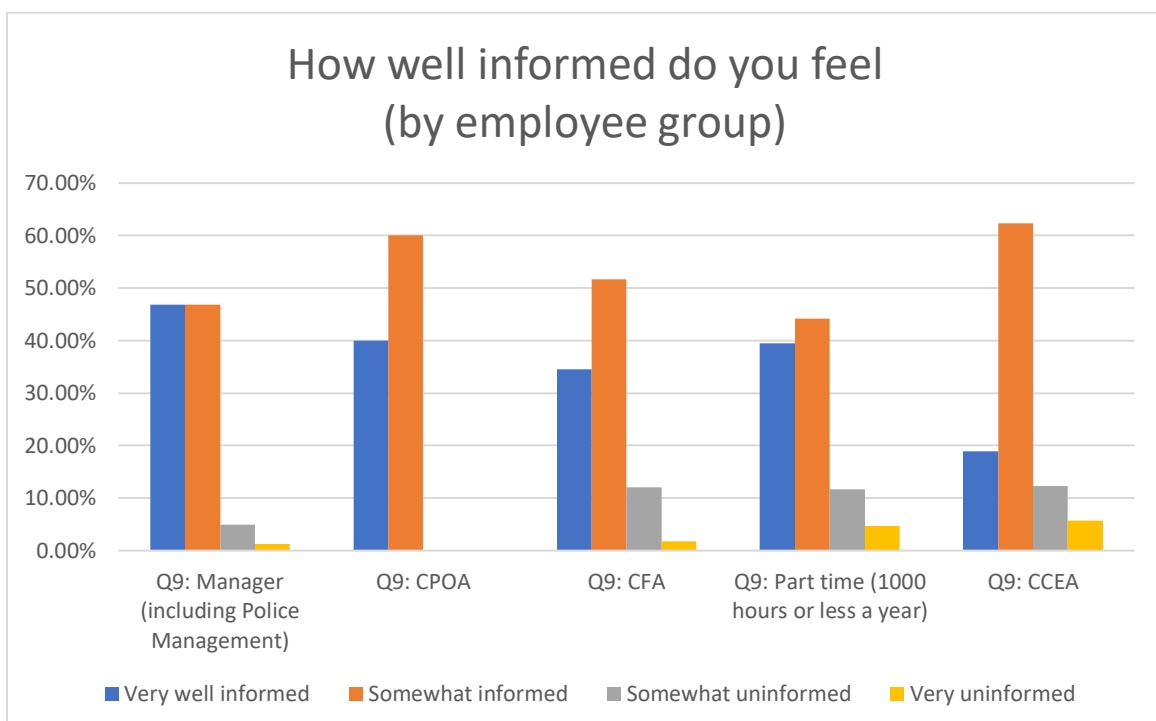
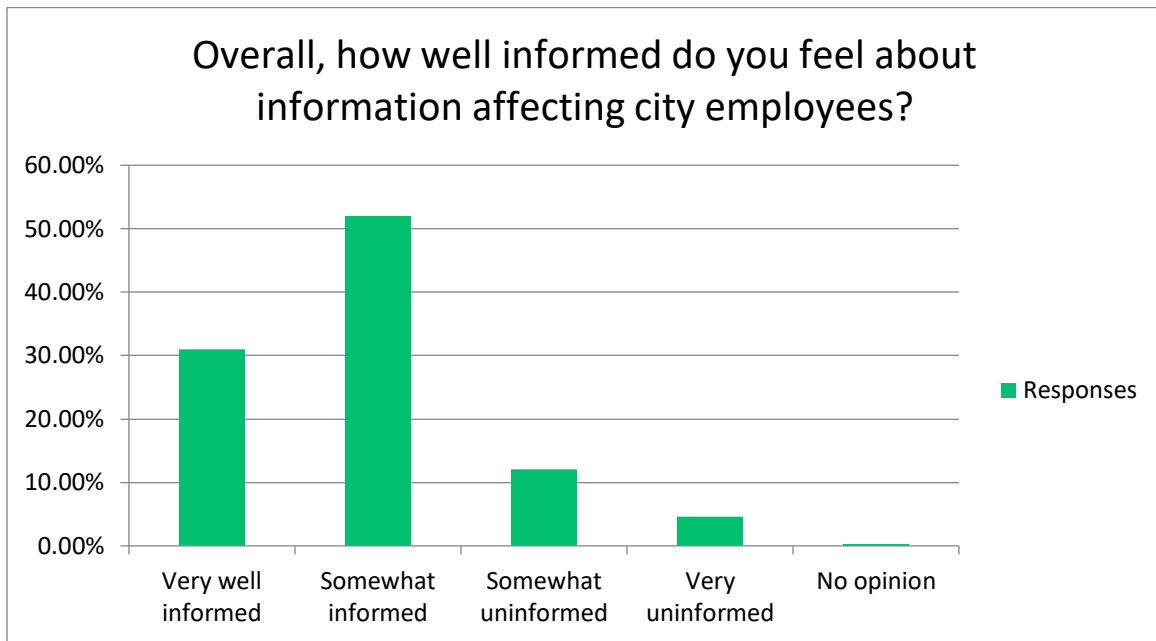


