

EMPLOYEE SURVEY RESPONSES

WHAT IS A PROCESS THAT WE CAN IMPROVE HERE?

1. **Communication**/staffing
2. **communication** thank you
3. **Communication** across the board
4. General **communication** about what is happening in Town
5. **Communication**
6. **Communication** from the top down
7. **Communication**
8. **Communication**, Do not feel Valued, Equality within HR policies
9. It seems to take a long time for management to make decisions. Which causes delays down the pipe line.
- 10.**Communication**
- 11.**Communication**
12. More **Communication**
13. **COMMUNICATION** AT ALL LEVELS. NO MATTER THE LEVEL OF EMPLOYEE **COMMUNICATION** IS IMPORTANT.
- 14.**COMMUNICATION**
15. **Communication** on all levels
- 16.**Communication**
17. Improve **communication**, or at least information sharing, between town hall and the individual town depts.
18. Formal **communication** v. rumor mill operations
19. more **communication**
20. Clear and concise **communications** from all department leaders. The treatment of everyone should be the same.
21. more effective **communication** and collaboration between departments
22. **Communication** and equally disciplining workers throughout the department.
- 23.**Communication**
24. There could be better **communication** between Town Hall and Town Center.
25. **Communications**.....
26. **Communication** from Town Hall with all other Departments

27. **COMMUNICATION** THROUGHOUT ALL LEVELS/SUPERVISION OF ADMINISTRATION/LISTEN TO EMPLOYEE CONCERNS/FIX PAY ISSUES THAT CONTINUE TO GROW/FOCUS ON RETENTION OF EMPLOYEES/
28. Define and **communicate** policies and procedures of the town
29. Employee training and workload management
30. Build vision/mission/goals that we all know and share with transparency
31. The town gives too much time/credit to the 1% of employees who create trouble.
32. **Communication** in all aspects can be improved – there seems to be very little job responsibilities defined which leads to the same few staff taking on more and more responsibility because they are the ones “familiar with the process” or willing to help others. The Town’s wider vision for growth and change (staffing or taking on more programing) has not been **communicated** well. Expectations are not **communicated** well and if they are defined, there is no follow up to insure everyone is on the right track. There is an expectation to do a perfect job but very little **communication** on how to do so or ways to improve.
33. Parks and Rec maintenance is understaffed and need more employees.
34. Employee events feel rushed like someone just wants to check a box. I would feel more valued if the Town compensation plan included an annual bonus for accomplishing agreed upon goals.
35. I feel bad with some of my answers but I know the people I work with in my department but I don't know many people from other departments. Also in my department the lack of **communication** has to deal with a lot of us coming and going for our programs and such, so it comes with the job. We all work hard to improve the **communication** but we also are human. For a town if we could have more town gatherings that would be cool, I'm a fan of the Town Christmas lunch and I really enjoyed the tailgating cook off this fall.
36. Departments stick to departments. One town one team is rarely practiced.
37. More appreciation for good and loyal town employees
38. Conduct pay studies every 3 years - minimum.
39. All policies/procedures should be the same across the board, not by department.
40. I believe we have a strong team and leadership that can create buy in will make us more successful
41. Continue to strive to be a better workplace
42. Too much oversight from Town Hall.
43. Working relationship between each departments and have more supervisor training
44. Put people in positions that utilize common sense and do not rule with emotion
45. Truly caring about your employees!
46. **Communication** is key in the work place. Also, there is a lot of back and forth on projects and decision making that never seems to work. The expression too many cooks in the kitchen. Too many projects and not enough people and or employees to get projects done. Also we are getting away from what use to be our simple ways of operating parks which made them habitable and successful.
47. **Communication**. 1/2 the department doesn't have email or phones with modern capabilities. Also the money sucks. Raises please. Big ones.
48. Effective Team Work

