

# **State of Georgia Employee Satisfaction Research Report**

**Prepared for  
Georgia Perimeter College**

**Co-sponsored by  
Georgia Governor's Office of Customer Service**

**March 2011  
Final Report**

# Georgia Perimeter College Employee Satisfaction Survey

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## Executive Summary

Nine agencies participated in this survey as shown in Table I.

**Table I: Participating Agencies**

Georgia Department of Community Affairs [DCA]
Georgia Department of Corrections [GDC]
Georgia Governor's Office of Customer Service [OCS]
Georgia Forestry Commission [GFC]
Georgia Department of Juvenile Justice [DJJ]
Georgia Perimeter College [GPC]
Georgia Department of Revenue [DOR]
Georgia State Accounting Office [SAO]
Georgia State Personnel Administration [SPA]

The survey measured employee perceptions in four key areas. An index was created for each area.

1. **[WSI]** Satisfaction with the quality of the workplace
2. **[ESI]** Overall employee satisfaction
3. **[CSCI]** The organization's commitment to customer service
4. **[JSI]** Job security

All survey items were measured using a five-point scale where 5 is a favorable score and 1 is unfavorable. The results across the seven agencies that participated last year revealed widespread improvement on the four indexes. DCA is excluded from this analysis because they used an older version of the survey.

1. Workplace Satisfaction Index – six of the seven agencies that participated last year improved their score. Improvement ranged from 1 to 16 points; the average improvement was 5 points.
2. Employee Satisfaction Index – all seven agencies that participated last year improved their score. Improvement ranged from 1 to 16 points; the average improvement was 5 points.
3. Customer Service Commitment Index – three of the seven agencies that participated last year improved their score. Improvement ranged from 2 to 9 points; the average improvement was 4 points.
4. Job Security Index – four of the seven agencies that participated last year improved their score. Improvement ranged from 1 to 2 points; the average improvement was 2 points.

Table II shows the percentage of respondents who rated the indexes a 4 or 5 for GPC this year and last year. Your performance improved by a margin of 1 to 5 points. Your best score was on Employee Satisfaction [82], followed by Customer Service [81] and Workplace Satisfaction [74]. At 52, the Job Security score is substantially lower than the other indexes. This pattern is typical of all nine agencies at this time and probably due in part to the poor economy. Also, relative to the other agencies in the study, GPC has the highest Job Security score.

**Table II: Percentage of GPC Respondents Who Rated the Indexes a 4 or 5**

Index	2010	2011
Workplace Satisfaction Index	69	74
Employee Satisfaction Index	78	83
Customer Service Commitment Index	79	81
Job Security Index	51	52

The Workplace Satisfaction Index [WSI] measures employee perceptions of the quality of their workplace. It is comprised of 42 items organized into five dimensions: Credibility; Fairness; Respect; Pride; and, Camaraderie.

Previous employee surveys for the State of Georgia, including the 2009 and 2010 statewide surveys representative of all state employees, have shown that four dimensions of workplace satisfaction [WSI] are statistically significant drivers of overall employee satisfaction. **Pride is the most influential driver** followed by Credibility, Respect and Camaraderie (in that order). Fairness is not statistically related to overall employee satisfaction.

The results across the seven agencies that participated last year also revealed widespread improvement on the five dimensions of Workplace Satisfaction. DCA is excluded from this analysis because they used an older version of the survey.

1. Credibility – four of the seven agencies that participated last year improved their score and one remained unchanged. Improvement ranged from 2 to 15 points; the average improvement was 7 points.
2. Fairness – five of the seven agencies that participated last year improved their score and one remained unchanged. Improvement ranged from 1 to 13 points; the average improvement was 6 points.
3. Respect – five of the seven agencies that participated last year improved their score and one remained unchanged. Improvement ranged from 1 to 22 points; the average improvement was 7 points.
4. Pride – five of the seven agencies that participated last year improved their score. Improvement ranged from 1 to 7 points; the average improvement was 4 points.
5. Camaraderie – six of the seven agencies that participated last year improved their score. Improvement ranged from 1 to 15 points; the average improvement was 5 points.

Table III shows the percentage of respondents who rated each dimension of workplace satisfaction [WSI] a 4 or 5 for your organization this year and last. GPC improved its performance on all dimensions by a margin of three to seven points. GPC earned its highest scores on Pride [85] and Camaraderie [76]. This finding was typical of the nine participating organizations and reflects the results of previous surveys including the 2009 and 2010 statewide surveys. GPC's lowest scores relate to the Fairness and Credibility dimensions. Specific strengths reflected in your scores on items related to the dimensions of workplace satisfaction are displayed in table IV.

**Table III: Percentage of GPC Respondents Who Rated WSI Dimensions a 4 or 5**

Dimension	2010	2011
Credibility	64	71
Fairness	61	67
Respect	66	72
Pride	82	85
Camaraderie	72	76

**Table IV: Agency Strengths -- Workplace Satisfaction (WSI) Items Rated a 4 or 5 by at least 75% of GPC Respondents (rank ordered highest to lowest percentage)**

I believe I make a meaningful contribution here	PRIDE
I genuinely enjoy my work	PRIDE
I feel physically safe working here	RESPECT
I have the tools and knowledge needed to succeed in my job	RESPECT
I am proud of how we contribute to Georgia communities	PRIDE
Management trusts me to do a good job without too much supervision	CREDIBILITY
I am proud of our achievements as a work group	PRIDE
I am proud of our achievements as an organization	PRIDE
I feel comfortable being myself at work	CAMARADERIE
This is a friendly place to work	CAMARADERIE
Sexual orientation is not a factor in how employees are treated	FAIRNESS
I can count on others to help get things done here	CAMARADERIE
Ample training opportunities are available to help me improve my job skills	RESPECT
Employees here go the extra mile to get things done	CAMARADERIE
I have adequate authority to make decisions related to my work	RESPECT
Gender is not a factor in how employees are treated	FAIRNESS
Management supports my need to balance work and family issues	RESPECT
Age is not a factor in how employees are treated	FAIRNESS
People care about one another here	CAMARADERIE
We celebrate special events here	CAMARADERIE
I feel like I'm part of a team	CAMARADERIE

When setting improvement priorities, it is best to start by reviewing your performance on the WSI dimensions that are statistically significant drivers of overall employee satisfaction. Improvements on the items associated with these dimensions generally produce the biggest increases in employee satisfaction. GPC's best opportunities for improvement are in the areas of Credibility, Respect and Fairness.

Table V shows specific items related to the dimensions of workplace satisfaction where less than 50% of the respondents rated them a 4 or 5.

**Table V: Agency Weaknesses -- Workplace Satisfaction (WSI) Items Rated a 4 or 5 by less than 50% of GPC Respondents (rank ordered highest to lowest percentage)**

Promotions are earned, not given to favorite employees	FAIRNESS
Management does not have favorite employees	FAIRNESS
I have an opportunity to get a better job in state government	RESPECT

The agency will find some additional improvement opportunities related to the dimensions of workplace satisfaction in table 3, which can be found on page 8 of this report.

## Part I: Overview

For the past six years, the Governor's Office of Customer Service [OCS] has sponsored customer and employee surveys designed to help State of Georgia agencies, programs, and institutions track and improve customer and employee satisfaction by better managing service quality for customers and the quality of the workplace for employees. Customer satisfaction is largely determined by customers' perception of service quality. Employee satisfaction is largely determined by employees' perception of the quality of the workplace. The State of Georgia can influence both customer and employee satisfaction by improving the quality of their experiences with the agency. **Employee satisfaction is often correlated with customer satisfaction. Thus, improving employee satisfaction can contribute to improvements in customer satisfaction.**

This report provides findings from a survey of employees conducted in January 2011. A total of nine agencies/educational institutions worked with OCS and Georgia State University to survey employees using the WSI instrument during January. The purpose of the January survey was to measure employee perceptions of the four key indexes: the quality of the workplace [WSI], overall employee satisfaction [ESI], commitment to customer service [CSCI], and job security [JSI]. The survey also includes a demographic profile of respondents.

Employees of the nine agencies received either email or hard copy invitations to participate in the survey. The invitation included the link to the third party Vovici website containing the survey questions. The invitation noted informed consent considerations, including assurance that participation was voluntary and that all responses would be anonymous. Not even the Georgia State University researchers could trace survey responses back to individual employees. The survey website remained active during the data collection period of January 4-21. Reminder notices were sent to employees throughout the three week period.

