



I Want to Work in a Place Where . . .

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I believe that I can influence our work and how we do it.

I know that I will be respected for who I am.

Our Vision

Connections. Choices.
Community.

Our Mission

Learning, serving and working together to build a community where people thrive!

Our Strategy

Creativity. Collaboration.
Compassion. Curiosity.

Our Values

Responsibility. Equity. Safety.
Professionalism. Ethics.
Communication. Teamwork.

Town of Chapel Hill

2013 Employee Perspectives Survey

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UNC
SCHOOL OF GOVERNMENT

www.sog.unc.edu

Overview

- Town-wide results
- Survey Purposes
- Research Design
- Survey Results
- Summary and Recommendations

Study Purposes

- Employee perspectives
- Benchmarking data
- Practical and scholarly purposes
- Specific topics

Specific Topics

- Mission, vision and values
- Program changes
- Communications
- Employee empowerment
- Workplace climate
- Employee engagement
- Rewards

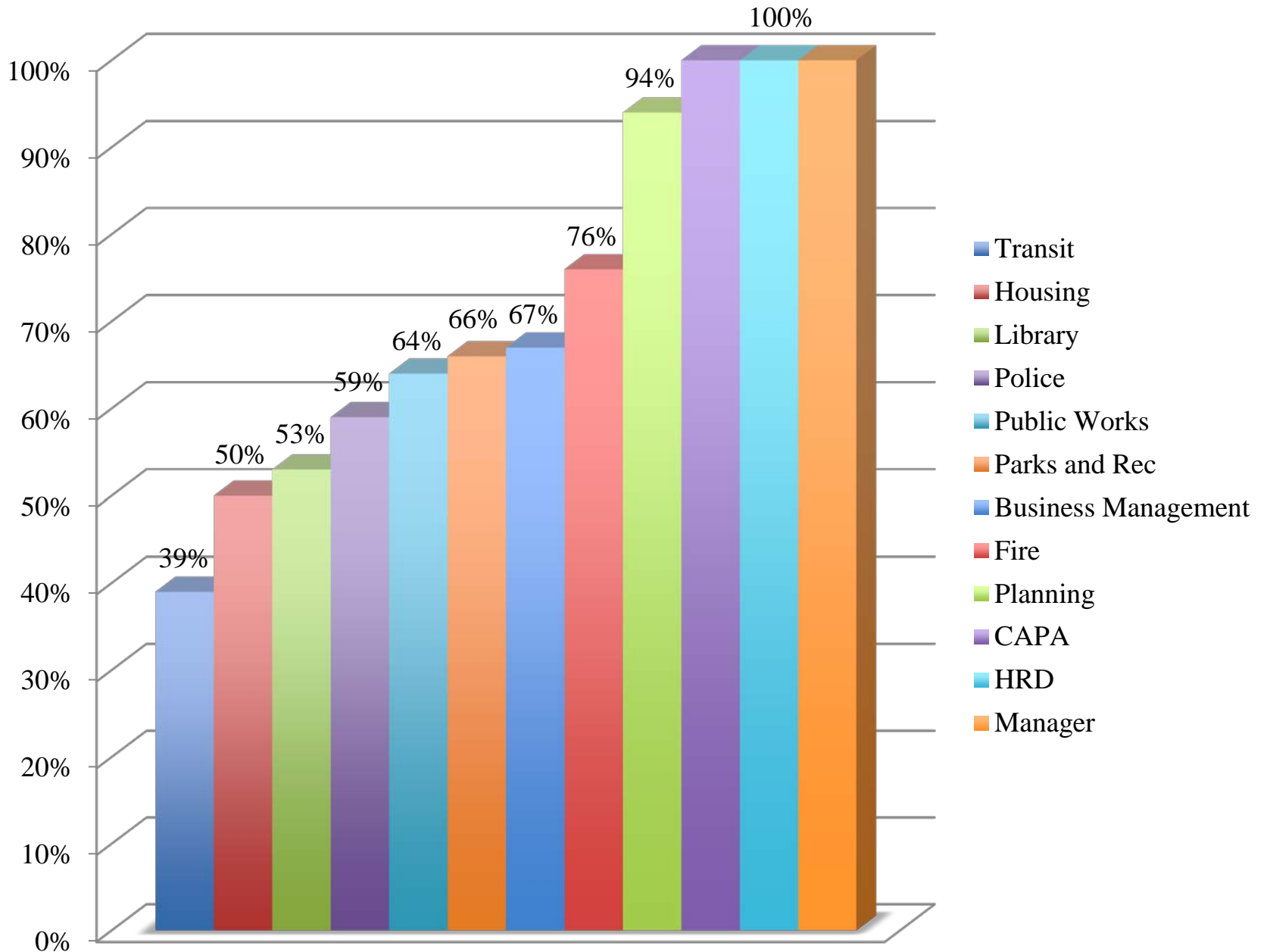
Research Design

- Interviews (n=22) and surveys (n=462)
- Interviews identified themes
- Internet (74%) and paper (26%) surveys
- April-June 2013
- Direct return to UNC
- Paper survey distribution

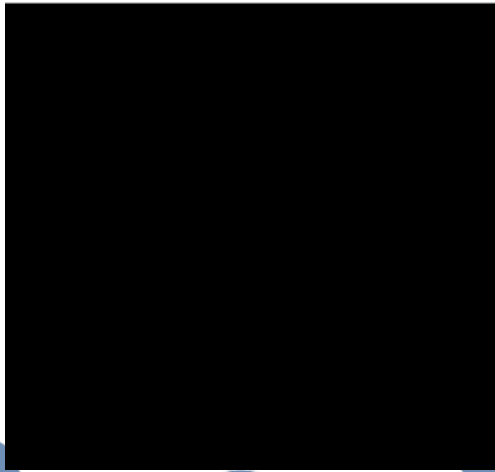
Survey Results

- 60% response rate
 - Regular (70%) vs. program support (30%)
 - Supervisors (90%) vs. non-supervisors (50%)
 - Black, Hispanic, Asian (48%) vs. White (68%)
 - Female (59%) vs. male (60%)

