

Employee Survey Results Report

For



January 7, 2019

Creating Solutions. Building Relationships.

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Overview of the Survey Project

Purpose:

An employee survey is designed to offer information on a broad range of topics which will be useful in planning for training, development, succession, recognition and improvement. Survey data is specific, relevant, and actionable. A survey can be a powerful tool for positive change. Policies that need changing can be changed. Employees who lack skills can be trained and coached. Employees who create excellence can be recognized. The amount of communication, upward and downward, can increase.

Objectives:

The objectives of this follow-up employee survey are:

- Demonstrating to employees that you are taking a genuine interest in them, their views and ideas
- Identifying strengths and weaknesses in management performance and organizational policies, procedures and technology
- Determining key contributors and barriers to delivering excellent customer service and soliciting invaluable improvement ideas from employees who deal with customers on a daily basis
- Helping HR get key employee issues and concerns to the forefront of the organization's management agenda
- Identifying "warning signs" of trouble within the organization in areas such as morale and communication
- Identifying needs for employee training and development programs.
- Measuring the satisfaction and engagement of employees to support recruitment and retention
- Identifying shining examples of successes which can enable you to replicate them and create best practices within the organization.
- Determining if strategies employed to make the improvements suggested by the first survey have resulted in effective changes
- Identifying the next round of suggested improvements and changes.

Process Logistics

The follow-up survey process consists of three basic steps:

Step 1: Review of the customized survey

- In this step we clarified instructions on two questions.
- We determined that a presentation would be made to each of three groups:
 - Key stakeholders
 - City Council
 - Department Head meeting

Logistics were identified:

- The number of employees to be surveyed was **384** (compared to **310** in the first survey). Of the 384 current employees, **152** were new employees since November, 2016.
- The survey was distributed December 7 and closed December 18, 2018.

Step 2: Distribution and administration of survey

Emails for distribution prior to the survey were created and distributed.

Step 3: Customized reporting and analysis with specific recommendations

This report is being shared with key stakeholders and includes recommendations for use of the results as well as feedback. We will be meeting with City Council and department heads in separate presentations.

Communication Plan

Employee buy-in is critical to the success of the survey. If they believe that improvements will result from the survey, they are more likely to participate by completing it and will become actively involved in the follow-up improvement action planning process. A communications plan that covers three stages – before the survey, during the survey, and after the survey has been designed by the consultant.

The following table outlines some of the key messages that have been communicated at each stage of the survey process:

Before the Survey

Before sending the actual survey invitation to employees, an email was distributed to managers reviewing instructions and asking their support in encouraging employees to complete the survey.

During the Survey

- Reminders were distributed twice stressing the confidentiality of the survey and providing assurance that their responses are needed.

After the Survey

- Thank all employees for participating. Be fair and honest in what you share.
- Address issues in a positive and constructive manner.

Survey Results

- Based on national statistics, the average response rate for email surveys in **2018** is **30.3%** compared to **24.8% in 2016**.
- **270** responses have been received, yielding a response rate of **70.0%** compared to **75.0%** in **2016**.
- Also impressive is the fact that **81%** of the respondents completed **100%** of the survey including the open-ended questions compared to **94%** in 2016. The volume of open-ended responses was highly unusual. Normally, **20 – 25%** of the respondents completed open-ended questions. The result was hundreds of pages of responses. In reporting these comments, efforts were made to group responses into obvious categories; however, aside from correcting spelling errors, the comments are reported as written by the respondents.
- These statistics mean that the data is highly projectable and, therefore; reliable to use in planning and decision-making.

The views and opinions expressed in the Comments pages of this Employee Survey are the views and/or opinions of the person that wrote them and do not represent or reflect the views and/or opinions of the City of Aiken or the City Council of the City of Aiken.

Key Results

Since this report contains a large amount of data; the objective of these few pages is to summarize key results. These are the key findings:

1. There is a solid base of employee satisfaction with their work and co-workers. This is important as a foundation for developing a strong culture. Positive results include:
 - 94.4% of the respondents like the work they do compared to 89.3% in 2016.
 - 47.9% of the respondents like the people they work with compared to 84.3% in 2016.
 - 64.8% of the respondents plan on working for the City of Aiken until retirement compared to 55.7% in 2016.
 - The top three benefits meaning the most to the employees remained exactly the same:
 - Health Benefits
 - Vacation Leave
 - 100% Paid Pension
2. Since municipalities generally struggle to attract and retain the best employees, it is important to address the issues that might impact these efforts. Areas of focus include:
 - 32.1% feel that their salary is fair for the work they do compared to 17.1% in 2016. While the amount of pay was a concern, the comments continued to indicate concerns about the fairness of pay and promotion decisions.

- There was a significant rate of turnover in the two-year period between surveys. 2.8% stated that they were in the current job only until they could find something else compared to 7.7% in 2016. 17.4% indicated they only plan to stay with the City for five years or less compared to 19.7% in 2016.
- 73.8% of the employees indicated that they feel they can trust what leadership tells them compared to 56.9% in 2016. In strong cultures, this score is usually upwards of 90%.
- 47.4% of the employees believe communications from management keep them up to date compared to 45.2% in 2016. 28.4% feel they rarely get advance notice of upcoming changes compared to 33.6% in 2016.
- 69.7% feel they are consistently being treated with respect compared to 53.8% in 2016.
- 50% feel that their job is secure. There is a sense of uncertainty about their future.
- 47.6% feel that the policies are implemented in ways that are fair to all compared to 34.6% in 2016.
- 40.6% feel that favoritism is not an issue with pay or promotion compared to 36.7% in 2016.
- When responding to the types of training needed, the main concern was specific job skills. The responses closely parallel those in 2016.

3. There appear to be several areas of concern:

- There are infrastructure needs :
 - Pay is a serious issue but may also be a symptom of the cultural components that are perceived to have been lost such as feeling that they are contributing and valuable employees.
 - Performance appraisals were strongly criticized. This may be one of the factors contributing to a sense of unfairness.
 - Opportunities for promotion handled with fairness also still seem to be an issue.
- There still does not appear to be strong supervisor/management culture. Many do not feel empowered. Some of the employee issues could be resolved or prevented by supervisors being able to manage. Having an infrastructure of processes such as policies, succession, discipline and leadership that is known by all managers and supervisors forms the core of a culture. No matter what is said at the executive level, the true culture of an organization is what the front-line managers communicate through words and actions to their employees. That is why management development and training programs are so important to maintain consistency. These comments from 2016 are still valid.
- Communication is perceived to be a significant issue.
- There was more focus on concerns/complaints about direct supervisors and managers in this survey. More focus, direction and clear expectations were frequently cited as being needed in the written comments.
- There is still a concern about discipline and fairness in the application of policies.
- Many comments included requests for leadership to engage employees especially before decisions are made regarding new policies and changes in workflows. This could imply a lack of confidence that the supervisors and managers are adequately relaying their concerns about workloads and processes.

Recommendations

Overall, our assessment is that many of the areas with lower scores reflect needs that could and should be addressed by supervisors and managers. Strong operations are channeled by managers and supervisors; therefore, the stronger the management culture, the optimum the operations. Strong cultures facilitate performance because:

- They are characterized by goal alignment
- Of shared values by the employees
- They provide control without a lot of bureaucracy

Three initiatives that could yield speedy results are:

1. A leadership mandate that clearly articulates that the City values its employees, identifies goals and sets forth the expectations for performance. In return, the efforts that would be made to assure employee success are defined as commitments. These could include training, equipment, and/or process improvements. Of special importance is the establishment of a consistent and frequent process of communication focused on asking for input and listening to the responses rather than simply sharing decisions. It is critical that leadership be visible to employees on a regular basis. Scheduling routine visits to the different departments is necessary. Until the employees see evidence that they are being engaged and made to feel as an important element in the success of the City, they will be unlikely to trust leadership completely.
2. Enhance the operational infrastructure. Employees increase their commitment levels when they feel they are being treated fairly. The systems in place will dictate the sense of fair play. These include compensation, job descriptions, performance evaluation, policies and procedure manuals. Given the turnover rate, a strong on-boarding process is vital. While some of these systems have been put in place, the focus may need to be on how consistently they are being implemented.
3. Set expectations for managers and supervisors that raise the bar. The most important elements in managing a culture are:
 - What managers pay attention to
 - How managers react to crises
 - How managers behave
 - How managers allocate rewards
 - How managers hire and fire individuals

These are the very areas in which a significant number of negative comments were still being made by employees. Judging from the comments received from survey respondents, there is the perception that not all managers are on the same page and that there is favoritism and inequity. Training is a shortcut to developing a powerful culture that is well worth the investment.

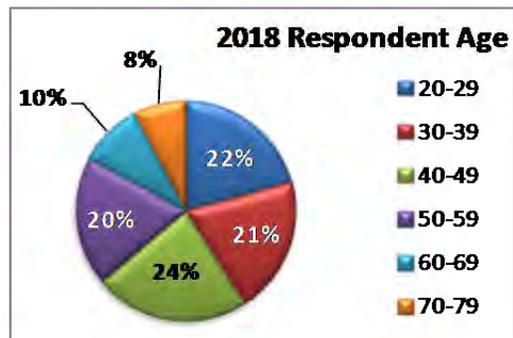
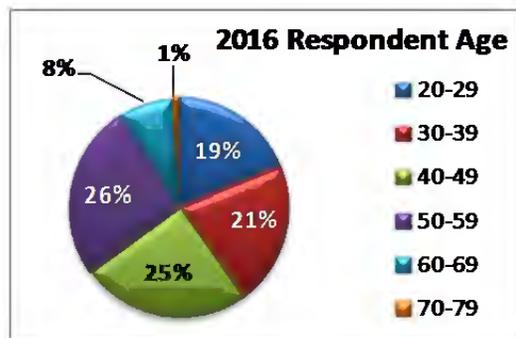
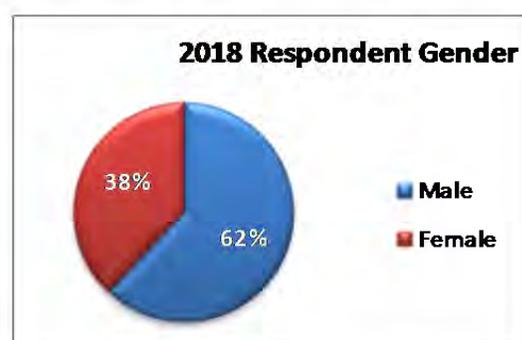
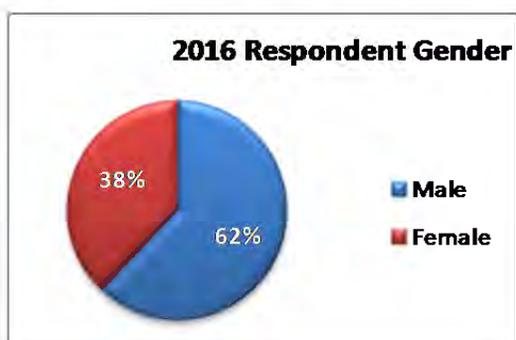
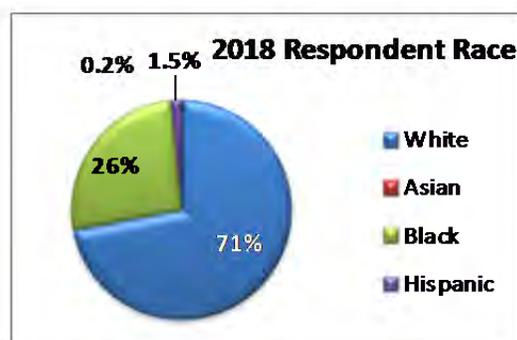
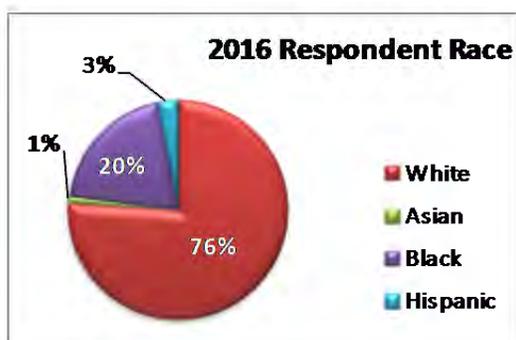
Action Plan

Specific initial steps I would recommend include:

1. Review this report carefully.
2. Discuss the results with your leadership team.
3. Develop strategies and a timeline. Strategies could include developing employee project teams to work on the issues identified, conducting focus groups to determine the needs and desires for improving infrastructure systems to be fair and clearly understood by all as well as identifying specific training needs.
4. Finalize how the information will be disseminated to employees.
5. Communicate with the employees.
6. Review efforts regarding infrastructure supports such as job descriptions, policies and procedures, promotion plans, performance evaluations, reward and recognition systems, etc. to determine if additional efforts are necessary to align all.
7. Continue to focus on a comprehensive training plan implementation.

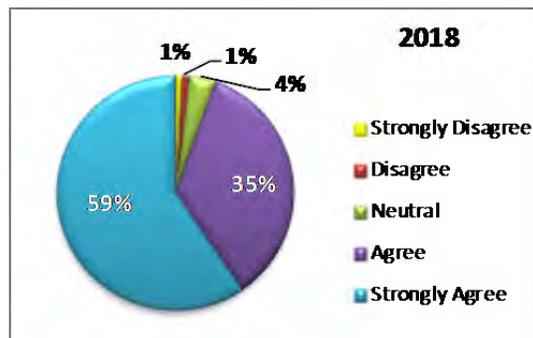
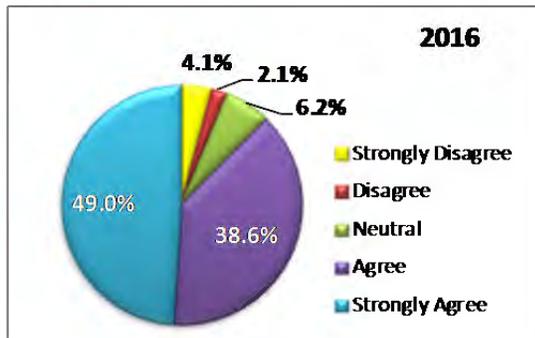
Survey Results Distribution

The following charts indicate the comparisons between the 2016 and the 2018 respondent databases. The respondent distributions correlate to the workforce statistics; therefore, this indicates a solid validity factor. This means that the responses can be considered credible and representative of the entire workforce.

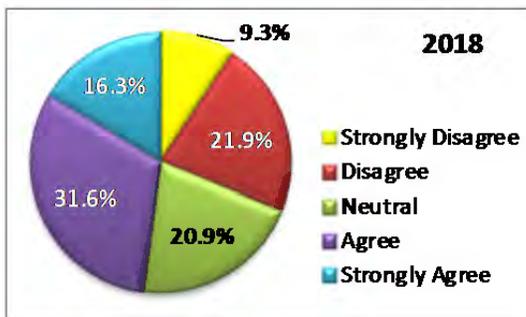
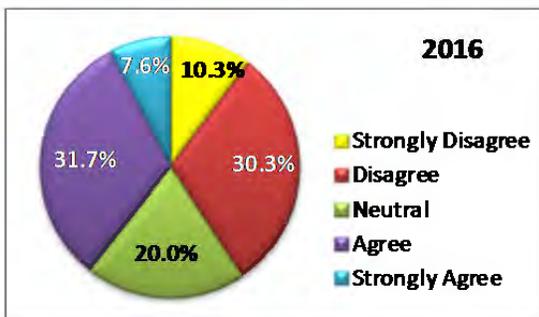


City of Aiken Employee Survey 2018

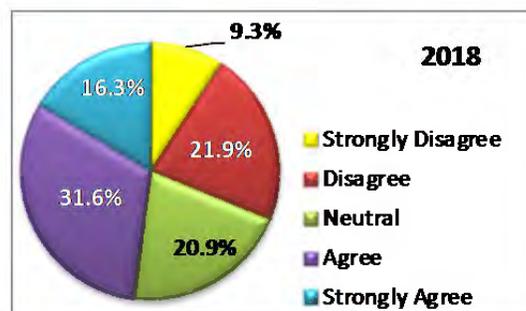
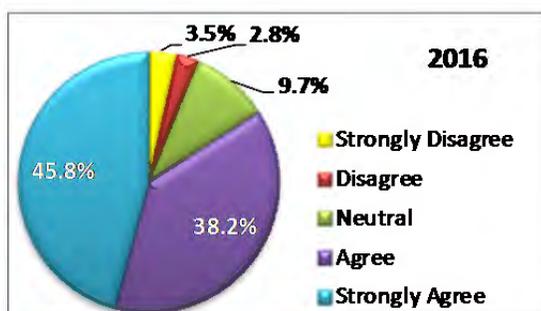
1. I like the work that I do.