The report presents the distribution of responses across the response scale for the four indexes and the individual items that makeup these measures. The data are displayed in both tables and charts to facilitate a variety of learning styles and uses of the findings. To help you focus on excellence, the percentage of ratings of 4s and 5s combined are also shown in the tables.

The report is organized into six parts. Part I is an overview. Parts II through IV show the findings for the four indexes: WSI, ESI, CSCI, and JSI. Part V presents the demographic profile of the respondents, and Part VI contains the appendices. The appendices include mean scores for the four indexes and related items. Also included is a copy of the employee survey and contact information for the Georgia State University research team and the Governor's Office of Customer Service project team.

Agencies often ask us how to interpret the findings. They want a point of comparison. The best point of comparison is the agency itself. The survey is most helpful when administered periodically because a trend in employee perceptions can be discerned. All nine agencies administered the survey previously. Eight agencies conducted the survey one year ago; SPA conducted the survey in 2009. The results from the prior survey will provide a baseline and point of comparison. Over time, a trend will emerge and can be interpreted in relationship to changes in agency priorities and other relevant factors.

Thank you for being a part of this project. Your results help produce a picture of how well the State of Georgia is serving employees. Your use of the research findings to maintain or improve your performance on the four key indexes - WSI, ESI, CSCI and JSI - will contribute to the overall State of Georgia's efforts to deliver Faster, Friendlier, and Easier service.

**Table 1: Employee Groups Surveyed by Agency**

Agency	Employees
Georgia Department of Community Affairs [DCA]	All Staff
Georgia Department of Corrections [GDC]	All Staff
Georgia Governor’s Office of Customer Service [OCS]	All Staff
Georgia Forestry Commission [GFC]	All Staff
Georgia Department of Juvenile Justice [DJJ]	All Staff
Georgia Perimeter College [GPC]	All Staff
Georgia Department of Revenue [DOR]	All Staff
Georgia State Accounting Office [SAO]	All Staff
Georgia State Personnel Administration [SPA]	All Staff

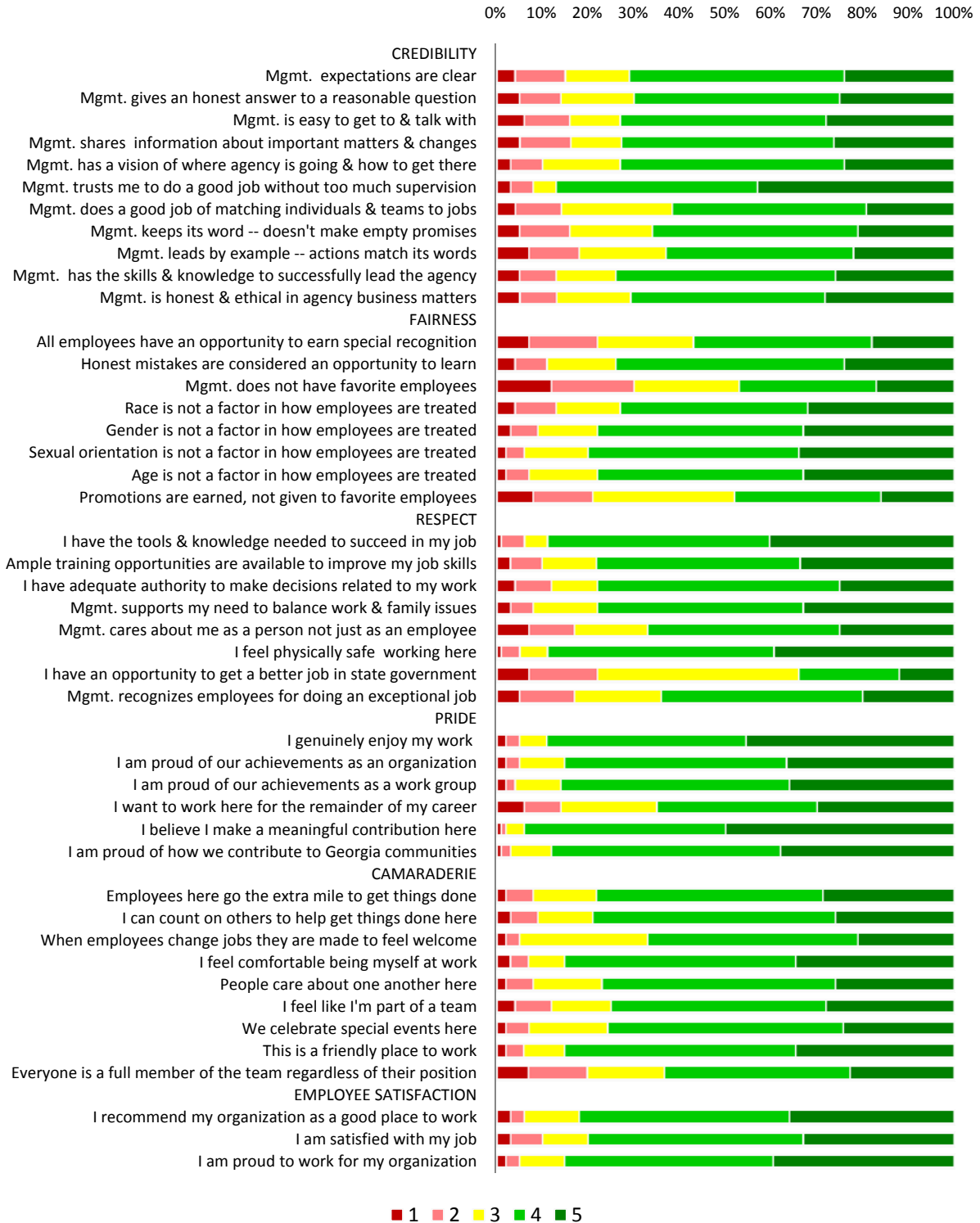
**Table 2: Response Rate by Agency**

Agency	Employee Survey			
	Method <sup>1</sup>	Number Sent	Total Responses	Response Rate (%)
DCA	Online Survey	409	292	71
GDC	Online Survey	13771	2008	15
OCS	Online Survey	33	28	85
GFC	Online Survey	578	423	73
DJJ	Online Survey	4031	1321	33
GPC	Online Survey	2743	979	36
DOR	Online Survey	1168	699	60
SAO	Online Survey	103	71	69
SPA	Online Survey	113	88	78

<sup>1</sup>Georgia State University sent agency employees an email invitation that included the link to the online survey. GDC, GFC & DJJ used alternate methods to communicate the link to the online survey to some or all agency employees.

## Part II: Employee Perceptions of Workplace and Employee Satisfaction

**Figure 1: Distribution of GPC Responses for Survey Items by Dimension of Workplace Satisfaction and Overall Employee Satisfaction for 2011 (%)**