Response Rates by Town Department

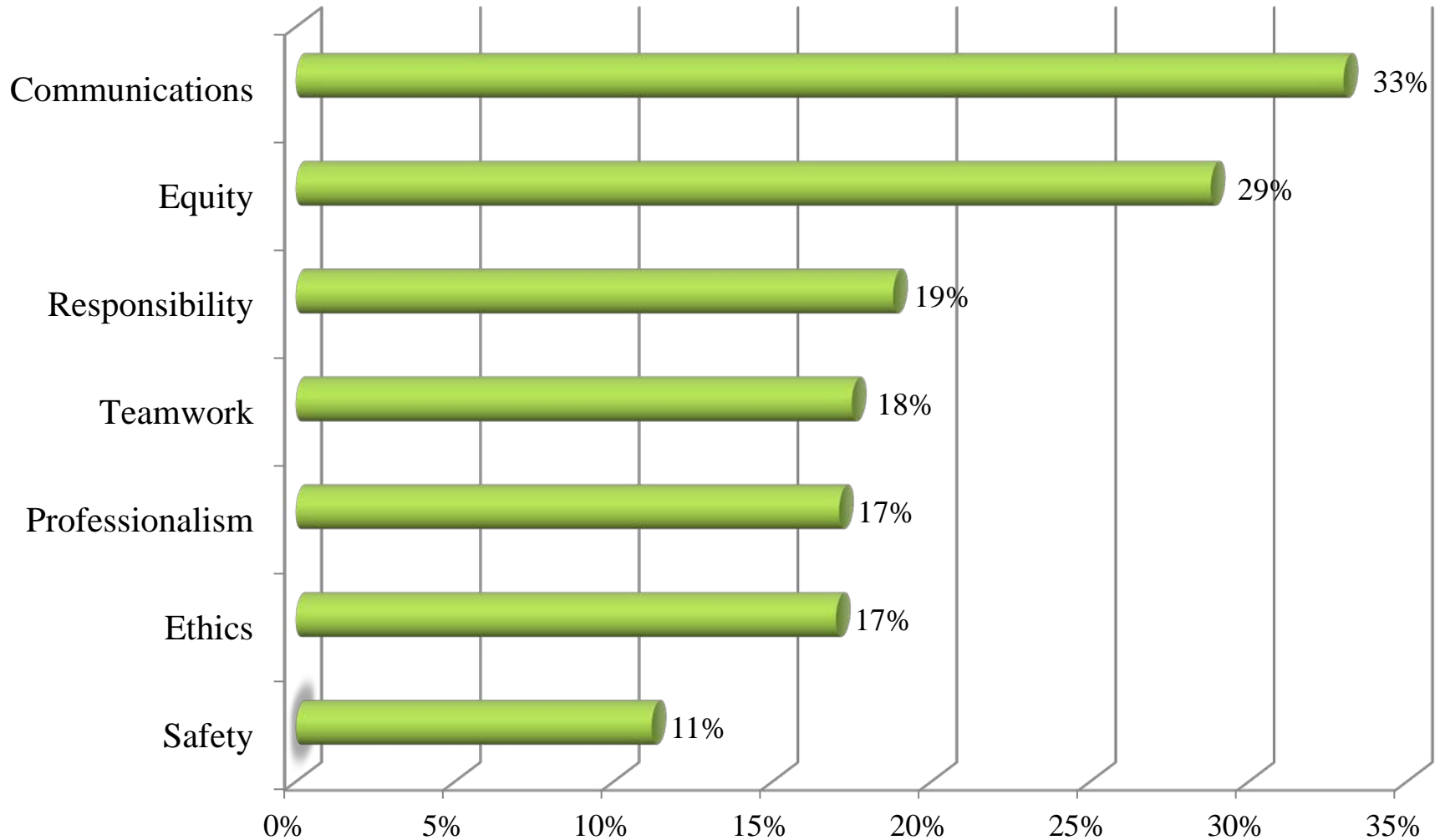


Mission, Vision and Values



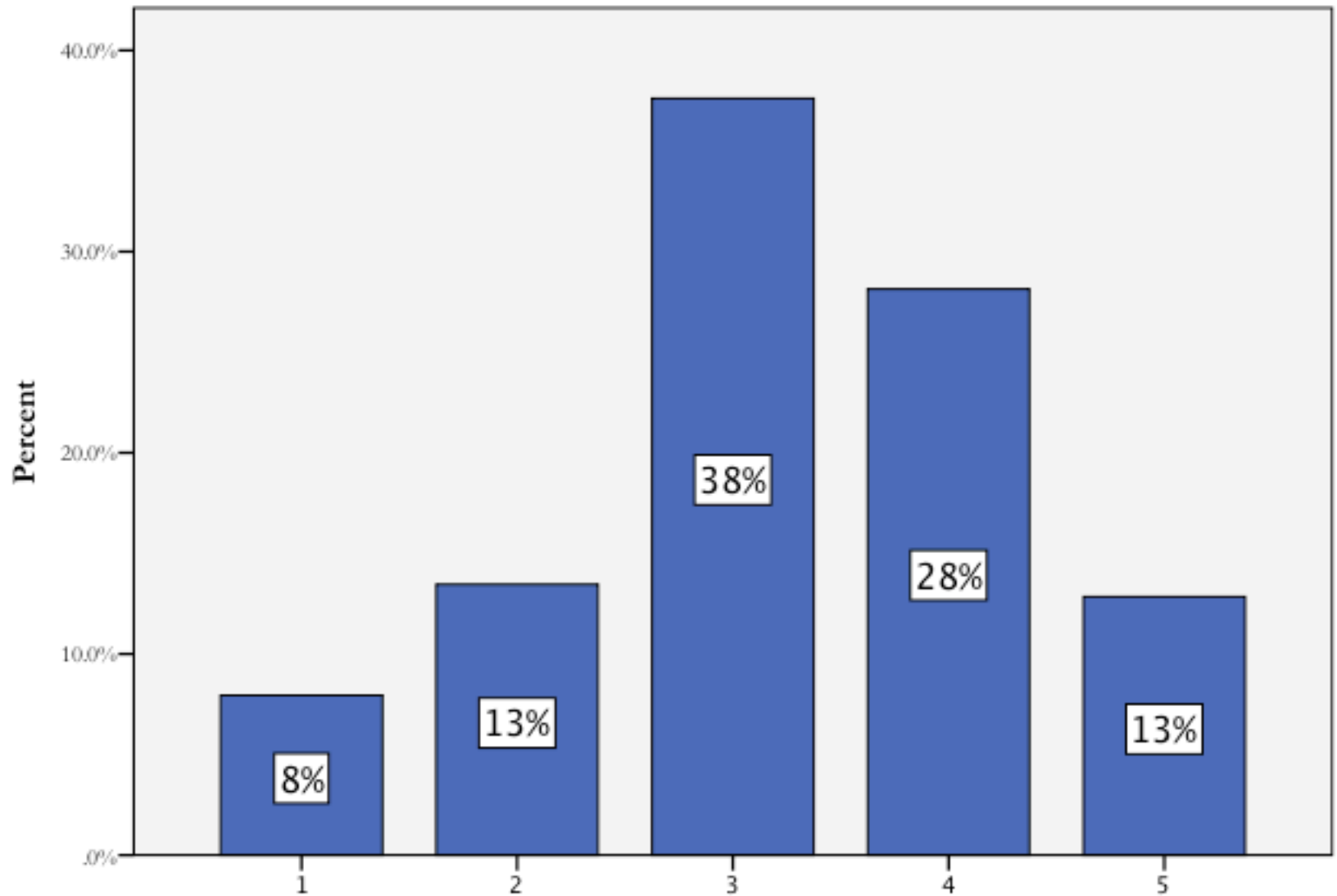
“Having the values in writing has been equalizing. It’s enabled employees to tell supervisors when they are being disrespectful. Supervisors may not like it, but they pay attention.” –Town Employee

