities.com>
Subject: FW: City of Gastonia Employee Survey - Albright Responses

See below.

Based on what Brian reported from the Dept. Head Meeting, I am confused.

Do I or do I not need to do the employee survey again?

Thanks,

Joe Albright
Public Utilities Director
City of Gastonia
(704) 869-1929

From: Fiely, Katherine Mae [<mailto:fielykm@live.unc.edu>]
Sent: Monday, September 24, 2018 8:24 AM
To: Albright, Joe <JoeA@cityofgastonia.com>
Cc: Davis, Leisha DeHart <ldehart@sog.unc.edu>
Subject: City of Gastonia Employee Survey - Albright Responses

Good morning Mr. Albright,

My name is Katie Fiely I am one of the researchers working on the City of Gastonia Employee Survey. Thank you for participating in the pretest launch last week. This morning at around 9:00 AM you will receive an email again inviting you to take the employee survey, it is our official launch to all the employees. You can disregard this invitation though as we have your responses recorded from the pretest launch.

Please let me know if you have any questions,

Katherine Fiely

Master of Public Administration Candidate
University of North Carolina at Chapel Hill
E: Fielykm@ad.unc.edu
T: (703)785-4415

From: [Davis, Leisha DeHart](#)
To: [Schneider, Tracy](#)
Subject: Re: Survey
Date: Thursday, September 27, 2018 11:45:46 AM

Hi, Tracy. Yes, we can do that!

From: "Schneider, Tracy" <tracys@cityofgastonia.com>
Date: Thursday, September 27, 2018 at 11:01 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: Survey

Leisha – I have another employee who didn't receive his employee survey. I think the wrong email was sent to you, but I have a corrected email for him, now. Could you set it up to have the survey resent to him?

Employee: EDISON, WESLEY NORRIS
Email address: [REDACTED]

Tracy K. Schneider

Human Resources Coordinator
tracys@cityofgastonia.com
City of Gastonia / HR Department
PO Box 1748
Gastonia, NC 28053-1748
(phone) 704.866.6859
(fax) 704.836.0022
www.cityofgastonia.com



Please consider the environment before printing this e-mail

From: [Davis, Leisha DeHart](#)
To: [Hummel, Allyson](#)
Cc: [Fiely, Katherine Mae](#); [Marean, Deborah L](#)
Subject: Re: City of Gastonia Employee Survey
Date: Tuesday, September 25, 2018 10:59:50 AM
Attachments: [image001.png](#)

Yes, we can fix that. Katie or Deb?

From: "Hummel, Allyson" <AllysonH@cityofgastonia.com>
Date: Tuesday, September 25, 2018 at 8:08 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia Employee Survey

Good morning Leisha,

I was part of the test group and clicked through the survey last week but did not actually take it. Now when I follow the link to do the survey, it tells me the following: **"You have either already completed the survey or your session has expired."** Can this be corrected so that I can take the survey?

Thank you,

Allyson S. Hummel
Benefits Administrator
City of Gastonia - Human Resources
P.O. Box 1748
Gastonia, NC 28053-1748
Work: (704) 866-6861 **Fax:** (704) 836-0022
allysonh@cityofgastonia.com



From: Leisha Dehart-Davis [mailto:survey@qualtrics.unc.edu]
Sent: Monday, September 24, 2018 9:03 AM
To: Hummel, Allyson <AllysonH@cityofgastonia.com>
Subject: City of Gastonia Employee Survey

Ms. Hummel:

You are invited to participate in the City of Gastonia Employee Survey of the Local Government Workplaces Initiative, a research study being conducted for the City of Gastonia by the School of Government at University of North Carolina - Chapel Hill (UNC).

The survey has two purposes. The first is to give you the opportunity to share your opinions about the City of Gastonia workplace. The second is to provide data for academic research.

[City of Gastonia Employee Survey](#)

Please do not forward this link, it is unique to your email address and allows us to correctly report results by department and organization-wide demographics.

The survey should take about 30 minutes to complete and is considered work time.

The deadline for participating in the survey is Monday, October 8th, at 5 pm.

We look forward to hearing your perspectives on the City of Gastonia workplace.

Please feel free to contact me at (919) 966-4189 or ldd@unc.edu with questions.

Additional Information

Your participation in this survey is entirely voluntary and will have no effect on your job or your relationship with your supervisor(s).

Your survey participation is confidential. We will report averages of survey results across the organization, by department, and for broad demographic categories of employees, but never by job title or demographic categories within departments.

In the survey, you can choose to receive four hours of vacation time. The names of all survey participants choosing this option will be forwarded to HR for processing, but the contents of individual survey results will never be shared.

To protect your data, employee information will be kept separately from survey responses, with a unique identifier linking the two. Both datasets will be stored on a password-protected server at the UNC School of Government. We will also not report response distributions for any groups with fewer than ten employees.

If you have questions or concerns about your rights as a research subject you may contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu and reference study number 17-1930.

If the link above does not work, you can copy and paste the URL below into your internet browser: https://unc.az1.qualtrics.com/jfe/form/SV_7R4dDf1ft7KG3pH?Q_DL=cMF8SHvh9zihRAN_7R4dDf1ft7KG3pH_MLRP_6xTbODIsIboUwQZ&Q_CHL=email

Follow the link to opt out of future emails: [Unsubscribe](#)

Leisha DeHart Davis, PhD
Professor of Public Administration and Government
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 ¶

From: [Davis, Leisha DeHart](#)
To: [Hummel, Allyson](#)
Cc: [Fiely, Katherine Mae](#)
Subject: Re: City of Gastonia Employee Survey
Date: Tuesday, September 25, 2018 9:58:33 AM
Attachments: [image003.png](#)

Hi, Allyson. Yes, this can be fixed and Katie (cc'ed above) is the person to make it happen.

Get [Outlook for iOS](#)

From: Hummel, Allyson <allysonh@cityofgastonia.com>
Sent: Tuesday, September 25, 2018 8:08 AM
To: Davis, Leisha DeHart
Subject: RE: City of Gastonia Employee Survey

Good morning Leisha,

I was part of the test group and clicked through the survey last week but did not actually take it. Now when I follow the link to do the survey, it tells me the following: “**You have either already completed the survey or your session has expired.**” Can this be corrected so that I can take the survey?

Thank you,

Allyson S. Hummel

Benefits Administrator

City of Gastonia - Human Resources

P.O. Box 1748

Gastonia, NC 28053-1748

Work: (704) 866-6861 **Fax:** (704) 836-0022

allysonh@cityofgastonia.com



From: Leisha Dehart-Davis [mailto:survey@qualtrics.unc.edu]

Sent: Monday, September 24, 2018 9:03 AM

To: Hummel, Allyson <AllysonH@cityofgastonia.com>

Subject: City of Gastonia Employee Survey

Ms. Hummel:

You are invited to participate in the City of Gastonia Employee Survey of the Local Government Workplaces Initiative, a research study being conducted for the City of Gastonia by the School of Government at University of North Carolina - Chapel Hill (UNC).

The survey has two purposes. The first is to give you the opportunity to share your opinions about the City of Gastonia workplace. The second is to provide data for academic research.

[City of Gastonia Employee Survey](#)

Please do not forward this link, it is unique to your email address and allows us to correctly report results by department and organization-wide demographics.

The survey should take about 30 minutes to complete and is considered work time.

The deadline for participating in the survey is Monday, October 8th, at 5 pm.

We look forward to hearing your perspectives on the City of Gastonia workplace.

Please feel free to contact me at (919) 966-4189 or ldd@unc.edu with questions.

Additional Information

Your participation in this survey is entirely voluntary and will have no effect on your job or your relationship with your supervisor(s).

Your survey participation is confidential. We will report averages of survey results across the organization, by department, and for broad demographic categories of employees, but never by job title or demographic categories within departments.

In the survey, you can choose to receive four hours of vacation time. The names of all survey participants choosing this option will be forwarded to HR for processing, but the contents of

individual survey results will never be shared.

To protect your data, employee information will be kept separately from survey responses, with a unique identifier linking the two. Both datasets will be stored on a password-protected server at the UNC School of Government. We will also not report response distributions for any groups with fewer than ten employees.

If you have questions or concerns about your rights as a research subject you may contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu and reference study number 17-1930.

If the link above does not work, you can copy and paste the URL below into your internet browser: https://unc.az1.qualtrics.com/jfe/form/SV_7R4dDf1ft7KG3pH?Q_DL=cMF8SHvh9zihRAN_7R4dDf1ft7KG3pH_MLRP_6xTbODIsIboUwQZ&Q_CHL=email

Follow the link to opt out of future emails: [Unsubscribe](#)

Leisha DeHart Davis, PhD
Professor of Public Administration and Government
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

From: [Davis, Leisha DeHart](#)
To: [Smith, Teresa](#)
Subject: Re: City of Gastonia Employee Survey
Date: Tuesday, September 25, 2018 7:56:56 AM

So would you like the four hours of vacation time.

From: "Smith, Teresa" <teresas@cityofgastonia.com>
Date: Tuesday, September 25, 2018 at 7:48 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia Employee Survey

I am on the phone a lot and must have just lost track of this. I do apologize, no I am not part time and I would not be registering for any hours. I do appreciate your time and checking on this. Have a great day.

Thank you,
Teresa Smith
City of Gastonia
Solid Waste Division
704-869-7864

See what is happening with the SOLID WASTE DIVISION-Please DOWNLOAD our new Solid Waste App on your phone or computer
[gastonia nc](#)

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Tuesday, September 25, 2018 7:39 AM
To: Smith, Teresa <teresas@cityofgastonia.com>
Subject: Re: City of Gastonia Employee Survey

11:47 yesterday, it looks like you answered all the questions.

From: "Smith, Teresa" <teresas@cityofgastonia.com>
Date: Tuesday, September 25, 2018 at 7:38 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia Employee Survey

When was the survey complete?

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Monday, September 24, 2018 8:57 PM
To: Smith, Teresa <teresas@cityofgastonia.com>
Subject: Re: City of Gastonia Employee Survey

Hi, Teresa. I see that you've completed the survey, but it doesn't like you've registered for vacation hours (or work hours if you are part time). Was that your intent? If not, I'll send you the link for adding yourself for the hours.

From: "Smith, Teresa" <teresas@cityofgastonia.com>

Date: Monday, September 24, 2018 at 1:47 PM

To: Leisha DeHart-Davis <ldhart@sog.unc.edu>

Subject: RE: City of Gastonia Employee Survey

Ms. Dehart-Davis,

Good afternoon, I have checked with my help desk to insure I could open this site. I did try this today but it came back as completed or time as up. Could you please check on this. I do apologize for not remembering finishing this.

Thank you,

Teresa Smith

City of Gastonia

Solid Waste Division

704-869-7864

See what is happening with the SOLID WASTE DIVISION-Please DOWNLOAD our new Solid Waste App on your phone or computer

[gastonia nc](http://gastonia.nc)

From: Leisha Dehart-Davis [<mailto:survey@qualtrics.unc.edu>]

Sent: Monday, September 24, 2018 9:02 AM

To: Smith, Teresa <teresas@cityofgastonia.com>

Subject: City of Gastonia Employee Survey

Ms. Smith:

You are invited to participate in the City of Gastonia Employee Survey of the Local Government Workplaces Initiative, a research study being conducted for the City of Gastonia by the School of Government at University of North Carolina - Chapel Hill (UNC).

The survey has two purposes. The first is to give you the opportunity to share your opinions about the City of Gastonia workplace. The second is to provide data for academic research.

[City of Gastonia Employee Survey](#)

Please do not forward this link, it is unique to your email address and allows us to correctly report results by department and organization-wide demographics.

The survey should take about 30 minutes to complete and is considered work time.

The deadline for participating in the survey is Monday, October 8th, at 5 pm.

We look forward to hearing your perspectives on the City of Gastonia workplace.

Please feel free to contact me at (919) 966-4189 or ldd@unc.edu with questions.

Additional Information

Your participation in this survey is entirely voluntary and will have no effect on your job or your relationship with your supervisor(s).

Your survey participation is confidential. We will report averages of survey results across the organization, by department, and for broad demographic categories of employees, but never by job title or demographic categories within departments.

In the survey, you can choose to receive four hours of vacation time. The names of all survey participants choosing this option will be forwarded to HR for processing, but the contents of individual survey results will never be shared.

To protect your data, employee information will be kept separately from survey responses, with a unique identifier linking the two. Both datasets will be stored on a password-protected server at the UNC School of Government. We will also not report response distributions for any groups with fewer than ten employees.

If you have questions or concerns about your rights as a research subject you may contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu and reference study number 17-1930.

If the link above does not work, you can copy and paste the URL below into your internet browser: https://unc.az1.qualtrics.com/jfe/form/SV_7R4dDf1ft7KG3pH?Q_DL=cMF8SHvh9zihRAN_7R4dDf1ft7KG3pH_MLRP_ahE2Y1LeASrQPzv&Q_CHL=email

Follow the link to opt out of future emails: [Unsubscribe](#)

Leisha DeHart Davis, PhD
Professor of Public Administration and Government
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

From: [Davis, Leisha DeHart](#)
To: [Smith, Teresa](#)
Subject: Re: City of Gastonia Employee Survey
Date: Tuesday, September 25, 2018 7:39:13 AM

11:47 yesterday, it looks like you answered all the questions.

From: "Smith, Teresa" <teresas@cityofgastonia.com>
Date: Tuesday, September 25, 2018 at 7:38 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia Employee Survey

[When was the survey complete?](#)

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]
Sent: Monday, September 24, 2018 8:57 PM
To: Smith, Teresa <teresas@cityofgastonia.com>
Subject: Re: City of Gastonia Employee Survey

Hi, Teresa. I see that you've completed the survey, but it doesn't like you've registered for vacation hours (or work hours if you are part time). Was that your intent? If not, I'll send you the link for adding yourself for the hours.

From: "Smith, Teresa" <teresas@cityofgastonia.com>
Date: Monday, September 24, 2018 at 1:47 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia Employee Survey

Ms. Dehart-Davis,

Good afternoon, I have checked with my help desk to insure I could open this site. I did try this today but it came back as completed or time as up. Could you please check on this. I do apologize for not remembering finishing this.

Thank you,
Teresa Smith
City of Gastonia
Solid Waste Division
704-869-7864

See what is happening with the SOLID WASTE DIVISION-Please DOWNLOAD our new Solid Waste App on your phone or computer
[gastonia nc](#)

From: Leisha Dehart-Davis [<mailto:survey@qualtrics.unc.edu>]

Sent: Monday, September 24, 2018 9:02 AM
To: Smith, Teresa <teresas@cityofgastonia.com>
Subject: City of Gastonia Employee Survey

Ms. Smith:

You are invited to participate in the City of Gastonia Employee Survey of the Local Government Workplaces Initiative, a research study being conducted for the City of Gastonia by the School of Government at University of North Carolina - Chapel Hill (UNC).

The survey has two purposes. The first is to give you the opportunity to share your opinions about the City of Gastonia workplace. The second is to provide data for academic research.

[City of Gastonia Employee Survey](#)

Please do not forward this link, it is unique to your email address and allows us to correctly report results by department and organization-wide demographics.

The survey should take about 30 minutes to complete and is considered work time.

The deadline for participating in the survey is Monday, October 8th, at 5 pm.

We look forward to hearing your perspectives on the City of Gastonia workplace.

Please feel free to contact me at (919) 966-4189 or ldd@unc.edu with questions.

Additional Information

Your participation in this survey is entirely voluntary and will have no effect on your job or your relationship with your supervisor(s).

Your survey participation is confidential. We will report averages of survey results across the organization, by department, and for broad demographic categories of employees, but never by job title or demographic categories within departments.

In the survey, you can choose to receive four hours of vacation time. The names of all survey participants choosing this option will be forwarded to HR for processing, but the contents of individual survey results will never be shared.

To protect your data, employee information will be kept separately from survey responses, with a unique identifier linking the two. Both datasets will be stored on a password-protected server at the UNC School of Government. We will also not report response distributions for any groups with fewer than ten employees.

If you have questions or concerns about your rights as a research subject you may contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu and reference study number 17-1930.

If the link above does not work, you can copy and paste the URL below into your internet browser: https://unc.az1.qualtrics.com/jfe/form/SV_7R4dDf1ft7KG3pH?

Q_DL=cMF8SHvh9zihRAN_7R4dDf1ft7KG3pH_MLRP_ahE2Y1LeASrQPzv&Q_CHL=email

Follow the link to opt out of future emails: [Unsubscribe](#)

Leisha DeHart Davis, PhD
Professor of Public Administration and Government
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

From: [Davis, Leisha DeHart](#)
To: [Smith, Teresa](#)
Subject: Re: City of Gastonia Employee Survey
Date: Monday, September 24, 2018 8:56:37 PM

Hi, Teresa. I see that you've completed the survey, but it doesn't like you've registered for vacation hours (or work hours if you are part time). Was that your intent? If not, I'll send you the link for adding yourself for the hours.

From: "Smith, Teresa" <teresas@cityofgastonia.com>
Date: Monday, September 24, 2018 at 1:47 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia Employee Survey

Ms. Dehart-Davis,
Good afternoon, I have checked with my help desk to insure I could open this site. I did try this today but it came back as completed or time as up. Could you please check on this. I do apologize for not remembering finishing this.

Thank you,
Teresa Smith
City of Gastonia
Solid Waste Division
704-869-7864

See what is happening with the SOLID WASTE DIVISION-Please DOWNLOAD our new Solid Waste App on your phone or computer
gastonia nc

From: Leisha Dehart-Davis [mailto:survey@qualtrics.unc.edu]
Sent: Monday, September 24, 2018 9:02 AM
To: Smith, Teresa <teresas@cityofgastonia.com>
Subject: City of Gastonia Employee Survey

Ms. Smith:

You are invited to participate in the City of Gastonia Employee Survey of the Local Government Workplaces Initiative, a research study being conducted for the City of Gastonia by the School of Government at University of North Carolina - Chapel Hill (UNC).

The survey has two purposes. The first is to give you the opportunity to share your opinions about the City of Gastonia workplace. The second is to provide data for academic research.

[City of Gastonia Employee Survey](#)

Please do not forward this link, it is unique to your email address and allows us to correctly

report results by department and organization-wide demographics.

The survey should take about 30 minutes to complete and is considered work time.

The deadline for participating in the survey is Monday, October 8th, at 5 pm.

We look forward to hearing your perspectives on the City of Gastonia workplace.

Please feel free to contact me at (919) 966-4189 or ldd@unc.edu with questions.

Additional Information

Your participation in this survey is entirely voluntary and will have no effect on your job or your relationship with your supervisor(s).

Your survey participation is confidential. We will report averages of survey results across the organization, by department, and for broad demographic categories of employees, but never by job title or demographic categories within departments.

In the survey, you can choose to receive four hours of vacation time. The names of all survey participants choosing this option will be forwarded to HR for processing, but the contents of individual survey results will never be shared.

To protect your data, employee information will be kept separately from survey responses, with a unique identifier linking the two. Both datasets will be stored on a password-protected server at the UNC School of Government. We will also not report response distributions for any groups with fewer than ten employees.

If you have questions or concerns about your rights as a research subject you may contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu and reference study number 17-1930.

If the link above does not work, you can copy and paste the URL below into your internet browser: https://unc.az1.qualtrics.com/jfe/form/SV_7R4dDf1ft7KG3pH?Q_DL=cMF8SHvh9zihRAN_7R4dDf1ft7KG3pH_MLRP_ahE2Y1LeASrQPzv&Q_CHL=email

Follow the link to opt out of future emails: [Unsubscribe](#)

Leisha DeHart Davis, PhD
Professor of Public Administration and Government
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

From: [Davis, Leisha DeHart](#)
To: [Caldwell, Rick](#)
Subject: Re: GASTONIA EMPLOYEE SURVEY
Date: Monday, September 24, 2018 5:55:55 PM

Hi, Rick. UNC will share the results of the report with Gastonia employees via Tableau and pdf. You will receive response distributions (percent agree, disagree, etc.) and departmental averages for questions. Please let me know if you have any other questions!

From: "Caldwell, Rick" <Caldwell_Rick@cityofgastonia.com>
Date: Monday, September 24, 2018 at 2:38 PM
To: Leisha DeHart-Davis <ldhart@sog.unc.edu>
Subject: RE: GASTONIA EMPLOYEE SURVEY

Thanks!

- Rick

From: Davis, Leisha DeHart [<mailto:ldhart@sog.unc.edu>]
Sent: Monday, September 24, 2018 2:37 PM
To: Caldwell, Rick <Caldwell_Rick@cityofgastonia.com>
Subject: Re: GASTONIA EMPLOYEE SURVEY

Hi, Rick. Let me double check with Todd Carpenter about the city's exact distribution plans, will be back in touch pronto.

From: "Caldwell, Rick" <Caldwell_Rick@cityofgastonia.com>
Date: Monday, September 24, 2018 at 1:07 PM
To: Leisha DeHart-Davis <ldhart@sog.unc.edu>
Subject: GASTONIA EMPLOYEE SURVEY

Good afternoon!

Just a quick question, will the results of this survey be available to everyone (employees) or just upper management within city government?

Thanks and have a great day!

- Rick Caldwell (Gastonia Police Dept.)

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Read: RE: GASTONIA EMPLOYEE SURVEY
Date: Monday, September 24, 2018 5:54:31 PM

Your message

To: Davis, Leisha DeHart
Subject: RE: GASTONIA EMPLOYEE SURVEY
Sent: Monday, September 24, 2018 5:53:09 PM (UTC-05:00) Eastern Time (US & Canada)

was read on Monday, September 24, 2018 5:54:29 PM (UTC-05:00) Eastern Time (US & Canada).

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: GASTONIA EMPLOYEE SURVEY
Date: Monday, September 24, 2018 5:54:26 PM

Got it, thanks!

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Monday, September 24, 2018 at 5:53 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: GASTONIA EMPLOYEE SURVEY

Yes please do.

Todd

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]
Sent: Monday, September 24, 2018 5:17 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: GASTONIA EMPLOYEE SURVEY

May I let the employees know?

Get [Outlook for iOS](#)

From: Davis, Leisha DeHart <ldehart@sog.unc.edu>
Sent: Monday, September 24, 2018 5:04 PM
To: Carpenter, Todd
Subject: Re: GASTONIA EMPLOYEE SURVEY

Absolutely yes

Get [Outlook for iOS](#)

From: Davis, Leisha DeHart <ldehart@sog.unc.edu>
Sent: Monday, September 24, 2018 5:01 PM
To: Carpenter, Todd
Subject: Re: GASTONIA EMPLOYEE SURVEY

Getting on a plane, will be out of pocket for 90 minutes or so

Get [Outlook for iOS](#)

From: Davis, Leisha DeHart <ldehart@sog.unc.edu>
Sent: Monday, September 24, 2018 3:40 PM
To: Carpenter, Todd
Subject: Re: GASTONIA EMPLOYEE SURVEY

No

Get [Outlook for iOS](#)

From: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Sent: Monday, September 24, 2018 3:39:28 PM
To: Davis, Leisha DeHart
Subject: RE: GASTONIA EMPLOYEE SURVEY

[Would this include comments?](#)

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Monday, September 24, 2018 2:41 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: FW: GASTONIA EMPLOYEE SURVEY

FYI, please advise on how I should respond. Typically, local governments give employees access to the Qualtrics results, which report organizational distributions and departmental averages.

Date: Monday, September 24, 2018 at 1:07 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: GASTONIA EMPLOYEE SURVEY

Good afternoon!

Just a quick question, will the results of this survey be available to everyone (employees) or just upper management within city government?

Thanks and have a great day!

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: GASTONIA EMPLOYEE SURVEY
Date: Monday, September 24, 2018 5:16:32 PM

May I let the employees know?

Get [Outlook for iOS](#)

From: Davis, Leisha DeHart <ldehart@sog.unc.edu>
Sent: Monday, September 24, 2018 5:04 PM
To: Carpenter, Todd
Subject: Re: GASTONIA EMPLOYEE SURVEY

Absolutely yes

Get [Outlook for iOS](#)

From: Davis, Leisha DeHart <ldehart@sog.unc.edu>
Sent: Monday, September 24, 2018 5:01 PM
To: Carpenter, Todd
Subject: Re: GASTONIA EMPLOYEE SURVEY

Getting on a plane, will be out of pocket for 90 minutes or so

Get [Outlook for iOS](#)

From: Davis, Leisha DeHart <ldehart@sog.unc.edu>
Sent: Monday, September 24, 2018 3:40 PM
To: Carpenter, Todd
Subject: Re: GASTONIA EMPLOYEE SURVEY

No

Get [Outlook for iOS](#)

From: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Sent: Monday, September 24, 2018 3:39:28 PM

To: Davis, Leisha DeHart

Subject: RE: GASTONIA EMPLOYEE SURVEY

Would this include comments?

Todd

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]

Sent: Monday, September 24, 2018 2:41 PM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>

Subject: FW: GASTONIA EMPLOYEE SURVEY

FYI, please advise on how I should respond. Typically, local governments give employees access to the Qualtrics results, which report organizational distributions and departmental averages.

Date: Monday, September 24, 2018 at 1:07 PM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu>

Subject: GASTONIA EMPLOYEE SURVEY

Good afternoon!

Just a quick question, will the results of this survey be available to everyone (employees) or just upper management within city government?

Thanks and have a great day!

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Read: RE: GASTONIA EMPLOYEE SURVEY
Date: Monday, September 24, 2018 5:06:45 PM

Your message

To: Davis, Leisha DeHart
Subject: RE: GASTONIA EMPLOYEE SURVEY
Sent: Monday, September 24, 2018 4:11:15 PM (UTC-05:00) Eastern Time (US & Canada)

was read on Monday, September 24, 2018 5:04:09 PM (UTC-05:00) Eastern Time (US & Canada).

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: GASTONIA EMPLOYEE SURVEY
Date: Monday, September 24, 2018 5:05:45 PM

Absolutely yes

Get [Outlook for iOS](#)

From: Davis, Leisha DeHart <ldehart@sog.unc.edu>
Sent: Monday, September 24, 2018 5:01 PM
To: Carpenter, Todd
Subject: Re: GASTONIA EMPLOYEE SURVEY

Getting on a plane, will be out of pocket for 90 minutes or so

Get [Outlook for iOS](#)

From: Davis, Leisha DeHart <ldehart@sog.unc.edu>
Sent: Monday, September 24, 2018 3:40 PM
To: Carpenter, Todd
Subject: Re: GASTONIA EMPLOYEE SURVEY

No

Get [Outlook for iOS](#)

From: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Sent: Monday, September 24, 2018 3:39:28 PM
To: Davis, Leisha DeHart
Subject: RE: GASTONIA EMPLOYEE SURVEY

[Would this include comments?](#)

[Todd](#)

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]
Sent: Monday, September 24, 2018 2:41 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: FW: GASTONIA EMPLOYEE SURVEY

FYI, please advise on how I should respond. Typically, local governments give employees access to the Qualtrics results, which report organizational distributions and departmental averages.

Date: Monday, September 24, 2018 at 1:07 PM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu>

Subject: GASTONIA EMPLOYEE SURVEY

Good afternoon!

Just a quick question, will the results of this survey be available to everyone (employees) or just upper management within city government?

Thanks and have a great day!

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: GASTONIA EMPLOYEE SURVEY
Date: Monday, September 24, 2018 5:01:58 PM

Getting on a plane, will be out of pocket for 90 minutes or so

Get [Outlook for iOS](#)

From: Davis, Leisha DeHart <ldehart@sog.unc.edu>
Sent: Monday, September 24, 2018 3:40 PM
To: Carpenter, Todd
Subject: Re: GASTONIA EMPLOYEE SURVEY

No

Get [Outlook for iOS](#)

From: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Sent: Monday, September 24, 2018 3:39:28 PM
To: Davis, Leisha DeHart
Subject: RE: GASTONIA EMPLOYEE SURVEY

[Would this include comments?](#)

[Todd](#)

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]
Sent: Monday, September 24, 2018 2:41 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: FW: GASTONIA EMPLOYEE SURVEY

FYI, please advise on how I should respond. Typically, local governments give employees access to the Qualtrics results, which report organizational distributions and departmental averages.

Date: Monday, September 24, 2018 at 1:07 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: GASTONIA EMPLOYEE SURVEY

Good afternoon!

Just a quick question, will the results of this survey be available to everyone (employees) or just upper management within city government?

Thanks and have a great day!

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: GASTONIA EMPLOYEE SURVEY
Date: Monday, September 24, 2018 3:40:05 PM

No

Get [Outlook for iOS](#)

From: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Sent: Monday, September 24, 2018 3:39:28 PM
To: Davis, Leisha DeHart
Subject: RE: GASTONIA EMPLOYEE SURVEY

[Would this include comments?](#)

Todd

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]
Sent: Monday, September 24, 2018 2:41 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: FW: GASTONIA EMPLOYEE SURVEY

FYI, please advise on how I should respond. Typically, local governments give employees access to the Qualtrics results, which report organizational distributions and departmental averages.

Date: Monday, September 24, 2018 at 1:07 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: GASTONIA EMPLOYEE SURVEY

Good afternoon!

Just a quick question, will the results of this survey be available to everyone (employees) or just upper management within city government?

Thanks and have a great day!

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Read: RE: GASTONIA EMPLOYEE SURVEY
Date: Monday, September 24, 2018 3:39:59 PM

Your message

To: Davis, Leisha DeHart
Subject: RE: GASTONIA EMPLOYEE SURVEY
Sent: Monday, September 24, 2018 3:39:28 PM (UTC-05:00) Eastern Time (US & Canada)

was read on Monday, September 24, 2018 3:39:57 PM (UTC-05:00) Eastern Time (US & Canada).

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: FW: GASTONIA EMPLOYEE SURVEY
Date: Monday, September 24, 2018 2:41:31 PM

FYI, please advise on how I should respond. Typically, local governments give employees access to the Qualtrics results, which report organizational distributions and departmental averages.

Date: Monday, September 24, 2018 at 1:07 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: GASTONIA EMPLOYEE SURVEY

Good afternoon!

Just a quick question, will the results of this survey be available to everyone (employees) or just upper management within city government?

Thanks and have a great day!

From: [Davis, Leisha DeHart](#)
To: [Caldwell, Rick](#)
Subject: Re: GASTONIA EMPLOYEE SURVEY
Date: Monday, September 24, 2018 2:37:19 PM

Hi, Rick. Let me double check with Todd Carpenter about the city's exact distribution plans, will be back in touch pronto.

From: "Caldwell, Rick" <Caldwell_Rick@cityofgastonia.com>
Date: Monday, September 24, 2018 at 1:07 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: GASTONIA EMPLOYEE SURVEY

Good afternoon!

Just a quick question, will the results of this survey be available to everyone (employees) or just upper management within city government?

Thanks and have a great day!

- Rick Caldwell (Gastonia Police Dept.)

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Read: RE: City of Gastonia Employee Survey launch details
Date: Monday, September 24, 2018 2:33:17 PM

Your message

To: Davis, Leisha DeHart
Subject: RE: City of Gastonia Employee Survey launch details
Sent: Monday, September 24, 2018 1:55:00 PM (UTC-05:00) Eastern Time (US & Canada)

was read on Monday, September 24, 2018 2:17:29 PM (UTC-05:00) Eastern Time (US & Canada).

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: City of Gastonia Employee Survey launch details
Date: Monday, September 24, 2018 2:18:39 PM

Will do. One employee asked if results would be shared org wide. This is best practice, but wanted to verify.

Get [Outlook for iOS](#)

From: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Sent: Monday, September 24, 2018 1:55 PM
To: Davis, Leisha DeHart
Subject: RE: City of Gastonia Employee Survey launch details

Yes and they all have been informed of this. I didn't catch that we would need to change the language. Probably need to add 'or if you are a non-full time and would like to receive 4 additional hours of pay'.

Todd

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]
Sent: Monday, September 24, 2018 11:24 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia Employee Survey launch details

Todd, just got a call from a part-time Gastonia employee. Please confirm that part-timers will receive four hours pay, we need to change the language in the survey.

From: [Davis, Leisha DeHart](#)
To: [Smith, Teresa](#)
Cc: [Fiely, Katherine Mae](#); [Marean, Deborah L](#)
Subject: Re: City of Gastonia Employee Survey
Date: Monday, September 24, 2018 2:16:32 PM

Deb or Katie, can you help Ms. Smith access her survey?

Get [Outlook for iOS](#)

From: Smith, Teresa <teresas@cityofgastonia.com>
Sent: Monday, September 24, 2018 1:47 PM
To: Davis, Leisha DeHart
Subject: RE: City of Gastonia Employee Survey

Ms. Dehart-Davis,

Good afternoon, I have checked with my help desk to insure I could open this site. I did try this today but it came back as completed or time as up. Could you please check on this. I do apologize for not remembering finishing this.

Thank you,
Teresa Smith
City of Gastonia
Solid Waste Division
704-869-7864

See what is happening with the SOLID WASTE DIVISION-Please DOWNLOAD our new Solid Waste App on your phone or computer
gastonia nc

From: Leisha Dehart-Davis [mailto:survey@qualtrics.unc.edu]
Sent: Monday, September 24, 2018 9:02 AM
To: Smith, Teresa <teresas@cityofgastonia.com>
Subject: City of Gastonia Employee Survey

Ms. Smith:

You are invited to participate in the City of Gastonia Employee Survey of the Local Government Workplaces Initiative, a research study being conducted for the City of Gastonia by the School of Government at University of North Carolina - Chapel Hill (UNC).

The survey has two purposes. The first is to give you the opportunity to share your opinions about the City of Gastonia workplace. The second is to provide data for academic research.

[City of Gastonia Employee Survey](#)

Please do not forward this link, it is unique to your email address and allows us to correctly report results by department and organization-wide demographics.

The survey should take about 30 minutes to complete and is considered work time.

The deadline for participating in the survey is Monday, October 8th, at 5 pm.

We look forward to hearing your perspectives on the City of Gastonia workplace.

Please feel free to contact me at (919) 966-4189 or ldd@unc.edu with questions.

Additional Information

Your participation in this survey is entirely voluntary and will have no effect on your job or your relationship with your supervisor(s).

Your survey participation is confidential. We will report averages of survey results across the organization, by department, and for broad demographic categories of employees, but never by job title or demographic categories within departments.

In the survey, you can choose to receive four hours of vacation time. The names of all survey participants choosing this option will be forwarded to HR for processing, but the contents of individual survey results will never be shared.

To protect your data, employee information will be kept separately from survey responses, with a unique identifier linking the two. Both datasets will be stored on a password-protected server at the UNC School of Government. We will also not report response distributions for any groups with fewer than ten employees.

If you have questions or concerns about your rights as a research subject you may contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu and reference study number 17-1930.

If the link above does not work, you can copy and paste the URL below into your internet

browser: [https://unc.az1.qualtrics.com/jfe/form/SV_7R4dDf1ft7KG3pH?](https://unc.az1.qualtrics.com/jfe/form/SV_7R4dDf1ft7KG3pH?Q_DL=cMF8SHvh9zihRAN_7R4dDf1ft7KG3pH_MLRP_ahE2Y1LeASrQPzv&Q_CHL=email)

[Q_DL=cMF8SHvh9zihRAN_7R4dDf1ft7KG3pH_MLRP_ahE2Y1LeASrQPzv&Q_CHL=email](https://unc.az1.qualtrics.com/jfe/form/SV_7R4dDf1ft7KG3pH?Q_DL=cMF8SHvh9zihRAN_7R4dDf1ft7KG3pH_MLRP_ahE2Y1LeASrQPzv&Q_CHL=email)

Follow the link to opt out of future emails: [Unsubscribe](#)

Leisha DeHart Davis, PhD

Professor of Public Administration and Government

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

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: City of Gastonia Employee Survey launch details
Date: Monday, September 24, 2018 11:23:49 AM

Todd, just got a call from a part-time Gastonia employee. Please confirm that part-timers will receive four hours pay, we need to change the language in the survey.

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#); [Fiely, Katherine Mae](#)
Subject: Re: City of Gastonia Employee Survey launch details
Date: Monday, September 24, 2018 11:15:30 AM

One alternative to the tableau version, which I could send now, is to send you the excel file with links. Employees would have to be careful that they were selecting their name correctly.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Monday, September 24, 2018 at 11:06 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Subject: RE: City of Gastonia Employee Survey launch details

Ok Please let me know as soon as you have it ready.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Monday, September 24, 2018 11:05 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Fiely, Katherine Mae <fielykm@live.unc.edu>
Subject: Re: City of Gastonia Employee Survey launch details

Not this one, wait until we have the names and links set up in Tableau.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Monday, September 24, 2018 at 11:03 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Subject: RE: City of Gastonia Employee Survey launch details

OK so I'll put this exact link on these computers and make sure the computers have access to it.

https://public.tableau.com/views/tableau_surveytest2/Dashboard1?:showVizHome=no&:embed=true#3

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Monday, September 24, 2018 10:59 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Fiely, Katherine Mae <fielykm@live.unc.edu>
Subject: Re: City of Gastonia Employee Survey launch details

Yes. That's how employees will access their survey.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Monday, September 24, 2018 at 10:58 AM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>

Subject: RE: City of Gastonia Employee Survey launch details

Am I going to need to put the link on these computers also?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Monday, September 24, 2018 10:44 AM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Fiely, Katherine Mae <fielykm@live.unc.edu>

Subject: Re: City of Gastonia Employee Survey launch details

I believe so.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Monday, September 24, 2018 at 10:42 AM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>

Subject: RE: City of Gastonia Employee Survey launch details

Leisha,

I just need to make sure the link will work on the shared computers. These computers are very restricted as to what websites they can reach. If I just open them all up to be able to hit anything at [tableau.com](https://public.tableau.com) will that work for you.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Monday, September 24, 2018 10:39 AM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Fiely, Katherine Mae <fielykm@live.unc.edu>

Subject: Re: City of Gastonia Employee Survey launch details

We are working on generating links now. Do you have a time set for computer labs or is it whenever? We have to take the links and match them up with Tableau so it's easy for people to use (see link below).

https://public.tableau.com/views/tableau_surveytest2/Dashboard1?:showVizHome=no&:embed=true#3

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Monday, September 24, 2018 at 10:36 AM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>

Subject: RE: City of Gastonia Employee Survey launch details

Good Morning All,

Can someone tell me how it is going to work for those taking the test from a shared computer. Is there going to be a file on the computer, are they going to be directed to a website to choose their email or code?

If you would like to give me a call at 704-214-9028 please do.

Thanks,

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Monday, September 24, 2018 8:10 AM
To: Fiely, Katherine Mae <fielykm@live.unc.edu>; Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia Employee Survey launch details

Thanks, Katie. Todd, you shouldn't have any problems, but just in case.

From: "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Date: Sunday, September 23, 2018 at 11:16 PM
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Cc: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: City of Gastonia Employee Survey launch details

Hello Mr. Carpenter,

Hope this email finds you well. I wanted to provide a few details about the City of Gastonia Employee Survey launch tomorrow. The first batch of survey invitations is scheduled to be distributed tomorrow starting at 8:00 AM EDT. This is essentially the final pretest because it only includes 16 people, you are part of this count and should receive an email. If you identify any issues with the email or the survey or if you hear any issues from other staff members included on this distribution please let me know as soon as possible. The actual launch of the additional 921 Gastonia employees is scheduled to go one hour later at 9:00 AM EDT. I will be actively checking my email during this time so please feel free to reach out with any concerns or call me at (703)785-4415.

Also in regards to your response to the survey, the link that is provided in the email tomorrow may not work because you already have a recorded response from the internal team pretest (depends on if you pressed submit or just closed the survey). If the link provided tomorrow does not work, but you would like to take it I have provided a retake link below.

[Retake Link](#)

Thank you and please don't be hesitant to reach out!

Katherine Fiely

Master of Public Administration Candidate

University of North Carolina at Chapel Hill

E: Fielykm@ad.unc.edu

T: (703)785-4415

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#); [Fiely, Katherine Mae](#)
Subject: Re: City of Gastonia Employee Survey launch details
Date: Monday, September 24, 2018 11:07:05 AM

It may be this evening.

From: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Date: Monday, September 24, 2018 at 11:08 AM
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Subject: Re: City of Gastonia Employee Survey launch details

Of course we will.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Monday, September 24, 2018 at 11:06 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Subject: RE: City of Gastonia Employee Survey launch details

Ok Please let me know as soon as you have it ready.

Todd

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]
Sent: Monday, September 24, 2018 11:05 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Fiely, Katherine Mae <fielykm@live.unc.edu>
Subject: Re: City of Gastonia Employee Survey launch details

Not this one, wait until we have the names and links set up in Tableau.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Monday, September 24, 2018 at 11:03 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Subject: RE: City of Gastonia Employee Survey launch details

OK so I'll put this exact link on these computers and make sure the computers have access to it.

https://public.tableau.com/views/tableau_surveytest2/Dashboard1?:showVizHome=no&:embed=true#3

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Monday, September 24, 2018 10:59 AM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Fiely, Katherine Mae <fielykm@live.unc.edu>

Subject: Re: City of Gastonia Employee Survey launch details

Yes. That's how employees will access their survey.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Monday, September 24, 2018 at 10:58 AM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>

Subject: RE: City of Gastonia Employee Survey launch details

Am I going to need to put the link on these computers also?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Monday, September 24, 2018 10:44 AM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Fiely, Katherine Mae <fielykm@live.unc.edu>

Subject: Re: City of Gastonia Employee Survey launch details

I believe so.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Monday, September 24, 2018 at 10:42 AM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>

Subject: RE: City of Gastonia Employee Survey launch details

Leisha,

I just need to make sure the link will work on the shared computers. These computers are very restricted as to what websites they can reach. If I just open them all up to be able to hit anything at tableau.com will that work for you.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Monday, September 24, 2018 10:39 AM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Fiely, Katherine Mae <fielykm@live.unc.edu>

Subject: Re: City of Gastonia Employee Survey launch details

We are working on generating links now. Do you have a time set for computer labs or is it whenever? We have to take the links and match them up with Tableau so it's easy for people to use (see link below).

https://public.tableau.com/views/tableau_surveytest2/Dashboard1?:showVizHome=no&:embed=true#3

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Monday, September 24, 2018 at 10:36 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Subject: RE: City of Gastonia Employee Survey launch details

Good Morning All,

Can someone tell me how it is going to work for those taking the test from a shared computer. Is there going to be a file on the computer, are they going to be directed to a website to choose their email or code?

If you would like to give me a call at 704-214-9028 please do.

Thanks,

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Monday, September 24, 2018 8:10 AM
To: Fiely, Katherine Mae <fielykm@live.unc.edu>; Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia Employee Survey launch details

Thanks, Katie. Todd, you shouldn't have any problems, but just in case.

From: "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Date: Sunday, September 23, 2018 at 11:16 PM
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Cc: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: City of Gastonia Employee Survey launch details

Hello Mr. Carpenter,

Hope this email finds you well. I wanted to provide a few details about the City of Gastonia Employee Survey launch tomorrow. The first batch of survey invitations is scheduled to be distributed tomorrow starting at 8:00 AM EDT. This is essentially the final pretest because it only includes 16 people, you are part of this count and should receive an email. If you identify any issues with the email or the survey or if you hear any issues from other staff members included on this distribution please let me know as soon as possible. The actual launch of the additional 921 Gastonia employees is scheduled to go one hour later at 9:00 AM EDT. I will be actively checking my email during this time so please feel free to reach out with any concerns or call me at (703)785-4415.

Also in regards to your response to the survey, the link that is provided in the email

tomorrow may not work because you already have a recorded response from the internal team pretest (depends on if you pressed submit or just closed the survey). If the link provided tomorrow does not work, but you would like to take it I have provided a retake link below.

[Retake Link](#)

Thank you and please don't be hesitant to reach out!