Internal Communication Survey

In summer 2018 (June 4 – July 2, 2018), city staff were asked to provide feedback on internal communication at the City of Carlsbad. Here are the responses:





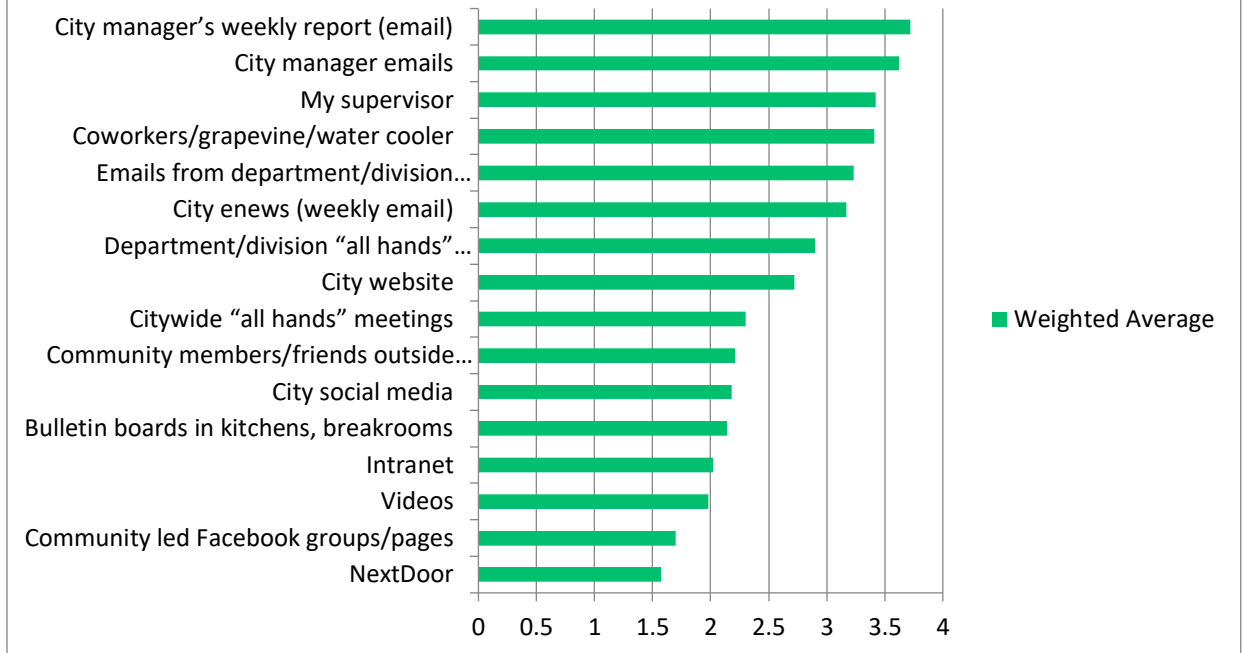
What other topics would you like to know more about?

1. What is the city's plan for recognizing and adequately compensating part time employees for their contributions?
2. there should be a venue for sharing the above topics with employees. some sort of a internal blog where perhaps the project manager writes up a short abstract of a project they're working on.
3. Employee salary survey results compared to market cities is not well-communicated (I've not seen a single report in 10+ years working here). We're not being very transparent.
4. I wish someone would share with me more of the "office politics" going on with the city council and other departments. Not gossipy stuff, but more informal things that go beyond what is shared with the public. It helps me understand how things work from department to department and what current issues are within the organization on a human level. My department is not based at Faraday so a lot of my co-workers feel disconnected from the majority of the other city employees.
5. Staffing - what is going on in hiring process
6. Department specific
7. What is going on within the City and between Departments
8. part time employees are eligible for sick leave but do we have any other benefits?
9. events going on in the Library or Parks & Rec (we find out after they take place)
10. Perhaps an internal news blog / platform could be established to discriminate information to employees from meetings. Management attends many meetings where information pertinent to all of us is discussed but it does not get back to staff. It could be set up by departments and information posted by section - like a newspaper. This

would be an efficient way of communication to keep staff informed. We could use a tool for posting information internally for staff to access in one location. Maybe it could be programmed to request a date range for each posting and to auto delete on the end date - like the Automatic Replies (out-of-office feature) in Outlook.