Percentage of Town Employees Saying Major Improvement Needed in Values



2013 Town of Chapel Hill Employee Perspectives Survey

How Effective Is Your Workplace in Achieving the Town Mission?

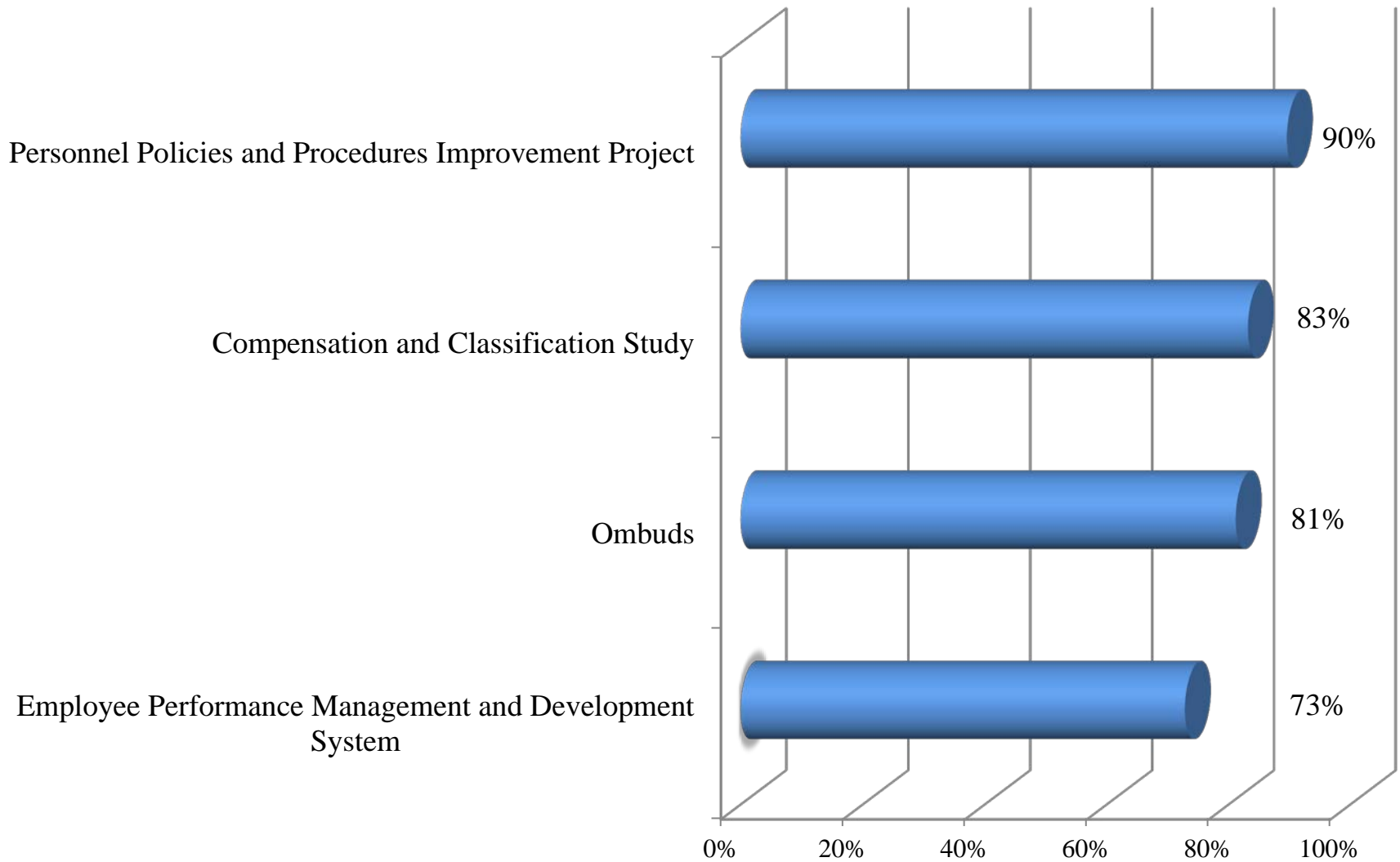


1=Completely Ineffective, 5=Completely Effective

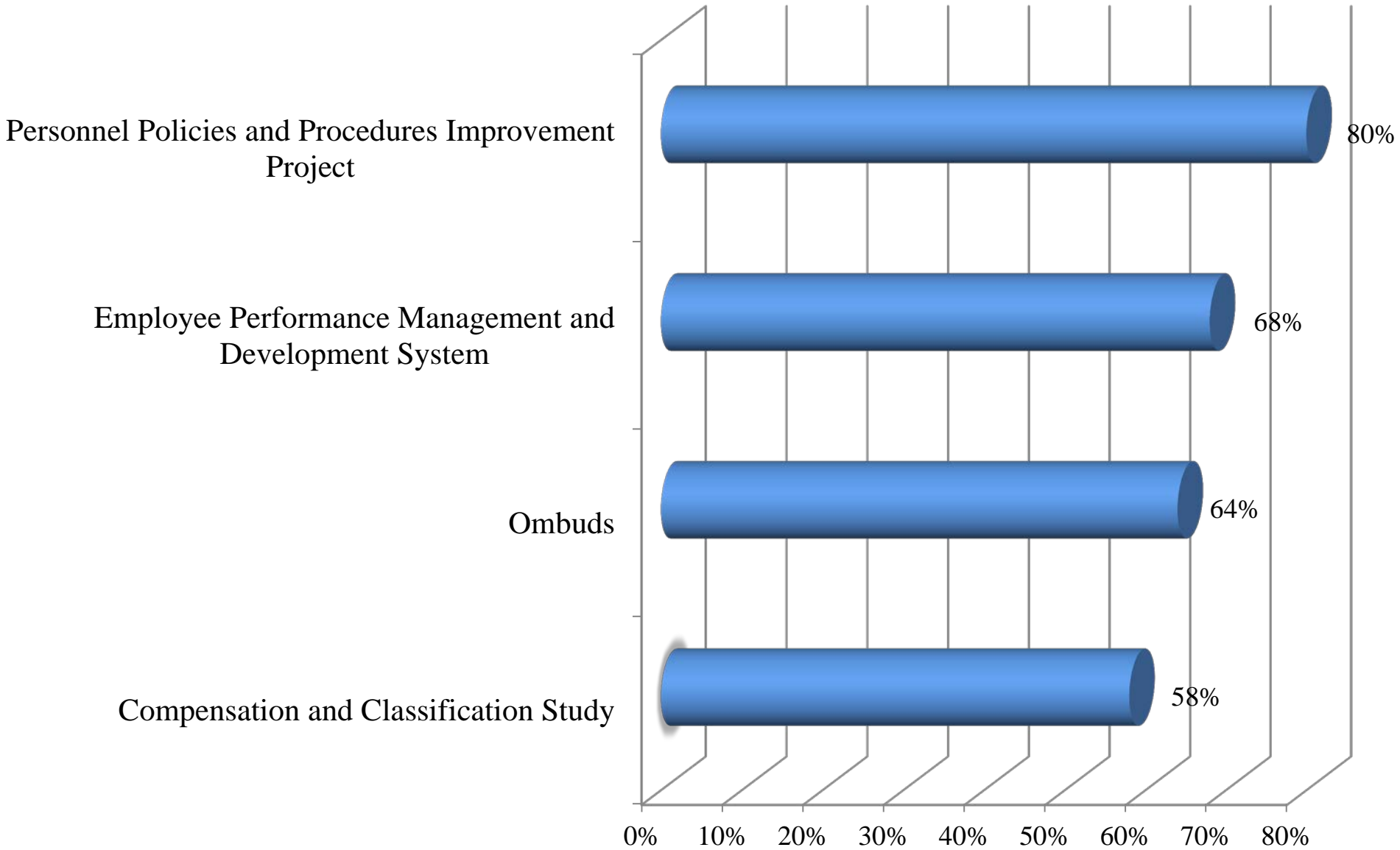
2013 Town of Chapel Hill Employee Perspectives Survey