2. I am always informed about decisions or changes that will affect me.

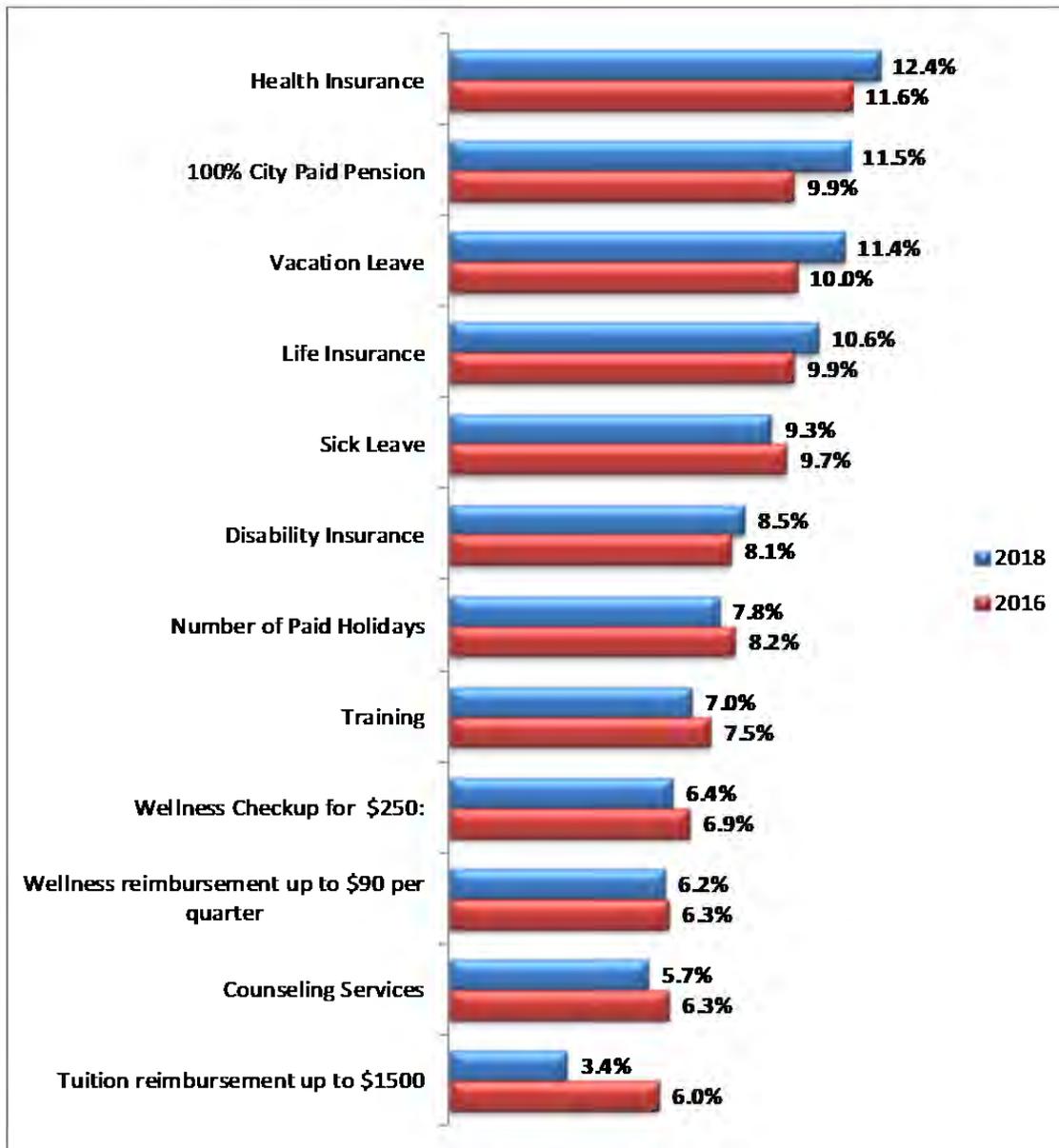


3. I like the people I work with.

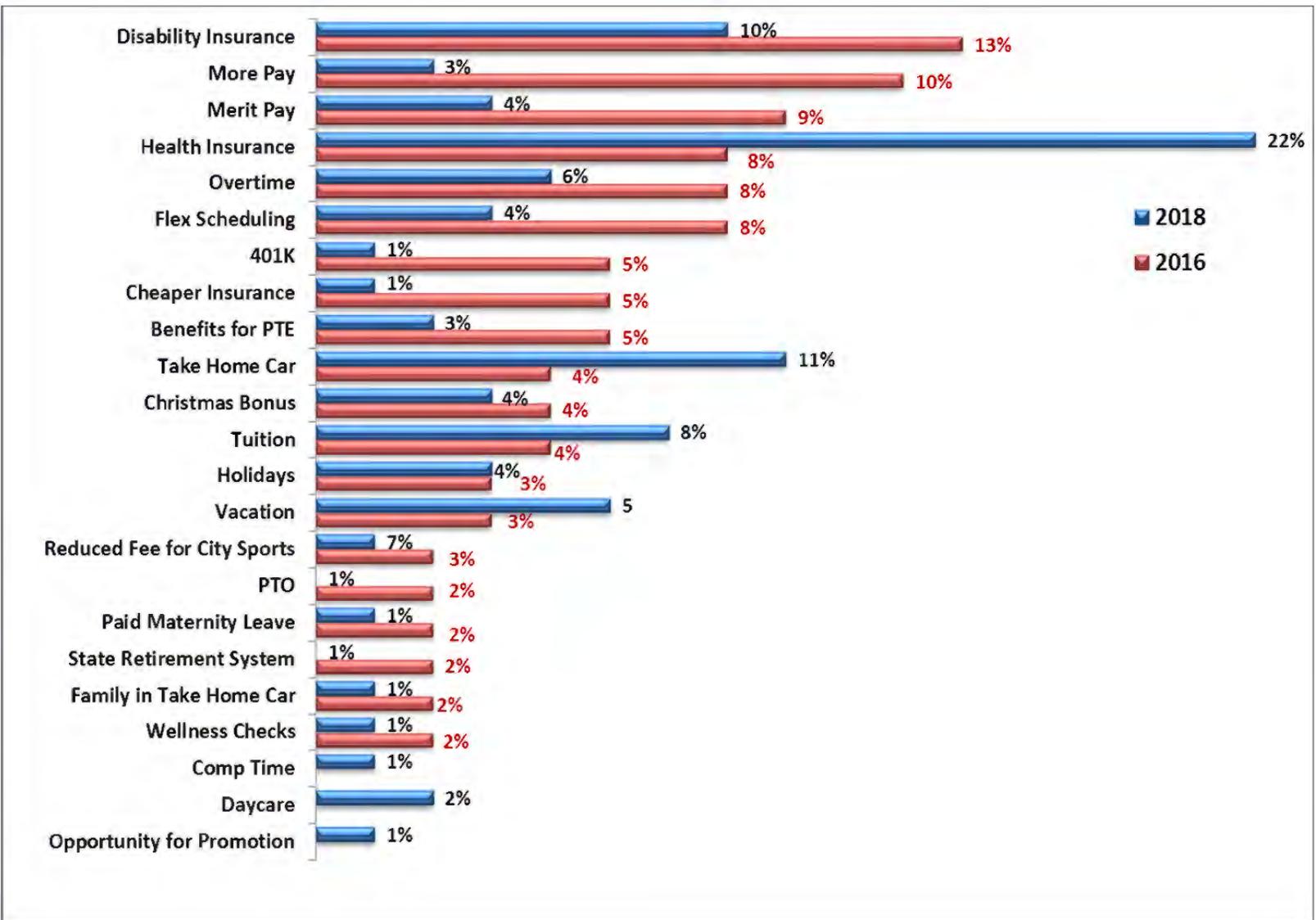


4. The benefits that mean the most to me are:

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5. What benefits not currently available would you like to see added?



5. What benefits not currently available would you like to see added?

Other:

Compensation

- Salary adjustments appropriate with length of service and rank.
- Shift Differentials should be paid to employees that have to work. Over the past several years, we have lost employees because they were hired by companies that offer this
- More pay.
- Paid overtime (3)
- Unlimited overtime
- Employees should also be able to acquire paid overtime for all hours worked over their normal schedule.
- Incentives to make money
- COLA
- Pay for Sick Leave

401K/Retirement Pension

- 401k match
- 401K matching for employees not on city retirement
- Better Pension
- Bring back the pension plan
- Retirement with medical insurance
- Retirement insurance
- 401k matching for employees without City Pensions
- New employees do not have 100% City pension

Christmas/Other Bonus

- Yearly Bonus (3)
- Better bonus for longevity.
- Some kind of bonus
- Education bonus

Insurance

- Disability insurance (2)
- Short term disability insurance
- Aflac
- Long term disability (4)
- 100% eye care
- 100% medical d eye care
- Better health insurance
- Insurance for me and my family
- Better vision care
- Dental care for part-time employees
- Be able to carry my parents on my insurance.
- Better dental
- Full dental
- HDHSA plan now charges us for vision exams. That should be covered under preventative services.
- Health
- Health/medical
- Increase eye care insurance
- Dental insurance need to be better
- Liposuction surgery
- More dental
- Nothing added just the cost to stop going up
- Coverage of FDA approved diet pills
- Optional life insurance as payroll

Take Home Car

- Take home car (2)
- Take home car for all ADPS PSOs
- Take home cars for all
- Take home vehicles for all PSO's with assigned vehicles
- Take home vehicles for law enforcement
- Relax vehicle use policy

Part-Time Employees

- This question doesn't apply to me since I am part-time with no benefits
- Retirement insurance
- Some benefits for part time employees

Tuition Reimbursement

- Tuition
- Increase college tuition
- Change the education benefit from a flat \$1500 per year to pay for 2 classes a school year until bachelor's degree. Once you obtain your bachelor's degree then it will revert back to 1 class per year for advanced degrees.
- An increase in tuition reimbursement to \$2000/year
- Increased Tuition Reimbursement

Satisfied With Benefits

- I'm okay
- I am currently satisfied (33)
- I'm content with our benefits
- No additional benefits needed
- None that I know of
- All of them
- City is very generous with benefits.
- Unsure

Holidays

- Additional Holidays and Vacation
- The day after Thanksgiving should become a paid holiday. (2)

Vacation/Sick Leave/Comp Time

- Five weeks of vacation to 20 years and up
- A re-evaluation of the vacation and holiday policy to more align with state government.
- More than just 4 weeks of vacation days. 20 years or more service needs at least 5 or 6 weeks
- Yearly reimbursement for unused sick leave that is lost if not used
- I would like to be able to use my comp time to get a full 40 hours on my short week.
- Family Leave not deducted from sick leave.

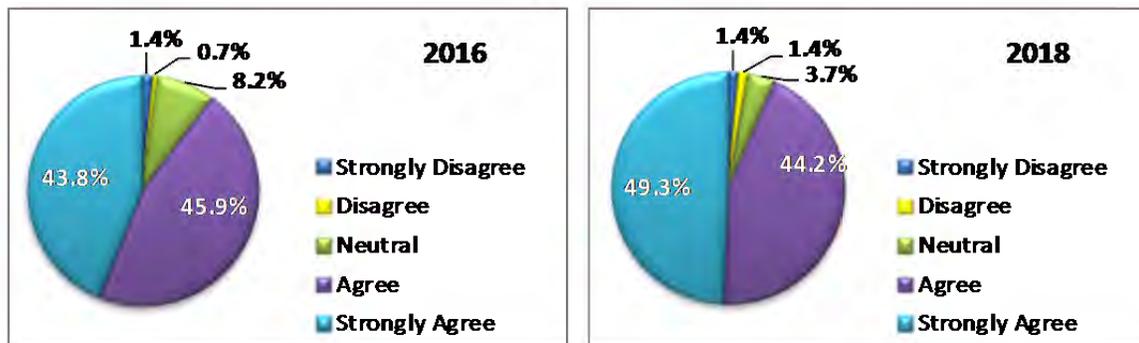
Wellness

- Ability to work out during a break at work.
- Wellness reimbursement for runners and people that work out at home. If I am running or working out at home and could prove it via apps on my phone, I would like to get some of my money back. I have to purchase equipment, clothing, and shoes to stay in shape. I just prefer not going to a gym.
- That all City Employees Family (wife) can Use the Gym at the Weeks Center free if they are not on City Insurance. This would be good for the health of the employee and their family.

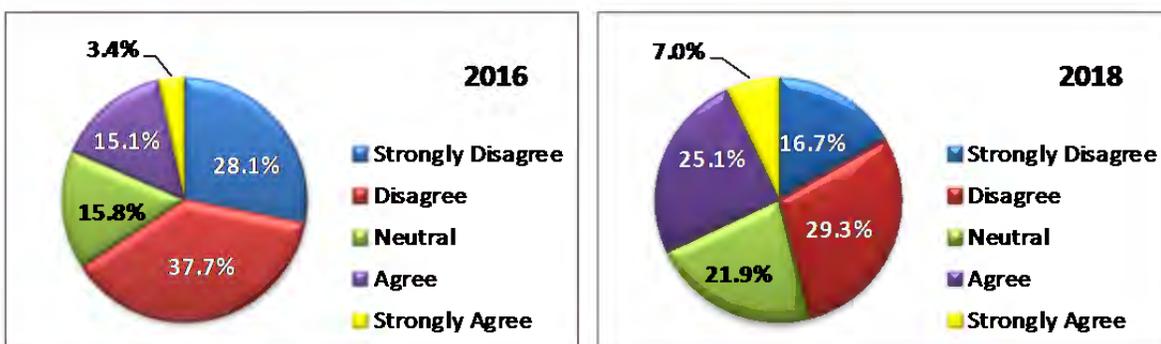
Miscellaneous

- More flextime
- Daycare (2)
- Pay for Sick Leave
- Education Bonus
- Safe Driving Benefits
- Cell phone stipend
- Laptop
- Try to keep the benefits we now have.
- Employee group counseling sessions would be beneficial
- Home buying
- Discount on City services such as water or sewer
- Student loan forgiveness
- Allow us to wear T-shirts other than white. Remove the ties from winter uniforms and allow turtlenecks. Ties should be for court and Class a's.
- Increased staffing to result in no mandatory training on off days.
- Discounts
- Paid death leave without coming out of your vacation time
- Paid Leave with Extenuating Circumstances

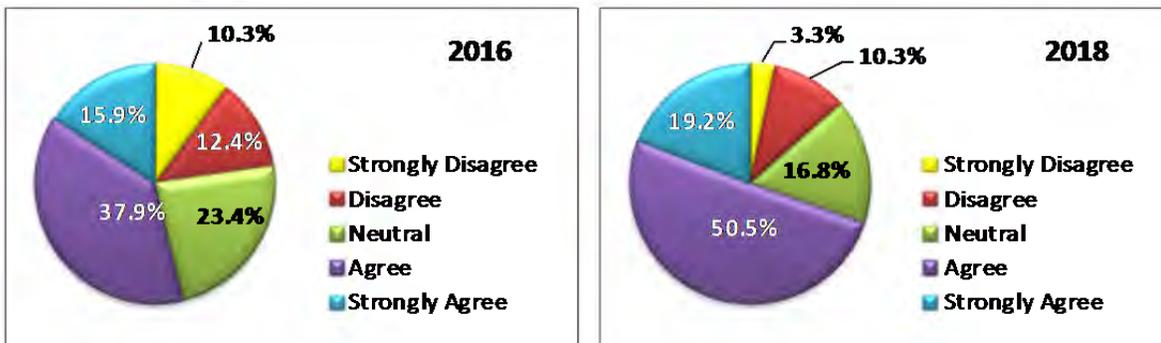
6. I know what actions and behaviors are expected of me.