11. Employee engagement team, Evaluation process
12. Legislation related to public employees
13. Spend some tax money! Our city is falling behind
14. Advancement opportunities
15. Leadership's vision for the entire city organization
16. none
17. City direction that will affect employees
18. when a department is implementing a new program or changes something in the business process that affects other departments we would like to know before it is rolled out so that we may have some input. This is still happening around the City where a department changes something and does not consider all the other departments that it affects.
19. Department update
20. Rationales behind decision making (more transparency)
21. Smart City
22. Our manager is a micro manager who knows nothing about the areas he is trying to destroy, yet he continues to shine and is very popular with his manager which makes me believe our managers don't have a clue how to run this city in a positive world class environment.
23. Specifically, what tools are available to us to make our jobs easier. As an example, I have worked in the same job title for over 10 years and just found out 1) that the method in which we check insurance for contractors is wrong and 2) that there is a program Risk Management uses and 3) Contracts administration already utilizes. This to me is a communication gap as to how technology can be used by departments who NEED it and would save at least 20 hours a week solely verifying insurance requirements.

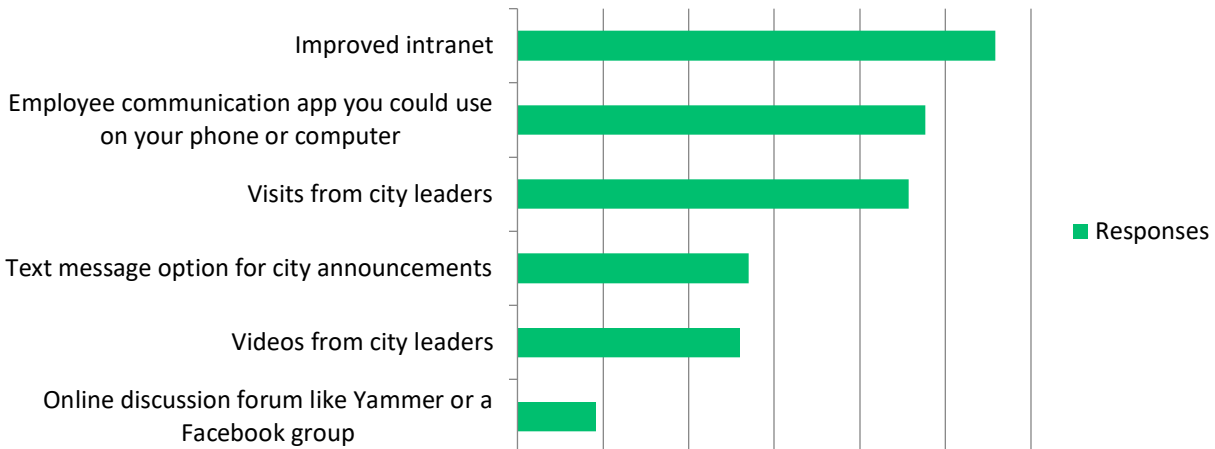
Where do you tend to get information about topics of interest to city employees?



Other

1. HPRM (painfully)
2. council meetings/how they voted
3. division staff meetings, smaller than Dept. All-hands meetings
4. Not aware of city-wide "all hands" meeting. Division "all hands" meeting (or afternoon tea in the case of our division, are held late in the afternoon when I'm off work, so I always miss out on anything that's discussed. Perhaps an "afternoon tea recap" email could be sent out. Otherwise, I don't believe I've read an email from our new Div Mgr about anything new with what's going on in the City. Emails are mostly "rah rah" message of keep on working hard