Program Initiatives

Familiarity with Town of Chapel Hill Program Changes

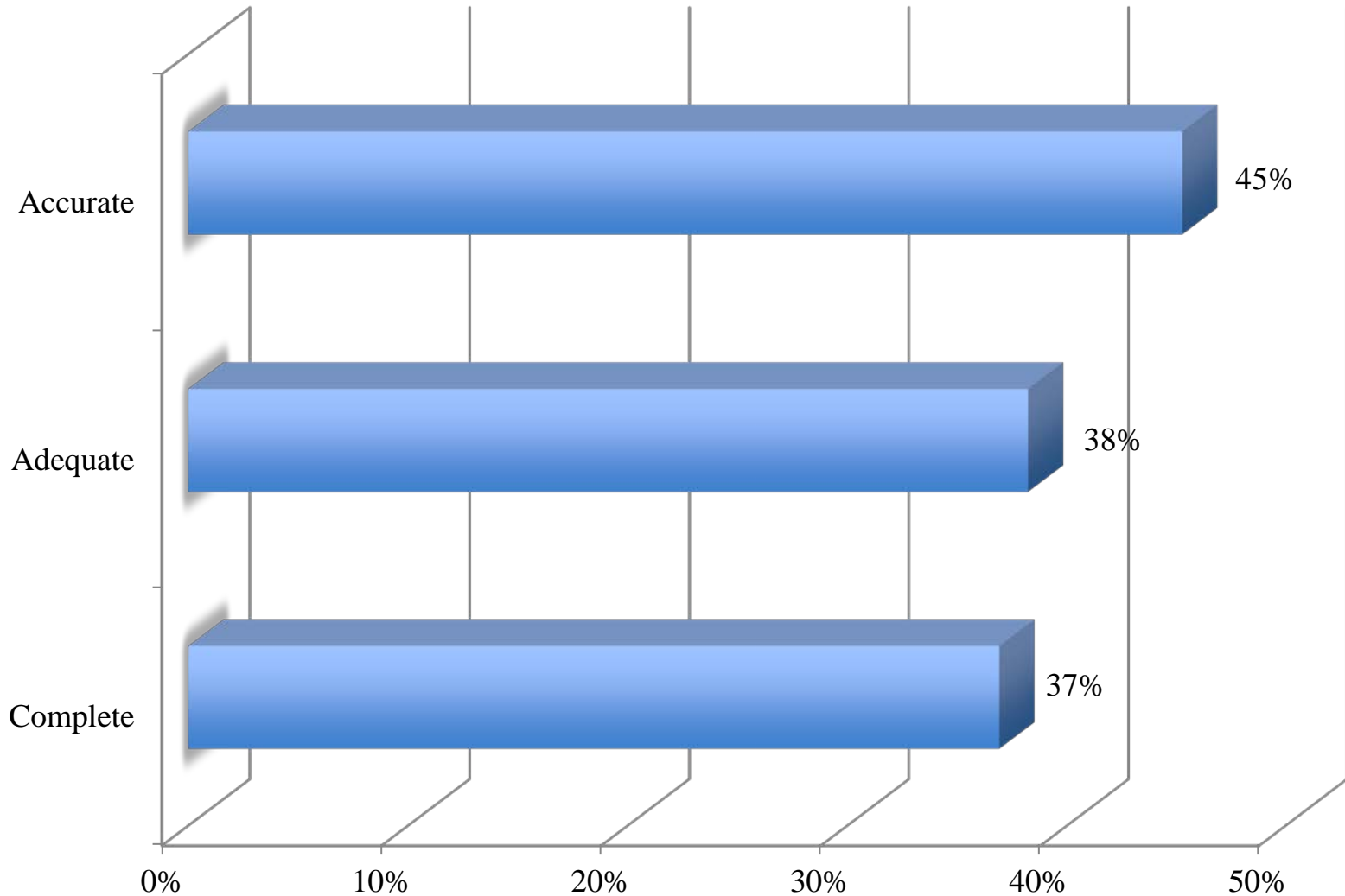


Likelihood of Change Perceived by Employees From Town Program Changes



Communications

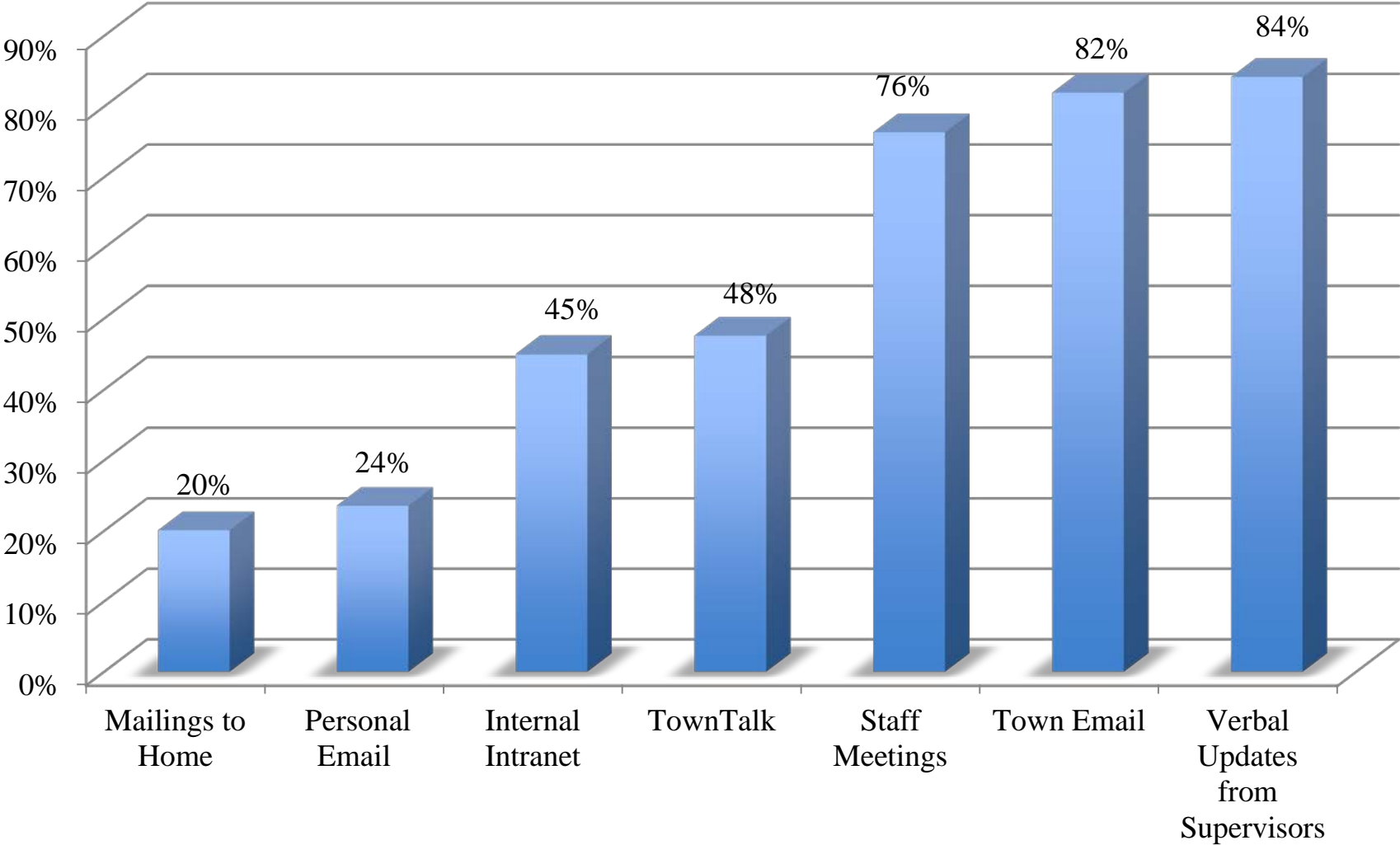
Percentage of Town employees who believe top-down communications are...



“Communications are not where they should be. The Town Manager wants us to communicate, but each department is its own fief. Departments are still really top down and info is on a need-to-know basis. That’s not respect. It’s as if my wife comes home and I tell her I’ve re-arranged the living room. It’s disheartening and disrespectful.”

