

# 2019 EMPLOYEE SURVEY RESULTS



# SUMMARY

For a two-week period in May, the City Manager's Office conducted a work climate survey soliciting responses from all city employees to understand the way they view the organization and best serve the employees and citizens of Goldsboro. A total of 352 employees completed the survey, indicating strong interest in providing valuable feedback. The responses to this survey will serve as a guide for our organization as we move forward in our quest to become the standard for public service in North Carolina.

The majority of the responses show that, overall, city employees are satisfied with their jobs and the environment in which they work, but there are areas for improvement to accomplish our vision, mission, values and goals.

This document features the results of each of the survey questions. The city manager has reviewed all of the written comments (over 1,300) and will review those concerns with applicable department heads.

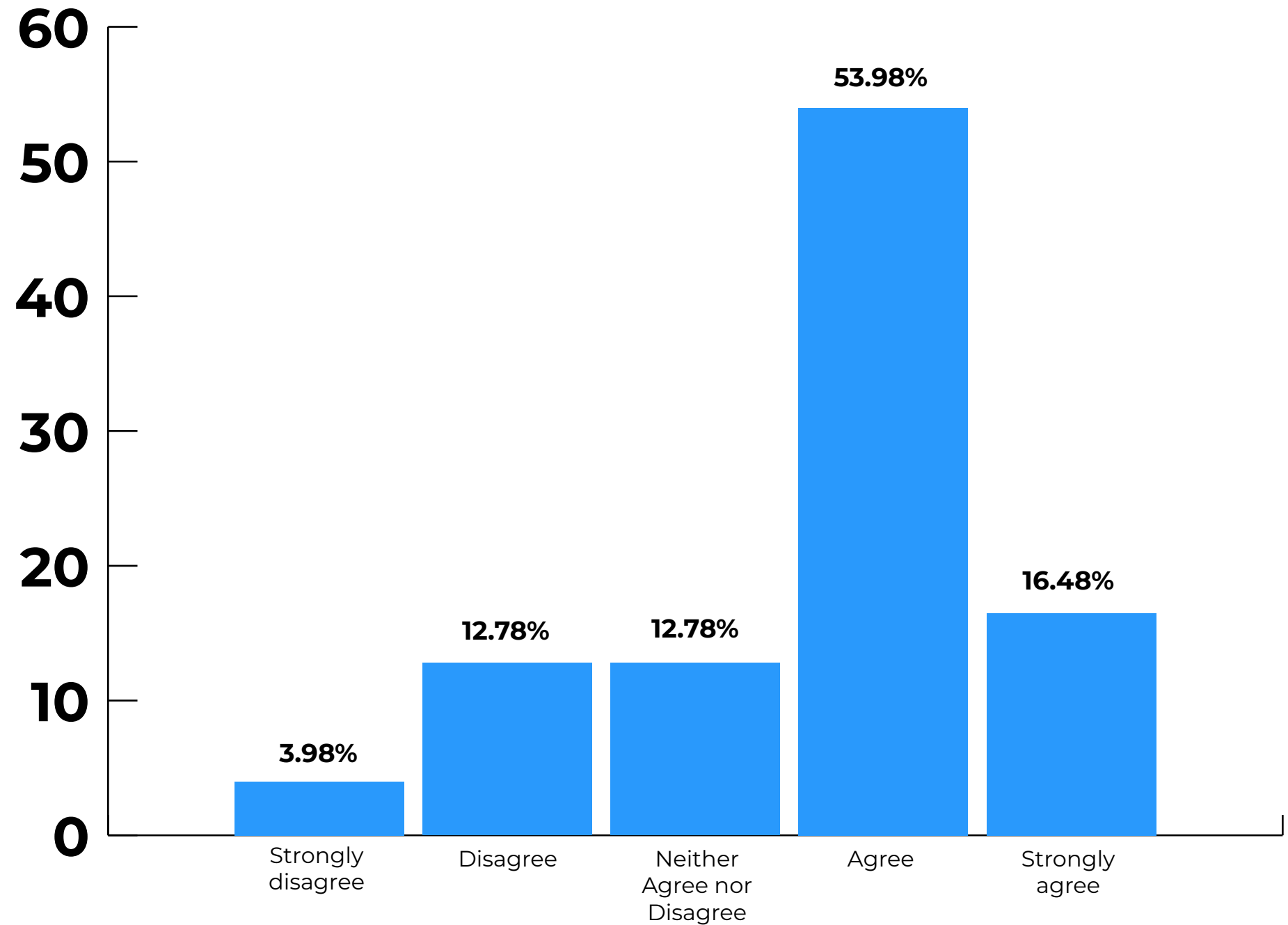
Employee input should not stop with the annual employee survey. At any time, employees are encouraged to address concerns with supervisors and the city manager as appropriate.

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## My organization provides the physical resources (technology, equipment, materials) I need to do my job effectively.

More than 70% of our employees agree they have the resources needed to do their job effectively and efficiently; however, 13% disagree and 4% strongly disagree. We need to understand how the failure to provide the most critical (high probability of severe consequences), essential (significantly degrade or prevent from achieving goals and objectives), and enhancing (improve ability to execute the assigned task) resources effect mission accomplishment.

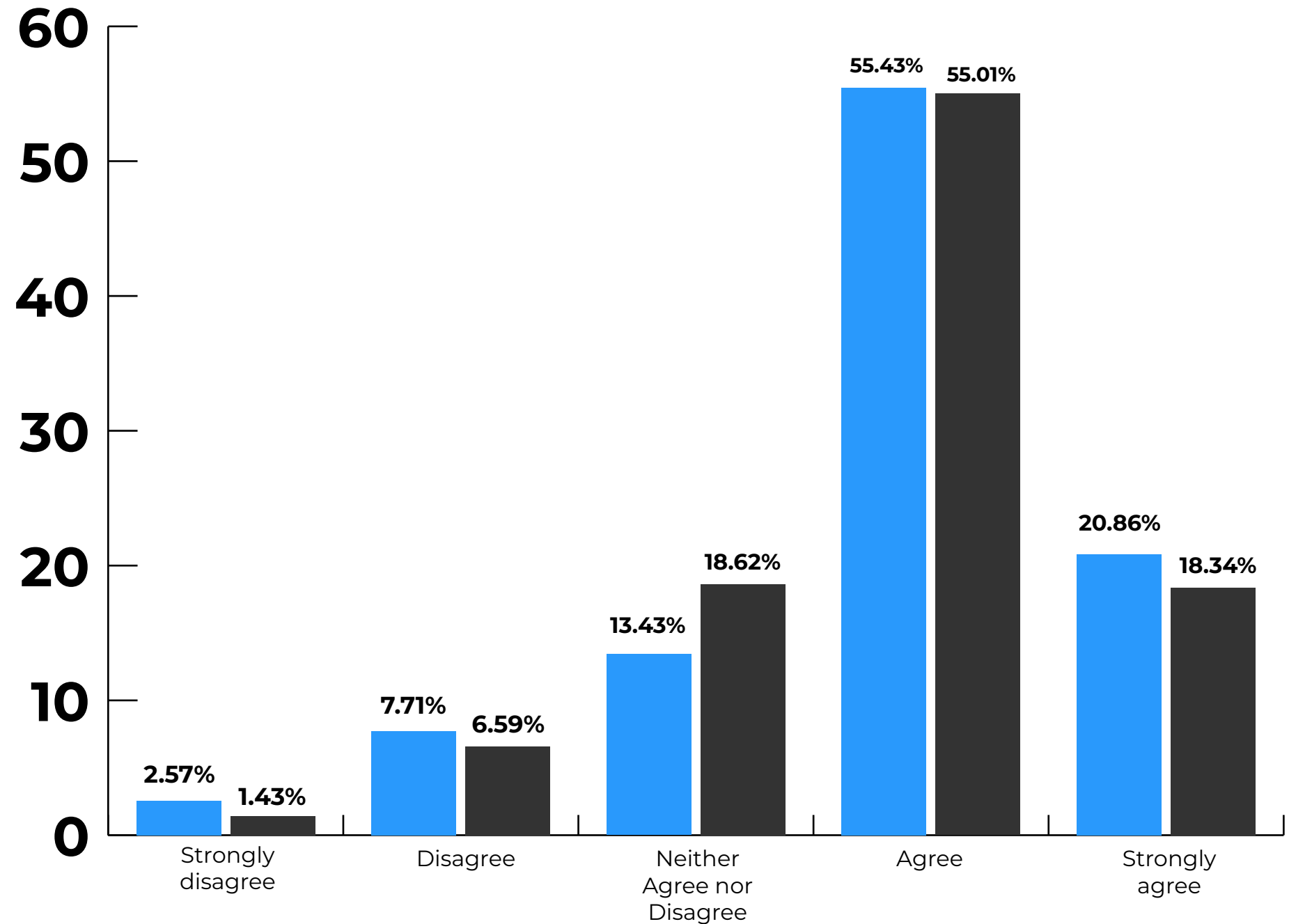
We're asking that department heads and supervisors ask their employees what their needs are as it relates to equipment, software, supplies and etc. From there, leaders can begin looking at the benefit/cost of these resources and determining the feasibility of providing them in a timely and fiscally responsible manner.



■ **My organization provides the training to do my job effectively.**

■ **I receive the training needed to perform my job well (within the department).**

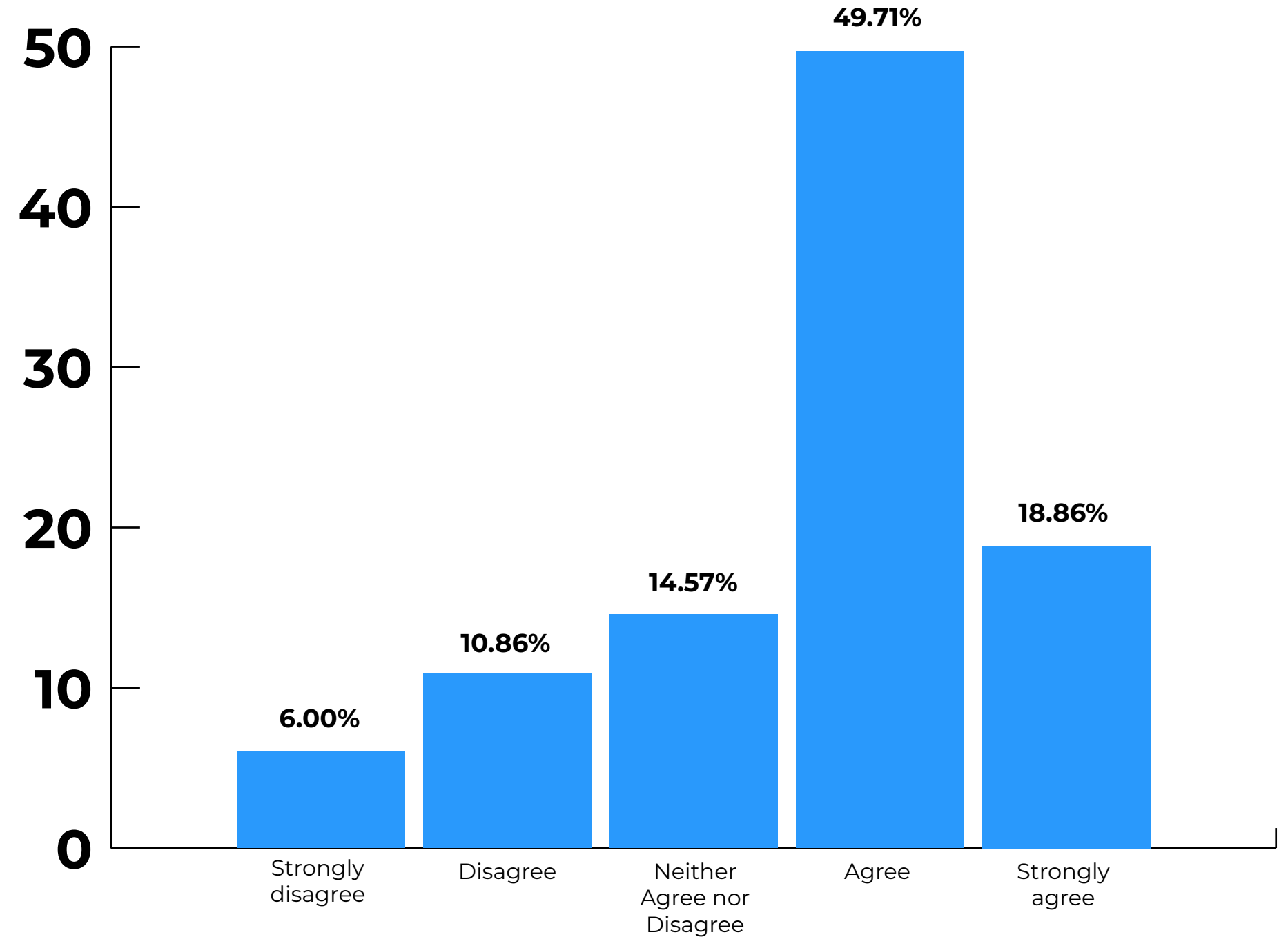
More than 70% of employees agreed, on both questions, that they are being properly trained. However, a good number of employees (around 14% and 18%, respectively) have no opinion and around 10% disagree. Supervisors need to ensure annual training and specialty requirements are met. Advanced training requests should be documented and may be approved after thorough benefit/cost analysis.