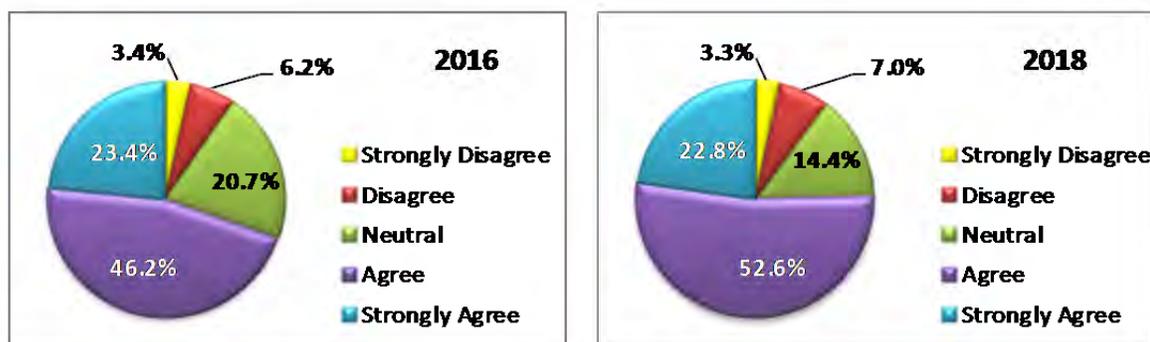
7. I believe my salary is fair for the work I do.



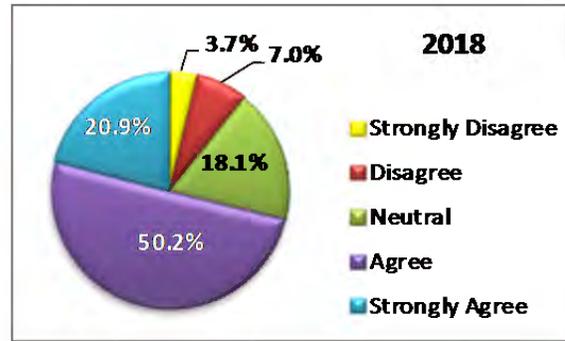
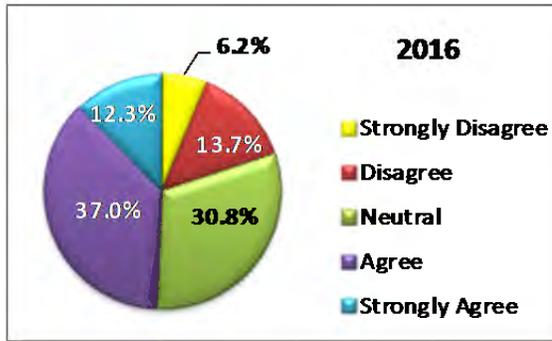
8. I believe I am consistently treated with respect.



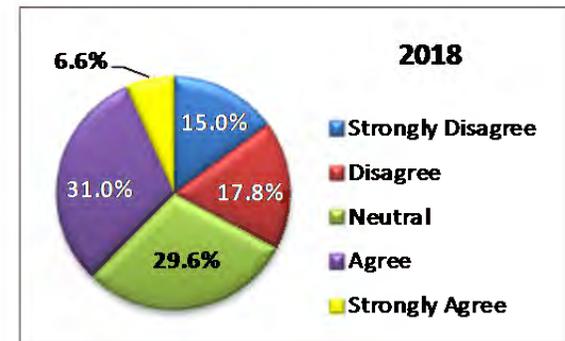
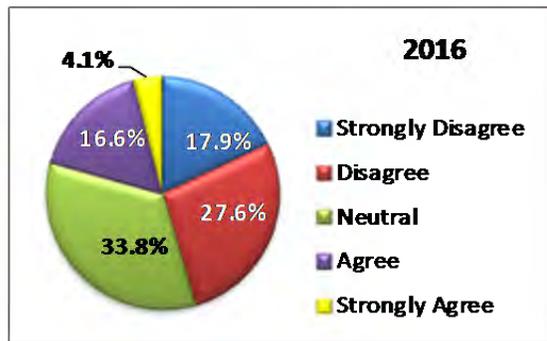
9. I am given enough authority to make decisions needed to do a good job.



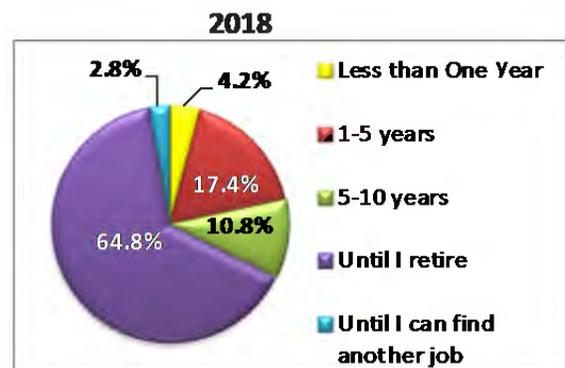
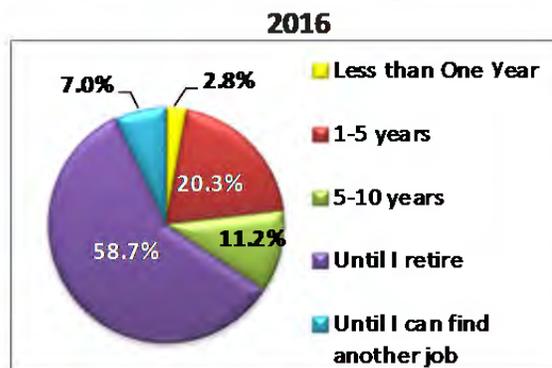
10. I believe my job is secure.



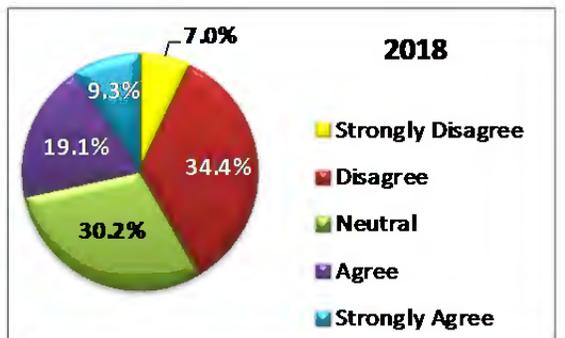
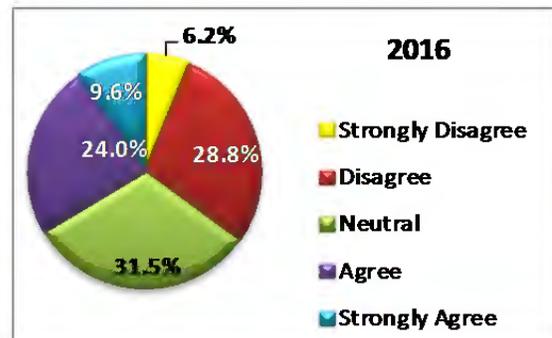
11. There is adequate opportunity for my career advancement.



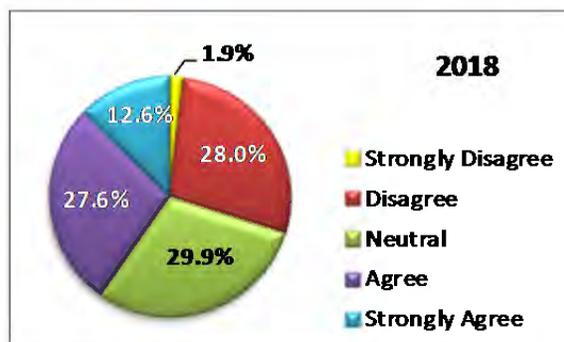
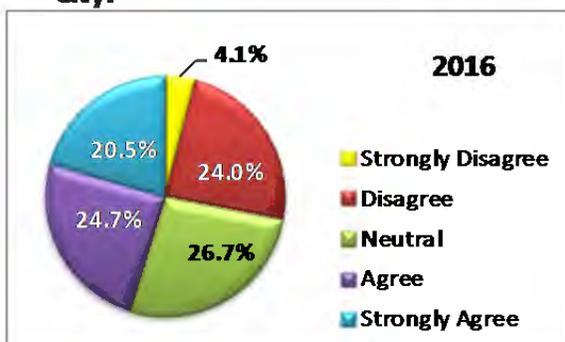
12. I plan to work at the City of Aiken for the next:



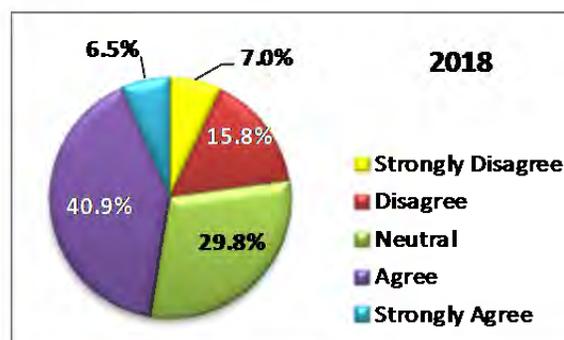
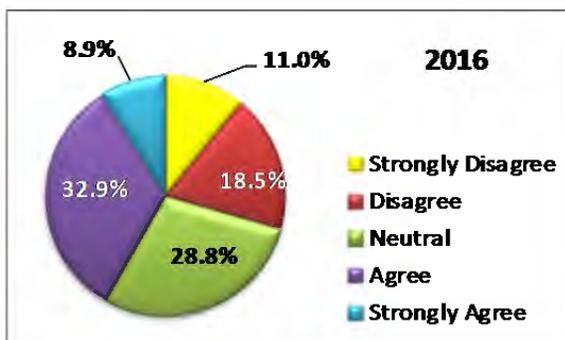
13. I rarely get advance notice of upcoming changes.



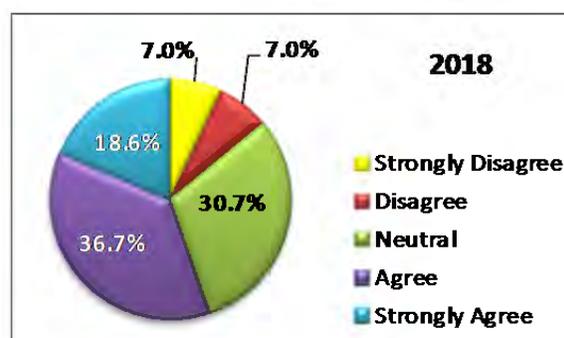
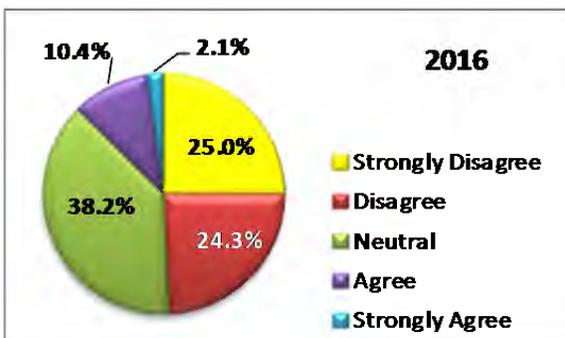
14. Compensation is the most important factor in my decision to stay employed with City.



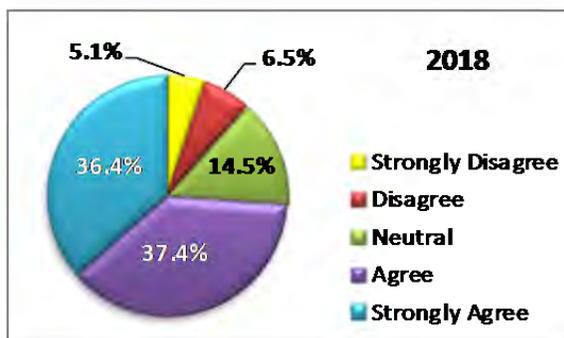
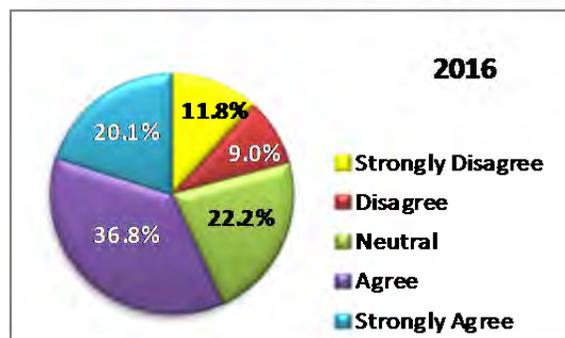
15. Leadership communicates information with employees in a clear and timely way.



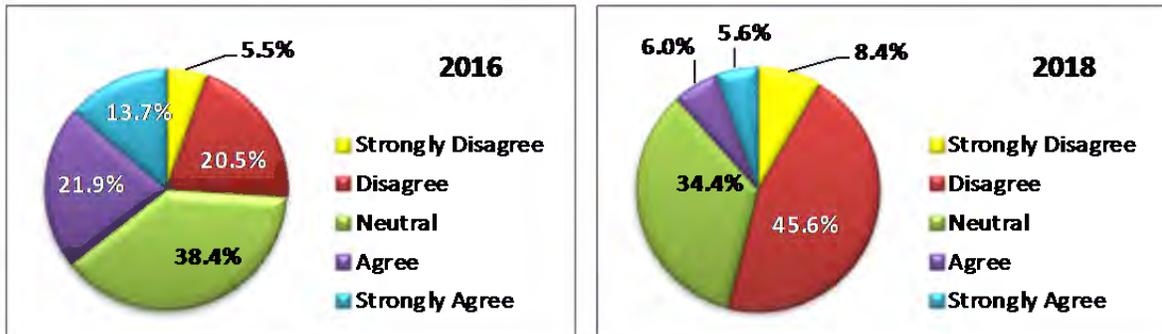
16. I believe the changes that have been made in the past year are good ones.



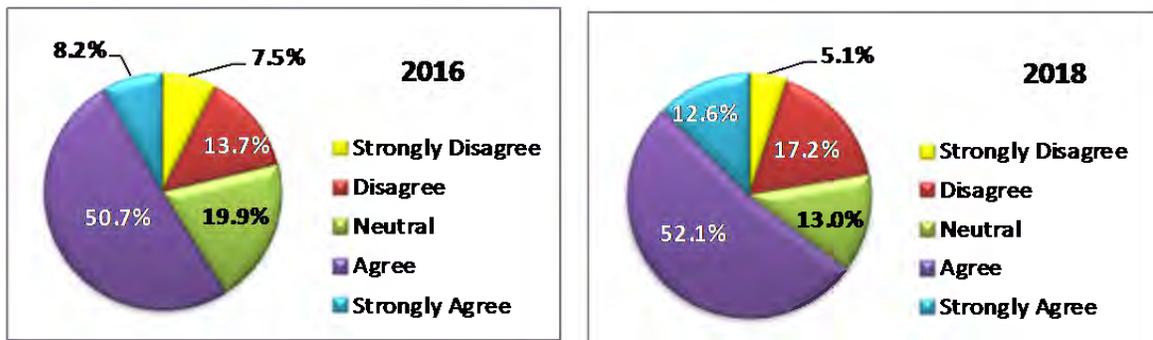
17. I feel I can trust what I am told by my manager.



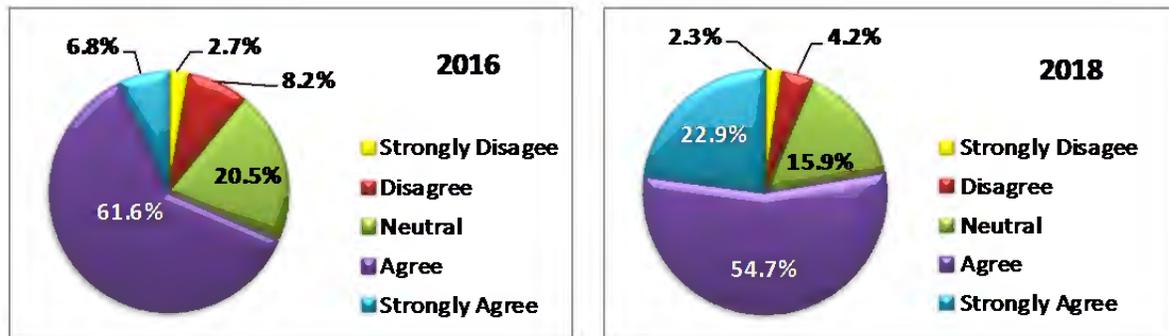
18. We are changing things too much and too quickly.