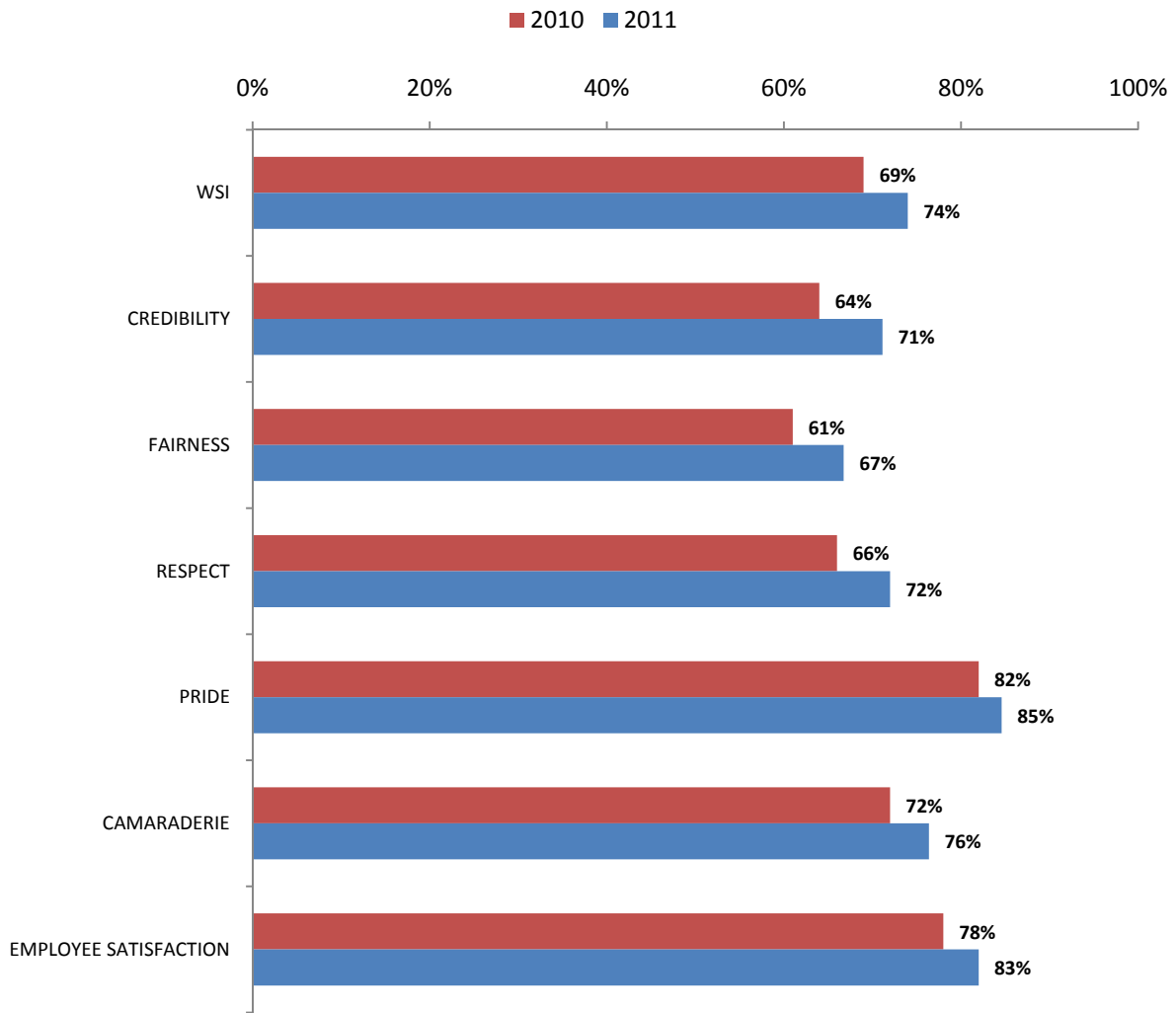


5 point rating scale where 1 = Strongly Disagree, 5 = Strongly Agree

**Table 3: Distribution of GPC Responses for Survey Items by Dimension of Workplace Satisfaction and Overall Employee Satisfaction for 2011 with 4s & 5s for 2010 & 2011 (%)**

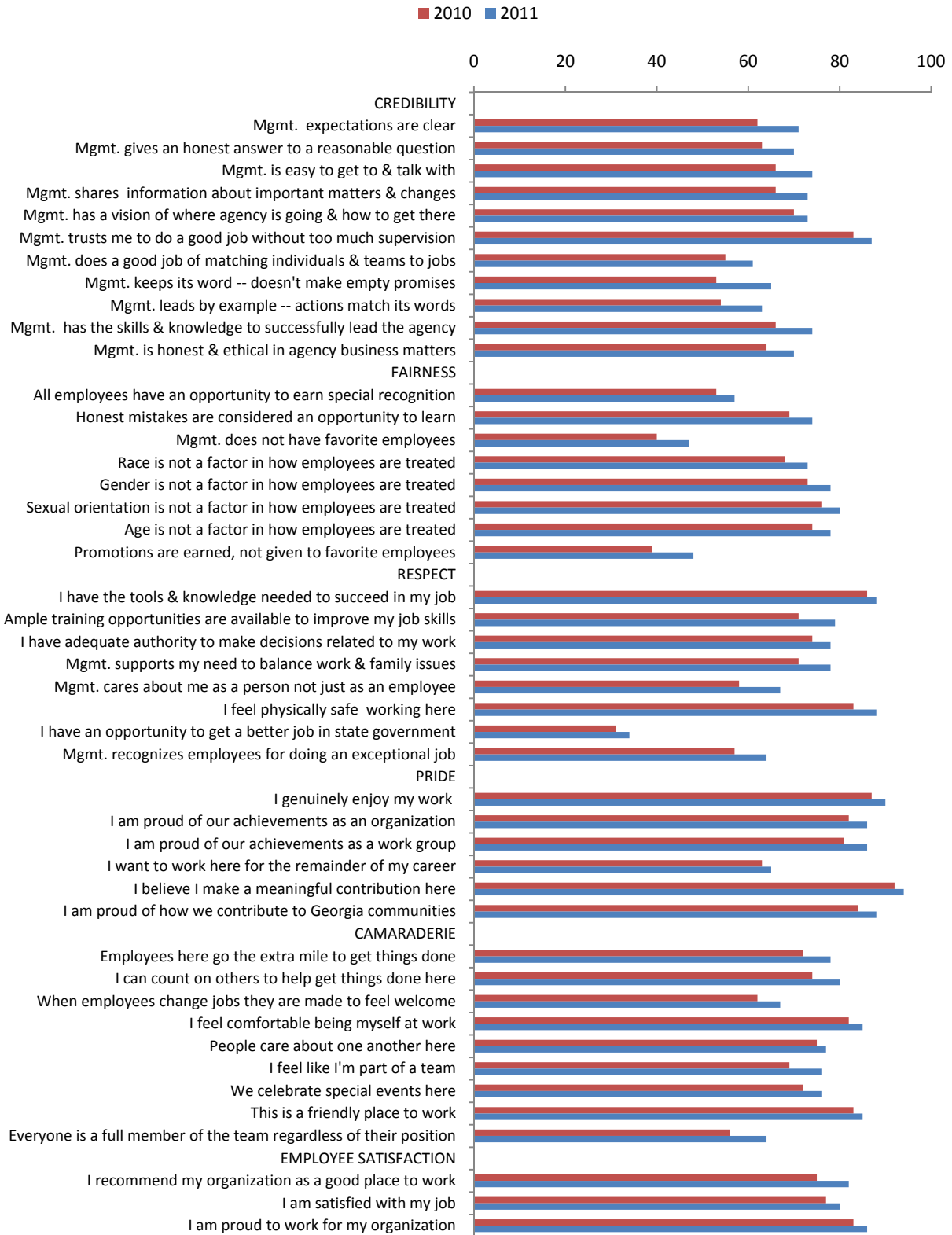
<i>Dimensions of WSI</i>	Strongly disagree		Strongly agree			2011	2010
	1	2	3	4	5	4s & 5s	4s & 5s
<b>WSI</b>	4	7	15	45	29	74	69
<b>CREDIBILITY</b>	5	9	15	45	26	71	64
Management expectations are clear	4	11	14	47	24	71	62
Management gives an honest answer to a reasonable question	5	9	16	45	25	70	63
Management is easy to get to and talk with	6	10	11	45	28	74	66
Management shares information about important matters and changes	5	11	11	46	26	73	66
Management has a vision of where the agency is going & how to get there	3	7	17	49	24	73	70
Management trusts me to do a good job without too much supervision	3	5	5	44	43	87	83
Management does a good job of matching individuals and teams to jobs	4	10	24	42	19	61	55
Management keeps its word -- doesn't make empty promises	5	11	18	45	21	65	53
Management leads by example -- actions match its words	7	11	19	41	22	63	54
Management has the skills and knowledge to successfully lead the agency	5	8	13	48	26	74	66
Management is honest and ethical in agency business matters	5	8	16	42	28	70	64
<b>FAIRNESS</b>	5	10	18	41	26	67	61
All employees have an opportunity to earn special recognition	7	15	21	39	18	57	53
Honest mistakes are considered an opportunity to learn	4	7	15	50	24	74	69
Management does not have favorite employees	12	18	23	30	17	47	40
Race is not a factor in how employees are treated	4	9	14	41	32	73	68
Gender is not a factor in how employees are treated	3	6	13	45	33	78	73
Sexual orientation is not a factor in how employees are treated	2	4	14	46	34	80	76
Age is not a factor in how employees are treated	2	5	15	45	33	78	74
Promotions are earned, not given to favorite employees	8	13	31	32	16	48	39
<b>RESPECT</b>	4	8	16	43	29	72	66
I have the tools and knowledge needed to succeed in my job	1	5	5	48	40	88	86
Ample training opportunities are available to help me improve my job skills	3	7	12	45	34	79	71
I have adequate authority to make decisions related to my work	4	8	10	53	25	78	74
Management supports my need to balance work and family issues	3	5	14	45	33	78	71
Management cares about me as a person not just as an employee	7	10	16	42	25	67	58
I feel physically safe working here	1	4	6	49	39	88	83
I have an opportunity to get a better job in state government	7	15	44	22	12	34	31
Management recognizes employees for doing an exceptional job	5	12	19	44	20	64	57
<b>PRIDE</b>	2	3	10	45	39	85	82
I genuinely enjoy my work	2	3	6	44	46	90	87
I am proud of our achievements as an organization	2	3	10	49	37	86	82
I am proud of our achievements as a work group	2	2	10	50	36	86	81
I want to work here for the remainder of my career	6	8	21	35	30	65	63
I believe I make a meaningful contribution here	1	1	4	44	50	94	92
I am proud of how we contribute to Georgia communities	1	2	9	50	38	88	84
<b>CAMARADERIE</b>	3	6	15	49	27	76	72
Employees here go the extra mile to get things done	2	6	14	50	29	78	72
I can count on others to help get things done here	3	6	12	53	26	80	74
When employees change jobs or work units, they are made to feel welcome	2	3	28	46	21	67	62
I feel comfortable being myself at work	3	4	8	51	35	85	82
People care about one another here	2	6	15	51	26	77	75
I feel like I'm part of a team	4	8	13	47	28	76	69
We celebrate special events here	2	5	17	51	24	76	72
This is a friendly place to work	2	4	9	51	35	85	83
Everyone is a full member of the team regardless of their position	7	13	17	41	23	64	56
<b>EMPLOYEE SATISFACTION</b>	3	4	10	46	36	83	78
I recommend my organization as a good place to work	3	3	12	46	36	82	75
I am satisfied with my job	3	7	10	47	33	80	77
I am proud to work for my organization	2	3	10	46	40	86	83