## I have the time needed to do my job effectively.

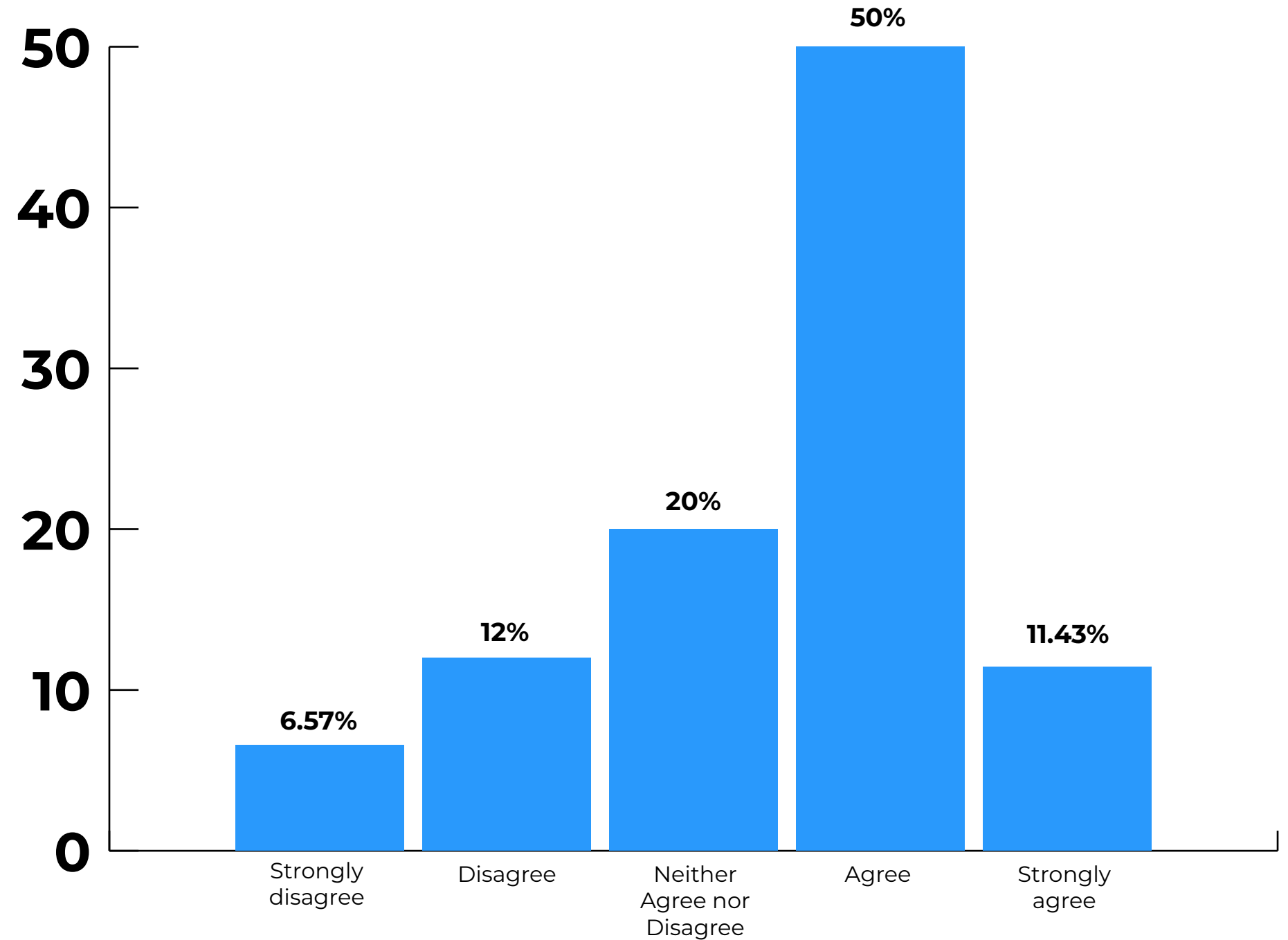
A majority of our employees agree that they have the time they need to do their jobs effectively. For those who don't think they have the time needed, there are a number of factors that could contribute to this, including understaffing and busier periods of time.

Those who believe they are short on time are encouraged to speak with their supervisors about their workload and expectations, and seek out resources to help them find ways to better manage their time and accomplish their mission.



## My organization provides opportunities for advancement in this organization.

Depending on your position and level of experience, there may be opportunities for advancement within our organization. For some positions, there may not be a clear next step up the ladder. Talking with your supervisor or a Human Resources representative is a great way to identify advancement opportunities. Also, keep your eyes on the city job listings posted on the website.

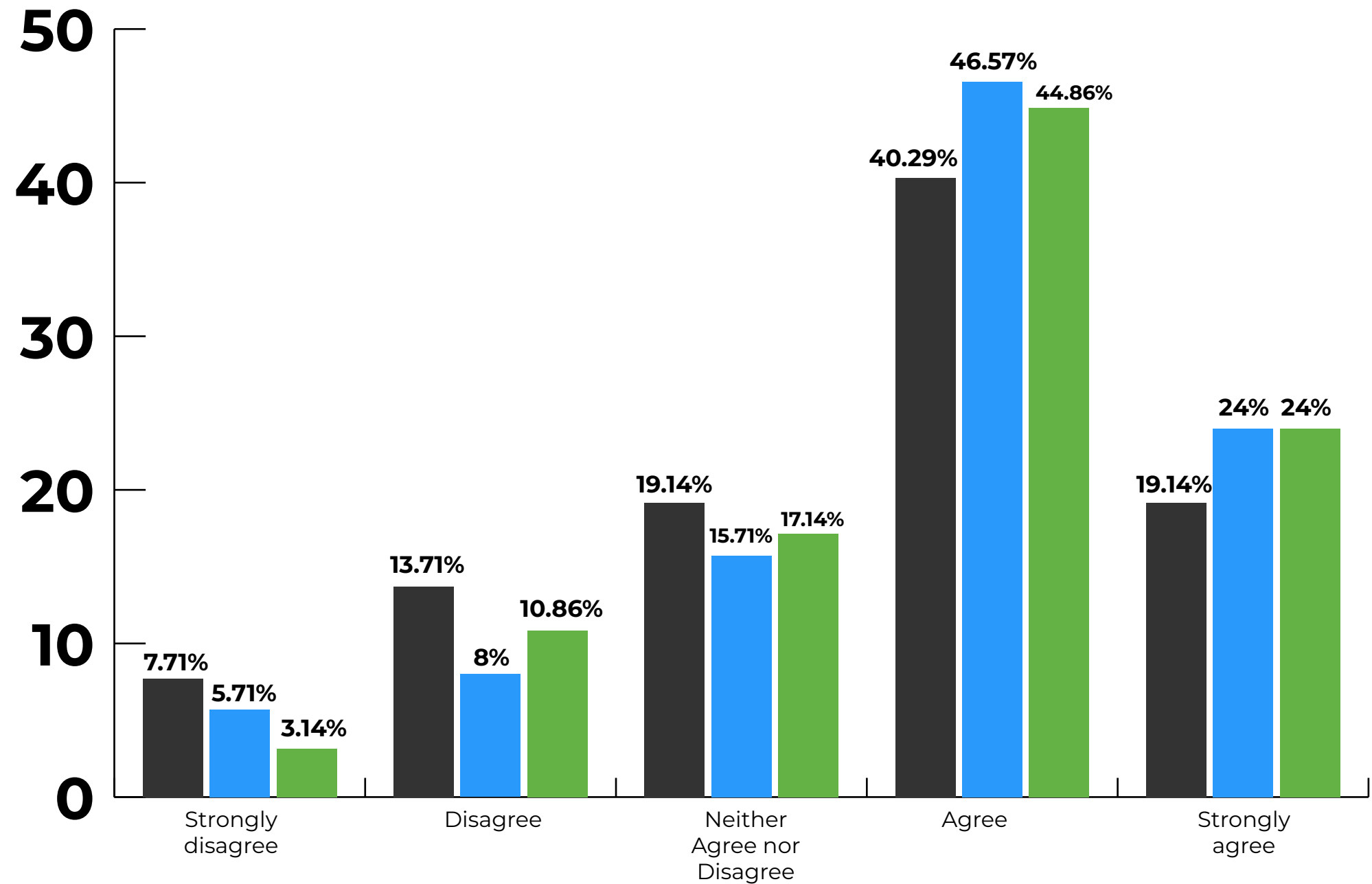


■ **Directors care about what happens to their employees.**

■ **Supervisors care about what happens to their subordinates.**

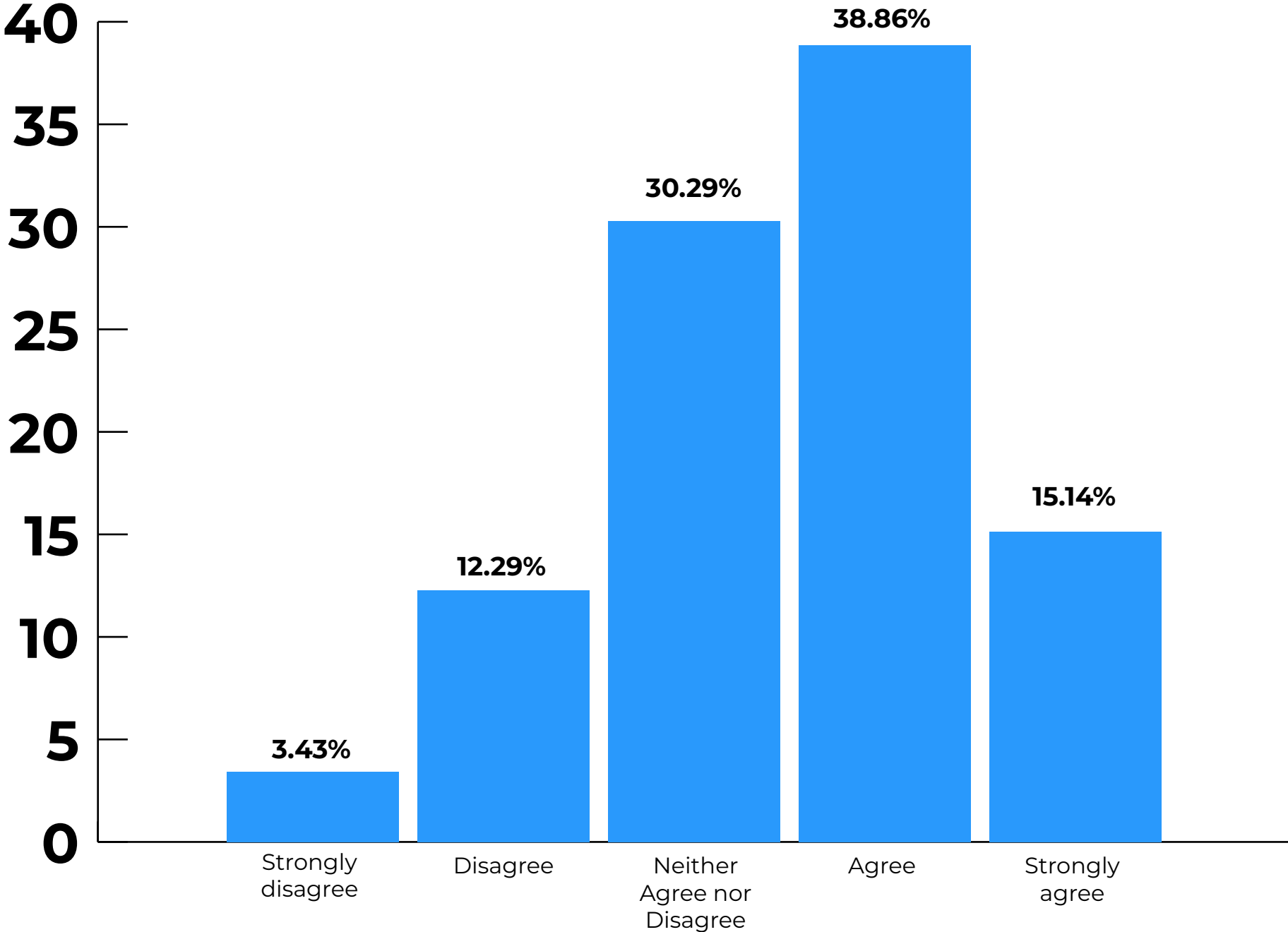
■ **Employees in this department/division care about what happens to each other.**

More than 60% of our employees agree their department supervisors, directors and fellow employees care about what happens to them. However, roughly 17% are neutral on the subject, and roughly 16% disagree. Each leader should value his or her employees and find ways to continually invest in their professional and personal growth. Employees also need to support one another and work to build a cohesive, caring unit within their department.