Katherine Fiely

Master of Public Administration Candidate

University of North Carolina at Chapel Hill

E: Fielykm@ad.unc.edu

T: (703)785-4415

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Read: RE: City of Gastonia Employee Survey launch details
Date: Monday, September 24, 2018 11:06:37 AM

Your message

To: Davis, Leisha DeHart
Subject: RE: City of Gastonia Employee Survey launch details
Sent: Monday, September 24, 2018 11:06:01 AM (UTC-05:00) Eastern Time (US & Canada)

was read on Monday, September 24, 2018 11:06:36 AM (UTC-05:00) Eastern Time (US & Canada).

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#); [Fiely, Katherine Mae](#)
Subject: Re: City of Gastonia Employee Survey launch details
Date: Monday, September 24, 2018 11:06:34 AM

Of course we will.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Monday, September 24, 2018 at 11:06 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Subject: RE: City of Gastonia Employee Survey launch details

Ok Please let me know as soon as you have it ready.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Monday, September 24, 2018 11:05 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Fiely, Katherine Mae <fielykm@live.unc.edu>
Subject: Re: City of Gastonia Employee Survey launch details

Not this one, wait until we have the names and links set up in Tableau.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Monday, September 24, 2018 at 11:03 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Subject: RE: City of Gastonia Employee Survey launch details

OK so I'll put this exact link on these computers and make sure the computers have access to it.

https://public.tableau.com/views/tableau_surveytest2/Dashboard1?:showVizHome=no&:embed=true#3

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Monday, September 24, 2018 10:59 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Fiely, Katherine Mae <fielykm@live.unc.edu>
Subject: Re: City of Gastonia Employee Survey launch details

Yes. That's how employees will access their survey.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Monday, September 24, 2018 at 10:58 AM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Subject: RE: City of Gastonia Employee Survey launch details

Am I going to need to put the link on these computers also?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Monday, September 24, 2018 10:44 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Fiely, Katherine Mae <fielykm@live.unc.edu>
Subject: Re: City of Gastonia Employee Survey launch details

I believe so.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Monday, September 24, 2018 at 10:42 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Subject: RE: City of Gastonia Employee Survey launch details

Leisha,

I just need to make sure the link will work on the shared computers. These computers are very restricted as to what websites they can reach. If I just open them all up to be able to hit anything at tableau.com will that work for you.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Monday, September 24, 2018 10:39 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Fiely, Katherine Mae <fielykm@live.unc.edu>
Subject: Re: City of Gastonia Employee Survey launch details

We are working on generating links now. Do you have a time set for computer labs or is it whenever? We have to take the links and match them up with Tableau so it's easy for people to use (see link below).

https://public.tableau.com/views/tableau_surveytest2/Dashboard1?:showVizHome=no&:embed=true#3

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Monday, September 24, 2018 at 10:36 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Subject: RE: City of Gastonia Employee Survey launch details

Good Morning All,

Can someone tell me how it is going to work for those taking the test from a shared computer. Is there going to be a file on the computer, are they going to be directed to a website to choose their email or code?

If you would like to give me a call at 704-214-9028 please do.

Thanks,

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Monday, September 24, 2018 8:10 AM
To: Fiely, Katherine Mae <fielykm@live.unc.edu>; Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia Employee Survey launch details

Thanks, Katie. Todd, you shouldn't have any problems, but just in case.

From: "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Date: Sunday, September 23, 2018 at 11:16 PM
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Cc: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: City of Gastonia Employee Survey launch details

Hello Mr. Carpenter,

Hope this email finds you well. I wanted to provide a few details about the City of Gastonia Employee Survey launch tomorrow. The first batch of survey invitations is scheduled to be distributed tomorrow starting at 8:00 AM EDT. This is essentially the final pretest because it only includes 16 people, you are part of this count and should receive an email. If you identify any issues with the email or the survey or if you hear any issues from other staff members included on this distribution please let me know as soon as possible. The actual launch of the additional 921 Gastonia employees is scheduled to go one hour later at 9:00 AM EDT. I will be actively checking my email during this time so please feel free to reach out with any concerns or call me at (703)785-4415.

Also in regards to your response to the survey, the link that is provided in the email tomorrow may not work because you already have a recorded response from the internal team pretest (depends on if you pressed submit or just closed the survey). If the link provided tomorrow does not work, but you would like to take it I have provided a retake link below.

[Retake Link](#)

Thank you and please don't be hesitant to reach out!

Katherine Fiely

Master of Public Administration Candidate

University of North Carolina at Chapel Hill

E: Fielykm@ad.unc.edu

T: (703)785-4415

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#); [Fiely, Katherine Mae](#)
Subject: Re: City of Gastonia Employee Survey launch details
Date: Monday, September 24, 2018 11:05:14 AM

The link will be similar, but may not be identical. That's why we need to wait.

From: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Date: Monday, September 24, 2018 at 11:06 AM
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Subject: Re: City of Gastonia Employee Survey launch details

Not this one, wait until we have the names and links set up in Tableau.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Monday, September 24, 2018 at 11:03 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Subject: RE: City of Gastonia Employee Survey launch details

OK so I'll put this exact link on these computers and make sure the computers have access to it.

https://public.tableau.com/views/tableau_surveytest2/Dashboard1?:showVizHome=no&:embed=true#3

Todd

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]
Sent: Monday, September 24, 2018 10:59 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Fiely, Katherine Mae <fielykm@live.unc.edu>
Subject: Re: City of Gastonia Employee Survey launch details

Yes. That's how employees will access their survey.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Monday, September 24, 2018 at 10:58 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Subject: RE: City of Gastonia Employee Survey launch details

Am I going to need to put the link on these computers also?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Monday, September 24, 2018 10:44 AM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Fiely, Katherine Mae <fielykm@live.unc.edu>
Subject: Re: City of Gastonia Employee Survey launch details

I believe so.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Monday, September 24, 2018 at 10:42 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Subject: RE: City of Gastonia Employee Survey launch details

Leisha,

I just need to make sure the link will work on the shared computers. These computers are very restricted as to what websites they can reach. If I just open them all up to be able to hit anything at tableau.com will that work for you.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Monday, September 24, 2018 10:39 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Fiely, Katherine Mae <fielykm@live.unc.edu>
Subject: Re: City of Gastonia Employee Survey launch details

We are working on generating links now. Do you have a time set for computer labs or is it whenever? We have to take the links and match them up with Tableau so it's easy for people to use (see link below).

https://public.tableau.com/views/tableau_surveytest2/Dashboard1?:showVizHome=no&:embed=true#3

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Monday, September 24, 2018 at 10:36 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Subject: RE: City of Gastonia Employee Survey launch details

Good Morning All,

Can someone tell me how it is going to work for those taking the test from a shared computer. Is there going to be a file on the computer, are they going to be directed to a website to choose their email or code?

If you would like to give me a call at 704-214-9028 please do.

Thanks,

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Monday, September 24, 2018 8:10 AM
To: Fiely, Katherine Mae <fielykm@live.unc.edu>; Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia Employee Survey launch details

Thanks, Katie. Todd, you shouldn't have any problems, but just in case.

From: "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Date: Sunday, September 23, 2018 at 11:16 PM
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Cc: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: City of Gastonia Employee Survey launch details

Hello Mr. Carpenter,

Hope this email finds you well. I wanted to provide a few details about the City of Gastonia Employee Survey launch tomorrow. The first batch of survey invitations is scheduled to be distributed tomorrow starting at 8:00 AM EDT. This is essentially the final pretest because it only includes 16 people, you are part of this count and should receive an email. If you identify any issues with the email or the survey or if you hear any issues from other staff members included on this distribution please let me know as soon as possible. The actual launch of the additional 921 Gastonia employees is scheduled to go one hour later at 9:00 AM EDT. I will be actively checking my email during this time so please feel free to reach out with any concerns or call me at (703)785-4415.

Also in regards to your response to the survey, the link that is provided in the email tomorrow may not work because you already have a recorded response from the internal team pretest (depends on if you pressed submit or just closed the survey). If the link provided tomorrow does not work, but you would like to take it I have provided a retake link below.

[Retake Link](#)

Thank you and please don't be hesitant to reach out!

Katherine Fiely

Master of Public Administration Candidate

University of North Carolina at Chapel Hill

E: Fielykm@ad.unc.edu

T: (703)785-4415

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#); [Fiely, Katherine Mae](#)
Subject: Re: City of Gastonia Employee Survey launch details
Date: Monday, September 24, 2018 11:04:40 AM

Not this one, wait until we have the names and links set up in Tableau.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Monday, September 24, 2018 at 11:03 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Subject: RE: City of Gastonia Employee Survey launch details

OK so I'll put this exact link on these computers and make sure the computers have access to it.

https://public.tableau.com/views/tableau_surveytest2/Dashboard1?:showVizHome=no&:embed=true#3

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Monday, September 24, 2018 10:59 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Fiely, Katherine Mae <fielykm@live.unc.edu>
Subject: Re: City of Gastonia Employee Survey launch details

Yes. That's how employees will access their survey.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Monday, September 24, 2018 at 10:58 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Subject: RE: City of Gastonia Employee Survey launch details

Am I going to need to put the link on these computers also?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Monday, September 24, 2018 10:44 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Fiely, Katherine Mae <fielykm@live.unc.edu>
Subject: Re: City of Gastonia Employee Survey launch details

I believe so.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Monday, September 24, 2018 at 10:42 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>

Subject: RE: City of Gastonia Employee Survey launch details

Leisha,

I just need to make sure the link will work on the shared computers. These computers are very restricted as to what websites they can reach. If I just open them all up to be able to hit anything at tableau.com will that work for you.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Monday, September 24, 2018 10:39 AM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Fiely, Katherine Mae <fielykm@live.unc.edu>

Subject: Re: City of Gastonia Employee Survey launch details

We are working on generating links now. Do you have a time set for computer labs or is it whenever? We have to take the links and match them up with Tableau so it's easy for people to use (see link below).

https://public.tableau.com/views/tableau_surveytest2/Dashboard1?:showVizHome=no&:embed=true#3

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Monday, September 24, 2018 at 10:36 AM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>

Subject: RE: City of Gastonia Employee Survey launch details

Good Morning All,

Can someone tell me how it is going to work for those taking the test from a shared computer. Is there going to be a file on the computer, are they going to be directed to a website to choose their email or code?

If you would like to give me a call at 704-214-9028 please do.

Thanks,

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Monday, September 24, 2018 8:10 AM

To: Fiely, Katherine Mae <fielykm@live.unc.edu>; Carpenter, Todd <vtcarpenter@cityofgastonia.com>

Subject: Re: City of Gastonia Employee Survey launch details

Thanks, Katie. Todd, you shouldn't have any problems, but just in case.

From: "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Date: Sunday, September 23, 2018 at 11:16 PM
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Cc: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: City of Gastonia Employee Survey launch details

Hello Mr. Carpenter,

Hope this email finds you well. I wanted to provide a few details about the City of Gastonia Employee Survey launch tomorrow. The first batch of survey invitations is scheduled to be distributed tomorrow starting at 8:00 AM EDT. This is essentially the final pretest because it only includes 16 people, you are part of this count and should receive an email. If you identify any issues with the email or the survey or if you hear any issues from other staff members included on this distribution please let me know as soon as possible. The actual launch of the additional 921 Gastonia employees is scheduled to go one hour later at 9:00 AM EDT. I will be actively checking my email during this time so please feel free to reach out with any concerns or call me at (703)785-4415.

Also in regards to your response to the survey, the link that is provided in the email tomorrow may not work because you already have a recorded response from the internal team pretest (depends on if you pressed submit or just closed the survey). If the link provided tomorrow does not work, but you would like to take it I have provided a retake link below.

[Retake Link](#)

Thank you and please don't be hesitant to reach out!

Katherine Fiely

Master of Public Administration Candidate

University of North Carolina at Chapel Hill

E: Fielykm@ad.unc.edu

T: (703)785-4415

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Read: RE: City of Gastonia Employee Survey launch details
Date: Monday, September 24, 2018 11:04:36 AM

Your message

To: Davis, Leisha DeHart
Subject: RE: City of Gastonia Employee Survey launch details
Sent: Monday, September 24, 2018 11:03:57 AM (UTC-05:00) Eastern Time (US & Canada)

was read on Monday, September 24, 2018 11:04:33 AM (UTC-05:00) Eastern Time (US & Canada).

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#); [Fiely, Katherine Mae](#)
Subject: Re: City of Gastonia Employee Survey launch details
Date: Monday, September 24, 2018 11:02:47 AM

Yes. That's how employees will access their survey.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Monday, September 24, 2018 at 10:58 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Subject: RE: City of Gastonia Employee Survey launch details

Am I going to need to put the link on these computers also?
Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Monday, September 24, 2018 10:44 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Fiely, Katherine Mae <fielykm@live.unc.edu>
Subject: Re: City of Gastonia Employee Survey launch details

I believe so.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Monday, September 24, 2018 at 10:42 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Subject: RE: City of Gastonia Employee Survey launch details

Leisha,

I just need to make sure the link will work on the shared computers. These computers are very restricted as to what websites they can reach. If I just open them all up to be able to hit anything at [tableau.com](https://public.tableau.com) will that work for you.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Monday, September 24, 2018 10:39 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Fiely, Katherine Mae <fielykm@live.unc.edu>
Subject: Re: City of Gastonia Employee Survey launch details

We are working on generating links now. Do you have a time set for computer labs or is it whenever? We have to take the links and match them up with Tableau so it's easy for people to use (see link below).

https://public.tableau.com/views/tableau_surveytest2/Dashboard1?:showVizHome=no&:embed=true#3

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Monday, September 24, 2018 at 10:36 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Subject: RE: City of Gastonia Employee Survey launch details

Good Morning All,

Can someone tell me how it is going to work for those taking the test from a shared computer. Is there going to be a file on the computer, are they going to be directed to a website to choose their email or code?

If you would like to give me a call at 704-214-9028 please do.

Thanks,

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Monday, September 24, 2018 8:10 AM
To: Fiely, Katherine Mae <fielykm@live.unc.edu>; Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia Employee Survey launch details

Thanks, Katie. Todd, you shouldn't have any problems, but just in case.

From: "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Date: Sunday, September 23, 2018 at 11:16 PM
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Cc: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: City of Gastonia Employee Survey launch details

Hello Mr. Carpenter,

Hope this email finds you well. I wanted to provide a few details about the City of Gastonia Employee Survey launch tomorrow. The first batch of survey invitations is scheduled to be distributed tomorrow starting at 8:00 AM EDT. This is essentially the final pretest because it only includes 16 people, you are part of this count and should receive an email. If you identify any issues with the email or the survey or if you hear any issues from other staff members included on this distribution please let me know as soon as possible. The actual launch of the additional 921 Gastonia employees is scheduled to go one hour later at 9:00 AM EDT. I will be actively checking my email during this time so please feel free to reach out with any concerns or call me at (703)785-4415.

Also in regards to your response to the survey, the link that is provided in the email

tomorrow may not work because you already have a recorded response from the internal team pretest (depends on if you pressed submit or just closed the survey). If the link provided tomorrow does not work, but you would like to take it I have provided a retake link below.

[Retake Link](#)

Thank you and please don't be hesitant to reach out!

Katherine Fiely

Master of Public Administration Candidate

University of North Carolina at Chapel Hill

E: Fielykm@ad.unc.edu

T: (703)785-4415

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Read: RE: City of Gastonia Employee Survey launch details
Date: Monday, September 24, 2018 10:58:51 AM

Your message

To: Davis, Leisha DeHart
Subject: RE: City of Gastonia Employee Survey launch details
Sent: Monday, September 24, 2018 10:58:09 AM (UTC-05:00) Eastern Time (US & Canada)

was read on Monday, September 24, 2018 10:58:49 AM (UTC-05:00) Eastern Time (US & Canada).

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#); [Fiely, Katherine Mae](#)
Subject: Re: City of Gastonia Employee Survey launch details
Date: Monday, September 24, 2018 10:44:22 AM

I believe so.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Monday, September 24, 2018 at 10:42 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Subject: RE: City of Gastonia Employee Survey launch details

Leisha,

I just need to make sure the link will work on the shared computers. These computers are very restricted as to what websites they can reach. If I just open them all up to be able to hit anything at tableau.com will that work for you.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Monday, September 24, 2018 10:39 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Fiely, Katherine Mae <fielykm@live.unc.edu>
Subject: Re: City of Gastonia Employee Survey launch details

We are working on generating links now. Do you have a time set for computer labs or is it whenever? We have to take the links and match them up with Tableau so it's easy for people to use (see link below).

https://public.tableau.com/views/tableau_surveytest2/Dashboard1?:showVizHome=no&:embed=true#3

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Monday, September 24, 2018 at 10:36 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Subject: RE: City of Gastonia Employee Survey launch details

Good Morning All,

Can someone tell me how it is going to work for those taking the test from a shared computer. Is there going to be a file on the computer, are they going to be directed to a website to choose their email or code?

If you would like to give me a call at 704-214-9028 please do.

Thanks,

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Monday, September 24, 2018 8:10 AM
To: Fiely, Katherine Mae <fielykm@live.unc.edu>; Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia Employee Survey launch details

Thanks, Katie. Todd, you shouldn't have any problems, but just in case.

From: "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Date: Sunday, September 23, 2018 at 11:16 PM
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Cc: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: City of Gastonia Employee Survey launch details

Hello Mr. Carpenter,

Hope this email finds you well. I wanted to provide a few details about the City of Gastonia Employee Survey launch tomorrow. The first batch of survey invitations is scheduled to be distributed tomorrow starting at 8:00 AM EDT. This is essentially the final pretest because it only includes 16 people, you are part of this count and should receive an email. If you identify any issues with the email or the survey or if you hear any issues from other staff members included on this distribution please let me know as soon as possible. The actual launch of the additional 921 Gastonia employees is scheduled to go one hour later at 9:00 AM EDT. I will be actively checking my email during this time so please feel free to reach out with any concerns or call me at (703)785-4415.

Also in regards to your response to the survey, the link that is provided in the email tomorrow may not work because you already have a recorded response from the internal team pretest (depends on if you pressed submit or just closed the survey). If the link provided tomorrow does not work, but you would like to take it I have provided a retake link below.

[Retake Link](#)

Thank you and please don't be hesitant to reach out!

Katherine Fiely

Master of Public Administration Candidate

University of North Carolina at Chapel Hill

E: Fielykm@ad.unc.edu

T: (703)785-4415

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Read: RE: City of Gastonia Employee Survey launch details
Date: Monday, September 24, 2018 10:43:28 AM

Your message

To: Davis, Leisha DeHart
Subject: RE: City of Gastonia Employee Survey launch details
Sent: Monday, September 24, 2018 10:42:34 AM (UTC-05:00) Eastern Time (US & Canada)

was read on Monday, September 24, 2018 10:43:25 AM (UTC-05:00) Eastern Time (US & Canada).

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#); [Fiely, Katherine Mae](#)
Subject: Re: City of Gastonia Employee Survey launch details
Date: Monday, September 24, 2018 10:39:09 AM

We are working on generating links now. Do you have a time set for computer labs or is it whenever? We have to take the links and match them up with Tableau so it's easy for people to use (see link below).

https://public.tableau.com/views/tableau_surveytest2/Dashboard1?:showVizHome=no&:embed=true#3

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Monday, September 24, 2018 at 10:36 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>, "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Subject: RE: City of Gastonia Employee Survey launch details

Good Morning All,

Can someone tell me how it is going to work for those taking the test from a shared computer. Is there going to be a file on the computer, are they going to be directed to a website to choose their email or code?

If you would like to give me a call at 704-214-9028 please do.

Thanks,

Todd

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]
Sent: Monday, September 24, 2018 8:10 AM
To: Fiely, Katherine Mae <fielykm@live.unc.edu>; Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia Employee Survey launch details

Thanks, Katie. Todd, you shouldn't have any problems, but just in case.

From: "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Date: Sunday, September 23, 2018 at 11:16 PM
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Cc: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: City of Gastonia Employee Survey launch details

Hello Mr. Carpenter,

Hope this email finds you well. I wanted to provide a few details about the City of Gastonia

Employee Survey launch tomorrow. The first batch of survey invitations is scheduled to be distributed tomorrow starting at 8:00 AM EDT. This is essentially the final pretest because it only includes 16 people, you are part of this count and should receive an email. If you identify any issues with the email or the survey or if you hear any issues from other staff members included on this distribution please let me know as soon as possible. The actual launch of the additional 921 Gastonia employees is scheduled to go one hour later at 9:00 AM EDT. I will be actively checking my email during this time so please feel free to reach out with any concerns or call me at (703)785-4415.

Also in regards to your response to the survey, the link that is provided in the email tomorrow may not work because you already have a recorded response from the internal team pretest (depends on if you pressed submit or just closed the survey). If the link provided tomorrow does not work, but you would like to take it I have provided a retake link below.

[Retake Link](#)

Thank you and please don't be hesitant to reach out!

Katherine Fiely

Master of Public Administration Candidate

University of North Carolina at Chapel Hill

E: Fielykm@ad.unc.edu

T: (703)785-4415

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Read: RE: City of Gastonia Employee Survey launch details
Date: Monday, September 24, 2018 10:37:36 AM

Your message

To: Davis, Leisha DeHart
Subject: RE: City of Gastonia Employee Survey launch details
Sent: Monday, September 24, 2018 10:36:13 AM (UTC-05:00) Eastern Time (US & Canada)

was read on Monday, September 24, 2018 10:37:32 AM (UTC-05:00) Eastern Time (US & Canada).

From: [Davis, Leisha DeHart](#)
To: [Fiely, Katherine Mae](#); [Carpenter, Todd](#)
Subject: Re: City of Gastonia Employee Survey launch details
Date: Monday, September 24, 2018 8:10:23 AM

Thanks, Katie. Todd, you shouldn't have any problems, but just in case.

From: "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Date: Sunday, September 23, 2018 at 11:16 PM
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Cc: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: City of Gastonia Employee Survey launch details

Hello Mr. Carpenter,

Hope this email finds you well. I wanted to provide a few details about the City of Gastonia Employee Survey launch tomorrow. The first batch of survey invitations is scheduled to be distributed tomorrow starting at 8:00 AM EDT. This is essentially the final pretest because it only includes 16 people, you are part of this count and should receive an email. If you identify any issues with the email or the survey or if you hear any issues from other staff members included on this distribution please let me know as soon as possible. The actual launch of the additional 921 Gastonia employees is scheduled to go one hour later at 9:00 AM EDT. I will be actively checking my email during this time so please feel free to reach out with any concerns or call me at (703)785-4415.

Also in regards to your response to the survey, the link that is provided in the email tomorrow may not work because you already have a recorded response from the internal team pretest (depends on if you pressed submit or just closed the survey). If the link provided tomorrow does not work, but you would like to take it I have provided a retake link below.

[Retake Link](#)

Thank you and please don't be hesitant to reach out!

Katherine Fiely

Master of Public Administration Candidate

University of North Carolina at Chapel Hill

E: Fielykm@ad.unc.edu

T: (703)785-4415

From: [Davis, Leisha DeHart](#)
To: [Smith, Judy](#)
Subject: Re: Gastonia Pre-Test Survey
Date: Thursday, September 20, 2018 12:01:31 PM
Attachments: [City of Gastonia Final Survey Instrument.pdf](#)

They won't be able to use the same survey link, because what just happened to you will happen to them; if they completed the survey and someone else tries to use their link, it will boot them out. I believe Todd plans for someone to be onsite to help employees access their links.

So the link you just accessed is taking you back to your survey yesterday, before changes were made. I've attached a pdf of the revised survey, which will be what all employees have access to since we are starting over with new links.

Does that make sense?

From: "Smith, Judy" <judys@cityofgastonia.com>
Date: Thursday, September 20, 2018 at 11:54 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: Gastonia Pre-Test Survey

Leisha,

This link appears to have taken me back to the survey I previously reviewed. It was at the very end when it opened. When I clicked the "Back" button, I could review it. Everything looks the same as the one I reviewed yesterday. I am not sure if the changes I suggested have been made yet.

As far as ideas, We can upload a link if that works....but will it be able to allow multiple people to use the same link?

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Thursday, September 20, 2018 11:48 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: Re: Gastonia Pre-Test Survey

I should clarify, this link is for employees who don't have ready access to computers or email.

From: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Date: Thursday, September 20, 2018 at 11:46 AM
To: "Smith, Judy" <judys@cityofgastonia.com>
Subject: Re: Gastonia Pre-Test Survey

Judy, we have made your changes, thank you again for your careful review. Would you be willing to open the link below and make sure you can get to your survey?

https://public.tableau.com/views/tableau_surveytest2/Dashboard1?:showVizHome=no&embed=true#3

This link will be pulled up on the centrally located computers. We are still debating the best way to do this, any thoughts on this approach will be greatly appreciated!

From: "Smith, Judy" <judys@cityofgastonia.com>
Date: Wednesday, September 19, 2018 at 1:57 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: Gastonia Pre-Test Survey

You are welcome! Have a great day!

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Wednesday, September 19, 2018 1:39 PM
To: Smith, Judy <judys@cityofgastonia.com>
Cc: Fiely, Katherine Mae <fielykm@live.unc.edu>
Subject: Re: Gastonia Pre-Test Survey

Thanks, Judy! Katie, would you please fix?

From: "Smith, Judy" <judys@cityofgastonia.com>
Date: Wednesday, September 19, 2018 at 12:22 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Cc: "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Subject: RE: Gastonia Pre-Test Survey

Thank you Leisha. I did click through the survey. Overall, it looks great. THANK YOU!! I have made a few notes below.

Judy Smith

City of Gastonia
Director of Human Resources
P O Box 1748
Gastonia, NC 28053-1748
704-866-6786
704-836-0022 Fax

***You will be asked at the end of the survey to indicate whether you wish to receive four hours vacation time for your participation. To do so, you will be taken to a separate website, where you will enter your information for HR to use in processing your vacation time. Your survey results will never linked to you;

How will you use my information? While your employer provides us with contact information and demographics for all employees, we will **never** share identifiable survey results with your employer. Rather, we use this data to track response rates, estimate the representativeness of the survey, and in statistical modelling. Further, survey results will only be reported for departments and groups of people. The survey should take less than 30 minutes to complete.

Pay, Benefits and Satisfaction with Job Aspects

This second asks for your opinion about different aspects of your job, as well as pay and benefits.

Smith, Judy
Should say your survey results will never be linked to you.

Smith, Judy
Shouldn't modelling be spelled modeling?

Smith, Judy
I believe this should say This section asks for your opinion...

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Wednesday, September 19, 2018 10:56 AM
To: Smith, Judy <judyd@cityofgastonia.com>
Cc: Fiely, Katherine Mae <fielykm@live.unc.edu>
Subject: Gastonia Pre-Test Survey

Hi, Judy. By now you should have received a pre-test version of the City of Gastonia Survey. If you could review the invite carefully and follow the link to the survey, clicking through it without answering questions, that would be great. This is dress rehearsal, where we want to catch errors before the survey launches on Monday of next week. Thank you and let us know if you have any questions, comments or suggestions!

From: [Davis, Leisha DeHart](#)
To: [Smith, Judy](#)
Subject: Re: Gastonia Pre-Test Survey
Date: Thursday, September 20, 2018 12:01:31 PM
Attachments: [City of Gastonia Final Survey Instrument.pdf](#)

They won't be able to use the same survey link, because what just happened to you will happen to them; if they completed the survey and someone else tries to use their link, it will boot them out. I believe Todd plans for someone to be onsite to help employees access their links.

So the link you just accessed is taking you back to your survey yesterday, before changes were made. I've attached a pdf of the revised survey, which will be what all employees have access to since we are starting over with new links.

Does that make sense?

From: "Smith, Judy" <judys@cityofgastonia.com>
Date: Thursday, September 20, 2018 at 11:54 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: Gastonia Pre-Test Survey

Leisha,

This link appears to have taken me back to the survey I previously reviewed. It was at the very end when it opened. When I clicked the "Back" button, I could review it. Everything looks the same as the one I reviewed yesterday. I am not sure if the changes I suggested have been made yet.

As far as ideas, We can upload a link if that works....but will it be able to allow multiple people to use the same link?

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]
Sent: Thursday, September 20, 2018 11:48 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: Re: Gastonia Pre-Test Survey

I should clarify, this link is for employees who don't have ready access to computers or email.

From: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Date: Thursday, September 20, 2018 at 11:46 AM
To: "Smith, Judy" <judys@cityofgastonia.com>
Subject: Re: Gastonia Pre-Test Survey

Judy, we have made your changes, thank you again for your careful review. Would you be willing to open the link below and make sure you can get to your survey?

https://public.tableau.com/views/tableau_surveytest2/Dashboard1?:showVizHome=no&embed=true#3

This link will be pulled up on the centrally located computers. We are still debating the best way to do this, any thoughts on this approach will be greatly appreciated!

From: "Smith, Judy" <judys@cityofgastonia.com>
Date: Wednesday, September 19, 2018 at 1:57 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: Gastonia Pre-Test Survey

You are welcome! Have a great day!

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]
Sent: Wednesday, September 19, 2018 1:39 PM
To: Smith, Judy <judys@cityofgastonia.com>
Cc: Fiely, Katherine Mae <fielykm@live.unc.edu>
Subject: Re: Gastonia Pre-Test Survey

Thanks, Judy! Katie, would you please fix?

From: "Smith, Judy" <judys@cityofgastonia.com>
Date: Wednesday, September 19, 2018 at 12:22 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Cc: "Fiely, Katherine Mae" <fielykm@live.unc.edu>
Subject: RE: Gastonia Pre-Test Survey

Thank you Leisha. I did click through the survey. Overall, it looks great. THANK YOU!! I have made a few notes below.

Judy Smith

City of Gastonia
Director of Human Resources
P O Box 1748
Gastonia, NC 28053-1748
704-866-6786
704-836-0022 Fax

***You will be asked at the end of the survey to indicate whether you wish to receive four hours vacation time for your participation. To do so, you will be taken to a separate website, where you will enter your information for HR to use in processing your vacation time. Your survey results will never linked to you;

How will you use my information? While your employer provides us with contact information and demographics for all employees, we will **never** share identifiable survey results with your employer. Rather, we use this data to track response rates, estimate the representativeness of the survey, and in statistical modelling. Further, survey results will only be reported for departments and groups of people. The survey should take less than 30 minutes to complete.

Pay, Benefits and Satisfaction with Job Aspects

This second asks for your opinion about different aspects of your job, as well as pay and benefits.

Smith, Judy
Should say your survey results will never be linked to you.

Smith, Judy
Shouldn't modelling be spelled modeling?

Smith, Judy
I believe this should say This section asks for your opinion...

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Wednesday, September 19, 2018 10:56 AM
To: Smith, Judy <judyd@cityofgastonia.com>
Cc: Fiely, Katherine Mae <fielykm@live.unc.edu>
Subject: Gastonia Pre-Test Survey

Hi, Judy. By now you should have received a pre-test version of the City of Gastonia Survey. If you could review the invite carefully and follow the link to the survey, clicking through it without answering questions, that would be great. This is dress rehearsal, where we want to catch errors before the survey launches on Monday of next week. Thank you and let us know if you have any questions, comments or suggestions!

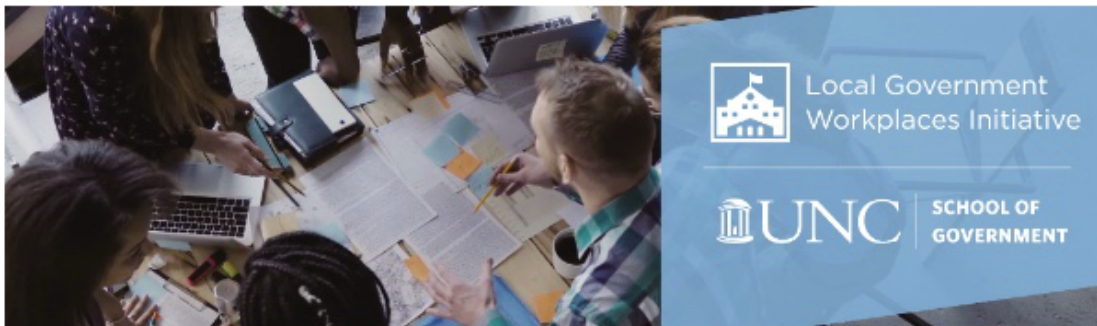
Survey Content

The City of Gastonia Employee Survey

This survey, being conducted by the Local Government Workplaces Initiative of the UNC School of Government, seeks to help City of Gastonia leaders better understand the perspectives of employees on a range of workplace issues. It also produces data for academic scholarship on topics that include employee morale and organizational climate.



Every employee's opinion counts. City of Gastonia leaders want 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 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 completely voluntary and completely up to you;**

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

****You will be asked at the end of the survey to indicate whether you wish to receive four hours vacation time for your participation. To do so, you will be taken to a separate website, where you will enter your information for HR to use in processing your vacation time. Your survey results will never be linked to you;**

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:

[City of Gastonia Online Consent Form](#)

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.

If you would you like to receive four hours of vacation time for participating in the survey, indicate so at the end of the survey. You will be taken to a separate website, where you can enter your name and department so that HR can credit you the vacation hours.

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
My organization provides the physical resources (technology, 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"/>

My organization provides the training to do my job effectively.

☐☐☐☐☐☐☐

My organization provides opportunities for advancement in this organization.

☐☐☐☐☐☐☐

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

Teamwork

This section asks about how employees and departments work together as a team in your organization.

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 work together as a team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My department works well with other departments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As a whole,							

supervisors in my department encourage employees to work together.

☐ ☐ ☐ ☐ ☐ ☐ ☐

Employees in my department often collaborate with employees from other departments.

☐ ☐ ☐ ☐ ☐ ☐ ☐

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

Communications

This section asks questions about the quality of communications in your organization.

On a scale from inadequate to adequate, how would you characterize communications from the follow sources?

	Extremely Inadequate	Somewhat Inadequate	Neither Adequate nor Inadequate	Somewhat Adequate	Extremely Adequate
From Your Supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
From Your Department Head	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
From the City Manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
I am fully informed about significant changes in the City.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have opportunities to provide my opinion to upper management on workplace issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I provide my opinion on workplace issues to upper management, I receive a response from upper management.	<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 communications that you would like to share? If so, please type them in the space below.

Structure and Decision Making in Your Department

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

In thinking about how decisions are made within your department, how much do you agree or disagree with the following statements?

Neither
Agree

	Strongly Disagree	Disagree	Somewhat Disagree	nor Disagree	Somewhat Agree	Agree	Strongly Agree
In general, an employee wanting to make his or her 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"/>

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

	Never	Rarely	Sometimes	Frequently	Always
I keep quiet instead of asking questions when I want to get more information.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Although I have ideas for improving the department, I do not speak up.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I choose to remain silent when I have concerns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

When you keep opinions to yourself, why? Please check all that apply.

	Strongly Agree	Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Disagree	Strongly Disagree
I am afraid that I will be punished for sharing my opinions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Based on experience,
I know that my
opinions will be
ignored.

☐☐☐☐☐☐☐

I don't want to rock
the boat.

☐☐☐☐☐☐☐

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

Interpersonal Treatment in Your Workplace

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

Thinking back on the past year or so, how often have you been in a situation where someone in your department:

	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"/>
Doubted your judgment or ability on a matter over which you have	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

responsibility?

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

	Strongly Agree	Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Disagree	Strongly Disagree
Employees in my workplace are able to bring up problems and tough issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees in my workplace sometimes reject others for being different.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is safe to take a risk in my workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No one in my workplace would deliberately act in a way that undermines my efforts.	<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 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?

	Never	Rarely	Sometimes	Frequently	Always
Praises good performance by department employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourages employees to look for better ways to get the job done	<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"/>
	Never	Rarely	Sometimes	Frequently	Always
Encourages employees to work together	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Makes me feel like a valued employee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Explains what results are expected for a task or assignment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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 helpful 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"/>

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 you and higher ups, 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
Overall I trust my supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall I trust my department head.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall I trust the city manager.	<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 trust that you would like to share? If so, please type them in the space below.

Your Morale

This section asks about how you feel about your job.

How much do you agree or disagree with the following statements about how you feel about working here?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
When I get up in the morning, I feel like going to work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am proud of the work that I do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am immersed in my work.	<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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

say "we" rather than "they".

This organization's successes are my successes.

☐ ☐ ☐ ☐ ☐ ☐ ☐

When someone praises this organization, it feels like a personal compliment.

☐ ☐ ☐ ☐ ☐ ☐ ☐

Do you have any comments about your morale? If so, please indicate them in the space below.

Pay, Benefits and Satisfaction with Job Aspects

This section asks for your opinion about different aspects of your job, as well as pay and benefits.

How **important** or **unimportant** are the following parts of your job?

	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"/>
	Not at all important	Slightly important	Moderately important	Very important	Extremely important
Fair 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"/>
Recognition 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 amount of job security I have	<input type="radio"/>	<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	<input type="radio"/>	<input type="radio"/>	<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"/>	<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"/>	<input type="radio"/>	<input type="radio"/>
	Very Dissatisfied	Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Satisfied	Very Satisfied
Fair pay	<input type="radio"/>	<input type="radio"/>	<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"/>	<input type="radio"/>	<input type="radio"/>

The opportunity
to do meaningful
work

☐☐☐☐☐☐☐

Recognition for a
job well done

☐☐☐☐☐☐☐

Thinking about the City of Gastonia's **system for paying employees**, how much do you agree or disagree that the following words apply?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
Easy to Understand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistently Applied	<input type="radio"/>	<input type="radio"/>	<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"/>	<input type="radio"/>	<input type="radio"/>
Effective	<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 on pay, benefits, or satisfaction or dissatisfaction with different aspects of your job?

Diversity in the Workplace

This section asks about diversity in the City of Gastonia workplace.

To what extent do you agree or disagree with the following statements about diversity in your workplace?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
Managers here have a track record of hiring and promoting employees objectively, regardless of their race, religion, ethnicity, age, gender, and sexual orientation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managers here give feedback and evaluate employees fairly, regardless of factors such as employee gender, race, religion, ethnicity, age, and sexual orientation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managers here give assignments based on the skills and abilities of employees, not their personal and social background.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

To what extent do you agree or disagree with the following statements about diversity in your workplace?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
All minority and female employees are provided resources and training that prepares them for promotion and	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

advancement.

The “good old boys” network is alive and well here.

☐ ☐ ☐ ☐ ☐ ☐ ☐

This organization spends adequate resources on diversity awareness and related training.

☐ ☐ ☐ ☐ ☐ ☐ ☐

To what extent do you agree or disagree with the following statements about diversity in your workplace?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
I feel comfortable working with people from backgrounds other than my own.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am afraid to disagree with members of other groups for fear of being called prejudiced.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Diversity issues prevent some work teams here from performing to their maximum effectiveness.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

To what extent do you agree or disagree with the following statements about diversity in your workplace?

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

Knowing more about the culture of other groups would help me to be more effective in my job.

☐☐☐☐☐☐☐☐

I think that diverse viewpoints add value to the work we do here.

☐☐☐☐☐☐☐☐

I believe increasing diversity will make this organization more effective.

☐☐☐☐☐☐☐☐

Do you have any comments about diversity in the City of Gastonia workplace that you would like to share? If so, please type them in the box below.

Your Future in the Organization

This section asks about your plans for continuing to work at your local government.

Thinking about how you feel about working for your organization, 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
--	-------------------	----------	-------------------	----------------------------	----------------	-------	----------------

This organization values me as an employee.

☐☐☐☐☐☐☐☐

I would feel guilty if I

left this organization
now.

☐☐☐☐☐☐☐

I would be very happy
to spend the rest of
my career with this
organization.

☐☐☐☐☐☐☐

I am thinking about
leaving this
organization.

☐☐☐☐☐☐☐

How many more years would you like to work for the City of Gastonia? Please select from the list below.

Do you have any comments about your future with the organization? If so, please type them in the space below.

About You

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

How were you feeling while taking the survey?

Does Not
Describe My
Feelings

Slightly
Describes My
Feelings

Moderately
Describes My
Feelings

Mostly
Describes My
Feelings

Clearly
Describes My
Feelings

Interested

☐☐☐☐☐

Distressed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excited	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Does Not Describe My Feelings	Slightly Describes My Feelings	Moderately Describes My Feelings	Mostly Describes My Feelings	Clearly Describes My Feelings
Upset	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Proud	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Irritable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Final Comments

If you have any more thoughts to share, please do so in the space below.

Survey End

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.

When you click submit, you will be taken to a signup sheet where you can choose to provide your contact information to HR for vacation time processing.

Thank you for participating in the City of Gastonia Employee Survey!

Powered by Qualtrics

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: IRB is on board!
Date: Thursday, September 20, 2018 9:29:26 AM

The names you provided earlier: Allyson Smith, Judy Smith, Joe Albright, Michael Peoples, Melody Braddy

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Thursday, September 20, 2018 at 9:27 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: IRB is on board!

[Who did you send the pre test to.](#)

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Thursday, September 20, 2018 9:26 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: IRB is on board!

I did indeed, and sent a message with instructions to each pre-tester. Will send a test of the links tomorrow, and will probably work with Judy to test that out.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Thursday, September 20, 2018 at 9:25 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: IRB is on board!

[Leisha,](#)

[Did you send out the pre test invites. I got mine.](#)

[Todd](#)

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Tuesday, September 18, 2018 5:28 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: IRB is on board!

Have a great vacation, Todd. You've blazed new territory and I'm so excited to be working with you and the City of Gastonia!

From: IRB <no_reply@unc.edu>
Date: Tuesday, September 18, 2018 at 5:26 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: IRB Notice - 17-1930

To: Leisha Davis
School of Government Deans Office

From: Non-Biomedical IRB

Approval Date: 9/18/2018
Expiration Date of Approval: 8/01/2019
RE: Notice of IRB Approval by Expedited Review (under 45 CFR 46.110)
Submission Type: Modification
Expedited Category: 5.Existing or non-research data,7.Surveys/interviews/focus groups,Minor Change to Previously Approved Research
Study #: 17-1930

Study Title: Local Government Workplaces Initiative

This submission has been approved by the IRB for the period indicated. It has been determined that the risk involved in this modification is no more than minimal. Unless otherwise noted, regulatory and other findings made previously for this study continue to be applicable.

Submission Description:

TIME SENSITIVE: The survey is scheduled to launch in late September.

The City of Gastonia would like to offer an incentive for employee survey participation in 4 hours of vacation time. This is a valuable opportunity for these city employees, who are not often made to feel appreciated or valued. (This is a widespread issue within local government management). Because offering this incentive will involve survey participants voluntarily providing their names to HR, I propose additional steps to communicate with employees. These included:

1. Adding a sentence in the IRB section of the Qualtrics survey that states:

You will have the option at the end of the survey to indicate whether you wish to receive four hours vacation time for your participation. To do so, you will be taken to a separate website, where you will enter your information for HR to use in processing your vacation time. Your survey results will never linked to you.

2. Modifying the consent statement (updated version uploaded in application) in three places to convey the information above;

3. Modifying the invitation letter (updated version uploaded in application) to include the following text:

In the survey, you can choose to receive four-hours vacation time by exiting the Qualtrics survey and, at a separate website, inputting your name and department. HR will have access to this information, but no one in the city will ever know your survey results.

Investigator's Responsibilities:

If applicable, your approved consent forms and other documents are available online at http://apps.research.unc.edu/irb/index.cfm?event=home.dashboard.irbStudyManagement&irb_id=17-1930.

The current data security level determination is Level II. Any changes in the data security level need to be discussed with the relevant IT official. If data security level II and III, consult with your IT official to develop a data security plan. Data security is ultimately the responsibility of the Principal Investigator.

This study was reviewed in accordance with federal regulations governing human subjects research, including those found at 45 CFR 46 (Common Rule), 45 CFR 164 (HIPAA), 21 CFR 50 & 56 (FDA), and 40 CFR 26 (EPA), where applicable.

IRB Informational Message - please do not use email REPLY to this address

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: IRB is on board!
Date: Thursday, September 20, 2018 9:26:16 AM

I did indeed, and sent a message with instructions to each pre-tester. Will send a test of the links tomorrow, and will probably work with Judy to test that out.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Thursday, September 20, 2018 at 9:25 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: IRB is on board!

Leisha,

Did you send out the pre test invites. I got mine.