**Figure 2: Percentage of GPC Respondents Who Rated the Workplace Satisfaction Index [WSI], WSI Dimensions and Overall Employee Satisfaction a 4 or 5 for 2010 & 2011**



5 point rating scale where 1 = Strongly Disagree, 5 = Strongly Agree

**Figure 3: Percentage of GPC Respondents Who Rated Workplace Satisfaction & Employee Satisfaction Survey Items a 4 or 5 for 2010 & 2011**



5 point rating scale where 1 = Strongly Disagree, 5 = Strongly Agree

## Part III: Employee Perceptions of Customer Service

Figure 4: Distribution of GPC Responses for Customer Service Commitment Index and Related Items for 2011(%)

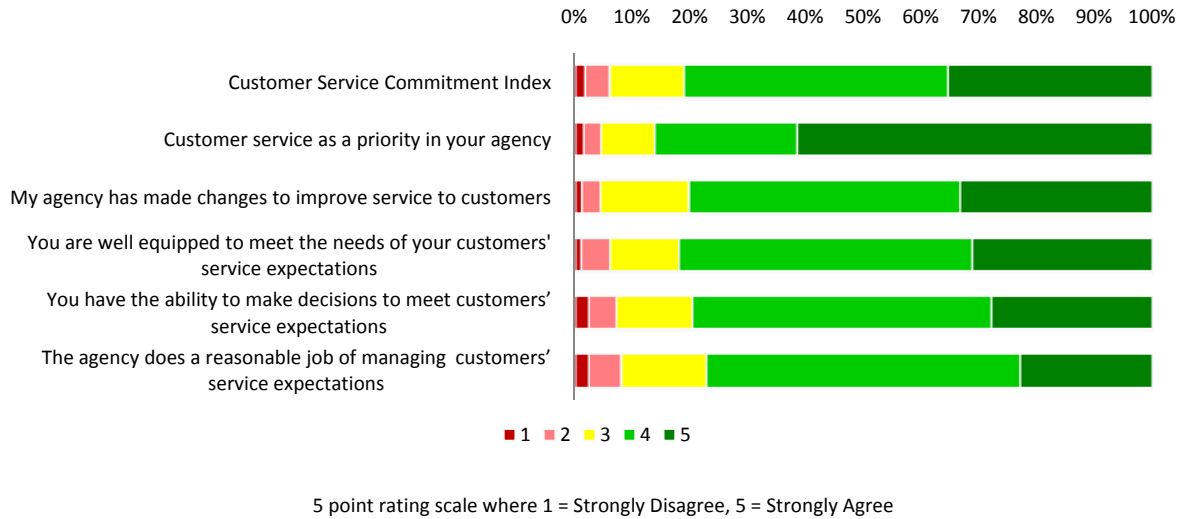


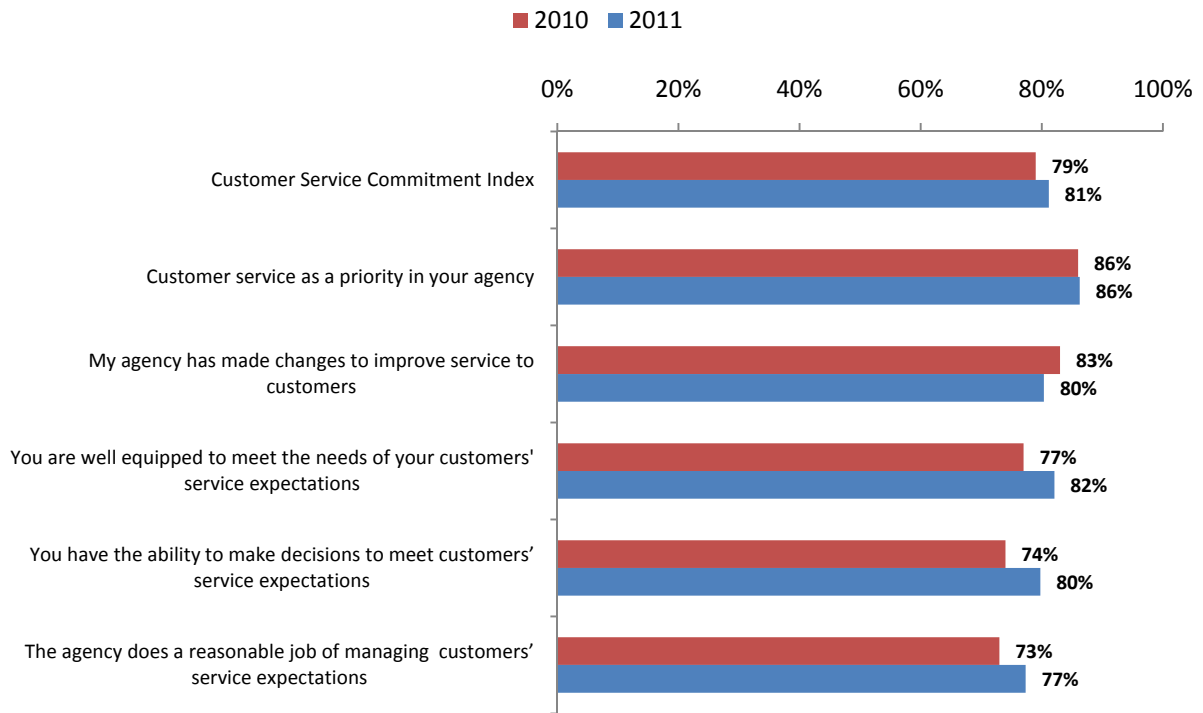
Table 4: Distribution of GPC Responses for Customer Service Commitment Index and Related Items for 2011 with 4s & 5s for 2010 & 2011 (%)<sup>1</sup>

	1	2	3	4	5	2011 4s & 5s	2010 4s & 5s
Customer Service Commitment Index <sup>2</sup>	2	4	13	46	35	81	79
Customer service as a priority in your agency	1	3	9	25	62	86	86
My agency has made changes to improve service to customers	1	3	15	47	33	80	83
You are well equipped to meet the needs of your customers' service expectations	1	5	12	51	31	82	77
You have the ability to make decisions to meet customers' service expectations	2	5	13	52	28	80	74
The agency does a reasonable job of managing customers' service expectations	2	6	15	54	23	77	73

<sup>1</sup> On a 5 point importance or agree/disagree scale where 1 = unfavorable and 5 = favorable rating

<sup>2</sup> Customer Service Commitment Index was computed from the responses to the 5 statements shown in the table above.

