



Employee Survey 2019

VILLAGE OF PINEHURST EMPLOYEE SURVEY TOTAL COMPANY



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Confidential and Proprietary Information
National Business Research Institute, Inc.

Date: May, 2019

Village of Pinehurst - Employee Survey - Total Company

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Village of Pinehurst - Employee Survey - Total Company

Section I: Response Rates

Group Name	Number Responding
Total Company - 2019	92
Total Company - 2018	100
Total Company - 2017	119
Total Company - 2016	91
Total Company - 2015	105
Total Company - 2014	96
Total Company - 2013	102
Total Company - 2012	86

Village of Pinehurst - Employee Survey - Total Company

Section II: Comparative Topic Analysis

Topics	Average Number Responding	Mean	Benchmark Percentile Mean	Benchmark Percentile Mean Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree	
					0	20	40	60	80	100	
ALL TOPICS											
Total Company - 2019	92	5.14	73		44%	35%	14%	4%	1%	1%	
Total Company - 2018	100	5.07	72		41%	36%	16%	4%	2%	1%	
Total Company - 2017	119	4.98	69		43%	32%	15%	4%	4%	3%	
Total Company - 2016	91	4.78	61		24%	56%	5%	5%	6%	3%	
Total Company - 2015	105	4.92	66		28%	55%	6%	5%	4%	2%	
Total Company - 2014	95	4.98	68		34%	50%	6%	5%	6%	1%	
Total Company - 2013	102	5.09	72		37%	49%	5%	5%	4%	1%	
Total Company - 2012	85	5.02	69		35%	50%	5%	4%	5%	1%	

Village of Pinehurst - Employee Survey - Total Company

Section II: Comparative Topic Analysis

Topics	Average Number Responding	Mean	Benchmark Percentile Mean	Benchmark Percentile Mean Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree	
					0	20	40	60	80	100	
SAFETY	Total Company - 2019	92	5.52	83		63%	27%	9%	1%	0%	0%
	Total Company - 2018	98	5.48	81		56%	36%	8%	0%	0%	0%
	Total Company - 2017	119	5.42	79		60%	29%	8%	1%	1%	1%
	Total Company - 2016	0	0.00	N/A	No valid cases						
	Total Company - 2015	0	0.00	N/A	No valid cases						
	Total Company - 2014	0	0.00	N/A	No valid cases						
	Total Company - 2013	0	0.00	N/A	No valid cases						
	Total Company - 2012	0	0.00	N/A	No valid cases						
ETHICS	Total Company - 2019	92	5.47	83		64%	25%	7%	3%	1%	1%
	Total Company - 2018	100	5.37	80		55%	33%	9%	2%	1%	1%
	Total Company - 2017	118	5.23	74		54%	31%	7%	2%	3%	3%
	Total Company - 2016	91	4.95	70		40%	42%	5%	4%	4%	4%
	Total Company - 2015	0	0.00	N/A	No valid cases						
	Total Company - 2014	0	0.00	N/A	No valid cases						
	Total Company - 2013	0	0.00	N/A	No valid cases						
	Total Company - 2012	0	0.00	N/A	No valid cases						
EMPLOYEE ENGAGEMENT	Total Company - 2019	91	5.44	81		61%	28%	8%	1%	1%	1%
	Total Company - 2018	99	5.44	81		59%	29%	10%	1%	0%	1%
	Total Company - 2017	119	5.30	77		59%	24%	10%	2%	3%	2%
	Total Company - 2016	91	4.89	63		27%	57%	4%	4%	5%	3%
	Total Company - 2015	105	5.04	67		35%	51%	5%	4%	4%	2%
	Total Company - 2014	96	5.05	68		40%	45%	4%	3%	7%	1%
	Total Company - 2013	102	5.20	73		44%	43%	5%	5%	2%	0%
	Total Company - 2012	85	5.23	74		45%	45%	4%	3%	4%	1%

Village of Pinehurst - Employee Survey - Total Company

Section II: Comparative Topic Analysis

Topics	Average Number Responding	Mean	Benchmark Percentile Mean	Benchmark Percentile Mean Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree	
					0	20	40	60	80	100	
CULTURE & CLIMATE											
Total Company - 2019	92	5.22	78		48%	34%	14%	2%	1%	2%	
Total Company - 2018	100	5.12	75		43%	36%	15%	5%	1%	1%	
Total Company - 2017	119	5.00	72		43%	33%	14%	4%	4%	3%	
Total Company - 2016	0	0.00	N/A	No valid cases							
Total Company - 2015	0	0.00	N/A	No valid cases							
Total Company - 2014	0	0.00	N/A	No valid cases							
Total Company - 2013	0	0.00	N/A	No valid cases							
Total Company - 2012	0	0.00	N/A	No valid cases							
TEAMWORK											
Total Company - 2019	92	5.36	77		54%	33%	8%	3%	0%	1%	
Total Company - 2018	99	5.25	73		46%	35%	17%	2%	0%	0%	
Total Company - 2017	118	5.10	66		44%	35%	14%	3%	2%	2%	
Total Company - 2016	91	5.03	53		30%	55%	7%	7%	2%	0%	
Total Company - 2015	0	0.00	N/A	No valid cases							
Total Company - 2014	0	0.00	N/A	No valid cases							
Total Company - 2013	0	0.00	N/A	No valid cases							
Total Company - 2012	0	0.00	N/A	No valid cases							
BENEFITS											
Total Company - 2019	92	5.06	74		39%	40%	16%	2%	2%	2%	
Total Company - 2018	100	4.91	71		34%	41%	14%	6%	3%	2%	
Total Company - 2017	119	5.07	75		44%	33%	15%	3%	2%	2%	
Total Company - 2016	91	4.95	73		31%	52%	6%	5%	4%	2%	
Total Company - 2015	105	4.97	73		30%	54%	5%	5%	4%	1%	
Total Company - 2014	95	5.11	76		36%	49%	6%	6%	3%	0%	
Total Company - 2013	102	5.09	76		39%	47%	5%	4%	4%	1%	
Total Company - 2012	86	5.19	77		38%	52%	5%	4%	2%	0%	

Village of Pinehurst - Employee Survey - Total Company

Section II: Comparative Topic Analysis

Topics	Average Number Responding	Mean	Benchmark Percentile Mean	Benchmark Percentile Mean Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree	
					0	20	40	60	80	100	
SUPERVISION											
Total Company - 2019	92	4.97	73		38%	37%	16%	6%	2%	2%	
Total Company - 2018	100	4.89	71		37%	31%	21%	6%	3%	2%	
Total Company - 2017	119	4.77	68		37%	30%	19%	6%	5%	3%	
Total Company - 2016	0	0.00	N/A	No valid cases							
Total Company - 2015	0	0.00	N/A	No valid cases							
Total Company - 2014	0	0.00	N/A	No valid cases							
Total Company - 2013	0	0.00	N/A	No valid cases							
Total Company - 2012	0	0.00	N/A	No valid cases							
CAREER DEVELOPMENT											
Total Company - 2019	92	5.22	72		47%	35%	12%	3%	1%	1%	
Total Company - 2018	100	5.20	69		44%	37%	15%	2%	0%	1%	
Total Company - 2017	118	5.07	64		47%	30%	15%	2%	4%	2%	
Total Company - 2016	91	4.72	57		20%	59%	6%	5%	7%	3%	
Total Company - 2015	105	5.03	72		32%	54%	5%	5%	2%	2%	
Total Company - 2014	95	5.05	73		35%	50%	5%	5%	5%	0%	
Total Company - 2013	102	5.18	76		36%	54%	4%	4%	1%	0%	
Total Company - 2012	85	4.88	68		29%	53%	5%	4%	8%	1%	
STRATEGIC PLANNING											
Total Company - 2019	92	5.20	72		45%	37%	13%	3%	1%	1%	
Total Company - 2018	100	5.10	71		40%	39%	16%	4%	1%	1%	
Total Company - 2017	119	4.97	65		42%	33%	15%	3%	3%	4%	
Total Company - 2016	91	4.84	59		22%	62%	5%	4%	5%	3%	
Total Company - 2015	105	5.02	63		30%	58%	4%	4%	3%	1%	
Total Company - 2014	96	5.05	61		37%	49%	4%	3%	6%	1%	
Total Company - 2013	102	5.21	71		39%	51%	4%	4%	1%	1%	
Total Company - 2012	86	5.07	66		38%	48%	5%	4%	5%	1%	





