



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

2013 Facilities Services Housekeeping Employee Survey Report

Contract Number 65-RFPB649445

November 19, 2013

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Acknowledgments

PRM Consulting Group, Inc. (PRM) would like to thank the leadership of the University of North Carolina at Chapel Hill (UNC-CH) and the Housekeeping staff for its substantial commitment, time and resources to this study. The flexibility of the UNC-CH Office of the Vice Chancellor for Finance and Administration (Ms. Karol Kain Gray) and the Office of the Vice Chancellor for Human Resources (Ms. Brenda Richardson Malone) were immensely important contributors to the study goals, and PRM is deeply appreciative of their support in completing this important body of work. We also recognize and thank the assistance of the UNC-CH Office of the Assistant Vice Chancellor for Facilities Operations, Planning & Design & University Architect (Ms. Anna Wu) and the Office of the Director of Housekeeping Services (Mr. Darius Dixon) for logistical, administrative and technical support in providing scheduling, office space, transportation and translation services in support of this important study engagement.

I. Background and Study Purpose

I. Background and Study Purpose

The University of North Carolina at Chapel Hill (UNC-CH) is a public university with a student enrollment of approximately 29,000 and a full-time employee population of approximately 12,000.

- Facilities Operations Planning and Design, a division of Facility Services, is responsible for providing grounds, housekeeping, and building maintenance and small construction services to the campus, as well as ancillary services such as mail and recycling. The Housekeeping Services Department is managed by a Director, supported by four Assistant Directors, to whom a total of 22 Zone Managers report, as well as an Assistant Director who is responsible for training. The Director reports to the Assistant Vice Chancellor & University Architect. In addition to the leadership team, approximately 390 employees work in the Housekeeping Services Department.
- In 2011, PRM was hired to conduct a study to identify concerns related to the workplace climate within the Housekeeping Services Department (the Department), including whether all department employees were treated fairly, with civility and respect, and free from threats, intimidation, and harassment. Overall results in 2011 revealed that the practices in the Department created a culture with low employee morale, lack of trust, and overall frustration.

PRM presented over 45 recommendations for consideration by UNC-CH leadership to address findings identified in the 2011 study engagement including, but not limited to:

- Reviewing and revising the leadership structure to support desired changes in the Department.
- Implementing and executing changes demonstrating a commitment to the importance of dignity, respect and promise to valuing all employees in the Department, through the development of mandatory management and staff meetings.
- Creating a discrimination-free, harassment-free and intimidation-free workplace through additional training and communication.

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- Ensuring fairness and consistent application of applicable laws and policies and ensuring compliance throughout the Department.
- Strengthening communications among English and non-English employees by hiring interpreters during staff meetings.
- Creating an environment of teamwork among all Department employees.
- Eliminating and reducing conflicts in the workplace to increase productivity and performance.
- Improving safety practices and awareness among all employees in the Department.
- Ensuring the Department had adequate staff to perform their work.

UNC-CH took the results of the findings very seriously and added additional items to address the findings in the study. Accordingly, UNC-CH shared the following list of activities as having been completed since the 2011 study.

1. An 11-member Housekeeping Advisory Committee (Committee) was established. Chosen by Department staff members, the Committee met bi-weekly during the past year, received input and provided feedback and recommendations on how the Department can work more effectively. Some results from the Committee that were presented to the UNC-CH leadership included:
 - Presentations about department-wide surveys on shift preferences.
 - Policy training (i.e., interviewing, application processes, supervisor training).
 - Increasing cultural understanding and inclusion through training programs.
 - Multi-language posters using common English, Spanish, Burmese and Karen phrases.

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- Sessions on better understanding of employee needs and priorities.
- Team cleaning discussions and productivity improvement recommendations were identified.
- Crew leader responsibilities and roles were identified as a concern and were discussed, clarified and communicated.
- Candidate selection processes and outcomes leading to the identification, screening and hiring of a new Director of Housekeeping.

Department-wide communication was used to keep employees updated via the Housekeeping Services website that included FAQs and other important information.

2. Management responsibilities of the Division were restructured and realigned to the Office of the Assistant Vice Chancellor and Architect, reporting to the Associate Vice Chancellor of Facility Services, who approved executive coaching sessions for 29 Zone Managers and Assistant Directors over a six-month period with the following goals, objectives and outcomes.
 - Coaching sessions would include confidential sessions across three shifts in UNC-CH provided facilities by trained and certified independent coaches.
 - Individual Development and Action Plans would be prepared, reviewed, discussed and updated by each Zone Manager and Assistant Director with assistance from the Coach.
 - Telephone follow-up sessions with each Zone Manager and Assistant Director were conducted over the six-month period.

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3. A Director of the Housekeeping Services Department was hired with the involvement of employees, Human Resources and the Office of the Vice Chancellor of Finance and Administration. The Director has led improvement initiatives that have:
 - Provided many opportunities for increased communications with the Department staff to address problems in a timelier manner.
 - Resulted in the formation of a Housekeeping Opportunity Roundtable charged with giving each Housekeeping employee opportunities to express concerns, recommendations and ideas through open forum formats. These meeting opportunities provide the Director with on-the-ground feedback to address problems in a timelier manner.
 - Established procedures to investigate and escalate concerns raised by Department staff at the highest management level.
 - Resulted in monthly meetings with Zone Managers and updates on customer service, conflict management, and employee training.
 - Included meetings with all Department staff in four-UNC-CH Housekeeping Zones.
 - Conducted a Housekeeping Services Leadership Strategic Retreat that included the leadership team with the following outcomes:
 - A revised vision and mission statement for Housekeeping Services that was vetted and agreed upon by a majority of the leadership team;
 - Team building sessions using the “True Colors” methodology;
 - Skill and competency evaluation sessions; and
 - Action plans for the future.

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4. New communication processes were deployed and include validation procedures ensuring that Department staff members are receiving important information through their respective Assistant Directors and Zone Managers translated into the three primary languages other than English.
 - Interpreters are present during key meetings and telephone interpreter services are offered.
 - Classes and services from the Orange County Literacy Council have been provided for English for Speakers of Other Language during Housekeeping Services work hours and consideration is underway to provide additional sessions.
 - Purchased 50 copies of *Rosetta Stone* language software for employees to use on their own time to improve their English skills.

5. Mandatory supervisory training has been conducted by UNC-CH Human Resources (see [Appendix D](#)) that includes:
 - UNC-CH’s Foundations of Supervision Course that included 180-degree evaluations and feedback sessions.
 - Interviewing Skills Course.
 - Grievance procedures.
 - Personnel oversight procedures.
 - Hiring practices (i.e., job postings, interview questions and selection criteria).
 - Leadership and communication.
 - Safety in the workplace.
 - Equipment utilization.
 - Harassment, discrimination, disability accommodations and workplace violence.
 - Team cleaning methods.
 - UNC-CH policies and procedures.

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6. The Department created new promotional opportunities in collaboration with the Office of the Vice Chancellor for Human Resources. Internal Department staff were encouraged to apply and compete for the positions. Results indicate that:
 - 115 position recruitments were completed, with the majority of hires within the Department.
 - 28 Department employees were promoted.
 - 49 new hires from SPA permanent employees.
 - 49 hires from temporary employees.
 - 17 new hires from outside of UNC-CH were completed.

7. The Department established procedures and processes reviewed and approved by the Office of the Associate Vice Chancellor and Architect with a primary objective of improving accountability, fairness, trust and respect among all employees. The following resulted:
 - Weekly progress reporting procedures have been established.
 - Nightly building inspections by Zone Managers and Assistant Directors are required.
 - On-call procedures for Zone Managers have been updated.
 - Supply budget and expenditure tracking procedures have been revised.
 - Procedures for requesting and ordering building keys have been updated and documented.

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In addition, PRM was retained to provide the following services to meet some of the recommendations:

- UNC-CH hired PRM to develop, design and implement, in collaboration with the Director of Housekeeping, a leadership retreat.
- UNC-CH also provided verification of additional teambuilding initiatives undertaken by the University.

In 2013, PRM was hired to conduct a follow-up study to compare and measure the changes within the Department since the 2011 study report. UNC-CH also desired identification of any recommendations that either supported or impeded workplace changes.

During the conduct of this assignment, PRM was only asked to assess the “people” and cultural impact of changes implemented at UNC-CH. Thus, PRM has not included any financial information describing the costs or expected cost savings associated with programs implemented since the 2011 study. We do believe that as a result of PRM’s initial study, and subsequent consulting engagements with UNC-CH since 2011, UNC-CH has avoided significant legal, financial and loss of productivity costs.

II. Executive Summary

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In May of 2013, UNC-CH authorized and notified PRM to begin the follow-up study to determine if the changes implemented by UNC-CH have resulted in creating a more positive climate in the Department. To conduct the study, PRM:

- Prepared a detailed and comprehensive study work plan and facilitated a “kick off” meeting with UNC-CH leadership to clarify study expectations and confirm timelines, work steps, quality assurance and deliverables.
- Requested, obtained and reviewed documents and information verifying changes implemented by UNC-CH since the 2011 study was conducted.
- Designed a study instrument which was reviewed, edited with UNC-CH recommendations and approved for use in the study.
- Oversaw the data collection and analysis process, including quality assurance and progress reporting to UNC-CH leadership.
- Worked collaboratively with UNC-CH on an approach that included on-campus administration of the study instrument over a two and a half day period.
- Tabulated and analyzed responses from the surveys, including translation services for comments written in languages other than English.
- Prepared this report summarizing the findings from the study, inclusive of recommendations.

This report contains our study methodologies (see Section III), survey findings (Section IV) and recommendations (Section V), along with supporting documentation from our empirical and statistical analysis.

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The results of the 2013 survey indicate that the changes implemented by UNC-CH since 2011 are having a positive effect on the Department's overall morale, as the survey responses are less negative than those provided in 2011, and the supporting comments are more positive than those that were submitted two years ago. There are still challenges within the Department, as there is still a great divide between the responses of the English speaking and non-English speaking employees, with the English speaking employees being more critical. Also, there is a perception among a few employees that harassment and bullying are still taking place. Still further, some perceive trust and respect as a challenge and barrier.

Responses to all survey statements except one had an "agree" or "strongly agree" rate of over 50%. [Table 1](#) outlines the non-management responses. Listed below are the highest scores:

- 74.2% of respondents agree or strongly agree they can express their honest opinions to their Zone Managers without fear of retaliation.
- 70.9% of respondents agree or strongly agree that they are satisfied with communications between the zone manager and the Housekeeping staff.
- 64.1% of respondents agree or strongly agree that morale is good in their zones.

Conversely, statements 3, 4 and 5 (responded by employees who participated in the 2011 study) have the lowest percentage of positive responses. Listed below are the scores:

- 49.1% agree or strongly agree that trust and respect have improved.
- 52.4% of respondents agree or strongly agree that the actions taken by the University since the 2011 survey have had a positive effect.

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Table 1

STATEMENTS ON THE INTERVIEW SHEET		Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	% of Positive Responses
1	Overall, morale is good in my zone.	8.5%	12.8%	14.6%	48.9%	15.2%	64.1%
2	The new leadership in management has us moving in the right direction.	13.5%	11.9%	18.9%	43.4%	12.3%	55.7%
3*	Trust and respect has improved since the 2011 PRM survey.	13.6%	20.1%	17.2%	35.2%	13.9%	49.1%
4	The actions the University has taken since the 2011 PRM survey have had a positive effect.	12.2%	15.1%	20.3%	41.0%	11.4%	52.4%
5**	Nothing has changed since the initial PRM survey.	8.8%	23.7%	21.0%	28.6%	17.9%	32.4%
6	In my zone, work assignments are made fairly and distributed equitable among employees.	12.5%	15.5%	12.2%	41.6%	18.2%	59.9%
7	My zone manager treats everyone in my zone fairly and consistently.	12.7%	11.2%	13.3%	40.5%	22.4%	62.8%
8	I am satisfied with communications between my zone manager and the Housekeeping staff.	7.9%	11.2%	10.0%	47.6%	23.3%	70.9%
9	I can express my honest opinions to my zone manager without fear of retaliation.	9.1%	4.9%	11.9%	45.6%	28.6%	74.2%
10	I feel Housekeeping management cares about and is interested in the welfare of its employees.	10.9%	14.2%	17.6%	44.5%	12.7%	57.3%
11	I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	9.1%	15.2%	16.4%	47.7%	11.6%	59.3%
12	I feel Housekeeping management fairly and consistently administers policies and work rules.	12.8%	13.4%	18.2%	43.8%	11.9%	55.6%
13	I feel Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	11.1%	16.0%	15.1%	42.3%	15.4%	57.7%

* Staff questions 3, 4 and 5 were answered only by staff hired before 10/1/2011 when the University began implementation of the PRM study.

** This question was presented as a negative, making the "Disagree"/"Strongly Disagree" responses, those of satisfaction.

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- However, statement five generated an especially surprising response, in direct opposition to the trends indicated in other responses. For example, 46.6% of the non-management respondents agree or strongly agree that nothing has changed since the 2011 PRM survey.

We believe the reason for the high number of participants indicating they do not think circumstances have changed within the Department may be due to the lack of communication from management to the employees highlighting the extent of the recent changes. Further, employees may be focusing on their immediate work area, and not concentrating on changes that have a larger impact on the Department. Finally, there are some employees who were mostly satisfied with their situation in 2011, and it is feasible that those employees may feel that nothing has changed in their individual situation; that is, they are still mostly satisfied.

Despite the response to this statement, responses in all other areas indicate that Housekeeping staff members feel that things are better than before. We see this as an opportunity for UNC-CH to develop and implement a comprehensive communication strategy stressing the results of this survey, as well as the impact of prior changes to the work place.

It should be noted that even though the percentages of employees agreeing or strongly agreeing to statements were less in 2013 than 2011 (see [Table 2](#)), the overall results are still positive because all of the percentages of employees disagreeing or strongly disagreeing to statements trended downward. There also was an increase in the neutral responses to statements.

- With the extensive changes that have taken place, employees are seeing progress and their responses indicate that things are better, but they may not be quite ready to move from disagree or strongly disagree, all the way to agree or strongly agree.
- It is PRM's experience and opinion that this is a typical pattern of employees moving along the spectrum from disagreeing to a neutral position when there are extensive changes made to an environment. In the new climate, employees are being held more accountable for their actions, and the doubling of the number of Crew Leaders, has led to new dynamics being created in the Department.

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- Alternatively, the reduction in the percentage of staff that agreed or strongly agreed to statements was not significant, noting that the results to those statements were still positive. Some of the movement away from agreeing and strongly agreeing also appears to have moved to the neutral position. The overall results indicate an environment that is less discontent and progress is being made towards changing the culture in a positive way, with more work to do as some employees are still taking a “wait and see” position.

Table 2

Percent Difference in Responses 2011 (All Employees) vs. 2013 (All Employees)				
		% Difference in Positive Responses	% Difference in Neutral Responses	% Difference in Negative Responses
6	In my zone, work assignments are made fairly and distributed equitable among employees.	-6.04%	8.21%	-2.18%
7	My zone manager treats everyone in my zone fairly and consistently.	-5.05%	8.79%	-3.74%
8	I am satisfied with communications between my zone manager and the Housekeeping staff.	-4.30%	6.06%	-1.75%
9	I can express my honest opinions to my zone manager without fear of retaliation.	-8.09%	10.45%	-2.36%
10	I feel Housekeeping management cares about and is interested in the welfare of its employees.	2.34%	5.74%	-8.09%
11	I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	0.40%	7.96%	-8.36%
12	I feel Housekeeping management fairly and consistently administers policies and work rules.	-2.41%	10.63%	-8.23%
13	I feel Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	-3.13%	10.62%	-7.49%

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We designed the survey so we could measure employee satisfaction by the number of individuals who “agree” or “strongly agree” with a statement. Conversely, a high percentage of employees who “disagree” or “strongly disagree” with a statement indicates dissatisfaction. Table 3 outlines the number of statements that had a high level of disagreement in 2011, and how those numbers declined in 2013. The table is another indication that things are trending in a positive direction. For example in 2011, six statements resulted in results of 30-39% disagreement. In 2013, only one statement resulted in a disagreement level of 30% to 39%.