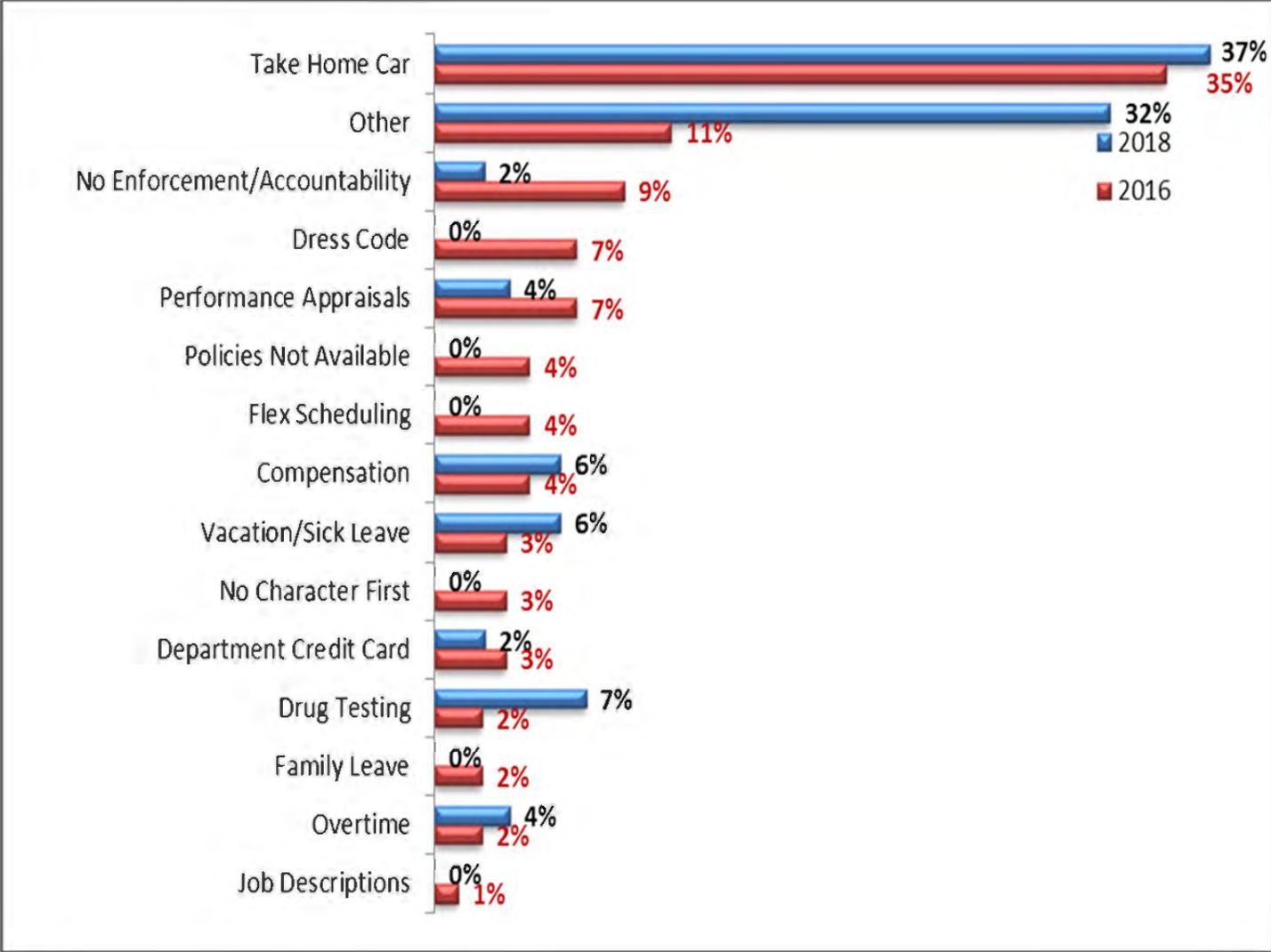
19. We are all held accountable for achieving the necessary results.



20. The policies and procedures of the City of Aiken are clear and readily available to me.



21. List any policies you feel need to be changed.



21. List any policies you feel need to be changed.

Other:

Miscellaneous

- People need to pay for us to pick up their late put out garbage/recycle
- Pursuit policy
- Searching vehicles... This flirts with the line.
- Short term disability policy needs to be better explained in the handbook. Wording is confusing.
- Backing up policy
- Career path in the fire division
- Code Response to Fire Alarms
- Concealed Weapons
- Fairness
- Feel like we are looked down upon and expendable
- Fire alarm response.
- For me, processes are more of a concern at this time.
- How much yard debris customers are allowed to put out
- Smoking
- Smoking policies outside of facilities
- The changes to the retirement system were wrong and spearheaded by a greedy person.
- The drinking policy for ADPS

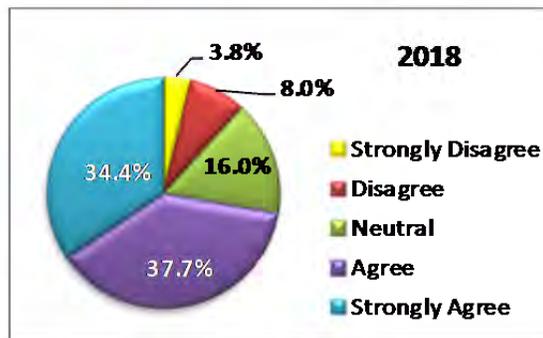
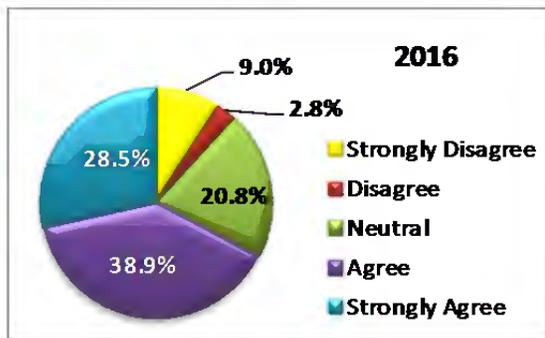
Management

- The chain of command cause at the end of the day most people that work together in the same department hang together outside of work so if you hang with someone who has power over your department you can get away with murder.
- Chain of command- hard for supervision to do jobs when upper management undermines it.
- More strict on tardiness and/or absences that are excessive
- Newly hired should be evaluated earlier and let go if not meeting expectations. We should not hire for one job then try to find something they like or can do cause they can't do what hired for
- Supervisor on duty nights and weekend.
- The way time sheets are done, reviewed and enforced
- When employees are hired they must make 6 months' probation at the job they are hired at before they are allowed to move to a different position.

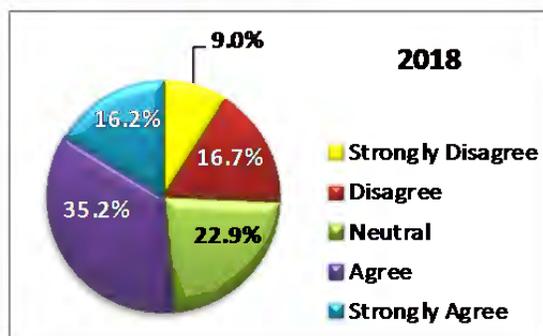
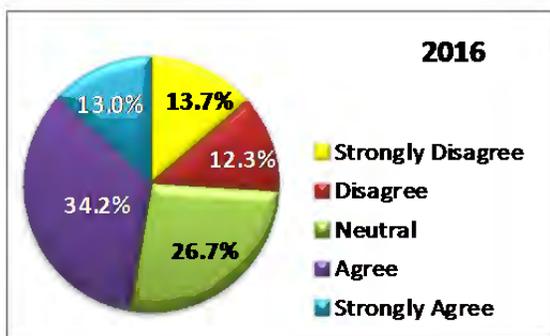
Staffing

- Driver operators are constantly short staffed; we should be allowed to work overtime to be able to maintain full staffing.
- Minimum staffing policy.
- Fully manned Fire Department separate from police Department

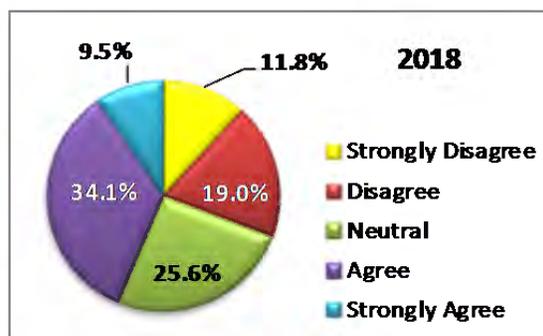
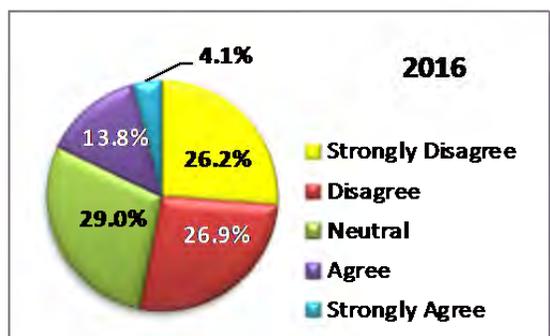
22. I can depend on my supervisor to have my back.



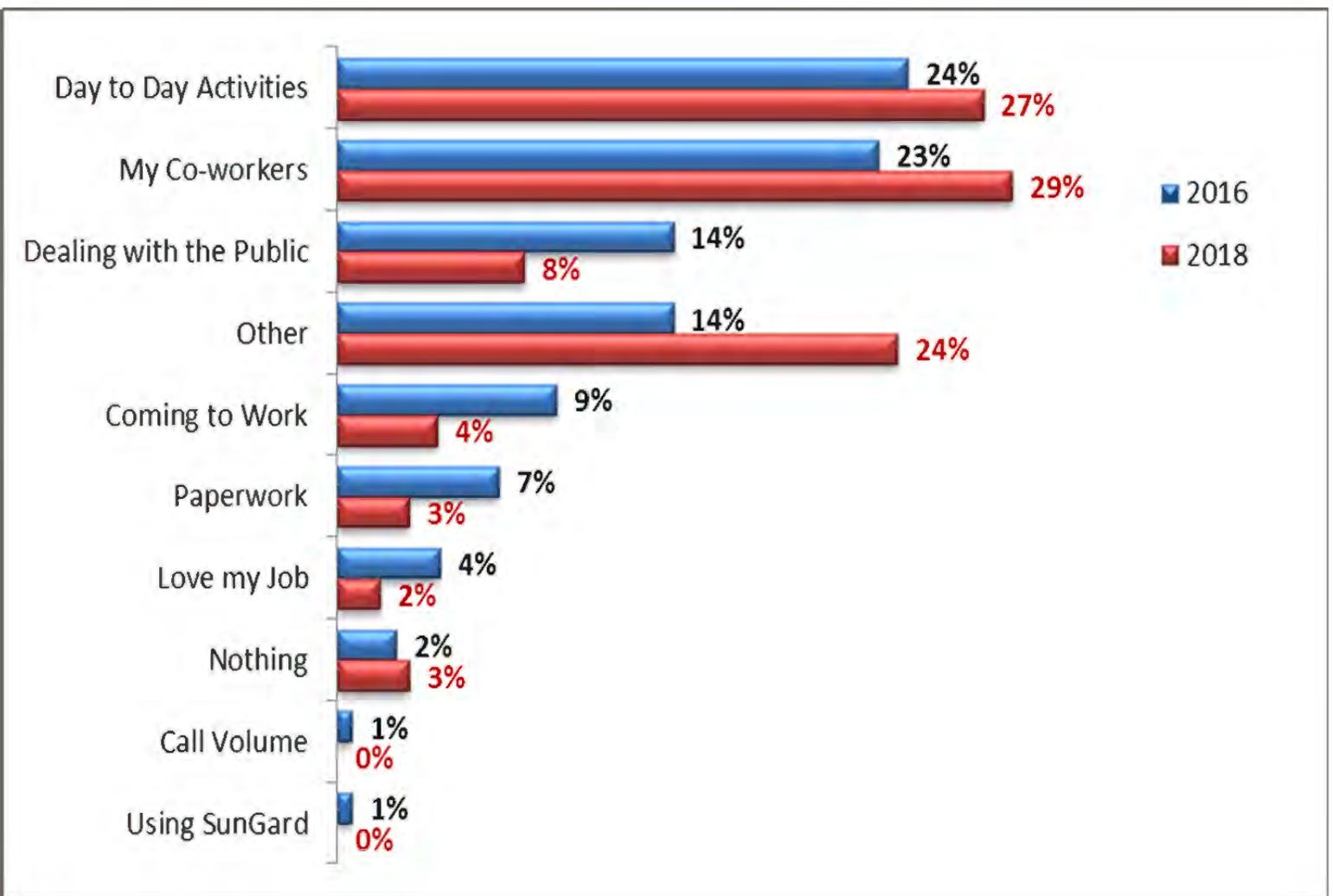
23. My supervisor regularly meets with me to discuss my career goals and needs.



24. I know what I need to do to earn more pay.



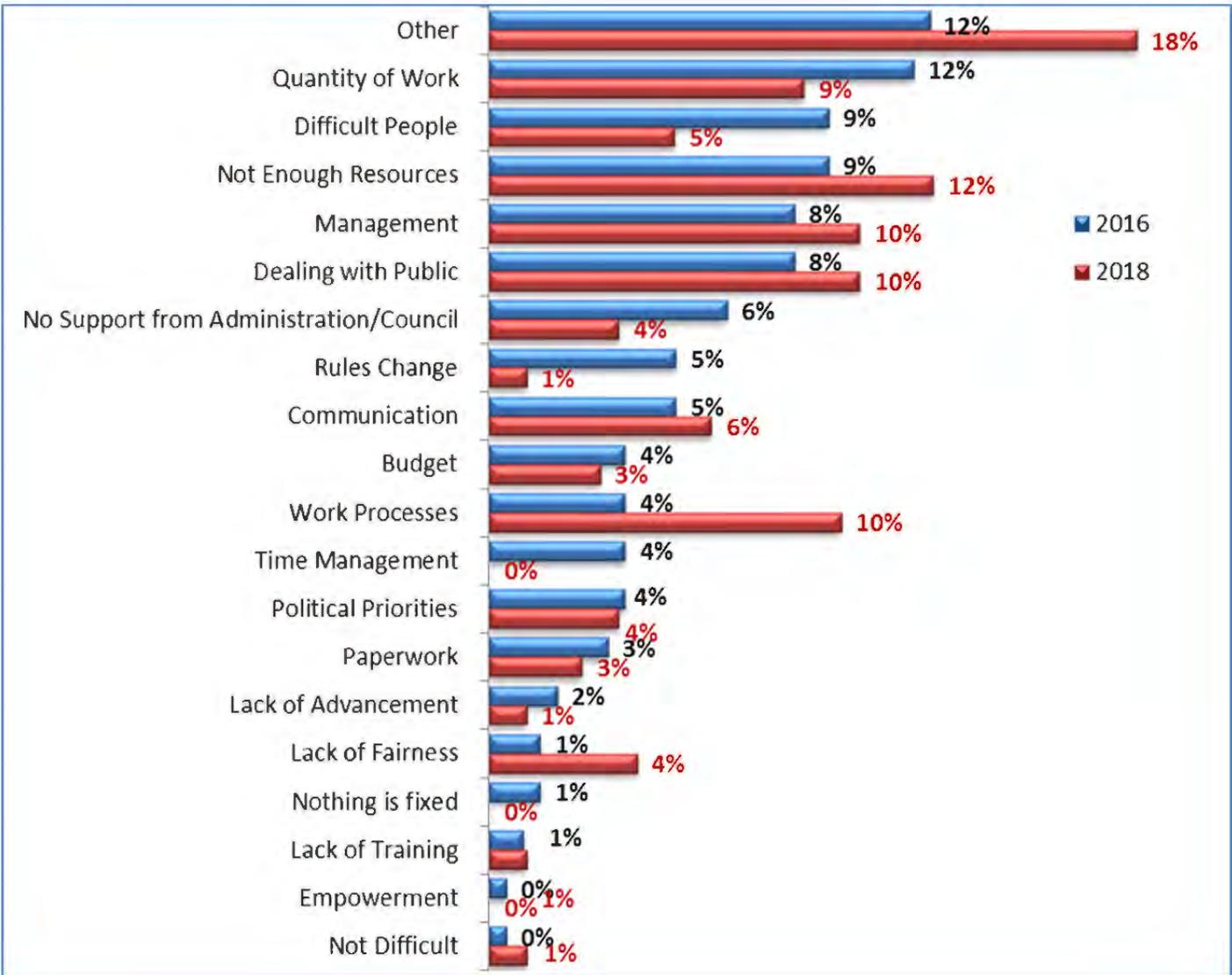
25. What is the easiest part of your job?