Village of Pinehurst - Employee Survey - Total Company

Section II: Comparative Topic Analysis

Topics	Average Number Responding	Mean	Benchmark Percentile Mean	Benchmark Percentile Mean Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree	
					0	20	40	60	80	100	
REWARD/RECOGNITION											
Total Company - 2019	92	5.00	72		35%	41%	17%	4%	2%	1%	
Total Company - 2018	100	4.90	69		31%	39%	24%	5%	2%	1%	
Total Company - 2017	119	4.88	69		39%	31%	18%	4%	3%	4%	
Total Company - 2016	91	4.57	59		16%	59%	7%	7%	6%	5%	
Total Company - 2015	105	4.58	58		15%	58%	9%	9%	6%	3%	
Total Company - 2014	95	4.61	54		21%	49%	11%	11%	5%	3%	
Total Company - 2013	101	4.91	68		33%	49%	6%	5%	6%	2%	
Total Company - 2012	85	4.73	60		26%	53%	5%	5%	8%	4%	
MY JOB											
Total Company - 2019	92	5.14	71		44%	40%	9%	5%	1%	2%	
Total Company - 2018	100	5.20	74		43%	42%	10%	3%	2%	0%	
Total Company - 2017	119	5.16	73		45%	38%	9%	3%	3%	1%	
Total Company - 2016	91	4.87	60		24%	60%	4%	3%	7%	2%	
Total Company - 2015	105	4.90	64		24%	60%	5%	5%	4%	2%	
Total Company - 2014	95	4.88	66		22%	64%	4%	4%	5%	2%	
Total Company - 2013	102	4.83	63		25%	57%	5%	4%	8%	1%	
Total Company - 2012	85	4.74	57		25%	55%	5%	4%	9%	2%	
COMMUNICATION											
Total Company - 2019	92	4.77	67		29%	38%	22%	6%	3%	2%	
Total Company - 2018	99	4.76	67		28%	39%	21%	8%	3%	2%	
Total Company - 2017	118	4.61	63		31%	32%	19%	6%	6%	5%	
Total Company - 2016	91	4.40	61		16%	53%	7%	7%	13%	4%	
Total Company - 2015	105	4.74	68		26%	53%	6%	5%	6%	5%	
Total Company - 2014	96	4.56	64		25%	45%	8%	7%	13%	2%	
Total Company - 2013	102	4.94	71		35%	46%	6%	6%	4%	3%	
Total Company - 2012	86	4.59	65		27%	47%	6%	6%	10%	5%	

Village of Pinehurst - Employee Survey - Total Company

Section II: Comparative Topic Analysis

Topics	Average Number Responding	Mean	Benchmark Percentile Mean	Benchmark Percentile Mean Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree	
					0	20	40	60	80	100	
LEADERSHIP											
Total Company - 2019	92	4.76	64		29%	38%	23%	5%	4%	2%	
Total Company - 2018	99	4.66	63		25%	36%	26%	7%	4%	2%	
Total Company - 2017	119	4.60	62		32%	30%	20%	6%	8%	4%	
Total Company - 2016	91	4.36	55		21%	46%	7%	6%	13%	7%	
Total Company - 2015	0	0.00	N/A	No valid cases							
Total Company - 2014	0	0.00	N/A	No valid cases							
Total Company - 2013	0	0.00	N/A	No valid cases							
Total Company - 2012	0	0.00	N/A	No valid cases							

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis




SAFETY

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree	
					0	20	40	60	80	100	
3. Employees are encouraged to put safety first.											
Total Company - 2019	92	5.68	89		75%	20%	4%	1%	0%	0%	
Total Company - 2018	99	5.67	88		71%	25%	4%	0%	0%	0%	
Total Company - 2017	119	5.58	85		68%	26%	4%	0%	1%	1%	
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%	
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%	
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%	
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%	
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%	
59. VOP is a safe place to work.											
Total Company - 2019	92	5.52	84		62%	29%	8%	1%	0%	0%	
Total Company - 2018	97	5.51	83		58%	35%	7%	0%	0%	0%	
Total Company - 2017	119	5.47	82		65%	24%	8%	1%	2%	1%	
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%	
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%	
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%	
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%	
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%	

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis

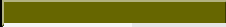




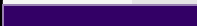
SAFETY

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree
				0 20 40 60 80 100						
33. Employees are held accountable for their safety performance.										
Total Company - 2019	91	5.37	77		53%	32%	15%	0%	0%	0%
Total Company - 2018	99	5.25	72		38%	48%	13%	0%	0%	0%
Total Company - 2017	119	5.21	71		46%	36%	13%	2%	2%	1%
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis





ETHICS

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree
				0 20 40 60 80 100						
49. My ability to succeed at VOP is not affected by my ethnicity, gender, age, religion or sexual orientatio...										
Total Company - 2019	92	5.53	86		71%	20%	5%	2%	1%	1%
Total Company - 2018	100	5.52	86		65%	28%	5%	0%	0%	2%
Total Company - 2017	118	5.26	74		59%	26%	5%	3%	3%	3%
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
6. I am encouraged by VOP to do what is right.										
Total Company - 2019	92	5.57	85		71%	20%	7%	2%	1%	0%
Total Company - 2018	100	5.51	83		61%	30%	8%	1%	0%	0%
Total Company - 2017	118	5.36	77		56%	32%	8%	1%	3%	1%
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis

ETHICS

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree
				0 20 40 60 80 100						
31. Management employees behave according to VOP's Ethics Policy.										
Total Company - 2019	92	5.30	77		51%	35%	10%	3%	0%	1%
Total Company - 2018	99	5.08	72		39%	40%	13%	4%	2%	1%
Total Company - 2017	118	5.08	72		47%	36%	8%	3%	4%	3%
Total Company - 2016	91	4.95	70		40%	42%	5%	4%	4%	4%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis

EMPLOYEE ENGAGEMENT

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree
23. I want to do a good job for VOP.										
Total Company - 2019	92	5.82	93		86%	11%	2%	1%	0%	0%
Total Company - 2018	100	5.85	94		88%	9%	3%	0%	0%	0%
Total Company - 2017	118	5.72	89		81%	14%	3%	0%	1%	1%
Total Company - 2016	91	5.01	61		35%	51%	3%	3%	7%	1%
Total Company - 2015	105	5.02	61		37%	48%	5%	4%	4%	3%
Total Company - 2014	96	5.15	68		48%	38%	4%	3%	6%	1%
Total Company - 2013	102	5.36	75		52%	39%	4%	3%	2%	0%
Total Company - 2012	86	5.33	74		53%	36%	3%	3%	3%	0%
14. What I do is important to the overall success of VOP.										
Total Company - 2019	92	5.50	82		62%	28%	8%	2%	0%	0%
Total Company - 2018	100	5.54	84		61%	32%	7%	0%	0%	0%
Total Company - 2017	119	5.41	77		59%	32%	5%	1%	3%	1%
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis

EMPLOYEE ENGAGEMENT

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph											
				Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree						
61. Overall, I like my job.				0	20	40	60	80	100						
Total Company - 2019	88	5.45	81							60%	32%	5%	1%	1%	1%
Total Company - 2018	98	5.48	81							56%	39%	3%	1%	1%	0%
Total Company - 2017	118	5.49	82							64%	25%	8%	1%	1%	1%
Total Company - 2016	91	4.96	68							25%	63%	3%	3%	2%	3%
Total Company - 2015	105	5.17	73							34%	58%	3%	2%	1%	2%
Total Company - 2014	96	5.10	72							38%	51%	3%	2%	5%	1%
Total Company - 2013	102	5.27	76							45%	45%	4%	4%	2%	0%
Total Company - 2012	86	5.29	77							48%	43%	3%	2%	3%	0%
62. I would recommend VOP to a friend as a good place to work.															
Total Company - 2019	92	5.37	77							58%	27%	13%	0%	1%	1%
Total Company - 2018	99	5.18	73							47%	29%	20%	1%	1%	1%
Total Company - 2017	119	4.95	69							52%	20%	14%	3%	4%	6%
Total Company - 2016	91	4.86	67							30%	53%	4%	4%	4%	4%
Total Company - 2015	105	5.15	73							43%	44%	5%	4%	4%	1%
Total Company - 2014	96	5.15	73							44%	42%	5%	4%	5%	0%
Total Company - 2013	102	5.25	74							48%	37%	7%	7%	1%	0%
Total Company - 2012	85	5.34	76							54%	38%	2%	2%	1%	2%

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis







EMPLOYEE ENGAGEMENT

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph											
				Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree						
28. My supervisor appreciates my input.				0	20	40	60	80	100						
Total Company - 2019	92	5.07	71							40%	40%	14%	0%	2%	3%
Total Company - 2018	100	5.15	74							44%	36%	15%	3%	0%	2%
Total Company - 2017	119	4.92	66							40%	31%	18%	4%	5%	2%
Total Company - 2016	91	4.73	55							18%	62%	7%	7%	5%	2%
Total Company - 2015	105	4.83	61							25%	55%	7%	6%	7%	1%
Total Company - 2014	95	4.81	59							31%	48%	5%	4%	11%	1%
Total Company - 2013	102	4.91	66							31%	50%	6%	6%	5%	2%
Total Company - 2012	84	4.94	67							24%	62%	5%	4%	6%	0%

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis

CULTURE & CLIMATE

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree
				0 20 40 60 80 100						
54. Quality is a top priority at VOP.										
Total Company - 2019	92	5.32	81		54%	30%	12%	1%	0%	2%
Total Company - 2018	100	5.12	75		43%	38%	12%	4%	1%	2%
Total Company - 2017	119	5.07	73		47%	30%	13%	5%	3%	3%
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
27. I am empowered to reach my full potential at VOP.										
Total Company - 2019	91	5.12	74		42%	37%	15%	3%	1%	1%
Total Company - 2018	100	5.12	74		43%	33%	18%	5%	1%	0%
Total Company - 2017	118	4.92	70		38%	36%	14%	3%	5%	3%
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis

TEAMWORK

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree
				0 20 40 60 80 100						
17. My work group functions as a team.										
Total Company - 2019	92	5.51	84		66%	24%	7%	2%	0%	1%
Total Company - 2018	98	5.33	78		52%	31%	15%	2%	0%	0%
Total Company - 2017	118	5.14	73		50%	28%	15%	2%	3%	3%
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
2. I am comfortable in my relationships with my peers.										
Total Company - 2019	92	5.47	79		60%	30%	7%	3%	0%	0%
Total Company - 2018	100	5.48	80		58%	34%	7%	0%	1%	0%
Total Company - 2017	119	5.40	76		56%	35%	5%	1%	1%	2%
Total Company - 2016	91	5.03	53		30%	55%	7%	7%	2%	0%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis




TEAMWORK

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree
				0 20 40 60 80 100						
45. I trust my co-workers.										
Total Company - 2019	92	5.36	78		55%	32%	10%	1%	1%	1%
Total Company - 2018	100	5.24	76		46%	35%	16%	3%	0%	0%
Total Company - 2017	117	5.13	73		44%	34%	18%	1%	3%	1%
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
10. Employees in my department are responsive to each other.										
Total Company - 2019	92	5.32	73		51%	34%	12%	2%	1%	0%
Total Company - 2018	100	5.13	64		41%	36%	20%	2%	0%	1%
Total Company - 2017	119	4.99	49		36%	43%	12%	5%	2%	3%
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis

TEAMWORK

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree
				0 20 40 60 80 100						
37. Employees in other departments are responsive to my requests.										
Total Company - 2019	92	5.13	71		38%	47%	8%	7%	0%	1%
Total Company - 2018	99	5.05	69		35%	37%	24%	3%	0%	0%
Total Company - 2017	117	4.84	60		33%	36%	20%	5%	4%	2%
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis

BENEFITS

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree
				0 20 40 60 80 100						
56. I am satisfied with the leave benefits available to me.										
Total Company - 2019	91	5.32	84		47%	42%	9%	1%	0%	1%
Total Company - 2018	100	5.02	78		36%	43%	13%	5%	1%	2%
Total Company - 2017	118	5.09	79		49%	27%	14%	5%	2%	3%
Total Company - 2016	91	4.96	77		32%	52%	5%	4%	4%	2%
Total Company - 2015	105	4.96	77		31%	53%	5%	4%	4%	3%
Total Company - 2014	95	5.16	81		38%	51%	4%	4%	3%	0%
Total Company - 2013	102	5.19	82		44%	44%	4%	3%	4%	1%
Total Company - 2012	86	5.21	82		38%	53%	2%	2%	3%	0%
38. I am satisfied with my 401k/457b/retirement benefits.										
Total Company - 2019	92	5.49	82		60%	30%	9%	1%	0%	0%
Total Company - 2018	100	5.27	77		46%	40%	10%	3%	1%	0%
Total Company - 2017	119	5.27	77		52%	34%	8%	3%	2%	2%
Total Company - 2016	91	4.88	70		30%	51%	7%	7%	4%	2%
Total Company - 2015	105	4.93	71		30%	53%	5%	4%	6%	2%
Total Company - 2014	95	5.03	73		36%	46%	7%	6%	4%	0%
Total Company - 2013	102	5.03	73		39%	44%	5%	5%	6%	1%
Total Company - 2012	86	5.21	76		42%	45%	6%	6%	1%	0%

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis







BENEFITS

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree
48. I am satisfied with the employee health programs available to me.										
Total Company - 2019	92	4.99	73		29%	46%	22%	1%	2%	0%
Total Company - 2018	100	4.88	70		30%	43%	18%	5%	2%	2%
Total Company - 2017	118	5.03	73		40%	36%	18%	3%	1%	3%
Total Company - 2016	91	5.16	76		34%	54%	7%	5%	0%	0%
Total Company - 2015	105	4.86	70		26%	50%	10%	10%	3%	0%
Total Company - 2014	95	5.02	73		28%	55%	8%	7%	1%	0%
Total Company - 2013	102	4.95	72		28%	52%	9%	8%	3%	0%
Total Company - 2012	86	5.08	74		30%	56%	7%	6%	1%	0%
18. I am satisfied with my health insurance benefits.										
Total Company - 2019	92	4.45	56		20%	40%	24%	3%	8%	5%
Total Company - 2018	98	4.47	57		24%	38%	14%	11%	8%	4%
Total Company - 2017	119	4.88	69		36%	36%	18%	3%	5%	3%
Total Company - 2016	91	4.81	67		26%	54%	5%	5%	7%	2%
Total Company - 2015	105	5.12	74		34%	57%	2%	1%	5%	1%
Total Company - 2014	95	5.21	76		43%	45%	4%	4%	3%	0%
Total Company - 2013	102	5.19	76		43%	47%	2%	2%	5%	1%
Total Company - 2012	86	5.24	77		40%	52%	3%	2%	2%	0%