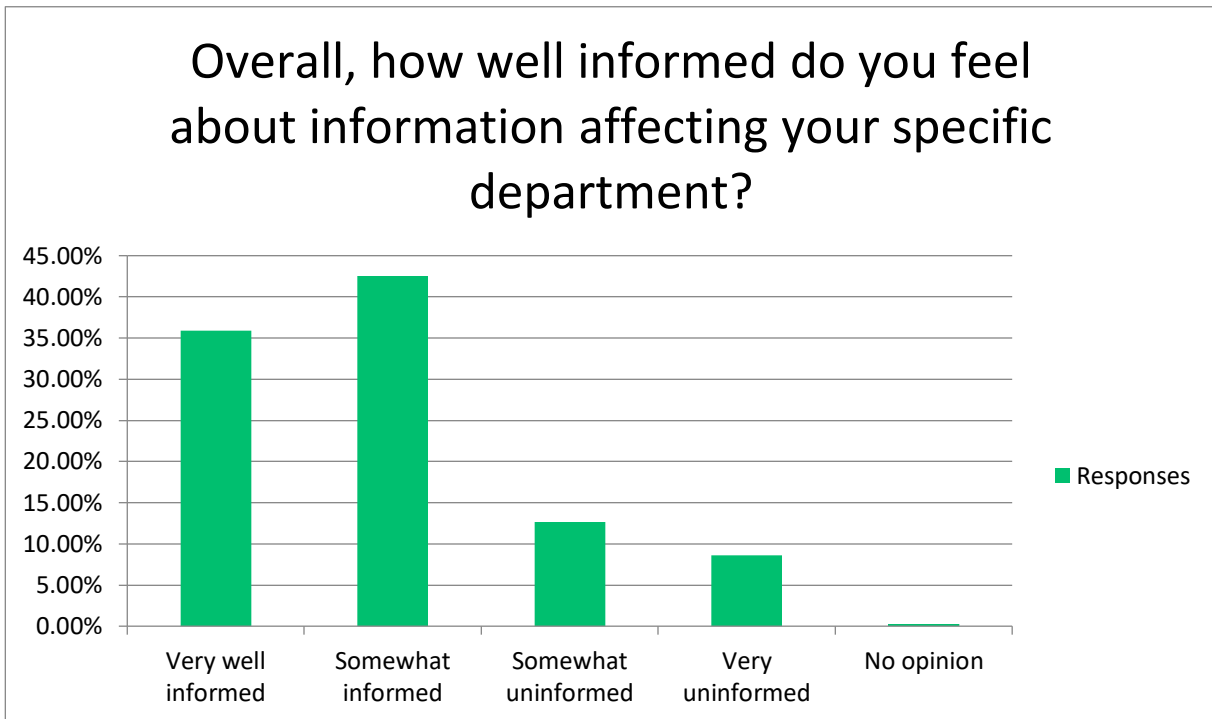
What new ways would you personally like to use to get information affecting city employees? (check all that apply)