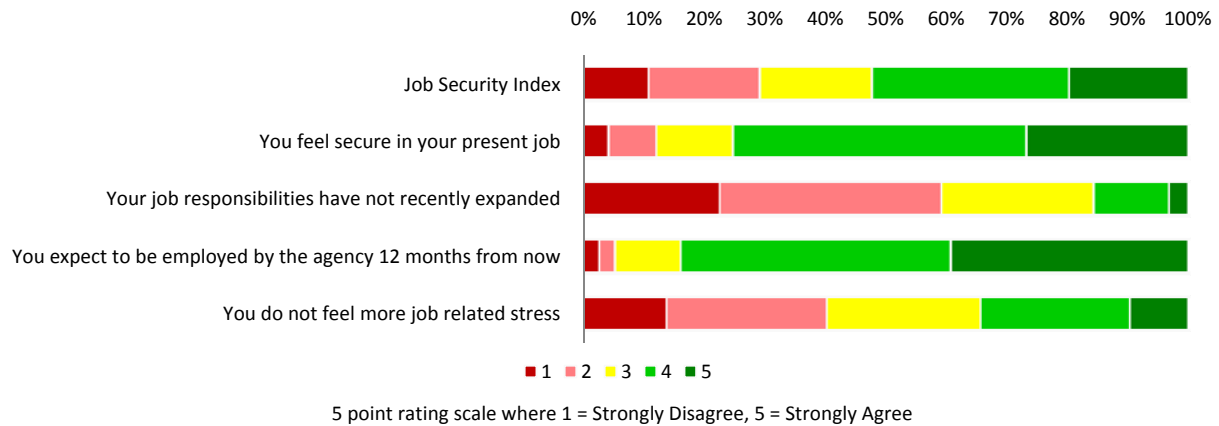
**Figure 5: Percentage of GPC Respondents Who Rated the Customer Service Commitment Index and Related Items a 4 or 5 for 2010 & 2011**



5 point rating scale where 1 = Strongly Disagree, 5 = Strongly Agree

## Part IV: Employee Perceptions of Job Security

**Figure 6: Distribution of GPC Responses for Job Security Index and Related Items for 2011 (%)**



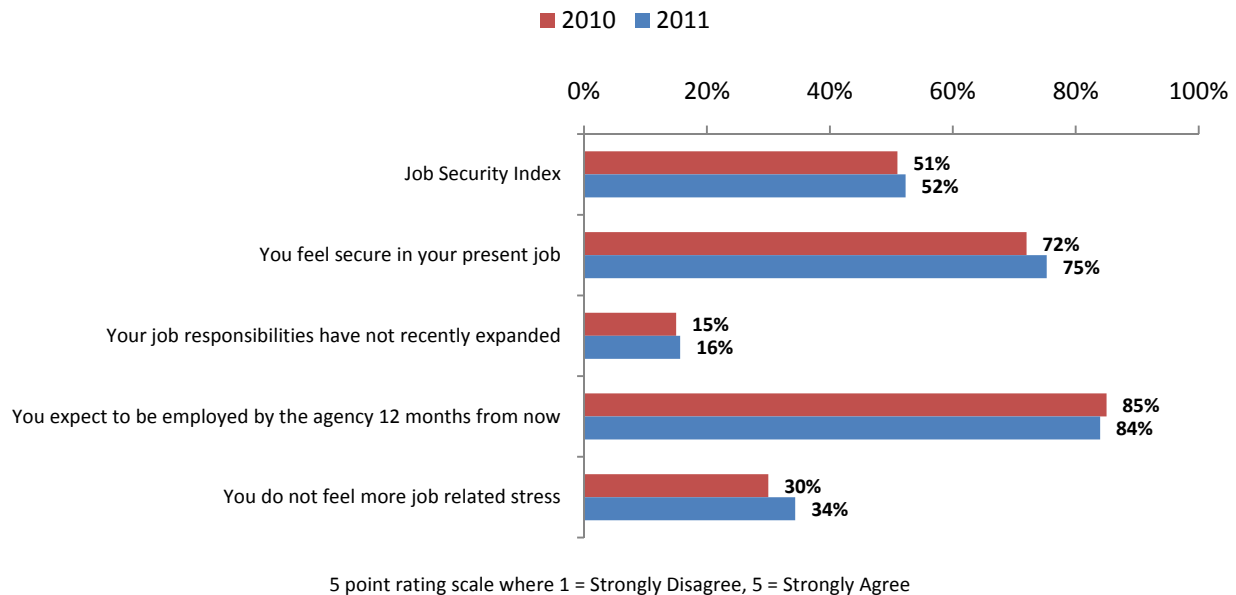
**Table 5: Distribution of GPC Responses for Job Security Index and Related Items for 2011 with 4s & 5s for 2010 & 2011 (%)<sup>1</sup>**

	Strongly disagree = 1	2	3	4	Strongly agree = 5	2011 4s & 5s	2010 4s & 5s
Job Security Index <sup>2</sup>	11	18	19	33	20	52	51
You feel secure in your present job	4	8	13	48	27	75	72
Your job responsibilities have not recently expanded	23	37	25	12	3	16	15
You expect to be employed by the agency 12 months from now	3	3	11	45	39	84	85
You do not feel more job related stress	14	26	25	25	10	34	30

<sup>1</sup> On a 5 point rating scale where 1 = Strongly Disagree, 5 = Strongly Agree

<sup>2</sup> Job Security Index was computed from the responses to the 4 statements shown in the table above.

**Figure 7: Percentage of GPC Respondents Who Rated the Job Security Index and Related Items a 4 or 5 for 2010 & 2011**



## Part V: Employee Demographics

Figure 8: Key GPC Demographics for 2010 & 2011

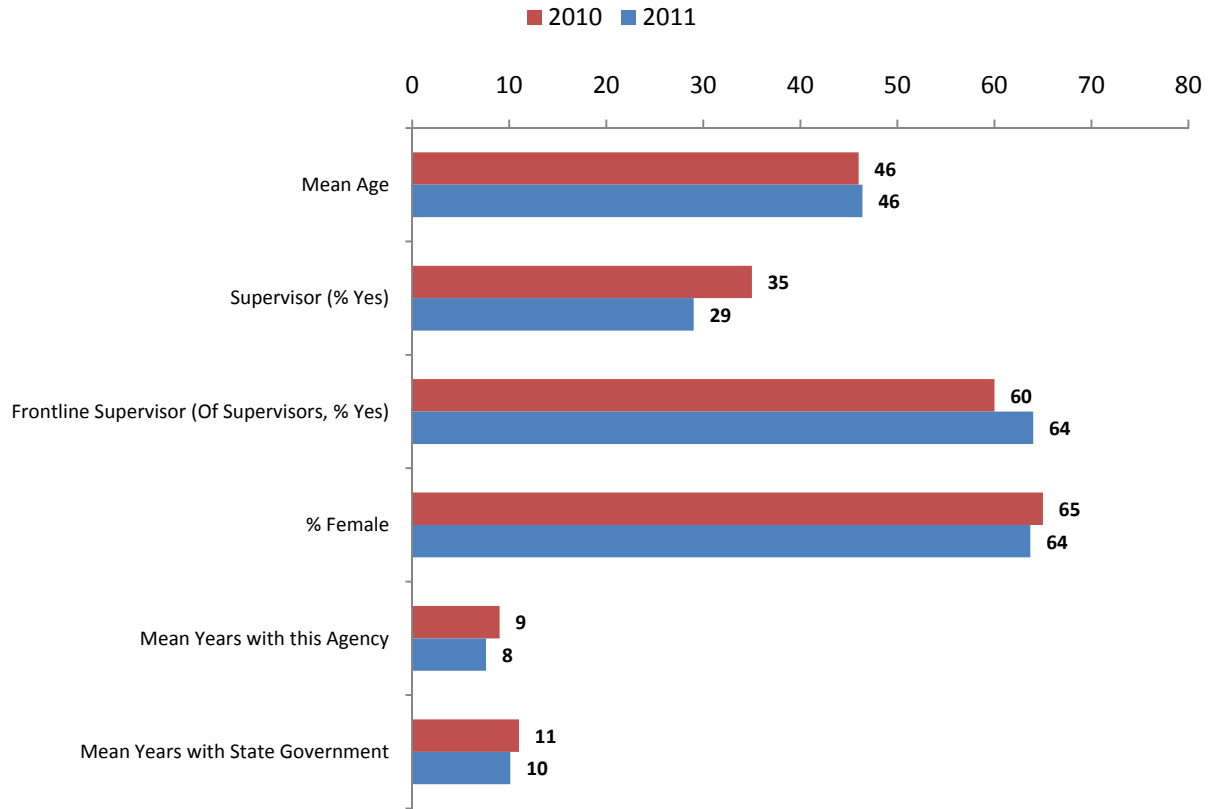
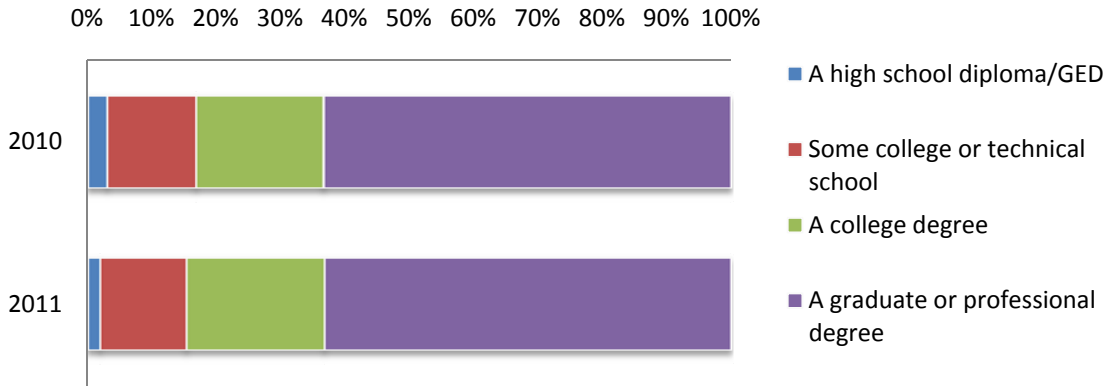