49. **Communication** within departments along with Town wide **communication** including **communication** between departments when decisions made impact another or multiple departments.
50. Individual incentives for setting and reaching goals set forth by employee, supervisor and upper management.
51. Transparency always helps employees. Not to say there isn't transparency now, but make sure to keep it a focus. If you ask for opinions and/or complaints, make sure you take the time to address them. Sometimes it's just venting and sometimes employees take a lot of time to put their issues out there. If there is little to no response, you will get little to no feedback and even less work ethic in return.
52. Great leadership and morale is high!
53. Add appropriate amount of staff to provide services effectively.
54. I see a need for more frequent feedback or evaluation of job performance. Especially with new employees.
55. Treat people equal
56. Give out awards or small amount gift cards every 6 months or year
57. To be more involved in the planning for projects. So I know what to do when on job site.
58. iPhone work phones, no more paper time sheets.
59. team work
60. Let employees decide scheduling
61. More technology in processes
62. OPEN **COMMUNICATION** DISPERSSED THROUGHOUT THE TOWN AND DEPARTMENTS
63. The town is very good about letting each department handle their own and the town has never micromanaged from an admin level (finance, HR, town manager) etc. As a lower chain employee, I notice department directors have enough on their plates. Consider adding an assistant to every director as we grow and continue as a board and admin role to let people do their job. People leave because they are micromanaged or have the high ups not letting their employees flourish and let them do their job. Micromanaging from the higher chain can really set a negative attitude. Trust departments and employees. This has been one of my favorite jobs because of the atmosphere of the town and people keeping their nose where it belongs. Change is good when it betters the atmosphere (like no more paper timesheets). Change is bad when you do it because you don't trust or start to micromanage. We can improve the process of retaining people. Do we always have to follow what other towns pay their people? Can we not pay a few thousand higher on everyone's job to give them an incentive? Yes it tax payer money (which in a town of 63,000 can we please stop being penny pinchers and invest to make this town look like we care and take some more pride)? Surrounding towns have twice to three times as many employees with less citizens. Example is Mooresville. Town of 39,000. Staff of over 400. We could really use more staff for support in getting projects complete. Great town and one of my favorite places. Let's keep it and not change it and make it worse.
64. Performance evaluations are not being utilized correctly.
65. Leadership needs to be changed within certain departments. Bad leaders engender low morale and poor quality work. Supervisors should be accountable to policies the same as employees.
66. Non rotating shifts.

- 67. I would like to see the Town openly encourage promotion opportunities within the Town. The Town should also be less rigid with annual raise awards
- 68. Look to larger cities for ideas as the town grows instead of looking at what other, smaller localities are doing
- 69. We can improve on building community involvement
- 70. The Town of Huntersville is a great place to work!
- 71. More support from town board. Town staff is the backbone of the town and we spend years and years and full careers trying to make this town a better place. It's tough when an elected board on a 2 year term tries to come in and change things, only to possibly be gone in 2 years.

Communication and trust in the town staff is essential.

- 72. Understanding of individual departmental roles and the importance of each within the town
- 73. N/A
- 74. N/A
- 75. N/A
- 76. na
- 77. .
- 78. I can't think of anything
- 79. Blank
- 80. Blank
- 81. Blank
- 82. N/A
- 83. NA
- 84. None
- 85. N/a
- 86. **Communication** to employees about Town-wide weather delays, network/website outages, town policies; it would be cool to maybe have a quarterly internal update of what different departments are doing; **communication** among departments about processes/procedures/challenges/accomplishments; love my job, love working for the Town, think I have a knowledgeable and supportive supervisor, hope there is more accountability when individuals (one person) within a department do not follow Town/Department procedures and when individuals do not strive to deliver excellent customer service
- 87. Accountability
- 88. Organizational **Communication** (Town Wide), Individual Evaluation Processes, Leadership Development, By improving employees feel of self-worth or value the town will create better customer experience for the citizens that we serve.
- 89. Recognize employees more when they shine :)
- 90. Most of the low scores I gave are a direct result of the lack of understanding of my section by my direct supervisor's supervisor. My direct supervisor is not allowed to make decisions or is overturned at times when he does make a decision. Often our section does not receive the support, tools or resources needed to successfully complete our mission because our section is less thought of than other sections. My direct supervisor does his best with the limited resources and help he gets, but I know he is frustrated because he constantly has to beg for help and seldom receives it. I know this to be true because I see his department wide emails he sends and I have

been in meetings with him when he has asked for help. It's not right that he is asked to do so much without support.