25. What is the easiest part of your job?**Other:****Miscellaneous**

- Getting what I need to do my job
- Going home (3)
- Having clear policies to follow.
- I understand my job completely so that helps
- Knowing what is expected of me day to day
- Knowing what my supervisor expects
- Knowing what to do when to do it.
- Understanding objectives
- Don't know (2)
- Schedule flexibility (12)
- Lunch
- Make sound decisions.
- Mentoring
- None of my job is actually hard.
- Responding to emergencies
- That is an excellent question. I have no idea.
- Updating department policies
- Work is easy ...drama is the worst

26. What is the most difficult part of your job?



26. What is the most difficult part of your job?

Other:

Miscellaneous

- P.O. SYSTEM
- Fire
- Employee performance appraisals
- Maintaining motivation to go the extra mile. Peers make more than I do and are not held accountable for a base line work load.
- Too broad of a question for police work.
- Having to make everyone happy in our current environment
- Making the decision to arrest a good person because they made a bad mistake.
- Wearing an impractical uniform. (ADPS Patrol)
- Writing
- Having to jump from one thing to the next, without warning.
- NA/None (8)
- Carrying the responsibility of others to benefit them
- Leaving work
- There is a lot still to learn, which I would call challenging but not necessarily difficult.
- Still learning many aspects of the job
- Knowing that I don't make enough to support my family after money is taken out of my check (social security, taxes, and insurance for my family).
- Working in rain
- The weather

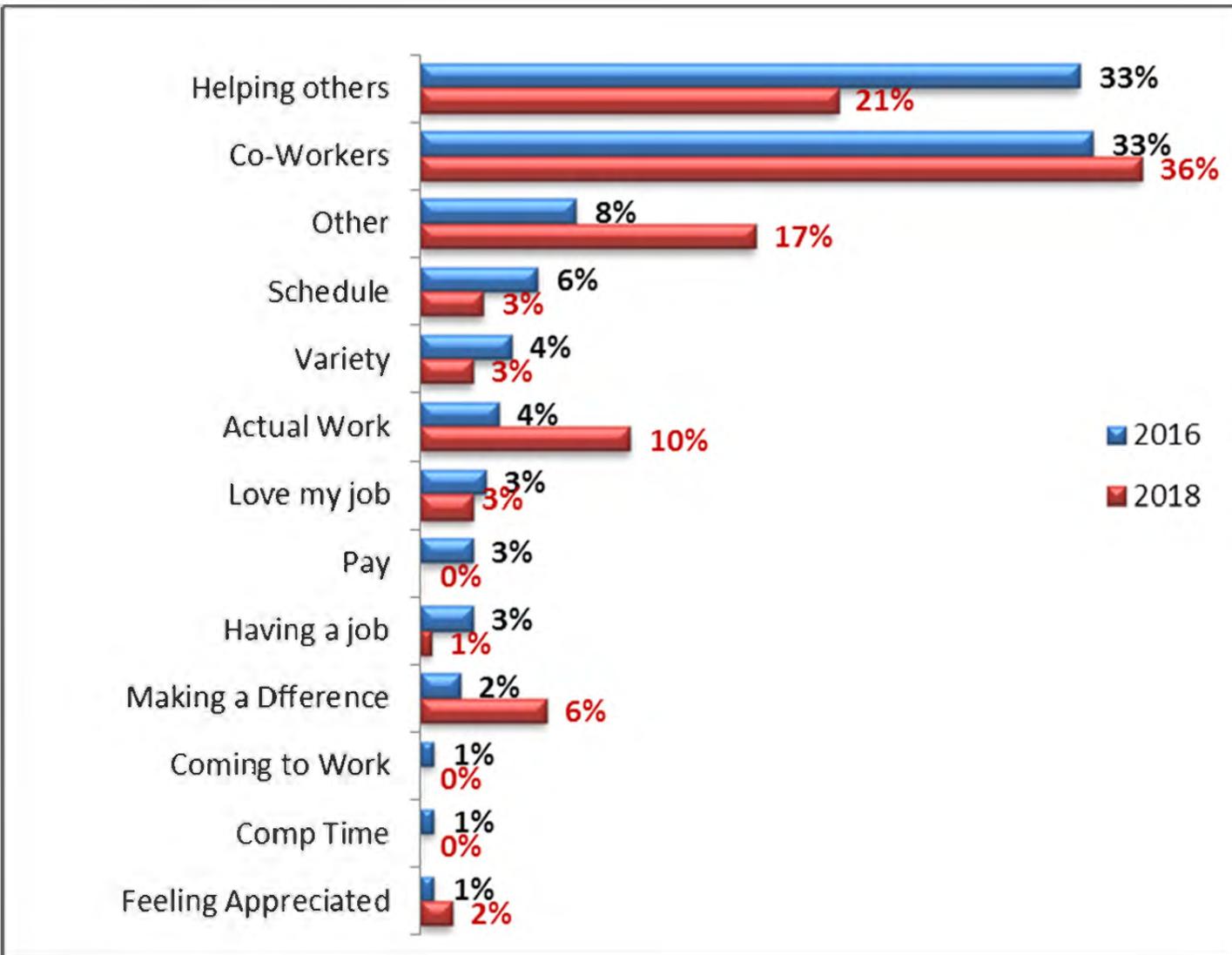
Stress

- Some stressful situations
- Handling stress in an appropriate and safe manner
- After a traumatic call
- Making quick decisions under stress that could impact others in a negative way. Making a decision that could get someone hurt or even killed.
- Making sure everyone goes home safe

Schedule

- Coming in at different times
- Rotating 12 hrs. shifts
- Missing dinner with the family.

27. What is the best part of your job?



27. What is the best part of your job?

Other:

Miscellaneous

- N/A (2)
- I believe if we were properly equipped we could do a lot better.
- Allowed to use my creativity.
- Bring trusted and able to do things on my own.
- Training opportunities
- All of it
- Learning new things
- Driving a fire truck in my own home town
- Freedom to work independently
- Learning more about my field
- Creating/designing
- My own office
- The ability to work independently
- The satisfaction of knowing that I always do the right thing and that I am able to help people in need.
- Communicating with others
- I have an extremely rewarding job that I constantly get to see the benefits of.
- Seeing progress
- Creativity
- I get to drive a fire truck
- It helps me get through school
- Having the opportunity to use my degree and learn more about my field each day
- The privacy. I enjoy having my own workspace where I can prioritize, organize, and plan to my own liking. I am able to get tasks completed correctly and in a timely manner without anyone constantly standing over my shoulder or telling me how to do something a different way.

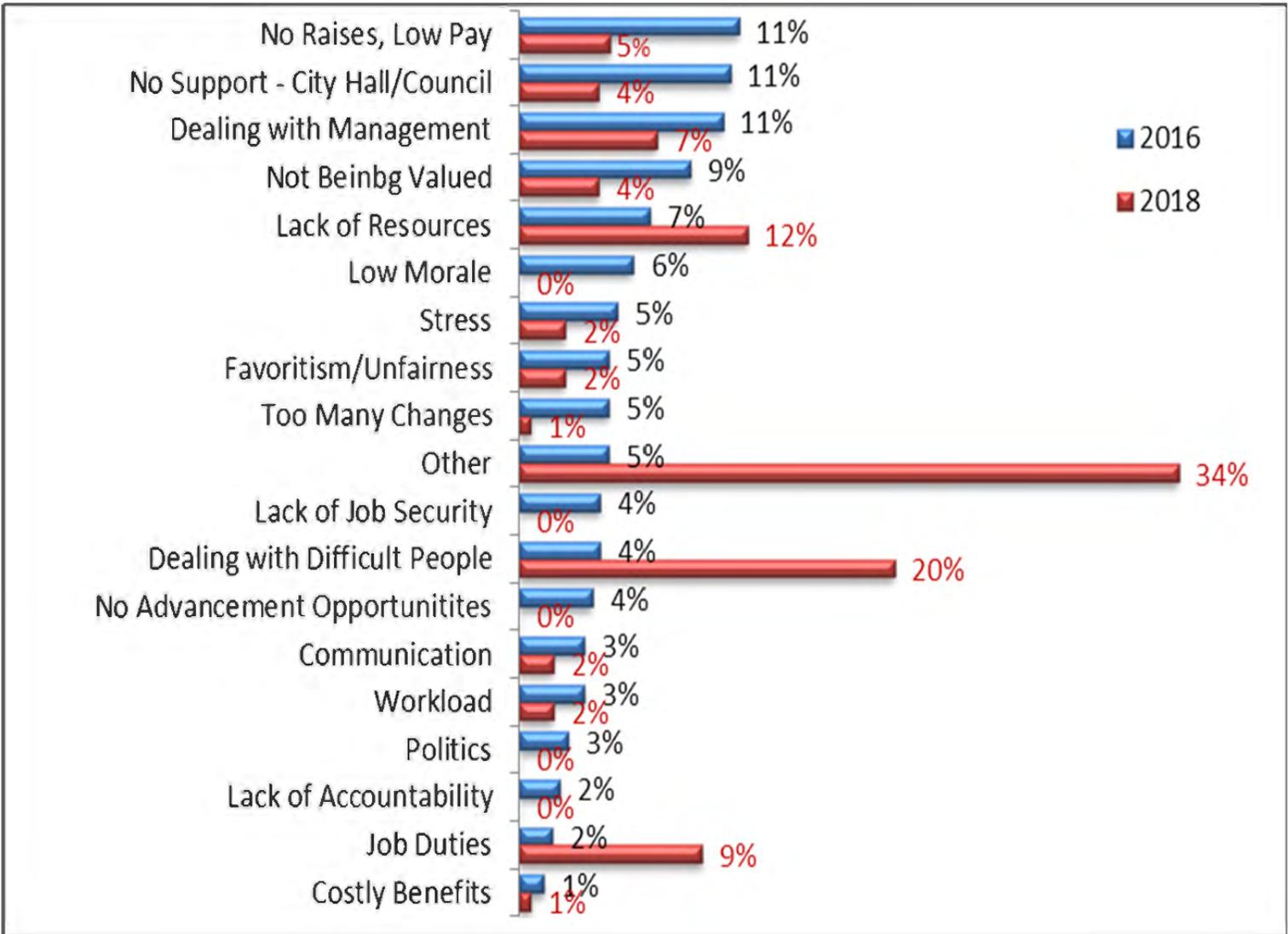
Miscellaneous

- Using the skills and job knowledge I've learned through the years
- Getting to know more people in the city and making connections.
- Being able to contribute to the positive image of the city experience.
- Sense of accomplishment
- City is a community/family
- Seeing the team succeed
- Freedom to get the job done without being buried in red tape
- Going home
- The checks

Empowerment

- Allowed to use my creativity.
- Bring trusted and able to do things on my own.
- Freedom to work independently
- The ability to work independently
- Creating/designing

28. What is the worst part of your job?



28. What is the worst part of the job?

Other:

Management

- When someone is disciplined and nothing happens
- Managing now-a-days is a challenge when everyone wants to be thanked just for doing their job and always getting their feelings hurt
- Seeing staff fail.
- Not knowing how my direct supervisor feels about my job performance.
- Not knowing what you're going to do next.
- Disciplining employees. (2)
- Terminating employees
- Having to recommend termination of an employee
- Having to terminate someone that you thought would be a good employee and they prove not.
- How we are treated

Difficult People

- There is a certain person who works part time for the city who does not include me in meetings that specifically pertain to my job duties. I feel my role in the city is disrespected. If this person was aiding full time employees in their specialties, and was not trying to oversee the work, I, along with several other employees I have spoken with, would not feel so demeaned. There are many things that this person could bring to the table, including budgetary work that has not been a major part of my previous jobs. But being a team player is not one of them, unless he's the general manager.
- Meddling by senior most PRT management
- My boss
- City council trying to be involved in daily work activities of department operation

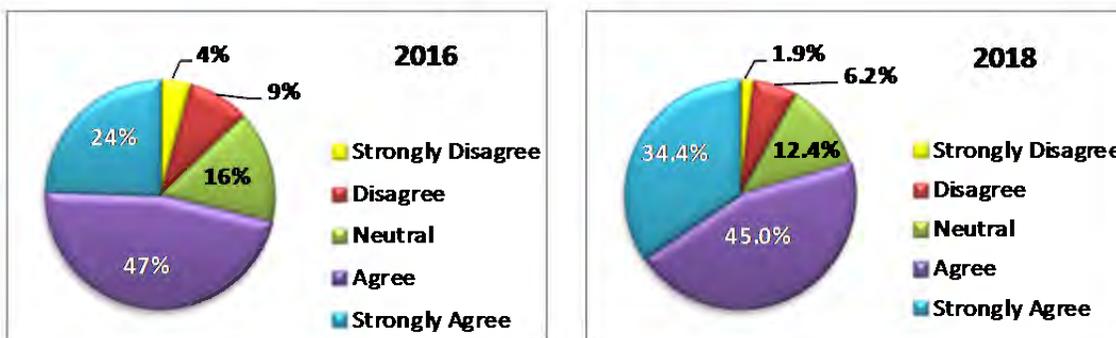
Work Processes

- The worst part of my job is when I establish processes (based on training I have received) and those processes are overlooked and overrun by those in higher position without any conversation or attempt to receive understanding on why the process was put in place.
- Required mandatory training on off days. Mandatory work specials on off days.
- Retiring in 5 months
- N/A or None (15)
- There really is not a bad part.
- Inconsistent schedule
- Dealing with the mess John Klimm left us with, the procurement system, p-cards taken away, Kershaw St. Warehouse. The new ps hq that under budgeted and done for as little money as possible the quality of work, materials used will cause us problems for years to come. It takes a lot more folks to get a job done now with a lot more expense than it did in the past. Every day a nickel is holding up a dollar and the quality of work provided to the citizens of Aiken are getting the result of this change.
- Disruptions
- Doing things that are above my pay grade

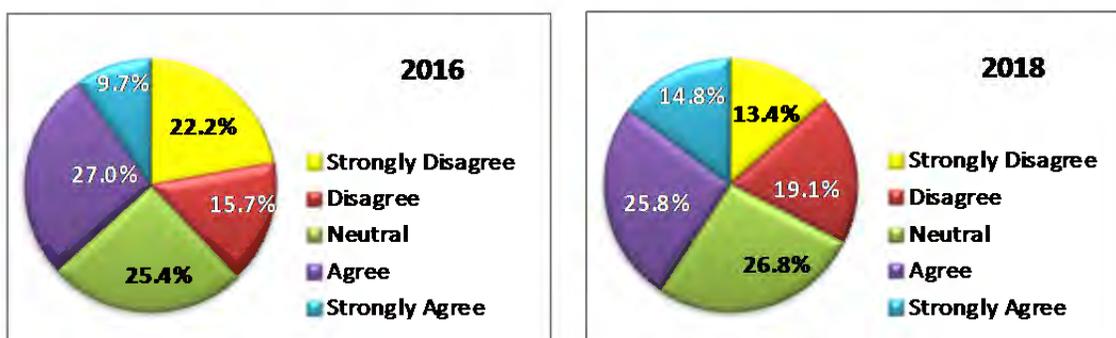
Miscellaneous

- Uncertainty about tomorrow
- When a special event or program does not go well
- When I can't make coffee on Monday mornings.
- Seeing staff fail.
- The confusion all the grey in our departments. No one knows what is what and we need direction. It needs to be fixed ASAP.
- The uncertainty what council will strip away from the employees
- It's police work, so
- CIH
- Feeling helpless to change policy or help co-workers without being told that's not your job
- Having to listen and watch the media and society criticize law enforcement when they have no idea what they are talking about or not telling the truth.
- I'm not able to voice my opinion before changes are made that directly affect me.
- Inability to participate in company activities

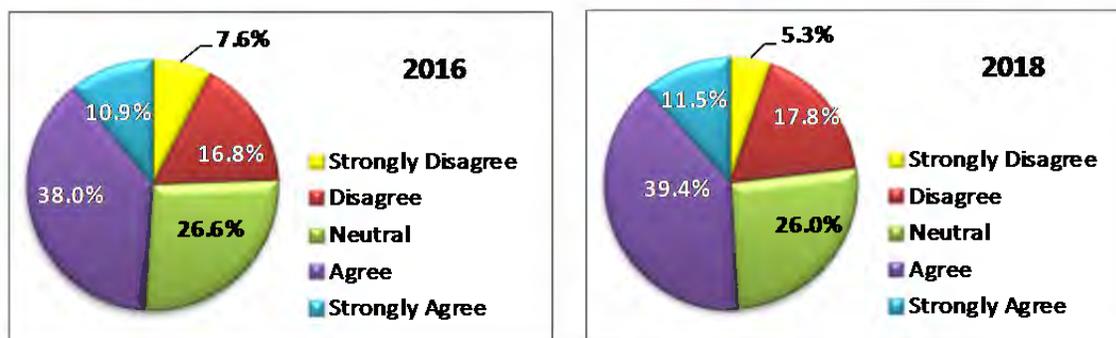
29. The people I work with demonstrate a sense of team spirit and helpfulness.