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis

SUPERVISION

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree
44. My supervisor is knowledgeable about my work.				0 20 40 60 80 100						
Total Company - 2019	92	5.25	79		48%	38%	9%	3%	1%	1%
Total Company - 2018	100	5.00	70		37%	37%	18%	5%	3%	0%
Total Company - 2017	119	5.07	73		45%	30%	18%	2%	3%	3%
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
9. Supervisors are held accountable for their behavior.										
Total Company - 2019	92	4.99	74		33%	40%	21%	7%	0%	0%
Total Company - 2018	100	4.87	72		31%	35%	27%	5%	1%	1%
Total Company - 2017	119	4.55	65		23%	38%	24%	7%	6%	3%
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis

SUPERVISION

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree
35. My supervisor is a good leader.										
Total Company - 2019	92	5.14	73		47%	34%	12%	3%	3%	1%
Total Company - 2018	99	5.10	71		48%	27%	16%	4%	2%	2%
Total Company - 2017	119	5.04	70		50%	24%	16%	3%	5%	3%
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
52. My supervisor motivates me.										
Total Company - 2019	92	4.96	73		35%	41%	16%	3%	1%	3%
Total Company - 2018	100	4.84	70		37%	31%	19%	8%	2%	3%
Total Company - 2017	119	4.75	68		34%	33%	18%	8%	5%	3%
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis









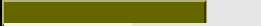

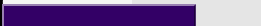
SUPERVISION

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree
20. Favoritism does not occur in my department.										
Total Company - 2019	92	4.58	72		29%	30%	18%	15%	3%	3%
Total Company - 2018	100	4.47	70		31%	24%	25%	8%	5%	7%
Total Company - 2017	119	4.26	66		27%	25%	18%	13%	8%	8%
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
60. The amount of feedback I receive from my supervisor is satisfactory.										
Total Company - 2019	92	4.92	67		35%	38%	18%	4%	2%	2%
Total Company - 2018	100	5.05	71		40%	34%	19%	5%	2%	0%
Total Company - 2017	118	4.97	68		41%	33%	17%	3%	5%	2%
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis

CAREER DEVELOPMENT

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree
26. I am an active participant in my performance evaluation.										
Total Company - 2019	92	5.45	83		55%	34%	11%	0%	0%	0%
Total Company - 2018	99	5.38	81		54%	32%	13%	1%	0%	0%
Total Company - 2017	118	5.27	78		53%	30%	12%	2%	3%	1%
Total Company - 2016	91	4.73	59		22%	56%	7%	5%	8%	2%
Total Company - 2015	105	5.02	71		36%	49%	5%	5%	3%	3%
Total Company - 2014	95	5.14	74		37%	51%	5%	4%	3%	0%
Total Company - 2013	102	5.23	77		38%	54%	3%	3%	1%	1%
Total Company - 2012	85	4.89	67		29%	51%	7%	6%	7%	0%
12. I have received adequate training to do my job.										
Total Company - 2019	92	5.35	78		52%	33%	14%	0%	1%	0%
Total Company - 2018	100	5.32	77		46%	43%	10%	0%	0%	1%
Total Company - 2017	119	5.24	74		49%	34%	13%	1%	3%	1%
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis








CAREER DEVELOPMENT

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree
				0 20 40 60 80 100						
21. VOP promotes ongoing learning.										
Total Company - 2019	92	5.18	76		48%	33%	13%	4%	1%	1%
Total Company - 2018	100	5.18	76		42%	36%	20%	2%	0%	0%
Total Company - 2017	119	5.04	73		44%	31%	18%	3%	3%	2%
Total Company - 2016	91	4.74	67		15%	66%	5%	4%	8%	1%
Total Company - 2015	105	5.04	73		28%	60%	5%	5%	2%	1%
Total Company - 2014	95	4.95	71		33%	49%	5%	5%	7%	0%
Total Company - 2013	102	5.12	74		33%	54%	6%	5%	2%	0%
Total Company - 2012	85	4.87	69		28%	55%	4%	2%	9%	1%
46. I am satisfied with the learning and development opportunities available to me.										
Total Company - 2019	92	5.13	73		40%	42%	11%	4%	1%	1%
Total Company - 2018	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2017	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis

CAREER DEVELOPMENT

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree	
					0	20	40	60	80	100	
5. There is someone at work who encourages my development.											
Total Company - 2019	91	5.10	62		45%	32%	13%	9%	0%	1%	
Total Company - 2018	100	5.08	60		43%	33%	17%	5%	0%	2%	
Total Company - 2017	119	4.88	49		43%	27%	18%	3%	7%	3%	
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%	
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%	
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%	
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%	
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%	
40. My performance evaluation is fair.											
Total Company - 2019	92	5.13	58		43%	39%	11%	2%	2%	2%	
Total Company - 2018	100	5.04	49		37%	42%	16%	1%	1%	3%	
Total Company - 2017	117	4.91	48		46%	27%	15%	3%	4%	5%	
Total Company - 2016	91	4.68	46		22%	56%	5%	5%	7%	4%	
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%	
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%	
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%	
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%	

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis

STRATEGIC PLANNING

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree
				0 20 40 60 80 100						
51. VOP has clear and compelling Core Values.										
Total Company - 2019	92	5.40	79		54%	34%	10%	2%	0%	0%
Total Company - 2018	99	5.23	74		45%	38%	11%	4%	1%	0%
Total Company - 2017	119	5.07	69		45%	33%	16%	2%	2%	3%
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
7. I understand the long-term goals of VOP.										
Total Company - 2019	92	5.32	78		50%	35%	12%	3%	0%	0%
Total Company - 2018	100	5.15	74		41%	43%	10%	3%	2%	1%
Total Company - 2017	118	4.98	69		44%	33%	10%	7%	2%	4%
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis














STRATEGIC PLANNING

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree
57. Management decisions are in line with VOP's Vision.										
Total Company - 2019	90	5.14	75		38%	42%	17%	3%	0%	0%
Total Company - 2018	99	4.89	70		30%	40%	21%	5%	2%	1%
Total Company - 2017	118	4.87	69		39%	35%	14%	3%	3%	5%
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
16. I understand the short-term goals of my department.										
Total Company - 2019	92	5.21	74		48%	37%	9%	2%	3%	1%
Total Company - 2018	99	5.17	73		41%	39%	15%	3%	1%	0%
Total Company - 2017	119	5.00	69		43%	34%	13%	3%	3%	4%
Total Company - 2016	91	4.85	65		26%	58%	2%	2%	9%	2%
Total Company - 2015	105	5.10	71		30%	61%	2%	2%	4%	1%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis

STRATEGIC PLANNING

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree
43. I understand the short-term goals of VOP.										
Total Company - 2019	92	5.12	72		39%	43%	12%	2%	2%	1%
Total Company - 2018	100	5.05	70		37%	39%	17%	6%	1%	0%
Total Company - 2017	118	4.91	67		41%	30%	19%	3%	3%	3%
Total Company - 2016	91	4.80	63		18%	65%	7%	5%	2%	3%
Total Company - 2015	105	4.92	67		27%	58%	5%	4%	5%	2%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
25. I am an active participant in the change process.										
Total Company - 2019	92	4.93	65		35%	36%	21%	7%	1%	1%
Total Company - 2018	100	4.90	64		32%	36%	28%	1%	0%	3%
Total Company - 2017	119	4.70	60		31%	34%	22%	3%	4%	5%
Total Company - 2016	91	4.70	60		18%	62%	7%	5%	5%	3%
Total Company - 2015	105	4.91	64		26%	57%	7%	6%	3%	2%
Total Company - 2014	95	4.84	63		27%	53%	6%	5%	7%	1%
Total Company - 2013	101	4.98	66		27%	58%	6%	6%	1%	2%
Total Company - 2012	86	4.77	61		26%	52%	7%	6%	7%	2%