Todd

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]
Sent: Tuesday, September 18, 2018 5:28 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: IRB is on board!

Have a great vacation, Todd. You've blazed new territory and I'm so excited to be working with you and the City of Gastonia!

From: IRB <no_reply@unc.edu>
Date: Tuesday, September 18, 2018 at 5:26 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: IRB Notice - 17-1930

To: Leisha Davis
School of Government Deans Office

From: Non-Biomedical IRB

Approval Date: 9/18/2018
Expiration Date of Approval: 8/01/2019
RE: Notice of IRB Approval by Expedited Review (under 45 CFR 46.110)
Submission Type: Modification
Expedited Category: 5.Existing or non-research data,7.Surveys/interviews/focus groups,Minor Change to Previously Approved Research
Study #: 17-1930

Study Title: Local Government Workplaces Initiative

This submission has been approved by the IRB for the period indicated. It has been determined that the risk involved in this modification is no more than minimal. Unless otherwise noted, regulatory and other findings made previously for this study continue to be applicable.

Submission Description:

TIME SENSITIVE: The survey is scheduled to launch in late September.

The City of Gastonia would like to offer an incentive for employee survey participation in 4 hours of vacation time. This is a valuable opportunity for these city employees, who are not often made to feel appreciated or valued. (This is a widespread issue within local government management). Because offering this incentive will involve survey participants voluntarily providing their names to HR, I propose additional steps to communicate with employees. These included:

1. Adding a sentence in the IRB section of the Qualtrics survey that states:

You will have the option at the end of the survey to indicate whether you wish to receive four hours vacation time for your participation. To do so, you will be taken to a separate website, where you will enter your information for HR to use in processing your vacation time. Your survey results will never linked to you.

2. Modifying the consent statement (updated version uploaded in application) in three places to convey the information above;

3. Modifying the invitation letter (updated version uploaded in application) to include the following text:

In the survey, you can choose to receive four-hours vacation time by exiting the Qualtrics survey and, at a separate website, inputting your name and department. HR will have access to this information, but no one in the city will ever know your survey results.

Investigator's Responsibilities:

If applicable, your approved consent forms and other documents are available online at http://apps.research.unc.edu/irb/index.cfm?event=home.dashboard.irbStudyManagement&irb_id=17-1930.

The current data security level determination is Level II. Any changes in the data security level need to be discussed with the relevant IT official. If data security level II and III, consult with your IT official to develop a data security plan. Data security is ultimately the responsibility of the Principal Investigator.

This study was reviewed in accordance with federal regulations governing human subjects research, including those found at 45 CFR 46 (Common Rule), 45 CFR 164 (HIPAA), 21 CFR 50 & 56 (FDA), and 40 CFR 26 (EPA), where applicable.

IRB Informational Message - please do not use email REPLY to this address

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: IRB is on board!
Date: Tuesday, September 18, 2018 5:28:02 PM

Have a great vacation, Todd. You've blazed new territory and I'm so excited to be working with you and the City of Gastonia!

From: IRB <no_reply@unc.edu>
Date: Tuesday, September 18, 2018 at 5:26 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: IRB Notice - 17-1930

To: Leisha Davis
School of Government Deans Office

From: Non-Biomedical IRB

Approval Date: 9/18/2018
Expiration Date of Approval: 8/01/2019
RE: Notice of IRB Approval by Expedited Review (under 45 CFR 46.110)
Submission Type: Modification
Expedited Category: 5.Existing or non-research data,7.Surveys/interviews/focus groups,Minor Change to Previously Approved Research
Study #: 17-1930

Study Title: Local Government Workplaces Initiative

This submission has been approved by the IRB for the period indicated. It has been determined that the risk involved in this modification is no more than minimal. Unless otherwise noted, regulatory and other findings made previously for this study continue to be applicable.

Submission Description:

TIME SENSITIVE: The survey is scheduled to launch in late September.

The City of Gastonia would like to offer an incentive for employee survey participation in 4 hours of vacation time. This is a valuable opportunity for these city employees, who are not often made to feel appreciated or valued. (This is a widespread issue within local government management). Because offering this incentive will involve survey participants voluntarily providing their names to HR, I propose additional steps to communicate with employees. These included:

1. Adding a sentence in the IRB section of the Qualtrics survey that states:

You will have the option at the end of the survey to indicate whether you wish to receive four hours vacation time for your participation. To do so, you will be taken to a separate website, where you will enter your information for HR to use in processing your vacation time. Your

survey results will never linked to you.

2. Modifying the consent statement (updated version uploaded in application) in three places to convey the information above;
3. Modifying the invitation letter (updated version uploaded in application) to include the following text:

In the survey, you can choose to receive four-hours vacation time by exiting the Qualtrics survey and, at a separate website, inputting your name and department. HR will have access to this information, but no one in the city will ever know your survey results.

Investigator's Responsibilities:

If applicable, your approved consent forms and other documents are available online at http://apps.research.unc.edu/irb/index.cfm?event=home.dashboard.irbStudyManagement&irb_id=17-1930.

The current data security level determination is Level II. Any changes in the data security level need to be discussed with the relevant IT official. If data security level II and III, consult with your IT official to develop a data security plan. Data security is ultimately the responsibility of the Principal Investigator.

This study was reviewed in accordance with federal regulations governing human subjects research, including those found at 45 CFR 46 (Common Rule), 45 CFR 164 (HIPAA), 21 CFR 50 & 56 (FDA), and 40 CFR 26 (EPA), where applicable.

IRB Informational Message - please do not use email REPLY to this address

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: Employee Incentive
Date: Tuesday, September 18, 2018 3:12:12 PM

Thank you!

On 9/18/18, 3:11 PM, "Carpenter, Todd" <vtcarpenter@cityofgastonia.com> wrote:

Leisha, this email confirms that the City of Gastonia would like to offer employees the opportunity to be rewarded with four hours vacation for participating in the City of Gastonia Employee Survey.

This survey is incredibly important to the City of Gastonia and we, as Gastonia managers, want employees to understand how much we value their feedback, so much so that we are willing to take the unusual step of giving vacation time. I understand the IRB is concerned with undue influence, but in our case, this is about showing employees appreciation for their input. This is part of a larger cultural shift within the City of Gastonia, to a more closed organization that did not seek employee input, to one that actively elicits and appreciates employee voice.

Please let me know if you have any questions about this information.

Todd Carpenter

Deputy City Manager, City of Gastonia

Sent from the road

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Vacation Time Incentive and Rationale
Date: Tuesday, September 18, 2018 2:15:31 PM

Leisha, this email confirms that the City of Gastonia would like to offer employees the opportunity to be rewarded with four hours vacation for participating in the City of Gastonia Employee Survey.

This survey is incredibly important to the City of Gastonia and we, as Gastonia managers, want employees to understand how much we value their feedback, so much so that we are willing to take the unusual step of giving vacation time. I understand the IRB is concerned with undue influence, but in our case, this is about showing employees appreciation for their input. This is part of a larger cultural shift within the City of Gastonia, to a more closed organization that did not seek employee input, to one that actively elicits and appreciates employee voice.

Please let me know if you have any questions about this information.

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: City of Gastonia - Email to All Employees
Date: Saturday, September 15, 2018 8:03:56 AM

Got it, thanks.

Get [Outlook for iOS](#)

From: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Sent: Saturday, September 15, 2018 7:11 AM
To: Davis, Leisha DeHart
Subject: Re: City of Gastonia - Email to All Employees

Please allow them both options. I'm hoping most will take the survey at home or on their mobile devices.

Todd

Sent from the road

----- Original message -----

From: "Davis, Leisha DeHart" <ldehart@sog.unc.edu>
Date: 9/14/18 5:25 PM (GMT-05:00)
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia - Email to All Employees

So it looks like you have 133 employees that will need links. Do you want them to have the option to take the survey by email? Or do you want them to use links alone? We can do either. I would suggest giving employees flexibility and letting them take it through the email link or in person (and I believe we discussed this, but wanted to verify).

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 5:02 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

I did not send out the email to all employees but would like to shortly after lunch on Monday. Keep me posted.

Todd

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]
Sent: Friday, September 14, 2018 4:26 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>

Subject: Re: City of Gastonia - Email to All Employees

Awesome. I will be in touch on Monday about the pre-test, including instructions for pre-testers. Per our discussion, we will pretest both through email and through the WordPress pull down menu, to simulate the experience of employees in the centrally located computers.

By the way, IRB should be getting to our application on Monday. My guess is that we (UNC) will have more hoops to jump through, which won't affect you or our timeline. I'll keep you posted on this.

Have a great weekend!

From: "Carpenter, Todd"

<vtcarpenter@cityofgastonia.com<mailto:vtcarpenter@cityofgastonia.com>>

Date: Friday, September 14, 2018 at 4:21 PM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu<mailto:ldehart@sog.unc.edu>>

Subject: RE: City of Gastonia - Email to All Employees

Leisha,

Attached is the final employee list. The highlighted are the one that need to be included in WordPress.

Todd

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]

Sent: Friday, September 14, 2018 11:58 AM

To: Carpenter, Todd

<vtcarpenter@cityofgastonia.com<mailto:vtcarpenter@cityofgastonia.com>>

Subject: Re: City of Gastonia - Email to All Employees

No word from IRB, will keep trying. They may have shut down for the storm. I have thoughts on how you can go ahead and communicate with senior managers, can call this afternoon if you are available.

From: "Carpenter, Todd"

<vtcarpenter@cityofgastonia.com<mailto:vtcarpenter@cityofgastonia.com>>

Date: Friday, September 14, 2018 at 10:46 AM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu<mailto:ldehart@sog.unc.edu>>

Cc: "Fiely, Katherine Mae" <fielykm@live.unc.edu<mailto:fielykm@live.unc.edu>>,

"Powers, Maddison Alice" <map447@live.unc.edu<mailto:map447@live.unc.edu>>

Subject: RE: City of Gastonia - Email to All Employees

I know your voice is recovering but would it be possible for me to speak with you, Katherine, or Maddison. I'd like to better understand this concept.

Todd

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]

Sent: Friday, September 14, 2018 10:43 AM

To: Carpenter, Todd
<vtcarpenter@cityofgastonia.com<mailto:vtcarpenter@cityofgastonia.com>>
Cc: Fiely, Katherine Mae <fielykm@live.unc.edu<mailto:fielykm@live.unc.edu>>; Powers, Maddison Alice <map447@live.unc.edu<mailto:map447@live.unc.edu>>
Subject: Re: City of Gastonia - Email to All Employees
Importance: High

We are still working on how to make this as easy and error free as possible. Our current thinking is that we will give you a file with each employee's name that employees will click on and hyperlink to their version of the survey.

To enable IT to test this approach, we could conduct a trial run when we pre-test next week. We can send you a small file of names with IT included; they can try it out on one of the shared computers. Will this work?

From: "Carpenter, Todd"
<vtcarpenter@cityofgastonia.com<mailto:vtcarpenter@cityofgastonia.com>>
Date: Friday, September 14, 2018 at 10:36 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu<mailto:ldehart@sog.unc.edu>>
Subject: RE: City of Gastonia - Email to All Employees

The link I'm concerned about is the link that we have to put on the shared computers. My understanding was that for the employees that use these computers they will need to click on a link on the desktop and then enter in their email address or code to begin the survey. Did I misunderstand?

Todd

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]
Sent: Friday, September 14, 2018 10:34 AM
To: Carpenter, Todd
<vtcarpenter@cityofgastonia.com<mailto:vtcarpenter@cityofgastonia.com>>
Subject: Re: City of Gastonia - Email to All Employees

Once we have your employee additions and deletions. That's when we create individual links for each employee that can be accessed, either through excel or tableau.

From: "Carpenter, Todd"
<vtcarpenter@cityofgastonia.com<mailto:vtcarpenter@cityofgastonia.com>>
Date: Friday, September 14, 2018 at 10:32 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu<mailto:ldehart@sog.unc.edu>>
Subject: RE: City of Gastonia - Email to All Employees

Great. When do you think I can get the link to put on the desktop of the shared computers. I'll have to get IT to roll this out and ensure that these computers have access to the site.

Todd

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]
Sent: Friday, September 14, 2018 10:25 AM
To: Carpenter, Todd
<vtcarpenter@cityofgastonia.com<mailto:vtcarpenter@cityofgastonia.com>>
Subject: Re: City of Gastonia - Email to All Employees

Great. We are still working on how to best make this happen. One option is for employees to have access to a screen with a pull-down menu with their names listed. That would produce less error than giving supervisors/department heads the list with the link. Working on this today, will keep you posted.

From: "Carpenter, Todd"
<vtcarpenter@cityofgastonia.com<mailto:vtcarpenter@cityofgastonia.com>>
Date: Friday, September 14, 2018 at 9:55 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu<mailto:ldehart@sog.unc.edu>>
Subject: RE: City of Gastonia - Email to All Employees

Leisha,

This will go out to all employees. In addition the department heads will be conveying the information to those employees that don't receive city email. I think there were only about 9 employees that we didn't have an address for. The employees that will need assistance with computer access, etc. will be in sanitation, field operations, bus drivers, and utility maintenance. What I had planned to do was send the department heads a list of their employees with their email addresses. The DH's can help any employee that needs it.

I do need the link from you that will need to go on the shared computers. Can you please send me this. I also need to understand how we are going to handle the employees without email addresses.

Please let me know.

Thanks,

Todd

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]
Sent: Thursday, September 13, 2018 11:37 AM
To: Carpenter, Todd
<vtcarpenter@cityofgastonia.com<mailto:vtcarpenter@cityofgastonia.com>>
Subject: Re: City of Gastonia - Email to All Employees

I reviewed and think it looks great. This goes only to employees with emails, right? For those without, there can be separate correspondence to explain the process to them. Remind me, which departments?

From: "Carpenter, Todd"
<vtcarpenter@cityofgastonia.com<mailto:vtcarpenter@cityofgastonia.com>>
Date: Thursday, September 13, 2018 at 11:34 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu<mailto:ldehart@sog.unc.edu>>

Subject: RE: City of Gastonia - Email to All Employees

Thank you. Did you have any comments on the letter that I plan to send to all employees?

Todd

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]
Sent: Thursday, September 13, 2018 11:25 AM
To: Carpenter, Todd
<vtcarpenter@cityofgastonia.com<mailto:vtcarpenter@cityofgastonia.com>>
Subject: Re: City of Gastonia - Email to All Employees

Hi, Todd. Below are responses to your questions.

Do you need us to send you employee additions and deletions since we last sent you employee data? That would be great to get additions and deletions.

I need to know exactly what to provide our departments heads that are going to be providing time and computers for those without city email addresses. Do I just provide them a list of names and personnel email addresses? What about those without email addresses? A few questions: which departments are providing time and computers? I need to verify, but I believe that we will provide a list of all employees with emails and "fake" emails that will allow them to enter the survey. I'll get right back to you on this.

Could you please confirm that the information in the last paragraph of the letter is correct, reference study number, etc.? Confirmed

Is the pre-test still a go for the 19th, remind me again who we selected to receive that pre-test, and what should I tell them to expect and do? Yes, and I will be emailing you today about that.

Anything else I may be missing? I just had my voice scoped and have to be quiet until next week. (I know, right?) As soon as my voice returns, I will make the employee video.

Thanks and let me know your questions!

City Employees,

A Survey is Coming and We Want to Hear from YOU!!!

The UNC School of Government is conducting an Employee Survey for the City of Gastonia. On behalf of all Senior Management I encourage each of you to participate. The survey is being conducted, so that as an employer, we can learn what we do well and what we can improve upon so as to value you, our most important resource, better. We want your input on how our workplace can be improved and how you think and feel about working here. As a thank you for participating you will receive an extra 4 hours of vacation time.

You will be receiving the survey invitation on September 25th. The invite will be delivered to

you at the same email address you received this email. For most of you that will be your city email address, for others it will be the personnel email address you have on record with HR. The invitation will state that you have been invited to participate in the Local Government Workplaces Project Employee Survey, conducted by the School of Government at UNC Chapel Hill. You can take the survey from any computer or device from which you can access your email. To begin the survey click on the link provided in the email. The survey will be open from September 25th through October 8th.

A few important things to note about this survey:

** Your participation is completely voluntary;

** You will be invited to participate directly in the survey by Leisha DeHart-Davis, Professor of Public Administration and Government at UNC-Chapel Hill;

** The survey should take between 15 and 20 minutes of your time;

**Your survey responses go straight to the UNC School of Government;

** Your survey responses are completely confidential. The UNC research team will report the results to the City in only three ways: how employees as a whole respond to each survey question (e.g., 25% strongly agree vs. 35% strongly disagree); as averages by department; and in comments provided to us in anonymous format.

**The UNC research team will review comments to ensure their anonymity before sharing them with the City;

** You can participate during work hours. Computers, time, and a link will be made available for anyone wishing to participate at work, all you need to know is your email address;

** At the beginning of the survey you will be asked if you would like to receive an extra 4 hours of vacation. If you check the box stating that you would, the UNC School of Government will share your name with us so that we can credit 4 hours to your vacation accrual. Only your name will be shared with the City. Your responses will remain strictly confidential;

**Finally, the School of Government will benchmark our results against the results of other participating local governments so that we can identify our strengths and opportunities for improvement.

I hope each of you will take this opportunity to provide your incredibly important thoughts and opinions to the School of Government. The data they compile for us will allow us to improve our workplace and processes so that we can support you better and help you be the best you can be, do your jobs to the best of your ability, and work together to build a community where people thrive and where we proudly serve. Together let's make the City of Gastonia the employer of choice in Gaston County.

If you have any questions about why the City of Gastonia is participating, or what we will do with the results, please contact me and I will be happy to answer your questions. If you have questions about the study itself, contact Professor DeHart-Davis at

ltd@unc.edu<mailto:ltd@unc.edu>. If you have questions about your rights as a research participant, contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu<mailto:IRB_subjects@unc.edu> and reference study number 17-1930<https://irbis2.research.unc.edu/irb/index.cfm?event=home.dashboard.irbStudyManagement&irb_id=17-1930>.

Thank you all and I look forward to hearing from each of you.

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

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: City of Gastonia - Email to All Employees
Date: Friday, September 14, 2018 5:25:39 PM

So it looks like you have 133 employees that will need links. Do you want them to have the option to take the survey by email? Or do you want them to use links alone? We can do either. I would suggest giving employees flexibility and letting them take it through the email link or in person (and I believe we discussed this, but wanted to verify).

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 5:02 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

I did not send out the email to all employees but would like to shortly after lunch on Monday. Keep me posted.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, September 14, 2018 4:26 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia - Email to All Employees

Awesome. I will be in touch on Monday about the pre-test, including instructions for pre-testers. Per our discussion, we will pretest both through email and through the WordPress pull down menu, to simulate the experience of employees in the centrally located computers.

By the way, IRB should be getting to our application on Monday. My guess is that we (UNC) will have more hoops to jump through, which won't affect you or our timeline. I'll keep you posted on this.

Have a great weekend!

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 4:21 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

Leisha,

Attached is the final employee list. The highlighted are the one that need to be included in WordPress.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, September 14, 2018 11:58 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia - Email to All Employees

No word from IRB, will keep trying. They may have shut down for the storm. I have thoughts on how you can go ahead and communicate with senior managers, can call this afternoon if you are available.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 10:46 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Cc: "Fiely, Katherine Mae" <fielykm@live.unc.edu>, "Powers, Maddison Alice" <map447@live.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

I know your voice is recovering but would it be possible for me to speak with you, Katherine, or Maddison. I'd like to better understand this concept.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, September 14, 2018 10:43 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Cc: Fiely, Katherine Mae <fielykm@live.unc.edu>; Powers, Maddison Alice <map447@live.unc.edu>
Subject: Re: City of Gastonia - Email to All Employees
Importance: High

We are still working on how to make this as easy and error free as possible. Our current thinking is that we will give you a file with each employee's name that employees will click on and hyperlink to their version of the survey.

To enable IT to test this approach, we could conduct a trial run when we pre-test next week. We can send you a small file of names with IT included; they can try it out on one of the shared computers. Will this work?

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 10:36 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

The link I'm concerned about is the link that we have to put on the shared computers. My understanding was that for the employees that use these computers they will need to click on a link on the desktop and then enter in their email address or code to begin the survey. Did I misunderstand?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, September 14, 2018 10:34 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia - Email to All Employees

Once we have your employee additions and deletions. That's when we create individual links for each employee that can be accessed, either through excel or tableau.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 10:32 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

Great. When do you think I can get the link to put on the desktop of the shared computers. I'll have to get IT to roll this out and ensure that these computers have access to the site.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, September 14, 2018 10:25 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia - Email to All Employees

Great. We are still working on how to best make this happen. One option is for employees to have access to a screen with a pull-down menu with their names listed. That would produce less error than giving supervisors/department heads the list with the link. Working on this today, will keep you posted.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 9:55 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

Leisha,

This will go out to all employees. In addition the department heads will be conveying the information to those employees that don't receive city email. I think there were only about 9

employees that we didn't have an address for. The employees that will need assistance with computer access, etc. will be in sanitation, field operations, bus drivers, and utility maintenance. What I had planned to do was send the department heads a list of their employees with their email addresses. The DH's can help any employee that needs it.

I do need the link from you that will need to go on the shared computers. Can you please send me this. I also need to understand how we are going to handle the employees without email addresses.

Please let me know.

Thanks,

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Thursday, September 13, 2018 11:37 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia - Email to All Employees

I reviewed and think it looks great. This goes only to employees with emails, right? For those without, there can be separate correspondence to explain the process to them. Remind me, which departments?

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Thursday, September 13, 2018 at 11:34 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

Thank you. Did you have any comments on the letter that I plan to send to all employees?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Thursday, September 13, 2018 11:25 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia - Email to All Employees

Hi, Todd. Below are responses to your questions.

Do you need us to send you employee additions and deletions since we last sent you employee data? **That would be great to get additions and deletions.**

I need to know exactly what to provide our departments heads that are going to be providing time and computers for those without city email addresses. Do I just provide them a list of names and personnel email addresses? What about those without email addresses? **A few questions: which**

departments are providing time and computers? I need to verify, but I believe that we will provide a list of all employees with emails and “fake” emails that will allow them to enter the survey. I’ll get right back to you on this.

Could you please confirm that the information in the last paragraph of the letter is correct, reference study number, etc.? **Confirmed**

Is the pre-test still a go for the 19th, remind me again who we selected to receive that pre-test, and what should I tell them to expect and do? **Yes, and I will be emailing you today about that.**

Anything else I may be missing? **I just had my voice scoped and have to be quiet until next week. (I know, right?) As soon as my voice returns, I will make the employee video.**

Thanks and let me know your questions!

City Employees,

A Survey is Coming and We Want to Hear from YOU!!!

The UNC School of Government is conducting an Employee Survey for the City of Gastonia. On behalf of all Senior Management I encourage each of you to participate. The survey is being conducted, so that as an employer, we can learn what we do well and what we can improve upon so as to value you, our most important resource, better. We want your input on how our workplace can be improved and how you think and feel about working here. As a thank you for participating you will receive an extra 4 hours of vacation time.

You will be receiving the survey invitation on September 25th. The invite will be delivered to you at the same email address you received this email. For most of you that will be your city email address, for others it will be the personnel email address you have on record with HR. The invitation will state that you have been invited to participate in the Local Government Workplaces Project Employee Survey, conducted by the School of Government at UNC Chapel Hill. You can take the survey from any computer or device from which you can access your email. To begin the survey click on the link provided in the email. The survey will be open from September 25th through October 8th.

A few important things to note about this survey:

**** Your participation is completely voluntary;**

**** You will be invited to participate directly in the survey by Leisha DeHart-Davis, Professor of Public Administration and Government at UNC-Chapel Hill;**

**** The survey should take between 15 and 20 minutes of your time;**

****Your survey responses go straight to the UNC School of Government;**

**** Your survey responses are completely confidential. The UNC research team will report the results to the City in only three ways: how employees as a whole respond to each survey question (e.g., 25% strongly agree vs. 35% strongly disagree); as averages by department; and in comments provided to us in anonymous format.**

****The UNC research team will review comments to ensure their anonymity before sharing them with the City;**

**** You can participate during work hours. Computers, time, and a link will be made available for anyone wishing to participate at work, all you need to know is your email address;**

**** At the beginning of the survey you will be asked if you would like to receive an extra 4 hours of vacation. If you check the box stating that you would, the UNC School of Government will share your name with us so that we can credit 4 hours to your vacation accrual. Only your name will be shared with the City. Your responses will remain strictly confidential;**

****Finally, the School of Government will benchmark our results against the results of other participating local governments so that we can identify our strengths and opportunities for improvement.**

I hope each of you will take this opportunity to provide your incredibly important thoughts and opinions to the School of Government. The data they compile for us will allow us to improve our workplace and processes so that we can support you better and help you be the best you can be, do your jobs to the best of your ability, and work together to build a community where people thrive and where we proudly serve. Together let's make the City of Gastonia the employer of choice in Gaston County.

If you have any questions about why the City of Gastonia is participating, or what we will do with the results, please contact me and I will be happy to answer your questions. If you have questions about the study itself, contact Professor DeHart-Davis at ldd@unc.edu. If you have questions about your rights as a research participant, contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu and reference study number [17-1930](#).

Thank you all and I look forward to hearing from each of you.

Todd Carpenter

Deputy City Manager, City of Gastonia NC

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

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: City of Gastonia - Email to All Employees
Date: Friday, September 14, 2018 5:04:37 PM

Absolutely. That timing works better for not being too far ahead of the game.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 5:02 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

I did not send out the email to all employees but would like to shortly after lunch on Monday. Keep me posted.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, September 14, 2018 4:26 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia - Email to All Employees

Awesome. I will be in touch on Monday about the pre-test, including instructions for pre-testers. Per our discussion, we will pretest both through email and through the WordPress pull down menu, to simulate the experience of employees in the centrally located computers.

By the way, IRB should be getting to our application on Monday. My guess is that we (UNC) will have more hoops to jump through, which won't affect you or our timeline. I'll keep you posted on this.

Have a great weekend!

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 4:21 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

Leisha,

Attached is the final employee list. The highlighted are the one that need to be included in WordPress.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, September 14, 2018 11:58 AM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>

Subject: Re: City of Gastonia - Email to All Employees

No word from IRB, will keep trying. They may have shut down for the storm. I have thoughts on how you can go ahead and communicate with senior managers, can call this afternoon if you are available.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Friday, September 14, 2018 at 10:46 AM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu>

Cc: "Fiely, Katherine Mae" <fielykm@live.unc.edu>, "Powers, Maddison Alice" <map447@live.unc.edu>

Subject: RE: City of Gastonia - Email to All Employees

I know your voice is recovering but would it be possible for me to speak with you, Katherine, or Maddison. I'd like to better understand this concept.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Friday, September 14, 2018 10:43 AM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>

Cc: Fiely, Katherine Mae <fielykm@live.unc.edu>; Powers, Maddison Alice <map447@live.unc.edu>

Subject: Re: City of Gastonia - Email to All Employees

Importance: High

We are still working on how to make this as easy and error free as possible. Our current thinking is that we will give you a file with each employee's name that employees will click on and hyperlink to their version of the survey.

To enable IT to test this approach, we could conduct a trial run when we pre-test next week. We can send you a small file of names with IT included; they can try it out on one of the shared computers. Will this work?

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Friday, September 14, 2018 at 10:36 AM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu>

Subject: RE: City of Gastonia - Email to All Employees

The link I'm concerned about is the link that we have to put on the shared computers. My understanding was that for the employees that use these computers they will need to click on a link on the desktop and then enter in their email address or code to begin the survey. Did I misunderstand?

Todd

From: Davis, Leisha DeHart [<mailto:ldhart@sog.unc.edu>]
Sent: Friday, September 14, 2018 10:34 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia - Email to All Employees

Once we have your employee additions and deletions. That's when we create individual links for each employee that can be accessed, either through excel or tableau.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 10:32 AM
To: Leisha DeHart-Davis <ldhart@sog.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

Great. When do you think I can get the link to put on the desktop of the shared computers. I'll have to get IT to roll this out and ensure that these computers have access to the site.

Todd

From: Davis, Leisha DeHart [<mailto:ldhart@sog.unc.edu>]
Sent: Friday, September 14, 2018 10:25 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia - Email to All Employees

Great. We are still working on how to best make this happen. One option is for employees to have access to a screen with a pull-down menu with their names listed. That would produce less error than giving supervisors/department heads the list with the link. Working on this today, will keep you posted.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 9:55 AM
To: Leisha DeHart-Davis <ldhart@sog.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

Leisha,

This will go out to all employees. In addition the department heads will be conveying the information to those employees that don't receive city email. I think there were only about 9 employees that we didn't have an address for. The employees that will need assistance with computer access, etc. will be in sanitation, field operations, bus drivers, and utility maintenance. What I had planned to do was send the department heads a list of their employees with their email addresses. The DH's can help any employee that needs it.

I do need the link from you that will need to go on the shared computers. Can you please send me this. I also need to understand how we are going to handle the employees without email addresses.

Please let me know.

Thanks,

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Thursday, September 13, 2018 11:37 AM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>

Subject: Re: City of Gastonia - Email to All Employees

I reviewed and think it looks great. This goes only to employees with emails, right? For those without, there can be separate correspondence to explain the process to them. Remind me, which departments?

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Thursday, September 13, 2018 at 11:34 AM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu>

Subject: RE: City of Gastonia - Email to All Employees

Thank you. Did you have any comments on the letter that I plan to send to all employees?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Thursday, September 13, 2018 11:25 AM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>

Subject: Re: City of Gastonia - Email to All Employees

Hi, Todd. Below are responses to your questions.

Do you need us to send you employee additions and deletions since we last sent you employee data? **That would be great to get additions and deletions.**

I need to know exactly what to provide our departments heads that are going to be providing time and computers for those without city email addresses. Do I just provide them a list of names and personnel email addresses? What about those without email addresses? **A few questions: which departments are providing time and computers? I need to verify, but I believe that we will provide a list of all employees with emails and "fake" emails that will allow them to enter the survey. I'll get right back to you on this.**

Could you please confirm that the information in the last paragraph of the letter is correct, reference

study number, etc.? **Confirmed**

Is the pre-test still a go for the 19th, remind me again who we selected to receive that pre-test, and what should I tell them to expect and do? **Yes, and I will be emailing you today about that.**

Anything else I may be missing? **I just had my voice scoped and have to be quiet until next week. (I know, right?) As soon as my voice returns, I will make the employee video.**

Thanks and let me know your questions!

City Employees,

A Survey is Coming and We Want to Hear from YOU!!!

The UNC School of Government is conducting an Employee Survey for the City of Gastonia. On behalf of all Senior Management I encourage each of you to participate. The survey is being conducted, so that as an employer, we can learn what we do well and what we can improve upon so as to value you, our most important resource, better. We want your input on how our workplace can be improved and how you think and feel about working here. As a thank you for participating you will receive an extra 4 hours of vacation time.

You will be receiving the survey invitation on September 25th. The invite will be delivered to you at the same email address you received this email. For most of you that will be your city email address, for others it will be the personnel email address you have on record with HR. The invitation will state that you have been invited to participate in the Local Government Workplaces Project Employee Survey, conducted by the School of Government at UNC Chapel Hill. You can take the survey from any computer or device from which you can access your email. To begin the survey click on the link provided in the email. The survey will be open from September 25th through October 8th.

A few important things to note about this survey:

**** Your participation is completely voluntary;**

**** You will be invited to participate directly in the survey by Leisha DeHart-Davis, Professor of Public Administration and Government at UNC-Chapel Hill;**

**** The survey should take between 15 and 20 minutes of your time;**

****Your survey responses go straight to the UNC School of Government;**

**** Your survey responses are completely confidential. The UNC research team will report the**

results to the City in only three ways: how employees as a whole respond to each survey question (e.g., 25% strongly agree vs. 35% strongly disagree); as averages by department; and in comments provided to us in anonymous format.

****The UNC research team will review comments to ensure their anonymity before sharing them with the City;**

**** You can participate during work hours. Computers, time, and a link will be made available for anyone wishing to participate at work, all you need to know is your email address;**

**** At the beginning of the survey you will be asked if you would like to receive an extra 4 hours of vacation. If you check the box stating that you would, the UNC School of Government will share your name with us so that we can credit 4 hours to your vacation accrual. Only your name will be shared with the City. Your responses will remain strictly confidential;**

****Finally, the School of Government will benchmark our results against the results of other participating local governments so that we can identify our strengths and opportunities for improvement.**

I hope each of you will take this opportunity to provide your incredibly important thoughts and opinions to the School of Government. The data they compile for us will allow us to improve our workplace and processes so that we can support you better and help you be the best you can be, do your jobs to the best of your ability, and work together to build a community where people thrive and where we proudly serve. Together let's make the City of Gastonia the employer of choice in Gaston County.

If you have any questions about why the City of Gastonia is participating, or what we will do with the results, please contact me and I will be happy to answer your questions. If you have questions about the study itself, contact Professor DeHart-Davis at ldd@unc.edu. If you have questions about your rights as a research participant, contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu and reference study number [17-1930](#).

Thank you all and I look forward to hearing from each of you.

Todd Carpenter

Deputy City Manager, City of Gastonia NC
Phone: 704-866-6860 Cell: 704-214-9028

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: City of Gastonia - Email to All Employees
Date: Friday, September 14, 2018 4:25:45 PM

Awesome. I will be in touch on Monday about the pre-test, including instructions for pre-testers. Per our discussion, we will pretest both through email and through the WordPress pull down menu, to simulate the experience of employees in the centrally located computers.

By the way, IRB should be getting to our application on Monday. My guess is that we (UNC) will have more hoops to jump through, which won't affect you or our timeline. I'll keep you posted on this.

Have a great weekend!

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 4:21 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

Leisha,

Attached is the final employee list. The highlighted are the one that need to be included in WordPress.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, September 14, 2018 11:58 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia - Email to All Employees

No word from IRB, will keep trying. They may have shut down for the storm. I have thoughts on how you can go ahead and communicate with senior managers, can call this afternoon if you are available.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 10:46 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Cc: "Fiely, Katherine Mae" <fielykm@live.unc.edu>, "Powers, Maddison Alice" <map447@live.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

I know your voice is recovering but would it be possible for me to speak with you, Katherine, or Maddison. I'd like to better understand this concept.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, September 14, 2018 10:43 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Cc: Fiely, Katherine Mae <fielykm@live.unc.edu>; Powers, Maddison Alice <map447@live.unc.edu>
Subject: Re: City of Gastonia - Email to All Employees
Importance: High

We are still working on how to make this as easy and error free as possible. Our current thinking is that we will give you a file with each employee's name that employees will click on and hyperlink to their version of the survey.

To enable IT to test this approach, we could conduct a trial run when we pre-test next week. We can send you a small file of names with IT included; they can try it out on one of the shared computers. Will this work?

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 10:36 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

The link I'm concerned about is the link that we have to put on the shared computers. My understanding was that for the employees that use these computers they will need to click on a link on the desktop and then enter in their email address or code to begin the survey. Did I misunderstand?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, September 14, 2018 10:34 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia - Email to All Employees

Once we have your employee additions and deletions. That's when we create individual links for each employee that can be accessed, either through excel or tableau.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 10:32 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

Great. When do you think I can get the link to put on the desktop of the shared computers. I'll have

to get IT to roll this out and ensure that these computers have access to the site.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Friday, September 14, 2018 10:25 AM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>

Subject: Re: City of Gastonia - Email to All Employees

Great. We are still working on how to best make this happen. One option is for employees to have access to a screen with a pull-down menu with their names listed. That would produce less error than giving supervisors/department heads the list with the link. Working on this today, will keep you posted.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Friday, September 14, 2018 at 9:55 AM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu>

Subject: RE: City of Gastonia - Email to All Employees

Leisha,

This will go out to all employees. In addition the department heads will be conveying the information to those employees that don't receive city email. I think there were only about 9 employees that we didn't have an address for. The employees that will need assistance with computer access, etc. will be in sanitation, field operations, bus drivers, and utility maintenance. What I had planned to do was send the department heads a list of their employees with their email addresses. The DH's can help any employee that needs it.

I do need the link from you that will need to go on the shared computers. Can you please send me this. I also need to understand how we are going to handle the employees without email addresses.

Please let me know.

Thanks,

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Thursday, September 13, 2018 11:37 AM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>

Subject: Re: City of Gastonia - Email to All Employees

I reviewed and think it looks great. This goes only to employees with emails, right? For those without, there can be separate correspondence to explain the process to them. Remind me, which departments?

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Thursday, September 13, 2018 at 11:34 AM
To: Leisha DeHart-Davis <ldhart@sog.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

Thank you. Did you have any comments on the letter that I plan to send to all employees?

Todd

From: Davis, Leisha DeHart [<mailto:ldhart@sog.unc.edu>]
Sent: Thursday, September 13, 2018 11:25 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia - Email to All Employees

Hi, Todd. Below are responses to your questions.

Do you need us to send you employee additions and deletions since we last sent you employee data? **That would be great to get additions and deletions.**

I need to know exactly what to provide our departments heads that are going to be providing time and computers for those without city email addresses. Do I just provide them a list of names and personnel email addresses? What about those without email addresses? **A few questions: which departments are providing time and computers? I need to verify, but I believe that we will provide a list of all employees with emails and "fake" emails that will allow them to enter the survey. I'll get right back to you on this.**

Could you please confirm that the information in the last paragraph of the letter is correct, reference study number, etc.? **Confirmed**

Is the pre-test still a go for the 19th, remind me again who we selected to receive that pre-test, and what should I tell them to expect and do? **Yes, and I will be emailing you today about that.**

Anything else I may be missing? **I just had my voice scoped and have to be quiet until next week. (I know, right?) As soon as my voice returns, I will make the employee video.**

Thanks and let me know your questions!

City Employees,

A Survey is Coming and We Want to Hear from YOU!!!

The UNC School of Government is conducting an Employee Survey for the City of Gastonia. On behalf of all Senior Management I encourage each of you to participate. The survey is being conducted, so that as an employer, we can learn what we do well and what we can improve upon so as to value you, our most important resource, better. We want your input on how our workplace can be improved and how you think and feel about working here. As a thank you for participating you will receive an extra 4 hours of vacation time.

You will be receiving the survey invitation on September 25th. The invite will be delivered to you at the same email address you received this email. For most of you that will be your city email address, for others it will be the personnel email address you have on record with HR. The invitation will state that you have been invited to participate in the Local Government Workplaces Project Employee Survey, conducted by the School of Government at UNC Chapel Hill. You can take the survey from any computer or device from which you can access your email. To begin the survey click on the link provided in the email. The survey will be open from September 25th through October 8th.

A few important things to note about this survey:

**** Your participation is completely voluntary;**

**** You will be invited to participate directly in the survey by Leisha DeHart-Davis, Professor of Public Administration and Government at UNC-Chapel Hill;**

**** The survey should take between 15 and 20 minutes of your time;**

****Your survey responses go straight to the UNC School of Government;**

**** Your survey responses are completely confidential. The UNC research team will report the results to the City in only three ways: how employees as a whole respond to each survey question (e.g.,25% strongly agree vs. 35% strongly disagree); as averages by department; and in comments provided to us in anonymous format.**

****The UNC research team will review comments to ensure their anonymity before sharing them with the City;**

**** You can participate during work hours. Computers, time, and a link will be made available for anyone wishing to participate at work, all you need to know is your email address;**

**** At the beginning of the survey you will be asked if you would like to receive an extra 4 hours of vacation. If you check the box stating that you would, the UNC School of Government will share your name with us so that we can credit 4 hours to your vacation accrual. Only your name will be shared with the City. Your responses will remain strictly confidential;**

****Finally, the School of Government will benchmark our results against the results of other participating local governments so that we can identify our strengths and opportunities for**

improvement.

I hope each you will take this opportunity to provide your incredibly important thoughts and opinions to the School of Government. The data they compile for us will allow us to improve our workplace and processes so that we can support you better and help you be the best you can be, do your jobs to the best of your ability, and work together to build a community where people thrive and where we proudly serve. Together let's make the City of Gastonia the employer of choice in Gaston County.

If you have any questions about why the City of Gastonia is participating, or what we will do with the results, please contact me and I will be happy to answer your questions. If you have questions about the study itself, contact Professor DeHart-Davis at ldd@unc.edu. If you have questions about your rights as a research participant, contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu and reference study number [17-1930](#).

Thank you all and I look forward to hearing from each of you.

Todd Carpenter

Deputy City Manager, City of Gastonia NC

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

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: City of Gastonia - Email to All Employees
Date: Friday, September 14, 2018 12:44:04 PM

Calling shortly

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 12:27 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

Yes I'm available now or anytime. The sooner you can call the better as I need to get the letter out asap.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, September 14, 2018 11:58 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia - Email to All Employees

No word from IRB, will keep trying. They may have shut down for the storm. I have thoughts on how you can go ahead and communicate with senior managers, can call this afternoon if you are available.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 10:46 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Cc: "Fiely, Katherine Mae" <fielykm@live.unc.edu>, "Powers, Maddison Alice" <map447@live.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

I know your voice is recovering but would it be possible for me to speak with you, Katherine, or Maddison. I'd like to better understand this concept.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, September 14, 2018 10:43 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Cc: Fiely, Katherine Mae <fielykm@live.unc.edu>; Powers, Maddison Alice <map447@live.unc.edu>
Subject: Re: City of Gastonia - Email to All Employees
Importance: High

We are still working on how to make this as easy and error free as possible. Our current thinking is that we will give you a file with each employee's name that employees will click on and hyperlink to their version of the survey.

To enable IT to test this approach, we could conduct a trial run when we pre-test next week. We can send you a small file of names with IT included; they can try it out on one of the shared computers. Will this work?

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Friday, September 14, 2018 at 10:36 AM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu>

Subject: RE: City of Gastonia - Email to All Employees

The link I'm concerned about is the link that we have to put on the shared computers. My understanding was that for the employees that use these computers they will need to click on a link on the desktop and then enter in their email address or code to begin the survey. Did I misunderstand?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Friday, September 14, 2018 10:34 AM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>

Subject: Re: City of Gastonia - Email to All Employees

Once we have your employee additions and deletions. That's when we create individual links for each employee that can be accessed, either through excel or tableau.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Friday, September 14, 2018 at 10:32 AM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu>

Subject: RE: City of Gastonia - Email to All Employees

Great. When do you think I can get the link to put on the desktop of the shared computers. I'll have to get IT to roll this out and ensure that these computers have access to the site.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Friday, September 14, 2018 10:25 AM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>

Subject: Re: City of Gastonia - Email to All Employees

Great. We are still working on how to best make this happen. One option is for employees to have access to a screen with a pull-down menu with their names listed. That would produce less error than giving supervisors/department heads the list with the link. Working on this today, will keep you posted.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Friday, September 14, 2018 at 9:55 AM

To: Leisha DeHart-Davis <ldhart@sog.unc.edu>

Subject: RE: City of Gastonia - Email to All Employees

Leisha,

This will go out to all employees. In addition the department heads will be conveying the information to those employees that don't receive city email. I think there were only about 9 employees that we didn't have an address for. The employees that will need assistance with computer access, etc. will be in sanitation, field operations, bus drivers, and utility maintenance. What I had planned to do was send the department heads a list of their employees with their email addresses. The DH's can help any employee that needs it.

I do need the link from you that will need to go on the shared computers. Can you please send me this. I also need to understand how we are going to handle the employees without email addresses.

Please let me know.

Thanks,

Todd

From: Davis, Leisha DeHart [<mailto:ldhart@sog.unc.edu>]

Sent: Thursday, September 13, 2018 11:37 AM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>

Subject: Re: City of Gastonia - Email to All Employees

I reviewed and think it looks great. This goes only to employees with emails, right? For those without, there can be separate correspondence to explain the process to them. Remind me, which departments?