# It is easy for city employees to see the manager about a problem.

Responses indicate most employees feel comfortable meeting with the city manager or that they haven't had a need to do so. Anyone is welcome to schedule an appointment with the city manager to discuss any issue without fear of retribution. However, it is best to fully utilize the chain of supervision and Human Resources Department so a solution can be found at the lowest level.

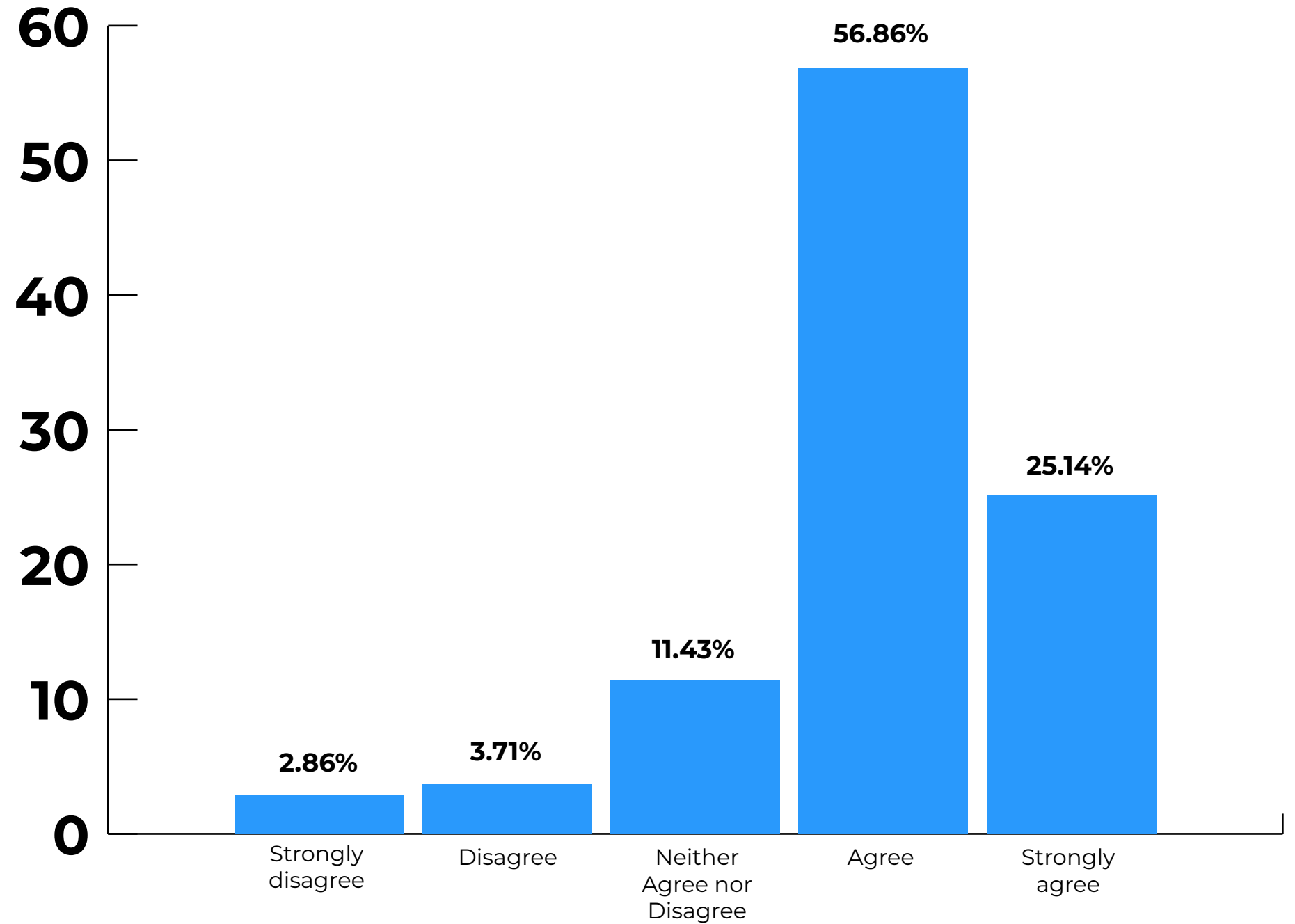




## It is easy for personnel to see the supervisor about a problem.

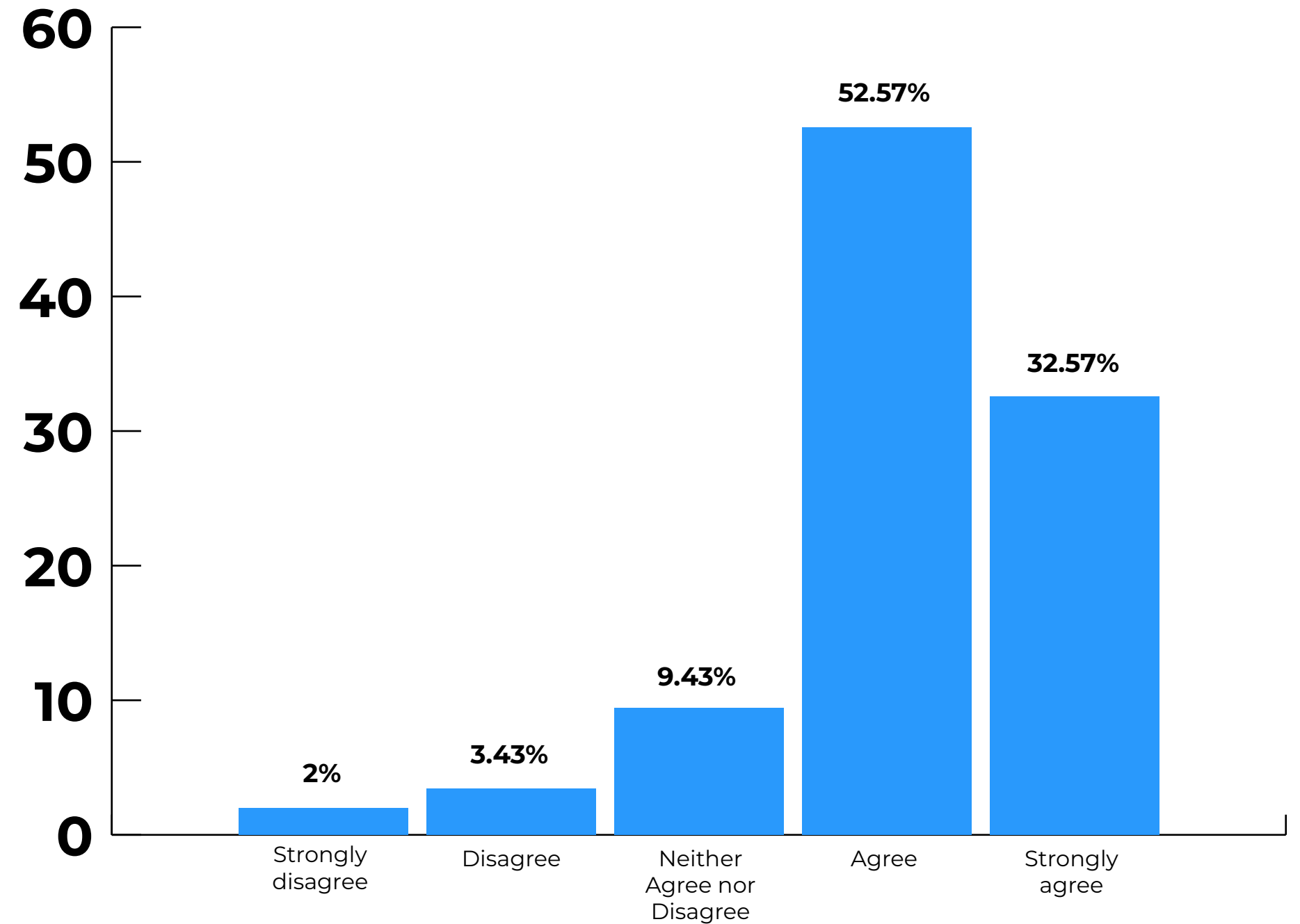
It's encouraging that 82% of employees agree it is easy to see their supervisor about a problem. This is a good sign that, for most employees, the lines of communication are open.

Supervisors are encouraged to discuss problems with their employees to produce the best work environment and results. Employees who feel they cannot discuss their concerns with a supervisor should discuss their concerns with Human Resources or the city manager.



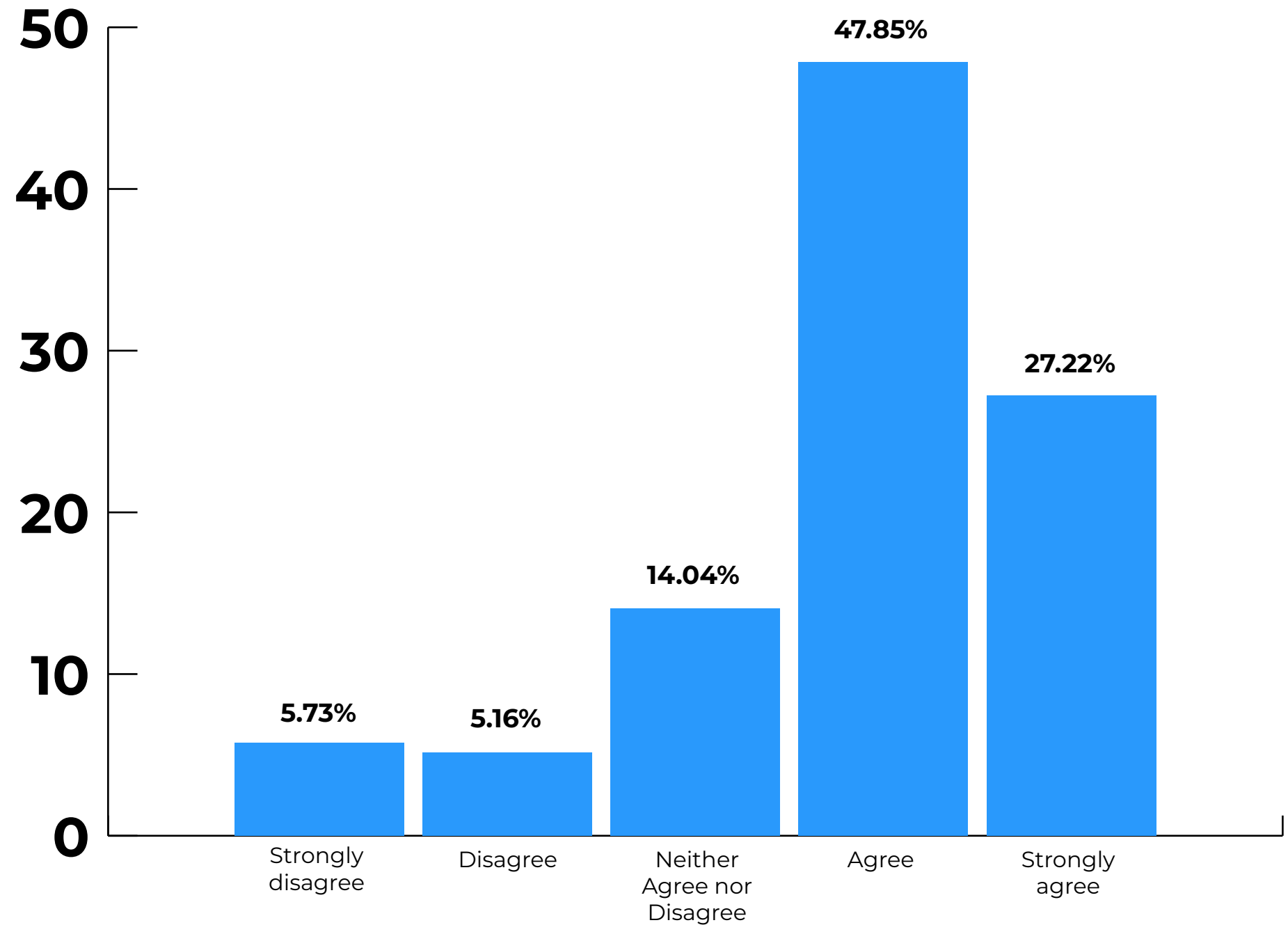
## Personnel in my unit work well together as a team.