Table 3

2011 vs. 2013 Tier Comparison (Percentage who Disagree or Strongly Disagree)			
% Disagreement	Comment	# of Responses	
		2011	2013
0 – 19%	Tier One: Results in this range are not cause for alarm; however, responses should be evaluated to ensure employee morale is maintained.	3	2
20 – 29%	Tier Two: Results in this range should be flagged and reviewed to determine if a real problem exists on this topic and what potential changes can be made to reduce the level of disagreement.	3	9
30 – 39%	Tier Three: Results in this range should be reviewed carefully as there may be some serious issues affecting the culture or individual experiences that may need immediate attention.	6	1
40%+	Tier Four: Results in this range are problem areas that need to be addressed immediately. Lack of action could indicate or lead to ongoing and potentially toxic problems.	0	1

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The results were also tabulated by shifts. As noted in Table 4, we compared results from the 2011 responses to the 2013 responses. In almost all areas, scores have improved among the shifts, and in some cases, dramatically (see statement 12, 3rd shift). Some survey respondents wanted to maintain their anonymity and did provide their shift designation.

Table 4

Comparison of Respondants who Participated in Both Surveys 2011 vs. 2013 (Percentage who Agree or Strongly Agree)						
Questions	1st shift		2nd shift		3rd shift	
	2011	2013	2011	2013	2011	2013
6 In my zone, work assignments are made fairly and distributed equitable among employees.	62.5%	58.0%	70.1%	53.8%	66.7%	60.0%
7 My zone manager treats everyone in my zone fairly and consistently.	65.8%	65.9%	59.7%	56.4%	72.6%	60.6%
8 I am satisfied with communications between my zone manager and the Housekeeping staff.	75.8%	68.8%	77.6%	65.0%	73.8%	67.9%
9 I can express my honest opinions to my zone manager without fear of retaliation.	78.3%	68.8%	80.6%	65.0%	85.7%	76.5%
10 I feel Housekeeping management cares about and is interested in the welfare of its employees.	38.3%	45.7%	55.2%	71.8%	66.7%	58.4%
11 I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	44.2%	50.6%	49.3%	65.8%	73.2%	59.4%
12 I feel Housekeeping management fairly and consistently administers policies and work rules.	42.5%	48.1%	52.2%	56.4%	25.0%	58.7%
13 I feel Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	47.5%	50.0%	52.2%	71.1%	73.8%	56.0%
TOTAL RESPONSES	120	82	67	40	168	139

* The methodology of the 2011 survey assured that the demographic information of every survey respondent was known. The change in methodology for the 2013 survey allowed survey respondents to elect not to share their demographic information. This resulted in 74 respondents that could not accurately be placed in their appropriate shift category. These unknown shift respondents have not been included in this summary.

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Respondents were given the opportunity to present comments, and we received 90 comments (out of 335 surveys) for a response rate of approximately 27%. The comments were not as intense as the comments provided in 2011, and listed below are themes identified from respondents, as well as the frequency of the comments:

- There is a need for better communication (6%).
- Crew leaders do not assist in the work process, and end up assuming a management role that was not intended for them (9%).
- Better leadership is needed from upper management (12%).
- Nothing has changed since the last survey (9%).
- Things are headed in the right direction (9%).
- Some bullying and harassment are still taking place (17%).

Since the 2011 survey, new employees have been hired in the Department, and they were included in this process. Table 5 highlights responses based on employees hired before October 2011, when the initial results were published, and Table 6 highlights those employees hired after October 2011. Table 7 compares the responses of those hired before to those hired after October 2011. Based on the responses, the majority of new hires seem to have positive views of how things are going in the Department. This also is an indication that changes have contributed to enhancing the work place culture as the new employees are the recipients of these changes without having the background of prior concerns or issues.

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Table 5

Percent Difference in Responses 2011 (All Employees) vs. 2013 (Employees Hired Before 10/1/11)				
		% Difference in Positive Responses	% Difference in Neutral Responses	% Difference in Negative Responses
6	In my zone, work assignments are made fairly and distributed equitable among employees.	-8.14%	8.28%	-0.14%
7	My zone manager treats everyone in my zone fairly and consistently.	-7.96%	10.20%	-2.24%
8	I am satisfied with communications between my zone manager and the Housekeeping staff.	-6.21%	7.13%	-0.92%
9	I can express my honest opinions to my zone manager without fear of retaliation.	-8.55%	10.44%	-1.89%
10	I feel Housekeeping management cares about and is interested in the welfare of its employees.	-2.16%	8.10%	-5.93%
11	I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	-4.43%	10.07%	-5.64%
12	I feel Housekeeping management fairly and consistently administers policies and work rules.	-6.92%	10.91%	-4.00%
13	I feel Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	-7.09%	10.91%	-3.82%

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Table 6

Percent Difference in Responses 2011 (All Employees) vs. 2013 (Employees Hired After 10/1/11)				
		% Difference in Positive Responses	% Difference in Neutral Responses	% Difference in Negative Responses
6	In my zone, work assignments are made fairly and distributed equitable among employees.	3.58%	7.92%	-11.50%
7	My zone manager treats everyone in my zone fairly and consistently.	8.38%	2.27%	-10.66%
8	I am satisfied with communications between my zone manager and the Housekeeping staff.	4.45%	1.14%	-5.59%
9	I can express my honest opinions to my zone manager without fear of retaliation.	-5.98%	10.46%	-4.47%
10	I feel Housekeeping management cares about and is interested in the welfare of its employees.	22.66%	-4.93%	-17.72%
11	I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	22.16%	-1.55%	-20.61%
12	I feel Housekeeping management fairly and consistently administers policies and work rules.	17.83%	9.64%	-27.47%
13	I feel Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	14.59%	9.53%	-24.12%

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Table 7

2013 Before and After Comparison (Percentage who Agree or Strongly Agree)			
Questions***		Responses from Employees Hired Before 10/1/2011*	Responses from Employees Hired After 10/1/2011*
1	Overall, morale is good in my zone.	46.48%	74.58%
2	The new leadership in management has us moving in the right direction.	37.18%	74.58%
6	In my zone, work assignments are made fairly and distributed equitable among employees.	43.94%	69.49%
7	My zone manager treats everyone in my zone fairly and consistently.	45.92%	76.27%
8	I am satisfied with communications between my zone manager and the Housekeeping staff.	52.68%	79.66%
9	I can express my honest opinions to my zone manager without fear of retaliation.	56.06%	76.27%
10	I feel Housekeeping management cares about and is interested in the welfare of its employees.	40.28%	76.27%
11	I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	41.41%	79.66%
12	I feel Housekeeping management fairly and consistently administers policies and work rules.	38.87%	74.58%
13	I feel Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	40.28%	72.88%
TOTAL RESPONSES **		274	59

* The date that the 2011 survey was conducted.

** Two respondents did not identify whether they were hired before or after 10/1/2011, and it was impossible to determine this with certainty from the questionnaire since they only answered one or two questions.

*** Question 3,4, & 5 were only asked to those employees hired prior to 10/1/2011.

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Management

The survey included a separate questionnaire for management and non-management employees. The highlights of the management responses (see [Table 8](#)) are as follows:

- 91.7% agree or strongly agree that they treat everyone in their zone fairly and consistently.
- 87.5% agree or strongly agree that most employees in their zone would say that work assignments are made fairly and distributed equitably among employees.
- 83.3% agree or strongly agree that they have been adequately trained to handle most situations they face as a manager.
- 83.3% agree or strongly agree that morale is good in their zone.

In contrast to the Housekeeping staff results, only 5.3% of management employees stated that nothing has changed since the initial PRM survey. This data, in our opinion validates the impact that the comprehensive, extensive training and mandatory meetings managers participated in over the last two years is impactful.

II. Executive Summary

Table 8

STATEMENTS ON THE INTERVIEW SHEET		Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	% of Positive Responses
1**	Staffing levels have been a major challenge in managing my group.	8.3%	16.7%	12.5%	25.0%	37.5%	25.0%
2	I feel that management supports me when I need to make personnel decisions involving staff.	4.2%	16.7%	4.2%	58.3%	16.7%	75.0%
3	I feel that I have been adequately trained to handle most situations I face as a manager.	0.0%	8.3%	8.3%	50.0%	33.3%	83.3%
4	I have the resources to perform my work.	8.3%	29.2%	8.3%	37.5%	16.7%	54.2%
5	Customer service has improved.	4.2%	4.2%	29.2%	50.0%	12.5%	62.5%
6	Overall, morale is good in my zone	4.2%	8.3%	4.2%	70.8%	12.5%	83.3%
7*	The actions the University has taken since the 2011 PRM survey have had a positive effect.	5.3%	21.1%	5.3%	63.2%	5.3%	68.4%
8	Trust and respect have improved since the 2011 PRM survey.	15.8%	21.1%	21.1%	42.1%	0.0%	42.1%
9**	Nothing has changed since the initial PRM survey.	5.3%	73.7%	15.8%	5.3%	0.0%	78.9%
10	Productivity for my team has improved.	4.3%	4.3%	13.0%	69.6%	8.7%	78.3%
11	Processes are in place to effectively perform my work.	4.2%	16.7%	29.2%	41.7%	8.3%	50.0%
12	Most employees in my zone would say that work assignments are made fairly and distributed equitably among employees.	4.2%	8.3%	0.0%	70.8%	16.7%	87.5%
13	Most employees in my zone would say that I treat everyone in my zone fairly and consistently.	0.0%	8.3%	0.0%	66.7%	25.0%	91.7%
14	Most employees in my zone would say they are satisfied with communications among themselves (within the work team or within the shift as a whole)	0.0%	16.7%	0.0%	75.0%	8.3%	83.3%

* Management questions 7,8 and 9 were answered only by managers hired before 10/1/2011 when the University began implementation of the PRM study.

** This question was presented as a negative, making the "Agree"/"Strongly Agree" responses, those of dissatisfaction.

II. Executive Summary

There were 16 management comments overall (out of 24) for a 67% response rate. Below are some examples of management comments:

- Staffing resources are a major problem (19%).
- Upper management needs to treat people with more respect (25%).
- Accountability must be increased for leaders as well as staff (31%).
- Better leadership needed from Director (25%).

Observations

Worth noting is the fact that in 2011, there were several comments about sexual inappropriateness between managers and staff. In addition, the 2011 study included complaints on hiring practices, as well as OS1 cleaning. In this study, not one comment was made about sexual inappropriateness among staff, hiring, or OS1, meaning that the training and disciplinary action, coupled with changes in policy, have led to a better atmosphere in this area, and reduced the legal and financial risks associated with this behavior.

There still is a perception from our analysis that a great divide exists between the perspective of English speaking and non-English speaking employees in relation to most of the statements, with the English speaking employees being more critical. However, there were several comments made by non-English employees feeling that African American employees were treated better than they were.

Finally, the increase in the number of neutral responses can be viewed as a positive trend since, for the most part, prior results indicate that employees have no problem voicing their opinions and concerns and any major disagreements would have been indicated in the responses. The methodology in the 2013 survey also played a role in having more neutral responses than the 2011 survey, as 2011 had mandatory one-on-one interviews, and the 2013 survey was a “classroom style” survey, thus potentially leading to more neutral responses in areas where employees were not quite sure of how to respond.

II. Executive Summary

Recommendations

In 2011, PRM was retained to review the Department, specifically to understand the factors that may have been contributing to low employee morale, and provide recommendations to enhance the culture. The recommendations presented in the 2011 study focused on the initiatives needed to change a challenging culture that had been allowed to continue for many years.

The results of the 2013 study indicate that the implementation of earlier recommendations, coupled with innovative initiatives spearheaded by UNC-CH, have allowed the Department to move in a more positive direction. Accordingly, the recommendations presented here are designed to build upon the current momentum for positive change. These recommendations are being presented to assist the University in their goal to effect additional cultural change. Recommendations (detailed in Section V) are by no means the only approach to ensure continued progress, but PRM believes these suggestions offer a path to build on current improvements.

- Continue some form of advisory committee efforts to include consideration of rotating participants after a certain period to ensure new ideas and perspectives are discussed.
- Expand upon the communication strategy used to create awareness about the 2013 study and to highlight the positive changes taking place since the 2011 study.
- Senior management should consider conducting Departmental staff meetings.
- Expand on activities, initiatives and strategies to continue to promote an atmosphere where employees can report harassment and retaliation without fear.

III. Methodology

III. Methodology

PRM followed all mutually agreed to methodology with input and approval from UNC-CH, and we believe all data contained in this report to be reliable using industry best practices to collect and analyze data in an unbiased way. Below we describe our approach to the study engagement. The 2013 survey differed from 2011 in that the 2011 survey was a one-on-one interview with each staff member, and PRM recorded the responses. In 2013, each staff member completed the survey themselves in a group setting with PRM present. Using different methodologies, it was expected that some of the 2013 results would indicate a reduction in the quality of the information, thus leading to missing data on such items as shifts, sex, and other demographic information.

Stage 1: Pre-Study Work

This stage of the study focused on gathering of background information to ensure that the research team had a thorough understanding of scope of work relating to the study. Meetings were held with UNC-CH relating to the 2013 study. UNC-CH delivered a memorandum to all Housekeeping employees encouraging them to participate in the survey process.

Stage 2: Discovery

A critical review of the methodology and reports of the previous Housekeeping study was also performed. Finally, a request was made for an overview of changes implemented over the last two years, including evidence of adherence to the recommendations of the 2011 PRM Department study. This review and meetings with the UNC-CH leadership gave the research team a thorough understanding of the background and insight for designing the methodology of this study.

III. Methodology

Stage 3: Preparation of the Study Participant List

After obtaining a list of the Housekeeping staff, the list was checked for accuracy, completeness, and duplicates. With the help of UNC-CH and the Housekeeping Director, discrepancies and missing information was resolved. The final study list included 419 potential individuals to be surveyed.

Stage 4: Construction of the Study Instrument

The construction of the survey questionnaire proceeded systematically. First, an assessment was made of the questionnaire and information collected for the 2011 PRM study. The wording of the statements in these questionnaires was analyzed and alternatives provided to UNC-CH for review and approval. We advised UNC-CH that it was not prudent to simply use the same questions used in the previous questionnaires, because we also wanted to track the perspective of new initiatives. In order to best satisfy the requirements of the 2013 study, some new statements had to be constructed while maintaining some previously used statements, which allowed PRM to compare employee morale and culture from the results of 2011 vs. 2013.

Extremely important to the construction of the survey questionnaire were suggested questions/statements submitted by the UNC-CH. Twenty-six questions were proposed from UNC-CH; however, it was not practical to include all of these questions in the questionnaire for the current study as they were written. However, as these statements illuminated UNC-CH's priorities, an effort was made to ensure that the general subject matter of the suggested statements/questions were covered in the final questionnaire.

In addition to constructing the survey questionnaire, PRM prepared and recommended a communication strategy to UNC-CH. Responsibility for designing and executing the communication plan with PRM's recommendations was assumed by UNC-CH.

III. Methodology

The study questionnaires were prepared for management and staff and reviewed with UNC-CH and recommended changes incorporated. The approved questionnaires were then translated into Burmese, Spanish, and Karen. The questionnaires included eight of the same statements from the 2011 study, as well as new statements to allow us to measure the effect of the changes since the 2011 study. UNC-CH provided translation services for the questionnaires that were created for the non-English speaking employees.

The questionnaire consisted of four major sections: a general information section; a section focusing on the background and purpose for the study; an instruction section; and request for demographic information. The survey section has 15 questions for the Housekeeping Management and 14 questions for the Housekeeping staff that were designed to ascertain perceptions of:

- Staffing levels
- Personnel decisions
- Resources to perform the job
- Customer service
- Morale

The respondents were asked to express their level of agreements with statements, designed to measure changes since the 2011 study including using a 5–level scale: Strongly Agree; Agree; No Opinion; Disagree; and Strongly Disagree focusing on:

- Trust and respect
- Perceived changes

The respondents were also asked open-ended questions requesting recommendations and comments. Next, the data collection stage commenced.