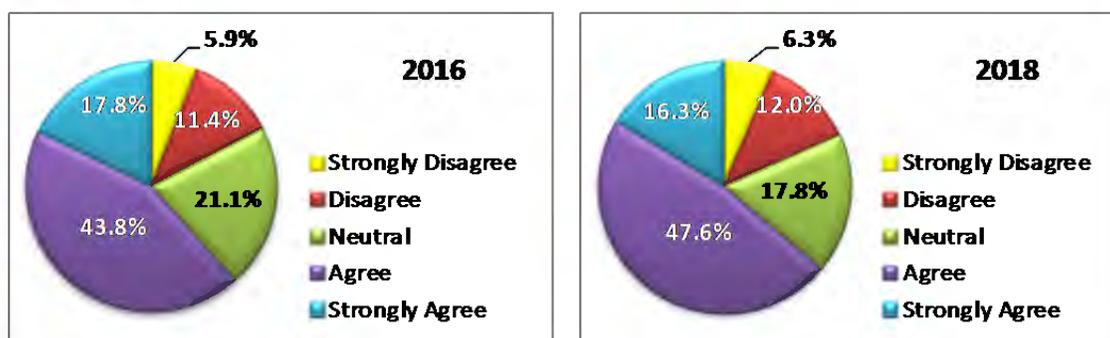
30. Favoritism is not an issue with pay or promotion.



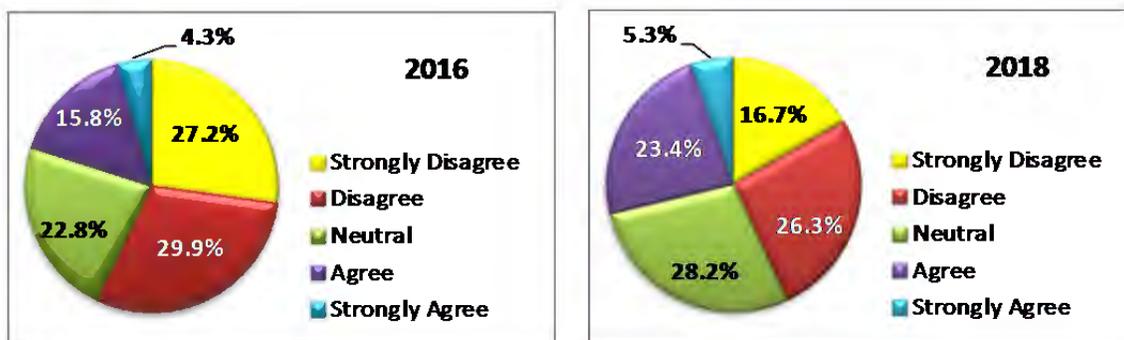
31. New employees receive adequate training before being put on the job.



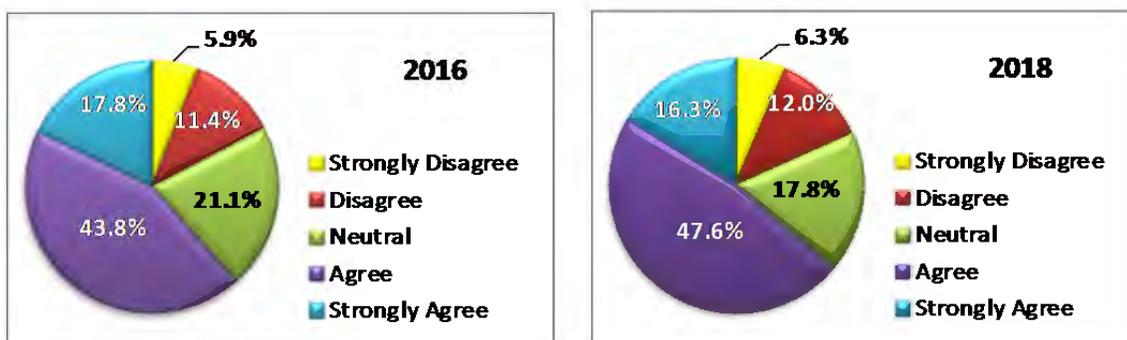
32. I am told when I do a good job.



33. I am asked for input before policy changes are made.



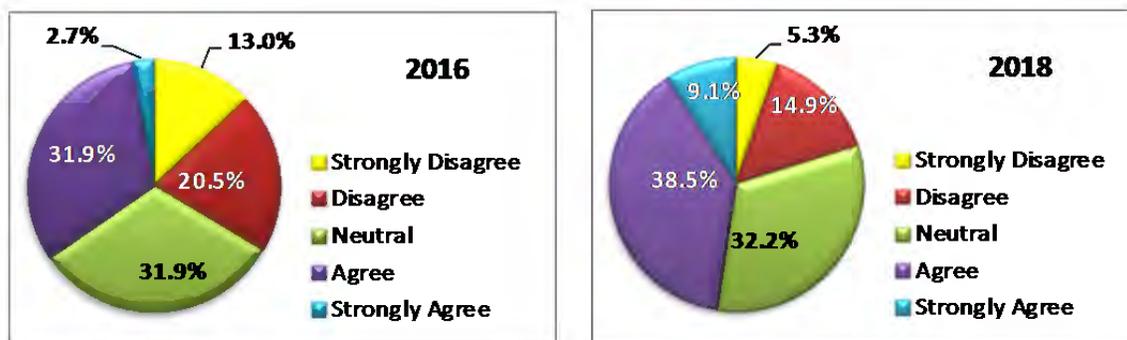
34. I feel the in-house education and training offered is meeting my needs in achieving career goals.



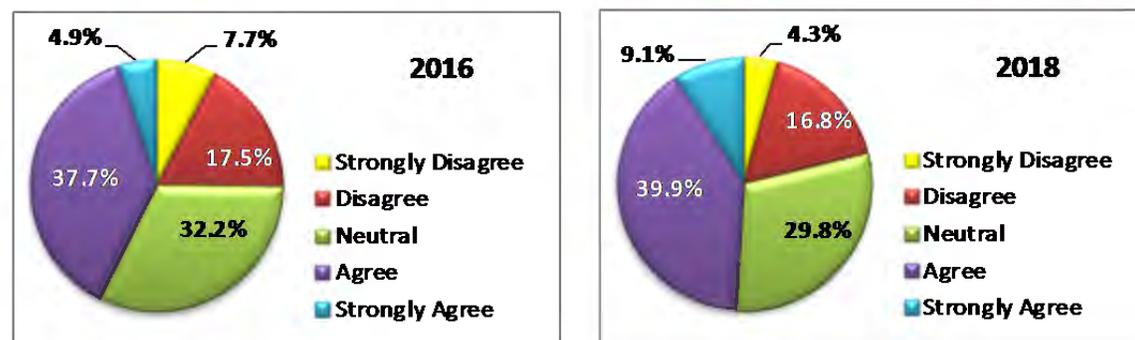
35. Training in the following areas would help me to a better job and make my job eas



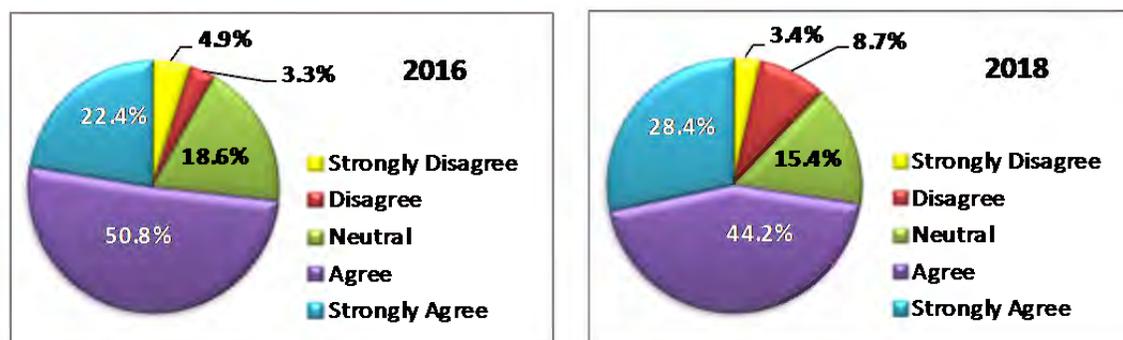
36. The policies are implemented in ways that are fair to all.



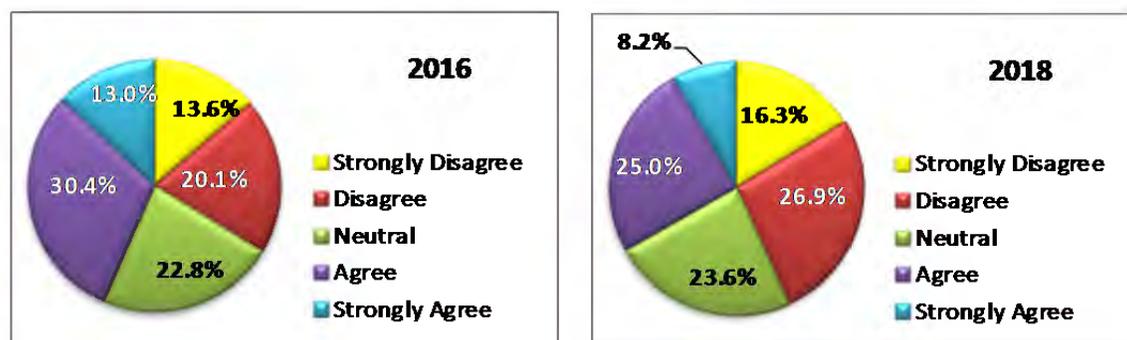
37. Leadership communicates information with employees in a clear and timely way.



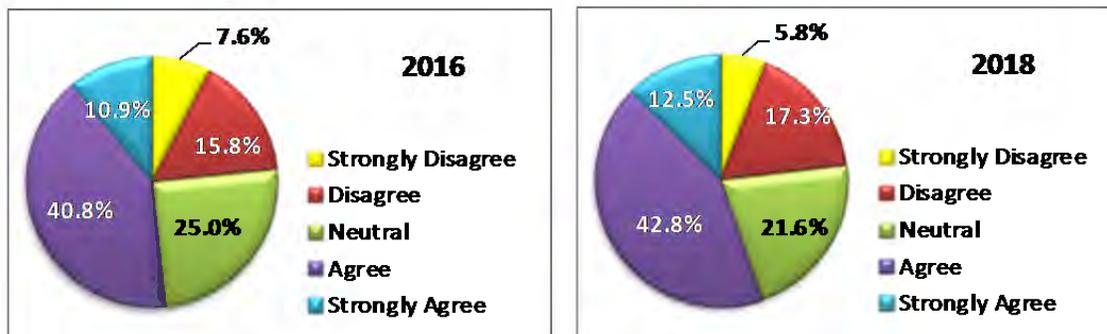
38. I am confident that my supervisor can implement strategic plans effectively.



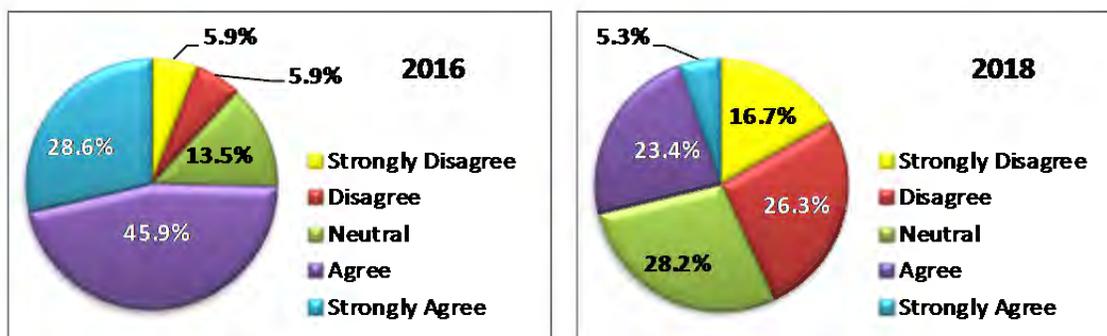
39. Leadership understands what I have to deal with in order to do my job well.



40. We have good processes in place to get my work done if I am not at work.



41. I feel comfortable in talking to my supervisor about most things.



42. If you could share one thought with the City Manager, it would be:

Processes

- The hiring process - I understand we have to be fair to everyone but having to interview everyone that puts in is a waste of time, energy and resources. Not everyone is qualified for the job and a large number are just putting in for jobs everywhere.
- The city has improved a lot in the past years; however, I feel we need to work in leadership and supervision areas. I think we could upgrade from written timesheets and move to an electronic version. It is also important for employees to know the "why" in any changes.
- We have to put a limit on how much yard debris customers can put out. We sometimes have to collect huge piles that fill a whole truck which takes up valuable time, effort and costs the city much more than any single customer pays for service in a year.
- Please review the procurement process recently implemented. It has simply become increasingly the difficulty to obtain even the small items in a timely manner. As a mid-level or first line supervisor we are required to forward ALL requisitions to a division head who has to approve and submit it in writing, even for the simplest request. In most cases the mid-level managers are placed in charge of many of the other resources for the city, which could include multiple employees, millions of dollars' worth of equipment, and the safety of the citizens, but are not entrusted with the ability to purchase toilet paper, light bulbs, etc.????

Processes (Cont.)

- Hire me to give you insight on what a real Fire Dept. is and how it works. The city definitely needs one, Public Safety is old school. It doesn't work in a city that has gotten bigger and is still growing
- Hire more part time
- Please investigate issues completely before handing out apologies or discrediting your managers.
- I drive garbage truck the trucks old and often broke down
- I think it would be helpful for managers to regularly spend time cross training with their employees so that they understand what it takes to do a job or implement a project.
- I wish the higher supervisors in my department would be more understanding before changing policies that affect my entire work day and work ethic, especially when those changes are done only to benefit themselves in one way or another.
- The changes thus far have been good ones. Although I do feel that one department shouldn't be able to change titles and positions without evaluating all or advertisement.
- Even though some employees can walk circles around others....those are the ones that get promotions and things handed to them, pretty sad. You cannot say a word or your job might be either made harder or fired
- HR Dept. needs help finding applicants as well as on-boarding them in a timely manner.

Processes (Cont.)

- Spend one day with a patrol officer and one day with a patrol supervisor
- Get better equipment. Get another recycling truck and driver so that the work load won't be put on just one other driver. It's not fair that garbage has to help recycling when recycling does not have to help garbage. If there was two recycling trucks it would be better for both
- I feel that the ADPS Patrol Uniform is impractical and outdated. There is a good bit of science showing that outer vests are healthier for officers in the long run.
- Ensure that critical departments, like Planning, are provided enough funding for adequate staffing levels, training, and Planning study needs.
- The fire department should be better staffed and not be allowed to Operate below the standard fully staffed shift. The fire department is an after thought to Public Safety and is not treated equally to the PSO. We are sometimes made to feel that we are inferior. I believe that the all policies and procedures in public safety should be done by a committee of the people on the street, with the supervisors assisting; this should also include the purchasing and specing of all equipment and apparatus. The fire department needs more money for equipment, as some of the large diameter for example is 30 years old.
- We need an experienced person with a degree in Human Resource.
- Centralized administrative services in one location; increase wages of utility maintenance workers
- Accountability from the top all the way down.

Processes (Cont.)

- The one "thought" I would share with the City Manager is this. Please fully understand the work that Staff has done before altering a process due to "community" request or pressure. Circumventing Staff work weakens the value and integrity of the jobs we do. This is directly and indirectly related to my particular position. I've seen other departments impacted, as well, from this type of action. We understand it's not intentional but at the same time, it weakens morale and it really does not help our community partners grow their leadership capacity. Building trust and legitimacy between government and community is a two way street. Just as the community seeks to hold government accountable, community must be held accountable and a part of that is working with the Staff and procedures that are in place. This will build GENUINE relationships which will help us avoid the type of unrest and negativity we see playing out across our country should we ever have to deal with a major negative occurrence. Thank you for all you do to support Staff that we DON'T see. I know we are in a better position now than with previous management.
- Improve the system in which Manager(s) and Supervisor(s) that are put in positions are qualified to do the work. Also, viewing of those time sheets that are "salaried" personnel need to be reviewed. The work isn't being performed as you think it is. Does the six month probation not mean anything anymore?

Processes (Cont.)