For the most part (85% of the employees agree), the City of Goldsboro functions well as a team. Employees should find ways to enhance cooperation and create a combined effect that is greater than the sum of the individual parts or actions.



## In terms of work habits and on-the-job behavior, my immediate supervisor sets the right example by his/her actions.

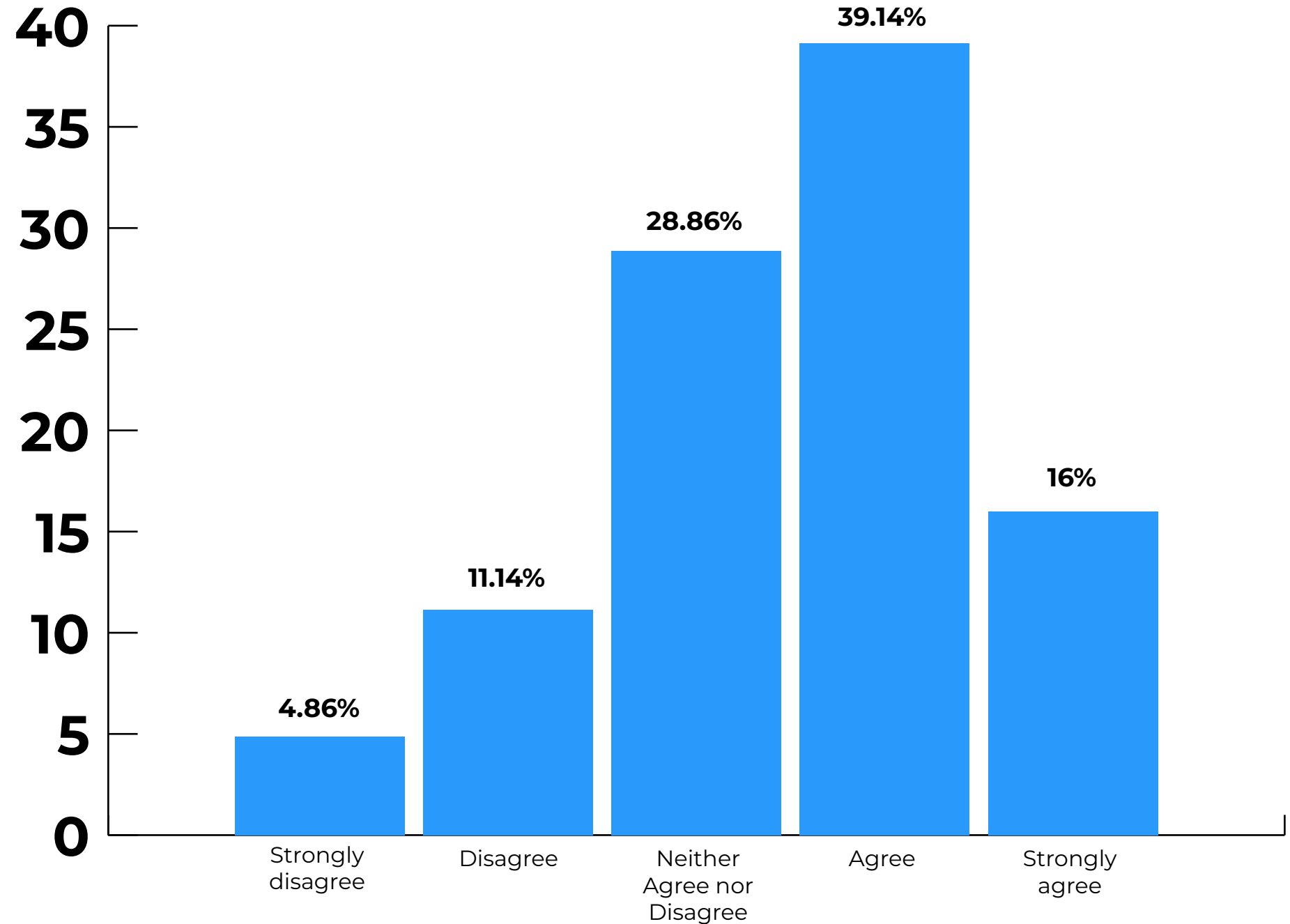
Seventy-five percent of employees agree that supervisors set the right example. However, some apparently do not always do so. While making the right choice 100% of the time is difficult, leading your team with integrity and setting a good example should be a standard operating procedure. Employees who see others falling short of expectations should candidly let them know so all can improve their performance.



## I receive the counseling and coaching needed to advance in my career.

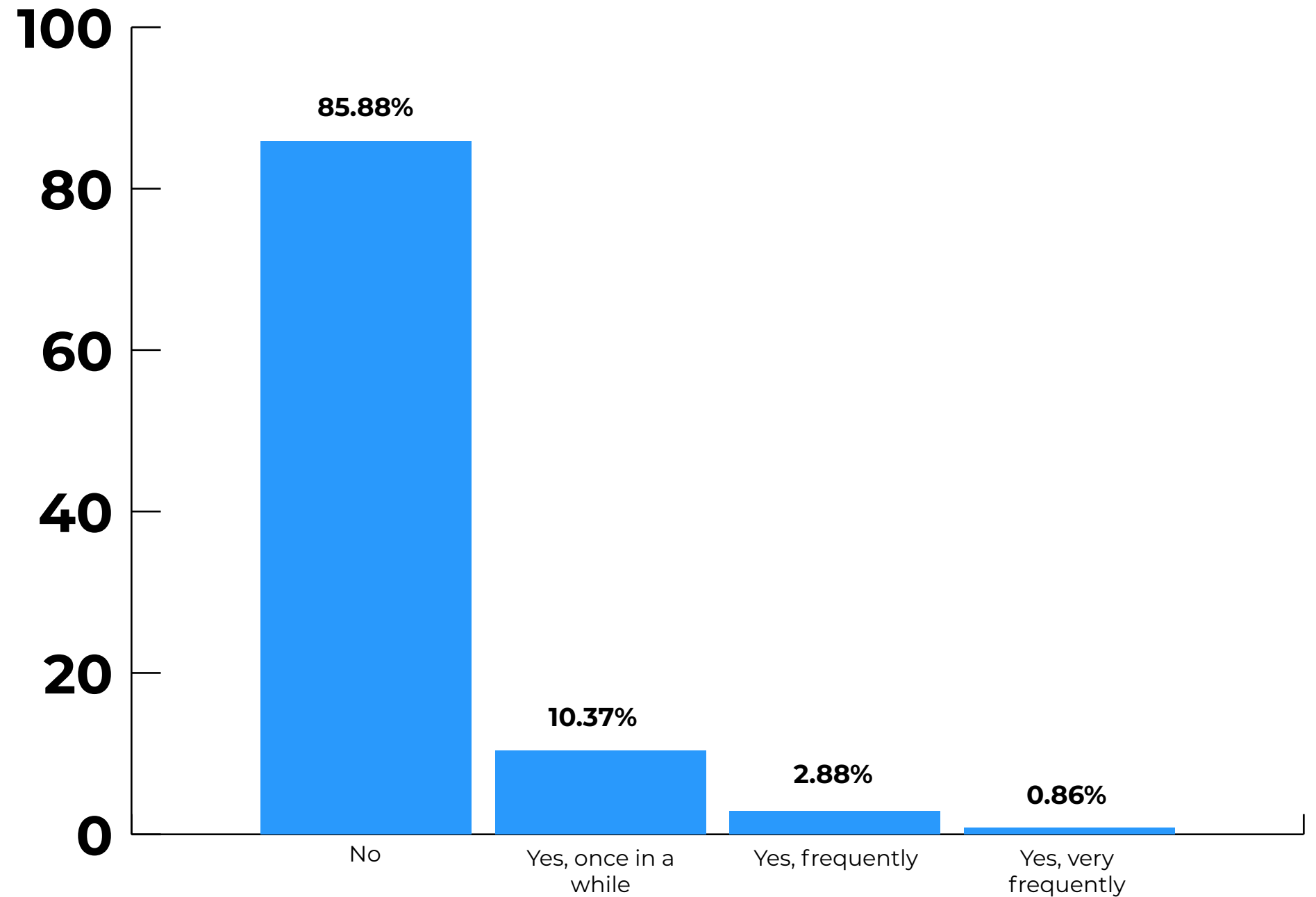
Just over half of employees who responded to the survey agreed that they receive the counseling and coaching they need to advance in their career. Unfortunately, 16% of our employees do not think they are receiving proper counseling, and nearly 30% are not impressed with the counseling they do receive. We can do better by properly establishing job responsibilities and completing evaluations and counseling in a timely manner.

Our Human Resources Department is a great resource for employees who are looking for advancement opportunities. Human Resources also places a lot of helpful information on the intranet, so be sure to check it regularly.



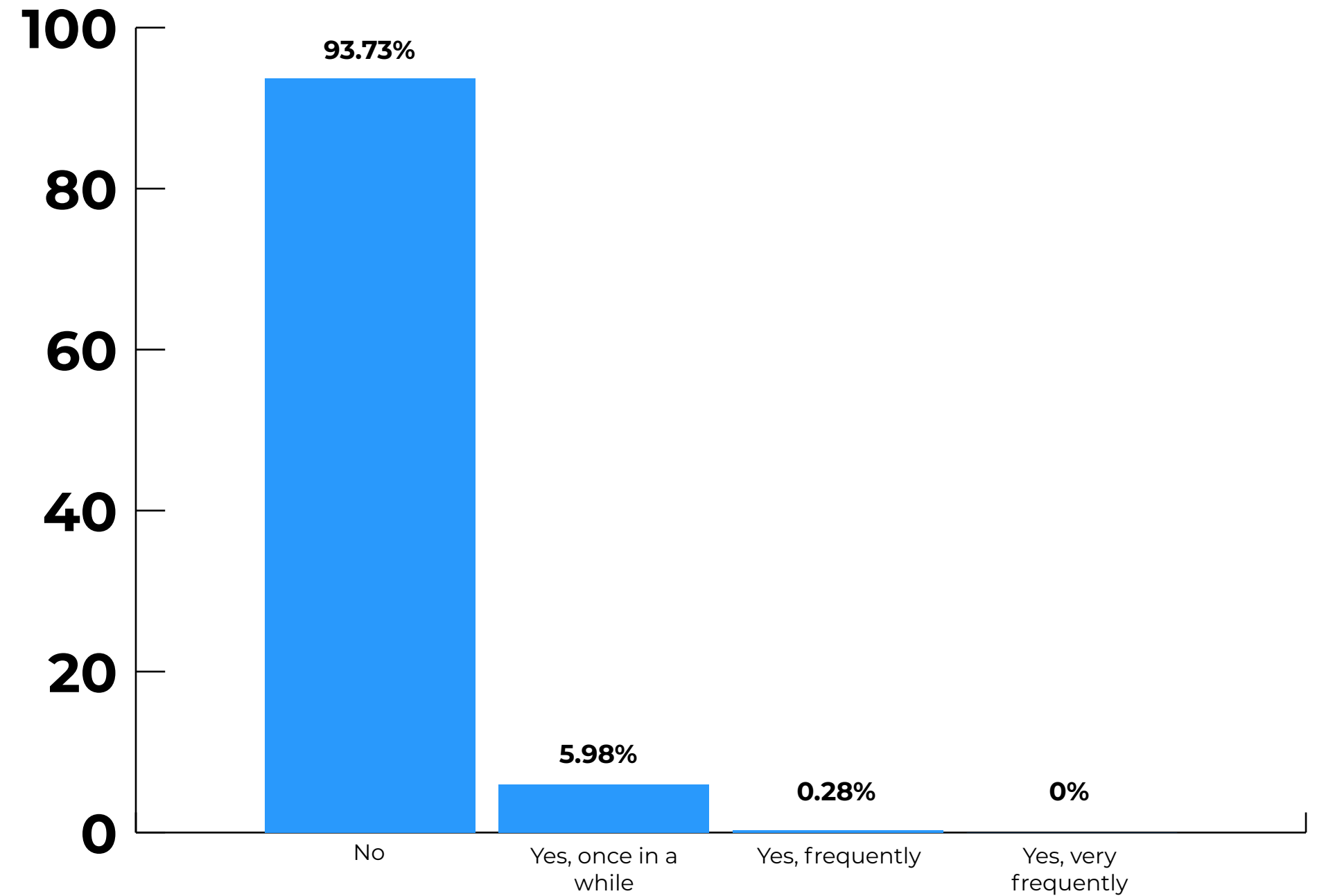
## Are racist materials displayed by city employees?

