The People Lab

Public Servant Pulse

Survey instrument: North Carolina

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The North Carolina Office of State Human Resources (OSHR) is working with The People Lab, based at the Harvard Kennedy School, to administer a survey to better understand the experiences, perspectives, and challenges of state employees in North Carolina. This is the first edition of a recurring survey that will help inform workforce policies and conversations to support state employees.

We take your privacy seriously. All responses provided in the survey will be confidential and data will only be shared back with the state in aggregate form, meaning we will never be able to identify any one person's individual response.

On the next page you will see the consent form that outlines the purpose and protections associated with this survey. Please click next after you review to begin the survey.

Thank you for your participation!

0. Level of government

Q0a. What agency do you currently work in?
[Drop-down list with options]

Q0b. What division, section, or site do you currently work in?
[Drop-down list with options based on agency selection]

1. Email

Q1. Please provide your work email address. This will only be used for internal data quality and matching purposes and will not be shared with anyone beyond the research team administering the survey. The State of North Carolina will not have access to this data.
[Open text]

Check the box below if you don't have a work email address.

[Check box: "I don't have a work email address"]

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On the next pages, we will ask you to share more about your experiences at work. You can skip any question you don't want to answer.

2. Best Places to Work Index

Q2. I recommend my organization as a good place to work.
1–7 Strongly disagree → Strongly agree

Q3. Considering everything, how satisfied are you with your job?
1–7 Very dissatisfied → Very satisfied

Q4. Considering everything, how satisfied are you with your organization?
1–7 Very dissatisfied → Very satisfied

3. Workplace Experiences

To what extent do you agree or disagree with each of the following statements:

Burnout

Q5. I am exhausted in the morning at the thought of another day at work.
1–7 Strongly disagree → Strongly agree

Q6. I feel disconnected from the work that I do.
1–7 Strongly disagree → Strongly agree

Q7. Usually, I can manage the demands of my job well.
1–7 Strongly disagree → Strongly agree

Engagement

Q8. I find my work to be a positive challenge.
1–7 Strongly disagree → Strongly agree

Q9. I am willing to do extra work for my job beyond what is expected of me.
1–7 Strongly disagree → Strongly agree

Q10. I am motivated to do my best work in my job.
1–7 Strongly disagree → Strongly agree

Team and Belonging

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Q11. The people I work with cooperate to get the job done.
1–7 Strongly disagree → Strongly agree

Q12. I feel like I belong at work.
1–7 Strongly disagree → Strongly agree

Psychological Safety

Q13. It is safe to take a risk on my team.
1–7 Strongly disagree → Strongly agree

Self-Determination at Work

Q14. There is someone at work I can talk to about my day-to-day work problems if I need to.
1–7 Strongly disagree → Strongly agree

Q15. I am given a lot of freedom to decide how to do my own work.
1–7 Strongly disagree → Strongly agree

Q16. I feel competent at my job.
1–7 Strongly disagree → Strongly agree

Organizational Pride

Q17. I am proud when I tell others where I work.
1–7 Strongly disagree → Strongly agree

Public Sector Identification

Q18. The public sector is the best place to work for those who want to make a positive impact.
1–7 Strongly disagree → Strongly agree

Supervisor Relationship

Q19. How would you characterize your working relationship with your direct supervisor?
1-7 Extremely ineffective → Extremely effective

Innovation

Q20. My organization continually encourages me to look for new ways of improving the way things work.

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1–7 Strongly disagree → Strongly agree

Q21. My organization commits resources to develop new ideas and innovations (e.g., budget, staff, time, expert support).
1–7 Strongly disagree → Strongly agree

Performance

QA. I know what is expected of me on the job.
1–7 Strongly disagree → Strongly agree

QB. In my agency, differences in performance are recognized in a meaningful way.
1–7 Strongly disagree → Strongly agree

QC. The review process accurately measures my job performance.
1–7 Strongly disagree → Strongly agree

QD. I am given the opportunity to improve my skills in my current role.
1–7 Strongly disagree → Strongly agree

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4. Feeling Understood

Q22. How much do you think the following people understand the challenges you face at work every day?
1–7 Not at all → A great deal

- **Q22a.** Your co-workers
- **Q22b.** Your direct supervisor
- **Q22c.** Your agency leadership
- **Q22d.** North Carolina state leadership
- **Q22e.** Your family and friends
- **Q22f.** People my agency serves

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5. Workplace Harassment

Q23. In the past 12 months, have you been bullied, threatened, attacked, or harassed in any way while on the job?
[Yes - Once; Yes - A few times; Yes - About once a month; Yes - About once a week; Yes - Daily or almost daily; No; Prefer not to answer]

Q24. *(If Yes)* Who were the sources of this behavior? *Select all that apply*
[Co-worker; North Carolina state employee from another agency ; Supervisor; People my agency serves; Journalist or media; Other]

[Text on page below Q23 and Q24:]

This information will not be shared with your agency because this survey is confidential. You can report bullying, threats, attacks, and harassment to your management or to your agency Human Resources department. If you believe you are experiencing illegal harassment based on a protected class, you can refer to the Employee Grievance policy in the State Human Resources manual or your agency specific policy for information about the EEO Complaint process.

