

From: [Carpenter, Todd](#)
To: records@sunshinerequest.com
Cc: [Smith, Ash](#)
Subject: RE: City of Gastonia Records Request
Date: Friday, August 09, 2019 9:39:13 AM
Attachments: [COG Employee Survey Fire.pdf](#)
[COG Employee Survey Police.pdf](#)
[Comments Fire.pdf](#)
[Comments Police.pdf](#)

Attached are four documents that will satisfy the request below.

Todd Carpenter

Deputy City Manager, City of Gastonia NC

From: Carpenter, Todd
Sent: Tuesday, August 6, 2019 10:18 AM
To: 'records@sunshinerequest.com' <records@sunshinerequest.com>
Subject: City of Gastonia Records Request

This is notification that the request below has been received and I will do my best to have the information back to you by weeks end.

Todd Carpenter

Deputy City Manager, City of Gastonia NC

From: Sunshine Request <records@sunshinerequest.com>
Date: August 1, 2019 at 12:22:38 PM EDT
To: michaelp@cityofgastonia.com
Cc: quentinm@cityofgastonia.com, melodyb@cityofgastonia.com
Subject: Records Request: (July 2019) Request for City of Gastonia, NC Employee Survey results

Good afternoon City of Gastonia,

I work for a website called Sunshine Request www.sunshinerequest.com. We built a site that makes it easier to make public records requests by filling out a simple form, and the results of any requests are posted on our site.

We've received a request for information that may be available in your office. If you could please give us a rough estimate of when you think this request will be completed we can plan on following up again around that time.

Sunshine Request makes no claim as to the veracity of any statements or information contained in any of the requests, or public records, we receive.

Here are the details of the request:

Subject: (July 2019) Request for City of Gastonia, NC Employee Survey results

Message:

"To whom it may concern,

On September 18, 2018 an email was sent to all city employees to make them aware of a voluntary and completely anonymous employee survey that would be available starting September 25, 2018. The survey was conducted so that Senior Management could learn what they do well and what could be improved upon.

The survey was conducted by the School of Government at UNC Chapel Hill. The city also provided opportunities for employees to participate in focus groups and to offer solutions to problems that were identified through the survey.

I would like to make a public records request to have all the survey results for the Police Department and Fire Department. This should include information that was provided back to the employees and all comments that were made by employees in the comment area of the survey.

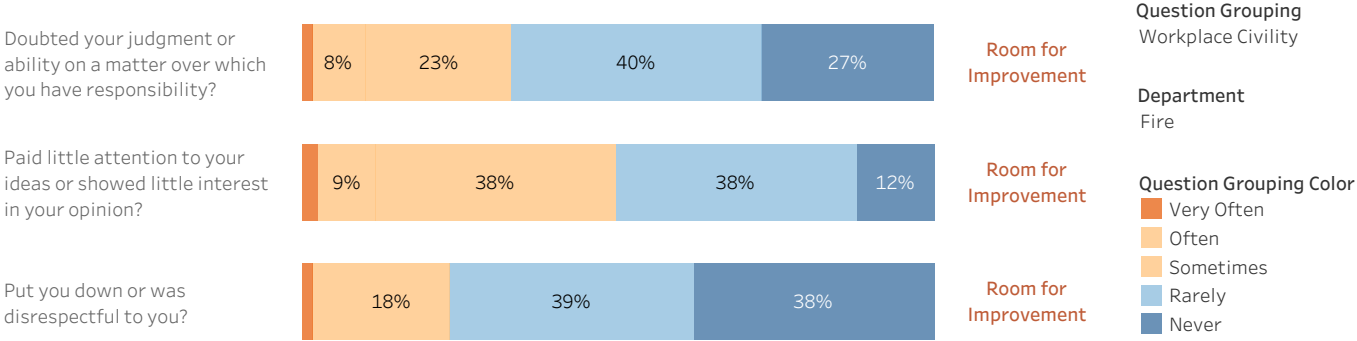
Thank you for your quick attention in this matter and I look forward to hearing from you!

[Editor's Note: The sender of the request indicated in the "Start Date" / "End Date" section of the form on our site that the timeline for this info. should include September 25, 2018 - October 08, 2018]"

Thank you for your assistance!
Sunshine Request

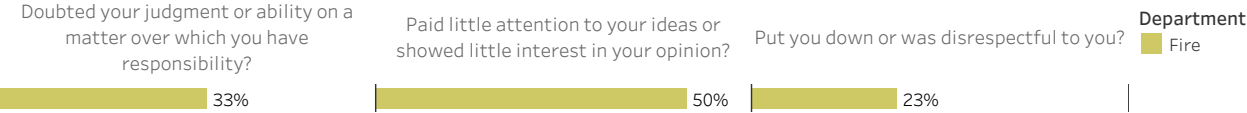
Response Distributions: Workplace Civility

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

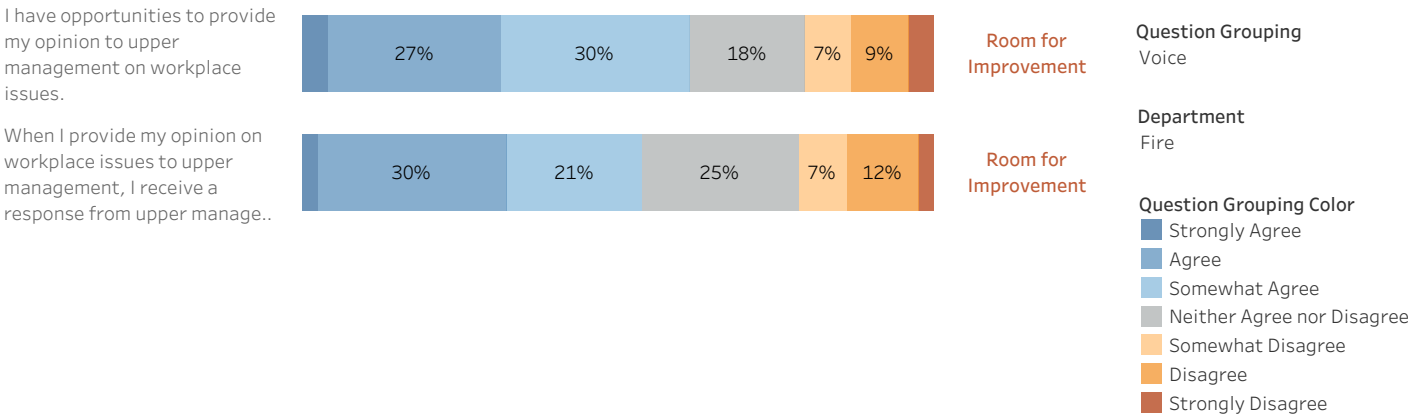


Departmental Comparisons

Percent indicating Never or Rarely

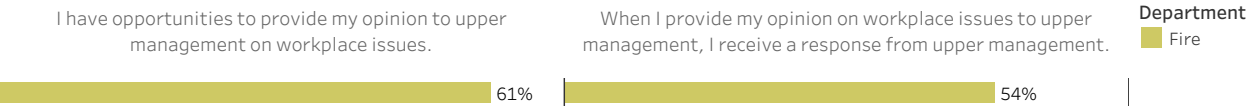


Response Distributions: Voice



Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Turnover Intentions

I am thinking about leaving this organization.



Good

Question Grouping
Turnover Intentions

Department
Fire

- Question Grouping Color
- Strongly Agree
 - Agree
 - Somewhat Agree
 - Neither Agree nor Disagree
 - Somewhat Disagree
 - Disagree
 - Strongly Disagree

Departmental Comparisons

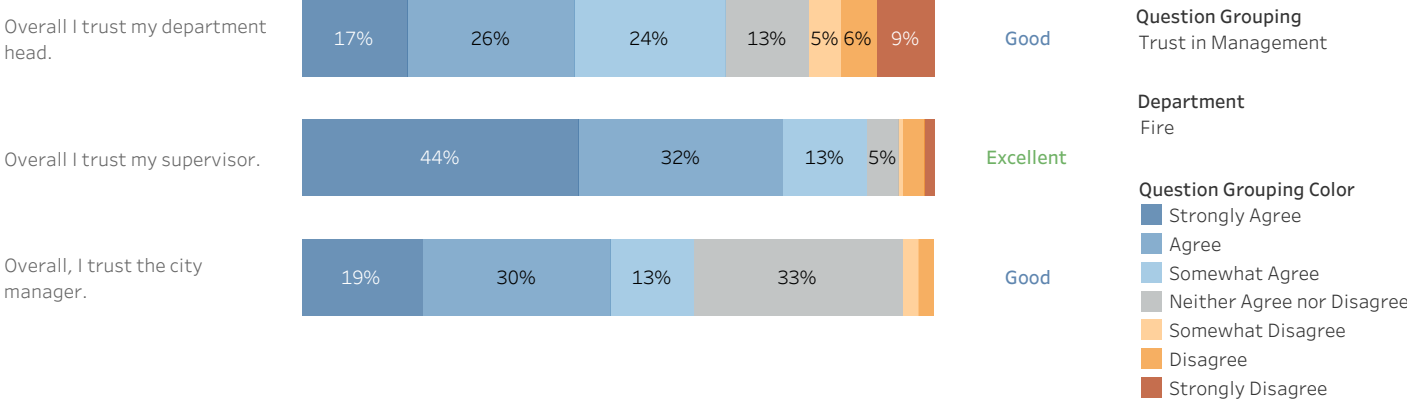
Percent indicating Somewhat Agree, Agree, or Strongly Agree

I am thinking about leaving this organization.



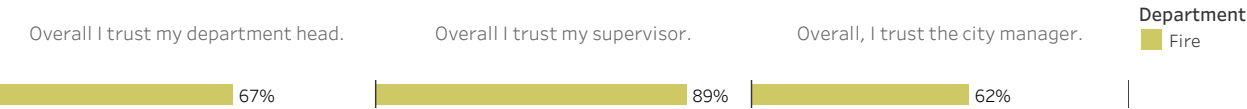
Department
Fire

Response Distributions: Trust in Management



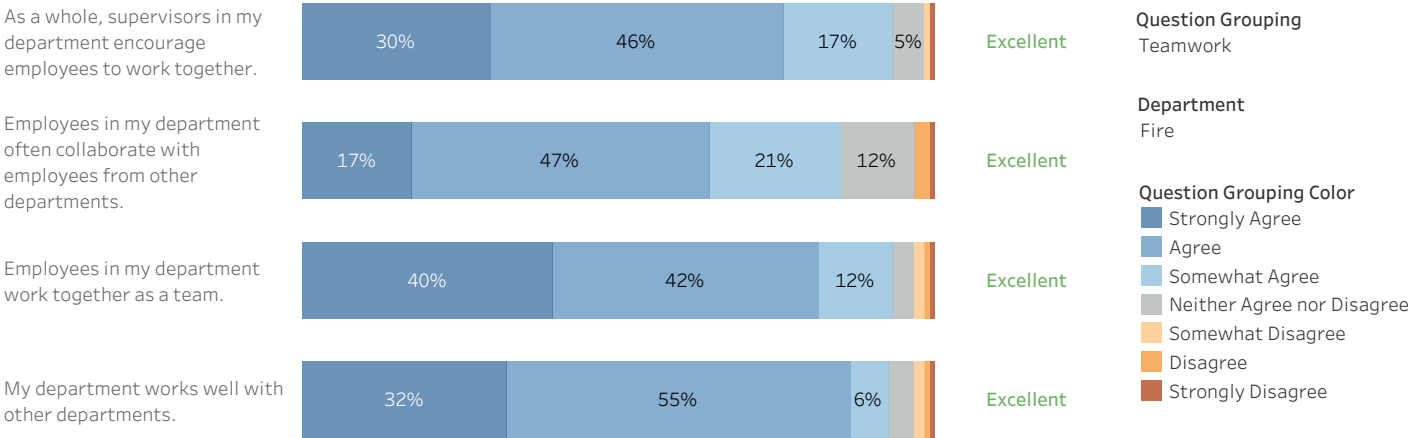
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



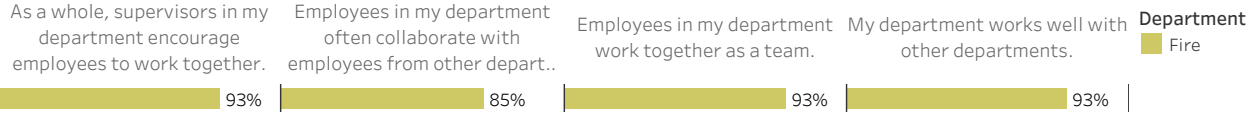
Response Distributions: Teamwork

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



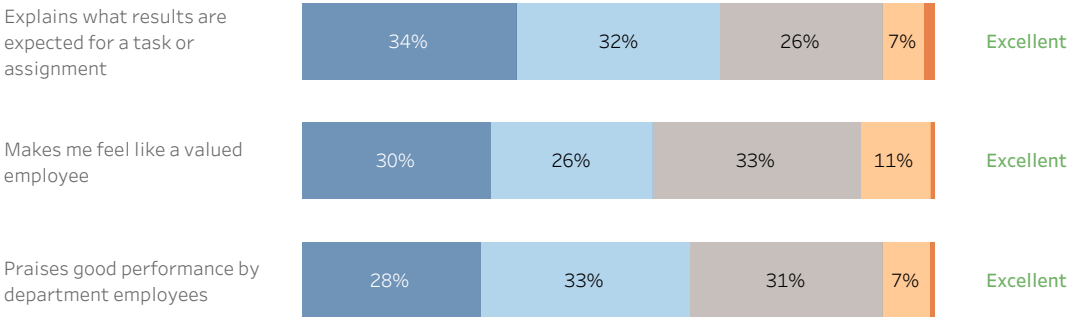
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Supervisory Practices 3

How often does your supervisor do the following?



Question Grouping
Supervisory Practices 3

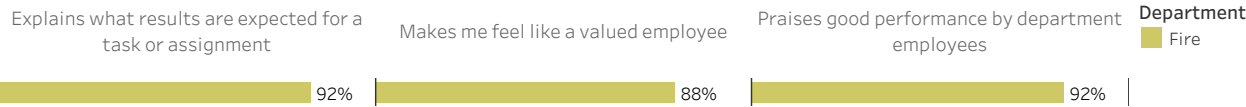
Department
Fire

Question Grouping Color

- Always
- Frequently
- Sometimes
- Rarely
- Never

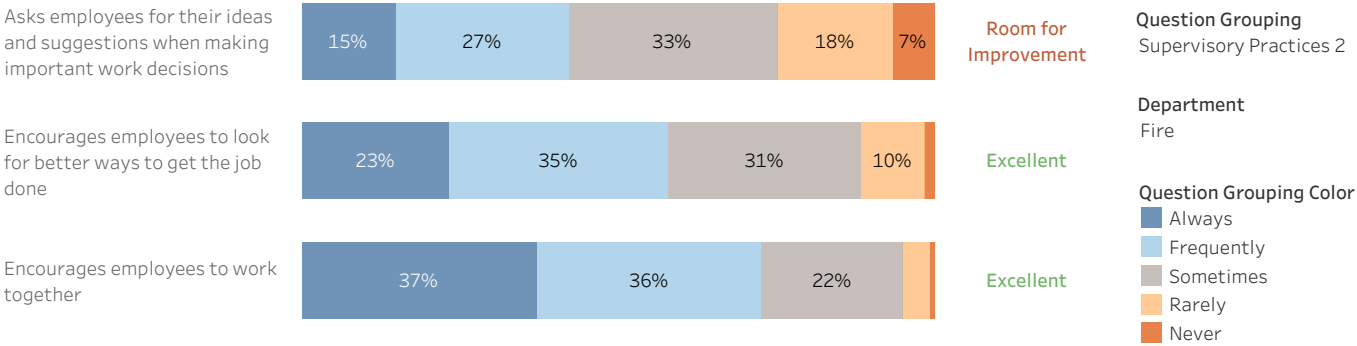
Departmental Comparisons

Percent indicating Frequently or Always



Response Distributions: Supervisory Practices 2

How often does your supervisor do the following?



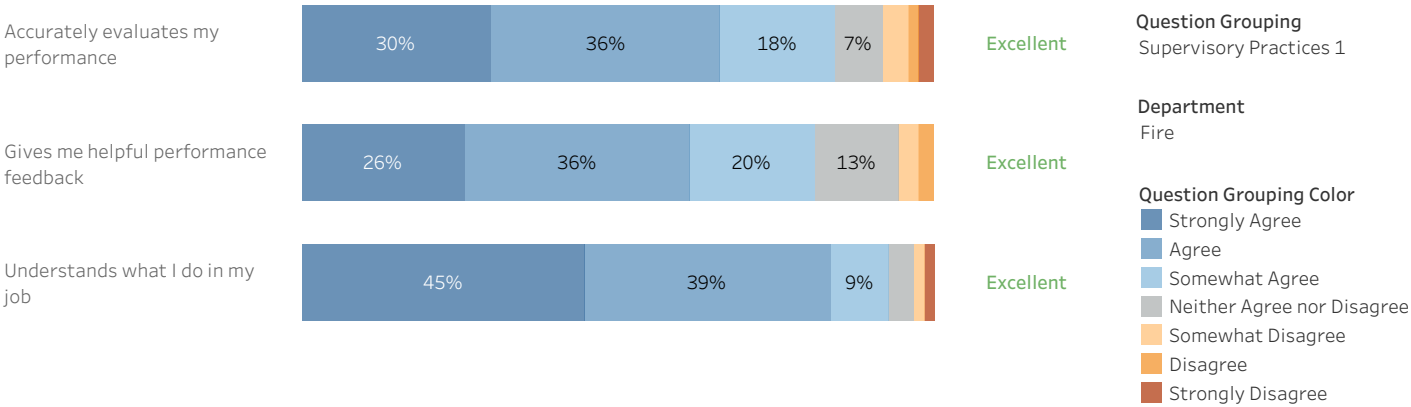
Departmental Comparisons

Percent indicating Sometimes, Frequently, or Always



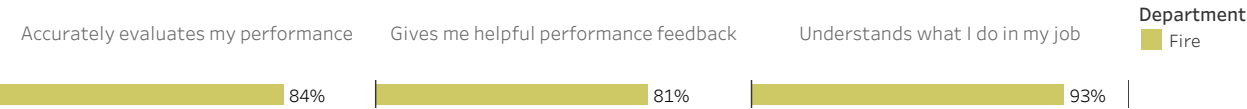
Response Distributions: Supervisory Practices 1

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



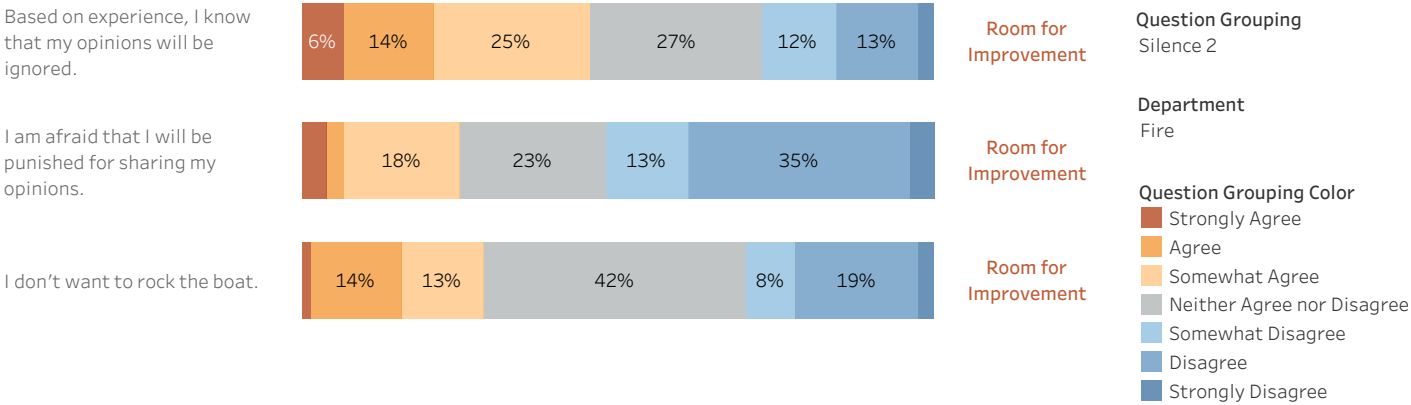
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



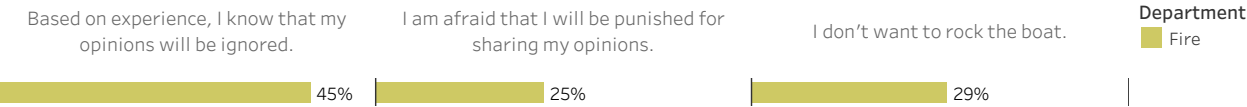
Response Distributions: Silence 2

Of those respondents indicating silence, here's why:

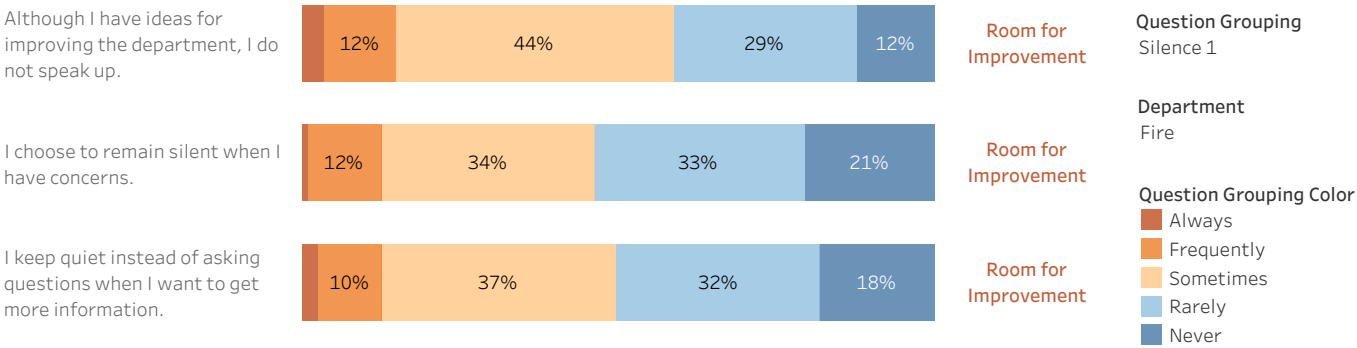


Departmental Comparisons

Percent indicating Sometimes, Frequently, or Always

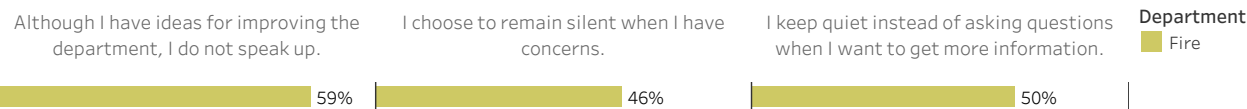


Response Distributions: Silence 1



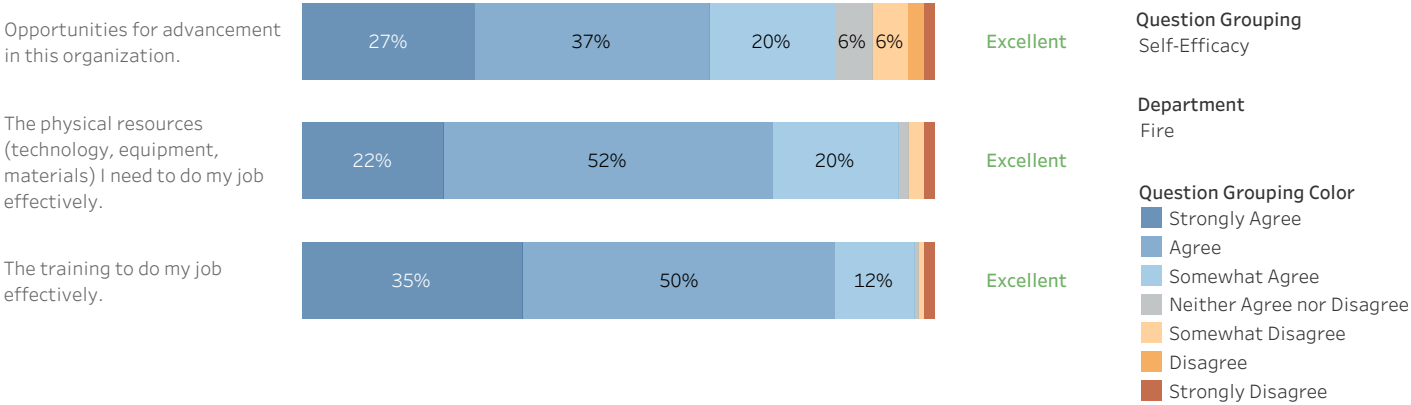
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



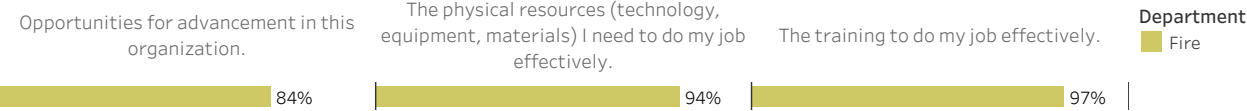
Response Distributions: Self-Efficacy

My organization provides...



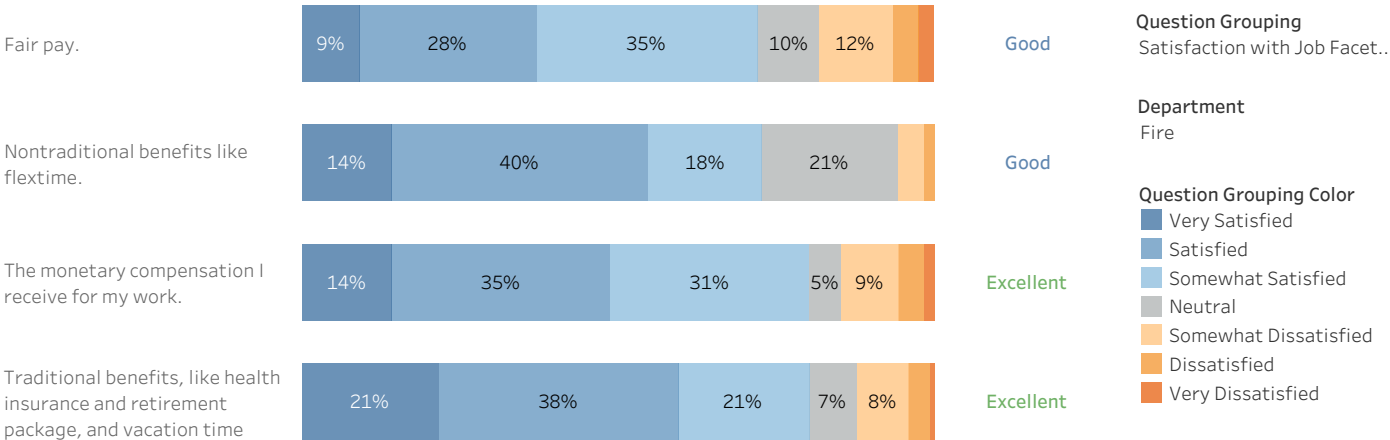
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



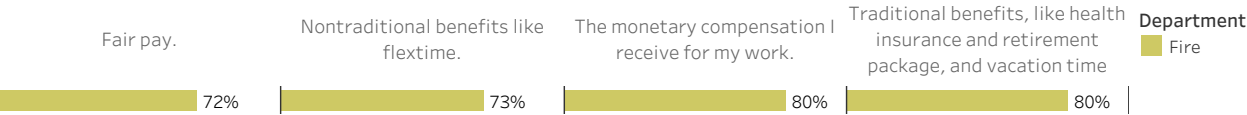
Response Distributions: Satisfaction with Job Facets 2

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



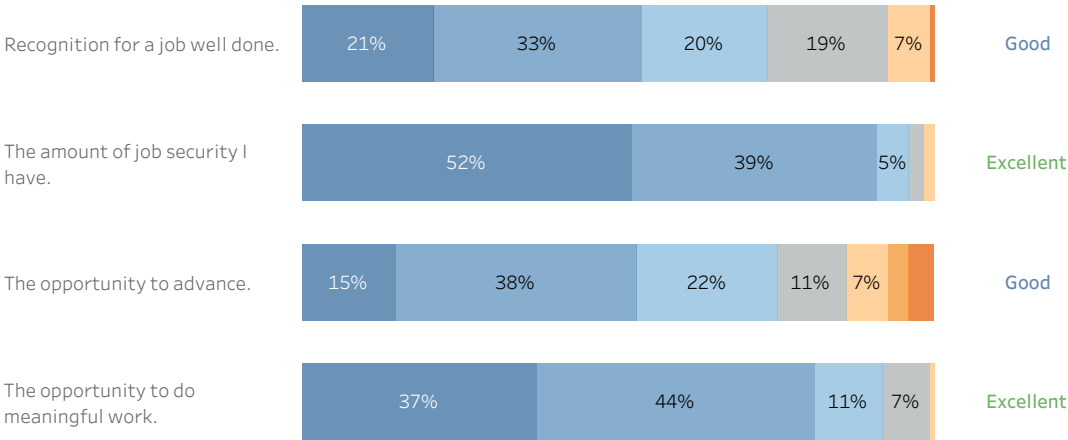
Departmental Comparisons

Percent indicating Somewhat Satisfied, Satisfied, or Very Satisfied



Response Distributions: Satisfaction with Job Facets 1

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



Question Grouping
Satisfaction with Job Facet..

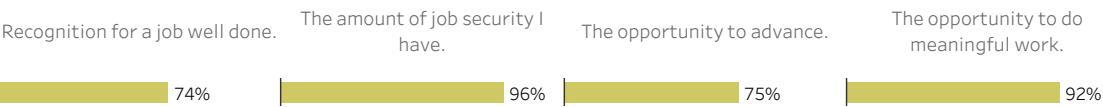
Department
Fire

Question Grouping Color

- Very Satisfied
- Satisfied
- Somewhat Satisfied
- Neutral
- Somewhat Dissatisfied
- Dissatisfied
- Very Dissatisfied

Departmental Comparisons

Percent indicating Somewhat Satisfied, Satisfied, or Very Satisfied

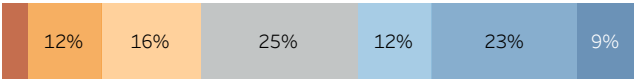


Department
Fire

Response Distributions: Psychological Safety 2

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

Employees in my workplace sometimes reject others for being different.



Room for Improvement

Question Grouping
Psychological Safety 2

Department
Fire

- Question Grouping Color
- Strongly Agree
 - Agree
 - Somewhat Agree
 - Neither Agree nor Disagree
 - Somewhat Disagree
 - Disagree
 - Strongly Disagree

Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

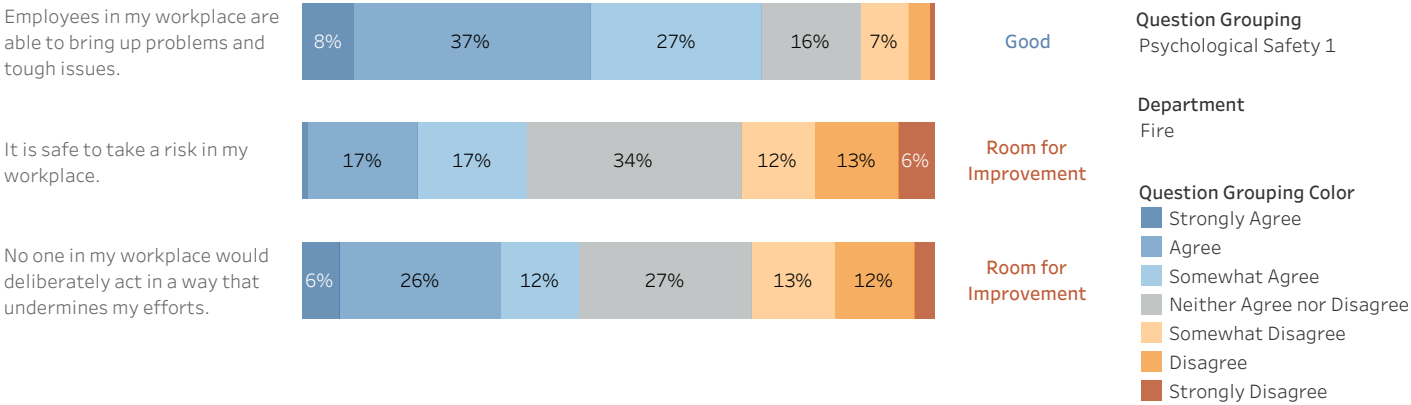
Employees in my workplace sometimes reject others for being different.



Department
Fire

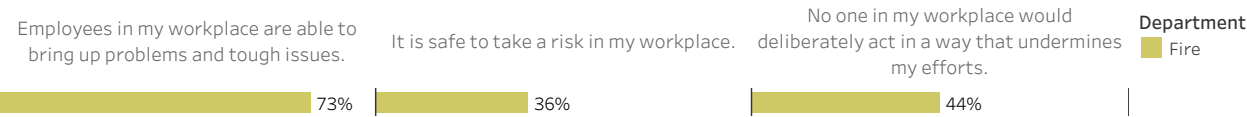
Response Distributions: Psychological Safety 1

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



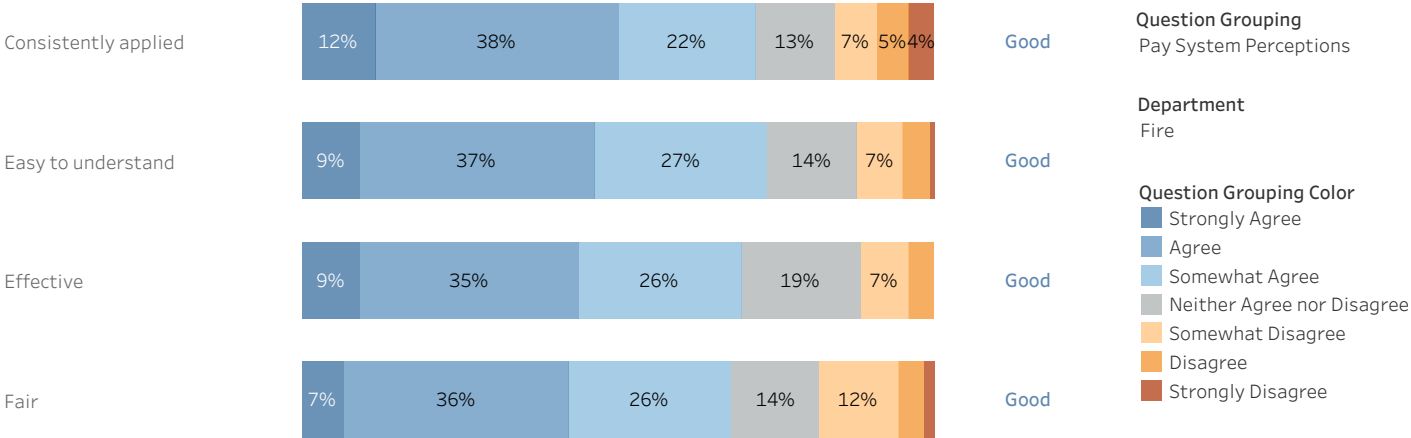
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Pay System Perceptions

Green Tape is...

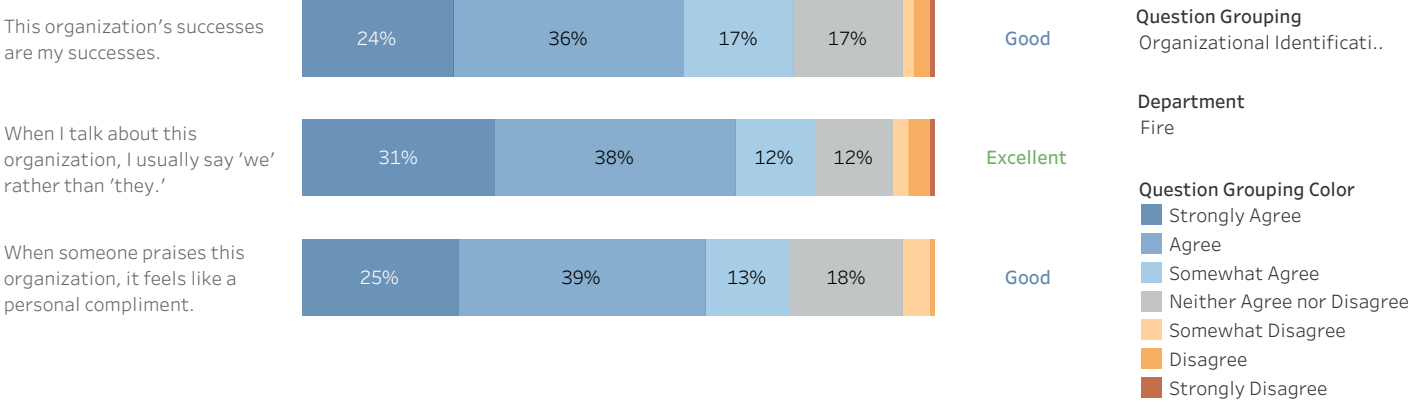


Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

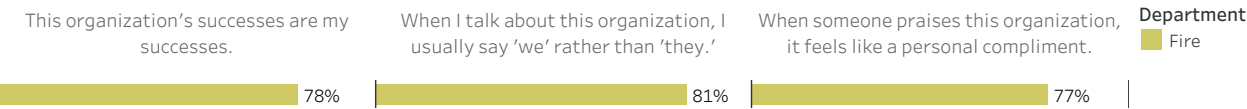


Response Distributions: Organizational Identification

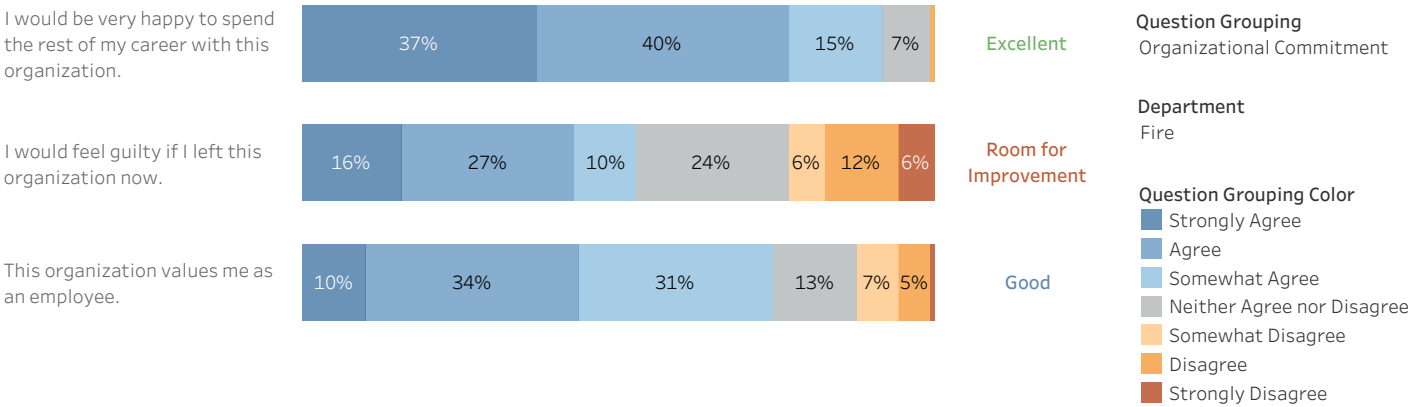


Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

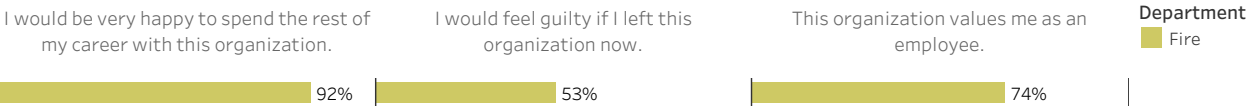


Response Distributions: Organizational Commitment



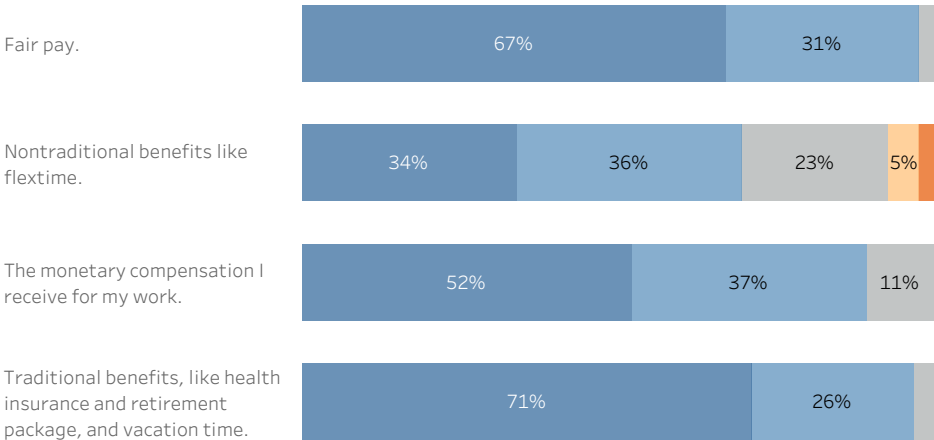
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Importance of Job Facets 2

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



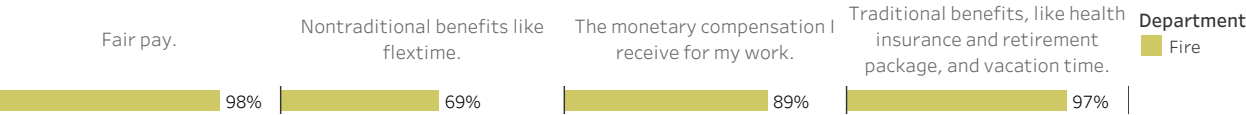
Question Grouping
Importance of Job Facets 2

Department
Fire

Question Grouping Color
Extremely important
Very important
Moderately important
Slightly important
Not at all important

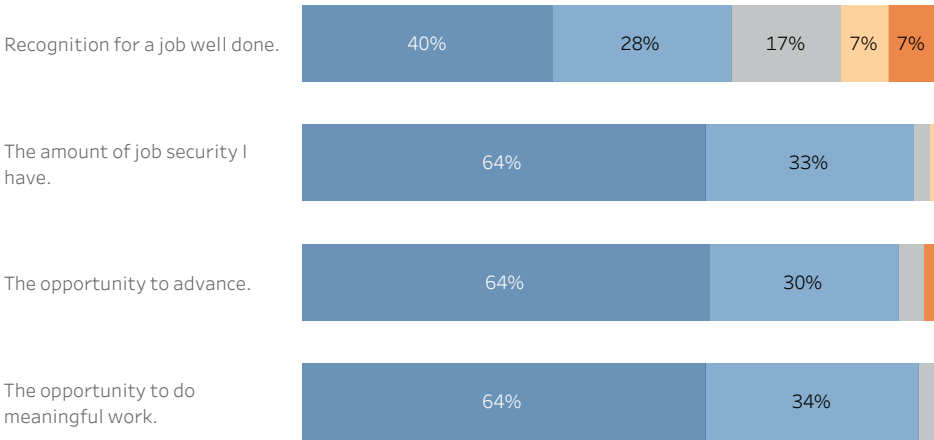
Departmental Comparisons

Percent indicating Very Important or Extremely Important



Response Distributions: Importance of Job Facets 1

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



Question Grouping
Importance of Job Facets 1

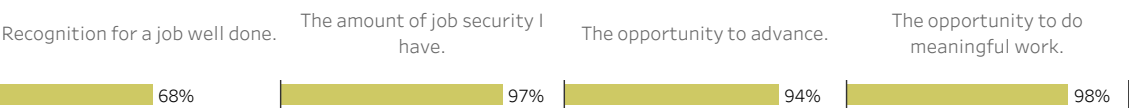
Department
Fire

Question Grouping Color

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

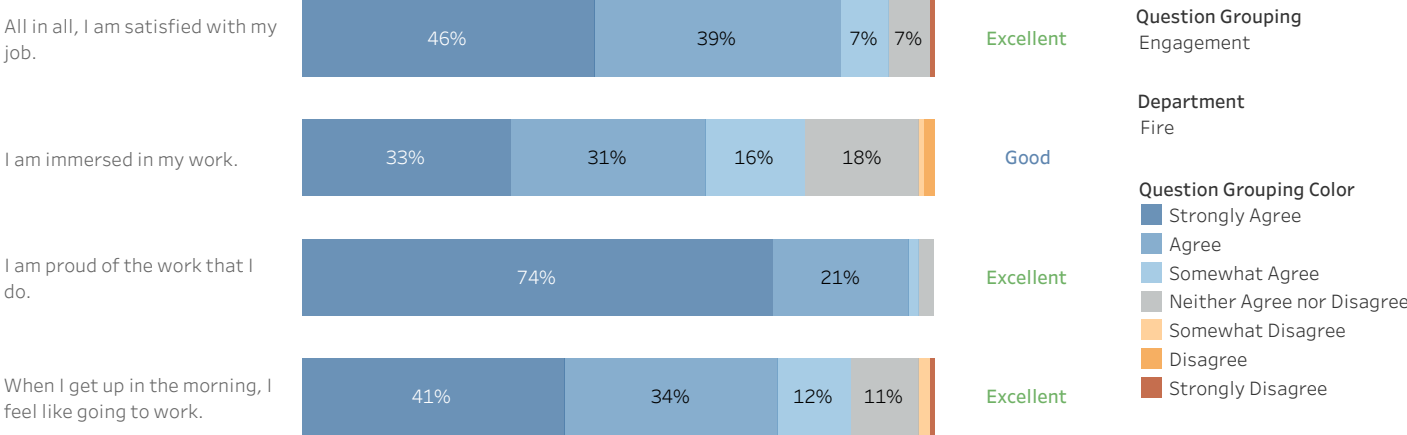
Departmental Comparisons

Percent indicating Very Important or Extremely Important



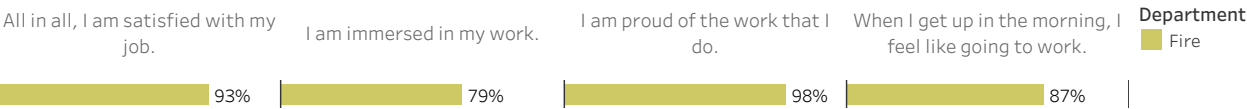
Department
Fire

Response Distributions: Engagement

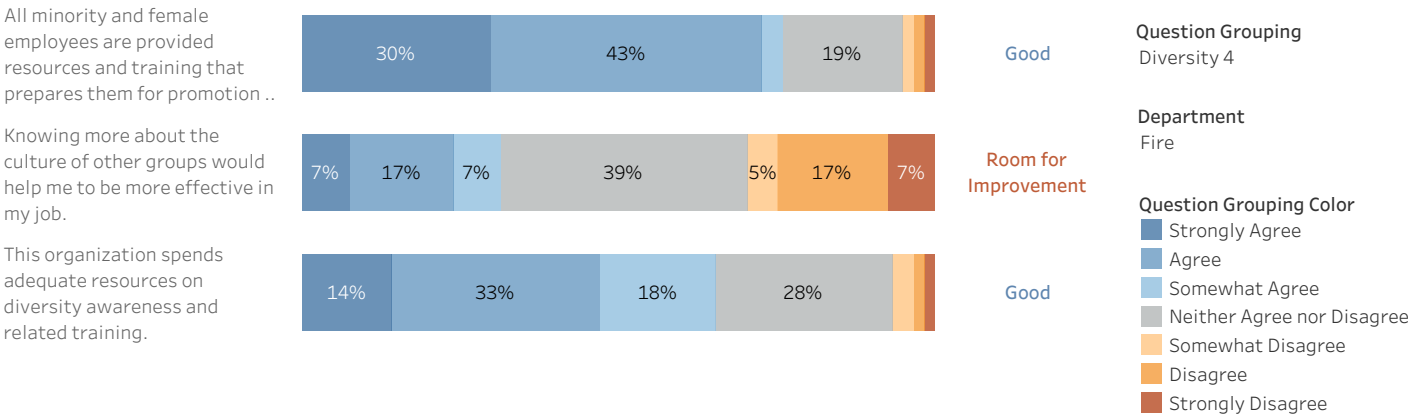


Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

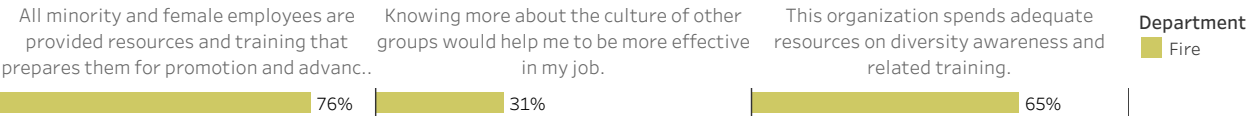


Response Distributions: Diversity 4



Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Diversity 3

Managers here...

give assignments based on the skills and abilities of employees, not their personal and social background.



Good

give feedback and evaluate employees fairly, regardless of factors such as employee gender, race, religion, ethnicit..



Good

have a track record of hiring and promoting employees objectively, regardless of their race, religion, ethnicity, age, g..



Good

Question Grouping
Diversity 3

Department
Fire

- Question Grouping Color
- Strongly Agree
 - Agree
 - Somewhat Agree
 - Neither Agree nor Disagree
 - Somewhat Disagree
 - Disagree
 - Strongly Disagree

Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

give assignments based on the skills and abilities of employees, not their personal and social background.



give feedback and evaluate employees fairly, regardless of factors such as employee gender, race, religion, ethnicit..

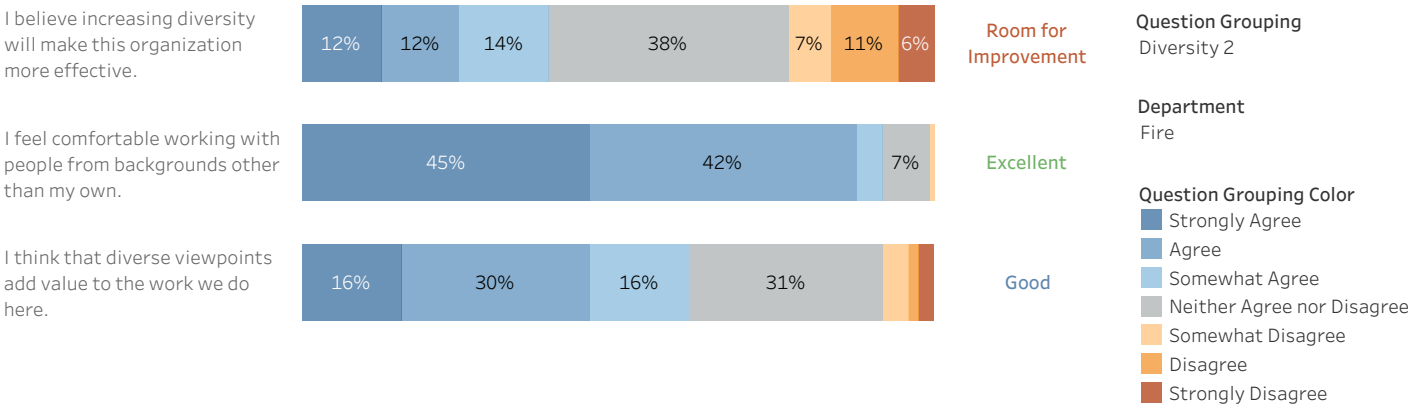


have a track record of hiring and promoting employees objectively, regardless of their race, religion, ethnicit..



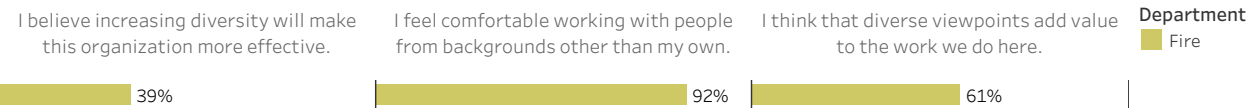
Department
Fire

Response Distributions: Diversity 2

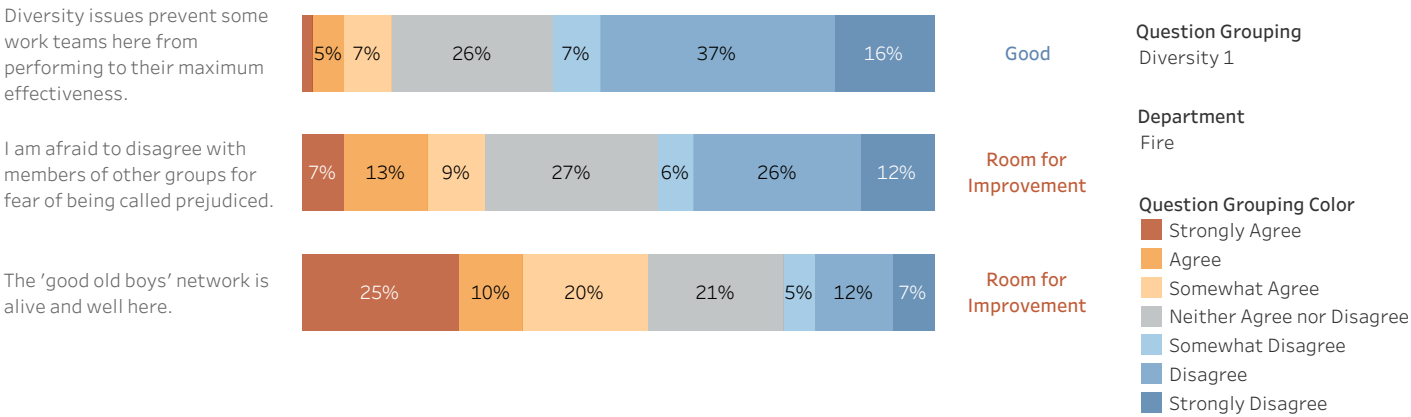


Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

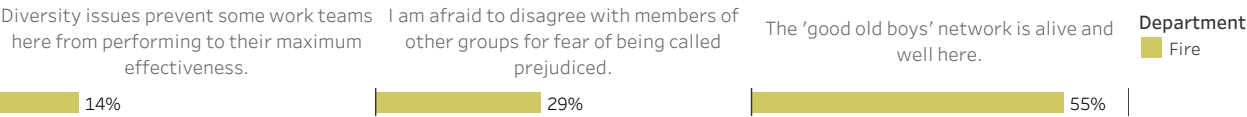


Response Distributions: Diversity 1

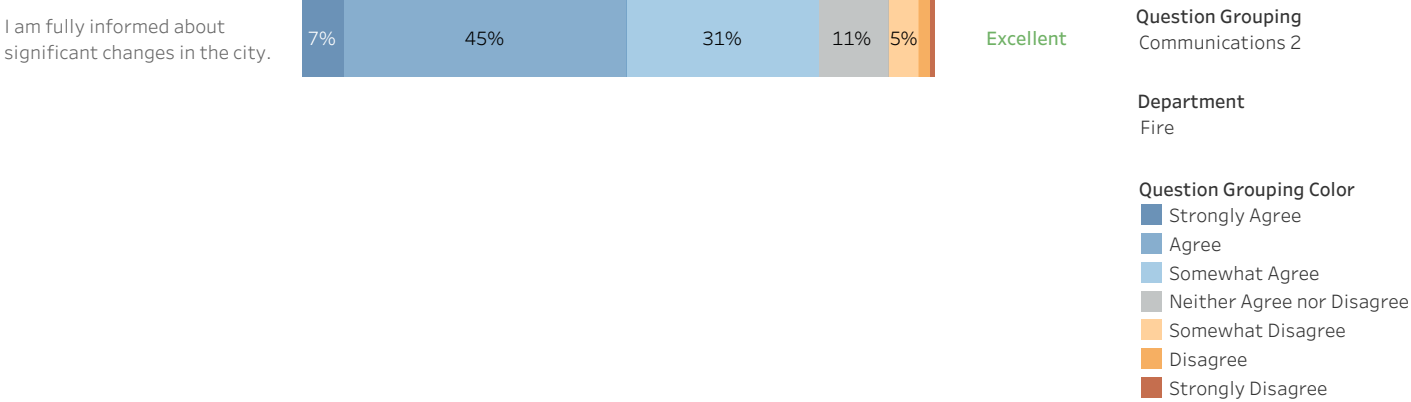


Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

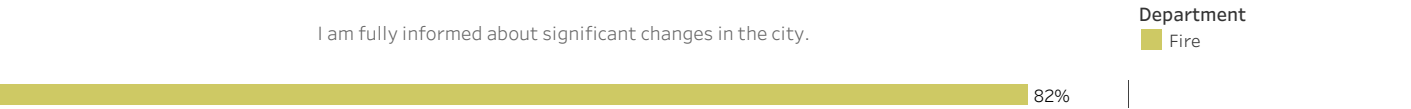


Response Distributions: Communications 2



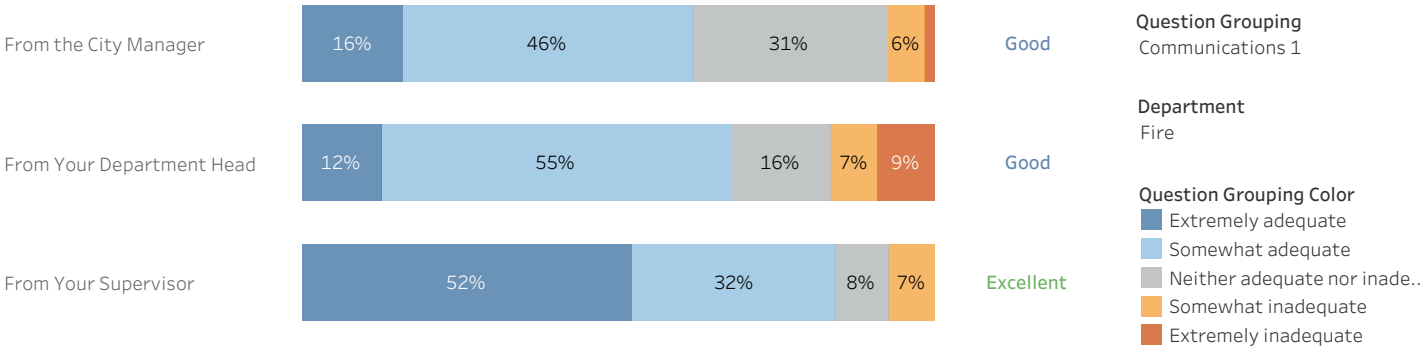
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



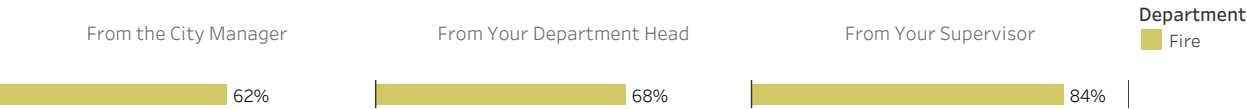
Response Distributions: Communications 1

Communications Supervisor:

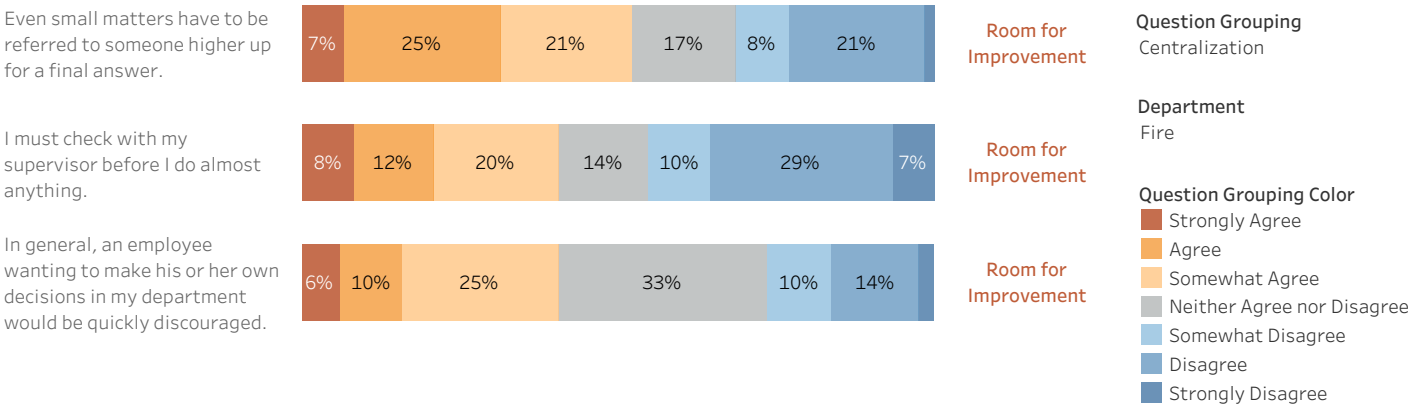


Departmental Comparisons

Percent indicating Somewhat Adequate or Extremely Adequate

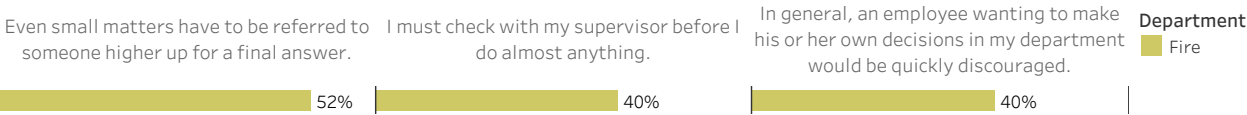


Response Distributions: Centralization



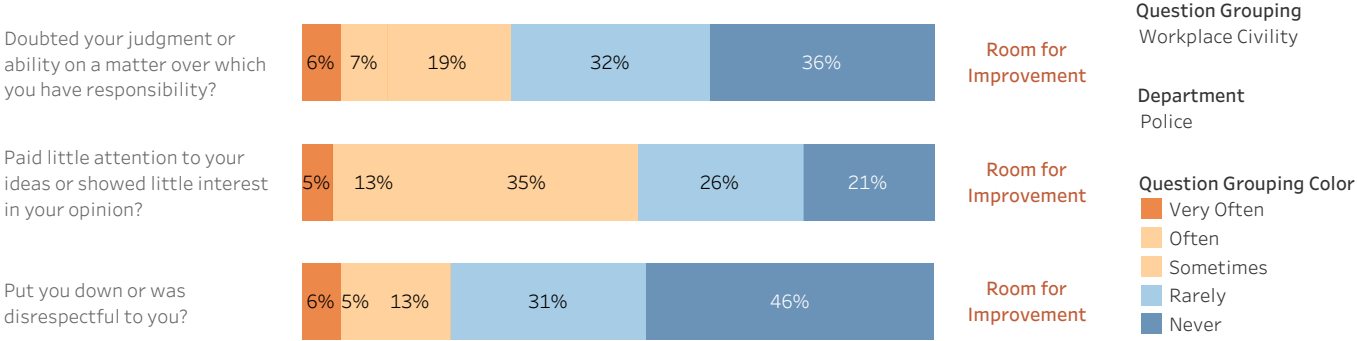
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



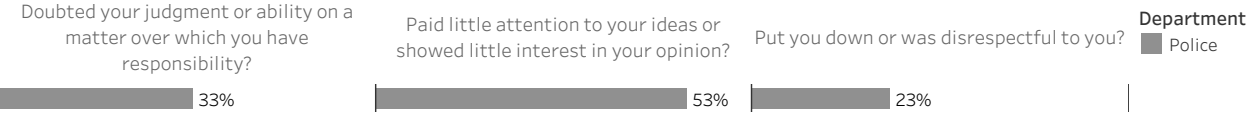
Response Distributions: Workplace Civility

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

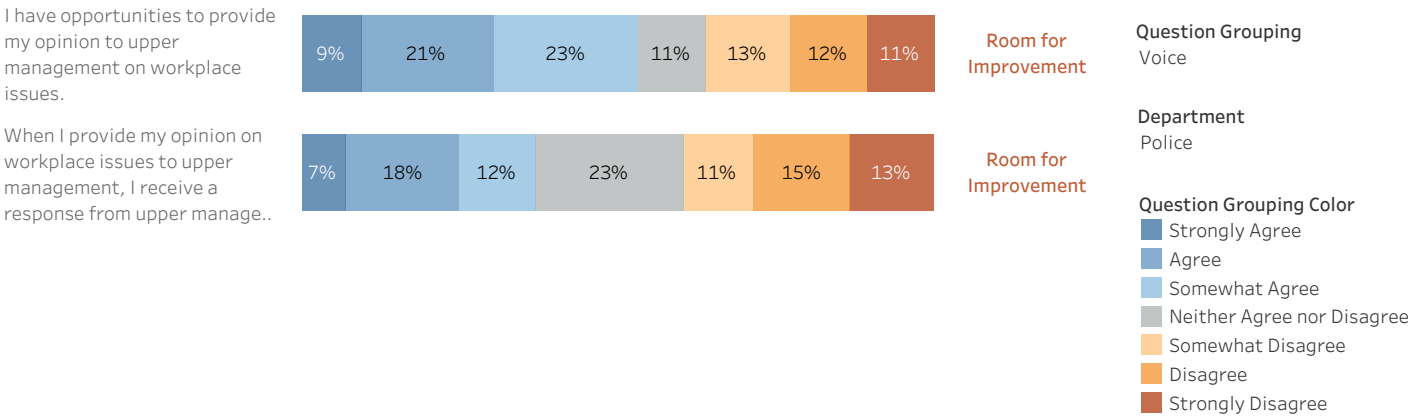


Departmental Comparisons

Percent indicating Never or Rarely

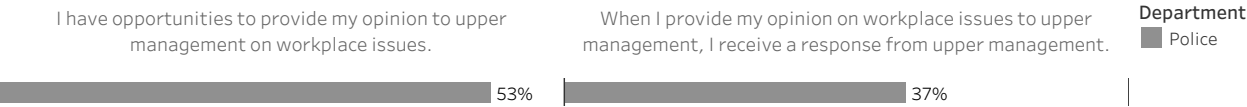


Response Distributions: Voice



Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Turnover Intentions

I am thinking about leaving this organization.



Room for Improvement

Question Grouping
Turnover Intentions

Department
Police

- Question Grouping Color
- Strongly Agree
 - Agree
 - Somewhat Agree
 - Neither Agree nor Disagree
 - Somewhat Disagree
 - Disagree
 - Strongly Disagree

Departmental Comparisons

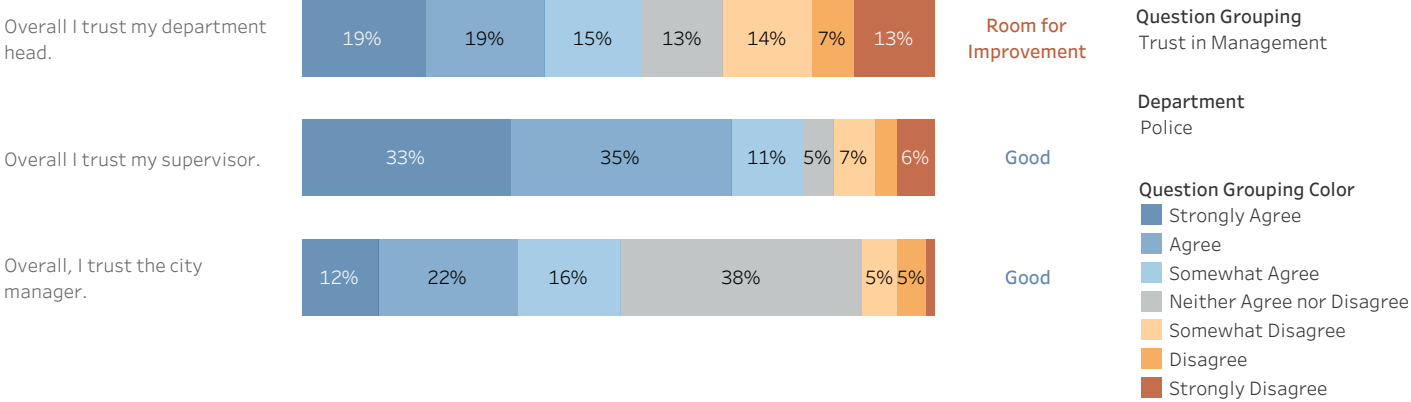
Percent indicating Somewhat Agree, Agree, or Strongly Agree

I am thinking about leaving this organization.



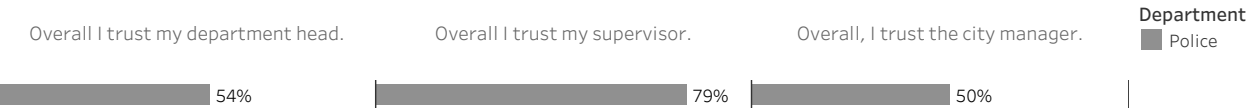
Department
Police

Response Distributions: Trust in Management



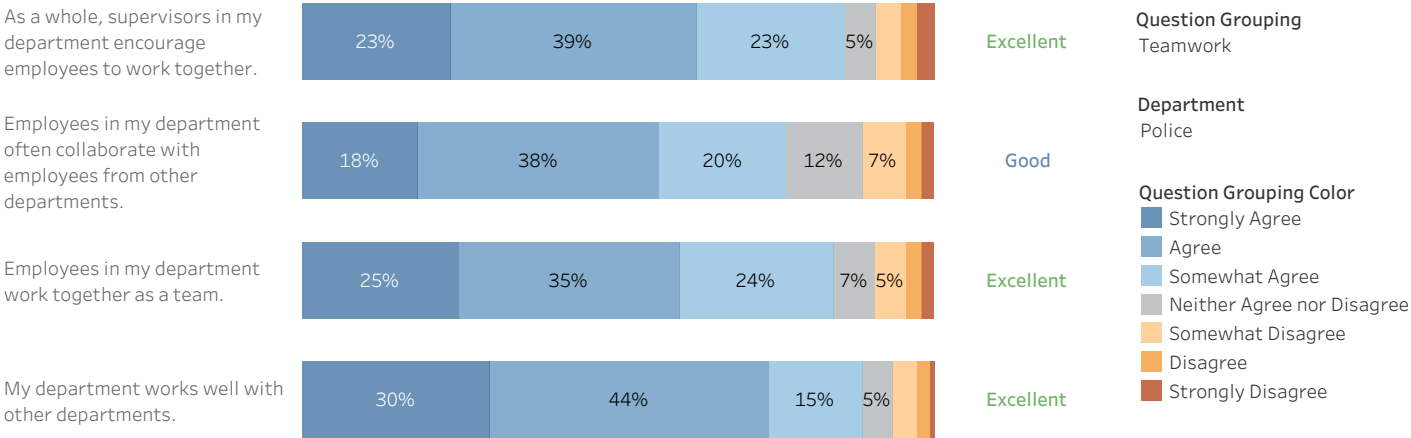
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



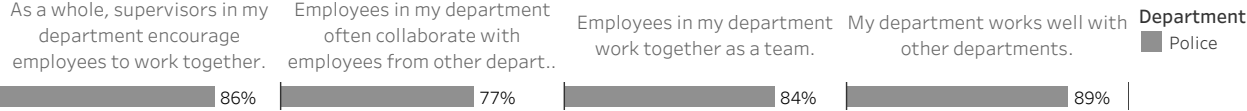
Response Distributions: Teamwork

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



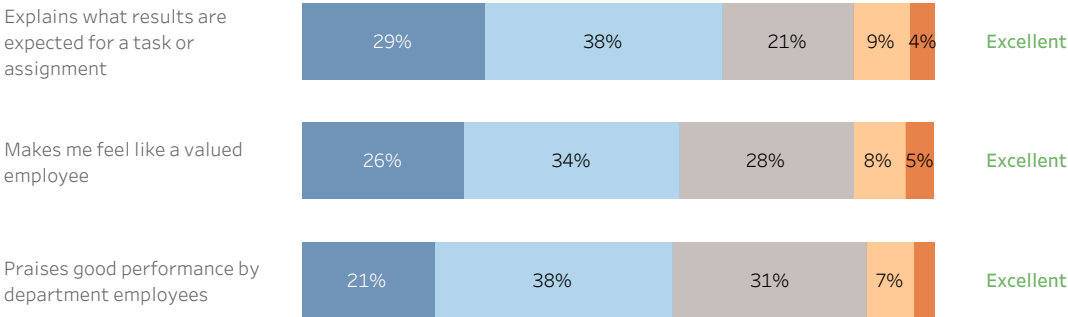
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Supervisory Practices 3

How often does your supervisor do the following?



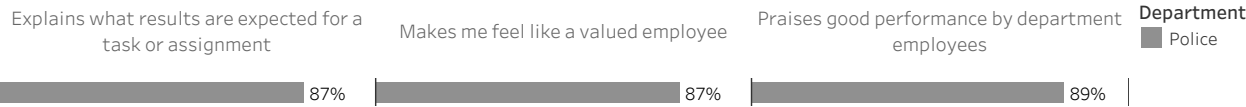
Question Grouping
Supervisory Practices 3

Department
Police

Question Grouping Color
Always
Frequently
Sometimes
Rarely
Never

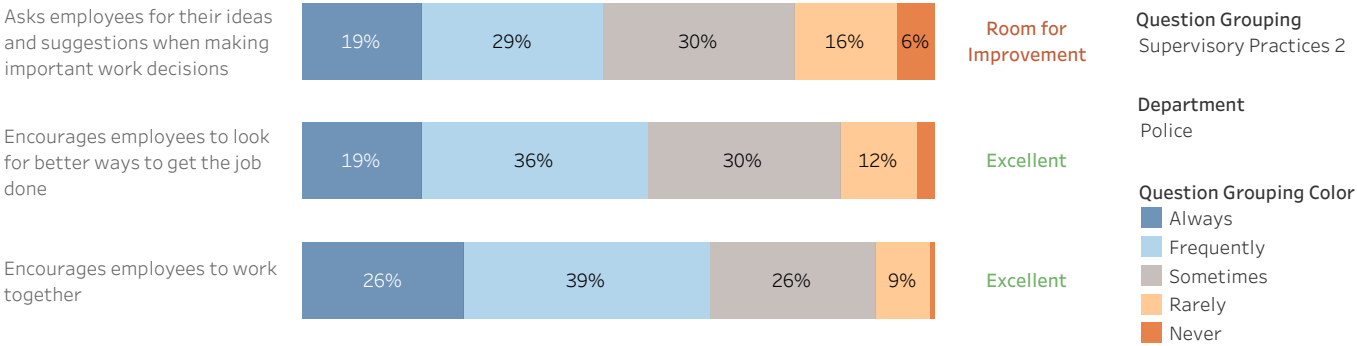
Departmental Comparisons

Percent indicating Frequently or Always



Response Distributions: Supervisory Practices 2

How often does your supervisor do the following?



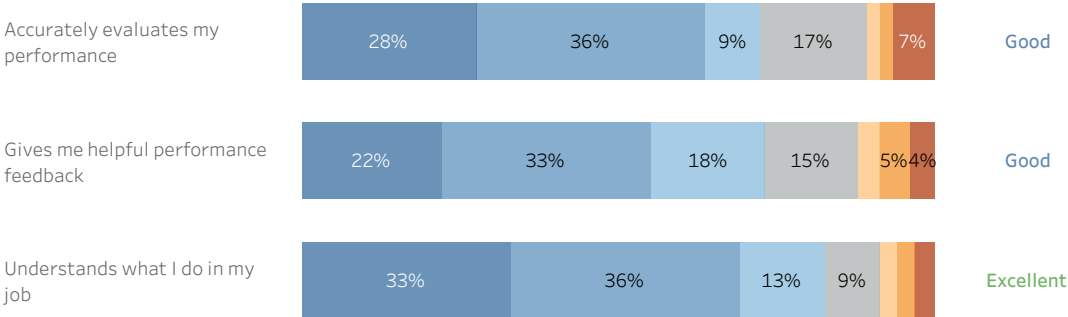
Departmental Comparisons

Percent indicating Sometimes, Frequently, or Always



Response Distributions: Supervisory Practices 1

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



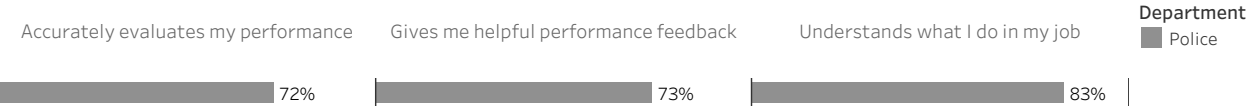
Question Grouping
Supervisory Practices 1

Department
Police

- Question Grouping Color
- Strongly Agree
 - Agree
 - Somewhat Agree
 - Neither Agree nor Disagree
 - Somewhat Disagree
 - Disagree
 - Strongly Disagree

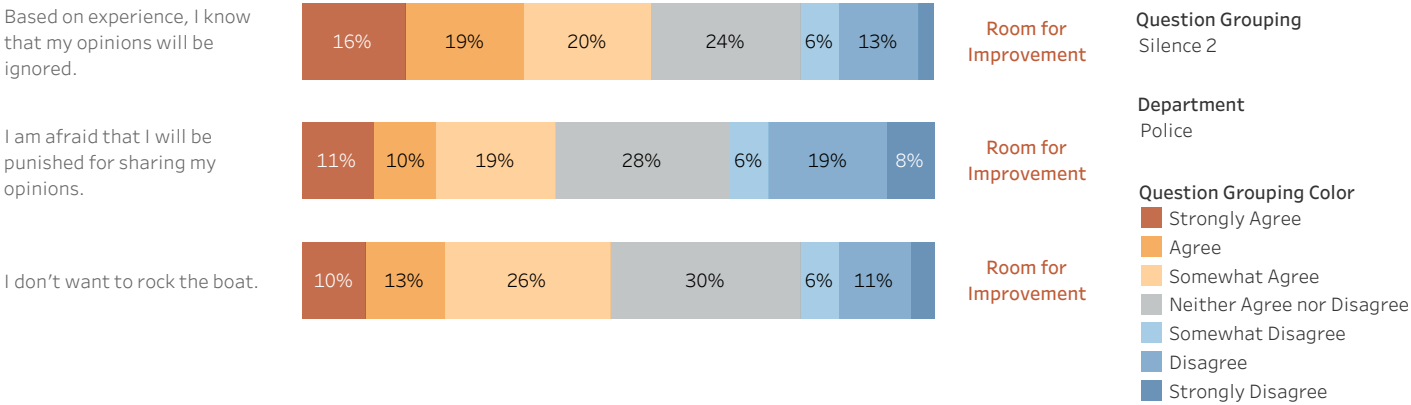
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



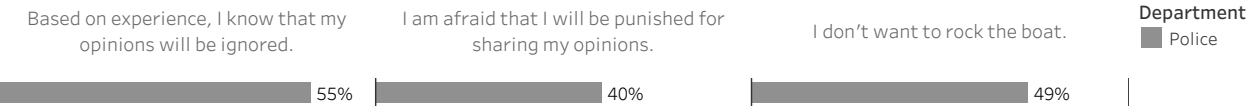
Response Distributions: Silence 2

Of those respondents indicating silence, here's why:

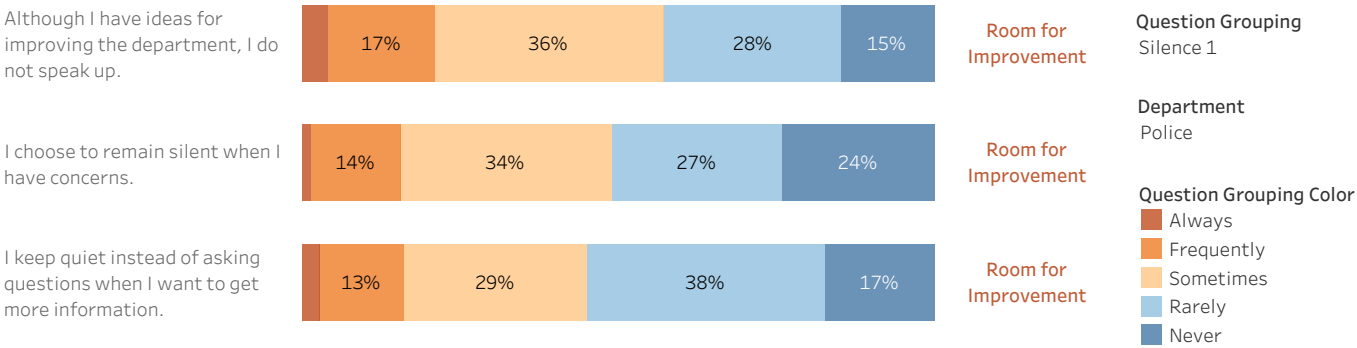


Departmental Comparisons

Percent indicating Sometimes, Frequently, or Always

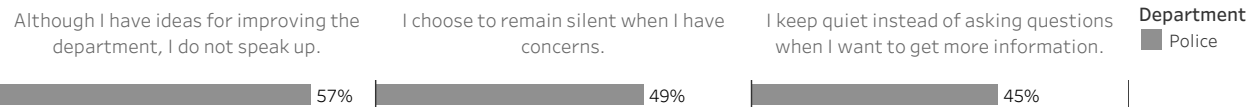


Response Distributions: Silence 1



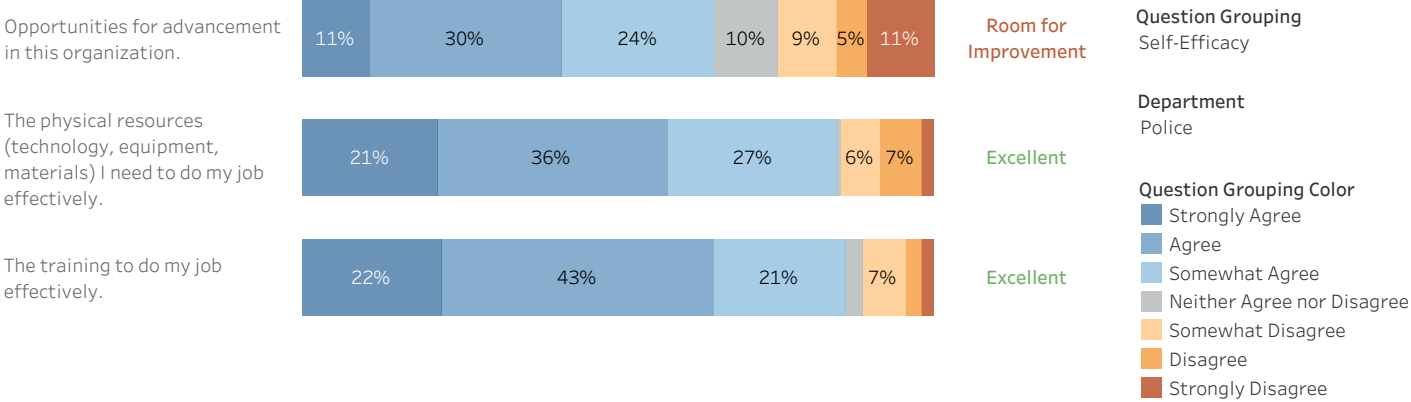
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



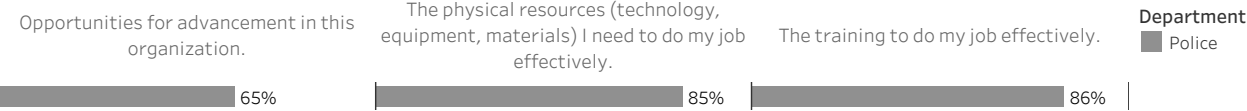
Response Distributions: Self-Efficacy

My organization provides...



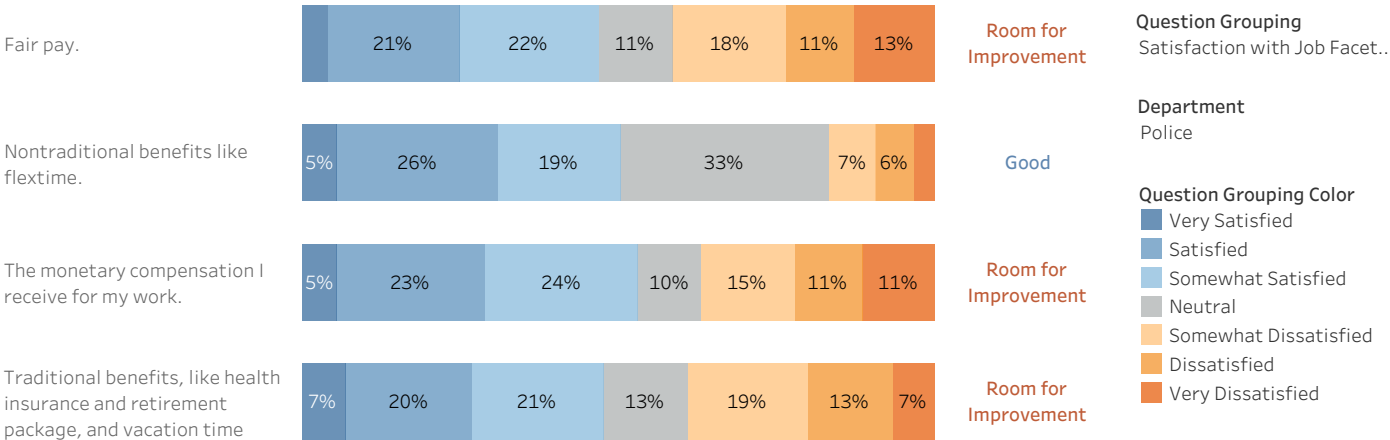
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



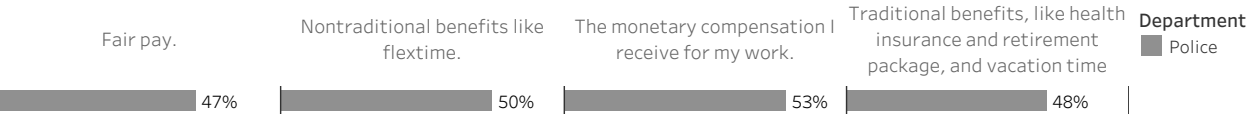
Response Distributions: Satisfaction with Job Facets 2

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



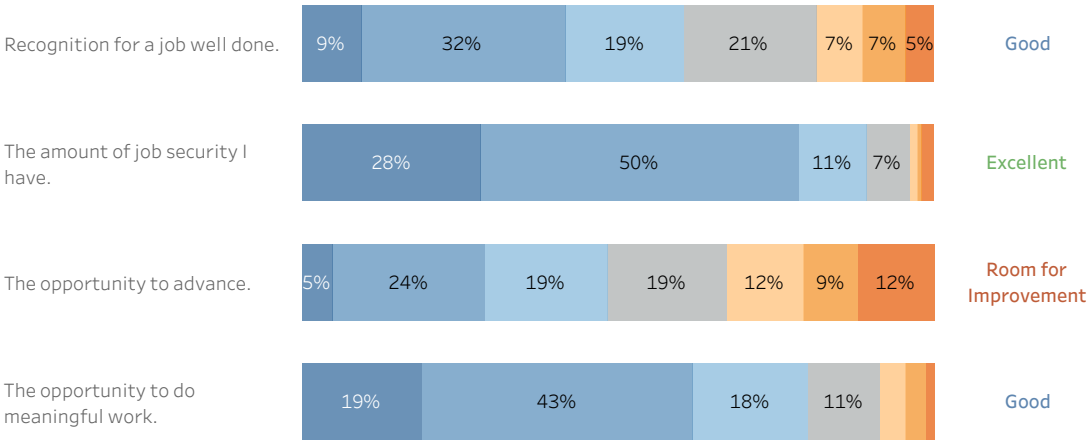
Departmental Comparisons

Percent indicating Somewhat Satisfied, Satisfied, or Very Satisfied



Response Distributions: Satisfaction with Job Facets 1

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



Question Grouping

Satisfaction with Job Facet..

Department

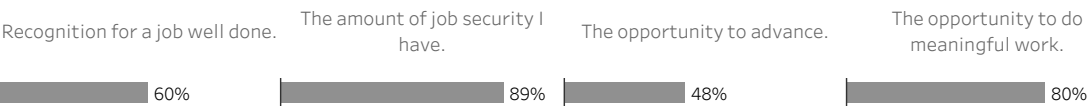
Police

Question Grouping Color

- Very Satisfied
- Satisfied
- Somewhat Satisfied
- Neutral
- Somewhat Dissatisfied
- Dissatisfied
- Very Dissatisfied

Departmental Comparisons

Percent indicating Somewhat Satisfied, Satisfied, or Very Satisfied



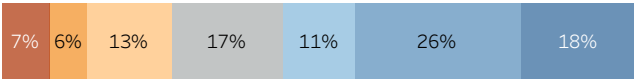
Department

Police

Response Distributions: Psychological Safety 2

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

Employees in my workplace sometimes reject others for being different.



Room for Improvement

Question Grouping
Psychological Safety 2

Department
Police

- Question Grouping Color
- Strongly Agree
 - Agree
 - Somewhat Agree
 - Neither Agree nor Disagree
 - Somewhat Disagree
 - Disagree
 - Strongly Disagree

Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

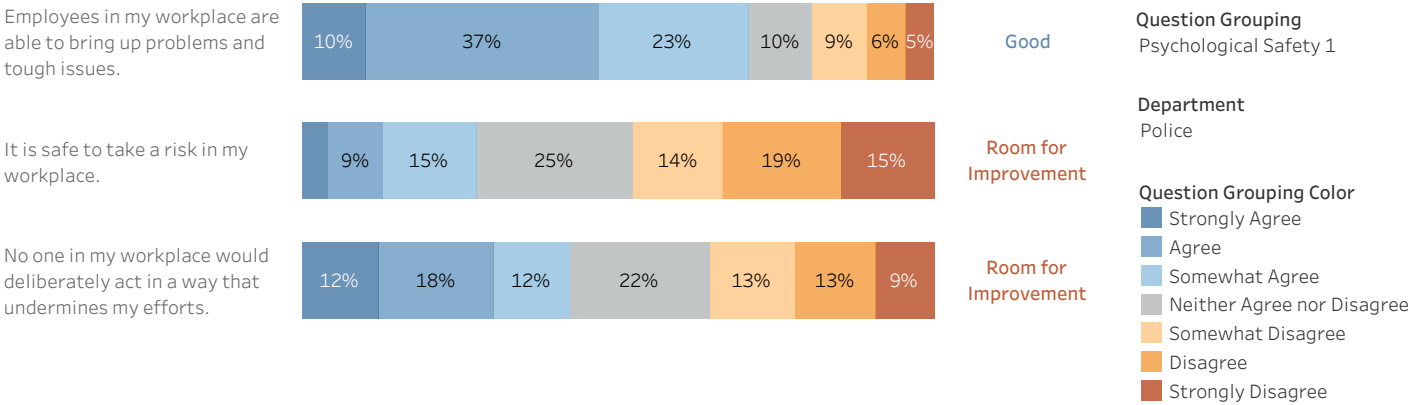
Employees in my workplace sometimes reject others for being different.



Department
Police

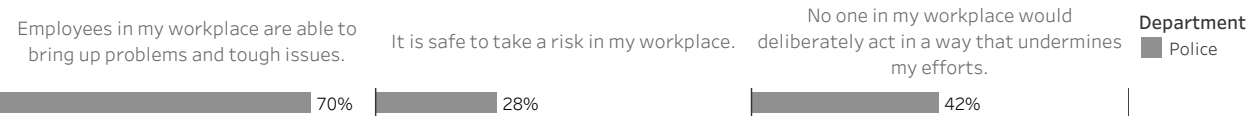
Response Distributions: Psychological Safety 1

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



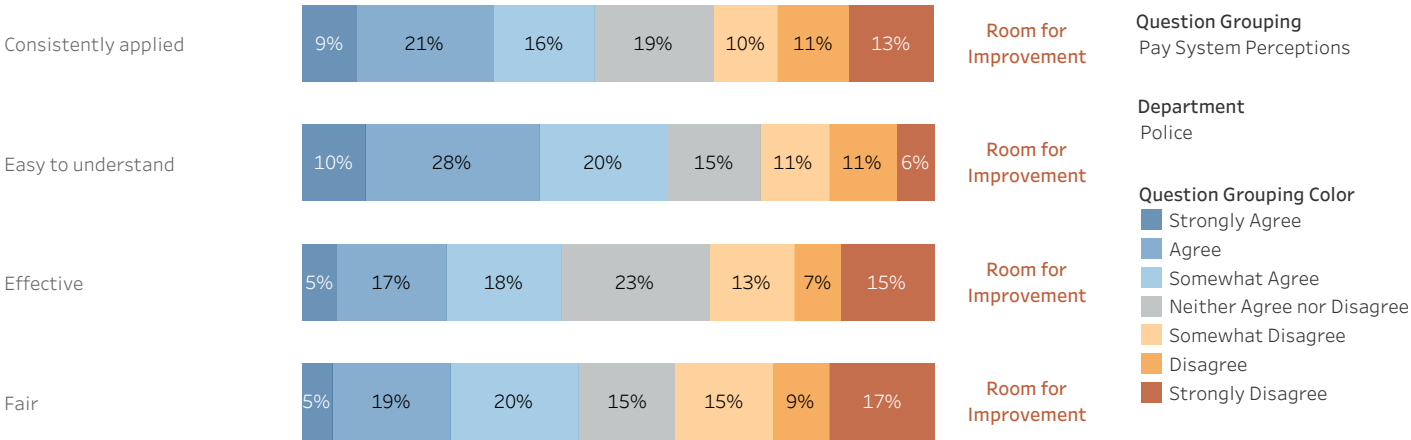
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Pay System Perceptions

Green Tape is...

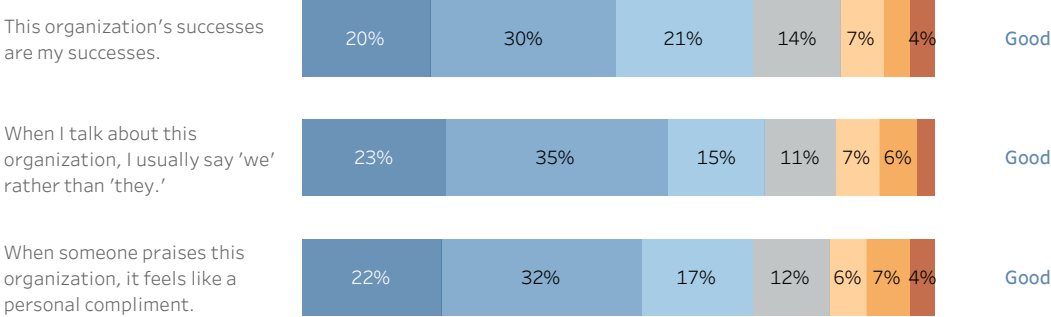


Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Organizational Identification



Question Grouping
Organizational Identificati..

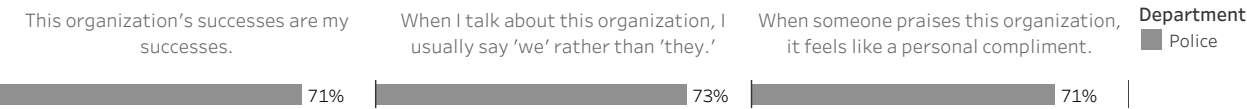
Department
Police

Question Grouping Color

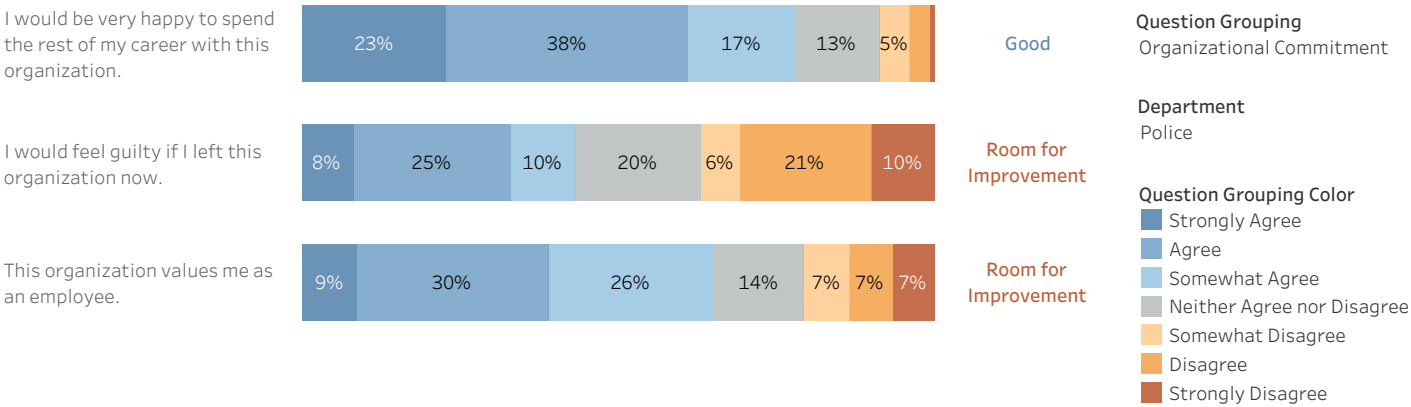
- Strongly Agree
- Agree
- Somewhat Agree
- Neither Agree nor Disagree
- Somewhat Disagree
- Disagree
- Strongly Disagree

Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

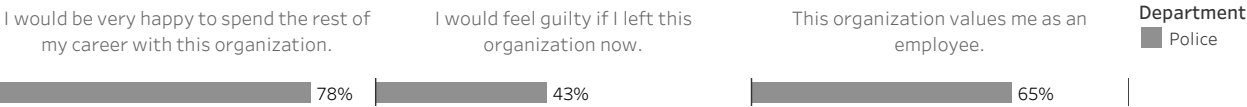


Response Distributions: Organizational Commitment



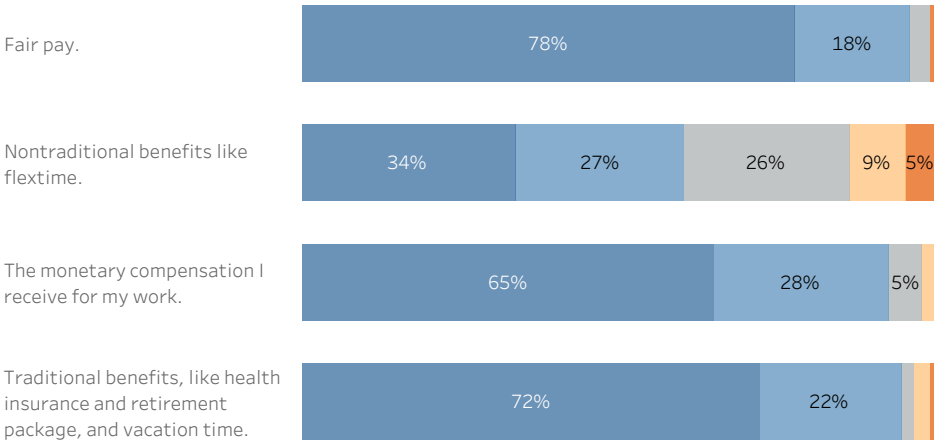
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Importance of Job Facets 2

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



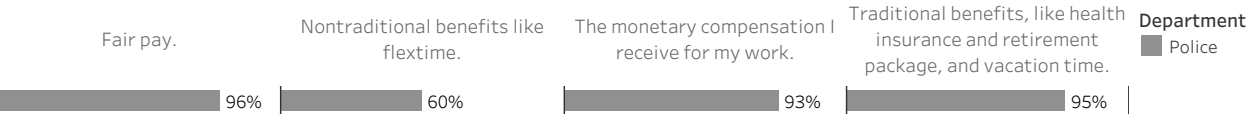
Question Grouping
Importance of Job Facets 2

Department
Police

Question Grouping Color
Extremely important
Very important
Moderately important
Slightly important
Not at all important

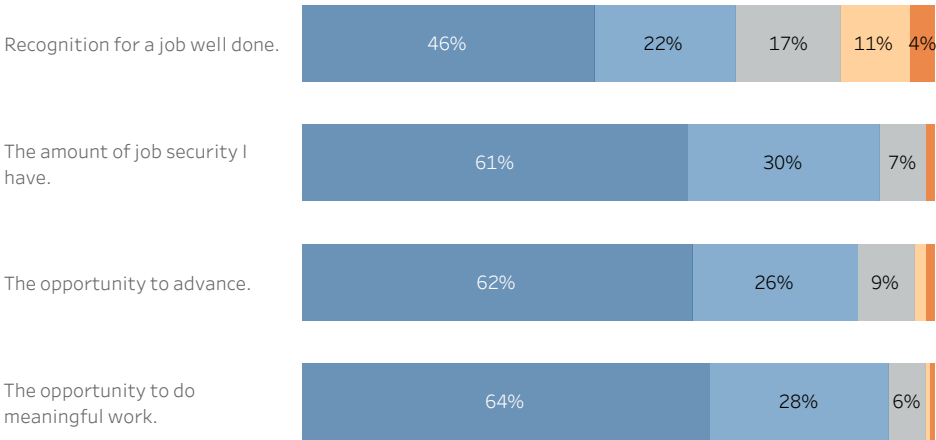
Departmental Comparisons

Percent indicating Very Important or Extremely Important



Response Distributions: Importance of Job Facets 1

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



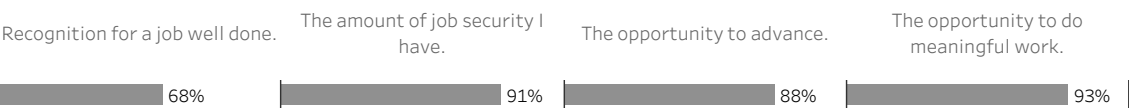
Question Grouping
Importance of Job Facets 1

Department
Police

Question Grouping Color
Extremely important
Very important
Moderately important
Slightly important
Not at all important

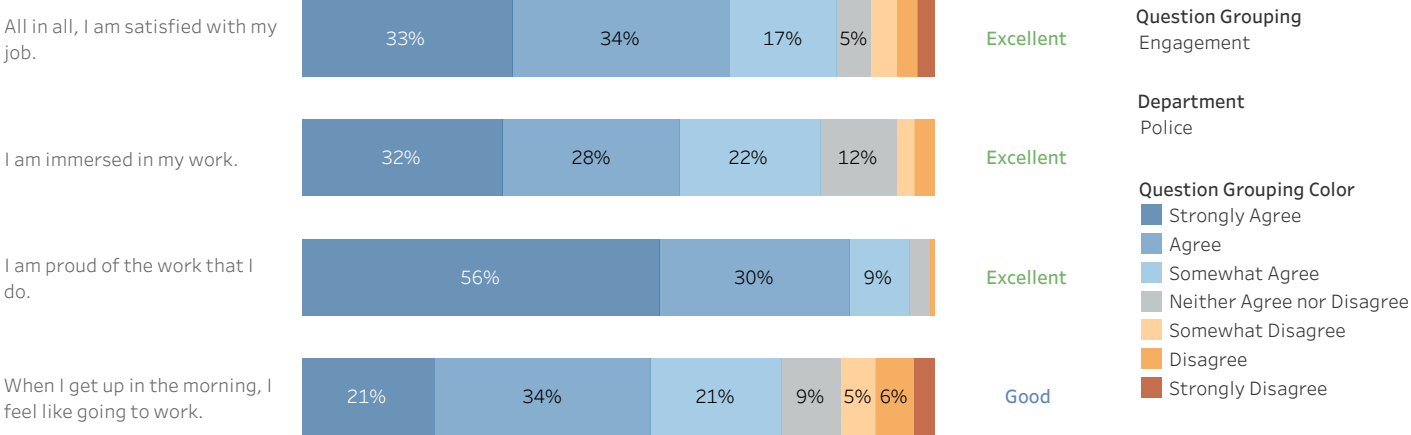
Departmental Comparisons

Percent indicating Very Important or Extremely Important



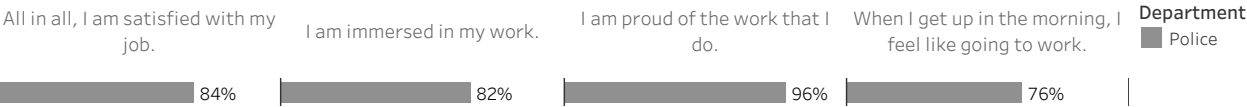
Department
Police

Response Distributions: Engagement

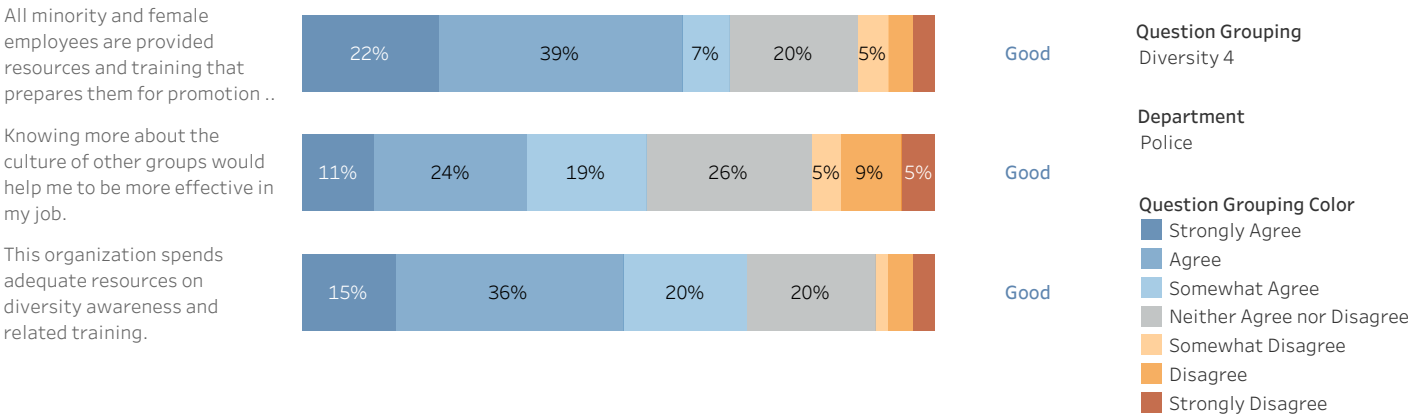


Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

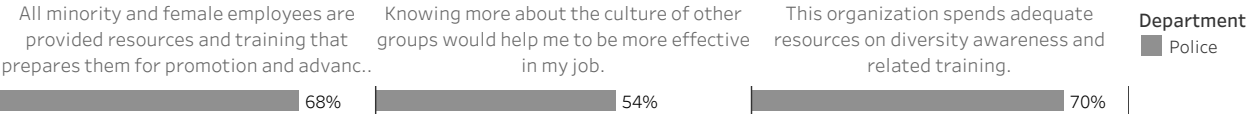


Response Distributions: Diversity 4



Departmental Comparisons

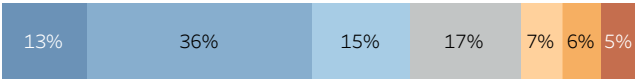
Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Diversity 3

Managers here...

give assignments based on the skills and abilities of employees, not their personal and social background.



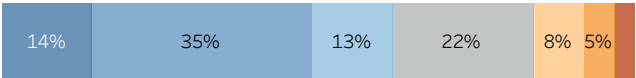
Good

give feedback and evaluate employees fairly, regardless of factors such as employee gender, race, religion, ethnicit..



Good

have a track record of hiring and promoting employees objectively, regardless of their race, religion, ethnicity, age, g..



Good

Question Grouping
Diversity 3

Department
Police

- Question Grouping Color
- Strongly Agree
 - Agree
 - Somewhat Agree
 - Neither Agree nor Disagree
 - Somewhat Disagree
 - Disagree
 - Strongly Disagree

Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

give assignments based on the skills and abilities of employees, not their personal and social background.



64%

give feedback and evaluate employees fairly, regardless of factors such as employee gender, race, religion, ethnicit..



68%

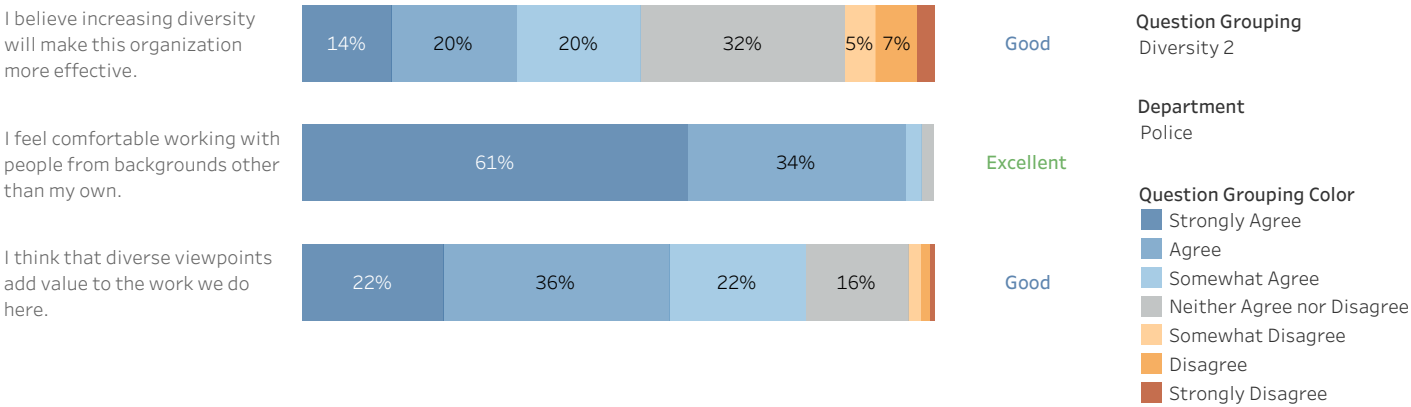
have a track record of hiring and promoting employees objectively, regardless of their race, religion, ethnicit..



62%

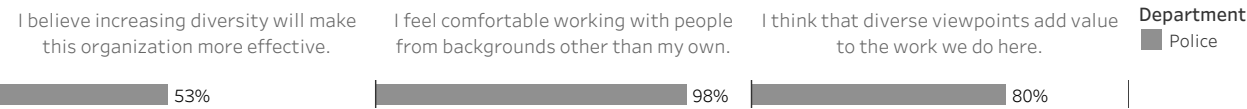
Department
Police

Response Distributions: Diversity 2

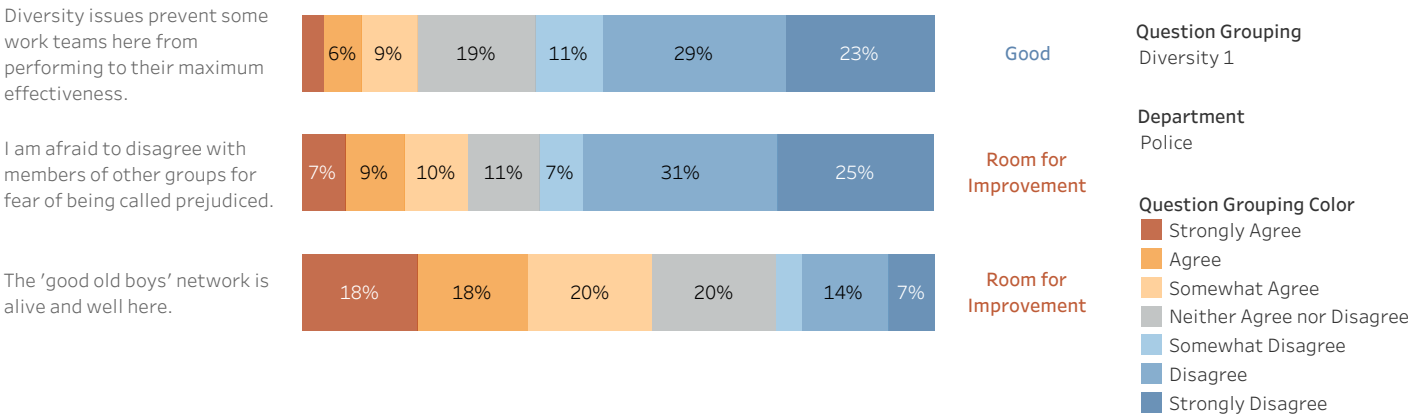


Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

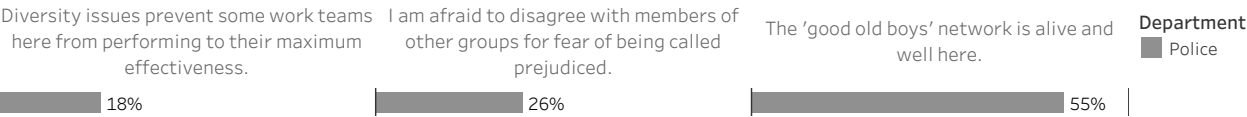


Response Distributions: Diversity 1

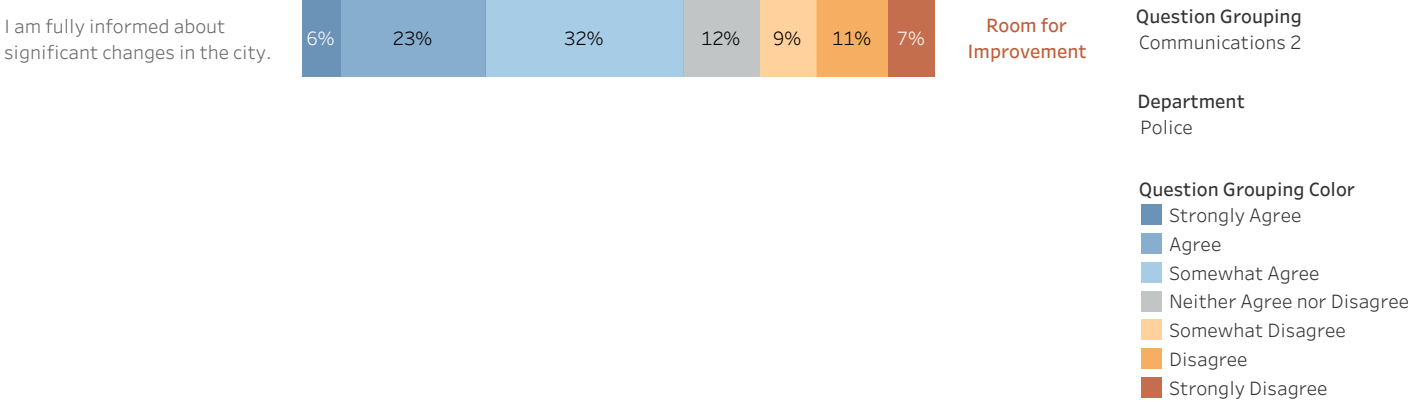


Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

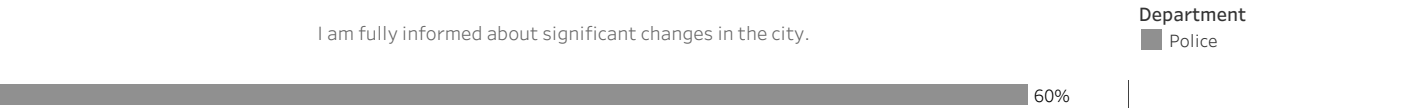


Response Distributions: Communications 2



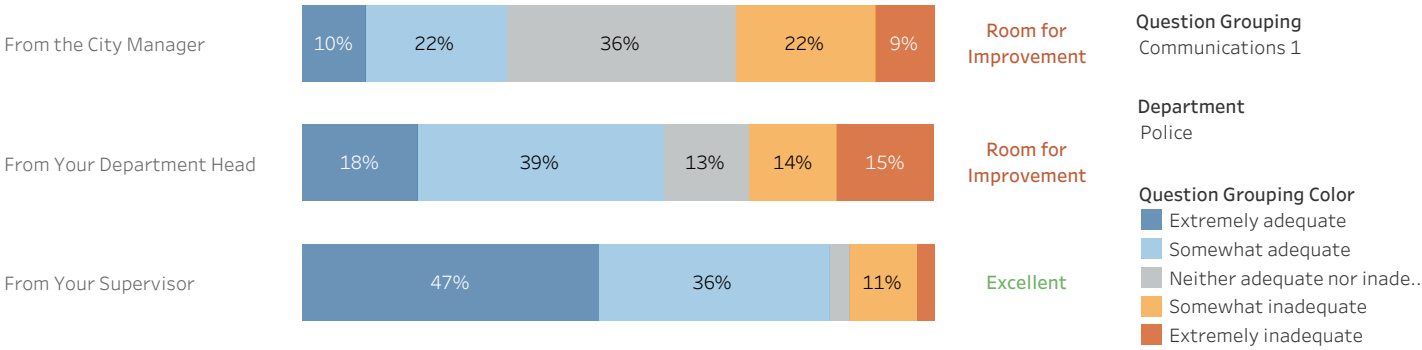
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



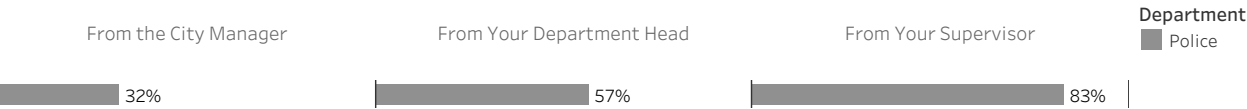
Response Distributions: Communications 1

Communications Supervisor:

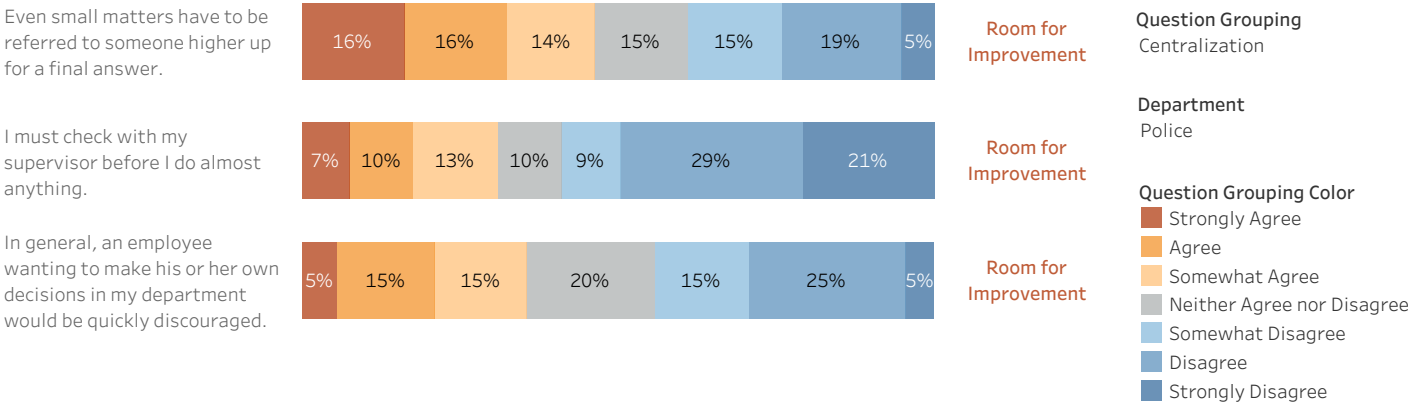


Departmental Comparisons

Percent indicating Somewhat Adequate or Extremely Adequate

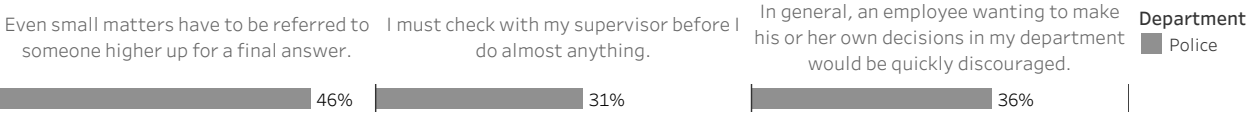


Response Distributions: Centralization



Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Fire

Comments Communication

- Several employees have tried to take their case before the city when they felt policies were not adhere to or they were not being treated fairly. Nothing changes after presenting their case. It appears that a department head does not have to follow their own policies but the employees do.
- We have no communication at the Fire Department. As I stated earlier, we are supposed to have staff meetings each month, and have not had one since May 2018. A responsibility of the Deputy Chief that is not being taken care of. With a lack of communication from the top down, you can only imagine the rumors that get started. As for opinions being valued, that depends on who you are. When we evaluate new equipment, it seems to always be the same persons doing the evaluation. These persons are friends of the administration or college instructors. Opinions of others are not sought or valued.
- Lack of effective communication on important issues from the Head of Department.
- The department head doesn't communicate Department goals or long-range plans with the employees. He often will shut people down when they are offering suggestions that he doesn't agree with.
- Communications is not the best that it could be.
- Never see department head. Never know what is going on in the department or city.
- There is no communication with upper management other than emails that come down, and any attempts to influence change or question policy is swiftly met with resistance and suspect of motives. The good ol' boy system still definitely reigns within the City of Gastonia and if you run afoul the policies will change or they will just ignore them.
- Communications is vital to make a strong organization, but I think the only time anything is communicated is when the department head is front of the media outlets. It is only for their personal satisfaction.
- Communication as a whole are a meet expectation and has room for exceeding. Communications need to be transparent no matter how bad or how good the information is. If we are transparent in our communication then there is no question to our mission.
- 90% of ideas given to the upper management are out the window before they make it to them. Only a few select people have upper managements ear.
- Although we have policies on how to communicate with upper management it is discouraged to speak with them freely without risk of consequences.
- Communication from my direct supervisor is pretty much on the basis of this is what we have to do, this is where we do it, this is what time we need to do it. Other than the bare basics, there is very little information passed on, whether it be that he doesn't know it himself or its not known at all.

Information passed down to us directly from the department head is far and few between.

Information from the city manager directly ... I don't even know who that is!!

Unless you apart of the aforementioned good old boy system, if you try to make your opinion known you are made out to be stupid and your ideas less than adequate.

- Opinions from lower level employees are often dismissed and not taken seriously.
- I am a newer firefighter. I have a place in line and I like to follow my ranks responsibilities and only talk to upper management when it's appropriate. when I do voice my option to my captain there is often nothing that can be done about my concerns. not a fault of his or anyone's, it's more of the fact that I'm still learning the what, why and triggers that make this department work.

Comments Decision making

- There are some members of the fire department that have the chief and deputy chiefs' ear when the others do not. Issues can be brought to the administration and then they will quickly change depending

on the self-serving others who can change the minds of the administration. It is very evident that in some instances the tail is wagging the dog.

- We are allowed to make decisions at all levels of the fire department. However, as far as opinions, it depends on who you are as to whether or not your opinion is heard or even valued. The Fire Chief is to hands on in shift level operations and the Deputy Chief only values the thoughts and opinions of his friends. I have a lot of ideas about improving the department and how we operate, but we are certainly discouraged from saying anything. The opinions of only a few are valued. As for remaining silent when you have concerns, there is an atmosphere of intimidation and to keep quiet regardless of your concerns. I believe that employees have a real fear of reporting policy violations. A fear that they will be persecuted for saying anything. Most of the Battalion Chiefs value our opinion, but a few don't and don't treat their subordinates very well.
- Only a select few get to voice opinions in the department.
- The structure of my department is para-military style management and all policy or changes must run through the department chief. All policy can and may be changed at any time by the Chief per city management with no discourse for the employee.
- Sometime I think decisions are made for personnel accolades, instead for what is good for the department
- Again, the decision-making and organizational structure is directly connected to the communication of all departments and making sure that all information is out there so that good decisions can be made by individuals with in their respective departments. Withholding information allows for misinterpretations of the truth therefore, plaguing the system with poor decisions. All members of the team should be able to make proper decisions with in the common scope of the mission; If we know what that is.
- As a new guy or girl coming into the department your opinion doesn't matter.
- I don't always feel that I have to ask my supervisor before I do something, I just like to keep them informed of what I am doing or plan on doing.
- I believe that everyone should have a voice. and be able to speak about that issue freely. I don't believe anyone should get in trouble, as long as it's done in a proper manner.
- There is a chain of command that needs to be followed on some matters. Some things do have to go through proper steps to be handled, however, we do have a lot of freedom to do things on our own without asking permission. There are always ways to do things better and people are always coming up with ideas in order to do so. But actually, passing that on to our management and anything getting done about it is anything short of a miracle.
- In my particular department I am a relatively new employee. However, I have experience from other states in the same department. Those places have given me a different perspective and insight into how things CAN be run. Here I feel like those changes are ignored or dismissed even though they may better the department. Management is the main reason these changes cannot occur as is the culture of the department.

Comments Diversity

- The fire department "good old boys" club is alive and well. If you taught at the community college, you are treated much better than others. Look at their leave time. They are allowed to "earn" more time off than others. A certain few are always chosen to perform training evolutions at the college or during live burn training. If you are not part of the "chase few" you will not be considered for extra work time, voicing your opinion, sometimes being promoted, or reassigned to a more coveted assignment. If someone tries to go against the "good old boys" they will quickly be shown who is in charge or is more important. If the "good old boys" don't like something, it will change.
- "The good ole boys' network is alive and well here." Yes, it is, especially at the fire department, or as we call it the 'Buddy System.' The Deputy Chief lets his friends do whatever they want. He allowed one of his Battalion Chiefs to assign a rookie firefighter to the Rescue truck. A firefighter with no experience and barely out of rookie school. This is a slap in the face and an insult to us other firefighters who have worked hard for years to get the training and education we needed for a special operations truck.

Another of his Battalion Chiefs averages using 230 hours of "swap time", or flex time as noted earlier, every year with no question. This is time that the Battalion Chiefs keep up with themselves.

- In house opportunities to train have traditionally been done on a "good old boys" system. This in effect has created a situation where the highest trained group was from this catered to group. This sets them up to be the best qualified later down the line. There are presently more opportunities for others to get some of this training now but to a large extent when special openings occur the person picked comes from the "in crowd".
- The fire department is a unique situation. It does not matter what nationality or gender a person is, they can either do the job or they cannot. If someone cannot do the job then they are putting other lives in danger.
- We have very little diversity or cultural awareness in the fire department. Only about 15 individuals total out of 144.
- I don't think it has anything to do with diversity. The city puts too much on that. This department has hired a few real slugs over known well rounded people because of race. In my opinion everyone should be equal coming into this job. Everyone has the same opportunity. Pick the best person for the job regardless. A good example of this is our last hiring process, the in-house hiring committee rated a candidate last place across the board. Candidate A was the first person hired out of this group and a minority...???
- Still much work to be done to represent the city we serve as a whole.
- Diversity in my department does not reflect the city population. When time for advancement, the "rules" change to make sure certain people are able to apply for the position that would not have been qualified previously.
- I believe we should not have a group of people in the organization that only targets one group of people. It should be set up that all people no matter what race should have an opportunity.
- Treat everybody fair, and give others the opportunity to advance that has worked hard with their education to excel within the company. Don't let your feelings hold someone back from excelling when they deserve the position they has worked hard for. Sometimes the "good old boys" has to wait their turn. I have seen many applicants come through the hiring process that deserves an opportunity to become a Firefighter that has been let down and I know they have all the credentials to be a good Firefighter for the City of Gastonia. It really hurts my heart to see the same applicants come through every year and does not get the opportunity because they have no-one hear within the company to help them get on the Fire Department!
- I stated several times before, it's who you know not what you know so the good old boy system thrives here.
- I think that diversity is thought of too often. I think that we should have people here that can do the job and provide the best service to the citizens of Gastonia no matter their religion, race, beliefs, gender etc.
- Diversity is a double-edged sword. While I believe it is good to have a diverse work force, it should not come at the cost of a more qualified candidate. I don't care about any of the diversity categories. All I want is the best candidate for the job. If that person happens to be a different race or gender than me then so be it. However, we value skin color, gender or name recognition over the best candidate for the job.
- I like the people I work with
- I welcome any background

Comment Final

- Please take this information and make changes. Don't allow good employees to be stepped on just because they are not part of the "good old boys" system. Allow everyone the same opportunities and follow policy from the bottom to the top. Be consistent in everything. It's easy for the administration to make excuses at times. Well, these "good old boys" are more committed. Others would be too if they lived like kings without having to earn what they get.

- Once again, I appreciate the opportunity afforded me by the City and the UNC School of Government to give my thoughts and opinions. I'm not really sure what's driving this survey or what the city hopes to find out or have revealed to them.

I'll say it again, I love being a firefighter and helping people, but we have serious problems at the fire department, problems that have been overlooked for many years. And it's time for a change at the top. We need new leadership.

The good ole boy's system is alive, doing well, and thriving. And this is how the fire department has been ruled during my employment there. If you are not in the "click" you are not valued, you're unimportant, your opinion doesn't matter, and you are insignificant to the administration.

In my opinion, current and previous administrations have ruled with a fist of intimidation and the attitude of "how dare you say or question anything." I do find it very disturbing that an anonymous survey is the only way most employees can feel safe to freely express their opinions on issues. This is probably why we don't have quality people applying to be firefighters.

We were asked earlier in the survey about physical resources to do our job. The fire department is desperately behind in this area. We recently went through an ISO inspection that identified a lack of resources. The only reason our rating was improved from a 3 to a 2, was due to training points and extra credit for public education programs. According to the document, we need more stations, more trucks, and more firefighters to staff these trucks. The document also revealed gaping holes of coverage in the city.

One such area that has a lack of coverage is downtown and very close to the FUSE project. I find it very bothersome that the city is investing millions in a project to revitalize a neglected portion of the city and doesn't even have adequate fire coverage for this area. The even sadder part of this is that these

- Fix the good ole boy problem and be fair about promotions.
- I love coming to work and doing my job. I also think that this fire department could be better with some better communication through the ranks and also if employees would get engaged more often. Lots of times our employees sit around and would rather fuss than to try to make this place better as a large group. I am only one person but I try to engage the guys.
- The department needs to stop changing the promotional rules each time which benefits certain people. This has created an inconsistent method and has unfairly impacted employees both in future opportunities and financially.
- I like working for the City of Gastonia Fire Department, because all and all, I have worked with some good people and it has been a very good company to me in the past! And I hope it continues being good to me. The only complaint I have is: with the hiring process for the Firefighter position, please give other applicants the opportunity to work for the City of Gastonia Fire Department, even if they don't know anybody that works here, because they would love to have the opportunity that someone else would have! Sometimes the "good old boys" has to wait too!
- Thank you for this opportunity to do this survey. I hope to see the city grow even more in the future.
- I enjoy every day working at the City of Gastonia and I am more than blessed to be given the opportunity to work here!

Comment Future

- For the organization to improve, the administration needs to change drastically. The "good old boys" need to lose their power and influence. The policies need to be followed. Everyone should have a voice in the organization and feel as though they are important. If the policies no longer work, change them and go by them. Don't change them on a whim or to suit those who refuse to prepare for the future. When a promotional policy is changed, firefighters always ask, "who did they change it for." They are always suspicious of policy changes because of the "good old boys" system. The administration expects people to earn college degrees and prepare for promotions, then people are promoted who did not meet the requirements for the position and can't perform when they are promoted. When I came to the fire department, I was very excited to work for the City of Gastonia. I was doing something I truly loved. As I have seen lives turned upside down, I have often regretted coming here. When you've been

somewhere for a long time, it's too hard to leave and start over in a new career and have to work longer than you would if you stay. If you follow policy and earn a position, you should be promoted without the rules changing or extra requirements being placed on employees when the "good old boys" don't even have to meet the minimum requirements. I have not been as committed to my job in the last several years because I see inconsistent treatment of my fellow firefighters. Although I will continue to do a good job, my heart is often not in it because of the way people are treated. Why get extremely attached when the administration can take away what you have earned and give it to someone who hasn't.

- I appreciate the opportunity that I have been given with this survey and my hope is that my opinion will be valued and my comments looked into and found to be valid. The city has been good to me, and my salary and benefits are more than fair. I also love my job as a firefighter and would not want to do anything else, but we have a lot of problems at the fire department. We have people being promoted to, or put into positions that they are not qualified for. It is a blatant policy violation when they don't meet the minimum requirements set forth by the policy. This is a slap in the face to those of us who work hard, study, and prepare. Some employees never work their 40-hour week with nothing said.
- the good ole boy's system is still alive and well with this department, policies changed at the last minute to benefit certain ones and as a result these people are now in promotional range and just last year would not be allowed to test. This brings moral down more than anything else within this department
- Will be retiring in 4 years.
- Hopefully the current regime retires soon and a more progressive management team can replace the current good ol' boy system.
- More insight on where the department is going and its goals
- Been a good career and looking forward to retirement.
- I have been Employed with the City of Gastonia for over 27 years
- I am very happy in my job, there are a few places where changes and updates could be implemented to make things flow better and more efficiently. Overall the management does an acceptable to job.
- Because I have these concerns that I have brought up. I just want to finish my time as a firefighter and retire.
- I love my job with the City of Gastonia, and I hope they love me well enough so that I can plan on retiring with the City of Gastonia Fire Department!
- Unless the department begins providing competitive pay, better benefits and starts to move in a more progressive direction we will continue to have people leave for better options.
- I would like to spend the rest of my career here.

Comment Interpersonnel

- Some members of the fire department are treated much better than others. No matter what the issue is, no matter what policy says or what has been done in the past, the decision is based upon the people involved instead of policy or ethics. If you are not part of the "group," you are fighting for second, third or fourth place. Friends of the administration will always be "right" even when they are wrong.
- As for bringing up problems that we have at the fire department, I feel like the attitude is, keep quiet and maybe it will go away. I feel like your condemned more for reporting a violation or bringing a problem to light, than if you were the one that actually broke the policy. We have several employees that just do what they want, when they want, and how they want. It's obvious to everyone, including the administration, but no one does anything about it.
- Any effort to effect change is met with resistance that is partly due to the history and tradition of the fire service. However, change is coming and it is far easier to get ahead of the events than to catch up. If you act different, do not fit the idea physical profile or do not believe the way middle or upper management believes you are ostracized to an outlying station where they do not have to deal with you or hear from you.

- There are cliques or groups within this department and employees know who they are, and they can't beat the establishment.
- It's all about options, if you're willing to take the risk be ready for what may happen. Nothing upfront and to your face but truck assignments, special assignments, etc.
- This place has no respect anymore. I am saying this because I have been in the fire service a long time and I am not the only one that sees the problem. There is no respect from the younger Firefighter because all our higher ups believe in is education over experience. I was personally told one time that "I should be farther along in my career because I am older." I honestly believe that not everyone goes down the same road in life. So, the older experienced guys get left in the dark while 5-year Firefighter makes captain because they have a degree and lack knowledge in the fire service. This Fire department looks for degrees over experience.
- Interpersonal treatment is very good in our department.
- Risk a lot to save a lot.