91. I wish there were more "whole Town" events. Whether that be updates from each department, or even quarterly Town assemblies to hear updates, news, or other things going on in the Town. It would be nice to know the achievements of other employees or other departments. Sometimes it feels like every department works in a bubble, I would love to get to know other departments more!
92. Employee Appreciation events that do not have a hidden motive.
93. I don't know
94. Opportunities for advancement. Town Management supporting Town Employees more. Clearer understanding of roles and responsibilities. More carefulness in hiring decisions, striving to find the best people for the job.
95. Succession Planning. There should be no need to go outside the town to replace a department head.
96. A better process for understanding what each department handles and who can be contacted for specific questions. It feels like we are bothering other departments to ask questions in their realm of responsibility. Contacting the department head for everything seems inappropriate, but we don't know who to contact beneath them.
97. **Communication** and Accountability is key on all levels of employment. Managers and Supervisors as well as workers. Lead by example.
98. I enjoy working here compared to other companies I've worked for. The people are all friendly and welcoming. Whether I call to Town Hall or a department in Town Center, everyone is always willing to help. They are all encouraging and positive, even when I interact with the Town Commissioners. Town of Huntersville is a great place to work!
99. **Communication** between public works/ planning and parks and rec should be improved
100. Better **communication** about things happening in other departments so we can participate or advise the community about participating.
101. Moral is nonexistent and we don't take care of our people, no support from command staff
102. Happy with current processes
103. Huntersville Police Department is an embarrassment. Leadership is focused more on fulfilling their own personal agenda than actually leading. There is zero **communication** at all levels. The left hand never knows what the right hand is doing. It is not uncommon for one supervisor to tell you one thing and another to tell you the exact opposite. There is no accountability for anyone except patrol. Everything is patrol's responsibility and everything is patrol's fault. Patrol officers spend 95 percent of their time doing useless tasks that ultimately only make someone else's job easier instead of the actual duties and responsibilities associated with their job description. It also doesn't help when you hire an interim chief who comes in on his first day and proclaims to all of patrol that he knows there aren't any issues within the department, and whoever is going to Town Hall to complain needs to stop because speaking about issues within the department with someone outside the walls of the P.D. is a violation of policy. He also claimed to be "a patrol guy, I'm all about patrol" yet patrol hasn't seen him since his first day, and every decision he's made since being here has ONLY effected patrol. But to be honest I don't know why I'm even wasting my time typing this because y'all have been told time after time about the issues, but none of you are

interested in actually fixing the problems. Because in order to fix it you'd have to admit that you were part of the problem, and we all know between HPD and Town Hall there's way too much arrogance for any of you to actually do that. So the good ol' boy system will continue to prevail and nothing will change. Every single one of you have failed not only your employees, but also the citizens you claim to serve.

104. The morale in the department I work in is very low, almost non-existent. Leadership is lacking. The leadership lacks professionalism, they aren't ethical and there is no integrity. The only thing that is evident about the department is that there is way too much favoritism. If you don't fit in with the status quo, you will go nowhere. I have no confidence in the direction of the current chief, when on the first day we were told that there were no problems at the department, just problem people. Way to go effecting change within a culture of good ol' boys. The health of officers are deteriorating not because of environmental factors or issues with the public (the ones that hate us and want to kill us for our choice in careers), but it is the issues that are going on between the four walls of the department. The people being heard are the ones that are handpicked and the ones that hang out with the powers that be. Policies need to be changed to reflect 2019 and so does the thinking. My immediate supervisors do a good a job as they can. There is no consistency among command and it trickles down. Teamwork is not encouraged and it seems as if the leadership is threatened by people being friends and hanging out. I have been drained of my drive to go the extra mile and will only do the minimum. Why, because there have been more injustices within the department than with the public. What happens now? I believe nothing.
105. Since our Chief left I have seen a huge impact on the command staff and my supervisor. I feel that that are able to accomplish more and seem to be in tune with what we are doing as a department. We still need to work on **communication** from the Lt. down. I am also still seeing and hearing about a few officers going to the commissioners and "tattling" on other officers. I have worked at other agencies and I believe our major problem is that we don't even have respect for ours when it comes to watching out for our best interest as an agency. Please take the time to speak to us in person if you want the truth. People hide behind their keyboard and cause problems. This is happening in the department and from people in the community. I really enjoy working here, but I am tired of our own officers making us look bad for their own enjoyment. We are our own worst enemy.
106. Supporting the Police Department with all of their needs. Understanding that all the equipment that is asked is not because officers want to have new toys, they ask for this things because is needed. Policing and the world is changing fast and technology is changing as fast. Also more officers need to be brought to the department, along with that we have to keep the officers we have. We can add officers and keep the ones we have with salaries. We ask for officers to make split second decisions, we ask for officers put their lives on the line every day, not knowing if they are going home to their families at the end of the day. We should take care of them just like they are taking care of us.
107. Would like to see an appropriate chain of command followed when there is a complaint or grievance. Employees should be held accountable when using an outside resource such as a blog to express their opinions of town management.
108. There are people here that are out for themselves and not the team or the Town. We are not perfect, but there are people here who are openly trying to create discontent by trashing their supervisors, talked to commissioners about things they don't like but representing it as if every

employee felt the same way, and most irritating is they are representing themselves as being the champion of the employees when all they are doing is making our jobs harder. Those of us that are doing the real work are most affected by this because it paralyzes supervisors and managers from making changes that need to be made. So the process changes I would recommend is not allowing employees to speak off the record. Require them to use the grievance process and if they are found to be untruthful THEY should be held accountable for that. The Chief has already said to us to use the grievance process. He took out the 'anonymous' suggestion boxes that was tearing this department apart. I stand up for what I believe and so should everybody else. This is a great place to work but the so called activist make it hard to have a team of any kind. We need some work like everywhere but I work in a great place. Don't believe everything you hear especially from anonymous sources. Not everyone is saying things for the good of the Town - it's for their own good.