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Thursday, September 13, 2018 at 11:34 AM

To: Leisha DeHart-Davis <ldhart@sog.unc.edu>

Subject: RE: City of Gastonia - Email to All Employees

Thank you. Did you have any comments on the letter that I plan to send to all employees?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Thursday, September 13, 2018 11:25 AM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>

Subject: Re: City of Gastonia - Email to All Employees

Hi, Todd. Below are responses to your questions.

Do you need us to send you employee additions and deletions since we last sent you employee data? **That would be great to get additions and deletions.**

I need to know exactly what to provide our departments heads that are going to be providing time and computers for those without city email addresses. Do I just provide them a list of names and personnel email addresses? What about those without email addresses? **A few questions: which departments are providing time and computers? I need to verify, but I believe that we will provide a list of all employees with emails and "fake" emails that will allow them to enter the survey. I'll get right back to you on this.**

Could you please confirm that the information in the last paragraph of the letter is correct, reference study number, etc.? **Confirmed**

Is the pre-test still a go for the 19th, remind me again who we selected to receive that pre-test, and what should I tell them to expect and do? **Yes, and I will be emailing you today about that.**

Anything else I may be missing? **I just had my voice scoped and have to be quiet until next week. (I know, right?) As soon as my voice returns, I will make the employee video.**

Thanks and let me know your questions!

City Employees,

A Survey is Coming and We Want to Hear from YOU!!!

The UNC School of Government is conducting an Employee Survey for the City of Gastonia. On behalf of all Senior Management I encourage each of you to participate. The survey is being conducted, so that as an employer, we can learn what we do well and what we can improve upon so as to value you, our most important resource, better. We want your input on how our workplace can be improved and how you think and feel about working here. As a thank you for participating you will receive an extra 4 hours of vacation time.

You will be receiving the survey invitation on September 25th. The invite will be delivered to you at the same email address you received this email. For most of you that will be your city email address,

for others it will be the personnel email address you have on record with HR. The invitation will state that you have been invited to participate in the Local Government Workplaces Project Employee Survey, conducted by the School of Government at UNC Chapel Hill. You can take the survey from any computer or device from which you can access your email. To begin the survey click on the link provided in the email. The survey will be open from September 25th through October 8th.

A few important things to note about this survey:

**** Your participation is completely voluntary;**

**** You will be invited to participate directly in the survey by Leisha DeHart-Davis, Professor of Public Administration and Government at UNC-Chapel Hill;**

**** The survey should take between 15 and 20 minutes of your time;**

****Your survey responses go straight to the UNC School of Government;**

**** Your survey responses are completely confidential. The UNC research team will report the results to the City in only three ways: how employees as a whole respond to each survey question (e.g., 25% strongly agree vs. 35% strongly disagree); as averages by department; and in comments provided to us in anonymous format.**

****The UNC research team will review comments to ensure their anonymity before sharing them with the City;**

**** You can participate during work hours. Computers, time, and a link will be made available for anyone wishing to participate at work, all you need to know is your email address;**

**** At the beginning of the survey you will be asked if you would like to receive an extra 4 hours of vacation. If you check the box stating that you would, the UNC School of Government will share your name with us so that we can credit 4 hours to your vacation accrual. Only your name will be shared with the City. Your responses will remain strictly confidential;**

****Finally, the School of Government will benchmark our results against the results of other participating local governments so that we can identify our strengths and opportunities for improvement.**

I hope each of you will take this opportunity to provide your incredibly important thoughts and opinions to the School of Government. The data they compile for us will allow us to improve our workplace and processes so that we can support you better and help you be the best you can be, do your jobs to the best of your ability, and work together to build a community where people thrive and where we proudly serve. Together let's make the City of Gastonia the employer of choice in Gaston County.

If you have any questions about why the City of Gastonia is participating, or what we will do with the results, please contact me and I will be happy to answer your questions. If you have questions about the study itself, contact Professor DeHart-Davis at ldd@unc.edu. If you have questions about your rights as a research participant, contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu and reference study number [17-1930](#).

Thank you all and I look forward to hearing from each of you.

Todd Carpenter

Deputy City Manager, City of Gastonia NC

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

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Read: FW: Important: Employee Survey
Date: Friday, September 14, 2018 12:34:56 PM

Your message

To: Davis, Leisha DeHart
Subject: FW: Important: Employee Survey
Sent: Friday, September 14, 2018 12:33:05 PM (UTC-05:00) Eastern Time (US & Canada)

was read on Friday, September 14, 2018 12:34:50 PM (UTC-05:00) Eastern Time (US & Canada).

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: City of Gastonia - Email to All Employees
Date: Friday, September 14, 2018 12:31:05 PM

About to call. Can you send me the draft of your letter to senior managers?

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 12:27 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

Yes I'm available now or anytime. The sooner you can call the better as I need to get the letter out asap.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, September 14, 2018 11:58 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia - Email to All Employees

No word from IRB, will keep trying. They may have shut down for the storm. I have thoughts on how you can go ahead and communicate with senior managers, can call this afternoon if you are available.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 10:46 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Cc: "Fiely, Katherine Mae" <fielykm@live.unc.edu>, "Powers, Maddison Alice" <map447@live.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

I know your voice is recovering but would it be possible for me to speak with you, Katherine, or Maddison. I'd like to better understand this concept.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, September 14, 2018 10:43 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Cc: Fiely, Katherine Mae <fielykm@live.unc.edu>; Powers, Maddison Alice <map447@live.unc.edu>
Subject: Re: City of Gastonia - Email to All Employees
Importance: High

We are still working on how to make this as easy and error free as possible. Our current thinking is that we will give you a file with each employee's name that employees will click on and hyperlink to their version of the survey.

To enable IT to test this approach, we could conduct a trial run when we pre-test next week. We can send you a small file of names with IT included; they can try it out on one of the shared computers. Will this work?

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Friday, September 14, 2018 at 10:36 AM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu>

Subject: RE: City of Gastonia - Email to All Employees

The link I'm concerned about is the link that we have to put on the shared computers. My understanding was that for the employees that use these computers they will need to click on a link on the desktop and then enter in their email address or code to begin the survey. Did I misunderstand?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Friday, September 14, 2018 10:34 AM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>

Subject: Re: City of Gastonia - Email to All Employees

Once we have your employee additions and deletions. That's when we create individual links for each employee that can be accessed, either through excel or tableau.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Friday, September 14, 2018 at 10:32 AM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu>

Subject: RE: City of Gastonia - Email to All Employees

Great. When do you think I can get the link to put on the desktop of the shared computers. I'll have to get IT to roll this out and ensure that these computers have access to the site.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Friday, September 14, 2018 10:25 AM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>

Subject: Re: City of Gastonia - Email to All Employees

Great. We are still working on how to best make this happen. One option is for employees to have access to a screen with a pull-down menu with their names listed. That would produce less error than giving supervisors/department heads the list with the link. Working on this today, will keep you posted.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Friday, September 14, 2018 at 9:55 AM

To: Leisha DeHart-Davis <ldhart@sog.unc.edu>

Subject: RE: City of Gastonia - Email to All Employees

Leisha,

This will go out to all employees. In addition the department heads will be conveying the information to those employees that don't receive city email. I think there were only about 9 employees that we didn't have an address for. The employees that will need assistance with computer access, etc. will be in sanitation, field operations, bus drivers, and utility maintenance. What I had planned to do was send the department heads a list of their employees with their email addresses. The DH's can help any employee that needs it.

I do need the link from you that will need to go on the shared computers. Can you please send me this. I also need to understand how we are going to handle the employees without email addresses.

Please let me know.

Thanks,

Todd

From: Davis, Leisha DeHart [<mailto:ldhart@sog.unc.edu>]

Sent: Thursday, September 13, 2018 11:37 AM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>

Subject: Re: City of Gastonia - Email to All Employees

I reviewed and think it looks great. This goes only to employees with emails, right? For those without, there can be separate correspondence to explain the process to them. Remind me, which departments?

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Thursday, September 13, 2018 at 11:34 AM

To: Leisha DeHart-Davis <ldhart@sog.unc.edu>

Subject: RE: City of Gastonia - Email to All Employees

Thank you. Did you have any comments on the letter that I plan to send to all employees?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Thursday, September 13, 2018 11:25 AM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>

Subject: Re: City of Gastonia - Email to All Employees

Hi, Todd. Below are responses to your questions.

Do you need us to send you employee additions and deletions since we last sent you employee data? **That would be great to get additions and deletions.**

I need to know exactly what to provide our departments heads that are going to be providing time and computers for those without city email addresses. Do I just provide them a list of names and personnel email addresses? What about those without email addresses? **A few questions: which departments are providing time and computers? I need to verify, but I believe that we will provide a list of all employees with emails and "fake" emails that will allow them to enter the survey. I'll get right back to you on this.**

Could you please confirm that the information in the last paragraph of the letter is correct, reference study number, etc.? **Confirmed**

Is the pre-test still a go for the 19th, remind me again who we selected to receive that pre-test, and what should I tell them to expect and do? **Yes, and I will be emailing you today about that.**

Anything else I may be missing? **I just had my voice scoped and have to be quiet until next week. (I know, right?) As soon as my voice returns, I will make the employee video.**

Thanks and let me know your questions!

City Employees,

A Survey is Coming and We Want to Hear from YOU!!!

The UNC School of Government is conducting an Employee Survey for the City of Gastonia. On behalf of all Senior Management I encourage each of you to participate. The survey is being conducted, so that as an employer, we can learn what we do well and what we can improve upon so as to value you, our most important resource, better. We want your input on how our workplace can be improved and how you think and feel about working here. As a thank you for participating you will receive an extra 4 hours of vacation time.

You will be receiving the survey invitation on September 25th. The invite will be delivered to you at the same email address you received this email. For most of you that will be your city email address,

for others it will be the personnel email address you have on record with HR. The invitation will state that you have been invited to participate in the Local Government Workplaces Project Employee Survey, conducted by the School of Government at UNC Chapel Hill. You can take the survey from any computer or device from which you can access your email. To begin the survey click on the link provided in the email. The survey will be open from September 25th through October 8th.

A few important things to note about this survey:

**** Your participation is completely voluntary;**

**** You will be invited to participate directly in the survey by Leisha DeHart-Davis, Professor of Public Administration and Government at UNC-Chapel Hill;**

**** The survey should take between 15 and 20 minutes of your time;**

****Your survey responses go straight to the UNC School of Government;**

**** Your survey responses are completely confidential. The UNC research team will report the results to the City in only three ways: how employees as a whole respond to each survey question (e.g., 25% strongly agree vs. 35% strongly disagree); as averages by department; and in comments provided to us in anonymous format.**

****The UNC research team will review comments to ensure their anonymity before sharing them with the City;**

**** You can participate during work hours. Computers, time, and a link will be made available for anyone wishing to participate at work, all you need to know is your email address;**

**** At the beginning of the survey you will be asked if you would like to receive an extra 4 hours of vacation. If you check the box stating that you would, the UNC School of Government will share your name with us so that we can credit 4 hours to your vacation accrual. Only your name will be shared with the City. Your responses will remain strictly confidential;**

****Finally, the School of Government will benchmark our results against the results of other participating local governments so that we can identify our strengths and opportunities for improvement.**

I hope each of you will take this opportunity to provide your incredibly important thoughts and opinions to the School of Government. The data they compile for us will allow us to improve our workplace and processes so that we can support you better and help you be the best you can be, do your jobs to the best of your ability, and work together to build a community where people thrive and where we proudly serve. Together let's make the City of Gastonia the employer of choice in Gaston County.

If you have any questions about why the City of Gastonia is participating, or what we will do with the results, please contact me and I will be happy to answer your questions. If you have questions about the study itself, contact Professor DeHart-Davis at ldd@unc.edu. If you have questions about your rights as a research participant, contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu and reference study number [17-1930](#).

Thank you all and I look forward to hearing from each of you.

Todd Carpenter

Deputy City Manager, City of Gastonia NC

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

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: City of Gastonia - Email to All Employees
Date: Friday, September 14, 2018 11:58:29 AM

No word from IRB, will keep trying. They may have shut down for the storm. I have thoughts on how you can go ahead and communicate with senior managers, can call this afternoon if you are available.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 10:46 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Cc: "Fiely, Katherine Mae" <fielykm@live.unc.edu>, "Powers, Maddison Alice" <map447@live.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

I know your voice is recovering but would it be possible for me to speak with you, Katherine, or Maddison. I'd like to better understand this concept.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, September 14, 2018 10:43 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Cc: Fiely, Katherine Mae <fielykm@live.unc.edu>; Powers, Maddison Alice <map447@live.unc.edu>
Subject: Re: City of Gastonia - Email to All Employees
Importance: High

We are still working on how to make this as easy and error free as possible. Our current thinking is that we will give you a file with each employee's name that employees will click on and hyperlink to their version of the survey.

To enable IT to test this approach, we could conduct a trial run when we pre-test next week. We can send you a small file of names with IT included; they can try it out on one of the shared computers. Will this work?

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 10:36 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

The link I'm concerned about is the link that we have to put on the shared computers. My understanding was that for the employees that use these computers they will need to click on a link

on the desktop and then enter in their email address or code to begin the survey. Did I misunderstand?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, September 14, 2018 10:34 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia - Email to All Employees

Once we have your employee additions and deletions. That's when we create individual links for each employee that can be accessed, either through excel or tableau.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 10:32 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

Great. When do you think I can get the link to put on the desktop of the shared computers. I'll have to get IT to roll this out and ensure that these computers have access to the site.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, September 14, 2018 10:25 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia - Email to All Employees

Great. We are still working on how to best make this happen. One option is for employees to have access to a screen with a pull-down menu with their names listed. That would produce less error than giving supervisors/department heads the list with the link. Working on this today, will keep you posted.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 9:55 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

Leisha,

This will go out to all employees. In addition the department heads will be conveying the information to those employees that don't receive city email. I think there were only about 9 employees that we didn't have an address for. The employees that will need assistance with computer access, etc. will be in sanitation, field operations, bus drivers, and utility maintenance. What I had planned to do was send the department heads a list of their employees with their email

addresses. The DH's can help any employee that needs it.

I do need the link from you that will need to go on the shared computers. Can you please send me this. I also need to understand how we are going to handle the employees without email addresses.

Please let me know.

Thanks,

Todd

From: Davis, Leisha DeHart [<mailto:ldhart@sog.unc.edu>]
Sent: Thursday, September 13, 2018 11:37 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia - Email to All Employees

I reviewed and think it looks great. This goes only to employees with emails, right? For those without, there can be separate correspondence to explain the process to them. Remind me, which departments?

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Thursday, September 13, 2018 at 11:34 AM
To: Leisha DeHart-Davis <ldhart@sog.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

Thank you. Did you have any comments on the letter that I plan to send to all employees?

Todd

From: Davis, Leisha DeHart [<mailto:ldhart@sog.unc.edu>]
Sent: Thursday, September 13, 2018 11:25 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia - Email to All Employees

Hi, Todd. Below are responses to your questions.

Do you need us to send you employee additions and deletions since we last sent you employee data? **That would be great to get additions and deletions.**

I need to know exactly what to provide our departments heads that are going to be providing time and computers for those without city email addresses. Do I just provide them a list of names and personnel email addresses? What about those without email addresses? **A few questions: which departments are providing time and computers? I need to verify, but I believe that we will provide a list of all employees with emails and "fake" emails that will allow them to enter the survey. I'll get right back to you on this.**

Could you please confirm that the information in the last paragraph of the letter is correct, reference study number, etc.? **Confirmed**

Is the pre-test still a go for the 19th, remind me again who we selected to receive that pre-test, and what should I tell them to expect and do? **Yes, and I will be emailing you today about that.**

Anything else I may be missing? **I just had my voice scoped and have to be quiet until next week. (I know, right?) As soon as my voice returns, I will make the employee video.**

Thanks and let me know your questions!

City Employees,

A Survey is Coming and We Want to Hear from YOU!!!

The UNC School of Government is conducting an Employee Survey for the City of Gastonia. On behalf of all Senior Management I encourage each of you to participate. The survey is being conducted, so that as an employer, we can learn what we do well and what we can improve upon so as to value you, our most important resource, better. We want your input on how our workplace can be improved and how you think and feel about working here. As a thank you for participating you will receive an extra 4 hours of vacation time.

You will be receiving the survey invitation on September 25th. The invite will be delivered to you at the same email address you received this email. For most of you that will be your city email address, for others it will be the personnel email address you have on record with HR. The invitation will state that you have been invited to participate in the Local Government Workplaces Project Employee Survey, conducted by the School of Government at UNC Chapel Hill. You can take the survey from any computer or device from which you can access your email. To begin the survey click on the link provided in the email. The survey will be open from September 25th through October 8th.

A few important things to note about this survey:

**** Your participation is completely voluntary;**

**** You will be invited to participate directly in the survey by Leisha DeHart-Davis, Professor of Public Administration and Government at UNC-Chapel Hill;**

**** The survey should take between 15 and 20 minutes of your time;**

****Your survey responses go straight to the UNC School of Government;**

**** Your survey responses are completely confidential. The UNC research team will report the results to the City in only three ways: how employees as a whole respond to each survey question (e.g., 25% strongly agree vs. 35% strongly disagree); as averages by department; and in comments provided to us in anonymous format.**

****The UNC research team will review comments to ensure their anonymity before sharing them with the City;**

**** You can participate during work hours. Computers, time, and a link will be made available for anyone wishing to participate at work, all you need to know is your email address;**

**** At the beginning of the survey you will be asked if you would like to receive an extra 4 hours of vacation. If you check the box stating that you would, the UNC School of Government will share your name with us so that we can credit 4 hours to your vacation accrual. Only your name will be shared with the City. Your responses will remain strictly confidential;**

****Finally, the School of Government will benchmark our results against the results of other participating local governments so that we can identify our strengths and opportunities for improvement.**

I hope each of you will take this opportunity to provide your incredibly important thoughts and opinions to the School of Government. The data they compile for us will allow us to improve our workplace and processes so that we can support you better and help you be the best you can be, do your jobs to the best of your ability, and work together to build a community where people thrive and where we proudly serve. Together let's make the City of Gastonia the employer of choice in Gaston County.

If you have any questions about why the City of Gastonia is participating, or what we will do with the results, please contact me and I will be happy to answer your questions. If you have questions about the study itself, contact Professor DeHart-Davis at ldd@unc.edu. If you have questions about your rights as a research participant, contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu and reference study number [17-1930](#).

Thank you all and I look forward to hearing from each of you.

Todd Carpenter

Deputy City Manager, City of Gastonia NC
Phone: 704-866-6860 Cell: 704-214-9028

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Cc: [Fiely, Katherine Mae](#); [Powers, Maddison Alice](#)
Subject: Re: City of Gastonia - Email to All Employees
Date: Friday, September 14, 2018 10:46:52 AM

I'll give you a call now.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 10:46 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Cc: "Fiely, Katherine Mae" <fielykm@live.unc.edu>, "Powers, Maddison Alice" <map447@live.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

I know your voice is recovering but would it be possible for me to speak with you, Katherine, or Maddison. I'd like to better understand this concept.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, September 14, 2018 10:43 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Cc: Fiely, Katherine Mae <fielykm@live.unc.edu>; Powers, Maddison Alice <map447@live.unc.edu>
Subject: Re: City of Gastonia - Email to All Employees
Importance: High

We are still working on how to make this as easy and error free as possible. Our current thinking is that we will give you a file with each employee's name that employees will click on and hyperlink to their version of the survey.

To enable IT to test this approach, we could conduct a trial run when we pre-test next week. We can send you a small file of names with IT included; they can try it out on one of the shared computers. Will this work?

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 10:36 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

The link I'm concerned about is the link that we have to put on the shared computers. My understanding was that for the employees that use these computers they will need to click on a link on the desktop and then enter in their email address or code to begin the survey. Did I misunderstand?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, September 14, 2018 10:34 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia - Email to All Employees

Once we have your employee additions and deletions. That's when we create individual links for each employee that can be accessed, either through excel or tableau.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 10:32 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

Great. When do you think I can get the link to put on the desktop of the shared computers. I'll have to get IT to roll this out and ensure that these computers have access to the site.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, September 14, 2018 10:25 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia - Email to All Employees

Great. We are still working on how to best make this happen. One option is for employees to have access to a screen with a pull-down menu with their names listed. That would produce less error than giving supervisors/department heads the list with the link. Working on this today, will keep you posted.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 9:55 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

Leisha,

This will go out to all employees. In addition the department heads will be conveying the information to those employees that don't receive city email. I think there were only about 9 employees that we didn't have an address for. The employees that will need assistance with computer access, etc. will be in sanitation, field operations, bus drivers, and utility maintenance. What I had planned to do was send the department heads a list of their employees with their email addresses. The DH's can help any employee that needs it.

I do need the link from you that will need to go on the shared computers. Can you please send me this. I also need to understand how we are going to handle the employees without email addresses.

Please let me know.

Thanks,

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Thursday, September 13, 2018 11:37 AM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>

Subject: Re: City of Gastonia - Email to All Employees

I reviewed and think it looks great. This goes only to employees with emails, right? For those without, there can be separate correspondence to explain the process to them. Remind me, which departments?

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Thursday, September 13, 2018 at 11:34 AM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu>

Subject: RE: City of Gastonia - Email to All Employees

Thank you. Did you have any comments on the letter that I plan to send to all employees?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Thursday, September 13, 2018 11:25 AM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>

Subject: Re: City of Gastonia - Email to All Employees

Hi, Todd. Below are responses to your questions.

Do you need us to send you employee additions and deletions since we last sent you employee data? **That would be great to get additions and deletions.**

I need to know exactly what to provide our departments heads that are going to be providing time and computers for those without city email addresses. Do I just provide them a list of names and personnel email addresses? What about those without email addresses? **A few questions: which departments are providing time and computers? I need to verify, but I believe that we will provide a list of all employees with emails and "fake" emails that will allow them to enter the survey. I'll get right back to you on this.**

Could you please confirm that the information in the last paragraph of the letter is correct, reference

study number, etc.? **Confirmed**

Is the pre-test still a go for the 19th, remind me again who we selected to receive that pre-test, and what should I tell them to expect and do? **Yes, and I will be emailing you today about that.**

Anything else I may be missing? **I just had my voice scoped and have to be quiet until next week. (I know, right?) As soon as my voice returns, I will make the employee video.**

Thanks and let me know your questions!

City Employees,

A Survey is Coming and We Want to Hear from YOU!!!

The UNC School of Government is conducting an Employee Survey for the City of Gastonia. On behalf of all Senior Management I encourage each of you to participate. The survey is being conducted, so that as an employer, we can learn what we do well and what we can improve upon so as to value you, our most important resource, better. We want your input on how our workplace can be improved and how you think and feel about working here. As a thank you for participating you will receive an extra 4 hours of vacation time.

You will be receiving the survey invitation on September 25th. The invite will be delivered to you at the same email address you received this email. For most of you that will be your city email address, for others it will be the personnel email address you have on record with HR. The invitation will state that you have been invited to participate in the Local Government Workplaces Project Employee Survey, conducted by the School of Government at UNC Chapel Hill. You can take the survey from any computer or device from which you can access your email. To begin the survey click on the link provided in the email. The survey will be open from September 25th through October 8th.

A few important things to note about this survey:

**** Your participation is completely voluntary;**

**** You will be invited to participate directly in the survey by Leisha DeHart-Davis, Professor of Public Administration and Government at UNC-Chapel Hill;**

**** The survey should take between 15 and 20 minutes of your time;**

****Your survey responses go straight to the UNC School of Government;**

**** Your survey responses are completely confidential. The UNC research team will report the**

results to the City in only three ways: how employees as a whole respond to each survey question (e.g., 25% strongly agree vs. 35% strongly disagree); as averages by department; and in comments provided to us in anonymous format.

****The UNC research team will review comments to ensure their anonymity before sharing them with the City;**

**** You can participate during work hours. Computers, time, and a link will be made available for anyone wishing to participate at work, all you need to know is your email address;**

**** At the beginning of the survey you will be asked if you would like to receive an extra 4 hours of vacation. If you check the box stating that you would, the UNC School of Government will share your name with us so that we can credit 4 hours to your vacation accrual. Only your name will be shared with the City. Your responses will remain strictly confidential;**

****Finally, the School of Government will benchmark our results against the results of other participating local governments so that we can identify our strengths and opportunities for improvement.**

I hope each of you will take this opportunity to provide your incredibly important thoughts and opinions to the School of Government. The data they compile for us will allow us to improve our workplace and processes so that we can support you better and help you be the best you can be, do your jobs to the best of your ability, and work together to build a community where people thrive and where we proudly serve. Together let's make the City of Gastonia the employer of choice in Gaston County.

If you have any questions about why the City of Gastonia is participating, or what we will do with the results, please contact me and I will be happy to answer your questions. If you have questions about the study itself, contact Professor DeHart-Davis at ldd@unc.edu. If you have questions about your rights as a research participant, contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu and reference study number [17-1930](#).

Thank you all and I look forward to hearing from each of you.

Todd Carpenter

Deputy City Manager, City of Gastonia NC
Phone: 704-866-6860 Cell: 704-214-9028

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Cc: [Fiely, Katherine Mae](#); [Powers, Maddison Alice](#)
Subject: Re: City of Gastonia - Email to All Employees
Date: Friday, September 14, 2018 10:43:34 AM
Importance: High

We are still working on how to make this as easy and error free as possible. Our current thinking is that we will give you a file with each employee's name that employees will click on and hyperlink to their version of the survey.

To enable IT to test this approach, we could conduct a trial run when we pre-test next week. We can send you a small file of names with IT included; they can try it out on one of the shared computers. Will this work?

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 10:36 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

The link I'm concerned about is the link that we have to put on the shared computers. My understanding was that for the employees that use these computers they will need to click on a link on the desktop and then enter in their email address or code to begin the survey. Did I misunderstand?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, September 14, 2018 10:34 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia - Email to All Employees

Once we have your employee additions and deletions. That's when we create individual links for each employee that can be accessed, either through excel or tableau.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 10:32 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

Great. When do you think I can get the link to put on the desktop of the shared computers. I'll have to get IT to roll this out and ensure that these computers have access to the site.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, September 14, 2018 10:25 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia - Email to All Employees

Great. We are still working on how to best make this happen. One option is for employees to have access to a screen with a pull-down menu with their names listed. That would produce less error than giving supervisors/department heads the list with the link. Working on this today, will keep you posted.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 9:55 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

Leisha,

This will go out to all employees. In addition the department heads will be conveying the information to those employees that don't receive city email. I think there were only about 9 employees that we didn't have an address for. The employees that will need assistance with computer access, etc. will be in sanitation, field operations, bus drivers, and utility maintenance. What I had planned to do was send the department heads a list of their employees with their email addresses. The DH's can help any employee that needs it.

I do need the link from you that will need to go on the shared computers. Can you please send me this. I also need to understand how we are going to handle the employees without email addresses.

Please let me know.

Thanks,

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Thursday, September 13, 2018 11:37 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia - Email to All Employees

I reviewed and think it looks great. This goes only to employees with emails, right? For those without, there can be separate correspondence to explain the process to them. Remind me, which departments?

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Thursday, September 13, 2018 at 11:34 AM
To: Leisha DeHart-Davis <ldhart@sog.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

Thank you. Did you have any comments on the letter that I plan to send to all employees?

Todd

From: Davis, Leisha DeHart [<mailto:ldhart@sog.unc.edu>]
Sent: Thursday, September 13, 2018 11:25 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia - Email to All Employees

Hi, Todd. Below are responses to your questions.

Do you need us to send you employee additions and deletions since we last sent you employee data? **That would be great to get additions and deletions.**

I need to know exactly what to provide our departments heads that are going to be providing time and computers for those without city email addresses. Do I just provide them a list of names and personnel email addresses? What about those without email addresses? **A few questions: which departments are providing time and computers? I need to verify, but I believe that we will provide a list of all employees with emails and "fake" emails that will allow them to enter the survey. I'll get right back to you on this.**

Could you please confirm that the information in the last paragraph of the letter is correct, reference study number, etc.? **Confirmed**

Is the pre-test still a go for the 19th, remind me again who we selected to receive that pre-test, and what should I tell them to expect and do? **Yes, and I will be emailing you today about that.**

Anything else I may be missing? **I just had my voice scoped and have to be quiet until next week. (I know, right?) As soon as my voice returns, I will make the employee video.**

Thanks and let me know your questions!

City Employees,

A Survey is Coming and We Want to Hear from YOU!!!

The UNC School of Government is conducting an Employee Survey for the City of Gastonia. On behalf of all Senior Management I encourage each of you to participate. The survey is being

conducted, so that as an employer, we can learn what we do well and what we can improve upon so as to value you, our most important resource, better. We want your input on how our workplace can be improved and how you think and feel about working here. As a thank you for participating you will receive an extra 4 hours of vacation time.

You will be receiving the survey invitation on September 25th. The invite will be delivered to you at the same email address you received this email. For most of you that will be your city email address, for others it will be the personnel email address you have on record with HR. The invitation will state that you have been invited to participate in the Local Government Workplaces Project Employee Survey, conducted by the School of Government at UNC Chapel Hill. You can take the survey from any computer or device from which you can access your email. To begin the survey click on the link provided in the email. The survey will be open from September 25th through October 8th.

A few important things to note about this survey:

**** Your participation is completely voluntary;**

**** You will be invited to participate directly in the survey by Leisha DeHart-Davis, Professor of Public Administration and Government at UNC-Chapel Hill;**

**** The survey should take between 15 and 20 minutes of your time;**

****Your survey responses go straight to the UNC School of Government;**

**** Your survey responses are completely confidential. The UNC research team will report the results to the City in only three ways: how employees as a whole respond to each survey question (e.g., 25% strongly agree vs. 35% strongly disagree); as averages by department; and in comments provided to us in anonymous format.**

****The UNC research team will review comments to ensure their anonymity before sharing them with the City;**

**** You can participate during work hours. Computers, time, and a link will be made available for anyone wishing to participate at work, all you need to know is your email address;**

**** At the beginning of the survey you will be asked if you would like to receive an extra 4 hours of vacation. If you check the box stating that you would, the UNC School of Government will share your name with us so that we can credit 4 hours to your vacation accrual. Only your name will be shared with the City. Your responses will remain strictly confidential;**

****Finally, the School of Government will benchmark our results against the results of other participating local governments so that we can identify our strengths and opportunities for improvement.**

I hope each you will take this opportunity to provide your incredibly important thoughts and opinions to the School of Government. The data they compile for us will allow us to improve our workplace and processes so that we can support you better and help you be the best you can be, do your jobs to the best of your ability, and work together to build a community where people thrive and where we proudly serve. Together let's make the City of Gastonia the employer of choice in Gaston County.

If you have any questions about why the City of Gastonia is participating, or what we will do with the results, please contact me and I will be happy to answer your questions. If you have questions about the study itself, contact Professor DeHart-Davis at ldd@unc.edu. If you have questions about your rights as a research participant, contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu and reference study number [17-1930](#).

Thank you all and I look forward to hearing from each of you.

Todd Carpenter

Deputy City Manager, City of Gastonia NC

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

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: City of Gastonia - Email to All Employees
Date: Friday, September 14, 2018 10:33:50 AM

Once we have your employee additions and deletions. That's when we create individual links for each employee that can be accessed, either through excel or tableau.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 10:32 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

Great. When do you think I can get the link to put on the desktop of the shared computers. I'll have to get IT to roll this out and ensure that these computers have access to the site.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, September 14, 2018 10:25 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia - Email to All Employees

Great. We are still working on how to best make this happen. One option is for employees to have access to a screen with a pull-down menu with their names listed. That would produce less error than giving supervisors/department heads the list with the link. Working on this today, will keep you posted.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 9:55 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

Leisha,

This will go out to all employees. In addition the department heads will be conveying the information to those employees that don't receive city email. I think there were only about 9 employees that we didn't have an address for. The employees that will need assistance with computer access, etc. will be in sanitation, field operations, bus drivers, and utility maintenance. What I had planned to do was send the department heads a list of their employees with their email addresses. The DH's can help any employee that needs it.

I do need the link from you that will need to go on the shared computers. Can you please send me this. I also need to understand how we are going to handle the employees without email addresses.

Please let me know.

Thanks,

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Thursday, September 13, 2018 11:37 AM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>

Subject: Re: City of Gastonia - Email to All Employees

I reviewed and think it looks great. This goes only to employees with emails, right? For those without, there can be separate correspondence to explain the process to them. Remind me, which departments?

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Thursday, September 13, 2018 at 11:34 AM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu>

Subject: RE: City of Gastonia - Email to All Employees

Thank you. Did you have any comments on the letter that I plan to send to all employees?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Thursday, September 13, 2018 11:25 AM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>

Subject: Re: City of Gastonia - Email to All Employees

Hi, Todd. Below are responses to your questions.

Do you need us to send you employee additions and deletions since we last sent you employee data? **That would be great to get additions and deletions.**

I need to know exactly what to provide our departments heads that are going to be providing time and computers for those without city email addresses. Do I just provide them a list of names and personnel email addresses? What about those without email addresses? **A few questions: which departments are providing time and computers? I need to verify, but I believe that we will provide a list of all employees with emails and "fake" emails that will allow them to enter the survey. I'll get right back to you on this.**

Could you please confirm that the information in the last paragraph of the letter is correct, reference study number, etc.? **Confirmed**

th

Is the pre-test still a go for the 19th, remind me again who we selected to receive that pre-test, and what should I tell them to expect and do? **Yes, and I will be emailing you today about that.**

Anything else I may be missing? **I just had my voice scoped and have to be quiet until next week. (I know, right?) As soon as my voice returns, I will make the employee video.**

Thanks and let me know your questions!

City Employees,

A Survey is Coming and We Want to Hear from YOU!!!

The UNC School of Government is conducting an Employee Survey for the City of Gastonia. On behalf of all Senior Management I encourage each of you to participate. The survey is being conducted, so that as an employer, we can learn what we do well and what we can improve upon so as to value you, our most important resource, better. We want your input on how our workplace can be improved and how you think and feel about working here. As a thank you for participating you will receive an extra 4 hours of vacation time.

You will be receiving the survey invitation on September 25th. The invite will be delivered to you at the same email address you received this email. For most of you that will be your city email address, for others it will be the personnel email address you have on record with HR. The invitation will state that you have been invited to participate in the Local Government Workplaces Project Employee Survey, conducted by the School of Government at UNC Chapel Hill. You can take the survey from any computer or device from which you can access your email. To begin the survey click on the link provided in the email. The survey will be open from September 25th through October 8th.

A few important things to note about this survey:

**** Your participation is completely voluntary;**

**** You will be invited to participate directly in the survey by Leisha DeHart-Davis, Professor of Public Administration and Government at UNC-Chapel Hill;**

**** The survey should take between 15 and 20 minutes of your time;**

****Your survey responses go straight to the UNC School of Government;**

**** Your survey responses are completely confidential. The UNC research team will report the results to the City in only three ways: how employees as a whole respond to each survey question (e.g., 25% strongly agree vs. 35% strongly disagree); as averages by department; and in**

comments provided to us in anonymous format.

****The UNC research team will review comments to ensure their anonymity before sharing them with the City;**

**** You can participate during work hours. Computers, time, and a link will be made available for anyone wishing to participate at work, all you need to know is your email address;**

**** At the beginning of the survey you will be asked if you would like to receive an extra 4 hours of vacation. If you check the box stating that you would, the UNC School of Government will share your name with us so that we can credit 4 hours to your vacation accrual. Only your name will be shared with the City. Your responses will remain strictly confidential;**

****Finally, the School of Government will benchmark our results against the results of other participating local governments so that we can identify our strengths and opportunities for improvement.**

I hope each you will take this opportunity to provide your incredibly important thoughts and opinions to the School of Government. The data they compile for us will allow us to improve our workplace and processes so that we can support you better and help you be the best you can be, do your jobs to the best of your ability, and work together to build a community where people thrive and where we proudly serve. Together let's make the City of Gastonia the employer of choice in Gaston County.

If you have any questions about why the City of Gastonia is participating, or what we will do with the results, please contact me and I will be happy to answer your questions. If you have questions about the study itself, contact Professor DeHart-Davis at ldd@unc.edu. If you have questions about your rights as a research participant, contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu and reference study number [17-1930](#).

Thank you all and I look forward to hearing from each of you.

Todd Carpenter

Deputy City Manager, City of Gastonia NC
Phone: 704-866-6860 Cell: 704-214-9028

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: City of Gastonia - Email to All Employees
Date: Friday, September 14, 2018 10:25:06 AM

Great. We are still working on how to best make this happen. One option is for employees to have access to a screen with a pull-down menu with their names listed. That would produce less error than giving supervisors/department heads the list with the link. Working on this today, will keep you posted.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, September 14, 2018 at 9:55 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

Leisha,

This will go out to all employees. In addition the department heads will be conveying the information to those employees that don't receive city email. I think there were only about 9 employees that we didn't have an address for. The employees that will need assistance with computer access, etc. will be in sanitation, field operations, bus drivers, and utility maintenance. What I had planned to do was send the department heads a list of their employees with their email addresses. The DH's can help any employee that needs it.

I do need the link from you that will need to go on the shared computers. Can you please send me this. I also need to understand how we are going to handle the employees without email addresses.

Please let me know.

Thanks,

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Thursday, September 13, 2018 11:37 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia - Email to All Employees

I reviewed and think it looks great. This goes only to employees with emails, right? For those without, there can be separate correspondence to explain the process to them. Remind me, which departments?

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Thursday, September 13, 2018 at 11:34 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>

Subject: RE: City of Gastonia - Email to All Employees

Thank you. Did you have any comments on the letter that I plan to send to all employees?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Thursday, September 13, 2018 11:25 AM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>

Subject: Re: City of Gastonia - Email to All Employees

Hi, Todd. Below are responses to your questions.

Do you need us to send you employee additions and deletions since we last sent you employee data? **That would be great to get additions and deletions.**

I need to know exactly what to provide our departments heads that are going to be providing time and computers for those without city email addresses. Do I just provide them a list of names and personnel email addresses? What about those without email addresses? **A few questions: which departments are providing time and computers? I need to verify, but I believe that we will provide a list of all employees with emails and "fake" emails that will allow them to enter the survey. I'll get right back to you on this.**

Could you please confirm that the information in the last paragraph of the letter is correct, reference study number, etc.? **Confirmed**

Is the pre-test still a go for the 19th, remind me again who we selected to receive that pre-test, and what should I tell them to expect and do? **Yes, and I will be emailing you today about that.**

Anything else I may be missing? **I just had my voice scoped and have to be quiet until next week. (I know, right?) As soon as my voice returns, I will make the employee video.**

Thanks and let me know your questions!

City Employees,

A Survey is Coming and We Want to Hear from YOU!!!

The UNC School of Government is conducting an Employee Survey for the City of Gastonia. On behalf of all Senior Management I encourage each of you to participate. The survey is being conducted, so that as an employer, we can learn what we do well and what we can improve upon so as to value you, our most important resource, better. We want your input on how our workplace

can be improved and how you think and feel about working here. As a thank you for participating you will receive an extra 4 hours of vacation time.

You will be receiving the survey invitation on September 25th. The invite will be delivered to you at the same email address you received this email. For most of you that will be your city email address, for others it will be the personnel email address you have on record with HR. The invitation will state that you have been invited to participate in the Local Government Workplaces Project Employee Survey, conducted by the School of Government at UNC Chapel Hill. You can take the survey from any computer or device from which you can access your email. To begin the survey click on the link provided in the email. The survey will be open from September 25th through October 8th.

A few important things to note about this survey:

**** Your participation is completely voluntary;**

**** You will be invited to participate directly in the survey by Leisha DeHart-Davis, Professor of Public Administration and Government at UNC-Chapel Hill;**

**** The survey should take between 15 and 20 minutes of your time;**

****Your survey responses go straight to the UNC School of Government;**

**** Your survey responses are completely confidential. The UNC research team will report the results to the City in only three ways: how employees as a whole respond to each survey question (e.g., 25% strongly agree vs. 35% strongly disagree); as averages by department; and in comments provided to us in anonymous format.**

****The UNC research team will review comments to ensure their anonymity before sharing them with the City;**

**** You can participate during work hours. Computers, time, and a link will be made available for anyone wishing to participate at work, all you need to know is your email address;**

**** At the beginning of the survey you will be asked if you would like to receive an extra 4 hours of vacation. If you check the box stating that you would, the UNC School of Government will share your name with us so that we can credit 4 hours to your vacation accrual. Only your name will be shared with the City. Your responses will remain strictly confidential;**

****Finally, the School of Government will benchmark our results against the results of other participating local governments so that we can identify our strengths and opportunities for improvement.**

I hope each you will take this opportunity to provide your incredibly important thoughts and opinions to the School of Government. The data they compile for us will allow us to improve our

workplace and processes so that we can support you better and help you be the best you can be, do your jobs to the best of your ability, and work together to build a community where people thrive and where we proudly serve. Together let's make the City of Gastonia the employer of choice in Gaston County.

If you have any questions about why the City of Gastonia is participating, or what we will do with the results, please contact me and I will be happy to answer your questions. If you have questions about the study itself, contact Professor DeHart-Davis at ldd@unc.edu. If you have questions about your rights as a research participant, contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu and reference study number [17-1930](#).

Thank you all and I look forward to hearing from each of you.

Todd Carpenter

Deputy City Manager, City of Gastonia NC

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

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: City of Gastonia - Email to All Employees
Date: Thursday, September 13, 2018 11:38:10 AM

I reviewed and think it looks great. This goes only to employees with emails, right? For those without, there can be separate correspondence to explain the process to them. Remind me, which departments?

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Thursday, September 13, 2018 at 11:34 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia - Email to All Employees

Thank you. Did you have any comments on the letter that I plan to send to all employees?

Todd

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]
Sent: Thursday, September 13, 2018 11:25 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia - Email to All Employees

Hi, Todd. Below are responses to your questions.

Do you need us to send you employee additions and deletions since we last sent you employee data? **That would be great to get additions and deletions.**

I need to know exactly what to provide our departments heads that are going to be providing time and computers for those without city email addresses. Do I just provide them a list of names and personnel email addresses? What about those without email addresses? **A few questions: which departments are providing time and computers? I need to verify, but I believe that we will provide a list of all employees with emails and "fake" emails that will allow them to enter the survey. I'll get right back to you on this.**

Could you please confirm that the information in the last paragraph of the letter is correct, reference study number, etc.? **Confirmed**

Is the pre-test still a go for the 19th, remind me again who we selected to receive that pre-test, and what should I tell them to expect and do? **Yes, and I will be emailing you today about that.**

Anything else I may be missing? **I just had my voice scoped and have to be quiet until next week. (I know, right?) As soon as my voice returns, I will make the employee video.**

Thanks and let me know your questions!

City Employees,

A Survey is Coming and We Want to Hear from YOU!!!

The UNC School of Government is conducting an Employee Survey for the City of Gastonia. On behalf of all Senior Management I encourage each of you to participate. The survey is being conducted, so that as an employer, we can learn what we do well and what we can improve upon so as to value you, our most important resource, better. We want your input on how our workplace can be improved and how you think and feel about working here. As a thank you for participating you will receive an extra 4 hours of vacation time.

You will be receiving the survey invitation on September 25th. The invite will be delivered to you at the same email address you received this email. For most of you that will be your city email address, for others it will be the personnel email address you have on record with HR. The invitation will state that you have been invited to participate in the Local Government Workplaces Project Employee Survey, conducted by the School of Government at UNC Chapel Hill. You can take the survey from any computer or device from which you can access your email. To begin the survey click on the link provided in the email. The survey will be open from September 25th through October 8th.