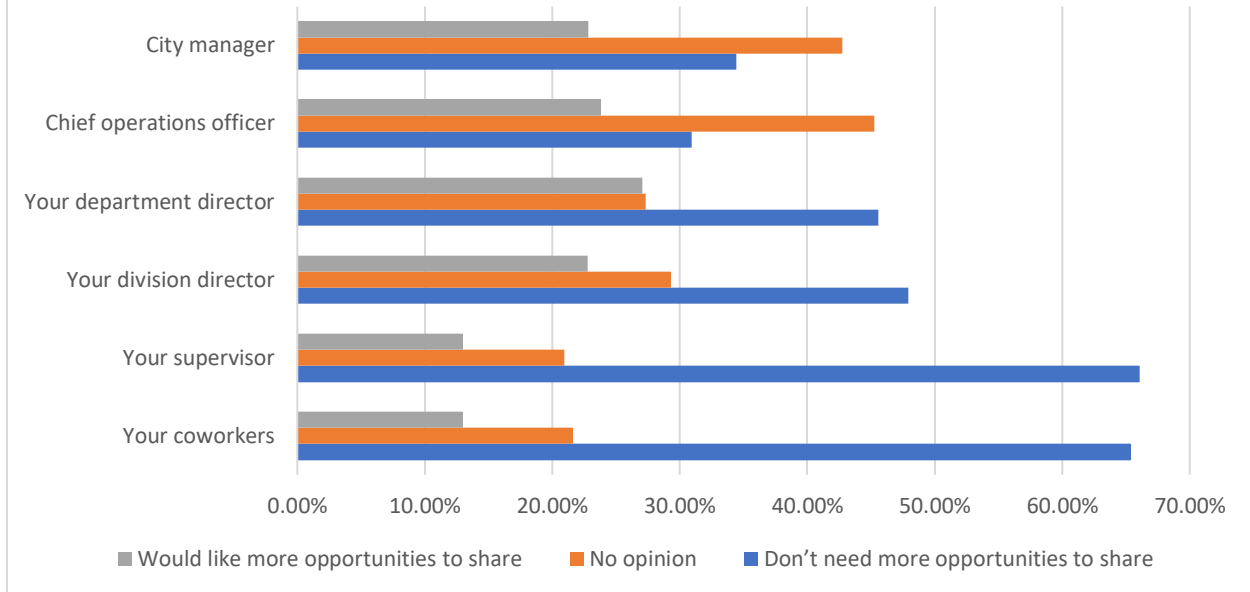
Other

1. Really enjoyed Kevin's video, introducing Scott Chadwick to the city. Would love to see more of these!
2. A useable records management system (The HPRM interface is impenetrable)
3. Weekly emails work fine, perhaps a more frequent newsletter.
4. More time with your supervisor, department leader
5. I think the communication delivery model that we are currently using is sufficient
6. Surprisingly, paycheck mailers actually did a great job of sharing important information, like benefit open enrollment dates. Maybe there is a way to resurrect this for special occasions.
7. none
8. Email, but fewer of them and better streamlined. The reason I don't often read city emails is they're long and at first glance don't seem to apply to me much. I have limited time and lots of work to do.
9. N/A
10. Where we are located this applies
11. Bring Yammer to life
12. I hope the new city manager will continue to have things like City Manager's Roundtable so lower level staffers have chance for a direct dialogue with the city's top leader.
13. Email is fine
14. event newsletters
15. See Other in No. 2 above
16. It would be great if my boss would just have a conversation with me
17. city email is best since I am at my computer everyday
18. any information or updates from department head

- 19. Substantive issues could be documented as FAQs and maintained on the city intranet
- 20. In person is ideal, but realistically videos work too!
- 21. It really doesn't matter. the truth will never be an open discussion.
- 22. Monthly email updates on subjects employees care about such as pay for performance, salary adjustments, etc.
- 23. no opinion, although definitely don't want to receive push notifications
- 24. Coffee bars!
- 25. I feel online discussion forum would only generate a "bitch session" where people only complain and no one comes up with solutions. To me, it would be a waste of my time reading all the negative stuff.



How do you feel about opportunities to share ideas with ...



What else would you like to share about communication within our city organization?

1. Employees need to feel safe expressing their opinions for improvements and changes. That currently does not exist. Design a system/channel of anonymous feedback.
2. Public Works is a very chain-of-command structure. very little opportunity to share information up the chain
3. None at this time.
4. I think overall the communication is good.
5. I think the city news letters are helpful
6. I would love for the managers to not be afraid of their managers. Everyone seems terrified to get in trouble. And break down the communication silos and communicate to the expert. Just because the department manager is at your level doesn't mean they SHOULD or DO have the information you're looking for. It is okay to go to a project manager for information. It wastes everyone's time and expertise by expecting anything else.
7. Kevin's roundtables are very helpful.
8. Utilize website to its fullest. It's a great place to post info and important documents. Please publish budget documents to website, especially the CIP Technical Appendix. It's never included as part of the City Council agenda packet (only a promise that it will be available for review in Finance and PW Depts in September), and only limited hardcopies are distributed internally. It's a very useful document that should be more widely shared.
9. Thank you for working to improve this aspect of city employment!
10. Allow news regarding city grantees to share updates

11. Part time employees should receive as much information as full time employees
12. n/a
13. More opportunities to meet and share my thoughts with division director. At times I feel very out of the loop and my thoughts and or ideas don't matter.
14. I was please to see the effort that the City put into having the survey available in Spanish. ¡Gracias!
15. I think there is a lot of confusion about HR related topic like benefits, retirement, and so on. More transparency about the direction the city is headed towards would be nice
16. The intranet, if it is shaped carefully and with strong functionality, has the potential to be a central gathering place for communication - from hourly/daily to a clearinghouse for occasional topical need.
17. The Communications Department does a great job. All the employees are friendly, smart and always willing to help.
18. It would be great to see more interdepartmental communication for major software upgrades, such as EnerGov. Had it been more thoroughly investigated, we most likely would have chosen a better product.
19. I think the city's website has been stripped down of its personality. It would be nice to have more visually interesting content and more variability.
20. It is getting a lot better. I would just like to find more ways to meet people where they are and share information. I like the idea a lot of a social media type solution to providing information to city employees, as well as other fun ways maybe that are competition style, or fun activity like a trivia contest. :-)
21. nothing
22. Would like more opportunity to engage with/get to know fellow employees; social media, etc. Also would be great if personnel put photos on their account in Outlook so you can put a face with the name and when you see them at a large function, you actually know who they are and opens the opportunity for introduction.
23. People's time is limited. Make it so people can subscribe to the communications that pertain to them and avoid the communications that don't.
24. N/A
25. We are over-informed on small things like internet is red or green, and large amounts of city wide emails to the point of them losing their effect of importance.
26. I hope managers/leaders can establish channels for lower lever staffers to address issues directly. Currently we are supposed to go to our supervisors for everything. We have to follow the chain of command. This is understandable most of the time. But what if in some situations the supervisors are not helpful? What can the employees do without getting into trouble then? I think there is a general culture of not encouraging staff to speak out in the city.
The city manager has roundtables, which are good. Will the new city manager continue to have them? Can the Department Directors have them as well?
How about a dedicated mailbox for staff making suggestions or comments and someone actually follows up on them?
27. Communication in the Parks and Recreation department is non-existent. Aside from appearing at some events I know little of our parks director or what he expects from the department and its staff, what our mission is and what we can do to work together to