Comment Job Facets

- Some employees like to complain about newly promoted employees making the same pay when raises have not been plentiful for several years. Instead of compensating employees who have been in a higher rank for several years, the former city manager decided to drop the pay of those who would be promoted next. This affects the newly promoted employee for the rest of their life through pay and retirement contributions. Usually the employee complaining probably does not deserve what they are getting. Flex time is often questioned at the fire department. Not all employees who earn flex time seem to earn it the same way or for the same things. It is evident that some employees in higher positions seem to have extra time off when others do not. Who keeps record of flex time earned and used? It doesn't seem to be tracked very well.
- I am very happy and satisfied with the salary and benefits package offered and maintained by the city. I certainly appreciate the study that was done several years ago and more importantly, that it was acted on with raises and an additional holiday. City Administration, the Mayor, and Council seem to have a genuine concern for the employees and want them to be happy and productive. I feel they want us to succeed regardless of the department we work in. This is exhibited on a daily basis by the benefits offered and at no cost to the employee, i.e. wellness programs, city nurse with an on-site wellness clinic, raises, etc.
- I totally disagree with tying performance evaluations to pay. I have heard that the city is going to do this. It is almost always a bad idea. This sets up a system where you are limited in the number of highest evaluations you can give and sets up situations where your rank structure is damaged and people of lower rank make more than people of higher rank
- The seniority-based pay raises over the last couple years have been beneficial. I hope we do not go back to raises based off of performance appraisals.
- Need better insurance, and need to do a pay study and pay people for the jobs they are doing. A new person in a position shouldn't make the same money as a person that has been in the same position for 10 or 15 years.
- The health insurance is non-effective high deductible HSA and extremely expensive for anything other than the employee coverage. The family coverage with deductible cost about \$10,000 per year before they cover anything and then it is 80/20. That is for basic health insurance nothing extra.
- Cost of health care is rising but they keep putting the same amount of monies in HSA accounts. On site health care clinic needs to see family members also
- Health Insurance could use some improvements.
- I wish Fire Department as well as Police Department pay was better and that we didn't have to work so many part-time jobs to make a living. We sacrifice our families in so many ways by getting more education, working more part-time jobs. The fire department spends one-third of their life at work missing holidays, nights, and weekends with their families.

- We have had the same health insurance plan, high deductible plan, for years and there are much better plans out there for the price the city pays per individual. The plan we have appears to be more of a "bankruptcy prevention plan" instead of health plan. The dental plan is not much better, anything past a cleaning and you might as well not have the dental insurance.
- While retirement, vacation time, and pay are decent, health Insurance is terrible. The actual cost versus coverage is ridiculous.
- I believe that once the department heads take from you the thrill of trying to do good through a promotion process and then be shot down because you screw up on a promotional process, that it really effects your attitude toward the process and you no longer desire to try for advancement opportunities in your career because fear of failure and to add on top of that putting kids in charge because they hold a degree and no experience. I don't believe someone should get suspended or in trouble for preforming a promotional process. That makes trying to better yourself in a department not worth it.
- While I have been with the city I have received numerous raises within less than 3 years of being here. However, the city starting salary for my job was already drastically low. In my department and without having actual statistics, I would say that more than half of the employees work second jobs because they cannot live off the city salary.
- It could get better with more pay!

Comments Morale

- Being a firefighter is a calling. Even though there are problems in the organization, I love what I do and I like to help others with their problems. It is rewarding to help others and feel a sense of accomplishment.
- The morale seems to be at an all-time low at the fire department. As I mentioned in earlier comments, no one at the department has shown interest in attending the Firefighter's Ball or the picnic. We no longer schedule either of these events. For the most part, I believe that everyone at the fire department loves their job. The city provides a very attractive salary and benefits package for all ranks. It's the decisions by upper management at the fire department that seem to have everyone upset. Policies change every day, but nothing is in writing. And it depends on who you are as to your importance in the organization and how you are valued. I know of several instances where firefighters have challenged and grieved policies to the City Manager with no change. I find it very upsetting that the majority of the fire department disagrees with something, but a grievance never changes anything even though more than adequate evidence shows that it's wrong.
- Too often those that do a lot of the work here are not rewarded, often if goes to the in crowd
- I love my job and look forward to coming to work.
- Morale would be better is more than about 8 people had any input into the department. There is definitely a ruling class and a subordinate class.
- Morale in the department could be much better. Rules and policies are made to be followed by all, but some see them and do other things. Depends on who you are.
- I love this job and believe fully that I am doing what God wants me to do.
- I personally agree that moral in the fire service is down, because we change rules I believe to benefit other.
- I have been with City of Gastonia for about 14 years, and I always tell people I will retire from the City of Gastonia Fire Department, because I "love" my job! It makes me feel good when I hear people talk about the Fire Department and when I see my coworkers saving lives and properties!
- I am very prideful of my department and the city. I talk highly of it and would recommend it to someone interested in working here.
- I absolutely love my job. I enjoy waking up every day knowing that I am coming to help people and make the community a better place.

Comments Supervisor

- My supervisor may not evaluate me fairly because I'm not one of his friends or he does not want to show how valuable I am. He does not want others to compete with his friends.
- I do, but also a fear of retaliation for any comments that I may make. I will say that you will be hard pressed to get employees to be completely honest for the same fear of retaliation. To many things are swept under the rug at the fire department.
- I feel my direct supervisor goes the extra mile to make sure his subordinates are informed, corrected when needed and always praised for the work they accomplish.
- My direct supervisor is awesome to work for
- My supervisors gives men feed back to help me grow as an individual and employee
- Evaluations are up in the air. Every employees is due the same time every year. If you are moved during the year to a new station you may have a new supervisor evaluating you when you've only worked for this person for a few weeks. It could be great or it could be bad depending on the supervisor.
- On my past evaluation, even though I thought it was an ok evaluation, I was still a little disappointed with what my Supervisor had evaluated me on, because he failed to notice certain things that I had accomplished, I was very disappointed that it was not mentioned in my evaluation.
- I get very little feedback from my direct supervisor.
- I have been with my supervisor over 7 years now, he continues to teach us new things and allows us to give our opinions to better the costumer service.

Comments Team

- We need more up to date technology and resources.
- To provide better coverage of the city, the fire department would need additional fire stations in area that we are able to cover due to travel distance. In new annexed areas, the city should provide coverage for new areas of the city without compromising the safety of firefighters. Not only may a new station need to be built, but additional units may need to be housed and staffed in areas that can quickly respond and assist others units in the performance of their duties. All citizens should have the same amount of city resources available not matter where they live or work in the city. The city should not try to "get by" with minimal coverage in the edges of the city limits.
- As for opportunities for advancement, it depends. At the fire department, we have specific job descriptions that outline the requirements for certain positions. We also have a policy stating the promotional guidelines for these positions. Those requirements seem to keep changing and/or are not adhered to-most recently, the Deputy Chiefs position. In G.A.G 04.30.01 of the policy manual, the first sentence of the job description for Deputy Chief says "All candidates must hold a Bachelor's Degree in a fire related field or a Bachelor's Degree in any field with an Associate's Degree in a fire related field. (i.e. All fire disciplines, public safety, emergency management response, terrorism, emergency medical response) and three continuous years of supervisory experience as a Battalion Chief." A memo from the Fire Chief was sent to the department on December 16, 2016 stating that the Deputy Chiefs position would be coming open. The email stated "All interested Battalion Chiefs and above who meet the qualifications listed in Gastonia Fire Department's G.A.G 04.30.01 should submit a resume including cover letter to me by email before 5pm on December 23rd." Three Battalion Chiefs and one Assistant Chief were allowed to apply. The Assistant Chief is the only one who met the educational requirements stated in our policy manual. A Battalion Chief with no Bachelor's Degree, with less training and certifications, and less experience was selected for the position. As it stands right now, the Deputy Chief does not meet the minimum requirements to test for Captain or Battalion Chief. And these are the positions that he supervises. This has caused a lot of division in the department and an even stronger lack of trust in the administration. It also calls into question our promotional process. On the 2016 Captain's list, the Fire Chief chose to skip a candidate for promotion twice. This person had taken a written test and assessment center to prove his abilities and during

- There are new educational requirements for advancing in my department. Some of the requirements are unevenly applied. A 2 year degree in a department related field is required for a mid-supervisory position and initially a 4 year degree in a department related field was required for a command supervisory position but this requirement is waived for the command supervisory position this time. Therefore an individual who has a four year degree non department related field is not eligible to put in for the mid-supervisory position but an individual with a 2 year department related field is eligible to put in for the command supervisory position. It used to be that a four year degree in a non related field was good as long as the candidate also had required certifications and training in department related fields. This seems to make more sense and I don't understand why the department would change this except for the fact that they wanted to make it more difficult for members who came to this department educated but not from the traditional "Good Old Boy" network.
- Would like to see the fire department be able to open other fire stations to serve the public being added to the city through annexation.
- Although there is some training for my job, I feel that there could be more officer development prior to one getting promoted to an officer.
- The department needs to be more proactive when it comes to the protective equipment issued to its members. We shouldn't have to share rescue helmets, borrow equipment from other departments for deployments. It is my opinion that bullet proof vest should be available for members now and not wait until we are in need of them.
- I think if they require you to have a 4 year degree to be able to take the battalion chiefs test and a 2 year to take the Captains test then the city should pay more towards education to the employees to get their degrees. If not then the requirements should not be in place cause some do not have the financial means to obtain it.
- I feel that the City does a very good job of offering training and promotional opportunities
- Certain promotions require College Degree's and the City's tuition reimbursement is inadequate for this type of requirement.
- I love my job.
- Most forms of documentation are old formats and are very difficult to use.
- Minimum equipment for most companies is sufficient but it would be nice to update some of the older equipment like TI Cameras. It would also be nice to have a full complement of saws on each unit with electric ppv fans.
- During recent promotional exams, the guidelines have changed. From year to year, they change who is able and qualified to take the promotional exams. When they promote to a position, some individuals don't have the requirements set forth by administration.
- Some specialty equipment (rescue) is outdated and needs to be replaced and some equipment is needed to supplement different aspects of services in which we provide
- Training is typically instructed at a high level however some of the specialized training we are required to get we don't have the proper equipment for that particular field of work when we get back home. Although this has been brought up several times nothing has changed.
In regards to advancement there are a good amount of ways to advance however a lot of times it comes down to some one's opinion and if you're not in their click you're out.
- Advancement is hard, due to low education financial help.
- Due to Gastonia being a small city, room for advancement is very limited.
- when it comes to Equipment and supplies, I think the Gastonia Fire Department overlooks things that are important.

Examples:

I am on our special operations teams and I don't see why we have to share our Rescue/extrication helmet with other shifts. it's a 200.00 helmet and we have to share it.

We should have extrication gear and not fire gear in the hot 100-degree days.

why does our Haz-Mat Reimbursement from outside our (agency calls) money go into a general fund, it

should go back to the fire dept. That way our haz-mat trucks are stocked properly.

I am a firm believer in being prepared. so why does our fire dept wait until a bad situation happens and then thinks we need to prepare for the next one, we need to be pro-active.

- When I was hired, I was hired as an Administrative I, and I was told if I past the Excel, Word and Power Point Test, I could excel to an Administrative II or Administrative III. Well I tried and tried so hard to excel on my own, really not knowing very much about computers! I have worked with 3 Administrators since I have been at the Fire Department, and neither of them helped me excel my levels to Administrative II or Administrative III except for the last one that was hired, she showed me where I could go on the computer to get my training! And I was so shocked, because I felt like the other two Administrators knew the same information she gave me, but they did not bother to help me excel with my skills. I felt like she was told soon as she was hired where to get the training, and no-one bothered to help me excel at all. And I thanked her over and over, because if it had not been for her, I would still be an Administrative I and now I excelled to an Administrative III with the help of her! With that said, I felt like information was held back from me to excel within the company.
- The department does a great job in making sure we have the right equipment to do our job efficiently.
- We need more resources and tools for special assignments such as being deployed for major incidents or deployments.
- The special operations team in the city of Gastonia Fire Department works hard through training and continuing education programs throughout the year. It seems to be a common and more consistent though that our tools and equipment for Hazardous materials responses are outdated and need to be replaced.
- We are so behind the times in terms of technology and the ways we go about doing business. There are so many new and innovative ways to make work easier and run smoother. We fall extremely short in being a progressive city in my department.
- upper management has become lazy and does not force training or uphold a standard as they should. yearly reviews have been dumbed down to the point that employees only care about if they are getting a pay raise or not, no longer caring about work effort or doing what's right. the yearly review has very little hold on job security and most firefighters like to "play the game" as it's said, and do the very least that they possibly can and still get a pay check for.
- Our department needs some extra equipment to help us do our jobs more effectively and efficiently.

Comments Teamwork

- The fire department has been divided for several years. We have a group of firefighters that have been allowed to do whatever, whenever without discipline. They are held higher than other employees but seem to be around when inappropriate actions occur. These firefighters and the administration believe that they are smarter, more skilled, and more talented than the other firefighters. They are not disciplined because of their relationship with the administration or because of their part-time jobs as instructors for the college. Some of these employees work when they want and do whatever they can to serve themselves when it comes to time off or flex time. Are their actions consistent with the goals and objectives of the city?
- At the fire department, we have 3 separate shifts. Sometimes it seems like we have 3 different fire departments. All three shifts do things differently. There are two Battalion Chiefs who seem to do just whatever they want, whenever they want with no repercussions. According to our accreditation manual, we are supposed to have staff meetings each month. This meeting is to get information out about the department, upcoming events, changes or revisions to policy, city information, etc. After each of these meetings, our Battalion Chief has a meeting with his/her subordinates. There has not been a staff meeting since May 2018 and this is the responsibility of the Deputy Chief.
- There seems to be a division amongst the leadership of my department.
- I think the departments do a good job of working together.
- Very little commutation with other departments.
- The teamwork and joint training can always be better

- Most of the time, we hear things about what goes on in/or about our department through other agencies or personnel but not from our department heads. Information is relayed by multiple supervisors, but is not consistent across the entire department.
- One of the strengths of the fire department is our team work
- I like the relationship we have with other departments and how we work together to accomplish the common goal of providing service to our City. I view the city as my mission and the departments as resources to minister to the citizens and visitors of the city in unity. It's important to move in one accord with one common goal.
- There are several management level workers that push their employees to work well with everyone, however there are several others that are the complete opposite of that.
- Sometimes I feel like others are not being treated as fair as others. I look at it as "it depends on who you are" to get treated fairly.
- Employees in my department do work well as a team, sometimes. We have a job where we are given a task that some people take a lot of liberty in how they are going to accomplish that mission, also known as freelancing. As far as leaders encouraging their employees, some of the leadership here is still under the "good old boy system" and they encourage who they want to see succeed.
- Working as a team in our department is critical. This ensures that we all go home to our families safe.
- team work is here, we want to be done as fast and best we can so we can go back to what we were doing in the first place, which was nothing. there is good team work in our department, just some personnel have poor work ethics when no one of higher rank is looking.
- I feel that my department works very well with one another, treating each other as if we were a family

Comments Trust

- The fire department has a lot of trust issues. Policies depend on who you are instead of what you've done, whether positive or negative. The department head can change policy without regard to the feelings or future career of others. When people earn a position, they should be promoted. When people have not earned the position, they should not be promoted. When employees follow policy and the rules change when it is time for a promotion or another assignment, how are they supposed to get what they deserve if the rules can be changed at any moment.
- The decisions that are made by the Fire Chief and his next in command are what causes us not to trust them. I feel like the Fire Chief is only concerned about the public's opinion of him, rather than looking after the firefighters. For three years we had a Firefighter's Ball in the early part of the year. An event that the firefighters really enjoyed. We no longer have this event because no one supports the Fire Chief. The same goes for the picnic/awards event that occurred in September each year. At a fire station, the kitchen table is somewhat sacred ground. We tease each other, argue with each other, praise each other, and solve a lot of problems. When the Chief walks in the kitchen, most of the guys eventually just get up and leave.
- There is a lack of trust throughout the department due to some decisions that seem to have been made due to preferential treatment in the distant past and the present. These issues are well known but the perception is that the unfairness happened and continues to happen. I feel some of the perceptions are accurate.
- I have never met the city manager
- I don't have any dealings with the city manager at all therefore I cannot judge him or correctly answer questions about him. I do think the Fire Chief gets a bad rap sometimes. He is a very thoughtful person that I believe goes above and beyond a lot of times.
- City management directly supports the department head even if it hurts the employees. This creates distrust because the City Manager's office should support the department head but should also be an impartial judge in disputes.
- Supervisor gives important feedback and guidance
Department head, he doesn't let his employees know the goals and what the future plans of the

department are.

City manager only met him once

- Without trust there is no unity, no communication, and no morale. Poor decisions are made at the expense of uncertainty.
- Decisions have been made in the past, decisions that have nothing to do with me, that make me question these.
- Haven't ever met the city manager
- My current immediate supervisor is one of the reasons I have stayed in the city and department and not sought employment elsewhere.

My department head needs to retire. My department head is "old school" and I don't think they are doing anything to move this department forward. My department head enjoys the spotlight so much even at the expense of their employees.

Police

Comments Communication

- I feel like upper management is very approachable and wants to hear from all employees about any issues.
- Chief Helton does not ask for input from command staff. his command staff is afraid to provide feedback to him out of fear of reprisal. His Chief's Advisory Board is a joke because he just gives them lip service. The Chief doesn't even reply to many emails sent to him and he doesn't even acknowledge receipt of proposals to improve the department. We receive no communications at all from the City Manager.
- Not sure where this breakdown occurs exactly because lower level supervision may not know because they are not informed from their higher ups. There is definitely a breakdown of communication. Seems like it takes forever to get approval on something or a question answered if there ever is a response from administration at all.
- people feel free to talk with each other but cannot talk freely to the department head even if asked because they get jumped on
- In the day and age of email and other forms of electronic mass communication, we have no excuse for the lack luster information sharing.
- Departments could do a better job informing the employees throughout the City when there are department personnel changes that will directly impact the daily business of the City. If there are employees who leave the department and those respective jobs are filled, an email introducing the new employee would allow other City staff to know who they will need to interact with for future reference.
- It needs to improve.
- We have a severe lack of communication within these department walls. A front is put on to give the illusion of two-way communication, but it is just a smoke screen to mask the one-sided, closed mindedness of the administration. Lots of times things are not "asked" because the administration already knows the answer(s) involves them taking blame for the problem, and that is just not an option with the current players.
- it seems that only the opinion that is wanted is received.
- I strongly disagreed with information coming from the City Manager only because I believe our department head does not pass that information down to us.
- Our communication within the department has improved in the last few years, however still needs improvement.
- Hahaha! I have a work cell phone, a personal cell phone, an office phone, a personal home phone, a work email, a personal email, an office mailbox on my door, a mailbox in the general mail area. I also have supervisors that have all these things also and still I don't get communicated with. We hear what we are told and what they want us to hear.
- better communication.
- In relation to upper management there is a Chief Advisory Committee and Sergeant Advisory Committee. Although those selected get an opportunity to voice the concerns from their specific bureau there is no follow through on ideas. There was a survey done by the department a few years ago and the department heads would NOT release the results and how issues were going to be corrected related to concerns voiced by employees.
- There is little to no communication from the top down. Everything is kept quiet and decisions are slow to be made.
- Too much is swept under the rug, I answered this on the last survey question
- There is no communication line from the city manager to our employees. The Police chiefs do push out information but typically it is rare. My immediate supervisor never provides any useful or meaningful information that has supposedly been disseminated down the chain. Everything is via rumor mill.

- I feel comfortable approaching my supervisors up and to include the Chief of Police. They all have taken the time to listen to my comments.
- answers to this question depend on who I consider upper management. I answered this question as my immediate supervisor is upper management.
- upper management does not communicate very well with my department
- Supervision, especially administration does not give opinions and suggestions from workers enough merit. It seems our administration believes just because they have been placed in a position of authority, they are now more intelligent than the workers.
- having no importance allows my thoughts and ideas to be hijacked or overlooked
- Our department is very bad, there is no communication and everyone is scared to say anything because of fear the Chief will move them to an undesired position (whistle bower) and target them for removal. Even when discussing anything with command staff they advise the two assistant chiefs are just as scared to give needed opinions and criticisms at times. There is "we can agree to disagree" it's ruled by a dictator. There is a chief's advisory board that is a BIG JOKE, you are walking on egg shells and the Chief gives not direct response only passes over the question/changes the tone. Sometimes people not matter who you are, need to hear the hard truth and not sugar coating everything.
- Flow of communication beyond immediate supervision is non-existent.
- WE HAVE TOO MANY CHIEFS AND NOT ENOUGH INDIANS AND THEY SEPERATE THEMSELVES FROM OTHER EMPLOYEES.
- When major events happened at the police department we would like more communication as to what happened and if they cannot tell us at least tell us they can't tell us.
- I feel that it's a little difficult to share your opinion, when would be looked upon in a negative way, meaning in your best interest it's best to keep quite.
- This is the area I think is the biggest area of our department that needs to be improved.
- Communication would be better if given direct answers to questions instead of "We're working on it" or "It's in the works." We are never given explanations of what that means, what the process is on the topic and what is actually happening. There is always a generic answer that leaves us guessing and that's how rumors are generated.
- The lack of communication between staff and leadership is almost non-existing. Only communication that is shown is a hello in passing.
- Information is rarely pushed down from the top of the organization to lower employees. This allows rumors to run rampant and moral decreases. Employees feel the department head doesn't fight for them.
- The Chief has done a great job in ensuring the voices of the department is heard. He has implemented the Chief's advisory board so that issues can be brought to him directly, although the response I've gotten is that some of these issues are falling on deaf ears and that some solutions are met with opposition.
- I feel that my opinion is listened to however it makes no difference.
- Communication within the department is overall good. The communication between the department and City council is horrible. City council seems to not understand the police climate and appears to not care about officers.
- See my previous comments on collaboration which focused on communication. To address communication with upper management. If you want to make your voice known on an issue there is a fear of being "black balled" which means that you will be marked and ill-will will be in your future should you attempt to advance or do anything extra. If you anger upper management that will not be forgotten and could haunt you for years.
- Often times, we do not receive proper communication from some aspects of supervision. Immediate supervisors are typically excellent in providing quick and prompt responses to needs, it can often be much longer the higher the communication goes. There is a lack of clear direction of goals sometimes,

and certain issues could be remedied if upper staff would communicate its intentions and goals with its employees.

- When upper management share information they hold back on the important things that affects us.
- Few opportunities exist to express ideas or concerns.
- When we send ideas up to upper management they are often pushed aside or not even acknowledged. Rarely are our ideas and requests met.
- Immediate supervisors do an excellent job of clearly communicating with coworkers and I. As you begin to flow up the chain, it seems that supervision either won't make a decision or are slow in relaying that decision to those it effects.
- I always feel updated on city information the communication is great.

Comments Decision making

- the department needs to be restructured; the patrol sergeants who work together on a rotation each answer to a different captain; therefore, there is no one person who can solve problems and be responsible for the rotation. There have been times when patrol sergeants despise each other and their disputes are not properly resolved because of the lack of supervision. Patrol captains are unable to supervise all of their sergeants because of the work schedules.
I have made suggestions before that Chief Helton ignored or forgot and then several months later he expressed a need to resolve a problem that I had already suggested fixes for. it's like suggestions go in one ear and out the other. I also don't make suggestions sometimes because he will take that as an insult suggesting that things aren't perfect. Above all else, Chief Helton is concerned about his own image.
- I have heard great suggestions made to upper administration in the past but seems it falls on deaf ears. There seems to be no desire to improve or be innovative currently. Even when problems/issues arise that need to be addressed I have personally heard "It will work itself out" numerous times and we keep the status quo.
- everything has to go to the chief but you usually get no response so nothing ever happens
- When the reason is "because we've always done it that way," or "because I said so" you are clearly not open to suggestions. Suggestions seem to fall into a deep void and never to be heard or seen again. It takes weeks to get answers that should only take minutes.
- The decision-making process in my department is very prolonged and when a decision is finally made, action taken is just as long.
- In my opinion, there are two (2) MAJOR issues that are at the core of the majority of problems here at the Police Department, one of which being decision making skills (or lack thereof). It's a 2-prong problem, first prong being getting a decision made in a timely manner, which directly relates back to the communication issue from earlier. The second prong being the level of thought, awareness, judgement and fairness put into the final decision. Most times not making a decision speaks volumes more so than making a decision!
- Nothing changes even when things are brought up. This place is the same it has been since the 1950s I would imagine. Just look at the outdated uniforms. That is a sign of how stale we are.
- We bring up ideas in committee meetings and strategic planning meetings and I feel we just have the meeting just to say we have done it. There have been good ideas with limited to no cost involved, but it's heard but no response to that sounds good run with it and keep me up to speed on how things are going. Employees have good ideas, but after no action on others they figure never mind don't waste my time. We have a department head who can't make a decision!!!
- EVERY single thing an officer wants to do must be approved by the Chief AND city manager. While I respect some decisions must be run through city manager, the Chief should be making most of the decisions around the department.
- The upper management only care about what they want to happen. They only consider employees only if there are put in a position and forced because someone went above their head. POLICE

DEPARTMENT HAS POOR LEADERSHIP. They are padding their own retirement and could care less about their staff as far as what they want or want would be beneficial to them. They care nothing about moral.

- The last list of ideas that came from other supervisors was ignored and the individual who brought them up resigned.
- I am pretty much trusted with the decisions that I make
- There are very few supervisors willing to make even the smallest decisions without top administration approval (which I believe these supervisors are placed in fear of their jobs and positions). It borders on ridiculous. I have been with the city over 25 years and am near retirement with an exceptional work record and still feel untrusted by my supervisor.
- We can speak with a sergeant or captain in my unit but we are always told the chief won't agree or allow it. It is always stopped there. On patrol it's just as bad, my co-workers advise the east side captain gets mad and they are fearful of the repercussions if they speak up.
- The Inverted Pyramid Management style of management has never been heard of by the City. It's strictly a "Top Down" approach.
- I WOULD LIKE TO HAVE MORE DISCRETION
- It's just best to keep quiet and be thankful you have a job/keep your job.
- The decisions being made do not affect the decision makers, the ideas of planning, equipment, uniforms and how day to day procedures needs to be passed along and ideas should come from those who it effects the most.
- Officers had been a part of the chief advisory board and bring their ideas and other employee ideas to the table. However, most ideas are shot down by the chief. For example, uniform changes and pay raises. Detectives at almost every agency get a raise, but at GPD it's just a lateral transfer. Employees have presented changing patrol uniforms to a BDU/Polo shirt style at half the cost of the current uniform.
- Even with the implementation of the Chief's Advisory Board, many of us keep opinions to ourselves due to not wanting to be "black balled," as well as knowing that when the same concerns arise, we know it will be opposed again.
- There are small changes within the department that would boost morale. Things such as updated uniforms, firearm racks in vehicles (officer safety) and updated in-house training would help boost morale drastically. These ideas have been brought up numerous times but are always ignored.
- Administration ignores repeated requests for more comfortable uniforms that utilize an exterior vest, BDU pants, and other more appropriate law-enforcement attire for the 21st century. Our current uniforms are obsolete, uncomfortable, and impractical.
- Policing has evolved however I feel that the Gastonia City Police department's philosophies methods have not. As well as the city, this is a large city but has a small-town mentality in many of the things it does. Tax breaks for individuals or companies that have projects that have been basically stagnant for years. Newer businesses have trouble staying open in a city that appears to have issues in managing expectations, this boils down to the structure and decision-making.
- We have opportunities to share ideas and concerns with higher level supervisors. However, some of these ideas are quickly dismissed. I understand most of the reasoning behind it, but we are still allowed to voice an opinion, even if it's not feasible at the moment.
- It seems that when employees in my position give ideas or request things, they are not acknowledged and hardly ever met.
- I think the captains and chiefs ignore our concerns and do what they believe is best without taking patrol into consideration.
- My department allows me to voice my ideas on how to better my unit.

Comments Diversity

- I think we would be more diverse if we had more diverse candidates applying for jobs here--we just don't have as many minorities applying for the department.

- I believe that our department tries hard to attract minority officers but our pay and benefits can't compete with Charlotte. I have personally been receiving diversity training since the beginning of my career and it has helped somewhat to see things from other's perspective.
- I fully support the mayors desire to improve diversity of city government. Diversity should also include sexual orientation and religious background.
- the job is more effective when people are qualified to do the work not given breaks because they think something else makes them special the good ole boy practice still lives because it's about who you are and not what you do that gets rewarded the most it's not right but that's the way it is we are preached to about diversity all the time but I have never seen racism here
- Personally, I have NO problems with diversity here at the Police Department. If a person can do the job they are hired for in compliance with laws, department policies, regulations and guidelines, it matters not to me their skin color, gender, religion, etc.
- Diversity is good as long as the hiring basis is still on quality employees and not solely to fill a "Diversity" spot.
- I feel we focus ALOT on diversity instead of putting the right person in the position to provide the best service. I'm empathetic to diversity, but if someone prepares themselves for progression in their career path I have never seen them held back because of diversity issues.
- I do not see a problem here. The affirmative action is well considered.
- I believe diversity is a must within the police department, but I also believe a promotion or a new assignment should be based on merit not gender, who your friends with, or being a minority. Which I have heard from department heads in the past.
- -Often times some more liberal leaning employees are free to express their thoughts without repercussions, but when their views are not agreed with, it is felt that the conservative/Christian side must hold their tongue and remain silent under fear of sanction and penalty.
-In the past minority officers and female officers have been promoted to positions that they were not the most qualified for that position compared to other officers that put in for the same position.
- We should strive to hire and place the most qualified person when filling positions. Race, religion, gender, etc. should not be considered.
- Diversity is a great thing but overall that should not get in the way of being effective and the BETTER PERSON/BETTER QUALIFIED should get the job, the position. Everyone can be a victim of this prejudice. I have myself have been a victim in my years with the city.
- I strongly believe that minorities in general are treated differently. I strongly feel that black officer, male and female, are not giving the opportunities, or treated fairly, especially during the hiring and training period. If they are hired, and don't fit in with the good old boy system, there always seems to be a problem with them making it through the probationary period, compared to white officers who make it through and turn out to very bad officers on the street. Even during the application period I personally feel that black officers are not getting a fair shot, and the few black officers that have been hired lately, I feel that upper management knew they wouldn't make it through because of certain physical ability, etc., but there were hired anyway, only to end up leaving; so then the department would say, "well we hire blacks, they just can't make it through", Or I hear them say, we can't find qualified black applicant. It's funny how, Charlotte, Gaston County, Huntersville, Rockhill, Concord, etc., can find qualified black, but Gastonia can't.... Again, I don't feel that the hiring practices are fair, and it's obvious, look around the department, it's mighty white. One black is hired to ever 10-12 whites.
- I believe it should be based on the person qualifications, not their background. The right man or woman for the job should be hired not a person to make it just more diverse.
- I feel some people are promoted because they are a minority. They are well trained people but not always the most highly trained and deserving of the position.
- Overall, diversity in the workplace is good. At GPD, I have not experienced nor have I seen discrimination because of gender or race. However, I think some in administration feels that there

should be more diversity in places of power and it can be easy to promote because of gender or race, rather than qualifications. Promotions should focus solely on qualifications and nothing more.

- I would like to see more minorities within the department.
- My department is a diverse department and treats everyone the same regardless of race, gender or sexual preference.

Comments Final

- I have nothing personally against Chief Helton but I wish he would go ahead and retire. he has done nothing in his 4 years as Chief to improve the operations of the police department and has done nothing to make officers want to continue to work here. He is very good at community outreach and making speeches and shaking hands. Being good at those things makes him look like a good chief to those people outside the department. That's all he seems to care about. He is extremely indecisive and it takes him weeks to make the simplest of decisions. it seems that he does nothing without consulting the deputy city manager. He doesn't seem to even ask his subordinates for their opinions and when they give their opinions, he ignores them. People under him are generally afraid to criticize him or the department for fear that he will hold a grudge against them. He seems unwilling to do anything that will make the department a better place to work. He always seems concerned about recruiting more people to work here but does nothing to make it a better place to work to keep the people we have. It is shameful that he has spent so little of the asset forfeiture money on new equipment and upgrades when they are so desperately needed. I have never been so frustrated by any previous Chief we have ever had. Getting him to do anything progressive is like beating your head against a brick wall.
- A bad leader can take a good staff and ruin it, causing the best employees to flee and the remainder to lose all motivation. Phil Crandall
- I think most people I talk with love being a Gastonia city employee and are proud of what they do and like their coworkers and want to work here as long as they can the majority of problems come when a department head is just collecting a paycheck so doesn't let positive change and better ways of doing things happen, and when approached with good ideas continues to shoot things down we have seen this in this department all the time and it happens so much so that the department head gets downright ugly to people on a regular basis, but then acts like a saint in public or in front of his boss the city managers so they think he's ok this affects the whole department and makes people not try to be more efficient and effective I see other departments that don't seem to have this problem or at least they don't say they have the same issues there so it is not everywhere in the city
- If you want my trust, don't sweep this under the rug. Deal with the issues and stop making excuses. If you want a job done and ask me to do it, then give me what I need and support me in doing that job. If you're not prepared to do that, then why ask me to do it in the first place. Stop asking me to do more with less when we are already over tasked and then complaining when a special pet project doesn't get done.
- I believe compensation is needed for the police department. If the officers are not properly compensated officers will continue to leave, the department will lose experience, cases will not be properly investigated by experienced officers, cases will be dismissed, and our citizens will lose trust in the city and police department.
- To sum up, the main two issues I currently have with the Police Department are as follows:
 - * Leadership Issues
 - * Decision Making Skills
- Overall, we need better communication, better pay and room for advancement for civilians. Communication from our department head is not filtered down from the City Manager to others.
- I really hope this is taken seriously.
- My concern is this like other surveys will be looked at and put to the side instead of addressing concerns of the employees. Please address our leadership issue!!!!
- Lack of leadership, the good ole boy system, selfish management, insurance benefits are declined, and the lack of considering in house employees for position is why I am leaving

- I'm proud of the department I work for but I am not proud of our leader. I can't wait for him to retire so maybe our Assistant Chief can make progressive changes. I have faith in Chief Brittain but not at all in Chief Helton.
- I would like to see employee's that go from part-time to full-time keep their pay as well as keeping their full years of service. As of now if you went part-time to full-time you only get half your years served. To me that's not fair simply because your still employed 365 days with the City regardless if your part-time or full-time.
- Have already been expressed.
- Great place to work, I feel very fortunate to be here!
- Overall the City of Gastonia is a good place to work and has treated me well. I have always been proud to work here. Some practices of the upper administration are disappointing.
- This exercise in futility has been completed so that I can have more vacation time.
- The City Manager's Office should have suggestion boxes for employees and the City Council should review them not the City Manager's Office. Employees are scared to speak out. This is even more true at the PD.
- City hall really needs to look at this "good ol' boy" system that's still in play here, and break it up. Most of the Command staff and Sergeants would not be in their position if it wasn't for the "good ol' boy" system. There needs to be an outside Chief brought in, one without ties to this community, or state. Racism still exist within this department, if you don't believe me, go back and look at most of the white officer's Facebook accounts, when President Obama was in office, or look at it now, now that Trump is in office, their true colors are showing. We have officers here, who specifically say they are transporting a black individual to jail, when they arrest them, but when they arrest a white person, they just say, they are transporting a subject without giving out their race. That's clear racism. I have mentioned that to every Chief we've had since I've been here, and it's still going on. There is no reason to give out an individual's race when taking them to jail. They do that to broad cast across the county that they have just arrested a black person, or Hispanic person!
- The back-parking lot and weight room need the light bulbs replaced. There is no building maintenance. The elevator is broken and has been for a while.
- NEED DIFFERENT ADMIN.
- This is how I honestly feel and I hope I still have a job. Like I said judgment is very scarce around here and it's best to keep quiet and not share your opinion.
- Being a police officer is more difficult than ever, and Gastonia is a very challenging place to work. If you want officers to stay you have to make the pay worth the work that is put in. These officers work so hard but if you're allowing these smaller agencies who do less work to pay our officers the same amount, they will continue to leave.
- Please give me a reason to stay here. Why can't we receive the pay and benefits that we deserve for the experience and training we have? Recruitment is a huge focus here at GPD, but what about retention?? Experienced officers who have been loyal to this department deserve better. We've seen the good and stuck with it through the bad.
That being said, GPD is at the top of the list when it comes to taking care of those in need. I've seen the department come together as a whole to meet the needs of officers who have lost family members, and it's awesome.
- If pay or benefits cannot be increased, incentives to get officers to stay can be added in other areas - such as relaxing tattoo policies, providing more comfortable (external vest) uniforms, etc.
- Overall, this is a good place to work. I feel more communication needs to happen between certain aspects of management and its employees. I also feel there could be more room for advancement. However, overall, I believe this place values employees who put forth effort, and would recommend to others to work here.
- our vacation systems is not really good, we work 12 hours shift and, in a month, we only get about 6.5 hours of vacation and sick time.

- I had to jumpstart my car at my house in the pouring down rain. Lucky to be alive (exaggeration) and came to work very wet (not an exaggeration) ... Other than my history of very, un-reliable (cough cough), forms of transportation, I love my job. I will stay here as long as they allow me to... And I guess at the end of the day I'm lucky to have a take home. I just wish it was reliable.
- Overall, I think I work for a great agency and city.

Comments Future

- I will be retiring soon. The City of Gastonia Police Department has been a great place to work.
- plan to retire in next couple years, only in last six months have I started to feel valued but it's too little, too late.
- I will be retiring in the next 2 years.
- Only a few years left so I am here till the end. I feel sorry for those just starting out.
- I love working for the city it's got big city action without becoming a big city number on the wall
- The only reason I am still here is because I love what I do, not who I do it for.
- I have loved this place since I came here, but the current environment feels totally different and somewhat uncomfortable. I do not want to leave, but it's because I would lose half of my insurance premiums when I retire. And not because I feel loyal to the department anymore or the department feels loyal to me. I believe that personal agendas for advancement have replaced collective agendas for the overall good for the department. I also feel there is no positive outlet for expressing my opinion on this matter.
- I will leave the City upon retirement in approximately 3-5 years.
- I enjoy working for the city and the police department. We have ALOT of potential to be the best agency, but I feel we are held back from lack of leadership at the top to get us to that point.
- The future depends on the leadership that is established at our organization when the current administration leaves. Hiring another Chief from within will only inhibit our organization moving forward and will keep it stuck in the 1970-2000s. We need a Chief that will voice his opinion and fight for Officers jobs, benefits, and equipment.
- I am actively seeking new employment
- I will retire in the spring of 2019. That is the only reason that I said that I would like to work for this agency less than a year.
- I say 1-2 years because even after I finish both of my bachelor degrees, there is still no opportunity for advancement at my department.
- I'm on my 44th year of service to the City of Gastonia. I am well satisfied with everyone. If I wasn't, why am I still working here. It's been a good career full time and part time. Thank You Everyone.
- I wish there was a way to get more hours of work. I would be willing to continue my current job and also be trained to do a different job as well.
- I'm well pleased with this job, my supervisor is great and I have a great group of guys working with me. I've been here about 8 years already and GOD willing hope to be here another 8 years it no longer!
- I retire in one year.
- I have worked for the city for 28 yrs. I retire in 16 months.
- I plan to retire in 6 months.
- I'm trying to make it to retirement, less than 5 years away. God willing, I will make it and when I leave I will never look back. No Matter How Much You Love the Gastonia Police Department, The Department Never LOVES YOU BACK!! This Is the Same for The City. We Get No Help from City Hall, We Over the Years Have Spoken with The City Council and They Sweep It Under The RUG!!!
- Plan to retire from current job.
- Most officers here, would leave tomorrow if they could. They may not say it to upper management, but they would. Many officers were counting on the new retirement, 25 years, only to find out that the city has the option to not pay the supplement "early out". As a city employee, I know this city will not pay, and in my option, that just another way for this city to punish its officers, by forcing them to still work 30

years just to get that additional pay. In fact, the city would save money, because they wouldn't be paying the salary of a senior officer who could retire. Most officers who come now, will not stay 30 years anyway, so where is that supplement money going. This city has the money to pay officer their supplement, who are able to leave with 25 years services, so they should!

- I WOULD LIKE TO STAY AND RETIRE BUT I WOULD LIKE TO HAVE THE OPPORTUNITY TO TRY OTHER JOBS IN MY ORGANIZATION BUT OUR CURRENT ADMINISTRATION NEEDS CHANGE GOOD OLE BOYS NEED TO GO. AND WE DONT NEED THREE CHIEFS WE ARE NOT CHARLOTTE!!!! TO BRASS HEAVY AT CITY PD SOME SUPERVISORS ONLY HAVE ONE OR TWO PEOPLE UNDER THEM ITS RIDICULOUS!!!
- It all depends on fair pay, and health benefits. If the health benefits do not change then I will have to leave.
- I like this police department, and would like to see in my future retiring here.
- I would love to stay here, but other departments are paying more money to people to preform less work. The work load here is way more than other places and I am paid less here.
- Fix the police departments pay. Bring back the pay plan, or reform the pay plan. This eliminates compression and provides a clear path forward for employees to see their future path when getting promoted or obtaining degrees.
- I would love to spend the rest of my career here at the Gastonia Police Department, but I only stay here for one reason: my co-workers. If I did not love my fellow co-workers as much as I do, I would have left years ago. The pay is subpar (for the amount of training and experience I have), and the benefits are laughable. I know that I am viewed as a number here and no one would beat my door down to keep me here, other than my co-workers. The training and experience I have is not viewed as valuable and it shows because there is no monetary increase for my increased amount of responsibility and specialized training. This is the only place that does not increase your pay for what you know...unless it's for a degree, even if that degree is in no way related to this field.
- I personally would love to stay here. The problem is there are so many better opportunities around the area. Smaller police departments offering better pay and benefits should be unacceptable. The Gastonia police department should be considered the top tier police department in the area; but the moral, training, pay and benefits does not reflect this.
- I would like to retire here but they are some things that need to be fixed.
- I feel like to keep people long term there needs to be changes to the uniforms, equipment and pay to keep moral up for the people that decide to stay instead of going to the County to work.
- Limited opportunity for advancement and we have too little people for the amount of work and calls this department receives.
- I like the organization, it's the specific department that needs to be fixed.
- As long as I feel that I am treated right and fairly, I do not plan on leaving my organization. This goes for pay and equipment, as well as the way that I am treated by upper management.
- The only think that makes me consider leaving is the pay.
- I plan to within my department and hope to use my knowledge and talents to but the city.

Comments Interpersonal

- I am a supervisor and I am treated very well by my subordinates. My immediate supervisor is very understanding and easy to work with. Chief Helton, however, ignores suggestions. He doesn't mistreat people that I know of, but his moodiness and his self-centered attitude make him difficult to work for.
- Look at the number of females that have left the PD over the past 3 years and compare that ratio to other departments.
- the saying around here is don't rock the boat
- The biggest concern is who you support and how to make them look better. Good ideas are seen more as a problem than a good thing when they didn't come from one of the people they want to make look better. One persons "minor mistake" gets another person reprimanded and degraded.

- Within the Police Department, certain units and bureaus are treated differently in respects to the following: how time sheets are managed, equipment availability and promotions related to what unit/bureau you are assigned.
- I feel problems for the most part are ignored. I have heard employees say there are concerned in bringing up issues to command staff in fear the Chief will hold it against them.
- Supervisors do not want to hear what officers have to say. It's almost as if it goes in one ear and out the other. Unless supervisors come up with the idea, it goes nowhere. Brass does not take the time to come listen to the officers vocalize their concerns, or answer their questions.
- Favoritism, need I say more. The old buddy system.
- Everyone that I have encountered so far in the workplace have always been helpful and friendly towards me.
- The atmosphere here is employees can be fired just as easily as they are hired. Employees are just numbers.
- There is a person who in a supervisory roll who just ridiculed me in front of a department head not more than 5 days ago. This appeared to have been done so that he could look better in front of the department head. It also appears that it was done to at my expense as the subject that I was ridiculed about did not exist before this interaction with this supervisor.
This is not an isolated incident.
- There is favoritism always has been. One can move up if he is the yes man. If you speak up you are not in the inner circle and will not advance. There is a lady only lounge where they can sit in quiet, read and be alone while on the clock however there is not such place for men. They have couches and books and a private room. Also, the department pays for African American Officers to travel every year to the National Police Union of Sorts for African American Officers only. There are many Organizations for all walks of life not just for African American, but they are never allowed to travel on the City's expense. If you are on the SWAT Team, you get anything you want. If you are over the Police Range and Training you get anything you want.
- PATROLMAN ARE TREATED LIKE CHILDREN AND ALWAYS GET THE WORST ASSIGNMENTS.
- If you are not Republican, Christian, Heterosexual, and white you already have checks against you.
- I feel I am adequately heard, listened, and respected in my workplace. I do not feel any person puts anything in poor light about me or my opinions.
- I believe our department has a few racist and homophobic people.
- Our department can be cut throat in respect to career advancement. Those who are looking to advance or want others to advance, will attempt to undermine those whom are attempting to achieve the same position.

Comments Job Facets

- Within the past year, I finally received adequate compensation after being grossly underpaid compared to others in similar role. I know many other positions that are not adequately paid and I have trouble hiring applicants due to the pay of the jobs under my supervision.
- I personally never went in to policing for the money and I never thought I would make as much as I do. I am not a person that seeks glory or personal recognition. I get self-satisfaction from doing a good job. The police dept. appears to have no pay plan in place and I feel that this keeps some potential recruits away.
- Opportunity for personal advancement is the biggest reason I feel employees are leaving the city. This does not mean promotion, it means learning new things and the ability to achieve personal goals for development.
- I understand that benefits are tough to keep in today's world but we hope that we can keep what we have so that we can retire with more than just a paycheck
- Pay is important for most everyone but it is not the single most important issue. We need to improve our pay plans and give employees some idea of what they will be making if they do their job. I am

pleased that the city is keeping track of where we stand in comparison to other municipalities and I think that is a great first step not the only step. We just can't stop there.

- The last few pay adjustments done a really good job of getting us back up, but the follow through of a consistent plan for the future has taken too long to be applied or is nonexistent.
- One problem with compensation at the City is that Department or Division heads will petition for a particular employee to have his/her job title and pay grade changed in order to allow that employee to be paid more than what the employee was hired at originally, despite the job responsibilities being the same as what the employee was originally doing to begin with. For employees in the same job who perhaps have more years of seniority with the City or have equivalent education and who are essentially performing the same tasks, this is not fair. Another issue is that the City does not recognize advanced degrees and allow for compensation within a particular job for advanced degrees.
- The police department needs compensation for the amount of incidents and cases that are taken. Less work is being done in comparable jurisdictions for more money.
- I am very dissatisfied with our health insurance. I haven't had too many health issues, but now that I have, I have had to either take out loans or use credit to pay for what I owe. I don't consider this a very good benefit when you are left owing large amounts for health issues.
- Limits on comp. time are not fair. Paying to take home a city car is not treated equally throughout the city.
- Our pay raises have been consistent over the last few years and has made a lot of improvements over the years. I believe it is vital to maintain this consistency in order to keep our department fully staffed.
- HSA Health Insurance is my only issue in regards to the employee health insurance. Comp/Flex time needs to be reevaluated to lift the maximum allowed.
- I wish the city would show employees how they have researched other health insurance other than Blue Cross Blue Shield. It would be good if the city would look at adding a provider to help take care of family and retirees. I'm satisfied with pay, but would always like to make more money!! In relation to the pay scale it's hard to understand where we are and where we should expect to be in the future. The raises have been nice every year and I agree with the longer you have been here the more % you get. The key is keeping the people we have because it's hard to recruit competing against other departments and the private sector.
- There is no room for movement, no opportunity for career development, evaluations mean nothing, very seldom are "atta boys" given, no genuine concern for officers being shown. Failure to communicate always has been a huge issue within this department.

Pay could always be better, but that is not the biggest issue.

- Why do smaller agencies get paid more than our agency, when we are the second largest agency outside of Charlotte-Mecklenburg Police? This is unacceptable.
- The city is just now starting to recognize fair pay, but they need to continue more research and understand that all administrative assistance positions are different and more demanding and require more credentials than other positions and compensate for those positions by taking into consideration the many hats they wear.
- The police department is losing more employees to surrounding agencies for higher pay and less workload. Employees are being asked to do more for less.
- -The only way to receive a meaningful pay increase here at this department, where one can actually support a family is through promotion.
 - we are not paid for meal breaks, but are expected to be on standby and can be ordered to clear at any time, i.e.- essentially still working and not being paid.
 - we are forced to cap our comp. time at 80 hours, and forced to take time off if we are maxed out.
 - Insurance is HSA
- I wish that part-time employees could be eligible for at least some sort of health insurance and also 401K or another type of retirement package.

- I'm a part time employee These benefits are N/A.
- Disparity in pay rates of other city employees doing similar work.
- my job pays quite a bit less than someone else in another dept, with the same job duties, title and responsibilities
- Need better insurance
- The pay disparity from top to bottom at my department is to great.
- They recently restarted the failed carrot in front of the mule pay system.
Only the special and favorite mule gets the carrot.
It was ineffective and abandon by corporate America on the 70's and 80's
Didn't work for government in the 90's and was abandon then but has now been re-instated
- Insurance is terrible and is worse than other departments around. There should be longevity pay, extra incentives for those employees who go above the call to duty. Incentives to do better, be better and keep being better. I work my butt off and have been at the city a long time, only to have other officers who just because they have around the same years in, they make the same or more and more importantly they do the bare minimum to get by, the supervisors have even admitted this, they don't remove them for their poor performance and just chose to ignore it. No matter how much you work, how well you do, how much effort you give, the guy next to you make the same or more, but he is on-line reading the news, or sitting around all day long not doing anything proactive, self-initiated activities. Ask any senior officer and they will tell you the same thing.
- Officer who come here are able to make the rank of Sergeant within two years, and then are paid more than a senior officer. That is not right. Officers who have been hear 15 or 20 years should be paid accordingly. A couple years back when the new pay plan came out, the Sergeants all complained because a few of the senior officer were going to be making more than the sergeants, because of years of services, which is how it should be. As a result, the pay plan was restructured, and the senior officer were screwed out of their rightful pay. Factually, senior officers know more than the sergeants, and are often approached for advice, by the sergeants. Therefore, we should get paid equal or more than sergeants. Most of the Sergeants here, are only supervisors, only one I can actually say is a leader, there is a big difference.
- The city needs to search for better health insurance.
Top pay for a position is just a number and can never be reached.
- The City consistently practices a "Band-aid" approach. About every 10 yrs. the City will adjust salary to pacify employees to keep them from leaving rather than implementing a consistent pay plan. Employees feel Department Heads and City Administrators take care of each other but employees seldom get compensation.
 - I believe that an officer who has 15 or so years should not be making a couple thousand dollars more than on officer who has only been working at the department for 2 or so years as a patrol officer.
- THE PAY IS NOT CORRECT FOR EMPLOYEES FOR INSTANCE I HAVE FIFTEEN YEARS EXPERIENCE AND NEW EMPLOYEES WITH NO EXPERIENCE OR JUST A COUPLE YEARS EXPERIENCE AND THEY MAKE MORE MONEY TO START THAN I MAKE RIGHT NOW ITS NOT RIGHT.
- I honestly believe that a law enforcement officer should be compensated as a separate organization from all of the other city positions. We are the held to a larger scale of responsibility and have more risks involved in the job we do. We can get sued, assaulted for doing our job, join specialized units within the department without any extra compensation. For example, being on-call all the time and not getting any form of compensation is just not fair. An example of being on-call is that we cannot do the things everyday people do for example have a beer, go out of town whenever you just want to get up and go on your days off, etc.
- Underpaid for the workload that we do. People who do other things like special situations, instructors are not given anything at all and are expected to volunteer a massive amount of time.

- It is just sad that when a family has a major medical issue they can end up paying close to 20% of their annual salary to medical bills.
- I truly feel that has to be a way to find better health insurance. "BELIEVE ME" I understand that there are others who have it a lot worse. If we have insurance renewal every year, but they claim that on research our insurance every two years that just don't add up. We as a department have asked if the City personnel/HR is getting an incentive off of staying with the company BlueCross BlueShield, but there are no answers. When questioned has anyone tried to look at other health insurance companies such as Humana, Cigna, or Aetna, all they can say is yes, they have but BlueCross BlueShield was the best option and never have an answer on who or what companies were looked at.
- This is the area I think is the biggest that needs to be improved.
- See comment about pay under morale.
- Pay can be at the minimum average salary of the nation's standard. Dental needs to be better, and having a lower deductible for family plan has to be addressed.
- We have the largest police department in the county and it's ridiculous that you can go to these much smaller agencies and do far less work and get equivalent pay. There is way too much emphasis on increases in rookie pay and not enough on retention. Also, how is it that you can be "promoted" to detective and not receive any additional pay even though you are expected to work at a higher level of competency?
- I find it hard to believe the Gastonia Police Department is one of the busiest places to work in law enforcement in the area. However, the Gaston County Police Department are paid more and work less based on calls for service. The City needs to bring back the step plan back and not include our pay with the rest of city employees. The step plan was a very fair and clear-cut pay plan. In most agencies around us, Gaston County Police, Lincoln County Sheriff's Office, Lincolnton PD, etc. that give a 5 percent raise to Police Training Officers, Detectives. Shift differential pay should also be included.
- As I previously stated, too much emphasis is placed on a degree than on experience. I should be able to look at my years of service and see what my pay will be in the next 1, 5, or 10 years. It is shameful that I can leave the Gastonia Police Department for another job, come back in 2 months, and negotiate a higher wage because I have "experience." If pay can be negotiated after leaving for a few months, why am I not seeing this money while I'm here and being loyal??? Looking at officers with the same amount of experience and education, why are our salaries different? Why is it that someone who has more time in the department who just finished their degree makes less than an officer who just obtained their degree with less experience? Why is there not an across-the-board plan in place to see what one's salary will be at "x" amount of time with "x" amount of education.
- I feel that pay could be better at my department. When other agencies much smaller than our own having a higher starting pay that is a problem when it comes to keeping people and recruiting people. I also feel that our comp time does not need to be capped at 80 hours. I understand why the city wants a cap but 80 hours is extreme. The cap could be significantly raised to help people gain time to take off instead of burning sick time or vacation time. I also feel that it could slightly improve morale in the department if people could have more comp time. Training officers need an increase in pay, the pay incentive has not changed in years. The amount of money is a joke and makes it not worth training someone when other agencies are paying their trainers much more.
- Earning vacation time at an 8-hr day rate means it takes forever to build up vacation time.
- See my earlier comments about pay and timesheets.
- I think the pay is not good enough. I have many years in law enforcement and with a 2 years degree and the new officers get paid more than I do. They don't appreciate what a veteran brings to the department. I'm also a training officer and when I train the new officer they get paid more than I do. Also, as a training officer, the pay increase is not enough for the stress that comes with training a new officer.
- It is difficult for us to compete with surrounding agencies because of our pay and benefits. We have a hard time keeping employees at our department because of this. This makes the officers that work for us have to put in more time and effort when they are on shift without getting anything extra in return.

- I believe that patrol should receive a salary increase and there should be a consistency to receiving raises.
- The pay is low for the area and size, compared with surrounding municipalities. The insurance is ok but is still expensive when it is needed. Retirement benefits are good but it is my responsibility to add as much money as I can to help it grow. This is not something I mind doing but, considering the pay, it is hard to contribute what I would like, in regards to my 401k.

Comments Morale

- I'm self-motivated so I can appreciate my own accomplishments.
- I do have a sense of pride when the police department receives praise or achieves something important. However, I get a lot of frustration in seeing things that need to be done to improve the department and not being able to do anything about it due to Chief Helton's poor leadership.
- It's bad. Everyone seems to be anxious just waiting for something to change and new leadership to come in.
- me and almost everyone I know love what they do we are proud to work for the city and like the new city manager
- To sum up how stressful it is to work here, I have to take two different medications to deal with the internal stress of my organization. If I am off for over a week I can come off those meds. If I do not take those meds when I am working I can't sleep, my blood pressure is sky high, I suffer from headaches and I get depressed. Knowing you can't trust the people you work for is difficult to survive in.
- Morale is low. It appears there is no collective agenda being sought by the "higher ups", which makes it hard to derive a sense of direction for someone new or younger in our field.
- Morale in general is at a dangerous low, thus the huge turnover of officers we've had in the past few years. I firmly believe, but hope I am wrong, that it will take an Officer getting seriously injured or killed before upper administration takes their jobs seriously and starts leading in a manner that fosters trust, better communication and respect. Doing the right thing and looking out for your people isn't that hard to do, given that your heart is in the right place to begin with. Earn your title, don't just wear it on your shirt! Morale is driven from the top in my opinion, be it good or bad.
- I feel like civilians are left out and treated as if we are at the bottom by our department head.
- I don't think it is bad, but I have seen it better. We have made improvements but we still have work to do.
- I feel that my morale mostly depends on what I make of it.
- It's bad!!! I have never seen it this bad. People are jumping ship right and left. Something has to give.
- I love my job and what I can do for the community. Being in law enforcement is a tough occupation to be in right now, but that is because of the national spotlight we are under. I feel morale is hurting because of the lack of progression in the department (opportunity, equipment, training).
- Morale is at the lowest. Officers don't trust our command staff and it is evident command doesn't care for its officers. There is a fear of backlash from command if anything is done that is not approved. Officers are leaving the department and there is no acknowledgement that there are issues at hand that needs to be resolved. People aren't leaving because of money, they are leaving over command staff.
- Morale is currently low due to better advancements and pay at other departments of similar or smaller size. We are constantly asked to do more with less. Many of the tasks that we are asked to do are outside the scope of answering calls, where, special units would be assigned this task in other agencies. We need more personnel. We are operating with the same amount of personnel that we operated with in the mid 1990s / early 2000s, even though the population size has grown and is continuing to grow.
- Upper management need to understand their staff matter, and what it takes to be an effective leader to their people and to be someone they can look up to and respect.

- Only a few people make decisions, there is no buy in from this department. I love my job and the people that immediately surround me but I am stuck where I am at with no career development. Have no opportunities to move elsewhere.
- The police department should take more opportunities to provide small favors for its employees, such as allowing them to pick their own shoes instead of saying this what we are going to buy for you. Or revisit the cost of take-home vehicles. Small victories for staff boost morale.
- I like my job very much and I'm proud of how my company and City takes care of its' employees. I'm glad I can be a small part of it.
- I don't understand why we are paid so low even lower than a starting janitor for the city. The skeet range people make more money than we do at the range. Just don't understand why.
- I love my job and I am very proud of what I do. I work hard and derive motivation from the citizens and the good people working beside me. I understand title/position earns money not respect.
- I love the job that I do, it's rewarding but I'm pushing through it by myself with a couple co-workers who are like me. We all agree about the command staff because we discuss our frustrations and bias we see and are victims of at the pd.
- I FEEL MYSELF AND OTHER S HAVE GOOD MORALE BUT THE DEPARTMENT AS A WHOLE HAS BAD MORALE BECAUSE WE FEEL WE DONT HAVE A REAL LEADER IN OUR ADMINISTRATION. ITS GOOD OLE BOYS AND ALL SCARED TO MAKE A DECISION.
- morale is growing from past years, but is still low. There are a lot of little things that can make a big difference that are very inexpensive or no cost at all that can make a big difference.
- Sometimes the praises are based upon who you know, not what you know.
- I feel the pay situation is still the biggest morale issue department wide. It has improved the last year or so, but I feel it can still use some work. We still have a fairly decent turnover rate due to people coming here and then finding out they can make more money nearby doing the same thing and leaving for the higher pay.
- Being short staffed makes doing my job a strain. Having to answer calls alone and answer 20 to 25 calls a day wears us thin.
- Overall, the morale, including my own, has gotten better. However, I do not believe the department is doing what they should to keep experienced officers from leaving. There is still a major problem with pay and benefits to include the pay gap between rookies and experienced officers. A degree should not be the determining factor for pay versus experience. Experience and loyalty should ALWAYS trump a degree.
- "Insanity is repeating the same mistakes and expecting different results." No recruitment or retention model that is honest and effective. Low morale comes from being short staffed and not being able to use your vacation time. Low pay obviously affects morale in a negative way. Short staffing leads to not being able to use the benefits such as working out on shift, and taking a meal break at a decent time. The penny-pinching manner in which overtime is used vs compensatory time. The off-duty programs being run by the same individuals also on a who you know basis, no regulation around it to dissuade favoritism or the appearance of corruption. Poor communication leads to low morale. Also the manner in which time sheets are done is suspect, filling out an Xcel spreadsheet and signing it a 4+ days before the pay period ends and submitting it up so it can get reviewed and corrected seems fishy. It is 2018 there are payroll systems that have been out for decades that are better, more accurate and more efficient as well don't reek of tampering. This leads to low-morale.
- Despite shortcomings, I love what I do, and am very proud of the work I am able to accomplish here.
- Moral in the police department is low, if we could get outer vests that help with back problems and weight distribution and overall comfort. Also getting polo's and tactical pants that will last and not fall apart multiple times during the year and are comfortable would help bring morale up.
- My shift is "we". Higher ups are "they"
- I think moral overall is good. Improvements could be made in pay and equipment, which I believe would help to increase moral.

- I enjoy coming to work.

Comments Supervisor

- I think he is a great person to work for, we have a very pleasant working environment.
- My current supervisor has not done a performance evaluation on me as of yet so I can't answer the first couple of questions, but I know he has no idea what all my job entails and all the responsibility I have.
- my supervisor, Asst. Chief Smith, is outstanding. I honestly couldn't ask for a better supervisor.
- Leadership is practiced not so much in words as in attitude and in actions. There is way too much talking going on.
- most supervisors take care of their own group and some try to work with others
- We are often asked what we could do better, but when a suggestion is made it never gets considered. Anything that challenges the status quo is quickly swept under the rug.
- My direct supervisor does a pretty good job and I have no issues in that area. We work together as a team more than a supervisor subordinate setting. We have a lot to do and we get it done together.
- One of the best supervisors that I have been fortunate enough to have had in my years with the City of Gastonia
- In general, supervisors here at the Police Department are self-absorbed. Most of them, including mine, have their own personal agendas that drive and dictate their daily activities and decision making, thus putting the department low on their priority list. Supervisors can promise and tell you anything, but it is their ACTIONS that define their true self and intentions.
- I overall have very good supervisors, and they do a great job with being fair.
- The number one problem here is the lack of leadership. Not by name but by act. There are very few actual leaders. There are a couple but again very few.
- I feel my supervisor is aware of my job function and expresses appreciation to his employees for a job well done. I feel most supervisors lack the understanding of how to do an evaluation. Performance evaluations are still looked at as that it does not affect the employees pay so there is little effort in doing them correctly. They should be used to show how the employee is doing and ideas for improvement with goals and objectives set for future evaluations based on the employee's career path in addition to current job function.
- Favoritism. Those that tattletale are usually her favorites. She tends to take up for them if you voice concerns. She relies too much on the tattlers to supervise her employees. She doesn't confront her employees head on. she uses email to supervise instead of calling the employees in that have issues and counseling them unless she doesn't like you.

OVERALL: she doesn't like confrontation. She is too nice at times.

- My supervisor provides his thoughts on how I'm doing my job but command staff never mentions or brings up any issues or tasks I've completed.
- My job has never required an evaluation (part-time).
- Hardly gets out of the office
- I often feel untrusted by my immediate supervisor.
- Can't ask them a question where they give a straight answer. They can work on, schedule off-duty jobs on duty for many hours a week on their main city police pay with no worries. They can take full-time college classes (on-line) for 2 years to complete a master's degree all on the clock and are rarely seen, heard for two years. This included Captains, Sergeants, and assistant Chief who was a Captain at the time. But they will not allow officers, detectives or civilian personnel to do this. They can drive their City issued work car to Gaston College 3 or 4 days a week to teach college classes (not city sponsored classes) for private off-duty work but will not allow subordinates to do this. This is done by several command staff members. They regularly work 2nd jobs at the same time as being on duty at the pd. Whether its grading on-classes for their college classes unrelated to pd, but are on the pd's time or better yet going in person and teaching classes, being double paid at the same time.

- SEEMS FAIR JUST HAS HIS PIC OF EMPLOYEES THAT HE HELPS BETTER THEMSELVES AND GET OTHER ASSIGNMENTS IN THE DEPARTMENT.
- One of the best I have ever worked with, he completes the task with balancing the needs of the workers.
- I have a new supervisor, so it's hard to answer the questions.
- My current supervisor requires we email him dates we want off for personal time or training which is normal. However, when emailed those dates, many times we don't receive a response for several weeks. In that time, others could get the time off that you were requesting and then you lose out on those dates because they were not looked at right away. This has happened on several occasions. All supervisors I have had in the past were quick to respond by the end of the shift with an answer on the dates requested.
- No complaints on my immediate supervisor.
- Direct supervisors have always been fair and understanding.
- It often times feels like the little things I do wrong are more noticed and severely punished than the things I do right. Being late by 5 minutes, being written up. Making a policy mistake being written up. Attempting to look at your personnel file, feels like the Spanish Inquisition.
- My immediate supervisors are extremely proficient and aid and assist me in doing my job better.
- B-shift has great sergeants
- My immediate supervisor is always willing to give me advice and answer any question I may have.
- Once again, my Sergeant is one of the best supervisors I have ever worked for.

Comments Team

- I feel like the City of Gastonia is very progressive when it comes to training and providing the technology needed to do my job effectively.
- I really don't, I've always had what I needed.
- Department training budget is too small to provide officers with advanced training. The department has almost \$1 million in asset forfeiture that could be spent to upgrade our equipment but Chief Helton is unwilling to spend it.
- We hear about getting stuff all the time but it takes months to get it to the troops where it is needed. I hear the Foundation purchased new medic kits for patrol a while back and they are just been sitting in the quartermaster's office collecting dust. This is often the case. Our new patrol cars were sitting at garage for weeks because someone forgot to order equipment for them. Never ends, same thing over and over.
- I believe we need more opportunity for advancement within the organization.
- we are told that drug money is taken all the time but we never see it spent
- Our training budget has been slashed. We are so understaffed we never have limited time to go to training. We were once the leader in technology for our region and now we are so far behind smaller agencies like Lincoln PD are ahead of us.
- The City should provide refresher training in Microsoft Office as new software becomes available. Since this software often has new features, it would be helpful for us to have an update class offered. These updates may enable us to perform our jobs more effectively. Also, refresher and/or updates in EDEN would be extremely helpful and would enable us to navigate and be more productive. This is especially true for new hire employees who would be using EDEN. An information class from HR and Payroll on completing employee changes or entering payroll information in EDEN would be helpful.
- Necessary job resources should be a given, not based on departmental politics.
- The resources are available, but access to them is not timely. Too much wait time and paperwork to get the things we need.
- Some unnecessary resources are purchased when other more realistic options would be better
- The City has asset forfeiture funds, but historically the department administration appears to treat the account(s) as savings. Leadership should spend the money more effectively.
- I would love to see more room for advancement within the police department as a civilian.

- I believe we could be more effective in my unit with some minor changes to our vehicles such as unmarked or slick top patrol cars.
- We are provided training as the department budget allows.
- Technology is very outdated here at the police department. I still for instance have a desktop computer and have to use my personal laptop computer on a consistent basis to do the job I am required to do. The community room/training room hardly ever works and is not sufficient to train properly.
- I would like better communication with in the department.
- Working for the police department we have asset forfeiture monies to buy new technology to make us more effective and efficient, but we do not utilize those funds to make us better and provide better customer service with less manpower. We have it in our strategic plan to purchase this type of equipment, but never follow through with making those purchases. VERY FRUSTRATING!!!!
- We are provided the things we need; however, a lot of funds are spent on specialized units while other divisions are frequently forgotten about. We are behind in technology, and we are stuck on doing things the same way we have been doing them for twenty years.
- Seniority within the agency is not considered for in house positions. A veteran with over 10 years experience was over looked for a position and a new hire was put in the position with no experience that worked at a waffle house. Explain that. As far as training, too much inconsistency and too much change on the way things are done depending on supervisions preferences. Trainers are not held accountable for how they train new hires, and its taught by the seat of your pants.
- Lack of Career Development, Equipment for Bomb, Swat, Patrol is either old or out dated.
- Due to being short on manpower, often times positions of advancement have been frozen for long periods of time, even having specialized units disbanded and placed back on patrol.
- The SWAT team and other special operations units consume most of the training budget. More of that budget should be spent on officers training through the NC justice academy. A study of the time and training verses the number of SWAT call outs should be done to see if they warrant the amount of money spent on that unit. Do not limit the study to money from the training budget. Look at man hours in training for SWAT.
- This Dept needs to provide material to do effected community policing. We have NO updated material and have been told we don't have the money to buy these items. But yet admin. talks a good community policing game.
- Our Department is very up to date on the Technology side of things.
- If you are the right person, you get to go to training. If you are not the right person you get something else.
- We should have a drone with several trained police operators.
- More training
- I love my Job
- NOT UNLESS YOUR IN THE CLICK OR GOOD OLE BOYS!!
- Better IT program. I have had on several occasion to seek IT help from other employees in file conversion.
- My organization does provide resources for physical training and other appropriate training, but the budget does run out fairly quick therefore a lot of officers are denied later in the year.
- Uniforms, like technology, improve over time, yet we still wear outdated ones. It's a known fact that the outdated uniforms we currently wear cause neck and back issues. I would like to see the department look seriously into the statistics and research of more up to date uniforms many agencies across the nation have already switched to which are more comfortable and help reduce the injuries officers get from the old-style uniforms. The external vest would be a good start.
- We could use better video players and have access to then to view security videos from various systems to investigate better

- Being at full staff and not short on the shift with officers would allow me to attend training and schools that would make me a better more rounded officer
- The amount of training that we are approved for is somewhat limited. If it is a free class then you are likely to get approved. However, due to the very small training budget it is not likely that you are going to get approved for a class that may have a cost associated with it.
- Updated computers would improve work.
- I believe we are provided with enough resources to do our job, but we are not utilizing the technology available to help us do our job more effectively. Our department is large enough and we have such a large call volume, that we should be able to justify better equipment.
- Resources are available, but not adequately utilized.
- The department does not offer enough in-house training opportunities.
- We need more Simunitions training and more firearms training in general. (Actual instruction, not just qualifying Vehicles, which are paramount to my job function, are grossly worn due to age and being handed down from other officers once new vehicles are purchased. Most of the fleet have in excess of 100,000 miles and look as if they belong in a junk yard. My department does an excellent job of providing me with educational opportunities to perform my duties at a high level.
- and random range time).
- There is no career path or career development available in the Police Department. The staffing is so short, although on paper it looks acceptable, that it hinders training opportunities. Career paths are dead, I was told years ago there was a sort of career path for detective or CSI but today nope. Equipment is subpar, police still issued shotguns when the LA shoot out from 30 years ago proves that officers should all be issued rifles, yet that is a management decision I disagree with. Computer equipment is subpar, cheapest bidder and botched contract issues just prior to a vote 2 years ago on going with a different vendor. Uniforms are emblematic of a 1980's police officer and don't reflect the realities of today's policing challenges, pretty rigid options.
- Equipment is often outdated, or in poor repair. We have few pool cars, and vehicle repairs take too long. While the department provides as much training as possible, it's difficult to use it when properly working equipment is scarce.
- Better police equipment such as outer vest to help with back problems, weight distribution of equipment that is carried daily and save on insurance and medical costs to the city. Having polo shirts with outer vest and tactical pants have been wanted by patrol officers for a while now not only for comfort but for moral purposes.
- I wish we had better equipment at times. Specifically, when it comes to patrol vehicles.
- Some vehicles are not up for duty. Other than that, all needs are met for the job.
- Better Equipment
- The Gastonia Police Dept. has more job resources than any other agency I have worked for.

Comments Teamwork

- lack of teamwork is not an issue in the area that I work.
- This used to be a lot better but has changed for the worse over the past few years.
- You spend your time and resources on what you value, we've spent very little on team building for several years.
- Our department works well with all other departments in the City.
- There are occasional conflicts, but overall, we have a good relationship with other local and federal agencies
- A lot of times our specialized units do not share information to our patrol division.
- As a department I feel we work well with each other and have a good partnership with federal agencies to help with investigations.

- The officers try to work as a team, however, leadership wants to have segregation among the officers and it drives a wedge between them. District policing has helped drive a wedge into this issue. Officers see themselves as district officers instead of a team as a whole.
- Communications is lacking. Sure, there a lot of meetings in administration however what nothing gets done and it not followed up on. Communications does not get forwarded down the chain properly. Things gets said behind closed doors to certain people and change happens but it's not shared with the whole department or division the way it should be.
- Teamwork in our agency is often limited to shifts themselves. There is often a lot of miscommunication between different shifts, districts, and bureaus.
- Communication between divisions needs to improve
- THE DEPARTMENT WORKED BETTER TOGETHER WHEN WE DIDNT HAVE DIFFERENT DISTRICTS. NOW THAT WE HAVE EAST WEST AND CENTRAL DISTRICTS IT HAS DIVIDED THE DEPARTMENT BC CAPTAINS AND SGTS ARE LOOKING OUT FOR THEIR OWN MORE THAN AS A WHOLE.
- We work the Parks and Rec a lot and they are always a big help!
- For the most part, most people are "team players." However, I have noticed some that aren't. An example: Supervisors frequently remind us that code 20 is allowed and we are given 1 hour to do so. I have seen many times that certain officers will check busy at the station for up to an hour prior to working out, then check out code 20 immediately after. The purpose is to take time to change out and sit around and wait for their workout buddies to join them so they can work out together. What they don't seem concerned about is, they are taking themselves off the road for up to 2 hours which affects others that are on the road working. This is an everyday occurrence and is not being a team player.
- The mindset of new hires is troubling to the department. The millennial generation has a sense of "I did this..." "I need this..." "Look with I did." They want personal recognition for things they did instead of working together as a team to accomplish a goal.
- When issues arise and the issue is addressed between officers but the issue has not been resolved supervisors need to address same.
- The one thing about the Gastonia Police Department that I'm absolutely sure about is we are a close-knit group. This organization is like a family to me.
- Supervision in my department have lost the sight of our primary job and focus.
- Communication communication communication. That is what is a major lacking item which doesn't encourage collaboration. There is no standard of communication of important items, email? shift briefing? individual/group setting information dissemination. It's more of a who you know and run on a rumor mill mentality. Some of that rumor mill mentality is a culture thing, but it can be combated by effective communication skills and methods. The department has a PIO who does not communicate internally or externally effectively. Again, the mentality of leadership is more of an us vs. them when it comes to supervisors vs. patrol officers, and police vs. public in regards to information sharing and communication. This makes collaboration effectively quite difficult. Also, communication methods get stall and watered down when you have 50 emails of unimportant information and then 1 email that might have pertinent information. Again, communication makes collaboration internally and externally within and outside departments and the police department lacks it.
- There have been numerous occasions where a few employees are doing the amount of work that should be shared by everyone. There are supervisors that are concerned about being friends with the employees rather than having them do their job efficiently.
- I think our shift overall is good but we have several lazy people who don't handle their sections and then they get mad when they are dispatched to calls outside of their section.
- My immediate supervision often encourages coworkers and myself to work together to achieve common goals of our department.
- My current squad and Sergeant are some of the best officers I have ever worked with. They provide excellent team work.

Comments Trust

- I have had no interactions with the City Manager so I have no opinion about trusting him. Asst. Chief Smith is very trustworthy. I believe that Chief Helton is trustworthy in that I don't think that he would divulge confidential information. I do not trust him to do things that need to be done to improve the police department.
- the department head is only nice when in front of the public but is not to his employees he is moody and threatens employees regularly so we all try to avoid him
- I have no doubt if I got in the way of the succession planning in my agency, they will take any means necessary to stop me. I have learned that the hard way from first-hand experience. It doesn't matter who is right, better for the job or even better qualified, all that does is make you a bigger target if you are not who they want.
- When I started in Law Enforcement I fully expected certain ridicule and resentment from the public, especially among the criminals that I arrested. It goes along with the profession I chose. What I didn't expect and was totally taken by surprise, was the treatment within the Police Department. On the subject of trust.... let's just say I could name on one hand the supervisors that would fall into the TRUST category. Good true leaders everywhere, not just at the Department, are a very rare breed in today's world.
- I trust my supervision, I don't know much about our city manager, so I don't have a strong opinion either direction. I am hearing good things that are starting to cause me to see him in a positive light.
- Don't really know the city manager well. They don't come "across the street" as everyone calls it. The police department does what it needs to and as long as no one cries, "they" don't bother us. I like the chief and I believe he tells me the truth. I can't say that for everyone.
- Unfortunately, I do not trust the Chief and his interest in making the department a better place to work. We are stagnate and have no ambitions to be the best department. This has resulted in my opinion in officers leaving the department and lack of outside the box thinking by our current employees to develop buy in within the department. In relation to the city managers, it's not a lack of trust, but do not understand why something is not being done to correct the behavior or ask him to move on for a more progressive leader.
- There is a lot of backstabbing and grudges being held against others. I have no issues with Michael Peoples, as it is evident he is pro-police. Other city officials have their hand in the cookie jar more than it should be. Issues have been shared with city officials and it appears to fall on deaf ears.
- All Supervision need to take leadership training.
- My supervisor likes to stir the pot because he believes he has been slighted. Have mentioned things to him in confidence and he has told other department heads.
- I don't trust the assistant city manager, not the city manager
- I wish I could count on them.
- Because of all this (my responses in this evaluation) we are fearful of speaking out. This has been going on for so long the pd, that we don't believe that the city manager cares nor does anyone else. There is no open-door policy, only when Sult was here you could walk into the Chiefs Office and be honest.
- I FEEL OUR DEPARTMENT HEADS ARE ONLY CONCERNED WITH THEMSELVES AND FEEL THEY ARE BETTER THAN OTHER EMPLOYEES DO AS I SAY NOT AS I DO.
- It's very hard to say how I really feel about my department head. Sometimes you have to feed those with a long handle spoon. It's more like a good ole boy system. I would like to see some change.
- Just to be clear I trust my direct supervisor, Sgt. Hallman.
- I feel as though supervision would not intentionally lie under any circumstance.

From: [Carpenter, Todd](#)
To: [Burton, Laura](#)
Subject: FW: City of Gastonia Records Request
Date: Tuesday, August 06, 2019 2:14:40 PM

From: Carpenter, Todd
Sent: Tuesday, August 6, 2019 10:18 AM
To: 'records@sunshinerequest.com' <records@sunshinerequest.com>
Subject: City of Gastonia Records Request

This is notification that the request below has been received and I will do my best to have the information back to you by weeks end.

Todd Carpenter

Deputy City Manager, City of Gastonia NC

From: Sunshine Request <records@sunshinerequest.com>
Date: August 1, 2019 at 12:22:38 PM EDT
To: michaelp@cityofgastonia.com
Cc: quentinm@cityofgastonia.com, melodyb@cityofgastonia.com
Subject: Records Request: (July 2019) Request for City of Gastonia, NC Employee Survey results

Good afternoon City of Gastonia,

I work for a website called Sunshine Request www.sunshinerequest.com. We built a site that makes it easier to make public records requests by filling out a simple form, and the results of any requests are posted on our site.

We've received a request for information that may be available in your office. If you could please give us a rough estimate of when you think this request will be completed we can plan on following up again around that time.

Sunshine Request makes no claim as to the veracity of any statements or information contained in any of the requests, or public records, we receive.

Here are the details of the request:

Subject: (July 2019) Request for City of Gastonia, NC Employee Survey results

Message:

"To whom it may concern,

On September 18, 2018 an email was sent to all city employees to make them aware of a voluntary and completely anonymous employee survey that would be available starting

September 25, 2018. The survey was conducted so that Senior Management could learn what they do well and what could be improved upon.

The survey was conducted by the School of Government at UNC Chapel Hill. The city also provided opportunities for employees to participate in focus groups and to offer solutions to problems that were identified through the survey.

I would like to make a public records request to have all the survey results for the Police Department and Fire Department. This should include information that was provided back to the employees and all comments that were made by employees in the comment area of the survey.

Thank you for your quick attention in this matter and I look forward to hearing from you!

[Editor's Note: The sender of the request indicated in the "Start Date" / "End Date" section of the form on our site that the timeline for this info. should include September 25, 2018 - October 08, 2018]"

Thank you for your assistance!
Sunshine Request

From: [Smith, Judy](#)
To: [Denton, Dale](#)
Subject: Re: UPDATE ON CONCERNS EXPRESSED DURING EMPLOYEE FOCUS GROUP
Date: Sunday, August 04, 2019 8:12:33 PM

You are welcome. Thanks for all of the support!!

Sent from my iPhone

On Aug 2, 2019, at 6:22 PM, Denton, Dale <daled@cityofgastonia.com> wrote:

Good stuff.

Thanks,
Dale

Dale Denton
Director of Public Works
City of Gastonia
704-866-6028

On Aug 2, 2019, at 5:56 PM, Smith, Judy <judys@cityofgastonia.com> wrote:

UPDATE ON CONCERNS EXPRESSED DURING EMPLOYEE FOCUS GROUP MEETINGS

In September 2018, the UNC School of Government conducted an employee survey. Since the completion of the survey, we have been working with the School of Government to compile and analyze the results of the data. The overall results were positive, however, there is room for improvement. The School of Government consolidated the survey results and the data showed that there were three areas that employees consistently identified as needing improvement. With volunteers from across the City, the School of Government conducted focus group meetings for us. The following 3 topics were addressed:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure

employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?

2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?

3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

During those focus group meetings, employees brought forth the following concerns. We have identified the concerns below along with what is being done to make improvements.

Concern	What we are doing
Length of time it takes to advertise and fill positions	We have revised and streamlined the required approvals for advertising jobs and approving the hire. This has expedited the advertising and filling of vacant positions.
Hiring salary for new hires	The City now looks at the applicant's experience and places the applicant in line with other employees with similar experience in the same job.
Additional training needed for Eden users	The Human Resources and Finance Departments provided training to Eden users in the Spring. Additional (more in-depth) training will take place in the late summer for users who are interested.
Supervisors don't deal with difficult employees	Human Resources has been working with supervisors to make sure they are adequately trained on dealing with difficult employees. In the Spring of 2019, we began a Leadership Academy to cover the needed leadership skills needed to be a

	<p>successful supervisor. We covered, in depth, the City's policies on discipline and stressed the need to promptly deal with anything related to personnel. Supervisors are encouraged and expected to deal with difficult employees. We will continue having the Leadership Academy twice a year. Due to personnel privacy laws, the details on how the individual employee is being dealt with cannot be shared with other employees.</p>
Voice (employees fear they will be retaliated against if they speak up)	<p>The City has a policy that prohibits retaliation. Management encourages supervisors to meet with employees to obtain ideas and feedback on projects and daily tasks. Employees are encouraged to share ideas with supervision. Retaliation of any type is not and will not be tolerated.</p>
Performance Evaluation System needs to be overhauled	<p>The City purchased a new evaluation system (NeoGov). Management is hoping to have the system ready for management to begin using in the Fall. Human Resources will be training supervisors on how to correctly evaluate employees.</p>
Policies are inconsistent between departments/punctuality policies are overly controlling	<p>The City has a personnel policy manual which covers all departments. Some departments have additional policies to address the business needs of those specific departments. For example, the fire department is required to have minimum staffing at each station, so it is imperative that each employee that is scheduled</p>

	<p>to work be there on time. If an employee is late, someone has to work over until someone else can come in to cover. That creates a need for a stricter attendance policy. Overall City policies are in place to ensure the necessary compliance. One policy manual cannot cover every need for every department. We are too varied, with many very different departments and very different requirement for the work that is being done.</p>
<p>Approval is required to make all purchases with a procurement card</p>	<p>Per State statue NCGS § 159-28, departments are required to ensure money is in their accounts prior to spending the money. The City has recently rewritten the Purchasing Policy manual and deputized Finance Officers in each department. These employees (Deputized Finance Officers) have the responsibility of making sure there is sufficient funds in the account prior to any money being spent on any procurement card. The assigned employee (Deputy Finance Officer) can be held personally responsible for any charges made without sufficient funding in the account to cover the expense. Employees must get permission to use their assigned procurement card to avoid unintentionally overspending the account.</p>

We truly value our employees and recognize they are our most important asset. We are committed to making the City the best work place possible. We are working every day to improve our

workplace and to improve communications with our employees and better engage our employees.

If you have any questions or ideas related to the survey results, please contact Judy in Human Resources at 704-866-6786.

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: [Smith, Judy](#)
To: [City All Users](#)
Subject: UPDATE ON CONCERNS EXPRESSED DURING EMPLOYEE FOCUS GROUP
Date: Friday, August 02, 2019 5:57:00 PM

UPDATE ON CONCERNS EXPRESSED DURING EMPLOYEE FOCUS GROUP MEETINGS

In September 2018, the UNC School of Government conducted an employee survey. Since the completion of the survey, we have been working with the School of Government to compile and analyze the results of the data. The overall results were positive, however, there is room for improvement.

The School of Government consolidated the survey results and the data showed that there were three areas that employees consistently identified as needing improvement. With volunteers from across the City, the School of Government conducted focus group meetings for us. The following 3 topics were addressed:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

During those focus group meetings, employees brought forth the following concerns. We have identified the concerns below along with what is being done to make improvements.

Concern	What we are doing
Length of time it takes to advertise and fill positions	We have revised and streamlined the required approvals for advertising jobs and approving the hire. This has expedited the advertising and filling of vacant positions.
Hiring salary for new hires	The City now looks at the applicant's experience and places the applicant in line with other employees with similar experience in the same job.

Additional training needed for Eden users	The Human Resources and Finance Departments provided training to Eden users in the Spring. Additional (more in-depth) training will take place in the late summer for users who are interested.
Supervisors don't deal with difficult employees	Human Resources has been working with supervisors to make sure they are adequately trained on dealing with difficult employees. In the Spring of 2019, we began a Leadership Academy to cover the needed leadership skills needed to be a successful supervisor. We covered, in depth, the City's policies on discipline and stressed the need to promptly deal with anything related to personnel. Supervisors are encouraged and expected to deal with difficult employees. We will continue having the Leadership Academy twice a year. Due to personnel privacy laws, the details on how the individual employee is being dealt with cannot be shared with other employees.
Voice (employees fear they will be retaliated against if they speak up)	The City has a policy that prohibits retaliation. Management encourages supervisors to meet with employees to obtain ideas and feedback on projects and daily tasks. Employees are encouraged to share ideas with supervision. Retaliation of any type is not and will not be tolerated.
Performance Evaluation System needs to be overhauled	The City purchased a new evaluation system (NeoGov). Management is hoping to have the system ready for management to begin using in the Fall. Human Resources will be training supervisors on how to correctly evaluate employees.
Policies are inconsistent between departments/punctuality policies are overly controlling	The City has a personnel policy manual which covers all departments. Some departments have additional policies to address the business needs of those specific departments. For example, the fire department is required to have minimum staffing at each station, so it is imperative that each employee that is scheduled to work be there on time. If an employee is late, someone has to work over until someone else can come in to cover. That creates a need for a stricter attendance policy. Overall City policies are in place to ensure the necessary compliance. One

	policy manual cannot cover every need for every department. We are too varied, with many very different departments and very different requirement for the work that is being done.
Approval is required to make all purchases with a procurement card	Per State statue NCGS § 159-28, departments are required to ensure money is in their accounts prior to spending the money. The City has recently rewritten the Purchasing Policy manual and deputized Finance Officers in each department. These employees (Deputized Finance Officers) have the responsibility of making sure there is sufficient funds in the account prior to any money being spent on any procurement card. The assigned employee (Deputy Finance Officer) can be held personally responsible for any charges made without sufficient funding in the account to cover the expense. Employees must get permission to use their assigned procurement card to avoid unintentionally overspending the account.

We truly value our employees and recognize they are our most important asset. We are committed to making the City the best work place possible. We are working every day to improve our workplace and to improve communications with our employees and better engage our employees.

If you have any questions or ideas related to the survey results, please contact Judy in Human Resources at 704-866-6786.

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: [Smith, Judy](#)
To: [City All Users](#)
Subject: UPDATE ON CONCERNS EXPRESSED DURING EMPLOYEE FOCUS GROUP
Date: Friday, August 02, 2019 5:56:34 PM

UPDATE ON CONCERNS EXPRESSED DURING EMPLOYEE FOCUS GROUP MEETINGS

In September 2018, the UNC School of Government conducted an employee survey. Since the completion of the survey, we have been working with the School of Government to compile and analyze the results of the data. The overall results were positive, however, there is room for improvement.

The School of Government consolidated the survey results and the data showed that there were three areas that employees consistently identified as needing improvement. With volunteers from across the City, the School of Government conducted focus group meetings for us. The following 3 topics were addressed:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

During those focus group meetings, employees brought forth the following concerns. We have identified the concerns below along with what is being done to make improvements.

Concern	What we are doing
Length of time it takes to advertise and fill positions	We have revised and streamlined the required approvals for advertising jobs and approving the hire. This has expedited the advertising and filling of vacant positions.
Hiring salary for new hires	The City now looks at the applicant's experience and places the applicant in line with other employees with similar experience in the same job.

Additional training needed for Eden users	The Human Resources and Finance Departments provided training to Eden users in the Spring. Additional (more in-depth) training will take place in the late summer for users who are interested.
Supervisors don't deal with difficult employees	Human Resources has been working with supervisors to make sure they are adequately trained on dealing with difficult employees. In the Spring of 2019, we began a Leadership Academy to cover the needed leadership skills needed to be a successful supervisor. We covered, in depth, the City's policies on discipline and stressed the need to promptly deal with anything related to personnel. Supervisors are encouraged and expected to deal with difficult employees. We will continue having the Leadership Academy twice a year. Due to personnel privacy laws, the details on how the individual employee is being dealt with cannot be shared with other employees.
Voice (employees fear they will be retaliated against if they speak up)	The City has a policy that prohibits retaliation. Management encourages supervisors to meet with employees to obtain ideas and feedback on projects and daily tasks. Employees are encouraged to share ideas with supervision. Retaliation of any type is not and will not be tolerated.
Performance Evaluation System needs to be overhauled	The City purchased a new evaluation system (NeoGov). Management is hoping to have the system ready for management to begin using in the Fall. Human Resources will be training supervisors on how to correctly evaluate employees.
Policies are inconsistent between departments/punctuality policies are overly controlling	The City has a personnel policy manual which covers all departments. Some departments have additional policies to address the business needs of those specific departments. For example, the fire department is required to have minimum staffing at each station, so it is imperative that each employee that is scheduled to work be there on time. If an employee is late, someone has to work over until someone else can come in to cover. That creates a need for a stricter attendance policy. Overall City policies are in place to ensure the necessary compliance. One

	policy manual cannot cover every need for every department. We are too varied, with many very different departments and very different requirement for the work that is being done.
Approval is required to make all purchases with a procurement card	Per State statue NCGS § 159-28, departments are required to ensure money is in their accounts prior to spending the money. The City has recently rewritten the Purchasing Policy manual and deputized Finance Officers in each department. These employees (Deputized Finance Officers) have the responsibility of making sure there is sufficient funds in the account prior to any money being spent on any procurement card. The assigned employee (Deputy Finance Officer) can be held personally responsible for any charges made without sufficient funding in the account to cover the expense. Employees must get permission to use their assigned procurement card to avoid unintentionally overspending the account.

We truly value our employees and recognize they are our most important asset. We are committed to making the City the best work place possible. We are working every day to improve our workplace and to improve communications with our employees and better engage our employees.

If you have any questions or ideas related to the survey results, please contact Judy in Human Resources at 704-866-6786.

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: [Smith, Judy](#)
To: [City All Users](#)
Subject: UPDATE ON CONCERNS EXPRESSED DURING EMPLOYEE FOCUS GROUP
Date: Friday, August 02, 2019 5:56:32 PM

UPDATE ON CONCERNS EXPRESSED DURING EMPLOYEE FOCUS GROUP MEETINGS

In September 2018, the UNC School of Government conducted an employee survey. Since the completion of the survey, we have been working with the School of Government to compile and analyze the results of the data. The overall results were positive, however, there is room for improvement.

The School of Government consolidated the survey results and the data showed that there were three areas that employees consistently identified as needing improvement. With volunteers from across the City, the School of Government conducted focus group meetings for us. The following 3 topics were addressed:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

During those focus group meetings, employees brought forth the following concerns. We have identified the concerns below along with what is being done to make improvements.

Concern	What we are doing
Length of time it takes to advertise and fill positions	We have revised and streamlined the required approvals for advertising jobs and approving the hire. This has expedited the advertising and filling of vacant positions.
Hiring salary for new hires	The City now looks at the applicant's experience and places the applicant in line with other employees with similar experience in the same job.

Additional training needed for Eden users	The Human Resources and Finance Departments provided training to Eden users in the Spring. Additional (more in-depth) training will take place in the late summer for users who are interested.
Supervisors don't deal with difficult employees	Human Resources has been working with supervisors to make sure they are adequately trained on dealing with difficult employees. In the Spring of 2019, we began a Leadership Academy to cover the needed leadership skills needed to be a successful supervisor. We covered, in depth, the City's policies on discipline and stressed the need to promptly deal with anything related to personnel. Supervisors are encouraged and expected to deal with difficult employees. We will continue having the Leadership Academy twice a year. Due to personnel privacy laws, the details on how the individual employee is being dealt with cannot be shared with other employees.
Voice (employees fear they will be retaliated against if they speak up)	The City has a policy that prohibits retaliation. Management encourages supervisors to meet with employees to obtain ideas and feedback on projects and daily tasks. Employees are encouraged to share ideas with supervision. Retaliation of any type is not and will not be tolerated.
Performance Evaluation System needs to be overhauled	The City purchased a new evaluation system (NeoGov). Management is hoping to have the system ready for management to begin using in the Fall. Human Resources will be training supervisors on how to correctly evaluate employees.
Policies are inconsistent between departments/punctuality policies are overly controlling	The City has a personnel policy manual which covers all departments. Some departments have additional policies to address the business needs of those specific departments. For example, the fire department is required to have minimum staffing at each station, so it is imperative that each employee that is scheduled to work be there on time. If an employee is late, someone has to work over until someone else can come in to cover. That creates a need for a stricter attendance policy. Overall City policies are in place to ensure the necessary compliance. One

	policy manual cannot cover every need for every department. We are too varied, with many very different departments and very different requirement for the work that is being done.
Approval is required to make all purchases with a procurement card	Per State statue NCGS § 159-28, departments are required to ensure money is in their accounts prior to spending the money. The City has recently rewritten the Purchasing Policy manual and deputized Finance Officers in each department. These employees (Deputized Finance Officers) have the responsibility of making sure there is sufficient funds in the account prior to any money being spent on any procurement card. The assigned employee (Deputy Finance Officer) can be held personally responsible for any charges made without sufficient funding in the account to cover the expense. Employees must get permission to use their assigned procurement card to avoid unintentionally overspending the account.

We truly value our employees and recognize they are our most important asset. We are committed to making the City the best work place possible. We are working every day to improve our workplace and to improve communications with our employees and better engage our employees.

If you have any questions or ideas related to the survey results, please contact Judy in Human Resources at 704-866-6786.

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: [Smith, Judy](#)
To: [City All Users](#)
Subject: UPDATE ON CONCERNS EXPRESSED DURING EMPLOYEE FOCUS GROUP
Date: Friday, August 02, 2019 5:55:09 PM

UPDATE ON CONCERNS EXPRESSED DURING EMPLOYEE FOCUS GROUP MEETINGS

In September 2018, the UNC School of Government conducted an employee survey. Since the completion of the survey, we have been working with the School of Government to compile and analyze the results of the data. The overall results were positive, however, there is room for improvement.

The School of Government consolidated the survey results and the data showed that there were three areas that employees consistently identified as needing improvement. With volunteers from across the City, the School of Government conducted focus group meetings for us. The following 3 topics were addressed:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

During those focus group meetings, employees brought forth the following concerns. We have identified the concerns below along with what is being done to make improvements.

Concern	What we are doing
Length of time it takes to advertise and fill positions	We have revised and streamlined the required approvals for advertising jobs and approving the hire. This has expedited the advertising and filling of vacant positions.
Hiring salary for new hires	The City now looks at the applicant's experience and places the applicant in line with other employees with similar experience in the same job.

Additional training needed for Eden users	The Human Resources and Finance Departments provided training to Eden users in the Spring. Additional (more in-depth) training will take place in the late summer for users who are interested.
Supervisors don't deal with difficult employees	Human Resources has been working with supervisors to make sure they are adequately trained on dealing with difficult employees. In the Spring of 2019, we began a Leadership Academy to cover the needed leadership skills needed to be a successful supervisor. We covered, in depth, the City's policies on discipline and stressed the need to promptly deal with anything related to personnel. Supervisors are encouraged and expected to deal with difficult employees. We will continue having the Leadership Academy twice a year. Due to personnel privacy laws, the details on how the individual employee is being dealt with cannot be shared with other employees.
Voice (employees fear they will be retaliated against if they speak up)	The City has a policy that prohibits retaliation. Management encourages supervisors to meet with employees to obtain ideas and feedback on projects and daily tasks. Employees are encouraged to share ideas with supervision. Retaliation of any type is not and will not be tolerated.
Performance Evaluation System needs to be overhauled	The City purchased a new evaluation system (NeoGov). Management is hoping to have the system ready for management to begin using in the Fall. Human Resources will be training supervisors on how to correctly evaluate employees.
Policies are inconsistent between departments/punctuality policies are overly controlling	The City has a personnel policy manual which covers all departments. Some departments have additional policies to address the business needs of those specific departments. For example, the fire department is required to have minimum staffing at each station, so it is imperative that each employee that is scheduled to work be there on time. If an employee is late, someone has to work over until someone else can come in to cover. That creates a need for a stricter attendance policy. Overall City policies are in place to ensure the necessary compliance. One

	policy manual cannot cover every need for every department. We are too varied, with many very different departments and very different requirement for the work that is being done.
Approval is required to make all purchases with a procurement card	Per State statue NCGS § 159-28, departments are required to ensure money is in their accounts prior to spending the money. The City has recently rewritten the Purchasing Policy manual and deputized Finance Officers in each department. These employees (Deputized Finance Officers) have the responsibility of making sure there is sufficient funds in the account prior to any money being spent on any procurement card. The assigned employee (Deputy Finance Officer) can be held personally responsible for any charges made without sufficient funding in the account to cover the expense. Employees must get permission to use their assigned procurement card to avoid unintentionally overspending the account.

We truly value our employees and recognize they are our most important asset. We are committed to making the City the best work place possible. We are working every day to improve our workplace and to improve communications with our employees and better engage our employees.

If you have any questions or ideas related to the survey results, please contact Judy in Human Resources at 704-866-6786.

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: [Smith, Judy](#)
To: [City All Users](#)
Subject: UPDATE ON CONCERNS EXPRESSED DURING EMPLOYEE FOCUS GROUP
Date: Friday, August 02, 2019 5:55:09 PM

UPDATE ON CONCERNS EXPRESSED DURING EMPLOYEE FOCUS GROUP MEETINGS

In September 2018, the UNC School of Government conducted an employee survey. Since the completion of the survey, we have been working with the School of Government to compile and analyze the results of the data. The overall results were positive, however, there is room for improvement.

The School of Government consolidated the survey results and the data showed that there were three areas that employees consistently identified as needing improvement. With volunteers from across the City, the School of Government conducted focus group meetings for us. The following 3 topics were addressed:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

During those focus group meetings, employees brought forth the following concerns. We have identified the concerns below along with what is being done to make improvements.

Concern	What we are doing
Length of time it takes to advertise and fill positions	We have revised and streamlined the required approvals for advertising jobs and approving the hire. This has expedited the advertising and filling of vacant positions.
Hiring salary for new hires	The City now looks at the applicant's experience and places the applicant in line with other employees with similar experience in the same job.

Additional training needed for Eden users	The Human Resources and Finance Departments provided training to Eden users in the Spring. Additional (more in-depth) training will take place in the late summer for users who are interested.
Supervisors don't deal with difficult employees	Human Resources has been working with supervisors to make sure they are adequately trained on dealing with difficult employees. In the Spring of 2019, we began a Leadership Academy to cover the needed leadership skills needed to be a successful supervisor. We covered, in depth, the City's policies on discipline and stressed the need to promptly deal with anything related to personnel. Supervisors are encouraged and expected to deal with difficult employees. We will continue having the Leadership Academy twice a year. Due to personnel privacy laws, the details on how the individual employee is being dealt with cannot be shared with other employees.
Voice (employees fear they will be retaliated against if they speak up)	The City has a policy that prohibits retaliation. Management encourages supervisors to meet with employees to obtain ideas and feedback on projects and daily tasks. Employees are encouraged to share ideas with supervision. Retaliation of any type is not and will not be tolerated.
Performance Evaluation System needs to be overhauled	The City purchased a new evaluation system (NeoGov). Management is hoping to have the system ready for management to begin using in the Fall. Human Resources will be training supervisors on how to correctly evaluate employees.
Policies are inconsistent between departments/punctuality policies are overly controlling	The City has a personnel policy manual which covers all departments. Some departments have additional policies to address the business needs of those specific departments. For example, the fire department is required to have minimum staffing at each station, so it is imperative that each employee that is scheduled to work be there on time. If an employee is late, someone has to work over until someone else can come in to cover. That creates a need for a stricter attendance policy. Overall City policies are in place to ensure the necessary compliance. One

	policy manual cannot cover every need for every department. We are too varied, with many very different departments and very different requirement for the work that is being done.
Approval is required to make all purchases with a procurement card	Per State statue NCGS § 159-28, departments are required to ensure money is in their accounts prior to spending the money. The City has recently rewritten the Purchasing Policy manual and deputized Finance Officers in each department. These employees (Deputized Finance Officers) have the responsibility of making sure there is sufficient funds in the account prior to any money being spent on any procurement card. The assigned employee (Deputy Finance Officer) can be held personally responsible for any charges made without sufficient funding in the account to cover the expense. Employees must get permission to use their assigned procurement card to avoid unintentionally overspending the account.

We truly value our employees and recognize they are our most important asset. We are committed to making the City the best work place possible. We are working every day to improve our workplace and to improve communications with our employees and better engage our employees.

If you have any questions or ideas related to the survey results, please contact Judy in Human Resources at 704-866-6786.

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: [Carpenter, Todd](#)
To: [Smith, Judy](#)
Subject: RE:
Date: Friday, August 02, 2019 4:09:03 PM
Attachments: [Focus Group Response.docx](#)

See my changes. If you want to discuss anything or would prefer to word something differently let me know. Otherwise please make your additions and send out.

From: Smith, Judy
Sent: Friday, August 2, 2019 3:30 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject:

Approval is required to make all purchases with a procurement card	Per State statute NCGS § 159-28 Departments are required to ensure money is in their accounts prior to spending the money. Employees must get permission to use their assigned procurement card to avoid unintentionally overspending the account.
--	--

Judy Smith
City of Gastonia
Director of Human Resources
P O Box 1748
Gastonia, NC 28053-1748
704-866-6786
704-836-0022 Fax

UPDATE ON CONCERNS EXPRESSED DURING EMPLOYEE FOCUS GROUP MEETINGS

In September 2018, The UNC School of Government conducted an employee survey. Since the completion of the survey we have been working with the School to compile and analyze the results of the data. The overall results were positive, however, there is room for improvement.

~~Once the~~The School of Government consolidated the survey results ~~and the data showed that~~ there were three areas that employees consistently identified as needing improvement. With volunteers from across the City, the School of Government conducted focus group meetings for us. ~~we asked for volunteers to discuss how to address the following 3 topics. The following 3 topics were addressed:~~

Formatted: Font: Not Bold

Formatted: Space After: 0 pt, Line spacing: single

Formatted: Font: Not Bold

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

During those focus group meetings, employees brought forth the following concerns. Management is committed to making the City the best work place possible. We have identified ~~some of~~ the concerns below along with what is being done to make improvements.

Concern	What we are doing
Length of time it takes to advertise and fill positions	We have revised and streamlined the required approvals for advertising jobs and approving the hire . This has expedited the advertising and filling of vacant positions.
Hiring salary for new hires	The City now looks at the applicant's experience and places the applicant in line with other employees with similar experience in the same job.
Additional training needed for Eden users	The Human Resources and Finance Departments provided training to Eden users in the Spring. Additional (more in-depth) training will take place in the late summer for users who are interested.

Supervisors don't deal with difficult employees	<p>Human Resources has been working with supervisors to make sure they are adequately trained on dealing with difficult employees. In the Spring of 2019, we began a Leadership Academy to cover the needed leadership skills needed to be a successful supervisor, <u>as. We well as covered, in depth,</u> the City's policies on discipline <u>and stressed the need to promptly deal with anything related to personnel, along with other various topics.</u> Supervisors are encouraged and expected to deal with difficult employees. We will continue having the Leadership Academy twice a year. <u>Supervisors are encouraged and expected to deal with difficult employees.</u> Due to personnel privacy laws, the details on how the individual employee is being dealt with cannot be shared with other employees.</p>
Voice (employees fear they will be retaliated against if they speak up)	<p>The City has a policy that prohibits retaliation. Management encourages supervisors to meet with employees to obtain ideas and feedback on projects and daily tasks. Employees are encouraged to share ideas with supervision. <u>Retaliation of any type is not and will not be tolerated.</u></p>
Performance Evaluation System needs to be overhauled	<p>The City purchased a new evaluation system (NeoGov). Management is hoping to have the system ready for management to begin using in the Fall. Human Resources will be training supervisors on how to correctly evaluate employees.</p>
Policies are inconsistent between departments/punctuality policies are overly controlling	<p>The City has a personnel policy manual which covers all departments. Some departments have additional policies to address the business needs of those specific departments. For example, the fire department is required to have minimum staffing at each station, so it is imperative that each employee that is scheduled to work be there on time. If an employee is late, someone has to work over until someone else can come in to cover. That creates a need for a stricter attendance policy. <u>Overall City policies are in place to ensure the necessary compliance. One policy manual cannot cover every need for every department. We are too varied, with many very different departments and very different requirement for the work that is being done.</u></p>

From: [Smith, Judy](#)
To: [Carpenter, Todd](#)
Subject: Response to Employee Concerns Expressed in the Focus Group Meetings
Date: Friday, August 02, 2019 3:18:59 PM
Attachments: [Document147 \(003\).docx](#)

Todd,

This is my first draft of a response to the employee concerns expressed in the focus group meetings.

Your thoughts?

UPDATE ON CONCERNS EXPRESSED DURING EMPLOYEE FOCUS GROUP MEETINGS

In September 2018, The UNC School of Government conducted an employee survey. Once the School of Government consolidated the survey results, we asked for volunteers to discuss how to address the following 3 topics:

1. **Civility** – How can the City of Gastonia create an environment that ensures all employees’ ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. **Voice** – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. **Silence** – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

During those focus group meetings, employees brought forth the following concerns. Management is committed to making the City the best work place possible. We have identified some of the concerns below along with what is being done to make improvements.

Concern	What we are doing
Length of time it takes to advertise and fill positions	We have revised the required approvals for advertising jobs. This has expedited the advertising of vacant positions.
Hiring salary for new hires	The City looks at the applicant’s experience and places the applicant in line with other employees with similar experience in the same job.
Additional training needed for Eden users	The Human Resources and Finance Departments provided training to Eden users in the Spring. Additional (more in-depth) training will take place in the late summer for users who are interested.
Supervisors don’t deal with difficult employees	Human Resources has been working with supervisors to make sure they are adequately trained on dealing with difficult employees. In the Spring of 2019, we began a Leadership Academy to cover the needed leadership skills needed to be a successful supervisor, as well as the City’s policies on discipline along with other various topics. We will continue having the Leadership Academy twice a year. Supervisors

	are encouraged and expected to deal with difficult employees. Due to personnel privacy laws, the details on how the individual employee is being dealt with cannot be shared with other employees.
Voice (employees fear they will be retaliated against if they speak up)	The City has a policy that prohibits retaliation. Management encourages supervisors to meet with employees to obtain ideas and feedback on projects and daily tasks. Employees are encouraged to share ideas with supervision.
Performance Evaluation System needs to be overhauled	The City purchased a new evaluation system (NeoGov). Management is hoping to have the system ready for management to begin using in the Fall. Human Resources will be training supervisors on how to correctly evaluate employees.
Policies are inconsistent between departments/punctuality policies are overly controlling	The City has a personnel policy manual which covers all departments. Some departments have additional policies to address the business needs of those specific departments. For example, the fire department is required to have minimum staffing at each station, so it is imperative that each employee that is scheduled to work be there on time. If an employee is late, someone has to work over until someone else can come in to cover. That creates a need for a stricter attendance policy.

From: [Smith, Judy](#)
To: [Carpenter, Todd](#)
Subject: Emailing: COG Employee Survey All Depts
Date: Friday, August 02, 2019 9:46:11 AM
Attachments: [COG Employee Survey All Depts.pdf](#)

Your message is ready to be sent with the following file or link attachments:

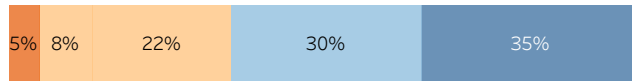
COG Employee Survey All Depts

Note: To protect against computer viruses, e-mail programs may prevent sending or receiving certain types of file attachments. Check your e-mail security settings to determine how attachments are handled.

Response Distributions: Workplace Civility

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

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



Room for Improvement

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



Room for Improvement

Put you down or was disrespectful to you?



Room for Improvement

Question Grouping
Workplace Civility

Department
All

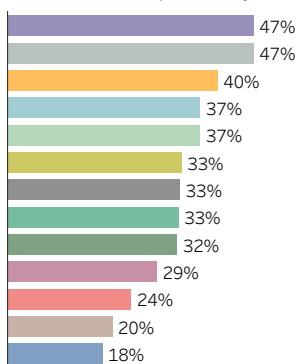
Question Grouping Color

- Very Often
- Often
- Sometimes
- Rarely
- Never

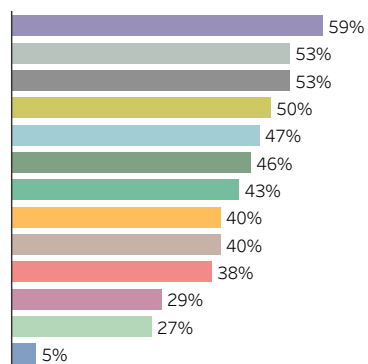
Departmental Comparisons

Percent indicating Never or Rarely

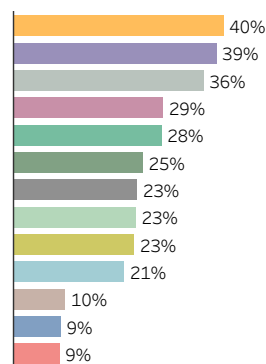
Doubted your judgment or ability on a matter over which you have responsibility?



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



Put you down or was disrespectful to you?

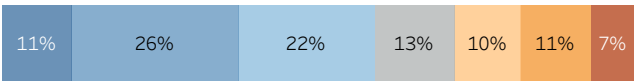


Department

- CMO
- Community Services
- Development Services
- Electric
- Financial Services
- Fire
- HR
- Museum
- Parks and Cultural Services
- Police
- Public Works
- Technology Services
- Water & Sewer

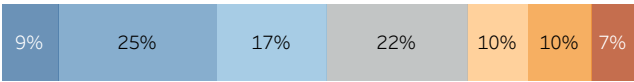
Response Distributions: Voice

I have opportunities to provide my opinion to upper management on workplace issues.



Room for Improvement

When I provide my opinion on workplace issues to upper management, I receive a response from upper manage..



Room for Improvement

Question Grouping
Voice

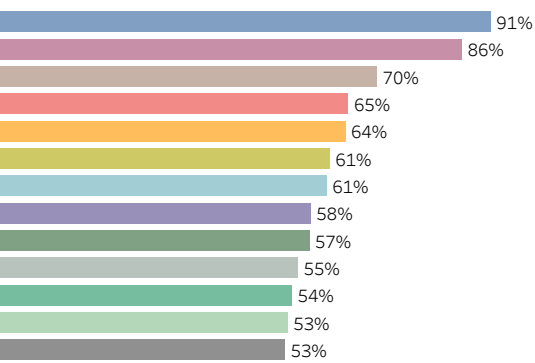
Department
All

- Question Grouping Color
- Strongly Agree
 - Agree
 - Somewhat Agree
 - Neither Agree nor Disagree
 - Somewhat Disagree
 - Disagree
 - Strongly Disagree

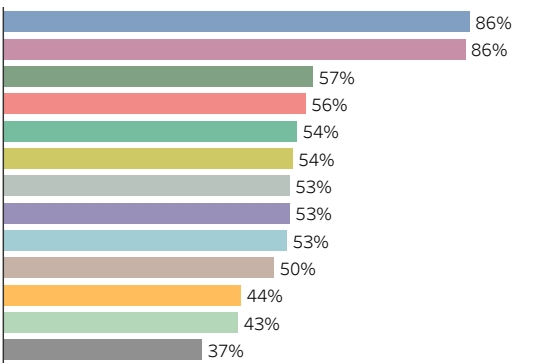
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

I have opportunities to provide my opinion to upper management on workplace issues.



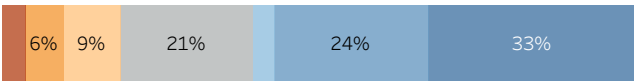
When I provide my opinion on workplace issues to upper management, I receive a response from upper management.



- Department
- CMO
 - Community Services
 - Development Services
 - Electric
 - Financial Services
 - Fire
 - HR
 - Museum
 - Parks and Cultural Services
 - Police
 - Public Works
 - Technology Services
 - Water & Sewer

Response Distributions: Turnover Intentions

I am thinking about leaving this organization.



Good

Question Grouping
Turnover Intentions

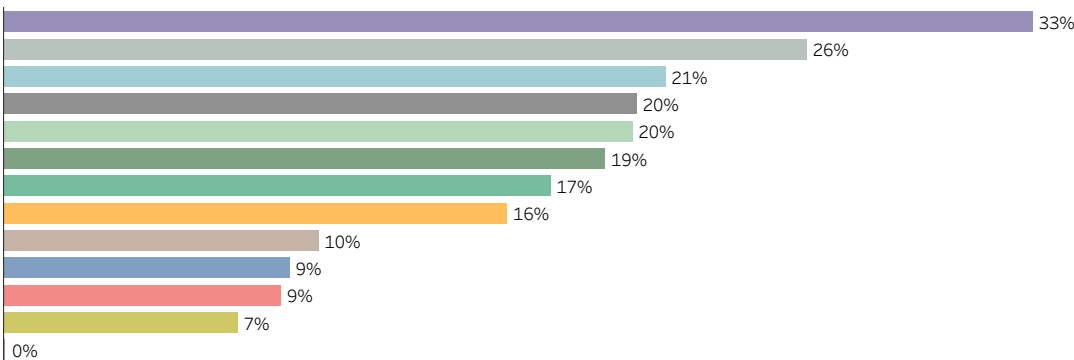
Department
All

- Question Grouping Color
- Strongly Agree
 - Agree
 - Somewhat Agree
 - Neither Agree nor Disagree
 - Somewhat Disagree
 - Disagree
 - Strongly Disagree

Departmental Comparisons

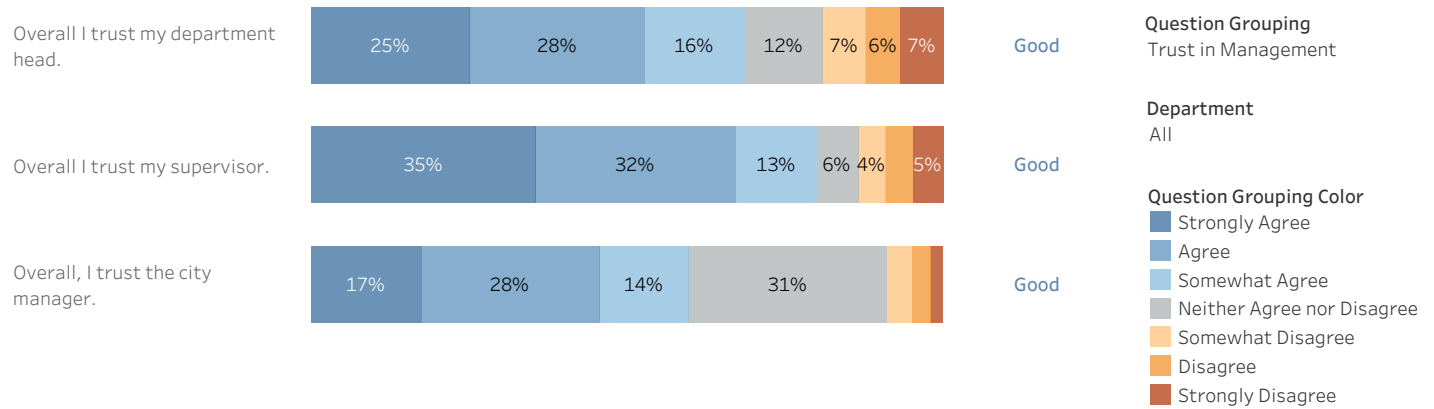
Percent indicating Somewhat Agree, Agree, or Strongly Agree

I am thinking about leaving this organization.



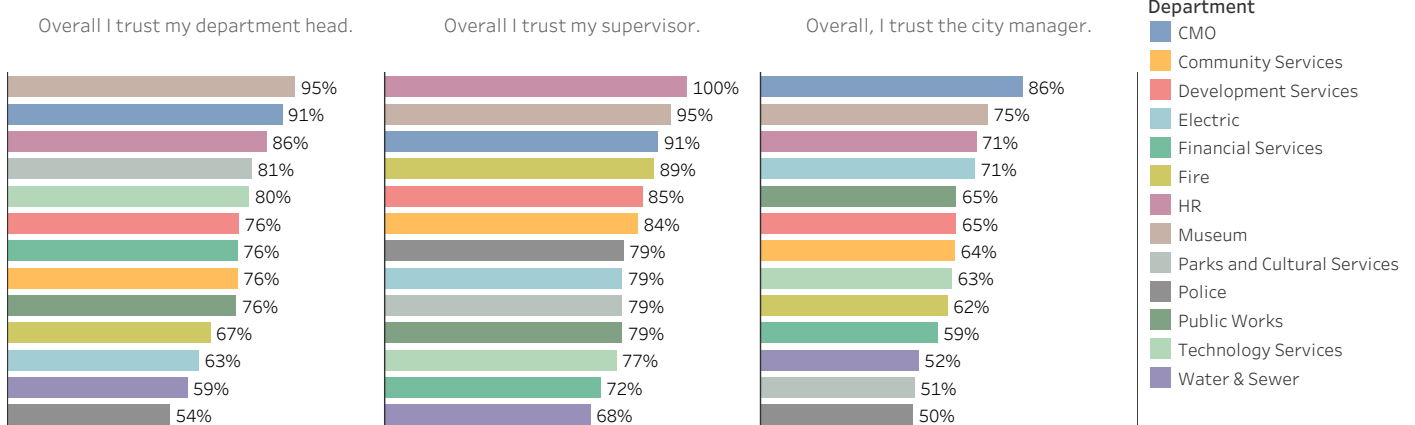
- Department
- CMO
 - Community Services
 - Development Services
 - Electric
 - Financial Services
 - Fire
 - HR
 - Museum
 - Parks and Cultural Services
 - Police
 - Public Works
 - Technology Services
 - Water & Sewer

Response Distributions: Trust in Management



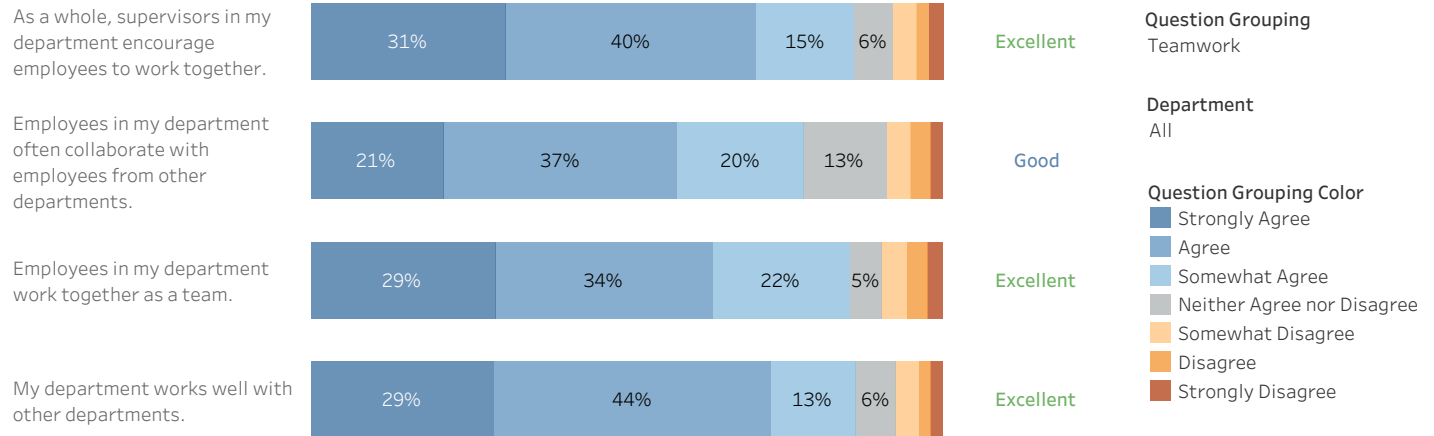
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



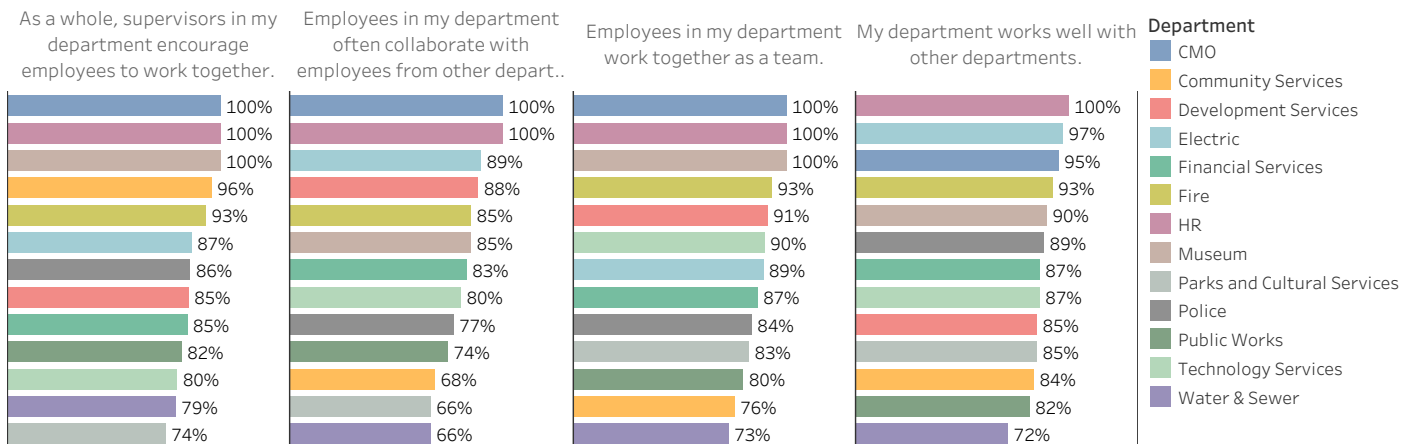
Response Distributions: Teamwork

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



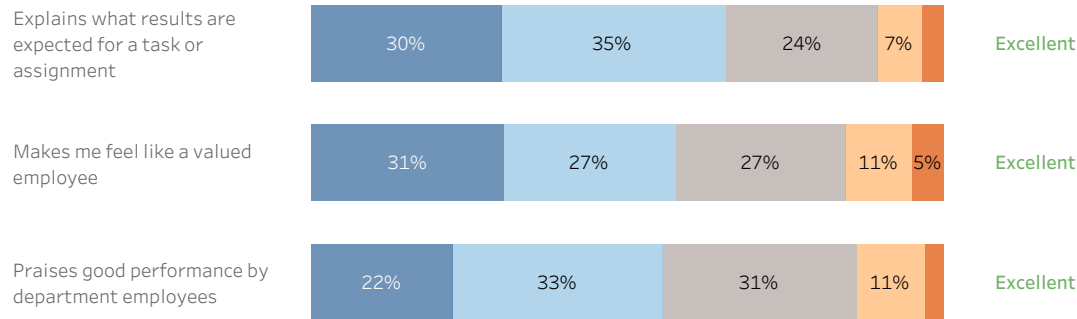
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Supervisory Practices 3

How often does your supervisor do the following?



Question Grouping
Supervisory Practices 3

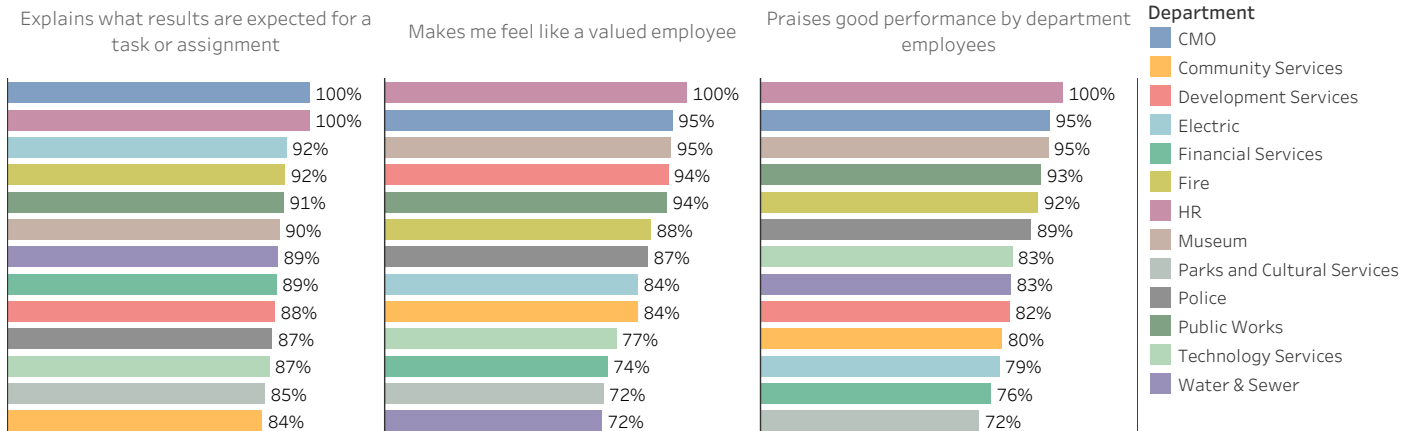
Department
All

Question Grouping Color

- Always
- Frequently
- Sometimes
- Rarely
- Never

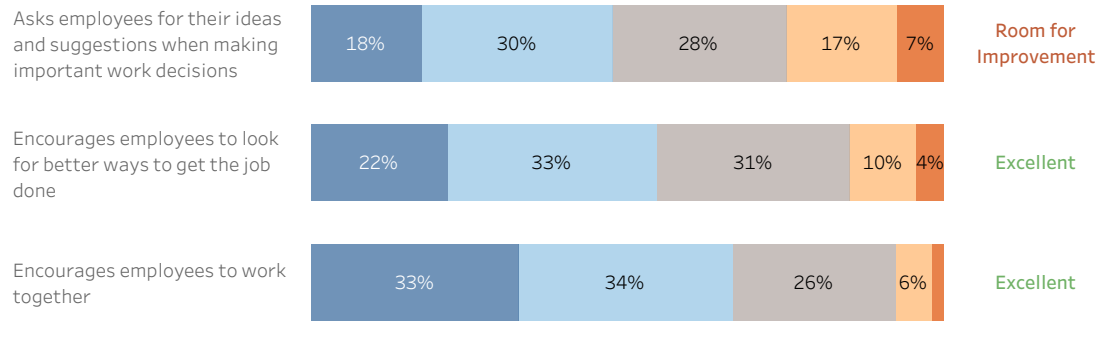
Departmental Comparisons

Percent indicating Frequently or Always



Response Distributions: Supervisory Practices 2

How often does your supervisor do the following?