III. Methodology

Stage 5: Data Collection

The data collection process consisted of the following: (a) pre-notification of the study from UNC-CH; (b) administration of the survey using a schedule prepared by UNC-CH; and (c) facilitation of survey collection by PRM on-site staff. All Zone Managers were asked to bring their staff to a specific location at a specific time to take the survey. PRM facilitated a total of twenty seven meetings over a two and a half day period during three shifts, distributing the surveys, responding to any questions, and collecting the surveys. UNC-CH provided language interpreters who assisted with responding to questions for those whose first language was not English.

- The data collection efforts from a 24x7 organization with three shifts are a lengthy, complex and labor intensive process, but a necessary one in order to ensure inclusion and full participation from all respondents.
- Housekeeping management and staff took time from their normal full time work schedules over three shifts to participate in the study process. The cooperation from all Housekeeping Services staff was appreciated. In fact, the success of the data collection was partially due to two critical issues:
 - The ability to utilize UNC-CH’s translation support was immensely important to the study goals and objectives.
 - The flexibility and adaptability of the UNC-CH Office of the Assistant Vice Chancellor, Office of the Vice Chancellor for Human Resources and the Office of the Director of Housekeeping Services.

III. Methodology

Study Protocol

PRM was on campus for two and a half days to administer and collect the survey instruments. There was approximately an 80% response rate which is excellent. The remaining 20% was either absent during the process or were employees who declined to submit their questionnaire.

Management staff surveys were conducted for the following groups:

- 1st, 2nd and 3rd shifts
- English speaking staff
- Non-English speaking staff
- Zone Managers and Housekeeping management staff

The survey instrument was designed to obtain employee’s perceptions of changes in the Housekeeping work environment and culture since 2011. For employees hired after the 2011 survey, questions were designed to evaluate their overall treatment and perception of the Housekeeping culture. To ensure candid responses from all employees, PRM agreed to keep all information confidential to protect individual identities and provided an on-site resource to monitor the process and administer the survey instrument.

	Gender Comparison			Total
	Male	Female	Unknown	
Non-Management	102	113	120	335
Management	15	5	4	24
Grand Total	117	118	124	359

	Average Age		
	Male	Female	Unknown
Non-Management	46.3	45.4	42.4
Management	46.6	55.0	58.0
Total Average	46.5	50.2	50.2

III. Methodology

A summary of respondents by ethnicity is as follows:

	Ethnicity						
	African American	Asian	Caucasian	Hispanic	Mixed	Other	Unknown
English Speaking	111	12	4	4	1	0	60
Non-English Speaking	0	126	0	16	0	1	0
Total	111	138	4	20	1	1	60

Stage 6: Data Entry and Cleaning of the Data

As the questionnaires were delivered they were date-stamped, logged, and checked for errors. The quantitative data were keyed into a statistical data file, and the qualitative data were keyed into a word processing file. The qualitative data was later coded and added to the statistical data file, which was then reviewed and checked for data entry errors.

Systematic procedures were used to identify multiple questionnaire submissions for detection and correction of any other administrative issues, if needed. PRM collected approximately 335 surveys for a response rate of 80%. The surveys had the following demographic attributes:

- 192 were English speaking (“English speaking”) employees.
- 143 required interpreters to facilitate the survey (“non-English speaking”).

III. Methodology

Stage 7: Data Analysis and Report Writing

The analysis of the data proceeded systematically. Once the data were evaluated, there were completed questionnaires from 335 respondents for analysis. For quality control purposes, two separate analyses were performed (Independent Consultant and PRM). To highlight the differing answers for each group, a statistical analysis was performed according to the specific categories for each statement. To ensure consistency from respondents, we structured the instrument to include the same statement for select group of questions.

	All Employees	English Speaking	Non-English Speaking
Shift 1	82	71	11
Shift 2	40	16	24
Shift 3	139	82	57
Unknown	74	23	51
Total	335	192	143

There were a larger number of surveys that excluded information, such as shifts, gender, and age. In the analysis, the missing information is identified in the appropriate charts.

Given the change in staff since 2011, we divided the survey group into staff hired before October 21, 2011, which was the time the first study was conducted, and staff hired after October 11, 2011. The total number of responding staff according to their hire date is as follows:

- 274 were hired before 10/1/2011.
- 59 were hired after 10/1/2011.
- 2 could not be determined based upon their responses.

IV. Key Issues and Findings

A. Employee Responses to 2013 Survey Questions – Non-Management

Survey Responses

- The following summaries (Observations/PRM Comments) are based on 335 Housekeeping employees' responses.
- The Dashboard below is an indicator of positive responses and can be used to identify areas of strength as well as areas of potential correction.

Dashboard	
Above 80%	Excellent
65% - 79.9%	Very Good
55% - 64.9%	Good
Below 55%	Unacceptable

A. Employee Responses to 2013 Survey Questions – Non-Management

Observations

1. Overall, morale is good in my zone.

- **64.1% of all respondents agree or strongly agree with this comment. 21.3% of respondents disagree or strongly disagree with this assessment.**

	All Employees 2013						English Speaking Employees 2013		Non English Speaking Employees 2013	
	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/ Strongly Disagree	% of EE who Disagree/ Strongly Disagree	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree
Grand Total	211	64.1%	48	14.6%	70	21.3%	98	52.1%	91	64.5%
1st	48	59.3%	13	16.0%	20	24.7%	26	37.1%	7	63.6%
2nd	26	68.4%	5	13.2%	7	18.4%	9	60.0%	17	73.9%
3rd	84	60.9%	24	17.4%	30	21.7%	47	58.0%	34	59.6%
Unknown	53	73.6%	6	8.3%	13	18.1%	16	72.7%	33	66.0%

Comments

In 2011, several comments were recorded indicating that morale was problematic. This year, with 64% of respondents agreeing that moral is good, coupled with the limited number of written comments complaining about morale (less than 1% of comments complained about morale), the overall results point to the fact that morale is trending in a positive direction. There still is a difference in responses between English and non-English speaking employees, with English speaking employees less positive about morale than the non-English speaking employees.

A. Employee Responses to 2013 Survey Questions – Non-Management

Observations

2. The new leadership in management has us moving in the right direction

- **55.7% agree or strongly agree with this comment; 25.5% disagree or strongly disagree with this comment.**

	All Employees 2013						English Speaking Employees 2013		Non English Speaking Employees 2013	
	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/ Strongly Disagree	% of EE who Disagree/ Strongly Disagree	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree
Grand Total	177	55.7%	60	18.9%	81	25.5%	79	43.6%	98	71.5%
1st	30	40.5%	25	33.8%	19	25.7%	23	35.4%	7	77.8%
2nd	26	66.7%	6	15.4%	7	17.9%	8	50.0%	18	78.3%
3rd	70	53.0%	22	16.7%	40	30.3%	33	42.9%	37	67.3%
Unknown	51	69.9%	7	9.6%	15	20.5%	15	65.2%	36	72.0%

Comments

Whenever changes occur within an organization, it typically takes time before the changes have a positive effect on the culture. With a new Assistant Vice-Chancellor, new Director, new Assistant Directors, new Zone Managers, and new Crew Leaders, change is evident throughout the Department and may factor into the slippage. Based on the Dashboard, a 56% positive result is a good response. However, some of the comments made highlight concerns among employees. We summarized a representative sample of the common themes identified below:

- Better leadership is needed in zone management and upper management.
- Zone managers need to listen more to the suggestions being made by staff.
- Things are not changing as fast as some staff members would like.

In general, though, it seems that employees are primed and receptive to change and the problems in the past are becoming more of the past and not the future work culture of the Department.

A. Employee Responses to 2013 Survey Questions – Non-Management

Observations

3. Trust and respect has improved since the 2011 PRM survey.

- **49.1% agree or strongly agree with this comment; 33.7% disagree or strongly disagree.**

	All Employees 2013						English Speaking Employees 2013		Non English Speaking Employees 2013	
	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/ Strongly Disagree	% of EE who Disagree/ Strongly Disagree	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree
Grand Total	134	49.1%	47	17.2%	92	33.7%	64	38.6%	64	59.8%
1st	30	42.9%	18	25.7%	22	31.4%	24	39.3%	6	66.7%
2nd	18	56.3%	5	15.6%	9	28.1%	7	50.0%	11	61.1%
3rd	55	49.1%	16	14.3%	41	36.6%	27	36.5%	28	73.7%
Unknown	31	52.5%	8	13.6%	20	33.9%	6	35.3%	25	59.5%

Comments

According to the Dashboard, 49.1 % agreeing or strongly agreeing is not a positive response. The results indicate that there is still some work to do on building a culture of trust. It appears that some staff members are more guarded than before, and racial differences add to this issue as several comments were included indicating that non-English speaking employees feel that they are not respected in the same manner as English speaking workers.

A. Employee Responses to 2013 Survey Questions – Non-Management

Observations

4. **The actions the University has taken since the 2011 PRM survey have had a positive effect.**

– **52.4% agree or strongly agree with this comment; 27.3% disagree or strongly disagree.**

	All Employees 2013						English Speaking Employees 2013		Non English Speaking Employees 2013	
	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/ Strongly Disagree	% of EE who Disagree/ Strongly Disagree	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree
Grand Total	142	52.4%	55	20.3%	74	27.3%	70	42.9%	72	66.7%
1st	28	41.2%	27	39.7%	13	19.1%	22	36.7%	6	75.0%
2nd	18	54.5%	8	24.2%	7	21.2%	8	57.1%	10	52.6%
3rd	62	55.9%	12	10.8%	37	33.3%	32	44.4%	30	76.9%
Unknown	34	57.6%	8	13.6%	17	28.8%	8	47.1%	26	61.9%

Comments

UNC-CH has dedicated significant time, money, and resources to correcting the problems identified in 2011. While responses to this statement show that some employees acknowledge and appreciate the changes, not all employees feel or appreciate the progress that has been made toward change in a short amount of time. It is not surprising that there are still approximately 20% of the respondents who are neutral to this question. Two years after the original study several respondents are still evaluating the effect of the changes. We also think that this is an opportunity for UNC-CH to publicize and communicate the positive impacts from the changes that have been made over the past two years. Some employee comments indicate that the 2011 study has caused other problems, but they were not identified in their responses.

A. Employee Responses to 2013 Survey Questions – Non-Management

Observations

5. Nothing has changed since the initial PRM survey.

- **46.6% agree or strongly agree with this comment; 32.4% disagree or strongly disagree with this comment.**

	All Employees 2013						English Speaking Employees 2013		Non English Speaking Employees 2013	
	No. of EE who Agree/Strongly Agree	% of EE who Agree/Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/Strongly Disagree	% of EE who Disagree/Strongly Disagree	No. of EE who Disagree/Strongly Disagree	% of EE who Disagree/Strongly Disagree	No. of EE who Disagree/Strongly Disagree	% of EE who Disagree/Strongly Disagree
	Grand Total	122	46.6%	55	21.0%	85	32.4%	64	40.5%	21
1st	29	43.3%	15	22.4%	23	34.3%	22	37.3%	1	12.5%
2nd	15	45.5%	2	6.1%	16	48.5%	8	57.1%	8	42.1%
3rd	47	44.8%	24	22.9%	34	32.4%	28	40.6%	6	16.7%
Unknown	31	54.4%	14	24.6%	12	21.1%	6	37.5%	6	14.6%

Note: This question was presented as a negative making the "Agree"/"Strongly Agree" statements those of dissatisfaction.

Comments

A score of 46% agreeing that nothing has changed is a surprising result given the responses to other statements in the survey. This is also the only statement where the non-English speaking employees presented a more negative view than the English speaking employees. Given the language barrier, it's possible that the message of the overall changes was never clearly stated to the non-English speaking employees. We believe the perception that nothing has changed is driven by the lack of a comprehensive communication campaign to promote the changes over the last two years. The Department should be proud of the resources dedicated to enhancing the work culture in the Department, and making sure that everyone is aware of the changes and the positive direction of the Department. In addition, there are some employees who were mostly satisfied with their situation in 2011, and they may feel that nothing has changed in their individual situation as they are still mostly satisfied. Accordingly, they would have agreed or strongly agreed with this statement.

A. Employee Responses to 2013 Survey Questions – Non-Management

Observations – The following statements are the same statements presented in 2011, to allow for comparisons between the 2011 and 2013 responses.

6. In my zone, work assignments are made fairly and distributed equitably among employees.

- **59.9% agree or strongly agree with this comment (compared with 65.9% agreed in 2011), and 28.0% disagree or strongly disagree (compared with 30.1% disagreed in 2011).**

2011	All Employees 2011						English Speaking Employees 2011		Non English Speaking Employees 2011	
	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/ Strongly Disagree	% of EE who Disagree/ Strongly Disagree	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree
Grand Total	234	65.9%	14	3.9%	107	30.1%	133	62.7%	101	70.6%
1st	75	62.5%	5	4.2%	40	33.3%	52	59.1%	23	71.9%
2nd	47	70.1%	3	4.5%	17	25.4%	23	82.1%	24	61.5%
3rd	112	66.7%	6	3.6%	50	29.8%	58	60.4%	54	75.0%

2013	All Employees 2013						English Speaking Employees 2013		Non English Speaking Employees 2013	
	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/ Strongly Disagree	% of EE who Disagree/ Strongly Disagree	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree
Grand Total	197	59.9%	40	12.2%	92	28.0%	102	54.0%	95	67.9%
1st	47	58.0%	5	6.2%	29	35.8%	38	54.3%	9	81.8%
2nd	21	53.8%	4	10.3%	14	35.9%	9	56.3%	12	52.2%
3rd	81	60.0%	23	17.0%	31	23.0%	41	51.3%	40	72.7%
Unknown	48	64.9%	8	10.8%	18	24.3%	14	60.9%	34	66.7%

A. Employee Responses to 2013 Survey Questions – Non-Management

Comments

The overall result is not as positive as 2011, however a 59.9 % score is still good based on the established Dashboard metrics. The number of respondents who disagree or strongly disagree is less than in 2011, meaning that the results to this statement are trending in the right direction. There were a few comments (about 5%) about the unfair distribution of work. As the chart indicates, the 1st and 2nd shift employees responses in 2013 were actually more negative than 2011, however, the 3rd shift group responses decreased from 29.8% disagreeing or strongly disagreeing to 23.0%. More transparency in explaining how work is distributed may help management overcome the perception that work is not evenly or fairly distributed. Also, some trending around fairness might be attributable to the increase in crew leaders and the varied perceptions of their role and a greater comfort in non-English speaking employees to voice their concerns about perceived inequities. This may be an area for further review by UNC-CH in discussing with Zone Managers how assignments are distributed.

A. Employee Responses to 2013 Survey Questions – Non-Management

Observations

7. My Zone Manager treats everyone in my zone fairly and consistently.

- **62.8% agree or strongly agree with this comment (compared with 67.9% in 2011) and 23.9% disagree or strongly disagree (compared with 27.6% in 2011) with this comment.**

2011	All Employees 2011						English Speaking Employees 2011		Non English Speaking Employees 2011	
	No. of EE who Agree/Strongly Agree	% of EE who Agree/Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/Strongly Disagree	% of EE who Disagree/Strongly Disagree	No. of EE who Agree/Strongly Agree	% of EE who Agree/Strongly Agree	No. of EE who Agree/Strongly Agree	% of EE who Agree/Strongly Agree
	Grand Total	241	67.9%	16	4.5%	98	27.6%	132	62.3%	109
1st	79	65.8%	8	6.7%	33	27.5%	53	60.2%	26	81.3%
2nd	40	59.7%	3	4.5%	24	35.8%	19	67.9%	21	53.8%
3rd	122	72.6%	5	3.0%	41	24.4%	60	62.5%	62	86.1%

2013	All Employees 2013						English Speaking Employees 2013		Non English Speaking Employees 2013	
	No. of EE who Agree/Strongly Agree	% of EE who Agree/Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/Strongly Disagree	% of EE who Disagree/Strongly Disagree	No. of EE who Agree/Strongly Agree	% of EE who Agree/Strongly Agree	No. of EE who Agree/Strongly Agree	% of EE who Agree/Strongly Agree
	Grand Total	208	62.8%	44	13.3%	79	23.9%	110	57.6%	98
1st	54	65.9%	13	15.9%	15	18.3%	45	63.4%	9	81.8%
2nd	22	56.4%	6	15.4%	11	28.2%	7	43.8%	15	65.2%
3rd	83	60.6%	18	13.1%	36	26.3%	44	53.7%	39	70.9%
Unknown	49	67.1%	7	9.6%	17	23.3%	14	63.6%	35	68.6%

Comments

Even though more staff agreed with this statement in 2011 than 2013, the percentage who disagreed did go down. The trend is heading in the right direction as we again see a shift from disagree to neutral. However, the results continue to demonstrate a gap in perception between English and non-English speaking employees. There was a distinctive drop in the non-English 2nd shift employees who disagreed or strongly disagreed at a 41.2% rate in 2011, and that decreased to 21.7% for that group in 2013. There were a few comments indicating that some harassment is still occurring, although nothing specific was revealed, and it was unclear if the harassment was coming from managers or other employees. We identified about 17% of the overall comments complaining about some form of harassment or bullying.