Table 6: Key GPC Demographics for 2010 & 2011

	2010	2011
Mean Age	46	46
Supervisor (% Yes)	35	29
Frontline Supervisor (Of Supervisors, % Yes)	60	64
% Female	65	64
Mean Years with this Agency	9	8
Mean Years with State Government	11	10

**Figure 9: GPC Educational Composition for 2010 & 2011 (%)**



**Table 7: GPC Educational Composition for 2010 & 2011 (%)**

Level of Education	2010	2011
A high school diploma/GED	3	2
Some college or technical school	14	13
A college degree	20	21
A graduate or professional degree	64	63

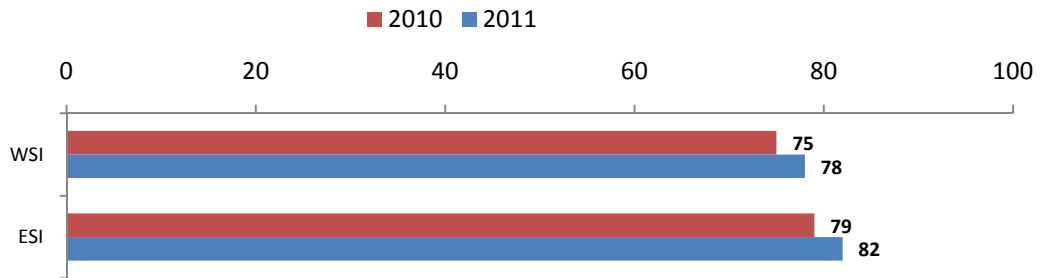
# Appendix

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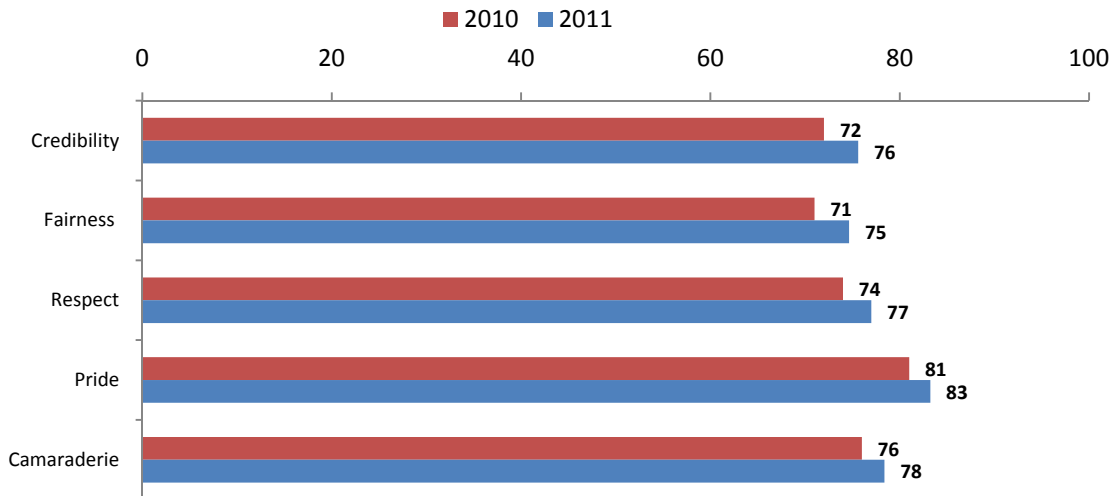
**Table 1A: GPC Mean Scores for Workplace Satisfaction and Overall Employee Satisfaction for 2010 & 2011**

	2010	2011
Workplace Satisfaction Index [WSI]	75	78
Overall Employee Satisfaction [ESI]	79	82

**Figure 1A: GPC Mean Scores for Workplace Satisfaction and Overall Employee Satisfaction for 2010 & 2011**



**Figure 2A: GPC Mean Scores for the Dimensions of Workplace Satisfaction for 2010 & 2011**



**Table 2A: GPC Mean Scores for the Dimensions of Workplace Satisfaction for 2010 & 2011**

Dimensions of Workplace Satisfaction	2010	2011
Credibility <sup>2</sup>	72	76
Fairness	71	75
Respect <sup>3</sup>	74	77
Pride <sup>1</sup>	81	83
Camaraderie <sup>4</sup>	76	78
Percent of Variance Explained by Model	77	81

<sup>1</sup>The strongest statistically significant determinant of employee satisfaction for all agencies.

<sup>2</sup>The second strongest statistically significant determinant of employee satisfaction for all agencies.

<sup>3</sup>The third strongest statistically significant determinant of employee satisfaction for all agencies.

<sup>4</sup>The fourth strongest statistically significant determinant of employee satisfaction for all agencies.

**Table 3A: GPC Mean Scores for Survey Items by Dimension of Workplace Satisfaction and Overall Employee Satisfaction for 2010 & 2011**

<b>WSI</b>	<b>2010</b>	<b>2011</b>
<b>CREDIBILITY</b>		
Management expectations are clear	3.5	3.8
Management gives an honest answer to a reasonable question	3.5	3.8
Management is easy to get to and talk with	3.6	3.8
Management shares information about important matters and changes	3.6	3.8
Management has a vision of where the agency is going and how to get there	3.7	3.8
Management trusts me to do a good job without too much supervision	4.1	4.2
Management does a good job of matching individuals and teams to jobs	3.4	3.6
Management keeps its word -- doesn't make empty promises	3.4	3.6
Management leads by example -- actions match its words	3.3	3.6
Management has the skills and knowledge to successfully lead the agency	3.6	3.8
Management is honest and ethical in agency business matters	3.6	3.8
<b>FAIRNESS</b>		
All employees have an opportunity to earn special recognition	3.3	3.5
Honest mistakes are considered an opportunity to learn	3.7	3.8
Management does not have favorite employees	3.0	3.2
Race is not a factor in how employees are treated	3.7	3.9
Gender is not a factor in how employees are treated	3.9	4.0
Sexual orientation is not a factor in how employees are treated	3.9	4.1
Age is not a factor in how employees are treated	3.8	4.0
Promotions are earned, not given to favorite employees	3.1	3.3
<b>RESPECT</b>		
I have the tools and knowledge needed to succeed in my job	4.1	4.2
Ample training opportunities are available to help me improve my job skills	3.8	4.0
I have adequate authority to make decisions related to my work	3.7	3.9
Management supports my need to balance work and family issues	3.8	4.0
Management cares about me as a person not just as an employee	3.4	3.7
I feel physically safe working here	4.0	4.2
I have an opportunity to get a better job in state government	3.1	3.2
Management recognizes employees for doing an exceptional job	3.4	3.6
<b>PRIDE</b>		
I genuinely enjoy my work	4.2	4.3
I am proud of our achievements as an organization	4.1	4.2
I am proud of our achievements as a work group	4.0	4.2
I want to work here for the remainder of my career	3.6	3.7
I believe I make a meaningful contribution here	4.3	4.4
I am proud of how we contribute to Georgia communities	4.2	4.2
<b>CAMARADERIE</b>		
Employees here go the extra mile to get things done	3.9	4.0
I can count on others to help get things done here	3.8	3.9
When employees change jobs or work units, they are made to feel welcome	3.7	3.8
I feel comfortable being myself at work	4.0	4.1
People care about one another here	3.8	3.9
I feel like I'm part of a team	3.7	3.9
We celebrate special events here	3.8	3.9
This is a friendly place to work	4.0	4.1
Everyone is a full member of the team regardless of their position	3.4	3.6
<b>EMPLOYEE SATISFACTION</b>		
I recommend my organization as a good place to work	3.9	4.1
I am satisfied with my job	3.8	4.0
I am proud to work for my organization	4.1	4.2