Question Grouping
Supervisory Practices 2

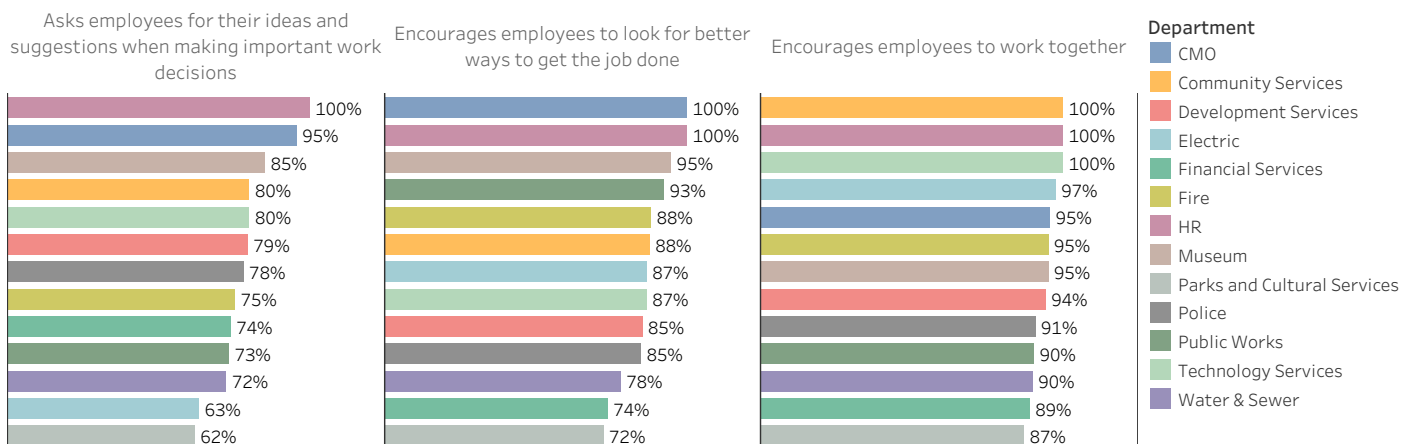
Department
All

Question Grouping Color

- Always
- Frequently
- Sometimes
- Rarely
- Never

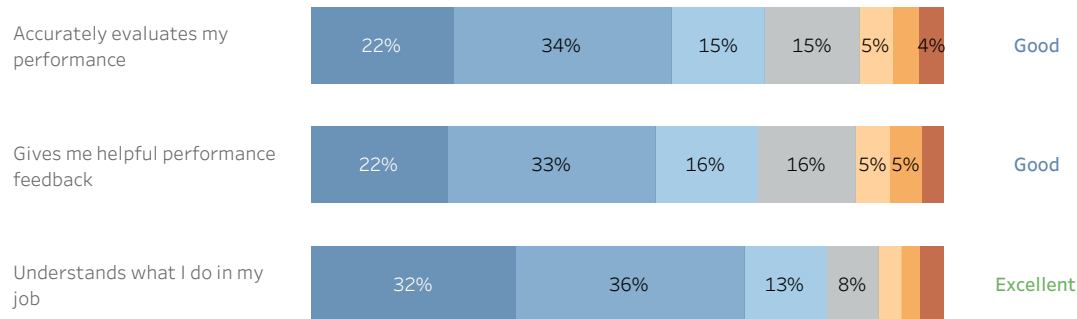
Departmental Comparisons

Percent indicating Sometimes, Frequently, or Always



Response Distributions: Supervisory Practices 1

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



Question Grouping
Supervisory Practices 1

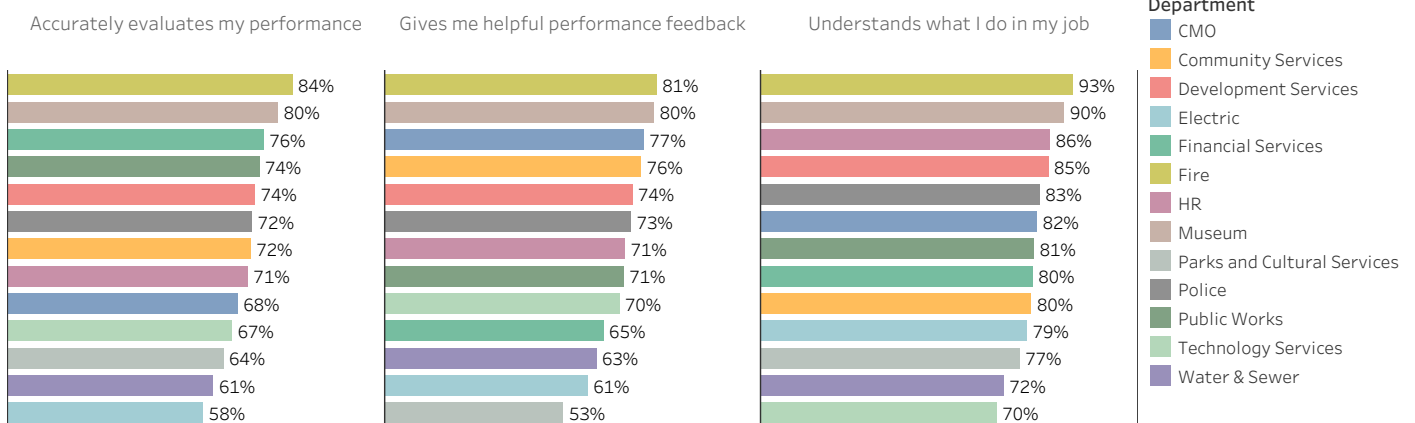
Department
All

Question Grouping Color

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

Departmental Comparisons

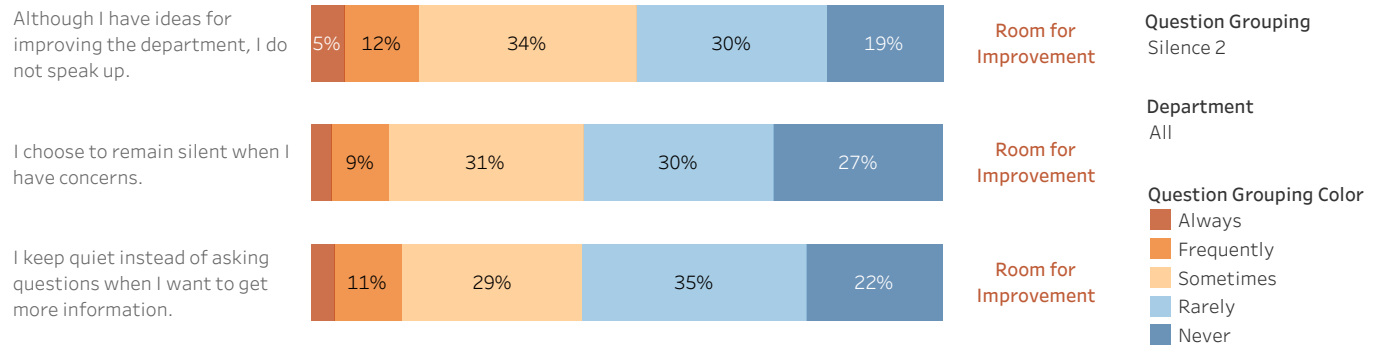
Percent indicating Somewhat Agree, Agree, or Strongly Agree



Department

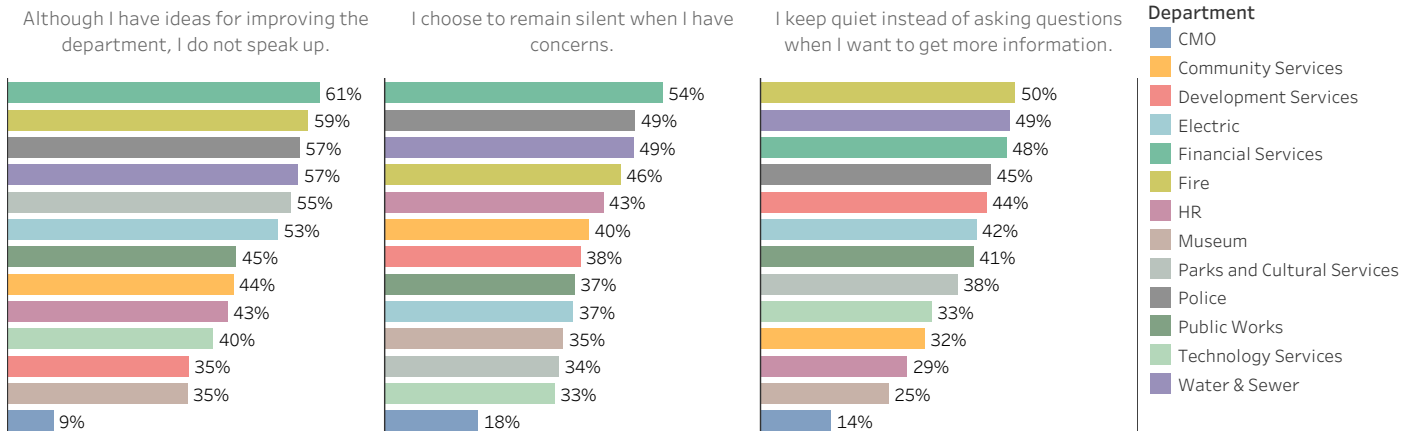
- CMO
- Community Services
- Development Services
- Electric
- Financial Services
- Fire
- HR
- Museum
- Parks and Cultural Services
- Police
- Public Works
- Technology Services
- Water & Sewer

Response Distributions: Silence 2

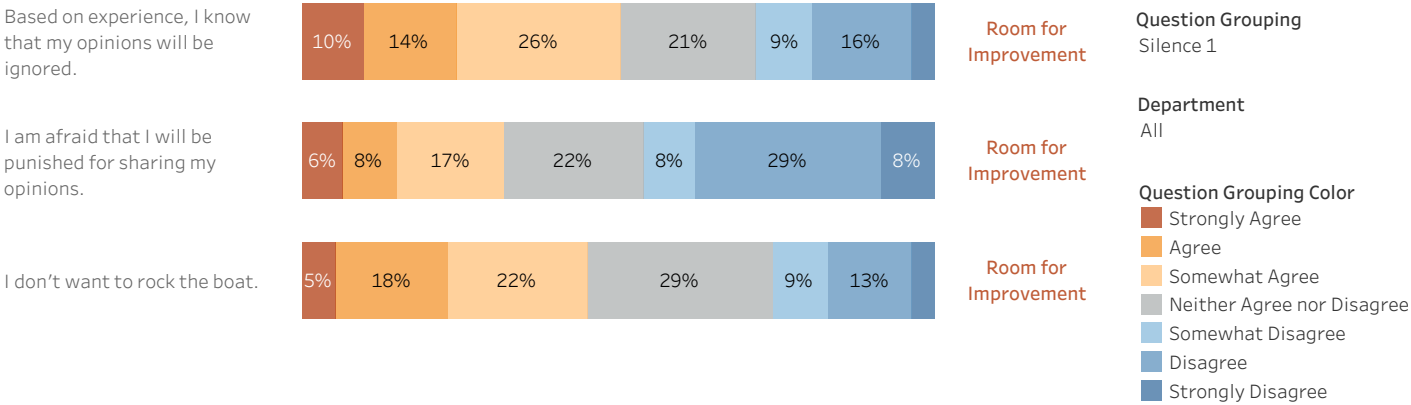


Departmental Comparisons

Percent indicating Sometimes, Frequently, or Always

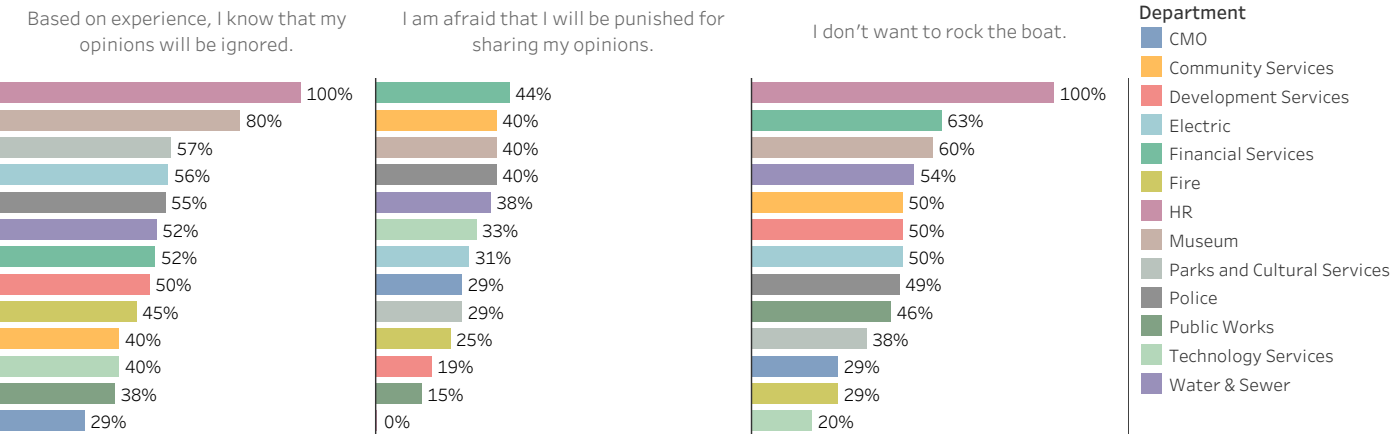


Response Distributions: Silence 1



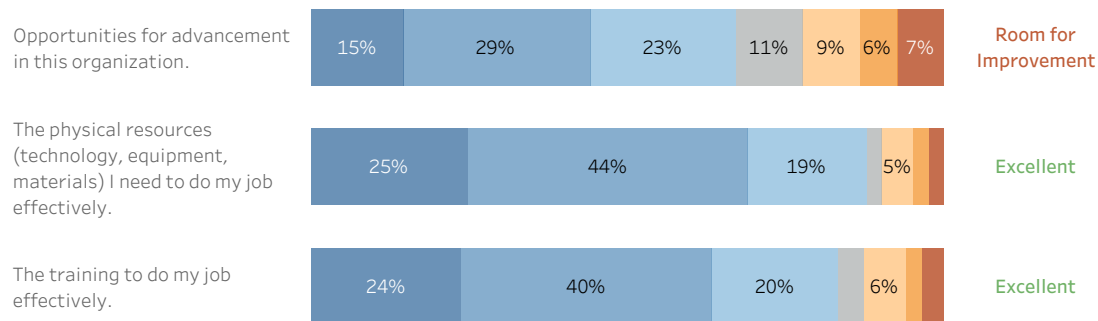
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Self-Efficacy

My organization provides...



Question Grouping
Self-Efficacy

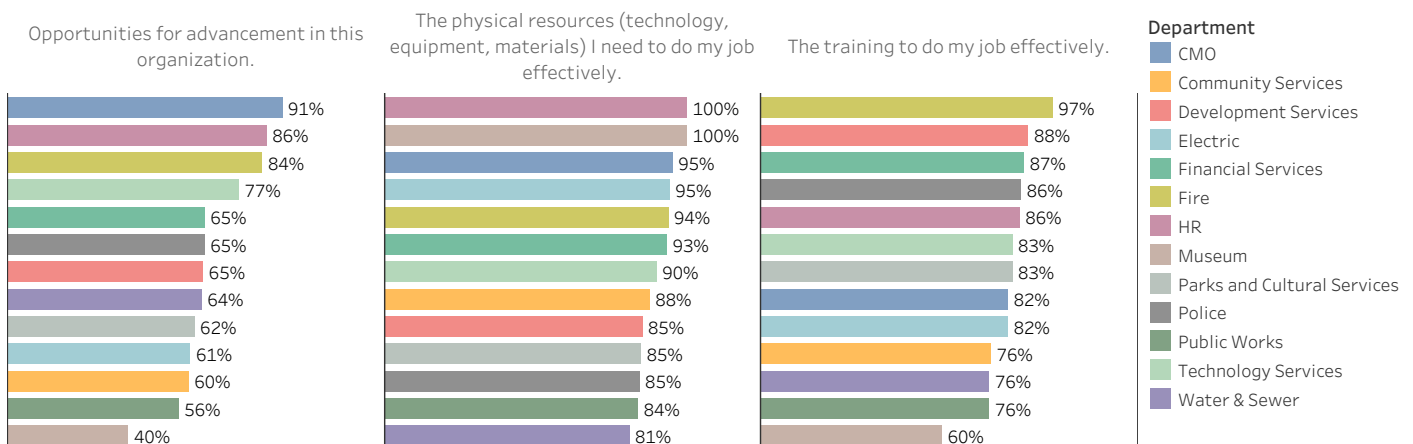
Department
All

Question Grouping Color

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

Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

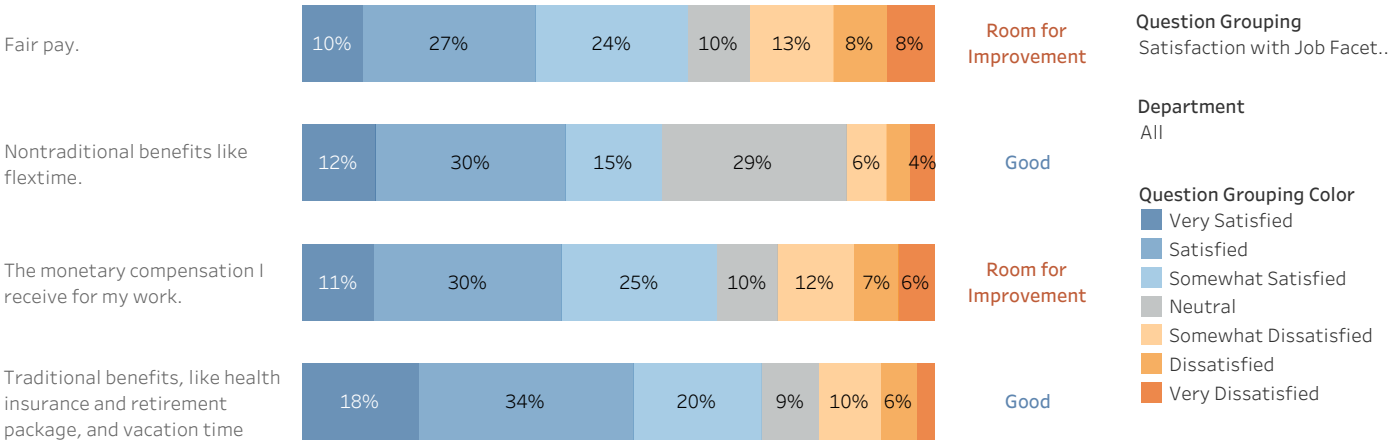


Department

- CMO
- Community Services
- Development Services
- Electric
- Financial Services
- Fire
- HR
- Museum
- Parks and Cultural Services
- Police
- Public Works
- Technology Services
- Water & Sewer

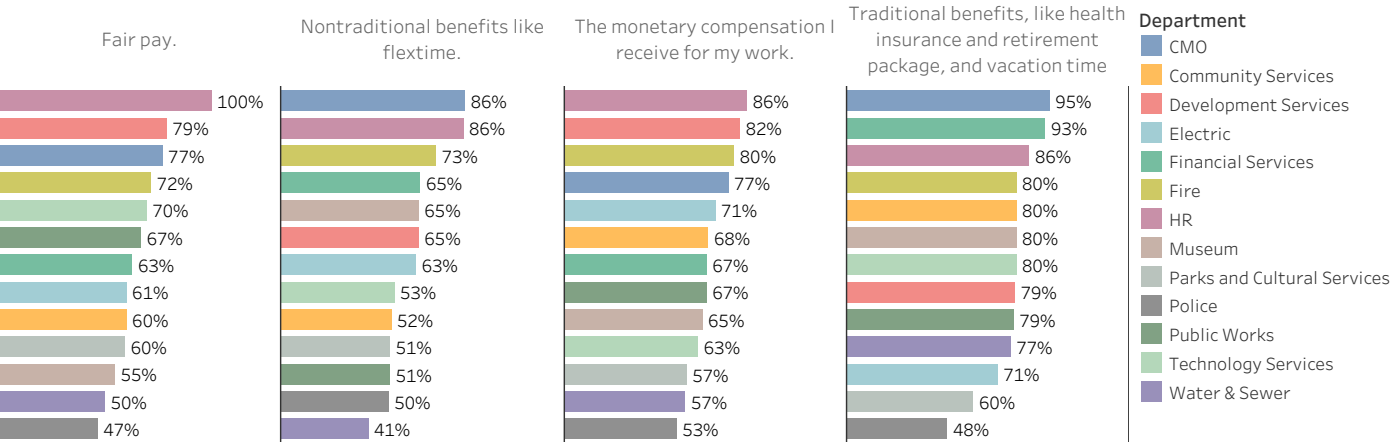
Response Distributions: Satisfaction with Job Facets 2

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



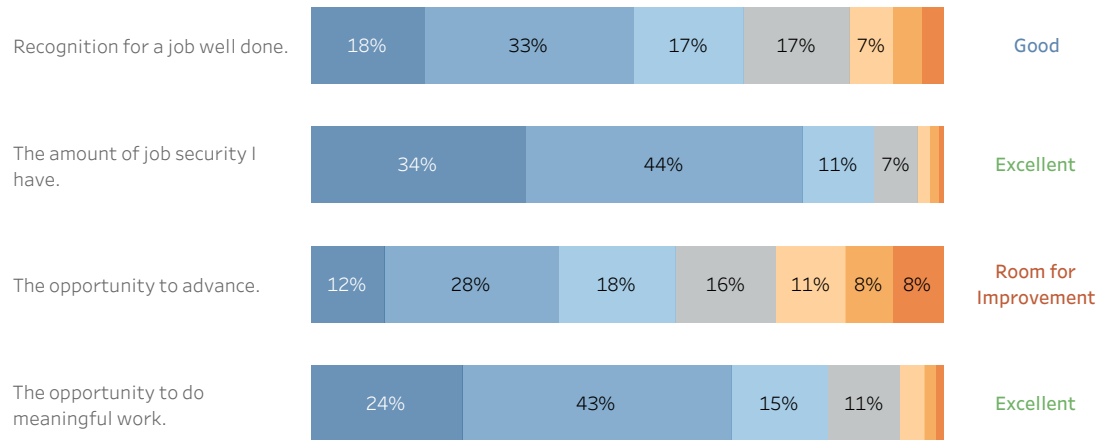
Departmental Comparisons

Percent indicating Somewhat Satisfied, Satisfied, or Very Satisfied



Response Distributions: Satisfaction with Job Facets 1

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



Question Grouping
Satisfaction with Job Facet..

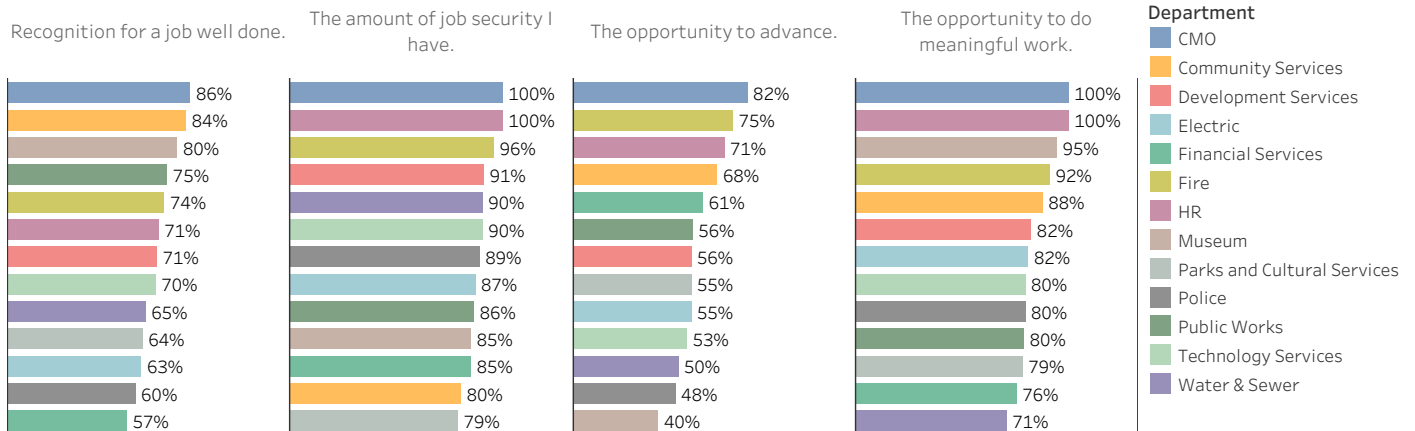
Department
All

Question Grouping Color

- Very Satisfied
- Satisfied
- Somewhat Satisfied
- Neutral
- Somewhat Dissatisfied
- Dissatisfied
- Very Dissatisfied

Departmental Comparisons

Percent indicating Somewhat Satisfied, Satisfied, or Very Satisfied



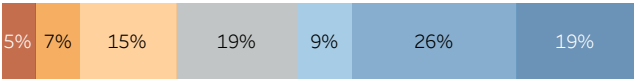
Department

- CMO
- Community Services
- Development Services
- Electric
- Financial Services
- Fire
- HR
- Museum
- Parks and Cultural Services
- Police
- Public Works
- Technology Services
- Water & Sewer

Response Distributions: Psychological Safety 2

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

Employees in my workplace sometimes reject others for being different.



Room for Improvement

Question Grouping
Psychological Safety 2

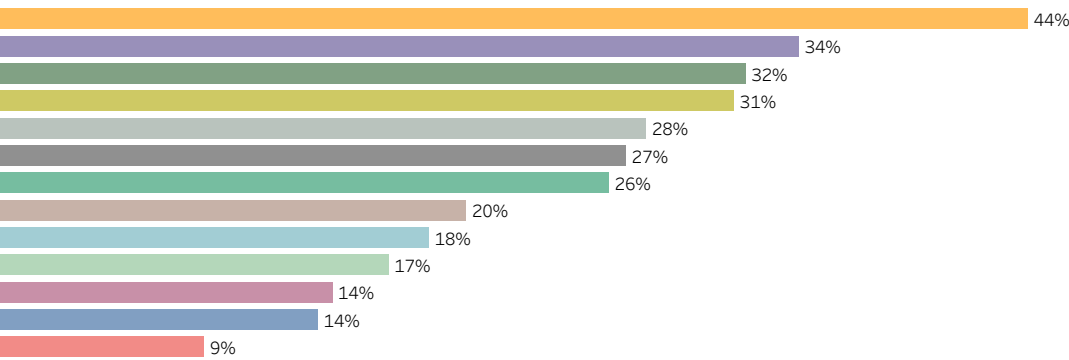
Department
All

- Question Grouping Color
- Strongly Agree
 - Agree
 - Somewhat Agree
 - Neither Agree nor Disagree
 - Somewhat Disagree
 - Disagree
 - Strongly Disagree

Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

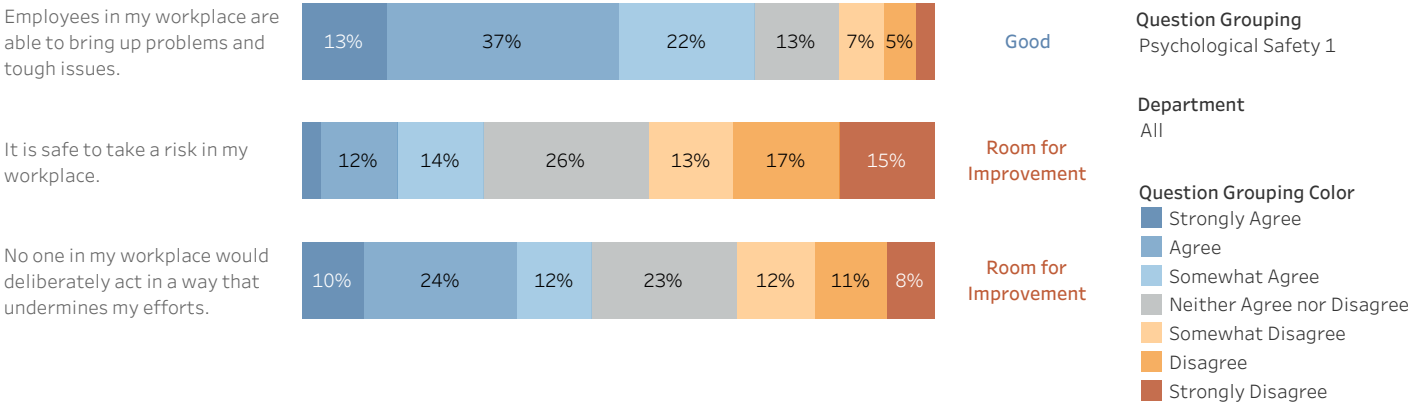
Employees in my workplace sometimes reject others for being different.



- Department
- CMO
 - Community Services
 - Development Services
 - Electric
 - Financial Services
 - Fire
 - HR
 - Museum
 - Parks and Cultural Services
 - Police
 - Public Works
 - Technology Services
 - Water & Sewer

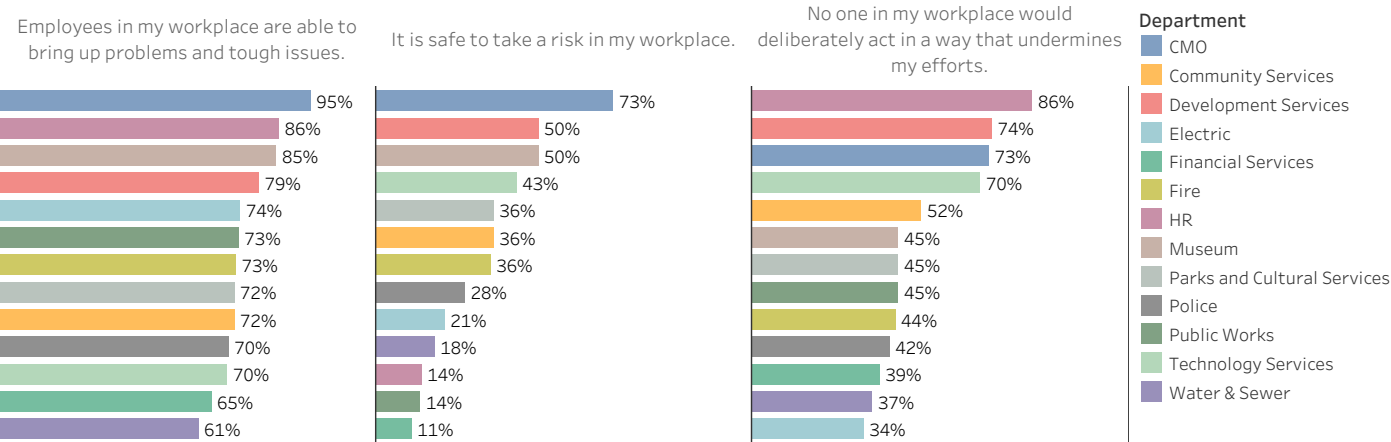
Response Distributions: Psychological Safety 1

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



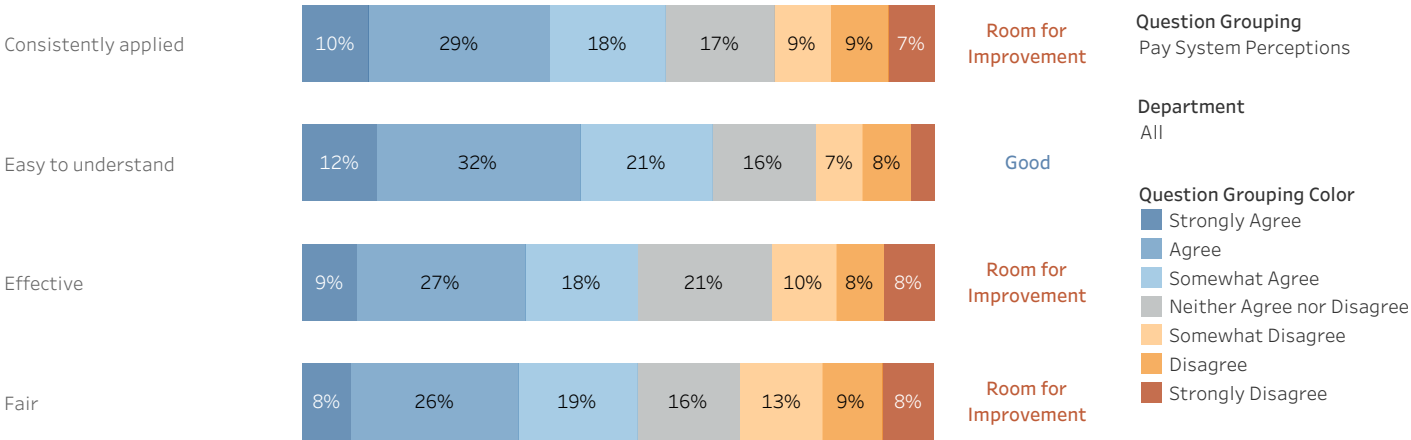
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



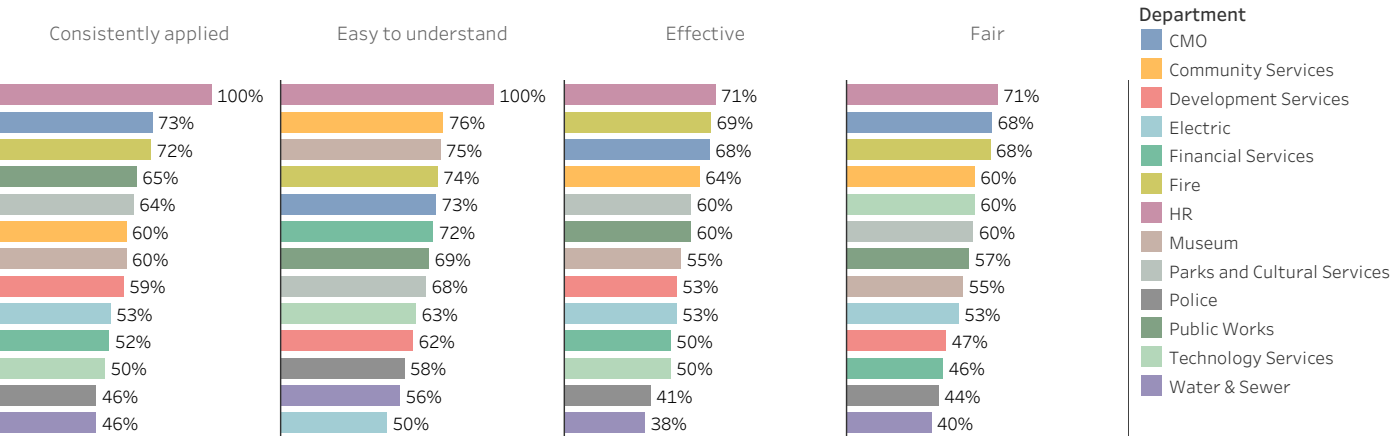
Response Distributions: Pay System Perceptions

Green Tape is...

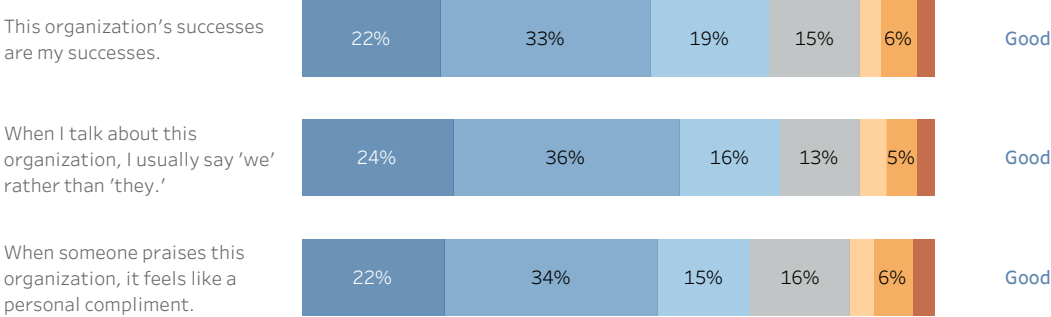


Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Organizational Identification



Question Grouping
Organizational Identificati..

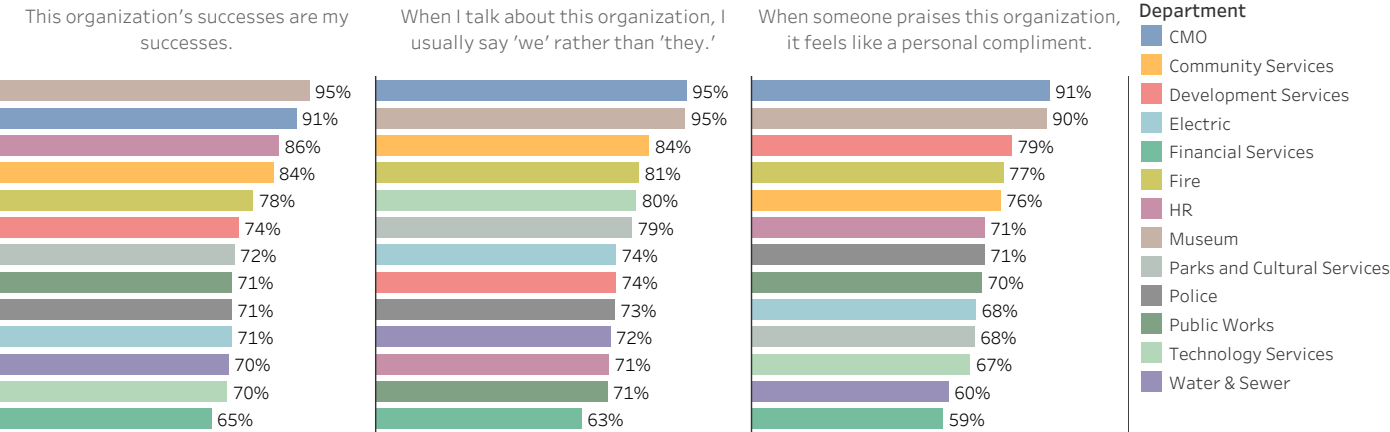
Department
All

Question Grouping Color

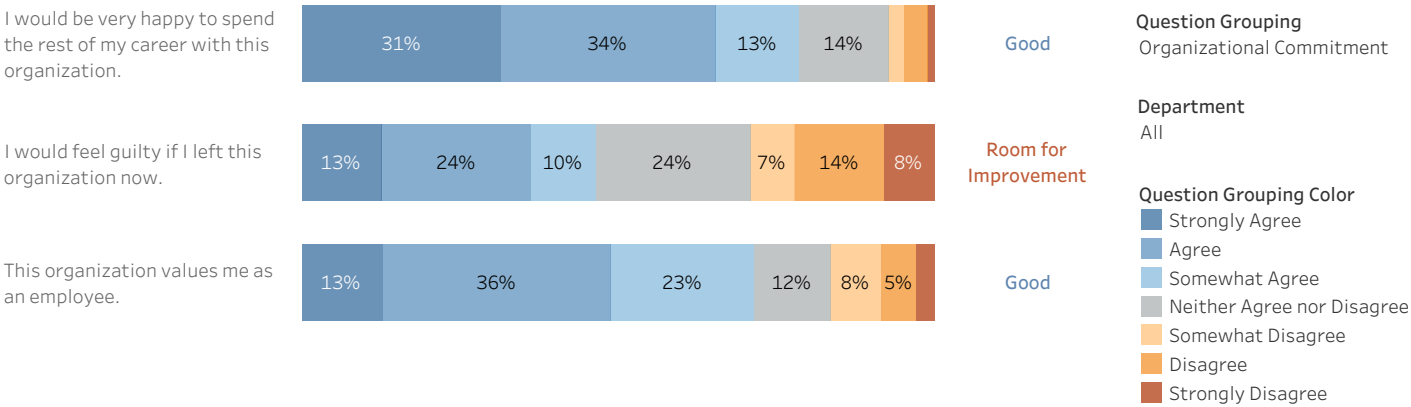
- Strongly Agree
- Agree
- Somewhat Agree
- Neither Agree nor Disagree
- Somewhat Disagree
- Disagree
- Strongly Disagree

Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

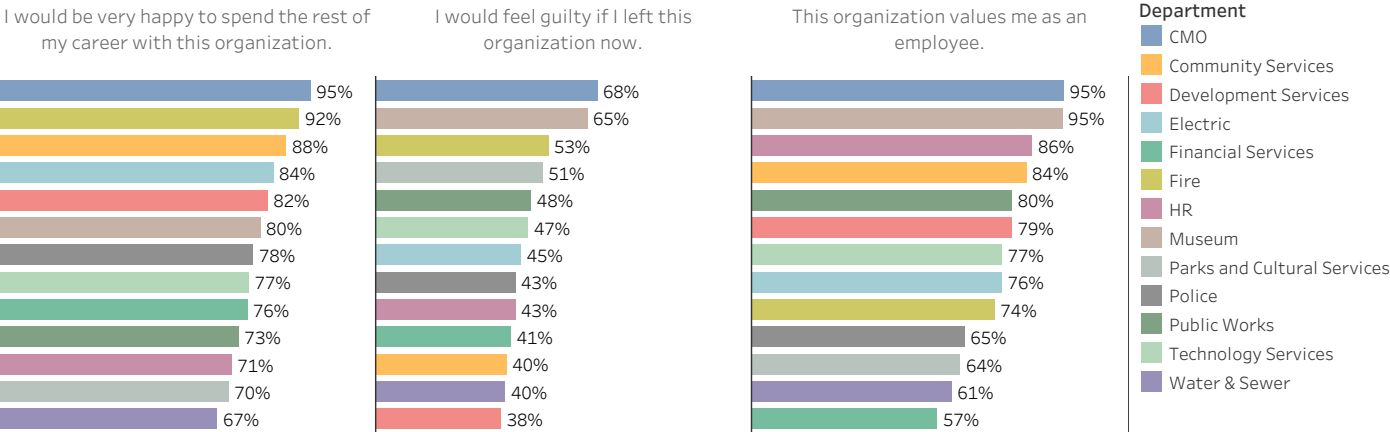


Response Distributions: Organizational Commitment



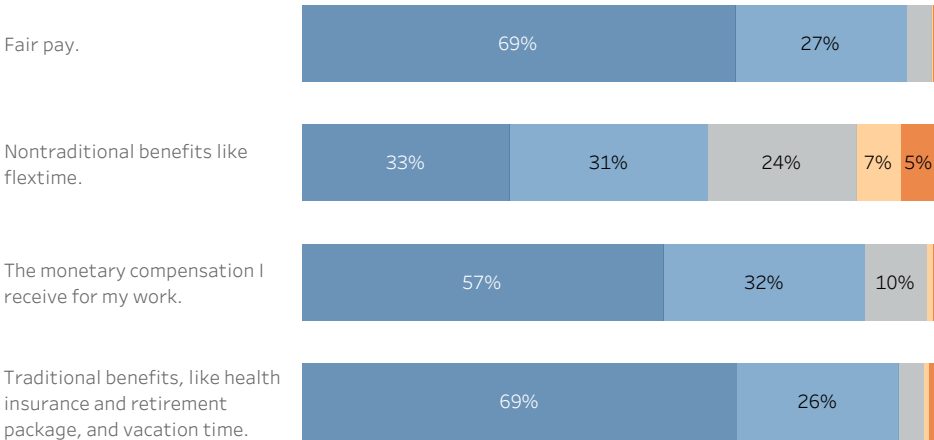
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Importance of Job Facets 2

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



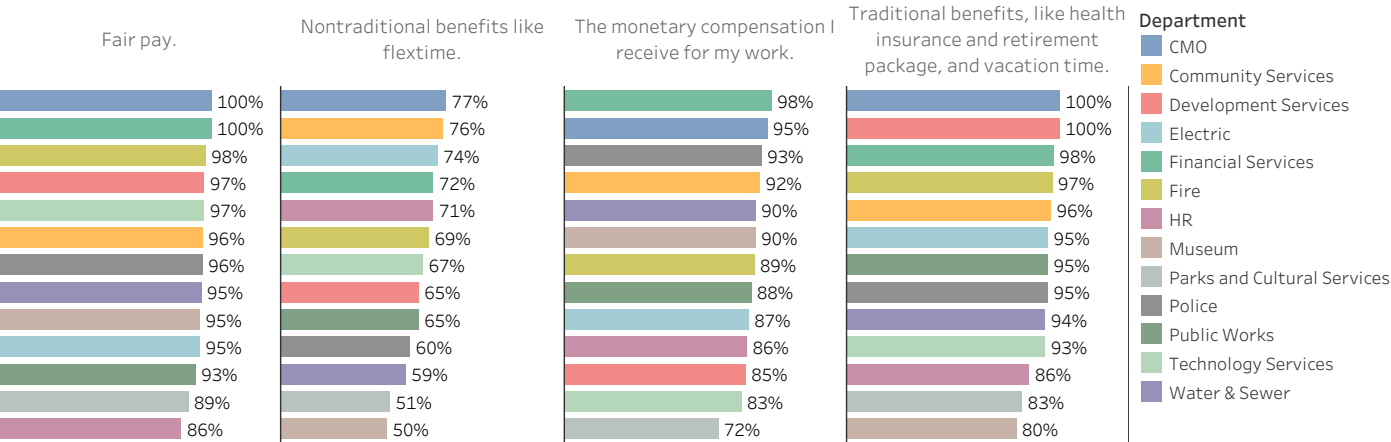
Question Grouping
Importance of Job Facets 2

Department
All

Question Grouping Color
Extremely important
Very important
Moderately important
Slightly important
Not at all important

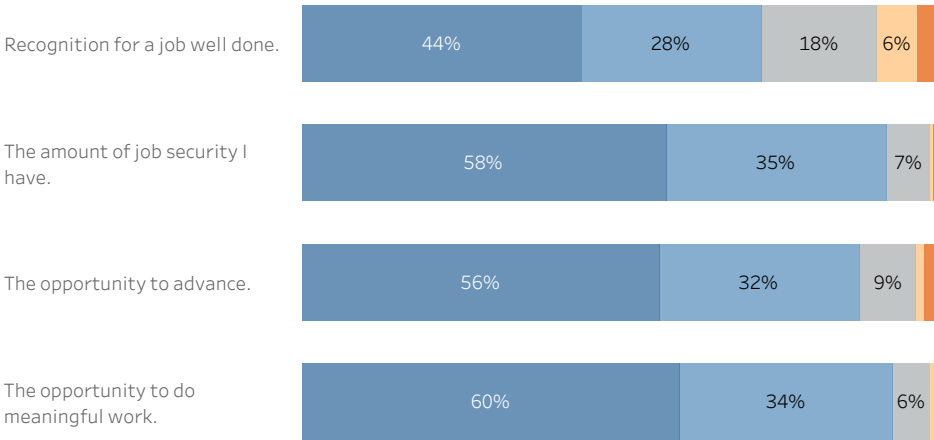
Departmental Comparisons

Percent indicating Very Important or Extremely Important



Response Distributions: Importance of Job Facets 1

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



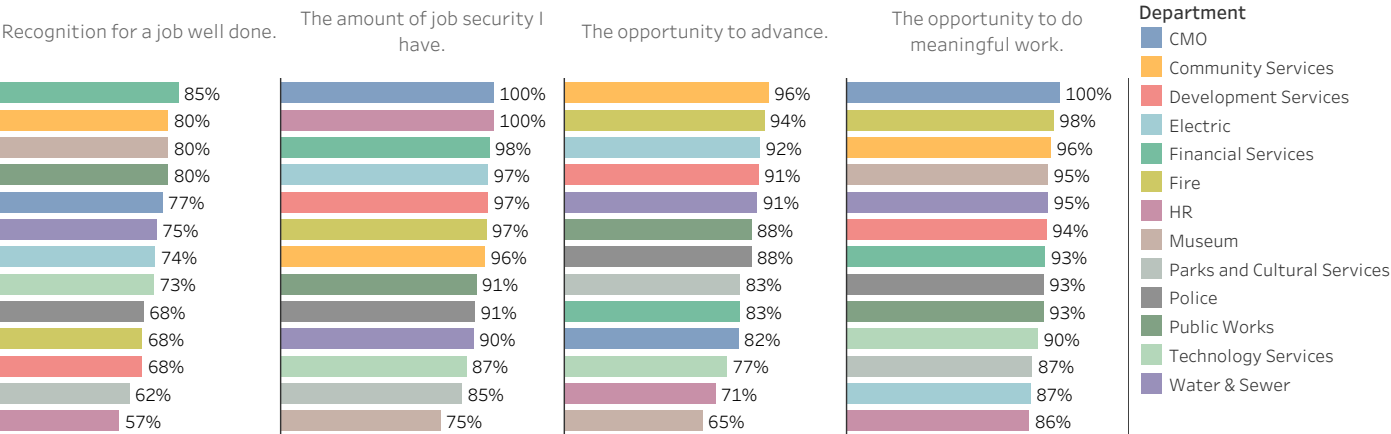
Question Grouping
Importance of Job Facets 1

Department
All

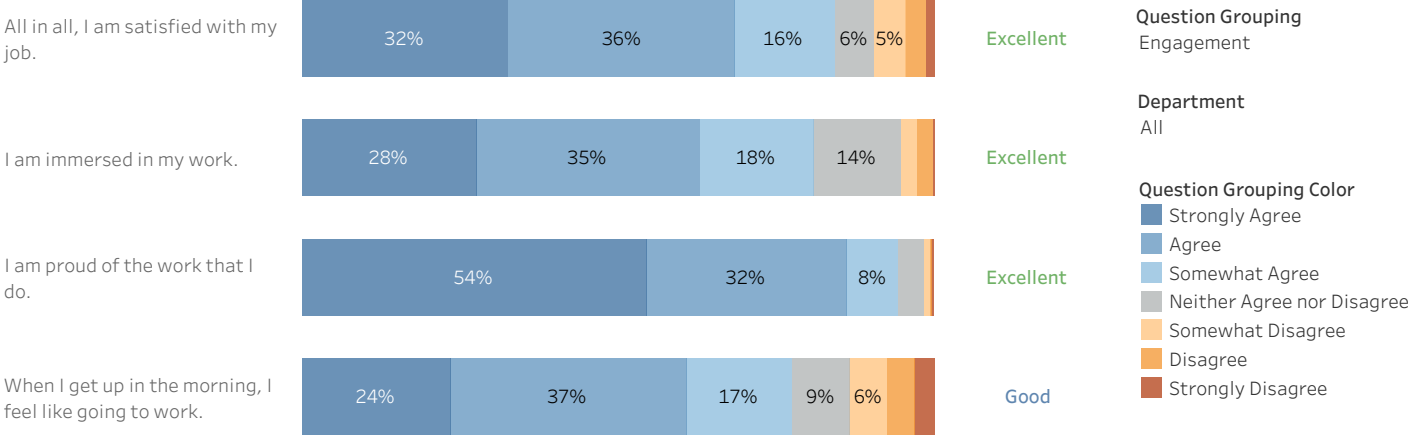
Question Grouping Color
Extremely important
Very important
Moderately important
Slightly important
Not at all important

Departmental Comparisons

Percent indicating Very Important or Extremely Important

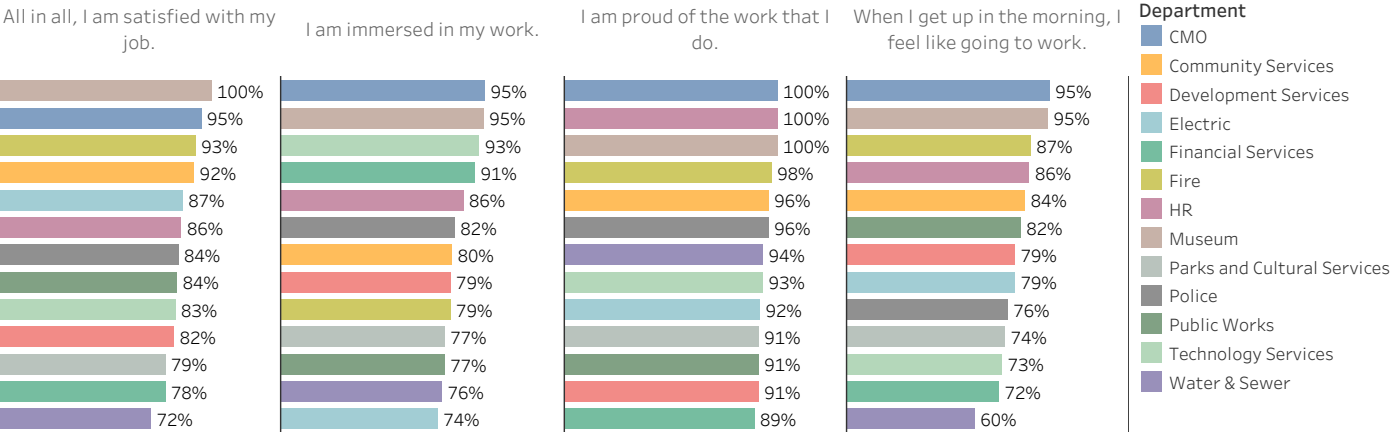


Response Distributions: Engagement



Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Diversity 4

All minority and female employees are provided resources and training that prepares them for promotion ..



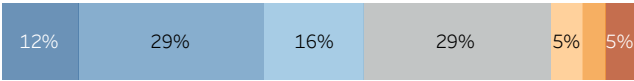
Good

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



Room for Improvement

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



Good

Question Grouping
Diversity 4

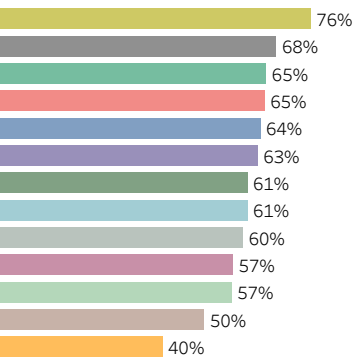
Department
All

- Question Grouping Color
- Strongly Agree
 - Agree
 - Somewhat Agree
 - Neither Agree nor Disagree
 - Somewhat Disagree
 - Disagree
 - Strongly Disagree

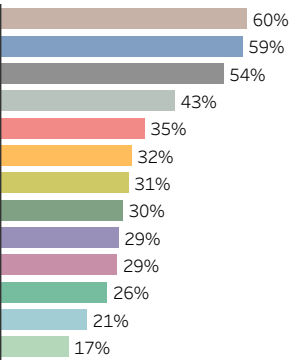
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

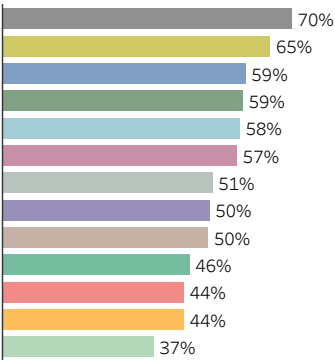
All minority and female employees are provided resources and training that prepares them for promotion and advancement.



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



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

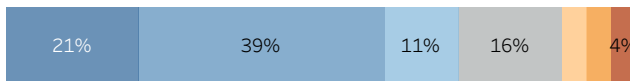


- Department
- CMO
 - Community Services
 - Development Services
 - Electric
 - Financial Services
 - Fire
 - HR
 - Museum
 - Parks and Cultural Services
 - Police
 - Public Works
 - Technology Services
 - Water & Sewer

Response Distributions: Diversity 3

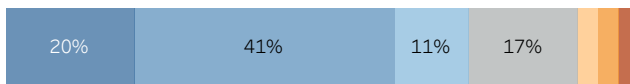
Managers here...

give assignments based on the skills and abilities of employees, not their personal and social background.



Good

give feedback and evaluate employees fairly, regardless of factors such as employee gender, race, religion, ethnicit..



Good

have a track record of hiring and promoting employees objectively, regardless of their race, religion, ethnicity, age, g..



Good

Question Grouping
Diversity 3

Department
All

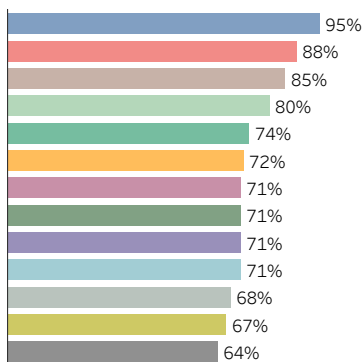
Question Grouping Color

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

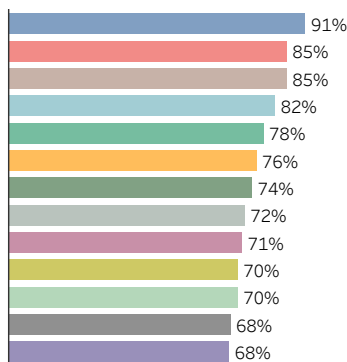
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

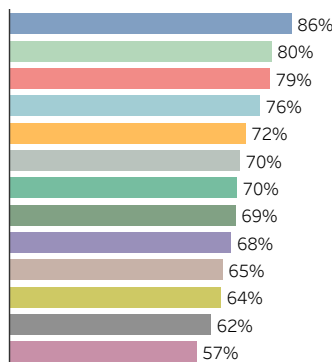
give assignments based on the skills and abilities of employees, not their personal and social background.



give feedback and evaluate employees fairly, regardless of factors such as employee gender, race, religion, ethnicit..



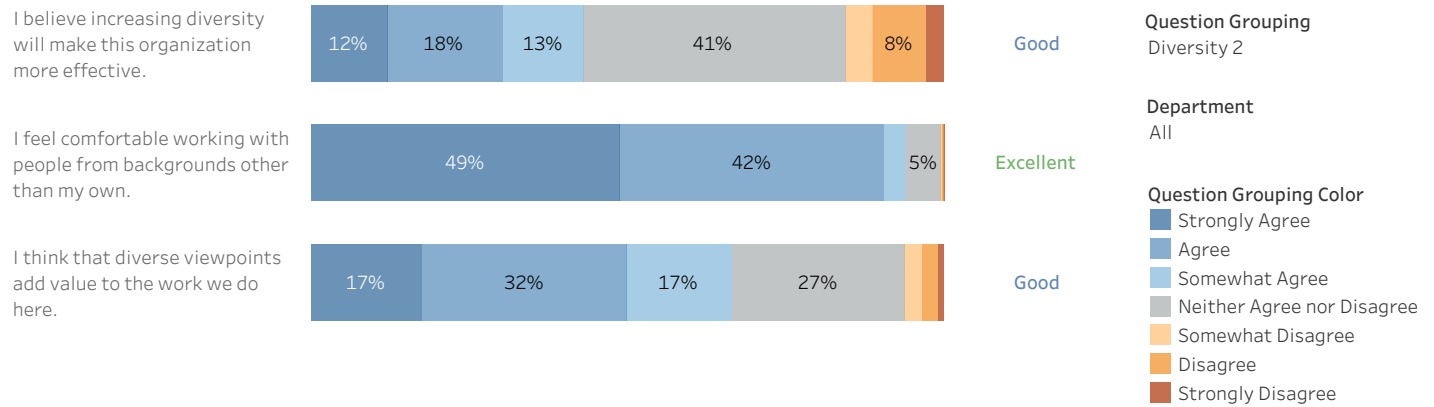
have a track record of hiring and promoting employees objectively, regardless of their race, religion, ethnicit..



Department

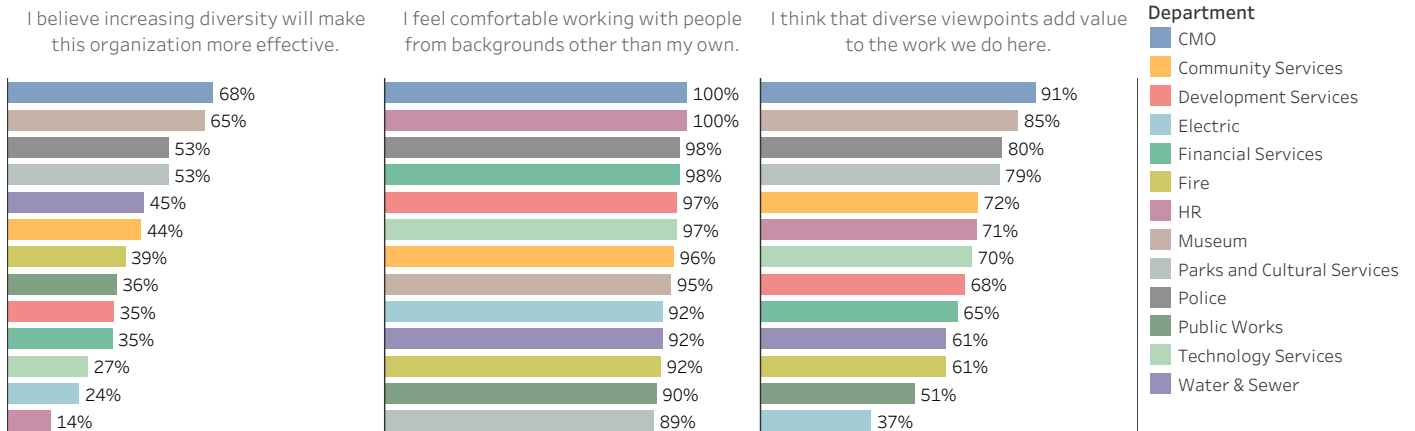
- CMO
- Community Services
- Development Services
- Electric
- Financial Services
- Fire
- HR
- Museum
- Parks and Cultural Services
- Police
- Public Works
- Technology Services
- Water & Sewer

Response Distributions: Diversity 2



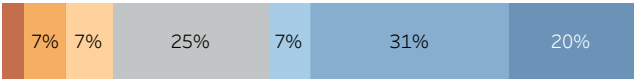
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Diversity 1

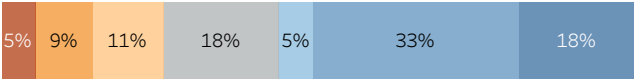
Diversity issues prevent some work teams here from performing to their maximum effectiveness.



Good

Question Grouping
Diversity 1

I am afraid to disagree with members of other groups for fear of being called prejudiced.



Room for Improvement

Department
All

The 'good old boys' network is alive and well here.



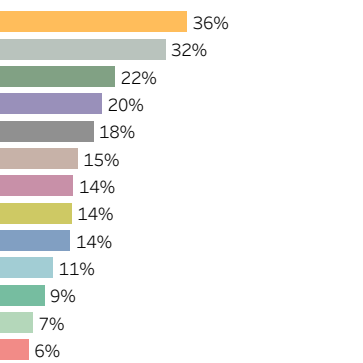
Room for Improvement

- Question Grouping Color
- Strongly Agree
 - Agree
 - Somewhat Agree
 - Neither Agree nor Disagree
 - Somewhat Disagree
 - Disagree
 - Strongly Disagree

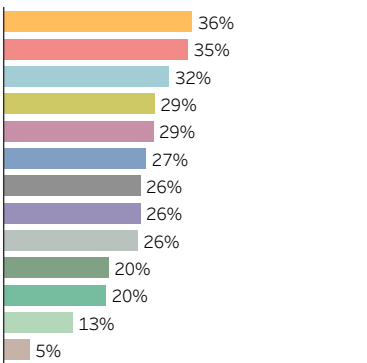
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

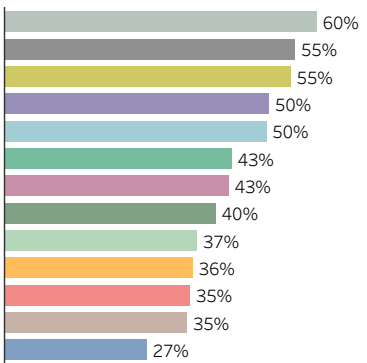
Diversity issues prevent some work teams here from performing to their maximum effectiveness.



I am afraid to disagree with members of other groups for fear of being called prejudiced.

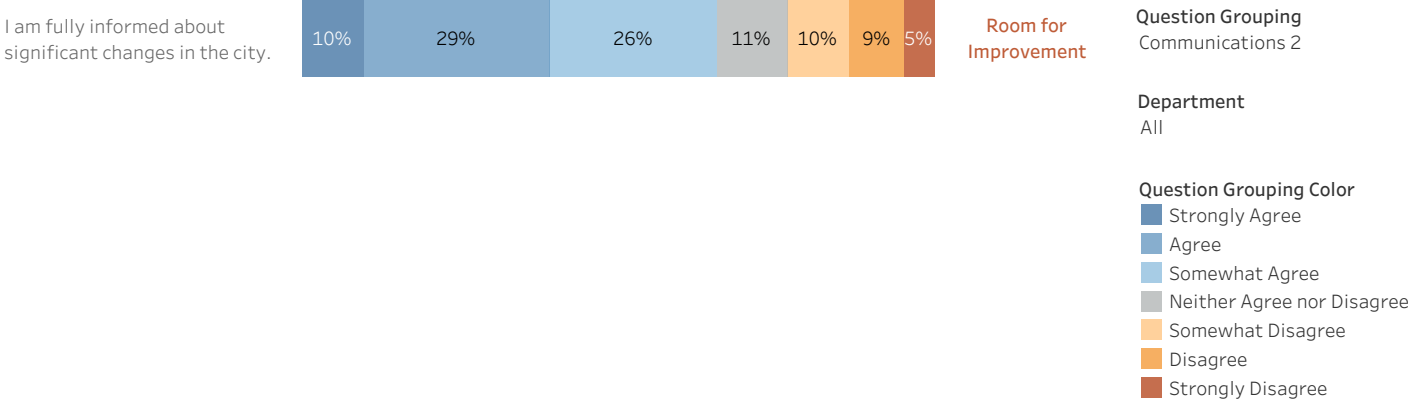


The 'good old boys' network is alive and well here.



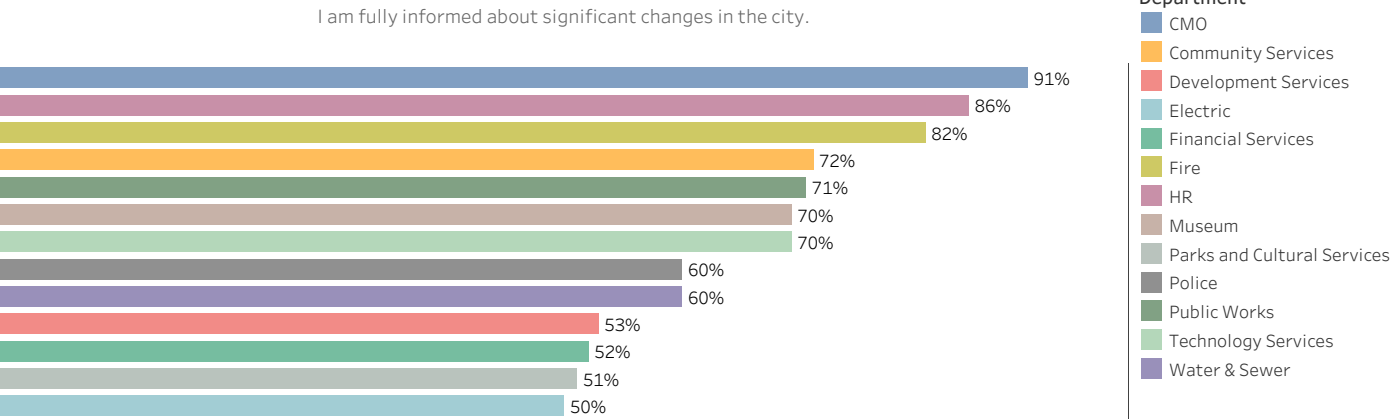
- Department
- CMO
 - Community Services
 - Development Services
 - Electric
 - Financial Services
 - Fire
 - HR
 - Museum
 - Parks and Cultural Services
 - Police
 - Public Works
 - Technology Services
 - Water & Sewer

Response Distributions: Communications 2



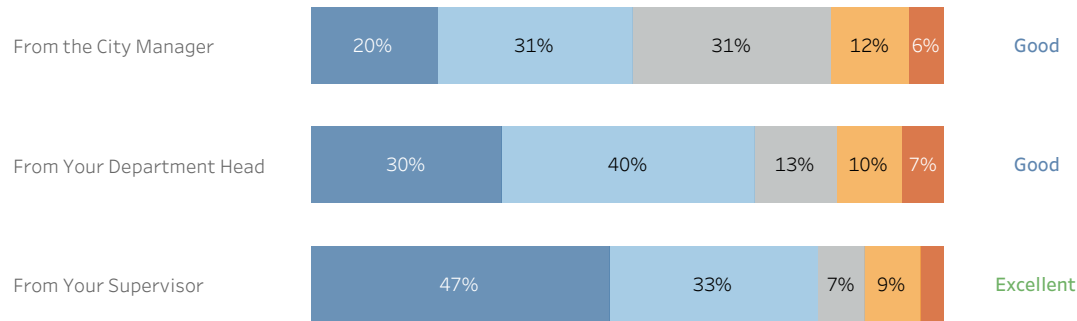
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Communications 1

Communications Supervisor:



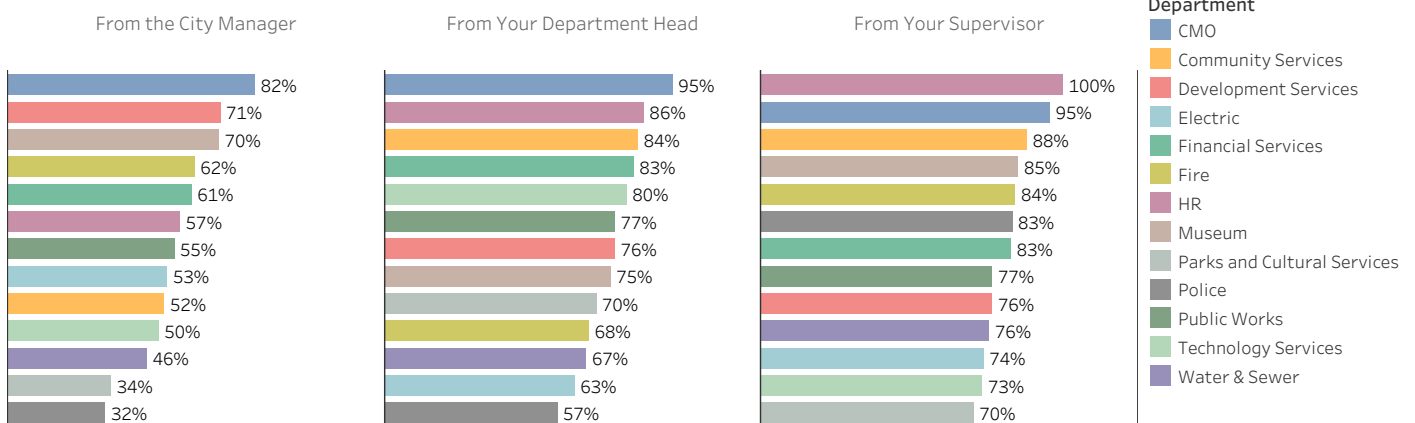
Question Grouping
Communications 1

Department
All

Question Grouping Color
 ■ Extremely adequate
 ■ Somewhat adequate
 ■ Neither adequate nor inadequate
 ■ Somewhat inadequate
 ■ Extremely inadequate

Departmental Comparisons

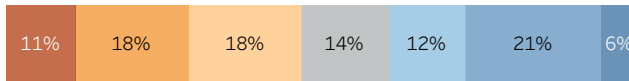
Percent indicating Somewhat Adequate or Extremely Adequate



Department
 ■ CMO
 ■ Community Services
 ■ Development Services
 ■ Electric
 ■ Financial Services
 ■ Fire
 ■ HR
 ■ Museum
 ■ Parks and Cultural Services
 ■ Police
 ■ Public Works
 ■ Technology Services
 ■ Water & Sewer

Response Distributions: Centralization

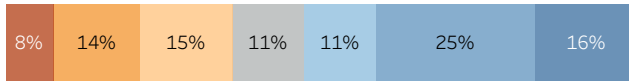
Even small matters have to be referred to someone higher up for a final answer.



Room for Improvement

Question Grouping
Centralization

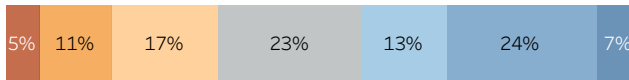
I must check with my supervisor before I do almost anything.



Room for Improvement

Department
All

In general, an employee wanting to make his or her own decisions in my department would be quickly discouraged.



Room for Improvement

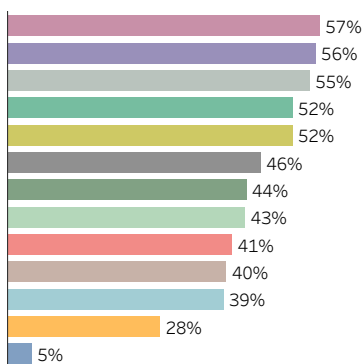
Question Grouping Color

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

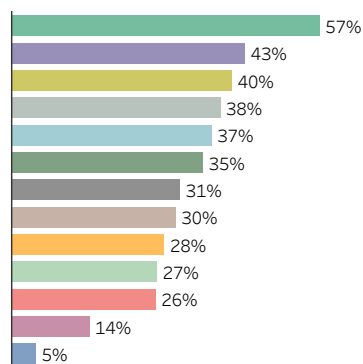
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

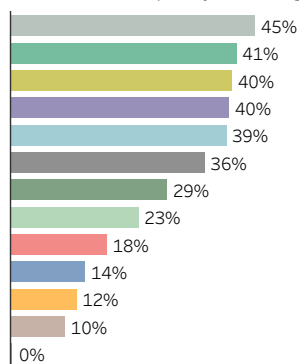
Even small matters have to be referred to someone higher up for a final answer.



I must check with my supervisor before I do almost anything.



In general, an employee wanting to make his or her own decisions in my department would be quickly discouraged.



Department

- CMO
- Community Services
- Development Services
- Electric
- Financial Services
- Fire
- HR
- Museum
- Parks and Cultural Services
- Police
- Public Works
- Technology Services
- Water & Sewer

From: [Smith, Judy](#)
To: [Smith, Ash](#)
Subject: Employee Survey
Date: Friday, May 10, 2019 12:08:06 PM

Employee survey contact

[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

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: [Smith, Judy](#)
To: [Albright, Joe](#)
Subject: RE: Emailing: COG Employee Survey Water and Sewer, COG Employee Survey All Depts, COG employee survey Electric
Date: Monday, April 29, 2019 2:17:42 PM

You are welcome!

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

From: Albright, Joe
Sent: Monday, April 29, 2019 12:04 PM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Emailing: COG Employee Survey Water and Sewer, COG Employee Survey All Depts, COG employee survey Electric

Thank you Judy.

I'll be getting with you and Todd in the near future for advice on how to interpret and address results.

Joe Albright
Public Utilities Director
City of Gastonia
(704) 869-1929

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

From: Smith, Judy
Sent: Thursday, April 18, 2019 4:44 PM
To: Albright, Joe <JoeA@cityofgastonia.com>
Subject: Emailing: COG Employee Survey Water and Sewer, COG Employee Survey All Depts, COG employee survey Electric

Your message is ready to be sent with the following file or link attachments:

COG Employee Survey Water and Sewer
COG Employee Survey All Depts
COG employee survey Electric

Note: To protect against computer viruses, e-mail programs may prevent sending or receiving certain types of file attachments. Check your e-mail security settings to determine how attachments are handled.

From: [Smith, Judy](#)
To: [Albright, Joe](#)
Subject: Emailing: COG Employee Survey Water and Sewer, COG Employee Survey All Depts, COG employee survey Electric
Date: Thursday, April 18, 2019 4:43:44 PM
Attachments: [COG Employee Survey Water and Sewer.pdf](#)
[COG Employee Survey All Depts.pdf](#)
[COG employee survey Electric.pdf](#)

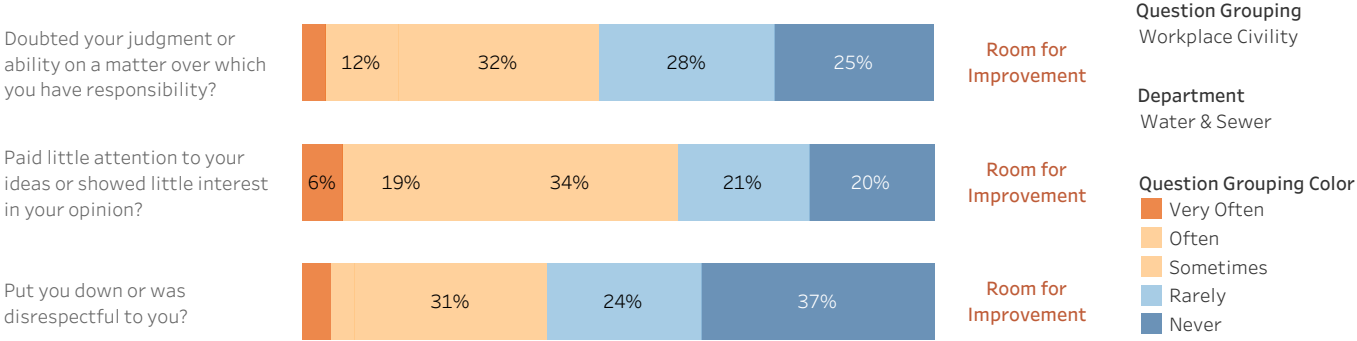
Your message is ready to be sent with the following file or link attachments:

COG Employee Survey Water and Sewer
COG Employee Survey All Depts
COG employee survey Electric

Note: To protect against computer viruses, e-mail programs may prevent sending or receiving certain types of file attachments. Check your e-mail security settings to determine how attachments are handled.

Response Distributions: Workplace Civility

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



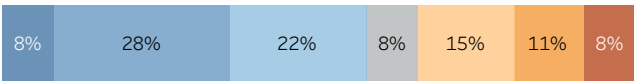
Departmental Comparisons

Percent indicating Never or Rarely



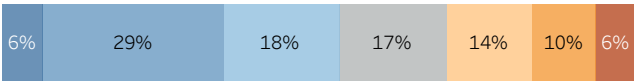
Response Distributions: Voice

I have opportunities to provide my opinion to upper management on workplace issues.



Room for Improvement

When I provide my opinion on workplace issues to upper management, I receive a response from upper management.



Room for Improvement

Question Grouping
Voice

Department
Water & Sewer

- Question Grouping Color
- Strongly Agree
 - Agree
 - Somewhat Agree
 - Neither Agree nor Disagree
 - Somewhat Disagree
 - Disagree
 - Strongly Disagree

Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

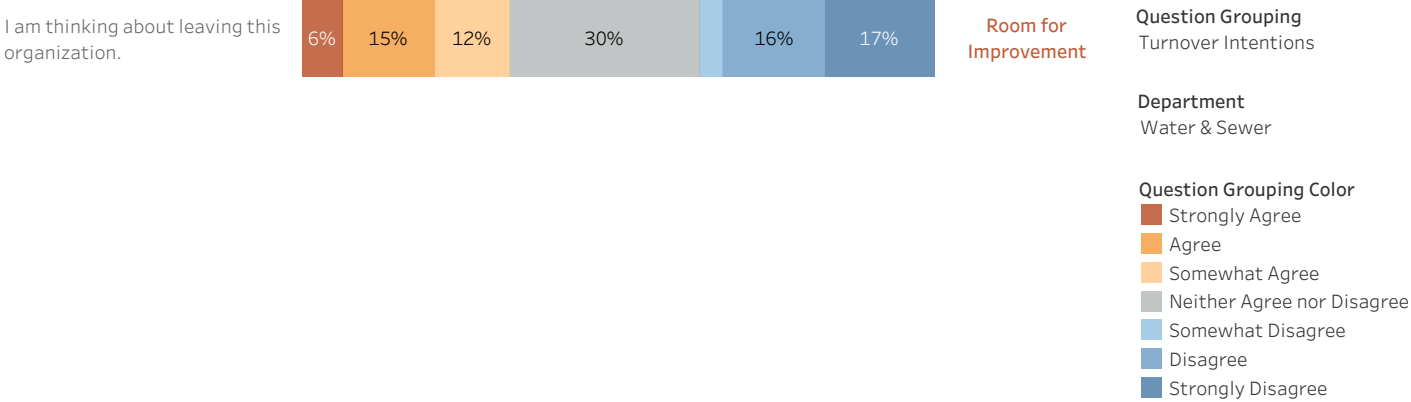
I have opportunities to provide my opinion to upper management on workplace issues.

When I provide my opinion on workplace issues to upper management, I receive a response from upper management.

Department
Water & Sewer

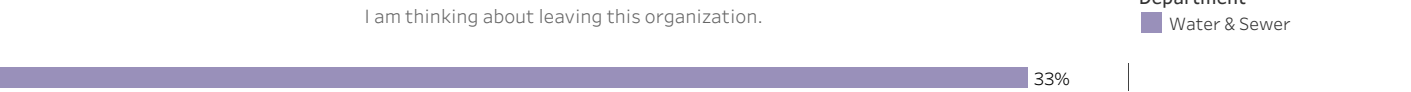


Response Distributions: Turnover Intentions

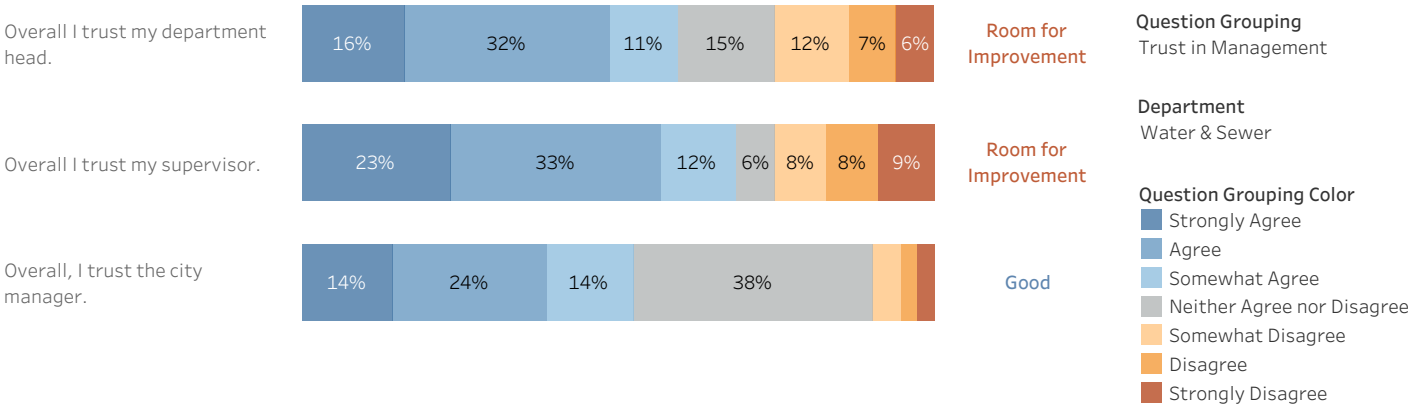


Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

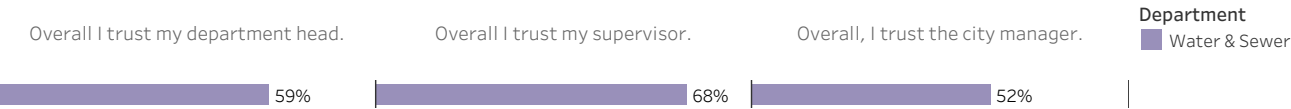


Response Distributions: Trust in Management



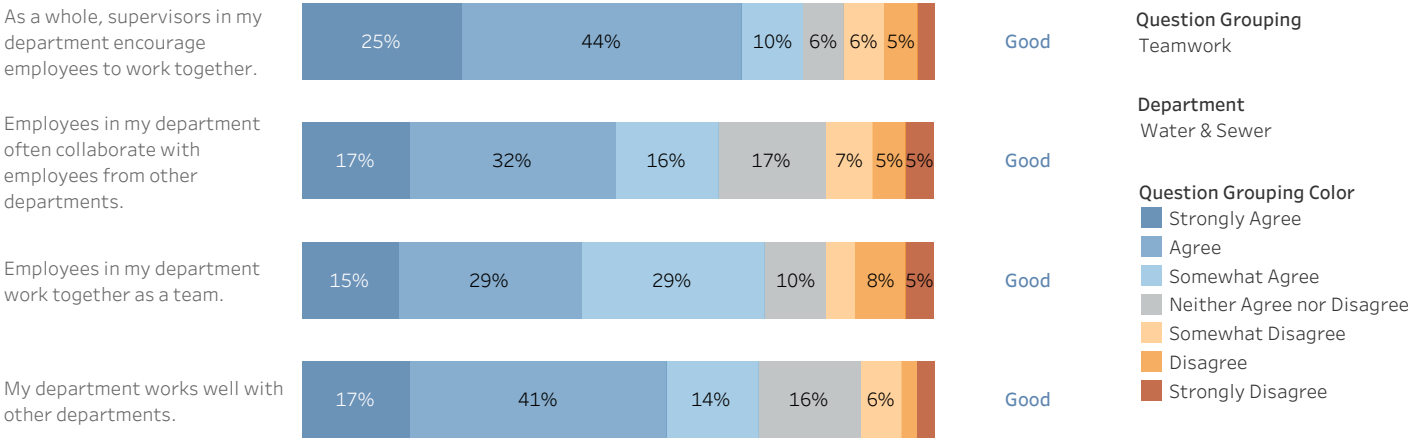
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



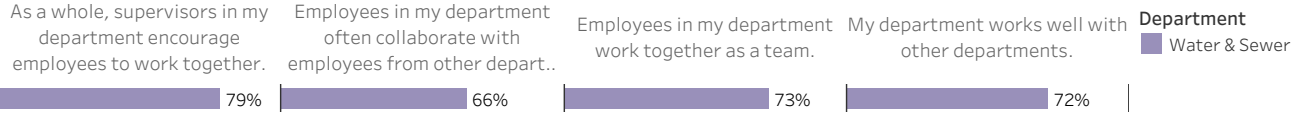
Response Distributions: Teamwork

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



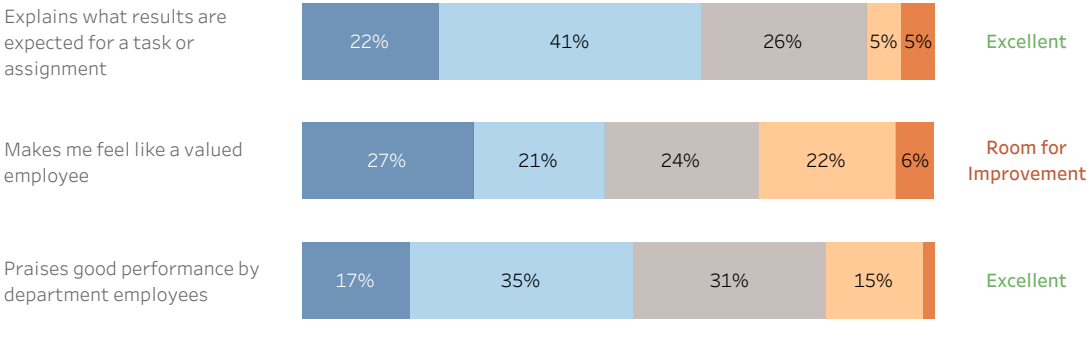
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



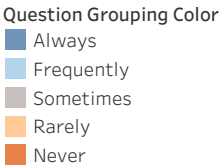
Response Distributions: Supervisory Practices 3

How often does your supervisor do the following?



Question Grouping
Supervisory Practices 3

Department
Water & Sewer



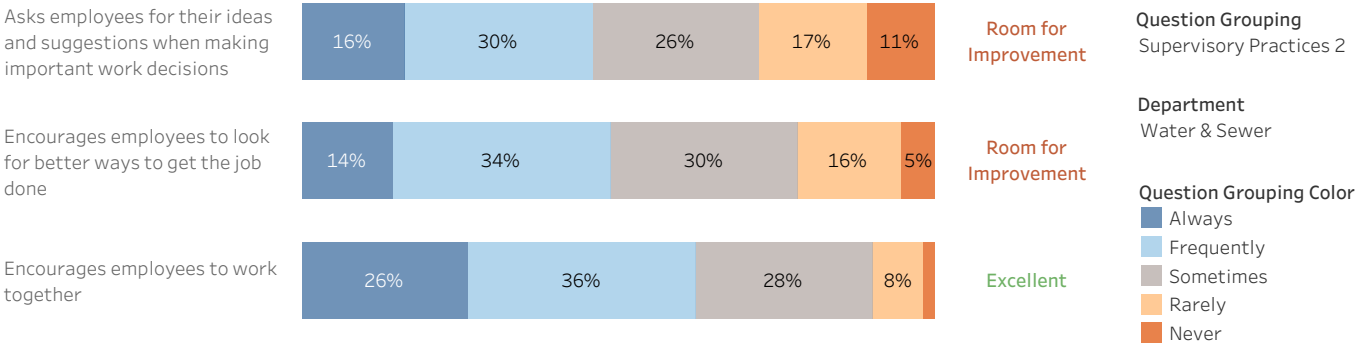
Departmental Comparisons

Percent indicating Frequently or Always



Response Distributions: Supervisory Practices 2

How often does your supervisor do the following?



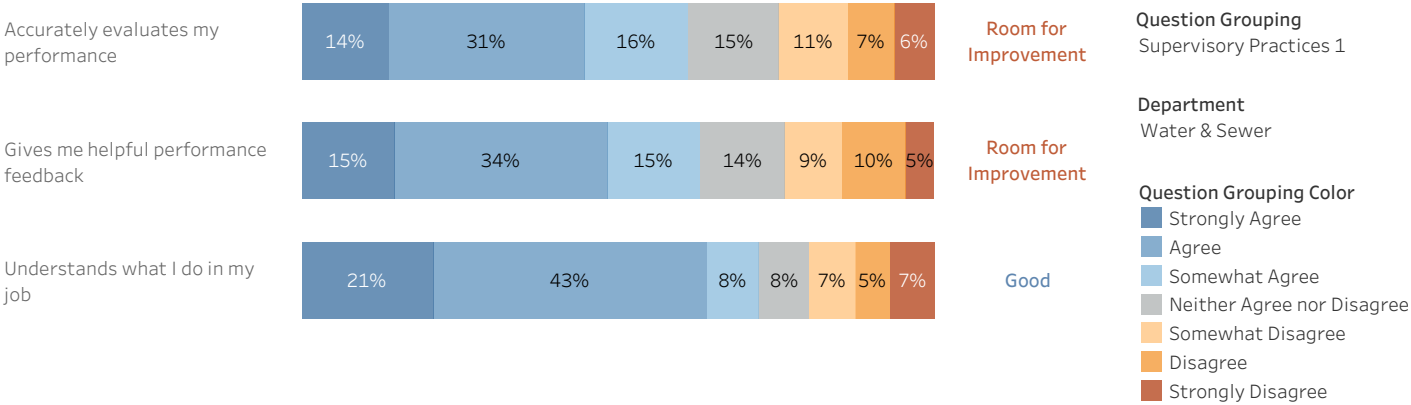
Departmental Comparisons

Percent indicating Sometimes, Frequently, or Always



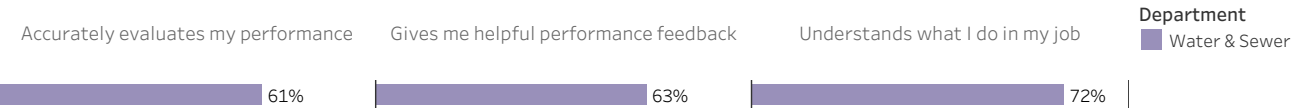
Response Distributions: Supervisory Practices 1

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

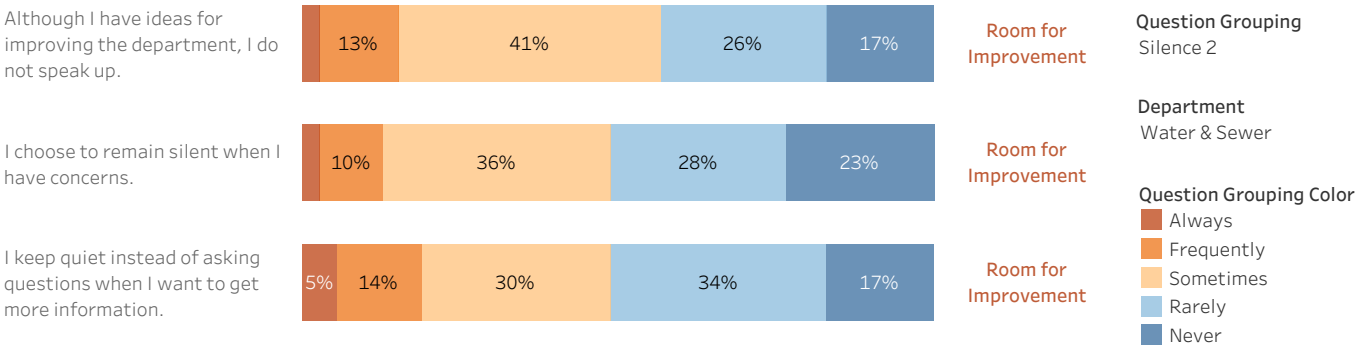


Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

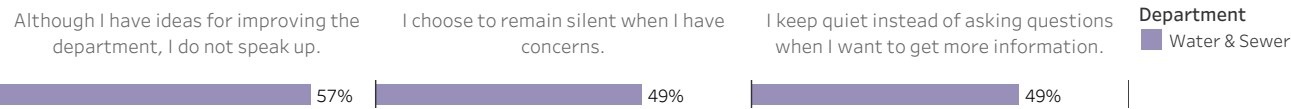


Response Distributions: Silence 2

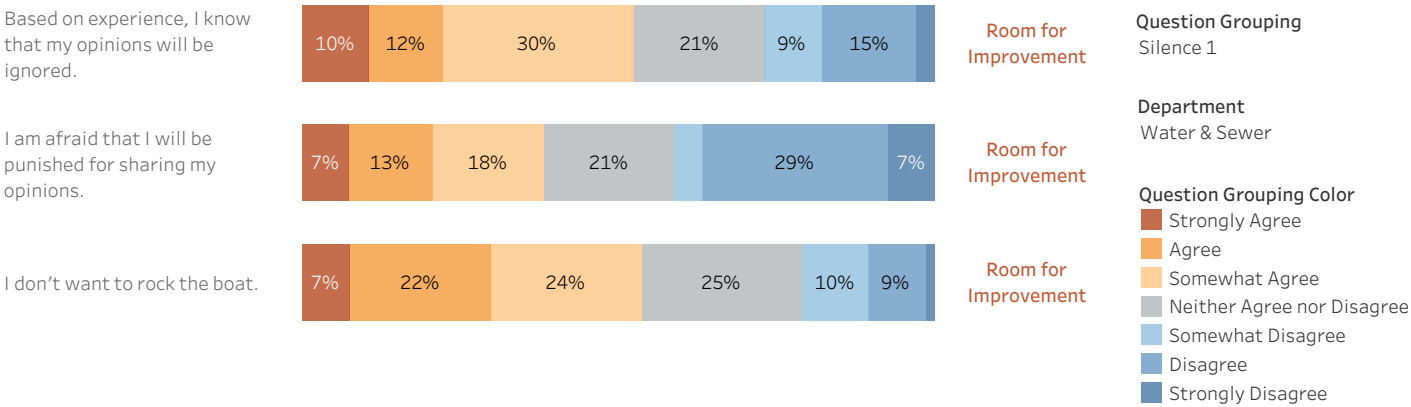


Departmental Comparisons

Percent indicating Sometimes, Frequently, or Always

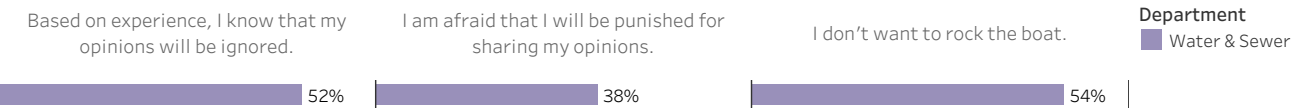


Response Distributions: Silence 1



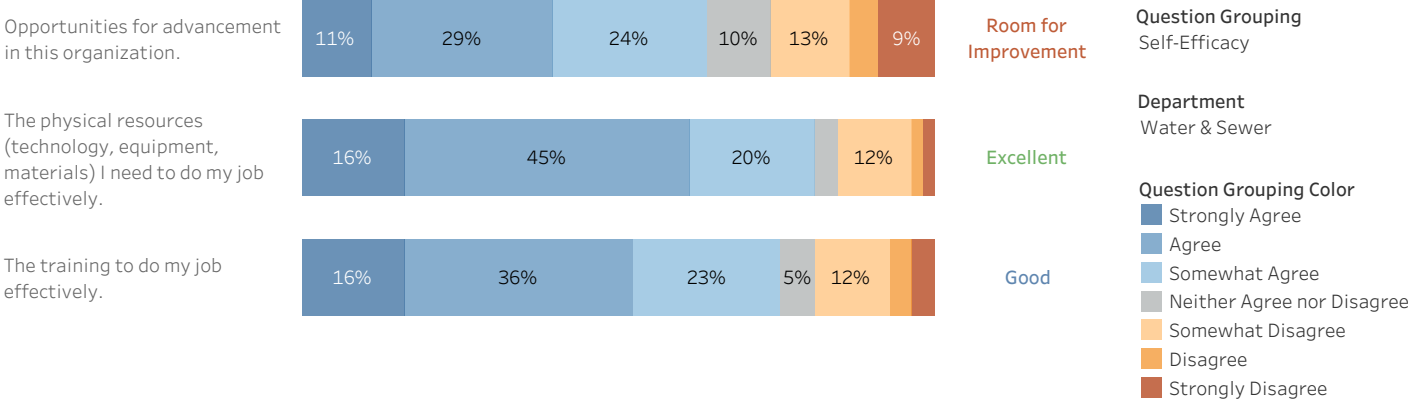
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



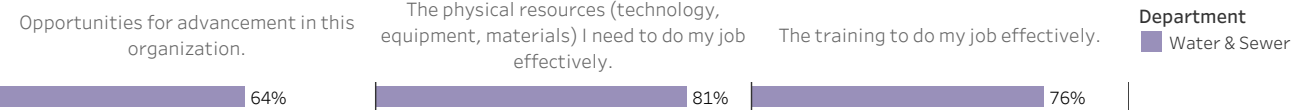
Response Distributions: Self-Efficacy

My organization provides...



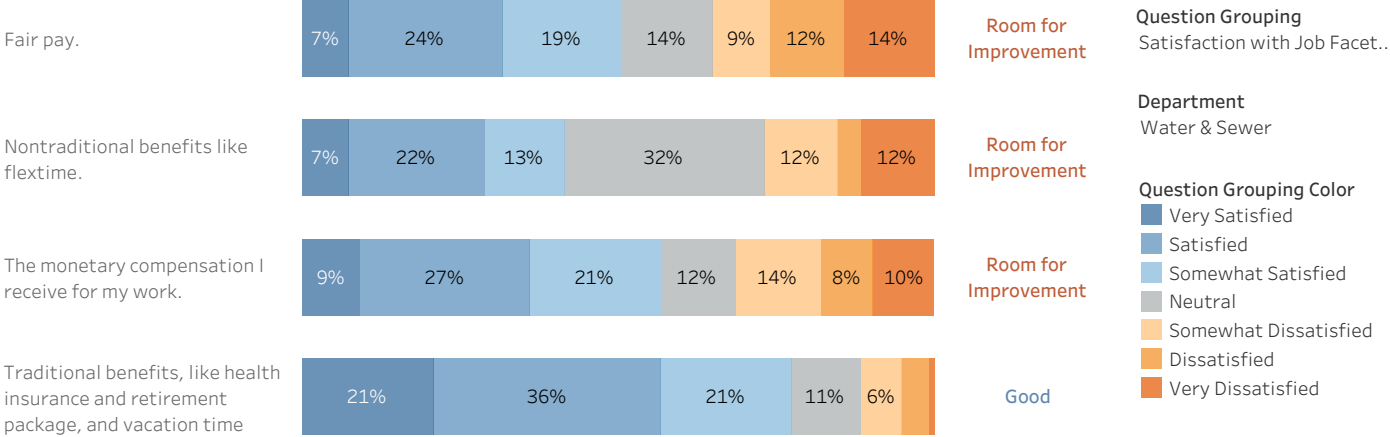
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



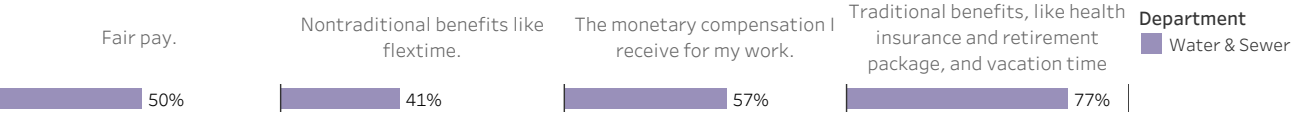
Response Distributions: Satisfaction with Job Facets 2

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



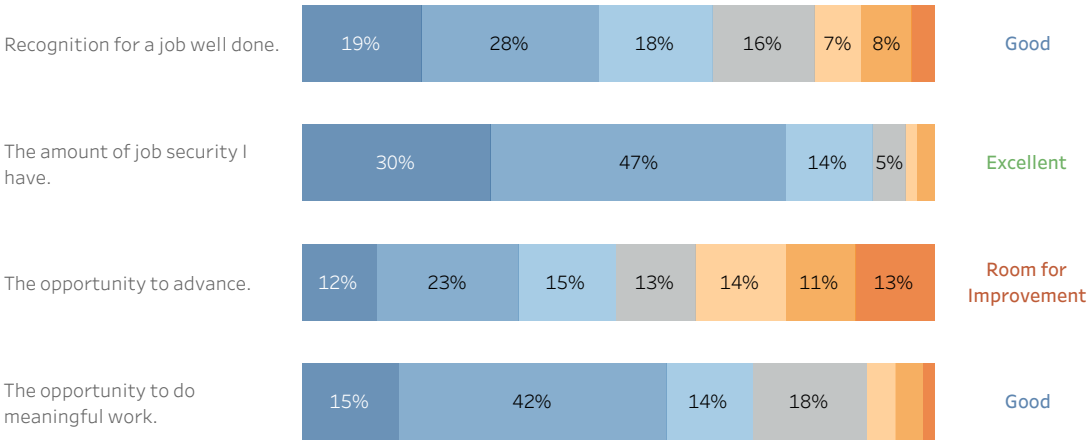
Departmental Comparisons

Percent indicating Somewhat Satisfied, Satisfied, or Very Satisfied



Response Distributions: Satisfaction with Job Facets 1

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



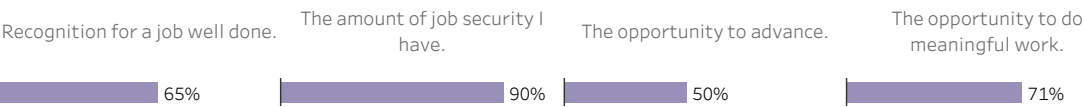
Question Grouping
Satisfaction with Job Facet..

Department
Water & Sewer

- Question Grouping Color
- Very Satisfied
 - Satisfied
 - Somewhat Satisfied
 - Neutral
 - Somewhat Dissatisfied
 - Dissatisfied
 - Very Dissatisfied

Departmental Comparisons

Percent indicating Somewhat Satisfied, Satisfied, or Very Satisfied

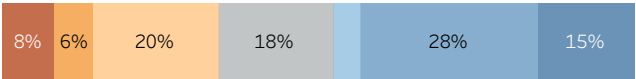


Department
Water & Sewer

Response Distributions: Psychological Safety 2

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

Employees in my workplace sometimes reject others for being different.



Room for Improvement

Question Grouping
Psychological Safety 2

Department
Water & Sewer

- Question Grouping Color
- Strongly Agree
 - Agree
 - Somewhat Agree
 - Neither Agree nor Disagree
 - Somewhat Disagree
 - Disagree
 - Strongly Disagree

Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

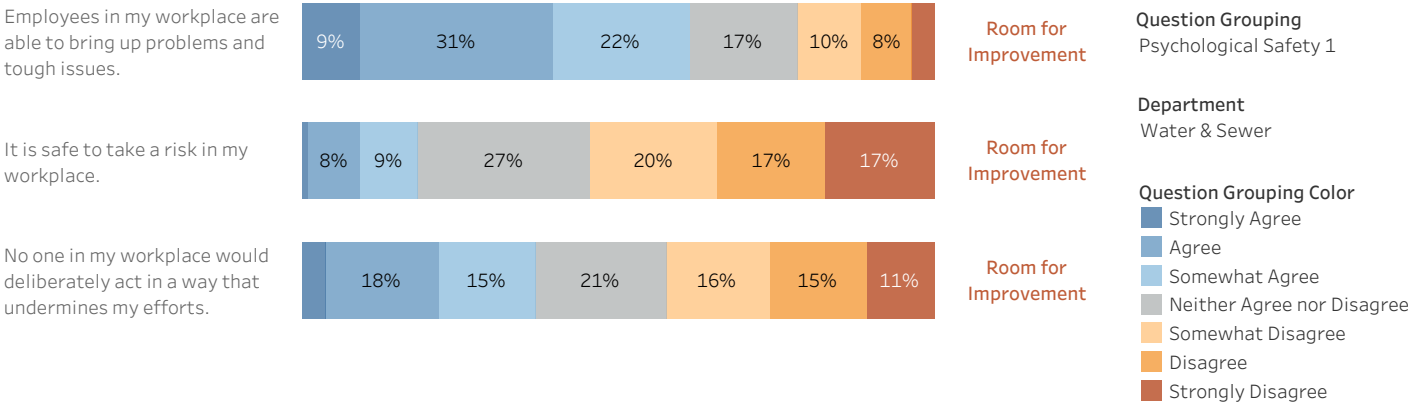
Employees in my workplace sometimes reject others for being different.



Department
Water & Sewer

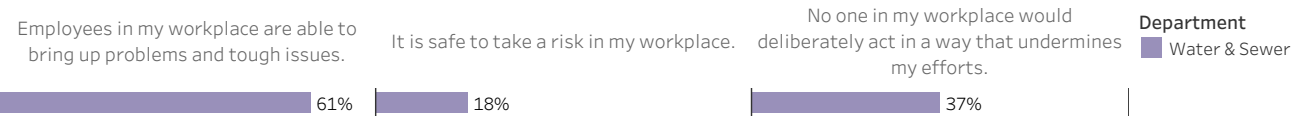
Response Distributions: Psychological Safety 1

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



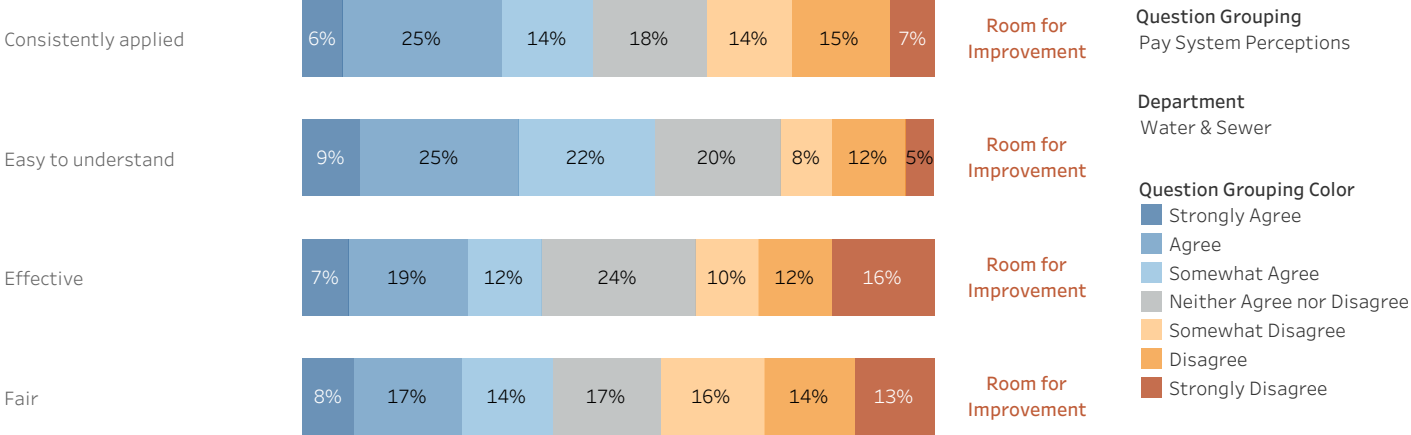
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Pay System Perceptions

Green Tape is...

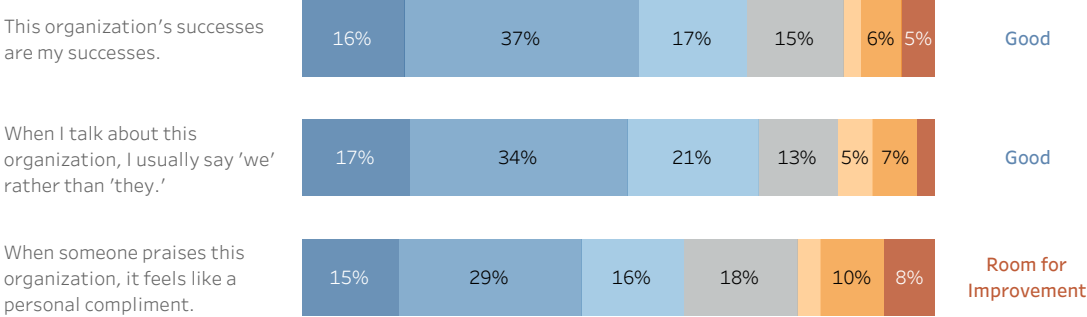


Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Organizational Identification



Question Grouping
Organizational Identificati..

Department
Water & Sewer

Question Grouping Color

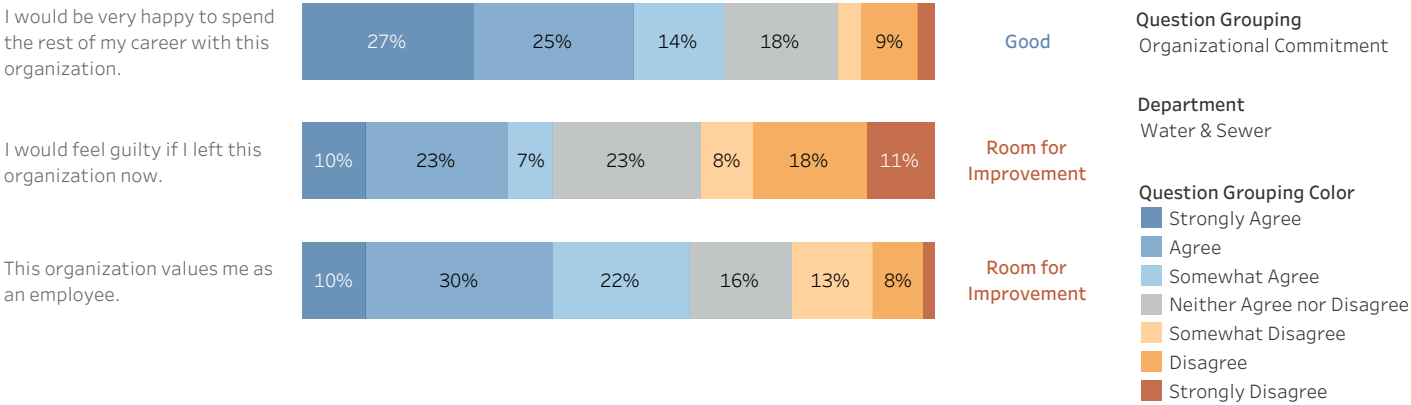
- Strongly Agree
- Agree
- Somewhat Agree
- Neither Agree nor Disagree
- Somewhat Disagree
- Disagree
- Strongly Disagree

Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

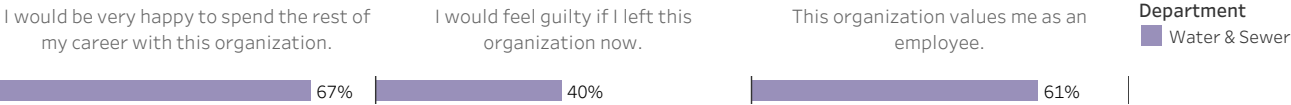


Response Distributions: Organizational Commitment



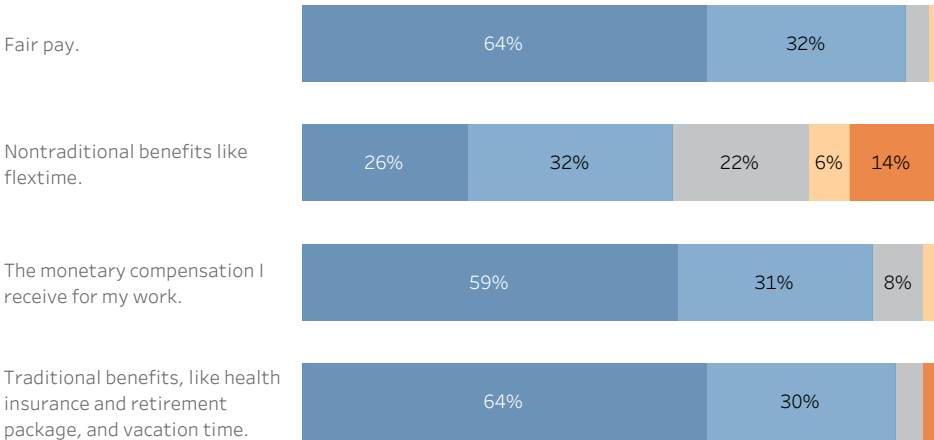
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Importance of Job Facets 2

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



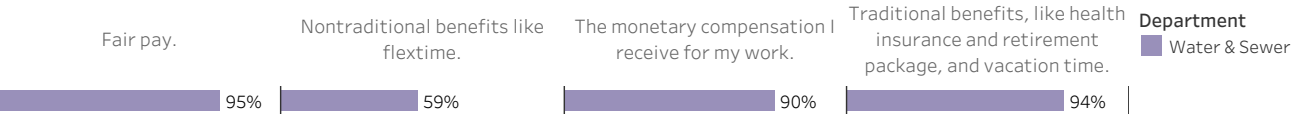
Question Grouping
Importance of Job Facets 2

Department
Water & Sewer

Question Grouping Color
Extremely important
Very important
Moderately important
Slightly important
Not at all important

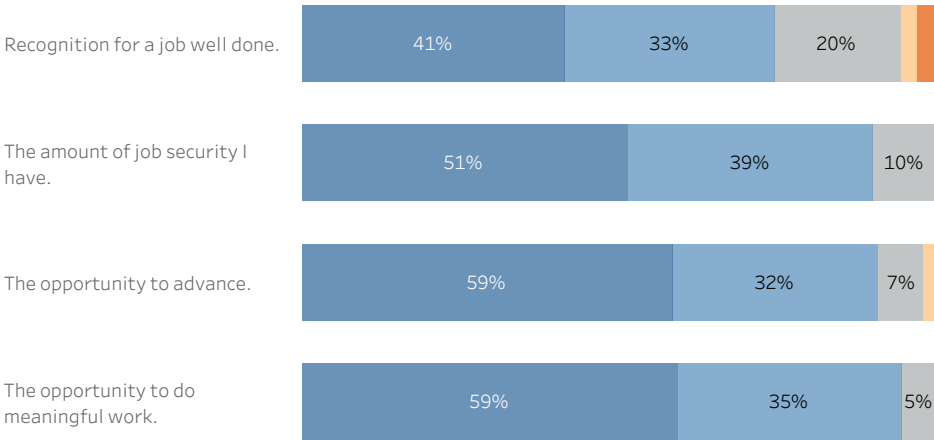
Departmental Comparisons

Percent indicating Very Important or Extremely Important



Response Distributions: Importance of Job Facets 1

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



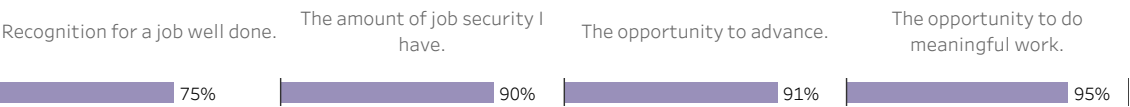
Question Grouping
Importance of Job Facets 1

Department
Water & Sewer

Question Grouping Color
Extremely important
Very important
Moderately important
Slightly important
Not at all important

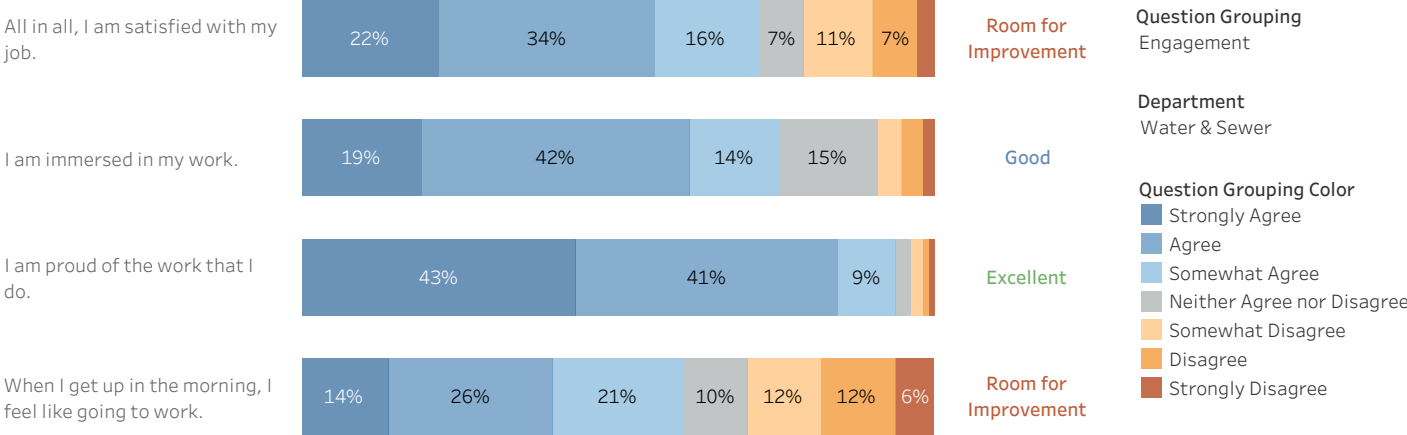
Departmental Comparisons

Percent indicating Very Important or Extremely Important



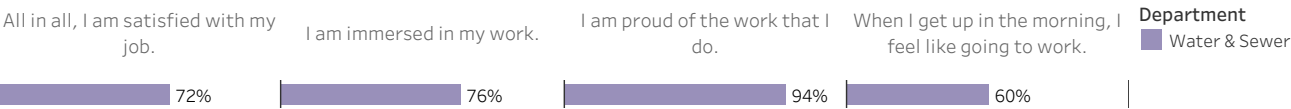
Department
Water & Sewer

Response Distributions: Engagement

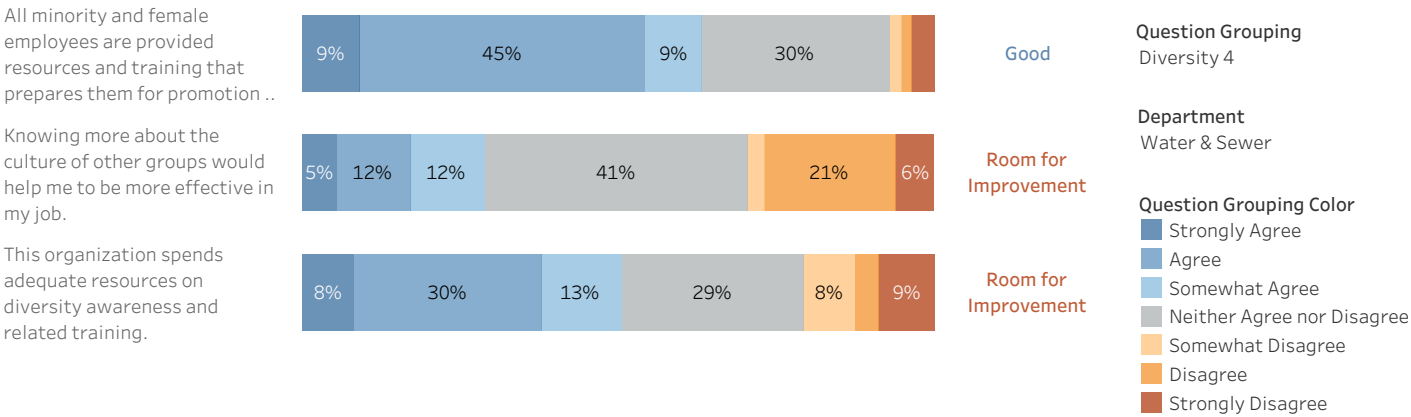


Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

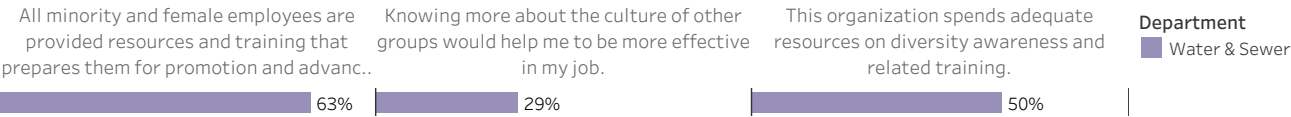


Response Distributions: Diversity 4



Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Diversity 3

Managers here...

give assignments based on the skills and abilities of employees, not their personal and social background.



Good

give feedback and evaluate employees fairly, regardless of factors such as employee gender, race, religion, ethnicit..



Good

have a track record of hiring and promoting employees objectively, regardless of their race, religion, ethnicity, age, g..



Good

Question Grouping
Diversity 3

Department
Water & Sewer

- Question Grouping Color
- Strongly Agree
 - Agree
 - Somewhat Agree
 - Neither Agree nor Disagree
 - Somewhat Disagree
 - Disagree
 - Strongly Disagree

Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

give assignments based on the skills and abilities of employees, not their personal and social background.



give feedback and evaluate employees fairly, regardless of factors such as employee gender, race, religion, ethnicit..

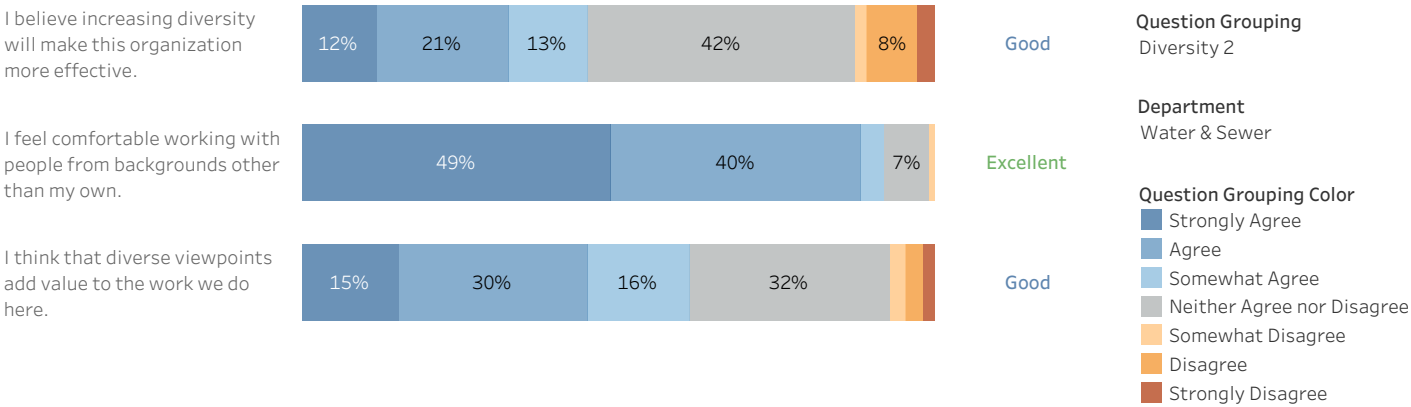


have a track record of hiring and promoting employees objectively, regardless of their race, religion, ethnicit..



Department
Water & Sewer

Response Distributions: Diversity 2

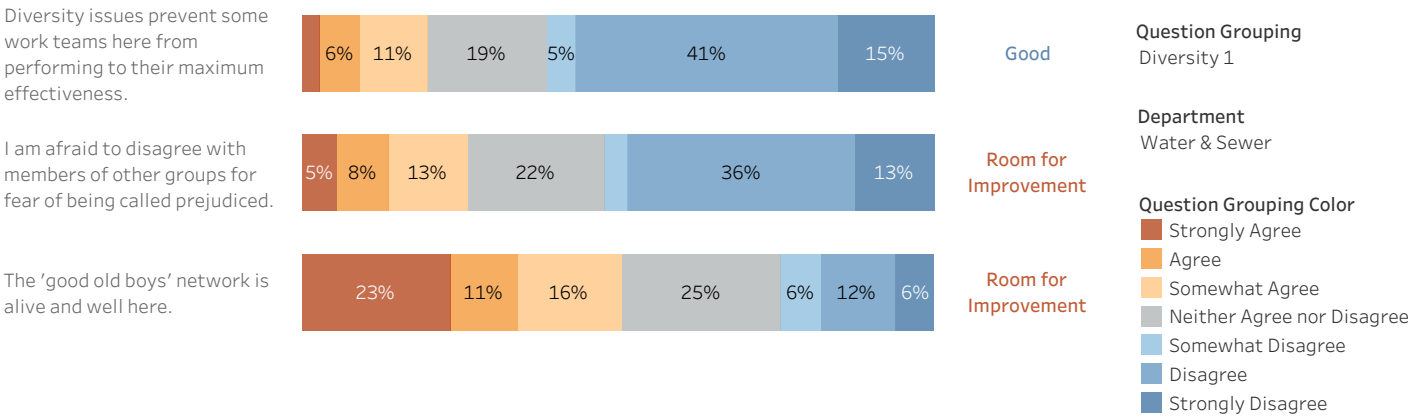


Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

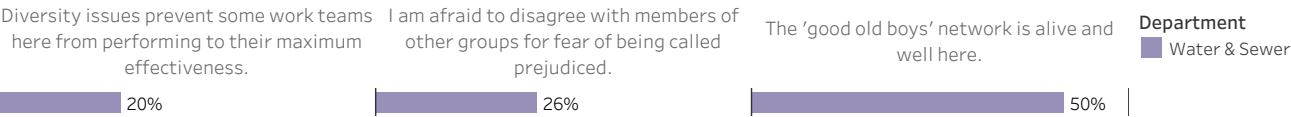


Response Distributions: Diversity 1

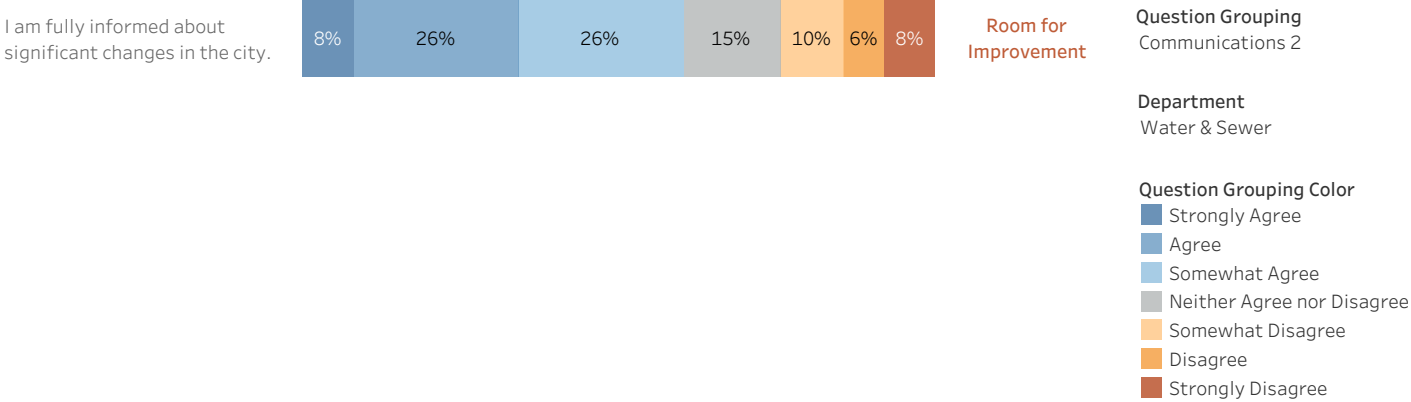


Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

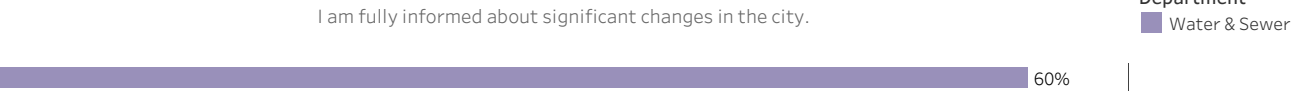


Response Distributions: Communications 2



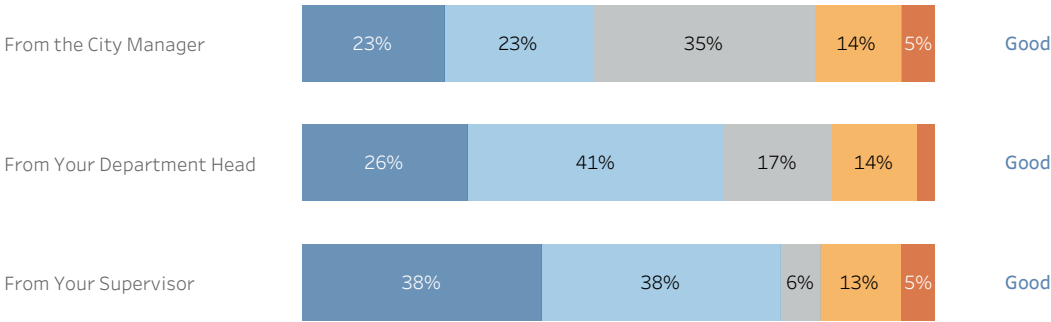
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Communications 1

Communications Supervisor:



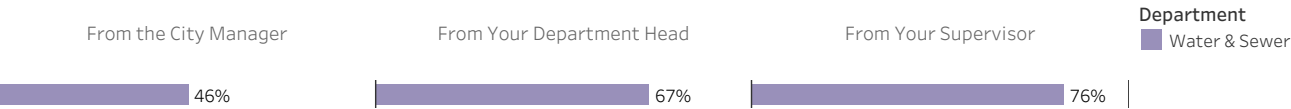
Question Grouping
Communications 1

Department
Water & Sewer

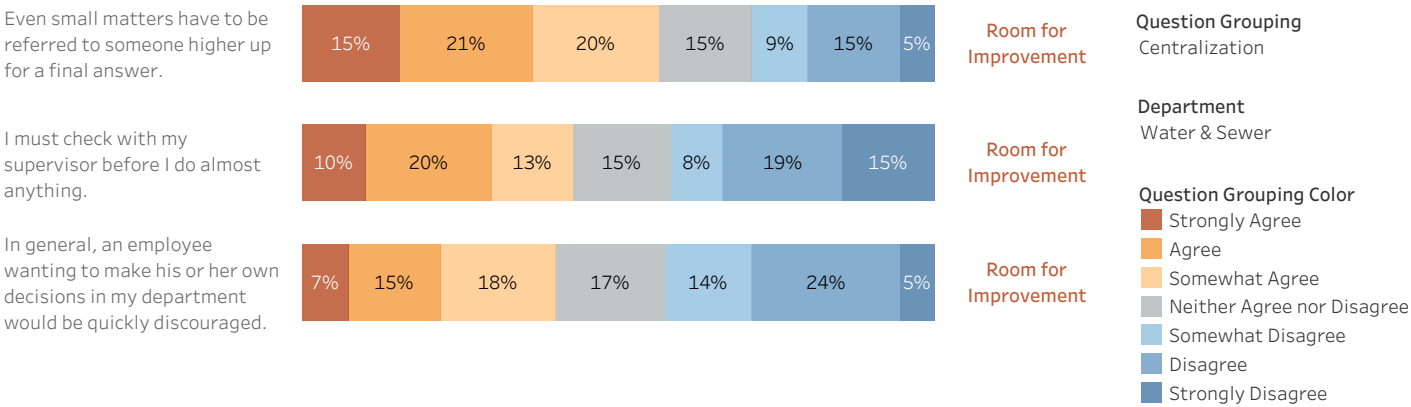
- Question Grouping Color
- Extremely adequate
 - Somewhat adequate
 - Neither adequate nor inadequate
 - Somewhat inadequate
 - Extremely inadequate

Departmental Comparisons

Percent indicating Somewhat Adequate or Extremely Adequate

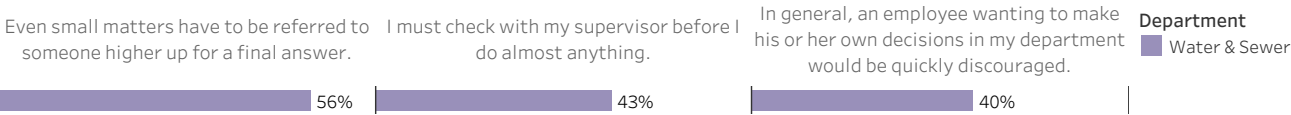


Response Distributions: Centralization



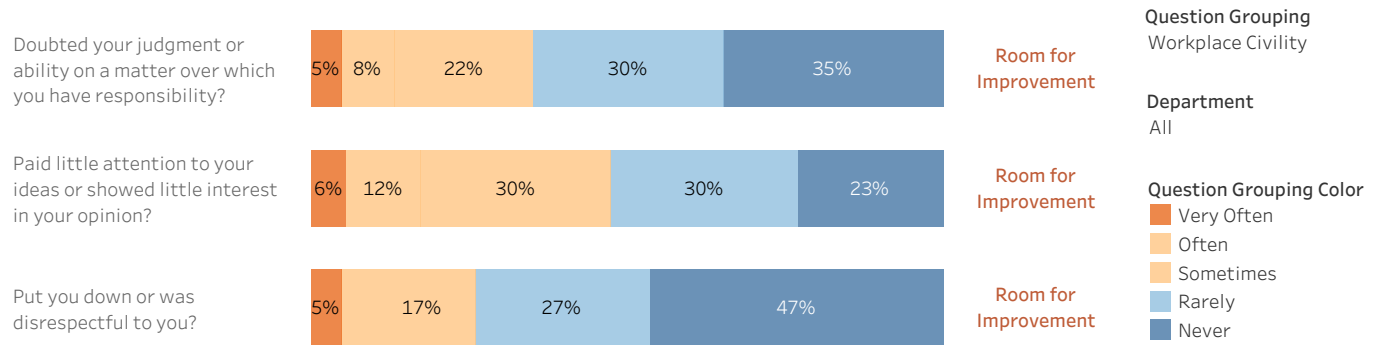
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



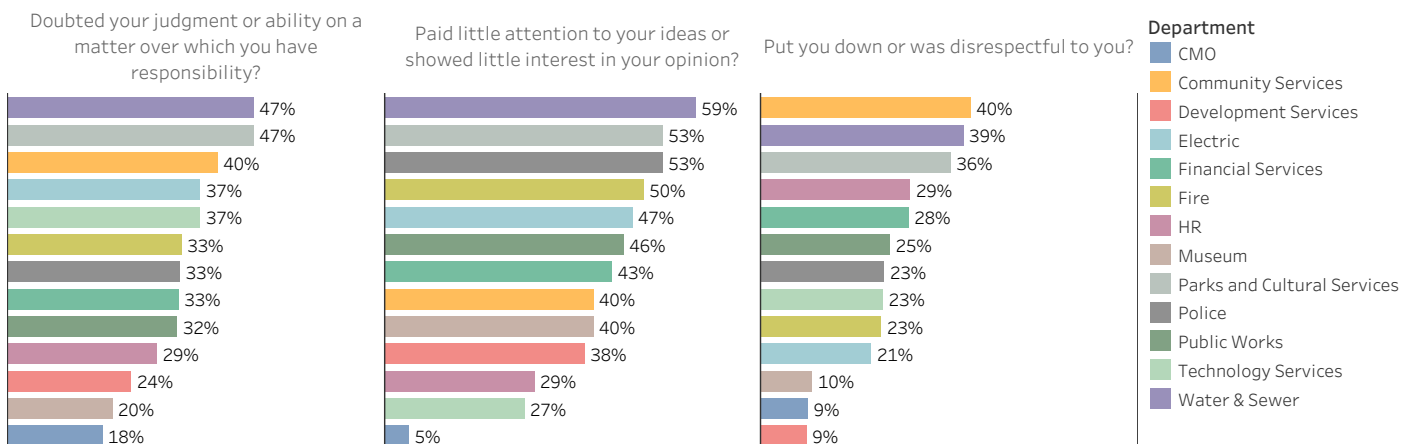
Response Distributions: Workplace Civility

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



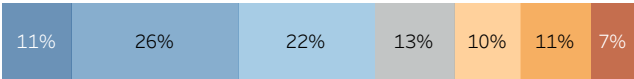
Departmental Comparisons

Percent indicating Never or Rarely



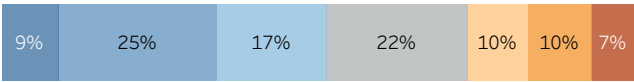
Response Distributions: Voice

I have opportunities to provide my opinion to upper management on workplace issues.



Room for Improvement

When I provide my opinion on workplace issues to upper management, I receive a response from upper management.



Room for Improvement

Question Grouping
Voice

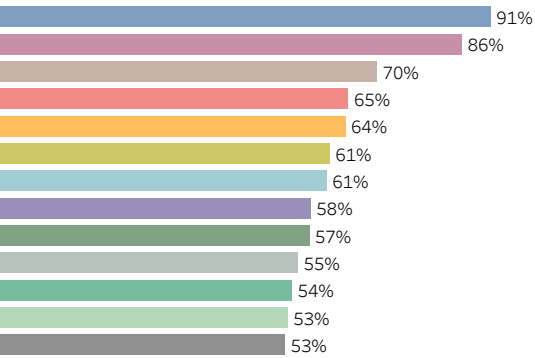
Department
All

- Question Grouping Color
- Strongly Agree
 - Agree
 - Somewhat Agree
 - Neither Agree nor Disagree
 - Somewhat Disagree
 - Disagree
 - Strongly Disagree

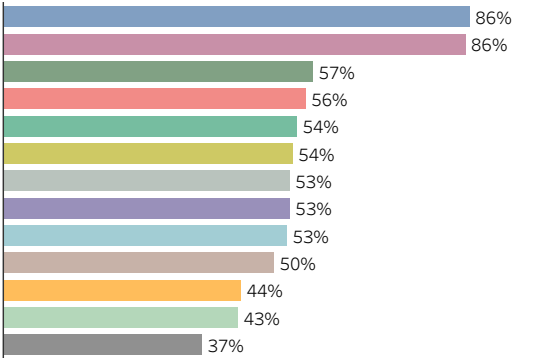
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

I have opportunities to provide my opinion to upper management on workplace issues.

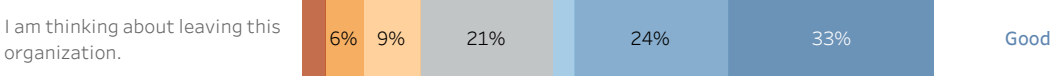


When I provide my opinion on workplace issues to upper management, I receive a response from upper management.