A few important things to note about this survey:

**** Your participation is completely voluntary;**

**** You will be invited to participate directly in the survey by Leisha DeHart-Davis, Professor of Public Administration and Government at UNC-Chapel Hill;**

**** The survey should take between 15 and 20 minutes of your time;**

****Your survey responses go straight to the UNC School of Government;**

**** Your survey responses are completely confidential. The UNC research team will report the results to the City in only three ways: how employees as a whole respond to each survey question (e.g., 25% strongly agree vs. 35% strongly disagree); as averages by department; and in comments provided to us in anonymous format.**

****The UNC research team will review comments to ensure their anonymity before sharing them with the City;**

**** You can participate during work hours. Computers, time, and a link will be made available for anyone wishing to participate at work, all you need to know is your email address;**

**** At the beginning of the survey you will be asked if you would like to receive an extra 4 hours of vacation. If you check the box stating that you would, the UNC School of Government will share your name with us so that we can credit 4 hours to your vacation accrual. Only your name will be shared with the City. Your responses will remain strictly confidential;**

****Finally, the School of Government will benchmark our results against the results of other participating local governments so that we can identify our strengths and opportunities for improvement.**

I hope each you will take this opportunity to provide your incredibly important thoughts and opinions to the School of Government. The data they compile for us will allow us to improve our workplace and processes so that we can support you better and help you be the best you can be, do your jobs to the best of your ability, and work together to build a community where people thrive and where we proudly serve. Together let's make the City of Gastonia the employer of choice in Gaston County.

If you have any questions about why the City of Gastonia is participating, or what we will do with the results, please contact me and I will be happy to answer your questions. If you have questions about the study itself, contact Professor DeHart-Davis at ldd@unc.edu. If you have questions about your rights as a research participant, contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu and reference study number [17-1930](#).

Thank you all and I look forward to hearing from each of you.

Todd Carpenter

Deputy City Manager, City of Gastonia NC
Phone: 704-866-6860 Cell: 704-214-9028

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: City of Gastonia - Email to All Employees
Date: Thursday, September 13, 2018 11:24:59 AM

Hi, Todd. Below are responses to your questions.

Do you need us to send you employee additions and deletions since we last sent you employee data? **That would be great to get additions and deletions.**

I need to know exactly what to provide our departments heads that are going to be providing time and computers for those without city email addresses. Do I just provide them a list of names and personnel email addresses? What about those without email addresses? **A few questions: which departments are providing time and computers? I need to verify, but I believe that we will provide a list of all employees with emails and "fake" emails that will allow them to enter the survey. I'll get right back to you on this.**

Could you please confirm that the information in the last paragraph of the letter is correct, reference study number, etc.? **Confirmed**

Is the pre-test still a go for the 19th, remind me again who we selected to receive that pre-test, and what should I tell them to expect and do? **Yes, and I will be emailing you today about that.**

Anything else I may be missing? **I just had my voice scoped and have to be quiet until next week. (I know, right?) As soon as my voice returns, I will make the employee video.**

Thanks and let me know your questions!

City Employees,

A Survey is Coming and We Want to Hear from YOU!!!

The UNC School of Government is conducting an Employee Survey for the City of Gastonia. On behalf of all Senior Management I encourage each of you to participate. The survey is being conducted, so that as an employer, we can learn what we do well and what we can improve upon so as to value you, our most important resource, better. We want your input on how our workplace can be improved and how you think and feel about working here. As a thank you for participating you will receive an extra 4 hours of vacation time.

You will be receiving the survey invitation on September 25th. The invite will be delivered to you at the same email address you received this email. For most of you that will be your city email address, for others it will be the personnel email address you have on record with HR. The invitation will state that you have been invited to participate in the Local Government Workplaces Project

Employee Survey, conducted by the School of Government at UNC Chapel Hill. You can take the survey from any computer or device from which you can access your email. To begin the survey click on the link provided in the email. The survey will be open from September 25th through October 8th.

A few important things to note about this survey:

**** Your participation is completely voluntary;**

**** You will be invited to participate directly in the survey by Leisha DeHart-Davis, Professor of Public Administration and Government at UNC-Chapel Hill;**

**** The survey should take between 15 and 20 minutes of your time;**

****Your survey responses go straight to the UNC School of Government;**

**** Your survey responses are completely confidential. The UNC research team will report the results to the City in only three ways: how employees as a whole respond to each survey question (e.g., 25% strongly agree vs. 35% strongly disagree); as averages by department; and in comments provided to us in anonymous format.**

****The UNC research team will review comments to ensure their anonymity before sharing them with the City;**

**** You can participate during work hours. Computers, time, and a link will be made available for anyone wishing to participate at work, all you need to know is your email address;**

**** At the beginning of the survey you will be asked if you would like to receive an extra 4 hours of vacation. If you check the box stating that you would, the UNC School of Government will share your name with us so that we can credit 4 hours to your vacation accrual. Only your name will be shared with the City. Your responses will remain strictly confidential;**

****Finally, the School of Government will benchmark our results against the results of other participating local governments so that we can identify our strengths and opportunities for improvement.**

I hope each you will take this opportunity to provide your incredibly important thoughts and opinions to the School of Government. The data they compile for us will allow us to improve our workplace and processes so that we can support you better and help you be the best you can be, do your jobs to the best of your ability, and work together to build a community where people thrive and where we proudly serve. Together let's make the City of Gastonia the employer of choice in Gaston County.

If you have any questions about why the City of Gastonia is participating, or what we will do with the results, please contact me and I will be happy to answer your questions. If you have questions about

the study itself, contact Professor DeHart-Davis at ldd@unc.edu. If you have questions about your rights as a research participant, contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu and reference study number [17-1930](#).

Thank you all and I look forward to hearing from each of you.

Todd Carpenter

Deputy City Manager, City of Gastonia NC

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

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: Follow Up
Date: Tuesday, August 28, 2018 2:01:09 PM
Attachments: [image001.png](#)

Great, will do!

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Tuesday, August 28, 2018 at 9:28 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: Follow Up

[Leisha,](#)

Data is attached. Please let me know if you have questions.

Allyson Smith, Judy Smith, Joe Albright, Michael Peoples, Melody Braddy, and myself would be the ones to receive the pre-test. Please let me know before sending out the pre-test so I can let folks know to expect it.

[Todd](#)

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Monday, August 20, 2018 3:16 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: Follow Up

Can we receive the employee list by Monday, August 27th? I have the research team lined up to get the survey ready and pre-test that week. Who within the City do you want us to pre-test the survey with? They won't take the survey, but rather read the invite and click through the survey to make sure it all looks good.

From: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Date: Tuesday, August 14, 2018 at 4:17 PM
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Subject: Follow Up

Hi, Todd. Please find below four items: a link to Preview Mode for the revised Gastonia survey (also attached in pdf form); the draft pay system question; information about the employee list items needed; a template manager email that should go out the week prior to survey launch; and a sample survey reminder from Roger Stancil, Chapel Hill town manager. Doing a reminder is optional, I just wanted you to see the language that Roger used to convey his sentiments. Please let me know if I've missed anything!

How much do you agree or disagree that the following words describe the City of Gastonia's system for paying employees?							
	Strongly Agree	Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Disagree	Strongly Disagree
Easy to Understand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistently Applied	<input type="radio"/>	<input type="radio"/>	<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"/>	<input type="radio"/>	<input type="radio"/>
Effective	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Employee List

• First Name

• Last Name

• Gender

• Race/Ethnicity

• Age

• Year of Employment

• Email

• Title

• Department

• Their Supervisor

LGWI Template: City/County Manager Email to Employees

You will be receiving an invitation next week to participate in the Local Government Workplaces Project Employee Survey, conducted by the School of Government at UNC Chapel Hill. The City of Gastonia is participating in the survey project to learn about how employees think and feel about working here and how our workplaces can be improved.

This is an important opportunity for myself and other senior managers to hear your thoughts and opinions on the City of Gastonia workplace. I hope you will take advantage and participate.

A few important things to note about this survey:

** Your participation is completely voluntary;

** You will be invited to participate directly in the survey by Leisha DeHart-Davis, Professor of Public Administration and Government at UNC-Chapel Hill;

**Your survey responses go straight to the UNC School of Government;

** You will not be identified in any research results. The UNC research team will report the results to

us in three ways: how employees as a whole respond to each survey question (e.g., 25% strongly agree vs. 35% strongly disagree); as averages by department; and in comments provided to us in anonymous format.

******The UNC research team will review comments to ensure their anonymity before sharing them with City/County/Town;

****** You can participate during work hours;

****** The UNC School of Government will not share with us who has participated.

Finally, our results will be benchmarked against the results of other participating local governments so that we can identify our strengths and opportunities for improvement.

If you have any questions about why the City of Gastonia is participating, or what we will do with the results, please contact Deputy County Manager Todd Carpenter and he will be happy to answer your questions. If you have questions about the study itself, contact Professor DeHart-Davis at ldd@unc.edu. If you have questions about your rights as a research participant, contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu and reference study number [17-1930](#).

Sample Reminder from Roger Stancil about Employee Survey

All Town Employees:

I realize that at the Town of Chapel Hill, we survey employees. A lot. Because we want to know what you think about the Town: what we do well and what we could do better to value you – our most important resource.

Recently, you were sent you an employee engagement survey from the UNC School of Government. If you have already completed the survey, we thank you. This is incredibly important data that helps us know how the Town can be improved, being a place where you want to work!

If you have not yet completed the survey, I hope you will do so this week. You have repeatedly said you want clarity, consistency and equity. We take your feedback seriously and have heard what you have said in past surveys, and with that information we have worked to develop supports, resources and processes that help you be the best you can be, do your jobs the best you can be, and to work together build a community where people thrive because we proudly serve this community. From what we have learned from you in past surveys and other engagements we created our Ombuds office, rewrote our personnel ordinance to be clearer, more consistent and equitable, developed separate and streamlined grievance and conflict resolution processes, and are working towards employment engagement in decision-making and professional development of all employees.

Because the survey is such an important initiative for the Town, yielding essential information for developing and valuing employees, we are striving to get to a 60 percent response rate. We are currently at a 51 percent, which is only 63 employees away!

For those employees who have completed the survey by this Thursday, February 22nd, you will be entered into a drawing for 16 tickets to next Tuesday's (Feb. 27) basketball game with Miami. Further, we are randomly selecting employees from departments with over a sixty percent response rate for the following items:

- A basketball signed by the UNC team;
- Block of tickets for a UNC Baseball game for employees and family members;
- (a prize from the manager's office: lunch, town items, movie tickets ...?)

Please know that I personally value your opinion and hope you will take this opportunity to make your voice known.

Sincerely,

Roger

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: Follow Up
Date: Thursday, August 23, 2018 5:25:48 PM
Attachments: [image001.png](#)

Actually, Bev raised the respect/trust questions, I need to ask Crystal about the morale question.

From: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Date: Thursday, August 23, 2018 at 5:21 PM
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Subject: Re: Follow Up

Hi, Todd. These are great questions and suggestions, below are my responses. I would love to talk to Crystal to see what she's trying to get at with the employee trust and respect. Also need clarification on her morale comment. That way I'll know what to pull off the shelf. OK to reach out to her? Or maybe you could share the context. I'm confident we can get at what she's looking for, and have some ideas, but want to make sure. .

- Truncation on the right on several pages (1, 2, 6, ...) **Will look at this and have our Qualtrics expert check. I suspect this may be due to viewing in preview mode. This should disappear when we pretest.**

- Communications – When I provide my opinion on workplace issues, upper management provides a response.
Recommending: When I provide my opinion on workplace issues to upper management, I receive a response.

Great suggestion. This was a Town of Chapel Hill addition, and you've made it clearer.

- Supervisory Practices in Your Dept –
 - o Add -> something about the supervisor providing guidance on the job that is expected. Added **"Explains what results are expected for a task or assignment"**, which is one of the tested items for this scale.

- Other:
 - o Add: Do you feel connected to your coworkers? **Connected in what way? This will help me know what you are looking for.**

- o Add: Do you feel that coworkers respect each other? Background will help.

Communications-2nd Section

-We clearly break apart the supervisory levels in the 1st section, but lump everyone together under "upper" management in the second section. Would we rather it be more specific?

"I have opportunities to provide my opinion to 'my immediate supervisor' or 'my department head'

on workplace issues.” **We have questions that get at whether supervisors elicit opinions. Do you want to make this about department heads? This was a Chapel Hill question that we can tweak.**

Structure and Decision Making in Your Department-1st Section

-“I must check with my supervisor before I do almost anything.” Should we include “immediate” in that sentence? Do we want to be more specific or leave it vague or all inclusive. **Is there a chance that the immediate supervisor is not bottlenecking things? If not, inclusive might be better.**

2nd Section

-I totally don’t like this section. I feel as if every one of the statements are expressed negatively.

Maybe that was the intent, not sure, but I am not a fan.

-The question itself needs to change. My suggestion—“When it comes to expressing your opinions, how often do you do the following?”

-Why should the questions not read, I feel as if my opinion counts and/or my supervisor is open to listening to my opinion and/or I feel as if my opinion is heard?

So this section seeks to get at a particular behavior, employee silence. The rephrasing above is more employee voice, which is different. These are repeat questions that have been designed with silence in mind. Silence tends to be a problem in that more employees are silent than one might think. However, most employees are not silent. The direction of the scale does not encourage negative responses.

Supervisory Practices in Your Department

-There are many levels of supervisors in some areas of departments. For example, the meter readers report to Scott, who reports to Billy, who reports to Susan, who then reports to me. How do we clearly get responses for the various levels of “supervising”? Do we need to be more specific and include “all” or “immediate” into these questions? (I know I keep repeating the same question, but it keeps coming up.)

It’s challenging to get survey items to work at this granular of a level. In the case of organizational surveys, we are less interested in identifying which supervisors cause the problem, but what the supervisory issue is so that it can be addressed at the department level.

Trust

-Thinking about trust between you and higher ups... Not sure I like the verbiage choice, but I am having a difficult time determining what is more suitable.

-Overall,-The first one has a comma, the second two don’t. (Sorry, had to mention that one. There are LOTS of punctuation errors...Did I mention I am having a hard time not bringing them up???)

The extra comma in the first trust measure has been removed. We’ll be doing careful proofing before pretesting.

Your Morale

-Very last comment of the section. “When someone praises...” Would we like to include the negative

side as well, or just gain the negative side by the response to the positive side? In all reality, we are a government and most comments are not positive. I wonder if they take the negative comments as personal or if they deflect the negativity towards management and Council, meaning they take ownership of the positive, but not the negative.

I'm not sure what this comment is getting at, would like to know more.

Diversity in the Workplace

-Add good to "old boys". **Done.**

Overall, I think it is a good survey or it will be when the margins and punctuation problems are corrected J.

We will correct punctuation; the margins may be due to you viewing this in preview mode, we will check.

How many characters will be allowed in the comment sections? If anyone wants to fully express themselves in the comment section, I would like for us to provide them with as much space as possible. I am not sure if it is possible, but making them feel as if their comments matter, that we are listening, is important. I want people to feel as if they count. I believe people have felt dismissed for a long time and trying to finding a way for them to take ownership in their work and the City as a whole, is very important. Understandably, we are all here to do a job and there is always work to be done, but unity would make us a greater place to work and the intrinsic needs would be greater satisfied.

The comments provide lots of room. And some employees will take the opportunity.

Do we every do Management Team Building exercises? **I think this may be not related to the survey.**

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Thursday, August 23, 2018 at 2:36 PM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu>

Subject: RE: Follow Up

Leisha,

It's been a crazy week. I apologize for not getting back to you sooner. I'm checking on the 27th.

Can you please look at the attached and address some of their questions. I had asked a couple of department heads to review the survey questions and offer comment. I believe you and I have already discussed some of their concerns.

Thanks,

Todd

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]
Sent: Monday, August 20, 2018 2:59 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: Follow Up

Can we receive the employee list by Monday, August 27th? I have the research team lined up to get the survey ready and pre-test that week. Who within the City do you want us to pre-test the survey with? They won't take the survey, but rather read the invite and click through the survey to make sure it all looks good.

From: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Date: Tuesday, August 14, 2018 at 4:17 PM
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Subject: Follow Up

Hi, Todd. Please find below four items: a link to Preview Mode for the revised Gastonia survey (also attached in pdf form); the draft pay system question; information about the employee list items needed; a template manager email that should go out the week prior to survey launch; and a sample survey reminder from Roger Stancil, Chapel Hill town manager. Doing a reminder is optional, I just wanted you to see the language that Roger used to convey his sentiments. Please let me know if I've missed anything!

[City of Gastonia Employee Survey-Preview Mode](#)

How much do you agree or disagree that the following words describe the City of Gastonia's system for paying employees?							
	Strongly Agree	Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Disagree	Strongly Disagree
Easy to Understand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistently Applied	<input type="radio"/>	<input type="radio"/>	<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"/>	<input type="radio"/>	<input type="radio"/>
Effective	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Employee List

- • First Name
- • Last Name
- • Gender
- • Race/Ethnicity
- • Age
- • Year of Employment

• Email
• Title
• Department
• Their Supervisor

LGWI Template: City/County Manager Email to Employees

You will be receiving an invitation next week to participate in the Local Government Workplaces Project Employee Survey, conducted by the School of Government at UNC Chapel Hill. The City of Gastonia is participating in the survey project to learn about how employees think and feel about working here and how our workplaces can be improved.

This is an important opportunity for myself and other senior managers to hear your thoughts and opinions on the City of Gastonia workplace. I hope you will take advantage and participate.

A few important things to note about this survey:

- ** Your participation is completely voluntary;
- ** You will be invited to participate directly in the survey by Leisha DeHart-Davis, Professor of Public Administration and Government at UNC-Chapel Hill;
- **Your survey responses go straight to the UNC School of Government;
- ** You will not be identified in any research results. The UNC research team will report the results to us in three ways: how employees as a whole respond to each survey question (e.g., 25% strongly agree vs. 35% strongly disagree); as averages by department; and in comments provided to us in anonymous format.
- **The UNC research team will review comments to ensure their anonymity before sharing them with City/County/Town;
- ** You can participate during work hours;
- ** The UNC School of Government will not share with us who has participated.

Finally, our results will be benchmarked against the results of other participating local governments so that we can identify our strengths and opportunities for improvement.

If you have any questions about why the City of Gastonia is participating, or what we will do with the results, please contact Deputy County Manager Todd Carpenter and he will be happy to answer your questions. If you have questions about the study itself, contact Professor DeHart-Davis at ldd@unc.edu. If you have questions about your rights as a research participant, contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu and reference study number [17-1930](#).

Sample Reminder from Roger Stancil about Employee Survey

All Town Employees:

I realize that at the Town of Chapel Hill, we survey employees. A lot. Because we want to know what you think about the Town: what we do well and what we could do better to value you – our most important resource.

Recently, you were sent you an employee engagement survey from the UNC School of Government. If you have already completed the survey, we thank you. This is incredibly important data that helps us know how the Town can be improved, being a place where you want to work!

If you have not yet completed the survey, I hope you will do so this week. You have repeatedly said you want clarity, consistency and equity. We take your feedback seriously and have heard what you have said in past surveys, and with that information we have worked to develop supports, resources and processes that help you be the best you can be, do your jobs the best you can be, and to work together build a community where people thrive because we proudly serve this community. From what we have learned from you in past surveys and other engagements we created our Ombuds office, rewrote our personnel ordinance to be clearer, more consistent and equitable, developed separate and streamlined grievance and conflict resolution processes, and are working towards employment engagement in decision-making and professional development of all employees.

Because the survey is such an important initiative for the Town, yielding essential information for developing and valuing employees, we are striving to get to a 60 percent response rate. We are currently at a 51 percent, which is only 63 employees away!

For those employees who have completed the survey by this Thursday, February 22nd, you will be entered into a drawing for 16 tickets to next Tuesday's (Feb. 27) basketball game with Miami. Further, we are randomly selecting employees from departments with over a sixty percent response rate for the following items:

- A basketball signed by the UNC team;
- Block of tickets for a UNC Baseball game for employees and family members;
- (a prize from the manager's office: lunch, town items, movie tickets ...?)

Please know that I personally value your opinion and hope you will take this opportunity to make your voice known.

Sincerely,

Roger

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: Follow Up
Date: Thursday, August 23, 2018 5:19:55 PM
Attachments: [image001.png](#)

Hi, Todd. These are great questions and suggestions, below are my responses. I would love to talk to Crystal to see what she's trying to get at with the employee trust and respect. Also need clarification on her morale comment. That way I'll know what to pull off the shelf. OK to reach out to her? Or maybe you could share the context. I'm confident we can get at what she's looking for, and have some ideas, but want to make sure. .

- Truncation on the right on several pages (1, 2, 6, ...) **Will look at this and have our Qualtrics expert check. I suspect this may be due to viewing in preview mode. This should disappear when we pretest.**

- Communications – When I provide my opinion on workplace issues, upper management provides a response.
Recommending: When I provide my opinion on workplace issues to upper management, I receive a response.

Great suggestion. This was a Town of Chapel Hill addition, and you've made it clearer.

- Supervisory Practices in Your Dept –
 - o Add -> something about the supervisor providing guidance on the job that is expected. Added **"Explains what results are expected for a task or assignment"**, which is one of the tested items for this scale.

- Other:
 - o Add: Do you feel connected to your coworkers? **Connected in what way? This will help me know what you are looking for.**

- o Add: Do you feel that coworkers respect each other? Background will help.

Communications-2nd Section

-We clearly break apart the supervisory levels in the 1st section, but lump everyone together under "upper" management in the second section. Would we rather it be more specific?

"I have opportunities to provide my opinion to 'my immediate supervisor' or 'my department head' on workplace issues." **We have questions that get at whether supervisors elicit opinions. Do you want to make this about department heads? This was a Chapel Hill question that we can tweak.**

Structure and Decision Making in Your Department-1st Section

-“I must check with my supervisor before I do almost anything.” Should we include “immediate” in that sentence? Do we want to be more specific or leave it vague or all inclusive. **Is there a chance that the immediate supervisor is not bottlenecking things? If not, inclusive might be better.**

2nd Section

-I totally don't like this section. I feel as if every one of the statements are expressed negatively.

Maybe that was the intent, not sure, but I am not a fan.

-The question itself needs to change. My suggestion—"When it comes to expressing your opinions, how often do you do the following?"

-Why should the questions not read, I feel as if my opinion counts and/or my supervisor is open to listening to my opinion and/or I feel as if my opinion is heard?

So this section seeks to get at a particular behavior, employee silence. The rephrasing above is more employee voice, which is different. These are repeat questions that have been designed with silence in mind. Silence tends to be a problem in that more employees are silent than one might think. However, most employees are not silent. The direction of the scale does not encourage negative responses.

Supervisory Practices in Your Department

-There are many levels of supervisors in some areas of departments. For example, the meter readers report to Scott, who reports to Billy, who reports to Susan, who then reports to me. How do we clearly get responses for the various levels of "supervising"? Do we need to be more specific and include "all" or "immediate" into these questions? (I know I keep repeating the same question, but it keeps coming up.)

It's challenging to get survey items to work at this granular of a level. In the case of organizational surveys, we are less interested in identifying which supervisors cause the problem, but what the supervisory issue is so that it can be addressed at the department level.

Trust

-Thinking about trust between you and higher ups... Not sure I like the verbiage choice, but I am having a difficult time determining what is more suitable.

-Overall,-The first one has a comma, the second two don't. (Sorry, had to mention that one. There are LOTS of punctuation errors...Did I mention I am having a hard time not bringing them up???)

The extra comma in the first trust measure has been removed. We'll be doing careful proofing before pretesting.

Your Morale

-Very last comment of the section. "When someone praises..." Would we like to include the negative side as well, or just gain the negative side by the response to the positive side? In all reality, we are a government and most comments are not positive. I wonder if they take the negative comments as personal or if they deflect the negativity towards management and Council, meaning they take ownership of the positive, but not the negative.

I'm not sure what this comment is getting at, would like to know more.

Diversity in the Workplace

-Add good to "old boys". **Done.**

Overall, I think it is a good survey or it will be when the margins and punctuation problems are corrected J.

We will correct punctuation; the margins may be due to you viewing this in preview mode, we will check.

How many characters will be allowed in the comment sections? If anyone wants to fully express themselves in the comment section, I would like for us to provide them with as much space as possible. I am not sure if it is possible, but making them feel as if their comments matter, that we are listening, is important. I want people to feel as if they count. I believe people have felt dismissed for a long time and trying to finding a way for them to take ownership in their work and the City as a whole, is very important. Understandably, we are all here to do a job and there is always work to be done, but unity would make us a greater place to work and the intrinsic needs would be greater satisfied.

The comments provide lots of room. And some employees will take the opportunity.

Do we every do Management Team Building exercises? **I think this may be not related to the survey.**

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Thursday, August 23, 2018 at 2:36 PM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu>

Subject: RE: Follow Up

Leisha,

It's been a crazy week. I apologize for not getting back to you sooner. I'm checking on the 27th.

Can you please look at the attached and address some of their questions. I had asked a couple of department heads to review the survey questions and offer comment. I believe you and I have already discussed some of their concerns.

Thanks,

Todd

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]

Sent: Monday, August 20, 2018 2:59 PM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>

Subject: Re: Follow Up

Can we receive the employee list by Monday, August 27th? I have the research team lined up to get the survey ready and pre-test that week. Who within the City do you want us to pre-test the survey with? They won't take the survey, but rather read the invite and click through the survey to make sure it all looks good.

From: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Date: Tuesday, August 14, 2018 at 4:17 PM
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Subject: Follow Up

Hi, Todd. Please find below four items: a link to Preview Mode for the revised Gastonia survey (also attached in pdf form); the draft pay system question; information about the employee list items needed; a template manager email that should go out the week prior to survey launch; and a sample survey reminder from Roger Stancil, Chapel Hill town manager. Doing a reminder is optional, I just wanted you to see the language that Roger used to convey his sentiments. Please let me know if I've missed anything!

[City of Gastonia Employee Survey-Preview Mode](#)

How much do you agree or disagree that the following words describe the City of Gastonia's system for paying employees?							
	Strongly Agree	Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Disagree	Strongly Disagree
Easy to Understand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistently Applied	<input type="radio"/>	<input type="radio"/>	<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"/>	<input type="radio"/>	<input type="radio"/>
Effective	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Employee List

• **First Name**
• **Last Name**
• **Gender**
• **Race/Ethnicity**
• **Age**
• **Year of Employment**
• **Email**
• **Title**
• **Department**
• **Their Supervisor**

LGWI Template: City/County Manager Email to Employees

You will be receiving an invitation next week to participate in the Local Government Workplaces

Project Employee Survey, conducted by the School of Government at UNC Chapel Hill. The City of Gastonia is participating in the survey project to learn about how employees think and feel about working here and how our workplaces can be improved.

This is an important opportunity for myself and other senior managers to hear your thoughts and opinions on the City of Gastonia workplace. I hope you will take advantage and participate.

A few important things to note about this survey:

** Your participation is completely voluntary;

** You will be invited to participate directly in the survey by Leisha DeHart-Davis, Professor of Public Administration and Government at UNC-Chapel Hill;

**Your survey responses go straight to the UNC School of Government;

** You will not be identified in any research results. The UNC research team will report the results to us in three ways: how employees as a whole respond to each survey question (e.g., 25% strongly agree vs. 35% strongly disagree); as averages by department; and in comments provided to us in anonymous format.

**The UNC research team will review comments to ensure their anonymity before sharing them with City/County/Town;

** You can participate during work hours;

** The UNC School of Government will not share with us who has participated.

Finally, our results will be benchmarked against the results of other participating local governments so that we can identify our strengths and opportunities for improvement.

If you have any questions about why the City of Gastonia is participating, or what we will do with the results, please contact Deputy County Manager Todd Carpenter and he will be happy to answer your questions. If you have questions about the study itself, contact Professor DeHart-Davis at ldd@unc.edu. If you have questions about your rights as a research participant, contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu and reference study number [17-1930](#).

Sample Reminder from Roger Stancil about Employee Survey

All Town Employees:

I realize that at the Town of Chapel Hill, we survey employees. A lot. Because we want to know what

you think about the Town: what we do well and what we could do better to value you – our most important resource.

Recently, you were sent you an employee engagement survey from the UNC School of Government. If you have already completed the survey, we thank you. This is incredibly important data that helps us know how the Town can be improved, being a place where you want to work!

If you have not yet completed the survey, I hope you will do so this week. You have repeatedly said you want clarity, consistency and equity. We take your feedback seriously and have heard what you have said in past surveys, and with that information we have worked to develop supports, resources and processes that help you be the best you can be, do your jobs the best you can be, and to work together build a community where people thrive because we proudly serve this community. From what we have learned from you in past surveys and other engagements we created our Ombuds office, rewrote our personnel ordinance to be clearer, more consistent and equitable, developed separate and streamlined grievance and conflict resolution processes, and are working towards employment engagement in decision-making and professional development of all employees.

Because the survey is such an important initiative for the Town, yielding essential information for developing and valuing employees, we are striving to get to a 60 percent response rate. We are currently at a 51 percent, which is only 63 employees away!

For those employees who have completed the survey by this Thursday, February 22nd, you will be entered into a drawing for 16 tickets to next Tuesday's (Feb. 27) basketball game with Miami. Further, we are randomly selecting employees from departments with over a sixty percent response rate for the following items:

- A basketball signed by the UNC team;
- Block of tickets for a UNC Baseball game for employees and family members;
- (a prize from the manager's office: lunch, town items, movie tickets ...?)

Please know that I personally value your opinion and hope you will take this opportunity to make your voice known.

Sincerely,

Roger

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: Follow Up
Date: Monday, August 20, 2018 3:16:27 PM
Attachments: [image001.png](#)

Can we receive the employee list by Monday, August 27th? I have the research team lined up to get the survey ready and pre-test that week. Who within the City do you want us to pre-test the survey with? They won't take the survey, but rather read the invite and click through the survey to make sure it all looks good.

From: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Date: Tuesday, August 14, 2018 at 4:17 PM
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Subject: Follow Up

Hi, Todd. Please find below four items: a link to Preview Mode for the revised Gastonia survey (also attached in pdf form); the draft pay system question; information about the employee list items needed; a template manager email that should go out the week prior to survey launch; and a sample survey reminder from Roger Stancil, Chapel Hill town manager. Doing a reminder is optional, I just wanted you to see the language that Roger used to convey his sentiments. Please let me know if I've missed anything!

[City of Gastonia Employee Survey-Preview Mode](#)

	Strongly Agree	Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Disagree	Strongly Disagree
Easy to Understand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistently Applied	<input type="radio"/>	<input type="radio"/>	<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"/>	<input type="radio"/>	<input type="radio"/>
Effective	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Employee List

• First Name
• Last Name
• Gender
• Race/Ethnicity
• Age
• Year of Employment
• Email
• Title
• Department

• Their Supervisor

LGWI Template: City/County Manager Email to Employees

You will be receiving an invitation next week to participate in the Local Government Workplaces Project Employee Survey, conducted by the School of Government at UNC Chapel Hill. The City of Gastonia is participating in the survey project to learn about how employees think and feel about working here and how our workplaces can be improved.

This is an important opportunity for myself and other senior managers to hear your thoughts and opinions on the City of Gastonia workplace. I hope you will take advantage and participate.

A few important things to note about this survey:

**** Your participation is completely voluntary;**

**** You will be invited to participate directly in the survey by Leisha DeHart-Davis, Professor of Public Administration and Government at UNC-Chapel Hill;**

****Your survey responses go straight to the UNC School of Government;**

**** You will not be identified in any research results. The UNC research team will report the results to us in three ways: how employees as a whole respond to each survey question (e.g., 25% strongly agree vs. 35% strongly disagree); as averages by department; and in comments provided to us in anonymous format.**

****The UNC research team will review comments to ensure their anonymity before sharing them with City/County/Town;**

**** You can participate during work hours;**

**** The UNC School of Government will not share with us who has participated.**

Finally, our results will be benchmarked against the results of other participating local governments so that we can identify our strengths and opportunities for improvement.

If you have any questions about why the City of Gastonia is participating, or what we will do with the results, please contact Deputy County Manager Todd Carpenter and he will be happy to answer your questions. If you have questions about the study itself, contact Professor DeHart-Davis at ldd@unc.edu. If you have questions about your rights as a research participant, contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu and reference study number [17-1930](#).

Sample Reminder from Roger Stancil about Employee Survey

All Town Employees:

I realize that at the Town of Chapel Hill, we survey employees. A lot. Because we want to know what you think about the Town: what we do well and what we could do better to value you – our most important resource.

Recently, you were sent you an employee engagement survey from the UNC School of Government. If you have already completed the survey, we thank you. This is incredibly important data that helps us know how the Town can be improved, being a place where you want to work!

If you have not yet completed the survey, I hope you will do so this week. You have repeatedly said you want clarity, consistency and equity. We take your feedback seriously and have heard what you have said in past surveys, and with that information we have worked to develop supports, resources and processes that help you be the best you can be, do your jobs the best you can be, and to work together build a community where people thrive because we proudly serve this community. From what we have learned from you in past surveys and other engagements we created our Ombuds office, rewrote our personnel ordinance to be clearer, more consistent and equitable, developed separate and streamlined grievance and conflict resolution processes, and are working towards employment engagement in decision-making and professional development of all employees.

Because the survey is such an important initiative for the Town, yielding essential information for developing and valuing employees, we are striving to get to a 60 percent response rate. We are currently at a 51 percent, which is only 63 employees away!

For those employees who have completed the survey by this Thursday, February 22nd, you will be entered into a drawing for 16 tickets to next Tuesday's (Feb. 27) basketball game with Miami. Further, we are randomly selecting employees from departments with over a sixty percent response rate for the following items:

- A basketball signed by the UNC team;
- Block of tickets for a UNC Baseball game for employees and family members;
- (a prize from the manager's office: lunch, town items, movie tickets ...?)

Please know that I personally value your opinion and hope you will take this opportunity to make your voice known.

Sincerely,

Roger

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: Follow Up
Date: Monday, August 20, 2018 2:58:42 PM
Attachments: [image001.png](#)

Can we receive the employee list by Monday, August 27th? I have the research team lined up to get the survey ready and pre-test that week. Who within the City do you want us to pre-test the survey with? They won't take the survey, but rather read the invite and click through the survey to make sure it all looks good.

From: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Date: Tuesday, August 14, 2018 at 4:17 PM
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Subject: Follow Up

Hi, Todd. Please find below four items: a link to Preview Mode for the revised Gastonia survey (also attached in pdf form); the draft pay system question; information about the employee list items needed; a template manager email that should go out the week prior to survey launch; and a sample survey reminder from Roger Stancil, Chapel Hill town manager. Doing a reminder is optional, I just wanted you to see the language that Roger used to convey his sentiments. Please let me know if I've missed anything!

[City of Gastonia Employee Survey-Preview Mode](#)

	Strongly Agree	Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Disagree	Strongly Disagree
Easy to Understand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistently Applied	<input type="radio"/>	<input type="radio"/>	<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"/>	<input type="radio"/>	<input type="radio"/>
Effective	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Employee List

• First Name
• Last Name
• Gender
• Race/Ethnicity
• Age
• Year of Employment
• Email
• Title
• Department

• Their Supervisor

LGWI Template: City/County Manager Email to Employees

You will be receiving an invitation next week to participate in the Local Government Workplaces Project Employee Survey, conducted by the School of Government at UNC Chapel Hill. The City of Gastonia is participating in the survey project to learn about how employees think and feel about working here and how our workplaces can be improved.

This is an important opportunity for myself and other senior managers to hear your thoughts and opinions on the City of Gastonia workplace. I hope you will take advantage and participate.

A few important things to note about this survey:

**** Your participation is completely voluntary;**

**** You will be invited to participate directly in the survey by Leisha DeHart-Davis, Professor of Public Administration and Government at UNC-Chapel Hill;**

****Your survey responses go straight to the UNC School of Government;**

**** You will not be identified in any research results. The UNC research team will report the results to us in three ways: how employees as a whole respond to each survey question (e.g., 25% strongly agree vs. 35% strongly disagree); as averages by department; and in comments provided to us in anonymous format.**

****The UNC research team will review comments to ensure their anonymity before sharing them with City/County/Town;**

**** You can participate during work hours;**

**** The UNC School of Government will not share with us who has participated.**

Finally, our results will be benchmarked against the results of other participating local governments so that we can identify our strengths and opportunities for improvement.

If you have any questions about why the City of Gastonia is participating, or what we will do with the results, please contact Deputy County Manager Todd Carpenter and he will be happy to answer your questions. If you have questions about the study itself, contact Professor DeHart-Davis at ldd@unc.edu. If you have questions about your rights as a research participant, contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu and reference study number [17-1930](#).

Sample Reminder from Roger Stancil about Employee Survey

All Town Employees:

I realize that at the Town of Chapel Hill, we survey employees. A lot. Because we want to know what you think about the Town: what we do well and what we could do better to value you – our most important resource.

Recently, you were sent you an employee engagement survey from the UNC School of Government. If you have already completed the survey, we thank you. This is incredibly important data that helps us know how the Town can be improved, being a place where you want to work!

If you have not yet completed the survey, I hope you will do so this week. You have repeatedly said you want clarity, consistency and equity. We take your feedback seriously and have heard what you have said in past surveys, and with that information we have worked to develop supports, resources and processes that help you be the best you can be, do your jobs the best you can be, and to work together build a community where people thrive because we proudly serve this community. From what we have learned from you in past surveys and other engagements we created our Ombuds office, rewrote our personnel ordinance to be clearer, more consistent and equitable, developed separate and streamlined grievance and conflict resolution processes, and are working towards employment engagement in decision-making and professional development of all employees.

Because the survey is such an important initiative for the Town, yielding essential information for developing and valuing employees, we are striving to get to a 60 percent response rate. We are currently at a 51 percent, which is only 63 employees away!

For those employees who have completed the survey by this Thursday, February 22nd, you will be entered into a drawing for 16 tickets to next Tuesday's (Feb. 27) basketball game with Miami. Further, we are randomly selecting employees from departments with over a sixty percent response rate for the following items:

- A basketball signed by the UNC team;
- Block of tickets for a UNC Baseball game for employees and family members;
- (a prize from the manager's office: lunch, town items, movie tickets ...?)

Please know that I personally value your opinion and hope you will take this opportunity to make your voice known.

Sincerely,

Roger

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: Follow Up
Date: Friday, August 17, 2018 9:08:16 AM
Attachments: [image001.png](#)

They did, and we randomly selected employees from departments with high participation. I would suggest we take that statement out, the confidentiality piece is what's crucial.

Get [Outlook for iOS](#)

From: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Sent: Friday, August 17, 2018 9:04 AM
To: Davis, Leisha DeHart
Subject: RE: Follow Up

I noticed that Chapel Hill offered incentives?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, August 17, 2018 9:02 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: Follow Up

Hmmmm. Let me think on that. Will be back shortly.

Get [Outlook for iOS](#)

From: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Sent: Friday, August 17, 2018 8:56 AM
To: Davis, Leisha DeHart
Subject: RE: Follow Up

I have another question.

We would like to offer an incentive for taking the survey. Probably a 4 hour vacation credit. How can we do this based to the statements in the beginning of the survey that say the City will not know who

participated?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, August 17, 2018 8:54 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: Follow Up

That makes sense. Field supervisors are the ones who do performance evals?

Get [Outlook for iOS](#)

From: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Sent: Friday, August 17, 2018 8:41 AM
To: Davis, Leisha DeHart
Subject: RE: Follow Up

Leisha,

Quick questions. Regarding the supervisor data field how far down the supervisor chain should we go. For example in public works would we stop at division manager, field supervisor, crew chief, etc. I suggest we stop at field supervisor. I believe this makes the most sense in terms of how we are organized.

Thoughts?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Tuesday, August 14, 2018 4:16 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Follow Up

Hi, Todd. Please find below four items: a link to Preview Mode for the revised Gastonia survey (also attached in pdf form); the draft pay system question; information about the employee list items needed; a template manager email that should go out the week prior to survey launch; and a sample

survey reminder from Roger Stancil, Chapel Hill town manager. Doing a reminder is optional, I just wanted you to see the language that Roger used to convey his sentiments. Please let me know if I've missed anything!

[City of Gastonia Employee Survey-Preview Mode](#)

How much do you agree or disagree that the following words describe the City of Gastonia's system for paying employees?							
	Strongly Agree	Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Disagree	Strongly Disagree
Easy to Understand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistently Applied	<input type="radio"/>	<input type="radio"/>	<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"/>	<input type="radio"/>	<input type="radio"/>
Effective	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Employee List

- • First Name
- • Last Name
- • Gender
- • Race/Ethnicity
- • Age
- • Year of Employment
- • Email
- • Title
- • Department
- • Their Supervisor

LGWI Template: City/County Manager Email to Employees

You will be receiving an invitation next week to participate in the Local Government Workplaces Project Employee Survey, conducted by the School of Government at UNC Chapel Hill. The City of Gastonia is participating in the survey project to learn about how employees think and feel about working here and how our workplaces can be improved.

This is an important opportunity for myself and other senior managers to hear your thoughts and opinions on the City of Gastonia workplace. I hope you will take advantage and participate.

A few important things to note about this survey:

** Your participation is completely voluntary;

** You will be invited to participate directly in the survey by Leisha DeHart-Davis, Professor of Public Administration and Government at UNC-Chapel Hill;

**Your survey responses go straight to the UNC School of Government;

** You will not be identified in any research results. The UNC research team will report the results to us in three ways: how employees as a whole respond to each survey question (e.g., 25% strongly agree vs. 35% strongly disagree); as averages by department; and in comments provided to us in anonymous format.

**The UNC research team will review comments to ensure their anonymity before sharing them with City/County/Town;

** You can participate during work hours;

** The UNC School of Government will not share with us who has participated.

Finally, our results will be benchmarked against the results of other participating local governments so that we can identify our strengths and opportunities for improvement.

If you have any questions about why the City of Gastonia is participating, or what we will do with the results, please contact Deputy County Manager Todd Carpenter and he will be happy to answer your questions. If you have questions about the study itself, contact Professor DeHart-Davis at ldd@unc.edu. If you have questions about your rights as a research participant, contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu and reference study number [17-1930](#).

Sample Reminder from Roger Stancil about Employee Survey

All Town Employees:

I realize that at the Town of Chapel Hill, we survey employees. A lot. Because we want to know what you think about the Town: what we do well and what we could do better to value you – our most

important resource.

Recently, you were sent you an employee engagement survey from the UNC School of Government. If you have already completed the survey, we thank you. This is incredibly important data that helps us know how the Town can be improved, being a place where you want to work!

If you have not yet completed the survey, I hope you will do so this week. You have repeatedly said you want clarity, consistency and equity. We take your feedback seriously and have heard what you have said in past surveys, and with that information we have worked to develop supports, resources and processes that help you be the best you can be, do your jobs the best you can be, and to work together build a community where people thrive because we proudly serve this community. From what we have learned from you in past surveys and other engagements we created our Ombuds office, rewrote our personnel ordinance to be clearer, more consistent and equitable, developed separate and streamlined grievance and conflict resolution processes, and are working towards employment engagement in decision-making and professional development of all employees.

Because the survey is such an important initiative for the Town, yielding essential information for developing and valuing employees, we are striving to get to a 60 percent response rate. We are currently at a 51 percent, which is only 63 employees away!

For those employees who have completed the survey by this Thursday, February 22nd, you will be entered into a drawing for 16 tickets to next Tuesday's (Feb. 27) basketball game with Miami. Further, we are randomly selecting employees from departments with over a sixty percent response rate for the following items:

- A basketball signed by the UNC team;
- Block of tickets for a UNC Baseball game for employees and family members;
- (a prize from the manager's office: lunch, town items, movie tickets ...?)

Please know that I personally value your opinion and hope you will take this opportunity to make your voice known.

Sincerely,

Roger

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: Follow Up
Date: Friday, August 17, 2018 9:01:45 AM
Attachments: [image001.png](#)

Hmmmm. Let me think on that. Will be back shortly.

Get [Outlook for iOS](#)

From: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Sent: Friday, August 17, 2018 8:56 AM
To: Davis, Leisha DeHart
Subject: RE: Follow Up

I have another question.

We would like to offer an incentive for taking the survey. Probably a 4 hour vacation credit. How can we do this based to the statements in the beginning of the survey that say the City will not know who participated?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, August 17, 2018 8:54 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: Follow Up

That makes sense. Field supervisors are the ones who do performance evals?