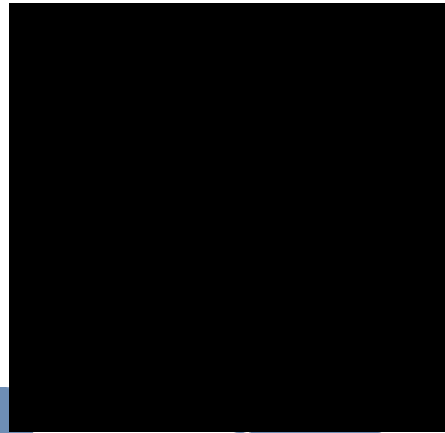
-Town Employee

Employees' Preferred Sources of Communication

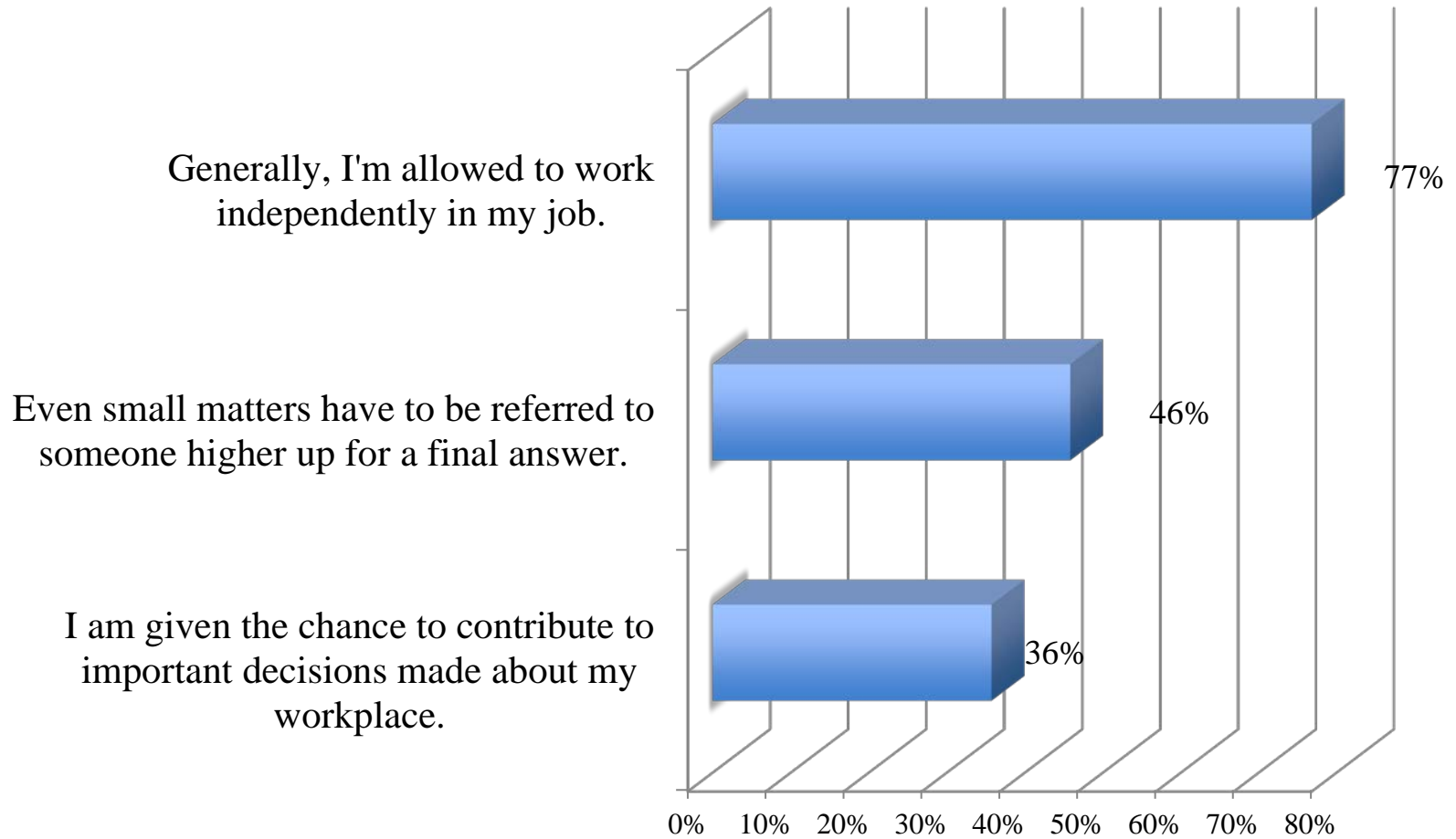


2013 Town of Chapel Hill Employee Perspectives Study

Employee Empowerment



Employees Who Agree With Statements About Empowerment



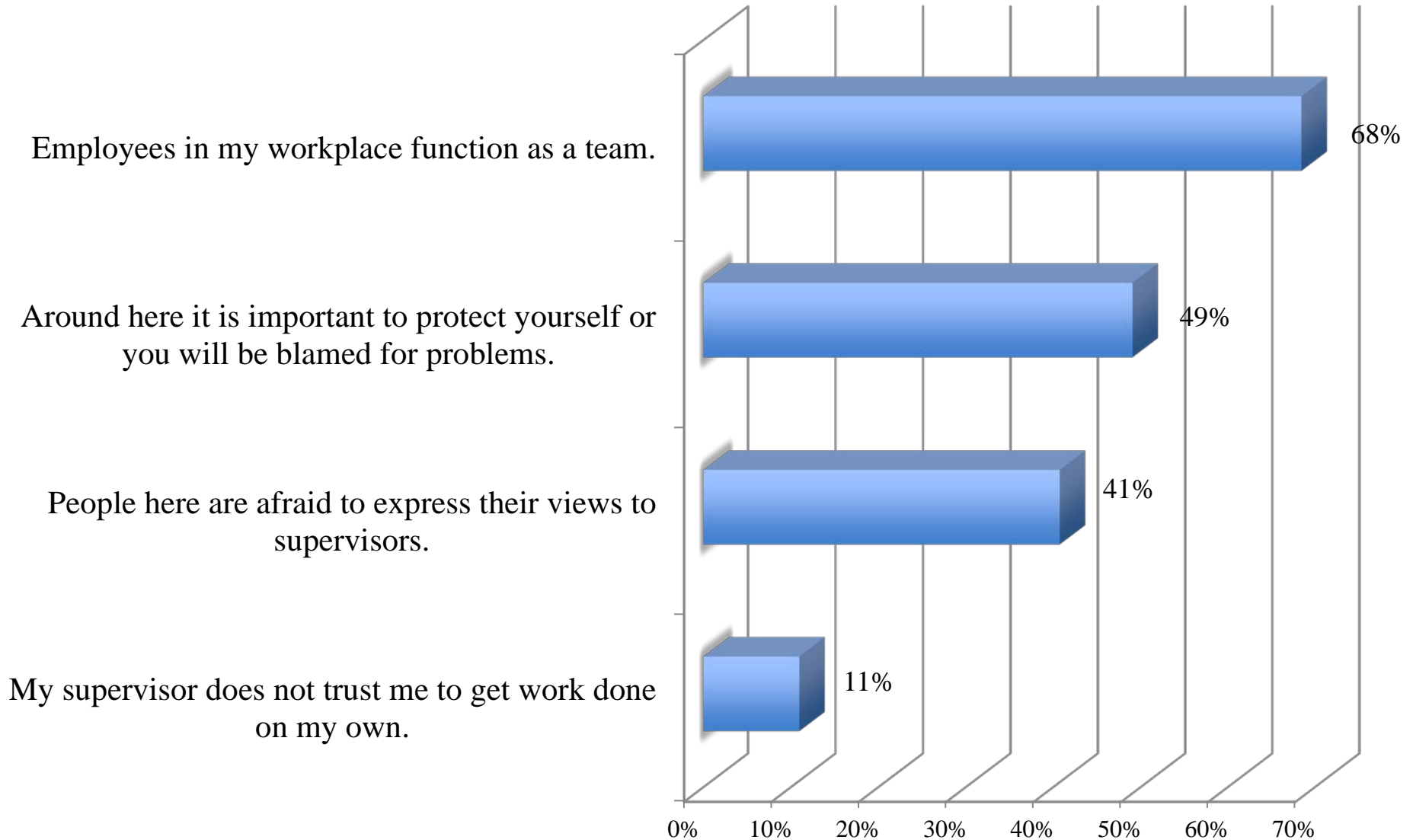
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“When it comes time to buy equipment, they don’t ask for input. There are lots of egos involved. You don’t have my job so you don’t know what’s best. Who are you to question, I’m smarter than you. But we’ve all come up with ideas to save money.” -Town Employee