achieve it. If it were not for the City manager weekly update emails and updates from Communications I would have no idea what is happening in the City outside of my facility.

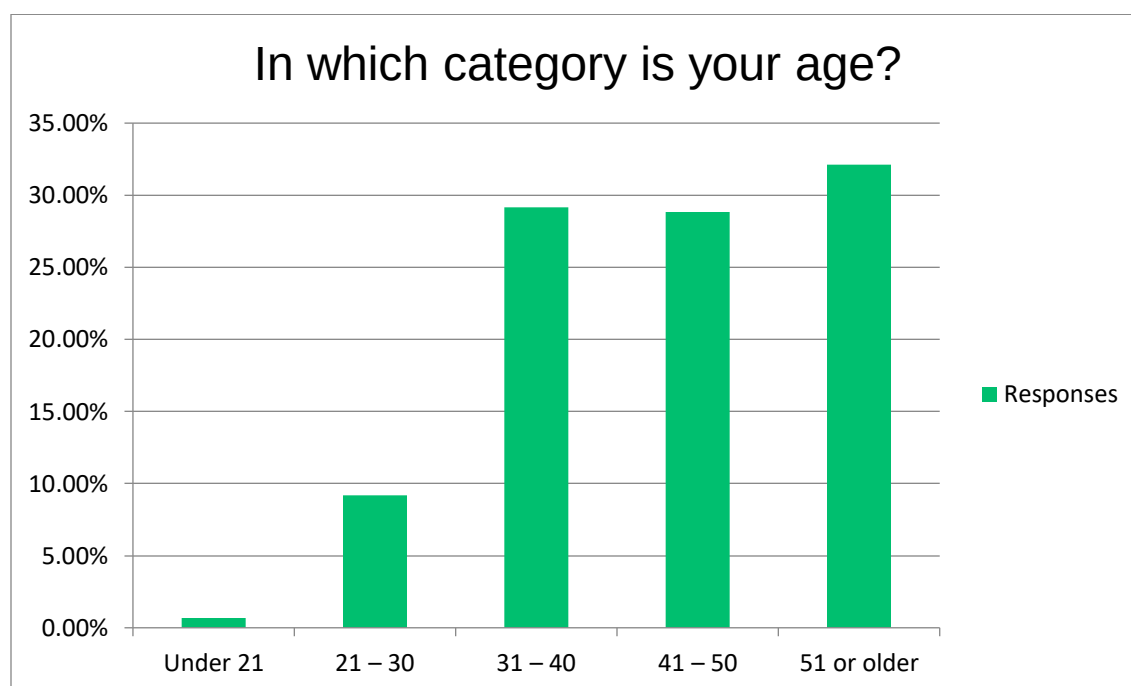
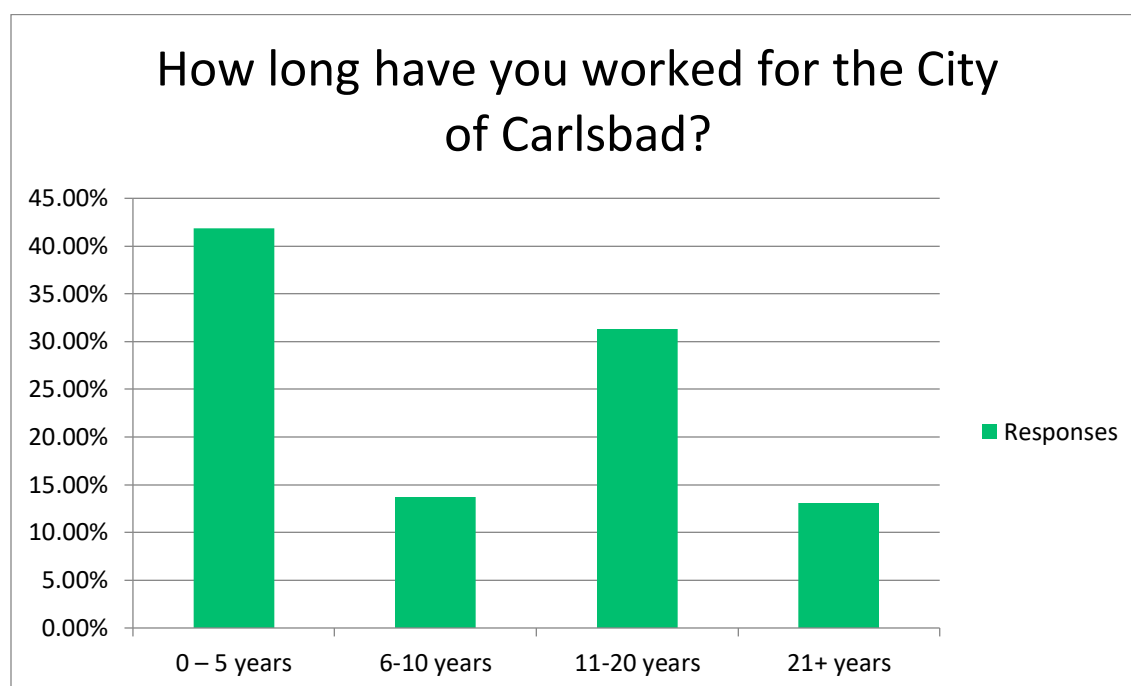
28. There are lots of functions available that part time people can't take advantage of because we only get a 15 minute break and it would take that much time to even get to the meeting. Part time people need more benefits and time to communicate with others not in their division.
29. Each major division should be given the ability to create and manage a social media presence with minimal oversight. The entire city organization is not nimble enough to provide updates from each major line of service but the community would benefit from more regular flow of information regarding issues of interest to them.
30. Thanks for making communication a priority. I think the city does a good job in this area.
31. A little too many volunteer opportunities, overwhelming.
32. n/a
33. The city could do a better job notifying staff when initiatives have been discontinued (i.e. Baker Tilley) or stalled/delayed/etc. (i.e. Employee Engagement Team).
34. I would suggest everyone having their picture on their email so that I could learn the faces that go with the names.
35. na
36. Too many city-wide emails that aren't pertinent to the folks receiving them.
37. Too many emails that do not concern my department. Emails concerning critical information for my job get buried or put into the clutter folder. IE: I had to be informed from a fellow co worker concerning this email survey.
38. When valuable studies are done, like the citygate study, I believe it's important for employees to hear about the recommendations and why or why not the city will act on those recommendations.
39. NA
40. If possible, cut back on Citywide emails that are not essential for the entire city to receive. We have plenty of important and pertinent emails from our own department on a daily basis we have to learn and digest.
The IT's amber alert Red Light Green Light system is close to annoying. If it could be limited to pertinent negatives it would be helpful. Current I disregard all them as junk. I know that's not the intention of this notification system.
41. Only goes one way: top to bottom. Workers don't feel valued.
42. I think there is still fear to share honestly with leadership at the director level and higher throughout the organization. People wonder if when employees are separated from the organization, if it is because they were too "honest" or made a mistake and weren't forgiven for it.
43. Sharing the ideas is likely not the issue. It is whether or not the person being shared with is receptive in the first place.
44. I would like more interactive ways to communicate rather than text emails, info graphics, videos
45. In the organization it would be nice to find a way to communicate more effectively within each building amongst divisions and department staff.
46. it's constantly improving! Great job:)