A. Employee Responses to 2013 Survey Questions – Non-Management

Observations

8. I am satisfied with communication between my Zone Manager and Housekeeping staff.

- **70.9% agree or strongly agree with this comment (compared with 75.2% in 2011) and 19.1% disagree or strongly disagree (compared with 20.8% in 2011) with this comment.**

2011	All Employees 2011						English Speaking Employees 2011		Non English Speaking Employees 2011	
	No. of EE who Agree/Strongly Agree	% of EE who Agree/Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/Strongly Disagree	% of EE who Disagree/Strongly Disagree	No. of EE who Agree/Strongly Agree	% of EE who Agree/Strongly Agree	No. of EE who Agree/Strongly Agree	% of EE who Agree/Strongly Agree
	Grand Total	267	75.2%	14	3.9%	74	20.8%	147	69.3%	120
1st	91	75.8%	5	4.2%	24	20.0%	63	71.6%	28	87.5%
2nd	52	77.6%	2	3.0%	13	19.4%	23	82.1%	29	74.4%
3rd	124	73.8%	7	4.2%	37	22.0%	61	63.5%	63	87.5%

2013	All Employees 2013						English Speaking Employees 2013		Non English Speaking Employees 2013	
	No. of EE who Agree/Strongly Agree	% of EE who Agree/Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/Strongly Disagree	% of EE who Disagree/Strongly Disagree	No. of EE who Agree/Strongly Agree	% of EE who Agree/Strongly Agree	No. of EE who Agree/Strongly Agree	% of EE who Agree/Strongly Agree
	Grand Total	234	70.9%	33	10.0%	63	19.1%	115	60.5%	119
1st	55	68.8%	6	7.5%	19	23.8%	46	65.7%	9	90.0%
2nd	26	65.0%	4	10.0%	10	25.0%	10	62.5%	16	66.7%
3rd	93	67.9%	18	13.1%	26	19.0%	44	53.7%	49	89.1%
Unknown	60	82.2%	5	6.8%	8	11.0%	15	68.2%	45	88.2%

A. Employee Responses to 2013 Survey Questions – Non-Management

Comments

Overall results to this statement are very good, even though the percentage of employees who agree and strongly agree is less than in 2011. There have been improvements in the communications and UNC-CH should consider evaluating the communication methods, channels of delivery and contents from the managers to determine if any additional enhancements can be made. Representative statements from respondents are presented below illustrating opportunities for UNC-CH:

- Verification that instructions are understood when given.
- More team meetings explaining what’s going on in the zone.
- Open forums for employees to ask questions.

English speaking employees from the 2nd and 3rd shifts appear to have more concerns than others, while it seems that communication has improved with non-English speaking employees. This may be the result of English classes being offered to the non-English speaking employees—an opportunity for UNC-CH to conduct additional reviews and analysis.

A. Employee Responses to 2013 Survey Questions – Non-Management

Observations

9. I can express my honest opinion to my Zone Manager without fear of retaliation.

- 74.2% agree or strongly agree with this comment (compared with 82.3% in 2011) and 14.0% disagree or strongly disagree (compared with 16.3% in 2011) with this comment.

2011

	All Employees 2011					
	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/ Strongly Disagree	% of EE who Disagree/ Strongly Disagree
Grand Total	292	82.3%	5	1.4%	58	16.3%
1st	94	78.3%	3	2.5%	23	19.2%
2nd	54	80.6%	0	0.0%	13	19.4%
3rd	144	85.7%	2	1.2%	22	13.1%

English Speaking Employees 2011	
No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree
172	81.1%
67	76.1%
24	85.7%
81	84.4%

Non English Speaking Employees 2011	
No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree
120	83.9%
27	84.4%
30	76.9%
63	87.5%

2013

	All Employees 2013					
	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/ Strongly Disagree	% of EE who Disagree/ Strongly Disagree
Grand Total	244	74.2%	39	11.9%	46	14.0%
1st	55	68.8%	11	13.8%	14	17.5%
2nd	26	65.0%	4	10.0%	10	25.0%
3rd	104	76.5%	17	12.5%	15	11.0%
Unknown	59	80.8%	7	9.6%	7	9.6%

English Speaking Employees 2013	
No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree
126	66.7%
46	66.7%
10	62.5%
57	69.5%
13	59.1%

Non English Speaking Employees 2013	
No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree
118	84.3%
9	81.8%
16	66.7%
47	87.0%
46	90.2%

A. Employee Responses to 2013 Survey Questions – Non-Management

Comments

Even though the level of agreement is less than in 2011, the result is still very good. The level of discontent is trending in a positive direction. Overall, the data indicates that staff who disagreed in 2011 and in 2013, as a percentage, is less than most of the other areas. However, retaliation is a serious matter and some staff members still feel that it does exist as indicated in the following comments that were provided:

- “Unfair treatment still exists, it’s just being done in a sly manner.”
- “Harassment still exists, but not as much as in the past.”

The study team believes there appears to be some concerns to this statement based upon respondents from the 2nd shift English speaking employees. However, only six people responded within that group, so the small number of respondents skews the results.

A. Employee Responses to 2013 Survey Questions – Non-Management

Observations

10. I feel Housekeeping management cares about and is interested in the welfare of its employees.

- **57.3% agree or strongly agree with this comment (compared with 54.9% in 2011 and 25.2% disagree or strongly disagree (compared with 33.2% in 2011) this comment.**

2011

	All Employees 2011						English Speaking Employees 2011		Non English Speaking Employees 2011	
	No. of EE who Agree/Strongly Agree	% of EE who Agree/Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/Strongly Disagree	% of EE who Disagree/Strongly Disagree	No. of EE who Agree/Strongly Agree	% of EE who Agree/Strongly Agree	No. of EE who Agree/Strongly Agree	% of EE who Agree/Strongly Agree
Grand Total	195	54.9%	42	11.8%	118	33.2%	81	38.2%	114	79.7%
1st	46	38.3%	17	14.2%	57	47.5%	23	26.1%	23	71.9%
2nd	37	55.2%	11	16.4%	19	28.4%	9	32.1%	28	71.8%
3rd	112	66.7%	14	8.3%	42	25.0%	49	51.0%	63	87.5%

2013

	All Employees 2013						English Speaking Employees 2013		Non English Speaking Employees 2013	
	No. of EE who Agree/Strongly Agree	% of EE who Agree/Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/Strongly Disagree	% of EE who Disagree/Strongly Disagree	No. of EE who Agree/Strongly Agree	% of EE who Agree/Strongly Agree	No. of EE who Agree/Strongly Agree	% of EE who Agree/Strongly Agree
Grand Total	189	57.3%	58	17.6%	83	25.2%	85	45.0%	104	73.8%
1st	37	45.7%	18	22.2%	26	32.1%	29	41.4%	8	72.7%
2nd	28	71.8%	4	10.3%	7	17.9%	9	56.3%	19	82.6%
3rd	80	58.4%	23	16.8%	34	24.8%	36	44.4%	44	78.6%
Unknown	44	60.3%	13	17.8%	16	21.9%	11	50.0%	33	64.7%

Comments

There is definitely a positive trend in this area, with both a higher number of participants agreeing with the above statement, and a lower number of survey participants disagreeing. Having an independent and objective human resources consulting firm conduct staff development activities, demonstrates that management cares about employees and wants to address their concerns.

A. Employee Responses to 2013 Survey Questions – Non-Management

Observations

11. I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.

- 59.3% agree or strongly agree with this comment (compared to 58.9% in 2011) and 24.3% disagree or strongly disagree (compared with 32.7% in 2011) with this comment.

2011	All Employees 2011						English Speaking Employees 2011		Non English Speaking Employees 2011	
	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/ Strongly Disagree	% of EE who Disagree/ Strongly Disagree	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree
Grand Total	209	58.9%	30	8.5%	116	32.7%	92	43.4%	117	81.8%
1st	53	44.2%	8	6.7%	59	49.2%	26	29.5%	27	84.4%
2nd	33	49.3%	13	19.4%	21	31.3%	10	35.7%	23	59.0%
3rd	123	73.2%	9	5.4%	36	21.4%	56	58.3%	67	93.1%

2013	All Employees 2013						English Speaking Employees 2013		Non English Speaking Employees 2013	
	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/ Strongly Disagree	% of EE who Disagree/ Strongly Disagree	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree
Grand Total	195	59.3%	54	16.4%	80	24.3%	91	48.1%	104	74.3%
1st	41	50.6%	24	29.6%	16	19.8%	33	47.1%	8	72.7%
2nd	25	65.8%	6	15.8%	7	18.4%	9	56.3%	16	72.7%
3rd	82	59.4%	13	9.4%	43	31.2%	37	45.1%	45	80.4%
Unknown	47	65.3%	11	15.3%	14	19.4%	12	57.1%	35	68.6%

Comments

This is another statement where a definitive positive trend is occurring. Our analysis indicates a higher level of agreement and a smaller level of disagreement. Cultural issues are difficult to change, especially when there is residual ill will from the previous management, but there should continue to be an emphasis on creating a positive work environment.

A. Employee Responses to 2013 Survey Questions – Non-Management

Observations

12. I feel Housekeeping management fairly and consistently administers policies and work rules.

- 55.6% agree or strongly agree with this comment (compared to 58% in 2011) and 26.1% disagree or strongly disagree (compared to 34.4% in 2011) with this comment.

2011	All Employees 2011						English Speaking Employees 2011		Non English Speaking Employees 2011	
	No. of EE who Agree/Strongly Agree	% of EE who Agree/Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/Strongly Disagree	% of EE who Disagree/Strongly Disagree	No. of EE who Agree/Strongly Agree	% of EE who Agree/Strongly Agree	No. of EE who Agree/Strongly Agree	% of EE who Agree/Strongly Agree
Grand Total	206	58.0%	27	7.6%	122	34.4%	97	45.8%	109	76.2%
1st	51	42.5%	14	11.7%	55	45.8%	31	35.2%	20	62.5%
2nd	35	52.2%	7	10.4%	25	37.3%	11	39.3%	24	61.5%
3rd	120	71.4%	6	3.6%	42	25.0%	55	57.3%	65	90.3%

2013	All Employees 2013						English Speaking Employees 2013		Non English Speaking Employees 2013	
	No. of EE who Agree/Strongly Agree	% of EE who Agree/Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/Strongly Disagree	% of EE who Disagree/Strongly Disagree	No. of EE who Agree/Strongly Agree	% of EE who Agree/Strongly Agree	No. of EE who Agree/Strongly Agree	% of EE who Agree/Strongly Agree
Grand Total	183	55.6%	60	18.2%	86	26.1%	85	45.2%	98	69.5%
1st	39	48.1%	22	27.2%	20	24.7%	31	44.3%	8	72.7%
2nd	22	56.4%	5	12.8%	12	30.8%	7	43.8%	15	65.2%
3rd	81	58.7%	22	15.9%	35	25.4%	38	46.3%	43	76.8%
Unknown	41	57.7%	11	15.5%	19	26.8%	9	45.0%	32	62.7%

Comments

The overall response to this statement is positive. While the lower number of individuals who disagree with this statement is positive, there are still a large percentage of individuals, particularly in the 2nd shift, who do not feel that policies and procedures are administered fairly. This concern exists among both English speaking and non-English speaking employees in the second shift, although it is especially high among English speaking employees.

A. Employee Responses to 2013 Survey Questions – Non-Management

Observations

13. I believe Housekeeping management promotes an environment free from harassment, discrimination and intimidation.

- 57.7% agree or strongly agree with this comment (compared to 60.8% in 2011) and 27.2% disagree or strongly disagree (compared to 34.6% in 2011) with this comment.

2011	All Employees 2011						English Speaking Employees 2011		Non English Speaking Employees 2011	
	No. of EE who Agree/Strongly Agree	% of EE who Agree/Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/Strongly Disagree	% of EE who Disagree/Strongly Disagree	No. of EE who Agree/Strongly Agree	% of EE who Agree/Strongly Agree	No. of EE who Agree/Strongly Agree	% of EE who Agree/Strongly Agree
	Grand Total	216	60.8%	16	4.5%	124	34.9%	104	49.1%	112
1st	57	47.5%	6	5.0%	57	47.5%	36	40.9%	21	65.6%
2nd	35	52.2%	3	4.5%	29	43.3%	11	39.3%	24	61.5%
3rd	124	73.8%	7	4.2%	38	22.6%	57	59.4%	67	93.1%

2013	All Employees 2013						English Speaking Employees 2013		Non English Speaking Employees 2013	
	No. of EE who Agree/Strongly Agree	% of EE who Agree/Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/Strongly Disagree	% of EE who Disagree/Strongly Disagree	No. of EE who Agree/Strongly Agree	% of EE who Agree/Strongly Agree	No. of EE who Agree/Strongly Agree	% of EE who Agree/Strongly Agree
	Grand Total	187	57.7%	49	15.1%	88	27.2%	95	51.4%	92
1st	40	50.0%	16	20.0%	24	30.0%	33	47.8%	7	63.6%
2nd	27	71.1%	4	10.5%	7	18.4%	11	68.8%	16	72.7%
3rd	75	56.0%	20	14.9%	39	29.1%	39	49.4%	36	65.5%
Unknown	45	62.5%	9	12.5%	18	25.0%	12	57.1%	33	64.7%

Comments

There is strong and positive trend in this area with a lower number of participants who disagree or strongly disagree with this statement. However, any belief among employees that harassment is allowed to exist within the Department is cause for concern. Surprisingly, the second shift has the most favorable impression in this area, despite having the least favorable feelings about fairness. Comments included in the survey allude to the fact that some concerns were unreported by non-English speaking employees because they did not want to cause any problems. However, there were some general comments made by non-English speaking employees that they felt discriminated against by being asked to do more than the English speaking employees. Approximately, 3% of the respondents that expressed this view and it could be representative of a larger unreported problem and should be further examined by UNC-CH.

B. Employee Responses to Survey Questions - Management

Survey Responses

The following summaries are based on 24 Housekeeping management employees' responses.

Observations

1. Staffing levels have been a major challenge in managing my group.

- **62.5% of all respondents agree or strongly agree with this comment. 25.0% of respondents disagree or strongly disagree with this assessment.**

	All Employees					
	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/ Strongly Disagree	% of EE who Disagree/ Strongly Disagree
Grand Total	15	62.5%	3	12.5%	6	25.0%
1st	2	25.0%	2	25.0%	4	50.0%
2nd	4	100.0%	0	0.0%	0	0.0%
3rd	7	70.0%	1	10.0%	2	20.0%
Unknown	2	100.0%	0	0.0%	0	0.0%

Note: This question was presented as a negative making the "Agree"/"Strongly Agree" statements those of dissatisfaction.