For personal or work-related concerns, employees can contact the North Carolina Employee Assistance Program (EAP). NC EAP offers free and confidential support and resources for employees. Call 888-298-3907 or 704-717-5295.

6. Pay expectation

Q25a. If you were to leave your current job and take a job requiring similar experience and training in the *private sector*, do you think you would earn…
[Much less; Somewhat less; About the same; Somewhat more; Much more; Don't know]

OR

Q25b. Compared to people doing a similar job in the private sector, I feel that I am fairly compensated.
1–7 Strongly disagree → Strongly agree; Don't know

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7. Role Conflict

Q26. To what extent do you agree or disagree with the following statement: At work, I am often asked to play different roles that conflict with each other.
1–7 Strongly disagree → Strongly agree

Q27. People often play different roles in their job that reflect different dimensions of what it means to do the job well. For example, a teacher might see their role as an instructor, a disciplinarian, and/or a mentor. Thinking about your own job, what roles do you need to play to do it well? [Open text]

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8. Intention to Quit

Q28. Are you considering leaving your job within the next year?
Yes; No; Unsure

Q29. *(If Yes)* Why are you considering leaving your job?
[To take another job with the state of North Carolina; To take another job in the public sector elsewhere; To take another job outside the public sector; To retire; Other]

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9. Recruitment and Retention

Q30a. What motivated you to take a public sector job?
[Open text]

OR

Q30b. What motivates you to stay in a public sector job?
[Open text]

Please think about how your agency works and serves people when answering the following questions.

10. Service Delivery

QC. Employees in my agency meet the needs of the people we serve.
1–7 Strongly disagree → Strongly agree, This doesn't apply to my agency

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QD. My agency produces high-quality work.
1–7 Strongly disagree → Strongly agree

QE. My agency achieves our goals.
1–7 Strongly disagree → Strongly agree

Q31. The people my agency serves share my values and beliefs.
1–7 Strongly disagree → Strongly agree, This doesn't apply to my agency

QF. The people my agency serves try to follow the rules even when they're ambiguous.
1–7 Strongly disagree → Strongly agree, This doesn't apply to my agency

QG. It is important for my agency to build trusting relationships with the people we serve
1–7 Strongly disagree → Strongly agree, This doesn't apply to my agency

Q32. If people want to access public services, it is only fair that they have to make a significant effort to get them.
1–7 Strongly disagree → Strongly agree

Q33. There are too many rules and procedures at work for me to do my job well.
1–7 Strongly disagree → Strongly agree

In the next section, you will be asked questions about you and your current role.

13. Public Sector Work Characteristics

Q34. How many years in total have you worked in the public sector? *Round to the nearest whole year.*
[Text box]

Q35. How many years have you worked in your current agency? *Round to the nearest whole year.*
[Text box]

Q36. How often do you interact with members of the public as part of your job?
[Daily; Weekly; Monthly; A few times a year; Yearly; Never]

Q37. In your role, approximately how many employees do you directly supervise?
[Text box]

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Q38. What ZIP code do you primarily work in?
[Text box]

Please answer a few last questions about yourself. As a reminder, all questions are optional and you may skip any question you do not wish to answer.

14. Basic Demographics

QH. Which best describes your employment type?
[Permanent, Probationary, Temporary, Time-Limited, or Exempt]

Q38. Which best describes your ethnicity/race? *Select all that apply*
[White; Black or African American; Hispanic or Latino; Asian; Native Hawaiian or Pacific Islander; American Indian or Alaska Native; Middle Eastern or North African; Other; Prefer not to say]

Q39. What is your gender identity?
[Male; Female; Other gender identity; Prefer not to say]

Q40. In what year were you born?
[Text box]

Q41. What is the highest level of education you have completed?
[Less than high school; High school graduate (Grade 12 with diploma or GED certificate); Some college, no degree (includes some community college); Two-year associate degree from a college or university; Four year college or university degree/Bachelor's degree (e.g., BS, BA, AB); Some postgraduate or professional schooling, no postgraduate degree (e.g. some graduate school); Postgraduate or professional degree, including master's, doctorate, medical or law degree (e.g., MA, MS, PhD, JD, graduate school); Prefer not to say]

Q42. What was your total personal income before taxes last year?
[$0 - $20,000; $20,001 - $40,000; $40,001 - $60,000; $60,001 - $80,000; $80,001 - $100,000; More than $100,000; Prefer not to say]

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15. Feedback

Q43. Is there anything else you would like to share with us?
[Text box]

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16. Recontact

Q44. You have completed the survey. No personally identifiable information, including your email address, will be stored after response data is cleaned.

However, if you are interested in participating in future studies with The People Lab related to your work, please share your email here.
[Open text]

Thank you for your participation!

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