- Need to look into Management in departments to see if they are doing their job and if they are qualified!!
- We need directions. We have been working understaffed and with an interim Director far too long.
- Management should not be in a management position if they are scared to take care of what needs to be done. This includes the City Manager down to the lowest ranked supervisor with people under them. If you are scared of confrontation or of what will happen, then you should not be in that position. Someone needs to be there that can make the hard decisions and make things happen.
- Bring teams in before a project is approved and dropped on the team
- Requisition process for everyday supplies is archaic and difficult to use. Supervisors with 20 years should be trusted more than they are.
- Maintain existing structures. I understand CPST is designated for certain projects, but those projects and funds should be to maintain existing structures and THEN building new ones.
- NO MATTER WHAT ANYONE LAYS OUT ON PAPER OR TELLS YOU THE FIRE DIVISION HAS NO CAREER PATH AND EVEN WORSE GRAVELY UNDERSTAFFED. YOU NEED TO COME TALK TO THE SGT. AND DRIVER/OPERATORS NOT JUST LISTEN TO WHAT OTHERS ARE RELAYING TO YOU.

Processes (Cont.)

- Application of rules must be uniform for all.
- There needs to be more emphasis in creating a workable and fair budget for fire and technical rescue/SRT training. There are several areas that require more resources to provide adequate training props and equipment in order for these teams to be trained at the best level possible. Supervisors prompt employees to seek additional training to continue education in these technical fields but get thwarted when the money suddenly becomes inadequate.
- Aiken relies too heavily on part time employees to achieve the mission of the city.
- The city should employ an individual to handle event coordinating between all divisions. That employee should be a contact for anyone that wants to host an event in a city venue. The employee should have the ability to contract different divisions within the city for their resources. They should work closely with Public Safety and Parks to make events successful and safe. Having a single liaison between resources would allow for easier coordination and give the public a simple point of contact.
- Give random drug test to everyone
- Insure that policies and rules are applied equally to all citizens - no exceptions. If a policy is bad, change the policy.

Processes (Cont.)

- Allow officers to use outer carrier vests. Duty belts cause lower back issues and weigh around 20 lbs. that sit on your hips. Outer carrier vests allow for weight to be on shoulders and prevent long term health issues. Also the tie with the winter uniform is awful.
- City itself needs to follow rules and regulations that it expects its citizens to follow such as building and fire safety codes. City facilities are the biggest code violator's in City and City staff does not enforce codes as they are supposed to. City staff regularly grants waivers and exceptions to items they are not allowed to per code.
- We need to have a better way to get the supplies we need to do the cleaning than what we have now
- Staffing levels are inadequate in some areas and are consistently overlooked or ignored
- I think the fire department needs more help and more staffing.
- Look into the hiring process here at the City. There are those who can move up quickly and get a transfer to other job without anyone knowing about it. And the situation where people of the opposite sex are behind locked doors together at work.
- Public Safety needs a bigger budget. The beautifully manicured parkways and decorative light poles are not as valuable if they are in an unsafe environment. Also, dedication and hard work should be financially rewarded.
- Do away with the 3 new goals for each year. Our plates are full and to add 3 new goals every year is very difficult.

Compensation

- The pay should be fair across the board for the position of your job title even in PRT
- Increase hourly wages
- Money
- Possibly a little bit more in pay
- We very seldom get our raises like all other city employees.
- More money will cause employees, to work even harder than they already do.
- The pay is unfair for a CDL Driver I can barely afford to live in a city that I work for.
- Driver operators need to get paid more.
- Pay is always important, but certain jobs are not compensated as well as they need to be.
- Discussion of adjusting the pay scale
- Turnover rate would not be as high if pay compensation was higher. Instill a program that ensures that treatment of ALL employees is fair.
- All employees need a pay increase
- Increase pay for lower tier employees
- The compensation plan is a big benefit to the city. It gives me something to look forward to knowing that as long as I am doing my job correctly my pay will not be stagnant like it was a few years ago. It is also a good recruitment tool to be able to show incoming employees the opportunities for growth.
- That the pay needs to come up if you want to keep good employees at the city.
- Some hazard pay would be lovely!
- Keep to the compensation plan and adjusting long term employees' salaries to adjust for poor salary practices in the past and the recession

Compensation (Cont.)

- From most of us just chatting. We love working for the city. But most of us can't afford to live in or at least in decent neighborhoods in our city. We either have to live hand to mouth or live somewhere else and have to commute. It's frustrating coming to work and working hard sometimes 7 days a week and having an hour commute to and from work. And if we call in even using days we have either earned (Comp time) or accumulated it's frowned on
- Inadequate pay
- The pay here sucks and it's not fair to old employees when new employees come in making more or equal to what longevity employees make
- We need more money for what we do.
- Increase comp plan steps to 30 then change percentages to one percent so good workers can get more than two percent;
- Thank you for all that you do! We appreciate that you not only have the best interest of the City of Aiken and the citizens of Aiken at heart, but also the employees.
- We need better equipment and more pay
- Increase the tuition reimbursement. It hasn't been raised in 19 years or longer.
- More money for the record department that handle all customer service and issues
- A salary increase
- Please come and talk to your employees. Fix the compensation plan it did not work for everyone. Employees still have not gotten a raise and the plan is 3 years old. WHY?
- Give a pay increase

Compensation (Cont.)

- To continue to be competitive with pay for all Public Safety Employees. I believe we are the best agency in Aiken County compared to ACSO and NADPS and we have very good people working at ADPS. What is detrimental is when we lose employees based on pay. The pay scale implemented a couple years ago though was definitely a step in the right direction.
- I would like to see him continuing to work on pay for employees of Public Safety. The officers and firefighters put their lives on the line for this wonderful city every day and anytime we can give them more compensation for their hard work and dedication we need to be able to do that for them and their families. We went so many years here without decent raises and then when we did get raises our insurance would go up and it was like we didn't get a raise at all. I know we have gotten raises over the last several years, which has been great, but I feel like we need to compensate people that have been here for many years, have been dedicated to their job and the division they work in. I think if we can continue to address the pay issues you will see officers and employees of the city stay through until their retirement, be a dedicated employee and look at their job as a career and not just a job.
- Let all police officers take home their police car. It makes the officers more effective. No matter where they live they treat the cars with more respect. They will respond off duty more when needed.
- Shift differential

Compensation (Cont.)

- This may seem rather petty to some, however I feel the "bonus" in the form of \$25 given to each city employee during the city Christmas luncheon should be addressed. I think it's rather ludicrous that an employee does not receive this "bonus" if they were sick or on vacation and therefore unable to attend the luncheon. This luncheon is during the holiday season and people schedule their vacations around the holidays. I realize it is a small amount and although it's appreciated and better than nothing, I feel the employee should receive it as a bonus for their service during the year and not their attendance to the luncheon.
- The comp plan is a joke, I feel like it was implemented way too soon. Due to the fact of how certain longevity employees 5 years were effected to those just starting out with zero training/experience of the job they are doing. As I was told there wasn't enough money to put me where I was supposed to be even after I was specifically told it would be handled.
- He has the slightest clue of the stress we go through to get our job done, moving to 12 hrs. rotating shifts, and not getting paid for the full hours but instead compensated with "comp" time is absurd. Weeks following up to switching to 12 hrs. shifts, we were told it was extra money; however, our gross pay maybe went up \$5 dollars, which is not enough to work rotating shift work. The chief and the city manager are already aware of this.

Compensation (Cont.)

- Please consider compensation for paid overtime. Accruing comp time at the wage I am but not using it until after a raise is actually costing the city more money as our wages increase yearly. It would also build morale and show us workers we are appreciated for our time as well as bridge the gaps in short staffed shifts. This would also be a greater incentive to cover for people who need a well-deserved vacation or time off. This can be a stressful job and decompression time is necessary.

Communication

- More communication with the school crossing guards. We are never told about any employee events nor are we included. The only one we are included in is the Christmas lunch for all employees.
- Better communication, within the employees
- Communicate with your department heads and staff ahead of making commitments to citizens. This way you can make sure expectations are the same.
- Communication goes a long way. It doesn't make you feel good when you hear things coming down the ladder you hear on the street or read in the newspaper.
- To be able to talk openly and honestly without it coming back to haunt me later or be held against me.
- I would like to see a communication system to the public more streamlined i.e. a standard uniform press release format and common conduit to send them out

City Manager

- I have confidence in our city manager. I believe he sees the changes needed and waits for the appropriate time to put people and policies in place where they need replacing. And give the directors the authority they need to move in the right direction.
- He is a good man.
- Appreciate how He does things and the support he has showed for our department. He also shows respect in talking to employees which is appreciated.
- Keep up the great work, I enjoy working for you and Aiken each day.
- You are doing a good job and we are blessed to have you as our leader.
- Glad Stuart is in charge of the city now.
- Keep up the good work!
- You are doing a great job. Let chain of command work as designed. If there is a problem let the person you have hired work on it. Everything does not have to go through the City Manager's office. Refer them to your competent workforce for resolution, if they fall short of expectations your office can be used as the follow up agent. Morale is damaged when everything comes from the management staff. Your actions reflect your confidence in us.
- Continue to be present (interact) with all levels of staff to better understand their roles, be aware of their needs and to show individualized appreciation.
- I think our new City Manager is the best and has done some things for me already that have been amazing. Great job and keep up the good work!

City Manager (Cont.)

- I am very happy that I get the privilege to work for the City and I am glad that you are now the City Manager.
- I am happy to have Stuart Bedenbaugh as our new city manager. John Klimm was terrible for the city and destroyed morale. It was a very good hire to promote Stuart Bedenbaugh to city manager. Bedenbaugh is very polite and thoughtful. I believe that he will do his best to maintain a drama free environment. Hopefully our City Council will do their best to support him as he supports our employees. This has been an issue in the past and has caused ripples throughout the city.
- I would first like to tell him that I think he is doing a great job as City Manager! I feel he is very approachable in any setting and willing to help resolve any issues employees might be having. I feel he truly does put the employees of the city first.
- Stuart, I am so happy that you are our leader. You are fair and treat people with an abundance of respect. Do not allow the hot seat to change you.
- I fell the current City Manager has a better understanding of what the day to day operations of the City entail and what the average employee goes through to get their job done, than the past two City Managers. He is also more open to communication and feedback.
- I thank him for his kind heart and effort he has put in for the staff.
- Keep up the good work. You care about the city and the employees. Help us help you to make this town even more awesome!

City Manager (Cont.)

- I feel like City Council finally made a good decision by hiring you. Look out for the employees and they bend over backwards for you.
- Focus on our core functions and help us say no to the special interests that rob us of our ability to be great at what we're supposed to be doing. We believe in you and we're counting on you.
- Thank you for being a normal person, listening to the needs and wants of the people and visiting all of the Departments.
- He is doing a good job!
- Employees find security in the CMO sharing plans for future goals rather than offering an answer like "everything is temporary". Please consider offering more concrete visions. Also it would be helpful to have those that work directly with the public be exposed to a more complete vision of what each department does and is responsible for since we serve as ambassadors to the public. We need to appear more connected as a city and not so "departmental".
- Keep doing what you are doing and be sure to fight off complacency.
- Stuart is the bomb. We still have many leftover issues from Klimm and Pearce that need fixed, but the morale at the city has changed a lot in a positive manner. Keep up the good work!
- The atmosphere at work is improved since he took over.
- Thanks for making the employees of the city a priority
- I'm glad you are on board!
- Thank you for caring

City Manager (Cont.)

- Come around the employees more and show your appreciation for what these guys do. We are out in the hot, cold, rain, snow, ice, etc. Showing up once or twice a year isn't enough. They hear from us all the time that they do a good job. It would be nice coming from higher up.
- I appreciate your devotion to the City, the changes you have and will make, and look forward to seeing how the City improves in the future!
- Employees used to be the City's biggest asset. Past City Managers changed this and we became a Liability. You are on the right track and I understand you have lots to change. If you think of us as assets the return on your investment will be greater than any project undertaken in the city. Get us back!
- Thank you for not following in the footsteps of your three predecessors and trusting your employees! For the first time in over a decade, employees don't cringe when they hear the City Manager is coming or hear your name.
- Get balanced feedback from those who are hand on, those who actually do what is to be done as well as leadership. Defeat the ivory tower syndrome.
- Take a look at parks division – ASAP. It is a mess and everyone wants to leave.
- I would just say thanks for what you do for us.
- Thank you for making employees a priority!
- Do A Good Job!
- Have a nice day, Stuart!

City Manager (Cont.)

- When the time comes to make decisions about the city overall, please consider leaning your choice towards the employee. Not just financially but in other ways depending on the topic. It is nice to hear thanks at Christmas but I think most would like to see it in other ways that aren't as obvious. The employee is the backbone of the city, which has always been a great one.

Take Home Cars

- Allowing officers to take home assigned cars within the county would allow for more firefighters on scene to assist in operations. It would also boost morale. It is an all too common topic that comes up by officers of all ranks. I also believe that this would help with retention of officers as well.
- Take home cars for law enforcement officers
- Take home cars for public safety should be provided to all psos so we can maintain proper fire response
- Would like to have vehicle policy changed back to allow family members to be passengers

City Council

- City council needs to be reminded of our form of government.
- Encourage City Council to visit with the different departments to get to know the people and their places of work
- It appears that council has been chipping away at the base of employee stability within the workplace. Like our Pension, Insurance, and our overall benefits. There was a time when employees were considered valuable.
- Feels like we are looked at less than or almost like just work attitude and not valued by City Council.
- We have some great employees that know how to do their jobs and care about this city. Trust the employees to get us through the stormy days, not the politicians on city council.
- Employees would like you to know that we still feel that council members do not care about us. Fact is that overall we are good employees that work hard for not a lot of money. That's made up for by the fact that we enjoy helping people and are given benefits in return that we have come to rely on being there for us. Council seems to treat us like any other expense that can be cut, like cutting our benefits and changing the retirement plan for new employees. I would like council to put themselves in our shoes before making decisions that affect us like raising our insurance premiums and cutting our cost of living increases. The City is growing and we do more work with less people every day. They can't really expect good service without being willing to pay to keep good employees.

Employee/Management Concerns

- Someone needs to look into, how and why so many Parks and Recreation staff want to leave and work for Public Service. Plus, look into why a supervisor gets off on disrespecting his staff under him.
- Make sure that the person that you put in charge knows how to do their job without someone else telling them how it should be done and both do not know what they are doing
- Please come and spend a full day in our building to see how this works. Not pop in and leave 30 minutes later. Not talking with employees just observe only. I believe he would see what he needs to understand how much of a struggle it is to accomplish task at hand and long term goals because of the confusion.
- Many of the employees are bitter and angry due for the fact that they don't feel appreciated and for the work that some put out they don't feel their pay is adequate enough. I absolutely agree after observing those who go above and beyond to help others with not only their own job but helps others as well ...we are losing too many good, hard workers because they are not appreciated as they should be
- I think some of the leaders in the fire department need to make their employees do more. They are not leading by example
- The lack of leadership with first line supervisors and managers.

Morale/Motivation

- I know I am a wonderful asset to the city.
- I would love for supervisors to be more grateful for the wonderful staff they have rather than nitpick and wear staff down. I was so excited when I got this job and it has been more heartache than happiness. I want to feel like I am wanted and encouraged to be part of this team.
- When I applied for a lower position, I was told I would lose my rank and money. Someone I know just got moved to a lower position and kept her rank and money. Keep it fair. I've been doing this for 5 years and now the new person makes more than myself and is three tiers higher than me. Kicks morale right out the window.
- Trust me.

Positive Comments

- Me and my family (wife & three kids) are very happy & thankful for my job here at the city of Aiken. I am very excited about my future with the city, and hope that I can be a meaningful part of this organization.
- City of Aiken care for their employees like family.
- Public Safety went through what I call a very dark period. No leadership and very little discipline. With Director Barranco we have gone in a very positive direction.
- Thank you for doing this survey so City Council may understand the decisions they make can severely affect the morale of employees.
- Honestly I love my job...I just think it's more dangerous than most people see or think!
- Pride in the city helps me do a better job.
- Thank you!
- N/A
- Nothing to share
- That I like my job and the people I work with they're awesome.
- I am grateful for the opportunities that I have received from working for the City of Aiken.

Training

- Provide senior-most PRT director with leadership, management and communication training.
- Please send my manager to training – he does not know what he is doing
- Get some good training for supervisors. I have been here a long time and have been through a lot of these boring, useless, academic programs that have nothing to do with what we deal with every day.
- PRT supervisors are mean and not fair and it starts at the top. We may do better with a new director. Can we train these people?
- A few years ago I went to a management program at USCA taught by Liz Stuart – she understood what we do and I still use her handbook when I have a question. Why can't we get good training like that?
- Doing the work is different than supervising people doing the work – most supervisors don't understand the difference. We need training that fits what we do.
- More training for supervisors

Miscellaneous

- Please allow staff outside of PRT to work rentals, sports tournaments, and Christmas in Hopelands. PRT Staff gets burned out on the number of events that have to be worked and it would be a huge help if other departments were allowed to cross train and work these events.
- The Assistant Manager is prejudiced against people without a degree when it comes to promotions
- All things can be improved upon. Change is not a negative if justification for change is communicated.