Comments

Staffing seems to be especially problematic within the second and third shift. Based on comments provided by managers, the response to this statement is likely due to less favorable times of the second and third shift, when compared to the first shift. The perception is that the budget constraints in the state and the inability to back fill positions may have something to do with the results. Managers will continue to have to do more with less and share resources when appropriate. The response indicates that almost all managers are feeling the impact. Ongoing management meetings should incorporate collaborative ideas on such items as sharing staff across shifts, involving the crew members more in responding to needs, and creating ideas to meet the demand of the customers. We recognize that some of this is being done now and at least one manager noted that they are constantly moving staff around to have assignments completed. This, in our opinion represents an opportunity for a Department-wide strategy focusing on the best approach to address this problem on a go-forward basis.

B. Employee Responses to Survey Questions - Management

Observations

2. I feel that management supports me when I need to make personnel decisions involving staff.

- **75.0% agree or strongly agree with this comment; 21% disagreed or strongly disagreed with this comment.**

	All Employees					
	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/ Strongly Disagree	% of EE who Disagree/ Strongly Disagree
Grand Total	18	75.0%	1	4.2%	5	20.8%
1st	6	75.0%	1	12.5%	1	12.5%
2nd	4	100.0%	0	0.0%	0	0.0%
3rd	7	70.0%	0	0.0%	3	30.0%
Unknown	1	50.0%	0	0.0%	1	50.0%

Comments

This is extremely positive. Management’s efforts to help develop Department leadership has been successful in establishing a more productive and constructive relationship. The results of this statement indicate a strong belief from the management team, indicating that for the most part, managers believe that they have the appropriate support to perform their duties when personnel or other issues occur. There were only two comments submitted that addresses this area, with one being that, “accountability must be increased for both management and staff employees.”

B. Employee Responses to Survey Questions - Management

Observations

3. I feel that I have been adequately trained to handle most situations I face as a manager.

- **83.3% agree or strongly agree with this comment; 8.3% disagree or strongly disagree with this comment.**

	All Employees					
	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/ Strongly Disagree	% of EE who Disagree/ Strongly Disagree
Grand Total	20	83.3%	2	8.3%	2	8.3%
1st	6	75.0%	1	12.5%	1	12.5%
2nd	4	100.0%	0	0.0%	0	0.0%
3rd	8	80.0%	1	10.0%	1	10.0%
Unknown	2	100.0%	0	0.0%	0	0.0%

Comments

This is a positive indication that UNC-CH’s investment in training and development of Department management is having an impact with an overwhelmingly positive response to this statement. In addition to the supervisor training provided by UNC-CH, the individual coaching, situational leadership skills, and other strategies provided to the Zone Managers helped prepare them for potential problems. Results also indicate and reemphasize the importance of managing with integrity and respect for others. Because of the small sample size, those employees who disagree, two in total, should not be a major concern and UNC-CH should continue to emphasize training initiatives for management.

B. Employee Responses to Survey Questions - Management

Observations

4. I have the resources to perform my work.

- **54.2% agree or strongly agree with this comment; 37.5% disagree or strongly disagree with this comment.**

	All Employees					
	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/ Strongly Disagree	% of EE who Disagree/ Strongly Disagree
Grand Total	13	54.2%	2	8.3%	9	37.5%
1st	4	50.0%	1	12.5%	3	37.5%
2nd	4	100.0%	0	0.0%	0	0.0%
3rd	5	50.0%	1	10.0%	4	40.0%
Unknown	0	0.0%	0	0.0%	2	100.0%

Comments

The overall response is relatively positive. However, despite largely positive responses in other areas of the management survey, this remains an area of less satisfaction, especially within the first and third shift. UNC-CH should conduct additional investigations into how additional resources of both people and material can be allocated to better help the Department meet their goals.

B. Employee Responses to Survey Questions - Management

Observations

5. Customer service has improved.

- **62.5% agree or strongly agree with this comment; 8.3% disagree or strongly disagree with this comment.**

	All Employees					
	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/ Strongly Disagree	% of EE who Disagree/ Strongly Disagree
Grand Total	15	62.5%	7	29.2%	2	8.3%
1st	7	87.5%	0	0.0%	1	12.5%
2nd	3	75.0%	1	25.0%	0	0.0%
3rd	5	50.0%	5	50.0%	0	0.0%
Unknown	0	0.0%	1	50.0%	1	50.0%

Comments

The results are positive and indicate the 3rd shift may need to do more to increase their service levels to those of the other two shifts. It may benefit the Department to conduct additional analysis and/or review (i.e., audits, shadowing, etc.) of the 3rd shift to clarify why the perception is that customer service has not improved, as this is an area that must be held in high regard at all times. Additional customer service training could be beneficial to see optimal results in this area.

B. Employee Responses to Survey Questions - Management

Observations

6. Overall morale is good in my zone.

- **83.3% agree or strongly agree with this comment; 12.5% disagree or strongly disagree with this comment.**

	All Employees					
	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/ Strongly Disagree	% of EE who Disagree/ Strongly Disagree
Grand Total	20	83.3%	1	4.2%	3	12.5%
1st	7	87.5%	0	0.0%	1	12.5%
2nd	4	100.0%	0	0.0%	0	0.0%
3rd	8	80.0%	1	10.0%	1	10.0%
Unknown	1	50.0%	0	0.0%	1	50.0%

Comments

The response to this question yielded an excellent positive score. However, there is a disconnection between the employee and managerial perceptions of morale. Although an overwhelming number of managers believe that employee morale is good, only 64.1% of non-management employees agree or strongly agree (see Section IV, Question # 1, Non-Management). Both results are positive, but one would like to see less disparity between the two groups. This is troubling since only one manager in the 1st and 3rd shifts respectively, recognizes morale as a problem. Also worth noting is the finding that over 20% of non-management survey participants cite employee morale as an issue.

B. Employee Responses to Survey Questions - Management

Observations

7. **The actions the University has taken since the 2011 PRM survey have had a positive effect.**
- **68.4% agree or strongly agree with this comment; 26.3% disagree or strongly disagree with this comment.**

	All Employees					
	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/ Strongly Disagree	% of EE who Disagree/ Strongly Disagree
Grand Total	13	68.4%	1	5.3%	5	26.3%
1st	5	71.4%	1	14.3%	1	14.3%
2nd	3	75.0%	0	0.0%	1	25.0%
3rd	5	71.4%	0	0.0%	2	28.6%
Unknown	0	0.0%	0	0.0%	1	100.0%

Comments

The response rate is very good. However, not all managers believe that UNC-CH's actions have had a positive effect. Even though 68% is a strong indication that the actions taken have had a positive effect, there are concerns that the actions have raised other issues. In particular, some management staff members believe that some employees have become more emboldened by the changes, giving them a platform to complain. Alternatively, there were two comments indicating that the actions have resulted in the Department going in the right direction. There were few other comments provided to support the reasons for the score. Communicating information about changes in perception, based on the results contained in this survey, should help UNC-CH to demonstrate that the Department is on a positive direction.

B. Employee Responses to Survey Questions - Management

Observations

8. Trust and respect have improved since the 2011 PRM survey.

- **42.1% agree or strongly agree with this comment; 36.8% disagree or strongly disagree with this comment.**

	All Employees					
	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/ Strongly Disagree	% of EE who Disagree/ Strongly Disagree
Grand Total	8	42.1%	4	21.1%	7	36.8%
1st	4	57.1%	2	28.6%	1	14.3%
2nd	2	50.0%	0	0.0%	2	50.0%
3rd	2	28.6%	2	28.6%	3	42.9%
Unknown	0	0.0%	0	0.0%	1	100.0%

Comments

In response to this statement, 49.1% of non-management (see Section IV, Question # 3, Non-Management) and 42% of management agreed or strongly agreed with this statement. With almost 37% disagreeing or strongly disagreeing, there were a few comments provided declaring a mistrust of the reasoning behind some of the changes that have occurred in the Department. Based on our experience, this type of reaction is normal. Management typically feels the most impact whenever any changes take place. Managers have the unique ability to contribute positively to building trust and respect within the team. By demonstrating respect for their employees and modeling the ideal behavior, trust and respect should increase over time. Also worth noting, there was only one comment identified from the survey about management needing to treat employees with more respect.

B. Employee Responses to Survey Questions - Management

Observations

9. Nothing has changed since the initial PRM survey.

- **5.3% agree or strongly agree with this comment; 78.9% disagree or strongly disagree with this comment.**

	All Employees					
	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/ Strongly Disagree	% of EE who Disagree/ Strongly Disagree
Grand Total	1	5.3%	3	15.8%	15	78.9%
1st	0	0.0%	2	28.6%	5	71.4%
2nd	0	0.0%	1	25.0%	3	75.0%
3rd	1	14.3%	0	0.0%	6	85.7%
Unknown	0	0.0%	0	0.0%	1	100.0%

Note: This question was presented as a negative making the "Agree"/"Strongly Agree" statements those of dissatisfaction.

Comments

A 79% disagreement rate is an excellent response to this statement, a strong indication that management employees believe things have changed. Unlike employees, managers feel that changes within the Department have been clearly evident since the 2011 survey. This may indicate that communication with managers has been better than communication with staff employees, or simply a show that managers, who received additional training and team-building, could better ascertain how these activities have changed the Department.

B. Employee Responses to Survey Questions - Management

Observations

10. Productivity for my team has improved.

- **78.3% agree or strongly agree with this comment; 8.7% disagree or strongly disagree with this comment.**

	All Employees					
	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/ Strongly Disagree	% of EE who Disagree/ Strongly Disagree
Grand Total	18	78.3%	3	13.0%	2	8.7%
1st	7	87.5%	1	12.5%	0	0.0%
2nd	4	100.0%	0	0.0%	0	0.0%
3rd	5	55.6%	2	22.2%	2	22.2%
Unknown	2	100.0%	0	0.0%	0	0.0%

Comments

This is a very good response. Increased productivity points to a general culture of positive change within the Department. As mentioned earlier, the change management process can be extensive and deliberate and results may not be immediately noticeable. These results point to signs that productivity within the team is perceived as becoming successful. Managers are seeing a spike in productivity and that can be due to various issues, including the expansion of OS1 cleaning. Unlike 2011, there were no complaints about the OS1. Respondents feel that employees and management appear to have found common ground on this issue.

B. Employee Responses to Survey Questions - Management

Observations

11. Processes are in place to effectively perform my work.

- **50.0% agree or strongly agree with this comment; 20.8% disagree or strongly disagree with this comment.**

	All Employees					
	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/ Strongly Disagree	% of EE who Disagree/ Strongly Disagree
Grand Total	12	50.0%	7	29.2%	5	20.8%
1st	4	50.0%	2	25.0%	2	25.0%
2nd	3	75.0%	1	25.0%	0	0.0%
3rd	5	50.0%	4	40.0%	1	10.0%
Unknown	0	0.0%	0	0.0%	2	100.0%

Comments

Responses and analysis indicate a positive trend. We believe that with an increased emphasis on work processes, in addition to policy implementation, there is an opportunity to establish a workplace culture of transparency and uniformity which may be lacking in the Department based on the results of this survey statement.

B. Employee Responses to Survey Questions - Management

Observations

12. Most employees in my zone would say that work assignments are made fairly and distributed equitably among employees.

- **87.5% agree or strongly agree with this comment; 12.5% disagree or strongly disagree with this comment.**

	All Employees					
	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/ Strongly Disagree	% of EE who Disagree/ Strongly Disagree
Grand Total	21	87.5%	0	0.0%	3	12.5%
1st	7	87.5%	0	0.0%	1	12.5%
2nd	3	75.0%	0	0.0%	1	25.0%
3rd	9	90.0%	0	0.0%	1	10.0%
Unknown	2	100.0%	0	0.0%	0	0.0%

Comments

This is an excellent response. However, results to this same statement from non-management staff yielded a 59.9% agreement level (see Section IV, Question # 6, Non-Management). The data indicates a perception issue between management and non-management staff. Many employees disagree with the fairness and equity of work assignments, but managers almost unanimously agree that work is distributed fairly. This may point to a lack of transparency that comes with having established policies and procedures, and clear communication of policies and procedures. UNC-CH leadership has an opportunity to establish policies and procedures where none are in place.

B. Employee Responses to Survey Questions - Management

Observations

13. Most employees in my zone would say that I treat everyone in my zone fairly and consistently.

- **91.7% agree or strongly agree with this comment; 8.3% disagree or strongly disagree with this comment.**

	All Employees					
	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/ Strongly Disagree	% of EE who Disagree/ Strongly Disagree
Grand Total	22	91.7%	0	0.0%	2	8.3%
1st	7	87.5%	0	0.0%	1	12.5%
2nd	3	75.0%	0	0.0%	1	25.0%
3rd	10	100.0%	0	0.0%	0	0.0%
Unknown	2	100.0%	0	0.0%	0	0.0%

Comments

This statement yielded the most positive response from the management staff. Responses from non-management employees resulted in a 62.8% agreement level (see Section IV, Question # 7, Non-Management). Similar to the prior statement, the results indicate a disconnect between managers who believe they are showcasing exemplary management skills, treating everyone fairly, and employees who do not feel as though they are treated equitably. English-speaking employees felt especially strongly that they were not treated fairly. Managers should pay special attention to how they communicate with both English and non-English speakers, and try to make sure they demonstrate fair and equal treatment for both groups.

B. Employee Responses to Survey Questions - Management

Observations

14. Most employees in my zone would say they are satisfied with communications among themselves (within the work team or within the shift as a whole.)

- **83.3% agree or strongly agree with this comment; 16.7% disagree or strongly disagree with this comment.**

	All Employees					
	No. of EE who Agree/ Strongly Agree	% of EE who Agree/ Strongly Agree	No. of EE who Have No Opinion	% of EE who Have No Opinion	No. of EE who Disagree/ Strongly Disagree	% of EE who Disagree/ Strongly Disagree
Grand Total	20	83.3%	0	0.0%	4	16.7%
1st	7	87.5%	0	0.0%	1	12.5%
2nd	4	100.0%	0	0.0%	0	0.0%
3rd	8	80.0%	0	0.0%	2	20.0%
Unknown	1	50.0%	0	0.0%	1	50.0%

Comments

On this question, managers and employees had a similar perception about communication, which is a relative strength within the Department. Over 70% of Housekeeping staff responded that they agree or strongly agree with this assessment (see Section IV, Question # 8, Non-Management), while over 83% of the management staff agree or strongly agree. There is always room for improvement in communication and management has made changes over the last year, and more changes are needed to bridge the gap to establish more commonality in perspectives of both groups.

Managers should build on the strength of employee communications and use communication mechanisms to express messages of fairness and equity to employees.

V. Recommendations

V. Recommendations

In 2011, PRM was retained to review the UNC-CH Housekeeping Department, specifically to understand the factors that may have been contributing to low employee morale, and provide recommendations to enhance the culture. The recommendations presented in the 2011 study focused on the initiatives needed to change a challenging culture that had been allowed to continue for many years. The results of the 2013 study indicate that the implementation of earlier recommendations, coupled with innovative initiatives spearheaded by UNC-CH, have allowed the Department to move in a more positive direction. Accordingly, the recommendations presented here are designed to build upon the current momentum for positive change. These recommendations are being presented to assist the University in their goal to effect additional cultural change. These recommendations are by no means the only approach to ensure continued progress, but PRM believes these suggestions offer a path to build on current improvements.

- **Continue some form of front line feedback.** The current bi-weekly roundtables present all employees, on a rotating basis, an opportunity to present their views on how things are progressing, UNC-CH should continue these sessions and on a go forward basis, using them, for example, to identify some of the gaps noted in this report, to determine why there are divergent viewpoints on such issues as things not changing since the 2011 survey.
- **Continue providing management training.** Based on the results in this report, management training is having a positive effect on group that is the most influential to the staff. Ongoing training should continue, and crew leaders should be invited to participate in future training sessions.