**Table 3-1A: GPC Mean Scores for Survey Items by Dimension of Workplace Satisfaction and Overall Employee Satisfaction by Supervisory Status for 2011**

<i>Dimensions of WSI</i>	<b>Nonsupervisory Employees N = 682</b>	<b>Frontline Supervisors N = 174</b>	<b>Other Supervisors<sup>1</sup> N = 97</b>
<b>CREDIBILITY</b>			
Management expectations are clear	3.8	3.6	3.7
Management gives an honest answer to a reasonable question	3.8	3.5	3.7
Management is easy to get to and talk with	3.9	3.7	3.8
Management shares information about important matters and changes	3.8	3.6	3.8
Management has a vision of where the agency is going and how to get there	3.8	3.8	3.9
Management trusts me to do a good job without too much supervision	4.2	4.2	4.3
Management does a good job of matching individuals and teams to jobs	3.6	3.4	3.7
Management keeps its word -- doesn't make empty promises	3.7	3.4	3.6
Management leads by example -- actions match its words	3.7	3.4	3.5
Management has the skills and knowledge to successfully lead the agency	3.9	3.7	3.9
Management is honest and ethical in agency business matters	3.8	3.7	3.7
<b>FAIRNESS</b>			
All employees have an opportunity to earn special recognition	3.5	3.4	3.5
Honest mistakes are considered an opportunity to learn	3.8	3.7	3.9
Management does not have favorite employees	3.3	3.0	3.1
Race is not a factor in how employees are treated	3.9	3.7	3.8
Gender is not a factor in how employees are treated	4.0	3.9	4.0
Sexual orientation is not a factor in how employees are treated	4.1	4.0	4.1
Age is not a factor in how employees are treated	4.0	3.9	4.1
Promotions are earned, not given to favorite employees	3.4	3.2	3.4
<b>RESPECT</b>			
I have the tools and knowledge needed to succeed in my job	4.2	4.1	4.3
Ample training opportunities are available to help me improve my job skills	4.0	3.9	4.0
I have adequate authority to make decisions related to my work	3.9	3.9	3.9
Management supports my need to balance work and family issues	4.0	3.9	4.1
Management cares about me as a person not just as an employee	3.7	3.6	3.7
I feel physically safe working here	4.2	4.2	4.2
I have an opportunity to get a better job in state government	3.1	3.2	3.2
Management recognizes employees for doing an exceptional job	3.7	3.5	3.7
<b>PRIDE</b>			
I genuinely enjoy my work	4.3	4.2	4.3
I am proud of our achievements as an organization	4.2	4.1	4.3
I am proud of our achievements as a work group	4.1	4.2	4.3
I want to work here for the remainder of my career	3.7	3.8	3.8
I believe I make a meaningful contribution here	4.4	4.4	4.5
I am proud of how we contribute to Georgia communities	4.2	4.2	4.3
<b>CAMARADERIE</b>			
Employees here go the extra mile to get things done	4.0	3.9	4.1
I can count on others to help get things done here	4.0	3.9	4.0
When employees change jobs or work units, they are made to feel welcome	3.8	3.8	3.9
I feel comfortable being myself at work	4.1	4.0	4.1
People care about one another here	4.0	3.8	3.9
I feel like I'm part of a team	3.9	3.9	4.0
We celebrate special events here	4.0	3.8	3.8
This is a friendly place to work	4.1	4.1	4.1
Everyone is a full member of the team regardless of their position	3.6	3.5	3.8
<b>EMPLOYEE SATISFACTION</b>			
I recommend my organization as a good place to work	4.1	4.0	4.2
I am satisfied with my job	4.0	4.0	4.0
I am proud to work for my organization	4.2	4.2	4.3

<sup>1</sup>“Other supervisors” refers to Mid to Upper Level Management

**Table 3-2A: GPC Mean Scores for Survey Items by Dimension of Workplace Satisfaction and Overall Employee Satisfaction by Number of Years With State Government for 2011**

<i>Dimensions of WSI</i>	<b>5 Years or Fewer N = 356</b>	<b>6 Years or More N = 536</b>
<b>CREDIBILITY</b>		
Management expectations are clear	4.0	3.6
Management gives an honest answer to a reasonable question	4.0	3.6
Management is easy to get to and talk with	4.0	3.7
Management shares information about important matters and changes	3.9	3.7
Management has a vision of where the agency is going and how to get there	3.9	3.8
Management trusts me to do a good job without too much supervision	4.3	4.1
Management does a good job of matching individuals and teams to jobs	3.8	3.5
Management keeps its word -- doesn't make empty promises	3.8	3.5
Management leads by example -- actions match its words	3.9	3.4
Management has the skills and knowledge to successfully lead the agency	4.0	3.7
Management is honest and ethical in agency business matters	4.0	3.7
<b>FAIRNESS</b>		
All employees have an opportunity to earn special recognition	3.7	3.3
Honest mistakes are considered an opportunity to learn	4.0	3.7
Management does not have favorite employees	3.5	3.0
Race is not a factor in how employees are treated	4.0	3.8
Gender is not a factor in how employees are treated	4.1	3.9
Sexual orientation is not a factor in how employees are treated	4.1	4.0
Age is not a factor in how employees are treated	4.1	3.9
Promotions are earned, not given to favorite employees	3.5	3.2
<b>RESPECT</b>		
I have the tools and knowledge needed to succeed in my job	4.2	4.2
Ample training opportunities are available to help me improve my job skills	4.1	3.9
I have adequate authority to make decisions related to my work	3.9	3.8
Management supports my need to balance work and family issues	4.1	3.9
Management cares about me as a person not just as an employee	3.9	3.5
I feel physically safe working here	4.3	4.1
I have an opportunity to get a better job in state government	3.3	3.1
Management recognizes employees for doing an exceptional job	3.8	3.5
<b>PRIDE</b>		
I genuinely enjoy my work	4.3	4.3
I am proud of our achievements as an organization	4.2	4.1
I am proud of our achievements as a work group	4.2	4.1
I want to work here for the remainder of my career	3.6	3.8
I believe I make a meaningful contribution here	4.4	4.4
I am proud of how we contribute to Georgia communities	4.3	4.2
<b>CAMARADERIE</b>		
Employees here go the extra mile to get things done	4.0	4.0
I can count on others to help get things done here	4.0	3.9
When employees change jobs or work units, they are made to feel welcome	3.9	3.8
I feel comfortable being myself at work	4.2	4.0
People care about one another here	4.1	3.8
I feel like I'm part of a team	4.0	3.8
We celebrate special events here	4.0	3.8
This is a friendly place to work	4.2	4.0
Everyone is a full member of the team regardless of their position	3.8	3.5
<b>EMPLOYEE SATISFACTION</b>		
I recommend my organization as a good place to work	4.2	4.0
I am satisfied with my job	4.1	4.0
I am proud to work for my organization	4.3	4.1

**Table 3-3A: Mean Scores for Survey Items by Dimension of Workplace Satisfaction and Overall Employee Satisfaction for Agency Defined Subgroups (Divisions within GPC)**