47. I think compensation plans are always hard to figure out. For example, I currently here there is a management compensation plan modification going to council soon, but no one seems to know about what.
48. There is little to no communication from my director to me or the department. He relies on his managers/directors to deliver all of the communication.
49. Nothing
50. I heard a rumor at one point that the city was looking into ebikes to help people get from meeting to meeting with fewer cars. We hear about cool initiatives and then they die and are lost. Perhaps an archive so we can see what happened and what the status of something is?
51. Fire department seems to communicate in my opinion.
52. N/A
53. make supervisors responsible for communicating as department. not just pass it on to one person and expect that person to relay the information.
54. I think between all the different emails..."How They Voted, "City Manager Weekly Update," other communications emails, etc. that come out, it's almost a little too many. Maybe try condensing the emails into one? In my opinion, we don't need so many different separate emails. And I think the leadership team maybe needs to do a better job at sharing information discussed at the LT meetings, etc.
55. It's better than any private sector organization I've ever worked for
56. Sometimes some of the information is more forthcoming from the CCEA Board members than the City, only because they are informed sooner than the normal staff population.
57. Department organization changes. Direct report changes.
58. Employee related opportunities in accessing affordable housing within the City.
59. As a manager myself, I am very well informed. Most of it comes from email. I can see how fellow employees who don't spend work days on computers could miss out on a lot. While the apps and texts might not be my preference, they might really work well for this group!
60. I've never heard of any citywide "all hands" meetings.
I feel pretty well-informed of citywide and department information, but I know that is not the case for everyone at all levels, especially when it comes to department info. More effort needs to be made in my department to improve communication. There are no opportunities for most to communicate with our director and our director rarely communicates department-wide.
61. News released to local news outlets.
62. As much as we like to talk about communication, our actions show that we only do bottom up communication and there is rarely and top down communication. If so, the rumors have already spread through the city well before any official communication is received. Whenever specific questions are asked at all hands meetings they are danced around and no one can ever get a straight answer. There is this fear within our city to make mistakes and ask questions or push back on things and that is not an effective or productive way of running an organization. I should not be afraid that there will be repercussions if I ask the PWD or CM a question.