- Department
- CMO
 - Community Services
 - Development Services
 - Electric
 - Financial Services
 - Fire
 - HR
 - Museum
 - Parks and Cultural Services
 - Police
 - Public Works
 - Technology Services
 - Water & Sewer

Response Distributions: Turnover Intentions



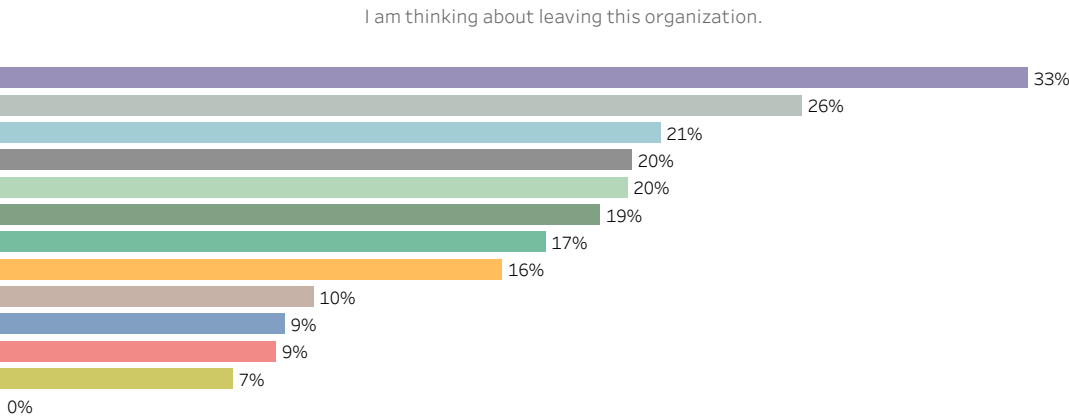
Question Grouping
Turnover Intentions

Department
All

- Question Grouping Color
- Strongly Agree
 - Agree
 - Somewhat Agree
 - Neither Agree nor Disagree
 - Somewhat Disagree
 - Disagree
 - Strongly Disagree

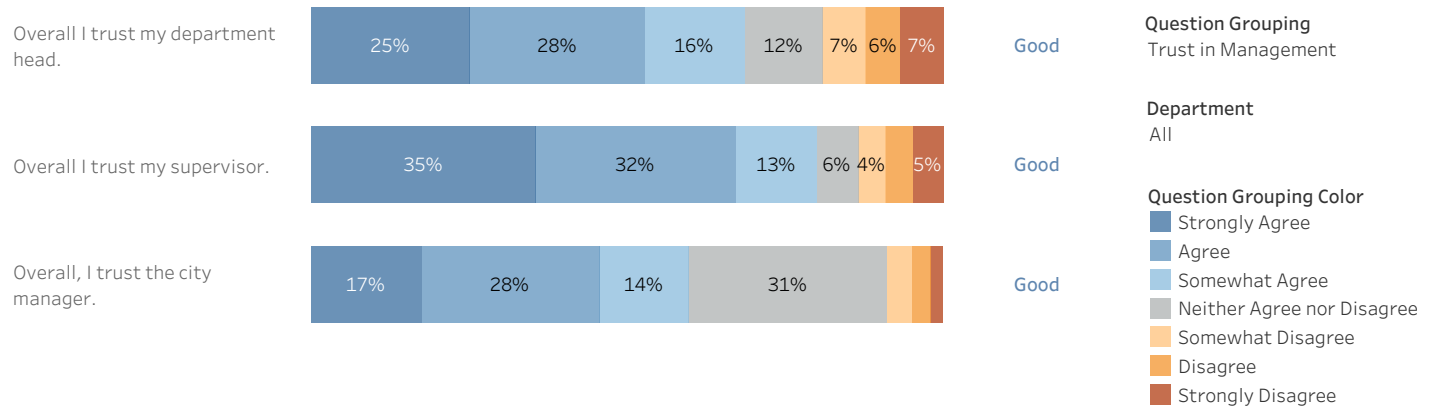
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



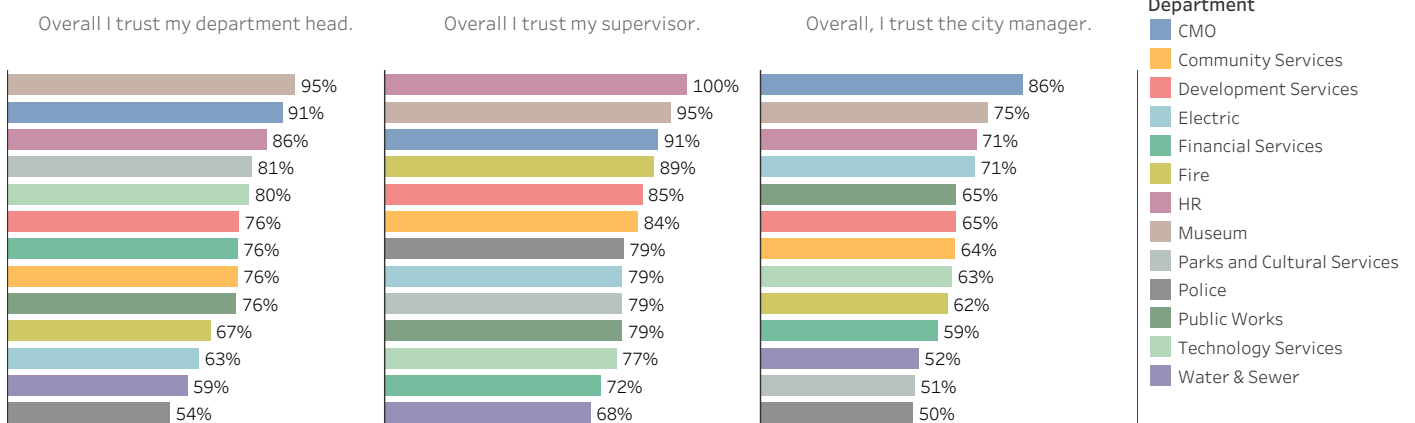
- Department
- CMO
 - Community Services
 - Development Services
 - Electric
 - Financial Services
 - Fire
 - HR
 - Museum
 - Parks and Cultural Services
 - Police
 - Public Works
 - Technology Services
 - Water & Sewer

Response Distributions: Trust in Management



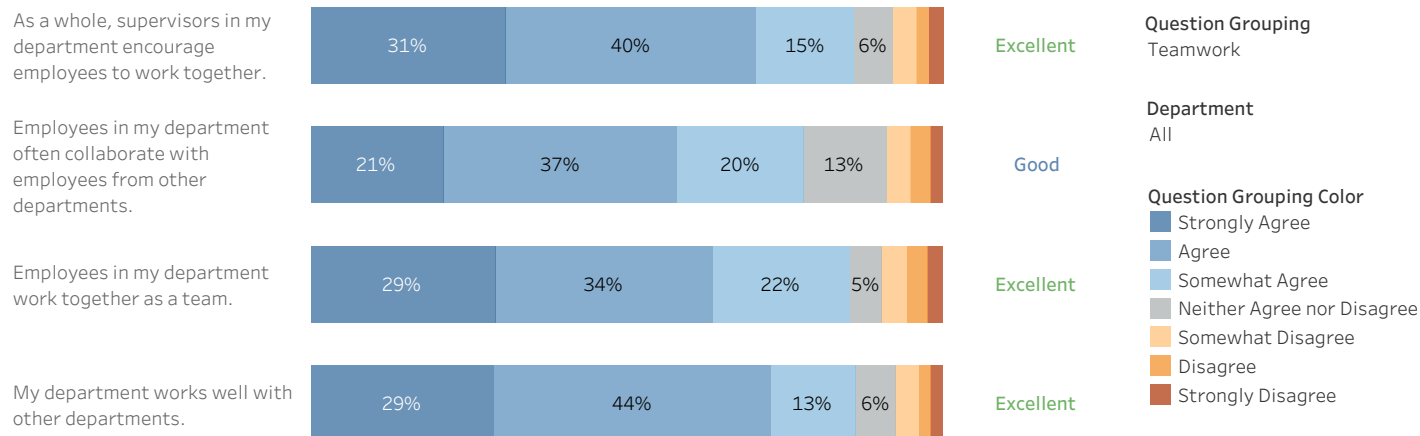
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



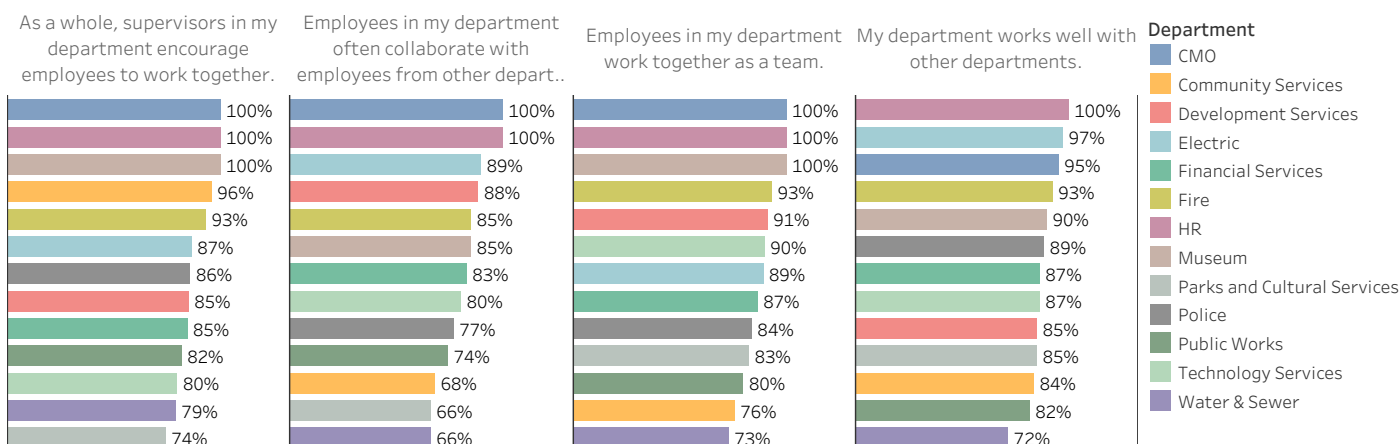
Response Distributions: Teamwork

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



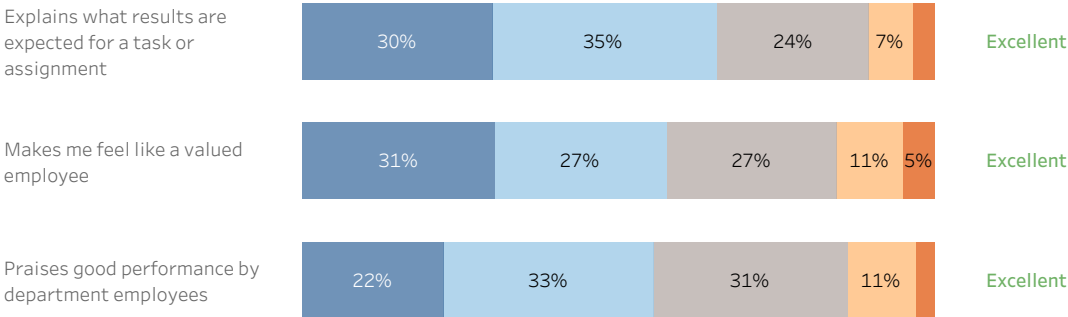
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Supervisory Practices 3

How often does your supervisor do the following?



Question Grouping
Supervisory Practices 3

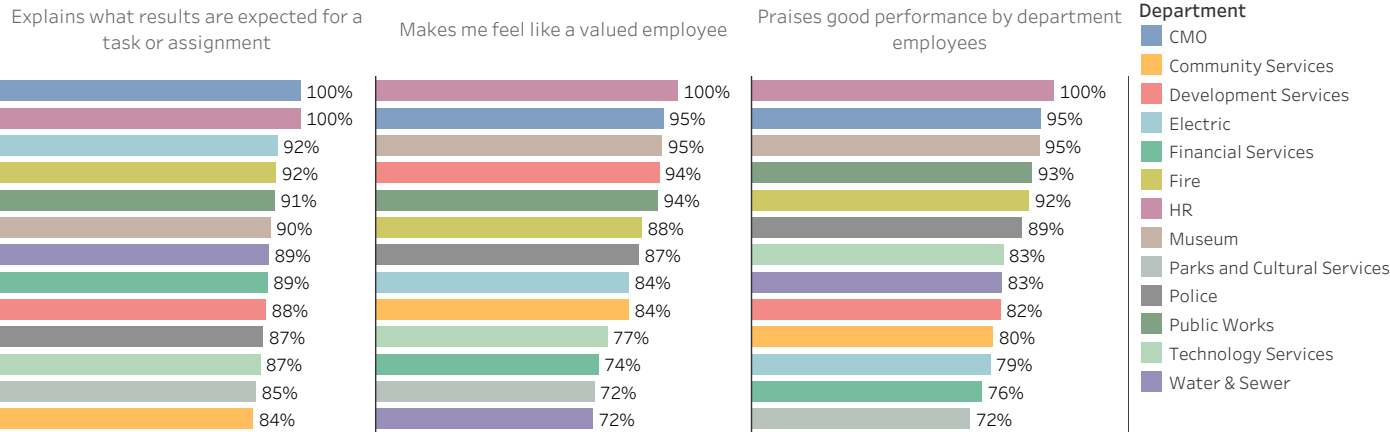
Department
All

Question Grouping Color

- Always
- Frequently
- Sometimes
- Rarely
- Never

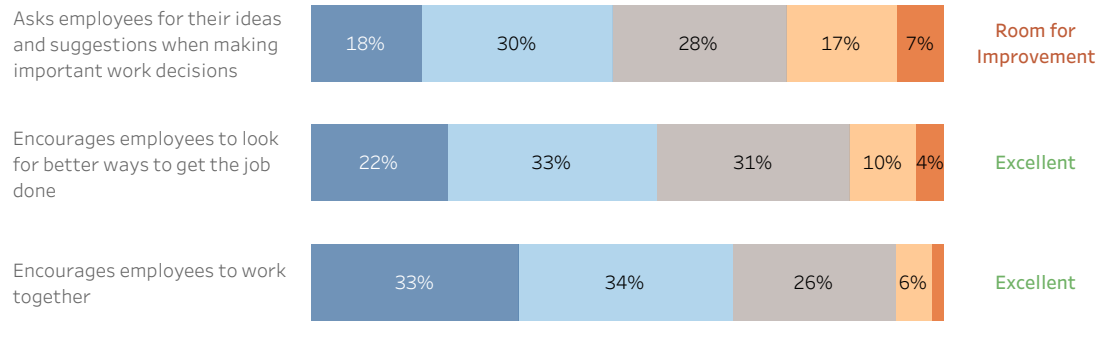
Departmental Comparisons

Percent indicating Frequently or Always



Response Distributions: Supervisory Practices 2

How often does your supervisor do the following?



Question Grouping
Supervisory Practices 2

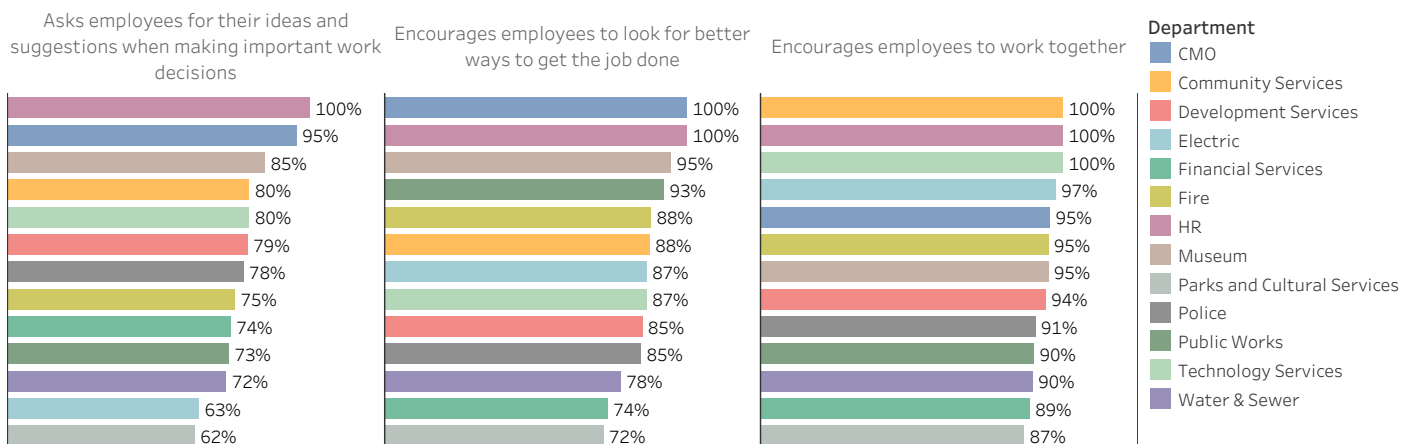
Department
All

Question Grouping Color

- Always
- Frequently
- Sometimes
- Rarely
- Never

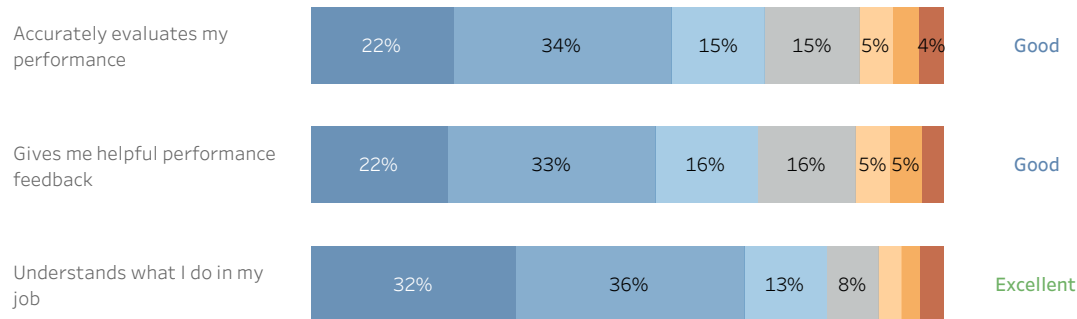
Departmental Comparisons

Percent indicating Sometimes, Frequently, or Always



Response Distributions: Supervisory Practices 1

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



Question Grouping
Supervisory Practices 1

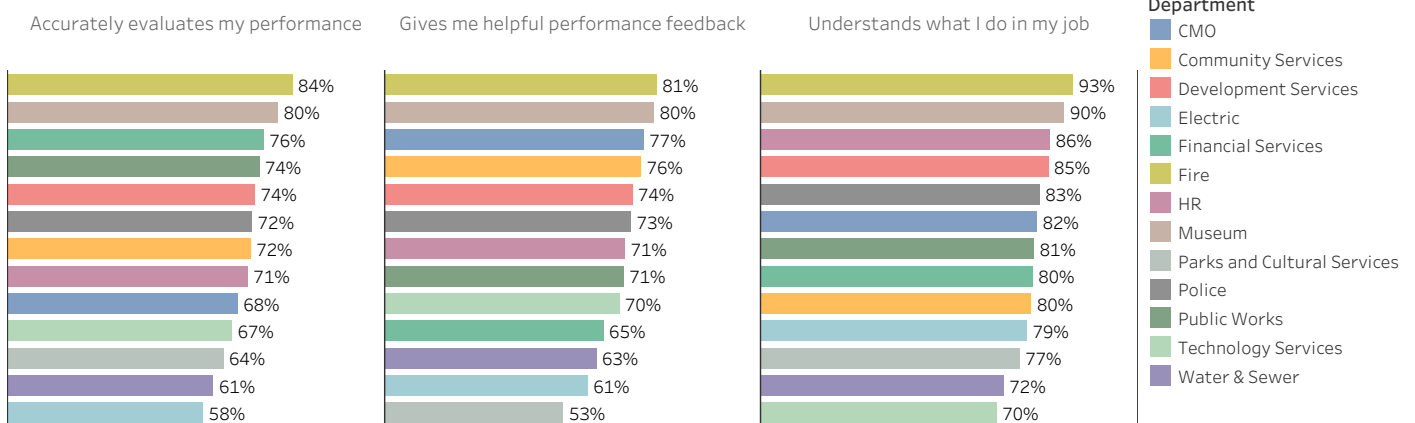
Department
All

Question Grouping Color

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

Departmental Comparisons

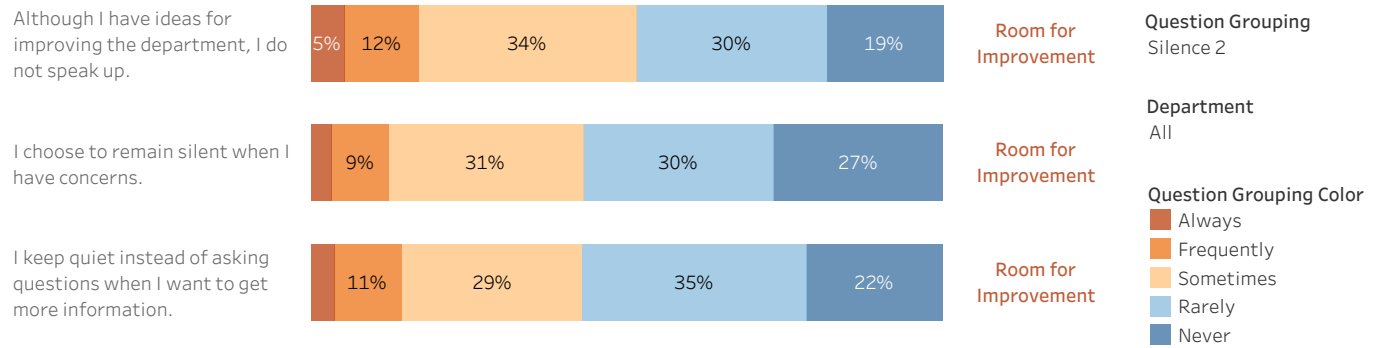
Percent indicating Somewhat Agree, Agree, or Strongly Agree



Department

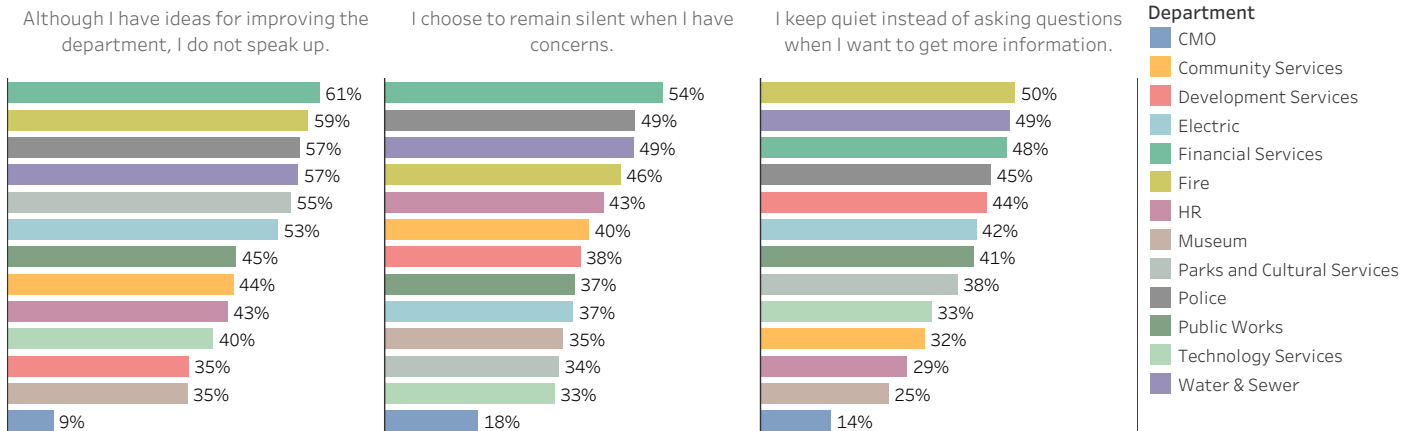
- CMO
- Community Services
- Development Services
- Electric
- Financial Services
- Fire
- HR
- Museum
- Parks and Cultural Services
- Police
- Public Works
- Technology Services
- Water & Sewer

Response Distributions: Silence 2

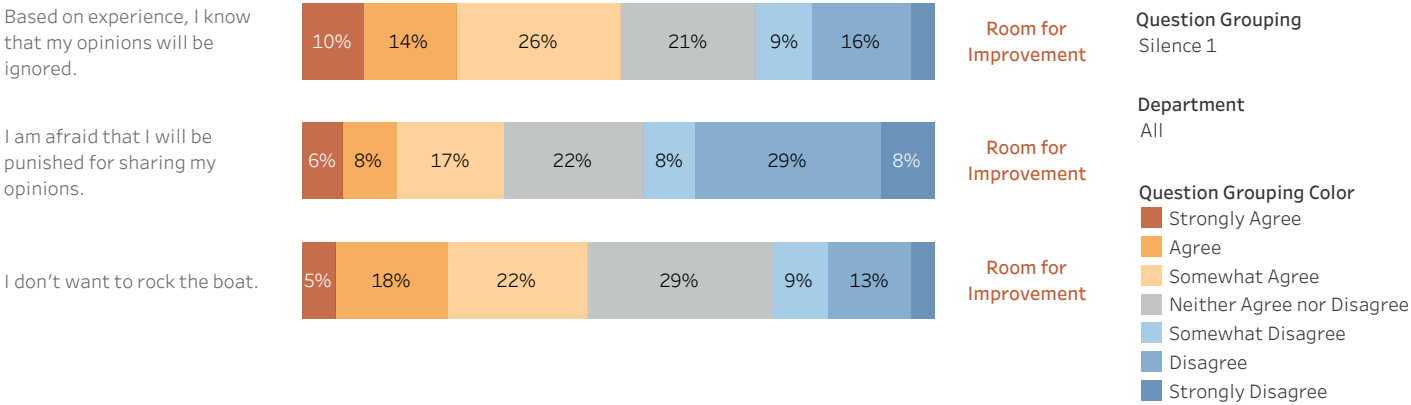


Departmental Comparisons

Percent indicating Sometimes, Frequently, or Always

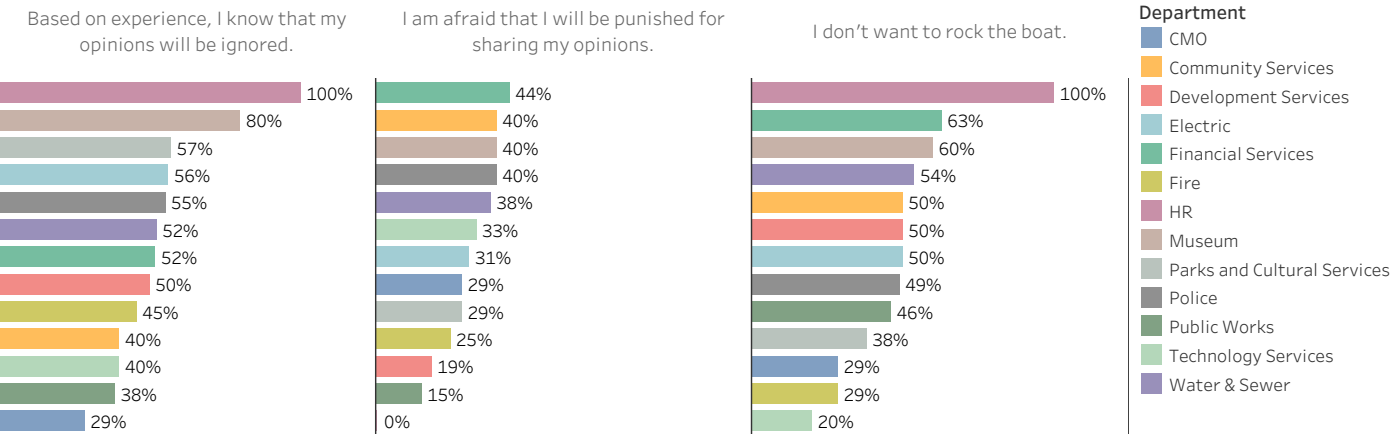


Response Distributions: Silence 1



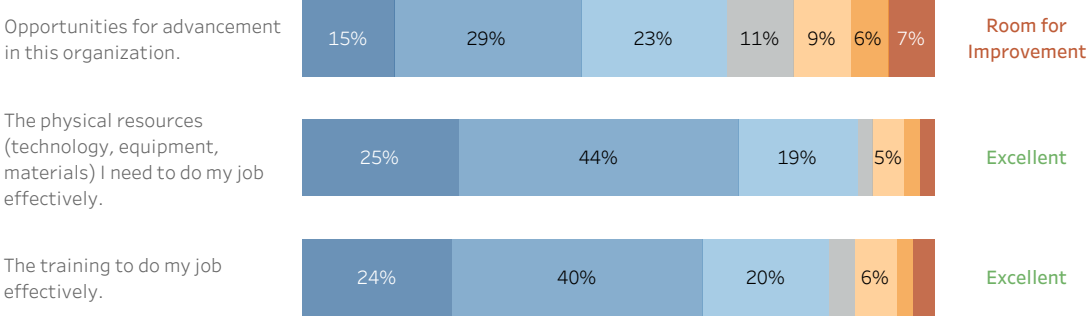
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Self-Efficacy

My organization provides...



Question Grouping
Self-Efficacy

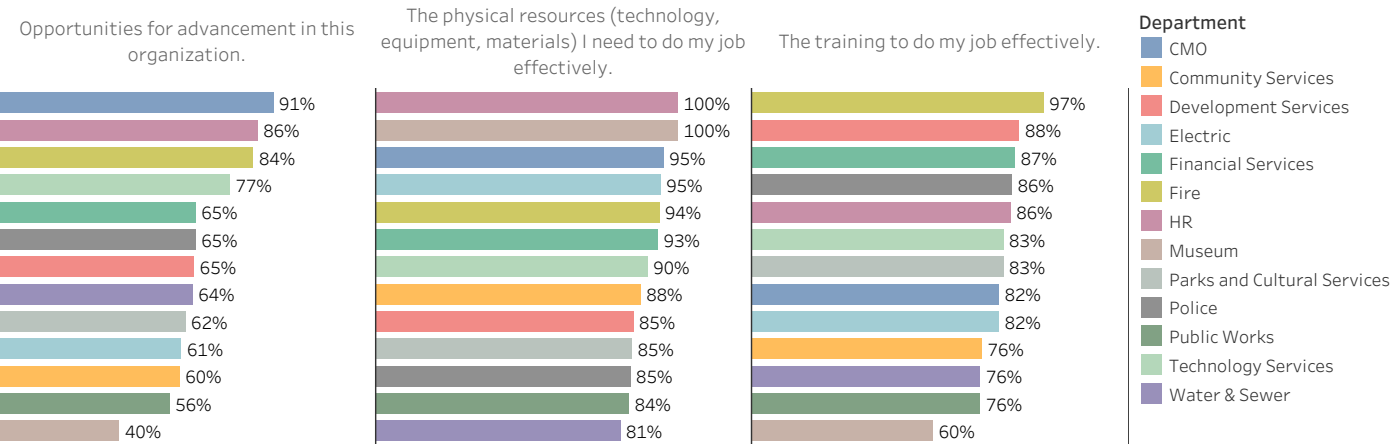
Department
All

Question Grouping Color

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

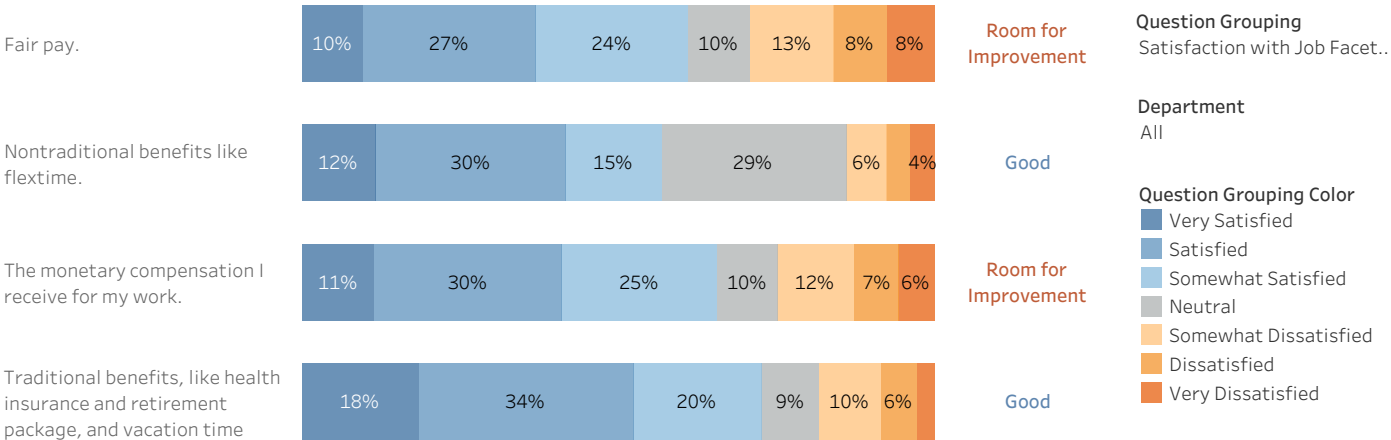
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



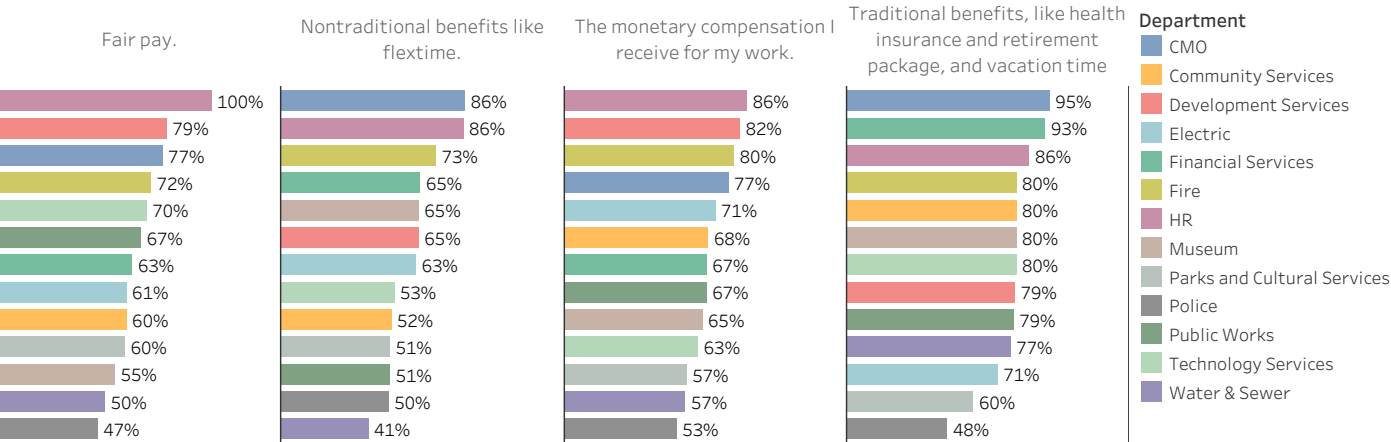
Response Distributions: Satisfaction with Job Facets 2

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



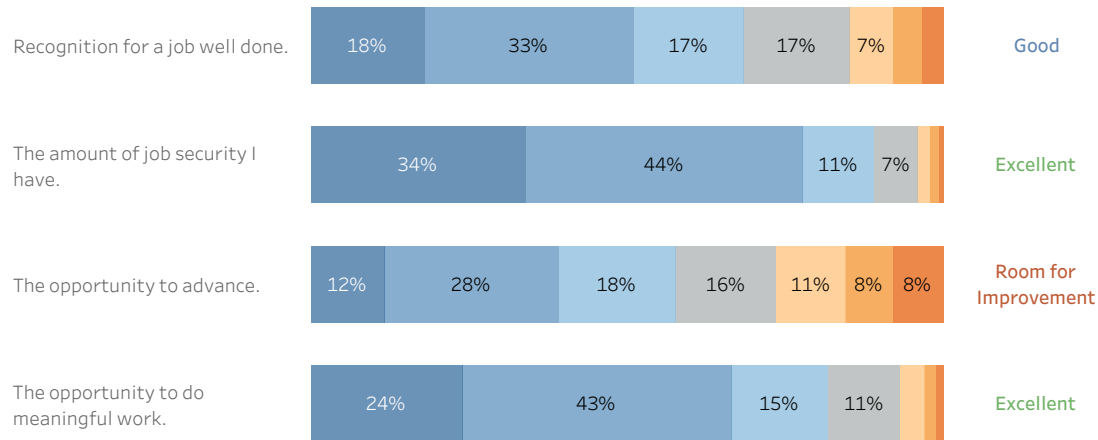
Departmental Comparisons

Percent indicating Somewhat Satisfied, Satisfied, or Very Satisfied



Response Distributions: Satisfaction with Job Facets 1

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



Question Grouping
Satisfaction with Job Facet..

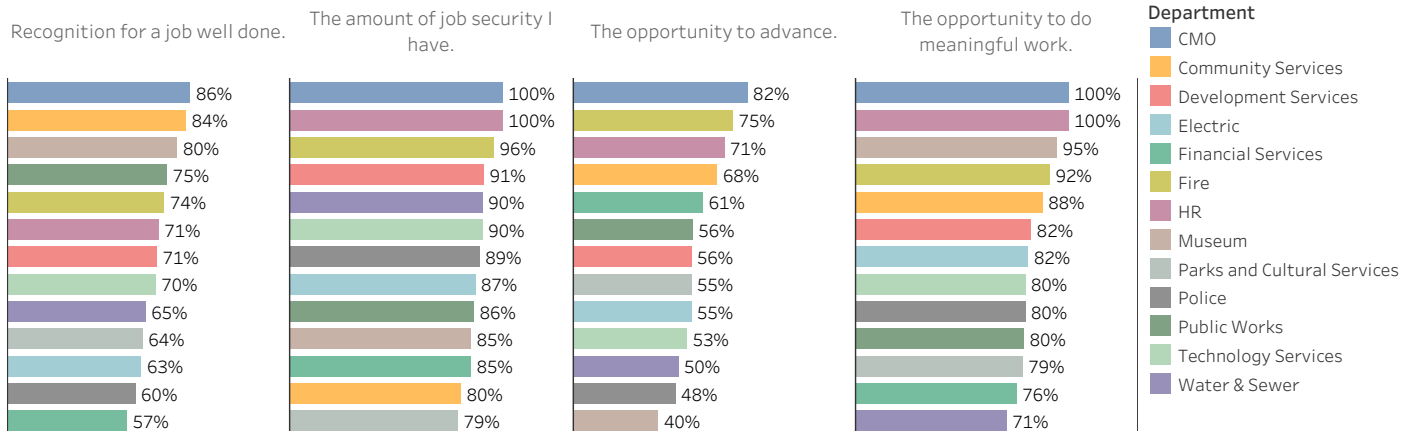
Department
All

Question Grouping Color

- Very Satisfied
- Satisfied
- Somewhat Satisfied
- Neutral
- Somewhat Dissatisfied
- Dissatisfied
- Very Dissatisfied

Departmental Comparisons

Percent indicating Somewhat Satisfied, Satisfied, or Very Satisfied



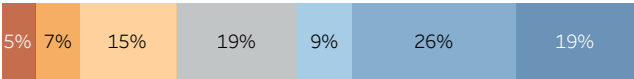
Department

- CMO
- Community Services
- Development Services
- Electric
- Financial Services
- Fire
- HR
- Museum
- Parks and Cultural Services
- Police
- Public Works
- Technology Services
- Water & Sewer

Response Distributions: Psychological Safety 2

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

Employees in my workplace sometimes reject others for being different.



Room for Improvement

Question Grouping
Psychological Safety 2

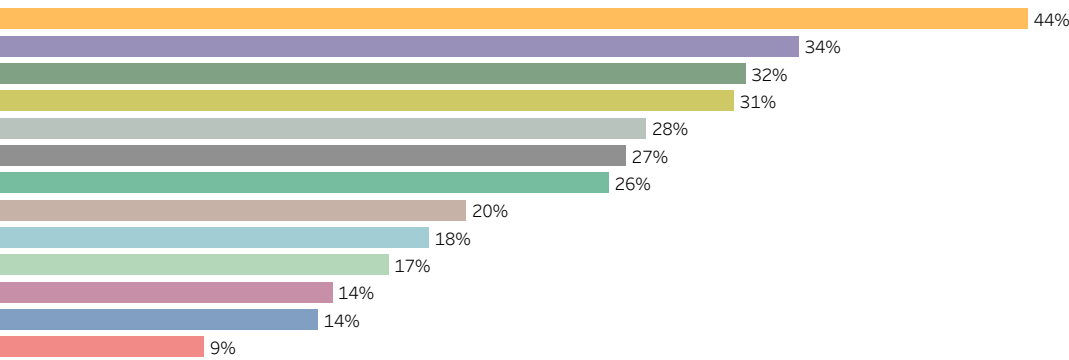
Department
All

- Question Grouping Color
- Strongly Agree
 - Agree
 - Somewhat Agree
 - Neither Agree nor Disagree
 - Somewhat Disagree
 - Disagree
 - Strongly Disagree

Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

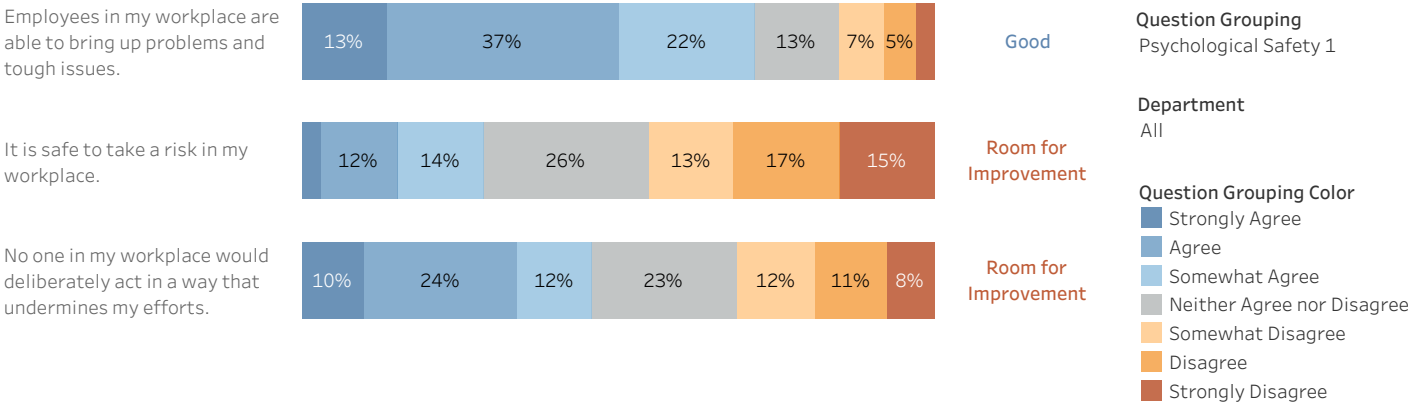
Employees in my workplace sometimes reject others for being different.



- Department
- CMO
 - Community Services
 - Development Services
 - Electric
 - Financial Services
 - Fire
 - HR
 - Museum
 - Parks and Cultural Services
 - Police
 - Public Works
 - Technology Services
 - Water & Sewer

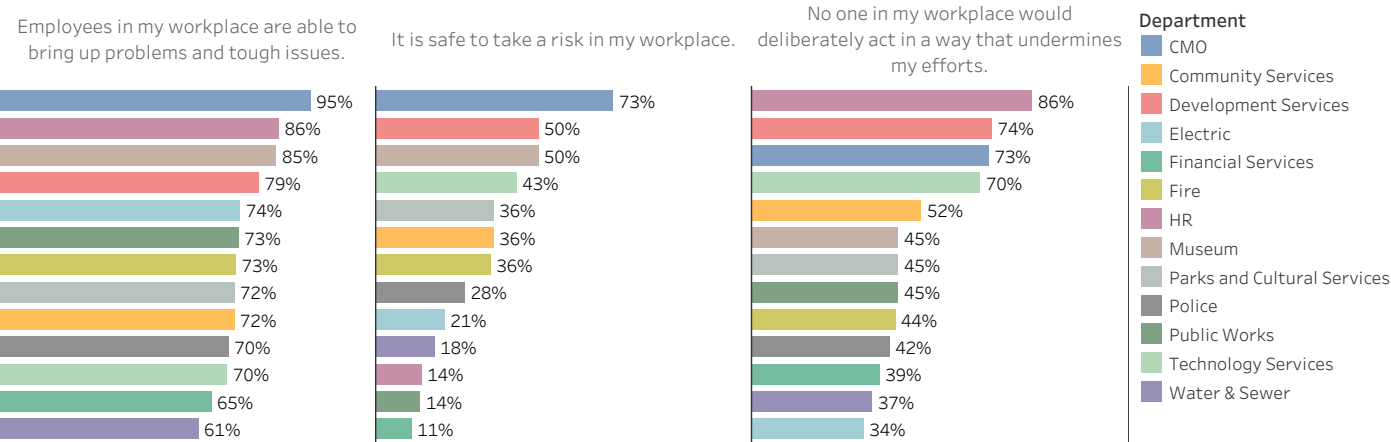
Response Distributions: Psychological Safety 1

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



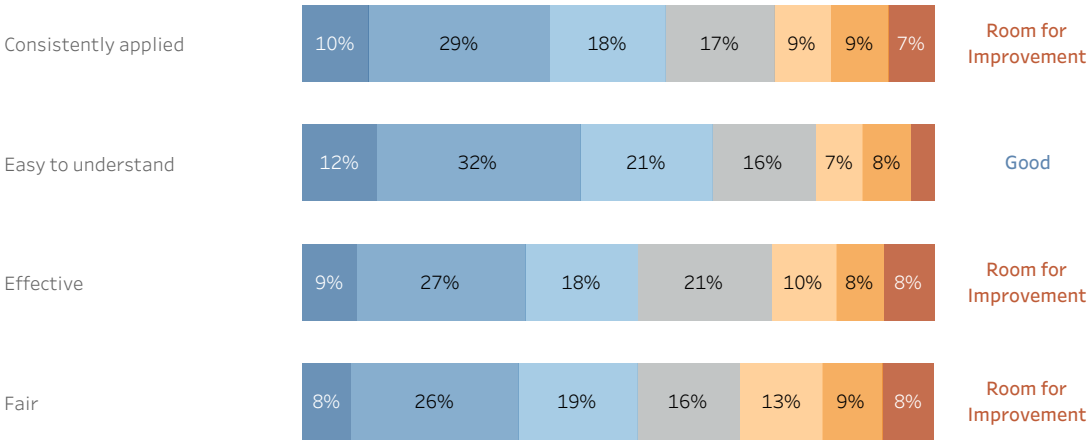
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Pay System Perceptions

Green Tape is...



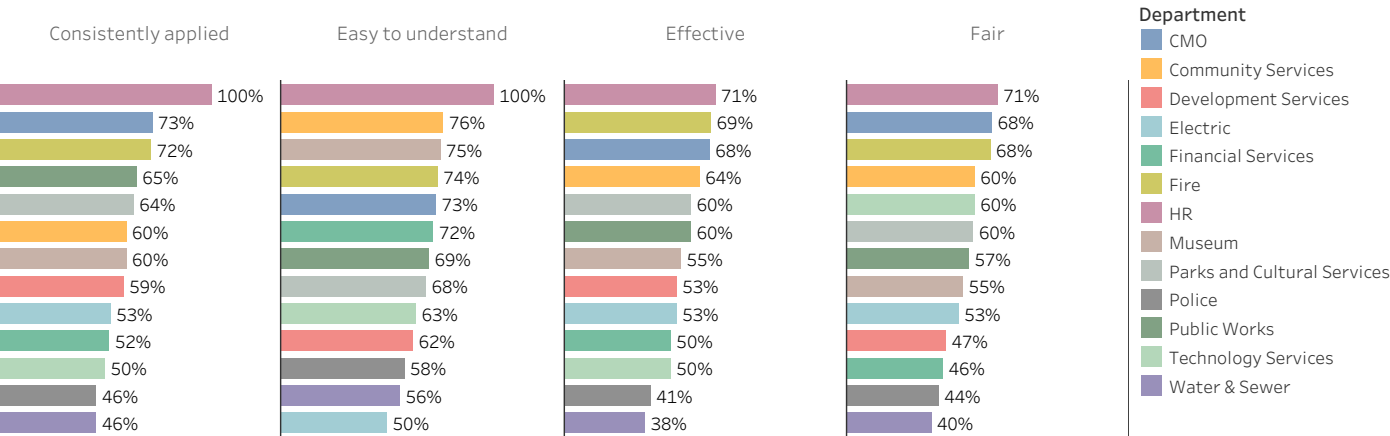
Question Grouping
Pay System Perceptions

Department
All

- Question Grouping Color
- Strongly Agree
 - Agree
 - Somewhat Agree
 - Neither Agree nor Disagree
 - Somewhat Disagree
 - Disagree
 - Strongly Disagree

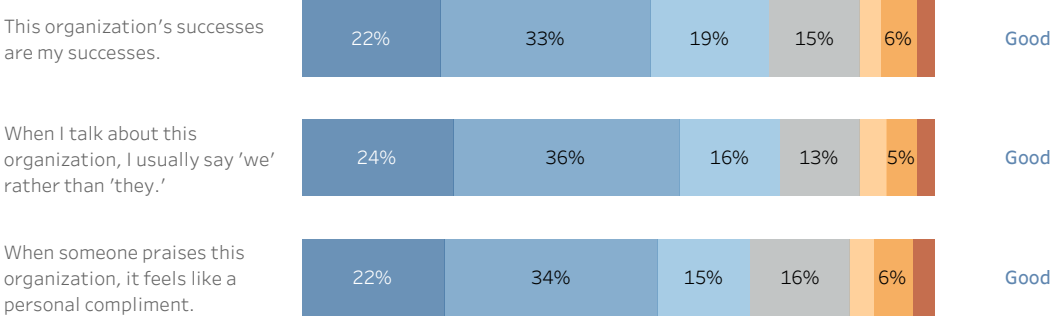
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



- Department
- CMO
 - Community Services
 - Development Services
 - Electric
 - Financial Services
 - Fire
 - HR
 - Museum
 - Parks and Cultural Services
 - Police
 - Public Works
 - Technology Services
 - Water & Sewer

Response Distributions: Organizational Identification



Question Grouping
Organizational Identificati..

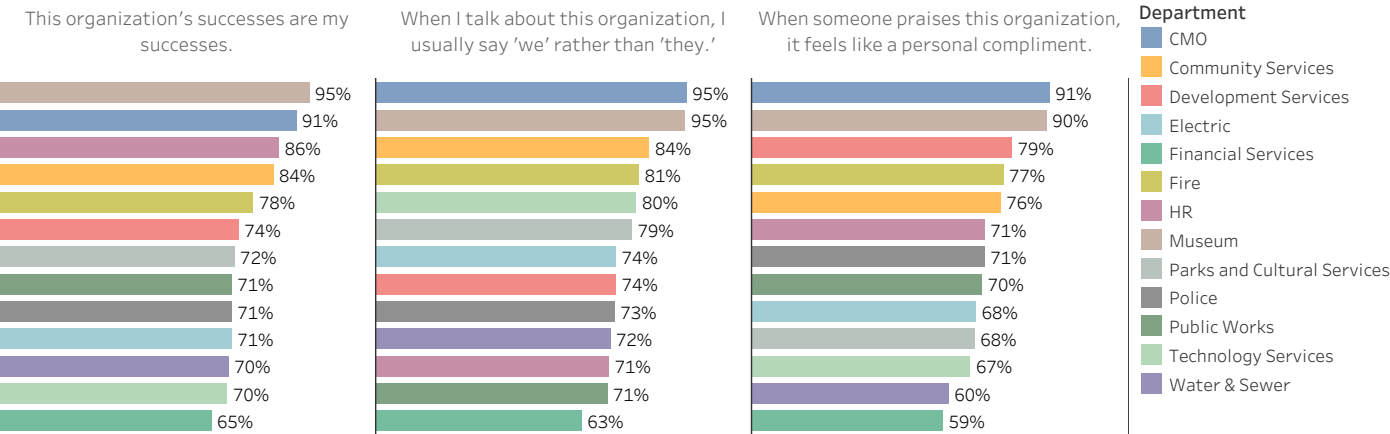
Department
All

Question Grouping Color

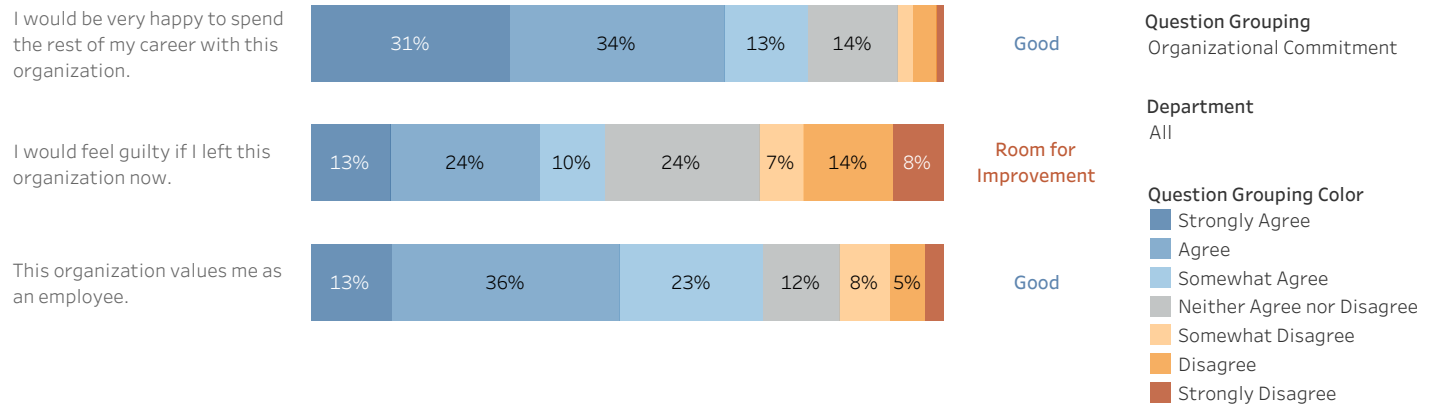
- Strongly Agree
- Agree
- Somewhat Agree
- Neither Agree nor Disagree
- Somewhat Disagree
- Disagree
- Strongly Disagree

Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

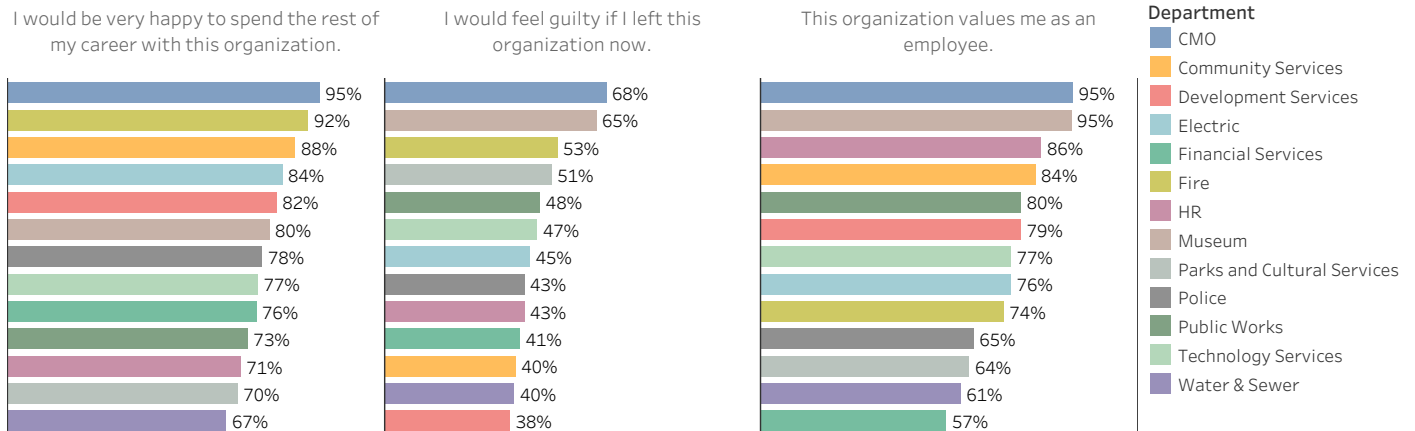


Response Distributions: Organizational Commitment



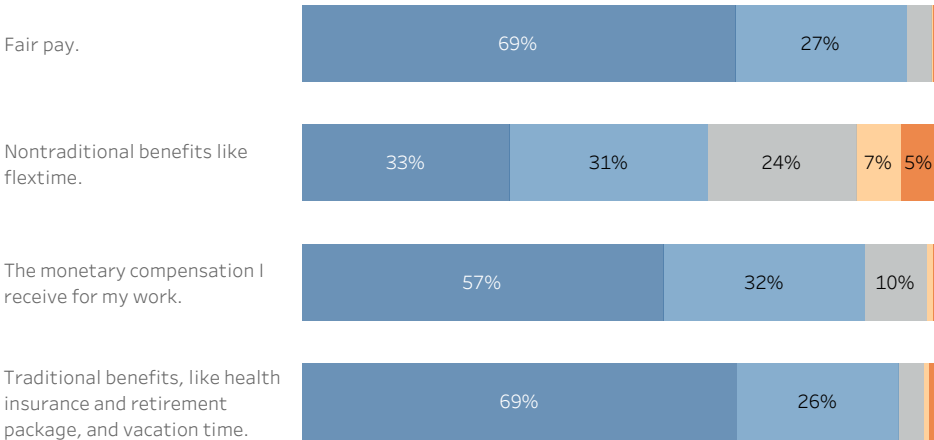
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Importance of Job Facets 2

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



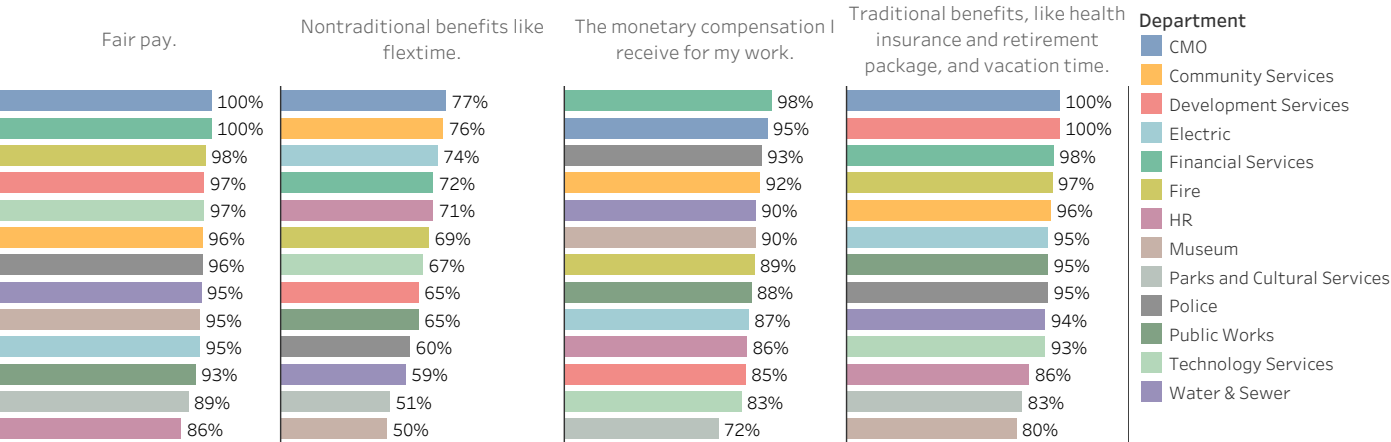
Question Grouping
Importance of Job Facets 2

Department
All

Question Grouping Color
Extremely important
Very important
Moderately important
Slightly important
Not at all important

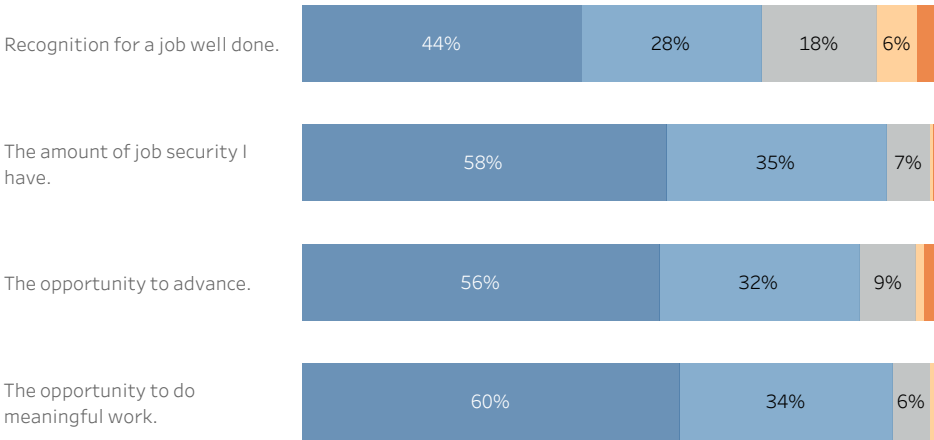
Departmental Comparisons

Percent indicating Very Important or Extremely Important



Response Distributions: Importance of Job Facets 1

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



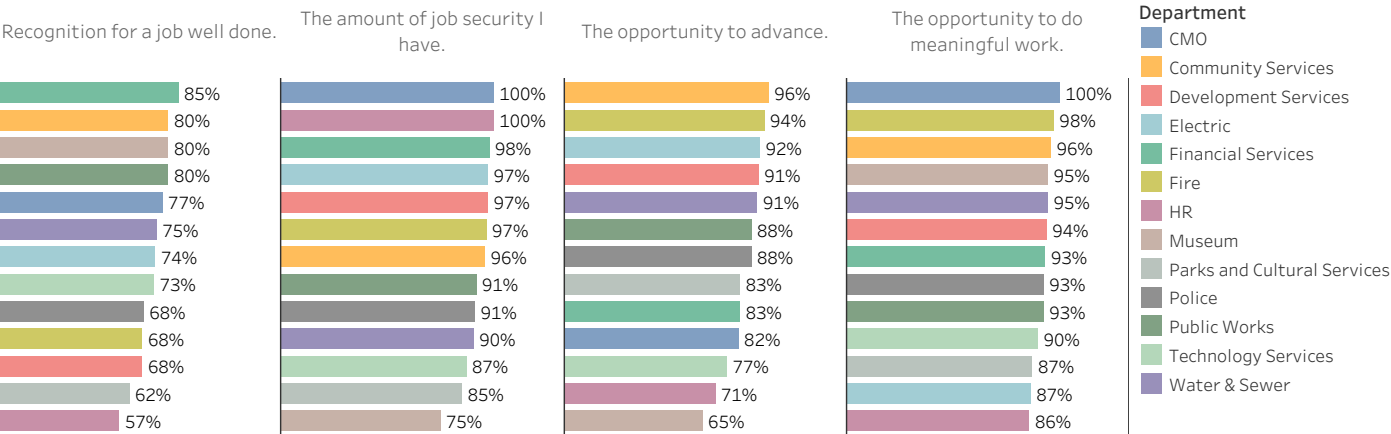
Question Grouping
Importance of Job Facets 1

Department
All

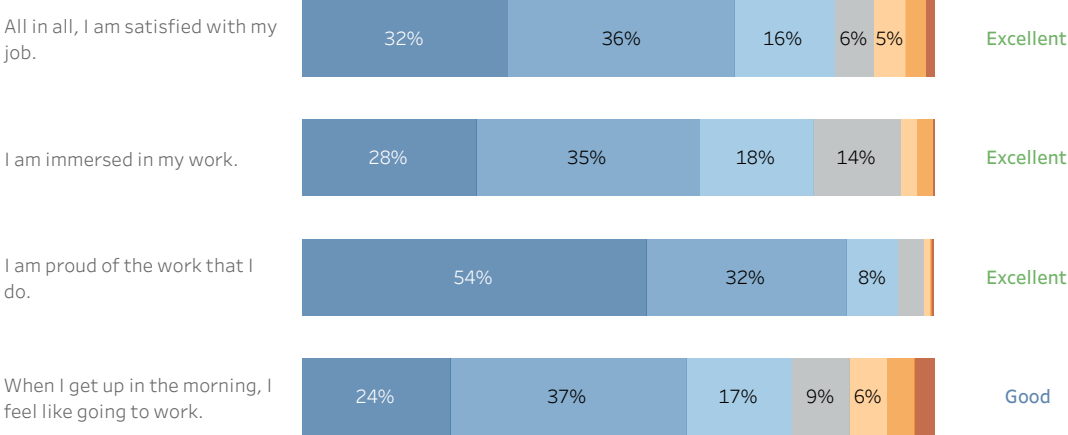
Question Grouping Color
Extremely important
Very important
Moderately important
Slightly important
Not at all important

Departmental Comparisons

Percent indicating Very Important or Extremely Important



Response Distributions: Engagement



Question Grouping
Engagement

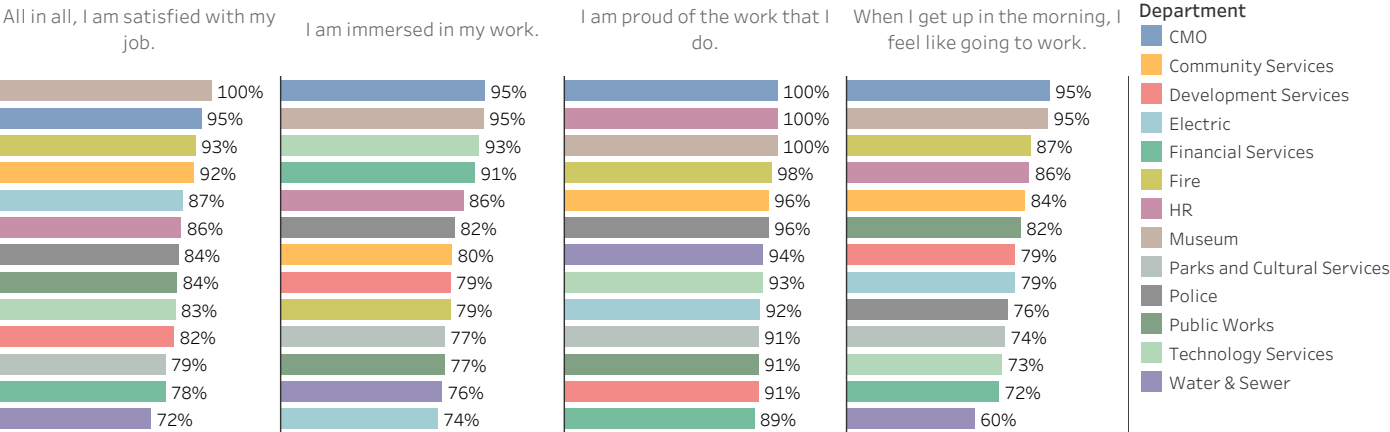
Department
All

Question Grouping Color

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

Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Diversity 4

All minority and female employees are provided resources and training that prepares them for promotion ..



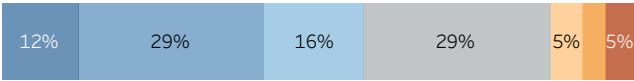
Good

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



Room for Improvement

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



Good

Question Grouping
Diversity 4

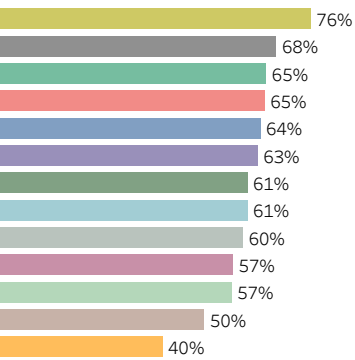
Department
All

- Question Grouping Color
- Strongly Agree
 - Agree
 - Somewhat Agree
 - Neither Agree nor Disagree
 - Somewhat Disagree
 - Disagree
 - Strongly Disagree

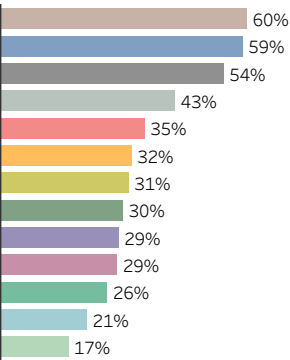
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

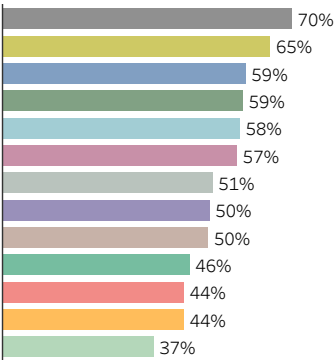
All minority and female employees are provided resources and training that prepares them for promotion and advancement.



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



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



- Department
- CMO
 - Community Services
 - Development Services
 - Electric
 - Financial Services
 - Fire
 - HR
 - Museum
 - Parks and Cultural Services
 - Police
 - Public Works
 - Technology Services
 - Water & Sewer

Response Distributions: Diversity 3

Managers here...

give assignments based on the skills and abilities of employees, not their personal and social background.



Good

give feedback and evaluate employees fairly, regardless of factors such as employee gender, race, religion, ethnicit..



Good

have a track record of hiring and promoting employees objectively, regardless of their race, religion, ethnicity, age, g..



Good

Question Grouping
Diversity 3

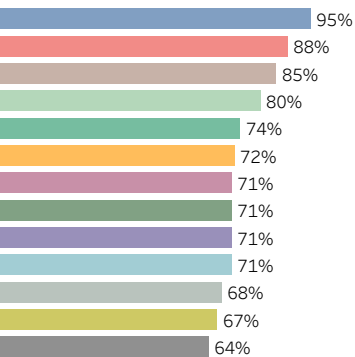
Department
All

- Question Grouping Color
- Strongly Agree
 - Agree
 - Somewhat Agree
 - Neither Agree nor Disagree
 - Somewhat Disagree
 - Disagree
 - Strongly Disagree

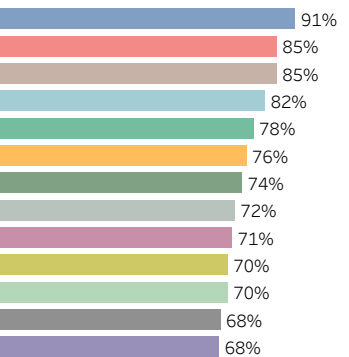
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

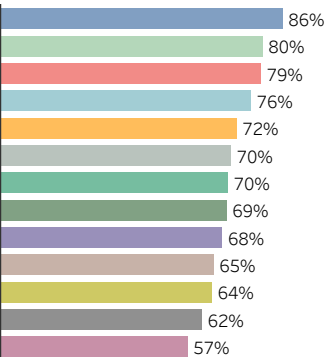
give assignments based on the skills and abilities of employees, not their personal and social background.



give feedback and evaluate employees fairly, regardless of factors such as employee gender, race, religion, ethnicit..

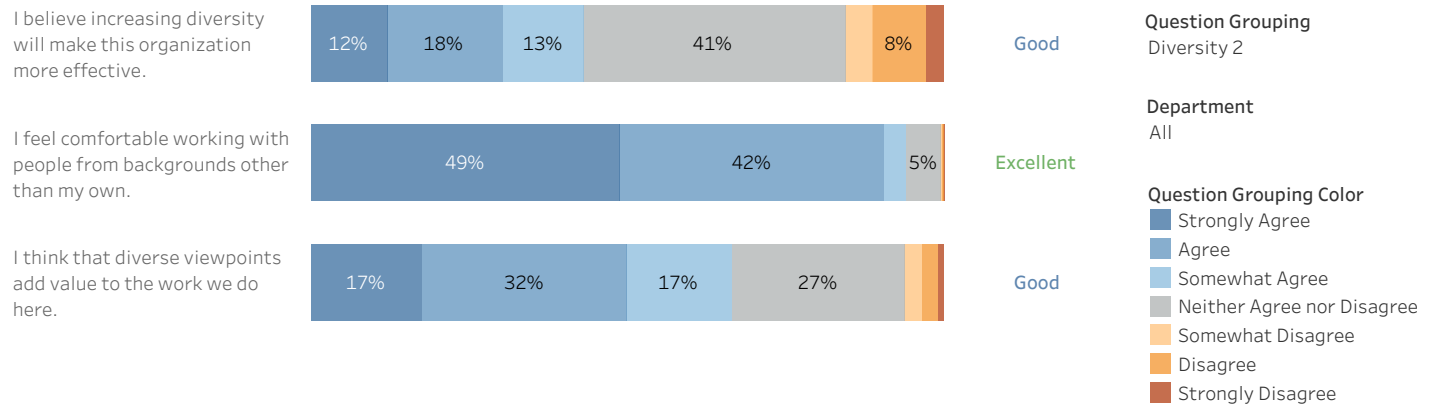


have a track record of hiring and promoting employees objectively, regardless of their race, religion, ethnicit..



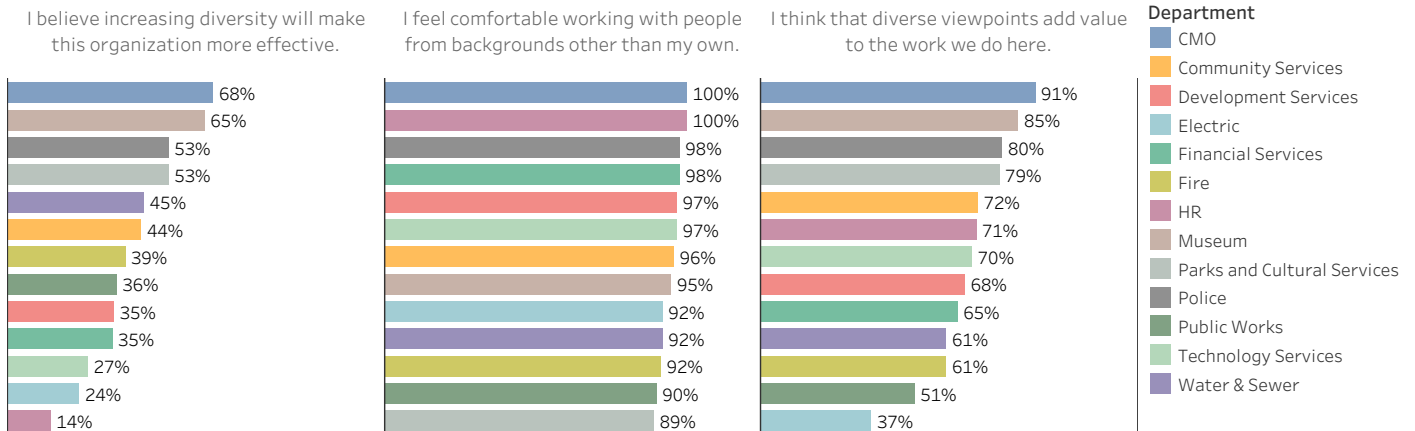
- Department
- CMO
 - Community Services
 - Development Services
 - Electric
 - Financial Services
 - Fire
 - HR
 - Museum
 - Parks and Cultural Services
 - Police
 - Public Works
 - Technology Services
 - Water & Sewer

Response Distributions: Diversity 2

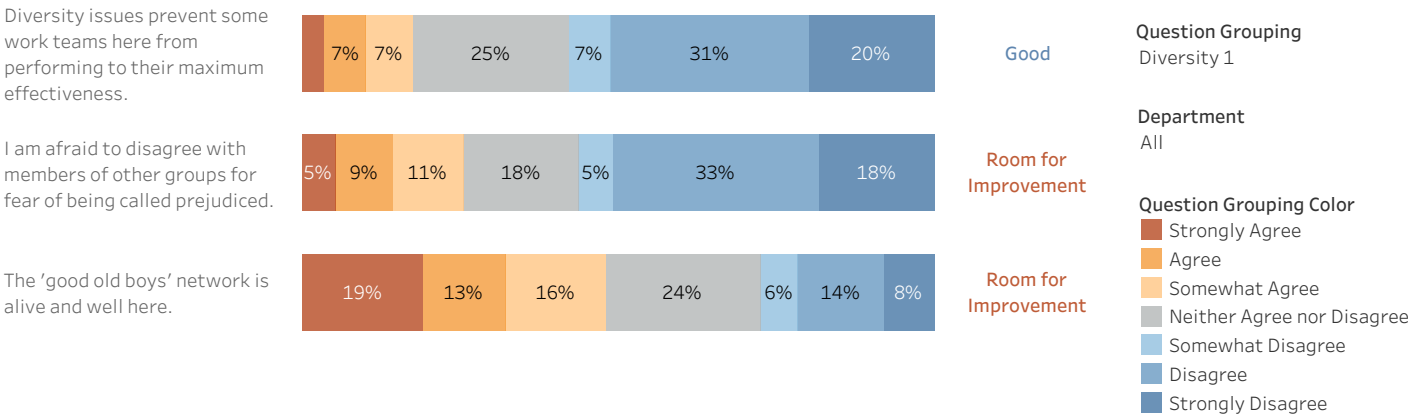


Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

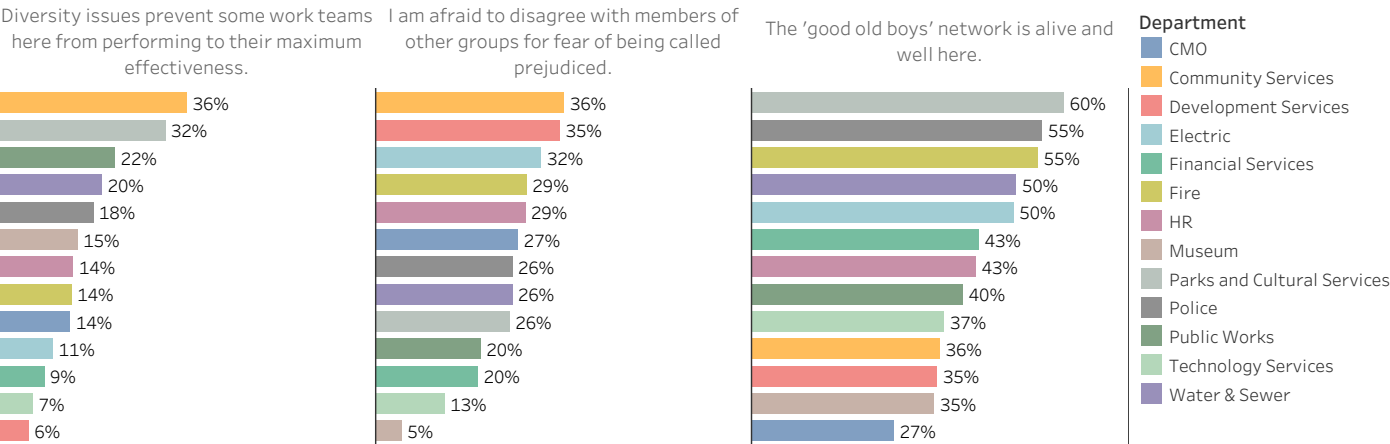


Response Distributions: Diversity 1



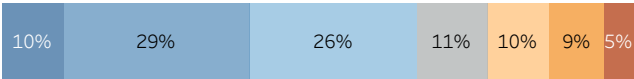
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Communications 2

I am fully informed about significant changes in the city.



Room for Improvement

Question Grouping
Communications 2

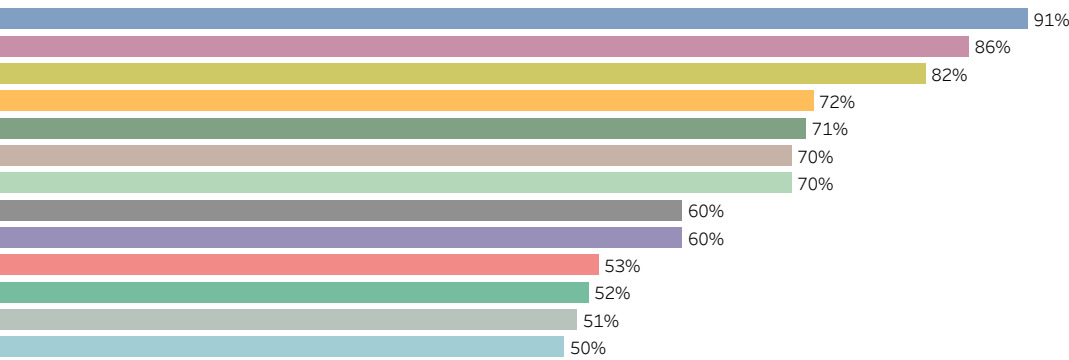
Department
All

- Question Grouping Color
- Strongly Agree
 - Agree
 - Somewhat Agree
 - Neither Agree nor Disagree
 - Somewhat Disagree
 - Disagree
 - Strongly Disagree

Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

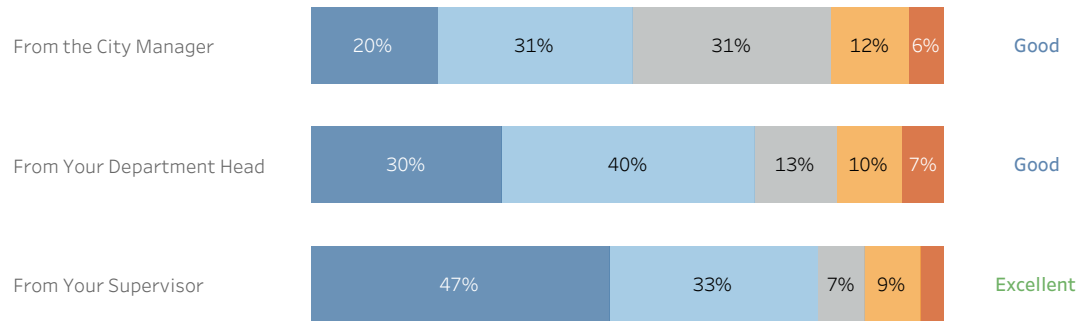
I am fully informed about significant changes in the city.



- Department
- CMO
 - Community Services
 - Development Services
 - Electric
 - Financial Services
 - Fire
 - HR
 - Museum
 - Parks and Cultural Services
 - Police
 - Public Works
 - Technology Services
 - Water & Sewer

Response Distributions: Communications 1

Communications Supervisor:



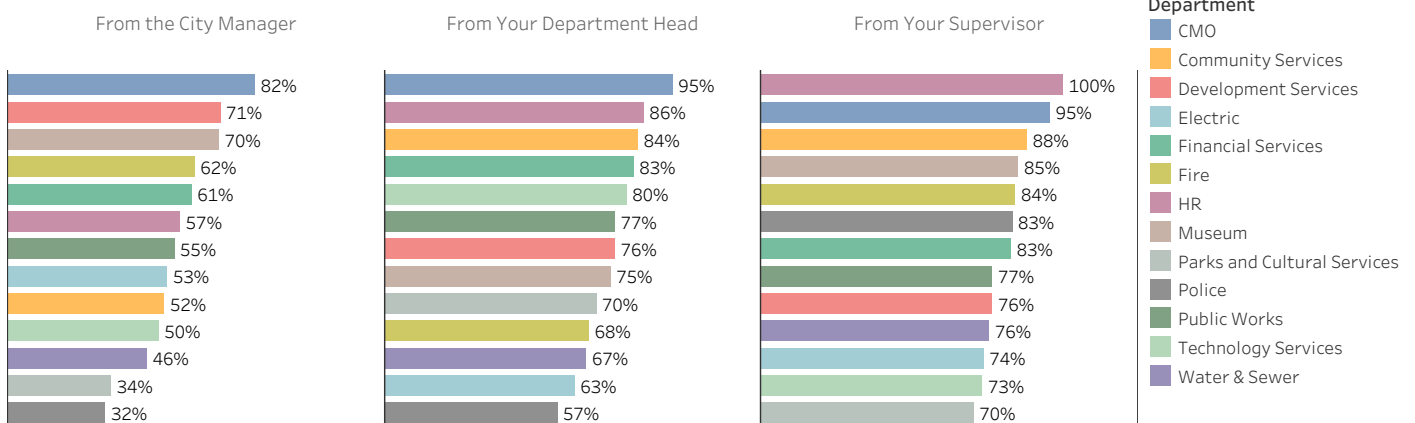
Question Grouping
Communications 1

Department
All

Question Grouping Color
 ■ Extremely adequate
 ■ Somewhat adequate
 ■ Neither adequate nor inadequate
 ■ Somewhat inadequate
 ■ Extremely inadequate

Departmental Comparisons

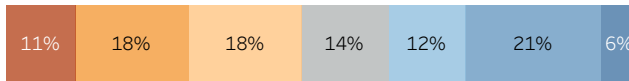
Percent indicating Somewhat Adequate or Extremely Adequate



Department
 ■ CMO
 ■ Community Services
 ■ Development Services
 ■ Electric
 ■ Financial Services
 ■ Fire
 ■ HR
 ■ Museum
 ■ Parks and Cultural Services
 ■ Police
 ■ Public Works
 ■ Technology Services
 ■ Water & Sewer

Response Distributions: Centralization

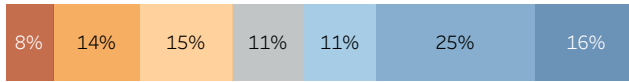
Even small matters have to be referred to someone higher up for a final answer.



Room for Improvement

Question Grouping
Centralization

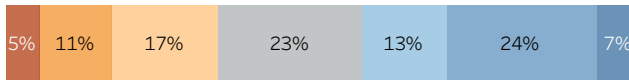
I must check with my supervisor before I do almost anything.



Room for Improvement

Department
All

In general, an employee wanting to make his or her own decisions in my department would be quickly discouraged.



Room for Improvement

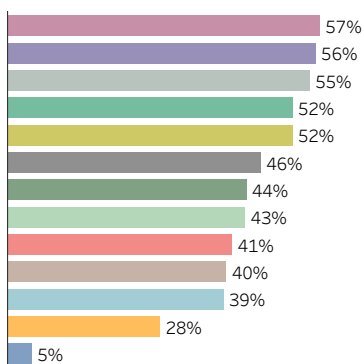
Question Grouping Color

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

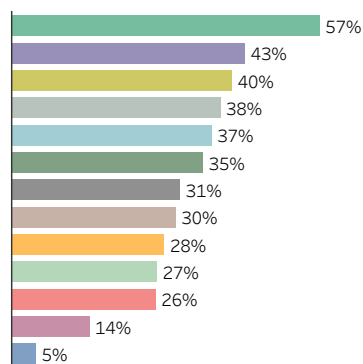
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

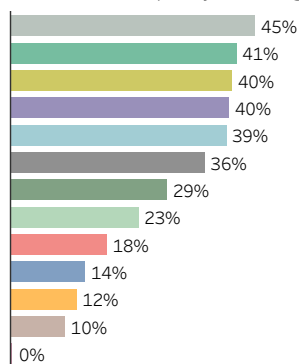
Even small matters have to be referred to someone higher up for a final answer.



I must check with my supervisor before I do almost anything.



In general, an employee wanting to make his or her own decisions in my department would be quickly discouraged.

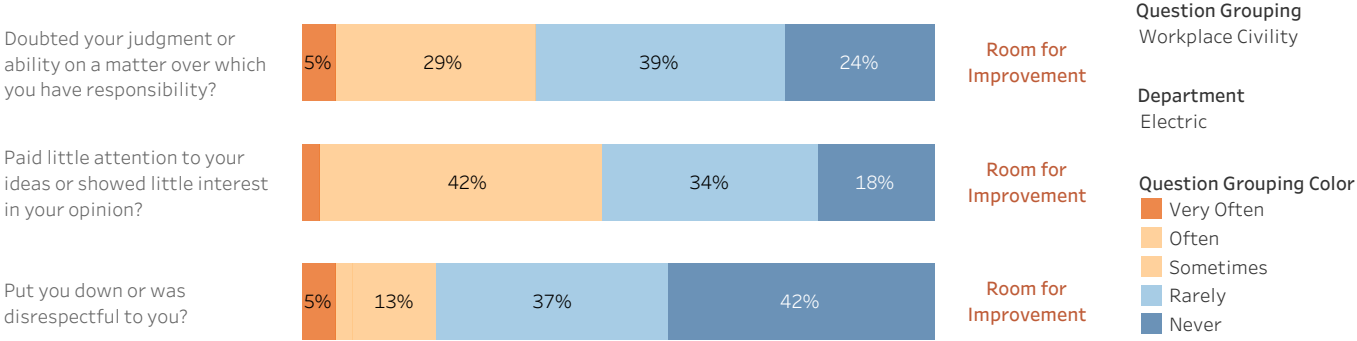


Department

- CMO
- Community Services
- Development Services
- Electric
- Financial Services
- Fire
- HR
- Museum
- Parks and Cultural Services
- Police
- Public Works
- Technology Services
- Water & Sewer

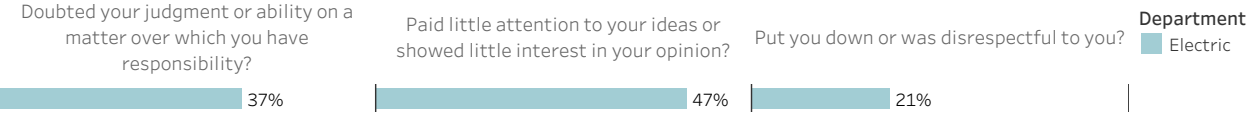
Response Distributions: Workplace Civility

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



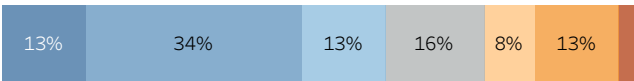
Departmental Comparisons

Percent indicating Never or Rarely



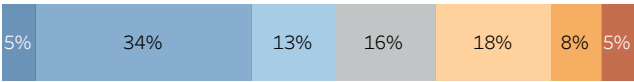
Response Distributions: Voice

I have opportunities to provide my opinion to upper management on workplace issues.



Room for Improvement

When I provide my opinion on workplace issues to upper management, I receive a response from upper management.



Room for Improvement

Question Grouping
Voice

Department
Electric

- Question Grouping Color
- Strongly Agree
 - Agree
 - Somewhat Agree
 - Neither Agree nor Disagree
 - Somewhat Disagree
 - Disagree
 - Strongly Disagree

Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

I have opportunities to provide my opinion to upper management on workplace issues.



When I provide my opinion on workplace issues to upper management, I receive a response from upper management.



Department
Electric

Response Distributions: Turnover Intentions

I am thinking about leaving this organization.



Room for Improvement

Question Grouping
Turnover Intentions

Department
Electric

- Question Grouping Color
- Strongly Agree
 - Agree
 - Somewhat Agree
 - Neither Agree nor Disagree
 - Somewhat Disagree
 - Disagree
 - Strongly Disagree

Departmental Comparisons

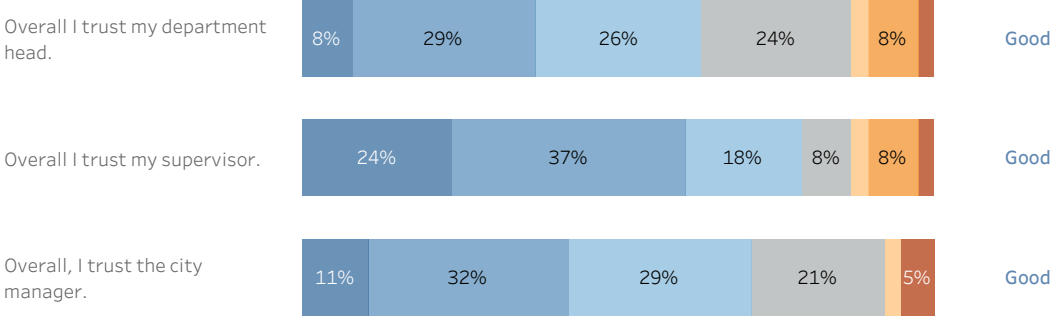
Percent indicating Somewhat Agree, Agree, or Strongly Agree

I am thinking about leaving this organization.



Department
Electric

Response Distributions: Trust in Management



Question Grouping
Trust in Management

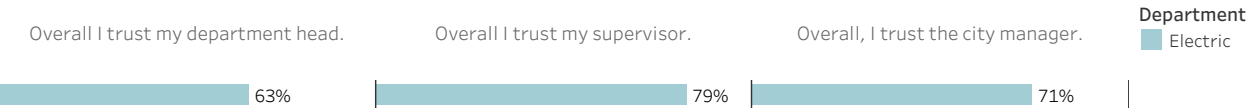
Department
Electric

Question Grouping Color

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

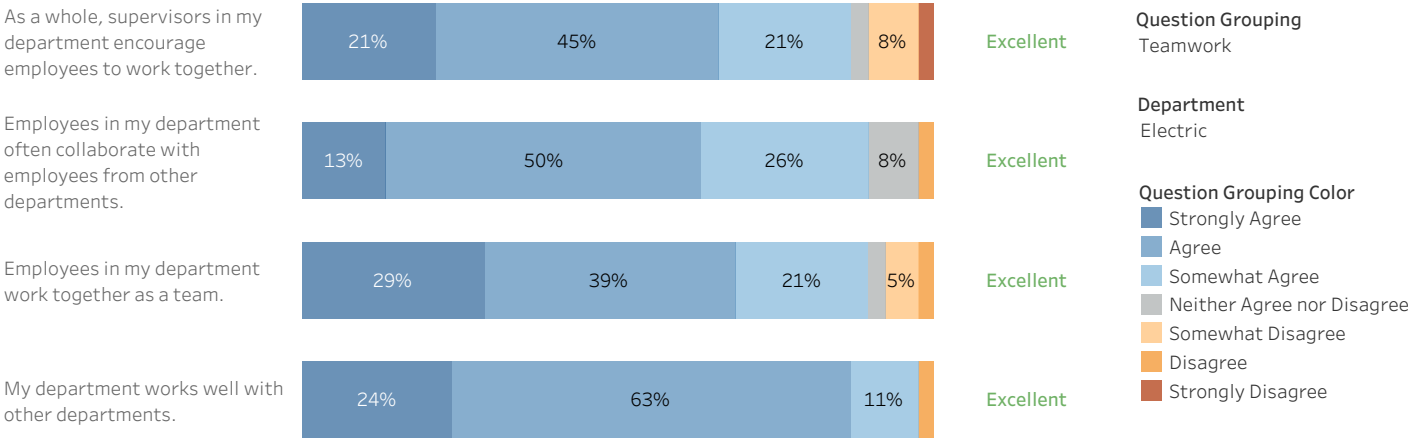
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



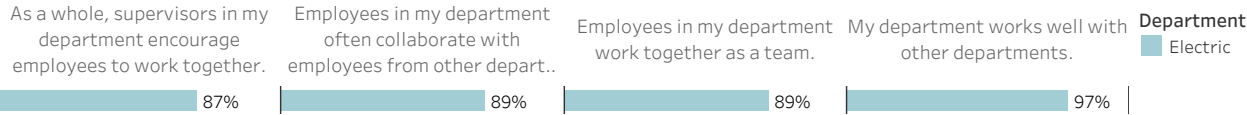
Response Distributions: Teamwork

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



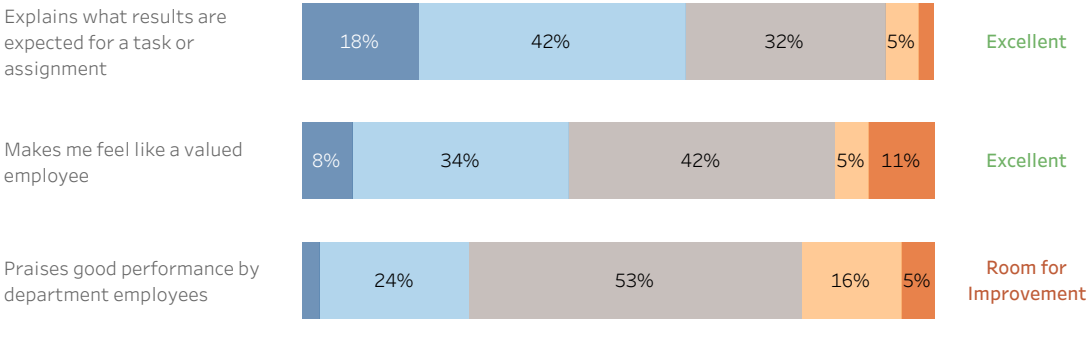
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Supervisory Practices 3

How often does your supervisor do the following?



Question Grouping
Supervisory Practices 3

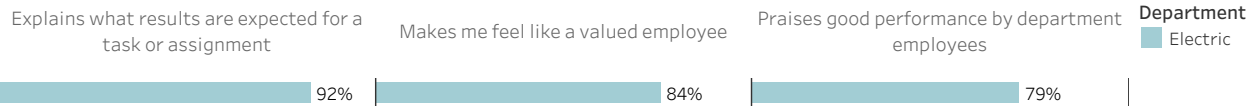
Department
Electric

Question Grouping Color

- Always
- Frequently
- Sometimes
- Rarely
- Never

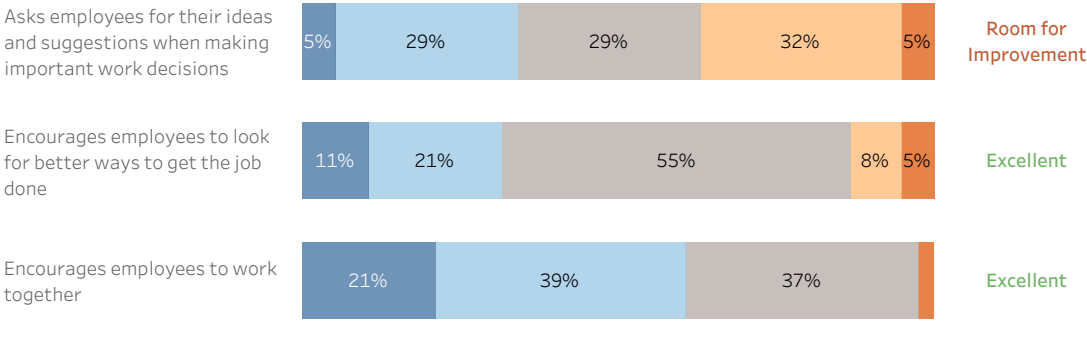
Departmental Comparisons

Percent indicating Frequently or Always



Response Distributions: Supervisory Practices 2

How often does your supervisor do the following?



Question Grouping
Supervisory Practices 2

Department
Electric

Question Grouping Color
Always
Frequently
Sometimes
Rarely
Never

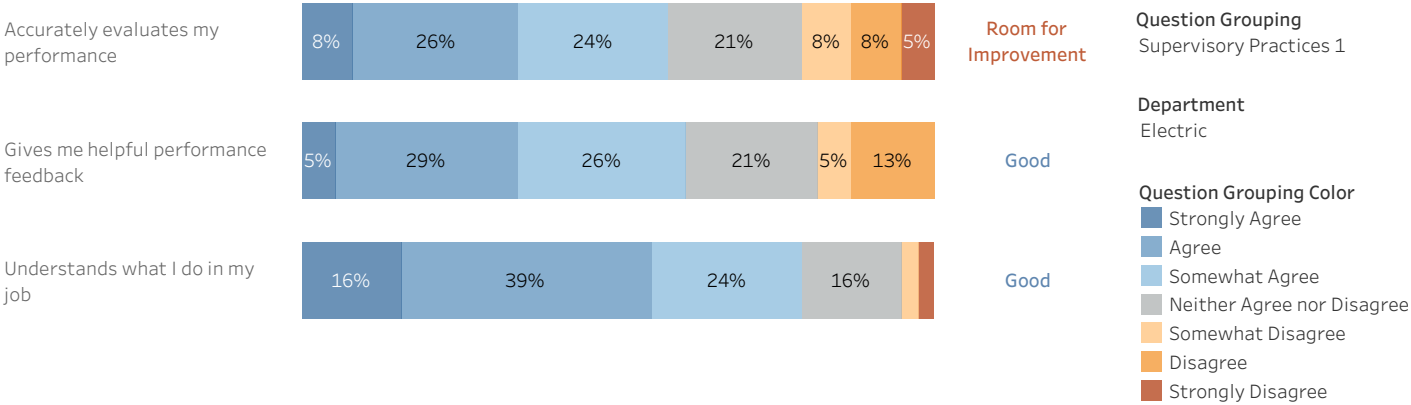
Departmental Comparisons

Percent indicating Sometimes, Frequently, or Always



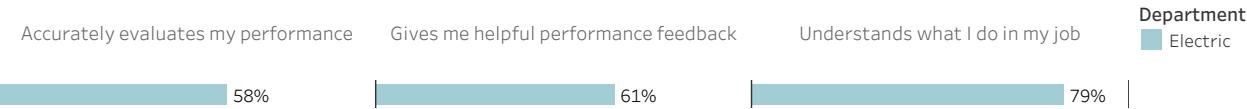
Response Distributions: Supervisory Practices 1

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

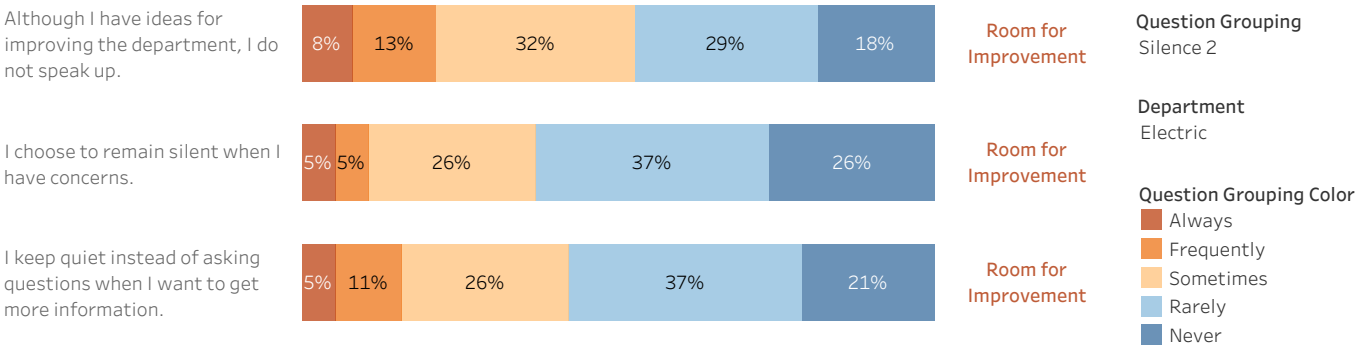


Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

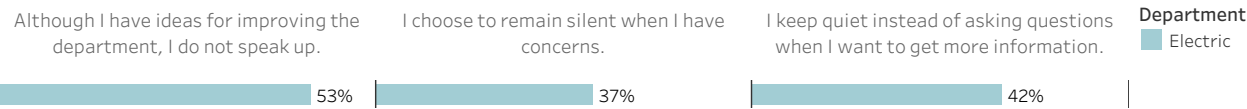


Response Distributions: Silence 2

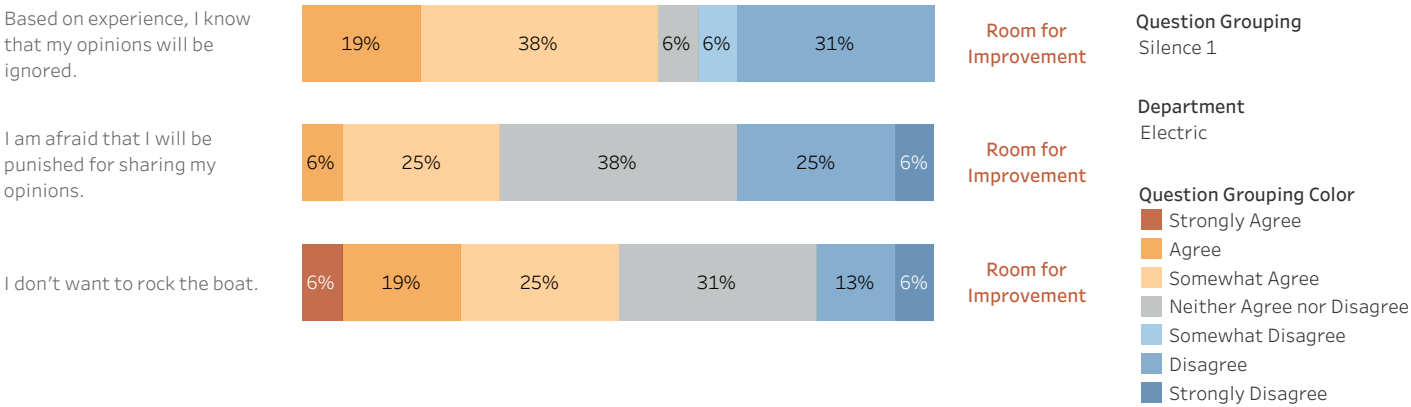


Departmental Comparisons

Percent indicating Sometimes, Frequently, or Always

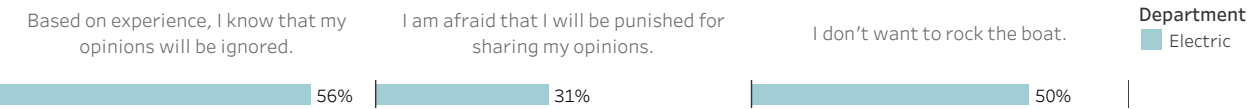


Response Distributions: Silence 1



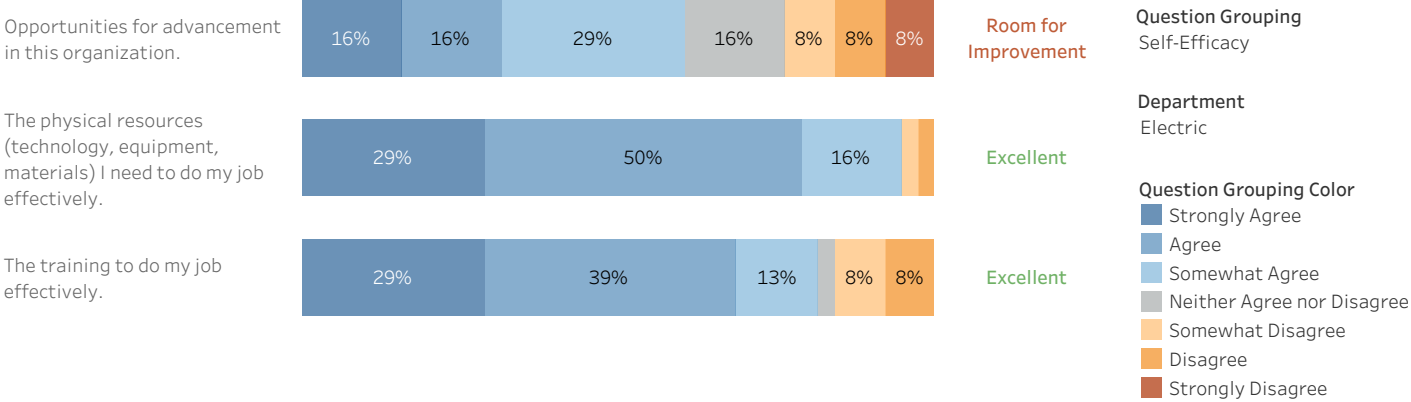
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



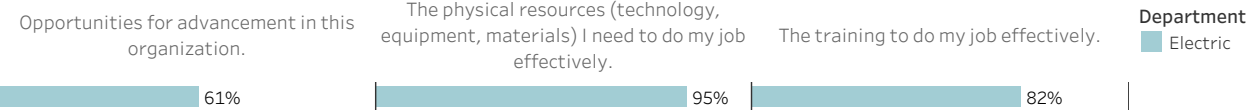
Response Distributions: Self-Efficacy

My organization provides...



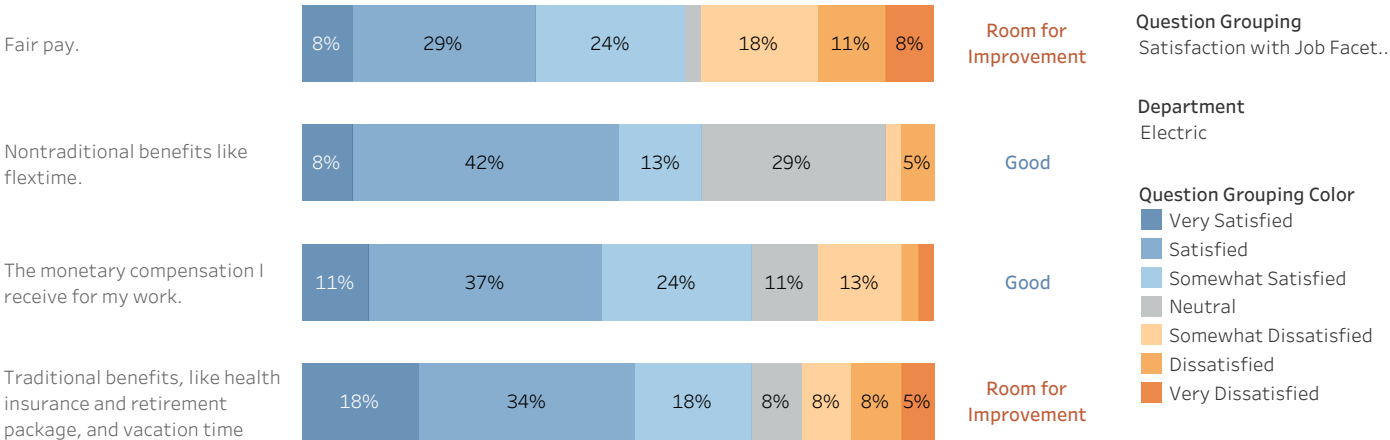
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



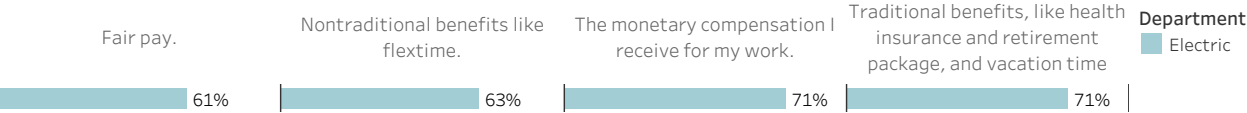
Response Distributions: Satisfaction with Job Facets 2

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



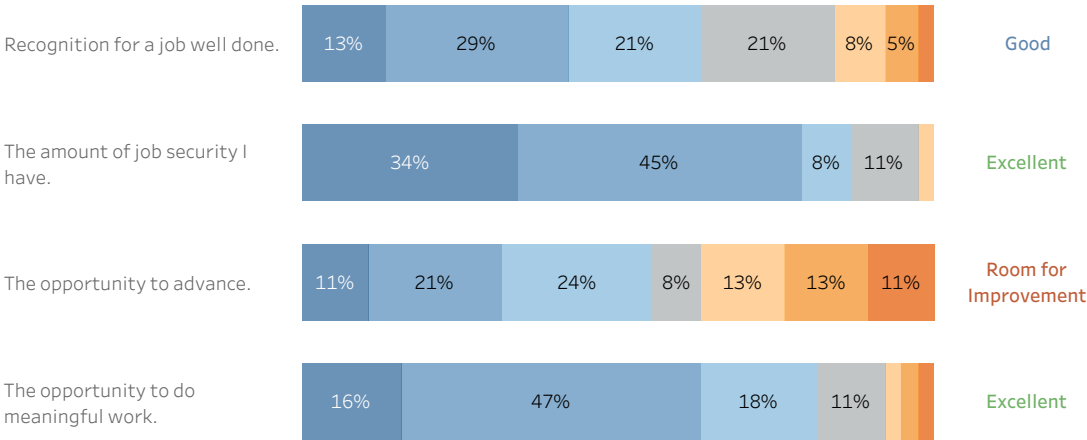
Departmental Comparisons

Percent indicating Somewhat Satisfied, Satisfied, or Very Satisfied



Response Distributions: Satisfaction with Job Facets 1

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



Question Grouping
Satisfaction with Job Facet..

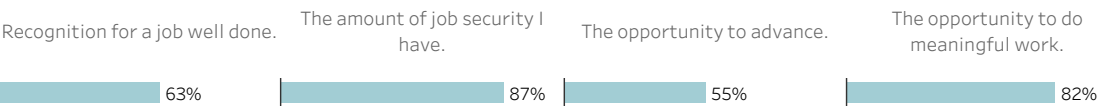
Department
Electric

Question Grouping Color

- Very Satisfied
- Satisfied
- Somewhat Satisfied
- Neutral
- Somewhat Dissatisfied
- Dissatisfied
- Very Dissatisfied

Departmental Comparisons

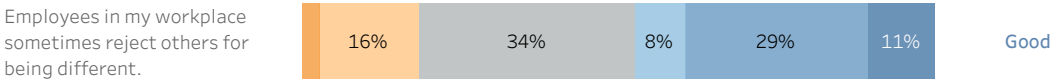
Percent indicating Somewhat Satisfied, Satisfied, or Very Satisfied



Department
Electric

Response Distributions: Psychological Safety 2

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



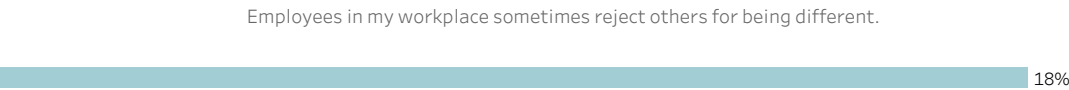
Question Grouping
Psychological Safety 2

Department
Electric

- Question Grouping Color
- Agree
 - Somewhat Agree
 - Neither Agree nor Disagree
 - Somewhat Disagree
 - Disagree
 - Strongly Disagree

Departmental Comparisons

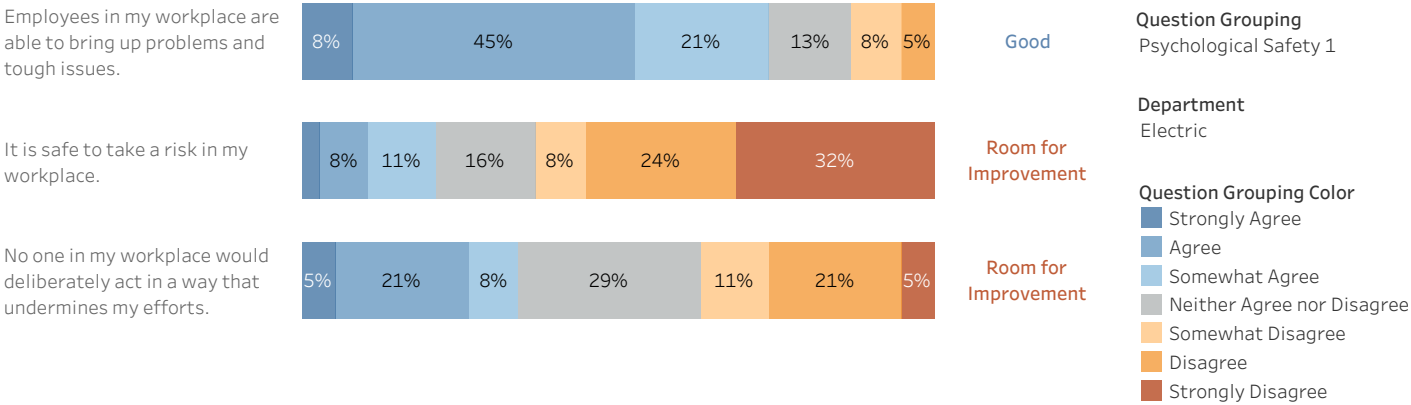
Percent indicating Somewhat Agree, Agree, or Strongly Agree



Department
Electric

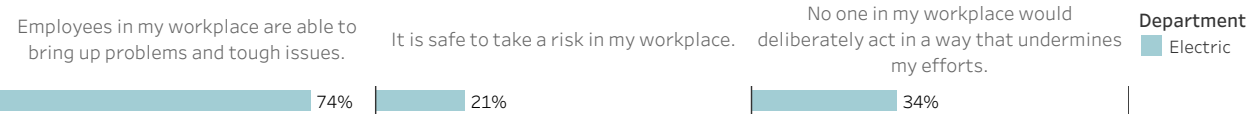
Response Distributions: Psychological Safety 1

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



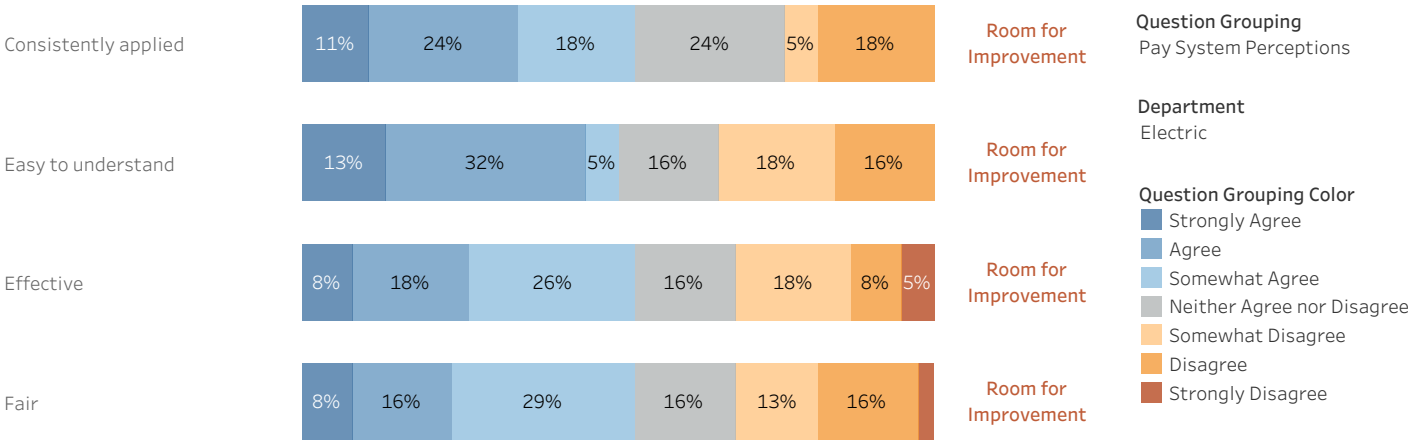
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Pay System Perceptions

Green Tape is...

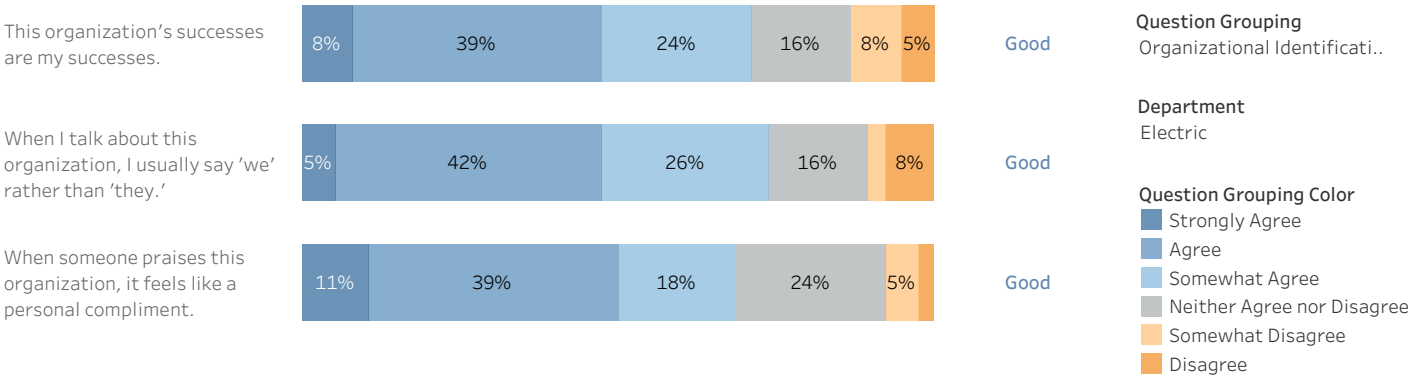


Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

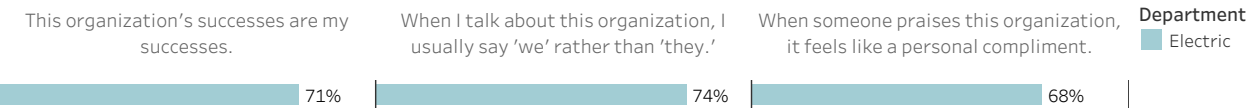


Response Distributions: Organizational Identification

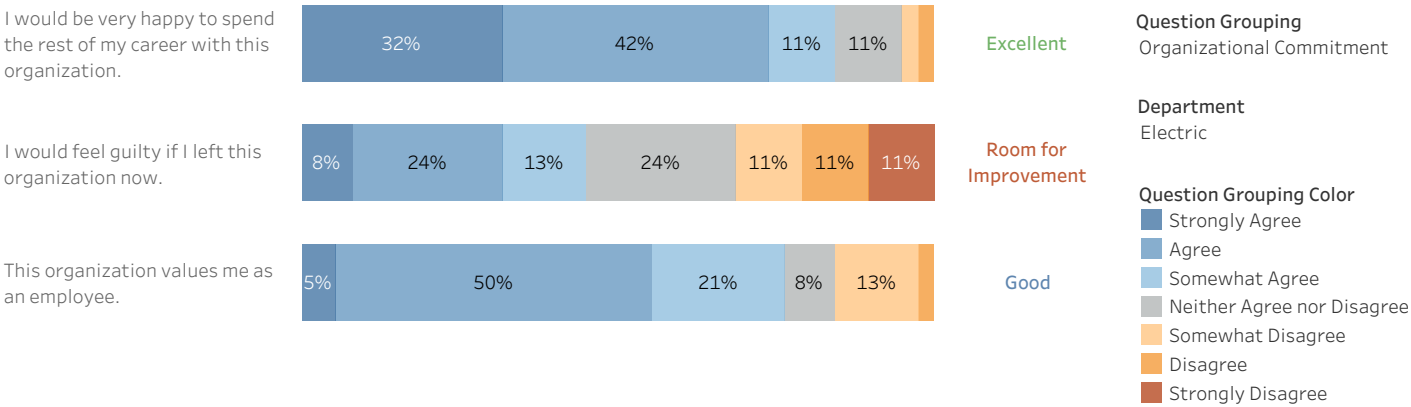


Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

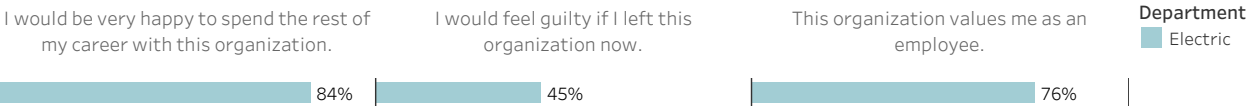


Response Distributions: Organizational Commitment



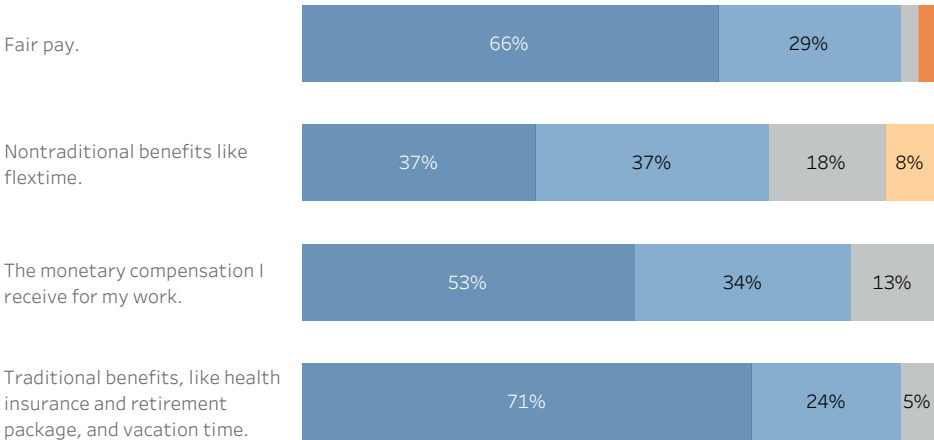
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Importance of Job Facets 2

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



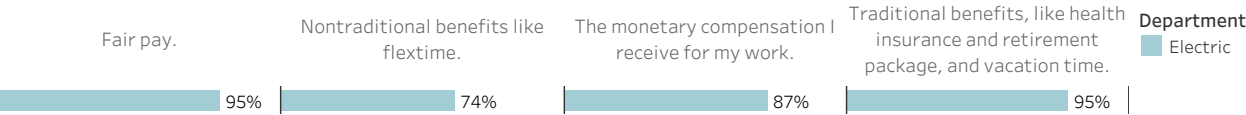
Question Grouping
Importance of Job Facets 2

Department
Electric

Question Grouping Color
Extremely important
Very important
Moderately important
Slightly important
Not at all important

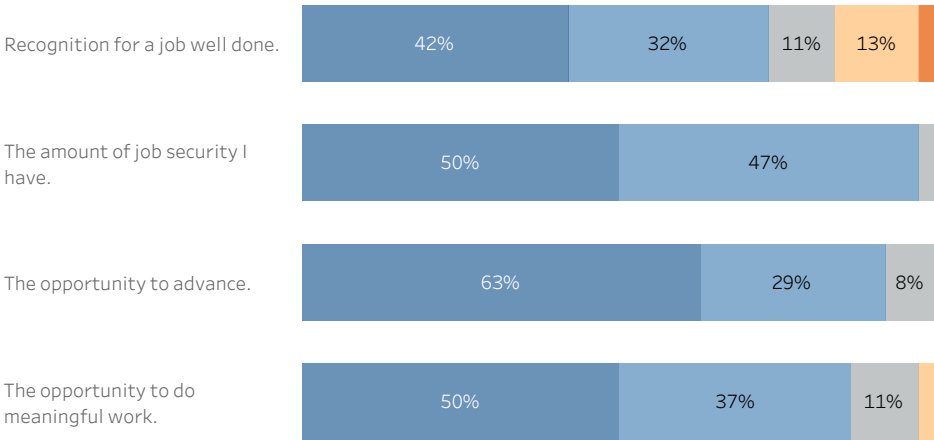
Departmental Comparisons

Percent indicating Very Important or Extremely Important



Response Distributions: Importance of Job Facets 1

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



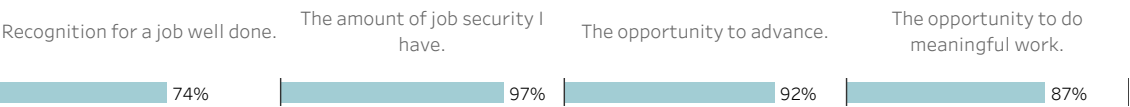
Question Grouping
Importance of Job Facets 1

Department
Electric

Question Grouping Color
Extremely important
Very important
Moderately important
Slightly important
Not at all important

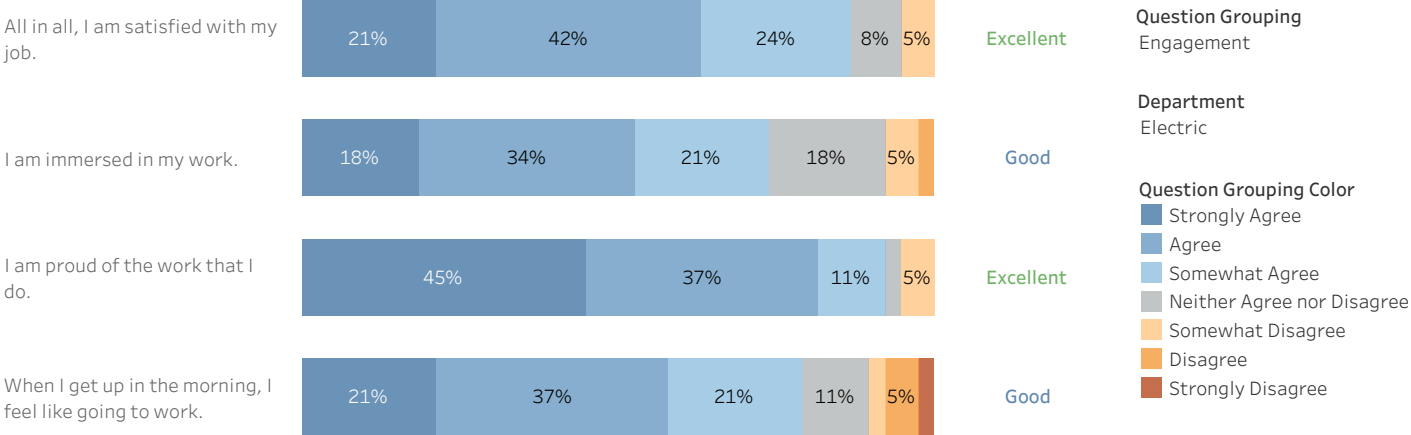
Departmental Comparisons

Percent indicating Very Important or Extremely Important



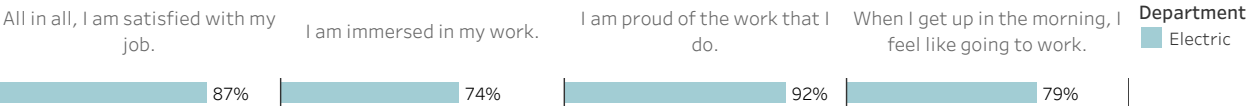
Department
Electric

Response Distributions: Engagement

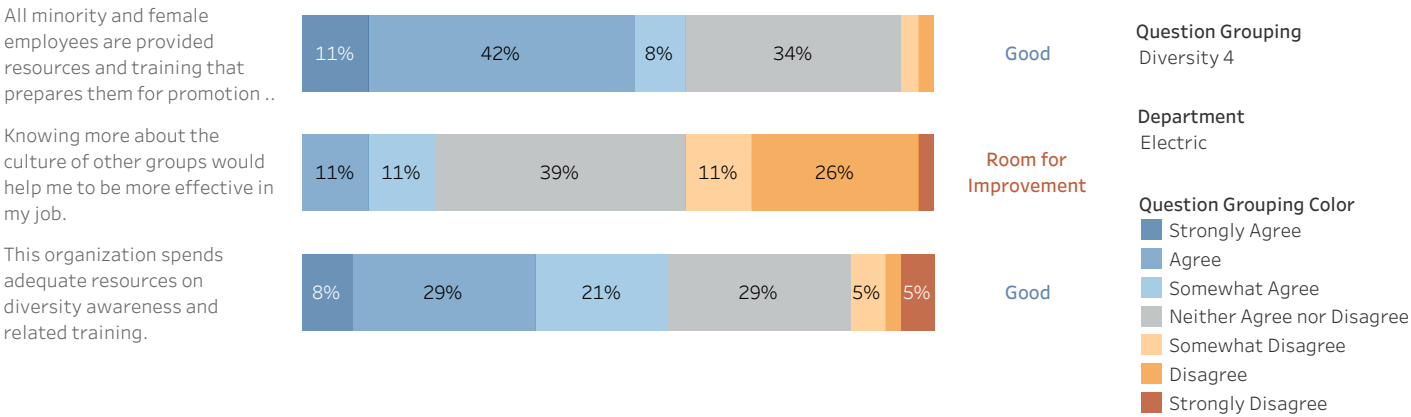


Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

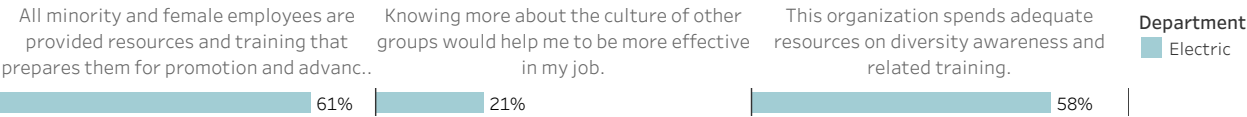


Response Distributions: Diversity 4



Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



Response Distributions: Diversity 3

Managers here...

give assignments based on the skills and abilities of employees, not their personal and social background.



Good

give feedback and evaluate employees fairly, regardless of factors such as employee gender, race, religion, ethnicit..



Excellent

have a track record of hiring and promoting employees objectively, regardless of their race, religion, ethnicity, age, g..



Good

Question Grouping
Diversity 3

Department
Electric

- Question Grouping Color
- Strongly Agree
 - Agree
 - Somewhat Agree
 - Neither Agree nor Disagree
 - Disagree
 - Strongly Disagree

Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

give assignments based on the skills and abilities of employees, not their personal and social background.



give feedback and evaluate employees fairly, regardless of factors such as employee gender, race, religion, ethnicit..

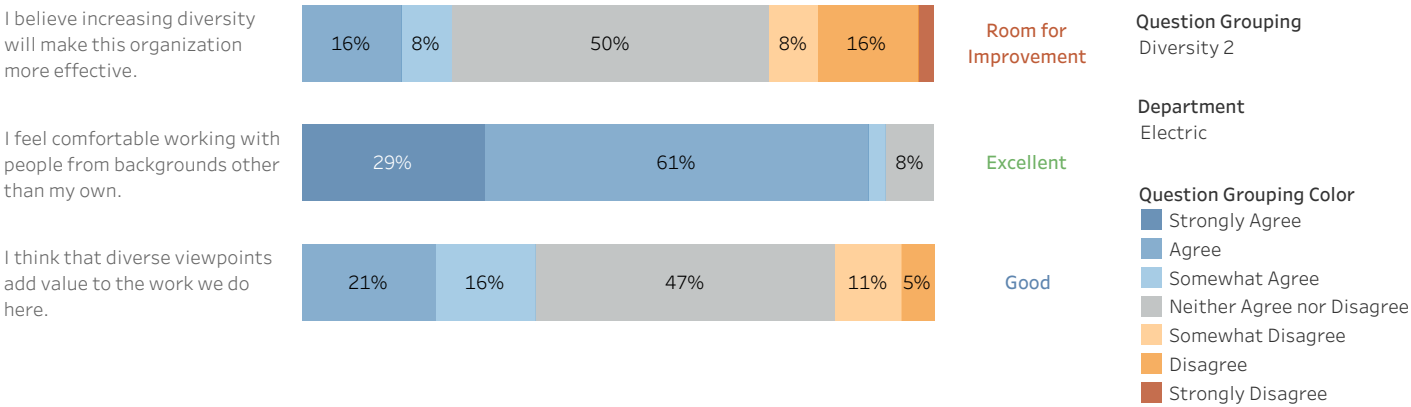


have a track record of hiring and promoting employees objectively, regardless of their race, religion, ethnicit..



