

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

Got it, consider me on standby.

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

Leisha,

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

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

Thanks,

Todd

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

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

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

From: ldehart@sog.unc.edu

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

Subject: Webinar: Local Government Workplaces Employee Survey Roundup

Location: Adobe Connect

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

Take two steps to join the webinar:

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

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

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

Leisha DeHart-Davis, PhD

Associate Professor

School of Government

University of North Carolina-Chapel Hill

Knapp-Sanders Building

Campus Box 3330

Chapel Hill, NC 27599-3330

Cell: (785) 766-1554

Office Phone: (919)966-4189

Fax: (919)843-9308

[Google Scholar](#)

[Local Government Workplaces Project](#)

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

Your message

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

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

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

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

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

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

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[Google Scholar](#)

[Local Government Workplaces Project](#)

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

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

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

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[Google Scholar](#)

[Local Government Workplaces Project](#)

Local Government Workplaces Project Employee Survey Roundup Overview

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



UNC
SCHOOL OF GOVERNMENT

www.sog.unc.edu



Overview

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

Local Government Workplaces Project

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

Why Survey Employees?

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

Employee Survey Roundup

- Fixed Internet Survey
- Multiple Organizations

Process

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

Survey Topics

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

Next Steps

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

Employee List Fields Needed

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

Timeline

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

Pricing

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

Deliverables

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



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

Your message

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

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

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

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

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

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

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

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

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

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

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

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

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

<https://lgwp.web.unc.edu>

<https://hcmatters.sog.unc.edu/engaging-local-government-employees/>

<https://hcmatters.sog.unc.edu/serenity-now-managing-emotional-labor-in-the-local-government-workplace/>

<https://hcmatters.sog.unc.edu/boosting-employee-survey-response-rates/>

<https://hcmatters.sog.unc.edu/green-tape-in-organizations-creating-good-rules-that-people-follow/>

<https://hcmatters.sog.unc.edu/to-ask-or-not-deciding-to-survey-employees/>

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

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

Todd

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

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

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

Leisha,

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

Please let me know a good time to call you.

Thanks,

Todd Carpenter

Assistant City Manager, City of Gastonia NC

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

Durham County Employee Survey

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

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

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

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

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

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

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

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

(Insert Consent Form Here)

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

Your Job

This first section asks questions about your job.

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

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

Durham County provides the physical resources (equipment, materials) I need to do my job effectively.

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

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?

				Neither Agree nor Disagree			
Strongly Disagree	Disagree	Somewhat 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.

Empty text box for comments.

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?

				Neither Agree nor Disagree			
Strongly Disagree	Disagree	Somewhat 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?

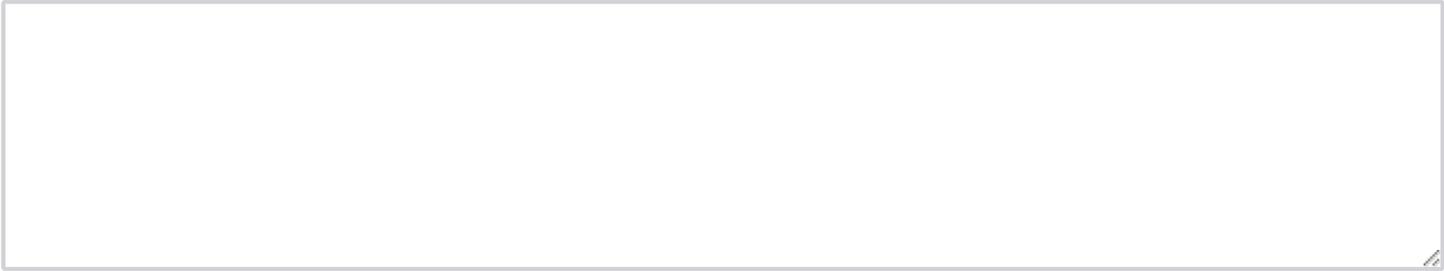
Strongly Disagree Disagree Somewhat Disagree Neither Agree nor Disagree Somewhat Agree Agree Strongly Agree

When there is not much to do at work, I see it as a chance to start new projects

When an interesting project comes along, I volunteer to work on it.

If new technology becomes available, I am the first one to want to try it out.