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis

STRATEGIC PLANNING

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph											
				Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree						
34. I understand the role I play in VOP's Mission.				0	20	40	60	80	100						
Total Company - 2019	92	5.27	62							52%	32%	12%	2%	0%	2%
Total Company - 2018	100	5.33	69							51%	36%	9%	3%	1%	0%
Total Company - 2017	119	5.23	55							50%	33%	13%	2%	3%	1%
Total Company - 2016	91	5.02	48							27%	62%	3%	3%	2%	2%
Total Company - 2015	105	5.14	49							35%	54%	4%	4%	2%	1%
Total Company - 2014	96	5.25	58							46%	46%	2%	1%	4%	1%
Total Company - 2013	102	5.43	75							52%	43%	2%	2%	1%	0%
Total Company - 2012	86	5.36	71							50%	43%	2%	2%	2%	0%

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis

REWARD/RECOGNITION

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree
50. My supervisor recognizes me for my contributions.										
Total Company - 2019	92	5.16	76		43%	41%	10%	1%	2%	2%
Total Company - 2018	100	5.06	73		39%	37%	19%	3%	0%	2%
Total Company - 2017	119	4.98	70		43%	30%	17%	5%	3%	3%
Total Company - 2016	91	4.85	66		21%	62%	7%	5%	3%	2%
Total Company - 2015	105	4.79	63		24%	57%	6%	5%	5%	4%
Total Company - 2014	95	4.61	54		21%	49%	11%	11%	5%	3%
Total Company - 2013	101	4.91	68		33%	49%	6%	5%	6%	2%
Total Company - 2012	85	4.73	60		26%	53%	5%	5%	8%	4%
36. Management encourages employee recognition within VOP.										
Total Company - 2019	92	4.99	72		34%	42%	17%	3%	2%	1%
Total Company - 2018	99	4.95	71		33%	38%	23%	1%	3%	1%
Total Company - 2017	117	4.96	72		43%	30%	18%	2%	5%	3%
Total Company - 2016	91	4.33	60		12%	56%	8%	8%	10%	7%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis

REWARD/RECOGNITION

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree
42. The amount of recognition I receive is appropriate.										
Total Company - 2019	92	4.96	72		32%	45%	16%	5%	0%	2%
Total Company - 2018	100	4.75	68		22%	43%	24%	10%	1%	0%
Total Company - 2017	119	4.77	69		34%	35%	17%	7%	4%	3%
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2015	105	4.54	64		11%	60%	10%	10%	7%	2%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
24. I like VOP's employee recognition programs.										
Total Company - 2019	92	4.89	66		33%	35%	24%	7%	2%	0%
Total Company - 2018	100	4.82	63		28%	37%	28%	4%	2%	1%
Total Company - 2017	119	4.81	63		39%	30%	19%	3%	2%	7%
Total Company - 2016	91	4.53	50		14%	59%	8%	8%	5%	5%
Total Company - 2015	105	4.40	48		9%	58%	11%	11%	8%	3%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis

MY JOB

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree
				0 20 40 60 80 100						
4. I understand what is expected of me in my job.										
Total Company - 2019	92	5.48	81		60%	33%	5%	1%	0%	1%
Total Company - 2018	100	5.53	83		60%	35%	4%	0%	1%	0%
Total Company - 2017	119	5.40	77		59%	34%	2%	3%	2%	2%
Total Company - 2016	91	5.23	70		42%	51%	2%	1%	3%	1%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
53. I have access to the information I need to do my job.										
Total Company - 2019	92	5.29	77		51%	36%	9%	2%	0%	2%
Total Company - 2018	100	5.24	76		41%	46%	10%	2%	1%	0%
Total Company - 2017	119	5.24	76		47%	39%	9%	2%	3%	1%
Total Company - 2016	91	4.51	48		14%	62%	4%	4%	11%	4%
Total Company - 2015	105	5.04	70		31%	55%	5%	5%	2%	2%
Total Company - 2014	95	4.91	67		26%	59%	3%	3%	7%	1%
Total Company - 2013	101	4.92	67		32%	50%	6%	5%	8%	0%
Total Company - 2012	86	4.81	61		30%	51%	3%	2%	10%	2%

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis

MY JOB

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree
39. I have access to the resources I need to do my job well.				0 20 40 60 80 100						
Total Company - 2019	92	5.20	75		41%	45%	8%	5%	1%	0%
Total Company - 2018	100	5.25	76		42%	45%	10%	2%	1%	0%
Total Company - 2017	119	5.03	70		42%	34%	15%	5%	3%	2%
Total Company - 2016	91	5.09	72		30%	62%	2%	2%	3%	1%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
11. My personal workload is acceptable.										
Total Company - 2019	92	4.59	49		23%	46%	13%	10%	3%	5%
Total Company - 2018	100	4.78	60		30%	40%	16%	7%	6%	1%
Total Company - 2017	118	4.98	69		33%	47%	11%	3%	3%	2%
Total Company - 2016	91	4.63	51		11%	68%	5%	4%	10%	1%
Total Company - 2015	105	4.75	58		17%	65%	5%	5%	7%	2%
Total Company - 2014	95	4.84	64		17%	68%	5%	4%	2%	3%
Total Company - 2013	102	4.74	58		18%	64%	5%	4%	8%	2%
Total Company - 2012	83	4.66	53		19%	58%	6%	6%	8%	2%

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis







COMMUNICATION

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree
				0 20 40 60 80 100						
1. Details of jobs I am assigned to are clearly communicated.										
Total Company - 2019	92	5.26	76		49%	36%	12%	1%	0%	2%
Total Company - 2018	100	5.30	77		50%	37%	10%	0%	2%	1%
Total Company - 2017	119	5.14	73		43%	43%	8%	0%	3%	3%
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
13. My supervisor communicates effectively.										
Total Company - 2019	91	5.01	72		38%	34%	22%	2%	2%	1%
Total Company - 2018	100	5.22	78		47%	35%	12%	5%	1%	0%
Total Company - 2017	119	4.91	69		41%	32%	14%	5%	4%	3%
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis

COMMUNICATION

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree
22. Upward communication is encouraged at VOP.										
Total Company - 2019	92	4.95	71		32%	39%	22%	8%	0%	0%
Total Company - 2018	100	4.98	71		28%	46%	22%	4%	0%	0%
Total Company - 2017	118	4.67	65		31%	32%	23%	6%	5%	3%
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
41. There is good communication between departments.										
Total Company - 2019	92	4.75	69		22%	47%	22%	7%	1%	2%
Total Company - 2018	99	4.66	67		14%	49%	28%	5%	2%	1%
Total Company - 2017	118	4.43	63		25%	29%	25%	8%	8%	4%
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis

COMMUNICATION

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree
47. Management wants to know what employees think.										
Total Company - 2019	92	4.62	68		26%	34%	28%	4%	3%	4%
Total Company - 2018	98	4.49	66		19%	38%	22%	15%	3%	2%
Total Company - 2017	119	4.44	65		28%	31%	19%	8%	8%	7%
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
58. VOP Management consults employees about decisions affecting them.										
Total Company - 2019	91	4.48	63		19%	40%	23%	11%	5%	2%
Total Company - 2018	98	4.40	61		19%	33%	27%	13%	6%	2%
Total Company - 2017	117	4.29	59		25%	29%	21%	9%	9%	8%
Total Company - 2016	91	4.40	61		16%	53%	7%	7%	13%	4%
Total Company - 2015	105	4.74	68		26%	53%	6%	5%	6%	5%
Total Company - 2014	96	4.56	64		25%	45%	8%	7%	13%	2%
Total Company - 2013	102	4.94	71		35%	46%	6%	6%	4%	3%
Total Company - 2012	86	4.59	65		27%	47%	6%	6%	10%	5%