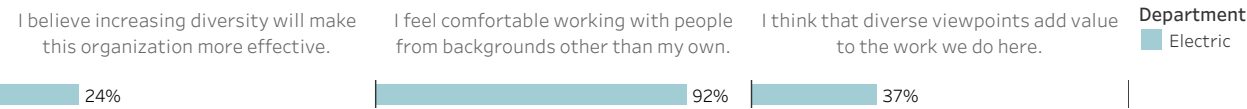
Department
Electric

Response Distributions: Diversity 2

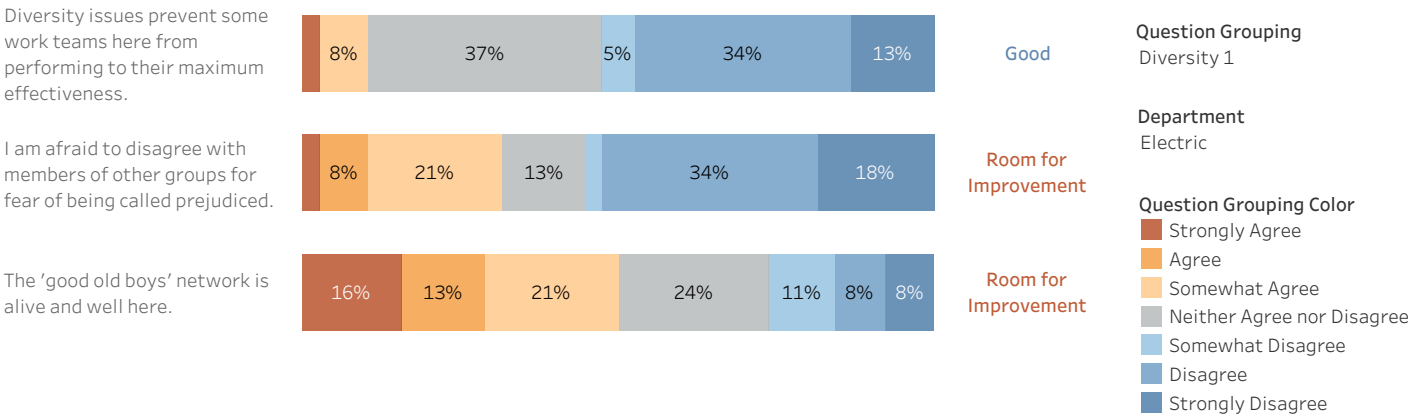


Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

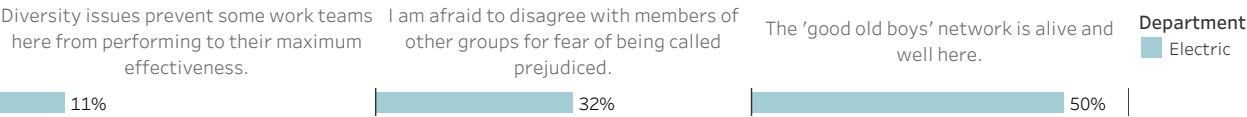


Response Distributions: Diversity 1

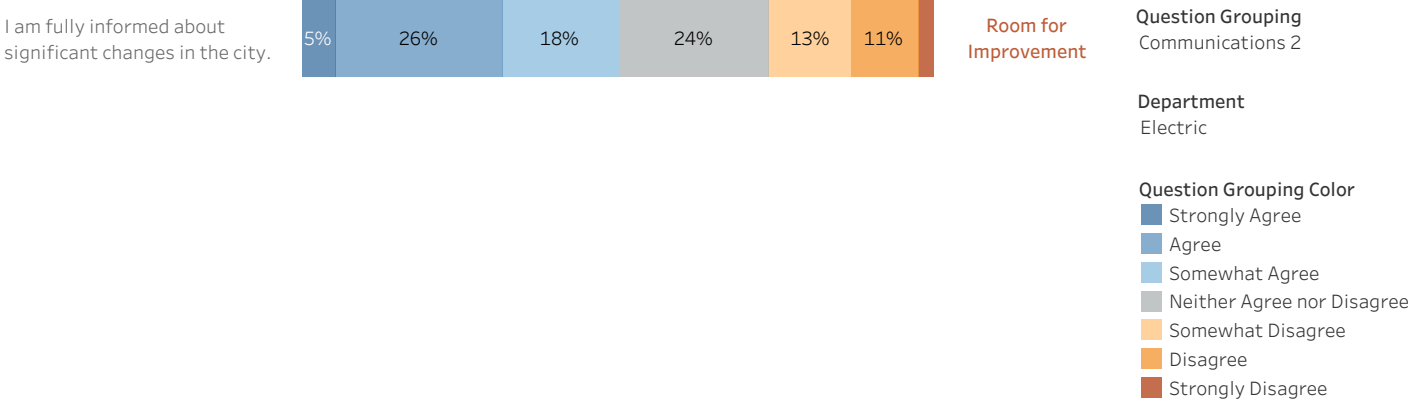


Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

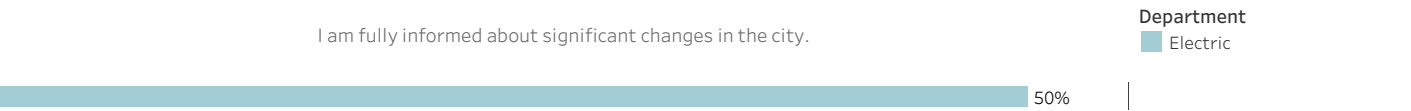


Response Distributions: Communications 2



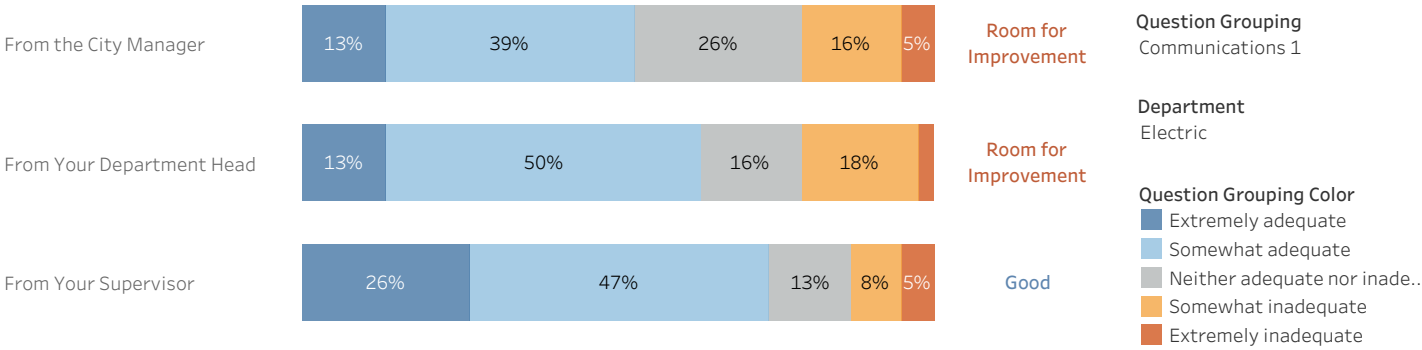
Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



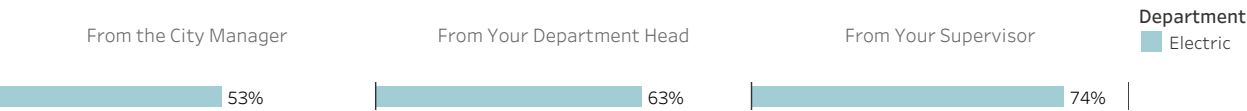
Response Distributions: Communications 1

Communications Supervisor:

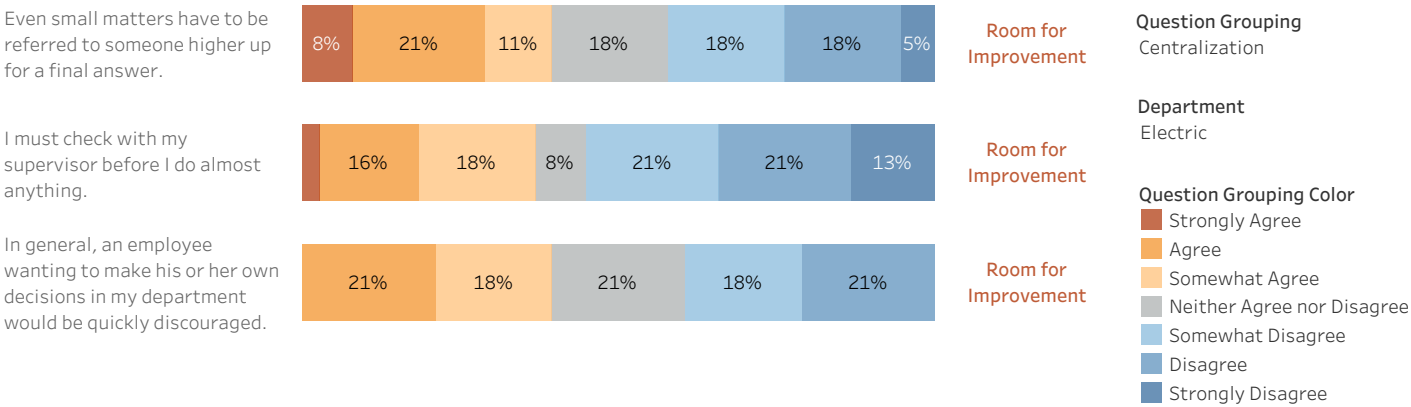


Departmental Comparisons

Percent indicating Somewhat Adequate or Extremely Adequate

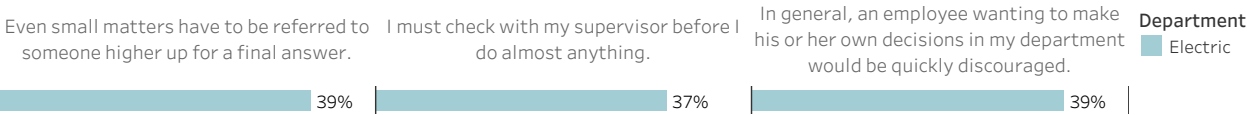


Response Distributions: Centralization



Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree



From: [Smith, Judy](#)
To: ["Davis, Leisha DeHart"](#)
Cc: [Carpenter, Todd](#)
Subject: FW: PowerPoint
Date: Tuesday, April 02, 2019 2:00:04 PM
Attachments: [Gastonia Results 03.29.19.pptx](#)

Leisha,

Did you guys get a chance to do a summary of all of the meetings with suggestions?

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: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]
Sent: Friday, March 29, 2019 10:47 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: Re: PowerPoint

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

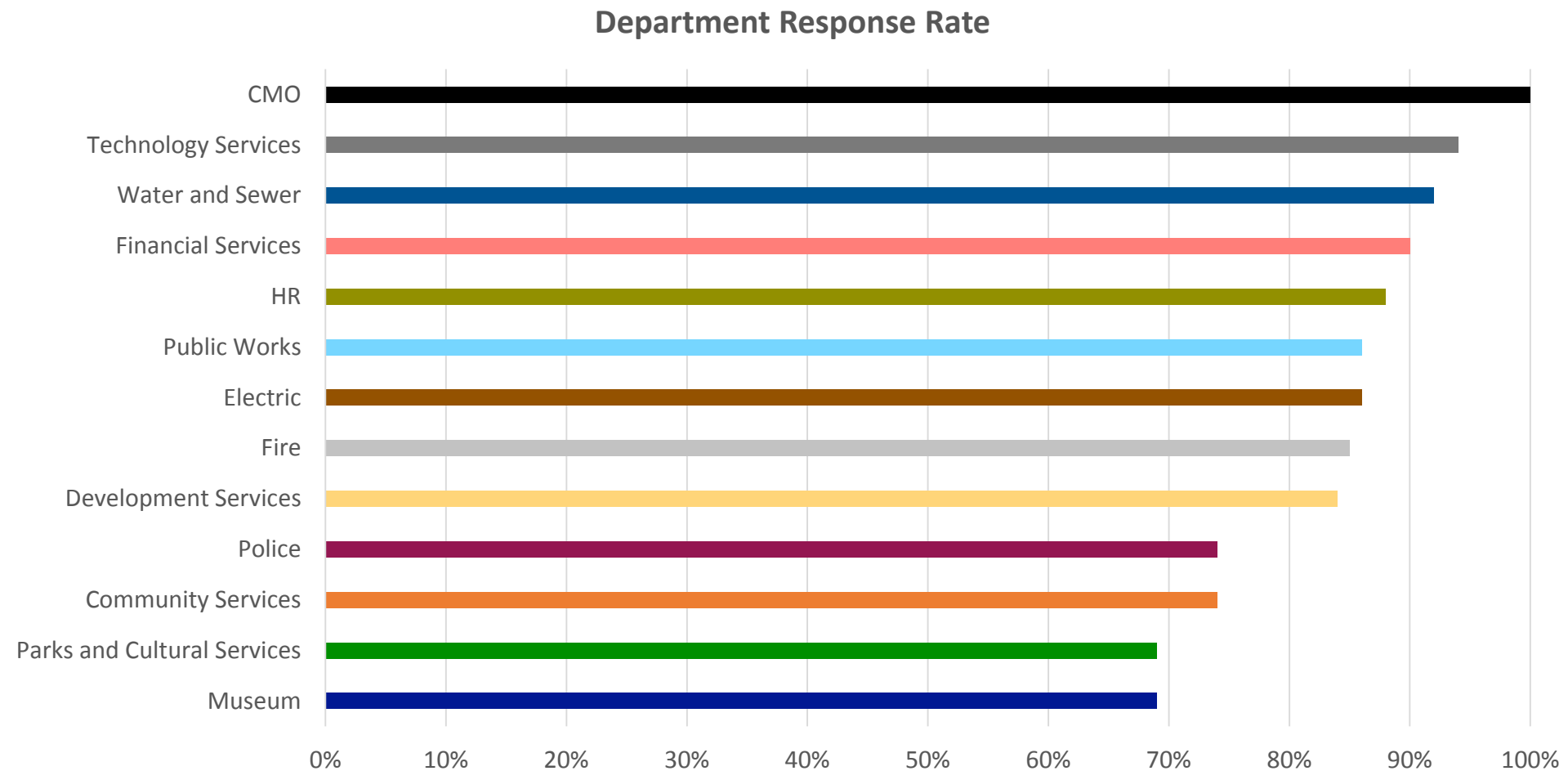


Research Design

- 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: [Smith, Judy](#)
To: [Curtis, Eric](#)
Subject: RE: Focus Group
Date: Wednesday, March 27, 2019 1:20:38 PM

I am so sorry you won't be able to attend. I hope you have a great day.

From: Curtis, Eric
Sent: Tuesday, March 26, 2019 10:09 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Focus Group

Judy,

I will not be able to attend the meeting Friday. Thanks so much, C Eric Curtis

From: Smith, Judy
Sent: Thursday, March 21, 2019 12:55 PM
To: Curtis, Eric <curtis_eric@cityofgastonia.com>
Subject: RE: Focus Group

Eric,

I am so sorry for the delay in my response. We would love to have you as a volunteer. The meeting will be held on 3/29 in the morning. I am not sure of the exact time or location yet. I will send the details ASAP.

Thank you so much for volunteering!

From: Curtis, Eric
Sent: Sunday, March 17, 2019 8:59 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: Focus Group

I will participate in the focus group, if you still need people. THANKS Eric Curtis

From: Smith, Judy
Sent: Monday, March 11, 2019 5:18 PM
To: City All Users <CityAllUsers@cityofgastonia.com>; City Non-User Staff <CityNonUserStaff@cityofgastonia.com>
Subject: Link - Employee Survey Results

AS PROMISED...here's the information on how to access the employee survey results.

The School of Government has compiled the results of the employee survey by department.

This is a large amount of data, so they created a link to the Dropbox with the PDFs. They have provided the attached instructions which explain the ratings and provide guidance on how the information is set up so you can find the information you are looking for.

Please open the attached PDF to get started. Please read the instructions before clicking on the link in the PDF.

Please remember, **we are still looking for volunteers to participate in the focus groups.** If you would like to participate, please contact me at 6786.

Thank you!

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: Smith, Judy [<mailto:judys@cityofgastonia.com>]
Sent: Friday, March 08, 2019 8:15 AM
To: City All Users <CityAllUsers@cityofgastonia.com>; City Non-User Staff <CityNonUserStaff@cityofgastonia.com>
Subject: FW: Employee Survey

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?

2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

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: [Smith, Judy](#)
To: [Bieker, Beverly](#); [Carpenter, Cam](#); [Albright, Joe](#)
Subject: FW: Employee Survey - Department Head Focus Group
Date: Monday, March 25, 2019 8:26:46 PM
Attachments: [attachment.ics](#)

Just a friendly reminder we will have the department head focus group meeting to discuss the employee survey results on 3/29/19 at 11 a.m. I just wanted to make sure you guys were going to attend.

Thanks!

-----Original Appointment-----

From: Smith, Judy

Sent: Monday, March 18, 2019 4:23 PM

To: Smith, Judy; Carpenter, Todd; Smith, Ash; Bost, Rusty; Bagley, Rachel; Helton, Robert; Welch, Phil; Bieker, Beverly; Certain, Crystal; Wong, Vincent; Carpenter, Cam; Albright, Joe; Denton, Dale; Crisp, Kristy; Council Conference Room; Tippitt, Ann

Cc: McKinnon, Karl

Subject: Employee Survey - Department Head Focus Group

When: Friday, March 29, 2019 11:00 AM-12:00 PM (UTC-05:00) Eastern Time (US & Canada).

Where: Council Conference Room

From: [Smith, Judy](#)
To: [Bieker, Beverly](#); [Carpenter, Cam](#); [Albright, Joe](#)
Subject: FW: Employee Survey - Department Head Focus Group
Start: Friday, March 29, 2019 11:00:00 AM
End: Friday, March 29, 2019 12:00:00 PM
Location: Council Conference Room

Just a friendly reminder we will have the department head focus group meeting to discuss the employee survey results on 3/29/19 at 11 a.m. I just wanted to make sure you guys were going to attend.

Thanks!

-----Original Appointment-----

From: Smith, Judy
Sent: Monday, March 18, 2019 4:23 PM
To: Smith, Judy; Carpenter, Todd; Smith, Ash; Bost, Rusty; Bagley, Rachel; Helton, Robert; Welch, Phil; Bieker, Beverly; Certain, Crystal; Wong, Vincent; Carpenter, Cam; Albright, Joe; Denton, Dale; Crisp, Kristy; Council Conference Room; Tippitt, Ann
Cc: McKinnon, Karl
Subject: Employee Survey - Department Head Focus Group
When: Friday, March 29, 2019 11:00 AM-12:00 PM (UTC-05:00) Eastern Time (US & Canada).
Where: Council Conference Room

From: [Microsoft Outlook](#) on behalf of [Smith, Judy](#)
To: [Smith, Judy](#)
Subject: Meeting Forward Notification: Employee Survey - Department Head Focus Group
Date: Monday, March 25, 2019 8:26:45 PM

Your meeting was forwarded

[Smith, Judy](#) has forwarded your meeting request to additional recipients.

Meeting

Employee Survey - Department Head Focus Group

Meeting Time

Friday, 29 March 2019 11:00-12:00.

Recipients

[Bieker, Beverly](#)

[Carpenter, Cam](#)

[Albright, Joe](#)

All times listed are in the following time zone: (UTC-05:00) Eastern Time (US & Canada)

Sent by Microsoft Exchange Server 2013

From: [Smith, Judy](#)
To: [Curtis, Eric](#)
Subject: RE: Focus Group
Date: Thursday, March 21, 2019 12:55:07 PM

Eric,

I am so sorry for the delay in my response. We would love to have you as a volunteer. The meeting will be held on 3/29 in the morning. I am not sure of the exact time or location yet. I will send the details ASAP.

Thank you so much for volunteering!

From: Curtis, Eric
Sent: Sunday, March 17, 2019 8:59 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: Focus Group

I will participate in the focus group, if you still need people. THANKS Eric Curtis

From: Smith, Judy
Sent: Monday, March 11, 2019 5:18 PM
To: City All Users <CityAllUsers@cityofgastonia.com>; City Non-User Staff <CityNonUserStaff@cityofgastonia.com>
Subject: Link - Employee Survey Results

AS PROMISED...here's the information on how to access the employee survey results.

The School of Government has compiled the results of the employee survey by department. This is a large amount of data, so they created a link to the Dropbox with the PDFs. They have provided the attached instructions which explain the ratings and provide guidance on how the information is set up so you can find the information you are looking for.

Please open the attached PDF to get started. Please read the instructions before clicking on the link in the PDF.

Please remember, **we are still looking for volunteers to participate in the focus groups.** If you would like to participate, please contact me at 6786.

Thank you!

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: Smith, Judy [<mailto:judys@cityofgastonia.com>]
Sent: Friday, March 08, 2019 8:15 AM
To: City All Users <CityAllUsers@cityofgastonia.com>; City Non-User Staff
<CityNonUserStaff@cityofgastonia.com>
Subject: FW: Employee Survey

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

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: [Smith, Judy](#)
To: [Tippitt, Ann](#)
Subject: RE: Employee Survey - Department Head Focus Group
Date: Tuesday, March 19, 2019 2:27:57 PM

Thank you!

From: Tippitt, Ann
Sent: Tuesday, March 19, 2019 2:23 PM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: Re: Employee Survey - Department Head Focus Group

He and I cleared this up earlier. Only I will be there.

Sent from my iPhone

On Mar 19, 2019, at 2:21 PM, Smith, Judy <judys@cityofgastonia.com> wrote:

Ann,

I know you said you sent this to Karl...just in case you can't attend for some unforeseen reason. I just received a notification that he has accepted the meeting invite. Please make sure he doesn't attend if you are there. We are trying to keep this as department heads only (if possible)

-----Original Appointment-----

From: McKinnon, Karl
Sent: Tuesday, March 19, 2019 9:03 AM
To: Smith, Judy
Subject: Accepted: Fwd: Employee Survey - Department Head Focus Group
When: Friday, March 29, 2019 11:00 AM-12:00 PM (UTC-05:00) Eastern Time (US & Canada).
Where: Council Conference Room

From: [Smith, Judy](#)
To: [Tippitt, Ann](#)
Subject: FW: Fwd: Employee Survey - Department Head Focus Group
Date: Tuesday, March 19, 2019 2:21:28 PM

Ann,

I know you said you sent this to Karl...just in case you can't attend for some unforeseen reason. I just received a notification that he has accepted the meeting invite. Please make sure he doesn't attend if you are there. We are trying to keep this as department heads only (if possible)

-----Original Appointment-----

From: McKinnon, Karl
Sent: Tuesday, March 19, 2019 9:03 AM
To: Smith, Judy
Subject: Accepted: Fwd: Employee Survey - Department Head Focus Group
When: Friday, March 29, 2019 11:00 AM-12:00 PM (UTC-05:00) Eastern Time (US & Canada).
Where: Council Conference Room

From: [Smith, Judy](#)
To: [Tippitt, Ann](#)
Subject: RE: Employee Survey - Department Head Focus Group
Date: Monday, March 18, 2019 8:14:47 PM

No worries Ann. I just wanted to make sure. We really want all of the department heads there.

Have a great evening!

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

From: Tippitt, Ann
Sent: Monday, March 18, 2019 8:14 PM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: Re: Employee Survey - Department Head Focus Group

Judy,
Absolutely, I will be there. As the Assistant Director, I share information with him 'just in case' there is a need.
Sorry for any confusion.
Ann

Sent from my iPhone

> On Mar 18, 2019, at 7:54 PM, Smith, Judy <judys@cityofgastonia.com> wrote:

>

> Ann,

>

> Can you please tell me why this was forwarded to Karl? Are you planning on being there?

>

> -----Original Appointment-----

> From: Smith, Judy

> Sent: Monday, March 18, 2019 4:23 PM

> To: Smith, Judy; Carpenter, Todd; Smith, Ash; Bost, Rusty; Bagley, Rachel; Helton, Robert; Welch, Phil; Bieker, Beverly; Certain, Crystal; Wong, Vincent; Carpenter, Cam; Albright, Joe; Denton, Dale; Crisp, Kristy; Council Conference Room; Tippitt, Ann

> Cc: McKinnon, Karl

> Subject: Employee Survey - Department Head Focus Group

> When: Friday, March 29, 2019 11:00 AM-12:00 PM (UTC-05:00) Eastern Time (US & Canada).

> Where: Council Conference Room

>

>

>

>

> <meeting.ics>

From: [Smith, Judy](#)
To: [Tippitt, Ann](#)
Subject: FW: Employee Survey - Department Head Focus Group
Date: Monday, March 18, 2019 7:54:30 PM
Attachments: [attachment.ics](#)

Ann,

Can you please tell me why this was forwarded to Karl? Are you planning on being there?

-----Original Appointment-----

From: Smith, Judy

Sent: Monday, March 18, 2019 4:23 PM

To: Smith, Judy; Carpenter, Todd; Smith, Ash; Bost, Rusty; Bagley, Rachel; Helton, Robert; Welch, Phil; Bieker, Beverly; Certain, Crystal; Wong, Vincent; Carpenter, Cam; Albright, Joe; Denton, Dale; Crisp, Kristy; Council Conference Room; Tippitt, Ann

Cc: McKinnon, Karl

Subject: Employee Survey - Department Head Focus Group

When: Friday, March 29, 2019 11:00 AM-12:00 PM (UTC-05:00) Eastern Time (US & Canada).

Where: Council Conference Room

From: [Microsoft Outlook](#) on behalf of [Smith, Judy](#)
To: [Smith, Judy](#)
Subject: Meeting Forward Notification: Employee Survey - Department Head Focus Group
Date: Monday, March 18, 2019 7:54:30 PM

Your meeting was forwarded

[Smith, Judy](#) has forwarded your meeting request to additional recipients.

Meeting

Employee Survey - Department Head Focus Group

Meeting Time

Friday, 29 March 2019 11:00-12:00.

Recipients

[Tippitt, Ann](#)

All times listed are in the following time zone: (UTC-05:00) Eastern Time (US & Canada)

Sent by Microsoft Exchange Server 2013

From: [Tippitt, Ann](#) on behalf of [Smith, Judy](#)
To: [McKinnon, Karl](#)
Subject: Fwd: Employee Survey - Department Head Focus Group
Date: Monday, March 18, 2019 5:16:10 PM
Attachments: [attachment.ics](#)
[mime-attachment.ics](#)
[ATT00001.htm](#)

Sent from my iPhone

Begin forwarded message:

From: "Smith, Judy" <judys@cityofgastonia.com>
Date: March 18, 2019 at 4:36:51 PM EDT
To: "Tippitt, Ann" <annt@cityofgastonia.com>
Subject: Employee Survey - Department Head Focus Group

From: [Smith, Judy](#)
To: [Tippitt, Ann](#)
Subject: Employee Survey - Department Head Focus Group
Start: Friday, March 29, 2019 11:00:00 AM
End: Friday, March 29, 2019 12:00:00 PM
Location: Council Conference Room

From: [Smith, Judy](#)
To: [Smith, Ash](#); [Bost, Rusty](#); [Bagley, Rachel](#); [Crisp, Kristy](#); [Helton, Robert](#); [Welch, Phil](#); [Bieker, Beverly](#); [Certain, Crystal](#); [Wong, Vincent](#); [Carpenter, Cam](#); [Tippitt, Ann](#); [Albright, Joe](#); [Denton, Dale](#)
Subject: Employee Survey - Focus Group Meeting for Department Heads
Date: Monday, March 18, 2019 4:36:26 PM
Attachments: [City of Gastonia Tableau Directions.pdf](#)
Importance: High

As discussed in the department head meeting, the UNC School of Government will be on-site on 3/29/19 to discuss the employee survey with several focus groups. A focus group meeting for department heads will be held on 3/29/19 at 11:00 a.m. in the Council Conference Room. This is a **mandatory** meeting for department heads. As a reminder, these were the 3 main areas identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

I have included a copy of the instructions for reviewing the survey results. We really appreciate everyone working together to make the City the best workplace it can be!

If you can't attend this meeting, please call Todd Carpenter at extension 6860.

Judy Smith
City of Gastonia
Director of Human Resources
P O Box 1748
Gastonia, NC 28053-1748
704-866-6786
704-836-0022 Fax



City of Gastonia Employee Engagement Survey Tableau Result Instructions

1. The survey results are published on the Tableau dashboard at this [link](https://public.tableau.com/views/Gastonia_Dashboard/Full?:showVizHome=no&:embed=true#3).
(https://public.tableau.com/views/Gastonia_Dashboard/Full?:showVizHome=no&:embed=true#3)
2. Once on the Tableau dashboard you will see two dropdown boxes located in the upper right-hand corner. From these boxes you can select the “**Question Grouping**” and the “**Department**” of the results.

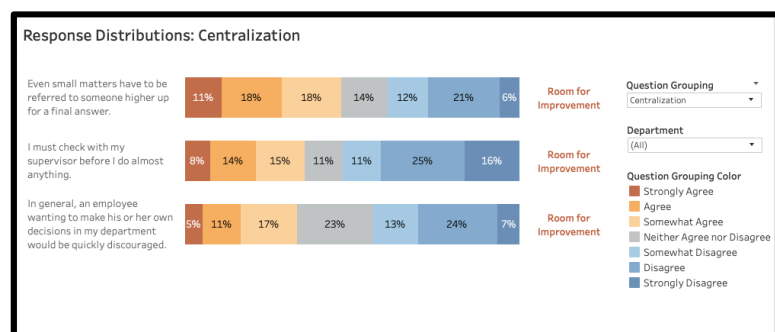
3. The “**Question Groupings**” organize the topics of questions asked in the survey. There are 28 sections and within each you will find the results of every question asked in the survey.

Question Grouping
Centralization

4. Listed below the “Question Grouping” is each “**Department**” within the City. The default setting is “**all**” departments, but can be separated by clicking the dropdown list.

Department
(All)

5. The dashboard is broken up into two halves, the top portion displays the “**Response Distributions**” for each question and the bottom half displays the “**Departmental Comparisons**”.
6. Within “**Response Distributions**” you will see a spectrum of colors from dark blue to dark orange, these depict the range of answers from strongly agree, agree, neither, disagree or strongly disagree with the statement (or Always to Never, depending on the question).



7. Depending on the answers each question is categorized as either **excellent**, **good**, and **room for improvement**; and labeled as such. The data is calculated into categories by using a standard called the 80/20 rule, which is based on the proportion of responses:

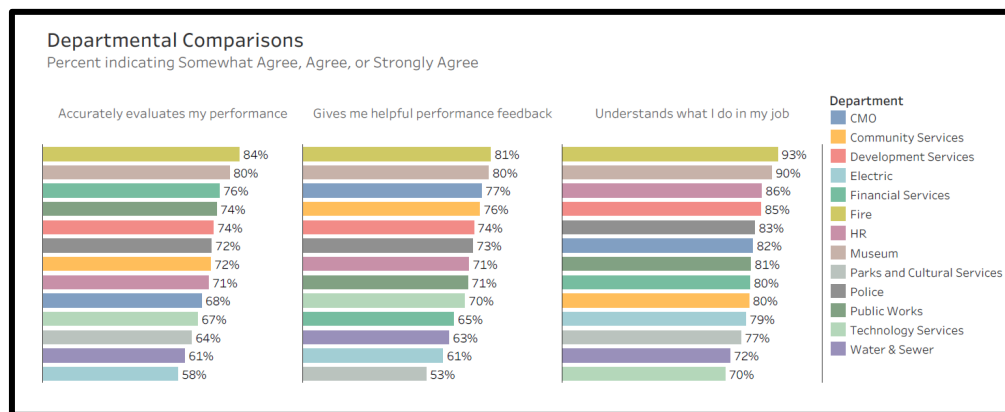


Local Government Workplaces Initiative

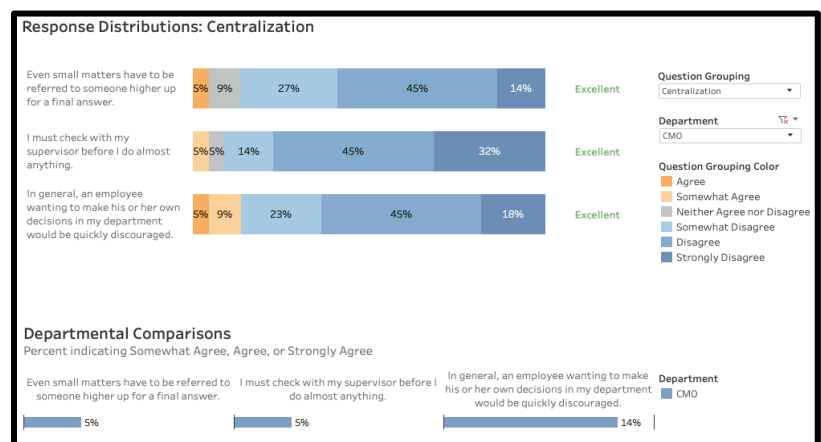
- “Excellent” - 80% or greater of people responded in the blue categories.
- “Good” - neither 80% or greater responded in blue and less than 20% responded in orangish categories.
- “Room for improvement” - 20% or greater of people responded in the orangish categories certain way.



- The bottom half of the dashboard displays the “**Department Comparisons**” this provides a quick comparison to other departments within the City. The percentages display the percent of the survey respondents within that department that either Somewhat Agree, Agree or Strongly Agree (or Sometimes, Frequently, or Always) with the question.



- If a department is selected in the “**Department**” dropdown the results described above will all pertain to that selected department. For example, if CMO was selected as the Department, then the top of the dashboard will show the “**Response Distribution**” results of the CMO department (i.e. strongly agree, agree, neither, disagree or strongly disagree with the statement) and the bottom of the dashboard will show the CMO departmental percentage of certain answers (i.e. those who answered that they at least somewhat agree with the statement).



From: [Smith, Judy](#)
To: [Gibbs, Suzanne](#)
Subject: Employee Survey - Department Head Focus Group
Date: Monday, March 18, 2019 4:23:06 PM
Attachments: [attachment.ics](#)

From: [Smith, Judy](#)
To: [Owenby, Candice](#); [Gibbs, Suzanne](#); [Dunaway, Sherry](#)
Subject: Employee Survey - Department Head Focus Group
Start: Friday, March 29, 2019 11:00:00 AM
End: Friday, March 29, 2019 12:00:00 PM
Location: Council Conference Room

From: [Smith, Judy](#)
To: [Carpenter, Todd](#); [Smith, Ash](#); [Bost, Rusty](#); [Bagley, Rachel](#); [Helton, Robert](#); [Welch, Phil](#); [Bieker, Beverly](#); [Certain, Crystal](#); [Wong, Vincent](#); [Carpenter, Cam](#); [Albright, Joe](#); [Denton, Dale](#); [Crisp, Kristy](#); [Council Conference Room](#)
Subject: Employee Survey - Department Head Focus Group
Start: Friday, March 29, 2019 11:00:00 AM
End: Friday, March 29, 2019 12:00:00 PM
Location: Council Conference Room

From: [Smith, Judy](#)
To: [Foote, Sharon](#)
Subject: RE: Employee Survey - for April Employee Focus
Date: Wednesday, March 13, 2019 8:36:52 AM

You are welcome!! Have a great day!

From: Foote, Sharon
Sent: Wednesday, March 13, 2019 8:23 AM
To: Smith, Judy <judys@cityofgastonia.com>; Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Cc: Bagley, Rachel <Rachelb@cityofgastonia.com>
Subject: RE: Employee Survey - for April Employee Focus

This will work great, Judy!

Todd or Rachel – let me know if you prefer any additional changes. Otherwise, I'll plan to use Judy's version.

Thanks, all!

Sharon

From: Smith, Judy
Sent: Tuesday, March 12, 2019 7:34 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Cc: Foote, Sharon <sharonf@cityofgastonia.com>; Bagley, Rachel <Rachelb@cityofgastonia.com>
Subject: FW: Employee Survey - for April Employee Focus

Todd,

I made a few changes. I wasn't 100% sure what we wanted to say about what the plans are after the focus group meetings.

Sharon, all of the focus group meetings will take place on 3/29/19. I think this is really close to the deadline for your newsletter. I wasn't sure if you wanted to put it as past tense....since the meetings will be completed once this goes out. I am not sure how long it will take the School of Government to summarize the feedback from the focus groups. Management will not be participating in those meetings, so we won't know what suggestions were made until we get the feedback from the School of Government.

Thanks!

Employee Survey follow up

Teams of City employees have begun diving into the data and discussing the perceptions from last

fall's City of Gastonia Employee Survey. Employees were asked to provide their opinions on 28 different work-related issues ranging from job satisfaction to pay to trust. Overall, the survey results were very positive. Three areas consistently identified by employees as needing improvement are now being discussed by employee focus groups. The three areas getting further study are:

- Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
- Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
- Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement and asking questions why additional information is desired?

Employees volunteered to serve on the focus groups, which will meet on March 29, 2019. The School of Government will provide management with a summary of the recommendations made by the focus groups. Management will review the recommendations and provide feedback to employees on the changes that will be implemented.

Results of the City of Gastonia Employee Survey are at

https://public.tableau.com/views/Gastonia_Dashboard/Full?:showVizHome=no&:embed=true#3

From: Foote, Sharon

Sent: Tuesday, March 12, 2019 9:20 AM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Smith, Judy <judys@cityofgastonia.com>

Cc: Bagley, Rachel <Rachelb@cityofgastonia.com>

Subject: Employee Survey - for April Employee Focus

Todd and Judy—

What do you think about putting blurb in the April Employee Focus about the employee survey? I have drafted something and attached it.

The information to fill in the blanks doesn't need to be specific. For example, we could say that the focus groups will meet until "early summer" or something equally vague. Same with a fairly generic statement about who will review the focus groups' recommendations.

Please provide your edits or feedback **by Friday, March 15**. And if either of you wants to provide a quote about this topic, that would be great.

Thank you!

Sharon Foote

Communications Specialist

City of Gastonia

704-869-7865

sharonf@cityofgastonia.com

From: [Smith, Judy](#)
To: [Carpenter, Todd](#)
Cc: [Foote, Sharon](#); [Bagley, Rachel](#)
Subject: FW: Employee Survey - for April Employee Focus
Date: Tuesday, March 12, 2019 7:33:53 PM
Attachments: [Employee Survey follow up.docx](#)

Todd,

I made a few changes. I wasn't 100% sure what we wanted to say about what the plans are after the focus group meetings.

Sharon, all of the focus group meetings will take place on 3/29/19. I think this is really close to the deadline for your newsletter. I wasn't sure if you wanted to put it as past tense....since the meetings will be completed once this goes out. I am not sure how long it will take the School of Government to summarize the feedback from the focus groups. Management will not be participating in those meetings, so we won't know what suggestions were made until we get the feedback from the School of Government.

Thanks!

Employee Survey follow up

Teams of City employees have begun diving into the data and discussing the perceptions from last fall's City of Gastonia Employee Survey. Employees were asked to provide their opinions on 28 different work-related issues ranging from job satisfaction to pay to trust. Overall, the survey results were very positive. Three areas consistently identified by employees as needing improvement are now being discussed by employee focus groups. The three areas getting further study are:

- Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
- Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
- Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement and asking questions why additional information is desired?

Employees volunteered to serve on the focus groups, which will meet on March 29, 2019. The School of Government will provide management with a summary of the recommendations made by the focus groups. Management will review the recommendations and provide feedback to employees on the changes that will be implemented.

Results of the City of Gastonia Employee Survey are at
https://public.tableau.com/views/Gastonia_Dashboard/Full?:showVizHome=no&:embed=true#3

From: Foote, Sharon

Sent: Tuesday, March 12, 2019 9:20 AM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Smith, Judy <judys@cityofgastonia.com>

Cc: Bagley, Rachel <Rachelb@cityofgastonia.com>

Subject: Employee Survey - for April Employee Focus

Todd and Judy—

What do you think about putting blurb in the April Employee Focus about the employee survey? I have drafted something and attached it.

The information to fill in the blanks doesn't need to be specific. For example, we could say that the focus groups will meet until "early summer" or something equally vague. Same with a fairly generic statement about who will review the focus groups' recommendations.

Please provide your edits or feedback **by Friday, March 15**. And if either of you wants to provide a quote about this topic, that would be great.

Thank you!

Sharon Foote

Communications Specialist

City of Gastonia

704-869-7865

sharonf@cityofgastonia.com

Employee Survey follow up

Teams of City employees have begun diving into the data and discussing the perceptions from last fall's City of Gastonia Employee Survey. Employees were asked to provide their opinions on 28 different work-related issues ranging from job satisfaction to pay to trust. Overall, the survey results were very positive. Three areas consistently identified by employees as needing improvement are now being discussed by employee focus groups. The three areas getting further study are:

- Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
- Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
- Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement and asking questions why additional information is desired?

Employees volunteered to serve on the focus groups, which will meet through _____ (date).
Recommendations from the focus groups will _____ (next steps??)

Results of the City of Gastonia Employee Survey are at
https://public.tableau.com/views/Gastonia_Dashboard/Full?:showVizHome=no&:embed=true#3

From: [Smith, Judy](#)
To: [Berggrun, Stephenie](#)
Subject: RE: Employee Survey
Date: Tuesday, March 12, 2019 2:51:56 PM

Thank you Stephanie. I sincerely appreciate you volunteering to participate in the focus group meeting.

I will send the details when we have the times and locations finalized.

Thank you for your support in this very important project!!

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: Berggrun, Stephenie
Sent: Tuesday, March 12, 2019 1:44 PM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Employee Survey

Hi Judy,

I would be interested in participating in a focus group if you still have a need. I love the idea of being a part of open-minded evaluation and positive change.

Stephenie Berggrun
Environmental Educator
Certified Interpretive Trainer & Guide
NC Certified Environmental Educator
Schiele Museum of Natural History
1500 E Garrison Blvd
Gastonia, NC 28054
P: 704.866.6915
F: 704.836.0034

From: Smith, Judy

Sent: Friday, March 8, 2019 8:15 AM

To: City All Users <CityAllUsers@cityofgastonia.com>; City Non-User Staff <CityNonUserStaff@cityofgastonia.com>

Subject: FW: Employee Survey

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

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: [Smith, Judy](#)
To: [Vega, Jennifer](#)
Subject: RE: Link - Employee Survey Results
Date: Tuesday, March 12, 2019 9:03:30 AM

Jennifer,

It will be one meeting. It will be on the morning of March 29th. The School of Government will be overseeing the focus group meetings. We haven't finalized the times yet.

From: Vega, Jennifer
Sent: Tuesday, March 12, 2019 8:25 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Link - Employee Survey Results

Hi Judy, I would like to know more about the focus groups. I may like to be part of one. How often do they meet and what time?

From: Smith, Judy
Sent: Monday, March 11, 2019 5:18 PM
To: City All Users; City Non-User Staff
Subject: Link - Employee Survey Results

AS PROMISED...here's the information on how to access the employee survey results.

The School of Government has compiled the results of the employee survey by department. This is a large amount of data, so they created a link to the Dropbox with the PDFs. They have provided the attached instructions which explain the ratings and provide guidance on how the information is set up so you can find the information you are looking for.

Please open the attached PDF to get started. Please read the instructions before clicking on the link in the PDF.

Please remember, **we are still looking for volunteers to participate in the focus groups.** If you would like to participate, please contact me at 6786.

Thank you!

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: Smith, Judy [<mailto:judys@cityofgastonia.com>]
Sent: Friday, March 08, 2019 8:15 AM
To: City All Users <CityAllUsers@cityofgastonia.com>; City Non-User Staff <CityNonUserStaff@cityofgastonia.com>
Subject: FW: Employee Survey

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department.

This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

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: [Smith, Judy](#)
To: [Pate, Andrew](#)
Subject: RE: Link - Employee Survey Results
Date: Tuesday, March 12, 2019 6:46:18 AM

Thank you for volunteering. I really do appreciate it. I will reach back out to you with the details as soon as they are finalized.

*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: Pate, Andrew
Sent: Monday, March 11, 2019 10:07 PM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Link - Employee Survey Results

Judy,

I would like to volunteer for the Silence focus group.

Andrew Pate

From: Smith, Judy
Sent: Monday, March 11, 2019 5:18 PM
To: City All Users <CityAllUsers@cityofgastonia.com>; City Non-User Staff <CityNonUserStaff@cityofgastonia.com>
Subject: Link - Employee Survey Results

AS PROMISED...here's the information on how to access the employee survey results.

The School of Government has compiled the results of the employee survey by department. This is a large amount of data, so they created a link to the Dropbox with the PDFs. They have provided the attached instructions which explain the ratings and provide guidance on how the information is set up so you can find the information you are looking for.

Please open the attached PDF to get started. Please read the instructions before clicking on the link in the PDF.

Please remember, [we are still looking for volunteers to participate in the focus groups](#). If you would like to participate, please contact me at 6786.

Thank you!

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: Smith, Judy [<mailto:judys@cityofgastonia.com>]
Sent: Friday, March 08, 2019 8:15 AM
To: City All Users <CityAllUsers@cityofgastonia.com>; City Non-User Staff <CityNonUserStaff@cityofgastonia.com>
Subject: FW: Employee Survey

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when

additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

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: [Smith, Judy](#)
To: [City All Users](#); [City Non-User Staff](#)
Subject: Link - Employee Survey Results
Date: Monday, March 11, 2019 5:19:41 PM
Attachments: [City of Gastonia Tableau Directions.pdf](#)

AS PROMISED...here's the information on how to access the employee survey results.

The School of Government has compiled the results of the employee survey by department. This is a large amount of data, so they created a link to the Dropbox with the PDFs. They have provided the attached instructions which explain the ratings and provide guidance on how the information is set up so you can find the information you are looking for.

Please open the attached PDF to get started. Please read the instructions before clicking on the link in the PDF.

Please remember, **we are still looking for volunteers to participate in the focus groups.** If you would like to participate, please contact me at 6786.

Thank you!

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: Smith, Judy [mailto:judys@cityofgastonia.com]
Sent: Friday, March 08, 2019 8:15 AM
To: City All Users <CityAllUsers@cityofgastonia.com>; City Non-User Staff <CityNonUserStaff@cityofgastonia.com>
Subject: FW: Employee Survey

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus

group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

Judy Smith
City of Gastonia
Director of Human Resources
P O Box 1748
Gastonia, NC 28053-1748
704-866-6786
704-836-0022 Fax

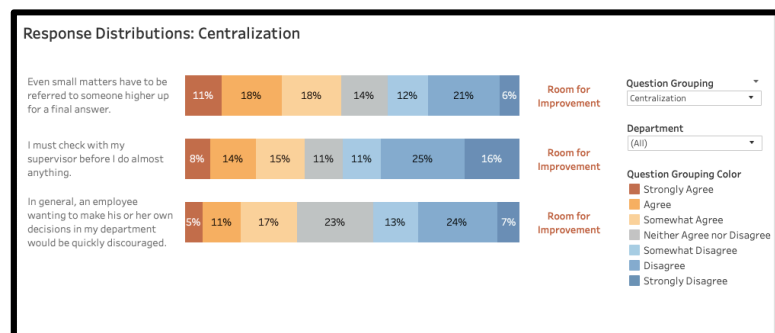


City of Gastonia Employee Engagement Survey Tableau Result Instructions

1. The survey results are published on the Tableau dashboard at this [link](https://public.tableau.com/views/Gastonia_Dashboard/Full?:showVizHome=no&:embed=true#3).
(https://public.tableau.com/views/Gastonia_Dashboard/Full?:showVizHome=no&:embed=true#3)
2. Once on the Tableau dashboard you will see two dropdown boxes located in the upper right-hand corner. From these boxes you can select the “**Question Grouping**” and the “**Department**” of the results.
3. The “**Question Groupings**” organize the topics of questions asked in the survey. There are 28 sections and within each you will find the results of every question asked in the survey.
4. Listed below the “Question Grouping” is each “**Department**” within the City. The default setting is “**all**” departments, but can be separated by clicking the dropdown list.
5. The dashboard is broken up into two halves, the top portion displays the “**Response Distributions**” for each question and the bottom half displays the “**Departmental Comparisons**”.
6. Within “**Response Distributions**” you will see a spectrum of colors from dark blue to dark orange, these depict the range of answers from strongly agree, agree, neither, disagree or strongly disagree with the statement (or Always to Never, depending on the question).

Question Grouping
Centralization

Department
(All)



7. Depending on the answers each question is categorized as either **excellent**, **good**, and **room for improvement**; and labeled as such. The data is calculated into categories by using a standard called the 80/20 rule, which is based on the proportion of responses:

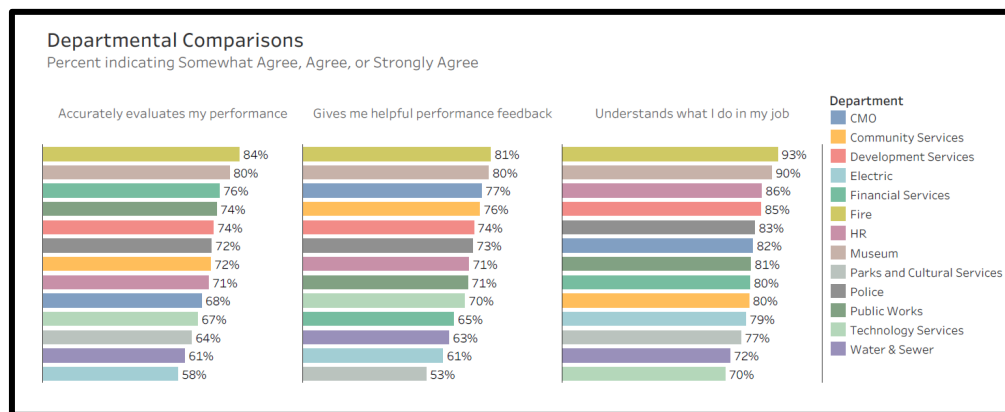


Local Government Workplaces Initiative

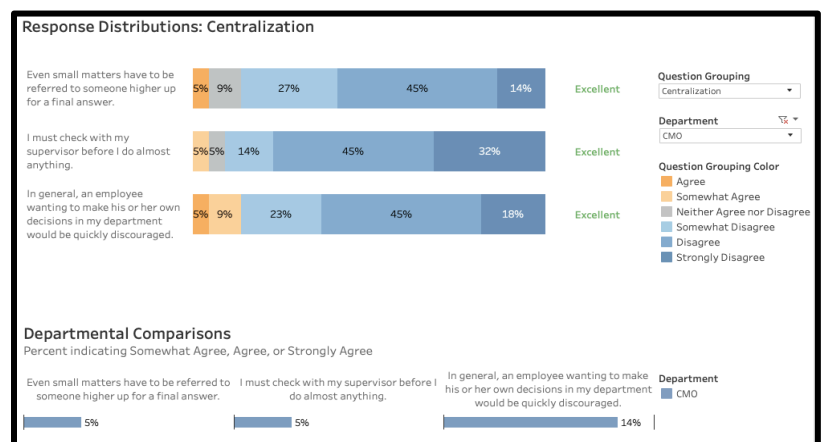
- “Excellent” - 80% or greater of people responded in the blue categories.
- “Good” - neither 80% or greater responded in blue and less than 20% responded in orangish categories.
- “Room for improvement” - 20% or greater of people responded in the orangish categories certain way.



- The bottom half of the dashboard displays the “**Department Comparisons**” this provides a quick comparison to other departments within the City. The percentages display the percent of the survey respondents within that department that either Somewhat Agree, Agree or Strongly Agree (or Sometimes, Frequently, or Always) with the question.



- If a department is selected in the “**Department**” dropdown the results described above will all pertain to that selected department. For example, if CMO was selected as the Department, then the top of the dashboard will show the “**Response Distribution**” results of the CMO department (i.e. strongly agree, agree, neither, disagree or strongly disagree with the statement) and the bottom of the dashboard will show the CMO departmental percentage of certain answers (i.e. those who answered that they at least somewhat agree with the statement).



From: [Smith, Judy](#)
To: [City All Users](#); [City Non-User Staff](#)
Subject: Link - Employee Survey Results
Date: Monday, March 11, 2019 5:19:00 PM
Attachments: [City of Gastonia Tableau Directions.pdf](#)

AS PROMISED...here's the information on how to access the employee survey results.

The School of Government has compiled the results of the employee survey by department. This is a large amount of data, so they created a link to the Dropbox with the PDFs. They have provided the attached instructions which explain the ratings and provide guidance on how the information is set up so you can find the information you are looking for.

Please open the attached PDF to get started. Please read the instructions before clicking on the link in the PDF.

Please remember, **we are still looking for volunteers to participate in the focus groups.** If you would like to participate, please contact me at 6786.

Thank you!

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: Smith, Judy [mailto:judys@cityofgastonia.com]
Sent: Friday, March 08, 2019 8:15 AM
To: City All Users <CityAllUsers@cityofgastonia.com>; City Non-User Staff <CityNonUserStaff@cityofgastonia.com>
Subject: FW: Employee Survey

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus

group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

Judy Smith
City of Gastonia
Director of Human Resources
P O Box 1748
Gastonia, NC 28053-1748
704-866-6786
704-836-0022 Fax

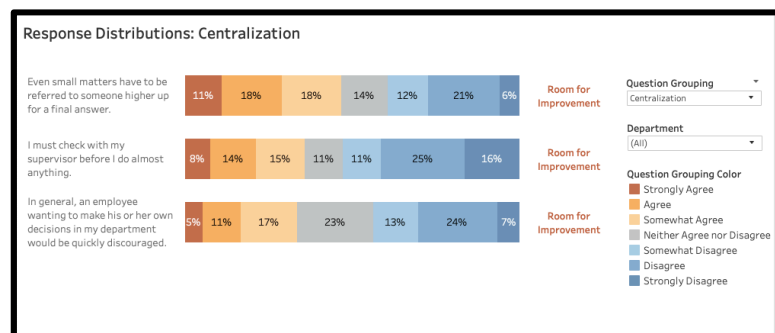


City of Gastonia Employee Engagement Survey Tableau Result Instructions

1. The survey results are published on the Tableau dashboard at this [link](https://public.tableau.com/views/Gastonia_Dashboard/Full?:showVizHome=no&:embed=true#3).
(https://public.tableau.com/views/Gastonia_Dashboard/Full?:showVizHome=no&:embed=true#3)
2. Once on the Tableau dashboard you will see two dropdown boxes located in the upper right-hand corner. From these boxes you can select the “**Question Grouping**” and the “**Department**” of the results.
3. The “**Question Groupings**” organize the topics of questions asked in the survey. There are 28 sections and within each you will find the results of every question asked in the survey.
4. Listed below the “Question Grouping” is each “**Department**” within the City. The default setting is “**all**” departments, but can be separated by clicking the dropdown list.
5. The dashboard is broken up into two halves, the top portion displays the “**Response Distributions**” for each question and the bottom half displays the “**Departmental Comparisons**”.
6. Within “**Response Distributions**” you will see a spectrum of colors from dark blue to dark orange, these depict the range of answers from strongly agree, agree, neither, disagree or strongly disagree with the statement (or Always to Never, depending on the question).

Question Grouping
Centralization

Department
(All)



7. Depending on the answers each question is categorized as either **excellent**, **good**, and **room for improvement**; and labeled as such. The data is calculated into categories by using a standard called the 80/20 rule, which is based on the proportion of responses:

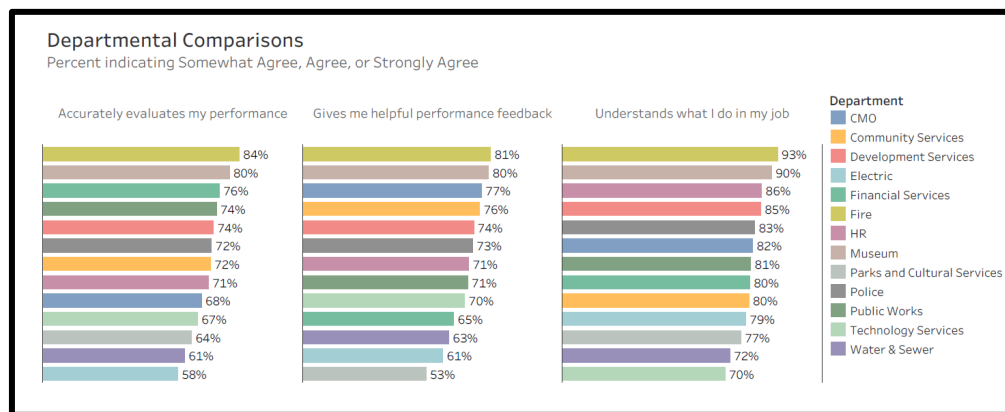


Local Government Workplaces Initiative

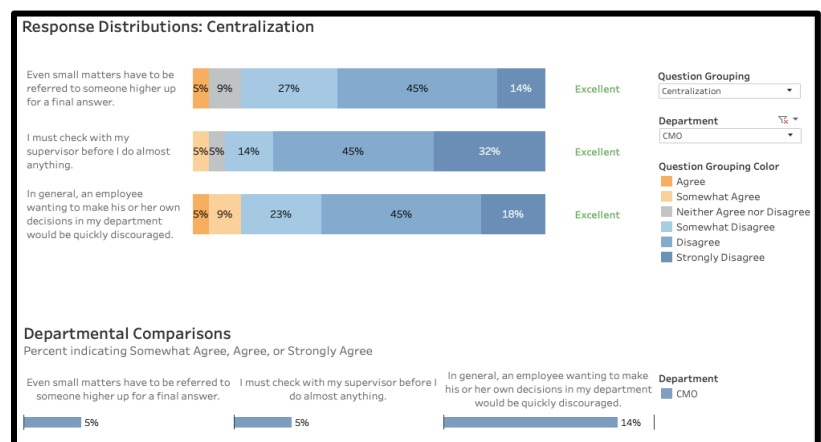
- “Excellent” - 80% or greater of people responded in the blue categories.
- “Good” - neither 80% or greater responded in blue and less than 20% responded in orangish categories.
- “Room for improvement” - 20% or greater of people responded in the orangish categories.
certain way.



- The bottom half of the dashboard displays the “**Department Comparisons**” this provides a quick comparison to other departments within the City. The percentages display the percent of the survey respondents within that department that either Somewhat Agree, Agree or Strongly Agree (or Sometimes, Frequently, or Always) with the question.



- If a department is selected in the “**Department**” dropdown the results described above will all pertain to that selected department. For example, if CMO was selected as the Department, then the top of the dashboard will show the “**Response Distribution**” results of the CMO department (i.e. strongly agree, agree, neither, disagree or strongly disagree with the statement) and the bottom of the dashboard will show the CMO departmental percentage of certain answers (i.e. those who answered that they at least somewhat agree with the statement).



From: [Smith, Judy](#)
To: [City All Users](#); [City Non-User Staff](#)
Subject: Link - Employee Survey Results
Date: Monday, March 11, 2019 5:18:55 PM
Attachments: [City of Gastonia Tableau Directions.pdf](#)

AS PROMISED...here's the information on how to access the employee survey results.

The School of Government has compiled the results of the employee survey by department. This is a large amount of data, so they created a link to the Dropbox with the PDFs. They have provided the attached instructions which explain the ratings and provide guidance on how the information is set up so you can find the information you are looking for.

Please open the attached PDF to get started. Please read the instructions before clicking on the link in the PDF.

Please remember, **we are still looking for volunteers to participate in the focus groups.** If you would like to participate, please contact me at 6786.

Thank you!

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: Smith, Judy [mailto:judys@cityofgastonia.com]
Sent: Friday, March 08, 2019 8:15 AM
To: City All Users <CityAllUsers@cityofgastonia.com>; City Non-User Staff <CityNonUserStaff@cityofgastonia.com>
Subject: FW: Employee Survey

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus

group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

Judy Smith
City of Gastonia
Director of Human Resources
P O Box 1748
Gastonia, NC 28053-1748
704-866-6786
704-836-0022 Fax



City of Gastonia Employee Engagement Survey Tableau Result Instructions

1. The survey results are published on the Tableau dashboard at this [link](https://public.tableau.com/views/Gastonia_Dashboard/Full?:showVizHome=no&:embed=true#3).
(https://public.tableau.com/views/Gastonia_Dashboard/Full?:showVizHome=no&:embed=true#3)
2. Once on the Tableau dashboard you will see two dropdown boxes located in the upper right-hand corner. From these boxes you can select the “**Question Grouping**” and the “**Department**” of the results.

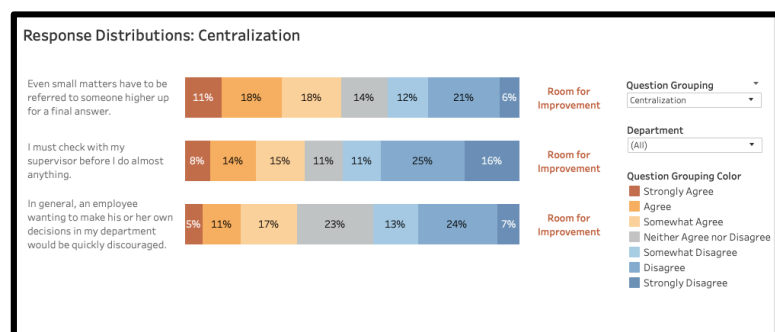
3. The “**Question Groupings**” organize the topics of questions asked in the survey. There are 28 sections and within each you will find the results of every question asked in the survey.

Question Grouping
Centralization

4. Listed below the “Question Grouping” is each “**Department**” within the City. The default setting is “**all**” departments, but can be separated by clicking the dropdown list.

Department
(All)

5. The dashboard is broken up into two halves, the top portion displays the “**Response Distributions**” for each question and the bottom half displays the “**Departmental Comparisons**”.
6. Within “**Response Distributions**” you will see a spectrum of colors from dark blue to dark orange, these depict the range of answers from strongly agree, agree, neither, disagree or strongly disagree with the statement (or Always to Never, depending on the question).



7. Depending on the answers each question is categorized as either **excellent**, **good**, and **room for improvement**; and labeled as such. The data is calculated into categories by using a standard called the 80/20 rule, which is based on the proportion of responses:

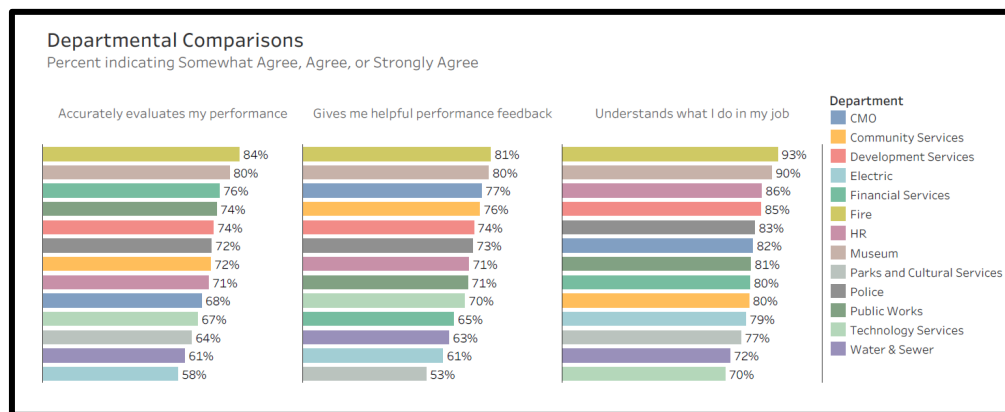


Local Government Workplaces Initiative

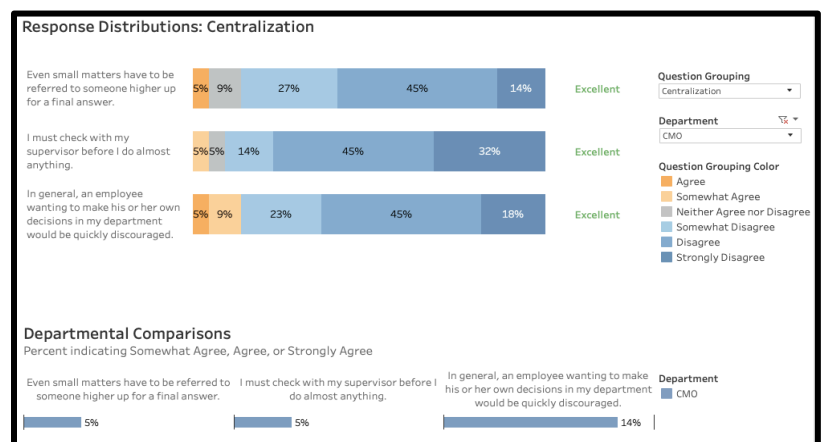
- “Excellent” - 80% or greater of people responded in the blue categories.
- “Good” - neither 80% or greater responded in blue and less than 20% responded in orangish categories.
- “Room for improvement” - 20% or greater of people responded in the orangish categories certain way.



- The bottom half of the dashboard displays the “**Department Comparisons**” this provides a quick comparison to other departments within the City. The percentages display the percent of the survey respondents within that department that either Somewhat Agree, Agree or Strongly Agree (or Sometimes, Frequently, or Always) with the question.



- If a department is selected in the “**Department**” dropdown the results described above will all pertain to that selected department. For example, if CMO was selected as the Department, then the top of the dashboard will show the “**Response Distribution**” results of the CMO department (i.e. strongly agree, agree, neither, disagree or strongly disagree with the statement) and the bottom of the dashboard will show the CMO departmental percentage of certain answers (i.e. those who answered that they at least somewhat agree with the statement).



From: [Smith, Judy](#)
To: [City All Users](#); [City Non-User Staff](#)
Subject: Link - Employee Survey Results
Date: Monday, March 11, 2019 5:17:36 PM
Attachments: [City of Gastonia Tableau Directions.pdf](#)

AS PROMISED...here's the information on how to access the employee survey results.

The School of Government has compiled the results of the employee survey by department. This is a large amount of data, so they created a link to the Dropbox with the PDFs. They have provided the attached instructions which explain the ratings and provide guidance on how the information is set up so you can find the information you are looking for.

Please open the attached PDF to get started. Please read the instructions before clicking on the link in the PDF.

Please remember, **we are still looking for volunteers to participate in the focus groups.** If you would like to participate, please contact me at 6786.

Thank you!

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: Smith, Judy [mailto:judys@cityofgastonia.com]
Sent: Friday, March 08, 2019 8:15 AM
To: City All Users <CityAllUsers@cityofgastonia.com>; City Non-User Staff <CityNonUserStaff@cityofgastonia.com>
Subject: FW: Employee Survey

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus

group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

Judy Smith
City of Gastonia
Director of Human Resources
P O Box 1748
Gastonia, NC 28053-1748
704-866-6786
704-836-0022 Fax



City of Gastonia Employee Engagement Survey Tableau Result Instructions

1. The survey results are published on the Tableau dashboard at this [link](https://public.tableau.com/views/Gastonia_Dashboard/Full?:showVizHome=no&:embed=true#3).
(https://public.tableau.com/views/Gastonia_Dashboard/Full?:showVizHome=no&:embed=true#3)
2. Once on the Tableau dashboard you will see two dropdown boxes located in the upper right-hand corner. From these boxes you can select the “**Question Grouping**” and the “**Department**” of the results.

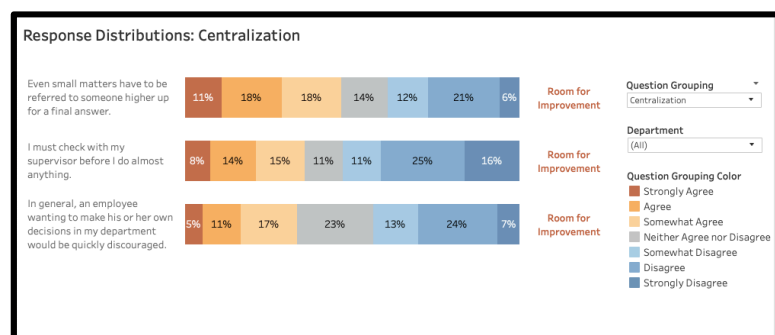
3. The “**Question Groupings**” organize the topics of questions asked in the survey. There are 28 sections and within each you will find the results of every question asked in the survey.

Question Grouping
Centralization

4. Listed below the “Question Grouping” is each “**Department**” within the City. The default setting is “**all**” departments, but can be separated by clicking the dropdown list.

Department
(All)

5. The dashboard is broken up into two halves, the top portion displays the “**Response Distributions**” for each question and the bottom half displays the “**Departmental Comparisons**”.
6. Within “**Response Distributions**” you will see a spectrum of colors from dark blue to dark orange, these depict the range of answers from strongly agree, agree, neither, disagree or strongly disagree with the statement (or Always to Never, depending on the question).



7. Depending on the answers each question is categorized as either **excellent**, **good**, and **room for improvement**; and labeled as such. The data is calculated into categories by using a standard called the 80/20 rule, which is based on the proportion of responses:

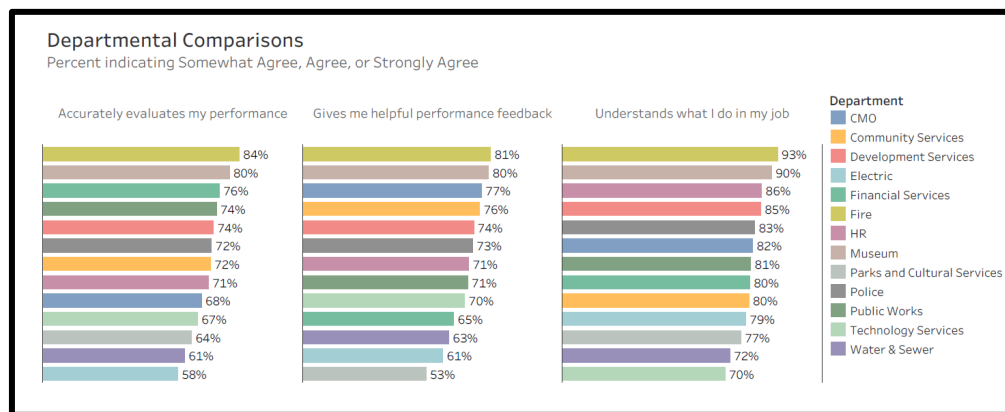


Local Government Workplaces Initiative

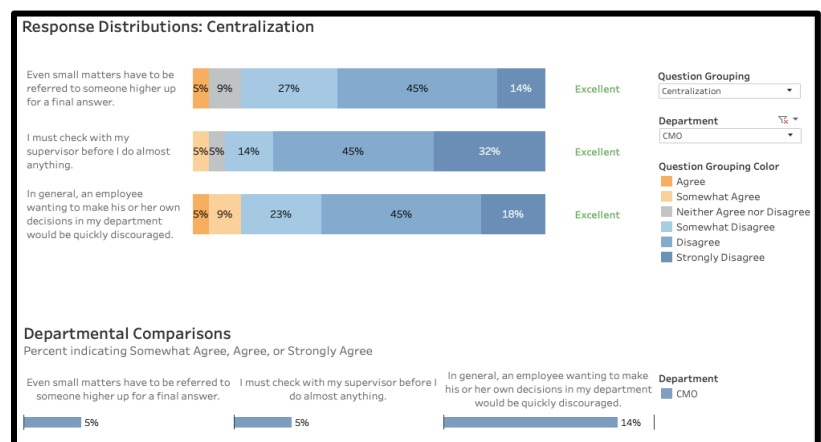
- “Excellent” - 80% or greater of people responded in the blue categories.
- “Good” - neither 80% or greater responded in blue and less than 20% responded in orangish categories.
- “Room for improvement” - 20% or greater of people responded in the orangish categories certain way.



- The bottom half of the dashboard displays the “**Department Comparisons**” this provides a quick comparison to other departments within the City. The percentages display the percent of the survey respondents within that department that either Somewhat Agree, Agree or Strongly Agree (or Sometimes, Frequently, or Always) with the question.



- If a department is selected in the “**Department**” dropdown the results described above will all pertain to that selected department. For example, if CMO was selected as the Department, then the top of the dashboard will show the “**Response Distribution**” results of the CMO department (i.e. strongly agree, agree, neither, disagree or strongly disagree with the statement) and the bottom of the dashboard will show the CMO departmental percentage of certain answers (i.e. those who answered that they at least somewhat agree with the statement).



From: [Smith, Judy](#)
To: [Woollums, Renea](#)
Subject: RE: Employee Survey
Date: Monday, March 11, 2019 10:54:38 AM

Thank you.

From: Woollums, Renea
Sent: Monday, March 11, 2019 10:18 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Employee Survey

I will ask around and let you know. Not sure.

From: Smith, Judy
Sent: Monday, March 11, 2019 10:04 AM
To: Woollums, Renea <reneaw@cityofgastonia.com>
Subject: RE: Employee Survey

Have others expressed concerns about not being able to attend?

From: Woollums, Renea
Sent: Monday, March 11, 2019 10:02 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Employee Survey

Oh, on my part I just won't be here on the 29th.

From: Smith, Judy
Sent: Monday, March 11, 2019 10:01 AM
To: Woollums, Renea <reneaw@cityofgastonia.com>
Subject: RE: Employee Survey

Renea,

Is there some reason why employees wouldn't want to meet with the School of Government? We wanted them to conduct the meetings so it is completely neutral and employees are comfortable.

From: Woollums, Renea
Sent: Monday, March 11, 2019 9:59 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Employee Survey

Judy, what are the chances of allowing the employees get together with possibly you and Tracy and having our own discussion on these matters after the School of Government comes in?

From: Smith, Judy
Sent: Monday, March 11, 2019 9:56 AM
To: Woollums, Renea <reneaw@cityofgastonia.com>
Subject: RE: Employee Survey

You are welcome. I really hate that you can't attend. We would love to hear your suggestions for improvements in the identified areas. I really think this will be beneficial to everyone in making this a better place to work.

I hope you guys enjoy your trip!!

From: Woollums, Renea
Sent: Monday, March 11, 2019 9:54 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Employee Survey

Thank you for getting this together. I would have liked to been in on the discussion. Maybe next time.

We've had reservations for a year to camp at Lake Wateree for that weekend. My husband and I really enjoy it.

From: Smith, Judy
Sent: Monday, March 11, 2019 9:46 AM
To: Woollums, Renea <reneaw@cityofgastonia.com>
Subject: RE: Employee Survey

Renea,

I am so sorry you already have plans on March 29th. That is the only day we will have these meetings. The UNC School of Government will be coming in to conduct the meetings.

From: Woollums, Renea
Sent: Monday, March 11, 2019 9:43 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Employee Survey

I would like to participate in the focus group meetings, however I have already made camping plans and will not be here on March 29th. If possible you can put me down for later meetings.

Thanks so much,

Renea Woollums
Delinquent Accounts Specialist
City of Gastonia
PO Box 1748
Gastonia NC US 28053-1748
Office: 704-869-1927
Fax: 704-854-6681

From: Smith, Judy
Sent: Friday, March 08, 2019 8:15 AM
To: City All Users <CityAllUsers@cityofgastonia.com>; City Non-User Staff
<CityNonUserStaff@cityofgastonia.com>
Subject: FW: Employee Survey

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. *We need 50 volunteers* who

are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

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: [Smith, Judy](#)
To: [Woollums, Renea](#)
Subject: RE: Employee Survey
Date: Monday, March 11, 2019 10:54:29 AM

Renea,

We are having 5 meetings. They are all being held on the morning of 3/29/19. They have several employees coming in to conduct the meetings.

From: Woollums, Renea
Sent: Monday, March 11, 2019 10:21 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Employee Survey

Is this the only meeting we will have from the NS School of Government? Someone just told me they thought it was going to be more meetings too not just this one?

From: Smith, Judy
Sent: Monday, March 11, 2019 10:04 AM
To: Woollums, Renea <reneaw@cityofgastonia.com>
Subject: RE: Employee Survey

Have others expressed concerns about not being able to attend?

From: Woollums, Renea
Sent: Monday, March 11, 2019 10:02 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Employee Survey

Oh, on my part I just won't be here on the 29th.

From: Smith, Judy
Sent: Monday, March 11, 2019 10:01 AM
To: Woollums, Renea <reneaw@cityofgastonia.com>
Subject: RE: Employee Survey

Renea,

Is there some reason why employees wouldn't want to meet with the School of Government? We wanted them to conduct the meetings so it is completely neutral and employees are comfortable.

From: Woollums, Renea
Sent: Monday, March 11, 2019 9:59 AM
To: Smith, Judy <judys@cityofgastonia.com>

Subject: RE: Employee Survey

Judy, what are the chances of allowing the employees get together with possibly you and Tracy and having our own discussion on these matters after the School of Government comes in?

From: Smith, Judy

Sent: Monday, March 11, 2019 9:56 AM

To: Woollums, Renea <reneaw@cityofgastonia.com>

Subject: RE: Employee Survey

You are welcome. I really hate that you can't attend. We would love to hear your suggestions for improvements in the identified areas. I really think this will be beneficial to everyone in making this a better place to work.

I hope you guys enjoy your trip!!

From: Woollums, Renea

Sent: Monday, March 11, 2019 9:54 AM

To: Smith, Judy <judys@cityofgastonia.com>

Subject: RE: Employee Survey

Thank you for getting this together. I would have liked to been in on the discussion. Maybe next time.

We've had reservations for a year to camp at Lake Wateree for that weekend. My husband and I really enjoy it.

From: Smith, Judy

Sent: Monday, March 11, 2019 9:46 AM

To: Woollums, Renea <reneaw@cityofgastonia.com>

Subject: RE: Employee Survey

Renea,

I am so sorry you already have plans on March 29th. That is the only day we will have these meetings. The UNC School of Government will be coming in to conduct the meetings.

From: Woollums, Renea

Sent: Monday, March 11, 2019 9:43 AM

To: Smith, Judy <judys@cityofgastonia.com>

Subject: RE: Employee Survey

I would like to participate in the focus group meetings, however I have already made camping plans

and will not be here on March 29th. If possible you can put me down for later meetings.

Thanks so much,

Renea Woollums
Delinquent Accounts Specialist
City of Gastonia
PO Box 1748
Gastonia NC US 28053-1748
Office: 704-869-1927
Fax: 704-854-6681

From: Smith, Judy
Sent: Friday, March 08, 2019 8:15 AM
To: City All Users <CityAllUsers@cityofgastonia.com>; City Non-User Staff
<CityNonUserStaff@cityofgastonia.com>
Subject: FW: Employee Survey

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

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: [Smith, Judy](#)
To: [Woollums, Renea](#)
Subject: RE: Employee Survey
Date: Monday, March 11, 2019 10:03:36 AM

Have others expressed concerns about not being able to attend?

From: Woollums, Renea
Sent: Monday, March 11, 2019 10:02 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Employee Survey

Oh, on my part I just won't be here on the 29th.

From: Smith, Judy
Sent: Monday, March 11, 2019 10:01 AM
To: Woollums, Renea <reneaw@cityofgastonia.com>
Subject: RE: Employee Survey

Renea,

Is there some reason why employees wouldn't want to meet with the School of Government? We wanted them to conduct the meetings so it is completely neutral and employees are comfortable.

From: Woollums, Renea
Sent: Monday, March 11, 2019 9:59 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Employee Survey

Judy, what are the chances of allowing the employees get together with possibly you and Tracy and having our own discussion on these matters after the School of Government comes in?

From: Smith, Judy
Sent: Monday, March 11, 2019 9:56 AM
To: Woollums, Renea <reneaw@cityofgastonia.com>
Subject: RE: Employee Survey

You are welcome. I really hate that you can't attend. We would love to hear your suggestions for improvements in the identified areas. I really think this will be beneficial to everyone in making this a better place to work.

I hope you guys enjoy your trip!!

From: Woollums, Renea
Sent: Monday, March 11, 2019 9:54 AM

To: Smith, Judy <judys@cityofgastonia.com>

Subject: RE: Employee Survey

Thank you for getting this together. I would have liked to been in on the discussion. Maybe next time.

We've had reservations for a year to camp at Lake Wateree for that weekend. My husband and I really enjoy it.

From: Smith, Judy

Sent: Monday, March 11, 2019 9:46 AM

To: Woollums, Renea <reneaw@cityofgastonia.com>

Subject: RE: Employee Survey

Renea,

I am so sorry you already have plans on March 29th. That is the only day we will have these meetings. The UNC School of Government will be coming in to conduct the meetings.

From: Woollums, Renea

Sent: Monday, March 11, 2019 9:43 AM

To: Smith, Judy <judys@cityofgastonia.com>

Subject: RE: Employee Survey

I would like to participate in the focus group meetings, however I have already made camping plans and will not be here on March 29th. If possible you can put me down for later meetings.

Thanks so much,

Renea Woollums
Delinquent Accounts Specialist
City of Gastonia
PO Box 1748
Gastonia NC US 28053-1748
Office: 704-869-1927
Fax: 704-854-6681

From: Smith, Judy

Sent: Friday, March 08, 2019 8:15 AM

To: City All Users <CityAllUsers@cityofgastonia.com>; City Non-User Staff
<CityNonUserStaff@cityofgastonia.com>
Subject: FW: Employee Survey

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

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: [Smith, Judy](#)
To: [Woollums, Renea](#)
Subject: RE: Employee Survey
Date: Monday, March 11, 2019 10:00:57 AM

Renea,

Is there some reason why employees wouldn't want to meet with the School of Government? We wanted them to conduct the meetings so it is completely neutral and employees are comfortable.

From: Woollums, Renea
Sent: Monday, March 11, 2019 9:59 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Employee Survey

Judy, what are the chances of allowing the employees get together with possibly you and Tracy and having our own discussion on these matters after the School of Government comes in?

From: Smith, Judy
Sent: Monday, March 11, 2019 9:56 AM
To: Woollums, Renea <reneaw@cityofgastonia.com>
Subject: RE: Employee Survey

You are welcome. I really hate that you can't attend. We would love to hear your suggestions for improvements in the identified areas. I really think this will be beneficial to everyone in making this a better place to work.

I hope you guys enjoy your trip!!

From: Woollums, Renea
Sent: Monday, March 11, 2019 9:54 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Employee Survey

Thank you for getting this together. I would have liked to been in on the discussion. Maybe next time.

We've had reservations for a year to camp at Lake Wateree for that weekend. My husband and I really enjoy it.

From: Smith, Judy
Sent: Monday, March 11, 2019 9:46 AM
To: Woollums, Renea <reneaw@cityofgastonia.com>

Subject: RE: Employee Survey

Renea,

I am so sorry you already have plans on March 29th. That is the only day we will have these meetings. The UNC School of Government will be coming in to conduct the meetings.

From: Woollums, Renea
Sent: Monday, March 11, 2019 9:43 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Employee Survey

I would like to participate in the focus group meetings, however I have already made camping plans and will not be here on March 29th. If possible you can put me down for later meetings.

Thanks so much,

Renea Woollums
Delinquent Accounts Specialist
City of Gastonia
PO Box 1748
Gastonia NC US 28053-1748
Office: 704-869-1927
Fax: 704-854-6681

From: Smith, Judy
Sent: Friday, March 08, 2019 8:15 AM
To: City All Users <CityAllUsers@cityofgastonia.com>; City Non-User Staff <CityNonUserStaff@cityofgastonia.com>
Subject: FW: Employee Survey

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

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: [Smith, Judy](#)
To: [Woollums, Renea](#)
Subject: RE: Employee Survey
Date: Monday, March 11, 2019 9:55:43 AM

You are welcome. I really hate that you can't attend. We would love to hear your suggestions for improvements in the identified areas. I really think this will be beneficial to everyone in making this a better place to work.

I hope you guys enjoy your trip!!

From: Woollums, Renea
Sent: Monday, March 11, 2019 9:54 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Employee Survey

Thank you for getting this together. I would have liked to been in on the discussion. Maybe next time.

We've had reservations for a year to camp at Lake Wateree for that weekend. My husband and I really enjoy it.

From: Smith, Judy
Sent: Monday, March 11, 2019 9:46 AM
To: Woollums, Renea <reneaw@cityofgastonia.com>
Subject: RE: Employee Survey

Renea,

I am so sorry you already have plans on March 29th. That is the only day we will have these meetings. The UNC School of Government will be coming in to conduct the meetings.

From: Woollums, Renea
Sent: Monday, March 11, 2019 9:43 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Employee Survey

I would like to participate in the focus group meetings, however I have already made camping plans and will not be here on March 29th. If possible you can put me down for later meetings.

Thanks so much,

Renea Woollums
Delinquent Accounts Specialist
City of Gastonia
PO Box 1748
Gastonia NC US 28053-1748
Office: 704-869-1927
Fax: 704-854-6681

From: Smith, Judy
Sent: Friday, March 08, 2019 8:15 AM
To: City All Users <CityAllUsers@cityofgastonia.com>; City Non-User Staff
<CityNonUserStaff@cityofgastonia.com>
Subject: FW: Employee Survey

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. *We need 50 volunteers* who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

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: [Smith, Judy](#)
To: [Woollums, Renea](#)
Subject: RE: Employee Survey
Date: Monday, March 11, 2019 9:46:23 AM

Renea,

I am so sorry you already have plans on March 29th. That is the only day we will have these meetings. The UNC School of Government will be coming in to conduct the meetings.

From: Woollums, Renea
Sent: Monday, March 11, 2019 9:43 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Employee Survey

I would like to participate in the focus group meetings, however I have already made camping plans and will not be here on March 29th. If possible you can put me down for later meetings.

Thanks so much,

Renea Woollums
Delinquent Accounts Specialist
City of Gastonia
PO Box 1748
Gastonia NC US 28053-1748
Office: 704-869-1927
Fax: 704-854-6681

From: Smith, Judy
Sent: Friday, March 08, 2019 8:15 AM
To: City All Users <CityAllUsers@cityofgastonia.com>; City Non-User Staff <CityNonUserStaff@cityofgastonia.com>
Subject: FW: Employee Survey

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

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: [Smith, Judy](#)
To: [Carpenter, Todd](#)
Subject: Fwd: Employee Survey
Date: Friday, March 08, 2019 9:35:52 PM

FYI.

Sent from my iPhone

Begin forwarded message:

From: "Bieber, Beverly" <bevb@cityofgastonia.com>
Date: March 8, 2019 at 5:17:32 PM EST
To: "Smith, Judy" <judys@cityofgastonia.com>
Cc: "Owens, Jeremy" <jeremyo@cityofgastonia.com>
Subject: FW: Employee Survey

Judy,

See Jeremy's comment below. I concur.

Let's talk on Monday.

Bev

From: Owens, Jeremy
Sent: Friday, March 8, 2019 8:24 AM
To: Bieber, Beverly <bevb@cityofgastonia.com>
Subject: FW: Employee Survey

Can we put this on CityNet instead of in a Dropbox link? There are many issues with having it in Dropbox, but the most concerning one would be access to the survey by non-city personnel.

-Jeremy

From: Smith, Judy
Sent: Friday, March 8, 2019 8:15 AM
To: City All Users <CityAllUsers@cityofgastonia.com>; City Non-User Staff <CityNonUserStaff@cityofgastonia.com>
Subject: FW: Employee Survey

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above. The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judyd@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

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: [Smith, Judy](#)
To: [Bieker, Beverly](#)
Subject: Read: FW: Employee Survey
Date: Friday, March 08, 2019 9:35:00 PM

Your message

To: Smith, Judy
Subject: FW: Employee Survey
Sent: Friday, March 8, 2019 5:17:32 PM (UTC-05:00) Eastern Time (US & Canada)

was read on Friday, March 8, 2019 9:34:59 PM (UTC-05:00) Eastern Time (US & Canada).

From: [Carpenter, Todd](#)
To: [Dave Kirlin](#); [David Humphries](#); [James Gallagher](#); [Jennifer Stepp \(steppfam86@aol.com\)](#); [Pierceall, Todd](#); [robertjohnkellogg@gmail.com](#); [Reid, Walker](#); [wreid3@carolina.rr.com](#)
Cc: [Peoples, Michael](#); [Braddy, Melody](#); [Bombardier, Flip](#); [Smith, Judy](#)
Subject: Employee Survey Results
Date: Friday, March 08, 2019 5:55:54 PM
Attachments: [City of Gastonia Tableau Directions.pdf](#)

Mayor and Council,

As you recall last fall we conducted, in conjunction with the UNC School of Government, an employee survey. Since the completion of the survey we have been working with the School to compile and analyze the results of the data. The overall results were very positive, however, there is room for improvement.

Attached is a PDF that contains a link to the survey data and instructions for navigating within the link. Please take a few minutes to look over the results of the survey. If you have any questions, concerns, or comments please let me know. It's my plan to deliver this same info to our employees early next week.

The data shows that there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to help us conduct five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We will ask for 50 volunteer*** employees who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above. A sixth focus group will be made up of all department heads. The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. The focus groups will allow us to put a plan of action together and begin to address the concerns mentioned above.

Our goal is always to make the City of Gastonia an outstanding place to work and grow. We all recognize and appreciate the support that Council is providing. Together we will continue to improve.

Thanks,

Todd Carpenter

Deputy City Manager, City of Gastonia NC

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



City of Gastonia Employee Engagement Survey Tableau Result Instructions

1. The survey results are published on the Tableau dashboard at this [link](https://public.tableau.com/views/Gastonia_Dashboard/Full?:showVizHome=no&:embed=true#3).
(https://public.tableau.com/views/Gastonia_Dashboard/Full?:showVizHome=no&:embed=true#3)
2. Once on the Tableau dashboard you will see two dropdown boxes located in the upper right-hand corner. From these boxes you can select the “**Question Grouping**” and the “**Department**” of the results.

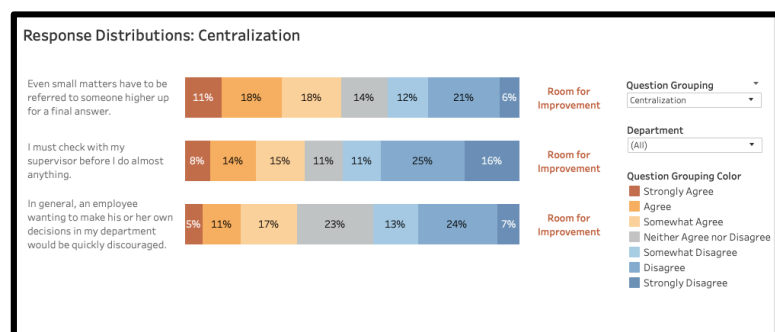
3. The “**Question Groupings**” organize the topics of questions asked in the survey. There are 28 sections and within each you will find the results of every question asked in the survey.

Question Grouping
Centralization

4. Listed below the “Question Grouping” is each “**Department**” within the City. The default setting is “**all**” departments, but can be separated by clicking the dropdown list.

Department
(All)

5. The dashboard is broken up into two halves, the top portion displays the “**Response Distributions**” for each question and the bottom half displays the “**Departmental Comparisons**”.
6. Within “**Response Distributions**” you will see a spectrum of colors from dark blue to dark orange, these depict the range of answers from strongly agree, agree, neither, disagree or strongly disagree with the statement (or Always to Never, depending on the question).



7. Depending on the answers each question is categorized as either **excellent**, **good**, and **room for improvement**; and labeled as such. The data is calculated into categories by using a standard called the 80/20 rule, which is based on the proportion of responses:

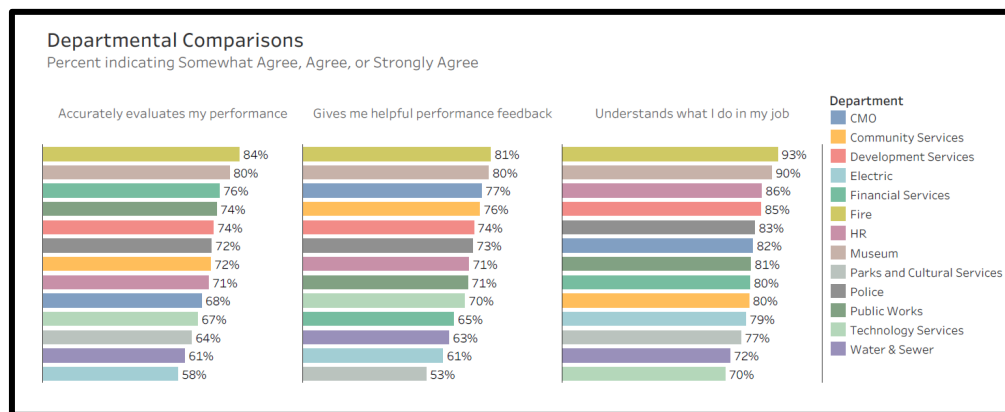


Local Government Workplaces Initiative

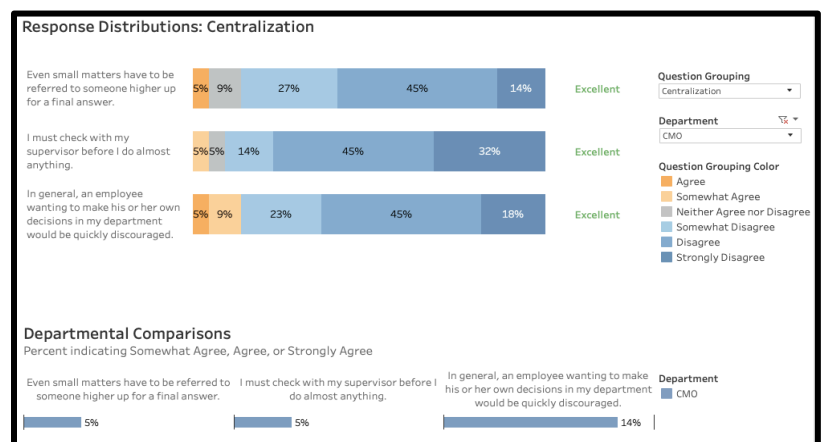
- “Excellent” - 80% or greater of people responded in the blue categories.
- “Good” - neither 80% or greater responded in blue and less than 20% responded in orangish categories.
- “Room for improvement” - 20% or greater of people responded in the orangish categories.
certain way.



- The bottom half of the dashboard displays the “**Department Comparisons**” this provides a quick comparison to other departments within the City. The percentages display the percent of the survey respondents within that department that either Somewhat Agree, Agree or Strongly Agree (or Sometimes, Frequently, or Always) with the question.



- If a department is selected in the “**Department**” dropdown the results described above will all pertain to that selected department. For example, if CMO was selected as the Department, then the top of the dashboard will show the “**Response Distribution**” results of the CMO department (i.e. strongly agree, agree, neither, disagree or strongly disagree with the statement) and the bottom of the dashboard will show the CMO departmental percentage of certain answers (i.e. those who answered that they at least somewhat agree with the statement).



From: [Smith, Judy](#)
To: [Burton, Laura](#)
Subject: RE: Employee Survey
Date: Friday, March 08, 2019 3:11:22 PM

Yes ma'am.

From: Burton, Laura
Sent: Friday, March 08, 2019 9:28 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Employee Survey

Is the focus group meeting held by the SOG on 3/29 here in Gastonia?

From: Smith, Judy
Sent: Friday, March 08, 2019 8:15 AM
To: City All Users <CityAllUsers@cityofgastonia.com>; City Non-User Staff <CityNonUserStaff@cityofgastonia.com>
Subject: FW: Employee Survey

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

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: [Smith, Judy](#)
To: [Fried, Glenn](#)
Subject: RE: Employee Survey
Date: Friday, March 08, 2019 3:10:12 PM

Thank you Glenn! I will provide the details as soon as they are finalized.

Have a great weekend.

From: Fried, Glenn
Sent: Friday, March 08, 2019 9:40 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Employee Survey

I'll volunteer.

Glenn

Glenn R. Fried

GIS Analyst II

Electric Division
City of Gastonia
glennf@cityofgastonia.com
704.866.6754 (office)
704.214.9037 (cell)

From: Smith, Judy
Sent: Friday, March 08, 2019 8:15 AM
To: City All Users <CityAllUsers@cityofgastonia.com>; City Non-User Staff
<CityNonUserStaff@cityofgastonia.com>
Subject: FW: Employee Survey

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

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: [Smith, Judy](#)
To: [Horne, Lindsay](#)
Subject: RE: Employee Survey
Date: Friday, March 08, 2019 3:05:50 PM

Thank you Lindsay! I will contact you with the details when they are finalized!

Have a great weekend.

From: Horne, Lindsay
Sent: Friday, March 08, 2019 2:05 PM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Employee Survey

Hey Judy!

I will participate if you are still looking for volunteers.

Thanks
Lindsay

From: Smith, Judy
Sent: Friday, March 08, 2019 8:15 AM
To: City All Users <CityAllUsers@cityofgastonia.com>; City Non-User Staff <CityNonUserStaff@cityofgastonia.com>
Subject: FW: Employee Survey

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?

2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

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: [Smith, Judy](#)
To: [Wilson, Adam](#)
Subject: RE: Employee Survey
Date: Friday, March 08, 2019 3:04:00 PM

Thank you Adam. I appreciate you volunteering. I will be back in touch soon.

Have a great weekend.

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: Wilson, Adam
Sent: Friday, March 08, 2019 2:15 PM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: Re: Employee Survey

Hi Judy,

I would be happy to participate in one of the focus groups if you need more volunteers.
Thanks!

Adam Wilson
704-675-1375

Sent from my iPhone

On Mar 8, 2019, at 8:16 AM, Smith, Judy <judys@cityofgastonia.com> wrote:

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus group meetings.

From reviewing the overall data, there are three areas that employees consistently

identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above. The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

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: [Smith, Judy](#)
To: [Welch, Nancy](#)
Subject: RE: Employee Survey
Date: Friday, March 08, 2019 1:45:49 PM

Nancy,

It is going to be a one-time meeting on 3/29/19. It is being coordinated by the UNC School of Government.

From: Welch, Nancy
Sent: Friday, March 08, 2019 10:08 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Employee Survey

Good Morning Judy,

So on the focus groups is it a one-time meeting on 3/29/19, or will there on going meetings and if so, do you have an idea of how many?

Thank you,
Nancy

From: Smith, Judy
Sent: Friday, March 08, 2019 8:15 AM
To: City All Users <CityAllUsers@cityofgastonia.com>; City Non-User Staff <CityNonUserStaff@cityofgastonia.com>
Subject: FW: Employee Survey

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?

2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

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: [Smith, Judy](#)
To: [Harwell, Shelly](#)
Subject: RE: Employee Survey
Date: Friday, March 08, 2019 1:40:07 PM

Thank you Shelly for volunteering.

I will provide the details once they have been finalized. All of the topics will be covered in each of the focus group meetings.

Have a great weekend.

From: Harwell, Shelly
Sent: Friday, March 08, 2019 11:00 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Employee Survey

Hi Judy!

I'm interesting in being a part of one of the groups. If we have a choice as to which session to attend I'd prefer either VOICE or SILENCE.

Thank you!

Shelly C. Harwell

Office Assistant III
North Carolina Notary Public
City of Gastonia, Parks and Recreation
109 W. Second Avenue
Gastonia, NC 28052
shellyh@cityofgastonia.com
Phone: 704-866-6839 Fax: 704-842-5104

From: Smith, Judy
Sent: Friday, March 8, 2019 8:15 AM
To: City All Users <CityAllUsers@cityofgastonia.com>; City Non-User Staff <CityNonUserStaff@cityofgastonia.com>
Subject: FW: Employee Survey

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

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: [Smith, Judy](#)
To: [Certain, Crystal](#)
Subject: RE: Employee Survey
Date: Friday, March 08, 2019 1:35:33 PM

Yes ma'am. Just give me a call when you have a moment, please.

Thank you!

From: Certain, Crystal
Sent: Friday, March 08, 2019 12:43 PM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: Re: Employee Survey

Judy,

Sounds good, thanks! I have been running in circles all morning. I got your message. Is there anything more we need to discuss? If so, I will try to call you when I get back in the office.

Crystal

Sent from my iPhone

On Mar 8, 2019, at 8:27 AM, Smith, Judy <judys@cityofgastonia.com> wrote:

Crystal,

We are going to have a separate focus group for department heads. It wasn't included in the 5 mentioned in the email.

From: Certain, Crystal
Sent: Friday, March 08, 2019 8:22 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Employee Survey

I would love to participate. I am not sure on what level I would be of use though. Are you looking for management participants?

Sincerely,

Crystal Certain
Director of Financial Services
City of Gastonia
704-866-6800

From: Smith, Judy

Sent: Friday, March 8, 2019 8:15 AM

To: City All Users <CityAllUsers@cityofgastonia.com>; City Non-User Staff
<CityNonUserStaff@cityofgastonia.com>

Subject: FW: Employee Survey

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above. The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County.
Please participate in the focus groups if you can. We look forward to making
improvements together.

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: [Smith, Judy](#)
To: [Tauzel, Margo](#)
Subject: RE: Employee Survey
Date: Friday, March 08, 2019 9:00:50 AM
Attachments: [image001.png](#)

Great. Thank you!!!

I will get the details to you as soon as we have all of the volunteers.

Have a great weekend.

From: Tauzel, Margo
Sent: Friday, March 08, 2019 8:43 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Employee Survey

I would like to participate in the focus groups.
Thanks,
Margo

Margo M. Tauzel

Project Administrator
Development Services
150 S. York Street
P.O. Box 1748 (28053-1748)
Gastonia, NC 28052
(704) 866-6834



From: Smith, Judy
Sent: Friday, March 08, 2019 8:15 AM
To: City All Users <CityAllUsers@cityofgastonia.com>; City Non-User Staff <CityNonUserStaff@cityofgastonia.com>
Subject: FW: Employee Survey

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows

the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

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: [Smith, Judy](#)
To: [Roseboro, Lolita](#)
Subject: RE: Employee Survey
Date: Friday, March 08, 2019 8:32:47 AM

Great. Thank you for volunteering.

I will get the details to you as far as the time and location once I have received enough volunteers.

I appreciate you helping out with this!!

From: Roseboro, Lolita
Sent: Friday, March 08, 2019 8:32 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Employee Survey

Good Morning,

I would like to participate in the focus group meeting.

Thanks,
Lolita

From: Smith, Judy
Sent: Friday, March 08, 2019 8:15 AM
To: City All Users <CityAllUsers@cityofgastonia.com>; City Non-User Staff <CityNonUserStaff@cityofgastonia.com>
Subject: FW: Employee Survey

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?

2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

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: [Smith, Judy](#)
To: [Davis, Caroline](#)
Subject: RE: Employee Survey
Date: Friday, March 08, 2019 8:29:05 AM

Thank you!

From: Davis, Caroline
Sent: Friday, March 08, 2019 8:26 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Employee Survey

Judy,

If you need a volunteer from the HR department I would be happy to participate. Just let me know if that is needed.

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: Smith, Judy
Sent: Friday, March 08, 2019 8:15 AM
To: City All Users <CityAllUsers@cityofgastonia.com>; City Non-User Staff <CityNonUserStaff@cityofgastonia.com>
Subject: FW: Employee Survey

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all

employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?

2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

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: [Smith, Judy](#)
To: [Davis, Caroline](#)
Subject: RE: Employee Survey
Date: Friday, March 08, 2019 8:28:55 AM

Thanks.

From: Davis, Caroline
Sent: Friday, March 08, 2019 8:25 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Employee Survey

Thanks for letting me know. I am aware of this email and have contacted the employee twice. They have confirmed that that is their best and only email. They have also been made aware that their email address comes back undeliverable. Please let me know if you receive any others so that I can address them.


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: Smith, Judy
Sent: Friday, March 08, 2019 8:23 AM
To: Davis, Caroline <CarolineD@cityofgastonia.com>
Subject: FW: Employee Survey

FYI

From: Mail Delivery System [<mailto:MAILER-DAEMON@LOCALHOST>]
Sent: Friday, March 08, 2019 8:15 AM
To: Smith, Judy
Subject: Undeliverable: Employee Survey

Delivery has failed to these recipients or groups:


The email address you entered couldn't be found. Please check the recipient's email address and try to resend the message. If the problem continues, please contact your helpdesk.

The following organization rejected your message: gmail-smtp-in.l.google.com.

Diagnostic information for administrators:

Generating server: email.cityofgastonia.com

[REDACTED]
gmail-smtp-in.l.google.com

Remote Server returned '<gmail-smtp-in.l.google.com #5.1.1 smtp; 550-5.1.1 The email account that you tried to reach does not exist. Please try 550-5.1.1 double-checking the recipient's email address for typos or 550-5.1.1 unnecessary spaces. Learn more at 550 5.1.1 <https://support.google.com/mail/?p=NoSuchUser> g85si4714841ywb.108 - gsmtp>'

Original message headers:

Return-Path: <judys@cityofgastonia.com>
X-ASG-Debug-ID: 1552050906-0afae5374ab30510001-xlsmlr
Received: from Mail13.city.nc (mail13.city.nc [172.16.20.163]) by email.cityofgastonia.com with ESMTP id bCr5hrrBrLUJdU3A (version=TLSv1.2 cipher=ECDHE-RSA-AES256-SHA384 bits=256 verify=NO); Fri, 08 Mar 2019 08:15:06 -0500 (EST)
X-Barracuda-Envelope-From: judys@cityofgastonia.com
Received: from Mail13.city.nc (172.16.20.163) by Mail13.city.nc (172.16.20.163) with Microsoft SMTP Server (TLS) id 15.0.1236.3; Fri, 8 Mar 2019 08:14:58 -0500
Received: from Mail13.city.nc ([fe80::c473:b74f:96a3:fdd8]) by Mail13.city.nc ([fe80::c473:b74f:96a3:fdd8%14]) with mapi id 15.00.1236.000; Fri, 8 Mar 2019 08:14:58 -0500
From: "Smith, Judy" <judys@cityofgastonia.com>
To: City All Users <CityAllUsers@cityofgastonia.com>, City Non-User Staff <CityNonUserStaff@cityofgastonia.com>
Subject: FW: Employee Survey
Thread-Topic: Employee Survey
X-ASG-Orig-Subj: FW: Employee Survey
Thread-Index: AdTSOYLlFH+2OwcaR0iJ4L9xpwnIuAAJU/QgAAPbFdAAiZjBoAAVFPZAAAGgki0AFkNBUA==
Date: Fri, 8 Mar 2019 13:14:58 +0000
Message-ID: <ee4a8f7c4d9d4955ab6a9de19df3639d@Mail13.city.nc>
References: <ddc49abee0364ae4b6487eaa519ad86d@Mail13.city.nc>
<bb39088a48664d82881ldde921e734a7@Mail13.city.nc>
<c9863cle709f45428788a237a39cdcc5@Mail13.city.nc>
<0e828e9705b7460097eb8fce7aca49e2@Mail13.city.nc>, <2082d43c58cd4203ba7caf2085c9e0ee@Mail13.city.nc>
<70424a58a3eb4ac7b8df725326329411@Mail13.city.nc>
In-Reply-To: <70424a58a3eb4ac7b8df725326329411@Mail13.city.nc>
Accept-Language: en-US
Content-Language: en-US
X-MS-Has-Attach:
X-MS-TNEF-Correlator:
x-ms-exchange-transport-fromentityheader: Hosted
x-originating-ip: [10.250.2.194]
Content-Type: multipart/alternative;
boundary="_000_ee4a8f7c4d9d4955ab6a9de19df3639dMail13citync_"
MIME-Version: 1.0
X-Auto-Response-Suppress: DR, OOF, AutoReply
X-Barracuda-Connect: mail13.city.nc[172.16.20.163]
X-Barracuda-Start-Time: 1552050906
X-Barracuda-Encrypted: ECDHE-RSA-AES256-SHA384
X-Barracuda-URL: <https://172.16.81.90:443/cgi-mod/mark.cgi>
X-Virus-Scanned: by bsmtpd at cityofgastonia.com
X-Barracuda-Scan-Msg-Size: 13607
X-Barracuda-BRTS-Status: 1
X-Barracuda-Spam-Score: 0.01
X-Barracuda-Spam-Status: No, SCORE=0.01 using global scores of

TAG_LEVEL=1000.0 QUARANTINE_LEVEL=1000.0 KILL_LEVEL=1000.0
tests=BSF_SC0_SA_TO_FROM_DOMAIN_MATCH, HTML_MESSAGE
X-Barracuda-Spam-Report: Code version 3.2, rules version 3.2.3.68368

Rule breakdown below

pts	rule name	description
0.00	HTML_MESSAGE	BODY: HTML included in message
0.01	BSF_SC0_SA_TO_FROM_DOMAIN_MATCH	Sender Domain Matches Recipient Domain

From: [Smith, Judy](#)
To: [Certain, Crystal](#)
Subject: RE: Employee Survey
Date: Friday, March 08, 2019 8:27:43 AM

Crystal,

We are going to have a separate focus group for department heads. It wasn't included in the 5 mentioned in the email.

From: Certain, Crystal
Sent: Friday, March 08, 2019 8:22 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Employee Survey

I would love to participate. I am not sure on what level I would be of use though. Are you looking for management participants?

Sincerely,

Crystal Certain

Director of Financial Services
City of Gastonia
704-866-6800

From: Smith, Judy
Sent: Friday, March 8, 2019 8:15 AM
To: City All Users <CityAllUsers@cityofgastonia.com>; City Non-User Staff <CityNonUserStaff@cityofgastonia.com>
Subject: FW: Employee Survey

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position?

How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?

2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

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: [Smith, Judy](#)
To: [Jordan, Candice](#)
Subject: RE: Employee Survey
Date: Friday, March 08, 2019 8:27:02 AM

Thanks Candice. Unfortunately, I don't think there will be focus group meetings on any other dates/times. The UNC School of Government is conducting the meetings. They are coming in from the Chapel Hill area on 3/29/19 to lead those meetings.

I am so sorry you won't be able to participate. Please let me know if something changes. We look forward to you participating to other focus group meetings in the future.

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: Jordan, Candice
Sent: Friday, March 08, 2019 8:18 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Employee Survey

Judy,

I'm away at a conference on Friday, March 29 but if any other dates are discussed for focus groups, I'd be more than happy to participate 😊

Thank you,

Candice Jordan
Museum Program Specialist & Meteorologist

From: Smith, Judy
Sent: Friday, March 8, 2019 8:15 AM
To: City All Users <CityAllUsers@cityofgastonia.com>; City Non-User Staff <CityNonUserStaff@cityofgastonia.com>
Subject: FW: Employee Survey

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

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: [Smith, Judy](#)
To: [Davis, Caroline](#)
Subject: FW: Employee Survey
Date: Friday, March 08, 2019 8:22:34 AM

FYI

From: Mail Delivery System [mailto:MAILER-DAEMON@LOCALHOST]
Sent: Friday, March 08, 2019 8:15 AM
To: Smith, Judy
Subject: Undeliverable: Employee Survey

Delivery has failed to these recipients or groups:

[REDACTED]
The email address you entered couldn't be found. Please check the recipient's email address and try to resend the message. If the problem continues, please contact your helpdesk.

The following organization rejected your message: gmail-smtp-in.l.google.com.

Diagnostic information for administrators:

Generating server: email.cityofgastonia.com

[REDACTED]
gmail-smtp-in.l.google.com
Remote Server returned '<gmail-smtp-in.l.google.com #5.1.1 smtp; 550-5.1.1 The email account that you tried to reach does not exist. Please try 550-5.1.1 double-checking the recipient's email address for typos or 550-5.1.1 unnecessary spaces. Learn more at 550 5.1.1 https://support.google.com/mail/?p=NoSuchUser g85si4714841ywb.108 - gsmtp>'

Original message headers:

Return-Path: <judys@cityofgastonia.com>
X-ASG-Debug-ID: 1552050906-0afae5374ab30510001-xlsmlr
Received: from Mail13.city.nc (mail13.city.nc [172.16.20.163]) by email.cityofgastonia.com with ESMTP id bCr5hrrBrLUJdU3A (version=TLSv1.2 cipher=ECDHE-RSA-AES256-SHA384 bits=256 verify=NO); Fri, 08 Mar 2019 08:15:06 -0500 (EST)
X-Barracuda-Envelope-From: judys@cityofgastonia.com
Received: from Mail13.city.nc (172.16.20.163) by Mail13.city.nc (172.16.20.163) with Microsoft SMTP Server (TLS) id 15.0.1236.3; Fri, 8 Mar 2019 08:14:58 -0500
Received: from Mail13.city.nc ([fe80::c473:b74f:96a3:fdd8]) by Mail13.city.nc ([fe80::c473:b74f:96a3:fdd8%14]) with mapi id 15.00.1236.000; Fri, 8 Mar 2019 08:14:58 -0500
From: "Smith, Judy" <judys@cityofgastonia.com>
To: City All Users <CityAllUsers@cityofgastonia.com>, City Non-User Staff <CityNonUserStaff@cityofgastonia.com>

Subject: FW: Employee Survey
 Thread-Topic: Employee Survey
 X-ASG-Orig-Subj: FW: Employee Survey
 Thread-Index:
 AdTSOYLlFH+2OwcaR0iJ4L9xpwnIuAAJU/QgAAPbFdAAiZjBoAAVFPZAAAGgki0AFkNBUA==
 Date: Fri, 8 Mar 2019 13:14:58 +0000
 Message-ID: <ee4a8f7c4d9d4955ab6a9de19df3639d@Mail13.city.nc>
 References: <ddc49abee0364ae4b6487eaa519ad86d@Mail13.city.nc>
 <bb39088a48664d828811dde921e734a7@Mail13.city.nc>
 <c9863cle709f45428788a237a39cdcc5@Mail13.city.nc>
 <0e828e9705b7460097eb8fce7aca49e2@Mail13.city.nc>,
 <2082d43c58cd4203ba7caf2085c9e0ee@Mail13.city.nc>
 <70424a58a3eb4ac7b8df725326329411@Mail13.city.nc>
 In-Reply-To: <70424a58a3eb4ac7b8df725326329411@Mail13.city.nc>
 Accept-Language: en-US
 Content-Language: en-US
 X-MS-Has-Attach:
 X-MS-TNEF-Correlator:
 x-ms-exchange-transport-fromentityheader: Hosted
 x-originating-ip: [10.250.2.194]
 Content-Type: multipart/alternative;
 boundary="_000_ee4a8f7c4d9d4955ab6a9de19df3639dMail13citync_"
 MIME-Version: 1.0
 X-Auto-Response-Suppress: DR, OOF, AutoReply
 X-Barracuda-Connect: mail13.city.nc[172.16.20.163]
 X-Barracuda-Start-Time: 1552050906
 X-Barracuda-Encrypted: ECDHE-RSA-AES256-SHA384
 X-Barracuda-URL: https://172.16.81.90:443/cgi-mod/mark.cgi
 X-Virus-Scanned: by bsmtpd at cityofgastonia.com
 X-Barracuda-Scan-Msg-Size: 13607
 X-Barracuda-BRTS-Status: 1
 X-Barracuda-Spam-Score: 0.01
 X-Barracuda-Spam-Status: No, SCORE=0.01 using global scores of
 TAG_LEVEL=1000.0 QUARANTINE_LEVEL=1000.0 KILL_LEVEL=1000.0
 tests=BSF_SC0_SA_TO_FROM_DOMAIN_MATCH, HTML_MESSAGE
 X-Barracuda-Spam-Report: Code version 3.2, rules version 3.2.3.68368

Rule breakdown below		
	pts	rule name
		description

0.00		HTML_MESSAGE BODY: HTML included in message
0.01		BSF_SC0_SA_TO_FROM_DOMAIN_MATCH Sender Domain Matches Recipient Domain

From: [Smith, Judy](#)
To: [City All Users](#); [City Non-User Staff](#)
Subject: FW: Employee Survey
Date: Friday, March 08, 2019 8:17:23 AM

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

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: [Smith, Judy](#)
To: [City All Users](#); [City Non-User Staff](#)
Subject: FW: Employee Survey
Date: Friday, March 08, 2019 8:16:45 AM

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

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: [Smith, Judy](#)
To: [City All Users](#); [City Non-User Staff](#)
Subject: FW: Employee Survey
Date: Friday, March 08, 2019 8:16:07 AM

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

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: [Smith, Judy](#)
To: [City All Users](#); [City Non-User Staff](#)
Subject: FW: Employee Survey
Date: Friday, March 08, 2019 8:14:58 AM

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

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: [Carpenter, Todd](#)
To: [Smith, Judy](#)
Subject: Re: Employee Survey
Date: Thursday, March 07, 2019 9:34:35 PM

Yes. Thank you. I'm sending data to council in the morning.

Todd

Sent from the road

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

From: "Smith, Judy" <judys@cityofgastonia.com>
Date: 3/7/19 8:48 PM (GMT-05:00)
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Subject: FW: Employee Survey

Are you ok with me sending this out? Thanks!

From: Smith, Judy
Sent: Thursday, March 7, 2019 10:48 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Employee Survey

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?

3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

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: [Smith, Judy](#)
To: [Carpenter, Todd](#)
Subject: FW: Employee Survey
Date: Thursday, March 07, 2019 8:48:17 PM
Importance: High

Are you ok with me sending this out? Thanks!

From: Smith, Judy
Sent: Thursday, March 7, 2019 10:48 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Employee Survey

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

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: [Smith, Judy](#)
To: [Carpenter, Todd](#)
Subject: Employee Survey
Date: Thursday, March 07, 2019 10:47:37 AM

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate in our upcoming focus group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data and a link to Dropbox with the PDFs is being created. An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

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: [Carpenter, Todd](#)
To: [Bieker, Beverly](#)
Subject: FW: Employee Survey
Date: Tuesday, March 05, 2019 4:30:55 PM
Attachments: [City of Gastonia Tableau Directions.pdf](#)

From: Smith, Judy
Sent: Monday, March 4, 2019 3:14 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Employee Survey

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. *We need 50 volunteers* who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

How do I access the survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data, so they created a link to the Dropbox with the PDFs. They have provided the attached instructions which explain the ratings and provide guidance on how the information is set up so you can find the information you are looking for.

Please open the attached PDF to get started. Please read the instructions before clicking on the link in the PDF.

We really value you as an employee of the City of Gastonia. We look forward to making continuous improvements together.

*Judy Smith
Director of Human Resources
City of Gastonia
P O Box 1748
Gastonia, NC 28053-1748
704-866-6786
704-836-0022 Fax*

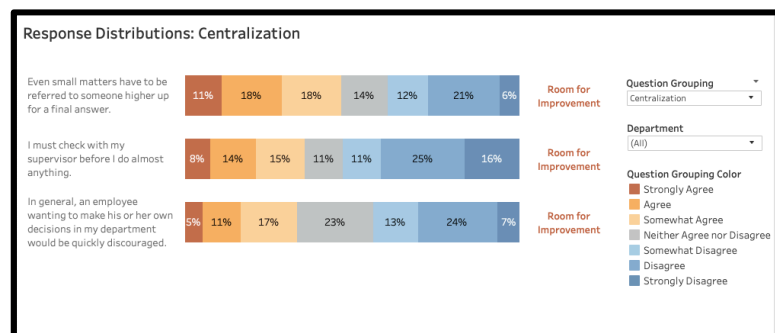


City of Gastonia Employee Engagement Survey Tableau Result Instructions

1. The survey results are published on the Tableau dashboard at this [link](https://public.tableau.com/views/Gastonia_Dashboard/Full?:showVizHome=no&:embed=true#3).
(https://public.tableau.com/views/Gastonia_Dashboard/Full?:showVizHome=no&:embed=true#3)
2. Once on the Tableau dashboard you will see two dropdown boxes located in the upper right-hand corner. From these boxes you can select the “**Question Grouping**” and the “**Department**” of the results.
3. The “**Question Groupings**” organize the topics of questions asked in the survey. There are 28 sections and within each you will find the results of every question asked in the survey.
4. Listed below the “Question Grouping” is each “**Department**” within the City. The default setting is “**all**” departments, but can be separated by clicking the dropdown list.
5. The dashboard is broken up into two halves, the top portion displays the “**Response Distributions**” for each question and the bottom half displays the “**Departmental Comparisons**”.
6. Within “**Response Distributions**” you will see a spectrum of colors from dark blue to dark orange, these depict the range of answers from strongly agree, agree, neither, disagree or strongly disagree with the statement (or Always to Never, depending on the question).

Question Grouping
Centralization

Department
(All)



7. Depending on the answers in the “**Response Distributions**” are categorized as **excellent**, **good**, and **room for improvement**. The data is calculated into these three categories by using a standard called the 80/20 rule, which is based on the proportion of responses:

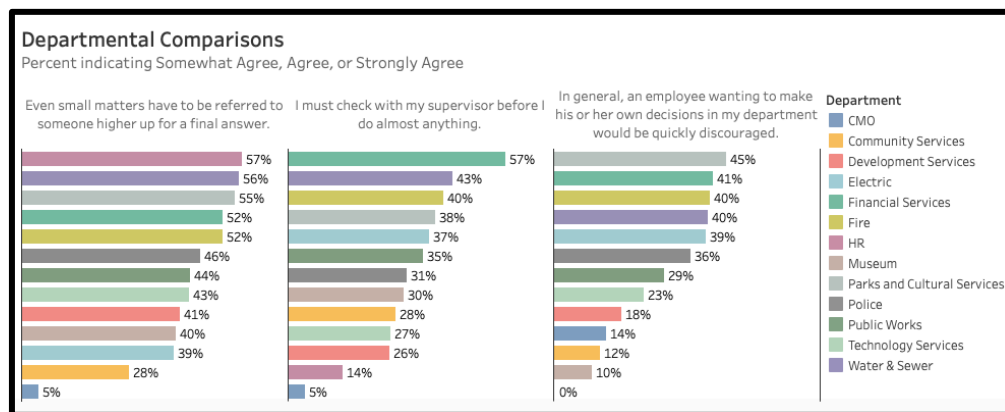


Local Government Workplaces Initiative

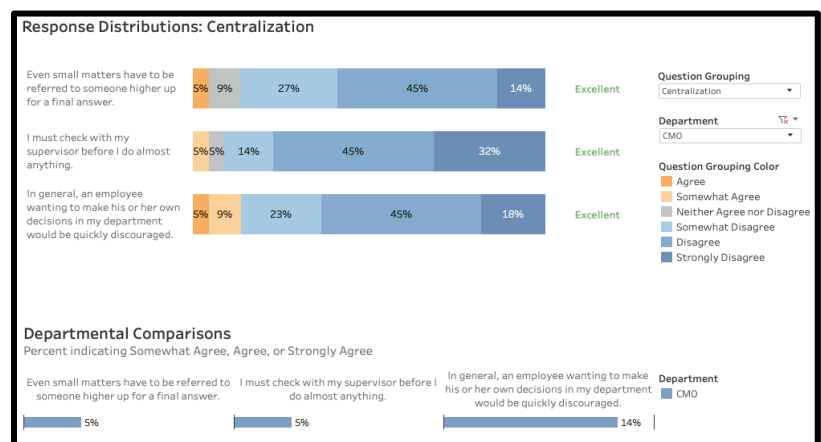
- “Excellent” - greater than or equal to 80% of people and less than or equal to 20% of people answered a certain way.
- “Good” - a large percentage of people answered “neither”.
- “Room for improvement” - greater than or equal to 20% and less than or equal to 80% of people answered a certain way.



- The bottom half of the dashboard displays the “**Department Comparisons**” this provides a quick comparison to other departments within the City. The percentages display the percent of the survey respondents within that department that either Somewhat Agree, Agree or Strongly Agree (or Sometimes, Frequently, or Always) with the question.



- If a department is selected in the “**Department**” dropdown the results described above will all pertain to that selected department. For example, if CMO was selected as the Department, then the top of the dashboard will show the “**Response Distribution**” results of the CMO department (i.e. strongly agree, agree, neither, disagree or strongly disagree with the statement) and the bottom of the dashboard will show the CMO departmental percentage of certain answers (i.e. those who answered that they at least somewhat agree with the statement).



From: [Smith, Judy](#)
To: [Carpenter, Todd](#)
Subject: FW: City of Gastonia PDFs of results
Date: Tuesday, March 05, 2019 3:58:09 PM

From: Carpenter, Todd [mailto:vtcarpenter@cityofgastonia.com]
Sent: Thursday, January 03, 2019 9:07 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: FW: City of Gastonia PDFs of results

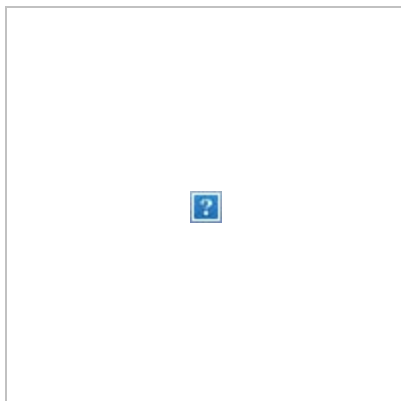
Todd

From: Fiely, Katherine Mae [mailto:fielykm@live.unc.edu]
Sent: Wednesday, December 12, 2018 11:08 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Cc: Davis, Leisha DeHart <ldehart@sog.unc.edu>; Powers, Maddison Alice <map447@live.unc.edu>
Subject: City of Gastonia PDFs of results

Hello Todd,

Below is a link to a dropbox that contains compiled PDFs of the City of Gastonia Employee Survey Results. They include individual pdfs with all the question categories organized by department.

https://www.dropbox.com/sh/597uoarvflc5gd4/AAD3MBWYU1_lqzeNqNS61-Na?dl=0



[City of Gastonia Employee Survey](#)

www.dropbox.com

Shared with Dropbox

Thank you and 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@live.unc.edu

T: (703)785-4415

From: [Carpenter, Todd](#)
To: [Smith, Judy](#)
Subject: RE: Employee Survey
Date: Monday, March 04, 2019 5:17:52 PM

Judy,

Please see my changes below. If you could incorporate each and then plan to send this out on Thursday I would appreciate it. We will not send the data at the same time but follow up with another email next Tuesday or Wednesday that contains the data link and instructions.

Let me know if you have questions.

Thanks,
Todd

From: Smith, Judy
Sent: Monday, March 4, 2019 3:14 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Employee Survey

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate *[Carpenter, Todd]* in our upcoming focus group meetings.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 50 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

[Carpenter, Todd] Survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data[Carpenter, Todd] and a link to Dropbox with the PDFs[Carpenter, Todd] is being created. [Carpenter, Todd] An email to all employees will go out in the next few days and contain instructions for accessing the link. Please be watching for it.

[Carpenter, Todd] Let's work together to make the City the best place to work in Gaston County. Please participate in the focus groups if you can. We look forward to making improvements together.

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: [Smith, Judy](#)
To: [Carpenter, Todd](#)
Subject: Employee Survey
Date: Monday, March 04, 2019 3:14:15 PM
Attachments: [City of Gastonia Tableau Directions.pdf](#)

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive; however, there is some room for improvement. Management is taking this initiative seriously and we want to work with employees to make improvements. We encourage everybody that wants to make a difference to participate.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have five focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. *We need 50 volunteers* who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above.

The School of Government staff will be holding the focus group meetings on the morning of Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Friday, March 15, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

How do I access the survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data, so they created a link to the Dropbox with the PDFs. They have provided the attached instructions which explain the ratings and provide guidance on how the information is set up so you can find the information you are looking for.

Please open the attached PDF to get started. Please read the instructions before clicking on the link in the PDF.

We really value you as an employee of the City of Gastonia. We look forward to making continuous improvements together.

*Judy Smith
Director of Human Resources
City of Gastonia
P O Box 1748
Gastonia, NC 28053-1748
704-866-6786
704-836-0022 Fax*

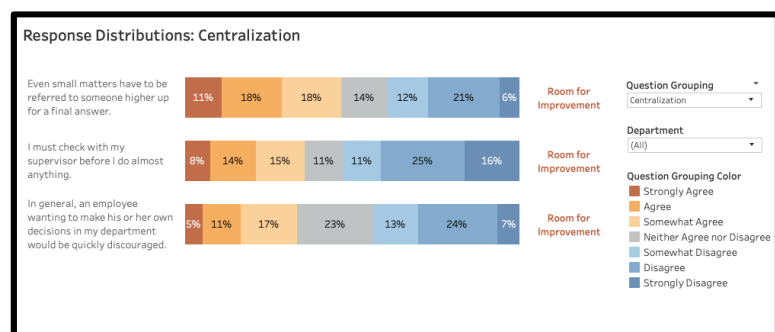


City of Gastonia Employee Engagement Survey Tableau Result Instructions

1. The survey results are published on the Tableau dashboard at this [link](https://public.tableau.com/views/Gastonia_Dashboard/Full?:showVizHome=no&:embed=true#3).
(https://public.tableau.com/views/Gastonia_Dashboard/Full?:showVizHome=no&:embed=true#3)
2. Once on the Tableau dashboard you will see two dropdown boxes located in the upper right-hand corner. From these boxes you can select the “**Question Grouping**” and the “**Department**” of the results.
3. The “**Question Groupings**” organize the topics of questions asked in the survey. There are 28 sections and within each you will find the results of every question asked in the survey.
4. Listed below the “Question Grouping” is each “**Department**” within the City. The default setting is “**all**” departments, but can be separated by clicking the dropdown list.
5. The dashboard is broken up into two halves, the top portion displays the “**Response Distributions**” for each question and the bottom half displays the “**Departmental Comparisons**”.
6. Within “**Response Distributions**” you will see a spectrum of colors from dark blue to dark orange, these depict the range of answers from strongly agree, agree, neither, disagree or strongly disagree with the statement (or Always to Never, depending on the question).

Question Grouping
Centralization

Department
(All)



7. Depending on the answers in the “**Response Distributions**” are categorized as **excellent**, **good**, and **room for improvement**. The data is calculated into these three categories by using a standard called the 80/20 rule, which is based on the proportion of responses:

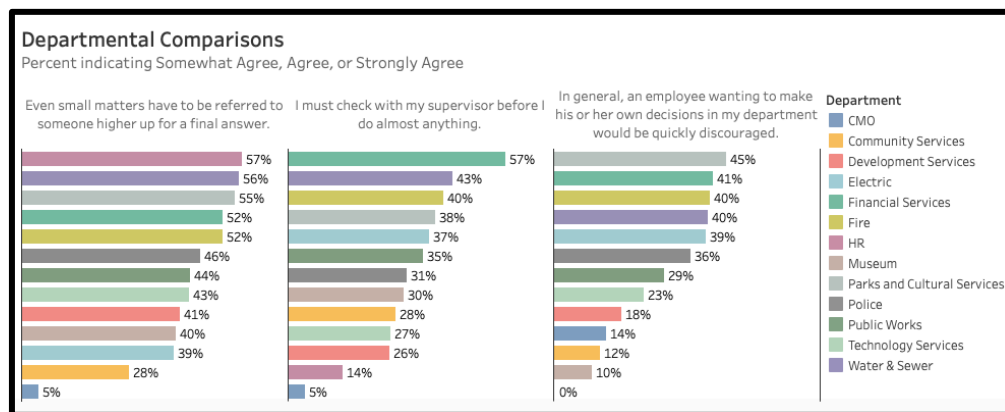


Local Government Workplaces Initiative

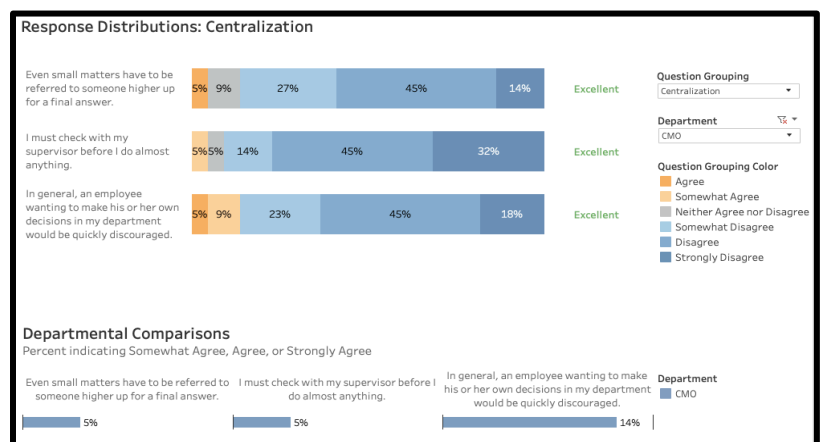
- “Excellent” - greater than or equal to 80% of people and less than or equal to 20% of people answered a certain way.
- “Good” - a large percentage of people answered “neither”.
- “Room for improvement” - greater than or equal to 20% and less than or equal to 80% of people answered a certain way.



- The bottom half of the dashboard displays the “**Department Comparisons**” this provides a quick comparison to other departments within the City. The percentages display the percent of the survey respondents within that department that either Somewhat Agree, Agree or Strongly Agree (or Sometimes, Frequently, or Always) with the question.



- If a department is selected in the “**Department**” dropdown the results described above will all pertain to that selected department. For example, if CMO was selected as the Department, then the top of the dashboard will show the “**Response Distribution**” results of the CMO department (i.e. strongly agree, agree, neither, disagree or strongly disagree with the statement) and the bottom of the dashboard will show the CMO departmental percentage of certain answers (i.e. those who answered that they at least somewhat agree with the statement).



From: [Smith, Judy](#)
To: [Carpenter, Todd](#)
Subject: FW: Dropbox Link and Tableau Directions
Date: Thursday, February 28, 2019 9:23:32 PM
Attachments: [City of Gastonia Tableau Directions.pdf](#)

Todd,

What do you think of this?

To all employees:

Thank you to each employee who participated in the City of Gastonia's Employee Survey. We sincerely appreciate all of the honest feedback provided by each of you. This feedback allows the City to identify areas in which we need to improve. We are excited to say, the overall results were very positive. We really took the data seriously and want to work with employees to make improvements on the areas that were identified as areas needing improvement.

From reviewing the overall data, there are three areas that employees consistently identified as needing improvement:

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees' to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

So, what's next?

The School of Government is going to have two focus groups that will discuss the 3 topics identified above and provide suggestions for making improvements. ***We need 20 volunteers*** who are willing to participate in the focus groups. We would like to have volunteers from each department who are willing to provide ideas to help address the concerns mentioned above. The School of Government staff will be holding the focus group meetings on Friday, March 29, 2019. **If you are interested in participating in one of the focus group meetings, please let me know by Tuesday, March 6, 2019.** I can be reached at extension 6786 or via email at judys@cityofgastonia.com.

How do I access the survey results?

The School of Government has compiled the results of the employee survey by department. This is a large amount of data, so they created a link to the Dropbox with the PDFs. They have provided the attached instructions which explain the ratings and provide guidance on how the information is set up so you can find the information you are looking for.

[City of Gastonia Employee Engagement Survey Dropbox PDF results](#)

We really value you as an employee of the City of Gastonia. We look forward to making continuous improvements together.

*Judy Smith
Director of Human Resources
City of Gastonia
P O Box 1748
Gastonia, NC 28053-1748
704-866-6786
704-836-0022 Fax*

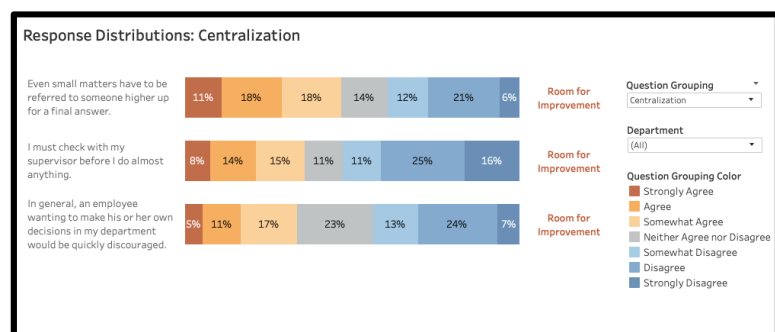


City of Gastonia Employee Engagement Survey Tableau Result Instructions

1. The survey results are published on the Tableau dashboard at this [link](https://public.tableau.com/views/Gastonia_Dashboard/Full?:showVizHome=no&:embed=true#3).
(https://public.tableau.com/views/Gastonia_Dashboard/Full?:showVizHome=no&:embed=true#3)
2. Once on the Tableau dashboard you will see two dropdown boxes located in the upper right-hand corner. From these boxes you can select the “**Question Grouping**” and the “**Department**” of the results.
3. The “**Question Groupings**” organize the topics of questions asked in the survey. There are 28 sections and within each you will find the results of every question asked in the survey.
4. Listed below the “Question Grouping” is each “**Department**” within the City. The default setting is “**all**” departments, but can be separated by clicking the dropdown list.
5. The dashboard is broken up into two halves, the top portion displays the “**Response Distributions**” for each question and the bottom half displays the “**Departmental Comparisons**”.
6. Within “**Response Distributions**” you will see a spectrum of colors from dark blue to dark orange, these depict the range of answers from strongly agree, agree, neither, disagree or strongly disagree with the statement (or Always to Never, depending on the question).

Question Grouping
Centralization

Department
(All)



7. Depending on the answers in the “**Response Distributions**” are categorized as **excellent**, **good**, and **room for improvement**. The data is calculated into these three categories by using a standard called the 80/20 rule, which is based on the proportion of responses:

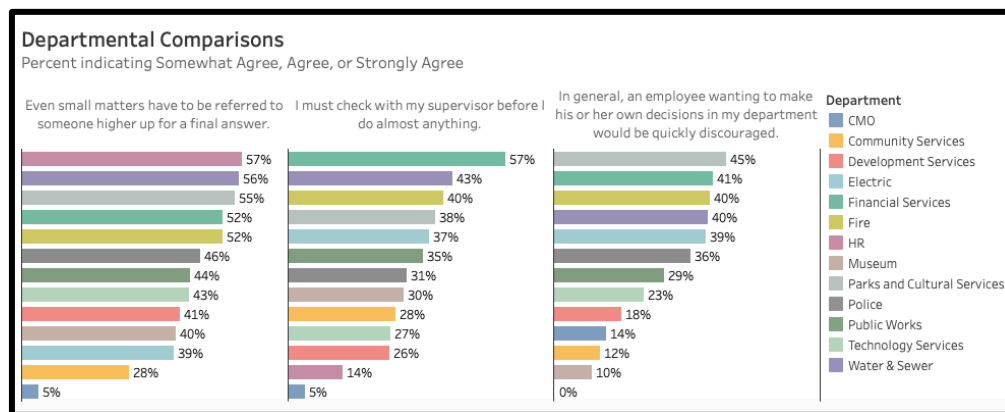


Local Government Workplaces Initiative

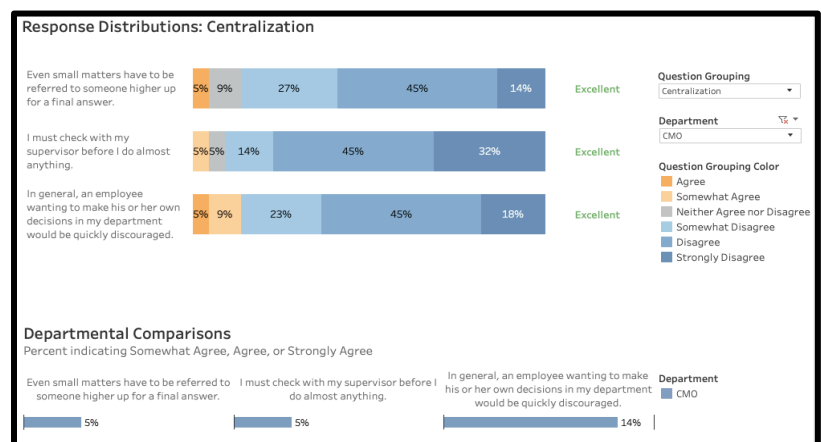
- “Excellent” - greater than or equal to 80% of people and less than or equal to 20% of people answered a certain way.
- “Good” - a large percentage of people answered “neither”.
- “Room for improvement” - greater than or equal to 20% and less than or equal to 80% of people answered a certain way.