Any display of racist material is unacceptable. Employees need to be mindful that offensive materials do not only include those that blatantly spew racially-motivated hate. Less obvious items such as images that contain stereotypical portrayals, off-color jokes, and even some political content can also be seen as offensive. Be aware, be professional, and make sure our working environments are a comfortable place for all employees.



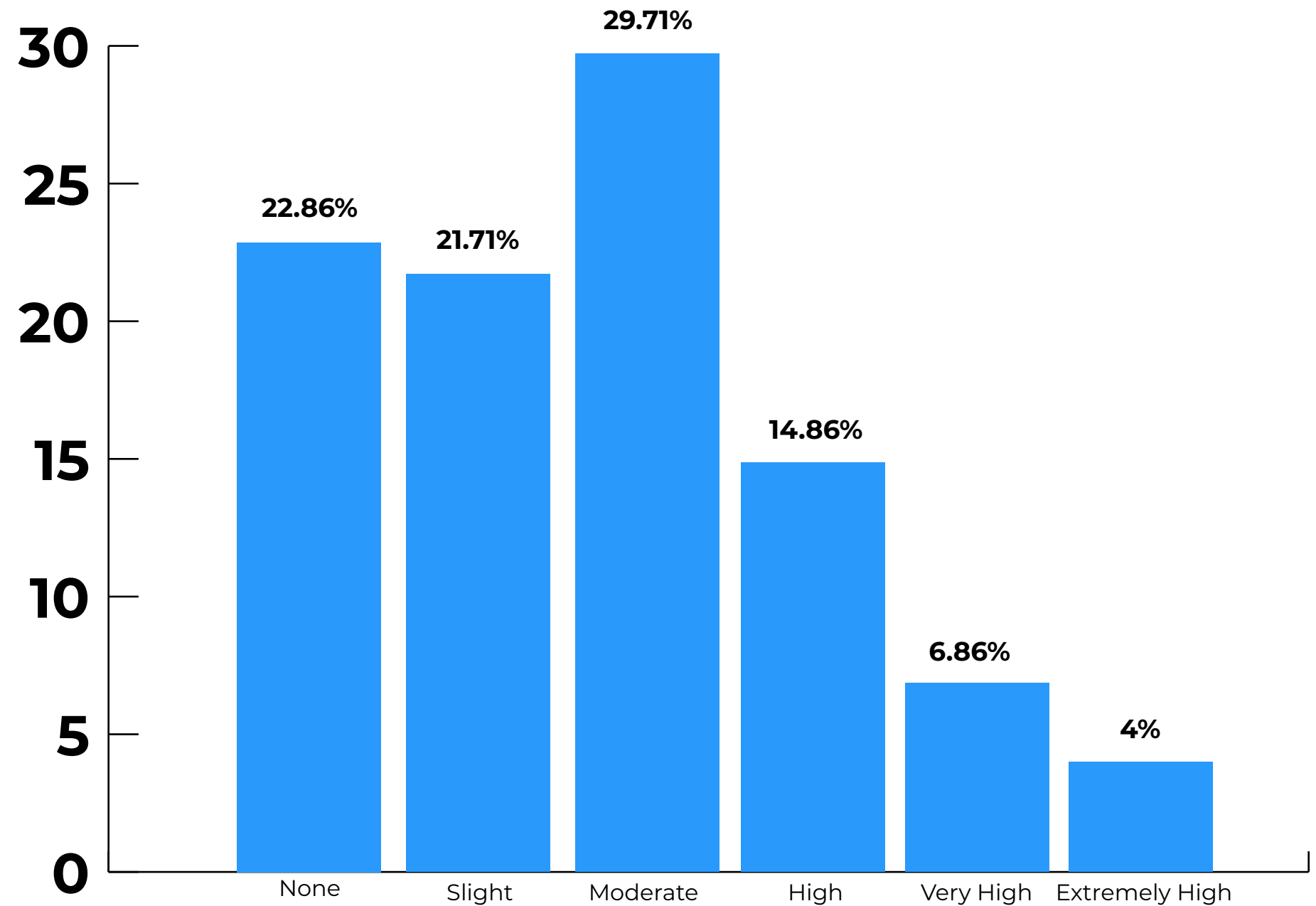
## Are sexually offensive materials displayed by city employees?

Sexually offensive materials, like racist materials, are unacceptable and should never be posted, displayed or shared with others at work. Even if there are two or three employees looking at the materials together who do not find it offensive, someone else may be unintentionally exposed to it and disturbed by it.



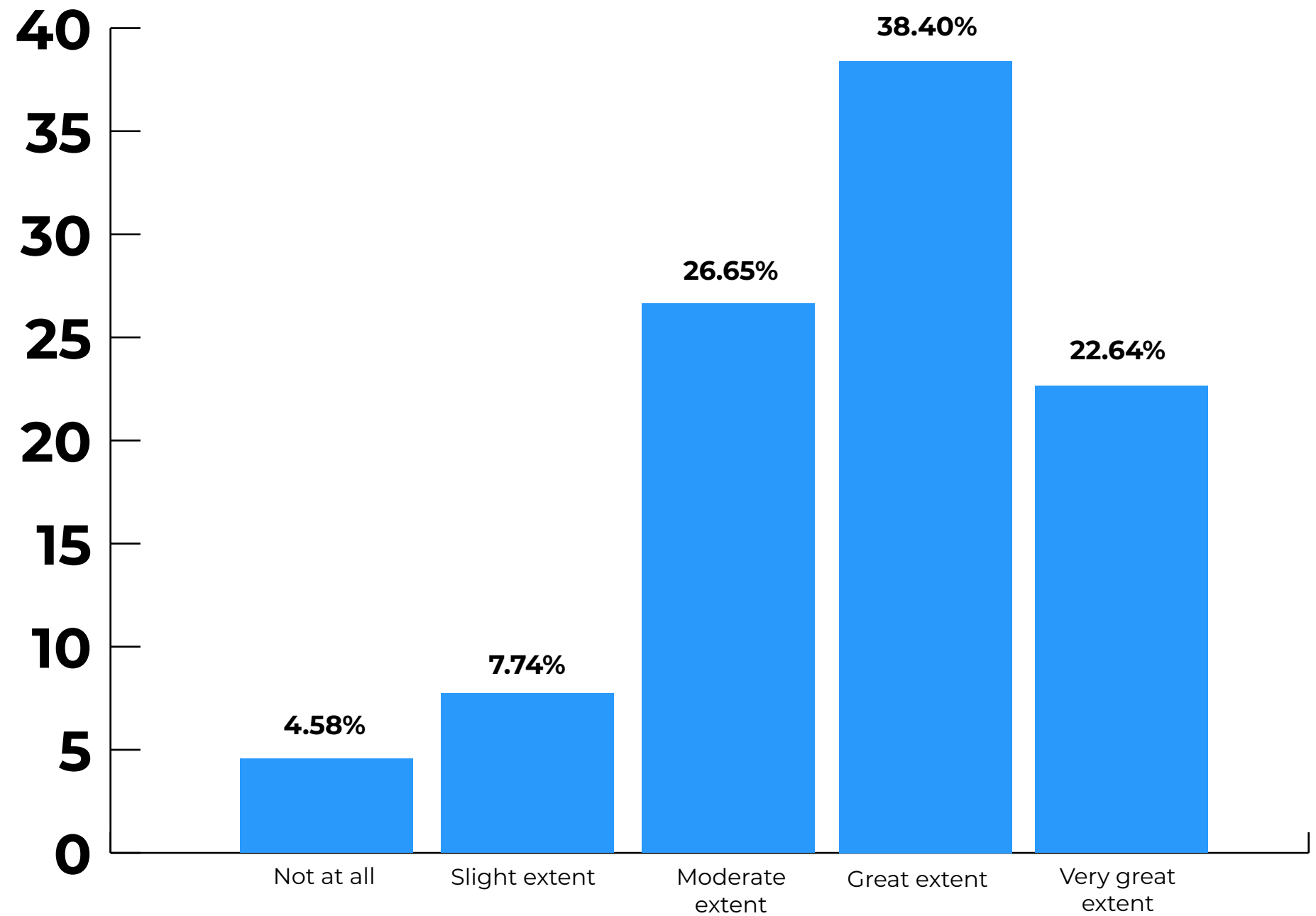
## What level of conflict/stress are you experiencing at work?

Some level of stress is natural and to be expected with most jobs. However, continued high levels of stress should be addressed. Those who are struggling to cope with high levels of stress should let their supervisor know and receive appropriate counseling and/or training. They can also contact Human Resources for information on the Employee Assistance Program and a list of local support providers.



## To what extent do the persons in your chain of command treat you with respect?

No matter where you work and what position you work in, you should be treated with respect. While it's very positive that 61% of our employees feel they are being treated with a great deal of respect, that number should be much higher. Employees at all levels should let their co-workers know how much they appreciate their efforts. Conversely, if a lack of respect is shown to someone, speak up about it in public or private as would best serve the team effort. We can't work well together if we don't respect each other.