Get [Outlook for iOS](#)

From: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Sent: Friday, August 17, 2018 8:41 AM
To: Davis, Leisha DeHart
Subject: RE: Follow Up

Leisha,

Quick questions. Regarding the supervisor data field how far down the supervisor chain should we go. For example in public works would we stop at division manager, field supervisor, crew chief, etc. I suggest we stop at field supervisor. I believe this makes the most sense in terms of how we are organized.

Thoughts?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Tuesday, August 14, 2018 4:16 PM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>

Subject: Follow Up

Hi, Todd. Please find below four items: a link to Preview Mode for the revised Gastonia survey (also attached in pdf form); the draft pay system question; information about the employee list items needed; a template manager email that should go out the week prior to survey launch; and a sample survey reminder from Roger Stancil, Chapel Hill town manager. Doing a reminder is optional, I just wanted you to see the language that Roger used to convey his sentiments. Please let me know if I've missed anything!

[City of Gastonia Employee Survey-Preview Mode](#)

How much do you agree or disagree that the following words describe the City of Gastonia's system for paying employees?							
	Strongly Agree	Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Disagree	Strongly Disagree
Easy to Understand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistently Applied	<input type="radio"/>	<input type="radio"/>	<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"/>	<input type="radio"/>	<input type="radio"/>
Effective	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Employee List

- • First Name
- • Last Name
- • Gender
- • Race/Ethnicity
- • Age
- • Year of Employment
- • Email
- • Title
- • Department
- • Their Supervisor

LGWI Template: City/County Manager Email to Employees

You will be receiving an invitation next week to participate in the Local Government Workplaces

Project Employee Survey, conducted by the School of Government at UNC Chapel Hill. The City of Gastonia is participating in the survey project to learn about how employees think and feel about working here and how our workplaces can be improved.

This is an important opportunity for myself and other senior managers to hear your thoughts and opinions on the City of Gastonia workplace. I hope you will take advantage and participate.

A few important things to note about this survey:

** Your participation is completely voluntary;

** You will be invited to participate directly in the survey by Leisha DeHart-Davis, Professor of Public Administration and Government at UNC-Chapel Hill;

**Your survey responses go straight to the UNC School of Government;

** You will not be identified in any research results. The UNC research team will report the results to us in three ways: how employees as a whole respond to each survey question (e.g., 25% strongly agree vs. 35% strongly disagree); as averages by department; and in comments provided to us in anonymous format.

**The UNC research team will review comments to ensure their anonymity before sharing them with City/County/Town;

** You can participate during work hours;

** The UNC School of Government will not share with us who has participated.

Finally, our results will be benchmarked against the results of other participating local governments so that we can identify our strengths and opportunities for improvement.

If you have any questions about why the City of Gastonia is participating, or what we will do with the results, please contact Deputy County Manager Todd Carpenter and he will be happy to answer your questions. If you have questions about the study itself, contact Professor DeHart-Davis at ldd@unc.edu. If you have questions about your rights as a research participant, contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu and reference study number [17-1930](#).

Sample Reminder from Roger Stancil about Employee Survey

All Town Employees:

I realize that at the Town of Chapel Hill, we survey employees. A lot. Because we want to know what you think about the Town: what we do well and what we could do better to value you – our most important resource.

Recently, you were sent you an employee engagement survey from the UNC School of Government. If you have already completed the survey, we thank you. This is incredibly important data that helps us know how the Town can be improved, being a place where you want to work!

If you have not yet completed the survey, I hope you will do so this week. You have repeatedly said you want clarity, consistency and equity. We take your feedback seriously and have heard what you have said in past surveys, and with that information we have worked to develop supports, resources and processes that help you be the best you can be, do your jobs the best you can be, and to work together build a community where people thrive because we proudly serve this community. From what we have learned from you in past surveys and other engagements we created our Ombuds office, rewrote our personnel ordinance to be clearer, more consistent and equitable, developed separate and streamlined grievance and conflict resolution processes, and are working towards employment engagement in decision-making and professional development of all employees.

Because the survey is such an important initiative for the Town, yielding essential information for developing and valuing employees, we are striving to get to a 60 percent response rate. We are currently at a 51 percent, which is only 63 employees away!

For those employees who have completed the survey by this Thursday, February 22nd, you will be entered into a drawing for 16 tickets to next Tuesday's (Feb. 27) basketball game with Miami. Further, we are randomly selecting employees from departments with over a sixty percent response rate for the following items:

- A basketball signed by the UNC team;
- Block of tickets for a UNC Baseball game for employees and family members;
- (a prize from the manager's office: lunch, town items, movie tickets ...?)

Please know that I personally value your opinion and hope you will take this opportunity to make your voice known.

Sincerely,

Roger

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: Follow Up
Date: Friday, August 17, 2018 8:54:16 AM
Attachments: [image001.png](#)

That makes sense. Field supervisors are the ones who do performance evals?

Get [Outlook for iOS](#)

From: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Sent: Friday, August 17, 2018 8:41 AM
To: Davis, Leisha DeHart
Subject: RE: Follow Up

Leisha,

Quick questions. Regarding the supervisor data field how far down the supervisor chain should we go. For example in public works would we stop at division manager, field supervisor, crew chief, etc. I suggest we stop at field supervisor. I believe this makes the most sense in terms of how we are organized.

Thoughts?

Todd

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]
Sent: Tuesday, August 14, 2018 4:16 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Follow Up

Hi, Todd. Please find below four items: a link to Preview Mode for the revised Gastonia survey (also attached in pdf form); the draft pay system question; information about the employee list items needed; a template manager email that should go out the week prior to survey launch; and a sample survey reminder from Roger Stancil, Chapel Hill town manager. Doing a reminder is optional, I just wanted you to see the language that Roger used to convey his sentiments. Please let me know if I've missed anything!

[City of Gastonia Employee Survey-Preview Mode](#)

How much do you agree or disagree that the following words describe the City of Gastonia's system for paying employees?

	Strongly Agree	Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Disagree	Strongly Disagree
Easy to Understand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistently Applied	<input type="radio"/>	<input type="radio"/>	<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"/>	<input type="radio"/>	<input type="radio"/>
Effective	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Employee List

- • First Name
- • Last Name
- • Gender
- • Race/Ethnicity
- • Age
- • Year of Employment
- • Email
- • Title
- • Department
- • Their Supervisor

LGWI Template: City/County Manager Email to Employees

You will be receiving an invitation next week to participate in the Local Government Workplaces Project Employee Survey, conducted by the School of Government at UNC Chapel Hill. The City of Gastonia is participating in the survey project to learn about how employees think and feel about working here and how our workplaces can be improved.

This is an important opportunity for myself and other senior managers to hear your thoughts and opinions on the City of Gastonia workplace. I hope you will take advantage and participate.

A few important things to note about this survey:

** Your participation is completely voluntary;

** You will be invited to participate directly in the survey by Leisha DeHart-Davis, Professor of Public Administration and Government at UNC-Chapel Hill;

**Your survey responses go straight to the UNC School of Government;

** You will not be identified in any research results. The UNC research team will report the results to us in three ways: how employees as a whole respond to each survey question (e.g., 25% strongly agree vs. 35% strongly disagree); as averages by department; and in comments provided to us in

anonymous format.

**The UNC research team will review comments to ensure their anonymity before sharing them with City/County/Town;

** You can participate during work hours;

** The UNC School of Government will not share with us who has participated.

Finally, our results will be benchmarked against the results of other participating local governments so that we can identify our strengths and opportunities for improvement.

If you have any questions about why the City of Gastonia is participating, or what we will do with the results, please contact Deputy County Manager Todd Carpenter and he will be happy to answer your questions. If you have questions about the study itself, contact Professor DeHart-Davis at ldd@unc.edu. If you have questions about your rights as a research participant, contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu and reference study number [17-1930](#).

Sample Reminder from Roger Stancil about Employee Survey

All Town Employees:

I realize that at the Town of Chapel Hill, we survey employees. A lot. Because we want to know what you think about the Town: what we do well and what we could do better to value you – our most important resource.

Recently, you were sent you an employee engagement survey from the UNC School of Government. If you have already completed the survey, we thank you. This is incredibly important data that helps us know how the Town can be improved, being a place where you want to work!

If you have not yet completed the survey, I hope you will do so this week. You have repeatedly said you want clarity, consistency and equity. We take your feedback seriously and have heard what you have said in past surveys, and with that information we have worked to develop supports, resources and processes that help you be the best you can be, do your jobs the best you can be, and to work together build a community where people thrive because we proudly serve this community. From what we have learned from you in past surveys and other engagements we created our Ombuds office, rewrote our personnel ordinance to be clearer, more consistent and equitable, developed separate and streamlined grievance and conflict resolution processes, and are working towards employment engagement in decision-making and professional development of all employees.

Because the survey is such an important initiative for the Town, yielding essential information for

developing and valuing employees, we are striving to get to a 60 percent response rate. We are currently at a 51 percent, which is only 63 employees away!

For those employees who have completed the survey by this Thursday, February 22nd, you will be entered into a drawing for 16 tickets to next Tuesday's (Feb. 27) basketball game with Miami. Further, we are randomly selecting employees from departments with over a sixty percent response rate for the following items:

- A basketball signed by the UNC team;
- Block of tickets for a UNC Baseball game for employees and family members;
- (a prize from the manager's office: lunch, town items, movie tickets ...?)

Please know that I personally value your opinion and hope you will take this opportunity to make your voice known.

Sincerely,

Roger

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Follow Up
Date: Tuesday, August 14, 2018 4:16:20 PM
Attachments: [image001.png](#)
[City of Gastonia 08.14.18.pdf](#)

Hi, Todd. Please find below four items: a link to Preview Mode for the revised Gastonia survey (also attached in pdf form); the draft pay system question; information about the employee list items needed; a template manager email that should go out the week prior to survey launch; and a sample survey reminder from Roger Stancil, Chapel Hill town manager. Doing a reminder is optional, I just wanted you to see the language that Roger used to convey his sentiments. Please let me know if I've missed anything!

[City of Gastonia Employee Survey-Preview Mode](#)

How much do you agree or disagree that the following words describe the City of Gastonia's system for paying employees?	Strongly Agree	Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Disagree	Strongly Disagree
Easy to Understand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistently Applied	<input type="radio"/>	<input type="radio"/>	<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"/>	<input type="radio"/>	<input type="radio"/>
Effective	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Employee List

- **First Name**
- **Last Name**
- **Gender**
- **Race/Ethnicity**
- **Age**
- **Year of Employment**
- **Email**
- **Title**
- **Department**
- **Their Supervisor**

LGWI Template: City/County Manager Email to Employees

You will be receiving an invitation next week to participate in the Local Government Workplaces Project Employee Survey, conducted by the School of Government at UNC Chapel Hill. The City of Gastonia is participating in the survey project to learn about how employees think and feel about working here and how our workplaces can be improved.

This is an important opportunity for myself and other senior managers to hear your thoughts and

opinions on the City of Gastonia workplace. I hope you will take advantage and participate.

A few important things to note about this survey:

** Your participation is completely voluntary;

** You will be invited to participate directly in the survey by Leisha DeHart-Davis, Professor of Public Administration and Government at UNC-Chapel Hill;

**Your survey responses go straight to the UNC School of Government;

** You will not be identified in any research results. The UNC research team will report the results to us in three ways: how employees as a whole respond to each survey question (e.g., 25% strongly agree vs. 35% strongly disagree); as averages by department; and in comments provided to us in anonymous format.

**The UNC research team will review comments to ensure their anonymity before sharing them with City/County/Town;

** You can participate during work hours;

** The UNC School of Government will not share with us who has participated.

Finally, our results will be benchmarked against the results of other participating local governments so that we can identify our strengths and opportunities for improvement.

If you have any questions about why the City of Gastonia is participating, or what we will do with the results, please contact Deputy County Manager Todd Carpenter and he will be happy to answer your questions. If you have questions about the study itself, contact Professor DeHart-Davis at ldd@unc.edu. If you have questions about your rights as a research participant, contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu and reference study number [17-1930](#).

Sample Reminder from Roger Stancil about Employee Survey

All Town Employees:

I realize that at the Town of Chapel Hill, we survey employees. A lot. Because we want to know what you think about the Town: what we do well and what we could do better to value you – our most important resource.

Recently, you were sent you an employee engagement survey from the UNC School of Government. If you have already completed the survey, we thank you. This is incredibly important data that helps

us know how the Town can be improved, being a place where you want to work!

If you have not yet completed the survey, I hope you will do so this week. You have repeatedly said you want clarity, consistency and equity. We take your feedback seriously and have heard what you have said in past surveys, and with that information we have worked to develop supports, resources and processes that help you be the best you can be, do your jobs the best you can be, and to work together build a community where people thrive because we proudly serve this community. From what we have learned from you in past surveys and other engagements we created our Ombuds office, rewrote our personnel ordinance to be clearer, more consistent and equitable, developed separate and streamlined grievance and conflict resolution processes, and are working towards employment engagement in decision-making and professional development of all employees.

Because the survey is such an important initiative for the Town, yielding essential information for developing and valuing employees, we are striving to get to a 60 percent response rate. We are currently at a 51 percent, which is only 63 employees away!

For those employees who have completed the survey by this Thursday, February 22nd, you will be entered into a drawing for 16 tickets to next Tuesday's (Feb. 27) basketball game with Miami. Further, we are randomly selecting employees from departments with over a sixty percent response rate for the following items:

- A basketball signed by the UNC team;
- Block of tickets for a UNC Baseball game for employees and family members;
- (a prize from the manager's office: lunch, town items, movie tickets ...?)

Please know that I personally value your opinion and hope you will take this opportunity to make your voice known.

Sincerely,

Roger

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Follow Up
Date: Tuesday, August 14, 2018 4:16:20 PM
Attachments: [image001.png](#)
[City of Gastonia 08.14.18.pdf](#)

Hi, Todd. Please find below four items: a link to Preview Mode for the revised Gastonia survey (also attached in pdf form); the draft pay system question; information about the employee list items needed; a template manager email that should go out the week prior to survey launch; and a sample survey reminder from Roger Stancil, Chapel Hill town manager. Doing a reminder is optional, I just wanted you to see the language that Roger used to convey his sentiments. Please let me know if I've missed anything!

[City of Gastonia Employee Survey-Preview Mode](#)

How much do you agree or disagree that the following words describe the City of Gastonia's system for paying employees?							
	Strongly Agree	Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Disagree	Strongly Disagree
Easy to Understand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistently Applied	<input type="radio"/>	<input type="radio"/>	<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"/>	<input type="radio"/>	<input type="radio"/>
Effective	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Employee List

- **First Name**
- **Last Name**
- **Gender**
- **Race/Ethnicity**
- **Age**
- **Year of Employment**
- **Email**
- **Title**
- **Department**
- **Their Supervisor**

LGWI Template: City/County Manager Email to Employees

You will be receiving an invitation next week to participate in the Local Government Workplaces Project Employee Survey, conducted by the School of Government at UNC Chapel Hill. The City of Gastonia is participating in the survey project to learn about how employees think and feel about working here and how our workplaces can be improved.

This is an important opportunity for myself and other senior managers to hear your thoughts and

opinions on the City of Gastonia workplace. I hope you will take advantage and participate.

A few important things to note about this survey:

** Your participation is completely voluntary;

** You will be invited to participate directly in the survey by Leisha DeHart-Davis, Professor of Public Administration and Government at UNC-Chapel Hill;

**Your survey responses go straight to the UNC School of Government;

** You will not be identified in any research results. The UNC research team will report the results to us in three ways: how employees as a whole respond to each survey question (e.g., 25% strongly agree vs. 35% strongly disagree); as averages by department; and in comments provided to us in anonymous format.

**The UNC research team will review comments to ensure their anonymity before sharing them with City/County/Town;

** You can participate during work hours;

** The UNC School of Government will not share with us who has participated.

Finally, our results will be benchmarked against the results of other participating local governments so that we can identify our strengths and opportunities for improvement.

If you have any questions about why the City of Gastonia is participating, or what we will do with the results, please contact Deputy County Manager Todd Carpenter and he will be happy to answer your questions. If you have questions about the study itself, contact Professor DeHart-Davis at ldd@unc.edu. If you have questions about your rights as a research participant, contact the UNC Institutional Review Board at 919-966-3113 or IRB_subjects@unc.edu and reference study number [17-1930](#).

Sample Reminder from Roger Stancil about Employee Survey

All Town Employees:

I realize that at the Town of Chapel Hill, we survey employees. A lot. Because we want to know what you think about the Town: what we do well and what we could do better to value you – our most important resource.

Recently, you were sent you an employee engagement survey from the UNC School of Government. If you have already completed the survey, we thank you. This is incredibly important data that helps

us know how the Town can be improved, being a place where you want to work!

If you have not yet completed the survey, I hope you will do so this week. You have repeatedly said you want clarity, consistency and equity. We take your feedback seriously and have heard what you have said in past surveys, and with that information we have worked to develop supports, resources and processes that help you be the best you can be, do your jobs the best you can be, and to work together build a community where people thrive because we proudly serve this community. From what we have learned from you in past surveys and other engagements we created our Ombuds office, rewrote our personnel ordinance to be clearer, more consistent and equitable, developed separate and streamlined grievance and conflict resolution processes, and are working towards employment engagement in decision-making and professional development of all employees.

Because the survey is such an important initiative for the Town, yielding essential information for developing and valuing employees, we are striving to get to a 60 percent response rate. We are currently at a 51 percent, which is only 63 employees away!

For those employees who have completed the survey by this Thursday, February 22nd, you will be entered into a drawing for 16 tickets to next Tuesday's (Feb. 27) basketball game with Miami. Further, we are randomly selecting employees from departments with over a sixty percent response rate for the following items:

- A basketball signed by the UNC team;
- Block of tickets for a UNC Baseball game for employees and family members;
- (a prize from the manager's office: lunch, town items, movie tickets ...?)

Please know that I personally value your opinion and hope you will take this opportunity to make your voice known.

Sincerely,

Roger

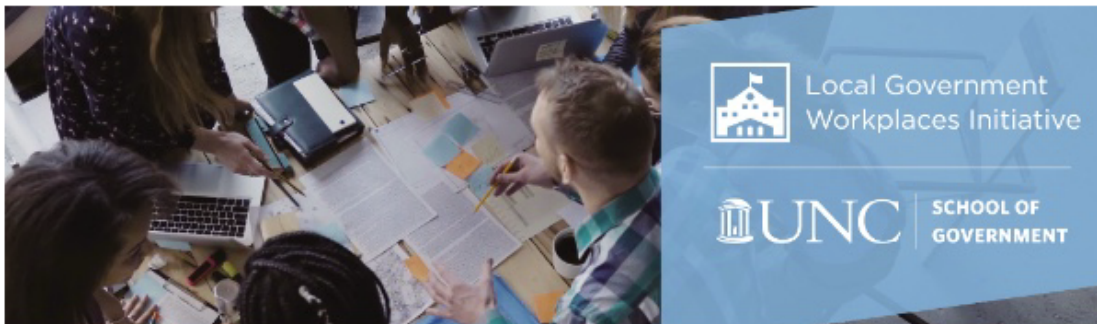
Survey Content

The City of Gastonia Employee Survey

This survey, being conducted by the Local Government Workplaces Initiative of the UNC School of Government, seeks to help City of Gastonia leaders better understand the perspectives of employees on a range of workplace issues. It also produces data for academic scholarship on topics that include employee morale and organizational climate.



Every employee's opinion counts. City of Gastonia leaders want 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 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:

[Your Rights as a Research Participant](#)

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
My organization provides the physical resources (technology, 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"/>
My organization provides the training 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"/>
My organization provides opportunities for advancement in this organization.	<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 job resources that you would like to share? If so, type them in the space below.

Teamwork

This section asks about how employees and departments work together as a team in your organization.

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 work together as a team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My department works well with other departments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As a whole, supervisors in my department encourage employees to work together.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees in my department often collaborate with employees from other departments.	<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

This section asks questions about the quality of communications in your organization.

On a scale from inadequate to adequate, how would you characterize communications from the follow sources?

	Extremely Inadequate	Somewhat Inadequate	Neither Adequate nor Inadequate	Somewhat Adequate	Extremely Adequate
From Your Supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
From Your Department Head	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
From the City Manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
I am fully informed about significant changes in the City.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I have opportunities to

provide my opinion to
upper management
on workplace issues.

☐ ☐ ☐ ☐ ☐ ☐ ☐

When I provide my
opinion on workplace
issues, upper
management provides
a response.

☐ ☐ ☐ ☐ ☐ ☐ ☐

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

Structure and Decision Making in Your Department

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

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 his or her 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.

☐ ☐ ☐ ☐ ☐ ☐ ☐

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

Never

Rarely

Sometimes

Frequently

Always

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

☐ ☐ ☐ ☐ ☐

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

☐ ☐ ☐ ☐ ☐

I choose to remain silent when I have concerns.

☐ ☐ ☐ ☐ ☐

When you keep opinions to yourself, why? Please check all that apply.

Strongly Agree

Agree

Somewhat Agree

Neither Agree nor Disagree

Somewhat Disagree

Disagree

Strongly Disagree

I am afraid that I will be punished for sharing my opinions

☐ ☐ ☐ ☐ ☐ ☐ ☐

Based on experience, I know that my opinions will be ignored

☐ ☐ ☐ ☐ ☐ ☐ ☐

I don't want to rock the boat

☐ ☐ ☐ ☐ ☐ ☐ ☐

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

Interpersonal Treatment in Your Workplace

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

Thinking back on the past year or so, how often have you been in a situation where someone in your department:

	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"/>
Doubted your judgment or ability on a matter over which you have responsibility?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

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

Employees in my workplace are able to bring up problems and tough issues

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

Employees in my workplace sometimes reject others for being different

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

It is safe to take a risk in my workplace.

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

No one in my workplace would deliberately act in a way that undermines my efforts.

<input type="radio"/>	<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 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?

	Never	Rarely	Sometimes	Frequently	Always
Praises good performance by department employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourages employees to look for better ways	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

to get the job done

Asks employees for their ideas and suggestions when making important work decisions

☐ ☐ ☐ ☐ ☐

Encourages employees to work together

☐ ☐ ☐ ☐ ☐

Makes me feel like a valued employee

☐ ☐ ☐ ☐ ☐

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 helpful 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"/>

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 you and higher ups, 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
Overall, I trust my supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall I trust my department head.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall I trust the city manager.	<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 trust that you would like to share? If so, please type them in the space below.

Your Morale

This section asks about how you feel about your job.

How much do you agree or disagree with the following statements about how you feel about working here?

Strongly	Somewhat	Neither Agree nor	Somewhat	Strongly

	Disagree	Disagree	Disagree	Disagree	Agree	Agree	Agree
When I get up in the morning, I feel like going to work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am proud of the work that I do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am immersed in my work.	<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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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	<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 your morale? If so, please indicate them in the space below.

How **important** or **unimportant** are the following parts of your job?

	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"/>
Fair 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"/>
Recognition 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 amount of job security I have	<input type="radio"/>	<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	<input type="radio"/>	<input type="radio"/>	<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"/>	<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"/>	<input type="radio"/>	<input type="radio"/>
Fair pay	<input type="radio"/>	<input type="radio"/>	<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"/>	<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"/>	<input type="radio"/>	<input type="radio"/>
Recognition for a job well done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Thinking about the City of Gastonia's **system for paying employees**, how much do you agree or disagree that the following words apply?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
Easy to Understand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistently Applied	<input type="radio"/>	<input type="radio"/>	<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"/>	<input type="radio"/>	<input type="radio"/>
Effective	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Diversity in the Workplace

This section asks about diversity in the City of Gastonia workplace.

To what extent do you agree or disagree with the following statements about diversity in your

workplace?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
Managers here have a track record of hiring and promoting employees objectively, regardless of their race, religion, ethnicity, age, gender, and sexual orientation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managers here give feedback and evaluate employees fairly, regardless of factors such as employee gender, race, religion, ethnicity, age, and sexual orientation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managers here give assignments based on the skills and abilities of employees, not their personal and social background.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

To what extent do you agree or disagree with the following statements about diversity in your workplace?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
All minority and female employees are provided resources and training that prepares them for promotion and advancement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The “old boys”							

network is alive and well here.

☐☐☐☐☐☐☐

This organization spends adequate resources on diversity awareness and related training.

☐☐☐☐☐☐☐

To what extent do you agree or disagree with the following statements about diversity in your workplace?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
I feel comfortable working with people from backgrounds other than my own.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am afraid to disagree with members of other groups for fear of being called prejudiced.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Diversity issues prevent some work teams here from performing to their maximum effectiveness.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

To what extent do you agree or disagree with the following statements about diversity in your workplace?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
Knowing more about the culture of other groups would help me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

to be more effective in my job.

I think that diverse viewpoints add value to the work we do here.

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

I believe increasing diversity will make this organization more effective.

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

Do you have any comments about diversity in the City of Gastonia workplace that you would like to share? If so, please type them in the box below.

Your Future in the Organization

This section asks about your plans for continuing to work at your local government.

Thinking about how you feel about working for your organization, 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
This organization values me as an employee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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 would be very happy to spend the rest of my career with this organization.

☐☐☐☐☐☐☐

I am thinking about leaving this organization.

☐☐☐☐☐☐☐

How many more years would you like to work for the City of Gastonia? Please select from the list below.

Do you have any comments about your future with the organization? If so, please type them in the space below.

About You

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

How were you feeling while taking the survey?

	Does Not Describe My Feelings	Slightly Describes My Feelings	Moderately Describes My Feelings	Mostly Describes My Feelings	Clearly Describes My Feelings
Interested	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Distressed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excited	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Upset	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Proud	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Irritable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Final Thoughts

If you have any more thoughts to share, please do so in the space below.

Please do not proceed to the next page unless you are ready to submit.

Survey End

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

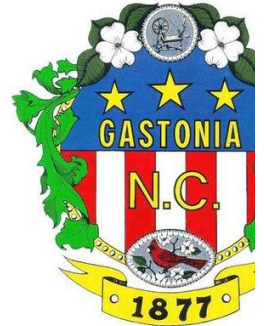
From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: City of Gastonia Draft Employee Survey
Date: Friday, August 10, 2018 5:45:52 PM
Attachments: [City of Gastonia Draft Survey.pdf](#)

Hi, Todd. Here's what I have so far, I'll keep working next on it next week. Right now, it's nice and tight, yet comprehensive. Am noodling on pay questions. Will be in touch to schedule a quick call to talk content and employee list. Have a great weekend!

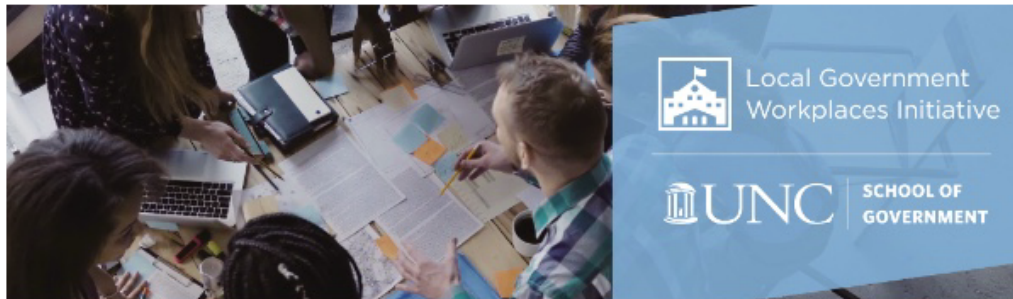
Survey Content

The City of Gastonia Employee Survey

This survey, being conducted by the Local Government Workplaces Initiative of the UNC School of Government, seeks to help City of Gastonia leaders better understand the perspectives of employees on a range of workplace issues. It also produces data for academic scholarship on topics that include employee morale and organizational climate.



Every employee's opinion counts. City of Gastonia leaders want to know what issues are important to 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 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 participant.

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:

[Your Rights as a Research Participant](#)

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
My organization provides the physical resources (technology, 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"/>
My organization provides the training 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"/>
My organization provides opportunities for advancement in this organization.	<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 job resources that you would like to share? If so, type them in the space below.

Teamwork

This section asks about how employees and departments work together as a team in your organization.

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 work together as a team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My department works well with other departments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As a whole, supervisors in my department encourage employees to work together.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees in my department often collaborate with employees from other departments.	<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

This section asks questions about the nature and quality of communications in your organization.

On a scale from inadequate to adequate, how would you characterize communications from the following sources?

	Extremely adequate	Moderately adequate	Slightly adequate	Neither adequate nor inadequate	Slightly inadequate	Moderately inadequate	Extre inadeq
From Your Supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
From Your Department Head	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
From the City Manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strc Ag
I feel that informed about significant changes in the City.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have opportunities to provide my opinion to upper management on workplace issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I provide my opinion on workplace issues, upper management provides a response.	<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 communications that you would like to share? If so, please type them in the space below.

Structure and Decision Making in Your Department

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

In thinking about how decisions are made within your department, how much do you agree or disagree the following statements?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
In general, an employee wanting to make his or her 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"/>

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

	Never	Rarely	Sometimes	Frequently	Always
I keep quiet instead of asking questions when I want to get more information.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Although I have ideas for improving the department, I do not speak up.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I choose to remain silent when I have concerns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

When you keep opinions to yourself, why? Please check all that apply.

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strc disa
I am afraid that I will be punished for sharing my opinions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	(
Based on experience, I know that my opinions will be ignored	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	(
I don't want to rock the boat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	(

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

Interpersonal Treatment in Your Workplace

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

In the last year, how often have you been in a situation where someone in your department:

	Never	Rarely	Sometimes	Often	Very Oft
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"/>
Doubted your judgment or ability on a matter over which you have responsibility?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

	Strongly Agree	Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Disagree	Strongly Disagree
Employees in my workplace are able to bring up problems and tough issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees in my workplace sometimes reject others for being different	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is safe to take a risk in my workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No one in my workplace would deliberately act in a way that undermines my efforts.	<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 interpersonal treatment in the workplace? If so, please type them in space below.

Supervisory Practices in Your Department

This section asks about the practices of your supervisor.

How often does your supervisor do the following?

	Never	Rarely	Sometimes	Frequently	Always
Praises good performance					

by department employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourages employees to look for better ways to get the job done	<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"/>
Encourages employees to work together	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Makes me feel like a valued employee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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 helpful 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"/>

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 you and higher ups, 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
Overall, I trust my supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall I trust my department head.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall I trust the city manager.	<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 trust that you would like to share? If so, please type them in the space below.

Your Morale

This section asks about how you feel about your job.

How much do you agree or disagree with the following statements about how you feel about working here?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
When I get up in the morning, I feel like going to work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am proud of the work that I do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I am immersed in my work.

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

All in all, I am satisfied with my job.

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

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	<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 how you feel about your job? If so, please indicate them in the space below.

How **important** or **unimportant** are the following parts of your job?

	Not at all important	Slightly important	Moderately important	Very important	Extremely important	No Answer
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	<input type="radio"/>	<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"/>	<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"/>	<input type="radio"/>	<input type="radio"/>
Merit pay	<input type="radio"/>	<input type="radio"/>	<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"/>	<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"/>	<input type="radio"/>	<input type="radio"/>
Recognition for a job well done.	<input type="radio"/>	<input type="radio"/>	<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	N Appli
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"/>	<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"/>	<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"/>	<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"/>	<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"/>	<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"/>	<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"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Recognition
for a job well
done.

☐☐☐☐☐☐☐☐

Organizational Mission and Values

This section asks about the mission of your organization.

Thinking about the City of Gastonia mission to "To provide fair, competent, responsive, cost-effective services at the highest level", how much do you agree or disagree with the following statements?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strc Ag
Everyone in my workplace knows the City's mission statement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Everyone in my workplace supports the City's mission statement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My workplace effectively achieves the the City's mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Your Future in the Organization

This section asks about your plans for continuing to work at your local government.

Thinking about how you feel about working for your organization, how much do you agree or disagree the following statements?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strc Ag
This organization values me as an employee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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 would be very happy to spend the rest of my career with this organization.

☐☐☐☐☐☐☐☐

I am thinking about leaving this organization.

☐☐☐☐☐☐☐☐

How many more years would you like to work for the City of Gastonia? Please select from the list below

Do you have any comments about your future with the organization? If so, please type them in the space below.

About You

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

How were you feeling while taking the survey?

	Does Not Describe My Feelings	Slightly Describes My Feelings	Moderately Describes My Feelings	Mostly Describes My Feelings	Clearly Describes My Feelings
Interested	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Distressed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excited	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Upset	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Proud	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Irritable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Final Thoughts

If you have any more thoughts to share, please do so in the space below.

Please do not proceed to the next page unless you are ready to submit.

Survey End

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

Powered by Qualtrics

From: [Davis, Leisha DeHart](#)
To: [The humanresources mailing list](#)
Subject: [humanresources] Local Government Workplace Initiative July 2018 Update
Date: Tuesday, July 10, 2018 8:16:46 AM

[View this email in your browser](#)



Overcoming Employee Silence

Too many local government employees don't think their organizations value their input. It's a challenge their leaders need to take seriously. Read more in [this LGWI blog post](#) in Governing Magazine.



Join a LGWI Employee Survey Roundup

The LGWI Employee Survey Roundup is a low-cost option for surveying your employees.

The survey instrument is comprehensive, covering an array of topics including teamwork, morale, workplace dynamics, structure, and different satisfaction indicators.

Multiple local governments are surveyed at one time, enabling comparisons. Email lgwi@unc.edu for more information on September's Roundup!

Encouraging and Managing Employee Voice

Innovation Lab 3.0

November 15th, 9 am to 3 pm, UNC Friday Center

This workshop teaches local government

professionals how to effectively listen to employees. You will learn about employee voice and organizational silence; map out your organization's current "voice" quotient; identify different tools for eliciting and managing voice, along with their advantages and disadvantages; and devise a plan for improving employee voice within your organization. Register [here](#).



Need supervisor training? The Center for Public Leadership and Governance is offering [Effective Supervisory Management](#) around NC in August, September and November.



[Share](#)



[Tweet](#)



[Share](#)



[Forward to a Friend](#)



To subscribe, email ldd@unc.edu.

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)**

From: [Davis, Leisha DeHart](#)
To: [The humanresources mailing list](#)
Subject: [humanresources] Local Government Workplace Initiative July 2018 Update
Date: Tuesday, July 10, 2018 8:16:46 AM

[View this email in your browser](#)



Overcoming Employee Silence

Too many local government employees don't think their organizations value their input. It's a challenge their leaders need to take seriously. Read more in [this LGWI blog post](#) in Governing Magazine.



Join a LGWI Employee Survey Roundup

The LGWI Employee Survey Roundup is a low-cost option for surveying your employees.

The survey instrument is comprehensive, covering an array of topics including teamwork, morale, workplace dynamics, structure, and different satisfaction indicators.

Multiple local governments are surveyed at one time, enabling comparisons. Email lgwi@unc.edu for more information on September's Roundup!

Encouraging and Managing Employee Voice

Innovation Lab 3.0

November 15th, 9 am to 3 pm, UNC Friday Center

This workshop teaches local government

professionals how to effectively listen to employees. You will learn about employee voice and organizational silence; map out your organization's current "voice" quotient; identify different tools for eliciting and managing voice, along with their advantages and disadvantages; and devise a plan for improving employee voice within your organization. Register [here](#).



Need supervisor training? The Center for Public Leadership and Governance is offering [Effective Supervisory Management](#) around NC in August, September and November.



[Share](#)



[Tweet](#)



[Share](#)



[Forward to a Friend](#)



To subscribe, email ldd@unc.edu.

You are currently subscribed to humanresources as:

crystalf@cityofgastonia.com.

**To unsubscribe send email to listserv@unc.edu with the subject line
"unsubscribe humanresources"
(remove quotes before sending)**

From: [Davis, Leisha DeHart](#)
To: [The humanresources mailing list](#)
Subject: [humanresources] Local Government Workplace Initiative July 2018 Update
Date: Tuesday, July 10, 2018 8:16:43 AM

[View this email in your browser](#)



Overcoming Employee Silence

Too many local government employees don't think their organizations value their input. It's a challenge their leaders need to take seriously. Read more in [this LGWI blog post](#) in Governing Magazine.



Join a LGWI Employee Survey Roundup

The LGWI Employee Survey Roundup is a low-cost option for surveying your employees.

The survey instrument is comprehensive, covering an array of topics including teamwork, morale, workplace dynamics, structure, and different satisfaction indicators.

Multiple local governments are surveyed at one time, enabling comparisons. Email lgwi@unc.edu for more information on September's Roundup!

Encouraging and Managing Employee Voice

Innovation Lab 3.0

November 15th, 9 am to 3 pm, UNC Friday Center

This workshop teaches local government

professionals how to effectively listen to employees. You will learn about employee voice and organizational silence; map out your organization's current "voice" quotient; identify different tools for eliciting and managing voice, along with their advantages and disadvantages; and devise a plan for improving employee voice within your organization. Register [here](#).



Need supervisor training? The Center for Public Leadership and Governance is offering [Effective Supervisory Management](#) around NC in August, September and November.



[Share](#)



[Tweet](#)



[Share](#)



[Forward to a Friend](#)



To subscribe, email ldd@unc.edu.

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

From: [Davis, Leisha DeHart](#)
To: [The humanresources mailing list](#)
Subject: [humanresources] Local Government Workplace Initiative July 2018 Update
Date: Tuesday, July 10, 2018 8:16:43 AM

[View this email in your browser](#)



Overcoming Employee Silence

Too many local government employees don't think their organizations value their input. It's a challenge their leaders need to take seriously. Read more in [this LGWI blog post](#) in Governing Magazine.



Join a LGWI Employee Survey Roundup

The LGWI Employee Survey Roundup is a low-cost option for surveying your employees.

The survey instrument is comprehensive, covering an array of topics including teamwork, morale, workplace dynamics, structure, and different satisfaction indicators.

Multiple local governments are surveyed at one time, enabling comparisons. Email lgwi@unc.edu for more information on September's Roundup!

Encouraging and Managing Employee Voice

Innovation Lab 3.0

November 15th, 9 am to 3 pm, UNC Friday Center

This workshop teaches local government

professionals how to effectively listen to employees. You will learn about employee voice and organizational silence; map out your organization's current "voice" quotient; identify different tools for eliciting and managing voice, along with their advantages and disadvantages; and devise a plan for improving employee voice within your organization. Register [here](#).



Need supervisor training? The Center for Public Leadership and Governance is offering [Effective Supervisory Management](#) around NC in August, September and November.



[Share](#)



[Tweet](#)



[Share](#)



[Forward to a Friend](#)



To subscribe, email ldd@unc.edu.

You are currently subscribed to humanresources as:

burton_laura@cityofgastonia.com.

**To unsubscribe send email to listserv@unc.edu with the subject line
"unsubscribe humanresources"
(remove quotes before sending)**

From: [Davis, Leisha DeHart](#)
To: [City and County Managers](#)
Subject: [ccmanagers] Local Government Workplace Initiative July 2018 Update
Date: Tuesday, July 10, 2018 8:16:14 AM

[View this email in your browser](#)



Overcoming Employee Silence

Too many local government employees don't think their organizations value their input. It's a challenge their leaders need to take seriously. Read more in [this LGWI blog post](#) in Governing Magazine.



Join a LGWI Employee Survey Roundup

The LGWI Employee Survey Roundup is a low-cost option for surveying your employees.

The survey instrument is comprehensive, covering an array of topics including teamwork, morale, workplace dynamics, structure, and different satisfaction indicators.

Multiple local governments are surveyed at one time, enabling comparisons. Email lgwi@unc.edu for more information on September's Roundup!

Encouraging and Managing Employee Voice

Innovation Lab 3.0

November 15th, 9 am to 3 pm, UNC Friday Center

This workshop teaches local government professionals how to effectively listen to

employees. You will learn about employee voice and organizational silence; map out your organization's current "voice" quotient; identify different tools for eliciting and managing voice, along with their advantages and disadvantages; and devise a plan for improving employee voice within your organization. Register [here](#).



Need supervisor training? The Center for Public Leadership and Governance is offering [Effective Supervisory Management](#) around NC in August, September and November.



[Share](#)



[Tweet](#)



[Share](#)



[Forward to a Friend](#)



To subscribe, email ldd@unc.edu.

You currently are subscribed to ccmanagers .

To unsubscribe send email to listserv@unc.edu with the subject line "unsubscribe ccmanagers"

From: [Davis, Leisha DeHart](#)
To: [City and County Managers](#)
Subject: [ccmanagers] Local Government Workplace Initiative July 2018 Update
Date: Tuesday, July 10, 2018 8:16:14 AM

[View this email in your browser](#)



Overcoming Employee Silence

Too many local government employees don't think their organizations value their input. It's a challenge their leaders need to take seriously. Read more in [this LGWI blog post](#) in Governing Magazine.



Join a LGWI Employee Survey Roundup

The LGWI Employee Survey Roundup is a low-cost option for surveying your employees.

The survey instrument is comprehensive, covering an array of topics including teamwork, morale, workplace dynamics, structure, and different satisfaction indicators.

Multiple local governments are surveyed at one time, enabling comparisons. Email lgwi@unc.edu for more information on September's Roundup!

Encouraging and Managing Employee Voice

Innovation Lab 3.0

November 15th, 9 am to 3 pm, UNC Friday Center

This workshop teaches local government professionals how to effectively listen to

employees. You will learn about employee voice and organizational silence; map out your organization's current "voice" quotient; identify different tools for eliciting and managing voice, along with their advantages and disadvantages; and devise a plan for improving employee voice within your organization. Register [here](#).



Need supervisor training? The Center for Public Leadership and Governance is offering [Effective Supervisory Management](#) around NC in August, September and November.



[Share](#)



[Tweet](#)



[Share](#)



[Forward to a Friend](#)



To subscribe, email ldd@unc.edu.

You currently are subscribed to ccmanagers .

To unsubscribe send email to listserv@unc.edu with the subject line "unsubscribe ccmanagers"

From: [Davis, Leisha DeHart](#)
To: [City and County Managers](#)
Subject: [ccmanagers] Local Government Workplace Initiative July 2018 Update
Date: Tuesday, July 10, 2018 8:16:13 AM

[View this email in your browser](#)



Overcoming Employee Silence

Too many local government employees don't think their organizations value their input. It's a challenge their leaders need to take seriously. Read more in [this LGWI blog post](#) in Governing Magazine.



Join a LGWI Employee Survey Roundup

The LGWI Employee Survey Roundup is a low-cost option for surveying your employees.

The survey instrument is comprehensive, covering an array of topics including teamwork, morale, workplace dynamics, structure, and different satisfaction indicators.

Multiple local governments are surveyed at one time, enabling comparisons. Email lgwi@unc.edu for more information on September's Roundup!

Encouraging and Managing Employee Voice

Innovation Lab 3.0

November 15th, 9 am to 3 pm, UNC Friday Center

This workshop teaches local government professionals how to effectively listen to

employees. You will learn about employee voice and organizational silence; map out your organization's current "voice" quotient; identify different tools for eliciting and managing voice, along with their advantages and disadvantages; and devise a plan for improving employee voice within your organization. Register [here](#).



Need supervisor training? The Center for Public Leadership and Governance is offering [Effective Supervisory Management](#) around NC in August, September and November.



[Share](#)



[Tweet](#)



[Share](#)



[Forward to a Friend](#)



To subscribe, email ldd@unc.edu.

You currently are subscribed to ccmanagers .

To unsubscribe send email to listserv@unc.edu with the subject line "unsubscribe ccmanagers"

From: [Davis, Leisha DeHart](#)
To: [City and County Managers](#)
Subject: [ccmanagers] Local Government Workplace Initiative July 2018 Update
Date: Tuesday, July 10, 2018 8:16:13 AM

[View this email in your browser](#)



Overcoming Employee Silence

Too many local government employees don't think their organizations value their input. It's a challenge their leaders need to take seriously. Read more in [this LGWI blog post](#) in Governing Magazine.



Join a LGWI Employee Survey Roundup

The LGWI Employee Survey Roundup is a low-cost option for surveying your employees.

The survey instrument is comprehensive, covering an array of topics including teamwork, morale, workplace dynamics, structure, and different satisfaction indicators.