- The bottom half of the dashboard displays the “**Department Comparisons**” this provides a quick comparison to other departments within the City. The percentages display the percent of the survey respondents within that department that either Somewhat Agree, Agree or Strongly Agree (or Sometimes, Frequently, or Always) with the question.



- If a department is selected in the “**Department**” dropdown the results described above will all pertain to that selected department. For example, if CMO was selected as the Department, then the top of the dashboard will show the “**Response Distribution**” results of the CMO department (i.e. strongly agree, agree, neither, disagree or strongly disagree with the statement) and the bottom of the dashboard will show the CMO departmental percentage of certain answers (i.e. those who answered that they at least somewhat agree with the statement).



From: [Smith, Judy](#)
To: [Carpenter, Todd](#)
Subject: Employee Survey
Date: Friday, January 25, 2019 5:22:02 PM

Todd,

Is this what you are looking for?

Employee Survey – items to be addressed first

1. Civility – How can the City of Gastonia create an environment that ensures all employees' ideas and opinions are valued? How can the City of Gastonia reassure employees they are trusted to make judgments that are allowed within their position? How can the City empower employees' to deal with disrespect in the workplace and improve their comfort level with reporting inappropriate treatment?
2. Voice – How can the City of Gastonia ensure opportunities are being given to employees to provide opinions on workplace issues and ensure timely responses are made?
3. Silence – How can the City of Gastonia encourage all employees to feel comfortable expressing opinions, suggestions, ideas for improvement, and asking questions when additional information is desired?

Some of this does feel a little redundant if I try to break it down the way UNC School of Government did. So...it tried to combine it into one:

How can the City of Gastonia create an environment that ensures employees:

- feel trusted to perform their job and make judgments within their scope of responsibility
- are respected
- are provided with opportunities to provide their opinions and shown their ideas and opinions are valued

prove

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: [Carpenter, Todd](#)
To: [Foote, Sharon](#)
Cc: [Smith, Judy](#)
Subject: Re: Results of Employee Survey?
Date: Wednesday, January 09, 2019 10:00:15 PM

Ok. Please remind me in a few weeks.

Sent from my iPad

On Jan 9, 2019, at 8:07 AM, Foote, Sharon <sharonf@cityofgastonia.com> wrote:

That works. To run in March, I would need to have the information finalized no later than Feb. 20.

Thanks!

Sharon

From: Carpenter, Todd
Sent: Tuesday, January 8, 2019 7:08 PM
To: Foote, Sharon <sharonf@cityofgastonia.com>; Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Results of Employee Survey?

Maybe the following month?

Todd

From: Foote, Sharon
Sent: Monday, January 07, 2019 10:32 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Smith, Judy <judys@cityofgastonia.com>
Subject: Results of Employee Survey?

Hi Todd and Judy—

We were wondering what the plan is for announcing the results of the 2018 Employee Survey? It might be good to put something in the February Employee Focus newsletter.

If you would, please let me know what the plans are. Thank you!

Sharon Foote
Communications Specialist
City of Gastonia

704-869-7865

sharonf@cityofgastonia.com

From: [Smith, Judy](#)
To: [Carpenter, Todd](#)
Subject: Read: RE: Results of Employee Survey?
Date: Tuesday, January 08, 2019 7:36:30 PM

Your message

To: Smith, Judy
Subject: RE: Results of Employee Survey?
Sent: Tuesday, January 8, 2019 7:08:15 PM (UTC-05:00) Eastern Time (US & Canada)

was read on Tuesday, January 8, 2019 7:36:29 PM (UTC-05:00) Eastern Time (US & Canada).

From: [Carpenter, Todd](#)
To: [Foote, Sharon](#); [Smith, Judy](#)
Subject: RE: Results of Employee Survey?
Date: Tuesday, January 08, 2019 7:08:15 PM

Maybe the following month?

Todd

From: Foote, Sharon
Sent: Monday, January 07, 2019 10:32 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Smith, Judy <judys@cityofgastonia.com>
Subject: Results of Employee Survey?

Hi Todd and Judy—

We were wondering what the plan is for announcing the results of the 2018 Employee Survey? It might be good to put something in the February Employee Focus newsletter.

If you would, please let me know what the plans are. Thank you!

Sharon Foote
Communications Specialist
City of Gastonia
704-869-7865
sharonf@cityofgastonia.com

From: [Carpenter, Todd](#)
To: [Smith, Judy](#)
Subject: FW: City of Gastonia PDFs of results
Date: Thursday, January 03, 2019 9:06:48 AM

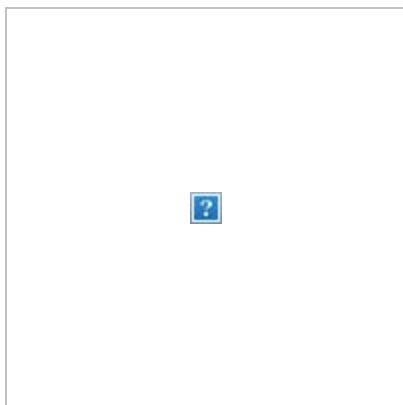
Todd

From: Fiely, Katherine Mae [mailto:fielykm@live.unc.edu]
Sent: Wednesday, December 12, 2018 11:08 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Cc: Davis, Leisha DeHart <ldehart@sog.unc.edu>; Powers, Maddison Alice <map447@live.unc.edu>
Subject: City of Gastonia PDFs of results

Hello Todd,

Below is a link to a dropbox that contains compiled PDFs of the City of Gastonia Employee Survey Results. They include individual pdfs with all the question categories organized by department.

https://www.dropbox.com/sh/597uoarvflc5gd4/AAD3MBWYU1_lqzeNgNS61-Na?dl=0



[City of Gastonia Employee Survey](#)

www.dropbox.com

Shared with Dropbox

Thank you and 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@live.unc.edu

T: (703)785-4415

From: [Smith, Judy](#)
To: [Cross, Dawn](#); [Smith, Judy](#)
Subject: Accepted: Gastonia Employee Survey Highpoints
Start: Thursday, January 03, 2019 9:00:00 AM
End: Thursday, January 03, 2019 10:00:00 AM

From: [Carpenter, Todd](#)
To: [Smith, Judy](#)
Subject: Gastonia Employee Survey Highpoints
Date: Monday, December 31, 2018 1:59:00 PM
Attachments: [attachment.ics](#)

I'll call You.

From: [Smith, Judy](#)
To: [McKinnon, Karl](#)
Subject: FW: Survey Compensation for Part-time Employees
Date: Tuesday, December 11, 2018 4:58:52 PM
Attachments: [image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)
[image007.png](#)
[20181211170150722.pdf](#)

Thank you. He was paid for 10.5 regular hours plus 3.5 sick hours, so that did include the 4 hours for taking the survey.

I appreciate you providing the timesheet so we could clarify this.

Have a great day!

From: McKinnon, Karl
Sent: Tuesday, December 11, 2018 4:37 PM
To: Smith, Judy <judys@cityofgastonia.com>
Cc: Edge, Janice <janicee@cityofgastonia.com>
Subject: RE: Survey Compensation for Part-time Employees

Here is his time sheet for the period.



Karl McKinnon
Assistant Director / CFO
T: 704.866.6903 | M: 704.214.9093
E: karlm@cityofgastonia.com | www.schielemuseum.org
1500 East Garrison Blvd. | Gastonia, NC 28056



From: Smith, Judy
Sent: Tuesday, December 11, 2018 4:31 PM
To: McKinnon, Karl <karlm@cityofgastonia.com>
Subject: FW: Survey Compensation for Part-time Employees

Karl,

Thank you for talking to me about this. Please let me know if you see that he worked more than 6.5 hours during the payroll 10/27/18-11/9/18.

Thank you!

From: McKinnon, Karl

Sent: Tuesday, December 11, 2018 4:05 PM

To: Smith, Judy <judys@cityofgastonia.com>

Cc: Rudisill, Mark <markr@cityofgastonia.com>; Tippitt, Ann <annt@cityofgastonia.com>; Edge, Janice <janicee@cityofgastonia.com>

Subject: Survey Compensation for Part-time Employees

Hey Judy:

Were part-time employees supposed to get 4 hours of pay for completing the employee survey. If so has that been done. Our part-timer Sonny Smith (REDACTED) says he completed the survey, but has not seen the pay reflected in his check.

Thanks

K



Karl McKinnon

Assistant Director / CFO

T: 704.866.6903 | **M:** 704.214.9093

E: karlm@cityofgastonia.com | www.schielemuseum.org

1500 East Garrison Blvd. | Gastonia, NC 28056



From: [Smith, Judy](#)
To: [McKinnon, Karl](#)
Subject: FW: Survey Compensation for Part-time Employees
Date: Tuesday, December 11, 2018 4:31:03 PM
Attachments: [image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)
[image007.png](#)
[image008.png](#)

Karl,

Thank you for talking to me about this. Please let me know if you see that he worked more than 6.5 hours during the payroll 10/27/18-11/9/18.

Thank you!

From: McKinnon, Karl
Sent: Tuesday, December 11, 2018 4:05 PM
To: Smith, Judy <judys@cityofgastonia.com>
Cc: Rudisill, Mark <markr@cityofgastonia.com>; Tippitt, Ann <annt@cityofgastonia.com>; Edge, Janice <janicee@cityofgastonia.com>
Subject: Survey Compensation for Part-time Employees

Hey Judy:

Were part-time employees supposed to get 4 hours of pay for completing the employee survey. If so has that been done. Our part-timer Sonny Smith [REDACTED] says he completed the survey, but has not seen the pay reflected in his check.

Thanks
K



Karl McKinnon

Assistant Director / CFO

T: 704.866.6903 | M: 704.214.9093

E: karlm@cityofgastonia.com | www.schielemuseum.org

1500 East Garrison Blvd. | Gastonia, NC 28056





*** Daily Time ***

(Non-Exempt Employees)

Name: Sonny Smith Employee # ██████████ Period Beginning: 10/27/2019 Ending: 11/9/2018

Day	Date	In	Out	In	Out	Reg	Vac	Hol	Over Time	Comp Earned	Comp Used	LWOP	Other	Description
Sat	10/27													
Sun	10/28													
Mon	10/29													
Tues	10/30	7:30	12:30			5.00								
Wed	10/31													
Thurs	11/1													
Fri	11/2													
						5.00								

Day	Date	In	Out	In	Out	Reg	Vac	Hol	Over Time	Comp Earned	Comp Used	LWOP	Other	Description
Sat	11/3													
Sun	11/4													
Mon	11/5													
Tues	11/6	7:30	9:00			1.50								
Wed	11/7													
Thurs	11/8													
Fri	11/9					1.50								

Signature: Sonny Smith / Mark Rydman

Date: 11.9.18

Approved By: Mark Rydman
Supervisor

Approved By: [Signature]
Director/Assistant Director

Hours Worked This Period	
Regular	6.50
Vacation	██████
Holiday	██████
Overtime	██████
Comp Earned	██████
Comp Used	██████
LWOP	██████
Other	██████
TOTAL	██████

Comments:

From: [Smith, Judy](#)
To: [Berggrun, Stephenie](#)
Subject: RE: Employee Survey -- Time to Take is Running Out
Date: Tuesday, December 11, 2018 3:45:16 PM
Attachments: [image003.png](#)

You are welcome!

From: Berggrun, Stephenie
Sent: Tuesday, December 11, 2018 2:17 PM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Employee Survey -- Time to Take is Running Out

I see it now. Thank you!

Stephenie Berggrun

Environmental Educator
Certified Interpretive Trainer & Guide
NC Certified Environmental Educator
Schiele Museum of Natural History

1500 E Garrison Blvd
Gastonia, NC 28054
P: 704.866.6915
F: 704.836.0034

From: Smith, Judy
Sent: Tuesday, December 11, 2018 2:10 PM
To: Berggrun, Stephenie <stephenieb@cityofgastonia.com>
Subject: RE: Employee Survey -- Time to Take is Running Out

Stephenie,

Good afternoon. I hope you are doing well.

I have looked and you did receive the 4 hours of vacation for participating in the employee survey. It was given on the 11/16/18 paycheck.

EDEN Payroll Documents - CHECK:210997

CITY OF GASTONIA - NC

Emp Name	STEPHENIE M BERGGRUN	Pay period start	10/27/2018	Gross pay	
Emp #		Dept	110708MUPC	Net pay	
Check #210997		Issue date	11/16/2018	Taxable calendar YTD earnings	

EARNINGS					DEDUCTIONS		
Description	Hours	Rate	Amount	YTD Amount	Description	Amount	Year-to-date

Please let me know if you have any questions.

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: Berggrun, Stephenie
Sent: Tuesday, December 11, 2018 10:45 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: FW: Employee Survey -- Time to Take is Running Out

Hi Judy,

I just returned from [REDACTED] today. I completed the employee survey but because I was using so much time while on leave I lost track and couldn't verify that I received the extra 4hrs for completing the survey. Can you verify that it was added to my time? Thank you!

Stephenie Berggrun
 Environmental Educator
 Certified Interpretive Trainer & Guide
 NC Certified Environmental Educator
Schiele Museum of Natural History
 1500 E Garrison Blvd
 Gastonia, NC 28054
 P: 704.866.6915
 F: 704.836.0034

From: Carpenter, Todd
Sent: Monday, October 1, 2018 9:36 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>

Cc: Smith, Judy <judys@cityofgastonia.com>; Davis, Leisha DeHart <ldehart@sog.unc.edu>

Subject: Employee Survey -- Time to Take is Running Out

To All City Employees,

You are a valued employee here at the City of Gastonia and we would like to ensure that you are satisfied with your work environment. On September 24, 2018, the UNC School of Government sent an email to you with a link for you to take an employee survey. If you have a City email, it would have been sent to that email address, if not, it would have been sent to your personal email address. The email would have been from Leisha Dehart-Davis <survey@qualtrics.unc.edu>. The survey contains a series of multiple choice questions, regarding the workplace and your role here at the City of Gastonia. Please take the time to answer these questions carefully and honestly, as it is only with your help that we can create a happier and more satisfying workplace for all employees. Your responses will highlight areas with which you are satisfied and also those where there is room for improvement.

We encourage you to participate in this very important survey - **we want all of your voices heard!** We truly care about your opinion and we are offering each of you **4 hours of vacation time** (or 4 hours of paid time for non-full time employees) if you will complete the survey. Fifteen minutes of your time for four hours of vacation – now that’s a pretty good deal. Please be assured that all responses remain **completely anonymous**. The School of Government is not allowed to share any individual responses with the City.

So let's get those voices heard. If you could please take the time to complete the survey and ensure your responses have been submitted as soon as possible and no later than close of business, next Monday October 8th at 5:00 p.m.

Please contact me at 6860 if you have any questions. You may also contact Judy in Human Resources at 6786. Please let us know if you didn't receive the link or if you have any difficulties participating in the survey.

Thank you to all who have already completed the survey and thank you to all who are about to.

Todd Carpenter

From: [Smith, Judy](#)
To: [Berggrun, Stephenie](#)
Subject: RE: Employee Survey -- Time to Take is Running Out
Date: Tuesday, December 11, 2018 2:09:54 PM
Attachments: [image003.png](#)

Stephenie,

Good afternoon. I hope you are doing well.

I have looked and you did receive the 4 hours of vacation for participating in the employee survey. It was given on the 11/16/18 paycheck.

EDEN Payroll Documents - CHECK:210997

CITY OF GASTONIA - NC

Emp Name STEPHENIE M BERGGRUN	Pay period start 10/27/2018	
Emp # [REDACTED]	Pay period end 11/9/2018	
Check # 210997	Issue date 11/16/2018	Taxable calendar YTD earnings [REDACTED]

EARNINGS					DEDUCTIONS		
Description	Hours	Rate	Amount	YTD Amount	Description	Amount	Year-to-date
[REDACTED]							

Please let me know if you have any questions.

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: Berggrun, Stephenie
Sent: Tuesday, December 11, 2018 10:45 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: FW: Employee Survey -- Time to Take is Running Out

Hi Judy,

I just returned from [REDACTED] today. I completed the employee survey but because I was using so much time while on leave I lost track and couldn't verify that I received the extra 4hrs for completing the survey. Can you verify that it was added to my time? Thank you!

Stephenie Berggrun

Environmental Educator
Certified Interpretive Trainer & Guide
NC Certified Environmental Educator
Schiele Museum of Natural History
1500 E Garrison Blvd
Gastonia, NC 28054
P: 704.866.6915
F: 704.836.0034

From: Carpenter, Todd
Sent: Monday, October 1, 2018 9:36 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Cc: Smith, Judy <judys@cityofgastonia.com>; Davis, Leisha DeHart <ldehart@sog.unc.edu>
Subject: Employee Survey -- Time to Take is Running Out

To All City Employees,

You are a valued employee here at the City of Gastonia and we would like to ensure that you are satisfied with your work environment. On September 24, 2018, the UNC School of Government sent an email to you with a link for you to take an employee survey. If you have a City email, it would have been sent to that email address, if not, it would have been sent to your personal email address. The email would have been from Leisha Dehart-Davis <survey@qualtrics.unc.edu>. The survey contains a series of multiple choice questions, regarding the workplace and your role here at the City of Gastonia. Please take the time to answer these questions carefully and honestly, as it is only with your help that we can create a happier and more satisfying workplace for all employees. Your responses will highlight areas with which you are satisfied and also those where there is room for improvement.

We encourage you to participate in this very important survey - **we want all of your voices heard!** We truly care about your opinion and we are offering each of you **4 hours of vacation time** (or 4 hours of paid time for non-full time employees) if you will complete the survey. Fifteen minutes of your time for four hours of vacation – now that’s a pretty good deal. Please be assured that all responses remain **completely anonymous**. The School of Government is not allowed to share any individual responses with the City.

So let's get those voices heard. If you could please take the time to complete the survey and ensure your responses have been submitted as soon as possible and no later than close of business, next Monday October 8th at 5:00 p.m.

Please contact me at 6860 if you have any questions. You may also contact Judy in Human Resources at 6786. Please let us know if you didn't receive the link or if you have any difficulties participating in the survey.

Thank you to all who have already completed the survey and thank you to all who are about to.

Todd Carpenter

From: [Smith, Judy](#)
To: [Lineman, Jimmy](#)
Cc: [Shannon, Steve](#); [Denton, Dale](#); [Cloninger, Robert](#)
Subject: RE: City of Gastonia Employee Survey compensation time
Date: Monday, November 19, 2018 10:11:52 AM
Attachments: [image002.png](#)

Jimmy,

Per the attached Mr. Myers did receive the 4 hours of vacation credit. He may not have noticed it.

Thanks!

CITY OF GASTONIA - NC	
Emp Name	BRANDON A MYERS
Emp #	██████████
Check #	211040
Description	EARNI Hours
Regular	80.00
Christmas Bonus	0.00
Regular	0.00
Sick	0.00
Vacation	0.00
Overtime	0.00
Vacation Adjustment	4.00
Emergency Overtime	0.00
Holiday	0.00

From: Lineman, Jimmy
Sent: Monday, November 19, 2018 8:50 AM
To: Smith, Judy <judys@cityofgastonia.com>
Cc: Shannon, Steve <SteveSh@cityofgastonia.com>; Denton, Dale <daled@cityofgastonia.com>; Cloninger, Robert <Robertcl@cityofgastonia.com>
Subject: RE: City of Gastonia Employee Survey compensation time

Judy – Brandon Myers advised me this morning that he did not receive the 4hrs as well.

Jimmy

From: Denton, Dale

Sent: Saturday, November 17, 2018 9:43 PM

To: Smith, Judy <judys@cityofgastonia.com>; Cloninger, Robert <Robertcl@cityofgastonia.com>

Cc: Lineman, Jimmy <jimmyl@cityofgastonia.com>; Shannon, Steve <SteveSh@cityofgastonia.com>

Subject: Re: City of Gastonia Employee Survey compensation time

Judy: Thank you!

Robert: See below; please make James aware of this.

Thanks,

Dale

Dale Denton

Director of Public Works

City of Gastonia

704-866-6028

On Nov 17, 2018, at 9:18 PM, Smith, Judy <judys@cityofgastonia.com> wrote:

Yvette,

Will you please add 4 hours of vacation time to James Collins [REDACTED] account balance since he took the employee survey?

Thank you!

From: Fiely, Katherine Mae [<mailto:fielykm@live.unc.edu>]

Sent: Saturday, November 17, 2018 9:31 AM

To: Smith, Judy <judys@cityofgastonia.com>

Cc: Davis, Leisha DeHart <ldhart@sog.unc.edu>

Subject: Re: City of Gastonia Employee Survey compensation time

Good Morning Judy,

I am sorry I just saw this now. James Collins did complete the survey 100%. I sent him an email with all the others asking if he would like compensation time to this address

[REDACTED] but never heard back.

Thank you for checking please let me know if you need anything else!

Katie

From: Smith, Judy <judys@cityofgastonia.com>
Sent: Friday, November 16, 2018 2:02:01 PM
To: Fiely, Katherine Mae
Cc: Davis, Leisha DeHart
Subject: FW: City of Gastonia Employee Survey compensation time

Good afternoon Katie.

Can you please check to see if Mr. James Collins completed the employee survey for the City of Gastonia? If so, I will coordinate with Payroll to make sure he receives 4 hours of vacation time.

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: Denton, Dale
Sent: Friday, November 16, 2018 7:43 AM
To: Lineman, Jimmy <jimmyl@cityofgastonia.com>; Smith, Judy <judys@cityofgastonia.com>
Cc: Cloninger, Robert <Robertcl@cityofgastonia.com>
Subject: Re: City of Gastonia Employee Survey compensation time

Judy,

Please see below and let me know if there's anything you need from me/us.

Thanks,
Dale

Dale Denton
Director of Public Works
City of Gastonia
704-866-6028

On Nov 16, 2018, at 7:23 AM, Lineman, Jimmy <jimmyl@cityofgastonia.com> wrote:

James Collins did not receive the 4hrs like everyone else who did the survey. He showed me his check stub this morning and it was not on there.

Jimmy

From: [Smith, Judy](#)
To: [Trawick, Nancy](#)
Subject: Not read: RE: City of Gastonia Employee Survey compensation time
Date: Monday, November 19, 2018 8:08:11 AM

Your message

To: Smith, Judy
Subject: RE: City of Gastonia Employee Survey compensation time
Sent: Sunday, November 18, 2018 4:58:21 PM (UTC-05:00) Eastern Time (US & Canada)

was deleted without being read on Monday, November 19, 2018 8:08:10 AM (UTC-05:00) Eastern Time (US & Canada).

From: [Smith, Judy](#)
To: [Trawick, Nancy](#)
Subject: Read: RE: City of Gastonia Employee Survey compensation time
Date: Sunday, November 18, 2018 8:31:44 PM

Your message

To: Smith, Judy
Subject: RE: City of Gastonia Employee Survey compensation time
Sent: Sunday, November 18, 2018 4:15:31 PM (UTC-05:00) Eastern Time (US & Canada)

was read on Sunday, November 18, 2018 8:31:43 PM (UTC-05:00) Eastern Time (US & Canada).

From: [Smith, Judy](#)
To: [Denton, Dale](#)
Cc: [Cloninger, Robert](#); [Lineman, Jimmy](#); [Shannon, Steve](#)
Subject: Re: City of Gastonia Employee Survey compensation time
Date: Sunday, November 18, 2018 10:59:28 AM

You are welcome

Sent from my iPhone

On Nov 17, 2018, at 9:43 PM, Denton, Dale <daled@cityofgastonia.com> wrote:

Judy: Thank you!

Robert: See below; please make James aware of this.

Thanks,
Dale

Dale Denton
Director of Public Works
City of Gastonia
704-866-6028

On Nov 17, 2018, at 9:18 PM, Smith, Judy <judys@cityofgastonia.com> wrote:

Yvette,

Will you please add 4 hours of vacation time to James Collins [REDACTED]
account balance since he took the employee survey?

Thank you!

From: Fiely, Katherine Mae [<mailto:fielykm@live.unc.edu>]
Sent: Saturday, November 17, 2018 9:31 AM
To: Smith, Judy <judys@cityofgastonia.com>
Cc: Davis, Leisha DeHart <ldehart@sog.unc.edu>
Subject: Re: City of Gastonia Employee Survey compensation time

Good Morning Judy,

I am sorry I just saw this now. James Collins did complete the survey 100%. I sent him an email with all the others asking if he would like compensation time to this address

[REDACTED] but never
heard back.

Thank you for checking please let me know
if you need anything else!

Katie

From: Smith, Judy <judys@cityofgastonia.com>
Sent: Friday, November 16, 2018 2:02:01 PM
To: Fiely, Katherine Mae
Cc: Davis, Leisha DeHart
Subject: FW: City of Gastonia Employee Survey compensation time

Good afternoon Katie.

Can you please check to see if Mr. James Collins completed the employee survey for the City of Gastonia? If so, I will coordinate with Payroll to make sure he receives 4 hours of vacation time.

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: Denton, Dale
Sent: Friday, November 16, 2018 7:43 AM
To: Lineman, Jimmy <jimmyl@cityofgastonia.com>; Smith, Judy <judys@cityofgastonia.com>
Cc: Cloninger, Robert <Robertcl@cityofgastonia.com>
Subject: Re: City of Gastonia Employee Survey compensation time

Judy,

Please see below and let me know if there's anything you need from me/us.

Thanks,

Dale

Dale Denton

Director of Public Works

City of Gastonia

704-866-6028

On Nov 16, 2018, at 7:23 AM, Lineman, Jimmy

<jimmyl@cityofgastonia.com> wrote:

James Collins did not receive the 4hrs like everyone else who did the survey. He showed me his check stub this morning and it was not on there.

Jimmy

From: [Smith, Judy](#)
To: [Trawick, Nancy](#); [James, Yvette](#)
Cc: [Denton, Dale](#)
Subject: FW: City of Gastonia Employee Survey compensation time
Date: Saturday, November 17, 2018 9:18:45 PM

Yvette,

Will you please add 4 hours of vacation time to James Collins [REDACTED] account balance since he took the employee survey?

Thank you!

From: Fiely, Katherine Mae [mailto:fielykm@live.unc.edu]
Sent: Saturday, November 17, 2018 9:31 AM
To: Smith, Judy <judys@cityofgastonia.com>
Cc: Davis, Leisha DeHart <ldehart@sog.unc.edu>
Subject: Re: City of Gastonia Employee Survey compensation time

Good Morning Judy,

I am sorry I just saw this now. James Collins did complete the survey 100%. I sent him an email with all the others asking if he would like compensation time to this address [REDACTED] but never heard back.

Thank you for checking please let me know if you need anything else!

Katie

From: Smith, Judy <judys@cityofgastonia.com>
Sent: Friday, November 16, 2018 2:02:01 PM
To: Fiely, Katherine Mae
Cc: Davis, Leisha DeHart
Subject: FW: City of Gastonia Employee Survey compensation time

Good afternoon Katie.

Can you please check to see if Mr. James Collins completed the employee survey for the City of Gastonia? If so, I will coordinate with Payroll to make sure he receives 4 hours of vacation time.

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: Denton, Dale
Sent: Friday, November 16, 2018 7:43 AM
To: Lineman, Jimmy <jimmyl@cityofgastonia.com>; Smith, Judy <judys@cityofgastonia.com>
Cc: Cloninger, Robert <Robertcl@cityofgastonia.com>
Subject: Re: City of Gastonia Employee Survey compensation time

Judy,

Please see below and let me know if there's anything you need from me/us.

Thanks,
Dale

Dale Denton
Director of Public Works
City of Gastonia
704-866-6028

On Nov 16, 2018, at 7:23 AM, Lineman, Jimmy <jimmyl@cityofgastonia.com> wrote:

James Collins did not receive the 4hrs like everyone else who did the survey. He showed me his check stub this morning and it was not on there.

Jimmy

From: [Smith, Judy](#)
To: [Denton, Dale](#); [Lineman, Jimmy](#)
Cc: [Cloninger, Robert](#)
Subject: RE: City of Gastonia Employee Survey compensation time
Date: Friday, November 16, 2018 2:03:28 PM

I am checking with the School of Government on this. He was not on the initial list that we received from the School of Government. Once they confirm he completed the survey, I will coordinate with Payroll to give him the 4 hours of vacation time.

Thanks.

From: Denton, Dale
Sent: Friday, November 16, 2018 7:43 AM
To: Lineman, Jimmy <jimmyl@cityofgastonia.com>; Smith, Judy <judys@cityofgastonia.com>
Cc: Cloninger, Robert <Robertcl@cityofgastonia.com>
Subject: Re: City of Gastonia Employee Survey compensation time

Judy,

Please see below and let me know if there's anything you need from me/us.

Thanks,
Dale

Dale Denton
Director of Public Works
City of Gastonia
704-866-6028

On Nov 16, 2018, at 7:23 AM, Lineman, Jimmy <jimmyl@cityofgastonia.com> wrote:

James Collins did not receive the 4hrs like everyone else who did the survey. He showed me his check stub this morning and it was not on there.

Jimmy

From: [Smith, Judy](#)
To: [Trawick, Nancy](#)
Subject: RE: Gastonia employees that would like 4 hours or vacation pay or time
Date: Tuesday, November 13, 2018 12:34:08 PM
Attachments: [image001.png](#)
[image002.png](#)

Thank you!

From: Trawick, Nancy
Sent: Tuesday, November 13, 2018 11:31 AM
To: Smith, Judy <judys@cityofgastonia.com>; James, Yvette <yvettej@cityofgastonia.com>
Subject: RE: Gastonia employees that would like 4 hours or vacation pay or time

They are both on our listing and should have their hours in their balance after we run this payroll.

The screenshot shows the 'Activity Entry' window of the EDENLive system. The interface includes a menu bar (File, Edit, Record, Navigate, Form, Reports, Format, Tab, Help) and a toolbar with various icons. On the left, there are vertical tabs for 'Tab Groups', 'Toolbox', and 'Quick Notes'. The main area is divided into sections for 'Activity', 'Additional Information', and 'Approval Queues'. The 'Activity' section displays employee details: Employee # [redacted], Name: HUMMEL, ALLYSON SMITH, Position # 0180-001, Benefits Administrator, Organization: cog, City of Gastonia, SSN [redacted]. It also shows 'Act req' as 'N' and 'Hours' as '80.00'. Below this, there are fields for 'Default Activity Date', 'Pay Period' (10/27/2018 - 11/9/2018), 'Cycle b Type 2', 'Stage PA', and 'Processes' (# 1 of 1). A table lists activity entries with columns: Date, Day, Seq, Hour Type, Hrs/Days, Shf Tp, Exp, Rate, Amount. One entry is visible for 10/27/2018, Sat, A, vaca, with a description 'Vacation Time Adjustment', 4.00 hours, and a rate of 0.0000. At the bottom, there are summary fields for 'Shift', 'Base Action: Bank', 'Src: Generated', 'Hours' (Total 20.00), and 'Amount' (0.00). The status bar at the bottom right indicates 'EDENLive (server) nancyt View 1 of 1'.

Date	Day	Seq	Hour Type	Hrs/Days	Shf Tp	Exp	Rate	Amount
10/27/2018	Sat	A	vaca	4.00			0.0000	0.00

Activity Entry

File Edit Record Navigate Form Reports Format Tab Help

Activity Additional Information Approval Queues

Employee # [REDACTED] TAYLOR JR, MAURICE L Act req N Hours 80.00

Position # 6230-009 POLICE OFFICER III

Organization cog City of Gastonia SSN [REDACTED] Sign off

Default Activity Date Pay Period Processes

First shift Desc 10/27/2018 - 11/9/2018 Cycle b Type 2 Stage PA # 1 of 1 Locked # locked 0

Date	Day	Seq	Hour Type	Hrs/Days	Shf Tp	Exp	Rate	Amount
10/26/2018	Fri	A	reg Regular	0.50				0.00
10/27/2018	Sat	A	ctu Comp Time Used	3.50				0.00
10/27/2018	Sat	A	vaca Vacation Time Adjustment	4.00			0.0000	0.00

Shift Base Action: Regular Src: Activity Hours Total 16.50 Amount 0.00

EDENLive (server) nancyt View 2 of 3

From: Smith, Judy
Sent: Tuesday, November 13, 2018 11:26 AM
To: Trawick, Nancy <nancyt@cityofgastonia.com>; James, Yvette <yvettej@cityofgastonia.com>
Subject: FW: Gastonia employees that would like 4 hours or vacation pay or time

Nancy,

Can you guys please add these employees to the list to receive the 4 hours of vacation or paid time for taking the employee survey? I did look at it appears Allyson Hummel and Maurice Taylor were on the original list. I do not believe the others received the credit, but please confirm.

Thank you.

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: Fiely, Katherine Mae [mailto:fielykm@live.unc.edu]
Sent: Tuesday, November 13, 2018 11:05 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: Re: Gastonia employees that would like 4 hours or vacation pay or time

Correct! These employees completed the survey and would like time compensation!

Katie

From: Smith, Judy <judys@cityofgastonia.com>

Sent: Tuesday, November 13, 2018 10:56:03 AM

To: Fiely, Katherine Mae

Subject: RE: Gastonia employees that would like 4 hours or vacation pay or time

Katherine,

Good morning. Just for my clarification, you are stating these employees completed the survey and are requested the time, correct?

Thank you!

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: Fiely, Katherine Mae [<mailto:fielykm@live.unc.edu>]

Sent: Tuesday, November 13, 2018 10:47 AM

To: Smith, Judy <judys@cityofgastonia.com>

Subject: Gastonia employees that would like 4 hours or vacation pay or time

Hello Ms. Smith,

Below is a list of employees that have indicated they would like either four hours or vacation time or pay for taking the survey.

1. Taylor, Maurice (was on original list)
2. Stewart, Whitesides
3. Hummel, Allyson (was on original list)
4. Rhyne, Micheal
5. Norris, Bryan
6. Moore, Shaun
7. Maldonado, Brandon
8. Luoto, David
9. Keeter, George
10. Jones, Timothy
11. Jamoulis, Stephanie
12. Elliott, Charles
13. Creighton, Cody
14. Cossitt, Linda
15. Badger, Zachary

Thank you,
Katie Fiely

Katherine Fiely

Master of Public Administration Candidate
University of North Carolina at Chapel Hill

E: Fielykm@live.unc.edu

T: (703)785-4415

From: [Smith, Judy](#)
To: [Trawick, Nancy](#); [James, Yvette](#)
Subject: RE: Gastonia employees that would like 4 hours or vacation pay or time
Date: Tuesday, November 13, 2018 12:28:04 PM

That's great. I didn't expect they would get added for this payroll since we just received them.

Were there others besides Allyson and Maurice that had already received the credit?

From: Trawick, Nancy
Sent: Tuesday, November 13, 2018 12:06 PM
To: Smith, Judy <judys@cityofgastonia.com>; James, Yvette <yvettej@cityofgastonia.com>
Subject: RE: Gastonia employees that would like 4 hours or vacation pay or time

We have double checked the listing and there were a few that we already had but the others have had their hours added. Thanks!

From: Smith, Judy
Sent: Tuesday, November 13, 2018 11:26 AM
To: Trawick, Nancy <nancyt@cityofgastonia.com>; James, Yvette <yvettej@cityofgastonia.com>
Subject: FW: Gastonia employees that would like 4 hours or vacation pay or time

Nancy,

Can you guys please add these employees to the list to receive the 4 hours of vacation or paid time for taking the employee survey? I did look at it appears Allyson Hummel and Maurice Taylor were on the original list. I do not believe the others received the credit, but please confirm.

Thank you.

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: Fiely, Katherine Mae [<mailto:fielykm@live.unc.edu>]
Sent: Tuesday, November 13, 2018 11:05 AM
To: Smith, Judy <judys@cityofgastonia.com>

Subject: Re: Gastonia employees that would like 4 hours or vacation pay or time

Correct! These employees completed the survey and would like time compensation!

Katie

From: Smith, Judy <judys@cityofgastonia.com>

Sent: Tuesday, November 13, 2018 10:56:03 AM

To: Fiely, Katherine Mae

Subject: RE: Gastonia employees that would like 4 hours or vacation pay or time

Katherine,

Good morning. Just for my clarification, you are stating these employees completed the survey and are requested the time, correct?

Thank you!

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: Fiely, Katherine Mae [<mailto:fielykm@live.unc.edu>]

Sent: Tuesday, November 13, 2018 10:47 AM

To: Smith, Judy <judys@cityofgastonia.com>

Subject: Gastonia employees that would like 4 hours or vacation pay or time

Hello Ms. Smith,

Below is a list of employees that have indicated they would like either four hours or vacation time or pay for taking the survey.

1. Taylor, Maurice (was on original list)
2. Stewart, Whitesides
3. Hummel, Allyson (was on original list)
4. Rhyne, Micheal
5. Norris, Bryan
6. Moore, Shaun

7. Maldonado, Brandon
8. Luoto, David
9. Keeter, George
10. Jones, Timothy
11. Jamoulis, Stephanie
12. Elliott, Charles
13. Creighton, Cody
14. Cossitt, Linda
15. Badger, Zachary

Thank you,
Katie Fiely

Katherine Fiely

Master of Public Administration Candidate

University of North Carolina at Chapel Hill

E: Fielykm@live.unc.edu

T: (703)785-4415

From: [Smith, Judy](#)
To: [Davis, Leisha DeHart](#)
Cc: [Smith, Teresa](#)
Subject: FW: City of Gastonia Employee Survey
Date: Tuesday, November 13, 2018 12:19:09 PM
Attachments: [RE 4 Hours Credit for Survey.msg](#)

Leisha,

I just spoke with Teresa Smith, after receiving the email from her supervisor, Lauren Hinely. Lauren was asking why Teresa didn't receive the 4 hours of vacation for completing the survey. When I spoke to Teresa this morning, she stated she couldn't remember taking the survey (and it was taken during a time she is normally at lunch). Because she couldn't remember taking the survey, she was afraid to say she wants the 4 hours of vacation time. Is there a way you could send her individual results to her to perhaps trigger her memory of taking the survey?

I have also included the emails between Leisha and Teresa as well as Caroline Davis (in my office) and Teresa.

Please let me know your thoughts on this.

Thank you.

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: Davis, Caroline
Sent: Tuesday, November 13, 2018 11:53 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: FW: City of Gastonia Employee Survey

Judy,

Please read the highlighted info below...

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: Smith, Teresa
Sent: Tuesday, October 02, 2018 1:47 PM
To: Davis, Caroline <CarolineD@cityofgastonia.com>
Subject: RE: City of Gastonia Employee Survey

Thank you so much. Have a great rest 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, Caroline
Sent: Tuesday, October 02, 2018 1:38 PM
To: Smith, Teresa <teresas@cityofgastonia.com>
Subject: RE: City of Gastonia Employee Survey

I apologize. I misunderstood and assumed you had completed it. Please let me know if you have any other questions regarding the survey and I will try to direct them to the right person.

Thanks Teresa!

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: Smith, Teresa

Sent: Tuesday, October 02, 2018 1:21 PM
To: Davis, Caroline <CarolineD@cityofgastonia.com>
Subject: RE: City of Gastonia Employee Survey

Thank you for your help. I have been trying to explain I have not taken this survey but only checked to see if this was a real email or not. Then that afternoon went to the site which did state I had completed. I do appreciate all of your help. I would not like to be registered at this time for any time off.

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, Caroline
Sent: Tuesday, October 02, 2018 10:37 AM
To: Smith, Teresa <teresas@cityofgastonia.com>
Cc: Thompson, Angie <AngieT@cityofgastonia.com>; Davis, Leisha DeHart <ldehart@sog.unc.edu>
Subject: RE: City of Gastonia Employee Survey

Teresa,

Angie forwarded this over to me because I have been handling issues pertaining to the employee survey. From the conversation below it looks like you have already completed the survey and there would be no need to retake/reset it. However, if you would like to register for the four (4) hours of vacation time please let me or Leisha know so that we can arrange for that.

Thank you,

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: Thompson, Angie
Sent: Tuesday, October 02, 2018 10:32 AM
To: Davis, Caroline <CarolineD@cityofgastonia.com>
Subject: FW: City of Gastonia Employee Survey

Angie Thompson
City of Gastonia
Human Resources
PH: (704) 866-6858
Fax: (704) 836-0022
angiet@cityofgastonia.com

From: Smith, Teresa
Sent: Tuesday, October 02, 2018 10:24 AM
To: Thompson, Angie <AngieT@cityofgastonia.com>; Hinely, Lauren <laurenh@cityofgastonia.com>
Subject: FW: City of Gastonia Employee Survey

Good morning
Angie, could you please check on this and reset if possible for me to take this survey?

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:ldhart@sog.unc.edu>]
Sent: Tuesday, September 25, 2018 7:57 AM
To: Smith, Teresa <teresas@cityofgastonia.com>
Subject: Re: City of Gastonia Employee Survey

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 <ldhart@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:ldhart@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 <ldhart@sog.unc.edu>
Subject: RE: City of Gastonia Employee Survey

When was the survey complete?

From: Davis, Leisha DeHart [<mailto:ldhart@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

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: [Smith, Judy](#)
To: [Hinely, Lauren](#)
Cc: [Denton, Dale](#); [Gillis, DeeDee](#); [Carpenter, Todd](#)
Subject: RE: 4 Hours Credit for Survey
Date: Tuesday, November 13, 2018 11:53:06 AM
Attachments: [image001.png](#)
[image002.png](#)

Lauren,

We are happy to add the 4 hours of vacation time. I have sent an email to the School of Government to confirm she took the survey.

I will let you know once I have received confirmation.

Thank you.

From: Hinely, Lauren

Sent: Tuesday, November 13, 2018 8:28 AM

To: Smith, Judy

Cc: Denton, Dale ; Gillis, DeeDee ; Carpenter, Todd

Subject: 4 Hours Credit for Survey

Good morning Judy,

Teresa Smith (Emp. [REDACTED]) 335-580 didn't receive her 4 hours credit for completing the survey. This was a situation where it wouldn't let her go back in and finish it but said it was complete. It is my understanding that she contacted HR as well as the lady @ the league...

Please advise.

Kind Regards,

Lauren Hinely

Assistant Division Manager of Solid Waste

City of Gastonia, North Carolina

(704) 836-0008

Download **WasteWise** by Gastonia, NC to *Never Miss a Collection again!*

Use the Waste Wizard to search if an item should be trashed, recycled, or disposed of another way.



From: [Smith, Judy](#)
To: [Trawick, Nancy](#); [James, Yvette](#)
Subject: FW: Gastonia employees that would like 4 hours or vacation pay or time
Date: Tuesday, November 13, 2018 11:25:46 AM

Nancy,

Can you guys please add these employees to the list to receive the 4 hours of vacation or paid time for taking the employee survey? I did look at it appears Allyson Hummel and Maurice Taylor were on the original list. I do not believe the others received the credit, but please confirm.

Thank you.

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: Fiely, Katherine Mae [mailto:fielykm@live.unc.edu]
Sent: Tuesday, November 13, 2018 11:05 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: Re: Gastonia employees that would like 4 hours or vacation pay or time

Correct! These employees completed the survey and would like time compensation!

Katie

From: Smith, Judy <judys@cityofgastonia.com>
Sent: Tuesday, November 13, 2018 10:56:03 AM
To: Fiely, Katherine Mae
Subject: RE: Gastonia employees that would like 4 hours or vacation pay or time

Katherine,

Good morning. Just for my clarification, you are stating these employees completed the survey and are requested the time, correct?

Thank you!

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: Fiely, Katherine Mae [<mailto:fielykm@live.unc.edu>]
Sent: Tuesday, November 13, 2018 10:47 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: Gastonia employees that would like 4 hours or vacation pay or time

Hello Ms. Smith,

Below is a list of employees that have indicated they would like either four hours or vacation time or pay for taking the survey.

1. Taylor, Maurice (was on original list)
2. Stewart, Whitesides
3. Hummel, Allyson (was on original list)
4. Rhyne, Micheal
5. Norris, Bryan
6. Moore, Shaun
7. Maldonado, Brandon
8. Luoto, David
9. Keeter, George
10. Jones, Timothy
11. Jamoulis, Stephanie
12. Elliott, Charles
13. Creighton, Cody
14. Cossitt, Linda
15. Badger, Zachary

Thank you,
Katie Fiely

Katherine Fiely

Master of Public Administration Candidate
University of North Carolina at Chapel Hill
E: Fielykm@live.unc.edu

T: (703)785-4415

From: [Smith, Judy](#)
To: [Diane, Diane](#)
Subject: FW: Invoice [1806] from UNC School of Government
Date: Monday, November 12, 2018 10:56:50 AM
Attachments: [Invoice 1806 from School of Government.pdf](#)
[2017 city of gastonia local government workbooks initiative fully executed service agreement.docx](#)

Here's the contract.

Contracts

File Edit Record Navigate Form Reports Format Tab Help

Main General Info Addresses Defaults Terms Status Approval History Custom Fields

Contract # Class Payables Status Active Total Orig contract #
Description Board award Balance Remaining bal
Contract type CONTRACTED SERVICES Actual start Adjustments
Contractor UNC - SCHOOL OF GOVERNMENT Expiration Adj balance Adj remaining
☐ Status queue required ☐ Supplemental queue required
Mgmt dept AS - HUMAN RESOURCES
Supp queue
Default PO Account Distribution

Project Number	Account Number	Percent	Amount
<input type="text" value=""/>	<input type="text" value="E"/> <input type="text" value="110-421-04000"/>	<input type="text" value="100.00000"/>	<input type="text" value="5,000.00"/>

EDENLive (server) Judy's 3 of 3

From: Smith, Judy
Sent: Monday, November 12, 2018 10:53 AM
To: Shumate, Diane <dianes@cityofgastonia.com>
Subject: FW: Invoice [1806] from UNC School of Government

Diane,

Do we have a PO for this? I am thinking it may be for the employee survey.

Thank you!

From: School of Government [quickbooks@notification.inlmt.com]
Sent: Friday, November 9, 2018 4:46 PM
To: Smith, Judy <judy@cityofgastonia.com>
Cc: Peoples, Michael <michaelp@cityofgastonia.com> <sagar@vog.unc.edu>
Subject: Invoice [1806] from UNC School of Government

Dear City of Gastonia,

Here's your invoice!

Thank you!

INVOICE 1806 DETAILS

DUE 12/09/2018

\$5,000.00

Print or save

Powered by QuickBooks

Bill to

Michael
Peoples
City of
Gastonia
PO Box
1748
Gastonia,
NC
28053

Terms

Net
30

10/31/2018

29200 Multi Govt \$5,000.00
Workplaces Restricted

Multi Govt Workplaces

1 X \$5000

Balance due	\$5,000.00
-------------	------------

See attached for Details

Make Checks Payable to:

UNC School of Government
Business Office
CB# 3330, Knapp-Sanders Bldg.
Chapel Hill, NC 27599-3330

919/843-7096
sogar@sog.unc.edu

[Print or save](#)

If you receive an email that seems fraudulent, please check with the business owner before paying, or you can forward the email to spoof@intuit.com so we can look into it. Your security is important to us. Read more at security.intuit.com.

© Intuit, Inc. All rights reserved.

[Privacy](#) | [Security](#) | [Terms of Service](#)

000000

BILL TO
Michael Peoples
City of Gastonia
PO Box 1748
Gastonia, NC 28053

DATE
11/09/2018

PLEASE PAY
\$5,000.00

DUE DATE
12/09/2018

DATE	ACTIVITY	DESCRIPTION	QTY	RATE	AMOUNT
10/31/2018	29200 Multi Govt Workplaces Restricted	Multi Govt Workplaces	1	5,000.00	5,000.00

See attached for Details

TOTAL DUE	\$5,000.00
-----------	-------------------

THANK YOU.

Make Checks Payable to:

UNC School of Government
Business Office
CB# 3330, Knapp-Sanders Bldg.
Chapel Hill, NC 27599-3330

919/843-7096
sogar@sog.unc.edu

01506

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

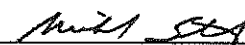
6. Modification, Extension, and Termination. This agreement represents the entire agreement between the parties. It may be modified, extended, or terminated by mutual written consent of the parties.

City of Gastonia

By: 
~~Todd Carpenter~~ Michael Peoples
~~Deputy City Manager~~

06/15/2018
Date

University of North Carolina at Chapel Hill on behalf of its School of Government

By: 
Michael R. Smith
Dean, School of Government

6/12/18
Date



Contract Approvals/Certificates

CONTRACT: 20180146 -EMPLOYEE SURVEY & RESULTS

Approved as to form:

6/14/2018 4:23:50PM

This instrument has been preaudited in the manner required by the Local Government Budget and Fiscal Control Act, Article 3, Chapter 159 of the General Statutes of North Carolina.

6/14/2018 4:26:12PM

From: [Smith, Judy](#)
To: [Shumate, Diane](#)
Subject: FW: Invoice [1806] from UNC School of Government
Date: Monday, November 12, 2018 10:52:56 AM
Attachments: [Invoice_1806_from_School_of_Government.pdf](#)
[g2087_city_of_gastonia_local_government_workplaces_initiative_fully_executed_service_agreement_d.pdf](#)

Diane,

Do we have a PO for this? I am thinking it may be for the employee survey.

Thank you!

From: School of Government [mailto:quickbooks@notification.intuit.com]
Sent: Friday, November 9, 2018 4:46 PM
To: Smith, Judy <judys@cityofgastonia.com>
Cc: Peoples, Michael <michaelp@cityofgastonia.com>; sogar@sog.unc.edu
Subject: Invoice [1806] from UNC School of Government



Dear City of Gastonia,

Here's your invoice!

Thank you!

INVOICE 1806 DETAILS

DUE 12/09/2018

\$5,000.00

[Print or save](#)

Powered by QuickBooks

Bill to

Michael
Peoples
City of
Gastonia
PO Box
1748
Gastonia,
NC
28053

Terms

Net
30

10/31/2018

29200 Multi Govt \$5,000.00
Workplaces Restricted

Multi Govt Workplaces

1 X \$5000

Balance due \$5,000.00

See attached for Details

Make Checks Payable to:

UNC School of Government
Business Office
CB# 3330, Knapp-Sanders Bldg.
Chapel Hill, NC 27599-3330

919/843-7096
sogar@sog.unc.edu

[Print or save](#)

If you receive an email that seems fraudulent, please check with the business owner before paying, or you can forward the email to spoof@intuit.com so we can look into it. Your security is important to us. Read more at security.intuit.com.

© Intuit, Inc. All rights reserved.

[Privacy](#) | [Security](#) | [Terms of Service](#)

BILL TO
Michael Peoples
City of Gastonia
PO Box 1748
Gastonia, NC 28053

DATE
11/09/2018

PLEASE PAY
\$5,000.00

DUE DATE
12/09/2018

DATE	ACTIVITY	DESCRIPTION	QTY	RATE	AMOUNT
10/31/2018	29200 Multi Govt Workplaces Restricted	Multi Govt Workplaces	1	5,000.00	5,000.00

See attached for Details

TOTAL DUE	\$5,000.00
-----------	-------------------

THANK YOU.

Make Checks Payable to:

UNC School of Government
Business Office
CB# 3330, Knapp-Sanders Bldg.
Chapel Hill, NC 27599-3330

919/843-7096
sogar@sog.unc.edu

01512

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

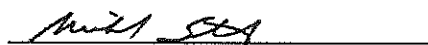
6. Modification, Extension, and Termination. This agreement represents the entire agreement between the parties. It may be modified, extended, or terminated by mutual written consent of the parties.

City of Gastonia

By: 
~~Todd Carpenter~~ Michael Peoples
~~Deputy City Manager~~

06/15/2018
Date

University of North Carolina at Chapel Hill on behalf of its School of Government

By: 
Michael R. Smith
Dean, School of Government

6/12/18
Date



Contract Approvals/Certificates

CONTRACT: 20180146 -EMPLOYEE SURVEY & RESULTS

Approved as to form:

6/14/2018 4:23:50PM

This instrument has been preaudited in the manner required by the Local Government Budget and Fiscal Control Act, Article 3, Chapter 159 of the General Statutes of North Carolina.

6/14/2018 4:26:12PM

From: [Smith, Judy](#)
To: [Barnett, Stephanie](#)
Subject: RE: Employee Survey
Date: Monday, November 05, 2018 4:58:16 PM

You are welcome.

From: Barnett, Stephanie
Sent: Monday, November 05, 2018 4:10 PM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Employee Survey

No worries, thank you for the update!

From: Smith, Judy
Sent: Monday, November 05, 2018 3:56 PM
To: Barnett, Stephanie <stephanieb@cityofgastonia.com>
Subject: RE: Employee Survey

Hi Stephanie.

It should be on the next check. Unfortunately, the School of Government did not ask for employee numbers when employees entered their information for the 4 hours of vacation time. Many employees used either middle names or nicknames which caused a slowdown. Payroll is going through the list making sure all of the correct employees receive credit.

I am sorry for the delay.

From: Barnett, Stephanie
Sent: Monday, November 05, 2018 3:52 PM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: Employee Survey

Judy,

I have employees asking about the 4 hours vacation time for completing the employee survey, when should they expect to see that reflected on their check?

Stephanie Barnett
Transit Supervisor
Office: 704-866-6056
Cell: 704-214-9087
Fax: 704-866-6047
Email: stephanieb@cityofgastonia.com

From: [Smith, Judy](#)
To: [Barnett, Stephanie](#)
Subject: RE: Employee Survey
Date: Monday, November 05, 2018 3:56:24 PM

Hi Stephanie.

It should be on the next check. Unfortunately, the School of Government did not ask for employee numbers when employees entered their information for the 4 hours of vacation time. Many employees used either middle names or nicknames which caused a slowdown. Payroll is going through the list making sure all of the correct employees receive credit.

I am sorry for the delay.

From: Barnett, Stephanie
Sent: Monday, November 05, 2018 3:52 PM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: Employee Survey

Judy,

I have employees asking about the 4 hours vacation time for completing the employee survey, when should they expect to see that reflected on their check?

Stephanie Barnett
Transit Supervisor
Office: 704-866-6056
Cell: 704-214-9087
Fax: 704-866-6047
Email: stephanieb@cityofgastonia.com

From: [Smith, Judy](#)
To: [Certain, Crystal](#); [Hendrix, Wendell](#); [Trawick, Nancy](#); [James, Yvette](#)
Cc: [Carpenter, Todd](#)
Subject: RE: Employees for Vacation Hours
Date: Sunday, October 28, 2018 6:39:24 PM

Thank you Crystal.

From: Certain, Crystal
Sent: Friday, October 26, 2018 3:22 PM
To: Smith, Judy <judys@cityofgastonia.com>; Hendrix, Wendell <wendellh@cityofgastonia.com>; Trawick, Nancy <nancyt@cityofgastonia.com>; James, Yvette <yvettej@cityofgastonia.com>
Cc: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: RE: Employees for Vacation Hours

Judy,

Okay. Thanks for letting us know. We certainly would appreciate it if it is included the next time.

Due to the timing of the receipt of this information and the research that will be needed to ensure duplicates are removed, and employee names are properly identified, it will be the next payroll ending November 9th before these hours will be represented in everyone's vacation balances.

Thanks,

Crystal Certain, MBA, NCLGFO

Director of Financial Services
City of Gastonia
704-866-6800

From: Smith, Judy
Sent: Friday, October 26, 2018 1:04 PM
To: Certain, Crystal <CrystalC@cityofgastonia.com>; Hendrix, Wendell <wendellh@cityofgastonia.com>; Trawick, Nancy <nancyt@cityofgastonia.com>; James, Yvette <yvettej@cityofgastonia.com>
Cc: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: RE: Employees for Vacation Hours

Crystal,

Unfortunately when the School of Government set up the survey, they also set up a link for employees to type in their name and department. It did not include the employee number. We have everything that was entered in through that link. We will certainly keep this in mind for future surveys.

From: Certain, Crystal
Sent: Friday, October 26, 2018 12:40 PM
To: Hendrix, Wendell <wendellh@cityofgastonia.com>; Smith, Judy <judys@cityofgastonia.com>; Trawick, Nancy <nancyt@cityofgastonia.com>; James, Yvette <yvettej@cityofgastonia.com>
Cc: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: RE: Employees for Vacation Hours

Judy,

I am not sure where the file was extracted from, but is the employee number also available to extract?

Sincere Regards,

Crystal Certain, MBA, NCLGFO

Director of Financial Services
City of Gastonia
704-866-6800

From: Hendrix, Wendell
Sent: Friday, October 26, 2018 8:28 AM
To: Smith, Judy <judys@cityofgastonia.com>; Trawick, Nancy <nancyt@cityofgastonia.com>; James, Yvette <yvettej@cityofgastonia.com>
Cc: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Certain, Crystal <CrystalC@cityofgastonia.com>
Subject: RE: Employees for Vacation Hours

Nancy, do you guys need the employee # in order to make the record updating much more efficient and to make sure we credit the correct employee when names are similar?

From: Smith, Judy
Sent: Thursday, October 25, 2018 5:05 PM
To: Trawick, Nancy <nancyt@cityofgastonia.com>; James, Yvette <yvettej@cityofgastonia.com>
Cc: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Hendrix, Wendell <wendellh@cityofgastonia.com>; Certain, Crystal <CrystalC@cityofgastonia.com>
Subject: FW: Employees for Vacation Hours

Nancy/Yvette,

Attached you will find the list of employee names who participated in the School of Government's recent employee survey. Please credit each full-time employee on this list with 4 hours of vacation time. Please pay each non-full time employee on the attached list 4 hours of pay.

I did notice some employees used Nicknames or Middle Names, so you will need to make sure the correct employee gets credited.

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: [Smith, Judy](#)
To: [Certain, Crystal](#); [Hendrix, Wendell](#); [Trawick, Nancy](#); [James, Yvette](#)
Cc: [Carpenter, Todd](#)
Subject: RE: Employees for Vacation Hours
Date: Friday, October 26, 2018 1:04:21 PM

Crystal,

Unfortunately when the School of Government set up the survey, they also set up a link for employees to type in their name and department. It did not include the employee number. We have everything that was entered in through that link. We will certainly keep this in mind for future surveys.

From: Certain, Crystal
Sent: Friday, October 26, 2018 12:40 PM
To: Hendrix, Wendell <wendellh@cityofgastonia.com>; Smith, Judy <judys@cityofgastonia.com>; Trawick, Nancy <nancyt@cityofgastonia.com>; James, Yvette <yvettej@cityofgastonia.com>
Cc: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: RE: Employees for Vacation Hours

Judy,

I am not sure where the file was extracted from, but is the employee number also available to extract?

Sincere Regards,

Crystal Certain, MBA, NCLGFO

Director of Financial Services

City of Gastonia

704-866-6800

From: Hendrix, Wendell
Sent: Friday, October 26, 2018 8:28 AM
To: Smith, Judy <judys@cityofgastonia.com>; Trawick, Nancy <nancyt@cityofgastonia.com>; James, Yvette <yvettej@cityofgastonia.com>
Cc: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Certain, Crystal <CrystalC@cityofgastonia.com>
Subject: RE: Employees for Vacation Hours

Nancy, do you guys need the employee # in order to make the record updating much more efficient and to make sure we credit the correct employee when names are similar?

From: Smith, Judy
Sent: Thursday, October 25, 2018 5:05 PM

To: Trawick, Nancy <nancyt@cityofgastonia.com>; James, Yvette <yvettej@cityofgastonia.com>
Cc: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Hendrix, Wendell
<wendellh@cityofgastonia.com>; Certain, Crystal <CrystalC@cityofgastonia.com>
Subject: FW: Employees for Vacation Hours

Nancy/Yvette,

Attached you will find the list of employee names who participated in the School of Government's recent employee survey. Please credit each full-time employee on this list with 4 hours of vacation time. Please pay each non-full time employee on the attached list 4 hours of pay.

I did notice some employees used Nicknames or Middle Names, so you will need to make sure the correct employee gets credited.

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: [Smith, Judy](#)
To: [Trawick, Nancy](#); [James, Yvette](#)
Cc: [Carpenter, Todd](#); [Hendrix, Wendell](#); [Certain, Crystal](#)
Subject: FW: Employees for Vacation Hours
Date: Thursday, October 25, 2018 5:04:56 PM
Attachments: [City of Gastonia Vacation Hours Signup-9.csv](#)

Nancy/Yvette,

Attached you will find the list of employee names who participated in the School of Government's recent employee survey. Please credit each full-time employee on this list with 4 hours of vacation time. Please pay each non-full time employee on the attached list 4 hours of pay.

I did notice some employees used Nicknames or Middle Names, so you will need to make sure the correct employee gets credited.

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

Timestamp	Name	Department
2018/09/19 2:09:25 PM AST	Joseph Albright	Public Utilities
2018/09/20 1:54:40 PM AST	Allyson Hummel	Human Resources
2018/09/20 3:07:02 PM AST	Melody	City Manager's Office
2018/09/24 9:22:07 AM AST	christopher massey	equipment services
2018/09/24 9:24:45 AM AST	Debby Cloninger	PU/Utilities Maintenance
2018/09/24 9:30:49 AM AST	Daniel Willis	Public Works - Street
2018/09/24 9:32:40 AM AST	Kathy Jenkins	Public Utilities
2018/09/24 9:37:42 AM AST	Beverly Bieker	Technology Services
2018/09/24 9:44:24 AM AST	Jeanne Shuford	Finance/Revenue Administration
2018/09/24 9:50:17 AM AST	Joe howell	Building maintenance
2018/09/24 9:50:33 AM AST	DeRon Ford	Wastewater treatment division
2018/09/24 9:51:43 AM AST	Sherry Dunaway	CMO
2018/09/24 9:54:00 AM AST	Brad Herndon	Technology Services
2018/09/24 9:59:54 AM AST	Huey McMillan	Public Works/Field Operations/Traffic
2018/09/24 10:08:31 AM AST	Susan Copeland	Utilities
2018/09/24 10:11:55 AM AST	Tyler S. Terry	Fire Department
2018/09/24 10:15:12 AM AST	Alice Stewart	Technology Services
2018/09/24 10:23:39 AM AST	DeeDee Gillis	Public Works
2018/09/24 10:24:34 AM AST	Susan Kluttz	Finance
2018/09/24 10:24:35 AM AST	Aaron Scott Bostic	Development Services-Engineering
2018/09/24 10:28:50 AM AST	Michael David Black	Fire
2018/09/24 10:37:21 AM AST	Gary Adair	fire operation
2018/09/24 10:38:38 AM AST	Leo Weisenhorn	electric
2018/09/24 10:40:23 AM AST	Scott Goudy	Parks an Recreation
2018/09/24 10:41:10 AM AST	Charles June	Street dept
2018/09/24 10:41:41 AM AST	Johnny Terry	Police
2018/09/24 10:47:34 AM AST	Crystal Falls	Financial Services
2018/09/24 10:52:04 AM AST	Michael Bell	Equipment Services
2018/09/24 11:00:12 AM AST	Beth Helton	Recreation
2018/09/24 11:02:01 AM AST	Amanda Neese	Police
2018/09/24 11:07:31 AM AST	Margo Tauzel	Development Services
2018/09/24 11:08:29 AM AST	Jeremy Harris	Engineering
2018/09/24 11:08:55 AM AST	Leslie Morris	HR

2018/09/24 11:10:01 AM AST	Gloria Shumate	Human Resources
2018/09/24 11:11:38 AM AST	Tammy Biddix	PW
2018/09/24 11:13:57 AM AST	Justin McConnell	Public Safety, IT
2018/09/24 11:15:07 AM AST	Candice Owenby	Mayor & Council Office
2018/09/24 11:15:25 AM AST	Sonja Balsom (15814)	PU - Wastewater
2018/09/24 11:16:28 AM AST	Brian Pruett	Development Services 110-540
2018/09/24 11:17:43 AM AST	Jessica Falls	Finance
2018/09/24 11:17:56 AM AST	Donna Smith	Public Works
2018/09/24 11:18:43 AM AST	CECIL P SMITH JR	MAINTENANCE/SECURITY MUSEUM
2018/09/24 11:19:20 AM AST	Christopher Eric Curtis	Fire Department
2018/09/24 11:19:55 AM AST	Michael G Huss	Fire/Operations
2018/09/24 11:26:49 AM AST	Bernard S Alvey	Human Resources
2018/09/24 11:29:45 AM AST	Tim Hall	Water/Sewer
2018/09/24 11:35:40 AM AST	ELISHA BAKER jr NMN	PUBLIC UTILITIES
2018/09/24 11:37:30 AM AST	Anthony L Rodriguez	Fire
2018/09/24 11:38:44 AM AST	Sandy Botka	Technology Services
2018/09/24 11:42:21 AM AST	Angela Humphries	Finance - Meter Reading
2018/09/24 11:45:00 AM AST	Carl N MuellerJR	Fire Department
2018/09/24 11:49:14 AM AST	Kim Wallis	Planning
2018/09/24 11:57:15 AM AST	Gary V. Saine	Development Services
2018/09/24 12:05:14 PM AST	Johnathan Weaver	Utilities/wastewater
2018/09/24 12:18:28 PM AST	Adrian Certain	Electric
2018/09/24 12:22:38 PM AST	Cierra Brooks	Police
2018/09/24 12:31:55 PM AST	Jaramis	Public works
2018/09/24 12:46:18 PM AST	Timothy Harris	Utilities waste water
2018/09/24 12:54:57 PM AST	Richard belk	Park and recreation
2018/09/24 12:56:41 PM AST	Shelly Harwell	Parks and Recreation
2018/09/24 12:57:32 PM AST	Sam Welch	Electric
2018/09/24 12:59:49 PM AST	Zachary Thompson	Landscape/Parks and Recreation
2018/09/24 1:05:27 PM AST	David K. Rowland	Utilities / Water Supply and Treatment Division
2018/09/24 1:13:57 PM AST	Aaron Wurster	Police
2018/09/24 1:23:17 PM AST	Tracy Schneider	Human Resources
2018/09/24 1:24:45 PM AST	michael Lahr	schiele Museum exhibets
2018/09/24 1:28:33 PM AST	Elizabeth Welch	Finance

2018/09/24 1:28:36 PM AST	Daniel maldonado	Finance
2018/09/24 1:29:24 PM AST	Lolita Roseboro	Finance
2018/09/24 1:31:05 PM AST	Jamin Brackett	Police
2018/09/24 1:32:13 PM AST	Billy Rhom	Finance
2018/09/24 1:36:32 PM AST	Ben Reese	Police
2018/09/24 1:41:22 PM AST	Jonathan Starr	Public works
2018/09/24 1:43:27 PM AST	Tawanna Alston	Parks and Recreation
2018/09/24 1:47:37 PM AST	Brent Ratchford	Engineering
2018/09/24 1:50:08 PM AST	Charles Dellinger, Jr.	Recreation
2018/09/24 1:50:17 PM AST	Jonas Hansen	police
2018/09/24 1:54:48 PM AST	Clint Bridges 15789	Police
2018/09/24 1:58:30 PM AST	Lana DuPont	Museum - Education
2018/09/24 2:01:50 PM AST	Crystal Certain	Finance
2018/09/24 2:04:29 PM AST	Robin Parham	Recreation
2018/09/24 2:08:55 PM AST	Michael Branson	Building Services (Engineering)
2018/09/24 2:09:47 PM AST	Robert Crisp	Museum
2018/09/24 2:11:18 PM AST	Timothy Harris	Utilities waste water
2018/09/24 2:20:06 PM AST	James Scott Turner	Fire / Operations
2018/09/24 2:20:56 PM AST	Michael Justin White	Fire Ops
2018/09/24 2:21:15 PM AST	Mitchell Earl	GPD range
2018/09/24 2:23:36 PM AST	Danny Spirlin	Street
2018/09/24 2:23:54 PM AST	Melody Carter	Wastewater
2018/09/24 2:24:47 PM AST	Danny	Spirlin
2018/09/24 2:31:10 PM AST	Jackson Lewis Hendricks	Public Works/ Utilities
2018/09/24 2:31:29 PM AST	Phyllis H. Fuda	Fire
2018/09/24 2:43:10 PM AST	Karl McKinnon	Schiele Museum
2018/09/24 2:45:49 PM AST	Keith Lineberger	Engineering
2018/09/24 2:48:53 PM AST	DAVID A MYERS	POLICE (FIRING RANGE ATTENDANT)
2018/09/24 2:49:30 PM AST	Douglas Lee Huffman	Fire
2018/09/24 2:51:12 PM AST	Brady Best	Fire Department
2018/09/24 2:54:09 PM AST	David Lawson	Water treatment
2018/09/24 2:55:12 PM AST	Suzanne Simmons	Museum
2018/09/24 2:55:16 PM AST	Sara Ramsey	Police Department Records
2018/09/24 2:56:06 PM AST	Antonio Murphy	Park and Recreation

2018/09/24 2:57:06 PM AST	Kevin Graves	Public Utilities - Wastewater
2018/09/24 2:59:27 PM AST	Christopher High	Utilities
2018/09/24 3:07:56 PM AST	David Shellenbarger	Public Utilities
2018/09/24 3:16:18 PM AST	Robert Dedmon	Street
2018/09/24 3:19:23 PM AST	Jana McMakin	Planning
2018/09/24 3:30:23 PM AST	Brandon Dwight Philbeck	Utilities Maintainance
2018/09/24 3:30:37 PM AST	Matt Phillips	Police
2018/09/24 3:38:33 PM AST	Curtis D. Conner Jr.	Gastonia Fire Dept.
2018/09/24 3:38:56 PM AST	Justin Vrla	Technical Services
2018/09/24 3:41:11 PM AST	Tucker Johnson	Engineering
2018/09/24 3:43:07 PM AST	Annette McMurray	Utilities
2018/09/24 3:46:01 PM AST	Eric Howard	Police
2018/09/24 3:48:05 PM AST	Charles Graham, Jr.	Legal
2018/09/24 3:49:04 PM AST	Brandon myers	Public works
2018/09/24 3:50:56 PM AST	Robert Cloninger	Public Works, Field Operations
2018/09/24 3:53:57 PM AST	Andrew Brack	Police
2018/09/24 3:58:25 PM AST	Kelsey Bustle	Finance- Customer Service
2018/09/24 4:01:06 PM AST	Paul Mattox	Fire
2018/09/24 4:03:34 PM AST	Janet Taylor	Recreation
2018/09/24 4:13:57 PM AST	Kim Hodge	Finance
2018/09/24 4:14:02 PM AST	Mike Watts	Police
2018/09/24 4:18:58 PM AST	Robert Taft Bryson	Police Department
2018/09/24 4:27:29 PM AST	Cody Edge	Gastonia Police Department - CID
2018/09/24 4:31:11 PM AST	Timothy B. Trakas Jr.	Fire Department
2018/09/24 4:36:21 PM AST	Synthia S. Kearney	Fire Department
2018/09/24 4:50:02 PM AST	Leon Matthews	fire
2018/09/24 4:54:15 PM AST	Gary Lutz	Electric
2018/09/24 5:05:20 PM AST	Joshua C Humphrey. 16445	Police
2018/09/24 5:07:50 PM AST	Donald (Rick) Caldwell, Jr.	Police
2018/09/24 5:10:32 PM AST	Lucas Rollins	Fire-Operations
2018/09/24 5:18:07 PM AST	Matthew Young	Fire
2018/09/24 5:27:12 PM AST	Billy Robinson	Traffic operations
2018/09/24 5:34:34 PM AST	Eric Weaver	Fire
2018/09/24 5:48:03 PM AST	Damion Cloud	Parks and Recreation Landscaping Cemetery

2018/09/24 6:01:33 PM AST	Joshua kane long	Park and rec
2018/09/24 6:41:57 PM AST	Jack A May	Museum
2018/09/24 6:48:44 PM AST	Terry Brandon Workman	City Fire Operations
2018/09/24 6:54:46 PM AST	WANDA GREEN	GASTONIA POLICE DEPT/RECORDS
2018/09/24 6:57:07 PM AST	Bryan Welch	Recreation
2018/09/24 7:02:37 PM AST	Christopher Boyd Messick	Parks and Recreation
2018/09/24 7:20:59 PM AST	Ron Cook	Public Utilities/ TRU
2018/09/24 7:21:15 PM AST	Tyler Bridges	Two Rivers Utilities Utilities Maintainence
2018/09/24 7:36:48 PM AST	Richard N. McRee	Gastonia Police Department
2018/09/24 8:07:50 PM AST	Maurice L Tatlor JR	Patrol
2018/09/24 8:25:20 PM AST	Adam Thompson	Public works
2018/09/24 8:39:02 PM AST	Kenneth Potter	Utility maintenance electrician
2018/09/24 8:50:58 PM AST	Robert Whitesides	solid waste
2018/09/24 9:01:16 PM AST	Dalton Kelly Jenkins	Fire Department
2018/09/24 9:01:39 PM AST	Latanya White	Fire Operations
2018/09/24 9:05:30 PM AST	Stephanie Scheringer	Public Utilities
2018/09/24 9:10:01 PM AST	Andrew Elias Pate	Police Department
2018/09/24 9:14:13 PM AST	Blake Wilkey	Fire Department
2018/09/24 9:15:01 PM AST	Aaron Featherstone	Equipment Services
2018/09/24 9:27:36 PM AST	Matt huss	Street department
2018/09/24 9:40:34 PM AST	Stanley Craig Huffstetler	Fire
2018/09/24 10:11:53 PM AST	Daniel Bumgardner	Parks & Recreation
2018/09/24 10:20:05 PM AST	Vincent Todd Carpenter	City manager
2018/09/24 10:49:37 PM AST	Marisa Frazier	Transit
2018/09/24 11:53:07 PM AST	James t. Bliss	Gastonia Police Department
2018/09/25 12:48:56 AM AST	Miriam J Penn	City Police Records
2018/09/25 1:06:57 AM AST	David Crow	Police
2018/09/25 1:39:32 AM AST	Stephen Gregory II	Police
2018/09/25 5:48:14 AM AST	Robert Turner	Meter shop
2018/09/25 5:49:28 AM AST	Robert Turner	Meter shop
2018/09/25 6:16:51 AM AST	Jeff Loftin	Gastonia Police Department
2018/09/25 6:18:05 AM AST	Kenneth parker	Street dept / public works
2018/09/25 6:18:22 AM AST	Kenneth parker	Street dept / public works
2018/09/25 6:43:44 AM AST	terry king	facilities maintenance

2018/09/25 7:26:36 AM AST	John Schneider	Public works.
2018/09/25 7:35:00 AM AST	Adam Evatt	Rec. Department
2018/09/25 8:03:32 AM AST	Barry Easler	Fire
2018/09/25 8:20:03 AM AST	Benjamin a richardson	Electric
2018/09/25 8:28:06 AM AST	Chris Payne	Technology Services
2018/09/25 8:29:27 AM AST	Andy Noles	Technology Services
2018/09/25 8:30:01 AM AST	Mary Emily Burr	Police
2018/09/25 8:32:12 AM AST	Adam Carpenter	Water/sewer
2018/09/25 8:33:47 AM AST	David Whitlock	Police Department
2018/09/25 8:33:56 AM AST	Reece Hudspeth	Two Rivers Water treatment plant
2018/09/25 8:34:29 AM AST	Donald Samuel Kirk	Electric Department
2018/09/25 8:46:04 AM AST	Dale Helton	Equipment Services
2018/09/25 8:47:26 AM AST	Liz M Reyes	Building Services
2018/09/25 8:48:05 AM AST	Jordan Biggerstaff	Water & Sewer
2018/09/25 8:49:41 AM AST	Matthew Sherrill	Police- CID
2018/09/25 8:51:32 AM AST	Heather Canipe	Finance/ Customer Service
2018/09/25 9:05:14 AM AST	William B. Pack	Public Works Stormwater
2018/09/25 9:11:17 AM AST	Stephanie Barnett	Transit
2018/09/25 9:13:49 AM AST	Juliann Lehman	Community Services/Housing and Neighborhoods
2018/09/25 9:17:05 AM AST	Suzanne Caldwell	Police Department
2018/09/25 9:20:44 AM AST	Angie Ledford	Public Works
2018/09/25 9:39:37 AM AST	Joshua Smith	Police Department
2018/09/25 9:40:54 AM AST	Tiffany Cox	Finance
2018/09/25 9:53:56 AM AST	Charles M. Davis	Finance
2018/09/25 10:02:35 AM AST	Lindsay Horne	Finance
2018/09/25 10:03:32 AM AST	Randy Gantt	Police Department
2018/09/25 10:05:54 AM AST	Patrick Daley	Police
2018/09/25 10:05:57 AM AST	Justin Steven Toney	Fire Department
2018/09/25 10:07:44 AM AST	Glenda Leiton	Finance
2018/09/25 10:14:47 AM AST	Jessica Williams	Finance
2018/09/25 10:38:04 AM AST	Laura Burton	Police
2018/09/25 10:42:27 AM AST	Skip Youngblood	Recreation
2018/09/25 10:43:07 AM AST	Wayne Hendrickson	solid waste
2018/09/25 10:46:13 AM AST	meredith brafford	police

2018/09/25 10:52:26 AM AST	Nerissa Armstrong	Police Department
2018/09/25 10:54:10 AM AST	Candice Jordan	Museum
2018/09/25 10:58:08 AM AST	Tammie S. Kiser	Finance
2018/09/25 11:02:46 AM AST	Paul Bonnin	Fire
2018/09/25 11:16:00 AM AST	Marvin Clyde Moose III	Utilities Maintenance
2018/09/25 11:24:44 AM AST	Chrystal Howard	Planning
2018/09/25 11:31:25 AM AST	Michael Charles Graham	Public Utilities
2018/09/25 11:39:45 AM AST	Maureen Marks-Diew	Transit
2018/09/25 12:11:46 PM AST	Chad Bingham	Police
2018/09/25 12:16:38 PM AST	Flip Bombardier	Operations
2018/09/25 12:17:56 PM AST	Harrison Hamorsky	Gastonia Police
2018/09/25 12:33:58 PM AST	Nancy A. Trawick - 14508	Finance/Accounting
2018/09/25 12:38:32 PM AST	Kevin Putnam	Police
2018/09/25 12:52:59 PM AST	Vincent Wong	Community Services
2018/09/25 12:58:06 PM AST	christian clinch	Police
2018/09/25 1:01:42 PM AST	Colby watts	Parks & Rec
2018/09/25 1:02:23 PM AST	Cassandra Byrd	Schiele Museum
2018/09/25 1:07:16 PM AST	Greg Reynolds	Parks and Recreation/ Landscape
2018/09/25 1:08:27 PM AST	Thomas Tindal	Water treatment and supply
2018/09/25 1:40:10 PM AST	Greg Johnson	Utilities Maintenance (FOG Coordinator)
2018/09/25 1:40:31 PM AST	Ernest Glenn Deese	Schiele Museum
2018/09/25 1:43:16 PM AST	Tanya Renee Trogon	Recreation
2018/09/25 1:55:25 PM AST	Allyson Hummel	Human Resources
2018/09/25 1:56:02 PM AST	David Lingafelt	Police Dept.
2018/09/25 2:25:45 PM AST	Caroline Davis	Human Resources
2018/09/25 2:29:43 PM AST	Scott Owenby	Finance
2018/09/25 2:36:32 PM AST	Christopher Lackey	Technology Services
2018/09/25 2:48:33 PM AST	Yvette James	Finance 110-440
2018/09/25 2:53:08 PM AST	Andrew Mabry	Electric
2018/09/25 2:53:11 PM AST	Donald F. Jenkins	Electric
2018/09/25 2:59:40 PM AST	David Lutz	Electric
2018/09/25 3:18:58 PM AST	Timothy Morrow	Technology Services - Public Safety
2018/09/25 3:27:07 PM AST	David Hunt	Meter service
2018/09/25 3:30:30 PM AST	Cedric vinson	Electric

2018/09/25 3:35:20 PM AST	Westley Robert Pitchford	Fire Department
2018/09/25 3:36:01 PM AST	Justin Gaff	Code Enforcement
2018/09/25 3:46:10 PM AST	Rodney Deese	Finance
2018/09/25 3:53:43 PM AST	Judy Smith	Human Resources
2018/09/25 3:59:58 PM AST	Joan Simmons	Finance/Collections
2018/09/25 4:06:15 PM AST	James Swain	Finance
2018/09/25 4:06:52 PM AST	Johnny mooney	Two Rivers. Water and Sewer
2018/09/25 4:12:43 PM AST	Lauren Hinely	Public Works\Solid Waste
2018/09/25 4:13:06 PM AST	Suzanne Gibbs	Financial Services
2018/09/25 4:13:08 PM AST	Zackary Lambert	Parks and Recreation
2018/09/25 4:15:53 PM AST	Hunter Phillips	Parks and recreation
2018/09/25 4:17:34 PM AST	LaSonya Hartgrove Hilton	Technology Services Communications
2018/09/25 4:31:54 PM AST	Paul Yager employee #21046 P/T	Police (firearms training range)
2018/09/25 4:34:10 PM AST	C. Edward Hammett	Water Treatment
2018/09/25 4:40:01 PM AST	Greg Reynolds	Parks and Recreation/ Landscape
2018/09/25 5:18:13 PM AST	Carleena Costner	Recreation
2018/09/25 6:42:33 PM AST	Patrick Hunter Hege	Park and Rec/Landscape
2018/09/25 6:43:54 PM AST	Brent Lucas	Waste Water Operator Long Creek
2018/09/25 6:45:53 PM AST	Stanley "Larry" Hyde	Parks and Recreation
2018/09/25 7:08:56 PM AST	Darby Carithers	Electric
2018/09/25 7:14:59 PM AST	Joshua Aaron bishop	Two rivers utility
2018/09/25 8:13:01 PM AST	William carpenter. Jr	Street
2018/09/25 8:22:26 PM AST	Iemuel Keith Helms	Recreation
2018/09/25 8:56:32 PM AST	James David Barnes	Water& Sewer
2018/09/25 9:21:23 PM AST	Cody Ledford	Meter services
2018/09/25 9:28:15 PM AST	Daniel Howard	Two Rivers
2018/09/25 9:43:49 PM AST	Aaron G. Planton	Finance Dep. (Meter Room)
2018/09/25 10:24:02 PM AST	Travis Hensley	Public works- Street
2018/09/25 10:31:13 PM AST	Nathan Frady	Building Maintenance
2018/09/25 11:58:01 PM AST	Cody Daniel Huffstetler	Gastonia Police Department
2018/09/26 12:09:18 AM AST	C. Whitlock-Almond	Gastonia Police Department
2018/09/26 6:24:07 AM AST	Christopher Bustle	Finance
2018/09/26 7:12:11 AM AST	Joe Bolen	Public Works
2018/09/26 7:27:13 AM AST	Mike moss	Park rec

2018/09/26 8:19:17 AM AST	matt lambert	electric
2018/09/26 8:20:50 AM AST	Stephen Chad welch	Police Department
2018/09/26 8:22:31 AM AST	Tyler Cobb	Code Enforcement
2018/09/26 8:23:36 AM AST	JOSEPH R COSTNER JR	POLICE
2018/09/26 8:28:31 AM AST	Hubert Hampton	Public Utilities
2018/09/26 8:34:21 AM AST	Larry Lingafelt	Code Enforcement
2018/09/26 8:34:44 AM AST	David Nicholson	Information Technology
2018/09/26 8:48:18 AM AST	Allyson Koney	GPD
2018/09/26 9:04:04 AM AST	Rebeca Mintz	Building Services
2018/09/26 9:08:23 AM AST	Merlin Hendrickson jr	recreation
2018/09/26 9:16:03 AM AST	Michael Caron	Schiele Museum Exhibits
2018/09/26 9:23:13 AM AST	Ronald Capps	Fire-Operations
2018/09/26 9:23:40 AM AST	Ron Gaff	Electric-
2018/09/26 9:38:39 AM AST	Deborah Huskins	Technology Services
2018/09/26 9:50:53 AM AST	Dustin Ledford	Development Services
2018/09/26 9:50:56 AM AST	Jamey Blalock (14807)	Police
2018/09/26 9:57:01 AM AST	Angie Thompson	Human Resources
2018/09/26 9:59:23 AM AST	Ellen McClain	Fire Department
2018/09/26 10:10:40 AM AST	john kopczinsky	fire fighter
2018/09/26 10:29:05 AM AST	Michael Lari	Police
2018/09/26 10:36:04 AM AST	V. Ann Tippitt	Schiele Museum
2018/09/26 10:36:45 AM AST	Kristi Davis	Transit
2018/09/26 10:59:44 AM AST	dennis seagraves	parks&recreation
2018/09/26 11:14:14 AM AST	Kristy Crisp	Economic Development
2018/09/26 11:26:21 AM AST	Randi Gates	Development Services - Planning
2018/09/26 12:00:29 PM AST	Brennon Clemmons	Utilities
2018/09/26 12:01:05 PM AST	Stephen Webber	Building Maintenance
2018/09/26 12:14:31 PM AST	jody kiser	electrical
2018/09/26 12:52:58 PM AST	Stacy Leatherman	Traffic Operations
2018/09/26 1:00:06 PM AST	Michael Negus	Building Maintenance
2018/09/26 1:07:00 PM AST	Jay Harris	Traffic Operations
2018/09/26 1:08:34 PM AST	Jay Harris	Traffic Operations
2018/09/26 1:15:15 PM AST	Dalton Greene	Electric
2018/09/26 1:42:08 PM AST	BRIAN ATKINS	POLICE DEPARTMENT

2018/09/26 3:18:48 PM AST	Eric Owens	Wastewater department
2018/09/26 3:28:29 PM AST	Shayne Helm	Electric
2018/09/26 4:18:46 PM AST	Joseph Canipe	Building Services
2018/09/26 4:41:06 PM AST	Cynthia Woollums	Finance
2018/09/26 5:14:52 PM AST	John W. Helms, Jr	Custodian (Erwin Community Center)
2018/09/26 5:26:26 PM AST	Wayne bay 14850	Water /sewer
2018/09/26 6:05:52 PM AST	Jennifer Vega	Solid Waste
2018/09/26 6:37:27 PM AST	Adam Wilson	Police
2018/09/26 8:16:01 PM AST	Noah Lineberger	Electrical
2018/09/26 9:25:22 PM AST	Christine Owens	Transit
2018/09/26 9:25:57 PM AST	michael elmore	traffic operations
2018/09/26 11:38:49 PM AST	Josh Hendrick	Police
2018/09/27 12:46:46 AM AST	JACOB BOWERS	GASTONIA PD
2018/09/27 1:09:30 AM AST	Michael Lewis	Police
2018/09/27 1:57:11 AM AST	Jason Gill	Gastonia Police Department
2018/09/27 3:56:05 AM AST	Jason A. Burns	Gastonia PD
2018/09/27 4:19:59 AM AST	B.R. Haberski	Gastonia City Police
2018/09/27 5:58:06 AM AST	Heath McMullan	Gastonia Police Department
2018/09/27 7:54:57 AM AST	Randall Shane Lewis	Police
2018/09/27 8:07:58 AM AST	Robert Barger	Electric
2018/09/27 8:30:33 AM AST	Lisa B Bolt	Technology Services
2018/09/27 8:42:58 AM AST	Brandon Jackson	Technology Services
2018/09/27 8:43:09 AM AST	Charles Gary Maples	GPD Range
2018/09/27 9:29:05 AM AST	Johnny Langley	Facility Maint.
2018/09/27 9:29:26 AM AST	Jason Putnam	Development Services/Planning
2018/09/27 9:33:39 AM AST	Andrew Nance	Fire
2018/09/27 10:32:56 AM AST	William Charles Morrow	Fire Department
2018/09/27 10:37:42 AM AST	Edward Stroud	Poblic Works
2018/09/27 10:40:27 AM AST	Mark Rudisill	Museum
2018/09/27 10:46:28 AM AST	Sterling Hastings	water/wastewater
2018/09/27 11:27:46 AM AST	rodney thompson	gastonia fire department
2018/09/27 11:33:42 AM AST	Michael Seth Bradley	Two Rivers Utilities / utilities maintenance
2018/09/27 11:50:13 AM AST	Stephen L Costner	Information Technology
2018/09/27 11:57:30 AM AST	Tammy Dunlap	Transit

2018/09/27 12:35:25 PM AST	Sharon Foote	Communications and Marketing	
2018/09/27 12:58:28 PM AST	George Fulwood	Park and Recreation	
2018/09/27 1:04:28 PM AST	Linda McAbee Rhyne	Weekend Schiele Museum	
2018/09/27 1:20:01 PM AST	Phillip Potter	Electric	
2018/09/27 2:02:29 PM AST	Christopher Baucom	Two Rivers Utilities	
2018/09/27 2:03:05 PM AST	Wesley n edison	Electric	
2018/09/27 2:04:07 PM AST	Travis Butler	Fleet Services	
2018/09/27 2:32:31 PM AST	Robert Stroud	Parks and Recreation	
2018/09/27 3:04:27 PM AST	Dexter Evans	Facility maintenance	
2018/09/27 5:39:31 PM AST	Robert B Scurry	Water Yes	
2018/09/27 8:21:07 PM AST	Daniel Benedict	Gastonia Fi Fire	
2018/09/27 8:32:22 PM AST	Justin Hendren	Fire Depart .	
2018/09/27 8:42:20 PM AST	Cody Austin	Public Utiliti Wastewater	
2018/09/27 11:38:14 PM AST	Ronald Walker Jr	Utility Mair	13747
2018/09/28 2:05:10 AM AST	Seth Canipe	Police .	
2018/09/28 7:34:36 AM AST	Dlando McCleave	Water & Se *	
2018/09/28 8:00:14 AM AST	Steven parker	Steven parl Steven parker	
2018/09/28 8:07:30 AM AST	Charles Harper	System ma MEO	
2018/09/28 8:13:01 AM AST	Charlie Berry	System ma Crew chief	
2018/09/28 8:22:30 AM AST	Mark Griffin	System ma System maintenance tech 2	
2018/09/28 9:22:07 AM AST	Scott Nichols	Electric No question visible	
2018/09/28 9:45:56 AM AST	Lauren Parker	Parks and F Adult Recreation Center Assist Supervisor	
2018/09/28 9:48:10 AM AST	Glenn Mace	Fire Depart Vacation Hours plese	
2018/09/28 10:10:06 AM AST	Nancy Welch	Housing an 4 hours vacation	
2018/09/28 10:15:19 AM AST	Chris Walters	IT IT	
2018/09/28 10:18:07 AM AST	Rusty Bost	Developme *	
2018/09/28 10:28:04 AM AST	Jason Wallace	Developme Development Services	
2018/09/28 10:33:11 AM AST	Tammy Lockard	Transit	
2018/09/28 10:52:46 AM AST	Robbin Parks	Finance	
2018/09/28 11:26:37 AM AST	MATHEW SINLGLETON	TWO RIVERS WAER AND SEWER	
2018/09/28 11:28:12 AM AST	jeffrey bell	schiele museum	
2018/09/28 11:56:27 AM AST	Bobby Hanna Jr.	Public Utilities	
2018/09/28 11:57:53 AM AST	jacob dunn	public works	
2018/09/28 2:07:14 PM AST	Christopher Euchner	Enterprise services/Fleet services	

2018/09/28 2:11:39 PM AST	james lipscomb	public works
2018/09/28 2:24:46 PM AST	Travis Brittain	Police
2018/09/28 2:36:53 PM AST	Lloyd A Smith	Legal
2018/09/28 2:46:48 PM AST	William Love	Public Works
2018/09/28 3:09:26 PM AST	barry norman	pulbic work
2018/09/28 4:09:06 PM AST	Brian Potocki	Public Utilities
2018/09/28 5:19:50 PM AST	Robert payton ledford	Solid waste
2018/09/28 5:49:28 PM AST	Gene Jones	Public Utilities/Electric
2018/09/28 6:57:05 PM AST	Raymond miller	Electric
2018/09/28 7:49:22 PM AST	Agnes Hill	Transit
2018/09/28 8:48:50 PM AST	James Queen	Fire
2018/09/28 8:57:24 PM AST	Rodney Aldridge	Police
2018/09/28 11:11:00 PM AST	Michael Peoples	City Manager's Office
2018/09/29 1:57:36 AM AST	Janis E. McCormack	Gastonia Police Department: Records
2018/09/29 7:59:11 AM AST	michael graham	water sewer
2018/09/29 8:00:23 AM AST	michael I graham	water sewer
2018/09/29 8:01:22 AM AST	michael I graham	water sewer
2018/09/29 9:13:25 AM AST	Jarod Ewers	Police
2018/09/29 5:27:58 PM AST	Patrick Beaver	Police Department
2018/09/29 6:19:26 PM AST	Sam Barksdale	Police
2018/09/29 6:46:21 PM AST	Joseph Brogdon	Police Department
2018/09/29 7:36:11 PM AST	Bert Cameron Evans	Fire Department
2018/09/29 11:07:02 PM AST	Thomas Lee	Water Treatment
2018/09/30 3:17:08 AM AST	Travis Butler	Fleet Services
2018/09/30 9:42:10 AM AST	Edward Hendrickson	Parks and recreation
2018/09/30 11:15:46 AM AST	Harold Fulbright	Fire Operations
2018/09/30 12:48:08 PM AST	A. R. Hawkins III	Fire Department
2018/09/30 4:36:35 PM AST	Brian Hart	Utilities Maintenance
2018/10/01 12:20:17 AM AST	Ricardo Perez	Fire
2018/10/01 5:49:06 AM AST	Stephenie Berggrun	Museum
2018/10/01 7:14:30 AM AST	Clinton Bryson	Street department
2018/10/01 7:39:50 AM AST	Chris Greenwood	Public Works
2018/10/01 7:40:37 AM AST	Jimmy Lineman	Public Works
2018/10/01 8:02:44 AM AST	Kenneth gilliland	Street department

2018/10/01 8:07:48 AM AST	Sam Ackerman	Electric
2018/10/01 8:15:48 AM AST	Jack Luangsay	Electrical
2018/10/01 8:24:02 AM AST	Dustin Dellinger	public works
2018/10/01 8:27:56 AM AST	Jacob Dellinger	Facilty Maintenance
2018/10/01 8:30:03 AM AST	Danette Dye	Housing & Neighborhoods
2018/10/01 8:36:30 AM AST	Luis E Rivera	Publics works
2018/10/01 8:36:46 AM AST	Shawn Kirkpatrick	Water and sewer Two river utilities
2018/10/01 8:48:40 AM AST	Jacob Moody	Wastewater
2018/10/01 8:55:49 AM AST	Glenn Fried	Electric
2018/10/01 8:59:33 AM AST	Michael McKay	Fire
2018/10/01 9:00:19 AM AST	Shane Stephens	Fire
2018/10/01 9:08:31 AM AST	Susan Mauney	Financial Services/Accounting
2018/10/01 9:09:05 AM AST	Amy Hawkins	Police
2018/10/01 9:22:49 AM AST	Tyler A Busby	Police
2018/10/01 9:37:52 AM AST	Andrew Stahr	Parks and Recreation
2018/10/01 9:44:05 AM AST	Justin Padgett	Gastonia Police Dept.
2018/10/01 9:44:50 AM AST	David L. Dover	Police Department
2018/10/01 9:52:54 AM AST	Matthew Singleton	Water & Sewer
2018/10/01 10:01:35 AM AST	Virgil K Harper	Yes
2018/10/01 10:03:12 AM AST	Tarek Navarro	Electric
2018/10/01 10:08:07 AM AST	Morris Elliott	Police
2018/10/01 10:08:11 AM AST	Robert Propst	Engineering
2018/10/01 10:08:14 AM AST	Christopher brown	Water/sewer
2018/10/01 10:18:48 AM AST	Alexander Lopera	Police
2018/10/01 10:34:22 AM AST	Rachel Bagley	CMO
2018/10/01 10:38:22 AM AST	Mark Cahoon	Water and Sewer
2018/10/01 10:49:53 AM AST	Emily Hicks	Public Works
2018/10/01 10:50:45 AM AST	Gregory Jarrell	Building maintenance
2018/10/01 10:51:12 AM AST	steve shannon	public works
2018/10/01 10:52:32 AM AST	Joshua Watts	Fire Department
2018/10/01 11:02:52 AM AST	Eric G Starling	Police Support Services
2018/10/01 11:13:44 AM AST	Thomas Doby	Police
2018/10/01 11:15:49 AM AST	Julie G. Heath	Keep Gastonia Beautiful
2018/10/01 11:35:22 AM AST	Joe Bieker	Develoment Services (Engineering)

2018/10/01 11:51:26 AM AST	Doug Barker	Public Utilities
2018/10/01 11:51:52 AM AST	Jeremy Owens	Technology Services
2018/10/01 11:56:36 AM AST	Jennifer Graham	Purchasing
2018/10/01 12:20:24 PM AST	David Luotto	Police/Support Services
2018/10/01 12:29:38 PM AST	Tripp White	Recreation
2018/10/01 12:29:49 PM AST	Carrie Duran	Museum
2018/10/01 12:45:03 PM AST	Stephen Huss	PW Equipment Services
2018/10/01 12:47:58 PM AST	David Peace	Techonology Services
2018/10/01 12:52:54 PM AST	Cindy Forrester	Public Works
2018/10/01 1:00:01 PM AST	Brandy Terrell	Parks & Recreation
2018/10/01 1:00:48 PM AST	Jaclyn Quinley	Police
2018/10/01 1:02:15 PM AST	Clifton Foy	Fire Operations
2018/10/01 1:07:43 PM AST	Joey Thompson	Traffic Operations
2018/10/01 1:13:31 PM AST	Jerry K Bryson Jr	Fire Operations
2018/10/01 1:16:32 PM AST	Marriah Smithwick	Transit
2018/10/01 1:18:47 PM AST	Craig	Singer
2018/10/01 1:57:20 PM AST	Rachel Hamilton	Police
2018/10/01 1:58:36 PM AST	Jason T Hovis	Fire
2018/10/01 2:17:10 PM AST	bryn welch	finance
2018/10/01 2:18:06 PM AST	Paul Smith	Police Department
2018/10/01 2:28:52 PM AST	Wendell L Hendrix	Financial Services
2018/10/01 2:31:28 PM AST	Dale Cobler Jr	Water Supply & Treatment
2018/10/01 2:37:11 PM AST	Mark morgan	Equipment services
2018/10/01 2:38:03 PM AST	Barrie Walsburger	Fire Department
2018/10/01 2:38:30 PM AST	Jason Michael Harris	Police Department
2018/10/01 2:38:33 PM AST	Tracy H. Oates	Fire/Operations
2018/10/01 2:52:30 PM AST	Catherine Richardson	Finance/Billing
2018/10/01 2:53:23 PM AST	Steven Dale Rector Jr.	Two Rivers / Meter Shop
2018/10/01 2:59:04 PM AST	Arnold Propst	Equipment services
2018/10/01 2:59:52 PM AST	Arnold Propst	Equipment services
2018/10/01 3:15:11 PM AST	Keith C. McCabe	Police Department
2018/10/01 3:18:14 PM AST	nancy clark	police records
2018/10/01 3:33:07 PM AST	Rickey Lovingood	Police
2018/10/01 3:37:10 PM AST	Carly Caldwell	Keep Gastonia Beautiful

2018/10/01 3:56:17 PM AST	Jason Hunnicutt	Utilities
2018/10/01 4:05:34 PM AST	Janice Edge	Museum
2018/10/01 4:30:34 PM AST	Jody Paulk	Transit
2018/10/01 4:35:13 PM AST	Kathy byrd moore	Building and maintenance/Custodian
2018/10/01 4:35:58 PM AST	Justin Scott Moore	Parks and rec/ Landscape
2018/10/01 5:18:23 PM AST	Jonathan D Hayes	Police
2018/10/01 5:28:33 PM AST	Michael Bynum	Public Utilities
2018/10/01 5:31:23 PM AST	William C Blair	Police Department
2018/10/01 5:31:30 PM AST	William C Blair	Police Department
2018/10/01 5:53:16 PM AST	Mark Wayne Tant Jr.	Gastonia Police Department
2018/10/01 6:19:10 PM AST	Donna Lahser	Communications & Marketing
2018/10/01 6:24:46 PM AST	Nancy Capistran	Gastonia Police Department
2018/10/01 6:30:56 PM AST	Michael Denton	Meter Services
2018/10/01 6:44:26 PM AST	Michael Shepard	Equipment Serviced
2018/10/01 7:07:53 PM AST	Dawn Renee Williams	Building Maintance
2018/10/01 7:09:02 PM AST	Dawn Renee Williams	Building Maintance
2018/10/01 7:36:58 PM AST	Kenneth Louis Cabe	Maintenance Facility
2018/10/01 9:02:01 PM AST	Dennis Jefferies	Equiment services
2018/10/01 9:10:03 PM AST	Shellie Poole	Public Works Wastewater
2018/10/01 9:11:17 PM AST	Christopher falls	Water and sewer
2018/10/01 9:13:45 PM AST	Joe Styers	Parks and Recreateion
2018/10/01 9:22:45 PM AST	Robert sheffield	Traffic operations
2018/10/01 9:29:05 PM AST	Tyson Lingerfelt	Electric
2018/10/01 9:51:11 PM AST	Bradford Thomas	Fire Department
2018/10/01 9:52:44 PM AST	Cameron Freeman	Technology Services
2018/10/01 10:37:59 PM AST	Jeremy E Cox	Finance
2018/10/01 10:55:25 PM AST	Josh Duncan	Fire
2018/10/01 11:14:55 PM AST	Dustin Rudisill	City Fire
2018/10/02 3:51:57 AM AST	Dylan M. Rice	Gastonia City Police Department
2018/10/02 3:58:10 AM AST	Preston D Smith	Transit
2018/10/02 4:39:50 AM AST	KURTIS EDWARD SNYDER	GASTONIA POLICE DEPARTMENT
2018/10/02 7:32:30 AM AST	David scott fredell jr	Electric
2018/10/02 7:37:22 AM AST	Roy E. Quinn Jr.	Two Rivers Utilities
2018/10/02 7:45:59 AM AST	BRAD bumgardner	police

2018/10/02 7:47:33 AM AST	Caleb Cato	Fire dept
2018/10/02 8:07:35 AM AST	Cary C Rodriguez	Development Services
2018/10/02 8:16:33 AM AST	Kelsi Crouch	Building Services/Permits
2018/10/02 8:18:49 AM AST	EDWARD TURAS	POLICE
2018/10/02 8:21:27 AM AST	Howie B Williams	Finance Accounts Recievable
2018/10/02 8:21:40 AM AST	Tyler Turpin	Water and sewer/ two rivers
2018/10/02 8:25:14 AM AST	Patricia Harris	Collections
2018/10/02 8:25:55 AM AST	Chris English	Wastewater
2018/10/02 8:31:31 AM AST	Kevin Bolick	Fire department
2018/10/02 8:36:29 AM AST	Justin Whisnant	Gastonia Fire Department
2018/10/02 8:36:50 AM AST	Najee Thompson	Technology Services
2018/10/02 8:46:25 AM AST	Charles Lee Stewart	Fire Operations
2018/10/02 8:47:05 AM AST	Davy Anglin	Fire Department
2018/10/02 8:50:34 AM AST	Robert Helton	Police
2018/10/02 8:54:05 AM AST	Julia Baker-Granata	Planning
2018/10/02 8:54:23 AM AST	Kenneth Griffin	Fire
2018/10/02 8:54:58 AM AST	Dewey J Clark, III	Fire
2018/10/02 9:02:01 AM AST	Carla Mastro-Smith	Police
2018/10/02 9:05:32 AM AST	Dereama Ruffin	Finance
2018/10/02 9:11:05 AM AST	Pamela Pruitt	Building Maintenance
2018/10/02 9:14:27 AM AST	Bryon Jenkins	Fire
2018/10/02 9:17:38 AM AST	Patrick Spiker	Police Department
2018/10/02 9:18:52 AM AST	Jordin Barnes	Gastonia fire department
2018/10/02 9:26:47 AM AST	Alvaro Jaimes	Gastonia Police Department
2018/10/02 9:27:44 AM AST	MALCOLM CAMPBELL JR	POLICE
2018/10/02 9:31:09 AM AST	Ed Cross	Public Utilities
2018/10/02 9:41:44 AM AST	Stephen B Brown Jr	Fire / Operations
2018/10/02 9:44:22 AM AST	Jerry w Howell jr.	Fire
2018/10/02 9:47:54 AM AST	James M. Smith	Police
2018/10/02 9:55:44 AM AST	Christopher Shane Thompson	Fire Operations
2018/10/02 10:08:23 AM AST	Byron Curry	City of Gastonia Fire Department
2018/10/02 10:17:55 AM AST	Jennifer Kirby	Utilities/waste water
2018/10/02 10:33:39 AM AST	Christopher Henderson	Fire Department
2018/10/02 10:37:10 AM AST	Michael G Pearson	Fire

2018/10/02 11:00:31 AM AST	Nicholas Lane	Gastonia Fire Department
2018/10/02 11:18:25 AM AST	Justin Pearson	Utility Maintenance
2018/10/02 11:27:51 AM AST	Ken Wright	Technology Services
2018/10/02 11:47:30 AM AST	SHAWN MARTIN	CITY POLICE
2018/10/02 11:59:07 AM AST	Eleanor Fulton	Police PARC
2018/10/02 12:38:19 PM AST	Noel santoyo	Gastonia police department
2018/10/02 12:55:07 PM AST	Marco A Gonzalez	Fire Department
2018/10/02 1:01:03 PM AST	Janet Griffin	Police
2018/10/02 1:04:13 PM AST	Nicholas flowers	Fire department
2018/10/02 1:31:34 PM AST	Timothy Murray	Water/sewer (Brian Potocki)
2018/10/02 1:32:48 PM AST	Terry Revis	Fire Department
2018/10/02 1:41:39 PM AST	Andrew Hammond	Fire
2018/10/02 1:44:19 PM AST	Kelvin L Smith Jr	Fire Department
2018/10/02 1:52:14 PM AST	Sandra Merrell	Public Works
2018/10/02 2:03:58 PM AST	Michael Hosea Carpenter	Fire Department
2018/10/02 2:04:14 PM AST	Mark L Wright	Fire
2018/10/02 2:06:35 PM AST	Holden Prater	Gastonia Police Department
2018/10/02 2:34:24 PM AST	Timothy Barnhill	Fire
2018/10/02 2:39:45 PM AST	robert morrow	fire
2018/10/02 2:52:14 PM AST	james m holler	Fire/Operations
2018/10/02 2:57:08 PM AST	William Fortenberry	Fire/Opps
2018/10/02 3:10:04 PM AST	Jordan Reese	Police
2018/10/02 3:10:08 PM AST	Fred McMurray	Police
2018/10/02 3:33:04 PM AST	Dale Denton	Public Works
2018/10/02 3:34:56 PM AST	devin mccorkle	Two rivers
2018/10/02 3:43:17 PM AST	Beth Campbell/	Technology Services
2018/10/02 3:56:45 PM AST	Christian Mercer	Water Treatment Plant- Lab Operator
2018/10/02 4:40:47 PM AST	Daniel Dougherty (14942	Public Utilities
2018/10/02 5:57:58 PM AST	Hannah Oates	Water Supply and Treatment
2018/10/02 7:00:16 PM AST	Cody Jenkins	Fire Department
2018/10/02 8:47:12 PM AST	Loren Ward	Fire
2018/10/02 8:52:48 PM AST	Michael Bridges	Solid Waste Division
2018/10/02 9:19:53 PM AST	Charles Bain	Police
2018/10/02 9:24:53 PM AST	PHYLLIS LOWERY	TRANSIT

2018/10/02 9:29:57 PM AST	Richard Justice	Finance
2018/10/02 9:30:07 PM AST	Richard Justice	Finance
2018/10/02 9:50:57 PM AST	Ashton Brown	Fire
2018/10/02 10:27:58 PM AST	Kevin Monteith	Water Treatment
2018/10/02 10:51:27 PM AST	kent harmon	fire department
2018/10/03 2:54:29 AM AST	Shaunte' Southern	Police
2018/10/03 7:32:39 AM AST	Joseph Strain	Fire department
2018/10/03 7:52:30 AM AST	Jacob Boston	Gastonia Fire Department
2018/10/03 7:54:58 AM AST	Gary Avery	Public work
2018/10/03 8:23:06 AM AST	Clayton Thornburg	Fire Department
2018/10/03 8:40:22 AM AST	Thomas Smith	Development Svcs
2018/10/03 8:53:49 AM AST	Russell C Schlick	Gastonia Police Department
2018/10/03 9:38:10 AM AST	Ryan Rankin	Fire
2018/10/03 9:41:13 AM AST	Kenneth Auten	Fire Department
2018/10/03 11:03:08 AM AST	Reid Brafford	Police
2018/10/03 11:09:55 AM AST	Ryan White	Fire
2018/10/03 11:13:04 AM AST	Chad Phillips	System maintenance
2018/10/03 11:33:42 AM AST	Barron Summey 14759	Fire Operations
2018/10/03 1:39:56 PM AST	Phil Welch	Fire
2018/10/03 1:49:28 PM AST	Trenton Allen	Gastonia Fire Department
2018/10/03 2:01:46 PM AST	Jerry Browning	Parks and recreation
2018/10/03 2:01:59 PM AST	Charles Scott Phillips	Electric
2018/10/03 2:05:14 PM AST	Tyler Davis	Community Services
2018/10/03 2:28:37 PM AST	Davin Price	Fire Department
2018/10/03 2:50:28 PM AST	Billy Wayne messer	Electric
2018/10/03 3:08:20 PM AST	Ellen Ievoli	Transit
2018/10/03 5:14:19 PM AST	Samuel Cain	Gastonia Police Department
2018/10/03 5:37:48 PM AST	Brandi Thompson	Police
2018/10/03 6:59:13 PM AST	Robert Jenkins	Wastewater
2018/10/03 8:02:47 PM AST	Harold hopper	Sanitation
2018/10/03 8:28:30 PM AST	Jeffrey Queen	Fire Department
2018/10/03 10:07:30 PM AST	Jonathan A. Hallman	Police Department
2018/10/03 10:17:03 PM AST	Daniel Scott McClure	Police
2018/10/04 3:28:22 AM AST	Tou Pha Yang	Gastonia Police Department

2018/10/04 8:10:21 AM AST	James Eads Jr	Solid waste
2018/10/04 10:26:29 AM AST	Walter Hugh Sherrill	Museum
2018/10/04 10:32:25 AM AST	Patricia Anderson	Community Services
2018/10/04 10:33:17 AM AST	Bryan Robinson	Fire
2018/10/04 10:43:08 AM AST	Patty VanAntwerp	School Crossing Guard
2018/10/04 10:48:17 AM AST	Hue Pham	Technology Services
2018/10/04 11:18:31 AM AST	Patricia T. Johnson	Community Services
2018/10/04 11:38:04 AM AST	George Sadler	public works
2018/10/04 11:52:12 AM AST	Jessica Marshall	Technology Services
2018/10/04 11:56:40 AM AST	A. L. Fleming III	Police
2018/10/04 12:52:44 PM AST	Jimmie Shindler	radio shop
2018/10/04 2:01:42 PM AST	Derek Lutz	Garage/Mechanic III/Equipment Services
2018/10/04 2:48:51 PM AST	Paul Alexander	water and sewer
2018/10/04 3:42:51 PM AST	Steve Cogdill	Technology Services
2018/10/04 3:44:26 PM AST	Michael St.Thomas	Fire Operations
2018/10/04 3:49:29 PM AST	Christopher Carbuto	Development Services
2018/10/04 4:03:55 PM AST	Mark Rutherford	Fire/Operations
2018/10/04 4:20:21 PM AST	Dawn Cross	Police
2018/10/04 5:39:37 PM AST	Luther (Marty) Howard	Public Works
2018/10/04 5:39:53 PM AST	Scott Phillips	Public Works
2018/10/04 5:40:25 PM AST	Wayne Messer	Public Works
2018/10/04 6:13:03 PM AST	Lex Popovich	Police
2018/10/04 7:00:12 PM AST	Bobby Bumgardner	water treatment surface water
2018/10/04 7:11:08 PM AST	Ted Ross	Parks & Recreation
2018/10/04 7:32:11 PM AST	Richard Barnes	Fire Operations
2018/10/04 8:38:15 PM AST	Christina Johnson	Wastewater
2018/10/04 8:55:21 PM AST	Damion Patrignelli	Water Meter Repair Technician
2018/10/04 10:26:18 PM AST	Nicholas Bumgarner	Fire Operations
2018/10/05 4:53:08 AM AST	Chase C. Causey	Gastonia Police Department
2018/10/05 9:39:36 AM AST	James Richard Steele	PW Fleet Services.
2018/10/05 12:38:43 PM AST	James Richard Steele	PW Fleet Services.
2018/10/05 1:26:55 PM AST	Gregory Moyer	Developmental Services
2018/10/05 2:02:24 PM AST	ROBERT EUGENE KIRKLAND	STREET
2018/10/05 2:40:04 PM AST	James Bright	Street

2018/10/05 2:46:38 PM AST	James Landis	Fire Department
2018/10/05 6:12:39 PM AST	Brandon Pressley	Fire
2018/10/05 6:57:56 PM AST	Caleb Price	Police Department
2018/10/05 7:59:35 PM AST	Veronica Robbins	Transit
2018/10/05 8:06:29 PM AST	Stephen Andrew Rollins	Police Department
2018/10/05 10:27:34 PM AST	Robert Howell	wastewater treatment division
2018/10/05 10:50:15 PM AST	Michael Spriggs	Water Supply and Treatment
2018/10/06 12:05:53 AM AST	ROBERT GAMMONS	GASTONIA POLICE DEPARTMENT
2018/10/06 9:40:46 AM AST	Aaron Smith	Gastonia Fire Dpartment
2018/10/06 9:52:59 AM AST	Josh Love	Fire - Operations
2018/10/06 11:17:07 AM AST	Jason caldwell	Sanitation
2018/10/06 3:32:20 PM AST	Philip H. Smith	Police Department
2018/10/06 4:53:01 PM AST	William C Warren	Fire
2018/10/06 6:48:51 PM AST	Jonathan R Pruitt	Solid Waste
2018/10/07 10:28:23 AM AST	Dennis Morrison	Gastonia Fire Department
2018/10/07 11:24:28 AM AST	Debra J Lawson	Building Maintenance
2018/10/07 11:27:06 AM AST	David Justin Rowland	Police Department
2018/10/07 4:15:06 PM AST	Heath Stanley	Police
2018/10/07 4:38:35 PM AST	CRAIG LOWRANCE	POLICE
2018/10/07 6:05:18 PM AST	Mario J White Jr	Fire Department
2018/10/07 6:08:20 PM AST	Terry W. Greene	Water-Utilities Water Meter Shop
2018/10/07 7:54:10 PM AST	Chris adams	Sanitation solid waste division
2018/10/07 8:20:21 PM AST	Earl Withers III	Fire
2018/10/07 8:26:15 PM AST	Joseph Blanton	Fire
2018/10/07 8:50:02 PM AST	Casey Barnes	Fire Department
2018/10/07 8:51:02 PM AST	Lewis Blair Barnhill	Fire Department
2018/10/07 8:54:06 PM AST	Jonathan Robert Barger	Fire
2018/10/07 9:18:44 PM AST	Andrew Hiscox	Fire Department
2018/10/07 10:50:50 PM AST	JOHN COPELAND	UTILITIES
2018/10/07 11:19:31 PM AST	Jonathan Whisnant	Gastonia Fire Department
2018/10/08 1:34:21 AM AST	Michael Hindman Jr	Wastewater
2018/10/08 6:57:23 AM AST	darryl a manley	public works
2018/10/08 7:47:48 AM AST	Derrick F. Sherer	Water - Sewer
2018/10/08 7:58:04 AM AST	Jeffrey E. Faris	Wastewater-Utilities

2018/10/08 8:21:53 AM AST	Vanessa	Police Department
2018/10/08 8:22:10 AM AST	Cam carpenter	Recreation
2018/10/08 8:25:20 AM AST	Bryce H Carr	Police Department
2018/10/08 8:25:58 AM AST	Darryl A Manley	Solid Waste
2018/10/08 8:39:24 AM AST	Travis C Richardson	Electric
2018/10/08 8:47:05 AM AST	Stephanie Johnson	Water Treatment
2018/10/08 8:58:51 AM AST	James May II	Engineering Dept/construction inspections
2018/10/08 9:01:17 AM AST	Robert C. Stowe	Gastonia Fire Department
2018/10/08 9:29:07 AM AST	ELAINE ROPER	GASTONIA CITY POLICE RECORDS
2018/10/08 9:38:13 AM AST	Melissa Melton	Development Services Engineering
2018/10/08 9:39:20 AM AST	Derick Meek	Gastonia Police Department
2018/10/08 9:43:40 AM AST	Steven Norris	Electric
2018/10/08 10:02:33 AM AST	Susan M. Bell	Public Works
2018/10/08 10:16:05 AM AST	Caleb B. Cody	Fire Department
2018/10/08 10:25:28 AM AST	James B. Johnson, Jr.	Engineering
2018/10/08 10:27:49 AM AST	Dawn Cross	Police
2018/10/08 10:56:36 AM AST	Chris	Waldroup
2018/10/08 11:01:54 AM AST	William Marshall Green	Technology Services
2018/10/08 11:03:15 AM AST	Alexander Koeppel	Police
2018/10/08 11:13:23 AM AST	Roland Dean Bates	Solid waste and sanitation
2018/10/08 11:13:51 AM AST	Thomas Tenhagen	Parks and Recreation
2018/10/08 11:21:51 AM AST	Wesley mauney	Solid waste
2018/10/08 11:23:22 AM AST	aaron fulton	police
2018/10/08 11:23:44 AM AST	Joseph gossett ii	Solid waste/sanitation division
2018/10/08 11:34:17 AM AST	Stevan Gibby	Solid Waste
2018/10/08 11:34:34 AM AST	Ray Kurtiak	Technology Services
2018/10/08 11:37:38 AM AST	Joseph Chambers	Solid Waste
2018/10/08 11:37:53 AM AST	Chris Parham	Recreation
2018/10/08 11:41:00 AM AST	Trey Clinton	Police
2018/10/08 11:43:02 AM AST	richard hamm	equipment services
2018/10/08 11:57:33 AM AST	Jonathan Moss	Parks and Recreation
2018/10/08 1:22:56 PM AST	JEFF LLOYD	FIANCE
2018/10/08 1:30:11 PM AST	Darryl A. McClure	Recreation
2018/10/08 1:30:58 PM AST	Carrie Messenger	Finance-Parts

2018/10/08 1:36:50 PM AST	Mason Friesenhahn	Fire Department
2018/10/08 1:41:20 PM AST	Adrienne Walker Hall	Police
2018/10/08 2:12:47 PM AST	GREGORY TUCKER	POLICE
2018/10/08 2:19:37 PM AST	Leonard Joel Kelly	Fire Operations
2018/10/08 3:03:51 PM AST	Christopher keith lawson	Public works
2018/10/08 3:18:10 PM AST	Ryan Huneycutt	Gastonia police
2018/10/08 3:19:24 PM AST	Ron seigle	Sanantation
2018/10/08 3:20:17 PM AST	Travis	Minter
2018/10/08 3:21:32 PM AST	Ron seigle	Public works
2018/10/08 3:29:00 PM AST	j. mark high	electric
2018/10/08 3:54:20 PM AST	donald adams	sanatation
2018/10/08 4:20:31 PM AST	Tony E. Pasour	Museum
2018/10/08 4:35:34 PM AST	kareem j hatten	building maintenace
2018/10/08 5:33:10 PM AST	Joseph Gossett	Sanitation
2018/10/08 6:13:50 PM AST	Barney huddleston	Sanitation
2018/10/08 6:26:22 PM AST	Rayford Trent Conard	Police
2018/10/08 6:47:08 PM AST	Asa kameron harris	Wastewater
2018/10/08 7:07:40 PM AST	Matthew braxton	Schiele museum
2018/10/08 7:21:59 PM AST	Jamie Weyant	Fire
2018/10/08 7:29:42 PM AST	christopher henderson	city of gastonia fire
2018/10/08 7:46:52 PM AST	Justin Parker	Parks and Recreation
2018/10/08 8:13:54 PM AST	Carl L. Ormand	Fire Department
2018/10/08 8:33:59 PM AST	Charles Eric Nelson	Police
2018/10/08 9:07:51 PM AST	Michael Butts	Police
2018/10/08 9:20:43 PM AST	Randall Scott Lane	Equipment Services
2018/10/08 9:22:00 PM AST	DAVID LUTZ	GASTONIA POLICE DEPARTMENT
2018/10/08 9:29:46 PM AST	MILLIE TURAS	PUBLIC WORKS
2018/10/08 9:55:25 PM AST	Robert Kirkland	Solid Waste
2018/10/08 10:38:37 PM AST	Jimmy Lee Stamey	Police Dept.
2018/10/08 11:00:04 PM AST	Joshua Lefevers	Police Department
2018/10/08 11:32:09 PM AST	Jacob sansing	Solid waste
2018/10/09 2:48:09 AM AST	Christian C. Hawkins	Gastonia police department
2018/10/09 6:17:04 AM AST	Christian C. Hawkins	Gastonia police department

From: [Smith, Judy](#)
To: [Owenby, Candice](#)
Subject: RE: Weekly Council Report
Date: Thursday, October 11, 2018 9:35:55 AM

HR

Health Insurance Weekly claims are now \$145,716.72. FY Total is \$2,185,750.73 . This is .62% less than this time last year.

HR will have a new Human Resources Technician beginning 10/29/18. Her name is Denise Onativia.

Health Fair will be held on 10/24/18 8 am-12 pm at the Phillips Center

The last day for the employee survey was 10/5/18. We had 80% participation.

From: Owenby, Candice
Sent: Thursday, October 11, 2018 8:43 AM
To: Bieker, Beverly <bevb@cityofgastonia.com>; Bombardier, Flip <flipb@cityofgastonia.com>; Bost, Rusty <rustyb@cityofgastonia.com>; Braddy, Melody <melodyb@cityofgastonia.com>; Crisp, Kristy <kristyc@cityofgastonia.com>; Helton, Robert <Helton_Robert@cityofgastonia.com>; Jenkins, Kathy <kathyj@cityofgastonia.com>; Smith, Judy <judys@cityofgastonia.com>; Welch, Phil <welch_phil@cityofgastonia.com>
Subject: Weekly Council Report

If you have not done so already - Please submit your information for the Weekly Council Report by EOB today.

Thanks!

Candice Owenby
City of Gastonia
Deputy City Clerk
704.866.6720

From: [Carpenter, Todd](#)
To: [Turas, Ed](#)
Subject: RE: Millie Turas Employee Survey
Date: Monday, October 08, 2018 3:44:43 PM

Do you think she took it at broad?

Todd

From: Turas, Ed
Sent: Monday, October 08, 2018 3:43 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: RE: Millie Turas Employee Survey

Appreciate it. It still shows session expired so I am creating a gmail account and trying that out!

From: Carpenter, Todd
Sent: Monday, October 08, 2018 3:41 PM
To: Turas, Ed <Turas_Ed@cityofgastonia.com>
Subject: FW: Millie Turas Employee Survey

Ed,

The SOG is fixing it so Millie can take the survey from Broad St on a shared computer. However if she would like to use the link below she can take it if using your computer or any other that she could access this email from.

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 <longwalker247@gmail.com>
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 15-20 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;

**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: [Carpenter, Todd](#)
To: [Turas, Ed](#)
Subject: FW: Millie Turas Employee Survey
Date: Monday, October 08, 2018 3:40:50 PM

Ed,

The SOG is fixing it so Millie can take the survey from Broad St on a shared computer. However if she would like to use the link below she can take it using your computer or any other that she could access this email from.

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: [Smith, Judy](#)
To: [Payne, Chris](#)
Subject: RE: MOC Computers
Date: Thursday, October 04, 2018 5:07:53 PM

Perfect. Thank you!

From: Payne, Chris
Sent: Thursday, October 04, 2018 4:27 PM
To: Smith, Judy <judys@cityofgastonia.com>; Jones, Gene <genej@cityofgastonia.com>; Bieker, Beverly <bevb@cityofgastonia.com>
Cc: Gaff, Ron <rong@cityofgastonia.com>
Subject: RE: MOC Computers

Judy,

The problem has been fixed. Both of the computers in the Cantina have been verified as being able to get to the page to submit for the 4 hours of vacation time.

Thanks

From: Smith, Judy
Sent: Thursday, October 4, 2018 10:00 AM
To: Jones, Gene <genej@cityofgastonia.com>; Bieker, Beverly <bevb@cityofgastonia.com>; Payne, Chris <chrisp@cityofgastonia.com>
Cc: Gaff, Ron <rong@cityofgastonia.com>
Subject: RE: MOC Computers

Gene,

Tammy provided me with ah list of names of your employees that have taken the survey. I reached out to the School of Government to ensure those employees receive the vacation credit.

Chris....have you been able to add Java to the computers that were having issues?

From: Jones, Gene
Sent: Thursday, October 04, 2018 9:56 AM
To: Bieker, Beverly <bevb@cityofgastonia.com>; Smith, Judy <judys@cityofgastonia.com>
Cc: Gaff, Ron <rong@cityofgastonia.com>
Subject: MOC Computers

Good morning Beverly and Judy,

We've had a few issues with the two computers in the canteen at the MOC. On Monday the web browser on the first of the two, didn't support the Employee Survey application. Chris updated and

fixed that. Tuesday, the issue was Electric employees weren't in the Survey App.. That too was fixed. Now it seems that Electric employees can't get credited with their four hours of vacation after having taken the survey. Can IT and HR team up and make sure this all works please?

Thanks!

Gene

From: [Smith, Judy](#)
To: [Payne, Chris](#)
Subject: RE: MOC Computers
Date: Thursday, October 04, 2018 3:04:35 PM

If it's just the one, maybe we put a sign up and tell the departments not to use that one.

From: Payne, Chris
Sent: Thursday, October 04, 2018 2:34 PM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: MOC Computers

As far as I have been told it was just the one. Have you heard of any other locations have issues?

Thanks

From: Smith, Judy
Sent: Thursday, October 4, 2018 1:11 PM
To: Payne, Chris <chrisp@cityofgastonia.com>
Subject: RE: MOC Computers

How many computers are we talking about?

From: Payne, Chris
Sent: Thursday, October 04, 2018 12:45 PM
To: Smith, Judy <judys@cityofgastonia.com>
Cc: Bieker, Beverly <bevb@cityofgastonia.com>
Subject: Re: MOC Computers

Putting java on did not fix the issue

Sent from my iPhone

On Oct 4, 2018, at 12:37 PM, Smith, Judy <judys@cityofgastonia.com> wrote:

No worries. Thank you!

From: Payne, Chris
Sent: Thursday, October 04, 2018 12:14 PM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: Re: MOC Computers

Judy,

I have been in meetings all mornings and have not had a chance to get down there yet.
We are heading there now.

Sent from my iPhone

On Oct 4, 2018, at 10:00 AM, Smith, Judy <judys@cityofgastonia.com> wrote:

Gene,

Tammy provided me with a list of names of your employees that have taken the survey. I reached out to the School of Government to ensure those employees receive the vacation credit.

Chris....have you been able to add Java to the computers that were having issues?

From: Jones, Gene

Sent: Thursday, October 04, 2018 9:56 AM

To: Bieker, Beverly <bevb@cityofgastonia.com>; Smith, Judy <judys@cityofgastonia.com>

Cc: Gaff, Ron <rong@cityofgastonia.com>

Subject: MOC Computers

Good morning Beverly and Judy,

We've had a few issues with the two computers in the canteen at the MOC. On Monday the web browser on the first of the two, didn't support the Employee Survey application. Chris updated and fixed that. Tuesday, the issue was Electric employees weren't in the Survey App.. That too was fixed. Now it seems that Electric employees can't get credited with their four hours of vacation after having taken the survey. Can IT and HR team up and make sure this all works please?

Thanks!

Gene

From: [Smith, Judy](#)
To: [Balsom, Sonja](#)
Subject: RE: employee survey
Date: Thursday, October 04, 2018 2:17:53 PM

Yes ma'am.

From: Balsom, Sonja
Sent: Thursday, October 04, 2018 2:09 PM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: employee survey

Thank you again.

Sonja Balsom
Administrative Assistant III
Office: 704.854.6668 / Fax: 704.922.0619



Please consider the environment before printing this email.

From: Smith, Judy
Sent: Thursday, October 04, 2018 2:09 PM
To: Balsom, Sonja <sonjab@cityofgastonia.com>
Subject: FW: employee survey

ROBERT HOWELL [REDACTED] has been 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: [Smith, Judy](#)
To: [Cloninger, Robert](#)
Subject: FW: Employee survey
Date: Thursday, October 04, 2018 2:09:37 PM

Jeffery Hamm has been added to the drop down list.

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: [Smith, Judy](#)
To: [Balsom, Sonja](#)
Subject: FW: employee survey
Date: Thursday, October 04, 2018 2:08:54 PM

ROBERT HOWELL [REDACTED] has been 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: [Smith, Judy](#)
To: [Payne, Chris](#)
Subject: RE: MOC Computers
Date: Thursday, October 04, 2018 1:11:04 PM

How many computers are we talking about?

From: Payne, Chris
Sent: Thursday, October 04, 2018 12:45 PM
To: Smith, Judy <judys@cityofgastonia.com>
Cc: Bieker, Beverly <bevb@cityofgastonia.com>
Subject: Re: MOC Computers

Putting java on did not fix the issue

Sent from my iPhone

On Oct 4, 2018, at 12:37 PM, Smith, Judy <judys@cityofgastonia.com> wrote:

No worries. Thank you!

From: Payne, Chris
Sent: Thursday, October 04, 2018 12:14 PM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: Re: MOC Computers

Judy,

I have been in meetings all mornings and have not had a chance to get down there yet.
Wi am heading there now.

Sent from my iPhone

On Oct 4, 2018, at 10:00 AM, Smith, Judy <judys@cityofgastonia.com> wrote:

Gene,

Tammy provided me with ah list of names of your employees that have taken the survey. I reached out to the School of Government to ensure those employees receive the vacation credit.

Chris....have you been able to add Java to the computers that were having issues?

From: Jones, Gene

Sent: Thursday, October 04, 2018 9:56 AM

To: Bieker, Beverly <bevb@cityofgastonia.com>; Smith, Judy <judys@cityofgastonia.com>

Cc: Gaff, Ron <rong@cityofgastonia.com>

Subject: MOC Computers

Good morning Beverly and Judy,

We've had a few issues with the two computers in the canteen at the MOC. On Monday the web browser on the first of the two, didn't support the Employee Survey application. Chris updated and fixed that. Tuesday, the issue was Electric employees weren't in the Survey App.. That too was fixed. Now it seems that Electric employees can't get credited with their four hours of vacation after having taken the survey. Can IT and HR team up and make sure this all works please?

Thanks!

Gene

From: [Smith, Judy](#)
To: [Payne, Chris](#)
Subject: RE: MOC Computers
Date: Thursday, October 04, 2018 12:37:42 PM

No worries. Thank you!

From: Payne, Chris
Sent: Thursday, October 04, 2018 12:14 PM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: Re: MOC Computers

Judy,

I have been in meetings all mornings and have not had a chance to get down there yet. Wi am heading there now.

Sent from my iPhone

On Oct 4, 2018, at 10:00 AM, Smith, Judy <judys@cityofgastonia.com> wrote:

Gene,

Tammy provided me with ah list of names of your employees that have taken the survey. I reached out to the School of Government to ensure those employees receive the vacation credit.

Chris....have you been able to add Java to the computers that were having issues?

From: Jones, Gene
Sent: Thursday, October 04, 2018 9:56 AM
To: Bieker, Beverly <bevb@cityofgastonia.com>; Smith, Judy <judys@cityofgastonia.com>
Cc: Gaff, Ron <rong@cityofgastonia.com>
Subject: MOC Computers

Good morning Beverly and Judy,

We've had a few issues with the two computers in the canteen at the MOC. On Monday the web browser on the first of the two, didn't support the Employee Survey application. Chris updated and fixed that. Tuesday, the issue was Electric employees weren't in the Survey App.. That too was fixed. Now it seems that Electric employees can't get credited with their four hours of vacation after having taken the survey. Can IT and HR team up and make sure this all works please?

Thanks!

Gene

From: [Smith, Judy](#)
To: [Cloninger, Robert](#)
Subject: FW: Robert Kirklands at City of Gastonia employee survey links
Date: Thursday, October 04, 2018 11:08:30 AM

From: Fiely, Katherine Mae [mailto:fielykm@live.unc.edu]
Sent: Thursday, October 04, 2018 10:15 AM
To: Smith, Judy <judys@cityofgastonia.com>
Cc: Davis, Leisha DeHart <ldehart@sog.unc.edu>
Subject: Robert Kirklands at City of Gastonia employee survey links

Good morning Ms. Smith,

Leisha mentioned to me that in the dropdown menu there is only one Robert Kirkland listed, but two that work at the City of Gastonia. I apologize for the confusion that must have caused and the inconvenience to the two gentlemen. I have let our tableau specialist (the dropdown menu creator) know about this issue and asked that it be repaired. In the mean time, however, I have attached the links for the two Roberts here. If they would like take the survey ASAP they may access the survey through these links, otherwise Leisha and I will let you know when we hear from our tableau specialist.

[Robert Edward Kirkland City of Gastonia Employee Survey](#)

[Robert Eugene Kirkland City of Gastonia Employee Survey](#)

Thank you,
Katie Fiely

Katherine Fiely

Master of Public Administration Candidate
University of North Carolina at Chapel Hill
E: Fielykm@ad.unc.edu
T: (703)785-4415

From: [Smith, Judy](#)
To: [Jones, Gene](#); [Bieker, Beverly](#); [Payne, Chris](#)
Cc: [Gaff, Ron](#)
Subject: RE: MOC Computers
Date: Thursday, October 04, 2018 10:00:24 AM

Gene,

Tammy provided me with a list of names of your employees that have taken the survey. I reached out to the School of Government to ensure those employees receive the vacation credit.