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis

COMMUNICATION

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree	
					0	20	40	60	80	100	
8. VOP uses employee feedback to improve the organization.											
Total Company - 2019	92	4.59	62		24%	33%	29%	8%	5%	1%	
Total Company - 2018	100	4.45	60		24%	31%	26%	9%	5%	5%	
Total Company - 2017	118	4.47	60		29%	27%	25%	8%	5%	7%	
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%	
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%	
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%	
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%	
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%	
29. Management communicates effectively.											
Total Company - 2019	92	4.53	54		21%	41%	21%	9%	5%	3%	
Total Company - 2018	99	4.55	55		22%	39%	21%	9%	4%	4%	
Total Company - 2017	119	4.49	52		29%	33%	18%	4%	7%	8%	
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%	
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%	
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%	
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%	
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%	

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis





LEADERSHIP

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree
				0 20 40 60 80 100						
32. VOP values its individual employees.										
Total Company - 2019	91	4.82	72		27%	42%	22%	4%	3%	1%
Total Company - 2018	100	4.66	70		23%	38%	28%	5%	5%	1%
Total Company - 2017	119	4.66	70		31%	32%	22%	3%	10%	2%
Total Company - 2016	91	4.27	63		15%	51%	8%	7%	12%	8%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
55. I trust Management.										
Total Company - 2019	92	4.84	71		33%	36%	22%	4%	3%	2%
Total Company - 2018	99	4.70	69		29%	34%	21%	9%	4%	2%
Total Company - 2017	118	4.59	67		34%	30%	16%	9%	4%	7%
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%

Village of Pinehurst - Employee Survey - Total Company

Section III: Comparative Topic And Item Analysis

LEADERSHIP

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree
				0 20 40 60 80 100						
15. Management follows through on promises.										
Total Company - 2019	92	4.62	49		26%	36%	24%	5%	5%	3%
Total Company - 2018	99	4.61	49		23%	36%	28%	6%	2%	4%
Total Company - 2017	119	4.56	49		31%	29%	21%	6%	8%	4%
Total Company - 2016	91	4.45	47		27%	42%	5%	5%	13%	7%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%

Village of Pinehurst - Employee Survey - Total Company

Section IV: Comparative Item Analysis

Sort Key: Total Company - 2019

Items	Number Responding	Mean	Benchmark Percentile	50th	75th	90th	Topic Name
23. I want to do a good job for VOP. Total Company - 2019	92	5.82	93	4.85	5.34	5.75	EMPLOYEE ENGAGEMENT
3. Employees are encouraged to put safety first. Total Company - 2019	92	5.68	89	4.85	5.32	5.71	SAFETY
49. My ability to succeed at VOP is not affected by my ethnicity, gender, age, religion or sexual orientation. Total Company - 2019	92	5.53	86	5.02	5.27	5.66	ETHICS
6. I am encouraged by VOP to do what is right. Total Company - 2019	92	5.57	85	4.87	5.29	5.70	ETHICS
59. VOP is a safe place to work. Total Company - 2019	92	5.52	84	4.89	5.28	5.70	SAFETY
17. My work group functions as a team. Total Company - 2019	92	5.51	84	4.64	5.20	5.69	TEAMWORK
56. I am satisfied with the leave benefits available to me. Total Company - 2019	91	5.32	84	4.10	4.87	5.55	BENEFITS

Village of Pinehurst - Employee Survey - Total Company

Section IV: Comparative Item Analysis

Sort Key: Total Company - 2019

Items	Number Responding	Mean	Benchmark Percentile	50th	75th	90th	Topic Name
26. I am an active participant in my performance evaluation. Total Company - 2019	92	5.45	83	4.54	5.16	5.67	CAREER DEVELOPMENT
14. What I do is important to the overall success of VOP. Total Company - 2019	92	5.50	82	5.12	5.37	5.71	EMPLOYEE ENGAGEMENT
38. I am satisfied with my 401k/457b/retirement benefits. Total Company - 2019	92	5.49	82	4.20	5.13	5.73	BENEFITS
4. I understand what is expected of me in my job. Total Company - 2019	92	5.48	81	4.92	5.34	5.72	MY JOB
61. Overall, I like my job. Total Company - 2019	88	5.45	81	4.50	5.22	5.72	EMPLOYEE ENGAGEMENT
54. Quality is a top priority at VOP. Total Company - 2019	92	5.32	81	4.51	5.12	5.64	CULTURE & CLIMATE
2. I am comfortable in my relationships with my peers. Total Company - 2019	92	5.47	79	5.00	5.36	5.74	TEAMWORK

Village of Pinehurst - Employee Survey - Total Company

Section IV: Comparative Item Analysis

Sort Key: Total Company - 2019

Items	Number Responding	Mean	Benchmark Percentile	50th	75th	90th	Topic Name
51. VOP has clear and compelling Core Values.							
Total Company - 2019	92	5.40	79	4.72	5.25	5.70	STRATEGIC PLANNING
44. My supervisor is knowledgeable about my work.							
Total Company - 2019	92	5.25	79	4.66	5.13	5.62	SUPERVISION
45. I trust my co-workers.							
Total Company - 2019	92	5.36	78	4.51	5.20	5.72	TEAMWORK
12. I have received adequate training to do my job.							
Total Company - 2019	92	5.35	78	4.78	5.26	5.72	CAREER DEVELOPMENT
7. I understand the long-term goals of VOP.							
Total Company - 2019	92	5.32	78	4.53	5.19	5.70	STRATEGIC PLANNING
62. I would recommend VOP to a friend as a good place to work.							
Total Company - 2019	92	5.37	77	4.44	5.26	5.82	EMPLOYEE ENGAGEMENT
33. Employees are held accountable for their safety performance.							
Total Company - 2019	91	5.37	77	4.85	5.32	5.72	SAFETY

Village of Pinehurst - Employee Survey - Total Company

Section IV: Comparative Item Analysis

Sort Key: Total Company - 2019

Items	Number Responding	Mean	Benchmark Percentile	50th	75th	90th	Topic Name
31. Management employees behave according to VOP's Ethics Policy.							
Total Company - 2019	92	5.30	77	3.88	5.19	5.78	ETHICS
53. I have access to the information I need to do my job.							
Total Company - 2019	92	5.29	77	4.64	5.20	5.70	MY JOB
1. Details of jobs I am assigned to are clearly communicated.							
Total Company - 2019	92	5.26	76	4.52	5.22	5.74	COMMUNICATION
21. VOP promotes ongoing learning.							
Total Company - 2019	92	5.18	76	4.11	5.13	5.71	CAREER DEVELOPMENT
50. My supervisor recognizes me for my contributions.							
Total Company - 2019	92	5.16	76	4.52	5.12	5.64	REWARD/RECOGNITION
39. I have access to the resources I need to do my job well.							
Total Company - 2019	92	5.20	75	4.64	5.20	5.70	MY JOB
57. Management decisions are in line with VOP's Vision.							
Total Company - 2019	90	5.14	75	4.14	5.14	5.72	STRATEGIC PLANNING

Village of Pinehurst - Employee Survey - Total Company

Section IV: Comparative Item Analysis

Sort Key: Total Company - 2019

Items	Number Responding	Mean	Benchmark Percentile	50th	75th	90th	Topic Name
16. I understand the short-term goals of my department.							
Total Company - 2019	92	5.21	74	4.37	5.24	5.75	STRATEGIC PLANNING
27. I am empowered to reach my full potential at VOP.							
Total Company - 2019	91	5.12	74	4.34	5.13	5.70	CULTURE & CLIMATE
9. Supervisors are held accountable for their behavior.							
Total Company - 2019	92	4.99	74	4.04	5.00	5.64	SUPERVISION
10. Employees in my department are responsive to each other.							
Total Company - 2019	92	5.32	73	5.00	5.36	5.75	TEAMWORK
35. My supervisor is a good leader.							
Total Company - 2019	92	5.14	73	4.44	5.21	5.70	SUPERVISION
46. I am satisfied with the learning and development opportunities available to me.							
Total Company - 2019	92	5.13	73	4.44	5.18	5.72	CAREER DEVELOPMENT
48. I am satisfied with the employee health programs available to me.							
Total Company - 2019	92	4.99	73	4.17	5.09	5.70	BENEFITS