V. Recommendations

- **Create a communication campaign highlighting the positive changes that have occurred.** Based on responses from Housekeeping employees, it is evident that *some* staff members are unaware of all the new programs and positive changes that have taken place in the Department. It is important to celebrate successes during the change management process. One way to change a culture is to tell people that it's changing, then show them how it changed, and eventually they will follow or leave. We believe that by communicating with employees about continued efforts to improve employee morale and successes in this area UNC-CH can reinforce the message of integrity and respect for all employees. When communicating it is important to set expectations and let employees know that there is still a lot of work to be done. This campaign can take the form of creating e-mail announcements and letters highlighting progress to creating charts and posters that are placed in work areas. Seeing the commitment to such activity can ignite more conversations among staff and reinforce positive behavior.
- **Hold employees accountable who attend English classes to demonstrate their new knowledge.** One comment presented was that employees have attended the class and they are still not speaking English. Expectations should be placed around results from the classes, especially if UNC-CH is paying. Having more staff members who are able to communicate with their peers is important in bridging the communication gap between some of the workers.
- **Senior management should conduct at least two meetings per year for the Department.** It's important to bolster the visibility by senior management, letting staff know that management is committed to change. This will also provide increased opportunity for management to discuss topics, including absenteeism and its impact on the Department's effectiveness and productivity which is "always a part of the facilities industry," according to the Director. It is noted that all hands on deck staff meetings are logistically difficult given the three shifts and ongoing language barriers.

V. *Recommendations*

- **In light of ongoing budget constraints, resource issues should be a management roundtable project.** The new Director has introduced new concepts for Zone Managers, and the issue of resource availability continues to be addressed. The management team should continue to work together to help address the best approach, to ensure that a high level of customer service is maintained. Additionally, leadership should be as transparent as possible so staff sets realistic expectations around resource needs.
- **More transparency is needed in explaining how work is assigned.** There continues to be concerns surrounding the fairness of work assignments. Including procedures for assigning work may help in this area.
- **Continue to create an atmosphere where employees can report harassment and retaliation without fear.** Though not as pervasive as the 2011 study, there still seems to be a limited level of harassment taking place and the Department should continue to create an environment where it is safe to report or discuss these issues without a fear of retaliation. This can be achieved by reinforcing the mechanisms that are already in place to report potential wrong-doing, strengthening the message that retaliation is not tolerated, and making sure that management is readily available to hear staff concerns and take appropriate action.

Exhibits

Exhibit 1 — Housekeeping Staff Survey Instrument



FACILITIES SERVICES – HOUSEKEEPING
DEPARTMENT ASSESSMENT
(Staff)

Background

PRM Consulting Group, Inc. (PRM) has been retained to conduct a follow-up survey for employees in the Housekeeping Department at The University of North Carolina at Chapel Hill. The survey is designed to gauge your feelings about your department's working conditions, management practices, culture, and climate since the last survey was conducted in 2011. Your participation will provide valuable feedback that will help the University to continue to promote and maintain a positive work environment. Following this survey, we will prepare a report assessing these results and comparing these to those from 2011. We would like to assure you that any individually identifying information will not appear in our report, and all of your responses will remain anonymous, as they were in 2011.

Survey Instructions

Complete the questionnaire by marking the circle in the column that indicates the answer that you feel best describes your response.

The 5 possible agreement levels are:

- Strongly Agree
- Agree
- No Opinion
- Disagree
- Strongly Disagree

At the end of the survey, you will have a chance to make comments. The survey should take no more than 15 minutes. Once finished, you can return the survey as directed by the PRM representative.



FACILITIES SERVICES – HOUSEKEEPING
DEPARTMENT ASSESSMENT
(Staff)

Demographic Information

The information below is needed to track the responses. All information is optional but highly recommended to allow the University to understand any issues that may arise based on the demographic data.

Employee Name: _____

Employee Job Title: _____

Current Shift (1st, 2nd or 3rd): _____

Were you hired into a permanent position before or after October 1, 2011? _____
(BEFORE/AFTER)

Age: _____ Race/Ethnic Group: _____ Gender: _____

Language: _____

FACILITIES SERVICES – HOUSEKEEPING
DEPARTMENT ASSESSMENT
(Staff)

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
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Instructions: All employees complete the following two questions

- | | | | | | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1. Overall, morale is good in my zone. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 2. The new leadership in management has us moving in the right direction. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Answer the next three questions only if you were a permanent employee in the department prior to October 1, 2011. Otherwise, skip to question 6.

- | | | | | | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 3. Trust and respect have improved since the 2011 PRM survey. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 4. The actions the University has taken since the 2011 PRM survey have had a positive effect. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 5. Nothing has changed since the initial PRM survey. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Instructions: All employees complete the following questions.

WORKING CONDITIONS, COMMUNICATION AND SUPERVISION IN MY ZONE

- | | | | | | |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 6. In my zone, work assignments are made fairly and distributed equitably among employees. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 7. My Zone Manager treats everyone in my zone fairly and consistently. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 8. I am satisfied with communications between my Zone Manager and the Housekeeping staff. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

FACILITIES SERVICES – HOUSEKEEPING
DEPARTMENT ASSESSMENT
(Staff)

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
9. I can express my honest opinions to my Zone Manager without fear of retaliation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
HOUSEKEEPING MANAGEMENT					
10. I feel Housekeeping management cares about and is interested in the welfare of its employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. I feel Housekeeping management fairly and consistently administers policies and work rules.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. I believe Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OPEN ENDED QUESTIONS					
14. Do you have any comments that you wish to add?					

Thank you for your participation.

Exhibit 2 — Housekeeping Management Survey Instrument



FACILITIES SERVICES – HOUSEKEEPING
DEPARTMENT ASSESSMENT
(Supervisory and Management)

Background

PRM Consulting Group, Inc. (PRM) has been retained to conduct a follow-up survey for employees in the Housekeeping Department at The University of North Carolina at Chapel Hill. The survey is designed to gauge your feelings about your department's working conditions, management practices, culture, and climate since the last survey was conducted in 2011. Your participation will provide valuable feedback that will help the University to continue to promote and maintain a positive work environment. Following this survey, we will prepare a report assessing these results and comparing these to those from 2011. We would like to assure you that any individually identifying information will not appear in our report, and all of your responses will remain anonymous, as they were in 2011.

Survey Instructions

Complete the questionnaire by marking the circle in the column that indicates the answer that you feel best describes your response.

The 5 possible agreement levels are:

Strongly Agree
Agree
No Opinion
Disagree
Strongly Disagree

At the end of the survey, you will have a chance to make comments. The survey should take no more than 15 minutes. Once finished, you can return the survey as directed by the PRM representative.



FACILITIES SERVICES – HOUSEKEEPING
DEPARTMENT ASSESSMENT
(Supervisory and Management)

Demographic Information

The information below is needed to track the responses. All information is optional but highly recommended to allow the University to understand any issues that may arise based on the demographic data.

Employee Name: _____

Employee Job Title: _____

Current Shift (1st, 2nd or 3rd): _____

Were you hired into a permanent position before or after October 1, 2011? _____
(BEFORE/AFTER)

Age: _____ Race/Ethnic Group: _____ Gender: _____

Language: _____



FACILITIES SERVICES – HOUSEKEEPING
DEPARTMENT ASSESSMENT
(Supervisory and Management)

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
--	----------------	-------	------------	----------	-------------------

Instructions: The following questions are for Zone Managers, Assistant Directors, Directors, and other management employees only.

- | | | | | | |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1. Staffing levels have been a major challenge in managing my group. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 2. I feel that management supports me when I need to make personnel decisions involving staff. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 3. I feel that I have been adequately trained to handle most situations I face as a manager. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 4. I have the resources to perform my work. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 5. Customer service has improved. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 6. Overall, morale is good in my zone. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
-



FACILITIES SERVICES – HOUSEKEEPING
DEPARTMENT ASSESSMENT
(Supervisory and Management)

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
--	----------------	-------	------------	----------	-------------------

Answer the next three questions only if you were a permanent employee in the department prior to October 1, 2011. Otherwise, skip to question 10.

7. The actions the University has taken since the 2011 PRM survey have had a positive effect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Trust and respect have improved since the 2011 PRM survey	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Nothing has changed since the initial PRM survey.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<hr/>					
10. Productivity for my team has improved.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Processes are in place to effectively perform my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Most employees in my zone would say that work assignments are made fairly and distributed equitably among employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



FACILITIES SERVICES – HOUSEKEEPING
DEPARTMENT ASSESSMENT
(Supervisory and Management)

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
13. Most employees in my zone would say that I treat everyone in my zone fairly and consistently.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Most employees in my zone would say they are satisfied with communications among themselves (within their work team or within the shift as a whole).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

OPEN ENDED QUESTIONS

15. Do you have any comments that you wish to add?

Appendix A – Survey Responses – All Employees

University of North Carolina at Chapel Hill

All Employees

ALL NON MANAGEMENT EMPLOYEES

335 questionnaires

	STATEMENTS ON THE INTERVIEW SHEET	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	% of Positive Responses
1	Overall, morale is good in my zone.	8.5%	12.8%	14.6%	48.9%	15.2%	64.1%
2	The new leadership in management has us moving in the right direction.	13.5%	11.9%	18.9%	43.4%	12.3%	55.7%
3*	Trust and respect has improved since the 2011 PRM survey.	13.6%	20.1%	17.2%	35.2%	13.9%	49.1%
4	The actions the University has taken since the 2011 PRM survey have had a positive effect.	12.2%	15.1%	20.3%	41.0%	11.4%	52.4%
5**	Nothing has changed since the initial PRM survey.	8.8%	23.7%	21.0%	28.6%	17.9%	32.4%
6	In my zone, work assignments are made fairly and distributed equitable among employees.	12.5%	15.5%	12.2%	41.6%	18.2%	59.9%
7	My zone manager treats everyone in my zone fairly and consistently.	12.7%	11.2%	13.3%	40.5%	22.4%	62.8%
8	I am satisfied with communications between my zone manager and the Housekeeping staff.	7.9%	11.2%	10.0%	47.6%	23.3%	70.9%
9	I can express my honest opinions to my zone manager without fear of retaliation.	9.1%	4.9%	11.9%	45.6%	28.6%	74.2%
10	I feel Housekeeping management cares about and is interested in the welfare of its employees.	10.9%	14.2%	17.6%	44.5%	12.7%	57.3%
11	I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	9.1%	15.2%	16.4%	47.7%	11.6%	59.3%
12	I feel Housekeeping management fairly and consistently administers policies and work rules.	12.8%	13.4%	18.2%	43.8%	11.9%	55.6%
13	I feel Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	11.1%	16.0%	15.1%	42.3%	15.4%	57.7%

* Staff questions 3, 4 and 5 were answered only by staff hired before 10/1/2011 when the University began implementation of the PRM study.

** This question was presented as a negative, making the "Disagree"/"Strongly Disagree" responses, those of satisfaction.

University of North Carolina at Chapel Hill

All Employees

ALL MANAGEMENT EMPLOYEES

24 questionnaires

	STATEMENTS ON THE INTERVIEW SHEET	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	% of Positive Responses
1**	Staffing levels have been a major challenge in managing my group.	8.3%	16.7%	12.5%	25.0%	37.5%	25.0%
2	I feel that management supports me when I need to make personnel decisions involving staff.	4.2%	16.7%	4.2%	58.3%	16.7%	75.0%
3	I feel that I have been adequately trained to handle most situations I face as a manager.	0.0%	8.3%	8.3%	50.0%	33.3%	83.3%
4	I have the resources to perform my work.	8.3%	29.2%	8.3%	37.5%	16.7%	54.2%
5	Customer service has improved.	4.2%	4.2%	29.2%	50.0%	12.5%	62.5%
6	Overall, morale is good in my zone	4.2%	8.3%	4.2%	70.8%	12.5%	83.3%
7*	The actions the University has taken since the 2011 PRM survey have had a positive effect.	5.3%	21.1%	5.3%	63.2%	5.3%	68.4%
8	Trust and respect have improved since the 2011 PRM survey.	15.8%	21.1%	21.1%	42.1%	0.0%	42.1%
9**	Nothing has changed since the initial PRM survey.	5.3%	73.7%	15.8%	5.3%	0.0%	78.9%
10	Productivity for my team has improved.	4.3%	4.3%	13.0%	69.6%	8.7%	78.3%
11	Processes are in place to effectively perform my work.	4.2%	16.7%	29.2%	41.7%	8.3%	50.0%
12	Most employees in my zone would say that work assignments are made fairly and distributed equitably among employees.	4.2%	8.3%	0.0%	70.8%	16.7%	87.5%
13	Most employees in my zone would say that I treat every one in my zone fairly and consistently.	0.0%	8.3%	0.0%	66.7%	25.0%	91.7%
14	Most employees in my zone would say they are satisfied with communications among themselves (within the work team or within the shift as a whole)	0.0%	16.7%	0.0%	75.0%	8.3%	83.3%

* Management questions 7,8 and 9 were answered only by managers hired before 10/1/2011 when the University began implementation of the PRM study.

** This question was presented as a negative, making the "Agree"/"Strongly Agree" responses, those of dissatisfaction.

University of North Carolina at Chapel Hill

All Employees

ALL NON-MANAGEMENT 1ST SHIFT EMPLOYEES

82 QUESTIONNAIRES

STATEMENTS ON THE INTERVIEW SHEET		Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	% of Positive Responses
1	Overall, morale is good in my zone.	1.2%	23.5%	16.0%	39.5%	19.8%	59.3%
2	The new leadership in management has us moving in the right direction.	6.8%	18.9%	33.8%	31.1%	9.5%	40.5%
3*	Trust and respect has improved since the 2011 PRM survey.	8.6%	22.9%	25.7%	30.0%	12.9%	42.9%
4	The actions the University has taken since the 2011 PRM survey have had a positive effect.	7.4%	11.8%	39.7%	36.8%	4.4%	41.2%
5**	Nothing has changed since the initial PRM survey.	10.4%	23.9%	22.4%	32.8%	10.4%	34.3%
6	In my zone, work assignments are made fairly and distributed equitable among employees.	9.9%	25.9%	6.2%	37.0%	21.0%	58.0%
7	My zone manager treats everyone in my zone fairly and consistently.	11.0%	7.3%	15.9%	36.6%	29.3%	65.9%
8	I am satisfied with communications between my zone manager and the Housekeeping staff.	6.3%	17.5%	7.5%	43.8%	25.0%	68.8%
9	I can express my honest opinions to my zone manager without fear of retaliation.	11.3%	6.3%	13.8%	45.0%	23.8%	68.8%
10	I feel Housekeeping management cares about and is interested in the welfare of its employees.	14.8%	17.3%	22.2%	32.1%	13.6%	45.7%
11	I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	6.2%	13.6%	29.6%	39.5%	11.1%	50.6%
12	I feel Housekeeping management fairly and consistently administers policies and work rules.	9.9%	14.8%	27.2%	34.6%	13.6%	48.1%
13	I feel Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	12.5%	17.5%	20.0%	36.3%	13.8%	50.0%

* Staff questions 3, 4 and 5 were answered only by staff hired before 10/1/2011 when the University began implementation of the PRM study.

** This question was presented as a negative, making the "Disagree"/"Strongly Disagree" responses, those of satisfaction.

University of North Carolina at Chapel Hill

All Employees

ALL NON-MANAGEMENT 2ND SHIFT EMPLOYEES

40 QUESTIONNAIRES

STATEMENTS ON THE INTERVIEW SHEET		Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	% of Positive Responses
1	Overall, morale is good in my zone.	5.3%	13.2%	13.2%	63.2%	5.3%	68.4%
2	The new leadership in management has us moving in the right direction.	7.7%	10.3%	15.4%	56.4%	10.3%	66.7%
3*	Trust and respect has improved since the 2011 PRM survey.	6.3%	21.9%	15.6%	31.3%	25.0%	56.3%
4	The actions the University has taken since the 2011 PRM survey have had a positive effect.	3.0%	18.2%	24.2%	36.4%	18.2%	54.5%
5**	Nothing has changed since the initial PRM survey.	15.2%	33.3%	6.1%	33.3%	12.1%	48.5%
6	In my zone, work assignments are made fairly and distributed equitable among employees.	10.3%	25.6%	10.3%	43.6%	10.3%	53.8%
7	My zone manager treats everyone in my zone fairly and consistently.	7.7%	20.5%	15.4%	38.5%	17.9%	56.4%
8	I am satisfied with communications between my zone manager and the Housekeeping staff.	10.0%	15.0%	10.0%	57.5%	7.5%	65.0%
9	I can express my honest opinions to my zone manager without fear of retaliation.	10.0%	15.0%	10.0%	47.5%	17.5%	65.0%
10	I feel Housekeeping management cares about and is interested in the welfare of its employees.	7.7%	10.3%	10.3%	56.4%	15.4%	71.8%
11	I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	10.5%	7.9%	15.8%	47.4%	18.4%	65.8%
12	I feel Housekeeping management fairly and consistently administers policies and work rules.	10.3%	20.5%	12.8%	43.6%	12.8%	56.4%
13	I feel Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	10.5%	7.9%	10.5%	47.4%	23.7%	71.1%

* Staff questions 3, 4 and 5 were answered only by staff hired before 10/1/2011 when the University began implementation of the PRM study.