- 63. Is there a place for employees to post for sale items or info on events/fundraisers? If not, that would be a great feature of an employee app.
- 64. Would like communication to be open and honest. Include news even if it is not positive. Typically find out about negative things from friends and family that don't work for city.
- 65. it's hopeless
- 66. enjoy the CMM meetings and I learn about City stuff at that meeting
- 67. We need a better understanding of what each department does (or does not do) to be able to send a unified message to the public.
- 68. With so many part-timers it would be nice to distinguish between things that affect full-time employees vs. part-time employees. Sometimes emails suggest something relates to all employees, while in reality it only applies to full-time employees.

Demographics

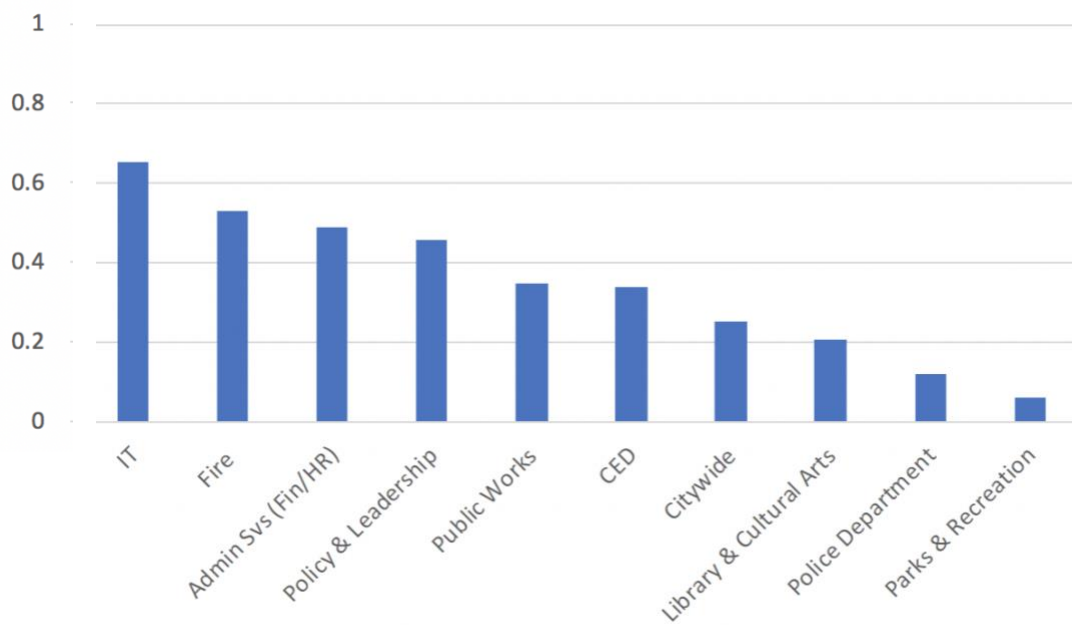
We asked the following questions to see generally who took the survey and if trends existed among groups. For example, is there a relationship between the amount of time you've worked here and how informed you feel, etc. For the most part, individual subgroups did not differ significantly in their answers on most questions.



Total Responses

- Link in email/Link on poster in break rooms (350 responses)
- Paper survey (Spanish and English) for those without easy access to a computer (0 responses)

Percentage of Employees Responding (by Department)



Responses by employee group

CPOA	10
Part time (1000 hours or less a year)	44
CFA	58
Manager (including Police Management)	81
CCEA	123