Village of Pinehurst - Employee Survey - Total Company

Section IV: Comparative Item Analysis

Sort Key: Total Company - 2019

Items	Number Responding	Mean	Benchmark Percentile	50th	75th	90th	Topic Name
52. My supervisor motivates me.							
Total Company - 2019	92	4.96	73	4.23	5.03	5.61	SUPERVISION
43. I understand the short-term goals of VOP.							
Total Company - 2019	92	5.12	72	4.37	5.24	5.75	STRATEGIC PLANNING
13. My supervisor communicates effectively.							
Total Company - 2019	91	5.01	72	4.43	5.11	5.65	COMMUNICATION
36. Management encourages employee recognition within VOP.							
Total Company - 2019	92	4.99	72	3.75	5.11	5.73	REWARD/RECOGNITION
42. The amount of recognition I receive is appropriate.							
Total Company - 2019	92	4.96	72	3.84	5.10	5.73	REWARD/RECOGNITION
32. VOP values its individual employees.							
Total Company - 2019	91	4.82	72	3.52	4.96	5.68	LEADERSHIP
20. Favoritism does not occur in my department.							
Total Company - 2019	92	4.58	72	3.74	4.73	5.51	SUPERVISION

Village of Pinehurst - Employee Survey - Total Company

Section IV: Comparative Item Analysis

Sort Key: Total Company - 2019

Items	Number Responding	Mean	Benchmark Percentile	50th	75th	90th	Topic Name
37. Employees in other departments are responsive to my requests.							
Total Company - 2019	92	5.13	71	4.63	5.27	5.75	TEAMWORK
28. My supervisor appreciates my input.							
Total Company - 2019	92	5.07	71	4.65	5.17	5.66	EMPLOYEE ENGAGEMENT
22. Upward communication is encouraged at VOP.							
Total Company - 2019	92	4.95	71	4.00	5.14	5.72	COMMUNICATION
55. I trust Management.							
Total Company - 2019	92	4.84	71	3.63	5.04	5.72	LEADERSHIP
41. There is good communication between departments.							
Total Company - 2019	92	4.75	69	3.72	5.10	5.75	COMMUNICATION
47. Management wants to know what employees think.							
Total Company - 2019	92	4.62	68	3.73	4.97	5.65	COMMUNICATION
60. The amount of feedback I receive from my supervisor is satisfactory.							
Total Company - 2019	92	4.92	67	4.37	5.21	5.72	SUPERVISION

Village of Pinehurst - Employee Survey - Total Company

Section IV: Comparative Item Analysis

Sort Key: Total Company - 2019

Items	Number Responding	Mean	Benchmark Percentile	50th	75th	90th	Topic Name
24. I like VOP's employee recognition programs.							
Total Company - 2019	92	4.89	66	4.52	5.18	5.68	REWARD/RECOGNITION
25. I am an active participant in the change process.							
Total Company - 2019	92	4.93	65	4.22	5.37	5.83	STRATEGIC PLANNING
58. VOP Management consults employees about decisions affecting them.							
Total Company - 2019	91	4.48	63	3.80	5.12	5.75	COMMUNICATION
34. I understand the role I play in VOP's Mission.							
Total Company - 2019	92	5.27	62	5.21	5.43	5.74	STRATEGIC PLANNING
5. There is someone at work who encourages my development.							
Total Company - 2019	91	5.10	62	4.93	5.35	5.72	CAREER DEVELOPMENT
8. VOP uses employee feedback to improve the organization.							
Total Company - 2019	92	4.59	62	3.89	5.20	5.76	COMMUNICATION
40. My performance evaluation is fair.							
Total Company - 2019	92	5.13	58	5.08	5.36	5.72	CAREER DEVELOPMENT

Village of Pinehurst - Employee Survey - Total Company







Section IV: Comparative Item Analysis

Sort Key: Total Company - 2019

Items	Number Responding	Mean	Benchmark Percentile	50th	75th	90th	Topic Name
18. I am satisfied with my health insurance benefits.							
Total Company - 2019	92	4.45	56	4.27	5.14	5.71	BENEFITS
29. Management communicates effectively.							
Total Company - 2019	92	4.53	54	4.43	5.11	5.65	COMMUNICATION
15. Management follows through on promises.							
Total Company - 2019	92	4.62	49	4.65	5.26	5.72	LEADERSHIP
11. My personal workload is acceptable.							
Total Company - 2019	92	4.59	49	4.61	5.21	5.72	MY JOB

Village of Pinehurst - Employee Survey - Total Company

Section V: Communication

	Number Responding	0%	25%	50%	75%	100%	Percent Responding
30. The following group(s) should focus on improving their communication skills:							
Village Managers							
Total Company - 2019	20						83%
Total Company - 2018	30						88%
Total Company - 2017	33						80%
Total Company - 2016	0	No valid cases					0%
Total Company - 2015	0	No valid cases					0%
Total Company - 2014	0	No valid cases					0%
Total Company - 2013	0	No valid cases					0%
Total Company - 2012	0	No valid cases					0%
My Department Head							
Total Company - 2019	14						58%
Total Company - 2018	18						53%
Total Company - 2017	25						61%
Total Company - 2016	0	No valid cases					0%
Total Company - 2015	0	No valid cases					0%
Total Company - 2014	0	No valid cases					0%
Total Company - 2013	0	No valid cases					0%
Total Company - 2012	0	No valid cases					0%

Village of Pinehurst - Employee Survey - Total Company

Section VI: Reward/Recognition

		Number Responding	0% 25% 50% 75% 100%	Percent Responding
65. I like the following employee recognition programs:				
Applause Award Program				
	Total Company - 2019	62		74%
	Total Company - 2018	64		65%
	Total Company - 2017	81		71%
	Total Company - 2016	0	No valid cases	0%
	Total Company - 2015	0	No valid cases	0%
	Total Company - 2014	0	No valid cases	0%
	Total Company - 2013	0	No valid cases	0%
	Total Company - 2012	0	No valid cases	0%
Champions Club Program				
	Total Company - 2019	44		52%
	Total Company - 2018	39		39%
	Total Company - 2017	51		45%
	Total Company - 2016	0	No valid cases	0%
	Total Company - 2015	0	No valid cases	0%
	Total Company - 2014	0	No valid cases	0%
	Total Company - 2013	0	No valid cases	0%
	Total Company - 2012	0	No valid cases	0%

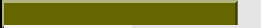


Village of Pinehurst - Employee Survey - Total Company

Section VI: Reward/Recognition

	Number Responding	0%	25%	50%	75%	100%	Percent Responding
65. I like the following employee recognition programs:							
I do not like the current employee recognition programs							
Total Company - 2019	15						18%
Total Company - 2018	33						33%
Total Company - 2017	23						20%
Total Company - 2016	0	No valid cases					0%
Total Company - 2015	0	No valid cases					0%
Total Company - 2014	0	No valid cases					0%
Total Company - 2013	0	No valid cases					0%
Total Company - 2012	0	No valid cases					0%

Village of Pinehurst - Employee Survey - Total Company

Section VII: Career Development

Items	Number Responding	Mean	Mean Graph	No	Yes
66. Opportunities for career advancement and promotions are important to me.			N Y		
Total Company - 2019	91	1.90		10%	90%
Total Company - 2018	98	1.87		13%	87%
Total Company - 2017	96	1.95		5%	95%
Total Company - 2016	0	0.00	No valid cases	0%	0%
Total Company - 2015	0	0.00	No valid cases	0%	0%
Total Company - 2014	0	0.00	No valid cases	0%	0%
Total Company - 2013	0	0.00	No valid cases	0%	0%
Total Company - 2012	0	0.00	No valid cases	0%	0%