Workplace Climate



Employees Who Agree With Statements About Workplace Climate



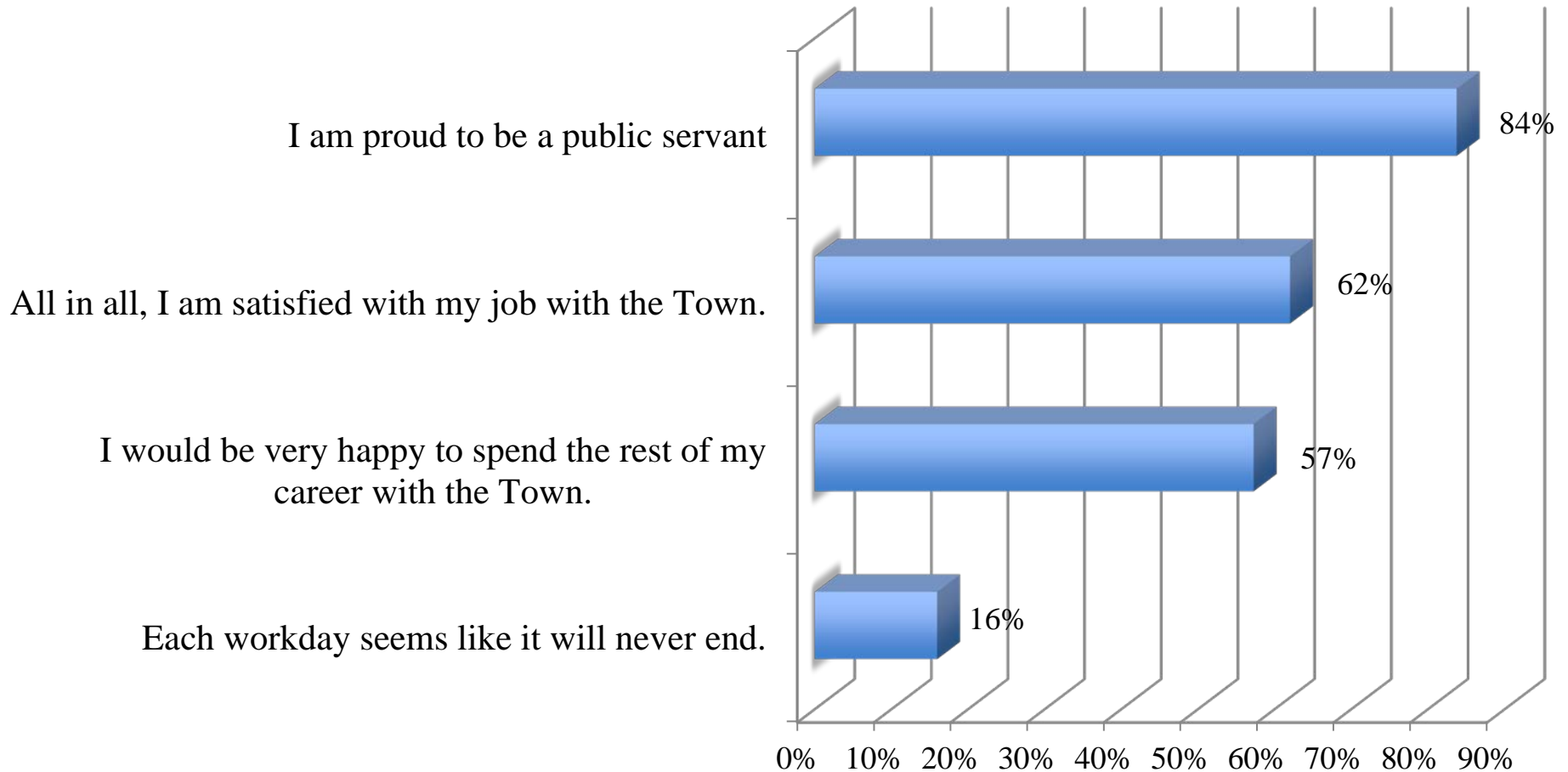
My supervisor is awesome. He's very on top of things usually. He really trusts people to do their own thing, and you have to have a degree of independence, because a lot of the time your supervisor's not there with you. He has some great ideas about how to do things.