Multiple local governments are surveyed at one time, enabling comparisons. Email lgwi@unc.edu for more information on September's Roundup!

Encouraging and Managing Employee Voice

Innovation Lab 3.0

November 15th, 9 am to 3 pm, UNC Friday Center

This workshop teaches local government professionals how to effectively listen to

employees. You will learn about employee voice and organizational silence; map out your organization's current "voice" quotient; identify different tools for eliciting and managing voice, along with their advantages and disadvantages; and devise a plan for improving employee voice within your organization. Register [here](#).



Need supervisor training? The Center for Public Leadership and Governance is offering [Effective Supervisory Management](#) around NC in August, September and November.



[Share](#)



[Tweet](#)



[Share](#)



[Forward to a Friend](#)



To subscribe, email ldd@unc.edu.

You currently are subscribed to ccmanagers .

To unsubscribe send email to listserv@unc.edu with the subject line "unsubscribe ccmanagers"

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Read: RE: City of Gastonia Employee Survey
Date: Monday, July 09, 2018 2:30:04 PM

Your message

To: Davis, Leisha DeHart
Subject: RE: City of Gastonia Employee Survey
Sent: Monday, July 9, 2018 2:05:47 PM (UTC-05:00) Eastern Time (US & Canada)

was read on Monday, July 9, 2018 2:08:52 PM (UTC-05:00) Eastern Time (US & Canada).

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: City of Gastonia Employee Survey
Date: Monday, July 09, 2018 2:15:39 PM
Attachments: [attachment.ics](#)

Agenda

Debrief Gastonia Issues
Communications Strategy
Employee List
Question Content
Format of Survey-Reaching Employees without Ready Internet Access
Any Other Issues

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: City of Gastonia Employee Survey
Date: Monday, July 09, 2018 2:08:46 PM

Sure! Will call you then.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Monday, July 9, 2018 at 2:05 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia Employee Survey

I don't have a camera. My number is below. Any chance we could push this to 3:30?

Todd Carpenter

Deputy City Manager, City of Gastonia NC
Phone:704-866-6860 **Cell:**704-214-9028

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Monday, July 09, 2018 1:55 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: City of Gastonia Employee Survey

Todd, here is a ppt for today's call (keeps me focused).

If you have a camera on your computer, we can video conference; if not, let me know what number to call you at.

Look forward to talking to you at 3:00 pm!

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Thursday, June 28, 2018 at 3:23 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: Accepted: City of Gastonia Employee Survey

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: City of Gastonia Employee Survey
Date: Monday, July 09, 2018 1:55:17 PM
Attachments: [Roundup Kickoff.pptx](#)

Todd, here is a ppt for today's call (keeps me focused).

If you have a camera on your computer, we can video conference; if not, let me know what number to call you at.

Look forward to talking to you at 3:00 pm!

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Thursday, June 28, 2018 at 3:23 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: Accepted: City of Gastonia Employee Survey

Local Government Workplaces Project

Research to Improve
City/County
Workplaces



UNC
SCHOOL OF GOVERNMENT

www.sog.unc.edu



LOCAL GOVERNMENT
WORKPLACES PROJECT

Overview

- How data will be reported
- Employee list fields
- Maximizing response rates
- Forthcoming email/conference call
- Other data requests
- Your questions

How Data Will Be Reported

- You will have your own results, reported in
 - Percent distributions of survey responses across your organization
 - Departmental comparisons
 - Cross-organizational comparisons on select measures (using codes for each organization)
 - Comments (stripped of any identifying information)

Employee List Fields

- First Name
- Last Name
- Gender
- Race/Ethnicity
- Email
- Title
- Department
- Supervisor

Maximizing Response Rates

- Personalized Invites (UNC)
- Reminders (UNC)
- Alert Letter from Manager (Your LocalGov)
- Posters/Flyers/Postcard Reminders (Your LocalGov)
- Departmental Competition (Your LocalGov)
- Raffle Lunch (Your LocalGov)

Other Data

- Turnover Rates by Department
 - Compare survey measures to turnover rates

Questions?

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Read: Accepted: City of Gastonia Employee Survey
Date: Thursday, June 28, 2018 3:30:24 PM

Your message

To: Davis, Leisha DeHart
Subject: Accepted: City of Gastonia Employee Survey
Sent: Thursday, June 28, 2018 3:23:55 PM (UTC-05:00) Eastern Time (US & Canada)

was read on Thursday, June 28, 2018 3:30:22 PM (UTC-05:00) Eastern Time (US & Canada).

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: City of Gastonia Employee Survey
Date: Thursday, June 28, 2018 8:55:28 AM
Attachments: [attachment.ics](#)

Agenda

Debrief Gastonia Issues
Communications Strategy
Employee List
Question Content
Format of Survey-Reaching Employees without Ready Internet Access
Any Other Issues

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Read: RE: Local Government Workplaces Initiative Employee Survey Roundup Service Agreement
Date: Thursday, June 28, 2018 8:39:57 AM

Your message

To: Davis, Leisha DeHart
Subject: RE: Local Government Workplaces Initiative Employee Survey Roundup Service Agreement
Sent: Thursday, June 28, 2018 8:39:40 AM (UTC-05:00) Eastern Time (US & Canada)
was read on Thursday, June 28, 2018 8:39:54 AM (UTC-05:00) Eastern Time (US & Canada).

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: Local Government Workplaces Initiative Employee Survey Roundup Service Agreement
Date: Wednesday, June 06, 2018 10:14:29 AM

June 15 ideally, but June 30th would work. Let me know if you want to schedule a video conference call to get the background on Gastonia and for you to hear the questions available for the survey.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Wednesday, June 6, 2018 at 9:28 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: Local Government Workplaces Initiative Employee Survey Roundup Service Agreement

We are interested. I'll get the agreement signed and returned ASAP. When do you need it by?

Todd

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]
Sent: Wednesday, May 30, 2018 4:00 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: Local Government Workplaces Initiative Employee Survey Roundup Service Agreement

Hi, Todd. Let me know if you all are still interested doing the roundup. If not, no worries, but if so, the School needs to start the process on the business end.

From: "Forchette, Traci" <Forchette@sog.unc.edu>
Date: Tuesday, May 22, 2018 at 9:22 AM
To: "vtcarpenter@cityofgastonia.com" <vtcarpenter@cityofgastonia.com>
Cc: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: Local Government Workplaces Initiative Employee Survey Roundup Service Agreement

Todd,

The attached service agreement is ready for signature. Please return to me. I will send you a copy of the fully executed agreement after our Dean's signature.

Let us know if you have any questions.

Thank you,
Traci

Traci Forchette
Program Financial Analyst
School of Government

The University of North Carolina at Chapel Hill
CB 3330, Knapp-Sanders Building
Chapel Hill, NC 27599-3330
919.843.7096 (office)
919.962.2709 (fax)
forchette@sog.unc.edu
www.sog.unc.edu

Emails sent to or from this email address, that relate to the School of Government's work, are public records and may be subject to public access under the North Carolina Public Records law.

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Read: RE: Local Government Workplaces Initiative Employee Survey Roundup Service Agreement
Date: Wednesday, June 06, 2018 10:00:18 AM

Your message

To: Davis, Leisha DeHart
Subject: RE: Local Government Workplaces Initiative Employee Survey Roundup Service Agreement
Sent: Wednesday, June 6, 2018 9:28:31 AM (UTC-05:00) Eastern Time (US & Canada)

was read on Wednesday, June 6, 2018 10:00:16 AM (UTC-05:00) Eastern Time (US & Canada).

From: [Davis, Leisha DeHart](#)
To: vtcarpenter@cityofgastonia.com
Subject: Re: Local Government Workplaces Initiative Employee Survey Roundup Service Agreement
Date: Wednesday, May 30, 2018 4:00:16 PM

Hi, Todd. Let me know if you all are still interested doing the roundup. If not, no worries, but if so, the School needs to start the process on the business end.

From: "Forchette, Traci" <Forchette@sog.unc.edu>
Date: Tuesday, May 22, 2018 at 9:22 AM
To: "vtcarpenter@cityofgastonia.com" <vtcarpenter@cityofgastonia.com>
Cc: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: Local Government Workplaces Initiative Employee Survey Roundup Service Agreement

Todd,

The attached service agreement is ready for signature. Please return to me. I will send you a copy of the fully executed agreement after our Dean's signature.

Let us know if you have any questions.

Thank you,
Traci

Traci Forchette

Program Financial Analyst

School of Government

The University of North Carolina at Chapel Hill

CB 3330, Knapp-Sanders Building

Chapel Hill, NC 27599-3330

919.843.7096 (office)

919.962.2709 (fax)

forchette@sog.unc.edu

www.sog.unc.edu

Emails sent to or from this email address, that relate to the School of Government's work, are public records and may be subject to public access under the North Carolina Public Records law.

From: [Forchette, Traci](#)
To: vtcarpenter@cityofgastonia.com
Cc: [Davis, Leisha DeHart](#)
Subject: Local Government Workplaces Initiative Employee Survey Roundup Service Agreement
Date: Tuesday, May 22, 2018 9:22:10 AM
Attachments: [G2087 City of Gastonia Local Government Workplaces InitiativeService Agreement.docx](#)

Todd,

The attached service agreement is ready for signature. Please return to me. I will send you a copy of the fully executed agreement after our Dean's signature.

Let us know if you have any questions.

Thank you,
Traci

Traci Forchette

Program Financial Analyst

School of Government

The University of North Carolina at Chapel Hill

CB 3330, Knapp-Sanders Building

Chapel Hill, NC 27599-3330

919.843.7096 (office)

919.962.2709 (fax)

forchette@sog.unc.edu

www.sog.unc.edu

Emails sent to or from this email address, that relate to the School of Government's work, are public records and may be subject to public access under the North Carolina Public Records law.

SERVICE AGREEMENT

This is an agreement between the City of Gastonia (Client) and the School of Government (SOG), at the University of North Carolina at Chapel Hill.

1. Services. The SOG will survey employees using a standardized Qualtrics instrument; report data back to participating local governments organizations; offer a one-hour conference call to discuss the results; and debrief participating organizations on cross-organizational themes in a webinar. The survey will take place between August and September 2018 and will run for up to three weeks. Results will be available by October 2018. Data will be reported in Tableau. Data reporting includes distributions of results across organization; comparisons of percentage responses by department; open-ended comments; and comparisons with other organizations on select measures.
2. Duration of Services. This agreement is effective on the last date of signature and terminates upon payment of compensation.
3. Compensation. The Client agrees to pay the flat rate of \$5,000.00 to the SOG.
4. Payments. Payments shall be made to the School of Government, upon invoicing from the SOG, as follows: in one lump sum following completion of the work
5. Liaisons. Todd Carpenter shall serve as a liaison for issues concerning this work under this agreement for the Client. Leisha DeHart-Davis shall serve as liaison for the SOG.

Leisha DeHart-Davis, PhD
Associate Professor
School of Government
UNC Chapel Hill
CB #3330, Knapp-Sanders Building
Chapel Hill, NC 27599-3330
919-966-4189
ldehart@sog.unc.edu

Todd Carpenter
Deputy City Manager
City of Gastonia
181 S. South Street
Gastonia, NC 28052
704-866-6860
vtcarpenter@cityofgastonia.com

6. Modification, Extension, and Termination. This agreement represents the entire agreement between the parties. It may be modified, extended, or terminated by mutual written consent of the parties.

City of Gastonia

By: _____
Todd Carpenter
Deputy City Manager

Date

University of North Carolina at Chapel Hill on behalf of its School of Government

By: _____
Michael R. Smith
Dean, School of Government

Date

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: 2018 Employee Survey Roundup???
Date: Monday, May 21, 2018 5:49:30 PM
Attachments: [image001.png](#)

Great, so that's a \$5000 contract. I'll have the service agreement drafted up and sent your way. In the meantime, let me know when budget season calms down for you and you'd like a conference call to plan.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Monday, May 21, 2018 at 5:34 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: 2018 Employee Survey Roundup???

Approximately 930 full, pt, and seasonal. Fulltime is 833.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Monday, May 21, 2018 8:13 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: 2018 Employee Survey Roundup???

Happy Monday, Todd. The next step for holding Gastonia's place in the August roundup is to get a contract in place. I'll get our business office working on that right away. Remind me, how many employees does Gastonia have?

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Thursday, March 29, 2018 at 5:23 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: 2018 Employee Survey Roundup???

Thank you.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Tuesday, March 27, 2018 9:13 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: 2018 Employee Survey Roundup???

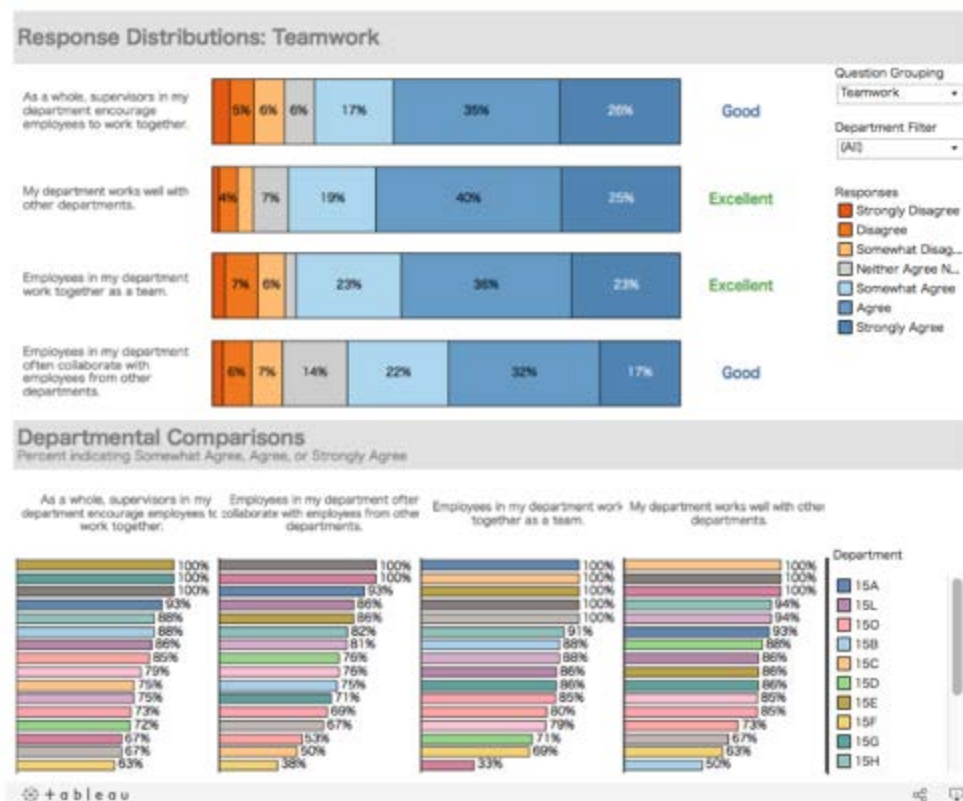
One more thing: we may only have an August Roundup (May is typically not a great time, but we wanted to offer the option). If you want your research sooner rather than later, let me know how much you want to invest, and I'll provide a scope of work.

From: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Date: Friday, March 23, 2018 at 3:24 PM
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Subject: Re: 2018 Employee Survey Roundup???

Great news! Attached is a pdf of the survey questions used in the last Roundup, which will be tweaked. You can get a better idea of what it looks like by following [this link](#) to a preview mode of the survey in Qualtrics. (On the first page, the extra space you see in “The Employee Survey” is a placeholder for the local government name, e.g., City of Gastonia.)

Please let me know by **April 15th** if you are interested in the **June Roundup** and **June 15th** if you are interested in the **August Roundup**. Some info on how it works below. (We decided to delay until June to get past budget season.) And if you are interested in doing an independent survey, just let me know your timing.

Participating local governments receive a password-protected Tableau dashboard that provides percent responses for each category of survey question and average responses by department (snapshot below to give you an idea). Responses to survey questions are categorized as excellent, good or room for improvement. We also provide anonymous comments from employees and create a dashboard that compares (anonymously) key survey results across jurisdictions.



Based on your survey results, we will brainstorm alternative solutions for workplace improvements

and, if you are interested, work with you to identify trainers and consultants to assist your organizational development needs.

Consider me on standby to answer your questions!

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, March 23, 2018 at 2:58 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: 2018 Employee Survey Roundup???

Leisha,

The City of Gastonia is going to participate in either the roundup or the individual survey. Can you provide me any information from last year's roundup. I would be interested in seeing the questions and the compilation of data from the questions.

Thanks so much.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Wednesday, February 28, 2018 4:57 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: 2018 Employee Survey Roundup???

For an individual contract, it depends on what you want. Here are what others have paid below, which is really a determinant of size, scope of work (straight surveying, focus groups, etc.), travel and survey tailoring. The Roundup price for Gastonia would be \$5000 (we had to raise prices from last year to account for personnel cost increases and software costs.) Please let me know if you have any questions about these figures.

–	Town of Cary	\$20,000 (1261 employees)
–	City of Concord	\$15,000 (947 employees)
–	Town of Chapel Hill II	\$11,000 (747 employees)
–	Durham County Health Department	\$8500 (500 employees)

2018 Employee Roundup Prices

Under 100 employees: \$2000
101-500 employees: \$3000
501-1000 employees: \$5000
1001-2000 employees: \$7000
Over 2000 employees: \$10,000

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Wednesday, February 28, 2018 at 4:35 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: 2018 Employee Survey Roundup???

Sounds good. I'm going to try and pin down my City Manager as to whether he wants to participate in the roundup or create our own. I'll let you know.

Can you remind me once more on the ballpark price for an individual survey. We have about 960 employees.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Wednesday, February 28, 2018 4:32 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: 2018 Employee Survey Roundup???

The roundup went well. Alamance County, Wake Forest, Beaufort and Jackson County participated. Responses averaged 65 percent and ranged from 43 percent to 85 percent. We'll refresh the survey, there are some new organizational development issues to test around employee voice and psychological safety.

We'll be mocking up a dashboard in Tableau so you can see what our new reporting scheme looks like, it's way cool, to use a highly technical term.

Let me know if we should talk again or if you have more questions.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Wednesday, February 28, 2018 at 4:23 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: 2018 Employee Survey Roundup???

Leisha,

Yes I do have ESP but please tell anyone. I often use it my advantage.

I'm thinking May would be great. How did the round up go last year? Do you plan to use a similar approach and similar questions?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Wednesday, February 28, 2018 4:21 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>

Subject: Re: 2018 Employee Survey Roundup???

Hi, Todd! You must have ESP. I was thinking about offering a roundup for May, after budget season. What are you thinking?

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Wednesday, February 28, 2018 at 4:18 PM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu>

Subject: 2018 Employee Survey Roundup???

Leisha,

Good afternoon. I am reaching out to see if you plan to conduct the Employee Survey Roundup again this year. We considered it last year but did not participate. We have a new City Manager and he is interested in participating in the group survey or an individual survey for the City of Gastonia.

Would you be so kind as to let me. Feel free to call my cell or email.

Thanks,

Todd Carpenter

Deputy City Manager, City of Gastonia NC

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

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Friday, April 28, 2017 11:01 AM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Albright, Joe <JoeA@cityofgastonia.com>

Subject: Re: Employee Survey Roundup

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

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Read: RE: 2018 Employee Survey Roundup???
Date: Monday, May 21, 2018 5:48:00 PM

Your message

To: Davis, Leisha DeHart
Subject: RE: 2018 Employee Survey Roundup???
Sent: Monday, May 21, 2018 5:34:55 PM (UTC-05:00) Eastern Time (US & Canada)

was read on Monday, May 21, 2018 5:47:57 PM (UTC-05:00) Eastern Time (US & Canada).

From: [Davis, Leisha DeHart](#)
To: [The humanresources mailing list](#)
Subject: [humanresources] Employee Survey Roundup, Save the Date, Slash Red Tape
Date: Monday, May 21, 2018 12:14:34 PM
Attachments: [image001.png](#)

Happy Monday, NC local government HR professionals. Here are some quick updates from the School of Government's [Local Government Workplaces Initiative](#):

Apply to join the Fall 2018 [LGWI Employee Survey Roundup](#) by June 15th;

Save the date: The School of Government is offering a one-day Innovation Lab on *Designing Effective Employee Voice Systems* on Thursday, November 15th, in Chapel Hill at the Friday Center. Registration details forthcoming;

Need supervisor training? The Center for Public Leadership and Governance is offering [Effective Supervisory Management](#) around NC in August, September and November;

Want to **slash organizational red tape**? Check out [Creating Effective Rules in Public Sector Organizations](#), by LGWI director Leisha DeHart-Davis;

Check out the searchable [2018 North Carolina County Salary Survey Dashboard](#).

Questions? Comments? Want to unsubscribe? Email lgwi@unc.edu.



Local Government
Workplaces Initiative

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

From: [Davis, Leisha DeHart](#)
To: [The humanresources mailing list](#)
Subject: [humanresources] Employee Survey Roundup, Save the Date, Slash Red Tape
Date: Monday, May 21, 2018 12:14:10 PM
Attachments: [image001.png](#)

Happy Monday, NC local government HR professionals. Here are some quick updates from the School of Government's [Local Government Workplaces Initiative](#):

Apply to join the Fall 2018 [LGWI Employee Survey Roundup](#) by June 15th;

Save the date: The School of Government is offering a one-day Innovation Lab on *Designing Effective Employee Voice Systems* on Thursday, November 15th, in Chapel Hill at the Friday Center. Registration details forthcoming;

Need supervisor training? The Center for Public Leadership and Governance is offering [Effective Supervisory Management](#) around NC in August, September and November;

Want to **slash organizational red tape**? Check out [Creating Effective Rules in Public Sector Organizations](#), by LGWI director Leisha DeHart-Davis;

Check out the searchable [2018 North Carolina County Salary Survey Dashboard](#).

Questions? Comments? Want to unsubscribe? Email lgwi@unc.edu.



Local Government
Workplaces Initiative

**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)**

From: [Davis, Leisha DeHart](#)
To: [The humanresources mailing list](#)
Subject: [humanresources] Employee Survey Roundup, Save the Date, Slash Red Tape
Date: Monday, May 21, 2018 12:06:38 PM
Attachments: [image001.png](#)

Happy Monday, NC local government HR professionals. Here are some quick updates from the School of Government's [Local Government Workplaces Initiative](#):

Apply to join the Fall 2018 [LGWI Employee Survey Roundup](#) by June 15th;

Save the date: The School of Government is offering a one-day Innovation Lab on *Designing Effective Employee Voice Systems* on Thursday, November 15th, in Chapel Hill at the Friday Center. Registration details forthcoming;

Need supervisor training? The Center for Public Leadership and Governance is offering [Effective Supervisory Management](#) around NC in August, September and November;

Want to **slash organizational red tape**? Check out [Creating Effective Rules in Public Sector Organizations](#), by LGWI director Leisha DeHart-Davis;

Check out the searchable [2018 North Carolina County Salary Survey Dashboard](#).

Questions? Comments? Want to unsubscribe? Email lgwi@unc.edu.



Local Government
Workplaces Initiative

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

From: [Davis, Leisha DeHart](#)
To: [The humanresources mailing list](#)
Subject: [humanresources] Employee Survey Roundup, Save the Date, Slash Red Tape
Date: Monday, May 21, 2018 11:58:35 AM
Attachments: [image001.png](#)

Happy Monday, NC local government HR professionals. Here are some quick updates from the School of Government's [Local Government Workplaces Initiative](#):

Apply to join the Fall 2018 [LGWI Employee Survey Roundup](#) by June 15th;

Save the date: The School of Government is offering a one-day Innovation Lab on *Designing Effective Employee Voice Systems* on Thursday, November 15th, in Chapel Hill at the Friday Center. Registration details forthcoming;

Need supervisor training? The Center for Public Leadership and Governance is offering [Effective Supervisory Management](#) around NC in August, September and November;

Want to **slash organizational red tape**? Check out [Creating Effective Rules in Public Sector Organizations](#), by LGWI director Leisha DeHart-Davis;

Check out the searchable [2018 North Carolina County Salary Survey Dashboard](#).

Questions? Comments? Want to unsubscribe? Email lgwi@unc.edu.



Local Government
Workplaces Initiative

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

From: [Davis, Leisha DeHart](#)
To: [City and County Managers](#)
Subject: [ccmanagers] Employee Survey Roundup, Save the Date, Slash Red Tape
Date: Monday, May 21, 2018 11:54:24 AM
Attachments: [image001.png](#)

Happy Monday, NC City and County Managers. Here are some quick updates from the School of Government's [Local Government Workplaces Initiative](#):

Apply to join the Fall 2018 [LGWI Employee Survey Roundup](#) by June 15th;

Save the date: The School of Government is offering a one-day Innovation Lab on *Designing Effective Employee Voice Systems* on Thursday, November 15th, in Chapel Hill at the Friday Center. Registration details forthcoming;

Need supervisor training? The Center for Public Leadership and Governance is offering [Effective Supervisory Management](#) around NC in August, September and November;

Want to **slash organizational red tape**? Check out [Creating Effective Rules in Public Sector Organizations](#), by LGWI director Leisha DeHart-Davis;

Check out the searchable [2018 North Carolina County Salary Survey Dashboard](#).

Questions? Comments? Want to unsubscribe? Email lgwi@unc.edu.



Local Government
Workplaces Initiative

You currently are subscribed to ccmanagers .

To unsubscribe send email to listserv@unc.edu with the subject line "unsubscribe ccmanagers"

From: [Davis, Leisha DeHart](#)
To: [City and County Managers](#)
Subject: [ccmanagers] Employee Survey Roundup, Save the Date, Slash Red Tape
Date: Monday, May 21, 2018 11:54:24 AM
Attachments: [image001.png](#)

Happy Monday, NC City and County Managers. Here are some quick updates from the School of Government's [Local Government Workplaces Initiative](#):

Apply to join the Fall 2018 [LGWI Employee Survey Roundup](#) by June 15th;

Save the date: The School of Government is offering a one-day Innovation Lab on *Designing Effective Employee Voice Systems* on Thursday, November 15th, in Chapel Hill at the Friday Center. Registration details forthcoming;

Need supervisor training? The Center for Public Leadership and Governance is offering [Effective Supervisory Management](#) around NC in August, September and November;

Want to **slash organizational red tape**? Check out [Creating Effective Rules in Public Sector Organizations](#), by LGWI director Leisha DeHart-Davis;

Check out the searchable [2018 North Carolina County Salary Survey Dashboard](#).

Questions? Comments? Want to unsubscribe? Email lgwi@unc.edu.



Local Government
Workplaces Initiative

You currently are subscribed to ccmanagers .

To unsubscribe send email to listserv@unc.edu with the subject line "unsubscribe ccmanagers"

From: [Davis, Leisha DeHart](#)
To: [City and County Managers](#)
Subject: [ccmanagers] Employee Survey Roundup, Save the Date, Slash Red Tape
Date: Monday, May 21, 2018 11:54:24 AM
Attachments: [image001.png](#)

Happy Monday, NC City and County Managers. Here are some quick updates from the School of Government's [Local Government Workplaces Initiative](#):

Apply to join the Fall 2018 [LGWI Employee Survey Roundup](#) by June 15th;

Save the date: The School of Government is offering a one-day Innovation Lab on *Designing Effective Employee Voice Systems* on Thursday, November 15th, in Chapel Hill at the Friday Center. Registration details forthcoming;

Need supervisor training? The Center for Public Leadership and Governance is offering [Effective Supervisory Management](#) around NC in August, September and November;

Want to **slash organizational red tape**? Check out [Creating Effective Rules in Public Sector Organizations](#), by LGWI director Leisha DeHart-Davis;

Check out the searchable [2018 North Carolina County Salary Survey Dashboard](#).

Questions? Comments? Want to unsubscribe? Email lgwi@unc.edu.



Local Government
Workplaces Initiative

You currently are subscribed to ccmanagers .

To unsubscribe send email to listserv@unc.edu with the subject line "unsubscribe ccmanagers"

From: [Davis, Leisha DeHart](#)
To: [City and County Managers](#)
Subject: [ccmanagers] Employee Survey Roundup, Save the Date, Slash Red Tape
Date: Monday, May 21, 2018 11:54:24 AM
Attachments: [image001.png](#)

Happy Monday, NC City and County Managers. Here are some quick updates from the School of Government's [Local Government Workplaces Initiative](#):

Apply to join the Fall 2018 [LGWI Employee Survey Roundup](#) by June 15th;

Save the date: The School of Government is offering a one-day Innovation Lab on *Designing Effective Employee Voice Systems* on Thursday, November 15th, in Chapel Hill at the Friday Center. Registration details forthcoming;

Need supervisor training? The Center for Public Leadership and Governance is offering [Effective Supervisory Management](#) around NC in August, September and November;

Want to **slash organizational red tape**? Check out [Creating Effective Rules in Public Sector Organizations](#), by LGWI director Leisha DeHart-Davis;

Check out the searchable [2018 North Carolina County Salary Survey Dashboard](#).

Questions? Comments? Want to unsubscribe? Email lgwi@unc.edu.



Local Government
Workplaces Initiative

You currently are subscribed to ccmanagers .

To unsubscribe send email to listserv@unc.edu with the subject line "unsubscribe ccmanagers"

From: [Davis, Leisha DeHart](#)
To: [City and County Managers](#)
Subject: [ccmanagers] Employee Survey Roundup, Save the Date, Slash Red Tape
Date: Monday, May 21, 2018 11:54:24 AM
Attachments: [image001.png](#)

Happy Monday, NC City and County Managers. Here are some quick updates from the School of Government's [Local Government Workplaces Initiative](#):

Apply to join the Fall 2018 [LGWI Employee Survey Roundup](#) by June 15th;

Save the date: The School of Government is offering a one-day Innovation Lab on *Designing Effective Employee Voice Systems* on Thursday, November 15th, in Chapel Hill at the Friday Center. Registration details forthcoming;

Need supervisor training? The Center for Public Leadership and Governance is offering [Effective Supervisory Management](#) around NC in August, September and November;

Want to **slash organizational red tape**? Check out [Creating Effective Rules in Public Sector Organizations](#), by LGWI director Leisha DeHart-Davis;

Check out the searchable [2018 North Carolina County Salary Survey Dashboard](#).

Questions? Comments? Want to unsubscribe? Email lgwi@unc.edu.



Local Government
Workplaces Initiative

You currently are subscribed to ccmanagers .

To unsubscribe send email to listserv@unc.edu with the subject line "unsubscribe ccmanagers"

From: [Davis, Leisha DeHart](#)
To: [Davis, Leisha DeHart](#)
Subject: Employee Survey Roundup, Save the Date, Slash Red Tape
Date: Monday, May 21, 2018 11:52:14 AM
Attachments: [image001.png](#)

Happy Monday, organizational leaders, designers and developers. Here are some quick updates from the School of Government's [Local Government Workplaces Initiative](#):

Apply to join the Fall 2018 [LGWI Employee Survey Roundup](#) by June 15th;

Save the date: The School of Government is offering a one-day Innovation Lab on *Designing Effective Employee Voice Systems* on Thursday, November 15th, in Chapel Hill at the Friday Center. Registration details forthcoming;

Need supervisor training? The Center for Public Leadership and Governance is offering [Effective Supervisory Management](#) around NC in August, September and November;

Want to **slash organizational red tape**? Check out [Creating Effective Rules in Public Sector Organizations](#), by LGWI director Leisha DeHart-Davis;

Check out the searchable [2018 North Carolina County Salary Survey Dashboard](#).

Questions? Comments? Want to unsubscribe? Email lgwi@unc.edu.



Local Government
Workplaces Initiative

From: [Davis, Leisha DeHart](#)
To: [Davis, Leisha DeHart](#)
Subject: Employee Survey Roundup, Save the Date, Slash Red Tape
Date: Monday, May 21, 2018 11:52:14 AM
Attachments: [image001.png](#)

Happy Monday, organizational leaders, designers and developers. Here are some quick updates from the School of Government's [Local Government Workplaces Initiative](#):

Apply to join the Fall 2018 [LGWI Employee Survey Roundup](#) by June 15th;

Save the date: The School of Government is offering a one-day Innovation Lab on *Designing Effective Employee Voice Systems* on Thursday, November 15th, in Chapel Hill at the Friday Center. Registration details forthcoming;

Need supervisor training? The Center for Public Leadership and Governance is offering [Effective Supervisory Management](#) around NC in August, September and November;

Want to **slash organizational red tape**? Check out [Creating Effective Rules in Public Sector Organizations](#), by LGWI director Leisha DeHart-Davis;

Check out the searchable [2018 North Carolina County Salary Survey Dashboard](#).

Questions? Comments? Want to unsubscribe? Email lgwi@unc.edu.



Local Government
Workplaces Initiative

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: 2018 Employee Survey Roundup???
Date: Monday, May 21, 2018 8:13:34 AM
Attachments: [image001.png](#)

Happy Monday, Todd. The next step for holding Gastonia's place in the August roundup is to get a contract in place. I'll get our business office working on that right away. Remind me, how many employees does Gastonia have?

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Thursday, March 29, 2018 at 5:23 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: 2018 Employee Survey Roundup???

Thank you.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Tuesday, March 27, 2018 9:13 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: 2018 Employee Survey Roundup???

One more thing: we may only have an August Roundup (May is typically not a great time, but we wanted to offer the option). If you want your research sooner rather than later, let me know how much you want to invest, and I'll provide a scope of work.

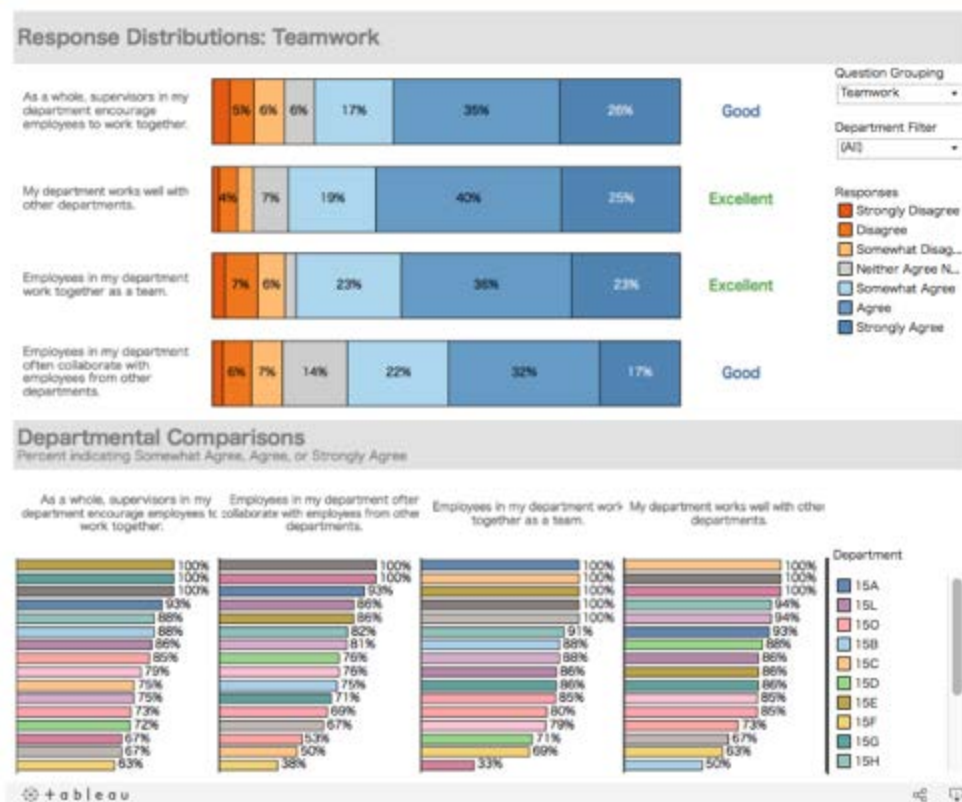
From: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Date: Friday, March 23, 2018 at 3:24 PM
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Subject: Re: 2018 Employee Survey Roundup???

Great news! Attached is a pdf of the survey questions used in the last Roundup, which will be tweaked. You can get a better idea of what it looks like by following [this link](#) to a preview mode of the survey in Qualtrics. (On the first page, the extra space you see in "The Employee Survey" is a placeholder for the local government name, e.g., City of Gastonia.)

Please let me know by **April 15th** if you are interested in the **June Roundup** and **June 15th** if you are interested in the **August Roundup**. Some info on how it works below. (We decided to delay until June to get past budget season.) And if you are interested in doing an independent survey, just let me know your timing.

Participating local governments receive a password-protected Tableau dashboard that provides percent responses for each category of survey question and average responses by department (snapshot below to give you an idea). Responses to survey questions are categorized as excellent,

good or room for improvement. We also provide anonymous comments from employees and create a dashboard that compares (anonymously) key survey results across jurisdictions.



Based on your survey results, we will brainstorm alternative solutions for workplace improvements and, if you are interested, work with you to identify trainers and consultants to assist your organizational development needs.

Consider me on standby to answer your questions!

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Friday, March 23, 2018 at 2:58 PM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu>

Subject: RE: 2018 Employee Survey Roundup???

Leisha,

The City of Gastonia is going to participate in either the roundup or the individual survey. Can you provide me any information from last year's roundup. I would be interested in seeing the questions and the compilation of data from the questions.

Thanks so much.

Todd

From: Davis, Leisha DeHart [<mailto:ldhart@sog.unc.edu>]
Sent: Wednesday, February 28, 2018 4:57 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: 2018 Employee Survey Roundup???

For an individual contract, it depends on what you want. Here are what others have paid below, which is really a determinant of size, scope of work (straight surveying, focus groups, etc.), travel and survey tailoring. The Roundup price for Gastonia would be \$5000 (we had to raise prices from last year to account for personnel cost increases and software costs.) Please let me know if you have any questions about these figures.

– Town of Cary \$20,000 (1261 employees)
– City of Concord: \$15,000 (947 employees)
– Town of Chapel Hill II: \$11,000 (747 employees)
– Durham County Health Department: \$8500 (500 employees)

2018 Employee Roundup Prices

Under 100 employees: \$2000
101-500 employees: \$3000
501-1000 employees: \$5000
1001-2000 employees: \$7000
Over 2000 employees: \$10,000

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Wednesday, February 28, 2018 at 4:35 PM
To: Leisha DeHart-Davis <ldhart@sog.unc.edu>
Subject: RE: 2018 Employee Survey Roundup???

Sounds good. I'm going to try and pin down my City Manager as to whether he wants to participate in the roundup or create our own. I'll let you know.

Can you remind me once more on the ballpark price for an individual survey. We have about 960 employees.

Todd

From: Davis, Leisha DeHart [<mailto:ldhart@sog.unc.edu>]
Sent: Wednesday, February 28, 2018 4:32 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: 2018 Employee Survey Roundup???

The roundup went well. Alamance County, Wake Forest, Beaufort and Jackson County participated.

Responses averaged 65 percent and ranged from 43 percent to 85 percent. We'll refresh the survey, there are some new organizational development issues to test around employee voice and psychological safety.

We'll be mocking up a dashboard in Tableau so you can see what our new reporting scheme looks like, it's way cool, to use a highly technical term.

Let me know if we should talk again or if you have more questions.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Wednesday, February 28, 2018 at 4:23 PM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu>

Subject: RE: 2018 Employee Survey Roundup???

Leisha,

Yes I do have ESP but please tell anyone. I often use it my advantage.

I'm thinking May would be great. How did the round up go last year? Do you plan to use a similar approach and similar questions?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Wednesday, February 28, 2018 4:21 PM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>

Subject: Re: 2018 Employee Survey Roundup???

Hi, Todd! You must have ESP. I was thinking about offering a roundup for May, after budget season. What are you thinking?

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Wednesday, February 28, 2018 at 4:18 PM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu>

Subject: 2018 Employee Survey Roundup???

Leisha,

Good afternoon. I am reaching out to see if you plan to conduct the Employee Survey Roundup again this year. We considered it last year but did not participate. We have a new City Manager and he is interested in participating in the group survey or an individual survey for the City of Gastonia.

Would you be so kind as to let me. Feel free to call my cell or email.

Thanks,

Todd Carpenter

Deputy City Manager, City of Gastonia NC

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

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Friday, April 28, 2017 11:01 AM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Albright, Joe <JoeA@cityofgastonia.com>

Subject: Re: Employee Survey Roundup

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

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: 2018 Employee Survey Roundup???
Date: Friday, April 20, 2018 9:46:35 AM
Attachments: [image001.png](#)

Hi, Todd. Great, I will be in touch with specifics once I get the other roundup participants nailed down.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, April 20, 2018 at 9:00 AM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: 2018 Employee Survey Roundup???

Leisha,

The City of Gastonia would like to participate in the August roundup.

Please let me know what you need from me.

Thanks,

Todd

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]
Sent: Tuesday, March 27, 2018 9:13 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: 2018 Employee Survey Roundup???

One more thing: we may only have an August Roundup (May is typically not a great time, but we wanted to offer the option). If you want your research sooner rather than later, let me know how much you want to invest, and I'll provide a scope of work.

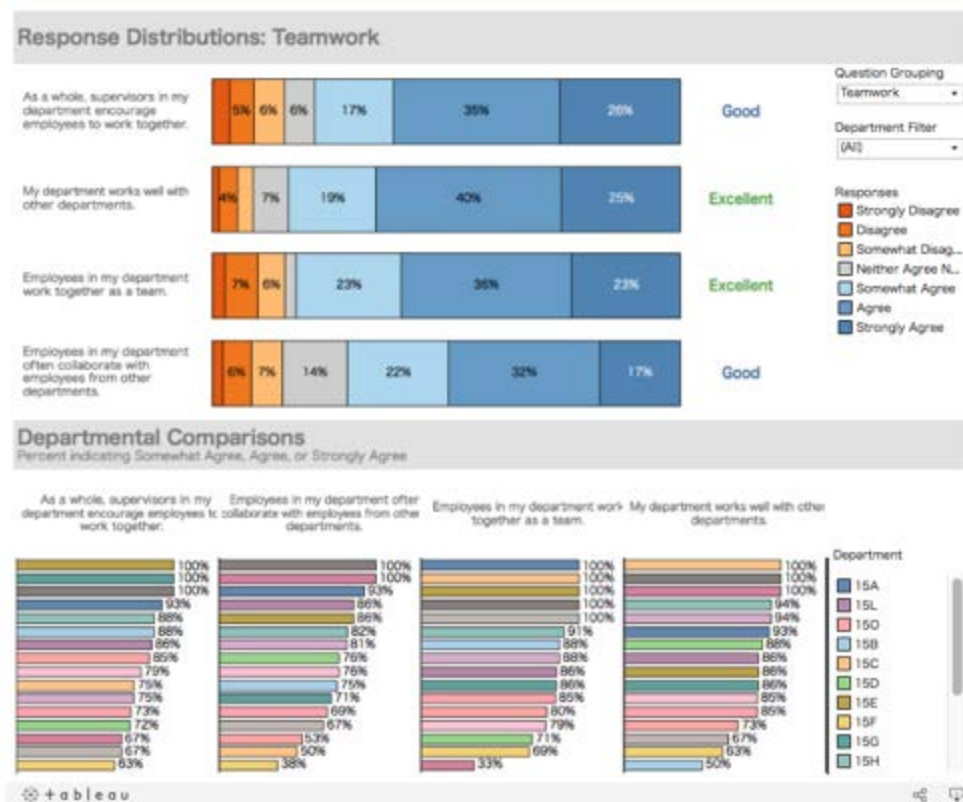
From: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Date: Friday, March 23, 2018 at 3:24 PM
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Subject: Re: 2018 Employee Survey Roundup???

Great news! Attached is a pdf of the survey questions used in the last Roundup, which will be tweaked. You can get a better idea of what it looks like by following [this link](#) to a preview mode of the survey in Qualtrics. (On the first page, the extra space you see in "The Employee Survey" is a placeholder for the local government name, e.g., City of Gastonia.)