** This question was presented as a negative, making the "Disagree"/"Strongly Disagree" responses, those of satisfaction.

University of North Carolina at Chapel Hill

All Employees

ALL NON-MANAGEMENT 3RD SHIFT EMPLOYEES

139 QUESTIONNAIRES

STATEMENTS ON THE INTERVIEW SHEET		Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	% of Positive Responses
1	Overall, morale is good in my zone.	12.3%	9.4%	17.4%	46.4%	14.5%	60.9%
2	The new leadership in management has us moving in the right direction.	18.2%	12.1%	16.7%	37.9%	15.2%	53.0%
3*	Trust and respect has improved since the 2011 PRM survey.	18.8%	17.9%	14.3%	35.7%	13.4%	49.1%
4	The actions the University has taken since the 2011 PRM survey have had a positive effect.	17.1%	16.2%	10.8%	42.3%	13.5%	55.9%
5**	Nothing has changed since the initial PRM survey.	24.8%	20.0%	22.9%	25.7%	6.7%	44.8%
6	In my zone, work assignments are made fairly and distributed equitable among employees.	13.3%	9.6%	17.0%	38.5%	21.5%	60.0%
7	My zone manager treats everyone in my zone fairly and consistently.	14.6%	11.7%	13.1%	37.2%	23.4%	60.6%
8	I am satisfied with communications between my zone manager and the Housekeeping staff.	8.8%	10.2%	13.1%	40.9%	27.0%	67.9%
9	I can express my honest opinions to my zone manager without fear of retaliation.	9.6%	1.5%	12.5%	40.4%	36.0%	76.5%
10	I feel Housekeeping management cares about and is interested in the welfare of its employees.	11.7%	13.1%	16.8%	44.5%	13.9%	58.4%
11	I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	13.0%	18.1%	9.4%	48.6%	10.9%	59.4%
12	I feel Housekeeping management fairly and consistently administers policies and work rules.	13.0%	18.1%	9.4%	48.6%	10.9%	59.4%
13	I feel Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	13.4%	15.7%	14.9%	40.3%	15.7%	56.0%

* Staff questions 3, 4 and 5 were answered only by staff hired before 10/1/2011 when the University began implementation of the PRM study.

** This question was presented as a negative, making the "Disagree"/"Strongly Disagree" responses, those of satisfaction.

University of North Carolina at Chapel Hill

All Employees

ALL NON-MANAGEMENT UNKNOWN SHIFT EMPLOYEES

74 QUESTIONNAIRES

STATEMENTS ON THE INTERVIEW SHEET		Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	% of Positive Responses
1	Overall, morale is good in my zone.	11.1%	6.9%	8.3%	56.9%	16.7%	73.6%
2	The new leadership in management has us moving in the right direction.	15.1%	5.5%	9.6%	58.9%	11.0%	69.9%
3*	Trust and respect has improved since the 2011 PRM survey.	13.6%	20.3%	13.6%	42.4%	10.2%	52.5%
4	The actions the University has taken since the 2011 PRM survey have had a positive effect.	13.6%	15.3%	13.6%	45.8%	11.9%	57.6%
5**	Nothing has changed since the initial PRM survey.	7.0%	14.0%	24.6%	36.8%	17.5%	21.1%
6	In my zone, work assignments are made fairly and distributed equitable among employees.	14.9%	9.5%	10.8%	51.4%	13.5%	64.9%
7	My zone manager treats everyone in my zone fairly and consistently.	13.7%	9.6%	9.6%	52.1%	15.1%	67.1%
8	I am satisfied with communications between my zone manager and the Housekeeping staff.	6.8%	4.1%	6.8%	58.9%	23.3%	82.2%
9	I can express my honest opinions to my zone manager without fear of retaliation.	5.5%	4.1%	9.6%	54.8%	26.0%	80.8%
10	I feel Housekeeping management cares about and is interested in the welfare of its employees.	6.8%	15.1%	17.8%	52.1%	8.2%	60.3%
11	I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	4.2%	15.3%	15.3%	55.6%	9.7%	65.3%
12	I feel Housekeeping management fairly and consistently administers policies and work rules.	4.2%	15.3%	15.3%	55.6%	9.7%	65.3%
13	I feel Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	5.6%	19.4%	12.5%	50.0%	12.5%	62.5%

* Staff questions 3, 4 and 5 were answered only by staff hired before 10/1/2011 when the University began implementation of the PRM study.

** This question was presented as a negative, making the "Disagree"/"Strongly Disagree" responses, those of satisfaction.

Appendix B – Survey Responses – English Speaking

University of North Carolina at Chapel Hill

English Speaking Employees

ALL ENGLISH SPEAKERS - NON-MANAGEMENT

192 questionnaires

STATEMENTS ON THE INTERVIEW SHEET		Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	% of Positive Responses
1	Overall, morale is good in my zone.	7.4%	18.5%	15.9%	45.0%	13.2%	58.2%
2	The new leadership in management has us moving in the right direction.	13.8%	17.7%	24.9%	36.5%	7.2%	43.6%
3*	Trust and respect has improved since the 2011 PRM survey.	15.1%	27.7%	18.7%	28.3%	10.2%	38.6%
4	The actions the University has taken since the 2011 PRM survey have had a positive effect.	12.9%	19.6%	24.5%	35.6%	7.4%	42.9%
5**	Nothing has changed since the initial PRM survey.	16.5%	24.1%	19.0%	28.5%	12.0%	40.5%
6	In my zone, work assignments are made fairly and distributed equitable among employees.	12.7%	20.6%	12.7%	36.5%	17.5%	54.0%
7	My zone manager treats everyone in my zone fairly and consistently.	14.7%	12.6%	15.2%	30.9%	26.7%	57.6%
8	I am satisfied with communications between my zone manager and the Housekeeping staff.	12.1%	16.3%	11.1%	38.4%	22.1%	60.5%
9	I can express my honest opinions to my zone manager without fear of retaliation.	13.8%	5.8%	13.8%	40.7%	25.9%	66.7%
10	I feel Housekeeping management cares about and is interested in the welfare of its employees.	18.0%	21.7%	15.3%	32.8%	12.2%	45.0%
11	I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	13.8%	19.6%	18.5%	39.2%	9.0%	48.1%
12	I feel Housekeeping management fairly and consistently administers policies and work rules.	14.4%	18.1%	22.3%	35.1%	10.1%	45.2%
13	I feel Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	16.2%	17.8%	14.6%	37.8%	13.5%	51.4%

* Staff questions 3, 4 and 5 were answered only by staff hired before 10/1/2011 when the University began implementation of the PRM study.

** This question was presented as a negative, making the "Disagree"/"Strongly Disagree" responses, those of satisfaction.

University of North Carolina at Chapel Hill

English Speaking Employees

NON-MANAGEMENT 1ST SHIFT EMPLOYEES - ENGLISH

71 QUESTIONNAIRES

STATEMENTS ON THE INTERVIEW SHEET		Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	% of Positive Responses
1	Overall, morale is good in my zone.	1.4%	25.4%	16.9%	33.8%	22.5%	56.3%
2	The new leadership in management has us moving in the right direction.	6.2%	20.0%	38.5%	29.2%	6.2%	35.4%
3*	Trust and respect has improved since the 2011 PRM survey.	10.0%	26.7%	25.0%	28.3%	10.0%	38.3%
4	The actions the University has taken since the 2011 PRM survey have had a positive effect.	8.5%	11.9%	42.4%	32.2%	5.1%	37.3%
5**	Nothing has changed since the initial PRM survey.	11.9%	25.4%	20.3%	30.5%	11.9%	37.3%
6	In my zone, work assignments are made fairly and distributed equitable among employees.	9.9%	28.2%	7.0%	31.0%	23.9%	54.9%
7	My zone manager treats everyone in my zone fairly and consistently.	11.1%	8.3%	15.3%	31.9%	33.3%	65.3%
8	I am satisfied with communications between my zone manager and the Housekeeping staff.	7.1%	18.6%	8.6%	40.0%	25.7%	65.7%
9	I can express my honest opinions to my zone manager without fear of retaliation.	11.4%	5.7%	15.7%	40.0%	27.1%	67.1%
10	I feel Housekeeping management cares about and is interested in the welfare of its employees.	16.9%	19.7%	21.1%	25.4%	16.9%	42.3%
11	I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	5.7%	15.7%	31.4%	37.1%	10.0%	47.1%
12	I feel Housekeeping management fairly and consistently administers policies and work rules.	9.9%	15.5%	28.2%	32.4%	14.1%	46.5%
13	I feel Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	12.9%	18.6%	18.6%	32.9%	17.1%	50.0%

* Staff questions 3, 4 and 5 were answered only by staff hired before 10/1/2011 when the University began implementation of the PRM study.

** This question was presented as a negative, making the "Disagree"/"Strongly Disagree" responses, those of satisfaction.

University of North Carolina at Chapel Hill

English Speaking Employees

NON-MANAGEMENT 2ND SHIFT EMPLOYEES - ENGLISH

16 QUESTIONNAIRES

STATEMENTS ON THE INTERVIEW SHEET		Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	% of Positive Responses
1	Overall, morale is good in my zone.	6.7%	13.3%	20.0%	53.3%	6.7%	60.0%
2	The new leadership in management has us moving in the right direction.	6.3%	18.8%	25.0%	43.8%	6.3%	50.0%
3*	Trust and respect has improved since the 2011 PRM survey.	0.0%	42.9%	7.1%	28.6%	21.4%	50.0%
4	The actions the University has taken since the 2011 PRM survey have had a positive effect.	0.0%	21.4%	21.4%	42.9%	14.3%	57.1%
5**	Nothing has changed since the initial PRM survey.	21.4%	14.3%	7.1%	35.7%	21.4%	35.7%
6	In my zone, work assignments are made fairly and distributed equitable among employees.	6.3%	31.3%	6.3%	50.0%	6.3%	56.3%
7	My zone manager treats everyone in my zone fairly and consistently.	6.3%	31.3%	18.8%	25.0%	18.8%	43.8%
8	I am satisfied with communications between my zone manager and the Housekeeping staff.	12.5%	18.8%	6.3%	56.3%	6.3%	62.5%
9	I can express my honest opinions to my zone manager without fear of retaliation.	12.5%	25.0%	0.0%	43.8%	18.8%	62.5%
10	I feel Housekeeping management cares about and is interested in the welfare of its employees.	12.5%	25.0%	6.3%	37.5%	18.8%	56.3%
11	I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	18.8%	6.3%	18.8%	31.3%	25.0%	56.3%
12	I feel Housekeeping management fairly and consistently administers policies and work rules.	12.5%	31.3%	12.5%	25.0%	18.8%	43.8%
13	I feel Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	18.8%	6.3%	6.3%	50.0%	18.8%	68.8%

* Staff questions 3, 4 and 5 were answered only by staff hired before 10/1/2011 when the University began implementation of the PRM study.

** This question was presented as a negative, making the "Disagree"/"Strongly Disagree" responses, those of satisfaction.

University of North Carolina at Chapel Hill

English Speaking Employees

NON-MANAGEMENT 3RD SHIFT EMPLOYEES - ENGLISH

82 QUESTIONNAIRES

STATEMENTS ON THE INTERVIEW SHEET		Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	% of Positive Responses
1	Overall, morale is good in my zone.	12.3%	16.0%	17.3%	45.7%	8.6%	54.3%
2	The new leadership in management has us moving in the right direction.	22.1%	16.9%	18.2%	33.8%	9.1%	42.9%
3*	Trust and respect has improved since the 2011 PRM survey.	21.6%	25.7%	16.2%	29.7%	6.8%	36.5%
4	The actions the University has taken since the 2011 PRM survey have had a positive effect.	18.1%	25.0%	12.5%	37.5%	6.9%	44.4%
5**	Nothing has changed since the initial PRM survey.	23.2%	14.5%	21.7%	30.4%	10.1%	37.7%
6	In my zone, work assignments are made fairly and distributed equitable among employees.	15.0%	15.0%	18.8%	35.0%	16.3%	51.3%
7	My zone manager treats everyone in my zone fairly and consistently.	18.3%	13.4%	14.6%	30.5%	23.2%	53.7%
8	I am satisfied with communications between my zone manager and the Housekeeping staff.	14.6%	15.9%	15.9%	31.7%	22.0%	53.7%
9	I can express my honest opinions to my zone manager without fear of retaliation.	14.6%	2.4%	13.4%	40.2%	29.3%	69.5%
10	I feel Housekeeping management cares about and is interested in the welfare of its employees.	19.8%	21.0%	14.8%	35.8%	8.6%	44.4%
11	I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	19.5%	24.4%	11.0%	40.2%	4.9%	45.1%
12	I feel Housekeeping management fairly and consistently administers policies and work rules.	18.3%	15.9%	19.5%	39.0%	7.3%	46.3%
13	I feel Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	19.0%	17.7%	13.9%	39.2%	10.1%	49.4%

* Staff questions 3, 4 and 5 were answered only by staff hired before 10/1/2011 when the University began implementation of the PRM study.

** This question was presented as a negative, making the "Disagree"/"Strongly Disagree" responses, those of satisfaction.

University of North Carolina at Chapel Hill

English Speaking Employees

NON-MANAGEMENT UNKNOWN EMPLOYEES - ENGLISH

23 QUESTIONNAIRES

STATEMENTS ON THE INTERVIEW SHEET		Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	% of Positive Responses
1	Overall, morale is good in my zone.	9.1%	9.1%	4.5%	63.6%	13.6%	77.3%
2	The new leadership in management has us moving in the right direction.	13.0%	13.0%	8.7%	60.9%	4.3%	65.2%
3*	Trust and respect has improved since the 2011 PRM survey.	17.6%	29.4%	17.6%	23.5%	11.8%	35.3%
4	The actions the University has taken since the 2011 PRM survey have had a positive effect.	17.6%	23.5%	11.8%	35.3%	11.8%	47.1%
5**	Nothing has changed since the initial PRM survey.	0.0%	25.0%	12.5%	50.0%	12.5%	25.0%
6	In my zone, work assignments are made fairly and distributed equitable among employees.	17.4%	8.7%	13.0%	43.5%	17.4%	60.9%
7	My zone manager treats everyone in my zone fairly and consistently.	18.2%	9.1%	9.1%	31.8%	31.8%	63.6%
8	I am satisfied with communications between my zone manager and the Housekeeping staff.	18.2%	9.1%	4.5%	45.5%	22.7%	68.2%
9	I can express my honest opinions to my zone manager without fear of retaliation.	18.2%	4.5%	18.2%	36.4%	22.7%	59.1%
10	I feel Housekeeping management cares about and is interested in the welfare of its employees.	18.2%	27.3%	4.5%	36.4%	13.6%	50.0%
11	I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	14.3%	23.8%	4.8%	47.6%	9.5%	57.1%
12	I feel Housekeeping management fairly and consistently administers policies and work rules.	15.0%	25.0%	15.0%	35.0%	10.0%	45.0%
13	I feel Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	14.3%	23.8%	4.8%	38.1%	19.0%	57.1%

* Staff questions 3, 4 and 5 were answered only by staff hired before 10/1/2011 when the University began implementation of the PRM study.