Chris....have you been able to add Java to the computers that were having issues?

From: Jones, Gene
Sent: Thursday, October 04, 2018 9:56 AM
To: Bieker, Beverly <bevb@cityofgastonia.com>; Smith, Judy <judys@cityofgastonia.com>
Cc: Gaff, Ron <rong@cityofgastonia.com>
Subject: MOC Computers

Good morning Beverly and Judy,

We've had a few issues with the two computers in the canteen at the MOC. On Monday the web browser on the first of the two, didn't support the Employee Survey application. Chris updated and fixed that. Tuesday, the issue was Electric employees weren't in the Survey App.. That too was fixed. Now it seems that Electric employees can't get credited with their four hours of vacation after having taken the survey. Can IT and HR team up and make sure this all works please?

Thanks!

Gene

From: [Smith, Judy](#)
To: [Cloninger, Robert](#)
Subject: RE: Employee survey
Date: Thursday, October 04, 2018 8:32:22 AM

I have submitted the request to the School of Government. I will let you know when it has been added.

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: [Smith, Judy](#)
To: [Cloninger, Robert](#)
Subject: RE: Employee Survey Issue
Date: Wednesday, October 03, 2018 3:15:38 PM

You're welcome.

From: Cloninger, Robert
Sent: Wednesday, October 03, 2018 3:14 PM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: Re: Employee Survey Issue

Sounds good, thank you

Robert G. Cloninger
Division Manager of Field Operations
704-685-2244

On Oct 3, 2018, at 3:00 PM, Smith, Judy <judys@cityofgastonia.com> wrote:

I have reached out to the School of Government to have them correct this. I will get back to you as soon as I have confirmation they have corrected the issue. Sorry for the inconvenience.

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: [Smith, Judy](#)
To: [Balsom, Sonja](#)
Subject: RE: employee survey
Date: Wednesday, October 03, 2018 3:14:20 PM

You're welcome.

From: Balsom, Sonja
Sent: Wednesday, October 03, 2018 7:59 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: RE: employee survey

Thank you so very much!

Sonja Balsom
Administrative Assistant III
Office: 704.854.6668 / Fax: 704.922.0619



Please consider the environment before printing this email.

From: Smith, Judy
Sent: Tuesday, October 02, 2018 4:54 PM
To: Balsom, Sonja <sonjab@cityofgastonia.com>
Subject: RE: employee survey

I have submitted this request to the School of Government. I will let you know when it is complete.

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: [Smith, Judy](#)
To: [Cloninger, Robert](#)
Subject: RE: Employee Survey Issue
Date: Wednesday, October 03, 2018 3:00:47 PM

I have reached out to the School of Government to have them correct this. I will get back to you as soon as I have confirmation they have corrected the issue. Sorry for the inconvenience.

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: [Smith, Judy](#)
To: [Carpenter, Todd](#)
Subject: Re: Employee Survey -- Time to Take is Running Out
Date: Tuesday, October 02, 2018 9:22:56 PM

Yes sir.

Sent from my iPhone

On Oct 2, 2018, at 9:14 PM, Carpenter, Todd <vtcarpenter@cityofgastonia.com> wrote:

Did you get the department participation rates yesterday

Todd

Sent from the road

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

From: "Smith, Judy" <judys@cityofgastonia.com>
Date: 10/2/18 3:41 PM (GMT-05:00)
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Subject: RE: Employee Survey -- Time to Take is Running Out

I forgot we used BCC. I thought it was only sent to me and Leisha. I just checked and everyone in the HR office received it.

From: Carpenter, Todd
Sent: Tuesday, October 2, 2018 3:20 PM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: Re: Employee Survey -- Time to Take is Running Out

I sent it out last night. Everyone should have gotten it.

Do you know otherwise.

Todd

Sent from the road

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

From: "Smith, Judy" <judys@cityofgastonia.com>
Date: 10/2/18 1:52 PM (GMT-05:00)

To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Subject: FW: Employee Survey -- Time to Take is Running Out

Were you going to send this out to everyone?

From: Smith, Judy
Sent: Tuesday, October 2, 2018 9:00 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: RE: Employee Survey -- Time to Take is Running Out

This looks good to me.

From: Carpenter, Todd
Sent: Monday, October 1, 2018 9:36 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Cc: Smith, Judy <judys@cityofgastonia.com>; Davis, Leisha DeHart <ldehart@sog.unc.edu>
Subject: Employee Survey -- Time to Take is Running Out

To All City Employees,

You are a valued employee here at the City of Gastonia and we would like to ensure that you are satisfied with your work environment. On September 24, 2018, the UNC School of Government sent an email to you with a link for you to take an employee survey. If you have a City email, it would have been sent to that email address, if not, it would have been sent to your personal email address. The email would have been from Leisha Dehart-Davis <survey@qualtrics.unc.edu>. The survey contains a series of multiple choice questions, regarding the workplace and your role here at the City of Gastonia. Please take the time to answer these questions carefully and honestly, as it is only with your help that we can create a happier and more satisfying workplace for all employees. Your responses will highlight areas with which you are satisfied and also those where there is room for improvement.

We encourage you to participate in this very important survey - **we want all of your voices heard!** We truly care about your opinion and we are offering each of you **4 hours of vacation time** (or 4 hours of paid time for non-full time employees) if you will complete the survey. Fifteen minutes of your time for four hours of vacation – now that's a pretty good deal. Please be assured that all responses remain **completely anonymous**. The School of Government is not allowed to share any individual responses with the City.

So let's get those voices heard. If you could please take the time to complete

the survey and ensure your responses have been submitted as soon as possible and no later than close of business, next Monday October 8th at 5:00 p.m.

Please contact me at 6860 if you have any questions. You may also contact Judy in Human Resources at 6786. Please let us know if you didn't receive the link or if you have any difficulties participating in the survey.

Thank you to all who have already completed the survey and thank you to all who are about to.

Todd Carpenter

From: [Carpenter, Todd](#)
To: [Smith, Judy](#)
Subject: Re: Employee Survey -- Time to Take is Running Out
Date: Tuesday, October 02, 2018 9:14:46 PM

Did you get the department participation rates yesterday

Todd

Sent from the road

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

From: "Smith, Judy" <judys@cityofgastonia.com>
Date: 10/2/18 3:41 PM (GMT-05:00)
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Subject: RE: Employee Survey -- Time to Take is Running Out

I forgot we used BCC. I thought it was only sent to me and Leisha. I just checked and everyone in the HR office received it.

From: Carpenter, Todd
Sent: Tuesday, October 2, 2018 3:20 PM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: Re: Employee Survey -- Time to Take is Running Out

I sent it out last night. Everyone should have gotten it.

Do you know otherwise.

Todd

Sent from the road

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

From: "Smith, Judy" <judys@cityofgastonia.com>
Date: 10/2/18 1:52 PM (GMT-05:00)
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Subject: FW: Employee Survey -- Time to Take is Running Out

Were you going to send this out to everyone?

From: Smith, Judy

Sent: Tuesday, October 2, 2018 9:00 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: RE: Employee Survey -- Time to Take is Running Out

This looks good to me.

From: Carpenter, Todd
Sent: Monday, October 1, 2018 9:36 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Cc: Smith, Judy <judys@cityofgastonia.com>; Davis, Leisha DeHart <ldehart@sog.unc.edu>
Subject: Employee Survey -- Time to Take is Running Out

To All City Employees,

You are a valued employee here at the City of Gastonia and we would like to ensure that you are satisfied with your work environment. On September 24, 2018, the UNC School of Government sent an email to you with a link for you to take an employee survey. If you have a City email, it would have been sent to that email address, if not, it would have been sent to your personal email address. The email would have been from Leisha Dehart-Davis <survey@qualtrics.unc.edu>. The survey contains a series of multiple choice questions, regarding the workplace and your role here at the City of Gastonia. Please take the time to answer these questions carefully and honestly, as it is only with your help that we can create a happier and more satisfying workplace for all employees. Your responses will highlight areas with which you are satisfied and also those where there is room for improvement.

We encourage you to participate in this very important survey - **we want all of your voices heard!** We truly care about your opinion and we are offering each of you **4 hours of vacation time** (or 4 hours of paid time for non-full time employees) if you will complete the survey. Fifteen minutes of your time for four hours of vacation – now that's a pretty good deal. Please be assured that all responses remain **completely anonymous**. The School of Government is not allowed to share any individual responses with the City.

So let's get those voices heard. If you could please take the time to complete the survey and ensure your responses have been submitted as soon as possible and no later than close of business, next Monday October 8th at 5:00 p.m.

Please contact me at 6860 if you have any questions. You may also contact Judy in Human Resources at 6786. Please let us know if you didn't receive the link or if you have any difficulties participating in the survey.

Thank you to all who have already completed the survey and thank you to all who are about to.

Todd Carpenter

From: [Smith, Judy](#)
To: [Balsom, Sonja](#)
Subject: RE: employee survey
Date: Tuesday, October 02, 2018 4:53:54 PM

I have submitted this request to the School of Government. I will let you know when it is complete.

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: [Smith, Judy](#)
To: [Carpenter, Todd](#)
Subject: RE: Employee Survey -- Time to Take is Running Out
Date: Tuesday, October 02, 2018 3:41:33 PM

I forgot we used BCC. I thought it was only sent to me and Leisha. I just checked and everyone in the HR office received it.

From: Carpenter, Todd
Sent: Tuesday, October 2, 2018 3:20 PM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: Re: Employee Survey -- Time to Take is Running Out

I sent it out last night. Everyone should have gotten it.

Do you know otherwise.

Todd

Sent from the road

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

From: "Smith, Judy" <judys@cityofgastonia.com>
Date: 10/2/18 1:52 PM (GMT-05:00)
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Subject: FW: Employee Survey -- Time to Take is Running Out

Were you going to send this out to everyone?

From: Smith, Judy
Sent: Tuesday, October 2, 2018 9:00 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: RE: Employee Survey -- Time to Take is Running Out

This looks good to me.

From: Carpenter, Todd
Sent: Monday, October 1, 2018 9:36 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Cc: Smith, Judy <judys@cityofgastonia.com>; Davis, Leisha DeHart <ldehart@sog.unc.edu>
Subject: Employee Survey -- Time to Take is Running Out

To All City Employees,

You are a valued employee here at the City of Gastonia and we would like to ensure that you are satisfied with your work environment. On September 24, 2018, the UNC School of Government sent an email to you with a link for you to take an employee survey. If you have a City email, it would have been sent to that email address, if not, it would have been sent to your personal email address. The email would have been from Leisha Dehart-Davis <survey@qualtrics.unc.edu> . The survey contains a series of multiple choice questions, regarding the workplace and your role here at the City of Gastonia. Please take the time to answer these questions carefully and honestly, as it is only with your help that we can create a happier and more satisfying workplace for all employees. Your responses will highlight areas with which you are satisfied and also those where there is room for improvement.

We encourage you to participate in this very important survey - **we want all of your voices heard!** We truly care about your opinion and we are offering each of you **4 hours of vacation time** (or 4 hours of paid time for non-full time employees) if you will complete the survey. Fifteen minutes of your time for four hours of vacation – now that’s a pretty good deal. Please be assured that all responses remain **completely anonymous**. The School of Government is not allowed to share any individual responses with the City.

So let's get those voices heard. If you could please take the time to complete the survey and ensure your responses have been submitted as soon as possible and no later than close of business, next Monday October 8th at 5:00 p.m.

Please contact me at 6860 if you have any questions. You may also contact Judy in Human Resources at 6786. Please let us know if you didn't receive the link or if you have any difficulties participating in the survey.

Thank you to all who have already completed the survey and thank you to all who are about to.

Todd Carpenter

From: [Carpenter, Todd](#)
To: [Smith, Judy](#)
Subject: Re: Employee Survey -- Time to Take is Running Out
Date: Tuesday, October 02, 2018 3:19:43 PM

I sent it out last night. Everyone should have gotten it.

Do you know otherwise.

Todd

Sent from the road

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

From: "Smith, Judy" <judys@cityofgastonia.com>
Date: 10/2/18 1:52 PM (GMT-05:00)
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Subject: FW: Employee Survey -- Time to Take is Running Out

[Were you going to send this out to everyone?](#)

From: Smith, Judy
Sent: Tuesday, October 2, 2018 9:00 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: RE: Employee Survey -- Time to Take is Running Out

[This looks good to me.](#)

From: Carpenter, Todd
Sent: Monday, October 1, 2018 9:36 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Cc: Smith, Judy <judys@cityofgastonia.com>; Davis, Leisha DeHart <ldehart@sog.unc.edu>
Subject: Employee Survey -- Time to Take is Running Out

To All City Employees,

You are a valued employee here at the City of Gastonia and we would like to ensure that you are satisfied with your work environment. On September 24, 2018, the UNC School of Government sent an email to you with a link for you to take an employee survey. If you have a City email, it would have been sent to that email address, if not, it would have been sent to your personal email address. The email would have been from Leisha Dehart-Davis <survey@qualtrics.unc.edu> . The survey contains a series of multiple choice questions, regarding the workplace and your role here at the City of Gastonia. Please take the time to

answer these questions carefully and honestly, as it is only with your help that we can create a happier and more satisfying workplace for all employees. Your responses will highlight areas with which you are satisfied and also those where there is room for improvement.

We encourage you to participate in this very important survey - **we want all of your voices heard!** We truly care about your opinion and we are offering each of you **4 hours of vacation time** (or 4 hours of paid time for non-full time employees) if you will complete the survey. Fifteen minutes of your time for four hours of vacation – now that’s a pretty good deal. Please be assured that all responses remain **completely anonymous**. The School of Government is not allowed to share any individual responses with the City.

So let's get those voices heard. If you could please take the time to complete the survey and ensure your responses have been submitted as soon as possible and no later than close of business, next Monday October 8th at 5:00 p.m.

Please contact me at 6860 if you have any questions. You may also contact Judy in Human Resources at 6786. Please let us know if you didn't receive the link or if you have any difficulties participating in the survey.

Thank you to all who have already completed the survey and thank you to all who are about to.

Todd Carpenter

From: [Smith, Judy](#)
To: [Carpenter, Todd](#)
Subject: FW: Employee Survey -- Time to Take is Running Out
Date: Tuesday, October 02, 2018 1:52:25 PM

Were you going to send this out to everyone?

From: Smith, Judy
Sent: Tuesday, October 2, 2018 9:00 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: RE: Employee Survey -- Time to Take is Running Out

This looks good to me.

From: Carpenter, Todd
Sent: Monday, October 1, 2018 9:36 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Cc: Smith, Judy <judys@cityofgastonia.com>; Davis, Leisha DeHart <ldehart@sog.unc.edu>
Subject: Employee Survey -- Time to Take is Running Out

To All City Employees,

You are a valued employee here at the City of Gastonia and we would like to ensure that you are satisfied with your work environment. On September 24, 2018, the UNC School of Government sent an email to you with a link for you to take an employee survey. If you have a City email, it would have been sent to that email address, if not, it would have been sent to your personal email address. The email would have been from Leisha Dehart-Davis <survey@qualtrics.unc.edu> . The survey contains a series of multiple choice questions, regarding the workplace and your role here at the City of Gastonia. Please take the time to answer these questions carefully and honestly, as it is only with your help that we can create a happier and more satisfying workplace for all employees. Your responses will highlight areas with which you are satisfied and also those where there is room for improvement.

We encourage you to participate in this very important survey - **we want all of your voices heard!** We truly care about your opinion and we are offering each of you **4 hours of vacation time** (or 4 hours of paid time for non-full time employees) if you will complete the survey. Fifteen minutes of your time for four hours of vacation – now that's a pretty good deal. Please be assured that all responses remain **completely anonymous**. The School of Government is not allowed to share any individual responses with the City.

So let's get those voices heard. If you could please take the time to complete the survey and ensure your responses have been submitted as soon as possible and no later than close of business, next Monday October 8th at 5:00 p.m.

Please contact me at 6860 if you have any questions. You may also contact Judy in Human Resources at 6786. Please let us know if you didn't receive the link or if you have any difficulties participating in the survey.

Thank you to all who have already completed the survey and thank you to all who are about to.

Todd Carpenter

From: [Carpenter, Todd](#)
To: [Peoples, Michael](#)
Subject: Pdf of survey
Date: Tuesday, October 02, 2018 1:27:38 PM
Attachments: [City of Gastonia 2018 Employee Survey.pdf](#)

Here you go.

Todd

Sent from the road

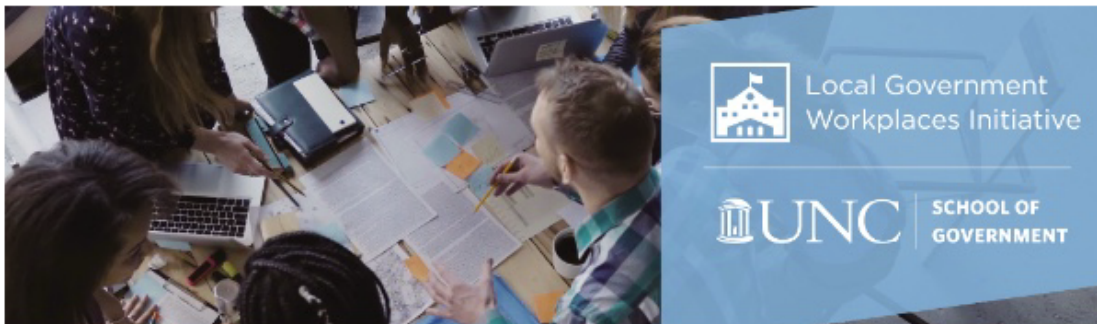
Survey Content

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?	<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	<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: [Smith, Judy](#)
To: [Carpenter, Todd](#)
Subject: RE: Employee Survey -- Time to Take is Running Out
Date: Tuesday, October 02, 2018 9:00:03 AM

This looks good to me.

From: Carpenter, Todd
Sent: Monday, October 1, 2018 9:36 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Cc: Smith, Judy <judys@cityofgastonia.com>; Davis, Leisha DeHart <ldehart@sog.unc.edu>
Subject: Employee Survey -- Time to Take is Running Out

To All City Employees,

You are a valued employee here at the City of Gastonia and we would like to ensure that you are satisfied with your work environment. On September 24, 2018, the UNC School of Government sent an email to you with a link for you to take an employee survey. If you have a City email, it would have been sent to that email address, if not, it would have been sent to your personal email address. The email would have been from Leisha Dehart-Davis <survey@qualtrics.unc.edu> . The survey contains a series of multiple choice questions, regarding the workplace and your role here at the City of Gastonia. Please take the time to answer these questions carefully and honestly, as it is only with your help that we can create a happier and more satisfying workplace for all employees. Your responses will highlight areas with which you are satisfied and also those where there is room for improvement.

We encourage you to participate in this very important survey - **we want all of your voices heard!** We truly care about your opinion and we are offering each of you **4 hours of vacation time** (or 4 hours of paid time for non-full time employees) if you will complete the survey. Fifteen minutes of your time for four hours of vacation – now that’s a pretty good deal. Please be assured that all responses remain **completely anonymous**. The School of Government is not allowed to share any individual responses with the City.

So let's get those voices heard. If you could please take the time to complete the survey and ensure your responses have been submitted as soon as possible and no later than close of business, next Monday October 8th at 5:00 p.m.

Please contact me at 6860 if you have any questions. You may also contact Judy in Human Resources at 6786. Please let us know if you didn't receive the link or if you have any difficulties participating in the survey.

Thank you to all who have already completed the survey and thank you to all who are about to.

Todd Carpenter

From: [Carpenter, Todd](#)
To: [Carpenter, Todd](#)
Cc: [Smith, Judy](#); [Davis, Leisha DeHart](#)
Subject: Employee Survey -- Time to Take Is Running Out
Date: Monday, October 01, 2018 9:36:20 PM

To All City Employees,

You are a valued employee here at the City of Gastonia and we would like to ensure that you are satisfied with your work environment. On September 24, 2018, the UNC School of Government sent an email to you with a link for you to take an employee survey. If you have a City email, it would have been sent to that email address, if not, it would have been sent to your personal email address. The email would have been from Leisha Dehart-Davis <survey@qualtrics.unc.edu> . The survey contains a series of multiple choice questions, regarding the workplace and your role here at the City of Gastonia. Please take the time to answer these questions carefully and honestly, as it is only with your help that we can create a happier and more satisfying workplace for all employees. Your responses will highlight areas with which you are satisfied and also those where there is room for improvement.

We encourage you to participate in this very important survey - **we want all of your voices heard!** We truly care about your opinion and we are offering each of you **4 hours of vacation time** (or 4 hours of paid time for non-full time employees) if you will complete the survey. Fifteen minutes of your time for four hours of vacation – now that's a pretty good deal. Please be assured that all responses remain **completely anonymous**. The School of Government is not allowed to share any individual responses with the City.

So let's get those voices heard. If you could please take the time to complete the survey and ensure your responses have been submitted as soon as possible and no later than close of business, next Monday October 8th at 5:00 p.m.

Please contact me at 6860 if you have any questions. You may also contact Judy in Human Resources at 6786. Please let us know if you didn't receive the link or if you have any difficulties participating in the survey.

Thank you to all who have already completed the survey and thank you to all who are about to.

Todd Carpenter

From: [Carpenter, Todd](#)
To: [Welch, Phil](#); [Helton, Robert](#)
Subject: Employee Survey
Date: Monday, October 01, 2018 9:16:58 PM

Chiefs

Could you please make another push in your departments to have folks complete the survey. Your departments so far have a low participation rate. Probably due to last week.

Thanks
Todd

From: [Smith, Judy](#)
To: [Carpenter, Todd](#)
Subject: REMINDER - EMPLOYEE SURVEY
Date: Monday, October 01, 2018 4:01:57 PM

We want you to know that you are a valued employee here at the City of Gastonia and we would like to ensure that you are satisfied with your working environment. On September 24, 2018, the UNC School of Government sent an email to you with a link for you to take an employee survey. If you have a City email, it would have been sent to that email address, if not, it would have been sent to your personal email address. The email would have been from Leisha Dehart-Davis <survey@qualtrics.unc.edu> . The survey entails a series of multiple choice questions, regarding the workplace and your role here at the City of Gastonia. Please take the time to answer these questions carefully and honestly, as it is only with your help that we can create a happier and more satisfying workplace for all employees. Your responses will highlight areas with which you are satisfied and also those where there is room for improvement.

We encourage you to participate in this important survey - **we want all of your voices heard!** We truly care about your opinion...so much so, we are offering each employee **4 hours of vacation time** (or 4 hours of paid time for non-full time employees). Employees who wants to receive this extra time off, will be taken to another link to enter their name and department name. This will be the only individual information the City receives and it's only so you can receive credit for your participation. The City will not receive the individual survey information. Please be assured that all responses will be treated in the strictest of confidence and all of your responses will remain **completely anonymous**.

So let's get those voices heard. If you could please take the time to complete the survey and ensure your responses have been submitted as soon as possible and no later than close of business, next Monday October 8th at 5:00 p.m.

Please contact me at 6860 if you have any questions. You may also contact Judy in Human Resources at 6786. Please let us know if you didn't receive the link or if you have any difficulties participating in the survey.

From: [Smith, Judy](#)
To: [Albright, Joe](#)
Cc: [Carpenter, Todd](#)
Subject: FW: City of Gastonia Employee Survey - Albright Responses
Date: Thursday, September 27, 2018 12:38:47 PM

Joe,

I contacted the School of Government to get clarification as to whether or not you need to take the survey since you participated in the pre-test. Per Leisha's email below, you answered the questions on the pre-test and will not need to take it again.

Thanks.

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]
Sent: Thursday, September 27, 2018 12:34 PM
To: Smith, Judy <judys@cityofgastonia.com>
Cc: Fiely, Katherine Mae <fielykm@live.unc.edu>
Subject: Re: City of Gastonia Employee Survey - Albright Responses

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 <yticarpenter@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 <ldhart@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: [Smith, Judy](#)
To: [Owenby, Candice](#)
Subject: FW: Weekly Council Report
Date: Thursday, September 27, 2018 9:50:09 AM

Candice,

I had to update one thing on this. SORRY. The survey was sent out on 9/24/18.

From: Smith, Judy
Sent: Thursday, September 27, 2018 9:35 AM
To: Owenby, Candice <candiceo@cityofgastonia.com>
Subject: RE: Weekly Council Report

The UNC School of Government emailed the employee survey to all employees on 9/24/18. The deadline for completion is 10/8/18 at 5 p.m. HR and IT have worked together to make computers available to all employees throughout the City. Employees without an email will also be able to participate in the survey by using one of the established computers.

Health insurance claims are rising. We are only 1.05% less than this time last year.

From: Owenby, Candice
Sent: Thursday, September 27, 2018 8:20 AM
To: Bieker, Beverly <bevb@cityofgastonia.com>; Bombardier, Flip <flipb@cityofgastonia.com>; Bost, Rusty <rustyb@cityofgastonia.com>; Braddy, Melody <melodyb@cityofgastonia.com>; Crisp, Kristy <kristyc@cityofgastonia.com>; Helton, Robert <Helton_Robert@cityofgastonia.com>; Jenkins, Kathy <kathyj@cityofgastonia.com>; Smith, Judy <judys@cityofgastonia.com>; Welch, Phil <welch_phil@cityofgastonia.com>
Subject: Weekly Council Report

If you have not done so already - Please submit your information for the Weekly Council Report by EOB today.

Thanks!

Candice Owenby
City of Gastonia
Deputy City Clerk
704.866.6720

From: [Smith, Judy](#)
To: [Owenby, Candice](#)
Subject: RE: Weekly Council Report
Date: Thursday, September 27, 2018 9:35:24 AM

The UNC School of Government emailed the employee survey to all employees on 9/25/18. The deadline for completion is 10/8/18 at 5 p.m. HR and IT have worked together to make computers available to all employees throughout the City. Employees without an email will also be able to participate in the survey by using one of the established computers.

Health insurance claims are rising. We are only 1.05% less than this time last year.

From: Owenby, Candice
Sent: Thursday, September 27, 2018 8:20 AM
To: Bieker, Beverly <bevb@cityofgastonia.com>; Bombardier, Flip <flipb@cityofgastonia.com>; Bost, Rusty <rustyb@cityofgastonia.com>; Braddy, Melody <melodyb@cityofgastonia.com>; Crisp, Kristy <kristyc@cityofgastonia.com>; Helton, Robert <Helton_Robert@cityofgastonia.com>; Jenkins, Kathy <kathyj@cityofgastonia.com>; Smith, Judy <judys@cityofgastonia.com>; Welch, Phil <welch_phil@cityofgastonia.com>
Subject: Weekly Council Report

If you have not done so already - Please submit your information for the Weekly Council Report by EOB today.

Thanks!

Candice Owenby
City of Gastonia
Deputy City Clerk
704.866.6720

From: [Smith, Judy](#)
To: [Cloninger, Robert](#); [Potocki, Brian](#)
Subject: FW: Survey Shortcut
Date: Wednesday, September 26, 2018 9:11:45 AM

From: Smith, Judy
Sent: Wednesday, September 26, 2018 8:31 AM
To: Denton, Dale <daled@cityofgastonia.com>; Albright, Joe <JoeA@cityofgastonia.com>
Cc: Jenkins, Kathy <kathyj@cityofgastonia.com>
Subject: FW: Survey Shortcut

FYI....I will be sending out an email in a few minutes with more information concerning the employee survey.

I thought you might need this since it has the User name and Password for the computers in the Field Supervisors' Office.

From: Payne, Chris
Sent: Tuesday, September 25, 2018 4:51 PM
To: Smith, Judy <judy@cityofgastonia.com>
Cc: Bieker, Beverly <bevb@cityofgastonia.com>
Subject: Survey Shortcut

Judy,

The shortcut to the survey have been setup in the public desktop folder on the following domain computers:

#1915—Field Supervisor Office (IT will need to setup a generic username/password for access) **Username: Fieldops1 PW: fieldops1**

#1823—Field Supervisor Office (IT will need to setup a generic username/password for access) **Username: Fieldops2 PW: fieldops2**

#1912—MOC Library (will need to work around scheduled meetings)

#1914—MOC Multipurpose Room (will need to work around scheduled meetings)

#3121 - Steve Shannon – laptop

#3120 - Edward Stroud – laptop

Jimmy Lineman – desktop and laptop #3379 (desktop) #3124 (laptop)

Robert Cloninger – desktop and laptop #3376 (desktop) #1142 (laptop)

Bucky Pack – desktop #3377 (desktop)

Donna Smith desktop 1937

Crowders 1868

Long Creek 3314

Fire Station 1 Captain's office 1732

Fire Station 1 Watch Office 1731
Fire Station 1 Train #1 1733
Fire Station 1 Train #2 1734
Fire Station 2 Captain's Office 1738
Fire Station 2 Watch Office 1739
Fire Station 3 Captain's Office 1742
Fire Station 3 Watch Office 1741
Fire Station 3 Train #1 1743
Fire Station 4 Chief's Office 1746
Fire Station 4 Captain's Office 1745
Fire Station 4 Train #1 1747
Fire Station 5 Captain's Office 1748
Fire Station 5 Watch Office 1750
Fire Station 6 Captain's Office 1753
Fire Station 6 Watch Office 1752
Fire Station 7 Captain's Office 1755
Fire Station 7 Watch Office 1756
Fire Station 8 Captain's Office 1759
Fire Station 8 Watch Office 1758

Employee Self Service Machine

0657 & 0688 in Cantina @ North Broad
0675 Recreation Admin
0685 Meter Readers room basement of City Hall
0687 Transit

The testing on the ESS computer was done using the name Wanda Forrester and Whitesides Stewart. The survey was completed but did not enter their information on the HR page for the 4 hours of vacation.

If you have any questions, please let me know

Thanks

From: [Smith, Judy](#)
To: [Schneider, Tracy](#); [Alvey, Steven](#); [Thompson, Angie](#); [Hummel, Allyson](#); [Davis, Caroline](#); [Morris, Leslie](#); [Shumate, Diane](#)
Subject: FW: EMPLOYEE SURVEY
Date: Wednesday, September 26, 2018 9:11:24 AM

FYI

From: Smith, Judy

Sent: Wednesday, September 26, 2018 9:10 AM

To: Bost, Rusty <rustyb@cityofgastonia.com>; Bagley, Rachel <Rachelb@cityofgastonia.com>; Crisp, Kristy <kristyc@cityofgastonia.com>; Helton, Robert <Helton_Robert@cityofgastonia.com>; Welch, Phil <welch_phil@cityofgastonia.com>; Warren, William <Warren_William@cityofgastonia.com>; Rutherford, Mark <Rutherford_Mark@cityofgastonia.com>; Bieker, Beverly <bevb@cityofgastonia.com>; Certain, Crystal <CrystalC@cityofgastonia.com>; Wong, Vincent <vincentw@cityofgastonia.com>; Carpenter, Cam <camc@cityofgastonia.com>; Tippitt, Ann <annt@cityofgastonia.com>; Albright, Joe <JoeA@cityofgastonia.com>; Denton, Dale <daled@cityofgastonia.com>; Potocki, Brian <brianp@tworiversutilities.com>; Cloninger, Robert <Robertcl@cityofgastonia.com>

Cc: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Bombardier, Flip <flipb@cityofgastonia.com>; Smith, Ash <ashs@cityofgastonia.com>; Braddy, Melody <melodyb@cityofgastonia.com>

Subject: EMPLOYEE SURVEY

The UNC School of Government e-mailed the employee survey out to each employee on 9/24/18. If the employee has a City email address, it was sent to that email. If an employee doesn't have a City email address, the survey was sent to his/her personal email address (unless we didn't have one on file).

If an employee has a City email address AND a computer that is assigned exclusively to him/her, he/she can complete the survey on their City computer. If the employee has an assigned City cell phone or laptop and has access to their City email on their City cell phone or laptop, he/she can complete the survey on the City cell phone or laptop.

If the employee does not have a City email but does have a personal email, the link was sent to that email address. The employee can complete the survey from any device that can access their personal email account. The employee will also have the option of completing the survey from one of the computers listed below. Again, each employee can only complete the survey once.

If the employee has a City email account but doesn't have a City computer assigned specifically to them, they can use one of the computers below.

If the employee doesn't have a City or personal email account, they can use one of the computers below.

Please note: a proxy should be assigned to assist employees who are using one of the computers

below. Proxys should simply assist the employee with selecting the correct name and then step away to allow the employee privacy when completing the survey. If you need HR to assist with this process, please contact me. We will be happy to have a member of HR come to your area to serve as a proxy.

From the internet browser, please have employees select the link ***“City of Gastonia employee survey”*** to access the survey. Once the employee goes to the website, there will be a drop down box with the list of the employees who don’t have assigned computers. ***It is critical the employee select their name from the drop down box. An employee can only complete their survey once.***

For example if Employee A chooses the wrong name (Employee B) and completes they survey and then goes under their name and completes the survey again, Employee B will not be able to complete the survey.

If an employee can’t find his/her name in the drop down list, please have them contact me and I will be happy to have their name added.

Please make sure employees understand, they will be prompted to go to another website if they are wanting to receive the 4 hours of vacation or time off. This may take a few seconds, so please be patient.

- Municipal Operations Center Canteen: 2 computers
- Municipal Operations Center Field Supervisor Office: 2 computers
- Municipal Operations Center Library (will need to work around scheduled meetings): 1 computer
- Municipal Operations Center Multipurpose Room (will need to work around scheduled meetings) 1 computer
- Transit/Sanitation: 1 computer
- City Hall – Meter Reader Offices: 1 computer
- Recreation: 1 computer
- Fire Stations: 1 at each station (Watch computer)
- Water Treatment Plant: 1 computer (Donna Smith’s office)
- Crowders Creek Wastewater Treatment Plant: 1 computer
- Long Creek Wastewater Treatment Plant: 1 computer
- Steve Shannon – laptop
- Edward Stroud – laptop
- Jimmy Lineman – desktop and laptop
- Robert Cloninger – desktop and laptop
- Bucky Pack – 1 computer
- Fire Station 1 Captain’s office 1732
- Fire Station 1 Watch Office 1731
- Fire Station 1 Train #1 1733
- Fire Station 1 Train #2 1734
- Fire Station 2 Captain’s Office 1738
- Fire Station 2 Watch Office 1739
- Fire Station 3 Captain’s Office 1742
- Fire Station 3 Watch Office 1741
- Fire Station 3 Train #1 1743
- Fire Station 4 Chief’s Office 1746
- Fire Station 4 Captain’s Office 1745
- Fire Station 4 Train #1 1747
- Fire Station 5 Captain’s Office 1748
- Fire Station 5 Watch Office 1750

**DON'T FORGET....the deadline to participate in the survey is October 8, 2018
at 5:00 p.m.**

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: [Smith, Judy](#)
To: [Bost, Rusty](#); [Bagley, Rachel](#); [Crisp, Kristy](#); [Helton, Robert](#); [Welch, Phil](#); [Warren, William](#); [Rutherford, Mark](#); [Bieker, Beverly](#); [Certain, Crystal](#); [Wong, Vincent](#); [Carpenter, Cam](#); [Tippitt, Ann](#); [Albright, Joe](#); [Denton, Dale](#); [Potocki, Brian](#); [Cloninger, Robert](#)
Cc: [Carpenter, Todd](#); [Bombardier, Flip](#); [Smith, Ash](#); [Braddy, Melody](#)
Subject: EMPLOYEE SURVEY
Date: Wednesday, September 26, 2018 9:10:07 AM

The UNC School of Government e-mailed the employee survey out to each employee on 9/24/18. If the employee has a City email address, it was sent to that email. If an employee doesn't have a City email address, the survey was sent to his/her personal email address (unless we didn't have one on file).

If an employee has a City email address AND a computer that is assigned exclusively to him/her, he/she can complete the survey on their City computer. If the employee has an assigned City cell phone or laptop and has access to their City email on their City cell phone or laptop, he/she can complete the survey on the City cell phone or laptop.

If the employee does not have a City email but does have a personal email, the link was sent to that email address. The employee can complete the survey from any device that can access their personal email account. The employee will also have the option of completing the survey from one of the computers listed below. Again, each employee can only complete the survey once.

If the employee has a City email account but doesn't have a City computer assigned specifically to them, they can use one of the computers below.

If the employee doesn't have a City or personal email account, they can use one of the computers below.

Please note: a proxy should be assigned to assist employees who are using one of the computers below. Proxies should simply assist the employee with selecting the correct name and then step away to allow the employee privacy when completing the survey. If you need HR to assist with this process, please contact me. We will be happy to have a member of HR come to your area to serve as a proxy.

From the internet browser, please have employees select the link "**City of Gastonia employee survey**" to access the survey. Once the employee goes to the website, there will be a drop down box with the list of the employees who don't have assigned computers. **It is critical the employee select their name from the drop down box. An employee can only complete their survey once.**

For example if Employee A chooses the wrong name (Employee B) and completes their survey and then goes under their name and completes the survey again, Employee B will not be able to complete the survey.

If an employee can't find his/her name in the drop down list, please have them contact me and I will be happy to have their name added.

Please make sure employees understand, they will be prompted to go to another website if they

are wanting to receive the 4 hours of vacation or time off. This may take a few seconds, so please be patient.

- Municipal Operations Center Canteen: 2 computers
- Municipal Operations Center Field Supervisor Office: 2 computers
- Municipal Operations Center Library (will need to work around scheduled meetings): 1 computer
- Municipal Operations Center Multipurpose Room (will need to work around scheduled meetings) 1 computer
- Transit/Sanitation: 1 computer
- City Hall – Meter Reader Offices: 1 computer
- Recreation: 1 computer
- Fire Stations: 1 at each station (Watch computer)
- Water Treatment Plant: 1 computer (Donna Smith's office)
- Crowders Creek Wastewater Treatment Plant: 1 computer
- Long Creek Wastewater Treatment Plant: 1 computer
- Steve Shannon – laptop
- Edward Stroud – laptop
- Jimmy Lineman – desktop and laptop
- Robert Cloninger – desktop and laptop
- Bucky Pack – 1 computer
- Fire Station 1 Captain's office 1732
- Fire Station 1 Watch Office 1731
- Fire Station 1 Train #1 1733
- Fire Station 1 Train #2 1734
- Fire Station 2 Captain's Office 1738
- Fire Station 2 Watch Office 1739
- Fire Station 3 Captain's Office 1742
- Fire Station 3 Watch Office 1741
- Fire Station 3 Train #1 1743
- Fire Station 4 Chief's Office 1746
- Fire Station 4 Captain's Office 1745
- Fire Station 4 Train #1 1747
- Fire Station 5 Captain's Office 1748
- Fire Station 5 Watch Office 1750

DON'T FORGET....the deadline to participate in the survey is October 8, 2018 at 5:00 p.m.

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: [Smith, Judy](#)
To: [Denton, Dale](#); [Albright, Joe](#)
Cc: [Jenkins, Kathy](#)
Subject: FW: Survey Shortcut
Date: Wednesday, September 26, 2018 8:31:21 AM

FYI....I will be sending out an email in a few minutes with more information concerning the employee survey.

I thought you might need this since it has the User name and Password for the computers in the Field Supervisors' Office.

From: Payne, Chris
Sent: Tuesday, September 25, 2018 4:51 PM
To: Smith, Judy <judys@cityofgastonia.com>
Cc: Bieker, Beverly <bevb@cityofgastonia.com>
Subject: Survey Shortcut

Judy,

The shortcut to the survey have been setup in the public desktop folder on the following domain computers:

#1915—Field Supervisor Office (IT will need to setup a generic username/password for access) **Username: Fieldops1 PW: fieldops1**

#1823—Field Supervisor Office (IT will need to setup a generic username/password for access) **Username: Fieldops2 PW: fieldops2**

#1912—MOC Library (will need to work around scheduled meetings)

#1914—MOC Multipurpose Room (will need to work around scheduled meetings)

#3121 - Steve Shannon – laptop

#3120 - Edward Stroud – laptop

Jimmy Lineman – desktop and laptop #3379 (desktop) #3124 (laptop)

Robert Cloninger – desktop and laptop #3376 (desktop) #1142 (laptop)

Bucky Pack – desktop #3377 (desktop)

Donna Smith desktop 1937

Crowders 1868

Long Creek 3314

Fire Station 1 Captain's office 1732

Fire Station 1 Watch Office 1731

Fire Station 1 Train #1 1733

Fire Station 1 Train #2 1734

Fire Station 2 Captain's Office 1738

Fire Station 2 Watch Office 1739

Fire Station 3 Captain's Office 1742

Fire Station 3 Watch Office 1741

Fire Station 3 Train #1 1743

Fire Station 4 Chief's Office 1746
Fire Station 4 Captain's Office 1745
Fire Station 4 Train #1 1747
Fire Station 5 Captain's Office 1748
Fire Station 5 Watch Office 1750
Fire Station 6 Captain's Office 1753
Fire Station 6 Watch Office 1752
Fire Station 7 Captain's Office 1755
Fire Station 7 Watch Office 1756
Fire Station 8 Captain's Office 1759
Fire Station 8 Watch Office 1758

Employee Self Service Machine

0657 & 0688 in Cantina @ North Broad
0675 Recreation Admin
0685 Meter Readers room basement of City Hall
0687 Transit

The testing on the ESS computer was done using the name Wanda Forrester and Whitesides Stewart. The survey was completed but did not enter their information on the HR page for the 4 hours of vacation.

If you have any questions, please let me know

Thanks

From: [Smith, Judy](#)
To: [Carpenter, Todd](#)
Subject: EMPLOYEE SURVEY
Date: Wednesday, September 26, 2018 8:19:01 AM

The UNC School of Government e-mailed the employee survey out to each employee on 9/24/18. If the employee has a City email address, it was sent to that email. If an employee doesn't have a City email address, the survey was sent to his/her personal email address (unless we didn't have one on file).

If an employee has a City email address AND a computer that is assigned exclusively to him/her, he/she can complete the survey on their City computer. If the employee has an assigned City cell phone or laptop and has access to their City email on their City cell phone or laptop, he/she can complete the survey on the City cell phone or laptop.

If the employee does not have a City email but does have a personal email, the link was sent to that email address. The employee can complete the survey from any device that can access their personal email account. The employee will also have the option of completing the survey from one of the computers listed below. Again, each employee can only complete the survey once.

If the employee has a City email account but doesn't have a City computer assigned specifically to them, they can use one of the computers below.

Please note: a proxy should be assigned to assist employees who are using one of the computers below. Proxies should simply assist the employee with selecting the correct name and then step away to allow the employee privacy when completing the survey.

From the internet browser, please have employees select the link "**City of Gastonia employee survey**" to access the survey. Once the employee goes to the website, there will be a drop down box with the list of the employees who don't have assigned computers. ***It is critical the employee select their name from the drop down box. An employee can only complete their survey once.***

For example if Employee A chooses the wrong name (Employee B) and completes they survey and then goes under their name and completes the survey again, Employee B will not be able to complete the survey.

- **Municipal Operations Center Canteen: 2 computers**
- **Municipal Operations Center Field Supervisor Office: 2 computers**
- **Municipal Operations Center Library (will need to work around scheduled meetings): 1 computer**
- **Municipal Operations Center Multipurpose Room (will need to work around scheduled meetings) 1 computer**
- **Transit/Sanitation: 1 computer**

- **City Hall – Meter Reader Offices: 1 computer**
- **Recreation: 1 computer**
- **Fire Stations: 1 at each station (Watch computer)**
- **Water Treatment Plant: 1 computer (Donna Smith's office)**
- **Crowders Creek Wastewater Treatment Plant: 1 computer**
- **Long Creek Wastewater Treatment Plant: 1 computer**
- **Steve Shannon – laptop**
- **Edward Stroud – laptop**
- **Jimmy Lineman – desktop and laptop**
- **Robert Cloninger – desktop and laptop**
- **Bucky Pack – 1 computer**
 - Fire Station 1 Captain's office 1732
 - Fire Station 1 Watch Office 1731
 - Fire Station 1 Train #1 1733
 - Fire Station 1 Train #2 1734
 - Fire Station 2 Captain's Office 1738
 - Fire Station 2 Watch Office 1739
 - Fire Station 3 Captain's Office 1742
 - Fire Station 3 Watch Office 1741
 - Fire Station 3 Train #1 1743
 - Fire Station 4 Chief's Office 1746
 - Fire Station 4 Captain's Office 1745
 - Fire Station 4 Train #1 1747
 - Fire Station 5 Captain's Office 1748
 - Fire Station 5 Watch Office 1750

Please make sure employees understand, they will be prompted to go to another website if they are wanting to receive the 4 hours of vacation or time off. This may take a few seconds, so please be patient.

From: [Smith, Judy](#)
To: [Gillis, DeeDee](#); [Denton, Dale](#)
Subject: RE: Upcoming City Employee Survey
Date: Tuesday, September 25, 2018 1:03:17 PM

DeeDee,

The emails are pulling from the ESS portal. However, if your employees choose to complete the survey at work, they don't have to have their email address. They will select their name from a drop down list.

From: Gillis, DeeDee
Sent: Monday, September 24, 2018 3:54 PM
To: Denton, Dale <daled@cityofgastonia.com>; Smith, Judy <judys@cityofgastonia.com>
Subject: RE: Upcoming City Employee Survey

Judy,
City emails on file?? Are you using what is on the ESS portal or only if they have a cityofgastonia.com account? If so, is there a way I can send you all of the email addresses for our employees who can and want to complete the survey and you can export the link to them?
Thanks

Dale:
Thanks for the clarification.

Dee Dee Gillis
Solid Waste Division Manager
City of Gastonia
700 N. Broad Street
PO Box 1748
Gastonia, NC 28053
704-869-7862 P/704-866-6047 F
deedeeg@cityofgastonia.com
Download our free solid waste app for your mobile device.



From: Denton, Dale
Sent: Monday, September 24, 2018 3:46 PM
To: Cloninger, Robert <Robertcl@cityofgastonia.com>; Forrester, Cindy

<cindyf@cityofgastonia.com>; Gillis, DeeDee <deedeeg@cityofgastonia.com>; Jenkins, Kathy <kathyj@cityofgastonia.com>; Webber, Stephen <stephenw@cityofgastonia.com>; Lineman, Jimmy <jimmyl@cityofgastonia.com>; McMillan, Huey <hueym@cityofgastonia.com>; Shannon, Steve <SteveSh@cityofgastonia.com>; Stroud, Ed <eds@cityofgastonia.com>; Thompson, Joey <joeyt@cityofgastonia.com>

Cc: Smith, Judy <judys@cityofgastonia.com>

Subject: Re: Upcoming City Employee Survey

Some additional information:

The link to the survey will be sent to the email address that the City has on file for every employee. If an employee has an assigned City computer, then they will receive the link there, and can complete it on their City computer. For employees who don't have City email, their link to the survey will be sent to their home/personal email address (whatever the City has on file). Those employees can fill out the survey from home or on their phone, but can also fill it out at the MOC if they want to. For employees who don't have an email address, or it's changed from what the City has on file, they can use the specific computers noted below at the MOC.

Robert Cloninger will be assigning days & times that these computers can be used, and Division employees don't have to all come at the same time. For example, Cindy's or Dee Dee's employees who don't have City email or a current email address on file and need to use the MOC computers can come individually or as a crew first thing in the morning or at the end of the day.

Robert will attempt to accommodate days and times so that everyone has the opportunity to benefit.

Computers with the appropriate software:

- Jimmy Lineman's desktop and laptop
- Robert Cloninger's desktop and laptop
- Bucky Pack's desktop
- Steve Shannon's laptop
- Edward Stroud's laptop
- 2 – desktop computers in the canteen

Thanks,
Dale

On Sep 24, 2018, at 11:32 AM, Denton, Dale <daled@cityofgastonia.com> wrote:

All:

We will all have an opportunity 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 us the opportunity to share our opinions about the City of Gastonia workplace. The second is to provide data for academic research.

I've elected to have all Public Works Department employees come to the MOC at scheduled times to use one several desktop and laptop computers that will be provided to complete their survey. We will provide a schedule in the next day or so.

Thanks,
Dale

Dale Denton
Director of Public Works
City of Gastonia
(704) 866-6028

From: [Smith, Judy](#)
To: [Jenkins, Kathy](#)
Subject: Not read: Employee Survey
Date: Monday, September 24, 2018 1:25:53 PM

Your message

To: Smith, Judy
Subject: Employee Survey
Sent: Monday, September 24, 2018 1:24:38 PM (UTC-05:00) Eastern Time (US & Canada)

was deleted without being read on Monday, September 24, 2018 1:25:51 PM (UTC-05:00) Eastern Time (US & Canada).

From: [Smith, Judy](#)
To: [Jenkins, Kathy](#); [Gillis, DeeDee](#)
Cc: [Denton, Dale](#)
Subject: RE: Asset #s
Date: Monday, September 24, 2018 1:25:31 PM

Kathy,

Thank you!

Dale is going to have all Public Works employees use the computers mentioned below.

From: Jenkins, Kathy
Sent: Monday, September 24, 2018 1:20 PM
To: Gillis, DeeDee <deedeeg@cityofgastonia.com>
Cc: Denton, Dale <daled@cityofgastonia.com>; Smith, Judy <judys@cityofgastonia.com>
Subject: FW: Asset #s
Importance: High

Judy...DeeDee has some computers down in Solid Waste

From: Smith, Judy
Sent: Monday, September 24, 2018 11:31 AM
To: Jenkins, Kathy <kathyj@cityofgastonia.com>
Subject: Asset #s
Importance: High

Kathy,

We are going to allow employees time to complete the employee survey online at work. With that, we have discussed what computers they should have access to. Dale has provided the following list:

Steve Shannon - laptop
Edward Stroud - laptop
Jimmy Lineman – desktop and laptop
Robert Cloninger – desktop and laptop
Bucky Pack – desktop and laptop
Canteen – 2 desktops

Can you think of any others that we may need to add to the list?

Could you provide me with asset numbers for these devices?

I am also contacting Joe and Brian to make sure I have the computers for their areas.

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: [Smith, Judy](#)
To: [Jenkins, Kathy](#)
Subject: Asset #s
Date: Monday, September 24, 2018 11:30:51 AM
Importance: High

Kathy,

We are going to allow employees time to complete the employee survey online at work. With that, we have discussed what computers they should have access to. Dale has provided the following list:

Steve Shannon - laptop
Edward Stroud - laptop
Jimmy Lineman – desktop and laptop
Robert Cloninger – desktop and laptop
Bucky Pack – desktop and laptop
Canteen – 2 desktops

Can you think of any others that we may need to add to the list?

Could you provide me with asset numbers for these devices?

I am also contacting Joe and Brian to make sure I have the computers for their areas.

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: [Smith, Judy](#)
To: [Carpenter, Todd](#)
Subject: RE: Employee Survey Pre-Test
Date: Thursday, September 20, 2018 11:56:38 AM
Attachments: [image001.png](#)

You're welcome!

From: Carpenter, Todd
Sent: Thursday, September 20, 2018 11:36 AM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: Re: Employee Survey Pre-Test

Thank you.

Sent from the road

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

From: "Smith, Judy" <judys@cityofgastonia.com>
Date: 9/20/18 10:13 AM (GMT-05:00)
To: "Carpenter, Todd" <vicarpenter@cityofgastonia.com>
Subject: RE: Employee Survey Pre-Test

I completed it yesterday and provided the following feedback



Wed 9/19/2018 12:22 PM

Smith, Judy

RE: Gastonia Pre-Test Survey

To: 'Davis, Leisha DeHart'

Cc: Fiely, Katherine Mae

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

<p>**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;</p>	<p>Smith, Judy Should say your survey results will never be linked to you.¶</p>
<p>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.</p>	<p>Smith, Judy Shouldn't modelling be spelled modeling?¶</p>
<p>Pay, Benefits and Satisfaction with Job Aspects</p> <p>This second asks for your opinion about different aspects of your job, as well as pay and benefits.</p>	<p>Smith, Judy I believe this should say This section asks for your opinion...¶</p>

From: Carpenter, Todd
Sent: Thursday, September 20, 2018 9:33 AM
To: Hummel, Allyson <AllysonH@cityofgastonia.com>; Smith, Judy <judys@cityofgastonia.com>; Albright, Joe <JoeA@cityofgastonia.com>; Peoples, Michael <michaelp@cityofgastonia.com>; Braddy, Melody <melodyb@cityofgastonia.com>
Subject: Employee Survey Pre-Test

Folks,

You all should have received an email yesterday from the School of Government with an invite to take the employee pre-survey. If you could each complete the test I would appreciate it.

Thanks,
Todd

From: [Carpenter, Todd](#)
To: [Smith, Judy](#)
Subject: Re: Employee Survey Pre-Test
Date: Thursday, September 20, 2018 11:36:04 AM
Attachments: [image001.png](#)

Thank you.

Sent from the road

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

From: "Smith, Judy" <judys@cityofgastonia.com>
Date: 9/20/18 10:13 AM (GMT-05:00)
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Subject: RE: Employee Survey Pre-Test

I completed it yesterday and provided the following feedback



Wed 9/19/2018 12:22 PM

Smith, Judy

RE: Gastonia Pre-Test Survey

To: 'Davis, Leisha DeHart'

Cc: Fiely, Katherine Mae

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

<p>**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;</p>	<p>Smith, Judy Should say your survey results will never be linked to you.¶</p>
<p>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.</p>	<p>Smith, Judy Shouldn't modelling be spelled modeling?¶</p>
<p>Pay, Benefits and Satisfaction with Job Aspects</p> <p>This second asks for your opinion about different aspects of your job, as well as pay and benefits.</p>	<p>Smith, Judy I believe this should say This section asks for your opinion...¶</p>

From: Carpenter, Todd
Sent: Thursday, September 20, 2018 9:33 AM
To: Hummel, Allyson <AllysonH@cityofgastonia.com>; Smith, Judy <judys@cityofgastonia.com>; Albright, Joe <JoeA@cityofgastonia.com>; Peoples, Michael <michaelp@cityofgastonia.com>; Braddy, Melody <melodyb@cityofgastonia.com>
Subject: Employee Survey Pre-Test

Folks,

You all should have received an email yesterday from the School of Government with an invite to take the employee pre-survey. If you could each complete the test I would appreciate it.

Thanks,
Todd

From: [Smith, Judy](#)
To: [Carpenter, Todd](#)
Subject: RE: Employee Survey Pre-Test
Date: Thursday, September 20, 2018 10:13:33 AM
Attachments: [image001.png](#)

I completed it yesterday and provided the following feedback



Wed 9/19/2018 12:22 PM

Smith, Judy

RE: Gastonia Pre-Test Survey

To: 'Davis, Leisha DeHart'

Cc: Fiely, Katherine Mae

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

<p>***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;</p>	<p>Smith, Judy Should say your survey results will never be linked to you.¶</p>
<p>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.</p>	<p>Smith, Judy Shouldn't modelling be spelled modeling?¶</p>
<p>Pay, Benefits and Satisfaction with Job Aspects</p> <p>This second asks for your opinion about different aspects of your job, as well as pay and benefits.</p>	<p>Smith, Judy I believe this should say: This section asks for your opinion...¶</p>

From: Carpenter, Todd
Sent: Thursday, September 20, 2018 9:33 AM
To: Hummel, Allyson <AllysonH@cityofgastonia.com>; Smith, Judy <judys@cityofgastonia.com>; Albright, Joe <JoeA@cityofgastonia.com>; Peoples, Michael <michaelp@cityofgastonia.com>; Braddy, Melody <melodyb@cityofgastonia.com>
Subject: Employee Survey Pre-Test

Folks,

You all should have received an email yesterday from the School of Government with an invite to take the employee pre-survey. If you could each complete the test I would appreciate it.

Thanks,
Todd

From: [Carpenter, Todd](#)
To: [Hummel, Allyson](#); [Smith, Judy](#); [Albright, Joe](#); [Peoples, Michael](#); [Braddy, Melody](#)
Subject: Employee Survey Pre-Test
Date: Thursday, September 20, 2018 9:33:29 AM

Folks,

You all should have received an email yesterday from the School of Government with an invite to take the employee pre-survey. If you could each complete the test I would appreciate it.

Thanks,
Todd

From: [Carpenter, Todd](#)
To: [Smith, Judy](#)
Cc: [Welch, Phil](#); [Warren, William](#); [Rutherford, Mark](#)
Subject: Re: Question about Employee Survey
Date: Wednesday, September 19, 2018 8:58:26 AM

Phil

I answered a question from Jody yesterday too. He wanted clarification on what we were giving to full vs non full time employees.

What's up? Are there concerns? I've had no questions from anyone else.

Todd

Sent from my iPad

On Sep 18, 2018, at 3:42 PM, Smith, Judy <judys@cityofgastonia.com> wrote:

Chief,

Thank you for forwarding this question to me. The City is giving 4 hours of vacation to any fulltime employee who participates in the survey. It should take 15-20 minutes to complete the survey. Employees should be allowed to complete the survey during work time.

We really hope everyone will take the time to provide their thoughts and opinions. As Todd said in his email, this is our opportunity to improve our workplace and processes.

Please feel free to let me know if you have any further questions.

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: Welch, Phil
Sent: Tuesday, September 18, 2018 2:09 PM
To: Smith, Judy <judys@cityofgastonia.com>
Cc: Warren, William <Warren_William@cityofgastonia.com>; Rutherford, Mark

<Rutherford_Mark@cityofgastonia.com>

Subject: Fwd: Question about Employee Survey

Hey Judy, Do you know the answer to Jody Blanton's question? Thanks

Sent from my iPhone

Begin forwarded message:

From: "Blanton, Joseph" <Blanton_Joseph@cityofgastonia.com>

Date: September 18, 2018 at 2:02:36 PM EDT

To: "Welch, Phil" <welch_phil@cityofgastonia.com>

Cc: "Rutherford, Mark" <Rutherford_Mark@cityofgastonia.com>, "Warren, William" <Warren_William@cityofgastonia.com>

Subject: Question about Employee Survey

Will fire department shift employees receive 5.1 (5.25 for payroll purposes) hours of vacation, for completing the survey? This would be equal to 80 hr employees getting 4 hrs.

$4 / 80 = .05$

$102 \times .05 = 5.1$ rounded up for payroll 5.25

I will have to answer this question to employees.

Thanks

Jody

Sent from my iPhone

From: [Smith, Judy](#)
To: [Welch, Phil](#)
Cc: [Warren, William](#); [Rutherford, Mark](#); [Carpenter, Todd](#)
Subject: RE: Question about Employee Survey
Date: Tuesday, September 18, 2018 3:42:00 PM

Chief,

Thank you for forwarding this question to me. The City is giving 4 hours of vacation to any fulltime employee who participates in the survey. It should take 15-20 minutes to complete the survey. Employees should be allowed to complete the survey during work time.

We really hope everyone will take the time to provide their thoughts and opinions. As Todd said in his email, this is our opportunity to improve our workplace and processes.

Please feel free to let me know if you have any further questions.

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: Welch, Phil
Sent: Tuesday, September 18, 2018 2:09 PM
To: Smith, Judy <judys@cityofgastonia.com>
Cc: Warren, William <Warren_William@cityofgastonia.com>; Rutherford, Mark <Rutherford_Mark@cityofgastonia.com>
Subject: Fwd: Question about Employee Survey

Hey Judy, Do you know the answer to Jody Blanton's question? Thanks

Sent from my iPhone

Begin forwarded message:

From: "Blanton, Joseph" <Blanton_Joseph@cityofgastonia.com>
Date: September 18, 2018 at 2:02:36 PM EDT
To: "Welch, Phil" <welch_phil@cityofgastonia.com>
Cc: "Rutherford, Mark" <Rutherford_Mark@cityofgastonia.com>, "Warren, William" <Warren_William@cityofgastonia.com>
Subject: Question about Employee Survey

Will fire department shift employees receive 5.1 (5.25 for payroll purposes) hours of vacation, for completing the survey? This would be equal to 80 hr employees getting 4 hrs.

$$4 / 80 = .05$$

$$102 \times .05 = 5.1 \text{ rounded up for payroll } 5.25$$

I will have to answer this question to employees.

Thanks

Jody

Sent from my iPhone

From: [Carpenter, Todd](#)
To: [Blanton, Joseph](#)
Subject: Re: Employee Survey Is Coming Next Week
Date: Tuesday, September 18, 2018 1:43:05 PM

Pay. Non full time dont get vacation.

Todd

Sent from the road

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

From: "Blanton, Joseph" <Blanton_Joseph@cityofgastonia.com>
Date: 9/18/18 1:15 PM (GMT-05:00)
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Subject: Re: Employee Survey Is Coming Next Week

Confirm for me before I get questioned. Only NON FULL TIME employees receive the 4 hrs of vacation or pay?

Thanks

Jody Blanton

Sent from my iPhone

On Sep 18, 2018, at 11:52, Carpenter, Todd <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. 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: [Smith, Judy](#)
To: [Davis, Caroline](#)
Subject: FW: Underliverables
Date: Tuesday, September 18, 2018 1:28:54 PM
Attachments: [Undeliverable Employee Survey Is Coming Next Week.msg](#)
[Undeliverable Employee Survey Is Coming Next Week.msg](#)
[Undeliverable Employee Survey Is Coming Next Week.msg](#)
[Undeliverable Employee Survey Is Coming Next Week.msg](#)
[Undeliverable Employee Survey Is Coming Next Week.msg](#)
[Undeliverable Employee Survey Is Coming Next Week.msg](#)
[Undeliverable Employee Survey Is Coming Next Week.msg](#)
[Undeliverable Employee Survey Is Coming Next Week.msg](#)

Caroline,

Can you please try to get updated email addresses for the employees whose emails were returned as undeliverable?

From: Carpenter, Todd
Sent: Tuesday, September 18, 2018 12:29 PM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: Underliverables

The attached came back as undeliverables. If you can determine the problem and then forward your copy that would be great. I had to fix a few double periods before I was able to send. I don't think that's the problem with these.

todd

From: [Carpenter, Todd](#)
To: vtcarpenter@gmail.com
Subject: Employee Survey Is Coming Next Week
Date: Tuesday, September 18, 2018 11:52:18 AM

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. 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: [Mail Delivery System](#)
To: [Carpenter, Todd](#)
Subject: Undeliverable: Employee Survey Is Coming Next Week
Date: Tuesday, September 18, 2018 12:18:48 PM
Attachments: [Employee Survey Is Coming Next Week.msg](#)

Delivery has failed to these recipients or groups:

[REDACTED]
A problem occurred while delivering this message to this email address. Try sending this message again. If the problem continues, please contact your helpdesk.

The following organization rejected your message: mta7.am0.yahoodns.net.

Diagnostic information for administrators:

Generating server: email.cityofgastonia.com

[REDACTED]
mta7.am0.yahoodns.net
Remote Server returned '<mta7.am0.yahoodns.net #5.0.0 smtp; 554 delivery error: dd This user doesn't have a yahoo.com account [REDACTED] [0] - mta4262.mail.bf1.yahoo.com>'

Original message headers:

Return-Path: <vtcarpenter@cityofgastonia.com>
X-ASG-Debug-ID: 1537285938-0afae560ef1a1860002-DHQ5UR
Received: from Mail13.city.nc (mail13.city.nc [172.16.20.163]) by email.cityofgastonia.com with ESMTTP id 4jRuIhRIIG52TY9u (version=TLSv1.2 cipher=ECDHE-RSA-AES256-SHA384 bits=256 verify=NO); Tue, 18 Sep 2018 11:52:18 -0400 (EDT)
X-Barracuda-Envelope-From: vtcarpenter@cityofgastonia.com
Received: from Mail13.city.nc (172.16.20.163) by Mail13.city.nc (172.16.20.163) with Microsoft SMTP Server (TLS) id 15.0.1236.3; Tue, 18 Sep 2018 11:52:12 -0400
Received: from Mail13.city.nc ([fe80::31c4:9296:68c4:47b2]) by Mail13.city.nc ([fe80::31c4:9296:68c4:47b2%14]) with mapi id 15.00.1236.000; Tue, 18 Sep 2018 11:52:12 -0400
From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
To: "vtcarpenter@gmail.com" <vtcarpenter@gmail.com>
Subject: Employee Survey Is Coming Next Week
Thread-Topic: Employee Survey Is Coming Next Week
X-ASG-Orig-Subj: Employee Survey Is Coming Next Week
Thread-Index: AdRPZ0hjKXrZlPMYtMe2vb4rvuaQTg==
Date: Tue, 18 Sep 2018 15:52:08 +0000
Message-ID: <b4117337f0294954a93de93f15b8bf31@Mail13.city.nc>
Accept-Language: en-US
Content-Language: en-US
X-MS-Has-Attach:
X-MS-TNEF-Correlator:
x-ms-exchange-transport-fromentityheader: Hosted
x-originating-ip: [10.250.2.174]
Content-Type: multipart/alternative;
boundary="_000_b4117337f0294954a93de93f15b8bf31Mail13citync_"
MIME-Version: 1.0
X-Barracuda-Connect: mail13.city.nc[172.16.20.163]
X-Barracuda-Start-Time: 1537285938
X-Barracuda-Encrypted: ECDHE-RSA-AES256-SHA384
X-Barracuda-URL: https://172.16.81.90:443/cgi-mod/mark.cgi
X-Virus-Scanned: by bsmtpd at cityofgastonia.com
X-Barracuda-Scan-Msg-Size: 11866
X-Barracuda-BRTS-Status: 1
X-Barracuda-Spam-Score: 0.50
X-Barracuda-Spam-Status: No, SCORE=0.50 using global scores of TAG_LEVEL=1000.0
QUARANTINE_LEVEL=1000.0 KILL_LEVEL=1000.0 tests=HEAD_LONG, HTML_MESSAGE
X-Barracuda-Spam-Report: Code version 3.2, rules version 3.2.3.57848
Rule breakdown below

pts	rule name	description
0.50	HEAD_LONG	Message headers are very long
0.00	HTML_MESSAGE	BODY: HTML included in message

From: [Mail Delivery System](#)
To: [Carpenter, Todd](#)
Subject: Undeliverable: Employee Survey Is Coming Next Week
Date: Tuesday, September 18, 2018 11:58:50 AM
Attachments: [Employee Survey Is Coming Next Week.msg](#)

Delivery has failed to these recipients or groups:

[REDACTED]
A communication failure occurred during the delivery of this message. Please try to resend the message later. If the problem continues, contact your helpdesk.

The following organization rejected your message: hotmail-com.olc.protection.outlook.com.

Diagnostic information for administrators:

Generating server: email.cityofgastonia.com

[REDACTED]
hotmail-com.olc.protection.outlook.com
Remote Server returned '<hotmail-com.olc.protection.outlook.com #5.5.0 smtp; 550 5.5.0 Requested action not taken: mailbox unavailable.>'

Original message headers:

Return-Path: <vtcarpenter@cityofgastonia.com>
X-ASG-Debug-ID: 1537285938-0afae560ef1a1860002-WpMMdn
Received: from Mail13.city.nc (mail13.city.nc [172.16.20.163]) by email.cityofgastonia.com with ESMTTP id 4jRuIhRIIG52TY9u (version=TLSv1.2 cipher=ECDHE-RSA-AES256-SHA384 bits=256 verify=NO); Tue, 18 Sep 2018 11:52:18 -0400 (EDT)
X-Barracuda-Envelope-From: vtcarpenter@cityofgastonia.com
Received: from Mail13.city.nc (172.16.20.163) by Mail13.city.nc (172.16.20.163) with Microsoft SMTP Server (TLS) id 15.0.1236.3; Tue, 18 Sep 2018 11:52:12 -0400
Received: from Mail13.city.nc ([fe80::31c4:9296:68c4:47b2]) by Mail13.city.nc ([fe80::31c4:9296:68c4:47b2%14]) with mapi id 15.00.1236.000; Tue, 18 Sep 2018 11:52:12 -0400
From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
To: "vtcarpenter@gmail.com" <vtcarpenter@gmail.com>
Subject: Employee Survey Is Coming Next Week
Thread-Topic: Employee Survey Is Coming Next Week
X-ASG-Orig-Subj: Employee Survey Is Coming Next Week
Thread-Index: AdRPZ0hjKXrZlPMYtMe2vb4rvuaQTg==
Date: Tue, 18 Sep 2018 15:52:08 +0000
Message-ID: <b4117337f0294954a93de93f15b8bf31@Mail13.city.nc>
Accept-Language: en-US
Content-Language: en-US
X-MS-Has-Attach:
X-MS-TNEF-Correlator:
x-ms-exchange-transport-fromentityheader: Hosted
x-originating-ip: [10.250.2.174]
Content-Type: multipart/alternative;
boundary="_000_b4117337f0294954a93de93f15b8bf31Mail13citync_"
MIME-Version: 1.0
X-Barracuda-Connect: mail13.city.nc[172.16.20.163]
X-Barracuda-Start-Time: 1537285938
X-Barracuda-Encrypted: ECDHE-RSA-AES256-SHA384
X-Barracuda-URL: https://172.16.81.90:443/cgi-mod/mark.cgi
X-Virus-Scanned: by bsmtpd at cityofgastonia.com
X-Barracuda-Scan-Msg-Size: 11866
X-Barracuda-BRTS-Status: 1
X-Barracuda-Spam-Score: 0.50
X-Barracuda-Spam-Status: No, SCORE=0.50 using global scores of TAG_LEVEL=1000.0
QUARANTINE_LEVEL=1000.0 KILL_LEVEL=1000.0 tests=HEAD_LONG, HTML_MESSAGE
X-Barracuda-Spam-Report: Code version 3.2, rules version 3.2.3.57848
Rule breakdown below

pts	rule name	description
0.50	HEAD_LONG	Message headers are very long
0.00	HTML_MESSAGE	BODY: HTML included in message

From: [Mail Delivery System](#)
To: [Carpenter, Todd](#)
Subject: Undeliverable: Employee Survey Is Coming Next Week
Date: Tuesday, September 18, 2018 11:58:48 AM
Attachments: [Employee Survey Is Coming Next Week.msg](#)

Delivery has failed to these recipients or groups:

[REDACTED]
A communication failure occurred during the delivery of this message. Please try to resend the message later. If the problem continues, contact your helpdesk.

The following organization rejected your message: hotmail-com.olc.protection.outlook.com.

Diagnostic information for administrators:

Generating server: email.cityofgastonia.com

[REDACTED]
hotmail-com.olc.protection.outlook.com
Remote Server returned '<hotmail-com.olc.protection.outlook.com #5.5.0 smtp; 550 5.5.0 Requested action not taken: mailbox unavailable.>'

Original message headers:

```
Return-Path: <vtcarpenter@cityofgastonia.com>
X-ASG-Debug-ID: 1537285938-0afae560ef1a1860002-6LILPe
Received: from Mail13.city.nc (mail13.city.nc [172.16.20.163]) by email.cityofgastonia.com with ESMTTP
id 4jRuIhRIIG52TY9u (version=TLSv1.2 cipher=ECDHE-RSA-AES256-SHA384 bits=256 verify=NO); Tue, 18 Sep
2018 11:52:18 -0400 (EDT)
X-Barracuda-Envelope-From: vtcarpenter@cityofgastonia.com
Received: from Mail13.city.nc (172.16.20.163) by Mail13.city.nc
(172.16.20.163) with Microsoft SMTP Server (TLS) id 15.0.1236.3; Tue, 18 Sep
2018 11:52:12 -0400
Received: from Mail13.city.nc ([fe80::31c4:9296:68c4:47b2]) by Mail13.city.nc
([fe80::31c4:9296:68c4:47b2%14]) with mapi id 15.00.1236.000; Tue, 18 Sep
2018 11:52:12 -0400
From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
To: "vtcarpenter@gmail.com" <vtcarpenter@gmail.com>
Subject: Employee Survey Is Coming Next Week
Thread-Topic: Employee Survey Is Coming Next Week
X-ASG-Orig-Subj: Employee Survey Is Coming Next Week
Thread-Index: AdRPZ0hjKXrZlPMYtMe2vb4rvuaQTg==
Date: Tue, 18 Sep 2018 15:52:08 +0000
Message-ID: <b4117337f0294954a93de93f15b8bf31@Mail13.city.nc>
Accept-Language: en-US
Content-Language: en-US
X-MS-Has-Attach:
X-MS-TNEF-Correlator:
x-ms-exchange-transport-fromentityheader: Hosted
x-originating-ip: [10.250.2.174]
Content-Type: multipart/alternative;
boundary="_000_b4117337f0294954a93de93f15b8bf31Mail13citync_"
MIME-Version: 1.0
X-Barracuda-Connect: mail13.city.nc[172.16.20.163]
X-Barracuda-Start-Time: 1537285938
X-Barracuda-Encrypted: ECDHE-RSA-AES256-SHA384
X-Barracuda-URL: https://172.16.81.90:443/cgi-mod/mark.cgi
X-Virus-Scanned: by bsmtpd at cityofgastonia.com
X-Barracuda-Scan-Msg-Size: 11866
X-Barracuda-BRTS-Status: 1
X-Barracuda-Spam-Score: 0.50
X-Barracuda-Spam-Status: No, SCORE=0.50 using global scores of TAG_LEVEL=1000.0
QUARANTINE_LEVEL=1000.0 KILL_LEVEL=1000.0 tests=HEAD_LONG, HTML_MESSAGE
X-Barracuda-Spam-Report: Code version 3.2, rules version 3.2.3.57848
Rule breakdown below
```

pts	rule name	description
0.50	HEAD_LONG	Message headers are very long
0.00	HTML_MESSAGE	BODY: HTML included in message

From: [Mail Delivery System](#)
To: [Carpenter, Todd](#)
Subject: Undeliverable: Employee Survey Is Coming Next Week
Date: Tuesday, September 18, 2018 12:13:49 PM
Attachments: [Employee Survey Is Coming Next Week.msg](#)

Delivery has failed to these recipients or groups:

[REDACTED]
A problem occurred while delivering this message to this email address. Try sending this message again. If the problem continues, please contact your helpdesk.

The following organization rejected your message: mta5.am0.yahoodns.net.

Diagnostic information for administrators:

Generating server: email.cityofgastonia.com

[REDACTED]
mta5.am0.yahoodns.net
Remote Server returned '<mta5.am0.yahoodns.net #5.0.0 smtp; 554 delivery error: dd This user doesn't have a yahoo.com account [REDACTED] [0] - mta4206.mail.gq1.yahoo.com>'

Original message headers:

Return-Path: <vtcarpenter@cityofgastonia.com>
X-ASG-Debug-ID: 1537285938-0afae560ef1a1860002-3qW9mM
Received: from Mail13.city.nc (mail13.city.nc [172.16.20.163]) by email.cityofgastonia.com with ESMTTP id 4jRuIhRIIG52TY9u (version=TLSv1.2 cipher=ECDHE-RSA-AES256-SHA384 bits=256 verify=NO); Tue, 18 Sep 2018 11:52:18 -0400 (EDT)
X-Barracuda-Envelope-From: vtcarpenter@cityofgastonia.com
Received: from Mail13.city.nc (172.16.20.163) by Mail13.city.nc (172.16.20.163) with Microsoft SMTP Server (TLS) id 15.0.1236.3; Tue, 18 Sep 2018 11:52:12 -0400
Received: from Mail13.city.nc ([fe80::31c4:9296:68c4:47b2]) by Mail13.city.nc ([fe80::31c4:9296:68c4:47b2%14]) with mapi id 15.00.1236.000; Tue, 18 Sep 2018 11:52:12 -0400
From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
To: "vtcarpenter@gmail.com" <vtcarpenter@gmail.com>
Subject: Employee Survey Is Coming Next Week
Thread-Topic: Employee Survey Is Coming Next Week
X-ASG-Orig-Subj: Employee Survey Is Coming Next Week
Thread-Index: AdRPZ0hjKXrZlPMYtMe2vb4rvuaQTg==
Date: Tue, 18 Sep 2018 15:52:08 +0000
Message-ID: <b4117337f0294954a93de93f15b8bf31@Mail13.city.nc>
Accept-Language: en-US
Content-Language: en-US
X-MS-Has-Attach:
X-MS-TNEF-Correlator:
x-ms-exchange-transport-fromentityheader: Hosted
x-originating-ip: [10.250.2.174]
Content-Type: multipart/alternative;
boundary="_000_b4117337f0294954a93de93f15b8bf31Mail13citync_"
MIME-Version: 1.0
X-Barracuda-Connect: mail13.city.nc[172.16.20.163]
X-Barracuda-Start-Time: 1537285938
X-Barracuda-Encrypted: ECDHE-RSA-AES256-SHA384
X-Barracuda-URL: https://172.16.81.90:443/cgi-mod/mark.cgi
X-Virus-Scanned: by bsmtpd at cityofgastonia.com
X-Barracuda-Scan-Msg-Size: 11866
X-Barracuda-BRTS-Status: 1
X-Barracuda-Spam-Score: 0.50
X-Barracuda-Spam-Status: No, SCORE=0.50 using global scores of TAG_LEVEL=1000.0
QUARANTINE_LEVEL=1000.0 KILL_LEVEL=1000.0 tests=HEAD_LONG, HTML_MESSAGE
X-Barracuda-Spam-Report: Code version 3.2, rules version 3.2.3.57848
Rule breakdown below

pts	rule name	description
0.50	HEAD_LONG	Message headers are very long
0.00	HTML_MESSAGE	BODY: HTML included in message

From: [Mail Delivery System](#)
To: [Carpenter, Todd](#)
Subject: Undeliverable: Employee Survey Is Coming Next Week
Date: Tuesday, September 18, 2018 11:58:49 AM
Attachments: [Employee Survey Is Coming Next Week.msg](#)

Delivery has failed to these recipients or groups:

[REDACTED]
The email address you entered couldn't be found. Please check the recipient's email address and try to resend the message. If the problem continues, please contact your helpdesk.

The following organization rejected your message: gmail-smtp-in.l.google.com.

Diagnostic information for administrators:

Generating server: email.cityofgastonia.com

[REDACTED]
gmail-smtp-in.l.google.com
Remote Server returned ' <gmail-smtp-in.l.google.com #5.1.1 smtp; 550-5.1.1 The email account that you tried to reach does not exist. Please try 550-5.1.1 double-checking the recipient's email address for typos or 550-5.1.1 unnecessary spaces. Learn more at 550 5.1.1 <https://support.google.com/mail/?p=NoSuchUser> 11-v6si4613944yws.535 - gsmtpp>'

Original message headers:

```
Return-Path: <vtcarpenter@cityofgastonia.com>
X-ASG-Debug-ID: 1537285938-0afae560ef1a1860002-heEqrJ
Received: from Mail13.city.nc (mail13.city.nc [172.16.20.163]) by email.cityofgastonia.com with ESMTTP
id 4jRuIhRIIG52TY9u (version=TLSv1.2 cipher=ECDHE-RSA-AES256-SHA384 bits=256 verify=NO); Tue, 18 Sep
2018 11:52:18 -0400 (EDT)
X-Barracuda-Envelope-From: vtcarpenter@cityofgastonia.com
Received: from Mail13.city.nc (172.16.20.163) by Mail13.city.nc
(172.16.20.163) with Microsoft SMTP Server (TLS) id 15.0.1236.3; Tue, 18 Sep
2018 11:52:12 -0400
Received: from Mail13.city.nc ([fe80::31c4:9296:68c4:47b2]) by Mail13.city.nc
([fe80::31c4:9296:68c4:47b2%14]) with mapi id 15.00.1236.000; Tue, 18 Sep
2018 11:52:12 -0400
From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
To: "vtcarpenter@gmail.com" <vtcarpenter@gmail.com>
Subject: Employee Survey Is Coming Next Week
Thread-Topic: Employee Survey Is Coming Next Week
X-ASG-Orig-Subj: Employee Survey Is Coming Next Week
Thread-Index: AdRPZ0hjKXrZ1PMYTme2vb4rvuaQTg==
Date: Tue, 18 Sep 2018 15:52:08 +0000
Message-ID: <b4117337f0294954a93de93f15b8bf31Mail13.city.nc>
Accept-Language: en-US
Content-Language: en-US
X-MS-Has-Attach:
X-MS-TNEF-Correlator:
x-ms-exchange-transport-fromentityheader: Hosted
x-originating-ip: [10.250.2.174]
Content-Type: multipart/alternative;
boundary="_000_b4117337f0294954a93de93f15b8bf31Mail13citync_"
MIME-Version: 1.0
X-Barracuda-Connect: mail13.city.nc[172.16.20.163]
X-Barracuda-Start-Time: 1537285938
X-Barracuda-Encrypted: ECDHE-RSA-AES256-SHA384
X-Barracuda-URL: https://172.16.81.90:443/cgi-mod/mark.cgi
X-Virus-Scanned: by bsmtpd at cityofgastonia.com
X-Barracuda-Scan-Msg-Size: 11866
```

X-Barracuda-BRTS-Status: 1
X-Barracuda-Spam-Score: 0.50
X-Barracuda-Spam-Status: No, SCORE=0.50 using global scores of TAG_LEVEL=1000.0
QUARANTINE_LEVEL=1000.0 KILL_LEVEL=1000.0 tests=HEAD_LONG, HTML_MESSAGE
X-Barracuda-Spam-Report: Code version 3.2, rules version 3.2.3.57848

Rule breakdown below

pts	rule name	description
0.50	HEAD_LONG	Message headers are very long
0.00	HTML_MESSAGE	BODY: HTML included in message

From: [Mail Delivery System](#)
To: [Carpenter, Todd](#)
Subject: Undeliverable: Employee Survey Is Coming Next Week
Date: Tuesday, September 18, 2018 11:58:44 AM
Attachments: [Employee Survey Is Coming Next Week.msg](#)

Delivery has failed to these recipients or groups:

[REDACTED]
There's a problem with the recipient's mailbox. Please try resending this message. If the problem continues, please contact your helpdesk.

The following organization rejected your message: aspmx.l.google.com.

Diagnostic information for administrators:

Generating server: email.cityofgastonia.com

[REDACTED]
aspmx.l.google.com

Remote Server returned '<aspmx.l.google.com #5.2.1 smtp; 550-5.2.1 The email account that you tried to reach is disabled. Learn more at 550 5.2.1 <https://support.google.com/mail/?p=DisabledUser> m128-v6si3462301ybm.67 - gsmtmp>'

Original message headers:

Return-Path: <vtcarpenter@cityofgastonia.com>
X-ASG-Debug-ID: 1537285938-0afae560ef1a1860002-WT3eev
Received: from Mail13.city.nc (mail13.city.nc [172.16.20.163]) by email.cityofgastonia.com with ESMTTP id 4jRuIhRIIG52TY9u (version=TLSv1.2 cipher=ECDHE-RSA-AES256-SHA384 bits=256 verify=NO); Tue, 18 Sep 2018 11:52:18 -0400 (EDT)
X-Barracuda-Envelope-From: vtcarpenter@cityofgastonia.com
Received: from Mail13.city.nc (172.16.20.163) by Mail13.city.nc (172.16.20.163) with Microsoft SMTP Server (TLS) id 15.0.1236.3; Tue, 18 Sep 2018 11:52:12 -0400
Received: from Mail13.city.nc ([fe80::31c4:9296:68c4:47b2]) by Mail13.city.nc ([fe80::31c4:9296:68c4:47b2%14]) with mapi id 15.00.1236.000; Tue, 18 Sep 2018 11:52:12 -0400
From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
To: "vtcarpenter@gmail.com" <vtcarpenter@gmail.com>
Subject: Employee Survey Is Coming Next Week
Thread-Topic: Employee Survey Is Coming Next Week
X-ASG-Orig-Subj: Employee Survey Is Coming Next Week
Thread-Index: AdRPZ0hjKXrZlPMYtMe2vb4rvuaQTg==
Date: Tue, 18 Sep 2018 15:52:08 +0000
Message-ID: <b4117337f0294954a93de93f15b8bf31@Mail13.city.nc>
Accept-Language: en-US
Content-Language: en-US
X-MS-Has-Attach:
X-MS-TNEF-Correlator:
x-ms-exchange-transport-fromentityheader: Hosted
x-originating-ip: [10.250.2.174]
Content-Type: multipart/alternative;
boundary="_000_b4117337f0294954a93de93f15b8bf31Mail13citync_"
MIME-Version: 1.0
X-Barracuda-Connect: mail13.city.nc[172.16.20.163]
X-Barracuda-Start-Time: 1537285938
X-Barracuda-Encrypted: ECDHE-RSA-AES256-SHA384
X-Barracuda-URL: <https://172.16.81.90:443/cgi-mod/mark.cgi>
X-Virus-Scanned: by bsmtpd at cityofgastonia.com
X-Barracuda-Scan-Msg-Size: 11866
X-Barracuda-BRTS-Status: 1
X-Barracuda-Spam-Score: 0.50
X-Barracuda-Spam-Status: No, SCORE=0.50 using global scores of TAG_LEVEL=1000.0
QUARANTINE_LEVEL=1000.0 KILL_LEVEL=1000.0 tests=HEAD_LONG, HTML_MESSAGE

X-Barracuda-Spam-Report: Code version 3.2, rules version 3.2.3.57848

Rule breakdown below

pts	rule name	description
0.50	HEAD_LONG	Message headers are very long
0.00	HTML_MESSAGE	BODY: HTML included in message

From: [Mail Delivery System](#)
To: [Carpenter, Todd](#)
Subject: Undeliverable: Employee Survey Is Coming Next Week
Date: Tuesday, September 18, 2018 11:58:52 AM
Attachments: [Employee Survey Is Coming Next Week.msg](#)

Delivery has failed to these recipients or groups:

[REDACTED]
A problem occurred while delivering this message to this email address. Try sending this message again. If the problem continues, please contact your helpdesk.

The following organization rejected your message: mx-aol.mail.gm0.yahoodns.net.

Diagnostic information for administrators:

Generating server: email.cityofgastonia.com

[REDACTED]
mx-aol.mail.gm0.yahoodns.net
Remote Server returned '<mx-aol.mail.gm0.yahoodns.net #5.0.0 smtp; 554 delivery error: dd This user doesn't have a aol.com account [REDACTED] [-9] - mta4100.aol.mail.gq1.yahoo.com>'

Original message headers:

Return-Path: <vtcarpenter@cityofgastonia.com>
X-ASG-Debug-ID: 1537285938-0afae560ef1a1860002-s0rtv0
Received: from Mail13.city.nc (mail13.city.nc [172.16.20.163]) by email.cityofgastonia.com with ESMTTP id 4jRuIhRIIG52TY9u (version=TLSv1.2 cipher=ECDHE-RSA-AES256-SHA384 bits=256 verify=NO); Tue, 18 Sep 2018 11:52:18 -0400 (EDT)
X-Barracuda-Envelope-From: vtcarpenter@cityofgastonia.com
Received: from Mail13.city.nc (172.16.20.163) by Mail13.city.nc (172.16.20.163) with Microsoft SMTP Server (TLS) id 15.0.1236.3; Tue, 18 Sep 2018 11:52:12 -0400
Received: from Mail13.city.nc ([fe80::31c4:9296:68c4:47b2]) by Mail13.city.nc ([fe80::31c4:9296:68c4:47b2%14]) with mapi id 15.00.1236.000; Tue, 18 Sep 2018 11:52:12 -0400
From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
To: "vtcarpenter@gmail.com" <vtcarpenter@gmail.com>
Subject: Employee Survey Is Coming Next Week
Thread-Topic: Employee Survey Is Coming Next Week
X-ASG-Orig-Subj: Employee Survey Is Coming Next Week
Thread-Index: AdRPZ0hjKXrZlPMYtMe2vb4rvuaQTg==
Date: Tue, 18 Sep 2018 15:52:08 +0000
Message-ID: <b4117337f0294954a93de93f15b8bf31@Mail13.city.nc>
Accept-Language: en-US
Content-Language: en-US
X-MS-Has-Attach:
X-MS-TNEF-Correlator:
x-ms-exchange-transport-fromentityheader: Hosted
x-originating-ip: [10.250.2.174]
Content-Type: multipart/alternative;
boundary="_000_b4117337f0294954a93de93f15b8bf31Mail13citync_"
MIME-Version: 1.0
X-Barracuda-Connect: mail13.city.nc[172.16.20.163]
X-Barracuda-Start-Time: 1537285938
X-Barracuda-Encrypted: ECDHE-RSA-AES256-SHA384
X-Barracuda-URL: https://172.16.81.90:443/cgi-mod/mark.cgi
X-Virus-Scanned: by bsmtpd at cityofgastonia.com
X-Barracuda-Scan-Msg-Size: 11866
X-Barracuda-BRTS-Status: 1
X-Barracuda-Spam-Score: 0.50
X-Barracuda-Spam-Status: No, SCORE=0.50 using global scores of TAG_LEVEL=1000.0
QUARANTINE_LEVEL=1000.0 KILL_LEVEL=1000.0 tests=HEAD_LONG, HTML_MESSAGE
X-Barracuda-Spam-Report: Code version 3.2, rules version 3.2.3.57848
Rule breakdown below

pts	rule name	description
0.50	HEAD_LONG	Message headers are very long
0.00	HTML_MESSAGE	BODY: HTML included in message

From: [Mail Delivery System](#)
To: [Carpenter, Todd](#)
Subject: Undeliverable: Employee Survey Is Coming Next Week
Date: Tuesday, September 18, 2018 11:58:49 AM
Attachments: [Employee Survey Is Coming Next Week.msg](#)

Delivery has failed to these recipients or groups:

[REDACTED]
The email address you entered couldn't be found. Please check the recipient's email address and try to resend the message. If the problem continues, please contact your helpdesk.

The following organization rejected your message: dnrco-cmedge01.email.rr.com.

Diagnostic information for administrators:

Generating server: email.cityofgastonia.com

[REDACTED]
dnrco-cmedge01.email.rr.com
Remote Server returned ' <dnrco-cmedge01.email.rr.com #5.1.1 smtp; 550 5.1.1
[REDACTED] > recipient rejected > '

Original message headers:

```
Return-Path: <vtcarpenter@cityofgastonia.com>
X-ASG-Debug-ID: 1537285938-0afae560ef1a1860002-ffRNZS
Received: from Mail13.city.nc (mail13.city.nc [172.16.20.163]) by email.cityofgastonia.com with ESMT
id 4jRuIhRIIG52TY9u (version=TLSv1.2 cipher=ECDHE-RSA-AES256-SHA384 bits=256 verify=NO); Tue, 18 Sep
2018 11:52:18 -0400 (EDT)
X-Barracuda-Envelope-From: vtcarpenter@cityofgastonia.com
Received: from Mail13.city.nc (172.16.20.163) by Mail13.city.nc
(172.16.20.163) with Microsoft SMTP Server (TLS) id 15.0.1236.3; Tue, 18 Sep
2018 11:52:12 -0400
Received: from Mail13.city.nc ([fe80::31c4:9296:68c4:47b2]) by Mail13.city.nc
([fe80::31c4:9296:68c4:47b2%14]) with mapi id 15.00.1236.000; Tue, 18 Sep
2018 11:52:12 -0400
From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
To: "vtcarpenter@gmail.com" <vtcarpenter@gmail.com>
Subject: Employee Survey Is Coming Next Week
Thread-Topic: Employee Survey Is Coming Next Week
X-ASG-Orig-Subj: Employee Survey Is Coming Next Week
Thread-Index: AdRPZ0hjKXrZlPMYtMe2vb4rvuaQTg==
Date: Tue, 18 Sep 2018 15:52:08 +0000
Message-ID: <b4117337f0294954a93de93f15b8bf31@Mail13.city.nc>
Accept-Language: en-US
Content-Language: en-US
X-MS-Has-Attach:
X-MS-TNEF-Correlator:
x-ms-exchange-transport-fromentityheader: Hosted
x-originating-ip: [10.250.2.174]
Content-Type: multipart/alternative;
    boundary="_000_b4117337f0294954a93de93f15b8bf31Mail13citync_"
MIME-Version: 1.0
X-Barracuda-Connect: mail13.city.nc[172.16.20.163]
X-Barracuda-Start-Time: 1537285938
X-Barracuda-Encrypted: ECDHE-RSA-AES256-SHA384
X-Barracuda-URL: https://172.16.81.90:443/cgi-mod/mark.cgi
X-Virus-Scanned: by bsmtpd at cityofgastonia.com
X-Barracuda-Scan-Msg-Size: 11866
X-Barracuda-BRTS-Status: 1
X-Barracuda-Spam-Score: 0.50
X-Barracuda-Spam-Status: No, SCORE=0.50 using global scores of TAG_LEVEL=1000.0
QUARANTINE_LEVEL=1000.0 KILL_LEVEL=1000.0 tests=HEAD_LONG, HTML_MESSAGE
```

X-Barracuda-Spam-Report: Code version 3.2, rules version 3.2.3.57848

Rule breakdown below

pts	rule name	description
0.50	HEAD_LONG	Message headers are very long
0.00	HTML_MESSAGE	BODY: HTML included in message

From: [Smith, Judy](#)
To: [Bieker, Beverly](#)
Subject: RE: Important: Employee Survey - Question
Date: Tuesday, September 18, 2018 1:26:48 PM

Bev,

He is referring to those stations. I did tell him that the internet browser was locked down to certain websites. We were also going to let employees use certain supervisors' laptops.

I don't have a link. I understand SOG will send a specific link to each employee's email. The employee would have to access their email and then click on the link.

From: Bieker, Beverly
Sent: Tuesday, September 18, 2018 12:58 PM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: FW: Important: Employee Survey - Question

Judy,

Question about Todd's references to shared computers below. Is he talking about the stations that we have in different areas for work related activities, like insurance enrollment? If so, we will need to allow access to the website/link, because we have restricted the sites those stations can access. Do you have the website/link info now or do we need to wait for the SOG to send the survey email?

Thanks,

Bev

From: Carpenter, Todd
Sent: Friday, September 14, 2018 12:21 PM
To: Albright, Joe <JoeA@cityofgastonia.com>; Bagley, Rachel <Rachelb@cityofgastonia.com>; Bieker, Beverly <bevb@cityofgastonia.com>; Bombardier, Flip <flipb@cityofgastonia.com>; Bost, Rusty <rustyb@cityofgastonia.com>; Braddy, Melody <melodyb@cityofgastonia.com>; Carpenter, Cam <camc@cityofgastonia.com>; Certain, Crystal <CrystalC@cityofgastonia.com>; Crisp, Kristy <kristyc@cityofgastonia.com>; Dellinger, Chuck <chuckd@cityofgastonia.com>; Denton, Dale <daled@cityofgastonia.com>; Helton, Robert <Helton_Robert@cityofgastonia.com>; Peoples, Michael <michaelp@cityofgastonia.com>; Smith, Ash <ashs@cityofgastonia.com>; Smith, Judy <judys@cityofgastonia.com>; Thompson, Jason <jason@cityofgastonia.com>; Tippitt, Ann <annt@cityofgastonia.com>; Welch, Phil <welch_phil@cityofgastonia.com>; Wong, Vincent <vincentw@cityofgastonia.com>

Subject: Important: Employee Survey

Department Heads,

Shortly I will be sending out an email to all employees regarding the upcoming employee survey. I'm sending this email to either their city email address or the personal email address they have on record with HR. There are 10 or so employees that we don't have an address for. Please make it a priority to discuss the upcoming survey with all of your employees and encourage them to participate. The survey provides each of them with a great opportunity to improve and make better their workplace. Stress the confidentiality of every response and how important their responses are to City Management. We are offering a half day off to anyone that participates but they must remember to check the checkbox stating that it's OK for the School of Government to share their name with me. Again only their name will be shared, not their responses.

We have identified a number of computers that those that need them can have access to. Please let your employees know that they will be able to take the survey while at work and that you will assist them in any way.

All employees with email addresses will receive an invite from the SOG on 9/25. Within this email they can click on a link and begin the survey. This can be done from any device from which they have access to their email. In addition employees can choose take the survey at work and from a shared computer, this will be accomplished via a link or website. This is how those without email addresses must take the survey. More to come on this later next week. Also, if you would like for me or an HR representative to be on site when your employees are using the shared computers just let me know. We can be there and help with the whole process.

Again please encourage each employee to participate, stress that management values their thoughts and opinions, and that we want to hear from everyone.

I can't think of anything else. If you do or if you have questions please call me.

Todd Carpenter

Deputy City Manager, City of Gastonia NC

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

From: [Smith, Judy](#)
To: [Bieker, Beverly](#)
Subject: Read: FW: Important: Employee Survey - Question
Date: Tuesday, September 18, 2018 1:24:40 PM

Your message

To: Smith, Judy
Subject: FW: Important: Employee Survey - Question
Sent: Tuesday, September 18, 2018 12:58:27 PM (UTC-05:00) Eastern Time (US & Canada)

was read on Tuesday, September 18, 2018 1:24:39 PM (UTC-05:00) Eastern Time (US & Canada).

From: [Carpenter, Todd](#)
To: [Smith, Judy](#)
Subject: Underliverables
Date: Tuesday, September 18, 2018 12:28:51 PM
Attachments: [Undeliverable Employee Survey Is Coming Next Week.msg](#)
[Undeliverable Employee Survey Is Coming Next Week.msg](#)
[Undeliverable Employee Survey Is Coming Next Week.msg](#)
[Undeliverable Employee Survey Is Coming Next Week.msg](#)
[Undeliverable Employee Survey Is Coming Next Week.msg](#)
[Undeliverable Employee Survey Is Coming Next Week.msg](#)
[Undeliverable Employee Survey Is Coming Next Week.msg](#)
[Undeliverable Employee Survey Is Coming Next Week.msg](#)

The attached came back as undeliverables. If you can determine the problem and then forward your copy that would be great. I had to fix a few double periods before I was able to send. I don't think that's the problem with these.

todd

From: [Mail Delivery System](#)
To: [Carpenter, Todd](#)
Subject: Undeliverable: Employee Survey Is Coming Next Week
Date: Tuesday, September 18, 2018 12:18:48 PM
Attachments: [Employee Survey Is Coming Next Week.msg](#)

Delivery has failed to these recipients or groups:

[REDACTED]
A problem occurred while delivering this message to this email address. Try sending this message again. If the problem continues, please contact your helpdesk.

The following organization rejected your message: mta7.am0.yahoodns.net.

Diagnostic information for administrators:

Generating server: email.cityofgastonia.com

[REDACTED]
mta7.am0.yahoodns.net
Remote Server returned '<mta7.am0.yahoodns.net #5.0.0 smtp; 554 delivery error: dd This user doesn't have a yahoo.com account [REDACTED] [0] - mta4262.mail.bf1.yahoo.com>'

Original message headers:

Return-Path: <vtcarpenter@cityofgastonia.com>
X-ASG-Debug-ID: 1537285938-0afae560ef1a1860002-DHQ5UR
Received: from Mail13.city.nc (mail13.city.nc [172.16.20.163]) by email.cityofgastonia.com with ESMTTP id 4jRuIhRIIG52TY9u (version=TLSv1.2 cipher=ECDHE-RSA-AES256-SHA384 bits=256 verify=NO); Tue, 18 Sep 2018 11:52:18 -0400 (EDT)
X-Barracuda-Envelope-From: vtcarpenter@cityofgastonia.com
Received: from Mail13.city.nc (172.16.20.163) by Mail13.city.nc (172.16.20.163) with Microsoft SMTP Server (TLS) id 15.0.1236.3; Tue, 18 Sep 2018 11:52:12 -0400
Received: from Mail13.city.nc ([fe80::31c4:9296:68c4:47b2]) by Mail13.city.nc ([fe80::31c4:9296:68c4:47b2%14]) with mapi id 15.00.1236.000; Tue, 18 Sep 2018 11:52:12 -0400
From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
To: "vtcarpenter@gmail.com" <vtcarpenter@gmail.com>
Subject: Employee Survey Is Coming Next Week
Thread-Topic: Employee Survey Is Coming Next Week
X-ASG-Orig-Subj: Employee Survey Is Coming Next Week
Thread-Index: AdRPZ0hjKXrZlPMYtMe2vb4rvuaQTg==
Date: Tue, 18 Sep 2018 15:52:08 +0000
Message-ID: <b4117337f0294954a93de93f15b8bf31@Mail13.city.nc>
Accept-Language: en-US
Content-Language: en-US
X-MS-Has-Attach:
X-MS-TNEF-Correlator:
x-ms-exchange-transport-fromentityheader: Hosted
x-originating-ip: [10.250.2.174]
Content-Type: multipart/alternative;
boundary="_000_b4117337f0294954a93de93f15b8bf31Mail13citync_"
MIME-Version: 1.0
X-Barracuda-Connect: mail13.city.nc[172.16.20.163]
X-Barracuda-Start-Time: 1537285938
X-Barracuda-Encrypted: ECDHE-RSA-AES256-SHA384
X-Barracuda-URL: https://172.16.81.90:443/cgi-mod/mark.cgi
X-Virus-Scanned: by bsmtpd at cityofgastonia.com
X-Barracuda-Scan-Msg-Size: 11866
X-Barracuda-BRTS-Status: 1
X-Barracuda-Spam-Score: 0.50
X-Barracuda-Spam-Status: No, SCORE=0.50 using global scores of TAG_LEVEL=1000.0
QUARANTINE_LEVEL=1000.0 KILL_LEVEL=1000.0 tests=HEAD_LONG, HTML_MESSAGE
X-Barracuda-Spam-Report: Code version 3.2, rules version 3.2.3.57848
Rule breakdown below

pts	rule name	description
0.50	HEAD_LONG	Message headers are very long
0.00	HTML_MESSAGE	BODY: HTML included in message

From: [Mail Delivery System](#)
To: [Carpenter, Todd](#)
Subject: Undeliverable: Employee Survey Is Coming Next Week
Date: Tuesday, September 18, 2018 11:58:50 AM
Attachments: [Employee Survey Is Coming Next Week.msg](#)

Delivery has failed to these recipients or groups:

[REDACTED]
A communication failure occurred during the delivery of this message. Please try to resend the message later. If the problem continues, contact your helpdesk.

The following organization rejected your message: hotmail-com.olc.protection.outlook.com.

Diagnostic information for administrators:

Generating server: email.cityofgastonia.com

[REDACTED]
hotmail-com.olc.protection.outlook.com
Remote Server returned '<hotmail-com.olc.protection.outlook.com #5.5.0 smtp; 550 5.5.0 Requested action not taken: mailbox unavailable.>'

Original message headers:

```
Return-Path: <vtcarpenter@cityofgastonia.com>
X-ASG-Debug-ID: 1537285938-0afae560ef1a1860002-WpMMdn
Received: from Mail13.city.nc (mail13.city.nc [172.16.20.163]) by email.cityofgastonia.com with ESMTTP
id 4jRuIhRIIG52TY9u (version=TLSv1.2 cipher=ECDHE-RSA-AES256-SHA384 bits=256 verify=NO); Tue, 18 Sep
2018 11:52:18 -0400 (EDT)
X-Barracuda-Envelope-From: vtcarpenter@cityofgastonia.com
Received: from Mail13.city.nc (172.16.20.163) by Mail13.city.nc
(172.16.20.163) with Microsoft SMTP Server (TLS) id 15.0.1236.3; Tue, 18 Sep
2018 11:52:12 -0400
Received: from Mail13.city.nc ([fe80::31c4:9296:68c4:47b2]) by Mail13.city.nc
([fe80::31c4:9296:68c4:47b2%14]) with mapi id 15.00.1236.000; Tue, 18 Sep
2018 11:52:12 -0400
From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
To: "vtcarpenter@gmail.com" <vtcarpenter@gmail.com>
Subject: Employee Survey Is Coming Next Week
Thread-Topic: Employee Survey Is Coming Next Week
X-ASG-Orig-Subj: Employee Survey Is Coming Next Week
Thread-Index: AdRPZ0hjKXrZlPMYtMe2vb4rvuaQTg==
Date: Tue, 18 Sep 2018 15:52:08 +0000
Message-ID: <b4117337f0294954a93de93f15b8bf31@Mail13.city.nc>
Accept-Language: en-US
Content-Language: en-US
X-MS-Has-Attach:
X-MS-TNEF-Correlator:
x-ms-exchange-transport-fromentityheader: Hosted
x-originating-ip: [10.250.2.174]
Content-Type: multipart/alternative;
boundary="_000_b4117337f0294954a93de93f15b8bf31Mail13citync_"
MIME-Version: 1.0
X-Barracuda-Connect: mail13.city.nc[172.16.20.163]
X-Barracuda-Start-Time: 1537285938
X-Barracuda-Encrypted: ECDHE-RSA-AES256-SHA384
X-Barracuda-URL: https://172.16.81.90:443/cgi-mod/mark.cgi
X-Virus-Scanned: by bsmtpd at cityofgastonia.com
X-Barracuda-Scan-Msg-Size: 11866
X-Barracuda-BRTS-Status: 1
X-Barracuda-Spam-Score: 0.50
X-Barracuda-Spam-Status: No, SCORE=0.50 using global scores of TAG_LEVEL=1000.0
QUARANTINE_LEVEL=1000.0 KILL_LEVEL=1000.0 tests=HEAD_LONG, HTML_MESSAGE
X-Barracuda-Spam-Report: Code version 3.2, rules version 3.2.3.57848
Rule breakdown below
```

pts	rule name	description
0.50	HEAD_LONG	Message headers are very long
0.00	HTML_MESSAGE	BODY: HTML included in message

From: [Mail Delivery System](#)
To: [Carpenter, Todd](#)
Subject: Undeliverable: Employee Survey Is Coming Next Week
Date: Tuesday, September 18, 2018 11:58:48 AM
Attachments: [Employee Survey Is Coming Next Week.msg](#)

Delivery has failed to these recipients or groups:

[REDACTED]
A communication failure occurred during the delivery of this message. Please try to resend the message later. If the problem continues, contact your helpdesk.

The following organization rejected your message: hotmail-com.olc.protection.outlook.com.

Diagnostic information for administrators:

Generating server: email.cityofgastonia.com

[REDACTED]
hotmail-com.olc.protection.outlook.com
Remote Server returned '<hotmail-com.olc.protection.outlook.com #5.5.0 smtp; 550 5.5.0 Requested action not taken: mailbox unavailable.>'

Original message headers:

```
Return-Path: <vtcarpenter@cityofgastonia.com>
X-ASG-Debug-ID: 1537285938-0afae560ef1a1860002-6LILPe
Received: from Mail13.city.nc (mail13.city.nc [172.16.20.163]) by email.cityofgastonia.com with ESMTTP
id 4jRuIhRIIG52TY9u (version=TLSv1.2 cipher=ECDHE-RSA-AES256-SHA384 bits=256 verify=NO); Tue, 18 Sep
2018 11:52:18 -0400 (EDT)
X-Barracuda-Envelope-From: vtcarpenter@cityofgastonia.com
Received: from Mail13.city.nc (172.16.20.163) by Mail13.city.nc
(172.16.20.163) with Microsoft SMTP Server (TLS) id 15.0.1236.3; Tue, 18 Sep
2018 11:52:12 -0400
Received: from Mail13.city.nc ([fe80::31c4:9296:68c4:47b2]) by Mail13.city.nc
([fe80::31c4:9296:68c4:47b2%14]) with mapi id 15.00.1236.000; Tue, 18 Sep
2018 11:52:12 -0400
From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
To: "vtcarpenter@gmail.com" <vtcarpenter@gmail.com>
Subject: Employee Survey Is Coming Next Week
Thread-Topic: Employee Survey Is Coming Next Week
X-ASG-Orig-Subj: Employee Survey Is Coming Next Week
Thread-Index: AdRPZ0hjKXrZlPMYtMe2vb4rvuaQTg==
Date: Tue, 18 Sep 2018 15:52:08 +0000
Message-ID: <b4117337f0294954a93de93f15b8bf31@Mail13.city.nc>
Accept-Language: en-US
Content-Language: en-US
X-MS-Has-Attach:
X-MS-TNEF-Correlator:
x-ms-exchange-transport-fromentityheader: Hosted
x-originating-ip: [10.250.2.174]
Content-Type: multipart/alternative;
boundary="_000_b4117337f0294954a93de93f15b8bf31Mail13citync_"
MIME-Version: 1.0
X-Barracuda-Connect: mail13.city.nc[172.16.20.163]
X-Barracuda-Start-Time: 1537285938
X-Barracuda-Encrypted: ECDHE-RSA-AES256-SHA384
X-Barracuda-URL: https://172.16.81.90:443/cgi-mod/mark.cgi
X-Virus-Scanned: by bsmtpd at cityofgastonia.com
X-Barracuda-Scan-Msg-Size: 11866
X-Barracuda-BRTS-Status: 1
X-Barracuda-Spam-Score: 0.50
X-Barracuda-Spam-Status: No, SCORE=0.50 using global scores of TAG_LEVEL=1000.0
QUARANTINE_LEVEL=1000.0 KILL_LEVEL=1000.0 tests=HEAD_LONG, HTML_MESSAGE
X-Barracuda-Spam-Report: Code version 3.2, rules version 3.2.3.57848
Rule breakdown below
```

pts	rule name	description
0.50	HEAD_LONG	Message headers are very long
0.00	HTML_MESSAGE	BODY: HTML included in message

From: [Mail Delivery System](#)
To: [Carpenter, Todd](#)
Subject: Undeliverable: Employee Survey Is Coming Next Week
Date: Tuesday, September 18, 2018 12:13:49 PM
Attachments: [Employee Survey Is Coming Next Week.msg](#)

Delivery has failed to these recipients or groups:

[REDACTED]
A problem occurred while delivering this message to this email address. Try sending this message again. If the problem continues, please contact your helpdesk.

The following organization rejected your message: mta5.am0.yahoodns.net.

Diagnostic information for administrators:

Generating server: email.cityofgastonia.com

[REDACTED]
mta5.am0.yahoodns.net
Remote Server returned '<mta5.am0.yahoodns.net #5.0.0 smtp; 554 delivery error: dd This user doesn't have a yahoo.com account [REDACTED] [0] - mta4206.mail.gq1.yahoo.com>'

Original message headers:

Return-Path: <vtcarpenter@cityofgastonia.com>
X-ASG-Debug-ID: 1537285938-0afae560ef1a1860002-3qW9mM
Received: from Mail13.city.nc (mail13.city.nc [172.16.20.163]) by email.cityofgastonia.com with ESMTTP id 4jRuIhRIIG52TY9u (version=TLSv1.2 cipher=ECDHE-RSA-AES256-SHA384 bits=256 verify=NO); Tue, 18 Sep 2018 11:52:18 -0400 (EDT)
X-Barracuda-Envelope-From: vtcarpenter@cityofgastonia.com
Received: from Mail13.city.nc (172.16.20.163) by Mail13.city.nc (172.16.20.163) with Microsoft SMTP Server (TLS) id 15.0.1236.3; Tue, 18 Sep 2018 11:52:12 -0400
Received: from Mail13.city.nc ([fe80::31c4:9296:68c4:47b2]) by Mail13.city.nc ([fe80::31c4:9296:68c4:47b2%14]) with mapi id 15.00.1236.000; Tue, 18 Sep 2018 11:52:12 -0400
From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
To: "vtcarpenter@gmail.com" <vtcarpenter@gmail.com>
Subject: Employee Survey Is Coming Next Week
Thread-Topic: Employee Survey Is Coming Next Week
X-ASG-Orig-Subj: Employee Survey Is Coming Next Week
Thread-Index: AdRPZ0hjKXrZlPMYTMe2vb4rvuaQTg==
Date: Tue, 18 Sep 2018 15:52:08 +0000
Message-ID: <b4117337f0294954a93de93f15b8bf31@Mail13.city.nc>
Accept-Language: en-US
Content-Language: en-US
X-MS-Has-Attach:
X-MS-TNEF-Correlator:
x-ms-exchange-transport-fromentityheader: Hosted
x-originating-ip: [10.250.2.174]
Content-Type: multipart/alternative;
boundary="_000_b4117337f0294954a93de93f15b8bf31Mail13citync_"
MIME-Version: 1.0
X-Barracuda-Connect: mail13.city.nc[172.16.20.163]
X-Barracuda-Start-Time: 1537285938
X-Barracuda-Encrypted: ECDHE-RSA-AES256-SHA384
X-Barracuda-URL: https://172.16.81.90:443/cgi-mod/mark.cgi
X-Virus-Scanned: by bsmtpd at cityofgastonia.com
X-Barracuda-Scan-Msg-Size: 11866
X-Barracuda-BRTS-Status: 1
X-Barracuda-Spam-Score: 0.50
X-Barracuda-Spam-Status: No, SCORE=0.50 using global scores of TAG_LEVEL=1000.0
QUARANTINE_LEVEL=1000.0 KILL_LEVEL=1000.0 tests=HEAD_LONG, HTML_MESSAGE
X-Barracuda-Spam-Report: Code version 3.2, rules version 3.2.3.57848
Rule breakdown below

pts	rule name	description
0.50	HEAD_LONG	Message headers are very long
0.00	HTML_MESSAGE	BODY: HTML included in message

From: [Mail Delivery System](#)
To: [Carpenter, Todd](#)
Subject: Undeliverable: Employee Survey Is Coming Next Week
Date: Tuesday, September 18, 2018 11:58:49 AM
Attachments: [Employee Survey Is Coming Next Week.msg](#)

Delivery has failed to these recipients or groups:

[REDACTED]
The email address you entered couldn't be found. Please check the recipient's email address and try to resend the message. If the problem continues, please contact your helpdesk.

The following organization rejected your message: gmail-smtp-in.l.google.com.

Diagnostic information for administrators:

Generating server: email.cityofgastonia.com

[REDACTED]
gmail-smtp-in.l.google.com

Remote Server returned ' <gmail-smtp-in.l.google.com #5.1.1 smtp; 550-5.1.1 The email account that you tried to reach does not exist. Please try 550-5.1.1 double-checking the recipient's email address for typos or 550-5.1.1 unnecessary spaces. Learn more at 550 5.1.1 <https://support.google.com/mail/?p=NoSuchUser> 11-v6si4613944yws.535 - gsmtpp> '

Original message headers:

Return-Path: <vtcarpenter@cityofgastonia.com>
X-ASG-Debug-ID: 1537285938-0afae560ef1a1860002-heEqrJ
Received: from Mail13.city.nc (mail13.city.nc [172.16.20.163]) by email.cityofgastonia.com with ESMTTP id 4jRuIhRIIG52TY9u (version=TLSv1.2 cipher=ECDHE-RSA-AES256-SHA384 bits=256 verify=NO); Tue, 18 Sep 2018 11:52:18 -0400 (EDT)
X-Barracuda-Envelope-From: vtcarpenter@cityofgastonia.com
Received: from Mail13.city.nc (172.16.20.163) by Mail13.city.nc (172.16.20.163) with Microsoft SMTP Server (TLS) id 15.0.1236.3; Tue, 18 Sep 2018 11:52:12 -0400
Received: from Mail13.city.nc ([fe80::31c4:9296:68c4:47b2]) by Mail13.city.nc ([fe80::31c4:9296:68c4:47b2%14]) with mapi id 15.00.1236.000; Tue, 18 Sep 2018 11:52:12 -0400
From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
To: "vtcarpenter@gmail.com" <vtcarpenter@gmail.com>
Subject: Employee Survey Is Coming Next Week
Thread-Topic: Employee Survey Is Coming Next Week
X-ASG-Orig-Subj: Employee Survey Is Coming Next Week
Thread-Index: AdRPZ0hjKXrZ1PMYTme2vb4rvuaQTg==
Date: Tue, 18 Sep 2018 15:52:08 +0000
Message-ID: <b4117337f0294954a93de93f15b8bf31@Mail13.city.nc>
Accept-Language: en-US
Content-Language: en-US
X-MS-Has-Attach:
X-MS-TNEF-Correlator:
x-ms-exchange-transport-fromentityheader: Hosted
x-originating-ip: [10.250.2.174]
Content-Type: multipart/alternative;
boundary="_000_b4117337f0294954a93de93f15b8bf31Mail13citync_"
MIME-Version: 1.0
X-Barracuda-Connect: mail13.city.nc[172.16.20.163]
X-Barracuda-Start-Time: 1537285938
X-Barracuda-Encrypted: ECDHE-RSA-AES256-SHA384
X-Barracuda-URL: <https://172.16.81.90:443/cgi-mod/mark.cgi>
X-Virus-Scanned: by bsmtpd at cityofgastonia.com
X-Barracuda-Scan-Msg-Size: 11866

X-Barracuda-BRTS-Status: 1
X-Barracuda-Spam-Score: 0.50
X-Barracuda-Spam-Status: No, SCORE=0.50 using global scores of TAG_LEVEL=1000.0
QUARANTINE_LEVEL=1000.0 KILL_LEVEL=1000.0 tests=HEAD_LONG, HTML_MESSAGE
X-Barracuda-Spam-Report: Code version 3.2, rules version 3.2.3.57848

Rule breakdown below

pts	rule name	description
0.50	HEAD_LONG	Message headers are very long
0.00	HTML_MESSAGE	BODY: HTML included in message

From: [Mail Delivery System](#)
To: [Carpenter, Todd](#)
Subject: Undeliverable: Employee Survey Is Coming Next Week
Date: Tuesday, September 18, 2018 11:58:44 AM
Attachments: [Employee Survey Is Coming Next Week.msg](#)

Delivery has failed to these recipients or groups:

[REDACTED]
There's a problem with the recipient's mailbox. Please try resending this message. If the problem continues, please contact your helpdesk.

The following organization rejected your message: aspmx.l.google.com.

Diagnostic information for administrators:

Generating server: email.cityofgastonia.com

[REDACTED]
aspmx.l.google.com

Remote Server returned '<aspmx.l.google.com #5.2.1 smtp; 550-5.2.1 The email account that you tried to reach is disabled. Learn more at 550 5.2.1 <https://support.google.com/mail/?p=DisabledUser> m128-v6si3462301ybm.67 - gsmtmp>'

Original message headers:

Return-Path: <vtcarpenter@cityofgastonia.com>
X-ASG-Debug-ID: 1537285938-0afae560ef1a1860002-WT3eev
Received: from Mail13.city.nc (mail13.city.nc [172.16.20.163]) by email.cityofgastonia.com with ESMTTP id 4jRuIhRIIG52TY9u (version=TLSv1.2 cipher=ECDHE-RSA-AES256-SHA384 bits=256 verify=NO); Tue, 18 Sep 2018 11:52:18 -0400 (EDT)
X-Barracuda-Envelope-From: vtcarpenter@cityofgastonia.com
Received: from Mail13.city.nc (172.16.20.163) by Mail13.city.nc (172.16.20.163) with Microsoft SMTP Server (TLS) id 15.0.1236.3; Tue, 18 Sep 2018 11:52:12 -0400
Received: from Mail13.city.nc ([fe80::31c4:9296:68c4:47b2]) by Mail13.city.nc ([fe80::31c4:9296:68c4:47b2%14]) with mapi id 15.00.1236.000; Tue, 18 Sep 2018 11:52:12 -0400
From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
To: "vtcarpenter@gmail.com" <vtcarpenter@gmail.com>
Subject: Employee Survey Is Coming Next Week
Thread-Topic: Employee Survey Is Coming Next Week
X-ASG-Orig-Subj: Employee Survey Is Coming Next Week
Thread-Index: AdRPZ0hjKXrZlPMYtMe2vb4rvuaQTg==
Date: Tue, 18 Sep 2018 15:52:08 +0000
Message-ID: <b4117337f0294954a93de93f15b8bf31@Mail13.city.nc>
Accept-Language: en-US
Content-Language: en-US
X-MS-Has-Attach:
X-MS-TNEF-Correlator:
x-ms-exchange-transport-fromentityheader: Hosted
x-originating-ip: [10.250.2.174]
Content-Type: multipart/alternative;
boundary="_000_b4117337f0294954a93de93f15b8bf31Mail13citync_"
MIME-Version: 1.0
X-Barracuda-Connect: mail13.city.nc[172.16.20.163]
X-Barracuda-Start-Time: 1537285938
X-Barracuda-Encrypted: ECDHE-RSA-AES256-SHA384
X-Barracuda-URL: <https://172.16.81.90:443/cgi-mod/mark.cgi>
X-Virus-Scanned: by bsmtpd at cityofgastonia.com
X-Barracuda-Scan-Msg-Size: 11866
X-Barracuda-BRTS-Status: 1
X-Barracuda-Spam-Score: 0.50
X-Barracuda-Spam-Status: No, SCORE=0.50 using global scores of TAG_LEVEL=1000.0
QUARANTINE_LEVEL=1000.0 KILL_LEVEL=1000.0 tests=HEAD_LONG, HTML_MESSAGE

X-Barracuda-Spam-Report: Code version 3.2, rules version 3.2.3.57848

Rule breakdown below

pts	rule name	description
0.50	HEAD_LONG	Message headers are very long
0.00	HTML_MESSAGE	BODY: HTML included in message

From: [Mail Delivery System](#)
To: [Carpenter, Todd](#)
Subject: Undeliverable: Employee Survey Is Coming Next Week
Date: Tuesday, September 18, 2018 11:58:52 AM
Attachments: [Employee Survey Is Coming Next Week.msg](#)

Delivery has failed to these recipients or groups:

[REDACTED]
A problem occurred while delivering this message to this email address. Try sending this message again. If the problem continues, please contact your helpdesk.

The following organization rejected your message: mx-aol.mail.gm0.yahoodns.net.

Diagnostic information for administrators:

Generating server: email.cityofgastonia.com

[REDACTED]
mx-aol.mail.gm0.yahoodns.net
Remote Server returned '<mx-aol.mail.gm0.yahoodns.net #5.0.0 smtp; 554 delivery error: dd This user doesn't have a aol.com account [REDACTED] [-9] - mta4100.aol.mail.gq1.yahoo.com>'

Original message headers:

Return-Path: <vtcarpenter@cityofgastonia.com>
X-ASG-Debug-ID: 1537285938-0afae560ef1a1860002-s0rtv0
Received: from Mail13.city.nc (mail13.city.nc [172.16.20.163]) by email.cityofgastonia.com with ESMTTP id 4jRuIhRIIG52TY9u (version=TLSv1.2 cipher=ECDHE-RSA-AES256-SHA384 bits=256 verify=NO); Tue, 18 Sep 2018 11:52:18 -0400 (EDT)
X-Barracuda-Envelope-From: vtcarpenter@cityofgastonia.com
Received: from Mail13.city.nc (172.16.20.163) by Mail13.city.nc (172.16.20.163) with Microsoft SMTP Server (TLS) id 15.0.1236.3; Tue, 18 Sep 2018 11:52:12 -0400
Received: from Mail13.city.nc ([fe80::31c4:9296:68c4:47b2]) by Mail13.city.nc ([fe80::31c4:9296:68c4:47b2%14]) with mapi id 15.00.1236.000; Tue, 18 Sep 2018 11:52:12 -0400
From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
To: "vtcarpenter@gmail.com" <vtcarpenter@gmail.com>
Subject: Employee Survey Is Coming Next Week
Thread-Topic: Employee Survey Is Coming Next Week
X-ASG-Orig-Subj: Employee Survey Is Coming Next Week
Thread-Index: AdRPZ0hjKXrZlPMYtMe2vb4rvuaQTg==
Date: Tue, 18 Sep 2018 15:52:08 +0000
Message-ID: <b4117337f0294954a93de93f15b8bf31@Mail13.city.nc>
Accept-Language: en-US
Content-Language: en-US
X-MS-Has-Attach:
X-MS-TNEF-Correlator:
x-ms-exchange-transport-fromentityheader: Hosted
x-originating-ip: [10.250.2.174]
Content-Type: multipart/alternative;
boundary="_000_b4117337f0294954a93de93f15b8bf31Mail13citync_"
MIME-Version: 1.0
X-Barracuda-Connect: mail13.city.nc[172.16.20.163]
X-Barracuda-Start-Time: 1537285938
X-Barracuda-Encrypted: ECDHE-RSA-AES256-SHA384
X-Barracuda-URL: https://172.16.81.90:443/cgi-mod/mark.cgi
X-Virus-Scanned: by bsmtpd at cityofgastonia.com
X-Barracuda-Scan-Msg-Size: 11866
X-Barracuda-BRTS-Status: 1
X-Barracuda-Spam-Score: 0.50
X-Barracuda-Spam-Status: No, SCORE=0.50 using global scores of TAG_LEVEL=1000.0
QUARANTINE_LEVEL=1000.0 KILL_LEVEL=1000.0 tests=HEAD_LONG, HTML_MESSAGE
X-Barracuda-Spam-Report: Code version 3.2, rules version 3.2.3.57848
Rule breakdown below

pts	rule name	description
0.50	HEAD_LONG	Message headers are very long
0.00	HTML_MESSAGE	BODY: HTML included in message

From: [Mail Delivery System](#)
To: [Carpenter, Todd](#)
Subject: Undeliverable: Employee Survey Is Coming Next Week
Date: Tuesday, September 18, 2018 11:58:49 AM
Attachments: [Employee Survey Is Coming Next Week.msg](#)

Delivery has failed to these recipients or groups:

[REDACTED]
The email address you entered couldn't be found. Please check the recipient's email address and try to resend the message. If the problem continues, please contact your helpdesk.

The following organization rejected your message: dnrco-cmedge01.email.rr.com.

Diagnostic information for administrators:

Generating server: email.cityofgastonia.com

[REDACTED]
dnrco-cmedge01.email.rr.com
Remote Server returned ' <dnrco-cmedge01.email.rr.com #5.1.1 smtp; 550 5.1.1 [REDACTED] > recipient rejected > '

Original message headers:

Return-Path: <vtcarpenter@cityofgastonia.com>
X-ASG-Debug-ID: 1537285938-0afae560ef1a1860002-ffRNZS
Received: from Mail13.city.nc (mail13.city.nc [172.16.20.163]) by email.cityofgastonia.com with ESMTTP id 4jRuIhRIIG52TY9u (version=TLSv1.2 cipher=ECDHE-RSA-AES256-SHA384 bits=256 verify=NO); Tue, 18 Sep 2018 11:52:18 -0400 (EDT)
X-Barracuda-Envelope-From: vtcarpenter@cityofgastonia.com
Received: from Mail13.city.nc (172.16.20.163) by Mail13.city.nc (172.16.20.163) with Microsoft SMTP Server (TLS) id 15.0.1236.3; Tue, 18 Sep 2018 11:52:12 -0400
Received: from Mail13.city.nc ([fe80::31c4:9296:68c4:47b2]) by Mail13.city.nc ([fe80::31c4:9296:68c4:47b2%14]) with mapi id 15.00.1236.000; Tue, 18 Sep 2018 11:52:12 -0400
From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
To: "vtcarpenter@gmail.com" <vtcarpenter@gmail.com>
Subject: Employee Survey Is Coming Next Week
Thread-Topic: Employee Survey Is Coming Next Week
X-ASG-Orig-Subj: Employee Survey Is Coming Next Week
Thread-Index: AdRPZ0hjKXrZ1PMYTMe2vb4rvuaQTg==
Date: Tue, 18 Sep 2018 15:52:08 +0000
Message-ID: <b4117337f0294954a93de93f15b8bf31@Mail13.city.nc>
Accept-Language: en-US
Content-Language: en-US
X-MS-Has-Attach:
X-MS-TNEF-Correlator:
x-ms-exchange-transport-fromentityheader: Hosted
x-originating-ip: [10.250.2.174]
Content-Type: multipart/alternative;
boundary="_000_b4117337f0294954a93de93f15b8bf31Mail13citync_"
MIME-Version: 1.0
X-Barracuda-Connect: mail13.city.nc[172.16.20.163]
X-Barracuda-Start-Time: 1537285938
X-Barracuda-Encrypted: ECDHE-RSA-AES256-SHA384
X-Barracuda-URL: https://172.16.81.90:443/cgi-mod/mark.cgi
X-Virus-Scanned: by bsmtpd at cityofgastonia.com
X-Barracuda-Scan-Msg-Size: 11866
X-Barracuda-BRTS-Status: 1
X-Barracuda-Spam-Score: 0.50
X-Barracuda-Spam-Status: No, SCORE=0.50 using global scores of TAG_LEVEL=1000.0
QUARANTINE_LEVEL=1000.0 KILL_LEVEL=1000.0 tests=HEAD_LONG, HTML_MESSAGE

X-Barracuda-Spam-Report: Code version 3.2, rules version 3.2.3.57848

Rule breakdown below

pts	rule name	description
0.50	HEAD_LONG	Message headers are very long
0.00	HTML_MESSAGE	BODY: HTML included in message

From: [Carpenter, Todd](#)
To: [Dunaway, Sherry](#)
Subject: RE: Employee Survey Is Coming Next Week
Date: Tuesday, September 18, 2018 12:21:58 PM

I know but I had to get this out. We came to Hilton Head but not until yesterday.

Todd

From: Dunaway, Sherry
Sent: Tuesday, September 18, 2018 11:53 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: RE: Employee Survey Is Coming Next Week

Thank you but you are on vacation! STOP WORKING! Where did you end up?

From: Carpenter, Todd
Sent: Tuesday, September 18, 2018 11:52 AM
To: vtcarpenter@gmail.com
Subject: Employee Survey Is Coming Next Week

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. 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: [Carpenter, Todd](#)
To: vtcarpenter@gmail.com
Subject: Employee Survey Is Coming Next Week
Date: Tuesday, September 18, 2018 11:52:12 AM

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. 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: [Smith, Judy](#)
To: [Carpenter, Todd](#)
Subject: Read: Important: Employee Survey
Date: Friday, September 14, 2018 12:51:52 PM

Your message

To: Smith, Judy
Subject: Important: Employee Survey
Sent: Friday, September 14, 2018 12:21:03 PM (UTC-05:00) Eastern Time (US & Canada)

was read on Friday, September 14, 2018 12:51:51 PM (UTC-05:00) Eastern Time (US & Canada).

From: [Carpenter, Todd](#)
To: [Albright, Joe](#); [Bagley, Rachel](#); [Bieker, Beverly](#); [Bombardier, Flip](#); [Bost, Rusty](#); [Braddy, Melody](#); [Carpenter, Cam](#); [Certain, Crystal](#); [Crisp, Kristy](#); [Dellinger, Chuck](#); [Denton, Dale](#); [Helton, Robert](#); [Peoples, Michael](#); [Smith, Ash](#); [Smith, Judy](#); [Thompson, Jason](#); [Tippitt, Ann](#); [Welch, Phil](#); [Wong, Vincent](#)
Subject: Important: Employee Survey
Date: Friday, September 14, 2018 12:21:03 PM

Department Heads,

Shortly I will be sending out an email to all employees regarding the upcoming employee survey. I'm sending this email to either their city email address or the personal email address they have on record with HR. There are 10 or so employees that we don't have an address for. Please make it a priority to discuss the upcoming survey with all of your employees and encourage them to participate. The survey provides each of them with a great opportunity to improve and make better their workplace. Stress the confidentiality of every response and how important their responses are to City Management. We are offering a half day off to anyone that participates but they must remember to check the checkbox stating that it's OK for the School of Government to share their name with me. Again only their name will be shared, not their responses.

We have identified a number of computers that those that need them can have access to. Please let your employees know that they will be able to take the survey while at work and that you will assist them in any way.

All employees with email addresses will receive an invite from the SOG on 9/25. Within this email they can click on a link and begin the survey. This can be done from any device from which they have access to their email. In addition employees can choose take the survey at work and from a shared computer, this will be accomplished via a link or website. This is how those without email addresses must take the survey. More to come on this later next week. Also, if you would like for me or an HR representative to be on site when your employees are using the shared computers just let me know. We can be there and help with the whole process.

Again please encourage each employee to participate, stress that management values their thoughts and opinions, and that we want to hear from everyone.

I can't think of anything else. If you do or if you have questions please call me.

Todd Carpenter

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

From: [Carpenter, Todd](#)
To: [Foote, Sharon](#)
Subject: Please Review
Date: Thursday, September 13, 2018 1:28:32 PM

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: [Carpenter, Todd](#)
To: [Foote, Sharon](#)
Subject: Re: Survey Bullets
Date: Monday, September 03, 2018 9:59:17 AM

Great. Thanks.

Sent from the road

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

From: "Foote, Sharon" <sharonf@cityofgastonia.com>
Date: 8/31/18 8:28 AM (GMT-05:00)
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Subject: RE: Survey Bullets

How's this? Thanks.

Sharon

From: Carpenter, Todd
Sent: Friday, August 31, 2018 8:09 AM
To: Foote, Sharon <sharonf@cityofgastonia.com>
Subject: Survey Bullets

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](#).

Todd Carpenter

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

From: [Carpenter, Todd](#)
To: [Foote, Sharon](#)
Subject: Survey Bullets
Date: Friday, August 31, 2018 8:08:34 AM

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](#).

Todd Carpenter

Deputy City Manager, City of Gastonia NC

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

From: [Smith, Judy](#)
To: [Foote, Sharon](#)
Subject: RE: Employee Survey
Date: Thursday, August 30, 2018 4:14:25 PM

You're welcome! Have a great afternoon.

From: Foote, Sharon
Sent: Thursday, August 30, 2018 3:58 PM
To: Smith, Judy <judys@cityofgastonia.com>
Cc: Bagley, Rachel <Rachelb@cityofgastonia.com>
Subject: RE: Employee Survey

Thanks for the information. I'll check with Rachel about whether to call him.

Sharon

From: Smith, Judy
Sent: Thursday, August 30, 2018 3:40 PM
To: Foote, Sharon <sharonf@cityofgastonia.com>
Subject: RE: Employee Survey

I am sorry Sharon....I don't have the details. He has been working directly with School of Government. I know he mentioned he was going to select a few people to send it out to for their review before it was sent to the masses, but that's the last I heard (that was on Tuesday).

Have you tried calling him on his cell?

From: Foote, Sharon
Sent: Thursday, August 30, 2018 12:37 PM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: Employee Survey

Judy—

Do you have any information about the Employee Survey, such as that date that it goes out?

Todd had wanted to include information about the survey in the September employee newsletter, but he hasn't been able to reply to my request for specific information.

To be included in the September issue, we will need a few sentences today.

If it's too difficult or not possible, we understand.

Thanks!

Sharon Foote

Communications Specialist

City of Gastonia

704-869-7865

sharonf@cityofgastonia.com

From: [Smith, Judy](#)
To: [Foote, Sharon](#)
Subject: RE: Employee Survey
Date: Thursday, August 30, 2018 3:39:53 PM

I am sorry Sharon....I don't have the details. He has been working directly with School of Government. I know he mentioned he was going to select a few people to send it out to for their review before it was sent to the masses, but that's the last I heard (that was on Tuesday).

Have you tried calling him on his cell?

From: Foote, Sharon
Sent: Thursday, August 30, 2018 12:37 PM
To: Smith, Judy <judys@cityofgastonia.com>
Subject: Employee Survey

Judy—

Do you have any information about the Employee Survey, such as that date that it goes out?

Todd had wanted to include information about the survey in the September employee newsletter, but he hasn't been able to reply to my request for specific information.