43. Please list anything else you think would help the City's leadership team make this workplace better.

Processes

- It would be beneficial for department heads get the input of officers in order to make changes to assist in officers being safer and being more efficient with work. The input should be solicited to see if there are small changes that we could make to help them. Such as common concern is that patrol vehicles need more emergency lighting. The sedans are not efficient for officers, due to very limited space. Investing in the, what may appear small, concerns of employees will boost morale and also help with retention.
- Make sure that ALL staff are consulted before changes recommended by advisory boards and commissions are approved and/or implemented
- Fire division needs more personnel to be effective in daily activities. A few full time fire fighters per shift (beyond cadets) would make a HUGE difference in the amount of property that could be saved due to PSO's having to change into PPE at the scene. Full timers would be ready when they step off of the apparatus.
- By Being Fair
- Change the drug testing policy so every employee is tested yearly.
- Additional manpower within the fire division. We continue to work with minimal staffing even though over time was budgeted and Kelly days were made optional.

Processes (Cont.)

- The evaluation process stinks and is too arbitrary between Departments and Divisions. Not sure what the answer is but the current system is not fair and equal to all employees. The City also needs to get back to only providing the basic functions of what local government should: Police and Fire protection, Trash/Garbage service, Utilities (water, sewer and stormwater), Planning/Zoning and Recreational options for its citizens. We don't need a Tourism division. We don't need a Neighborhood and Development division. Spending money on revamping neighborhoods or providing business incentives to select groups is not what government should be doing. The City needs to improve its responsiveness to its citizens. Hire more employees to be able to provide the services the citizens expect from local government. Fix the potholes around town, clean up the parkways, and improve the appearance of City buildings. Make Aiken Great Again.
- Qualified personnel
- Department need manpower, it should not take months to have a Director, putting major decisions in limbo. People's work load far exceeds the stress one can cope with. Put true management team in place.
- Implement random drug testing on all employees, not just CDL drivers.

Processes (Cont.)

- The purchasing process is very time consuming taking away time from normal work activities. Sometimes work has to be stopped for requisitioning or purchasing (PO) paperwork.
- Health insurance cost has increased while benefits have gone down. Time on the job should be reflected by health benefits, by increasing benefits and decreasing cost on yearly basis
- Staffing levels are inadequate in some areas and are consistently overlooked or ignored.
- Procurement system sent us backward not forward.
- Fix cumbersome purchasing system and a couple of other ideas that can't be shared as they would be too specific.
- If budget allowed, a more functional, updated work space and storage.
- Drop the Purchasing process - quit making excuses for keeping a bad process.
- The hiring process for supervisor level positions should require more opportunity for outside candidates if there is not more than 1 in house candidate. This leads to inexperience in supervisor level jobs that make day to day operations suffer.
- Continue to improve the annual employee evaluations to ensure that each employee is receiving an honest evaluation.
- Consider that added buildings and facilities will need the required staff and resources to adequately support it.
- Improve new hire recruitment and on-boarding turn-around time.

Processes (Cont.)

- Reinstated the Senior Planning position in the Planning Department. As it stands, there is no place to grow career wise.
- Separated police department, and Fire Department. A liaison to the Mayor. Eyes and ears out in the city. I would do this job. I'm a people person I can talk with anyone.
- Give us better equipment to work with
- Drop the Purchasing process - quit making excuses for keeping a bad process. Pay vendors twice a week. Need quicker turnaround on hiring employees. Temp. Agency has a lot of positives in hiring blue collar labor. We should consider it.
- Continue to improve the annual employee evaluations to ensure that each employee is receiving an honest evaluation.
- Consider that added buildings and facilities will need the required staff and resources to adequately support it.

Processes (Cont.)

- Budget money for maintenance and security of the city municipal building. Our work environment is in bad shape. It's being neglected in a bad way that is unsafe and kind of embarrassing. Repairs and maintenance done now will only save the City money in the long run. The outdated security system makes the building hard to secure and an unsafe place to work. Finally make a plan for the municipal building and admin/finance building whatever it's going to be and follow through with it. We're tired of working in older buildings that need maintenance and repairs and of being told that the City is not spending money because they still don't have a plan in place. If you want to really serve the citizens with one-stop service, put everyone downtown and Engineering back into one building. Make a reasonable plan for parking as part of the plan. We're now made to feel like local businesses don't want us there because our cars are in the way. We work downtown and patronize their businesses and belong there as much as they do. We should be able to park near our buildings and we continue to have less and less places to park because it seems like no one stands up for us and tells the complaining business owners that we work there and also have a right to park there. Please stand up for us when council tries to cut our benefits. It costs money to retain good employees but it's cheaper than dealing with employee turnover.

Processes (Cont.)

- Get new equipment
- New working trucks
- Increase (by at least 1) Municipal & Finance Bldg's facilities/maintenance staff and reconfigure their reporting structure to technically trained facilities manager.
- Define who is responsible for testing and maintaining fire hydrants. Is it Water/Public works or fire division Cadets/Drive operator?
- Favoritism is alive and well and needs to stop. Example: How can one employee go from operating a jet truck, to Admin. Asst., to Utilities Coordinator, to Supervisor and now an Eng. Technician in a less than 5 years with none of the jobs being posted, and keep the later pay raise as a Supervisor? Totally unfair. Also, viewing of those time sheets that are "salaried" personnel need to be reviewed. The work isn't being performed as you think it is. Does the six month probation not mean anything anymore?

Compensation

- Have equal pay for Parks and Recreation. Public Service should not make more.
- Increase pay Incentives
- I believe instead of giving supervisors and coordinators raises they should give the bottom employees raises. The people at the bottom are the ones doing the dirty work and I believe they would have a lower turnover rate with better pay.
- Competitive pay.
- Compare salaries to other City work places.
- Discussion of adjusting the pay scale
- Continue working on compensation plans. At public safety we have made great strides to better compensate our employees. That being said, the compensation differences between veteran and rookie officers still need to be adjusted.
- Better Pay (3)
- Continue merit pay efforts
- More money
- Mainly the pay for everyone so we can actually get people to stay cause the work is not hard we can do the work. Losing people to other higher paying jobs
- Salaries of Managers pay needs to be looked out to be sure all on the same level are on the correct grade and step based on the # of employees supervised and yrs. of service if their Perf. Appls. are good.
- Continue with adjustments in salary.
- Find out why there are employees that have not benefitted from the new compensation plan?

Compensation (Cont.)

- It seems like we should be able to use 4 hours of comp time on our short weeks to give us a full 40 hour week. I've been told it wasn't in the budget, but it will be paid out at some point when we take it anyway, so what's the difference?
- Comp time paid as overtime when used or overtime paid up front when earned.
- We would like to see the 2nd pay adjustment for ADPS that was promised to be implemented. The city has done a good job with getting our pay where it should be but more can be done.
- I realize increasing compensation for employees is difficult. I also believe most employees with the City of Aiken are NOT compensated fairly for the amount of work we do. I believe these are all very big issues facing the City. All issues above are reasons I've been looking for employment outside of the City.

Management/Leadership

- Diversity in supervisors/manager positions.
- Continue to develop succession planning programs, so that we can develop younger employees to be ready to replace a senior employee when they retire.
- Place qualified people in positions and not hold them back for selfish or unfair reasons
- More emphasis on ensuring that employees are getting goals and clear direction in their expectations from their direct supervisors.
- Better leadership
- These comments are not for the City Manager's Office. They are directed at my specific department, PRT. I do not feel my immediate supervisor treats all subordinates fairly. Some co-workers are allowed more relaxed standards, while I feel I'm held to much higher standards. I feel I'm being treated differently because of a positive relationship I have with a co-worker. I feel I should be able to voice my opinion about issues that affect me directly, but I'm rarely asked for input before decisions are made. I do not feel like I can share issues or concerns with my supervisor. Our department used to feel like a family. In the last few years, it's changed a lot. Now it seems to be every man for himself, and everyone is watching their backs. The amount of employees who receive comp time is alarming. I believe this shows that the City has stretched their resources too thin, and employees are being asked too much of them.
- Seek to promote more a diverse leadership.

Management/Leadership (Cont.)

- For my department (fire division) we should be made to feel like we are a part of the department and not just an accessory. We should be asked our options of how we should be doing things, instead of running the department as a dictatorship, where the decisions that come from the top are the final answer.
- Things are not fairly done and when brought to the attention of upper management, nothing is done. They act like they've never been told.
- We need more tools to hold our employees and supervisors accountable. Too many of our folks are out and about unaccounted for and are not giving us a fair day's effort.
- Get competent Department Managers that are willing to do the job correctly and fairly while following the law. Stop doing what people necessarily want but do what is needed and legal.
- Provide leadership and positive attitudes. The leadership/ attitude is needed more at department level, not City manager's office. Require management to hold all personal accountable in daily activities.
- It would be nice if at least once in a while leadership would say something nice versus always pointing out what hasn't been done yet. Even though sometimes we get pulled in several different directions so our own stuff does get behind.
- Please don't put pressure on those in supervisor positions to constantly make changes because those changes are not always necessary and they hurt other staff in the long run.

Communication

- More communication could benefit all those new employees.
- Need to get out and see what is really going on. Maybe show up unannounced at times.
- Watch work overload and make sure we have enough staffing to do the job.
- Come around and ride along with employees to see first-hand what we do.
- Employees that do a good job are held back and are over looked for jobs that pay more money even when they have been with the city for a long time.
- If you are going to make a change in city operations, seek input from the employees you have working in that field. It is still your decision to make - but it will help you make an informed decision. Thank you for listening.
- Spend a full day with various crews to see all their job entails
- Provide a place for city employees to discuss policy changes with the city manager's office before they are made.
- The leadership team should make a more concerted effort to reach out to all employees. A bi-weekly or monthly email would be a good way of doing it, except not all employees have email. This could include updates on council meetings, upcoming festivals, updates in policies and procedures, or just keeping everyone informed.
- Continuing to listen to the employees and any issues that they feel need to be addressed. For our city manager to visit our workplace occasionally. Random visits to talk to the employees about concerns or problems that they could be having.

Communication (Cont.)

- Just have some discussions with ALL City Workers, and not just Supervisors, get input from everyone. We all make up The City so get as much input as possible.
- Show up at different division and encourage worker for what they do and see what going on in the departments.
- Actually listening to the workers and not just managers/supervisors.
- More communication
- It's all about communication.
- Talk to employees one on one and see exactly what we do on day to day basis and how we are required in some department to do way more than others and pay not reflecting that and promotions seem to go to whoever is in good graces or closest to certain people
- Trust the employees; get to personally know them and not go on what supervisors and managers say.
- Better communication
- Visit the department meeting sometimes
- Spend more time with patrol officers and driver operators.
- Spend some time in the trenches so you can experience the changes first hand that the world is throwing us. It will make expenditures and policy and procedures changes benefit everyone better.
- Communication and loyalty
- Educate senior-most prt management about the benefits of listening to staff, especially when staff recommendations are based on experience and day-to-day operations.
- Better communication

Communication (Cont.)

- I really believe that senior management needs to know what it is like, for the most part, to make decisions that affect us. If they could come and observe our day to day workings that would make a world of a difference. I believe we should have an interview board that is the same for each department.
- I believe we need more employee/ management functions together so everyone has the opportunity to speak to each other and voice their concerns ...some people just need to be heard..to be understood and the luncheons and get togethers are beneficial as well so the employees can unwind and connect with one another.
Take time to connect with lower level supervision. Your skills would help a lot of folks.
- Communication is important to keep the city running. It doesn't only involve the seniorities. If they want positive feedback they need to include all employees even from the bottom of the totem pole. For example public safety was given a few chairs to test out for the new building, but not once were dispatchers given the opportunity to sit in one to see which one best suited our needs knowing that we sit at a desk for 12 hrs. As we speak the chairs we sit in now are wobbling almost falling apart which could cause a serious back injury. The simplest things, such as our opinion or being asked what best suits us is what could make our job easier.
- Communication is not good at all within the city.

City Council

- Council & the Mayor now appear to be extremely involved in our day to day operations. They don't pass the information down through the departments and allow us to do our job.
- The elected officials are the biggest thing that holds this city back. Their support of city staff is terrible.
- Council needs to be shown the detailed results of this survey, good and bad. Council seems to be involved too much in the day to day operations of the City. It would be more appropriate for them to direct citizens with issues directly to the CMO so the citizens can be directed to the department that can resolve the issue. This would avoid the problem where city council members misdirect citizens and give out the wrong information. A council member can still let a citizen know they can contact them if they don't get their issue addressed by the city department in a timely manner.
- Thank you to CMO for working hard to revise the compensation plan and to budget for merit increases. That's like a pat on the back or "thank you" from council that we don't get very often from our citizen customers.
- First of all, this is more for Council, but Stuart should do this too. Don't automatically assume when a citizen calls to complain that we are in the wrong. Also, each Council person needs to spend a WHOLE day (in each season) with Solid Waste and Utilities crews and see what it's really like to work in 95 degree heat and rainy 40 degree weather. You cannot begin to know what it's like out there if you don't walk in others' shoes.

Take Home Car

- Continue to work toward changing the city take home car policy.
- A take home car program would make public safety a more desirable place to work. It would help with recruitment, as both NADPS and ACSO offer take home car programs for all certified employees. This would also help with retention of employees who live farther out.
- Allow dependents back into city vehicles. This too was a John Klimm directive that if studied hurts morale and was not an insurance issue, just another one of his power trips that hurt the city employees.
- Let all police officers take home their police car. It makes the officers more effective. No matter where they live they treat the cars with more respect. They will respond off duty more when needed.
- Take home car update for family members.

Miscellaneous

- Continue and improve sessions like these
- Less favoritism.
- Not every decision will be the perfect one. We've all learned from mistakes and that will make us stronger for the future.
- To the best of my knowledge, you guys are doing a Fabulous Job!
- Treat everyone the same
- HR focuses on seniority too much over good performance in promotions and pay
- Better work environment
- Remember where you came from and that we are all a team.
- STOP FAVORITISM..... !!!!! Look at the other's performance
- Have all city employees family use the Week Center free of charge just like the employee whether or not the family member is on city insurance or lives in the city or not. This would apply only to (wives and children) living with the Employee.
- There is no incentive for an employee to want to have a lifetime career with the city.
- Accountability
- Less bullying
- Well, moving to the new headquarters fire station will help with getting our own room for sleeping. So I really can't think of anything else.
- We need new chairs.

CMO

- Get to know your people and what they can do. You have untapped resources that you just can't imagine, but with the low pay, and low morale, we'll never be the city family we used to be
- Since Stuart has taken on the city manager position things are much better and I trust him.
- You have some great folks here. Evaluate their merits and develop them into the staff that you need.
- The city's employees are its greatest resource. Keeping that in mind when making decisions and the continuous bleeding down of benefits or benefit cost increases make the city less desirable to work for.
- When a citizen comes to you (or the mayor) because they don't like what an employees has told them, make sure you are following the same policies when dealing with them that your employee has followed before you. We should not pick and choose who the policies apply to, they should apply to all.
- The results and comments of this survey should be shared with all employees, whether good or bad. I would like to know how other employees feel.
- Continue to focus on being compassionate leaders and view employees like family.
- Small things can cause big boosts in morale.
- Continue to foster a team spirit - we are all on the same team.
- Please stand up for us when council tries to cut our benefits.

CMO (Cont.)

- The fire division personnel are rarely recognized for their support or role they play in the make-up of public safety. it is all about the police side. I personally did this same kind of survey a few years ago (still have a copy) of that one. Still no action has been taken to address the concerns. I was at a council meeting when I heard Klimm tell council Stewart and Assoc. didn't finish the survey. But that was not true – right after we took the survey we had department meetings about the results. I hope this is looked at and something comes of it. This is still a great place to work but not the "elite" talked about place to be like I remember it in the past years.

Training

- Monthly supervisor training should start back.
- Consistency is hard across the board among all departments but go back to Supervisor training and go over the Employee Handbook at the meetings, plus reinstitute Customer Service Training for all City Staff it is SOOOO important for both internal and external service.
- Better training especially for new hires such as a more comprehensive orientation.