** This question was presented as a negative, making the "Disagree"/"Strongly Disagree" responses, those of satisfaction.

Appendix C – Survey Responses – Non-English Speaking

University of North Carolina at Chapel Hill

Non-English Speaking Employees

ALL NON-ENGLISH SPEAKERS - NON-MANAGEMENT

143 questionnaires

STATEMENTS ON THE INTERVIEW SHEET		Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	% of Positive Responses
1	Overall, morale is good in my zone.	9.9%	5.0%	12.8%	54.6%	17.7%	72.3%
2	The new leadership in management has us moving in the right direction.	13.1%	4.4%	10.9%	52.6%	19.0%	71.5%
3*	Trust and respect has improved since the 2011 PRM survey.	11.2%	8.4%	15.0%	45.8%	19.6%	65.4%
4	The actions the University has taken since the 2011 PRM survey have had a positive effect.	11.1%	8.3%	13.9%	49.1%	17.6%	66.7%
5**	Nothing has changed since the initial PRM survey.	3.8%	16.3%	24.0%	35.6%	20.2%	20.2%
6	In my zone, work assignments are made fairly and distributed equitable among employees.	12.1%	8.6%	11.4%	48.6%	19.3%	67.9%
7	My zone manager treats everyone in my zone fairly and consistently.	10.0%	9.3%	10.7%	53.6%	16.4%	70.0%
8	I am satisfied with communications between my zone manager and the Housekeeping staff.	2.1%	4.3%	8.6%	60.0%	25.0%	85.0%
9	I can express my honest opinions to my zone manager without fear of retaliation.	2.9%	3.6%	9.3%	52.1%	32.1%	84.3%
10	I feel Housekeeping management cares about and is interested in the welfare of its employees.	1.4%	4.3%	20.6%	60.3%	13.5%	73.8%
11	I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	2.9%	9.3%	13.6%	59.3%	15.0%	74.3%
12	I feel Housekeeping management fairly and consistently administers policies and work rules.	10.6%	7.1%	12.8%	55.3%	14.2%	69.5%
13	I feel Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	4.3%	13.7%	15.8%	48.2%	18.0%	66.2%

* Staff questions 3, 4 and 5 were answered only by staff hired before 10/1/2011 when the University began implementation of the PRM study.

** This question was presented as a negative, making the "Disagree"/"Strongly Disagree" responses, those of satisfaction.

University of North Carolina at Chapel Hill

Non-English Speaking Employees

NON-MANAGEMENT 1ST SHIFT EMPLOYEES - NON-ENGLISH

11 QUESTIONNAIRES

STATEMENTS ON THE INTERVIEW SHEET		Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	% of Positive Responses
1	Overall, morale is good in my zone.	0.0%	9.1%	9.1%	72.7%	9.1%	81.8%
2	The new leadership in management has us moving in the right direction.	9.1%	9.1%	18.2%	36.4%	27.3%	63.6%
3*	Trust and respect has improved since the 2011 PRM survey.	0.0%	0.0%	30.0%	40.0%	30.0%	70.0%
4	The actions the University has taken since the 2011 PRM survey have had a positive effect.	0.0%	11.1%	22.2%	66.7%	0.0%	66.7%
5**	Nothing has changed since the initial PRM survey.	0.0%	12.5%	37.5%	50.0%	0.0%	12.5%
6	In my zone, work assignments are made fairly and distributed equitable among employees.	9.1%	9.1%	0.0%	72.7%	9.1%	81.8%
7	My zone manager treats everyone in my zone fairly and consistently.	9.1%	0.0%	18.2%	63.6%	9.1%	72.7%
8	I am satisfied with communications between my zone manager and the Housekeeping staff.	0.0%	10.0%	0.0%	70.0%	20.0%	90.0%
9	I can express my honest opinions to my zone manager without fear of retaliation.	9.1%	9.1%	0.0%	72.7%	9.1%	81.8%
10	I feel Housekeeping management cares about and is interested in the welfare of its employees.	0.0%	0.0%	27.3%	72.7%	0.0%	72.7%
11	I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	9.1%	0.0%	18.2%	54.5%	18.2%	72.7%
12	I feel Housekeeping management fairly and consistently administers policies and work rules.	9.1%	9.1%	18.2%	45.5%	18.2%	63.6%
13	I feel Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	9.1%	9.1%	27.3%	54.5%	0.0%	54.5%

* Staff questions 3, 4 and 5 were answered only by staff hired before 10/1/2011 when the University began implementation of the PRM study.

** This question was presented as a negative, making the "Disagree"/"Strongly Disagree" responses, those of satisfaction.

University of North Carolina at Chapel Hill

Non-English Speaking Employees

NON-MANAGEMENT 2ND SHIFT EMPLOYEES - NON-ENGLISH

24 QUESTIONNAIRES

STATEMENTS ON THE INTERVIEW SHEET		Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	% of Positive Responses
1	Overall, morale is good in my zone.	4.3%	13.0%	8.7%	69.6%	4.3%	73.9%
2	The new leadership in management has us moving in the right direction.	8.7%	4.3%	8.7%	65.2%	13.0%	78.3%
3*	Trust and respect has improved since the 2011 PRM survey.	11.1%	5.6%	22.2%	33.3%	27.8%	61.1%
4	The actions the University has taken since the 2011 PRM survey have had a positive effect.	5.3%	15.8%	26.3%	31.6%	21.1%	52.6%
5**	Nothing has changed since the initial PRM survey.	10.5%	31.6%	5.3%	47.4%	5.3%	42.1%
6	In my zone, work assignments are made fairly and distributed equitable among employees.	13.0%	21.7%	13.0%	39.1%	13.0%	52.2%
7	My zone manager treats everyone in my zone fairly and consistently.	8.7%	13.0%	13.0%	47.8%	17.4%	65.2%
8	I am satisfied with communications between my zone manager and the Housekeeping staff.	8.3%	12.5%	12.5%	58.3%	8.3%	66.7%
9	I can express my honest opinions to my zone manager without fear of retaliation.	8.3%	8.3%	16.7%	50.0%	16.7%	66.7%
10	I feel Housekeeping management cares about and is interested in the welfare of its employees.	4.3%	0.0%	13.0%	69.6%	13.0%	82.6%
11	I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	4.5%	9.1%	13.6%	59.1%	13.6%	72.7%
12	I feel Housekeeping management fairly and consistently administers policies and work rules.	8.7%	13.0%	13.0%	56.5%	8.7%	65.2%
13	I feel Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	4.5%	9.1%	13.6%	45.5%	27.3%	72.7%

* Staff questions 3, 4 and 5 were answered only by staff hired before 10/1/2011 when the University began implementation of the PRM study.

** This question was presented as a negative, making the "Disagree"/"Strongly Disagree" responses, those of satisfaction.

University of North Carolina at Chapel Hill

Non-English Speaking Employees

NON-MANAGEMENT 3RD SHIFT EMPLOYEES - NON-ENGLISH

57 QUESTIONNAIRES

STATEMENTS ON THE INTERVIEW SHEET		Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	% of Positive Responses
1	Overall, morale is good in my zone.	12.3%	0.0%	17.5%	47.4%	22.8%	70.2%
2	The new leadership in management has us moving in the right direction.	12.7%	5.5%	14.5%	43.6%	23.6%	67.3%
3*	Trust and respect has improved since the 2011 PRM survey.	13.2%	2.6%	10.5%	47.4%	26.3%	73.7%
4	The actions the University has taken since the 2011 PRM survey have had a positive effect.	15.4%	0.0%	7.7%	51.3%	25.6%	76.9%
5**	Nothing has changed since the initial PRM survey.	27.8%	30.6%	25.0%	16.7%	0.0%	58.3%
6	In my zone, work assignments are made fairly and distributed equitable among employees.	10.9%	1.8%	14.5%	43.6%	29.1%	72.7%
7	My zone manager treats everyone in my zone fairly and consistently.	9.1%	9.1%	10.9%	47.3%	23.6%	70.9%
8	I am satisfied with communications between my zone manager and the Housekeeping staff.	0.0%	1.8%	9.1%	54.5%	34.5%	89.1%
9	I can express my honest opinions to my zone manager without fear of retaliation.	1.9%	0.0%	11.1%	40.7%	46.3%	87.0%
10	I feel Housekeeping management cares about and is interested in the welfare of its employees.	0.0%	1.8%	19.6%	57.1%	21.4%	78.6%
11	I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	3.6%	8.9%	7.1%	60.7%	19.6%	80.4%
12	I feel Housekeeping management fairly and consistently administers policies and work rules.	3.6%	8.9%	7.1%	60.7%	19.6%	80.4%
13	I feel Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	5.5%	12.7%	16.4%	41.8%	23.6%	65.5%

* Staff questions 3, 4 and 5 were answered only by staff hired before 10/1/2011 when the University began implementation of the PRM study.

** This question was presented as a negative, making the "Disagree"/"Strongly Disagree" responses, those of satisfaction.

University of North Carolina at Chapel Hill

Non-English Speaking Employees

NON-MANAGEMENT UNKNOWN SHIFT EMPLOYEES - NON-ENGLISH

51 QUESTIONNAIRES

STATEMENTS ON THE INTERVIEW SHEET		Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	% of Positive Responses
1	Overall, morale is good in my zone.	12.0%	6.0%	10.0%	54.0%	18.0%	72.0%
2	The new leadership in management has us moving in the right direction.	16.0%	2.0%	10.0%	58.0%	14.0%	72.0%
3*	Trust and respect has improved since the 2011 PRM survey.	11.9%	16.7%	11.9%	50.0%	9.5%	59.5%
4	The actions the University has taken since the 2011 PRM survey have had a positive effect.	11.9%	11.9%	14.3%	50.0%	11.9%	61.9%
5**	Nothing has changed since the initial PRM survey.	4.9%	9.8%	29.3%	31.7%	24.4%	14.6%
6	In my zone, work assignments are made fairly and distributed equitable among employees.	13.7%	9.8%	9.8%	54.9%	11.8%	66.7%
7	My zone manager treats everyone in my zone fairly and consistently.	11.8%	9.8%	9.8%	60.8%	7.8%	68.6%
8	I am satisfied with communications between my zone manager and the Housekeeping staff.	2.0%	2.0%	7.8%	64.7%	23.5%	88.2%
9	I can express my honest opinions to my zone manager without fear of retaliation.	0.0%	3.9%	5.9%	62.7%	27.5%	90.2%
10	I feel Housekeeping management cares about and is interested in the welfare of its employees.	2.0%	9.8%	23.5%	58.8%	5.9%	64.7%
11	I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	0.0%	11.8%	19.6%	58.8%	9.8%	68.6%
12	I feel Housekeeping management fairly and consistently administers policies and work rules.	0.0%	11.8%	19.6%	58.8%	9.8%	68.6%
13	I feel Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	2.0%	17.6%	15.7%	54.9%	9.8%	64.7%

* Staff questions 3, 4 and 5 were answered only by staff hired before 10/1/2011 when the University began implementation of the PRM study.

** This question was presented as a negative, making the "Disagree"/"Strongly Disagree" responses, those of satisfaction.

Appendix D – Housekeeping Training Programs

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Housekeeping Training Programs

Month	Topic	Audience	Length	Comments
Nov 2011	Foundations of Supervision	ADs/ZMs	1 day	Offered through OHR's training department.
Apr 2012	PRM coaching introduction and first session	ADs/ZMs	90 minutes	Individual professional development coaching sessions with assigned PRM coach.
May 2012	PRM coaching second session	ADs/ZMs	90 minutes	Continued work on professional development plans with individual coaches.
May 2012- Jun 2012	PRM coaching third session	ADs/ZMs	60 minutes	Continued work on professional development plans with individual coaches (via phone).
Aug 2012	Nepotism policy/form completion	ADs/ZMs	30 minutes	At ZM meeting.
Aug 2012	Change leadership	ADs/ZMs	2 sessions at 1 hour each	At ZM meeting. One session with Jackie Overton, Forum Chair, and one with OHR T&D. Provided overview on leading change, communicating changes to employees, etc.
Sep 2012	Harassment/discrimination/ ADA/grievance/violence policies	ADs/ZMs	3-4 hours	At ZM meeting. Same presentation provided that was provided to employees.
Sep 2012	Nepotism policy/form completion	All HSKP staff	30 minutes	Conducted by ZMs in zone meetings.
Sep 2012	Harassment/discrimination/ ADA/grievance/violence policies	All HSKP staff	2 sessions at 1.5 hrs each	Lecture-style training on shifts, separated by language groups with interpreters present.
Oct 2012	Leave and attendance policies and procedures	All HSKP staff	30-60 minutes	E&MR attended zone meetings to collect input about leave/attendance procedures. Q&A allowed for questions about other policies (eg, pay and benefits, hiring process).
Nov 2012	PRM coaching fourth session	ADs/ZMs	60 minutes	Continued work on professional development plans and specific needs with individual coaches.
Nov 2012	PRM coaching fifth session	ADs/ZMs	60 minutes	Continued work on professional development plans and specific needs with individual coaches.
Nov 2012	Disciplinary Process	ADs/ZMs	1 hour	At ZM meeting. E&MR provided review of disciplinary templates and related processes.

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Housekeeping Training Programs

Month	Topic	Audience	Length	Comments
Nov 2012	Training Survey	All HSKP staff	30 minutes	Provided by Housekeeping Advisory Committee, a survey on training effectiveness and policy training priorities.
Jan 2013	Hiring process refresher	ADs/ZMs	1 hour	At ZM meeting. Fac HR reviews revised processes, standardized forms, questions, and routing.
Feb 2013	PRM coaching final session	ADs/ZMs	60 minutes	Wrap up work on professional development plans and specific needs with individual coaches.
Feb 2013	Conducting Investigations	ADs	3 hrs	E&MR provided best practices and case studies for consistency, fairness, timeliness.
Feb 2013	Make-up Harassment, Discrimination, ADA, Violence, Grievances	Mandatory for new staff and staff who didn't attend previously	2 sessions at 1.5 hrs each	Lecture-style training on shifts, separated by language groups with interpreters present. <i>Material translation required.</i>
Feb 2013	Zone Manager Retreat	ADs/ZMs	All Day	Mission/Vision/Values; Team Building; (PRM conducting training)
Mar 2013	Performance management pilot	ADs/ZMs	3 hours	Extended ZM mtg. Review new position descriptions, work plans, and evaluation criteria.
Mar 2013	Performance Management and related policies	All HSKP staff	3 Hrs	Review of position descriptions and new work plans, evaluation standards. Lecture-style training on shifts, separated by language groups with interpreters present. <i>Materials translation required.</i>
Apr 2013	Peer-to-Leader	Crew Leaders	2 hrs	Introductory discussion of some key leadership and learning concepts. Small group lecture with classroom activities.
Feb 2013- Jun 2013	Technical – team cleaning refresher	All HSKP staff	TBA	Refresher training for current staff using team cleaning.

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Housekeeping Training Programs

Month	Topic	Audience	Length	Comments
May 2013- Jun 2013	Conflict Management	ADs/ZMs	4 hrs	Conflict Management presentations by Zone Manager Teams and on-line training: 05/16 – “Negotiation Secrets Resolve Conflicts” by The Master Negotiator 05/30 – “Bully in the Workplace - Managing Conflict” by S. Renee Smith 06/13 – “How to Provide Extraordinary Customer Service” by The Fred Factor 06/13 – “Dealing with Difficult People Versus Them Dealing With You” by Bill Crawford
Jul 2013	Customer Service	ADs/ZMs	1 hr	Customer Service on line training: 07/11 – “ How One Person Can Impact an Entire Team” by TeamsRock 07/11 – “Who Moved My Cheese” by Dr. Spencer Johnson
July 2013- Aug 2013	Values (integrity, customer service, accountability)	ADs/ZMs	2 hrs	Values Presentation by Zone Manager’s Teams
Aug 2013	Generations in the Workplace	ADs/ZMs	2 hrs	Training on how to manage the various Generations in the Workplace by the Office of Diversity and Cultural Affairs