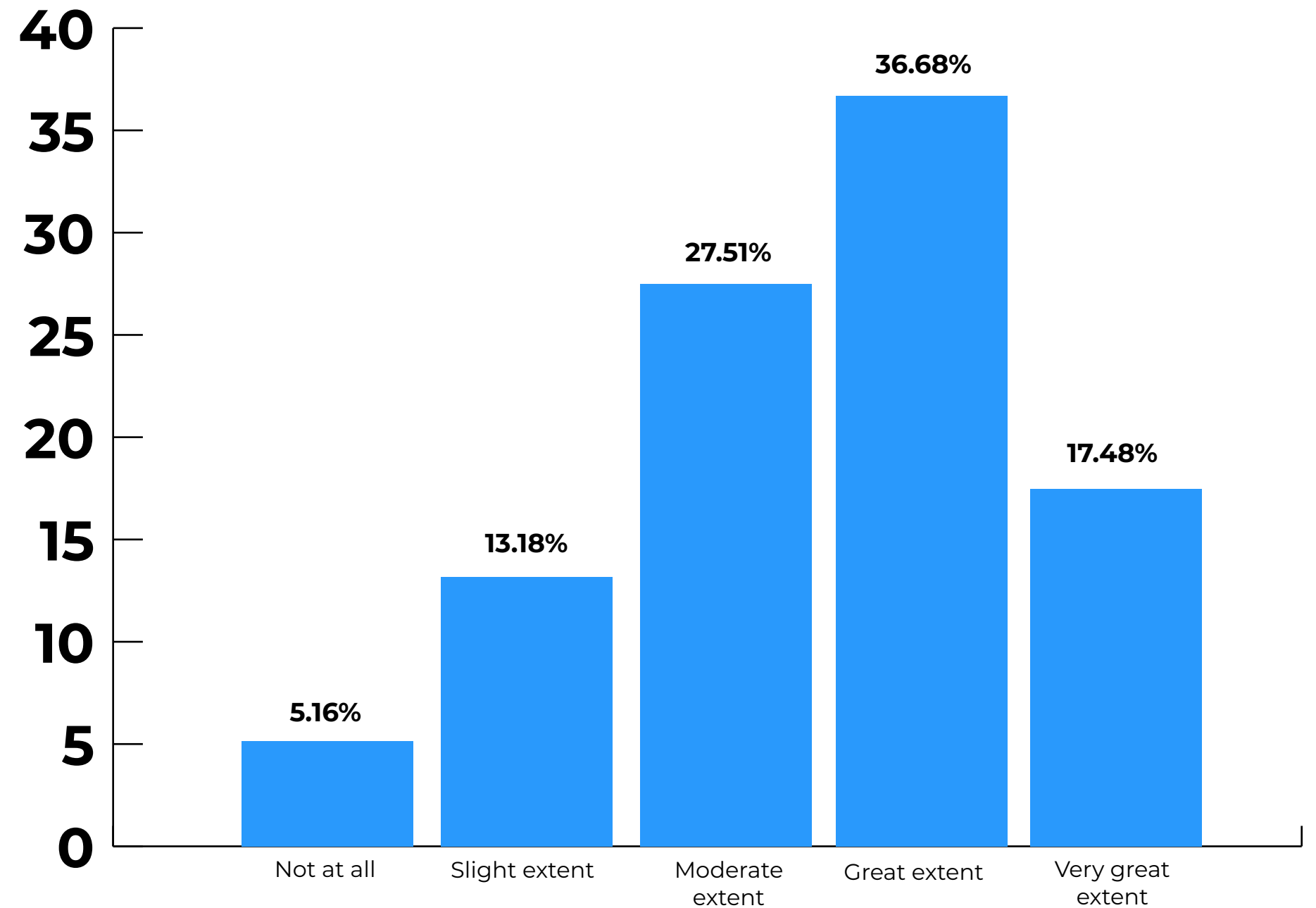




## To what extent do the persons in your chain of command show a real interest in the welfare of families?

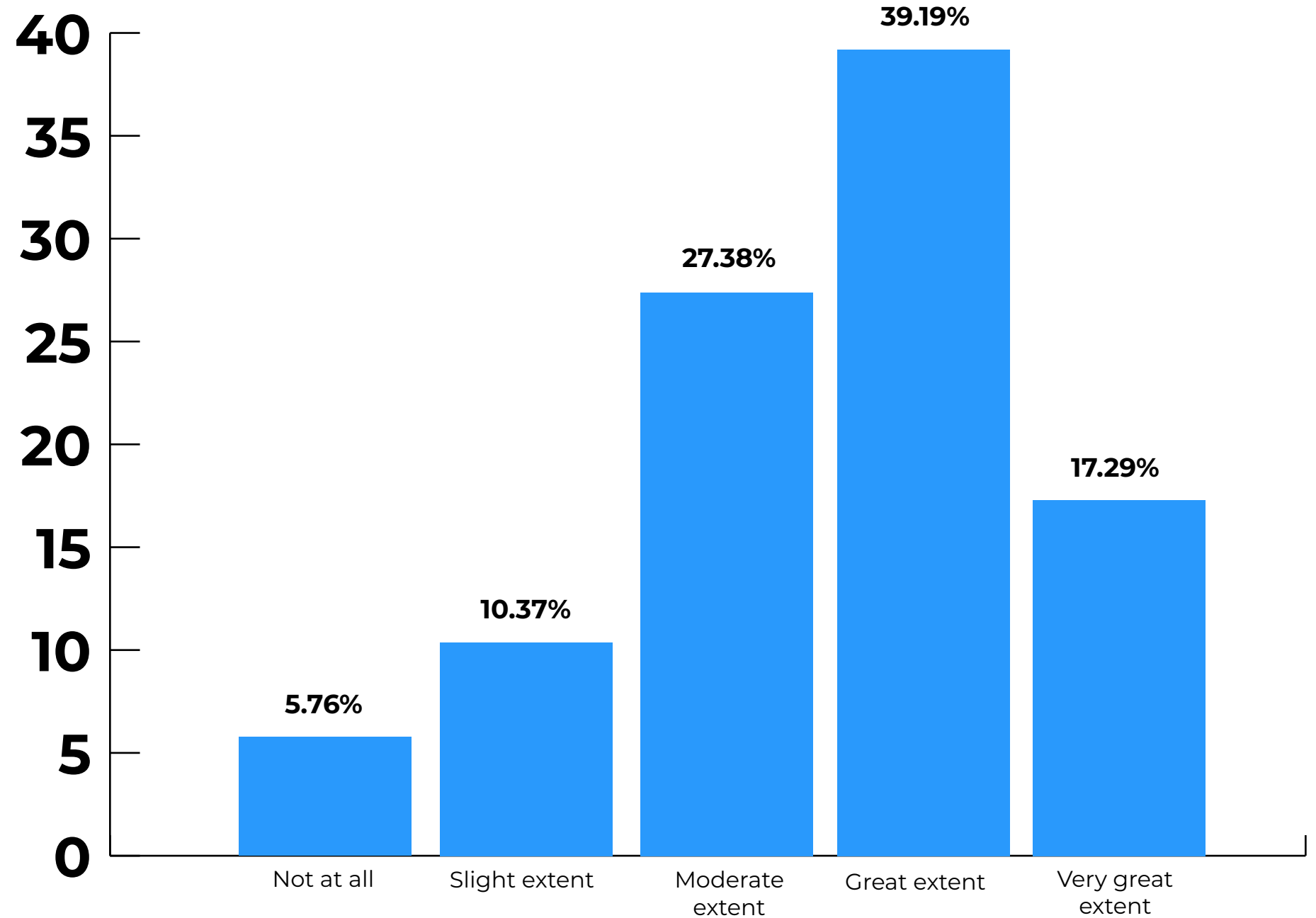
We should all be committed to being great employees and giving our best while we are at work, but, often, our family commitments must come first. It is priceless to have an employer who cares about families, understands the connection between home and work, and encourages balance in both areas. Strong families enable good work. Work often suffers when there are unresolved family problems at home.

City employees should feel like they are part of a strong City of Goldsboro family that serves the needs of our larger community. We must make every effort to include the employee's family in our City of Goldsboro family and show them how much we care about the success of all concerned.



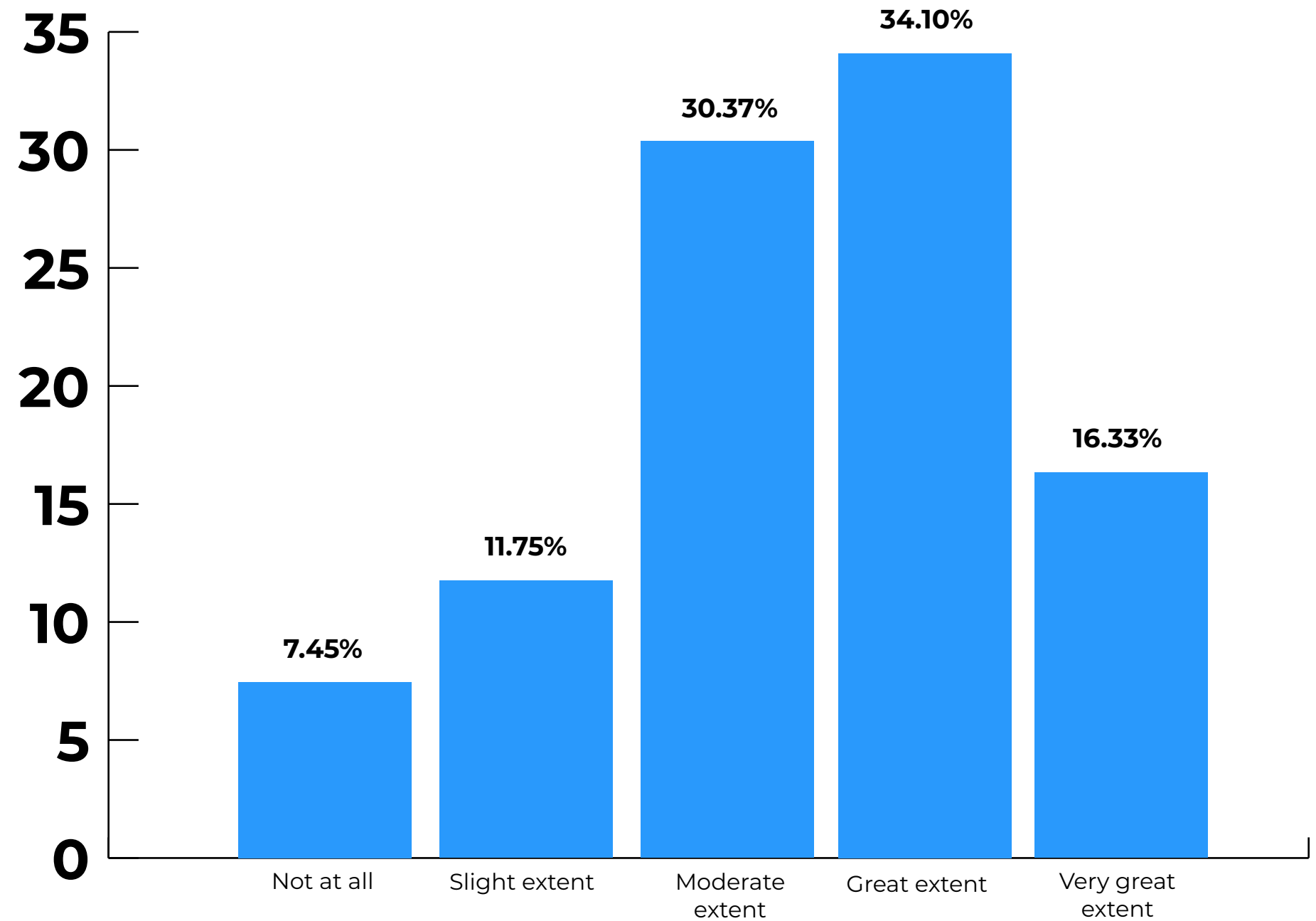
## To what extent do the persons in your chain of command show a real interest in the welfare of employees?

The welfare of employees includes professional and personal concerns. Leaders should know what the professional and personal goals of their employees are and help them achieve their goals within the larger goals of our organization: Safe and Secure Community; Strong Economy; Exceptional Quality of Life; Racial and Cultural Harmony; and Model for Excellence in Government.



## To what extent do the persons in your chain of command deal effectively with adversity or conflict when it occurs?

Some people are clearly better than others in dealing with conflict. The best advice is simple, "put yourself in their shoes." In other words, see the issue from their perspective and temper your reaction accordingly.

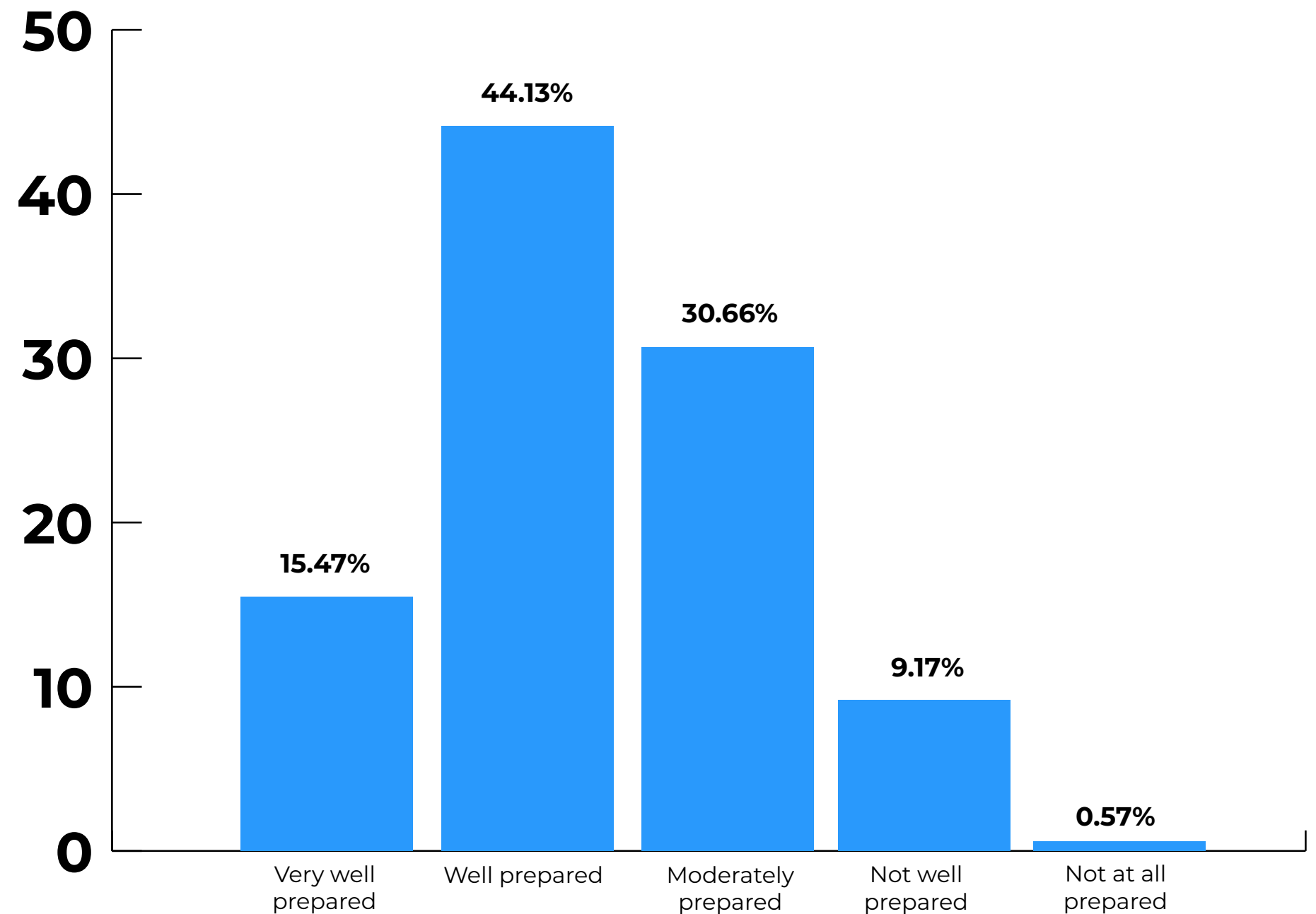


## Describe how well prepared your organization is to perform its mission.

Most employees think their/our organization is moderately or well prepared to perform its mission. However, about 10% do not think their/our organization is well prepared. We can fix this by asking questions and finding solutions. We need to ask the following questions regarding any issue:

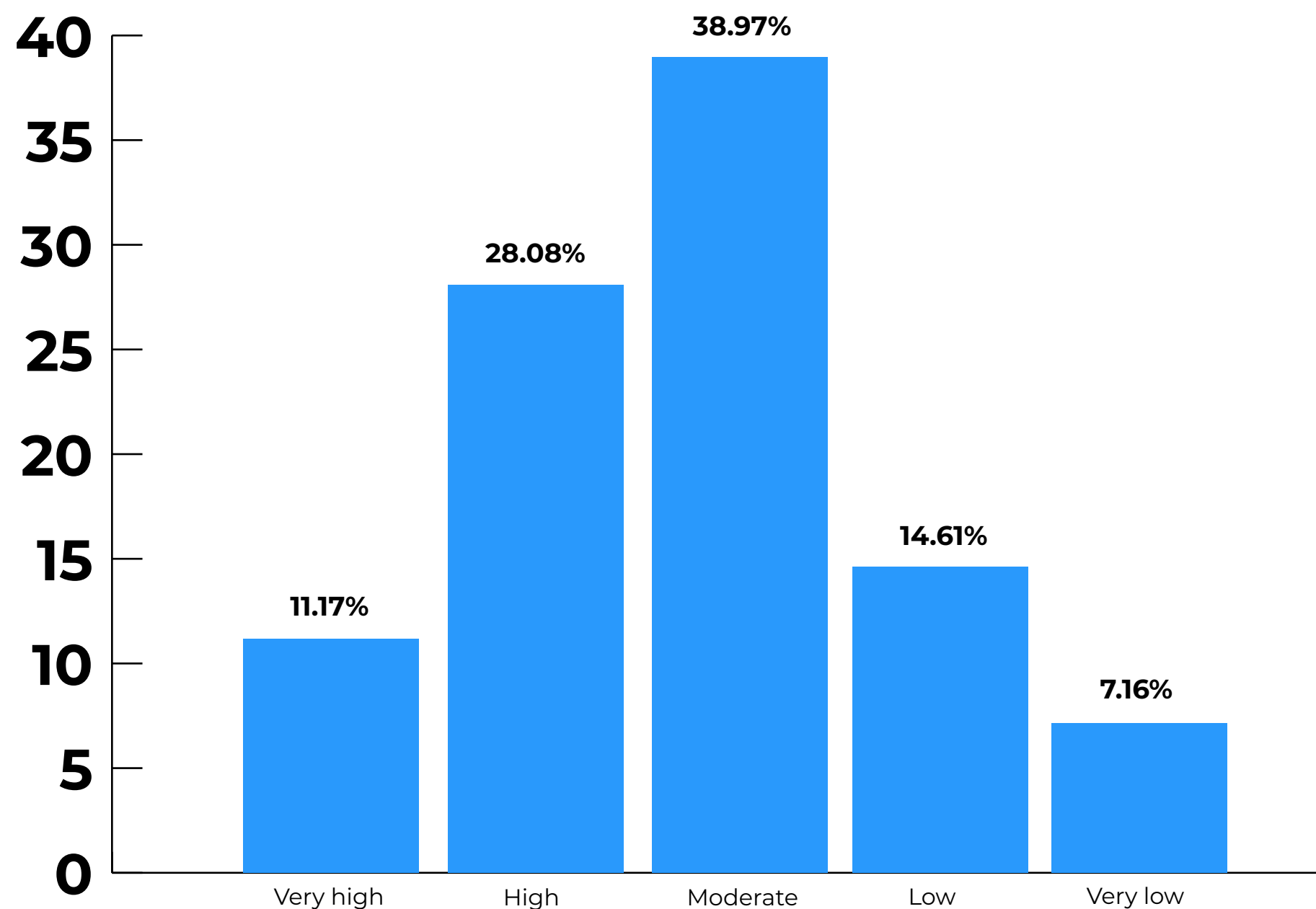
- What? — What is the problem/issue?
- So what? — Why should we be concerned about this?
- Now what? — What's the solution? How do we fix it?

Armed with this information, we can take the action required to be “very well prepared” to perform our mission.



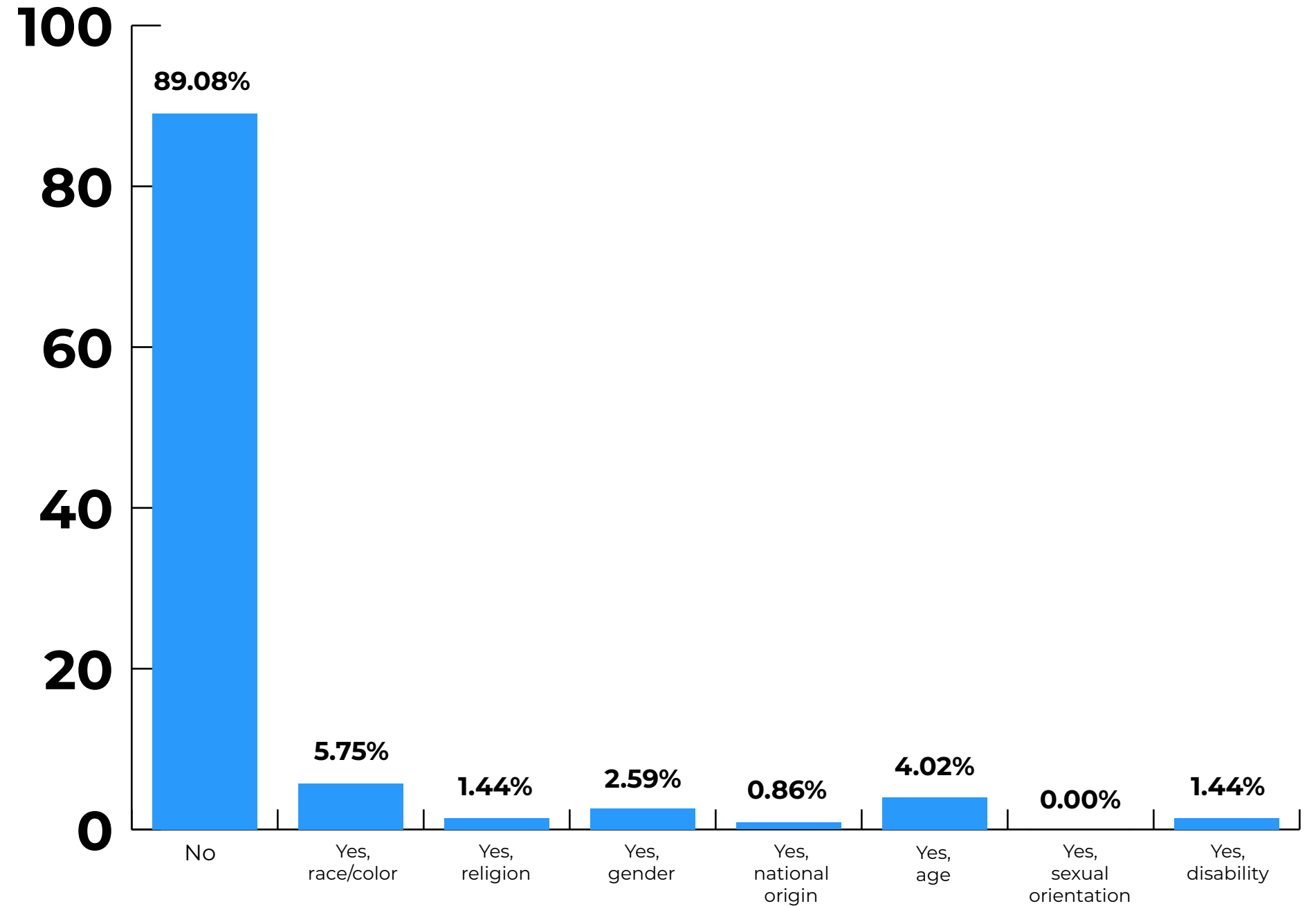
## How would you rate your current level of morale?

Only around 39% of employees rate their level of morale as high or very high. We must look for ways to increase morale as we know it is a significant factor in job satisfaction, employee retention and successful work output/outcome. Consider the following ways to encourage a workplace culture with high employee involvement and satisfaction: find meaning and purpose; get to the root of the problem; learn something new; collaborate with others; practice transparency; request feedback; give recognition; etc.



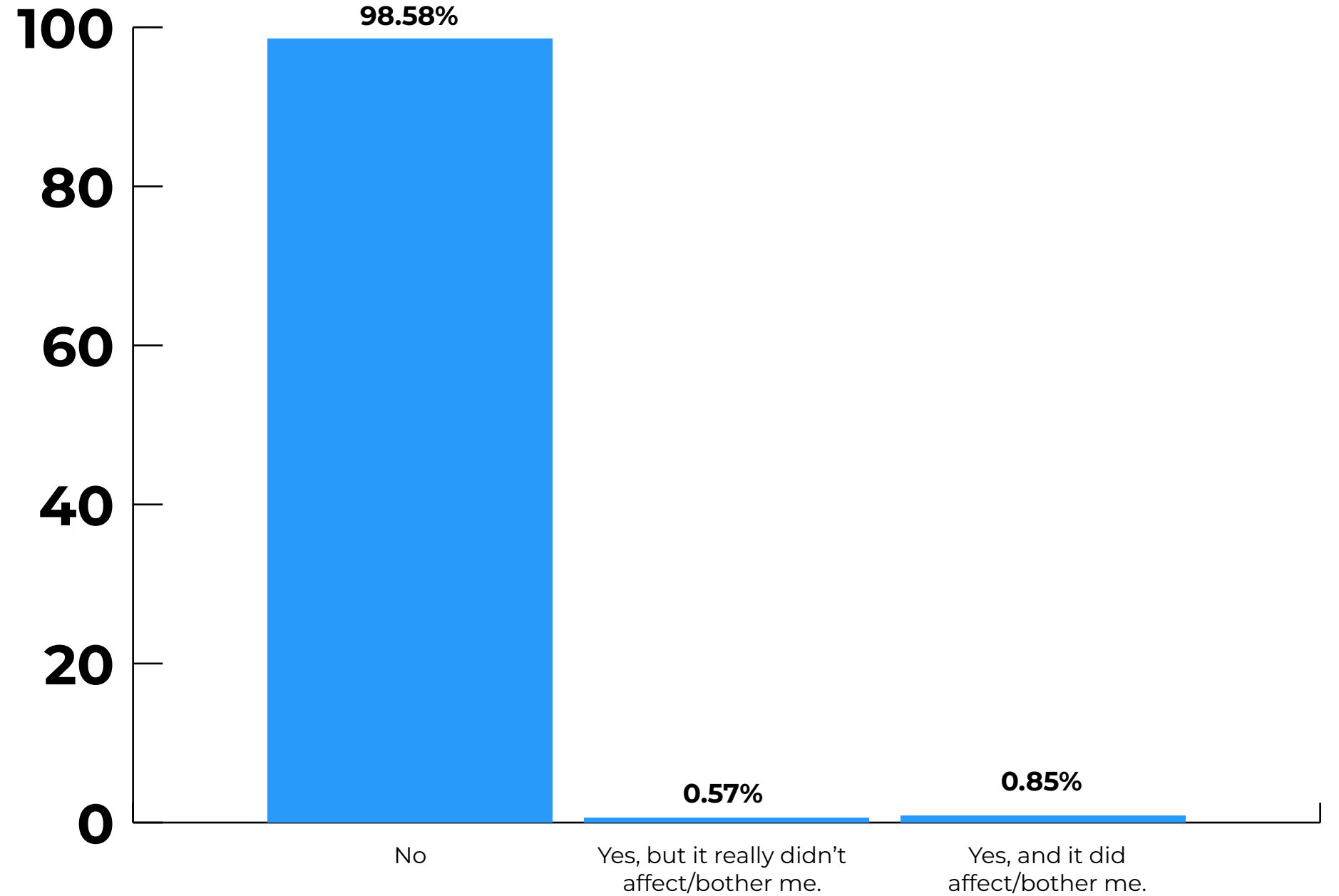
## During the last 12 months, have YOU been subjected to discrimination?

Almost 11% of employees who responded to the survey said they have been subjected to some type of discrimination. Again, we need to make sure our work environments are comfortable places for all employees. Discrimination is unacceptable, and any instance of such behavior should be reported to your immediate supervisor, department head, Human Resources or the city manager for appropriate action.