-Town Employee

Employee Engagement



Employees Who Agree With Statements About Employee Engagement

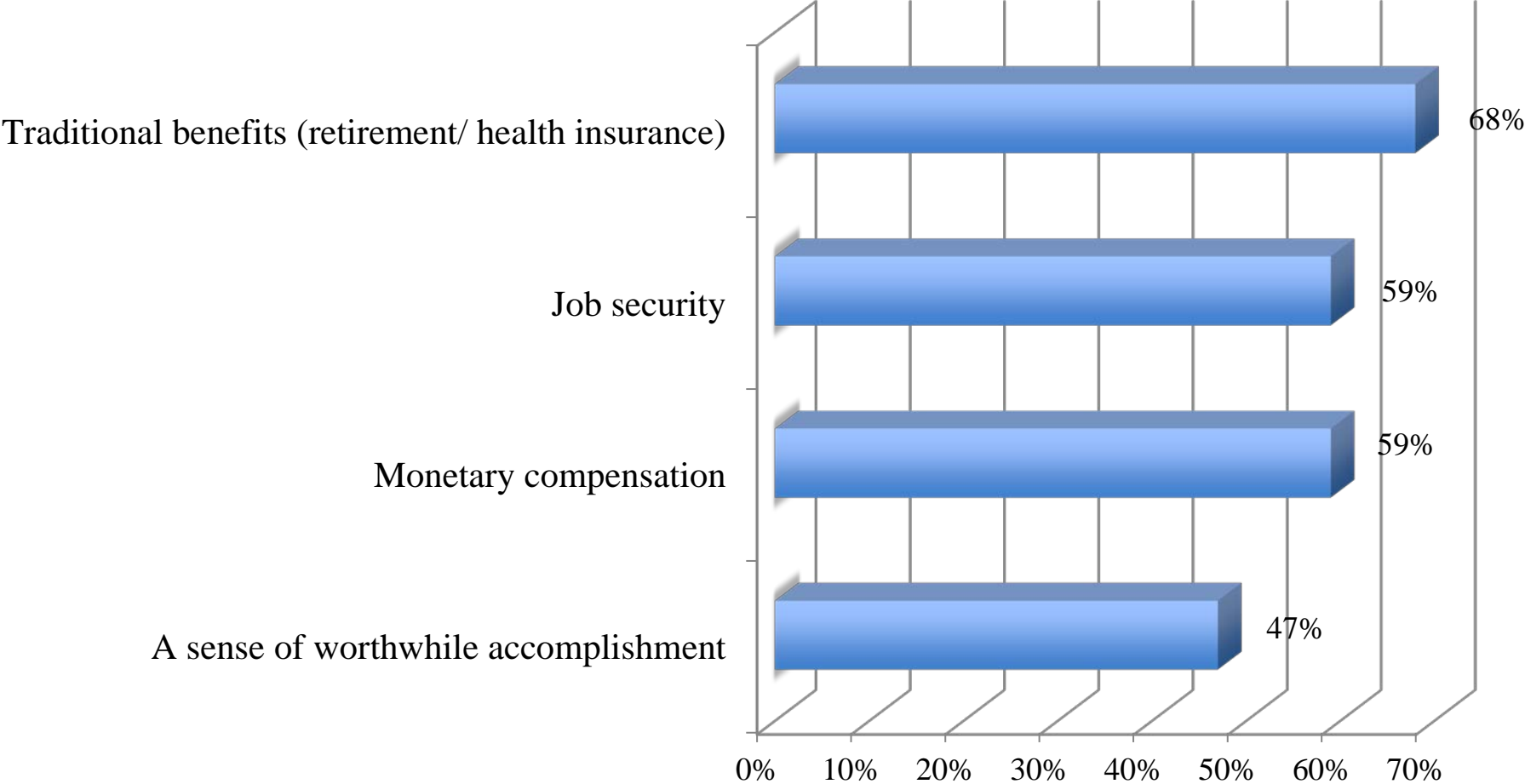


2013 Town of Chapel Hill Employee Perspectives Survey

I love my job, I have a great supervisor, I love the guys I work with. We compromise, decide how we are going to do things, like the A team. We discuss how to get things done and then we go out and do it. –Town Employee

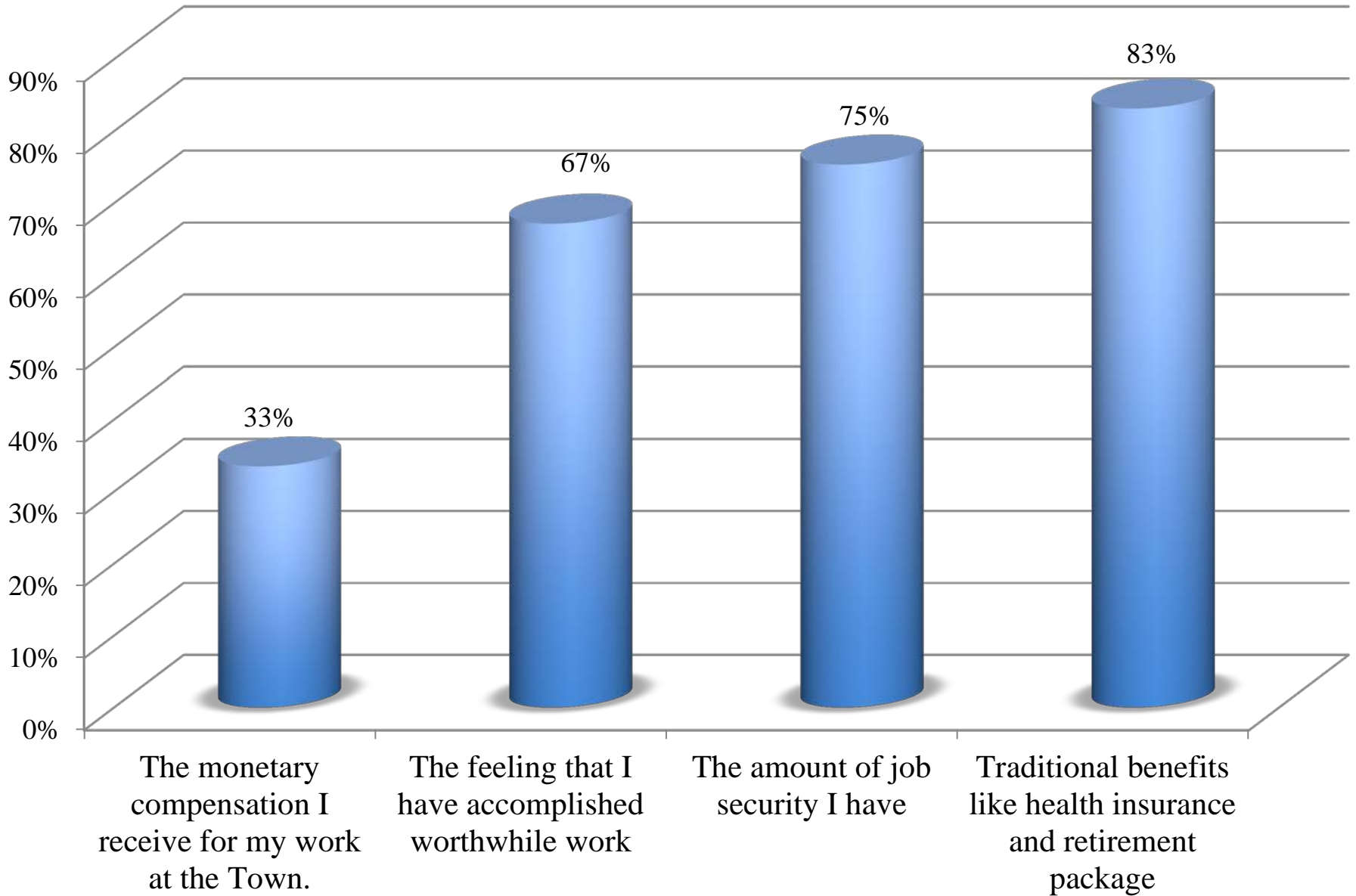
Rewards

Most Important Rewards To Town Employees



“I think I’m the youngest one in my department. Compensation is important (to us)—we are thinking about rent, bills, paying school loans. As we get older, benefits will be more important. When you get older, you start thinking about health care more.” -Town Employee

Satisfaction with Top Rewards



Summary and Recommendations

- High response rates
- Strengths
 - Engagement
 - Teamwork
 - Autonomy
- Room for Improvement
 - Mission and vision
 - Communications
 - Empowerment

Summary and Recommendations

- Improve internal communications
 - To help with mission and vision
 - Accountability
 - Training
- Empowering employees
 - Prioritize
 - Accountability
 - Training

What are we doing?

- Expanding training opportunities
- Piloting strategies for improving communication
- Seeking additional information
- Policy, procedure and ordinance review/revisions

Next Steps?

- Developing collaborative solutions by:
 - Further engaging employees to address “stories” the data tells
 - Department-level follow-up and accountability
 - Targeted engagement and info gathering
- Reissuing survey every two years



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