109. The town needs to get rid of the cancers at the police department. There are 3 to 5 employees that are the root cause to negativity at the police department.
110. Teamwork, **communication**, treat every employee equally, fairness and making sure officers are not targeted based on race, age, experience, gender, background and anything in the past.
111. Over involvement of town hall and commissioners in the everyday processes of the PD.
112. Better **communication** between administration and officers. More even spread of the workload placed on officers.
113. There are too many "cooks in the kitchen." Seems that everyone wants to put their opinion in and it is not always the best idea. Also, command should come out of the PD and work the road some. Lead by example, do as i do mentality
114. Start by firing the town manager and the police chief. The town hired the cancer that came from Cornelius. If changes are not made I'm sure the media will have a field day when the find out how morale and supervision in the town doesn't exist.
115. More effective leadership in the command staff of the police department. They fail to understand that the atmosphere is toxic, and they refuse to make attempts to fix it. In order to face the fact that the atmosphere, the command would have to admit that they are ultimately responsible for the failure. I, along with many others do not have confidence that this group of "leaders" have the ability to fix the problems.
116. You need to seriously take a look at the top level management for the police department meaning deputy chief and captains. Chief Hoyle has just started if that group isn't removed the morale within the police department can only go further down from where it even is now which is the lowest it has been since many of us have been hired. You have a captain over patrol that likes to do nothing more than bully Subordinates instead of letting them do their job by subordinates I mean patrol. You have supervisors meaning lieutenants and Sergeants who plays favorites fail to follow the rules and penalize those outside of their little cliques for minor policy and fractions that their friends make on a regular basis. The majority of those who have left in the last couple years have all left for less pay just to get away and get out from the bullying and clicks. The department has shown that unless you are in these clicks and one of the boys your future within the department is already determined and you will not face advancement. Other departments have come to do backgrounds on officers that have applied with them and have made remarks that they can't believe some of the things said by supervisors and example would be if you don't like it leave. The department does nothing to retain employment and it is seriously appearing to only fill

positions with retirees from other states or those with no life experience making it next to impossible for anybody that has shown loyalty to the town to advance in other positions. The department has already had an officer suffer a mental break and as old as a matter of time before it happens again or something worse. We all hope Chief Hoyle “rights this sinking ship” with the upper admins before more lawsuits are filed. Officers are at a point that they avoid this administration out of fear of retaliation or unneeded stress. Officers have gotten to the point where it’s hard to fill off duty due to the lack of moral where it’s stress to even don the uniform. The PD used to have to turn away applications and did minimal recruitment but now can’t even recruit enough to fill spaces. If you truly want to fix that department you need to create a board that meets with groups of officers eliminating all supervisors and come up with a way to have the officers trust that they can speak freely because everybody at the police department knows and feels they cannot trust anybody because so many times they have been burnt by this information is confidential etc. and by the end of the day over half the police department knows what was said. The worst thing that can affect a police officer’s job is losing the public trust however nothing is said about officers not even trusting their own department. There is no way to describe how truly bad it has gotten and Officers are losing hope that anything will be done to fix it and that is why officers are leaving at a record pace and you would be surprised how many are in processes and actively searching for opportunities at other departments because there are none here because they allow retirees and laterals leapfrog those that have done their time here

117. The police department is crumbling because of the leadership and the poor **communication** that comes from the top/down. The management team and the town council really needs to get their heads out of the sand. Since I have been with Huntersville I have seen a lot of good people leave. Not because of the high crime but because of the moral. Please get rid of the good old boy system and have leaders appreciate all their workers not the ones that can play swat or ride motorcycles. It’s real sad that because of a few bad apples this department is the laughing stock of the other PD's around us. That is why you have 6-8 officers with active apps out. All patrol officers. If this community knew the waste of money and issues the department has they would flip. Please wake up before it gets worse. Thank you
118. Improve leadership at HPD by eliminating the current command staff that ignore serious issues and continue to cause employees to leave their job with the town.
119. Complaint procedures: the Town procedures and the Police Department procedures seem to not be in line with each other.
120. Ensuring that individuals that are in supervisory roles are adequately trained in the role especially when it deals with specialized units/positions. Instances occur where a supervisor especially in specialized units are not qualified to be in the position, however, they have ended up in the role and hold the unit back from succeeding due to lack of working knowledge or the inability to learn how to supervise within a specialized unit. Once these types of inadequate supervisors are placed in a specific role, even when they aren’t meeting expressed basic job knowledge and function requirements, they remain within position because the department has nowhere else to place them.
121. Take a really strong look at the leadership of the PD other than the new Chief