Village of Pinehurst - Employee Survey - Total Company

Section VIII: Client Specific

Items	Number Responding	Mean	Importance Graph*	Least Important (5)	(4)	(3)	(2)	Most Important (1)
63. Thinking of your engagement with VOP (i.e. your commitment and willingness to do your best), how important are ...								
Satisfaction from the Work you do								
Total Company - 2019	91	1.73		1%	4%	13%	29%	53%
Total Company - 2018	99	1.86		3%	9%	10%	26%	52%
Total Company - 2017	115	1.87		4%	6%	15%	22%	53%
Total Company - 2016	0	0.00	No valid cases	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	No valid cases	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	No valid cases	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	No valid cases	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	No valid cases	0%	0%	0%	0%	0%
Relationships with my Team								
Total Company - 2019	91	2.15		3%	8%	18%	44%	27%
Total Company - 2018	98	2.34		6%	7%	26%	37%	24%
Total Company - 2017	114	2.52		11%	9%	25%	34%	22%
Total Company - 2016	0	0.00	No valid cases	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	No valid cases	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	No valid cases	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	No valid cases	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	No valid cases	0%	0%	0%	0%	0%

*Longer Bars indicate higher importance

Village of Pinehurst - Employee Survey - Total Company




Section VIII: Client Specific

Items	Number Responding	Mean	Importance Graph*	Least Important (5)	(4)	(3)	(2)	Most Important (1)
63. Thinking of your engagement with VOP (i.e. your commitment and willingness to do your best), how important are ...								
Career & Growth Opportunities								
Total Company - 2019	91	2.98		10%	26%	31%	18%	15%
Total Company - 2018	98	2.95		11%	28%	23%	20%	17%
Total Company - 2017	115	2.76		10%	18%	25%	29%	17%
Total Company - 2016	0	0.00	No valid cases	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	No valid cases	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	No valid cases	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	No valid cases	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	No valid cases	0%	0%	0%	0%	0%
Relationships with Management								
Total Company - 2019	91	3.71		20%	43%	27%	9%	1%
Total Company - 2018	98	3.45		16%	34%	33%	13%	4%
Total Company - 2017	113	3.59		18%	38%	30%	14%	0%
Total Company - 2016	0	0.00	No valid cases	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	No valid cases	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	No valid cases	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	No valid cases	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	No valid cases	0%	0%	0%	0%	0%

*Longer Bars indicate higher importance

Village of Pinehurst - Employee Survey - Total Company

Section VIII: Client Specific

Items	Number Responding	Mean	Importance Graph*	Least Important (5)	(4)	(3)	(2)	Most Important (1)
63. Thinking of your engagement with VOP (i.e. your commitment and willingness to do your best), how important are ...								
Rewards & Recognition								
Total Company - 2019	91	4.43		66%	19%	11%	1%	3%
Total Company - 2018	98	4.33		62%	21%	8%	3%	5%
Total Company - 2017	114	4.23		56%	29%	5%	1%	9%
Total Company - 2016	0	0.00	No valid cases	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	No valid cases	0%	0%	0%	0%	0%
Total Company - 2014	0	0.00	No valid cases	0%	0%	0%	0%	0%
Total Company - 2013	0	0.00	No valid cases	0%	0%	0%	0%	0%
Total Company - 2012	0	0.00	No valid cases	0%	0%	0%	0%	0%

*Longer Bars indicate higher importance



Conducted By
National Business
Research Institute

Employee Survey

Dear Value2 Value3:

You are participating today in an event that is important both to you and the Village - an employee survey that will provide us with measurements of some very important organizational dynamics. We hope you will be frank and honest in your responses to the items in this survey. You can be assured that your responses will remain confidential. We are assessing Village-wide issues, and will not single out any individual. You are a valued employee and your opinions are important. We appreciate your assistance with this survey. Please contact Angie Kantor at akantor@vopnc.org or 910-295-1900 ext. 1245, if you have any questions or need assistance with the completion of your survey.

Jeff Sanborn
Village Manager
The Village of Pinehurst

Instructions:

1. Proceed to the survey questions by clicking on the Next Page button below.
2. After reaching the survey questions, please read each of the survey questions completely. Then, indicate your response using the scale shown on the survey.
3. After answering the survey questions, please click on the Submit Survey button to submit your answers for processing.

4. Definitions:

- 1) **Supervisor** – the person to whom you directly report;
- 2) **Management** – your Department Head and Village Managers

Strongly Agree Moderately Agree Slightly Agree Slightly Disagree Moderately Disagree Strongly Disagree

Details of jobs I am assigned to are clearly communicated.

I am comfortable in my relationships with my peers.

Employees are encouraged to put safety first.

I understand what is expected of me in my job.

There is someone at work who encourages my development.

I am encouraged by VOP to do what is right.

I understand the long-term goals of VOP.

VOP uses employee feedback to improve the organization.

Supervisors are held accountable for their behavior.

Employees in my department are responsive to each other.

My personal workload is acceptable.

I have received adequate training to do my job.

My supervisor communicates effectively.

What I do is important to the overall success of VOP.

Management follows through on promises.

I understand the short-term goals of my department.

My work group functions as a team.

I am satisfied with my health insurance benefits.

How could our health insurance benefits better meet your needs?

Strongly Agree Moderately Agree Slightly Agree Slightly Disagree Moderately Disagree Strongly Disagree

Favoritism does not occur in my department.

VOP promotes ongoing learning.

Upward communication is encouraged at VOP.

I want to do a good job for VOP.

I like VOP's employee recognition programs.

I am an active participant in the change process.

I am an active participant in my performance evaluation.

I am empowered to reach my full potential at VOP.

My supervisor appreciates my input.

Management communicates effectively.

The following group(s) should focus on improving their communication skills:

Village Managers

My Department Head

Strongly Agree Moderately Agree Slightly Agree Slightly Disagree Moderately Disagree Strongly Disagree

Management employees behave according to VOP's Ethics Policy.

VOP values its individual employees.

Employees are held accountable for their safety performance.

I understand the role I play in VOP's Mission.

My supervisor is a good leader.

Management encourages employee recognition within VOP.

Employees in other departments are responsive to my requests.

I am satisfied with my 401k/457b/retirement benefits.

I have access to the resources I need to do my job well.

My performance evaluation is fair.

There is good communication between departments.

The amount of recognition I receive is appropriate.

I understand the short-term goals of VOP.

My supervisor is knowledgeable about my work.

I trust my co-workers.

I am satisfied with the learning and development opportunities available to me.

Management wants to know what employees think.

I am satisfied with the employee health programs available to me.

My ability to succeed at VOP is not affected by my ethnicity, gender, age, religion or sexual orientation.

My supervisor recognizes me for my contributions.

VOP has clear and compelling Core Values.

My supervisor motivates me.

I have access to the information I need to do my job.

Quality is a top priority at VOP.

I trust Management.

I am satisfied with the leave benefits available to me.

Management decisions are in line with VOP's Vision.

VOP Management consults employees about decisions affecting them.

VOP is a safe place to work.

The amount of feedback I receive from my supervisor is satisfactory.

Overall, I like my job.

I would recommend VOP to a friend as a good place to work.

Thinking of your engagement with VOP (i.e. your commitment and willingness to do your best), how important are the following?
(Please rank from 1=most important to you, and 5=least important)

- Select ▼ Satisfaction from the Work you do
- Select ▼ Career & Growth Opportunities
- Select ▼ Relationships with Management
- Select ▼ Rewards & Recognition
- Select ▼ Relationships with my Team

What other factors are important for your engagement with VOP?

I like the following employee recognition programs:

Applause Award Program

Champions Club Program

I do not like the current employee recognition programs

No

Yes

Opportunities for career advancement and promotions are important to me.

If there is any feedback you would like to share, whether addressed by this survey or not, please use the space provided.