Please let me know by **April 15th** if you are interested in the **June Roundup** and **June 15th** if you are interested in the **August Roundup**. Some info on how it works below. (We decided to delay until June to get past budget season.) And if you are interested in doing an independent survey, just let

me know your timing.

Participating local governments receive a password-protected Tableau dashboard that provides percent responses for each category of survey question and average responses by department (snapshot below to give you an idea). Responses to survey questions are categorized as excellent, good or room for improvement. We also provide anonymous comments from employees and create a dashboard that compares (anonymously) key survey results across jurisdictions.



Based on your survey results, we will brainstorm alternative solutions for workplace improvements and, if you are interested, work with you to identify trainers and consultants to assist your organizational development needs.

Consider me on standby to answer your questions!

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Friday, March 23, 2018 at 2:58 PM

To: Leisha DeHart-Davis <ldhart@sog.unc.edu>

Subject: RE: 2018 Employee Survey Roundup???

Leisha,

The City of Gastonia is going to participate in either the roundup or the individual survey. Can you provide me any information from last year's roundup. I would be interested in seeing the questions and the compilation of data from the questions.

Thanks so much.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Wednesday, February 28, 2018 4:57 PM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>

Subject: Re: 2018 Employee Survey Roundup???

For an individual contract, it depends on what you want. Here are what others have paid below, which is really a determinant of size, scope of work (straight surveying, focus groups, etc.), travel and survey tailoring. The Roundup price for Gastonia would be \$5000 (we had to raise prices from last year to account for personnel cost increases and software costs.) Please let me know if you have any questions about these figures.

– Town of Cary \$20,000 (1261 employees)
– City of Concord: \$15,000 (947 employees)
– Town of Chapel Hill II: \$11,000 (747 employees)
– Durham County Health Department: \$8500 (500 employees)

2018 Employee Roundup Prices

Under 100 employees: \$2000

101-500 employees: \$3000

501-1000 employees: \$5000

1001-2000 employees: \$7000

Over 2000 employees: \$10,000

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Wednesday, February 28, 2018 at 4:35 PM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu>

Subject: RE: 2018 Employee Survey Roundup???

Sounds good. I'm going to try and pin down my City Manager as to whether he wants to participate in the roundup or create our own. I'll let you know.

Can you remind me once more on the ballpark price for an individual survey. We have about 960 employees.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Wednesday, February 28, 2018 4:32 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: 2018 Employee Survey Roundup???

The roundup went well. Alamance County, Wake Forest, Beaufort and Jackson County participated. Responses averaged 65 percent and ranged from 43 percent to 85 percent. We'll refresh the survey, there are some new organizational development issues to test around employee voice and psychological safety.

We'll be mocking up a dashboard in Tableau so you can see what our new reporting scheme looks like, it's way cool, to use a highly technical term.

Let me know if we should talk again or if you have more questions.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Wednesday, February 28, 2018 at 4:23 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: 2018 Employee Survey Roundup???

Leisha,

Yes I do have ESP but please tell anyone. I often use it my advantage.

I'm thinking May would be great. How did the round up go last year? Do you plan to use a similar approach and similar questions?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Wednesday, February 28, 2018 4:21 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: 2018 Employee Survey Roundup???

Hi, Todd! You must have ESP. I was thinking about offering a roundup for May, after budget season. What are you thinking?

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Wednesday, February 28, 2018 at 4:18 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: 2018 Employee Survey Roundup???

Leisha,

Good afternoon. I am reaching out to see if you plan to conduct the Employee Survey Roundup again this year. We considered it last year but did not participate. We have a new City Manager and

he is interested in participating in the group survey or an individual survey for the City of Gastonia.

Would you be so kind as to let me. Feel free to call my cell or email.

Thanks,

Todd Carpenter

Deputy City Manager, City of Gastonia NC

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

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Friday, April 28, 2017 11:01 AM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Albright, Joe <JoeA@cityofgastonia.com>

Subject: Re: Employee Survey Roundup

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

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Read: RE: 2018 Employee Survey Roundup???
Date: Friday, April 20, 2018 9:45:49 AM

Your message

To: Davis, Leisha DeHart
Subject: RE: 2018 Employee Survey Roundup???
Sent: Friday, April 20, 2018 9:00:47 AM (UTC-05:00) Eastern Time (US & Canada)

was read on Friday, April 20, 2018 9:45:46 AM (UTC-05:00) Eastern Time (US & Canada).

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Read: RE: 2018 Employee Survey Roundup???
Date: Thursday, March 29, 2018 5:25:28 PM

Your message

To: Davis, Leisha DeHart
Subject: RE: 2018 Employee Survey Roundup???
Sent: Thursday, March 29, 2018 5:23:59 PM (UTC-05:00) Eastern Time (US & Canada)

was read on Thursday, March 29, 2018 5:25:23 PM (UTC-05:00) Eastern Time (US & Canada).

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: 2018 Employee Survey Roundup???
Date: Tuesday, March 27, 2018 9:13:31 AM
Attachments: [image001.png](#)

One more thing: we may only have an August Roundup (May is typically not a great time, but we wanted to offer the option). If you want your research sooner rather than later, let me know how much you want to invest, and I'll provide a scope of work.

From: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Date: Friday, March 23, 2018 at 3:24 PM
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Subject: Re: 2018 Employee Survey Roundup???

Great news! Attached is a pdf of the survey questions used in the last Roundup, which will be tweaked. You can get a better idea of what it looks like by following [this link](#) to a preview mode of the survey in Qualtrics. (On the first page, the extra space you see in "The Employee Survey" is a placeholder for the local government name, e.g., City of Gastonia.)

Please let me know by **April 15th** if you are interested in the **June Roundup** and **June 15th** if you are interested in the **August Roundup**. Some info on how it works below. (We decided to delay until June to get past budget season.) And if you are interested in doing an independent survey, just let me know your timing.

Participating local governments receive a password-protected Tableau dashboard that provides percent responses for each category of survey question and average responses by department (snapshot below to give you an idea). Responses to survey questions are categorized as excellent, good or room for improvement. We also provide anonymous comments from employees and create a dashboard that compares (anonymously) key survey results across jurisdictions.



Based on your survey results, we will brainstorm alternative solutions for workplace improvements and, if you are interested, work with you to identify trainers and consultants to assist your organizational development needs.

Consider me on standby to answer your questions!

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Friday, March 23, 2018 at 2:58 PM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu>

Subject: RE: 2018 Employee Survey Roundup???

Leisha,

The City of Gastonia is going to participate in either the roundup or the individual survey. Can you provide me any information from last year's roundup. I would be interested in seeing the questions and the compilation of data from the questions.

Thanks so much.

Todd

From: Davis, Leisha DeHart [mailto:ldhart@sog.unc.edu]
Sent: Wednesday, February 28, 2018 4:57 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: 2018 Employee Survey Roundup???

For an individual contract, it depends on what you want. Here are what others have paid below, which is really a determinant of size, scope of work (straight surveying, focus groups, etc.), travel and survey tailoring. The Roundup price for Gastonia would be \$5000 (we had to raise prices from last year to account for personnel cost increases and software costs.) Please let me know if you have any questions about these figures.

– Town of Cary \$20,000 (1261 employees)
– City of Concord: \$15,000 (947 employees)
– Town of Chapel Hill II: \$11,000 (747 employees)
– Durham County Health Department: \$8500 (500 employees)

2018 Employee Roundup Prices

Under 100 employees: \$2000
101-500 employees: \$3000
501-1000 employees: \$5000
1001-2000 employees: \$7000
Over 2000 employees: \$10,000

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Wednesday, February 28, 2018 at 4:35 PM
To: Leisha DeHart-Davis <ldhart@sog.unc.edu>
Subject: RE: 2018 Employee Survey Roundup???

Sounds good. I'm going to try and pin down my City Manager as to whether he wants to participate in the roundup or create our own. I'll let you know.

Can you remind me once more on the ballpark price for an individual survey. We have about 960 employees.

Todd

From: Davis, Leisha DeHart [<mailto:ldhart@sog.unc.edu>]
Sent: Wednesday, February 28, 2018 4:32 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: 2018 Employee Survey Roundup???

The roundup went well. Alamance County, Wake Forest, Beaufort and Jackson County participated. Responses averaged 65 percent and ranged from 43 percent to 85 percent. We'll refresh the survey, there are some new organizational development issues to test around employee voice and psychological safety.

We'll be mocking up a dashboard in Tableau so you can see what our new reporting scheme looks like, it's way cool, to use a highly technical term.

Let me know if we should talk again or if you have more questions.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Wednesday, February 28, 2018 at 4:23 PM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu>

Subject: RE: 2018 Employee Survey Roundup???

Leisha,

Yes I do have ESP but please tell anyone. I often use it my advantage.

I'm thinking May would be great. How did the round up go last year? Do you plan to use a similar approach and similar questions?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Wednesday, February 28, 2018 4:21 PM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>

Subject: Re: 2018 Employee Survey Roundup???

Hi, Todd! You must have ESP. I was thinking about offering a roundup for May, after budget season. What are you thinking?

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Wednesday, February 28, 2018 at 4:18 PM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu>

Subject: 2018 Employee Survey Roundup???

Leisha,

Good afternoon. I am reaching out to see if you plan to conduct the Employee Survey Roundup again this year. We considered it last year but did not participate. We have a new City Manager and he is interested in participating in the group survey or an individual survey for the City of Gastonia.

Would you be so kind as to let me. Feel free to call my cell or email.

Thanks,

Todd Carpenter

Deputy City Manager, City of Gastonia NC

From: Davis, Leisha DeHart [<mailto:ldhart@sog.unc.edu>]
Sent: Friday, April 28, 2017 11:01 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Albright, Joe <JoeA@cityofgastonia.com>
Subject: Re: Employee Survey Roundup

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 <ldhart@sog.unc.edu>
Subject: RE: Employee Survey Roundup

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

Todd

From: Davis, Leisha DeHart [<mailto:ldhart@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 <ldhart@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

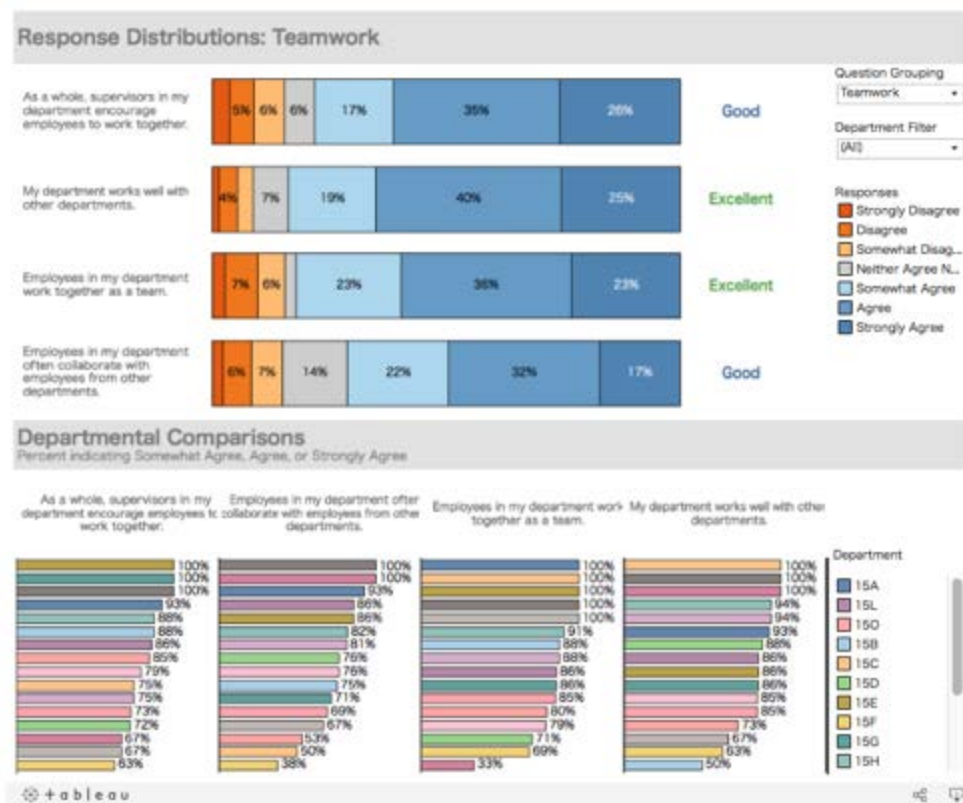
Assistant City Manager, City of Gastonia NC
Phone: 704-866-6860 Cell: 704-214-9028

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: 2018 Employee Survey Roundup???
Date: Friday, March 23, 2018 3:25:03 PM
Attachments: [image001.png](#)
[LGWI September Roundup Survey Instrument.pdf](#)

Great news! Attached is a pdf of the survey questions used in the last Roundup, which will be tweaked. You can get a better idea of what it looks like by following [this link](#) to a preview mode of the survey in Qualtrics. (On the first page, the extra space you see in “The Employee Survey” is a placeholder for the local government name, e.g., City of Gastonia.)

Please let me know by **April 15th** if you are interested in the **June Roundup** and **June 15th** if you are interested in the **August Roundup**. Some info on how it works below. (We decided to delay until June to get past budget season.) And if you are interested in doing an independent survey, just let me know your timing.

Participating local governments receive a password-protected Tableau dashboard that provides percent responses for each category of survey question and average responses by department (snapshot below to give you an idea). Responses to survey questions are categorized as excellent, good or room for improvement. We also provide anonymous comments from employees and create a dashboard that compares (anonymously) key survey results across jurisdictions.



Based on your survey results, we will brainstorm alternative solutions for workplace improvements

and, if you are interested, work with you to identify trainers and consultants to assist your organizational development needs.

Consider me on standby to answer your questions!

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Friday, March 23, 2018 at 2:58 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: 2018 Employee Survey Roundup???

Leisha,

The City of Gastonia is going to participate in either the roundup or the individual survey. Can you provide me any information from last year's roundup. I would be interested in seeing the questions and the compilation of data from the questions.

Thanks so much.

Todd

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]
Sent: Wednesday, February 28, 2018 4:57 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: 2018 Employee Survey Roundup???

For an individual contract, it depends on what you want. Here are what others have paid below, which is really a determinant of size, scope of work (straight surveying, focus groups, etc.), travel and survey tailoring. The Roundup price for Gastonia would be \$5000 (we had to raise prices from last year to account for personnel cost increases and software costs.) Please let me know if you have any questions about these figures.

–	Town of Cary	\$20,000 (1261 employees)
–	City of Concord	\$15,000 (947 employees)
–	Town of Chapel Hill II	\$11,000 (747 employees)
–	Durham County Health Department	\$8500 (500 employees)

2018 Employee Roundup Prices

Under 100 employees: \$2000
101-500 employees: \$3000
501-1000 employees: \$5000
1001-2000 employees: \$7000
Over 2000 employees: \$10,000

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Wednesday, February 28, 2018 at 4:35 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: 2018 Employee Survey Roundup???

Sounds good. I'm going to try and pin down my City Manager as to whether he wants to participate in the roundup or create our own. I'll let you know.

Can you remind me once more on the ballpark price for an individual survey. We have about 960 employees.

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Wednesday, February 28, 2018 4:32 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: 2018 Employee Survey Roundup???

The roundup went well. Alamance County, Wake Forest, Beaufort and Jackson County participated. Responses averaged 65 percent and ranged from 43 percent to 85 percent. We'll refresh the survey, there are some new organizational development issues to test around employee voice and psychological safety.

We'll be mocking up a dashboard in Tableau so you can see what our new reporting scheme looks like, it's way cool, to use a highly technical term.

Let me know if we should talk again or if you have more questions.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Wednesday, February 28, 2018 at 4:23 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: 2018 Employee Survey Roundup???

Leisha,

Yes I do have ESP but please tell anyone. I often use it my advantage.

I'm thinking May would be great. How did the round up go last year? Do you plan to use a similar approach and similar questions?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Wednesday, February 28, 2018 4:21 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>

Subject: Re: 2018 Employee Survey Roundup???

Hi, Todd! You must have ESP. I was thinking about offering a roundup for May, after budget season. What are you thinking?

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Wednesday, February 28, 2018 at 4:18 PM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu>

Subject: 2018 Employee Survey Roundup???

Leisha,

Good afternoon. I am reaching out to see if you plan to conduct the Employee Survey Roundup again this year. We considered it last year but did not participate. We have a new City Manager and he is interested in participating in the group survey or an individual survey for the City of Gastonia.

Would you be so kind as to let me. Feel free to call my cell or email.

Thanks,

Todd Carpenter

Deputy City Manager, City of Gastonia NC

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

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Friday, April 28, 2017 11:01 AM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Albright, Joe <JoeA@cityofgastonia.com>

Subject: Re: Employee Survey Roundup

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

Survey Content

The Local Government Workplaces Survey

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

Every employee's opinion counts. Your local government wants 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 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:

[LGWP Survey Online Consent Form.pdf](#)

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
My organization provides the physical resources (technology, 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"/>
My organization provides the training 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"/>
My organization provides opportunities for advancement in this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the time needed 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"/>

Do you have any comments about what you need to do your job that you would like to share?

Teamwork

This section asks about how employees and departments work together as a team in your organization.

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 work together as a team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My department works well with other departments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As a whole, supervisors in my department encourage employees to work together.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees in my department often collaborate with employees from other departments.	<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

This section asks questions about the nature and quality of communications in your organization.

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

Inadequate ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ Adequate

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

Inadequate ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ Adequate

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

Inadequate ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ Adequate

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

Structure and 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

☐☐☐☐☐☐☐☐☐

Many Levels

In thinking about your workplace rules, how many or few of them can be described as follows?

	No Rules	Few Rules	Some Rules	Many Rules	All Rules
Written	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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"/>
Consistently Applied	<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"/>
Reasonable	<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"/>

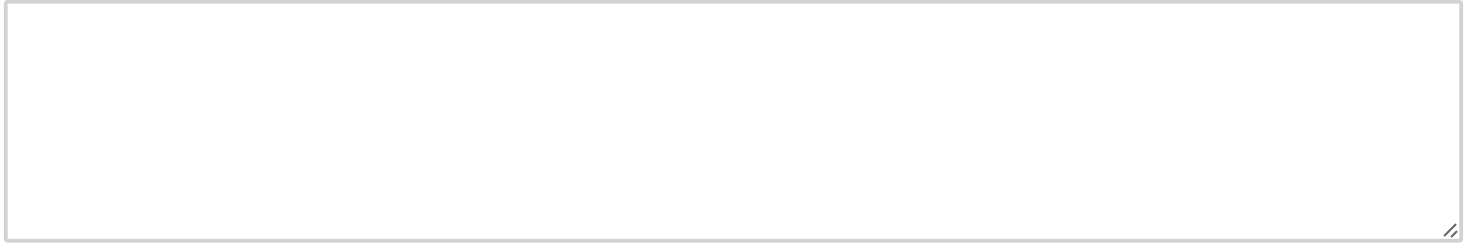
In thinking about how decisions are made within your department, how much do you agree or disagree with the following statements?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
In general, an employee wanting to make his or her 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"/>

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

	Never	Rarely	Sometimes	Frequently	Always
I keep quiet instead of asking questions when I want to get more information.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Although I have ideas for improving the department, I do not speak up.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I choose to remain silent when I have concerns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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



Interpersonal Treatment in Your Workplace

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

How often have you been in a situation where someone in your work group...

Civility

	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"/>
Doubted your judgment or ability on a matter over which you have responsibility?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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?

	Never	Rarely	Sometimes	Frequently	Always
Praises good performance by department employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourages employees to look for better ways to get the job done	<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"/>
Encourages employees to work together	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Makes me feel like a valued employee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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 helpful
performance
feedback

☐☐☐☐☐☐☐

Accurately
evaluates my
performance

☐☐☐☐☐☐☐

Understands what I
do in my job

☐☐☐☐☐☐☐

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

know.

I trust my supervisor to act in my best interest.

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

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

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

Overall, I trust my supervisor.

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I trust my department head to tell employees what they 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 department head to act in the employees' 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 department head to do what they tell employees that they are going to do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, I trust my department head.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Thinking about trust and the 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 Manager's office trusts employees 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 the Manager's Office to tell employees what they 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 the Manager's Office to act in the employees' 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 the Manager's Office to do what they tell employees that they are going to do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, I trust the Manager's Office.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Thinking about trust in your department in general, how much would you agree or disagree with the following statements?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
In my department, employees trust supervisors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In my department,
supervisors trust
their subordinates.

☐☐☐☐☐☐☐

In my department,
employees trust
supervisors to make
good decisions.

☐☐☐☐☐☐☐

Employees in my
department trust
employees of other
departments.

☐☐☐☐☐☐☐

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

Satisfaction with Job Aspects

This section asks how you feel about different aspects of 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

☐☐☐☐☐

Traditional benefits, like
health insurance and

☐☐☐☐☐

retirement package,
and vacation time

The monetary
compensation I receive
for my work

Nontraditional benefits
like flextime

Merit pay

The opportunity to
advance

The opportunity to do
meaningful 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"/>	<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"/>	<input type="radio"/>	<input type="radio"/>
<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 amount
of job security
I have

<input type="radio"/>	<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

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

Merit pay

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

The
opportunity to

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

advance

The
opportunity to
do meaningful
work

☐ ☐ ☐ ☐ ☐ ☐ ☐

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"/>
The opportunity for work-life balance	<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)

☐ ☐ ☐ ☐ ☐ ☐ ☐

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

☐ ☐ ☐ ☐ ☐ ☐ ☐

The
opportunity
for work-life
balance

☐ ☐ ☐ ☐ ☐ ☐ ☐

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 Very Satisfied

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

☐☐☐☐☐☐☐

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

Organizational Mission and Values

This section asks about the mission and values of your organization.

Thinking about your organization's mission and values, 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
Everyone in my department knows the organization's mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees in my department share the same values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In my department, everyone supports the organization's mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees' values in my department are the same as in other departments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Your Morale

This section asks about how you feel about your job.

How much do you agree or disagree with the following statements about how you feel about working here?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
At my work, I feel bursting with energy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
At my job, I feel strong and vigorous.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am enthusiastic about my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My job inspires me.	<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 feel like going to work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How much do you agree or disagree with the following statements about how you feel about working here?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
I feel happy when I am working intensely.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am proud of the							

work that I do.

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

I am immersed in my work.

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

I get carried away when I am working.

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

All in all, I am satisfied with my job.

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

Do you have any comments about how you feel about your job? If so, please indicate them in the space below.

Your Future in the Organization

This section asks about your plans for continuing to work at your local government.

Thinking about how you feel about working for your organization, 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
This organization values me as an employee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would feel guilty if I left this	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Join this organization now.



I would be very happy to spend the rest of my career with this organization.



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

What would make you want to spent the rest of your career with this organization?

Do you have any comments about your future with the organization? If so, please type them in the space below.

About You

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

How were you feeling while taking the survey?

	Does Not Describe My Feelings	Slightly Describes My Feelings	Moderately Describes My Feelings	Mostly Describes My Feelings	Clearly Describes My Feelings
Interested	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Distressed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excited	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Upset	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Proud	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Irritable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

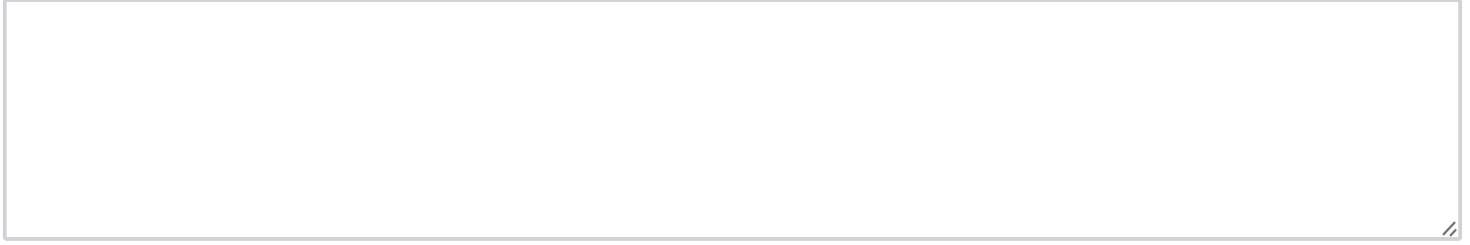
Which of the following represents your highest level of education? (Please select one.)

- ☐ 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 more thoughts to share, please do so in the space below.



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: Read: RE: 2018 Employee Survey Roundup???
Date: Friday, March 23, 2018 2:59:11 PM

Your message

To: Davis, Leisha DeHart
Subject: RE: 2018 Employee Survey Roundup???
Sent: Friday, March 23, 2018 2:58:20 PM (UTC-05:00) Eastern Time (US & Canada)

was read on Friday, March 23, 2018 2:59:08 PM (UTC-05:00) Eastern Time (US & Canada).

From: [Davis, Leisha DeHart](#)
To: [Davis, Leisha DeHart](#)
Subject: Employee Branding, Upcoming Surveys & Organizational Silence: LGWI March 2018 Update
Date: Wednesday, March 21, 2018 2:51:56 PM

Hello, #localgov organizational designers. Here are some highlights from the [Local Government Workplaces Initiative](#) of the UNC School of Government. We seek to improve local government workplaces through engaged research, teaching and public service.

****Interested in having your local government included in the [LGWI Employee Survey Roundup](#)? Email us at lgwi@unc.edu for information on May and August 2018 opportunities;**

****Use LGWI blog posts as discussion topics for management meetings. The latest, [What is Your Employee Brand?](#), talks about how you can influence the image that employees convey to citizens, the media and elected officials;**

****Give your supervisors high-impact training through the [Effective Supervisory Management Program](#) being offered by The Center for Public Leadership and Governance. The course will be taught in August, September and November 2018 around NC;**

****Check out the [NC County Salary Survey](#), which is now available on the LGWI website as a dashboard;**

****See how NC local governments fare on organizational silence under [Data Snapshots](#).**

To unsubscribe, email us at lgwi@unc.edu.

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill

From: [Davis, Leisha DeHart](#)
To: [Davis, Leisha DeHart](#)
Subject: Employee Branding, Upcoming Surveys & Organizational Silence: LGWI March 2018 Update
Date: Wednesday, March 21, 2018 2:51:56 PM

Hello, #localgov organizational designers. Here are some highlights from the [Local Government Workplaces Initiative](#) of the UNC School of Government. We seek to improve local government workplaces through engaged research, teaching and public service.

****Interested in having your local government included in the [LGWI Employee Survey Roundup](#)? Email us at lgwi@unc.edu for information on May and August 2018 opportunities;**

****Use LGWI blog posts as discussion topics for management meetings. The latest, [What is Your Employee Brand?](#), talks about how you can influence the image that employees convey to citizens, the media and elected officials;**

****Give your supervisors high-impact training through the [Effective Supervisory Management Program](#) being offered by The Center for Public Leadership and Governance. The course will be taught in August, September and November 2018 around NC;**

****Check out the [NC County Salary Survey](#), which is now available on the LGWI website as a dashboard;**

****See how NC local governments fare on organizational silence under [Data Snapshots](#).**

To unsubscribe, email us at lgwi@unc.edu.

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill

From: [Davis, Leisha DeHart](#)
To: [The humanresources mailing list](#)
Subject: [humanresources] Employee Branding, Upcoming Surveys & Organizational Silence: LGWI March 2018 Update
Date: Wednesday, March 21, 2018 2:46:34 PM

Hello, NC Human Resource Pros. Here are some highlights from the [Local Government Workplaces Initiative](#) of the UNC School of Government:

****Interested in having your local government included in the [LGWI Employee Survey Roundup](#)? Email us at lgwi@unc.edu for information on May and August 2018 opportunities;**

****Use LGWI blog posts as discussion topics for management meetings. The latest, [What is Your Employee Brand?](#), talks about how you can influence the image that employees convey to citizens, the media and elected officials;**

****Give your supervisors high-impact training through the [Effective Supervisory Management Program](#) being offered by The Center for Public Leadership and Governance. The course will be taught in August, September and November 2018 around NC;**

****Check out the [NC County Salary Survey](#), which is now available on the LGWI website as a dashboard;**

****See how NC local governments fare on organizational silence under [Data Snapshots](#).**

To subscribe to regular updates, email us at lgwi@unc.edu.

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill

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

From: [Davis, Leisha DeHart](#)
To: [The humanresources mailing list](#)
Subject: [humanresources] Employee Branding, Upcoming Surveys & Organizational Silence: LGWI March 2018 Update
Date: Wednesday, March 21, 2018 2:46:30 PM

Hello, NC Human Resource Pros. Here are some highlights from the [Local Government Workplaces Initiative](#) of the UNC School of Government:

****Interested in having your local government included in the [LGWI Employee Survey Roundup](#)? Email us at lgwi@unc.edu for information on May and August 2018 opportunities;**

****Use LGWI blog posts as discussion topics for management meetings. The latest, [What is Your Employee Brand?](#), talks about how you can influence the image that employees convey to citizens, the media and elected officials;**

****Give your supervisors high-impact training through the [Effective Supervisory Management Program](#) being offered by The Center for Public Leadership and Governance. The course will be taught in August, September and November 2018 around NC;**

****Check out the [NC County Salary Survey](#), which is now available on the LGWI website as a dashboard;**

****See how NC local governments fare on organizational silence under [Data Snapshots](#).**

To subscribe to regular updates, email us at lgwi@unc.edu.

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill

**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)**

From: [Davis, Leisha DeHart](#)
To: [The humanresources mailing list](#)
Subject: [humanresources] Employee Branding, Upcoming Surveys & Organizational Silence: LGWI March 2018 Update
Date: Wednesday, March 21, 2018 2:46:29 PM

Hello, NC Human Resource Pros. Here are some highlights from the [Local Government Workplaces Initiative](#) of the UNC School of Government:

****Interested in having your local government included in the [LGWI Employee Survey Roundup](#)? Email us at lgwi@unc.edu for information on May and August 2018 opportunities;**

****Use LGWI blog posts as discussion topics for management meetings. The latest, [What is Your Employee Brand?](#), talks about how you can influence the image that employees convey to citizens, the media and elected officials;**

****Give your supervisors high-impact training through the [Effective Supervisory Management Program](#) being offered by The Center for Public Leadership and Governance. The course will be taught in August, September and November 2018 around NC;**

****Check out the [NC County Salary Survey](#), which is now available on the LGWI website as a dashboard;**

****See how NC local governments fare on organizational silence under [Data Snapshots](#).**

To subscribe to regular updates, email us at lgwi@unc.edu.

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill

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

From: [Davis, Leisha DeHart](#)
To: [The humanresources mailing list](#)
Subject: [humanresources] Employee Branding, Upcoming Surveys & Organizational Silence: LGWI March 2018 Update
Date: Wednesday, March 21, 2018 2:46:28 PM

Hello, NC Human Resource Pros. Here are some highlights from the [Local Government Workplaces Initiative](#) of the UNC School of Government:

****Interested in having your local government included in the [LGWI Employee Survey Roundup](#)? Email us at lgwi@unc.edu for information on May and August 2018 opportunities;**

****Use LGWI blog posts as discussion topics for management meetings. The latest, [What is Your Employee Brand?](#), talks about how you can influence the image that employees convey to citizens, the media and elected officials;**

****Give your supervisors high-impact training through the [Effective Supervisory Management Program](#) being offered by The Center for Public Leadership and Governance. The course will be taught in August, September and November 2018 around NC;**

****Check out the [NC County Salary Survey](#), which is now available on the LGWI website as a dashboard;**

****See how NC local governments fare on organizational silence under [Data Snapshots](#).**

To subscribe to regular updates, email us at lgwi@unc.edu.

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill

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

From: [Davis, Leisha DeHart](#)
To: [City and County Managers](#)
Subject: [ccmanagers] Employee Branding, Upcoming Surveys & Organizational Silence: LGWI March 2018 Update
Date: Wednesday, March 21, 2018 2:45:31 PM

Hello, NC City/County Managers. Here are some highlights from the [Local Government Workplaces Initiative](#) of the UNC School of Government:

****Interested in having your local government included in the [LGWI Employee Survey Roundup](#)? Email us at lgwi@unc.edu for information on May and August 2018 opportunities;**

****Use LGWI blog posts as discussion topics for management meetings. The latest, [What is Your Employee Brand?](#), talks about how you can influence the image that employees convey to citizens, the media and elected officials;**

****Give your supervisors high-impact training through the [Effective Supervisory Management Program](#) being offered by The Center for Public Leadership and Governance. The course will be taught in August, September and November 2018 around NC;**

****Check out the [NC County Salary Survey](#), which is now available on the LGWI website as a dashboard;**

****See how NC local governments fare on organizational silence under [Data Snapshots](#).**

To subscribe to regular updates, email us at lgwi@unc.edu.

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill

You currently are subscribed to ccmanagers .

To unsubscribe send email to listserv@unc.edu with the subject line "unsubscribe ccmanagers"

From: [Davis, Leisha DeHart](#)
To: [City and County Managers](#)
Subject: [ccmanagers] Employee Branding, Upcoming Surveys & Organizational Silence: LGWI March 2018 Update
Date: Wednesday, March 21, 2018 2:45:29 PM

Hello, NC City/County Managers. Here are some highlights from the [Local Government Workplaces Initiative](#) of the UNC School of Government:

****Interested in having your local government included in the [LGWI Employee Survey Roundup](#)? Email us at lgwi@unc.edu for information on May and August 2018 opportunities;**

****Use LGWI blog posts as discussion topics for management meetings. The latest, [What is Your Employee Brand?](#), talks about how you can influence the image that employees convey to citizens, the media and elected officials;**

****Give your supervisors high-impact training through the [Effective Supervisory Management Program](#) being offered by The Center for Public Leadership and Governance. The course will be taught in August, September and November 2018 around NC;**

****Check out the [NC County Salary Survey](#), which is now available on the LGWI website as a dashboard;**

****See how NC local governments fare on organizational silence under [Data Snapshots](#).**

To subscribe to regular updates, email us at lgwi@unc.edu.

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill

You currently are subscribed to ccmanagers .

To unsubscribe send email to listserv@unc.edu with the subject line "unsubscribe ccmanagers"

From: [Davis, Leisha DeHart](#)
To: [City and County Managers](#)
Subject: [ccmanagers] Employee Branding, Upcoming Surveys & Organizational Silence: LGWI March 2018 Update
Date: Wednesday, March 21, 2018 2:45:29 PM

Hello, NC City/County Managers. Here are some highlights from the [Local Government Workplaces Initiative](#) of the UNC School of Government:

**Interested in having your local government included in the [LGWI Employee Survey Roundup](#)? Email us at lgwi@unc.edu for information on May and August 2018 opportunities;

**Use LGWI blog posts as discussion topics for management meetings. The latest, [What is Your Employee Brand?](#), talks about how you can influence the image that employees convey to citizens, the media and elected officials;

**Give your supervisors high-impact training through the [Effective Supervisory Management Program](#) being offered by The Center for Public Leadership and Governance. The course will be taught in August, September and November 2018 around NC;

**Check out the [NC County Salary Survey](#), which is now available on the LGWI website as a dashboard;

**See how NC local governments fare on organizational silence under [Data Snapshots](#).

To subscribe to regular updates, email us at lgwi@unc.edu.

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill

You currently are subscribed to ccmanagers .

To unsubscribe send email to listserv@unc.edu with the subject line "unsubscribe ccmanagers"

From: [Davis, Leisha DeHart](#)
To: [City and County Managers](#)
Subject: [ccmanagers] Employee Branding, Upcoming Surveys & Organizational Silence: LGWI March 2018 Update
Date: Wednesday, March 21, 2018 2:45:27 PM

Hello, NC City/County Managers. Here are some highlights from the [Local Government Workplaces Initiative](#) of the UNC School of Government:

****Interested in having your local government included in the [LGWI Employee Survey Roundup](#)? Email us at lgwi@unc.edu for information on May and August 2018 opportunities;**

****Use LGWI blog posts as discussion topics for management meetings. The latest, [What is Your Employee Brand?](#), talks about how you can influence the image that employees convey to citizens, the media and elected officials;**

****Give your supervisors high-impact training through the [Effective Supervisory Management Program](#) being offered by The Center for Public Leadership and Governance. The course will be taught in August, September and November 2018 around NC;**

****Check out the [NC County Salary Survey](#), which is now available on the LGWI website as a dashboard;**

****See how NC local governments fare on organizational silence under [Data Snapshots](#).**

To subscribe to regular updates, email us at lgwi@unc.edu.

[Leisha DeHart-Davis, PhD](#)

Professor of Public Administration and Government
School of Government
University of North Carolina-Chapel Hill

You currently are subscribed to ccmanagers .

To unsubscribe send email to listserv@unc.edu with the subject line "unsubscribe ccmanagers"

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Read: RE: 2018 Employee Survey Roundup???
Date: Wednesday, February 28, 2018 5:25:21 PM

Your message

To: Davis, Leisha DeHart
Subject: RE: 2018 Employee Survey Roundup???
Sent: Wednesday, February 28, 2018 5:12:59 PM (UTC-05:00) Eastern Time (US & Canada)

was read on Wednesday, February 28, 2018 5:25:07 PM (UTC-05:00) Eastern Time (US & Canada).

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: 2018 Employee Survey Roundup???
Date: Wednesday, February 28, 2018 4:56:54 PM

For an individual contract, it depends on what you want. Here are what others have paid below, which is really a determinant of size, scope of work (straight surveying, focus groups, etc.), travel and survey tailoring. The Roundup price for Gastonia would be \$5000 (we had to raise prices from last year to account for personnel cost increases and software costs.) Please let me know if you have any questions about these figures.

- Town of Cary \$20,000 (1261 employees)
- City of Concord: \$15,000 (947 employees)
- Town of Chapel Hill II: \$11,000 (747 employees)
- Durham County Health Department: \$8500 (500 employees)

2018 Employee Roundup Prices

Under 100 employees: \$2000
101-500 employees: \$3000
501-1000 employees: \$5000
1001-2000 employees: \$7000
Over 2000 employees: \$10,000

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Wednesday, February 28, 2018 at 4:35 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: 2018 Employee Survey Roundup???

Sounds good. I'm going to try and pin down my City Manager as to whether he wants to participate in the roundup or create our own. I'll let you know.

Can you remind me once more on the ballpark price for an individual survey. We have about 960 employees.

Todd

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]
Sent: Wednesday, February 28, 2018 4:32 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: 2018 Employee Survey Roundup???

The roundup went well. Alamance County, Wake Forest, Beaufort and Jackson County participated. Responses averaged 65 percent and ranged from 43 percent to 85 percent. We'll refresh the survey, there are some new organizational development issues to test around employee voice and psychological safety.

We'll be mocking up a dashboard in Tableau so you can see what our new reporting scheme looks like, it's way cool, to use a highly technical term.

Let me know if we should talk again or if you have more questions.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Wednesday, February 28, 2018 at 4:23 PM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu>

Subject: RE: 2018 Employee Survey Roundup???

Leisha,

Yes I do have ESP but please tell anyone. I often use it my advantage.

I'm thinking May would be great. How did the round up go last year? Do you plan to use a similar approach and similar questions?

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]

Sent: Wednesday, February 28, 2018 4:21 PM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>

Subject: Re: 2018 Employee Survey Roundup???

Hi, Todd! You must have ESP. I was thinking about offering a roundup for May, after budget season. What are you thinking?

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>

Date: Wednesday, February 28, 2018 at 4:18 PM

To: Leisha DeHart-Davis <ldehart@sog.unc.edu>

Subject: 2018 Employee Survey Roundup???

Leisha,

Good afternoon. I am reaching out to see if you plan to conduct the Employee Survey Roundup again this year. We considered it last year but did not participate. We have a new City Manager and he is interested in participating in the group survey or an individual survey for the City of Gastonia.

Would you be so kind as to let me. Feel free to call my cell or email.

Thanks,

Todd Carpenter

Deputy City Manager, City of Gastonia NC

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

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, April 28, 2017 11:01 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Albright, Joe <JoeA@cityofgastonia.com>
Subject: Re: Employee Survey Roundup

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

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Read: RE: 2018 Employee Survey Roundup???
Date: Wednesday, February 28, 2018 4:43:40 PM

Your message

To: Davis, Leisha DeHart
Subject: RE: 2018 Employee Survey Roundup???
Sent: Wednesday, February 28, 2018 4:35:05 PM (UTC-05:00) Eastern Time (US & Canada)

was read on Wednesday, February 28, 2018 4:43:37 PM (UTC-05:00) Eastern Time (US & Canada).

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: 2018 Employee Survey Roundup???
Date: Wednesday, February 28, 2018 4:32:31 PM

The roundup went well. Alamance County, Wake Forest, Beaufort and Jackson County participated. Responses averaged 65 percent and ranged from 43 percent to 85 percent. We'll refresh the survey, there are some new organizational development issues to test around employee voice and psychological safety.

We'll be mocking up a dashboard in Tableau so you can see what our new reporting scheme looks like, it's way cool, to use a highly technical term.

Let me know if we should talk again or if you have more questions.

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Wednesday, February 28, 2018 at 4:23 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: RE: 2018 Employee Survey Roundup???

[Leisha,](#)

Yes I do have ESP but please tell anyone. I often use it my advantage.

I'm thinking May would be great. How did the round up go last year? Do you plan to use a similar approach and similar questions?

[Todd](#)

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Wednesday, February 28, 2018 4:21 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: 2018 Employee Survey Roundup???

Hi, Todd! You must have ESP. I was thinking about offering a roundup for May, after budget season. What are you thinking?

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Wednesday, February 28, 2018 at 4:18 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: 2018 Employee Survey Roundup???

[Leisha,](#)

Good afternoon. I am reaching out to see if you plan to conduct the Employee Survey Roundup

again this year. We considered it last year but did not participate. We have a new City Manager and he is interested in participating in the group survey or an individual survey for the City of Gastonia.

Would you be so kind as to let me. Feel free to call my cell or email.

Thanks,

Todd Carpenter

Deputy City Manager, City of Gastonia NC
Phone: 704-866-6860 Cell: 704-214-9028

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, April 28, 2017 11:01 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Albright, Joe <JoeA@cityofgastonia.com>
Subject: Re: Employee Survey Roundup

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

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Read: RE: 2018 Employee Survey Roundup???
Date: Wednesday, February 28, 2018 4:25:29 PM

Your message

To: Davis, Leisha DeHart
Subject: RE: 2018 Employee Survey Roundup???
Sent: Wednesday, February 28, 2018 4:23:44 PM (UTC-05:00) Eastern Time (US & Canada)

was read on Wednesday, February 28, 2018 4:25:27 PM (UTC-05:00) Eastern Time (US & Canada).

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Re: 2018 Employee Survey Roundup???
Date: Wednesday, February 28, 2018 4:20:48 PM

Hi, Todd! You must have ESP. I was thinking about offering a roundup for May, after budget season. What are you thinking?

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: Wednesday, February 28, 2018 at 4:18 PM
To: Leisha DeHart-Davis <ldehart@sog.unc.edu>
Subject: 2018 Employee Survey Roundup???

Leisha,

Good afternoon. I am reaching out to see if you plan to conduct the Employee Survey Roundup again this year. We considered it last year but did not participate. We have a new City Manager and he is interested in participating in the group survey or an individual survey for the City of Gastonia.

Would you be so kind as to let me. Feel free to call my cell or email.

Thanks,

Todd Carpenter

Deputy City Manager, City of Gastonia NC
Phone: 704-866-6860 Cell: 704-214-9028

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]
Sent: Friday, April 28, 2017 11:01 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Albright, Joe <JoeA@cityofgastonia.com>
Subject: Re: Employee Survey Roundup

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

From: [Davis, Leisha DeHart](#)
To: [Carpenter, Todd](#)
Subject: Read: 2018 Employee Survey Roundup???
Date: Wednesday, February 28, 2018 4:20:31 PM

Your message

To: Davis, Leisha DeHart
Subject: 2018 Employee Survey Roundup???
Sent: Wednesday, February 28, 2018 4:18:58 PM (UTC-05:00) Eastern Time (US & Canada)

was read on Wednesday, February 28, 2018 4:20:28 PM (UTC-05:00) Eastern Time (US & Canada).