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

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

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

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

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

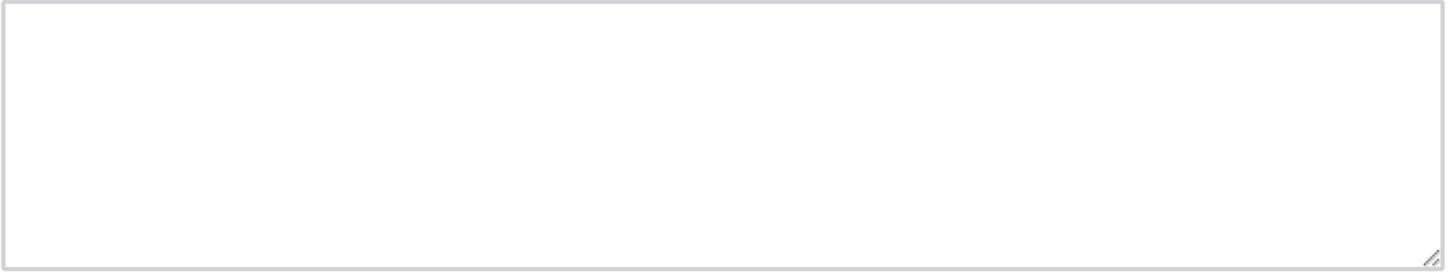
Clear Purposes	<input type="radio"/>				
Logical	<input type="radio"/>				
Consistent	<input type="radio"/>				
Followed	<input type="radio"/>				
Effective	<input type="radio"/>				
Fair	<input type="radio"/>				
Reasonable	<input type="radio"/>				
Adequate	<input type="radio"/>				

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"/>				
Put you down or was disrespectful to you?	<input type="radio"/>				
Made an insulting remark about you?	<input type="radio"/>				
Addressed you in unprofessional manner at work, either publicly or	<input type="radio"/>				

privately?

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

<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 related to recognizing a job well done?

	Never	Rarely	Sometimes	Frequently	Always
--	-------	--------	-----------	------------	--------

Praises effective performance by department employees

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

Recognizes employee achievements or

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

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"/>				
Talks about the importance of innovation and flexibility	<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"/>				
Makes assignments that allow employees to develop more skills and confidence	<input type="radio"/>				
Provides helpful career advice and mentoring to employees	<input type="radio"/>				
Encourages employees to use available opportunities for improving their skills	<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"/>				
Asks employees for their ideas and suggestions when making important work decisions	<input type="radio"/>				
Modifies a proposal or plan to include employees suggestions and	<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"/>				
Traditional benefits, like health insurance and retirement package, and vacation time	<input type="radio"/>				
The monetary compensation I receive for my work	<input type="radio"/>				
Nontraditional benefits like flextime	<input type="radio"/>				
Merit pay	<input type="radio"/>				
The opportunity to advance	<input type="radio"/>				
The opportunity to do meaningful work	<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"/>					

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"/>				
The feeling that I have accomplished worthwhile work	<input type="radio"/>				
The access I have to technology	<input type="radio"/>				
The extent to which my work environment embraces new ideas	<input type="radio"/>				
Being recognized for a job well done	<input type="radio"/>				

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

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

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.

Time flies by on the job.

As soon as I find a better job, I'll leave.

I have no plans to look for another job.

I often think of quitting my job.

I never think of quitting my job.

I do not feel emotionally attached to this organization.

I am emotionally attached to this organization.

When I get up in the morning, I dread going to work.

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."

This organization's successes are my successes.

When someone praises this

organization, it feels like a personal compliment.

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

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.

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

My job is perfect for me.

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

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?

Empty text box for comments.

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

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

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

Some Graduate School

Graduate Degree

Other (Please Specify):

Survey End

Final Thoughts

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

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

Powered by Qualtrics

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

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

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

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

Todd

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

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

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

Leisha,

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

Please let me know a good time to call you.

Thanks,

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

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

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

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

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

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

Your message

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

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

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

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

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

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

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

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

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

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

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

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

[Human Capital Matters in Local Government](#)

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

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humanresources"
(remove quotes before sending)**

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

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

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

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[Human Capital Matters in Local Government](#)

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

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

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

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

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

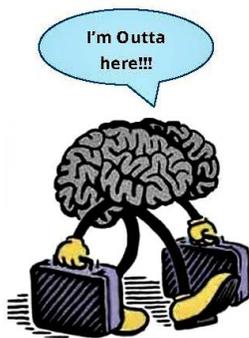
Registration link: <http://ncsafewater.site-ym.com/events/EventDetails.aspx?id=911912&group>

NC AWWA-WEA



3725 National Drive, Suite 217, Raleigh, NC 27612
Phone: (919) 784-9030
Fax: (919) 784-9032

www.ncsafewater.org Connect with us: [Facebook](#) / [Twitter](#) / [LinkedIn](#)



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(remove quotes before sending)

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

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

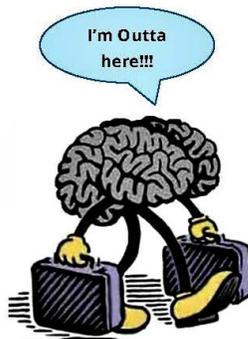
Registration link: <http://ncsafewater.site-ym.com/events/EventDetails.aspx?id=911912&group>

NC AWWA-WEA



3725 National Drive, Suite 217, Raleigh, NC 27612
Phone: (919) 784-9030
Fax: (919) 784-9032

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