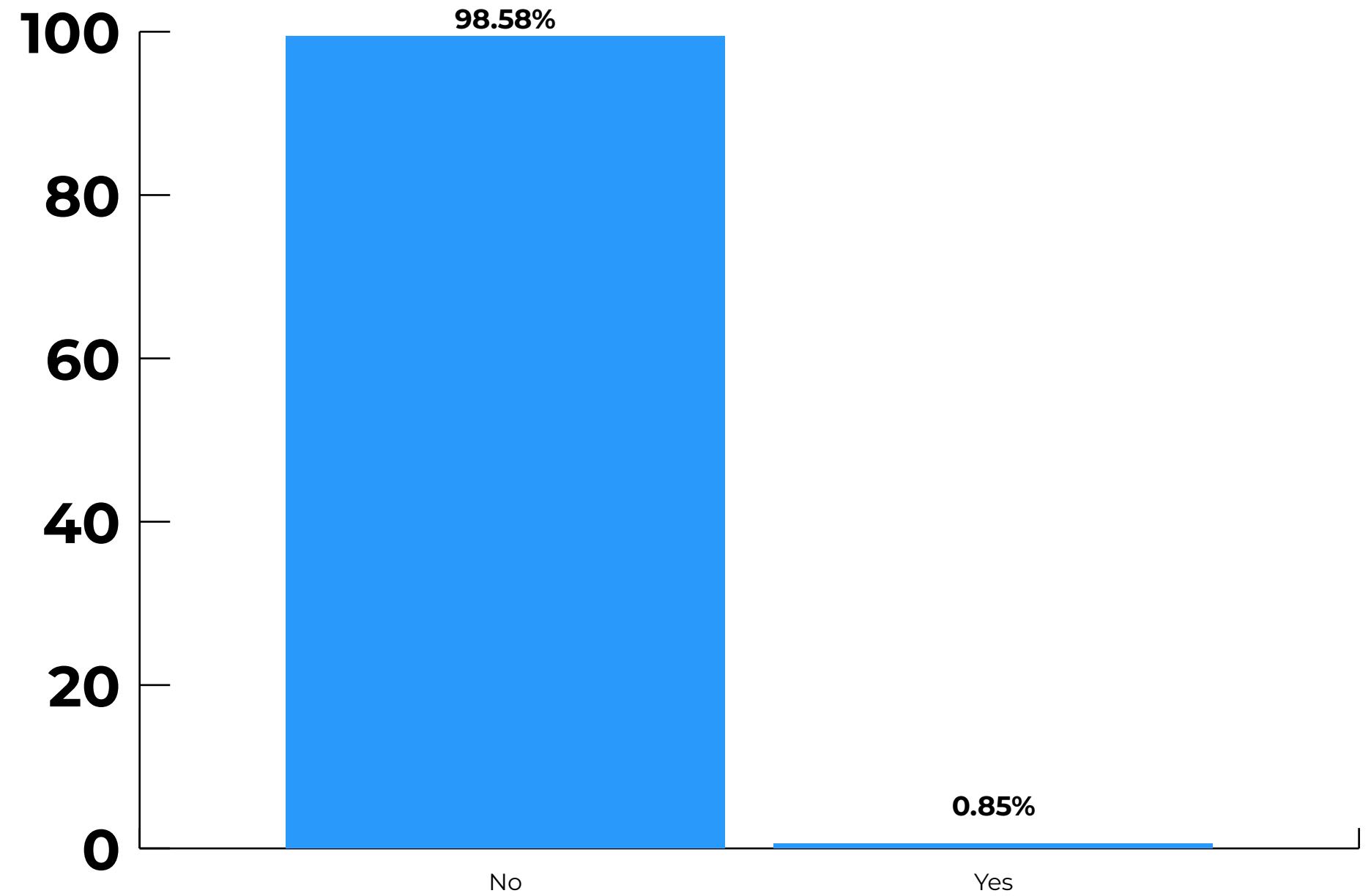
## Have YOU been sexually harassed by someone at work?

We take reports of sexual harassment very seriously. If you have been harassed, please report the incident to your immediate supervisor, department head, Human Resources or the city manager so the situation can be corrected. No one should feel like they have to suffer in silence at work.



## Have YOU been sexually assaulted at work?

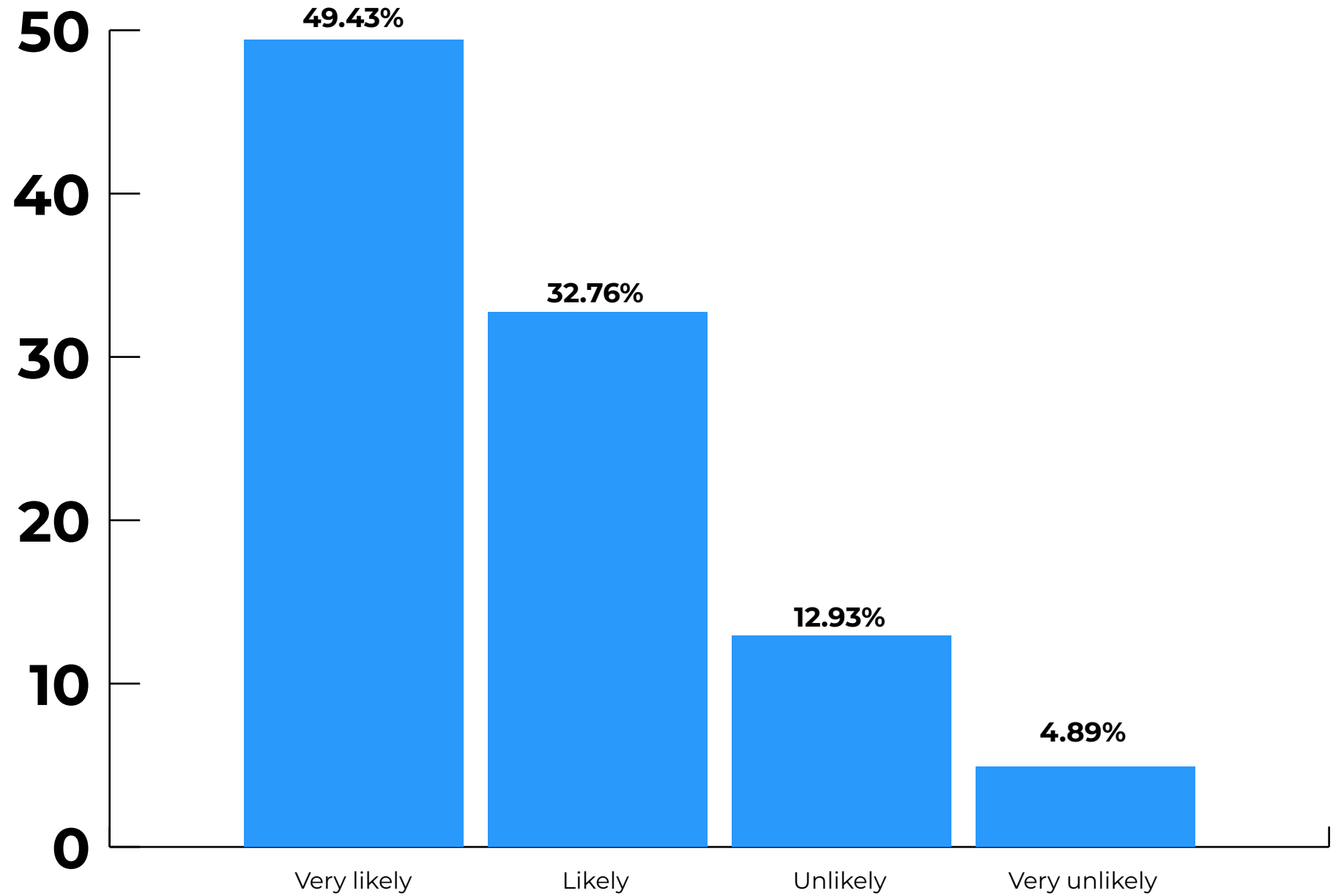
Sexual assault is a crime. If you have been the victim of sexual assault at work, it should be reported to law enforcement. If there is any question about sexual assault, please contact your immediate supervisor, department head, Human Resources or the city manager for appropriate action.





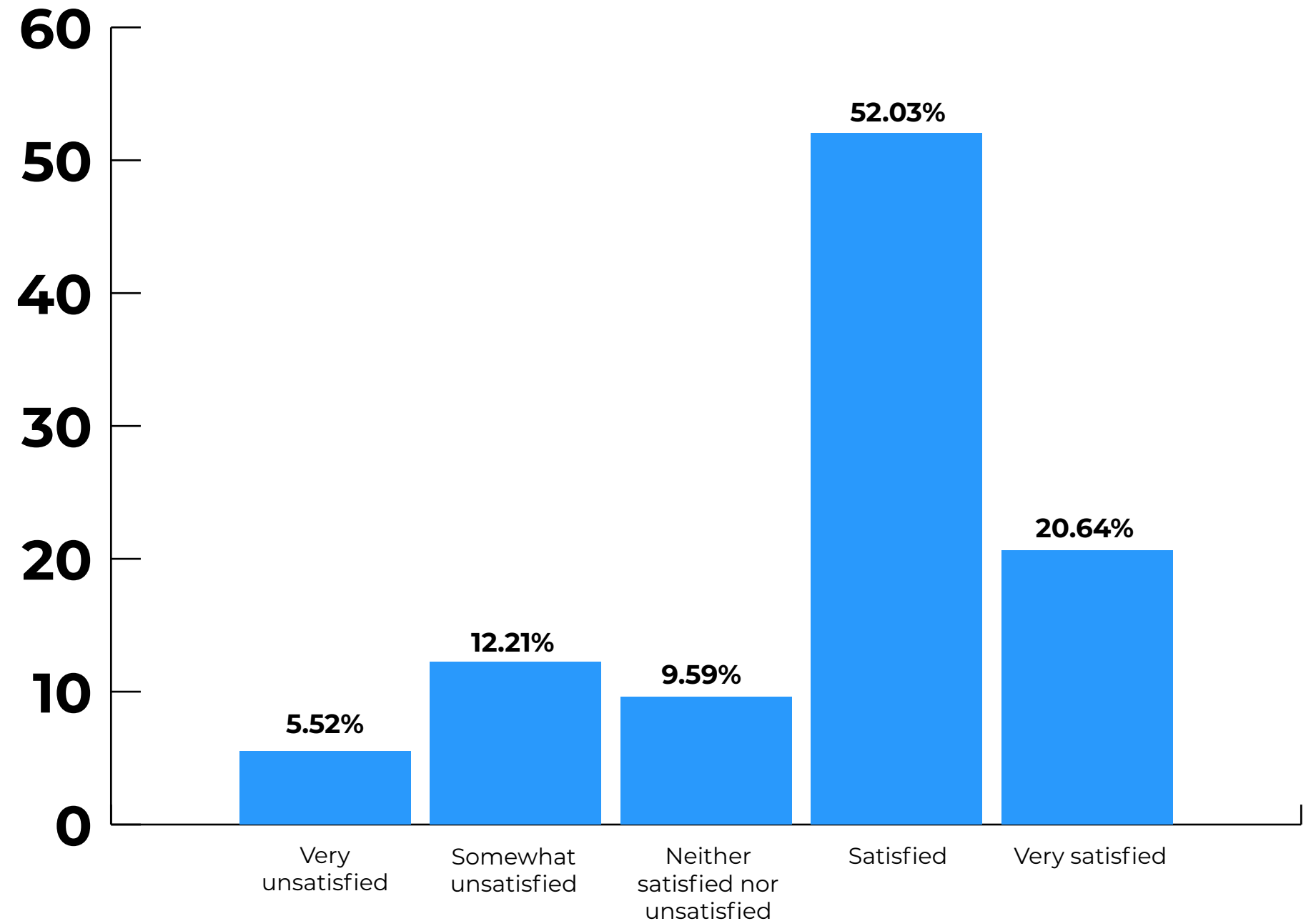
# If you were to experience an incident of discrimination, sexual harassment, or sexual assault, how likely or unlikely is it that you would report it to your chain of command?

It is encouraging that 82% of employees would be likely or very likely to report an incident of discrimination, harassment or assault. However, nearly 18% of employees say they wouldn't report such incidents. We are committed to providing a safe, comfortable work environment for all employees. We take all reports of discrimination and harassment seriously. Anyone who experiences or witnesses discrimination or harassment is encouraged to come forward. Each incident will be investigated without any threat of retaliation to the reporting party.



## Overall, how satisfied are you with your job at the City of Goldsboro?

Nearly 73% of city employees are satisfied or very satisfied with their job. That's a good number we hope to see increase year after year in future surveys. Positive changes will no doubt be seen as we begin to address some of the concerns brought to light through the responses here. We are not only striving to become the standard for public service in North Carolina, but we want to be one of the best places to work in the state as well.



## How likely would you be to recommend the City of Goldsboro to a qualified friend or family member as a great place to work?

We want city employees to take pride in their jobs and the organization they work for, so much so that they share the word with their friends and family members who are looking for a great place to work. Again, we want to see the 70% of positive responses increase over the next few years.