To be included in the September issue, we will need a few sentences today.

If it's too difficult or not possible, we understand.

Thanks!

Sharon Foote
Communications Specialist
City of Gastonia
704-869-7865
sharonf@cityofgastonia.com

From: [Carpenter, Todd](#)
To: [Albright, Joe](#)
Subject: Confidential - Your Thoughts are Requested
Date: Friday, August 17, 2018 9:11:58 AM
Attachments: [City of Gastonia 08.14.18.pdf](#)
Sensitivity: Confidential

Joe,

Could you please run through this survey and then let me know what you think. No need to take it, just read it. Including the privacy statement.

Thanks. I would really like to know your thoughts.

Todd

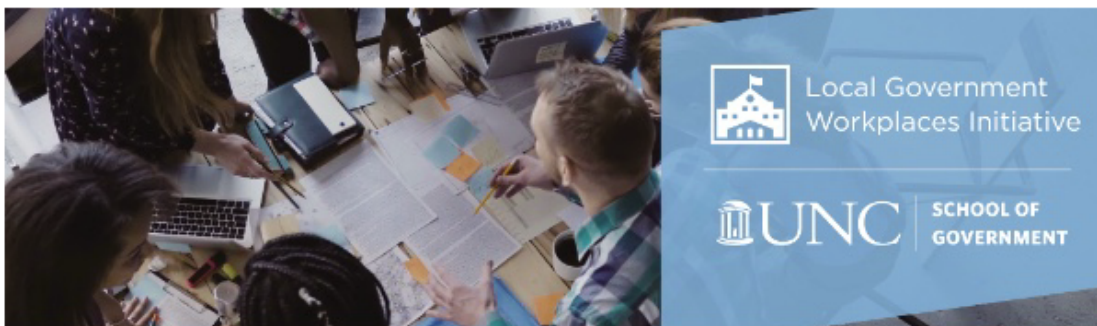
Survey Content

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 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.

☐☐☐☐☐☐☐

Even small matters have to be referred to someone higher up for a final answer.

☐☐☐☐☐☐☐

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: [Carpenter, Todd](#)
To: [Graham, Charles \(Legal\)](#)
Subject: Confidential - Your Thoughts are Requested
Date: Friday, August 17, 2018 9:11:54 AM
Attachments: [City of Gastonia 08.14.18.pdf](#)
Sensitivity: Confidential

Charles,

Could you please run through this survey and then let me know what you think. No need to take it, just read it. Including the privacy statement.

Thanks. I would really like to know your thoughts.

Todd

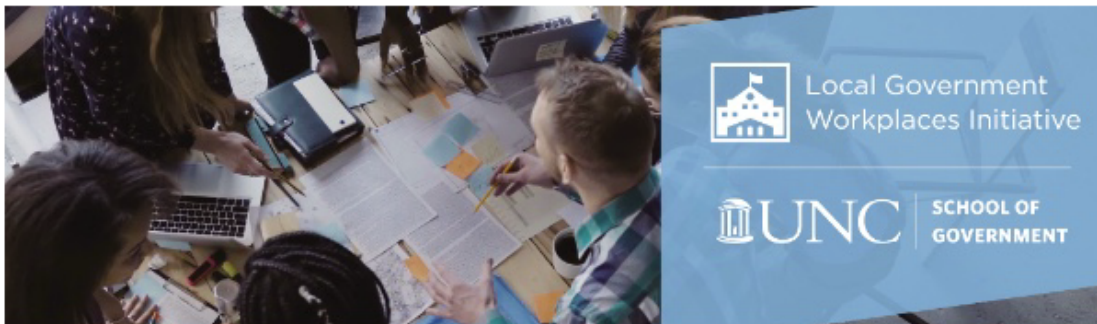
Survey Content

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 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.

☐☐☐☐☐☐☐

Even small matters have to be referred to someone higher up for a final answer.

☐☐☐☐☐☐☐

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

<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	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: [Carpenter, Todd](#)
To: [Certain, Crystal](#)
Subject: Confidential - Your Thoughts are Requested
Date: Friday, August 17, 2018 9:09:20 AM
Attachments: [City of Gastonia 08.14.18.pdf](#)

Crystal,

Could you please run through this survey and then let me know what you think. No need to take it, just read it. Including the privacy statement.

Thanks. I would really like to know your thoughts.

Todd

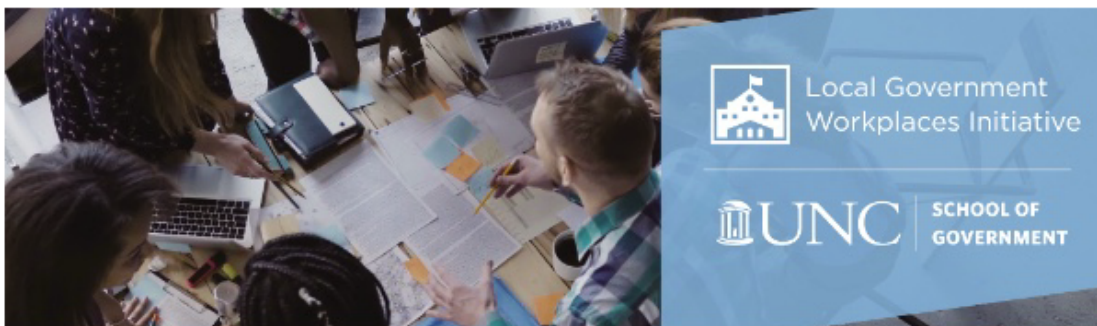
Survey Content

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 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.

☐☐☐☐☐☐☐

Even small matters have to be referred to someone higher up for a final answer.

☐☐☐☐☐☐☐

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

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

Employees in my workplace sometimes reject others for being different

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

It is safe to take a risk in my workplace.

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

No one in my workplace would deliberately act in a way that undermines my efforts.

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

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: [Carpenter, Todd](#)
To: [Bieker, Beverly](#)
Subject: Confidential - Your Thoughts are Requested
Date: Friday, August 17, 2018 9:09:04 AM
Attachments: [City of Gastonia 08.14.18.pdf](#)
Sensitivity: Confidential

Bev,

Could you please run through this survey and then let me know what you think. No need to take it, just read it. Including the privacy statement.

Thanks. I would really like to know your thoughts.

Todd

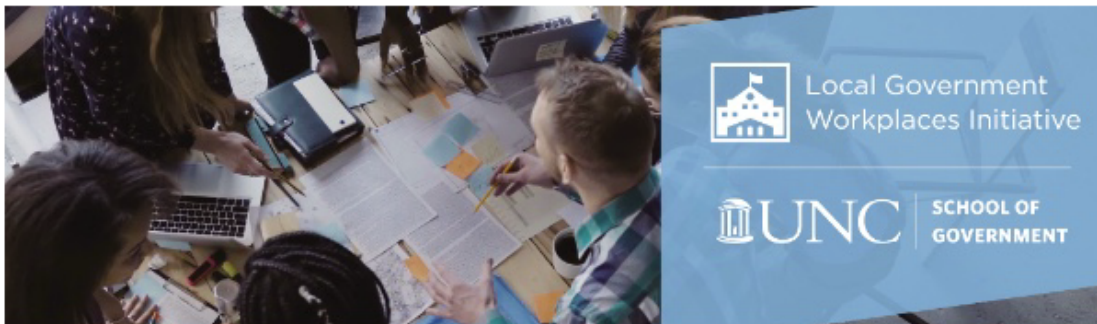
Survey Content

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 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: [Carpenter, Todd](#)
To: [Peoples, Michael](#)
Subject: Employee Survey
Date: Friday, August 10, 2018 4:39:54 PM

Michael,

I saw that you left the survey document on my chair. Quick update.

I spoke with the SOG yesterday and Leisha is putting the finishing touches on a draft survey for us to review. We are the only ones participating and she was going to incorporate some questions from a recent Chapel Hill survey to fill in a few gaps that she and I had talked about. I should have the draft today or Monday.

I hadn't thought to include any diversity/inclusion questions but I certainly will. Some additional areas that I was thinking to expand upon had to do with:

employee voice, being heard, and if they feel they have input
health and wellness

maybe compensation – I've heard from some of our employees that they really like the tiered approach to raises that we've done for the past two years. Might be good to ask? By the way the County told me that they were going to take this same approach next year.

As far as encouraging participation I believe the best thing we can do is either you or I communicate our desire for participation directly to our employees. I talked to Rachel yesterday about producing a short video with you or I in it just briefly asking for everyone's participation, explaining why, and discussing how we intend to act on the results. In addition I plan to prepare a memo with the same information and again send from either your or I. I've already discussed with our department heads processes for ensuring that everyone is afforded time and a place at work to complete the survey. I also have a video from the SOG that we could use but it's not great. We could borrow from it if we produce our own.

I had planned to speak with you about all of this today but it seems we are both always running in opposite directions.

Let me know what you think or if you would like to sit down and talk further.

Thanks,

Todd

From: [Carpenter, Todd](#)
To: [Dave Kirlin](#); [David Humphries](#); [James Gallagher](#); [Jennifer Stepp \(steppfam86@aol.com\)](#); [Pierceall, Todd](#); [robertjohnkellogg@gmail.com](#); [Reid, Walker](#); [wreid3@carolina.rr.com](#)
Cc: [Peoples, Michael](#)
Subject: Diversity - Special Council Meeting
Date: Tuesday, July 17, 2018 4:46:51 PM
Attachments: [diversity plan most current draft moton revisions from KB August2017.pdf](#)

Mayor, Mayor Pro Tem, and Council Members,

As a reminder on July 23rd at 5:30 we have a scheduled special Council Meeting to further discuss and consider options for a Diversity, Equity, and Inclusion initiative for the City of Gastonia. I have asked Deborah Walker to give just a brief 15 minute presentation on the different plan and pricing options that her company offers. She will also be available to respond to any questions you may have as a follow up to the workshop. After her presentation and questions she will depart and we can continue to discuss and consider how to move forward.

Prior to Monday I will email to you the different plan and pricing options that Deborah and I will discuss with you.

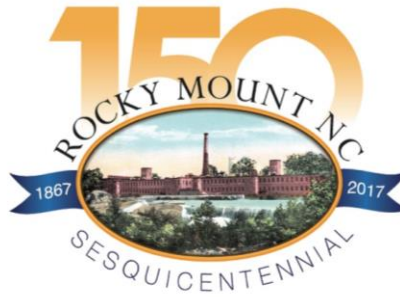
Attached is the diversity plan that the City of Rocky Mount produced. This was produced over a period of about 18 months and now they continue to work toward their identified goals.

Please let me know if you have any questions.

Thank you,

Todd Carpenter

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



City Leadership Team and D.E.I.G. Members

(back row from left to right) Ken Hunter, Claude Gardner, James Moore, Charles Penny, Mike Tolson, John Feagans; (row 5 from left to right) Omar Briceno, Eric Summerlin, Willie Boykin, Mike Varnell, Brenton Bent; (row 4 from left to right) Kelvin Yarrell, Pam Casey, Rich Worsinger, Jonathan Boone; (row 3 from left to right) Henry King, Tash Logan Ford, Jacob Parker, Amy Staton, Linda Jones, Darlana Moore, Archie Jones; (row 2 from left to right) Bruce Harper, Brad Kerr, Thom Moton, Elayne Henderson, Negrete Silver, Kim Batts, Felisa Hunter; (Randy Coggin, Janie Evans, Tameka Kenan-Norman, Tutima Barham, Amanda James, Victoria Phillips, Melissa Wright, and , Alicyn Wiedrich – members not present – Ken Graves, Joseth Bocook, John Jesso, Edward Proctor, Maurice Kingsberry, Jackie Barnes and Susan Briley.

Diversity, Equity and Inclusion Plan (2017-2021)

Building a diverse, equitable and inclusive workforce and workplace to deliver outstanding public service in the 21st century.



ACKNOWLEDGEMENTS

The Rocky Mount City Council's initial and continued support of the diversity, equity and inclusion initiative is critical to the overall success in continuing the city's transformation into a leading 21st century organization. As Rocky Mount's elected leaders, the council recognizes the influence and impact they can and do have in creating a culturally competent organization.

Because of council's vested interest in the city, the Rocky Mount City Council has worked with and received significant feedback from VISIONS, Inc. since 2014. VISIONS, Inc. consultants, Dr. Deborah Walker and Dr. Thomas Griggs, briefed the City Council on the 2014 Multicultural Organizational Assessment findings and recommendations in October 2014. Also in the fall of 2014, VISIONS consultants gave Council an overview of the VISIONS model to create a diverse, equitable and inclusion organization.

To advance their understanding of the initiative and training the City Leadership Team received, the City Council participated in a half day workshop lead by VISIONS consultants at the 2015 City Council Retreat held in Chapel Hill. In 2016 at the City Council Retreat held in Greensboro, Council requested a presentation on the diversity plan and a two-hour workshop lead by VISIONS. This City Council's support, both politically and fiscally, is greatly appreciated. Another manifestation of the Council's support is evidenced in its Revised November 2015 adopted City Council Goals. One of the Council's goals is stated as follows:

Diverse & Innovative Talent – Achieve excellence as a City in talent management, growing a culture of diversity and inclusion, expanding innovative service delivery and ensuring fiscal stewardship.



Mayor and Council

(front; left to right) Tom Rogers, Ward 5; Chris Miller, Ward 7; Mayor David Combs; Reuben Blackwell, Ward 2; and (back; left to right) Lamont Wiggins, Ward 3; E. Lois Watkins, Ward 4; Andre Knight, Ward 1.

Special appreciation to Dr. Deborah Walker and Dr. Thomas Griggs whose steady hands guided us through the 'wilderness' as we sought to find our way.

A Working Conceptualization of Historically Excluded (Target) and Historically Included (Non-Target) Groups*

Types of Oppression	Variable	Historically Included Groups	Historically Excluded Groups
Racism	Race/Color/Ethnicity	White	People of Color (African, Asian, Native, Latino/a Americans)
Classism	Socio-Economic Status	Middle, Upper Class	Poor, Working Class
Elitism	Education Level	Formally Educated	Informally Educated
	Place In Hierarchy	Managers, Exempt, Faculty	Clerical, Non-Exempt, Students
Sexism	Gender	Men	Women/Transgender
Genderism	Gender Identity/ Gender Expression	Cisgender; Appearance and behaviors are congruent with the Gender Binary System	Transgender; Gender Non-conforming; Gender Queer; Androgynous
Heterosexism	Sexual Orientation	Heterosexuals	Gay, lesbian, Bisexual, Pansexual, Asexual, Queer, Questioning
Religious Oppression, Anti- Semitism	Religion	Christians/Protestant	Muslim, Jewish, Catholic, Agnostic, Hindu, Atheist, Buddhist, Spiritual, LDS, Jehovah's Witness, Pagan...
Militarism	Military Status	World War I & II, Gulf War Veterans	Vietnam, Iraq, Afghanistan Veterans, Pacifists
Ageism	Age	Young Adults	Elders (40+ by law)
Adulthood		Adults	Children
Ableism	Physical, Mental, Emotional, Learning Ability	Currently "Able-Bodied"	People with a physical, mental, emotional and/or learning disability
Xenophobia	Immigrant Status	US Born	Immigrant
Linguistic Oppression	Language	English	English as a Second Language Non-English

Levels of Oppression and Change

Institutional - 3rd

- ◆ Policies
- ◆ Practices

Personal - 1st

- ◆ Values
- ◆ Beliefs
- ◆ Feelings
- ◆ Attitudes
- ◆ Opinions

Interpersonal - 2nd

- ◆ Treatment
- ◆ Relationships
- ◆ Behaviors
- ◆ Communications

Unconscious

Cultural - 4th

Bias

- ◆ Worldview
- ◆ Stories
- ◆ Climate
- ◆ Shared Values
- ◆ Unwritten Rules
- ◆ Media
- ◆ Public Opinion
- ◆ Symbolic/Ritual
- ◆ *Group Dynamics*
- ◆ Norms

Table of Contents

Message from City Manager	6
Foreword	
I. The City's Commitment.....	9
II. Overview of Rocky Mount's Equal Opportunity History.....	9
III. Background on 2017-2021 Diversity, Equity and Inclusion Plan.....	12
IV. Vision Statement, Mission Statement, Guiding Principles.....	13
V. Introduction to Diversity, Equity and Inclusion Plan.....	14
A. Context for DE&I Plan (3 Charts)	
VI. Structure of the DE&I Plan.....	16
A. Diversity, Equity and Inclusion Goals and Areas of Focus	
- Goal I - Workforce Diversity.....	17
- Goal II - Workplace Inclusion.....	19
- Goal III - Sustainability.....	23
APPENDIX	
- Inaugural D.E.I.G. Members - Table	
- Diversity, Equity and Inclusion Plan Work Plan 2017-2021 - Table	
- City of Rocky Mount Workforce Analysis - Charts	
- Diversity, Equity, and Inclusion Key Terms Summary	
- Guidelines to Create Effective Cross-Cultural Communication - Chart	





Message from the City Manager

Employees long have been the City's public service foundation and the key to its success. In the 21st century, this success is dependent on the City recruiting, retaining, developing, and engaging the best people possible, cultivating a diverse workforce and creating an inclusive work environment—an environment in which all employees can contribute to the maximum extent possible to the City's success.

The City Manager's Office has the primary responsibility of providing leadership and guidance for the City's diversity, equity and inclusion initiative. It is supported administratively by the City's Leadership Team made up of its various department and/or area heads. The Assistant City Manager guides the on-going implementation of the Diversity, Equity and Inclusion Initiative. He has worked with the Diversity, Equity and Inclusion Leadership Team's Subcommittee to craft the City's plan as outlined in this document.

The Human Resources Department coordinates the recruitment and selection of new employees and assist job applicants through the employment process. It also measures the City's equal employment opportunity successes and also will help measure our diversity, equity and inclusion successes.

Although the Human Resources and Human Relations departments will play key roles in this initiative, each department head is responsible for the implementation of the City's Diversity, Equity and Inclusion Plan in their departments including creating department specific objectives, strategies, and measures of success to support the City's overall initiative. The newly formed Diversity, Equity and Inclusion Group (D.E.I.G.), made up of diverse groups of employees from throughout the City's departments, serves as ambassadors and the "heart" of the City's initiative. In its advisory capacity to the City's leadership, the D.E.I.G. will help assess "what is working" and "what are areas of growth and improvement" in the City's plan as well as help to cultivate an equity and inclusive work environment.

Over the last two years, the City's Leadership Team has been working to enhance its internal capacity to lead and manage the City's initiative. They, along with a diverse cross-section of City employees have provided information and made recommendations that have been included in the plan. The plan reflects the City's commitment to equal employment opportunities as well as to the values of diversity, equity, and inclusion. It includes an overview of the Edgecombe and Nash counties' demographic profile, along with the plan's goals, objectives, strategies, and measures of success.

Over the next five years, this plan will serve as a guide for the City's efforts to create and maintain a diverse, results-oriented, high performing workforce; cultivate an equitable and inclusive work environment, facilitate exceptional public service to our various communities, and ensure the City's accountability, leadership and success. With your help, the City will realize its full potential.

Charles W. Penny
City Manager

FOREWORD

In early 2014, the City of Rocky Mount undertook an organizational-wide effort to move the long-standing multicultural training program to one that included more focus on diversity, equity and inclusion. This shift invited the City to build upon its historical commitment to equal employment opportunities, recognize its EEO efforts and successes, and to cultivate a more diverse workforce as well as to build an equitable and inclusive work environment.

According to the U. S. Census Bureau, by 2042, our Nation will no longer be characterized by one single demographic majority. Rather, people of color and foreign-born people will constitute much of new entrants into the labor force. Rocky Mount, along with other cities, will feel the inevitable impact of these growing demographics. Considering these changes, the City must position itself to continue to be able to provide exceptional and responsive public service. Thus, our future responsiveness will depend on our ability to adapt to these changing demographics both in Nash and Edgecombe counties as well as in the region, state, and nation.

Recent studies also have shown that legal mandates for EEO and the presence of diversity, while necessary, are not in and of themselves, sufficient for effectively managing organizational diversity in the 21st century (Herring, 2009). Both businesses and the public-sector employers are increasingly realizing that to remain viable in this changing economy, they must both recruit a diverse workforce and create an inclusive work environment. Simply put, diversity without equity and inclusion will not work.

Viewed this way, the concept of inclusion invites the field of EEO and diversity management to include all employees, not just those legally-protected classes. This new paradigm connects two ideals: equal employment opportunity (EEO) as a foundational part of an effective diversity management program and diversity, equity, and inclusion as essential for creating a high performance workforce and providing high quality programs and services. Ultimately, equity and inclusion strengthens the City's commitment to equal opportunity by expanding its stakeholders to include the entire workforce, not just segments of it.

The City defines **EEO** as processes designed to ensure equal opportunity to all aspects of the employment relationship. These aspects include recruitment, employment, promotion, transfer, training, working conditions, wages and salary administration, employee benefits and application of policies. All persons have the right to work and advance in employment on the basis of merit and ability (2010).

Diversity Defined

The City of Rocky Mount recently updated its 2010 definition of diversity (see *Diversity and Equal Employment Opportunity—City's Personnel Policy Manual*). **Diversity** is defined as a collection of **historically included and historically excluded groups** whose membership is based on race/color/ethnicity, class/socio-economic status, education level/place in hierarchy, gender, sexual orientation, religion, military/veteran status, age, physical/mental ability, immigration status/national origin, and language. The concept also acknowledges identified groups based on gender identity, family structure, geographic/regional differences and political affiliations. It also encompasses human qualities, characteristics, attributes as well as differences in thought and life experiences.

Equity Defined

In the context of this plan, **equity** is defined as when everyone has access to the opportunities necessary to satisfy their essential needs, advance their well-being and achieve their full potential.

Inclusion Defined

The City defines **inclusion** as a culture that connects each group as well as each individual employee to the organization; encourages fairness, flexibility, collaboration, promotes equitable treatment and opportunity; and leverages diversity throughout the organization in service of all individuals being able to participate and contribute to their full potential.

The change in paradigm or model reflects the City's historical and successful movement from having limited numbers of "token members" from historically excluded groups in the City's workforce, to Affirmative Action (EEO) compliance, to actively recruiting and hiring members of groups that have been historically denied access and opportunities. The shift also includes on-going reviews of the organization's culture, mission, policies, structures, management practices, morale, and social climate.

The City of Rocky Mount's goal is to build an equitable and inclusive organization that is characterized by equal access to opportunity, culturally sensitive standards, transparent communications, participatory decision-making and work processes, constructive problem-solving and conflict management, equitable rewards systems, leadership development, and shared accountability. Inclusion holds the key to employee engagement and helps actualize the City's workforce diversity performance potential.

We are proud to help lead the City's efforts to build a diverse workforce and cultivate an inclusive work environment. We offer this 2016-2020 Diversity and Inclusion Plan as an opportunity for all of our employees, partners, and other stakeholders to build and cultivate with us.

CITY OF ROCKY MOUNT LEADERSHIP TEAM'S DIVERSITY, EQUITY AND INCLUSION PLAN SUBCOMMITTEE

Thomas M. Moton, Jr., Assistant City Manager, Team Lead
Jonathan L. Boone, Director, Public Works & Water Resources
Pamela O. Casey, City Clerk
Kenneth Hunter, Manager, Budget & Evaluation
John R. Jesso, Manager, Downtown Development

With assistance from
Elayne L. W. Henderson, Director, Human Resources
Archie Jones, Director, Human Relations

I. The City's Commitment

The City of Rocky Mount's mission is to advance community well-being, safety and quality of life by delivering exceptional public service. We best fulfill our mission by being a welcoming, equitable and inclusive organization, one that recognizes the value of our employees as well as the citizens we serve. Our organization's success depends upon upholding the policies, procedures and practices reflected in our historic commitment to equal opportunity for employment and advancement as outlined in the Affirmative Action Plan the City adopted in 1980. Success also is dependent on building upon this historic commitment, recognizing the workforce challenges cities face in the 21st century, understanding the national movement towards inclusion and appreciating the value of creating an organizational environment that is committed to the principles of diversity, equity, inclusion, participation, and empowerment for all employees.

The Rocky Mount City Council, City Manager, and Leadership Team appreciate the need to make diversity, equity, and inclusion an overarching City value and to provide the leadership and resources needed to create a plan that positions the City to be a diverse, equitable, and inclusive organization enabling our workforce to better serve our citizens and the diverse communities they represent. At the forefront of our efforts are the inclusive development, engagement, and advancement of all employees.

II. Overview of Rocky Mount's Equal Opportunity History

As an eastern North Carolina community, Rocky Mount has a distinguished and commendable history of attempting to create equal opportunities for its residents and employees. The Policy Statement on Equal Opportunity Employment (January 1972), or known as the Equal Opportunity Code, is one of the earliest records found in City files that relates to City Council and Management attempts to eliminate practices and policies that may have the effect of creating barriers to equal employment and advancement. Article III, Division 4, Section 3, Appointments of the Equal Opportunity Code, stated "**Appointments to positions with the City and promotions shall be made on the basis of merit and fitness without regard to race, religious order, or political party affiliation**". Further the Code states, "**The City is unreservedly committed to this policy, motivated by principles of fairness and social justice. Since the City provides leadership in many areas of community life, it is the City's hope that its example in equal opportunity employment will influence others to follow a similar policy.**"

The City of Rocky Mount also adopted a Fair Housing Code that prohibited practices that created barriers "**because of religion, race, color, or national origin, or ancestry of the friends or associates of such other person(s) in regard to the sale, or rental of, or dealings concerning, real property within the City**" to seeking and securing decent housing. The ordinance establishing the Fair Housing Code stated "**the City Council finds the denial of equal opportunity to live in decent housing because of religion, race, color, or national origin is morally and legally unjust; and the City Council finds the denial of equal opportunity in housing accommodations is detrimental to the public order and welfare**".

In addition to addressing employment and housing discrimination, the City of Rocky Mount's City Council has had an Affirmative Action Plan since the early 1970s. That plan included provisions for increasing the base from which elective office candidates were drawn. The provisions also provided for representation on City Committees, Boards and Commissions that were drawn from all segments of the community.

In June 1978, City Manager William Batchelor created an Affirmative Action Committee, comprised of City employees. Those **founding Affirmative Action Committee members** were the following:

- ❖ John Pick, Personnel Director
- ❖ Ernest Ward, Director of Finance
- ❖ Sam Gray, Director of Human Relations
- ❖ Georgia Langley, City Clerk
- ❖ Steve Raper, Administrative Assistant
- ❖ George Brown, Housing Code Inspector
- ❖ David Whitley, Assistant Fire Chief
- ❖ Charles Ramsey, Police Captain
- ❖ Doug Roberson, Superintendent, Water & Sewer Division
- ❖ Ed Parrish, Superintendent, Water & Sewer Plants
- ❖ Julia Jordan, Arts & Crafts Director

Steve Raper, who eventually rose to the position of City Manager, was tapped to serve as the Committee's first Affirmative Action Officer and Chairman of the Affirmative Action Committee. On June 20, 1978, Steve Raper wrote the newly appointed members and advised that ***"each member was selected with great care and purpose in order to create a representative and responsible group of employees which must address itself to a most important and consequential aspect of our organization."*** The Committee's first organizational meeting was held June 29, 1978. Members were provided with a copy of City Manager William Batchelor's memorandum written on June 20, 1978. It outlined the Committee's responsibilities. Members also received a copy of the Affirmative Action Plan.

Rocky Mount's City Council adopted by resolution an Affirmative Action Policy on February 13, 1978 (R-1978-1). On August 10, 1978, the Affirmative Action Committee held its second meeting and Denny Benton, City of Raleigh Assistant City Manager, briefed the Committee on Raleigh's Affirmative Action Plan and its Plan implementation experiences. Over time, the City's initial Affirmative Action Plan has been updated and revised and today is known as the Equal Opportunity Employment Plan.

Since 1978, numerous employees have participated on the Affirmative Action Committee/Equal Opportunity Employment Committee. Partial records were available to recognize some of those who contributed to creating equal employment opportunities for all. Below those persons are included:

[**Note:** It is believed that because of the 1999 Hurricane Floyd natural disaster, some records are missing. If you know of others who served on the Affirmative Action/Equal Opportunity Employment Committees over the years, please let us know].

1988

Rebecca L. Edwards, Affirmative Action Officer
Human Relations Director
Personnel Director
Finance Director
Parks and Recreation Director
Major Williams, Police Department

1995

Dorothy Brown Smith, Chair
Janice Cox, Human Resources Director
Sam Gray, Human Relations Director
Milton Harris, Police Captain
Kenneth Mullen, Assistant Fire Chief

1999

Delton Farmer, Purchasing Manager/Chair,
Equal Opportunity Employment Committee**

1994

Dorothy Brown Smith, Chair
Janice Cox, Human Resources Director
Sam Gray, Human Relations Director
Joe Brown, Police Chief
Kenneth Mullen, Assistant Fire Chief

Fiscal Year-97

Dorothy Brown Smith, Chair
Janice Cox, Human Resources Director
Sam Gray, Human Relations Director
Bill Sherk, Public Utilities Director
Kenneth Mullen, Assistant Fire Chief
Larry Wells, Police Captain
Delton Farmer, Purchasing Manager**
Stanley Curtis, Water Treatment Plant
Superintendent
Candy Madrid, Museum Director

*** Denotes current employee*

2014-2015 CITY'S LEADERSHIP TEAM

Charles W. Penny, *City Manager*
Tasha Logan-Ford, *Assistant City Manager*
Thomas M. Moton, Jr. *Assistant City Manager*
Kenneth Hunter, *Budget & Evaluation Manager*
John R. Jesso, *Downtown Development Manager*
Darlana Moore, *Internal Auditor*
Tameka Kenan-Norman, *Public Affairs Manager*
Pamela O. Casey, *City Clerk*
Amy Staton, *Finance Director*
Kenneth Graves, *Planning and Development Director*
Jonathan L. Boone, *Public Works & Water Resources Director*
Bruce Harper, *Information Systems Manager*
Richard H. Worsinger, *Energy Resources Director*
Brad Kerr, *Engineering Director*
Mike Varnell, *Fire Chief*
Archie Jones, *Human Relations Director*
Elayne L.W. Henderson, *Human Resources Director*
Kelvin Yarrell, *Parks & Recreation Director*
James Moore, *Chief of Police*

2014-2015 Diversity, Equity & Inclusion Group (D.E.I.G.)

The City's Affirmative Action and Equal Opportunity Employment history provides important context for the City's present efforts. The 2016-2020 Diversity, Equity and Inclusion Plan builds upon the City's past and present efforts and prepares it to address its 21st century workforce and workplace challenges.

The following City Leadership Team members worked together to set up the Diversity, Equity and Inclusion Group. This employee group was formed using the tools provided by VISIONS, Inc to maximize diversity and inclusion among the D.E.I.G. members.

Tasha Logan-Ford, Assistant City Manager
John R. Jesso, Manager, Downtown Development
Jonathan L. Boone, Director, Public Works & Water Resources
Pamela O. Casey, City Clerk
Thomas M. Moton, Jr. Assistant City Manager
Bruce Harper, Manager, Information Systems
With assistance from
Archie Jones, Director, Human Relations
Elayne L.W. Henderson, Director, Human Resources

A list of the inaugural D.E.I.G. members are included in the appendix.

III. Background on 2017-2021 Diversity, Equity and Inclusion Plan

In early 2014, Rocky Mount's City Council approved resources for the City to develop a Diversity and Inclusion Plan. It hired VISIONS, Inc., a Dorchester, MA based diversity and inclusion consultancy and training firm formed in Rocky Mount, NC to assist in these efforts. The following represents the steps in the plan's development:

- On-going capacity building sessions with the City Manager and leadership team to increase their capacity to lead and manage a diversity and inclusion initiative.
- The conducting of a Multicultural Organizational Assessment with a focus group meeting with 100+ employees from throughout the City's workforce.
- The presentation of the assessment results to the leadership team, members of the City Council, and employees.
- The forming of a Leadership Diversity and Inclusion Subcommittee made up of members of the leadership team.
- The developing of a diversity, equity and inclusion plan template.
- The developing of plan drafts that included information from the leadership team's capacity building sessions, information from the employees' assessment as well as recommendations from the leadership team, employees and VISIONS' consultants.
- The creating of the D.E.I.G. made up of a diverse cross section of employees. D.E.I.G. Orientation (August 2015).

- The approving of the Diversity, Equity and Inclusion Plan draft by the City's Leadership Team (August 2015)
- The presenting of the Plan to the City Council (October 2015)
- The reviewing of historic documents including:
 - ❖ Policy Resolution on Affirmative Action Plan (Passed by the City Council, February 13, 1978)
 - ❖ Inter-Office Correspondence to Department Heads on appointments to the City's Affirmative Action Committee (June 20, 1978)
 - ❖ Affirmative Action Plan (November 1980)
 - ❖ Affirmative Action Plan Updated (1995)
 - ❖ EEO Plan Update, FY 1996-1997
 - ❖ Affirmation Action Plan Updated (1999)
 - ❖ Diversity and Equal Employment Opportunity Policy, Personnel Policy Manual (February 1, 2010)
 - ❖ EEO Summary Report (2014)

IV. Vision, Statement, Mission Statement, Guiding Principles

The City's overall mission is *to advance community well-being, safety and quality of life by delivering exceptional public service*. In support of the City's overall mission, the following diversity and inclusion vision and mission statements are included as a part of this Plan.

A. Vision Statement

The City is seen as a model employer who leverages its local, regional, and national diversity and fosters an inclusive work environment that empowers its employees to excel at delivering exceptional public service.

B. Mission Statement

The City recruits, retains and develops a diverse and high-performing workforce drawn from Nash and Edgecombe counties as well as from other regions of the country; fosters the diversity, inclusion, participation, and empowerment of all of its employees.

C. Guiding Principles

To appreciate all employees' perspectives and talents:

- We accept, respect, and value individual similarities AND differences.
- We identify, address, and remove barriers in processes, policies, plans, practices, programs, and services.
- We treat people with dignity, respect, and fairness.
- We DO NOT tolerate harassment and discrimination nor inappropriate jokes and/or negative comments about the ability, skills, or attributes of others.

- We value self-awareness and accountability for one's behaviors.
- We value clear, open, and honest communication that promotes unity, productivity, and understanding.
- We value each employee's role in creating an inclusive environment.

V. Introduction to Diversity, Equity and Inclusion Plan

The Diversity, Equity and Inclusion Plan is a living document that affirms our historic commitment to equal opportunity in employment and advancement as well as our commitment to ensuring diversity, equity and inclusion. It is designed to serve as a guide for meaningful and effective administration of the plan's diversity and inclusion goals by all of the City's administrators, department heads and supervisors. Its overall intent is to:

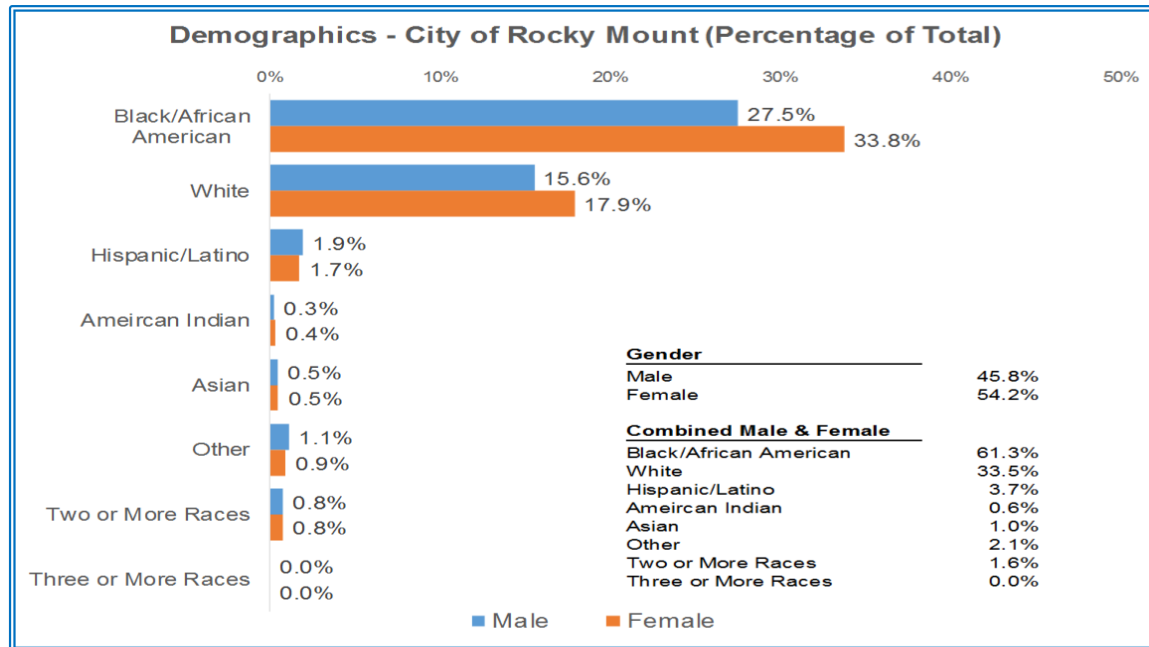
- Create, build, and promote an inclusive work environment that values the contributions each individual and the group(s) in which each has membership based on race/color/ethnicity, class/socio-economic status, education level/place in hierarchy, gender, sexual orientation, gender identity, religion, military/veteran status, age, physical/mental ability, immigration status/national origin, and language.
- Increase the probability of fair opportunities in recruiting, hiring, training and development, retention, and promotion of employees, including underrepresented people of color (e.g. African-Americans, Latino/a/Hispanic, Asian-Americans, Native Americans) and women.
- Eliminate all forms of discrimination within the organization.



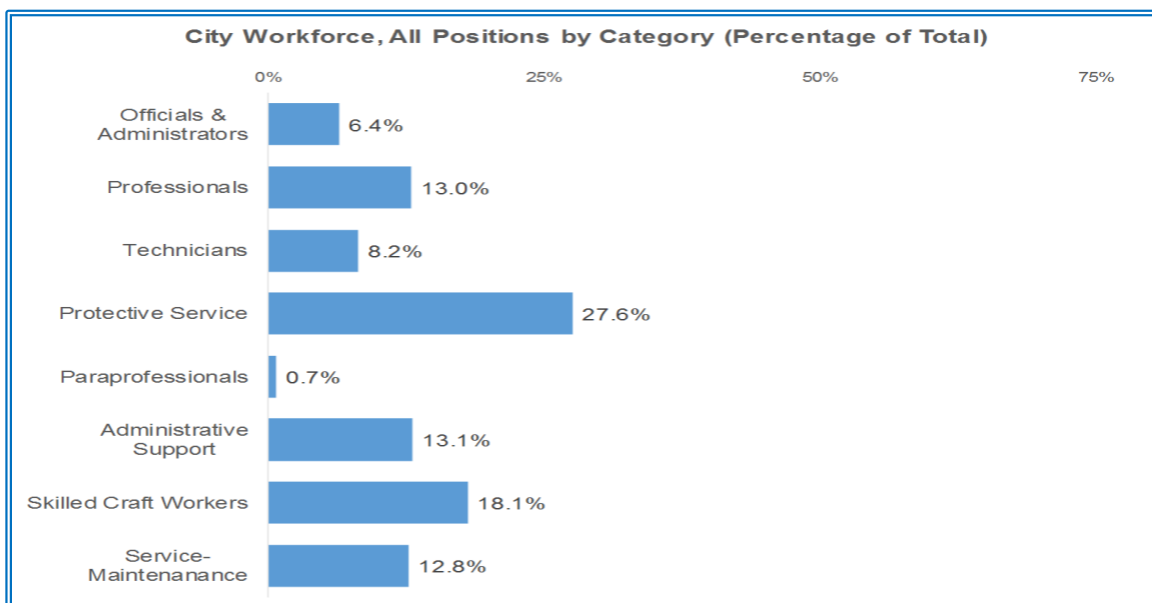
CONTEXT FOR THE DIVERSITY, EQUITY AND INCLUSION PLAN

To provide the context for this Diversity, Equity and Inclusion Plan, the following information presents a profile of the City of Rocky Mount's relevant demographics.

Categories:



- ❖ Official and Administrators
- ❖ Professionals
- ❖ Technicians
- ❖ Protective Service Workers
- ❖ Paraprofessionals
- ❖ Administrative Support (including Clerical and Sales)
- ❖ Skilled Craft Workers
- ❖ Service-Maintenance



Structure of the Diversity, Equity and Inclusion Plan

To address these opportunities, the Diversity, Equity and Inclusion Plan is structured as follows:

- Vision and Mission Statements and Guiding Principles
- Goals and Areas of Focus
- Objectives and Strategies
- Outcome Measures
- Accountability

A. Plan Goals and Areas of Focus

1st - Workforce Diversity: Recruit from a diverse, qualified labor market to secure a high-performing workforce drawn locally, regionally, and nationally.

- Recruitment Outreach
- Hiring/Selection Process/Equal Opportunity

2nd - Workplace Inclusion: Cultivate an internal culture that recognizes, understands, appreciates, and leverages diversity enabling each individual to contribute to his/her full potential and furthering retention.

- Training and Development (Department Heads and Supervisors—awareness, skills and organizational development for retention, culture change)
- Training and Development (Employees—awareness)
- Retention (Employee orientation, mentoring, advancement/promotions)

3rd - Sustainability: Develop structures and strategies to equip the organization with the ability to manage this plan, be accountable, measure results, refine approaches based on such data, and achieve an equitable and inclusive learning and development culture.

- Diversity, Equity and Inclusion Support for Administrators, Department Heads, and Supervisors (Audits, training and development of supervisors, department heads)
- Diversity, Equity and Inclusion Promotion (compliance with EEO and Diversity and Inclusion Goals)
- Diversity, Equity and Inclusion Group (D.E.I.G.) Development
- Development of Annual Departmental Diversity, Equity and Inclusion Work Plan and Report
- Diversity, Equity and Inclusion Success Celebrations (Communication and Celebration Plan)

Goal I: Workforce Diversity

Objective 1.1: Design and undertake strategic outreach and recruitment efforts that reach all segments of Nash and Edgecombe counties and where necessary, regional and national audiences.

Strategies:

1. Collect and analyze applicant flow data for the last three years to identify underrepresentation in the City's workforce.
2. Establish a three (3) year baseline of employee demographic data by department, job class, and other descriptive statistics, creating a comparative benchmark for future hiring and advancement outcome metrics.
3. Review/revise the current outreach and recruitment plan and ensure it fully draws from all segments of Nash and Edgecombe counties and where necessary regionally and nationally, including those who are underrepresented in the City's job levels and job categories.
4. Review/revise outreach and recruitment strategies to maximize the City's ability to recruit potential applicants from a variety of sources (e.g. geographic regions, academic sources, professional disciplines, apprentice programs, and affinity organizations).
5. Leverage outreach and recruitment efforts pertaining to the Police and Fire Departments as well as other City Departments.
6. Provide work sessions to department/division heads and appropriate others on *best practices* in outreach and recruiting strategies.

Outcome Measures:

1. Applicant Flow Data Report Completed.
2. Employee Demographics Report Completed.
3. Updated/revise Outreach and Recruitment Plan Completed.
4. Report on Outreach and Recruitment Strategies Completed.
5. Quarterly Report that reflects the demographic results of the outreach and recruitment efforts (e.g. broader applicant pool locally, regionally, and/or nationally with emphases on people of color and female candidates).
6. Work sessions on outreach and recruiting strategies held.

Time Frame: Annual Report of Outreach and Recruitment efforts due at the end of 12 months.

Accountability Center: HR Department, Department Heads/Hiring Managers.

Objective 1.2: Hire based on job-related ability, as measured by uniform and consistently applied qualifications and selection standards and methods approved by the Human Resources Director.

Strategies:

1. Review job descriptions for minimum qualifications, knowledge, education, certification, and experience requirements for positions within each department and adjust, if needed.
2. Encourage the use of interview panels that represents racial/ethnic, gender, level, and age diversity and/or other variables that might be important to the position.
3. Require all who conduct employment interviews to be formally trained in culturally sensitive interviewing techniques and related employment law issues and/or train all who conduct employment interviews to be more aware of conscious or unconscious bias.
4. Analyze applicant pool and hiring statistics to identify trends and potential areas for increasing diversity.
5. Use strategic hiring and communications/marketing initiatives to increase underrepresented groups in the applicant pools.

Outcome Measures:

1. Broader applicant pool of qualified underrepresented candidates secured for each position.
2. Workforce is reflective of Nash and Edgecombe counties' demographic make-up, as much as possible.
3. Diversity in professional and management-level positions is maintained and improved.
4. Training for those conducting employment interviews conducted by the HR Department on a semi-annual basis.
5. HR and various City departments meet on a quarterly basis to review applicant pool and hiring statistics and barriers to underrepresented groups' hiring.

Time Frame: On-going

Accountability Center: Department Heads/Hiring Managers, City Manager, D.E.I.G., Human Relations Department.

Goal II: Workplace Inclusion

Objective 2.1: Provide consultation, training, and coaching to assist administrators, department heads, and supervisors to enhance their capacity to cultivate, lead, and manage a diverse workforce.

Strategies:

1. Develop minimum standards for diversity, EEO, and conflict management training for all administrators, department heads, and supervisors.
2. Provide a Diversity, Equity and Inclusion course for all administrators, department heads, supervisors, and new hires. Provide organizational course on a semi-annual basis.
3. Provide opportunities for administrators, department heads, and supervisors to receive diversity, equity and inclusion consultation, coaching, and problem-solving sessions as requested.
4. Administer pre-course questionnaires to determine diversity, equity and inclusion challenges and opportunities.
5. Conduct post-course assessments to determine how attendees might think, feel, and behave differently after the course as well as what other support(s) they might need/want.
6. Prepare a year-end report on the impact of the consultation, training, coaching and plan implementation.
7. Emphasize importance of maintaining an equitable, inclusive and diverse workplace environment.

Outcome Measures:

1. Development of minimum standards for diversity, EEO, and conflict management.
2. Number of administrators, department heads, and supervisors who attended the training course.
3. Number of administrators, department heads, and supervisors who sought consultation, coaching, and problem-solving support.
4. Employee Department/Division survey to determine the impact of the consultation, training, and coaching on employee recruitment, hiring, and promotion as well as the degree to which the department/division environment feels more welcoming and inclusive.
5. Business Case for Diversity presented at 4 major City-wide leadership venues.
6. Reduce per capita rate of EEO complaints in the various departments.

Time Frame: Quarterly Training; Year-end Report

Accountability Center: Human Resources and Human Relations Departments.

Objective 2.2: Promote understanding and equip employees to create a respectful, inclusive, diverse, and fair work environment.

Strategies:

1. Provide regular and consistent diversity-related training for employees focused on encouraging and welcoming diverse employees.
2. Require full-time, permanent, and part-time employees to attend a biennial diversity related training. Offer this training to seasonal employees.
3. Require that all new hires receive diversity training within their first 90 days of employment.
4. Ensure new employees are introduced to the City's commitment to equal employment opportunities, non-discrimination, prevention of harassment, as well as its diversity, equity and inclusion focus.
5. Explore the possibility of offering a "Spanish in the Workplace" course.

Outcome Measures:

1. Increase favorable responses to diversity and inclusion related questions on the annual employee survey.
2. Employees from different backgrounds, generations and cultures cooperate and effectively communicate with one another as evidenced by the messages that are flowing through the grapevine.
3. The work environment is hospitable and welcoming to employees and citizens as evidenced by the positive stories employees are sharing with one another, with their supervisors, with members of the City Council, and in the wider community.
4. A "Spanish in the Workplace" course is offered based on employee request.

Time Frame: On-going training

Accountability Center: Human Resources Department.

Objective 2.3: Promote employees based on job performance and job-related ability, as measured by uniform and consistently applied qualification and selection standards.

Strategies:

1. Meet with each department to evaluate, identify and eliminate/change policies and procedures which may act to discriminate on the basis of race, gender, age, physical ability and/or any other differences.
2. Establish standards and practices for publicizing job opportunities.
3. Communicate promotional opportunities and related job requirements to eligible employees and provide opportunities to apply.

4. Re-examine how employees access job vacancy information and update the internal job application process as required.
5. Encourage the use of diverse interview panels and trained interviewers to help ensure cultural sensitivity.

Outcome Measures:

1. Employees from different cultural backgrounds perceive that they have equal access to promotions and advancement.
2. There is an equitable increase in promotion and advancement of underrepresented groups at each job level and in each job category.
3. Quarterly reports on promotions across job levels and job categories are completed and distributed to the City's Leadership team.

Time Frame: Quarterly Reports

Accountability Center: Human Resources Department.

Objective 2.4: Continue providing employees with opportunities to develop their knowledge, skills and abilities with a goal of promoting into positions with increasing responsibility.

Strategies:

1. Identify employee knowledge gaps and develop training and resources for employees' ongoing development.
2. Provide opportunities for employees to get the job coaching to help them identify the skills and education needed for on-going professional development through individualized actions plans. Help employees create a professional development plan of action.
3. Provide information and tools to assist supervisors and managers in helping their employees create professional development plans.
4. Encourage development and use of "career ladder" programs for employee advancement in positions, responsibilities and opportunities.

Outcome Measures:

1. Develop, by department/division, a list of employees that have the potential for promotion/advancement based on job level/job category.
2. Assessment of the knowledge/requirement gaps for each employee seeking professional development support.
3. Documented plan of action for addressing the knowledge/requirement gaps for each employee.
4. Resources provided for preparing each employees for upward mobility.
5. Review, revise, and market internally tuition reimbursement and other educational benefits programs.

Time Frame: On-going

Accountability Center: Human Resources Department/Department Heads/Hiring Managers.

Objective 2.5: Improve retention by helping employees remain engaged in their work.

Strategies:

1. Review and update the employee Exit Questionnaire and ensure reporting of summary information semi-annually to the City Leadership Team.
2. Evaluate employee retention rates and reasons employees separate from employment. Address concerns that arise from this analysis.
3. Educate and equip supervisors and managers on how to orient new employees into the workplace and monitor progress (i.e. on-boarding).
4. Periodically assess employee attitudes about the workplace.
5. Provide historical, 3-year review of employee retention by department, job class, and other descriptive statistics, creating a comparative baseline for future retention evaluation.
6. Support the formation of employee affinity and/or resource groups and provide such groups with support from and access to the D.E.I.G.

Outcome Measures

1. A process for conducting exit interviews is created and/or reviewed/updated.
2. Exit interview information by job level, job category, and department/division is documented.
3. Supervisors and managers receive orientation skill building as a part of the diversity and inclusion consultation, training, and coaching program.
4. Requested employee affinity and/or resource groups based on, for example, race, gender, age, religion are formed and supported.

Time Frame: On-going

Accountability Center: Human Resources Department.



Goal III: Sustainability

Objective 3.1: Involve employees as participants and responsible partners in fostering diversity, mutual respect, equity and inclusion throughout the City's workforce.

Strategies:

1. Create a City sanctioned diversity, equity and inclusion committee and define its role in the initiative. Ensure members of the City's leadership team have membership slots on the committee.
2. Provide for members of the committee to have Diversity, Equity and Inclusion training and support.
3. Ensure that all City's employees have access to diversity, equity and inclusion learning development opportunities.
4. Create other formal and informal opportunities for employees to engage across cultures.
5. Provide recognition for employees who go over and beyond to foster diversity and inclusion.

Outcome Measures:

1. Criteria for a Diversity, Equity and Inclusion Group is developed.
2. A diverse cross-section of employees at each level of the City's organizational structure is identified and selected for defined terms on the Committee.
3. A Diversity, Equity and Inclusion Group (D.E.I.G.) is established.
4. Scope of the Committee's work is defined
5. Committee members are trained.
6. Create activities that recognize and honor those who go beyond and above to foster diversity and inclusion.

Time Frame: August 2015 and on-going support

Accountability Center: City Manager and Human Resources Department.

Objective 3.2: Create a diverse pipeline for recruitment and career advancement in order to support the City's succession planning and leadership development.

Strategies:

1. By department/division, assess what critical jobs may become vacant because of retirement over the next 5 years. Create a succession plan.
2. Conduct workshops with high school and college students each spring to make them aware of summer and permanent employment opportunities with the City.
3. Develop a mentoring program framework to support succession planning.

4. Monitor leadership candidate selection processes to ensure there are no barriers to equal opportunity.
5. Establish a baseline for reducing complaints related to harassment, discrimination, and retaliation.

Outcome Measures:

1. A succession plan is created.
2. Ensure accountability for employees who support or fail to support the City's commitment to diversity, equity and inclusion.
3. Reduce complaints related to harassment, discrimination, and retaliation.
4. Shift the focus on diversity from being an initiative to a normal way of doing business, and incorporated into every facet of the organization.
5. Continue providing excellent employee benefits and a compensation plan reflecting the market to attract and retain qualified, diverse candidates.
6. Partnerships created with high schools and other educational organizations.

Time Frame: On-going

Accountability Center: Department Directors, Human Relations Department, D.E.I.G.

Objective 3.3: Establish accountability for managing a diverse, equitable, inclusive, and respectful environment.

Strategies:

1. Define the expectations of department heads with regards to EEO, diversity, equity and inclusion.
2. Get "buy-in" from department heads to include a departmental statement on diversity, equity and inclusion within their annual planning documents.
3. Get "buy-in" from department heads to include a focus on diversity, equity and inclusion in their formal and informal workforce activities.
4. Explore expanding the current performance evaluation tool by providing examples of "culturally appropriate" behavior for each rating level in the categories of teamwork, ethic practices, coaching, and leadership.
5. Provide department heads with an annual demographic report and update on "best practices" for achieving a diverse and inclusive work environment.
6. Conduct departmental surveys on employee workplace perceptions.
7. Conduct training evaluations.

Outcome Measures:

1. Established recognitions for employees who support the City's commitment to diversity, equity and inclusion.
2. Established accountability measures to encourage employees to support the City's commitment to the initiative.
3. Reduced complaints related to harassment, discrimination, and retaliation.

4. Shift the focus on diversity from being an initiative to a normal way of doing business, and incorporated into every facet of the organization.
5. Continue providing excellent employee benefits and a compensation plan reflecting the market to attract and retain qualified, diverse candidates.

Time Frame: On-going

Accountability Center: City Manager, Human Relations and Human Resources Departments.

Objective 3.4: Ensure Diversity, Equity and Inclusion initiative, actions, and results are transparent to all key stakeholders and all are engaged in supporting diversity, equity and inclusion.

Strategies:

1. Develop a comprehensive Diversity Communication Plan achieving the following:
 - a. Report City diversity progress.
 - b. Report diversity activities (i.e. festivals, cultural events, Diversity awards).
 - c. Create new City website section for diversity, equity and inclusion related information.
 - d. Distribute City's diversity, equity and inclusion commitment and values throughout the workforce.
 - e. Share expected outcomes from the initiative. For example:
 - i. An informed and engaged City's organization.
 - ii. An improvement in the quality of the work environment and the services the City provides.
 - iii. Increased job and customer satisfaction.
 - iv. Enhancement in City's diversity skills.
 - v. An honoring of the past and an embracing of present and future perspectives.

Outcome Measures:

1. Improved City public image regarding diversity, equity and inclusion.
2. City Council supports the Diversity, Equity and Inclusion Plan.
3. City employee attitudes about diversity, equity and inclusion are improved.
4. Maintain an environment where employees utilize established, internal channels to address diversity-related issues. (Everyone knows "who to talk to" when facing issues.)

Time Frame: On-going

Accountability Center: Assistant City Manager, Human Relations, Human Resources Departments, D.E.I.G.

APPENDIX

Blank Page Intentionally

Inaugural D.E.I.G. Members

Name	Dept/Div
Claude Gardner	Human Resources
Tuntima Barham	Water Resources
Amanda James	Water Resources
Alicyn Wiedrich	Parks and Recreation
Jackie Barnes	Parks and Recreation
Janie Evans	Parks and Recreation
Felisa Hunter	Human Relations
Kim Batts	City Clerk's Office
Negrete Silver	Engineering
Mike Tolson	Engineering
Brett Skinner - Succeeded by Eric Summerlin	Fire
Maurice Kingsberry	Fire
William (Edward) Proctor	Fire
JoSeth Bocook	Planning and Community Development
Willie Boykin	Police
Henry King	Police
Linda Jones	Police
Victoria Phillips	Police
John Feagans	Police
Melissa Wright	Public Works
Jonathan Boone	Public Works/Water Resources/CLT
Brenton Bent	Public Works
Jacob Parker	Public Works
Susan Briley	Energy Resources
Omar Briceno	Energy Resources
Randy Coggin	Energy Resources
Thom Moton	City Manager's Office/CLT



Inaugural D.E.I.G. Members

(back row from left to right) Susan Briley, Jonathan Boone, Henry King, Joseth Bocook, Claude Gardener, Willie Boykin;
 (center row from left to right) Felisa Hunter, Mike Tolson, Omar Briceno, Thom Moton, Janie Evans, Kim Batts, Jacob Parker, Brenton Bent;
 (front row from left to right) Amanda James, Negrete Silver, Victoria Phillips, Tutima Barham, Alicyn Wiedrich, Jackie Barnes, Melissa Wright – members not present – Linda Jones, John Feagans, Edward Proctor, Eric Summerlin, Maurice Kingsberry, and Randy Coggin.

Diversity, Equity and Inclusion Plan Work Plan 2017-2021 - Table
Blank Page Intentionally

Number	Goal	Obj	Strategy/Outcome	Yr1	Yr2	Yr3	Yr4	Yr5	> Yr5	Revision	Action(s)	Responsibility	Others Involved	Timeframe
1.0.0	Workforce Diversity													
1.1.0		Design and undertake strategic outreach and recruitment efforts that reach all segments of Nash and Edgecombe Counties and where necessary national and regional audiences										Human Resources	Department Directors	
1.1.S1			Collect and analyze applicant flow data for the last three years to identify underrepresentation in the City's workforce.	X								Human Resources		
1.1.S2			Provide historical, three (3) year review of employee demographics by department, job class, and other descriptive statistics, creating a comparative benchmark for future hiring and advancement outcome metrics.	X								Human Resources		
1.1.S3			Review/revise the current outreach and recruitment plan to ensure it fully draws from all segments of Nash and Edgecombe counties, including those who are underrepresented in the City's job levels and job categories.	X								Human Resources Director	Human Relations Director, ACM Motion, DEIG	
1.1.S4			Review/revise outreach and recruitment strategies to maximize the City's ability to recruit potential applicants from a variety of sources—geographic regions, academic sources, professional disciplines, apprentice programs, and affinity organizations.	X								Human Resources Director	Human Relations Director, ACM Motion, DEIG	
1.1.S5			Leverage outreach and recruitment efforts with the Police and Fire Departments as well as other City Departments/Divisions.		X							Department Directors		
1.1.S6			Provide work sessions to department/division heads and appropriate others on best practices in outreach and recruiting strategies.									Human Resources Director	ACM Motion	
1.1.O1			Applicant Flow Data Report Completed	X										
1.1.O2			Employee Demographics Report Completed	X										
1.1.O3			Updated/revise Outreach and Recruitment Plan Completed.	X-										
1.1.O4			Report on Outreach and Recruitment Strategies Completed.		X									
1.1.O5			Quarterly Report that reflects the demographic results of the outreach and recruitment efforts (e.g. broader applicant pool locally, regionally, and/or nationally with emphases on people of color and women candidates).											
1.1.O6			Work sessions on outreach and recruiting strategies held.	X										
1.2.0		Hire based on job-related ability as measured by uniform and consistently applied qualifications and selection standards.		X-										
1.2.S1			Review job descriptions for minimum qualifications, knowledge, education, certification and experience requirements for positions within each department and adjust, if needed.		X							Department Directors	ACMs, Human Resources	
1.2.S2			Encourage the use of interview panels that represents racial/ethnic, gender, level, and age diversity and/or other variables that might be important to the position.	X								City Manager	Human Relations, Human Resources	
1.2.S3			Require all who conduct employment interviews to be formally trained in proper interviewing techniques and related employment law issues.		X							City Manager	ACM Motion, Human Resources	
1.2.S4			Develop and/or update methods for measuring and validating hiring.			X								
1.2.S5			Emphasize importance of maintaining an environment of equal opportunity and diversity.	X								City Manager		
1.2.S6			Analyze applicant pool and hiring statistics to identify trends and potential areas for increasing diversity.	X								Human Resources	DEIG	
1.2.S7			Use strategic hiring initiatives to ensure that underrepresented groups are represented.		X							Human Relations	Human Resources, DEIG	
1.2.O1			Broader applicant pool of qualified underrepresented candidates secured for each position.	X										
1.2.O2			Workforce is reflective of Nash and Edgecombe counties' demographic make-up, as much as possible.				X							
1.2.O3			Diversity in professional and management-level positions is maintained and improved.		X									
1.2.O4			Training for those conducting employment interviews conducted by the HR Department on a semi-annual basis.		X									
1.2.O5			HR and various City departments/divisions meet on a quarterly basis to review applicant pool and hiring statistics and barriers to underrepresented groups' hiring			X								

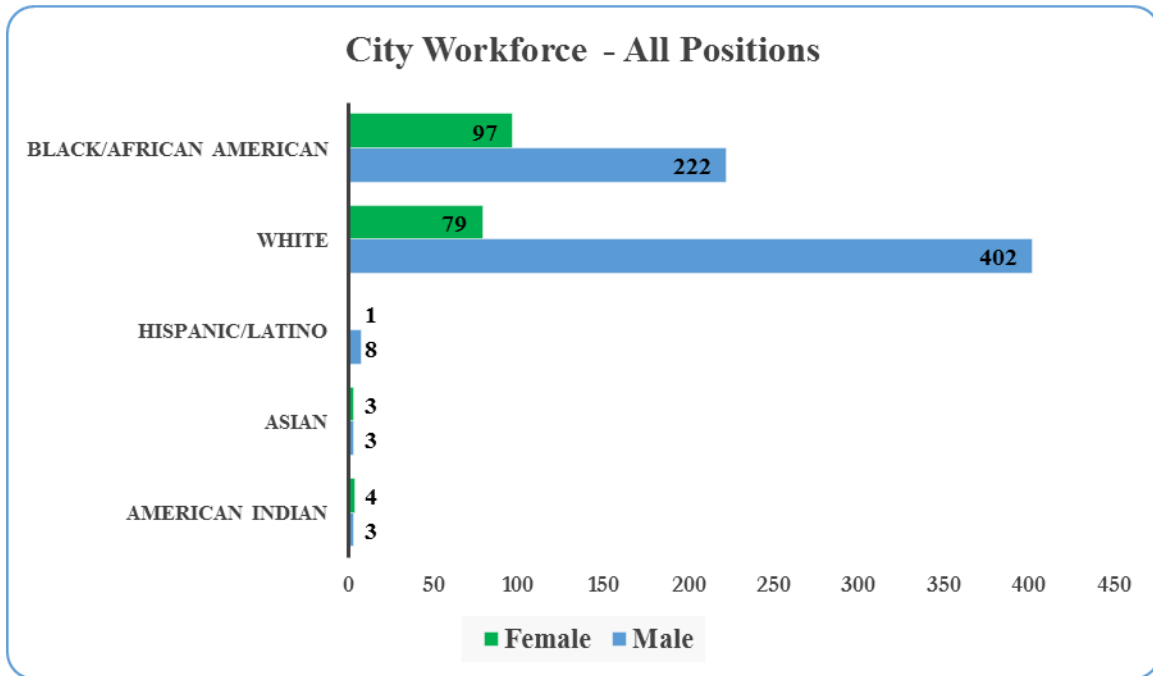
Number	Goal	Obj	Strategy/Outcome	Yr1	Yr2	Yr3	Yr4	Yr5	Yr6	Revision	Action(s)	Responsibility	Others Involved	Timeframe
2.00	Workplace Inclusion													
2.10		Provide consultation, training, and coaching to assist administrators, department heads, and supervisors to enhance their capacity to cultivate, lead, and manage a diverse workforce.			X									
2.1.S1			Develop minimum standards for diversity, EEO, and conflict management training for all administrators, department heads, and supervisors.		X							Human Resources	Human Resources, DEIG, ACM Motion	
2.1.S2			Provide for a Diversity and Inclusion Course for administrators, department heads, and supervisors on a yearly basis. Provide course on a quarterly bases.		X							Human Resources	Human Relations	
2.1.S3			Provide opportunities for administrators, department heads, and supervisors to receive diversity and inclusion consultation, coaching, and problem-solving sessions as requested.	X								Human Relations		
2.1.S4			Administer pre-course questionnaire to determine diversity and inclusion challenges and opportunities.		X							Human Relations	DEIG	
2.1.S5			Conduct post-course assessment to determine how administrators might think, feel, and behave differently after the course as well as what other support they might need/want.		X							Human Relations	DEIG	
2.1.S6			Prepare a year-end report on the impact of the consultation, training, and coaching.			X						Human Relations	DEIG	
2.1.O1			Development of minimum standards for diversity, EEO, and conflict management.		X									
2.1.O2			Number of administrators, department heads, and supervisors who attended the training course.			X								
2.1.O3			Number of administrators, department heads, and supervisors who sought consultation, coaching, and problem-solving support.				X							
2.1.O4			Employee Department/Division survey to determine the impact of the consultation, training, and coaching on employee recruitment, hiring and promotion as well as the degree to which the department/division environment feels more welcoming and inclusive.			X								
2.1.O5			Business Case for Diversity presented at 4 major City-wide leadership venues.				X							
2.1.O6			Reduce per capita rate of EEO complaints in the various departments/divisions.				X							
2.2.0		Promote understanding and equip employees to create a respectful, inclusive, diverse, and fair work environment.		X										
2.2.S1			Provide regular and consistent diversity-related training for employees focused on encouraging and welcoming diverse employees.											
2.2.S2			Require full-time and part-time employees to attend a biennial diversity-related class.		X							Human Resources	City Manager	
2.2.S3			Require all new hires receive diversity training within first 90 days of employment.		X							Human Resources		
2.2.S4			Ensure new employees are introduced to the City's commitment to equal employment, non-discrimination and prevention of harassment.									Human Resources		
2.2.S5			Explore the possibility of offering a "Spanish in the Workplace" course.									DEIG	ACM Motion	
2.2.O1			Increase favorable responses to diversity related questions on annual employee survey.			X								
2.2.O2			Employees from different backgrounds, generations and cultures cooperate and effectively communicate with one another.				X							
2.2.O3			The work environment is hospitable and welcoming to employees and citizens.				X							
2.3.0		Promote employees based on job-related ability, as measured by uniform and consistently applied qualification and selection standards.		X										
2.3.S1			Meet with each department to identify and eliminate/change policies and procedures which may act to discriminate on the bases of race, gender, age, physical ability and/or other differences that are discriminatory.	X								Human Relations	Human Resources	

Number	Goal	Obj	Strategy/Outcome	Y1	Y2	Y3	Y4	Y5	> Y5	Revision	Action(s)	Responsibility	Others Involved	Timeframe
2.3.2			Establish consistent standards and practices for internal job opportunities.		X					Remove "Internal"		Human Resources		
2.3.3			Communicate promotional opportunities and related job requirements to eligible employees and provide opportunities to apply.	X								Human Resources	DEIG, Department Directors, Public Affairs	
2.3.4			Re-examine how employees access job vacancy information."									City Manager, Human Resources		
2.3.5			Encourage the use of diverse interview panels and trained interviewers.											
2.3.01			Employees from different cultural backgrounds perceive that they have equal access to promotions and advancement.		X									
2.3.02			There is an equitable increase in promotion and advancement of underrepresented groups at each job level and in each job category.			X								
2.3.03			Quarterly reports on promotions across job levels and job categories.		X									
2.4.0			Continue providing employees with opportunities to develop their knowledge, skills and abilities with a goal of promoting into positions with more responsibility.	X										
2.4.01			Identify employee knowledge gaps and develop training and resources for employees ongoing development.			X						Human Resources	DEIG, Department Directors	
2.4.02			Provide opportunities for employees to get job coaching to help them identify the skills and education for ongoing professional development through individualized action plans.											
2.4.03			Provide tools to assist supervisors and managers in creating employee development plans.		X							City Manager	Departments, DEIG, Human Resources	
2.4.04			Encourage development and use of "career ladder" programs for employee advancement in positions, responsibilities and opportunities.	X										
2.4.05			Develop, by department/division, a list of employees that have the potential for promotion/advancement based on job level/job category.			X								
2.4.06			Assessment of the knowledge/requirement gaps for each listed employee.			X								
2.4.07			Documented plan of action for addressing the knowledge/requirement gaps for each employee.				X							
2.4.08			Resources provided for preparing each employee for upward mobility.				X							
2.4.09			Review, revise, and market internally tuition reimbursement and other educational benefits programs.		X									
2.5.0			Improve retention by helping employees remain engaged in their work.			X						Human Resources, DEIG		
2.5.01			Review and update the Exit Questionnaire.	X								Human Resources, DEIG		
2.5.02			Evaluate employee retention rates and reasons employees separate from employment. Address concerns that arise from this analysis.	X								Human Resources	DEIG	
2.5.03			Educate and equip supervisors and managers on how to orient new employees into the workplace and monitor progress.		X							Human Resources	DEIG	
2.5.04			Periodically assess employee attitudes about the workplace.		X									
2.5.05			Provide historical, 3-year review of employee retention by department, job class, and other descriptive statistics, creating a comparative benchmark for future retention evaluation.	X								Human Resources		
2.5.06			A process for conducting exit interviews is created/updated.	X										
2.5.07			Exit interview information by job level, job category, and department/division is documented.	X										

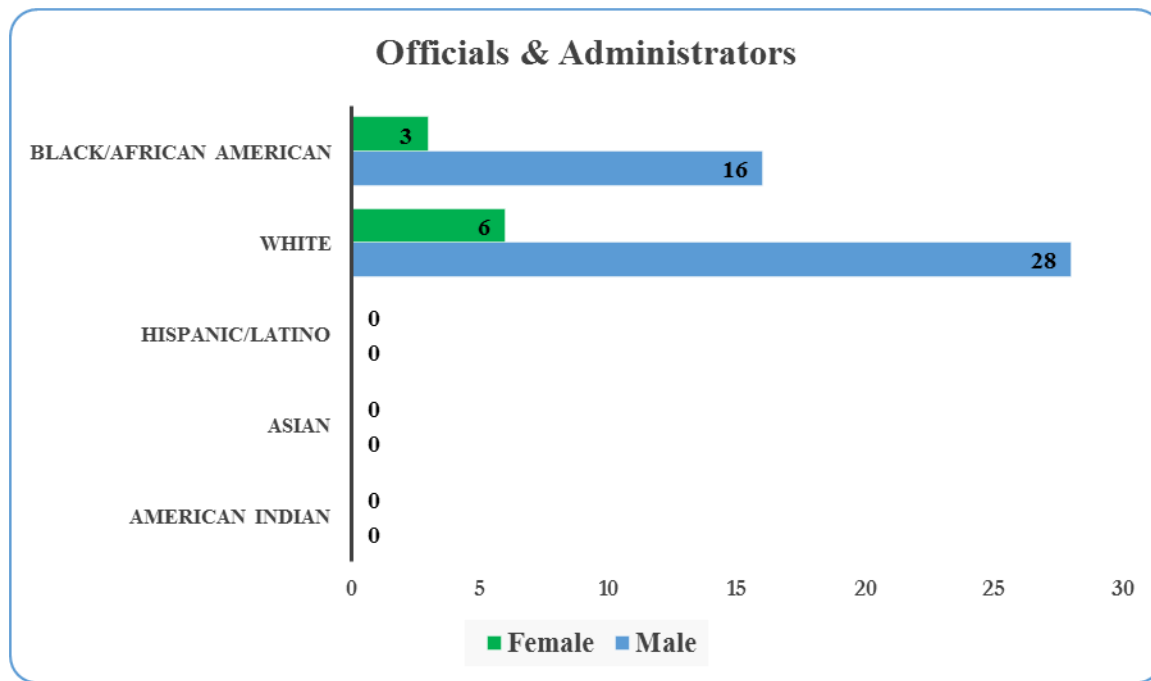
Number	Goal	Obj	Strategy/Outcome	Yr1	Yr2	Yr3	Yr4	Yr5	> Yr5	Revision	Action(s)	Responsibility	Others Involved	Timeframe
2.5.03			Supervisors and managers receive orientation skill building as a part of the diversity and inclusion consultation, training, and coaching program.		X									
2.5.04			Establish employee affinity and resource groups based on, for example, race, gender, age, religion.			X								
3.0.0	Sustainability	Involve employees as participants and responsible agents of diversity, mutual respect and inclusion.												
3.1.0				X										
3.1.S1			Create a formal diversity and inclusion committee/council with visible leadership involved.	X								City Manager	Department Directors, ACMs	
3.1.S2			Ensure all employees have access to diversity and inclusion training and education.		X							Human Resources		
3.1.O1			A Diversity and Inclusion Group (D.I.G.) is established.	X										
3.1.O2			A cross-section of employees and Leadership are selected for the committee.	X										
3.1.O3			Scope of the Committee's work is defined.	X										
3.1.O4			Committee members are trained.	X										
3.2.0		Create a diverse pipeline for recruitment and career advancement in order to support the City's succession planning and leadership development.			X									
3.2.S1			By department/division, assess what critical jobs may become vacant because of retirement. Create a succession plan.				X			Move out to Year 5 (or beyond), encourage if appropriate		Department Directors	DEIG	
3.2.S2			Conduct workshops with high school and college students each spring to make them aware of summer and permanent employment opportunities with the City.		X							Department Directors	Human Resources, Human Relations	
3.2.S3			Develop a mentoring program framework to support succession planning.		X							Department Directors, Human Relations, DEIG	Human Resources	
3.2.S4			Monitor leadership candidate selection processes to ensure there are no barriers to equal opportunity.		X							ACMs		
3.2.S5			Develop/update guide on conducting EEO complaint selection process.		X					What is this? REMOVE		Human Relations		
3.2.S6			Establish baseline on the current levels of complaints related to harassment, discrimination and retaliation.			X				Add				
3.2.O1			A succession plan is created.			X								
3.2.O2			Ensure accountability for employees who support or fail to support the City's commitment to diversity and inclusion.				X							
3.2.O3			Reduce complaints related to harassment, discrimination, and retaliation.			X								
3.2.O4			Shift the focus on diversity from being an initiative to a normal way of doing business, and incorporated into every facet of the organization.				X							
3.2.O5			Continue providing excellent employee benefits and a compensation plan reflecting the market to attract and retain qualified, diverse candidates.				X							
3.2.O6			Partnerships created with high schools and other educational organizations.				X							
3.3.0		Establish accountability for managing a diverse, inclusive, and respectful environment.		X										
			Affirm the value of workforce diversity and inclusion and include them in workforce planning activities.									City Manager		
3.3.S2			Explore expanding the current performance evaluation tool by providing examples of behavior for each rating level in the categories of teamwork, ethic practices, coaching, and leadership.			X						Human Relations	DEIG, Human Resources	
3.3.S3			Provide department heads with an annual demographics report and update on diversity strategies.		X							Human Resources		
3.3.S4			Conduct surveys on employee morale.			X						Human Resources		
3.3.S5			Conduct training evaluations.	X								Human Resources		

Number	Goal	Obj	Strategy/Outcome	Yr1	Yr2	Yr3	Yr4	Yr5	> Yr5	Revision	Action(s)	Responsibility	Others Involved	Timeframe
3.3.01			Ensure accountability for employees who support or fail to support the City's commitment to diversity and inclusion.		X									
3.3.02			Reduce complaints related to harassment, discrimination, and retaliation.		X									
3.3.03			Shift the focus on diversity from being an initiative to a normal way of doing business, and incorporated into every facet of the organization.					X						
3.3.04			Continue providing excellent employee benefits and a compensation plan reflecting the market to attract and retain qualified, diverse candidates.					X						
3.4.0			Ensure Diversity and Inclusion Initiatives, actions, and results are transparent to all key stakeholders and all are engaged in supporting diversity and inclusion.			X								
3.4.S1			Develop a comprehensive Diversity Communication Plan									ACM Motion	City Manager, Department Directors	
3.4.S1a			Report City diversity progress.	X								Human Relations	DEIG	
3.4.S1b			Report diversity activities (i.e. festivals, cultural events, Diversity awards).		X							Human Relations	Department Directors	
3.4.S1c			Create new City website section for diversity and inclusion related information.			X						DEIG		
3.4.S1d			Distribute City's diversity and inclusion commitment and values throughout the workforce.	X								Human Resources	City Manager, Public Affairs	
3.4.S1e			Share expected outcomes from the initiative.	X								DEIG		
3.4.S1e.i			An informed and engaged City organization		X									
3.4.S1e.ii			An improvement in the quality of the work environment and the services the City provides.		X									
3.4.S1e.iii			Increased job and customer satisfaction.			X								
3.4.S1e.iv			Enhancement in City's diversity skills.			X								
3.4.S1e.v			An honoring of the past and an embracing of the present and future perspectives.				X							
3.4.01			Improved City public image regarding diversity and inclusion.				X							
3.4.02			City Council supports the Diversity Plan.	X										
3.4.03			City employee attitudes about diversity and inclusion are improved.		X									
3.4.04			Maintain an environment where employees utilize established, internal channels to address diversity-related issues.		X									

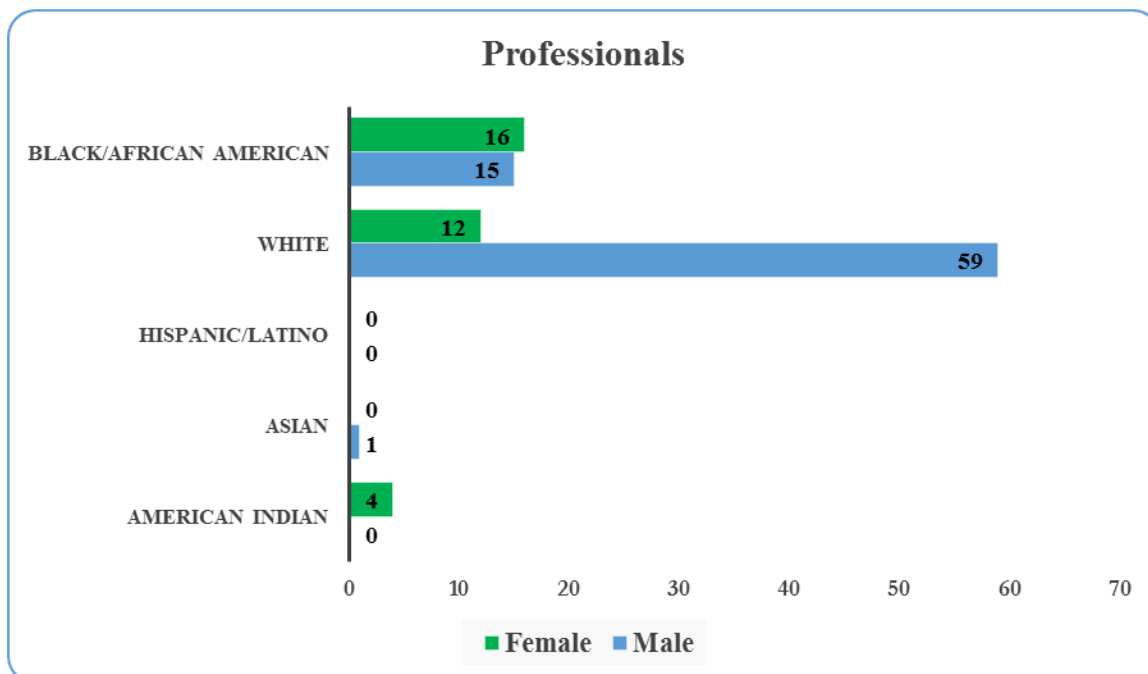
City of Rocky Mount Workforce Analysis
Blank Page Intentionally



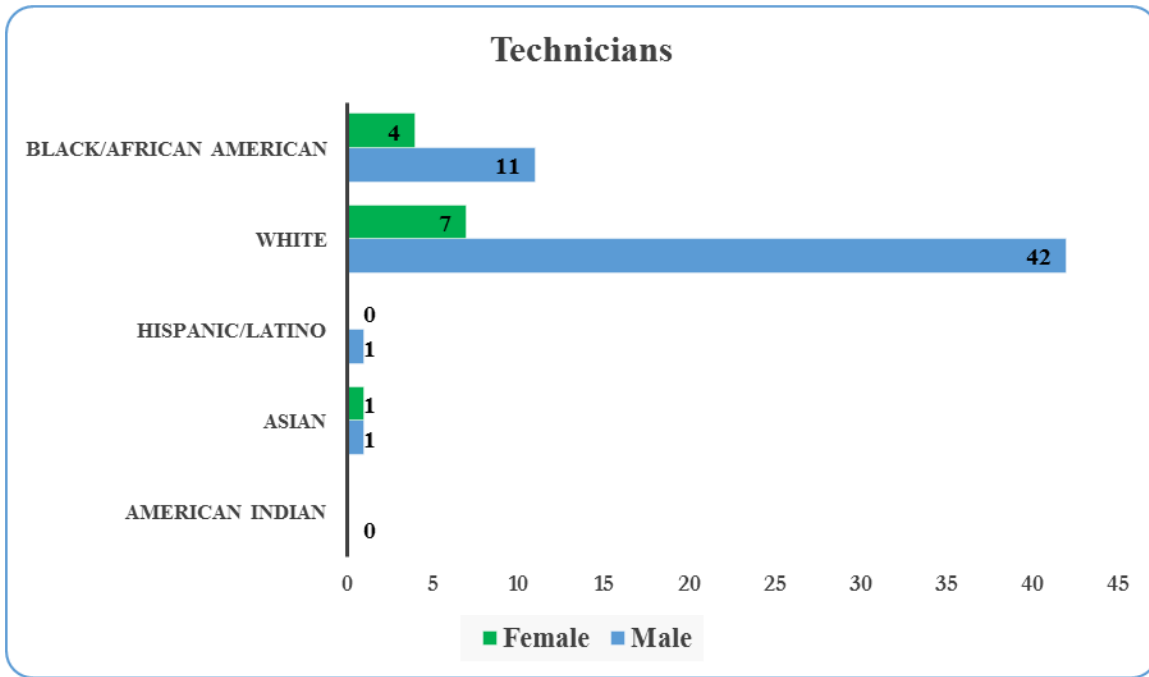
This graph represents the City’s full time workforce of 822 employees.



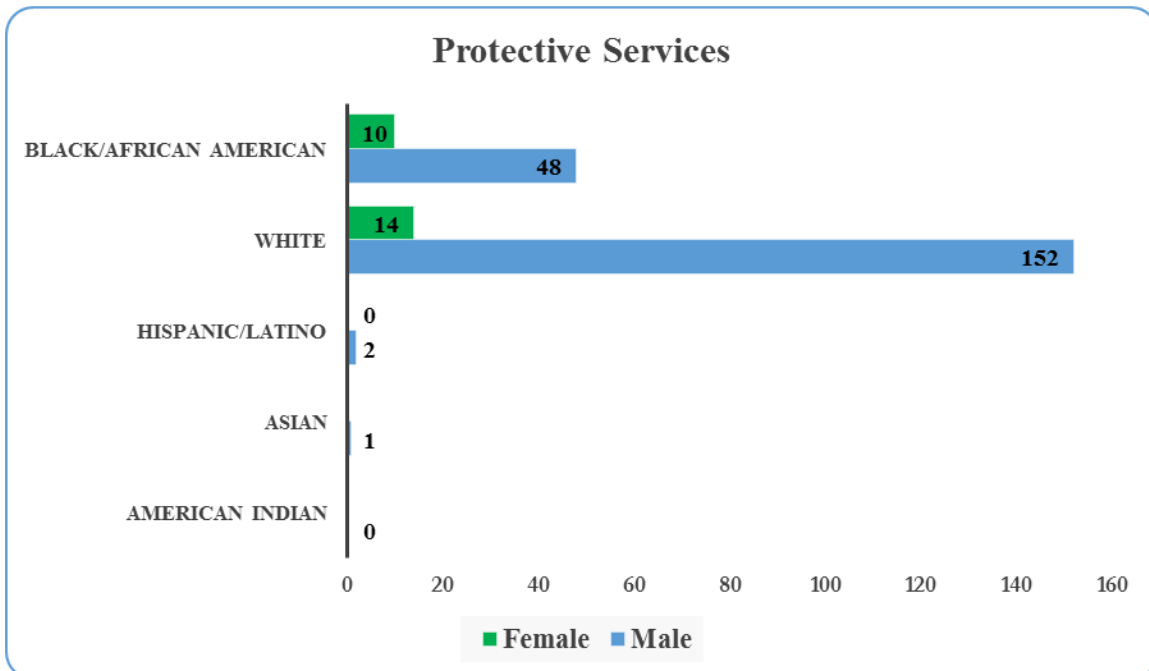
This group includes 53 employees that represent areas of Environmental Services (5), Finance (18), Utilities/Transport (7), Police (4), Fire (11), Public Works, Parks and Recreation, Code Enforcement and Other (8). EEOC defines this category as Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent-and- housing, fire, A.B.C. Board, license, dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers, and kindred workers.



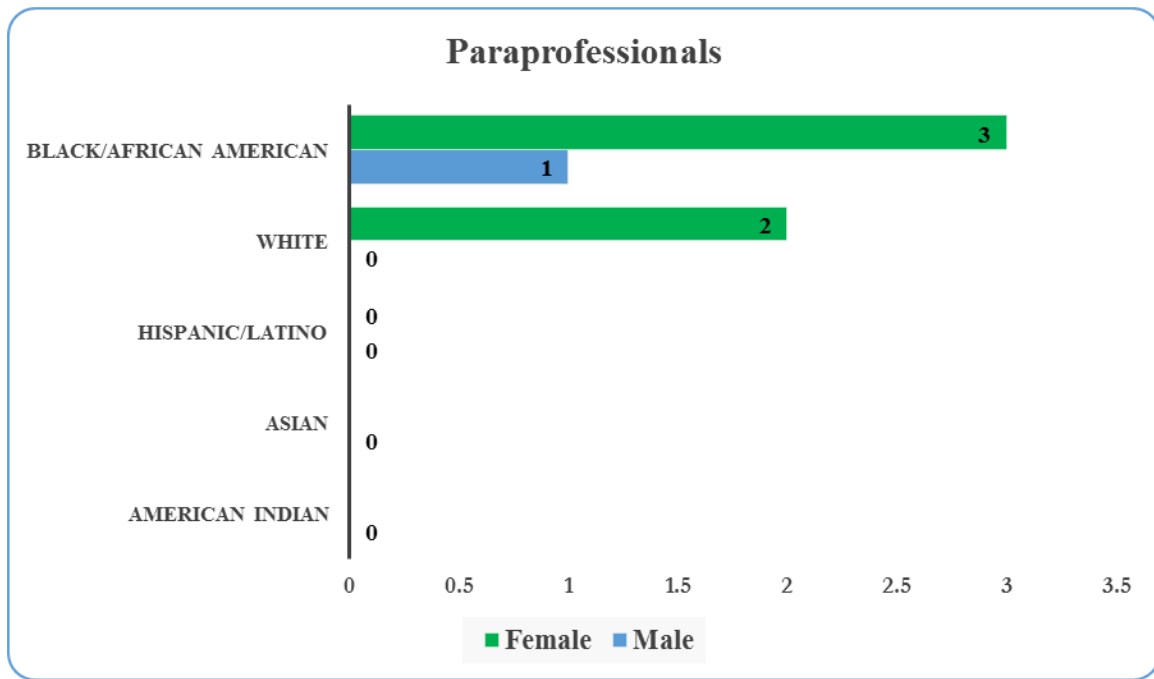
This group includes 107 employees that represent areas of Finance (26), Utilities/Transport (10), Police (14), Fire (32), Public Works, Parks and Recreation, Code Enforcement and Other (25). EEOC defines this category as occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, systems analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors and mapping scientists, and kindred workers.



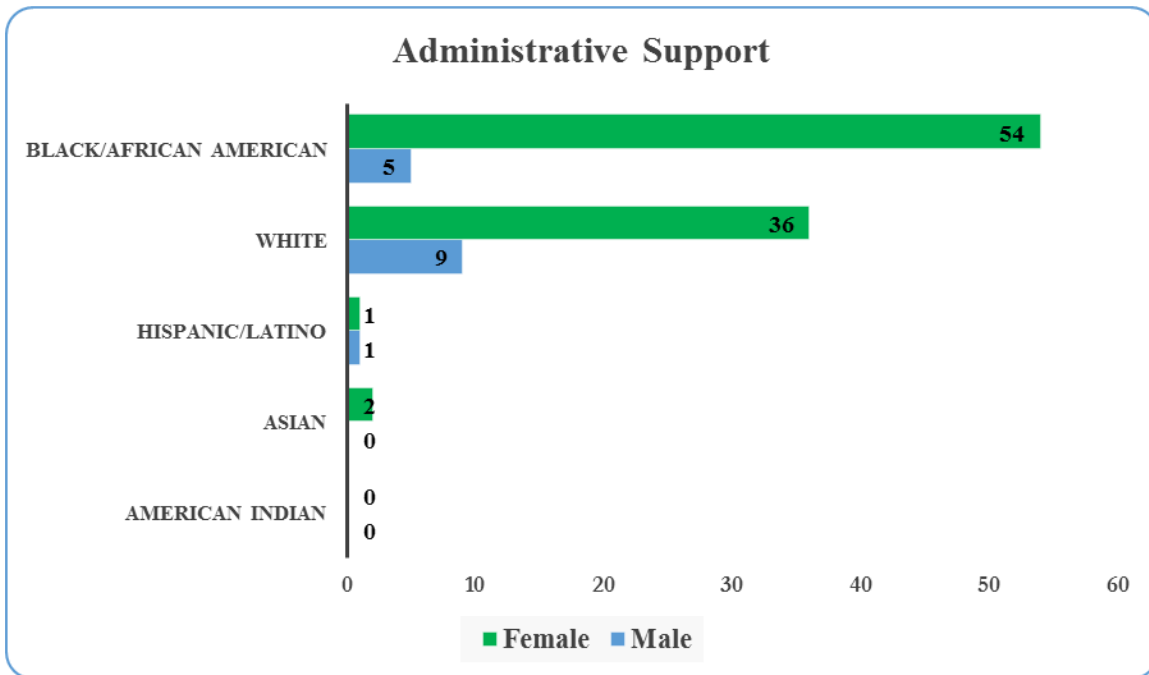
This group includes 67 employees that represent areas of Environmental Services (11), Finance (3), Utilities/Transport (19), Police (23), Public Works, Parks and Recreation, Code Enforcement and Other (11). EEOC defines this category as occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers, drafters, survey and mapping technicians, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers and weighers), and kindred workers.



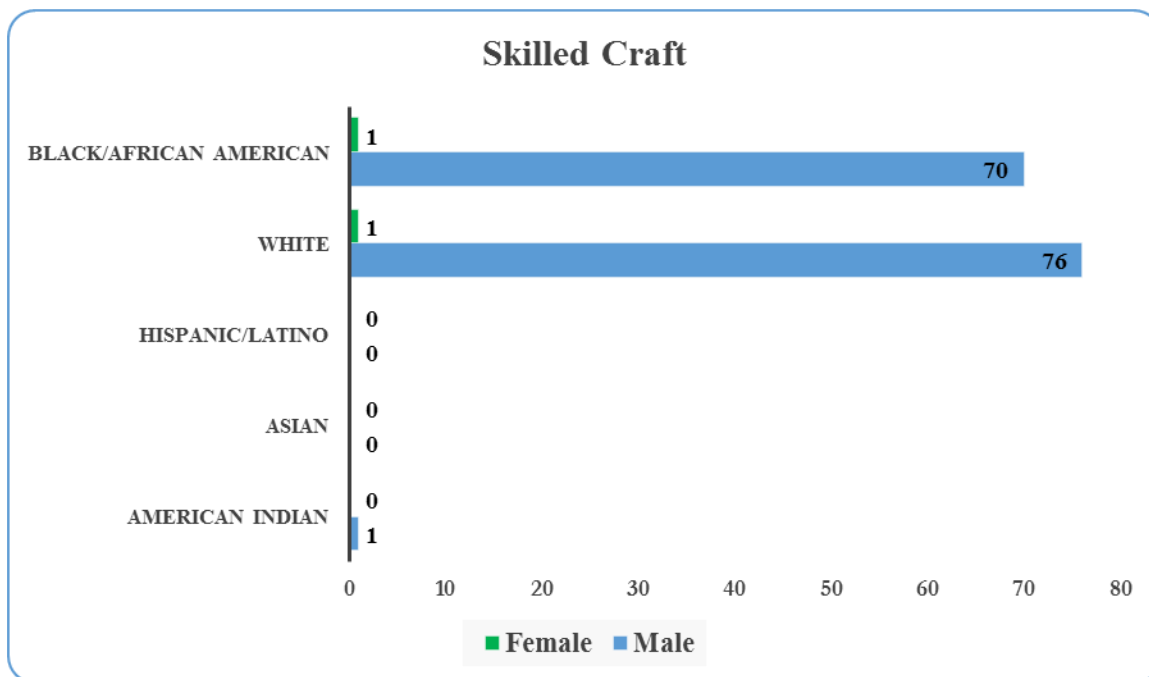
This group includes 227 employees that represent areas of Environmental Services (2), Police (138), Fire (85), Public Works, Parks and Recreation, Code Enforcement and Other (2). EEOC defines this category as occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers firefighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance), and kindred workers.



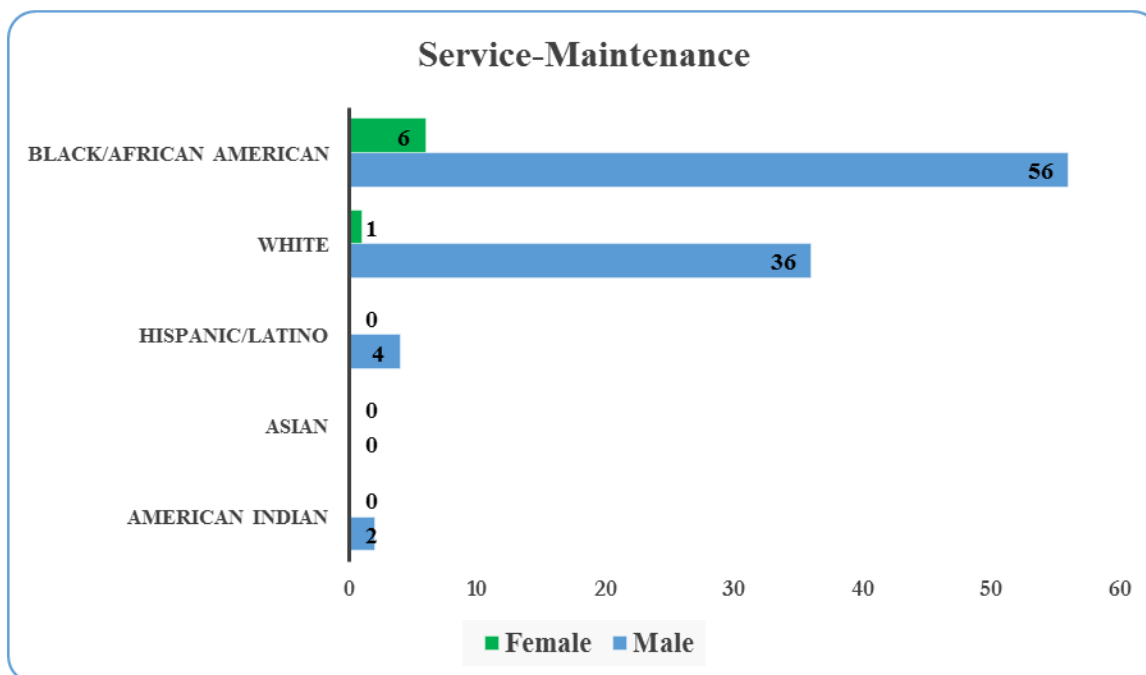
This group includes 6 employees that represent areas of Finance (2), Public Works, Parks and Recreation, Code Enforcement and Other (4). EEOC defines this category as occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers firefighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance), and kindred workers.



This group includes 108 employees that represent areas of Environmental Services (5), Finance (48), Utilities/Transport (9), Police (28), Fire (2), Public Works, Parks and Recreation, Code Enforcement and Other (14). EEOC defines this category as occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: bookkeepers, messengers, clerk-typist, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors, and kindred workers.



This group includes 149 employees that represent areas of Environmental Services (58), Finance (1), Utilities/Transport (60), Public Works, Parks and Recreation, Code Enforcement and Other (30). EEOC defines this category as occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, power plant operators, water and sewage treatment plant operators, and kindred workers.



This group includes 105 employees that represent areas of Environmental Services (33), Finance (19), Utilities/Transport (13), Public Works, Parks and Recreation, Code Enforcement and Other (40). EEOC defines this category as occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundkeepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/helpers, and kindred workers.

City of Rocky Mount

Diversity, Equity, and Inclusion Key Terms

- What do we mean by diversity, equity, & inclusion?
- How do we distinguish between equity and equality?

Diversity refers the condition of the state or quality of having many different forms, types, ideas, etc.; In practice, ***Diversity is the variation of social and cultural identities among people existing together in a defined setting; the condition of being composed of different elements.***

- ✓ Synonyms: assortment, heterogeneity, variousness, multiplicity
- ✓ Antonyms: likeness, likeness, sameness, similarity, homogeneity

❖ **Equality** refers to the agreement of things in dimensions, quantity, or quality; evenness, uniformity; sameness in state or continued course. In practice, equality can be thought of as the quality or state of having the same rights, social status, or the being the same in number, amount, degree, rank or quality.

- ✓ Synonyms: equivalence, par, parity, sameness, identity
- ✓ Antonyms: inequality, imparity, nonequivalence, disparity

❖ **Equity** is generally used in the context of justice or law. In practice, ***Equity is when everyone has access to the opportunities necessary to satisfy their essential needs, advance their well-being and achieve their full potential.***

- *Equity*: justice, right; In practice, equity can be seen as fairness or justice in the way people are treated; equity is the impartial distribution of justice; refers to a system of law originating in the English chancery and comprising a settled and formal body of legal and procedural rules and doctrines that supplement, aid, or override common and statute law and are designed to protect the rights and enforce duties fixed by substantive law; right, claim.
- ✓ Synonyms: fair-mindedness, fairness, impartiality, nonpartisanship,
- ✓ Antonyms: bias, favor, favoritism, one-sidedness, partiality

Inclusion refers to the act of including, or the state of being included; In practice, ***Inclusion means that everyone can participate and everyone belongs.***

- ❖
- ✓ Synonyms: comprehension
- ✓ Antonyms: exclusion

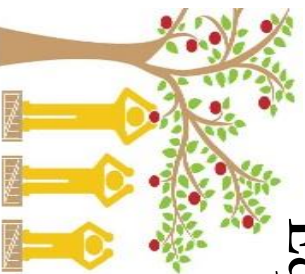
Guidelines to Create Open Communication for

Diversity



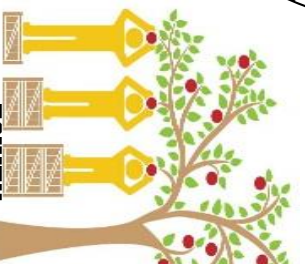
Our Differences

Equity



EQUALITY

Treating everyone the same; this only works if everyone starts from the same place



EQUITY

Access to opportunities necessary to achieve success by recognizing not everyone starts from the same place

Inclusion



Open to all;
not limited to certain
people

- Practice “self-focus”
 - ~ You can only speak for “you” when talking about an issue or thought - Example: “I think” not “we think”
- It is not okay to blame, shame, or attack, self or others
- Do not blame someone for a situation; take responsibility for working toward changes you want to see
- Confidentiality
 - ~ Respect and maintain confidentiality of information shared by others in order to create a safe environment for open communication
- Be aware of intent and impact
 - ~ Be careful of things you say and how you say them do not make people feel they are not important
 - ~ Remember it is possible to mean well but for another to be hurt by your words or tone
- Notice both process and content
 - ~ Take notice of what you say to others and how/why you do things to make sure your statements or actions will have the result you intended
- “Try on”
 - ~ Give an idea or thought a chance even if it is not familiar to you
- Practice “both/and” thinking
 - ~ Look for ways to include the beliefs and thoughts of everyone; try not to use “but” to keep from taking the importance away from another’s thoughts or ideas
- It’s okay to disagree
 - ~ Individuals will not always agree on everything and it’s okay to recognize the difference of opinion and still work together

From: [Carpenter, Todd](#)
To: [Dave Kirlin](#); [David Humphries](#); [James Gallagher](#); [Jennifer Stepp \(steppfam86@aol.com\)](#); [Pierceall, Todd](#); [robertjohnkellogg@gmail.com](#); [Reid, Walker](#); [wreid3@carolina.rr.com](#)
Cc: [Peoples, Michael](#); [Owenby, Candice](#)
Subject: Employee Survey - In Cooperation with the UNC SOG
Date: Thursday, June 28, 2018 9:19:46 AM
Attachments: [LGWI September Roundup Survey Instrument.pdf](#)
[Results Example.docx](#)

Mayor, Mayor Pro Tem, and Council Members:

The UNC School of Government's Local Government Workplace Initiative (LGWI) helps Cities and Counties listen to their employees. As part of this initiative the SOG is again this year collaborating with Cities that are interested in an opportunity to participate in their Employee Survey Roundup. The Employee Survey Roundup is a low-cost option for surveying the employees of multiple local governments at one time. The LGWI Survey is backed by a network of Academic Fellows who contribute expertise on organizational dynamics and behavior. It's comprehensive and includes topics such as teamwork, morale, workplace dynamics, structure, and different satisfaction indicators. I've attached last year's Roundup questions for your review. I expect this year's questions to be similar.

Last year around this time Staff was considering an employee survey tool and begin talking with the SOG about options. We decided not to participate in the Roundup last year and were thinking seriously about a custom survey through the LGWI. Having seen the questions from last year, speaking with other participant Cities, and understanding better how the results are delivered Staff now believes the Survey Roundup will serve as a more than sufficient survey instrument. The cost to participate in the Roundup is \$5000. A custom survey through the LGWI starts at \$13,000.

The survey is currently planned for late August or early September. All participating local governments will receive a password protected Tableau dashboard that provides percent responses for each category of survey question and average responses by department. Responses to survey questions will be categorized as excellent, good, or room for improvement. The survey will also provide anonymous comments from employees and create a dashboard that compares (anonymously) key survey results across jurisdictions. Attached is a result sample from last year.

Prior to the survey I will deliver detailed information and communication about the survey to all employees. We are striving for a 100 percent participation rate and thus we will need to ensure that all of our employees know that the results will be confidential, acted upon, and used only for the betterment of our workplace. The survey is online and I will ensure that every employee has the ability to participate. Just as we do with benefits enrollment we will make this as convenient as we can for all employees, allowing time during the workday for completion and access to computers. I'm also considering options for incentivizing participation.

As we continue to strive to be a great place to work and an employer that highly values employee engagement and input, we feel a routine and systematic solicitation of employee input on organizational matters and climate can only serve to improve our workplace and make us a more effective government. It's our hope that this will be the first of a series of workplace surveys and

tools that we can use to organizationally continuously improve.

Your thoughts are welcomed and please let me know if you have any questions or need more information.

Thank you,

Todd Carpenter

Deputy 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	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Traditional benefits, like health insurance and	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐

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

☐☐☐☐☐☐☐

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

☐ ☐ ☐ ☐ ☐ ☐ ☐

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.	<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"/>
I get carried away when I am working.	<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"/>

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"/>

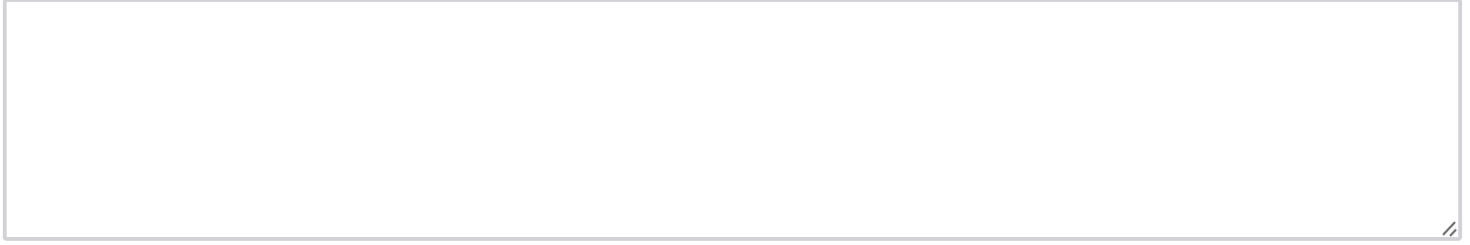
Which of the following represents your highest level of education? (Please select one.)

- ☐ 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.

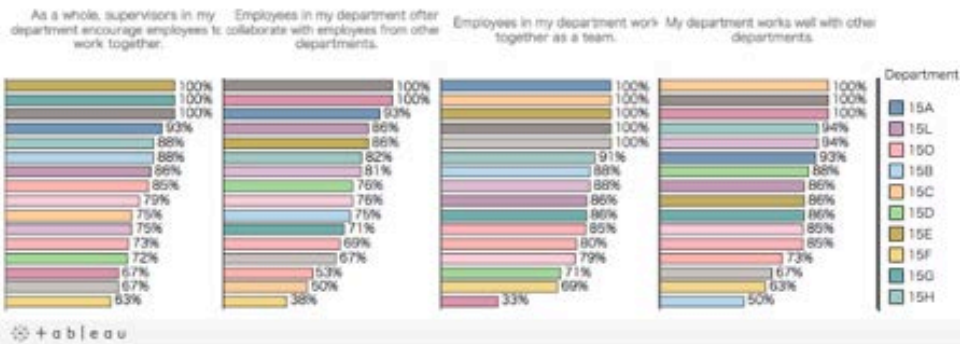
Powered by Qualtrics

Response Distributions: Teamwork



Departmental Comparisons

Percent Indicating Somewhat Agree, Agree, or Strongly Agree



From: [Carpenter, Todd](#)
To: [Peoples, Michael](#)
Subject: RE: Upcoming Employee Survey
Date: Tuesday, June 26, 2018 3:23:35 PM

Will do.

Todd

From: Peoples, Michael
Sent: Tuesday, June 26, 2018 3:02 AM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: Re: Upcoming Employee Survey

Looks great. The only thing that I would add is a little more information on how we are going to get the highest percentage of participation in the survey (i.e. incentivize participation, allow additional time before/after regular work day, do these at safety meetings, etc...). We want to have an extremely high participation rate. Thank you.

My phone made all the errors. I wasn't driving, I promise.

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

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: 6/25/18 9:16 PM (GMT-05:00)
To: "Peoples, Michael" <michaelp@cityofgastonia.com>
Subject: Upcoming Employee Survey

Michael,

Below and the attached are what I plan to send to Council. Please review and let me know your thoughts and any changes you may want made.

Mayor, Mayor Pro Tem, and Council Members:

The UNC School of Government's Local Government Workplace Initiative (LGWI) helps Cities and Counties listen to their employees. As part of this initiative the SOG is again this year collaborating with Cities that are interested in an opportunity to participate in their Employee Survey Roundup. The Employee Survey Roundup is a low-cost option for surveying the employees of multiple local governments at one time. The LGWI Survey is backed by a network of Academic Fellows who contribute expertise on organizational dynamics and behavior. It's comprehensive and includes topics such as teamwork, morale, workplace dynamics, structure, and different satisfaction indicators. I've attached last year's Roundup questions for your review. I expect this year's

questions to be similar.

Last year around this time Staff was considering an employee survey tool and begin talking with the SOG about options. We decided not to participate in the Roundup last year and were thinking seriously about a custom survey through the LGWI. Having seen the questions from last year, speaking with other participant Cities, and understanding better how the results are delivered Staff now believes the Survey Roundup will serve as a more than sufficient survey instrument. The cost to participate in the Roundup is \$5000. A custom survey through the LGWI starts at \$13,000.

The survey is currently planned for late August or early September. Prior to the survey I will deliver detailed information and communication about the survey to all employees. The survey is online and I will ensure that every employee has the ability to participate. All participating local governments will receive a password protected Tableau dashboard that provides percent responses for each category of survey question and average responses by department. Responses to survey questions will be categorized as excellent, good, or room for improvement. The survey will also provide anonymous comments from employees and create a dashboard that compares (anonymously) key survey results across jurisdictions. Attached is a result sample from last year.

As we continue to strive to be a great place to work and an employer that highly values employee engagement and input, we feel a routine and systematic solicitation of employee input on organizational matters and climate can only serve to improve our workplace and make us a more effective government. It's our hope that this will be the first of a series of workplace surveys and tools that we can use to organizationally continuously improve.

Please let me know if you have any questions or need more information.

Thank you,

Todd Carpenter

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

From: [Carpenter, Todd](#)
To: [Peoples, Michael](#)
Subject: Upcoming Employee Survey
Date: Monday, June 25, 2018 9:16:46 PM
Attachments: [LGWI September Roundup Survey Instrument.pdf](#)
[Results Example.docx](#)

Michael,

Below and the attached are what I plan to send to Council. Please review and let me know your thoughts and any changes you may want made.

Mayor, Mayor Pro Tem, and Council Members:

The UNC School of Government's Local Government Workplace Initiative (LGWI) helps Cities and Counties listen to their employees. As part of this initiative the SOG is again this year collaborating with Cities that are interested in an opportunity to participate in their Employee Survey Roundup. The Employee Survey Roundup is a low-cost option for surveying the employees of multiple local governments at one time. The LGWI Survey is backed by a network of Academic Fellows who contribute expertise on organizational dynamics and behavior. It's comprehensive and includes topics such as teamwork, morale, workplace dynamics, structure, and different satisfaction indicators. I've attached last year's Roundup questions for your review. I expect this year's questions to be similar.

Last year around this time Staff was considering an employee survey tool and began talking with the SOG about options. We decided not to participate in the Roundup last year and were thinking seriously about a custom survey through the LGWI. Having seen the questions from last year, speaking with other participant Cities, and understanding better how the results are delivered Staff now believes the Survey Roundup will serve as a more than sufficient survey instrument. The cost to participate in the Roundup is \$5000. A custom survey through the LGWI starts at \$13,000.

The survey is currently planned for late August or early September. Prior to the survey I will deliver detailed information and communication about the survey to all employees. The survey is online and I will ensure that every employee has the ability to participate. All participating local governments will receive a password protected Tableau dashboard that provides percent responses for each category of survey question and average responses by department. Responses to survey questions will be categorized as excellent, good, or room for improvement. The survey will also provide anonymous comments from employees and create a dashboard that compares (anonymously) key survey results across jurisdictions. Attached is a result sample from last year.

As we continue to strive to be a great place to work and an employer that highly values employee engagement and input, we feel a routine and systematic solicitation of employee input on organizational matters and climate can only serve to improve our workplace and make us a more effective government. It's our hope that this will be the first of a series of workplace surveys and tools that we can use to organizationally continuously improve.

Please let me know if you have any questions or need more information.

Thank you,

Todd Carpenter

Deputy 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	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Traditional benefits, like health insurance and	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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"/>

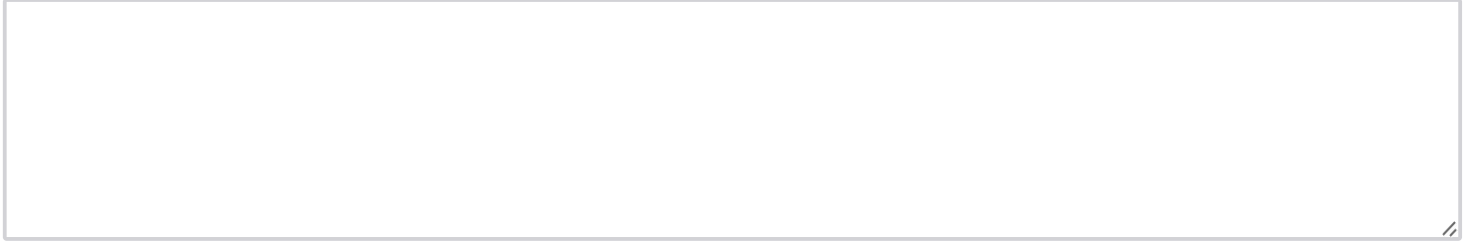
Which of the following represents your highest level of education? (Please select one.)

- ☐ 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

Response Distributions: Teamwork



Departmental Comparisons

Percent Indicating Somewhat Agree, Agree, or Strongly Agree



tableau

6/6

From: [Carpenter, Todd](#)
To: [Smith, Judy](#)
Subject: Fwd: Local Government Workplaces Initiative Employee Survey Roundup Service Agreement
Date: Thursday, June 07, 2018 3:46:47 PM

Sent from my Verizon, Samsung Galaxy smartphone

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

From: "Davis, Leisha DeHart" <ldehart@sog.unc.edu>
Date: 6/6/18 10:14 AM (GMT-05:00)
To: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Subject: Re: Local Government Workplaces Initiative Employee Survey Roundup Service Agreement

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: [Carpenter, Todd](#)
To: [Peoples, Michael](#)
Subject: Re: 2018 Employee Survey Roundup???
Date: Monday, April 02, 2018 9:02:53 PM
Attachments: [image001.png](#)

Michael,

The roundup survey seems to be thorough, covering good topics, and could provide us with some good info. Now that I've seen this I would recommend this version vs the custom survey, saving perhaps 10k. Timing could work out well for us and help us as we move forward with engagement, outreach, and training.

Leisha informed me on Thursday or Friday that the survey will most likely be done only in August and not additionally in June as my other email stated.

I'll let her know we would like to be included and will get things moving. Sound good?

Todd

Sent from my iPad

On Apr 1, 2018, at 10:10 PM, Peoples, Michael <michaelp@cityofgastonia.com> wrote:

What are your thoughts about timing, cost, etc... ? I know we have a lot on our table right now but maybe this could be beneficial moving forward with all the employee outreach tools we are deploying.

From: Carpenter, Todd
Sent: Monday, March 26, 2018 4:53 PM
To: Peoples, Michael
Subject: FW: 2018 Employee Survey Roundup???

Michael,

This is a follow-up to our last couple of discussion about the possibility of conducting an employee survey.

Please see the below email from Leisha regarding the upcoming SOG Employee Roundup. Attached is last year's survey.
We still have the option of an individual contract. The price would probably be around 15k. The Roundup price for us is 5k.

Would you like to participate in the Roundup? If so I need to let her know.

Thanks,

Todd

From: Davis, Leisha DeHart [<mailto:ldehart@sog.unc.edu>]
Sent: Friday, March 23, 2018 3:25 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.

<image001.png>

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.

<!--[if !supportLists]-->–	<!--[endif]-->Town of Cary \$20,000 (1261 employees)
<!--[if !supportLists]-->–	<!--[endif]-->City of Concord: \$15,000 (947 employees)
<!--[if !supportLists]-->–	<!--[endif]-->Town of Chapel Hill II: \$11,000 (747 employees)
<!--[if !supportLists]-->–	<!--[endif]-->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: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,

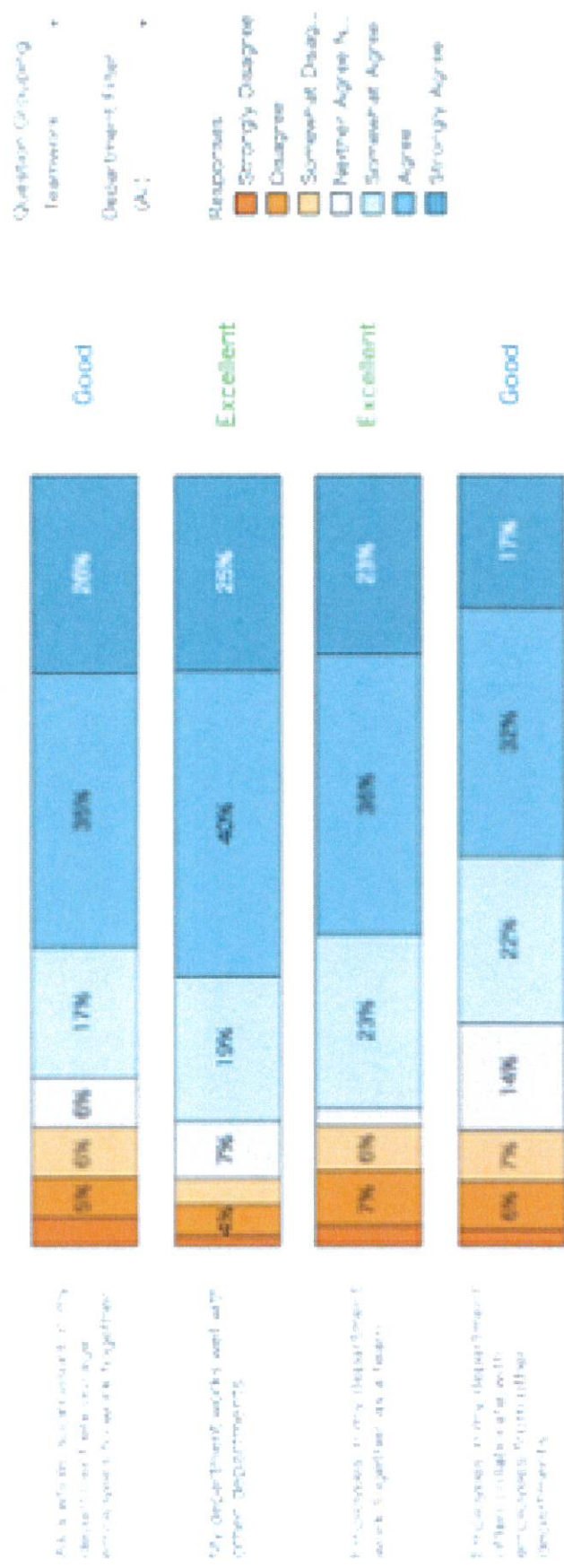
The City of Gastonia is interested in participating in the employee survey roundup. At your convenience I'd like to speak with you more about the project and the survey.

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

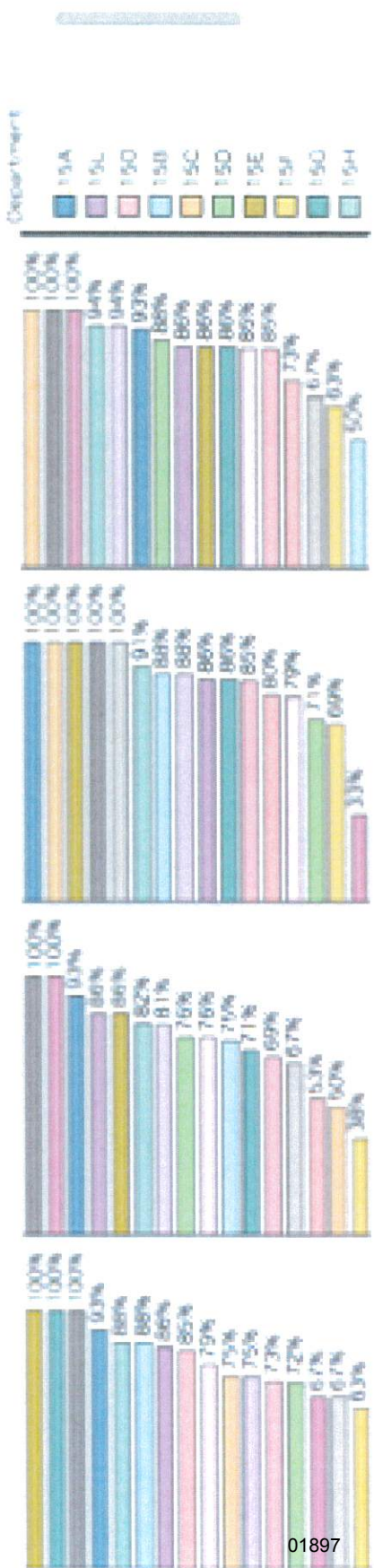
Response Distributions: Teamwork



Departmental Comparisons

Percent indicating Somewhat Agree, Agree, or Strongly Agree

As a whole, employees in my department work well with other departments.
Employees in my department work well with other departments.
Employees in my department work well with other departments.



From: [Carpenter, Todd](#)
To: [Peoples, Michael](#)
Subject: FW: 2018 Employee Survey Roundup???
Date: Monday, March 26, 2018 4:52:53 PM
Attachments: [image001.png](#)
[LGWI September Roundup Survey Instrument.pdf](#)

Michael,

This is a follow-up to our last couple of discussion about the possibility of conducting an employee survey.

Please see the below email from Leisha regarding the upcoming SOG Employee Roundup. Attached is last year's survey.

We still have the option of an individual contract. The price would probably be around 15k. The Roundup price for us is 5k.

Would you like to participate in the Roundup? If so I need to let her know.

Thanks,

Todd

From: Davis, Leisha DeHart [mailto:ldehart@sog.unc.edu]
Sent: Friday, March 23, 2018 3:25 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: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

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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In my department, employees trust supervisors to make good decisions.	<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 trust employees of 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 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	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Traditional benefits, like health insurance and	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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.	<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"/>
I get carried away when I am working.	<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"/>

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"/>

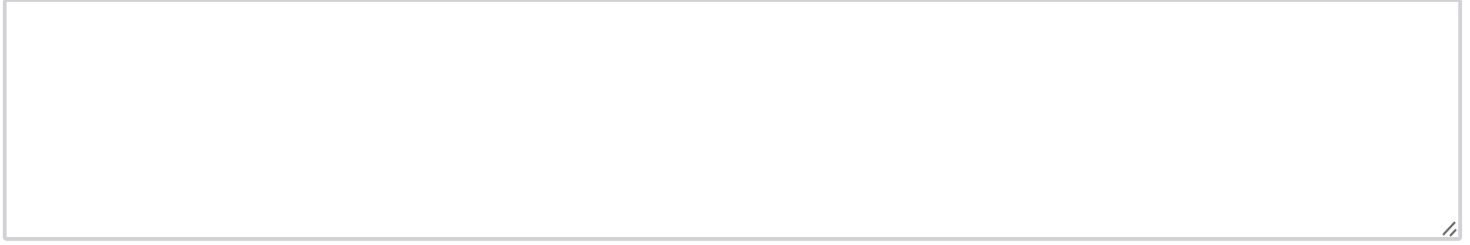
Which of the following represents your highest level of education? (Please select one.)

- ☐ 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: [Carpenter, Todd](#)
To: [Peoples, Michael](#); [Albright, Joe](#)
Subject: RE: Employee Survey
Date: Thursday, March 01, 2018 9:14:04 AM

Michael,

I've reached out to the HR Director for the Town of Wake Forest. She and I are acquaintances. I'd like to hear her thoughts on the roundup survey and get a copy of the questions before making a decision on roundup vs individual.

My recollection from last year is that we all thought that the individual survey would better serve us, but there were also some unknowns about the roundup because the SOG was doing conducting it for the first time.

I'll get back to you after I speak with WF but yes lets plan to discuss one or the other on the 27th.

Todd

From: Peoples, Michael
Sent: Wednesday, February 28, 2018 10:56 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Albright, Joe <JoeA@cityofgastonia.com>
Subject: Re: Employee Survey

So \$5k vs \$12k? So you think it's worth the money to do the individualized one? The individual one sure could be shaped a little more to our employee base. Should we bring up to Council on the 27th? They would probably buy in to the outreach....

My phone made all the errors. I wasn't driving, I promise.

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

From: "Carpenter, Todd" <vtcarpenter@cityofgastonia.com>
Date: 2/28/18 5:12 PM (GMT-05:00)
To: "Peoples, Michael" <michaelp@cityofgastonia.com>, "Albright, Joe" <JoeA@cityofgastonia.com>
Subject: RE: Employee Survey

Michael,

I heard back from SOG. Last year's August survey went well they said.

This is their comment: 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.

They are considering another Roundup this year for May. Below are prices for both the Roundup and for an individual survey. The individual prices vary based on number of employees and scope but you can get an idea.

Individuals

- – 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

Please let me know how you would like for me to proceed and I'll get the ball moving.

Todd

From: Peoples, Michael

Sent: Wednesday, February 28, 2018 2:37 PM

To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Albright, Joe <JoeA@cityofgastonia.com>

Subject: Employee Survey

Is there an annual timeline for participation in the employee survey from UNC SOG? I am interested in participating in this at some point.

My phone made all the errors. I wasn't driving, I promise.

From: [Carpenter, Todd](#)
To: [Peoples, Michael](#); [Albright, Joe](#)
Subject: RE: Employee Survey
Date: Wednesday, February 28, 2018 5:12:43 PM

Michael,

I heard back from SOG. Last year's August survey went well they said.

This is their comment: 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.

They are considering another Roundup this year for May. Below are prices for both the Roundup and for an individual survey. The individual prices vary based on number of employees and scope but you can get an idea.

	Individuals
–	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

Please let me know how you would like for me to proceed and I'll get the ball moving.

Todd

From: Peoples, Michael
Sent: Wednesday, February 28, 2018 2:37 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Albright, Joe <JoeA@cityofgastonia.com>
Subject: Employee Survey

Is there an annual timeline for participation in the employee survey from UNC SOG? I am interested in participating in this at some point.

My phone made all the errors. I wasn't driving, I promise.

From: [Carpenter, Todd](#)
To: [Albright, Joe](#); [Peoples, Michael](#)
Subject: RE: Employee Survey
Date: Wednesday, February 28, 2018 4:13:14 PM
Attachments: [Durham County Employee Survey.pdf](#)

Joe,

You are correct. Last year the group survey went out in August with a deadline to apply of June. I have a call and email into Leisha DeHart-Davis to see if they are doing the group survey again. I'll also check the listserv to see if anything has been posted.

Michael – were you thinking about participating in the group survey or us working with SOG to create our own. I attached a survey that SOG did for Durham for you review.

Todd

From: Albright, Joe
Sent: Wednesday, February 28, 2018 4:07 PM
To: Peoples, Michael <michaelp@cityofgastonia.com>; Carpenter, Todd <vtcarpenter@cityofgastonia.com>
Subject: RE: Employee Survey

Correct me if I'm wrong Todd, but I remember there being an annual timeline on the "canned" survey that was more generic and used by several local governments for a lower cost. The specialized survey specific to Gastonia would not have a timeline. But, obviously, it would be more expensive.

Joe Albright
Enterprise Services Director
City of Gastonia
(704) 869-1929

From: Peoples, Michael
Sent: Wednesday, February 28, 2018 2:37 PM
To: Carpenter, Todd <vtcarpenter@cityofgastonia.com>; Albright, Joe <JoeA@cityofgastonia.com>
Subject: Employee Survey

Is there an annual timeline for participation in the employee survey from UNC SOG? I am interested in participating in this at some point.

My phone made all the errors. I wasn't driving, I promise.

Durham County Employee Survey

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

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

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

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

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

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

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

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

(Insert Consent Form Here)

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

Your Job

This first section asks questions about your job.

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

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

County provides the training to do my job effectively.

☐

☐

☐

☐

☐

☐

☐

☐

Durham County provides opportunities for advancement in this organization.

☐

☐

☐

☐

☐

☐

☐

☐

I have the time needed to do my job effectively.

☐

☐

☐

☐

☐

☐

☐

☐

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

☐

☐

☐

☐

☐

☐

☐

☐

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

Strongly Disagree

Disagree

Somewhat Disagree

Neither Agree nor Disagree

Somewhat Agree

Agree

Strongly Agree

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

☐

☐

☐

☐

☐

☐

☐

☐

The work I

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

☐

☐

☐

☐

☐

☐

☐

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

☐

☐

☐

☐

☐

☐

☐

My job has
a large
impact on
citizens.

☐

☐

☐

☐

☐

☐

☐

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

☐

☐

☐

☐

☐

☐

☐

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

Strongly
Disagree

Disagree

Somewhat
Disagree

Neither
Agree
nor
Disagree

Somewhat
Agree

Agree

Strongly
Agree

Meaningful
public
service is
very
important
to me

☐

☐

☐

☐

☐

☐

☐

I consider
public
service as
civic duty

☐☐☐☐☐☐☐☐

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

☐☐☐☐☐☐☐☐

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

☐☐☐☐☐☐☐☐

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

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

I defend the
organization
when other
employees
criticize it

☐☐☐☐☐☐☐

I offer ideas
to improve
the

☐☐☐☐☐☐☐

functioning
of the
organization

I
demonstrate
concern
about the
image of the
organization

☐

☐

☐

☐

☐

☐

☐

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

Teamwork

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

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

Strongly
Disagree

Disagree

Somewhat
Disagree

Neither
Agree
nor
Disagree

Somewhat
Agree

Agree

Strongly
Agree

Employees

in my
department
function as a
team.

☐☐☐☐☐☐☐☐

My
supervisor
encourages
employees
to work
together.

☐☐☐☐☐☐☐☐

My
department
works well
with other
departments.

☐☐☐☐☐☐☐☐

Other
departments
work well
with our
department.

☐☐☐☐☐☐☐☐

Collaboration
is important
to doing my
job.

☐☐☐☐☐☐☐☐

I voluntarily
assist others
with their
duties

☐☐☐☐☐☐☐☐

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

☐☐☐☐☐☐☐☐

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

projects in your workplace?

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

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

Communications in Durham County

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

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

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

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

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

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

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

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

Decision Making in Your Department

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

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

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

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

you agree or disagree with the following statements?

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

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

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

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

☐☐☐☐☐☐☐☐

I have a lot of say in Durham County rules.

☐☐☐☐☐☐☐☐

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

☐☐☐☐☐☐☐☐

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

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

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

☐☐☐☐☐☐☐☐

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

☐☐☐☐☐☐☐☐

I am certain
how much
authority I
have.

☐

☐

☐

☐

☐

☐

☐

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

Never

Rarely

Sometimes

Frequently

Always

I choose to remain
silent when I have
concerns.

☐

☐

☐

☐

☐

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

☐

☐

☐

☐

☐

I say nothing to
coworkers about
problems I notice.

☐

☐

☐

☐

☐

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

☐

☐

☐

☐

☐

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

☐

☐

☐

☐

☐

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

No Rules

Few Rules

Some Rules

Many Rules

All Rules

Written

☐

☐

☐

☐

☐

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

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

No Red Tape

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

High Red Tape

What does the term red tape mean to you?

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

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

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

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

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

scale between Far Short of Expectations to Far Exceeds Expectations?

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

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

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

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

Not Familiar



Somewhat Familiar



Very Familiar



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

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

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



Performance
data affects
my job



My work
affects
Durham
County's
strategic
goals



Durham
County
encourages
new ideas in
the
workplace



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

Interpersonal Treatment in Your Workplace

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

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

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

privately?

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

☐☐☐☐☐

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

Supervisory Practices in Your Department

This section asks about the practices of your supervisor.

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

Never

Rarely

Sometimes

Frequently

Always

Praises effective performance by department employees

☐☐☐☐☐

Recognizes employee achievements or

☐☐☐☐☐

important
contributions

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

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

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

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

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

☐☐☐☐☐

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

☐☐☐☐☐

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

Never

Rarely

Sometimes

Frequently

Always

Clearly explains the job responsibilities and task assignments

☐☐☐☐☐

Explains what results are expected for a task or assignment

☐☐☐☐☐

Sets specific performance goals and deadlines for important aspects of work

☐☐☐☐☐

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

☐☐☐☐☐

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

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

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

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

deal with their
concerns

Encourages
employees to
resolve problems on
their own

☐☐☐☐☐

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

Never

Rarely

Sometimes

Frequently

Always

Explains why
changes are
necessary

☐☐☐☐☐

Describes a
proposed change or
new initiative with
enthusiasm and
optimism

☐☐☐☐☐

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

☐☐☐☐☐

Proposes relevant
changes in
objectives or
strategies

☐☐☐☐☐

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

Trust

This section asks about trust in your workplace.

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

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

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

☐☐☐☐☐☐☐☐

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.

☐☐☐☐☐☐☐☐

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

☐☐☐☐☐☐☐☐

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

☐☐☐☐☐☐☐☐

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

☐☐☐☐☐☐☐

I trust my department head.

☐☐☐☐☐☐☐

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

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

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

☐☐☐☐☐☐☐

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

☐☐☐☐☐☐☐

I trust the County

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

☐☐☐☐☐☐☐

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

☐☐☐☐☐☐☐

I trust the
County
Manager's
Office.

☐☐☐☐☐☐☐

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

Your Morale

This section asks about how you feel about your job.

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

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

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

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

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

☐☐☐☐☐☐

The monetary
compensation
I receive for
my work

☐☐☐☐☐☐

Nontraditional
benefits like
flextime

☐☐☐☐☐☐

Merit pay

☐☐☐☐☐☐

The
opportunity to
advance

☐☐☐☐☐☐

The
opportunity to
do meaningful
work

☐☐☐☐☐☐

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

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

as an employee?

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

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

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

The feeling
that I have
accomplished
worthwhile
work

☐☐☐☐☐☐

The access I
have to
technology

☐☐☐☐☐☐

The extent to
which my
work
environment
embraces
new ideas

☐☐☐☐☐☐

Being
recognized
for a job well
done

☐☐☐☐☐☐

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

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

The verbal
recognition that I
receive from my
supervisor

☐☐☐☐☐

The clarity of
expectations that I
receive from my
supervisor

☐☐☐☐☐

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

☐☐☐☐☐

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

☐☐☐☐☐

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

Very Dissatisfied Dissatisfied Somewhat Dissatisfied Neutral Somewhat Satisfied Satisfied S

The verbal recognition that I receive from my supervisor

☐☐☐☐☐☐

The clarity of expectations that I receive from my supervisor

☐☐☐☐☐☐

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

☐☐☐☐☐☐

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

☐☐☐☐☐☐

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

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

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

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

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

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

organization,
it feels like a
personal
compliment.

☐☐☐☐☐☐☐

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

Your Future with Durham County

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

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

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

☐☐☐☐☐☐☐

My job is
perfect for
me.

☐☐☐☐☐☐☐

I can achieve
my goals in
this
organization.

☐☐☐☐☐☐☐☐

Overall, I
think I fit well
with my
organization

☐☐☐☐☐☐☐☐

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

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

I
seriously
think
about
leaving
Durham
County.

☐☐☐☐☐☐☐

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

☐☐☐☐☐☐☐

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

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

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

Durham County's Mission Statement is as follows:

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

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

No one understands
the Durham County
mission

☐☐☐☐☐☐☐☐☐☐

Every one
understands the
Durham County
mission

My department does
not achieve the
Durham County

☐☐☐☐☐☐☐☐☐☐

My department
achieves the Durham

mission

County mission

Do you have any comments on the Durham County mission?

About You

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

Where would you place yourself between the following personality characteristics?

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

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

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

☐ Some Graduate School

☐ Graduate Degree

☐ Other (Please Specify):

Survey End

Final Thoughts

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

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

Powered by Qualtrics