<i>Dimensions of WSI</i>	Full Time Faculty N = 275	Part Time Faculty N = 163	Professional & Administrative N = 269	Staff N = 272
<b>CREDIBILITY</b>				
Management expectations are clear	3.7	4.2	3.5	3.8
Management gives an honest answer to a reasonable question	3.7	4.3	3.5	3.8
Management is easy to get to and talk with	3.7	4.3	3.6	3.8
Management shares information about important matters and changes	3.7	4.1	3.6	3.8
Management has a vision of where the agency is going and how to get there	3.7	4.1	3.8	3.8
Management trusts me to do a good job without too much supervision	4.1	4.4	4.1	4.2
Management does a good job of matching individuals and teams to jobs	3.6	3.9	3.5	3.7
Management keeps its word -- doesn't make empty promises	3.5	4.2	3.4	3.6
Management leads by example -- actions match its words	3.6	4.2	3.3	3.6
Management has the skills and knowledge to successfully lead the agency	3.7	4.2	3.7	3.9
Management is honest and ethical in agency business matters	3.7	4.3	3.6	3.8
<b>FAIRNESS</b>				
All employees have an opportunity to earn special recognition	3.5	3.8	3.3	3.5
Honest mistakes are considered an opportunity to learn	3.7	4.1	3.7	4.0
Management does not have favorite employees	3.1	3.7	2.9	3.3
Race is not a factor in how employees are treated	3.9	4.3	3.7	3.8
Gender is not a factor in how employees are treated	4.0	4.3	3.8	4.0
Sexual orientation is not a factor in how employees are treated	4.1	4.2	3.9	4.1
Age is not a factor in how employees are treated	4.0	4.2	4.0	3.9
Promotions are earned, not given to favorite employees	3.4	3.6	3.1	3.3
<b>RESPECT</b>				
I have the tools and knowledge needed to succeed in my job	4.3	4.5	4.0	4.1
Ample training opportunities are available to help me improve my job skills	4.2	4.2	3.8	3.9
I have adequate authority to make decisions related to my work	3.8	4.1	3.8	3.8
Management supports my need to balance work and family issues	3.9	4.0	3.9	4.2
Management cares about me as a person not just as an employee	3.6	4.0	3.5	3.8
I feel physically safe working here	4.1	4.4	4.2	4.2
I have an opportunity to get a better job in state government	2.9	3.2	3.2	3.4
Management recognizes employees for doing an exceptional job	3.6	3.8	3.5	3.7
<b>PRIDE</b>				
I genuinely enjoy my work	4.4	4.6	4.2	4.1
I am proud of our achievements as an organization	4.1	4.3	4.1	4.2
I am proud of our achievements as a work group	4.1	4.1	4.3	4.1
I want to work here for the remainder of my career	3.9	4.0	3.7	3.6
I believe I make a meaningful contribution here	4.4	4.5	4.4	4.3
I am proud of how we contribute to Georgia communities	4.2	4.4	4.2	4.1
<b>CAMARADERIE</b>				
Employees here go the extra mile to get things done	3.9	4.1	4.0	3.9
I can count on others to help get things done here	3.9	4.2	3.9	3.9
When employees change jobs or work units, they are made to feel welcome	3.8	3.8	3.8	3.9
I feel comfortable being myself at work	4.0	4.4	4.0	4.1
People care about one another here	3.9	4.2	3.8	3.9
I feel like I'm part of a team	3.8	3.9	3.9	4.0
We celebrate special events here	4.0	4.0	3.8	3.9
This is a friendly place to work	4.1	4.3	4.1	4.1
Everyone is a full member of the team regardless of their position	3.5	3.8	3.5	3.7
<b>EMPLOYEE SATISFACTION</b>				
I recommend my organization as a good place to work	3.9	4.4	4.0	4.1
I am satisfied with my job	4.0	4.3	3.8	4.0
I am proud to work for my organization	4.1	4.4	4.1	4.2

**Table 4A: GPC Mean Scores for Employee Perceptions of Customer Service Commitment Index and Related Items for 2010 & 2011**

	2010	2011
<b>Customer Service Commitment Index<sup>1</sup></b>	4.0	4.1
Customer service as a priority in your agency	4.4	4.4
My agency has made changes to improve service to customers	4.1	4.1
You are well equipped to meet the needs of your customers' service expectations	3.9	4.1
You have the ability to make decisions to meet customers' service expectations	3.8	4.0
The agency does a reasonable job of managing customers' service expectations	3.8	3.9

<sup>1</sup>Customer Service Commitment Index was computed from the responses to the 5 statements shown in the table above.

**Table 5A: GPC Mean Scores for Employee Perceptions of Job Security Index Commitment Index and Related Items for 2010 & 2011**

	2010	2011
<b>Job Security Index<sup>1</sup></b>	3.3	3.3
You feel secure in your present job	3.8	3.9
Your job responsibilities have not recently expanded	2.3	2.4
You expect to be employed by the agency 12 months from now	4.2	4.2
You do not feel more job related stress	2.8	2.9

<sup>1</sup>Job Security Index was computed from the responses to the 4 statements shown in the table above.

## 2011 Workplace Satisfaction Survey

1) In the set of questions below, the term “Management” refers to all agency management. This includes your direct supervisor, the agency head, and all other managers with whom you have contact.

	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
Management expectations are clear	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management gives an honest answer to a reasonable question	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management is easy to get to and talk with	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management shares information with me about important matters and changes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management has a vision of where the agency is going and how to get there	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management trusts me to do a good job without too much supervision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management does a good job of matching individuals and teams to jobs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management keeps its word -- doesn't make empty promises	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management leads by example -- actions match its words	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management has the skills and knowledge to successfully lead the agency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management is honest and ethical in agency business matters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
All employees have an opportunity to earn special recognition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Honest mistakes are considered an opportunity to learn	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management does not have favorite employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Race is not a factor in how employees are treated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gender is not a factor in how employees are treated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sexual orientation is not a factor in how employees are treated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Age is not a factor in how employees are treated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promotions are earned, not given to favorite employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the tools and knowledge needed to succeed in my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ample training opportunities are available to help me improve my job skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have adequate authority to make decisions related to my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management supports my need to balance work and family issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management cares about me as a person not just as an employee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel physically safe working here	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have an opportunity to get a better job in state government	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management recognizes employees for doing an exceptional job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I genuinely enjoy my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am proud of our achievements as an organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am proud of our achievements as a work group	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I want to work here for the remainder of my career	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe I make a meaningful contribution here	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am proud of how we contribute to Georgia communities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees here go the extra mile to get things done	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can count on others to help get things done here	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

When employees change jobs or work units, they are made to feel welcome	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel comfortable being myself at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People care about one another here	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel like I'm part of a team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We celebrate special events here	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This is a friendly place to work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Everyone is a full member of the team regardless of their position	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I recommend my organization as a good place to work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am proud to work for my organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**2) Using a scale where 1 means Not Important and 5 means Very Important, rate customer service as a priority in your agency.**

- 1     2     3     4     5

**3) Please rate the following:**

	Strongly Disagree = 1	Disagree	Neither	Agree	Strongly Agree = 5
My agency has made changes to improve service to customers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You are well equipped to meet the needs of your customers' service expectations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You have the ability to make decisions to meet customers' service expectations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The agency does a reasonable job of managing customers' service expectations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You feel secure in your present job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your job responsibilities have recently expanded	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You expect to be employed by the agency 12 months from now	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You feel more job related stress	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**6) I am:**

- American Indian
- Asian
- Black
- Hispanic
- White
- Multiracial
- Other

**7) My age is:**

Age: \_\_\_\_\_ Years

**8) Do you have supervisory responsibilities?**

- Yes
- No

**9) If you have supervisory responsibilities, are you a frontline supervisor?**

- Yes
- No

**10) I've worked for this agency:**

Years: \_\_\_\_\_

**11) I am:**

- Male
- Female

**12) I have worked for state government for:**

Years: \_\_\_\_\_

**13) I have:**

- Not completed high school
- A high school diploma/GED
- Some college or technical school
- A college degree
- A graduate or professional degree



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## Public Performance and Management Group Project Staff

**M. Christine Lewis** is a Research Consultant with the Public Performance and Management Group. Dr. Lewis is the lead researcher on several major projects at Georgia State University. Her research focuses on customer centered organizational change. Dr. Lewis helps organizations create value for customers, get fully recognized for the value they create, and get fully funded based on the value they create and the potential to enhance that value. She helps organizations adopt a customer focused approach to service improvement, service design and recovery from service failures. Dr. Lewis conducts research to determine the key drivers of customer and employee satisfaction for organizations so they can “move the meter” on satisfaction by targeting high impact improvement projects. She also conducts research with customers and employees to facilitate product and service design decisions and to help organizations understand how customers choose a specific brand. Dr. Lewis assists organizations with the development and execution of effective communication strategies, including the development of a brand identity, brand awareness and all aspects of brand management. She was previously employed by AT&T in strategic planning, market, sales and product management. She has served as a consultant to a variety of corporations, nonprofits and government organizations. She is also a former professor of Marketing at Wayne State University in Detroit, Michigan. Dr. Lewis holds a B.S. in Business Administration from the University of Nebraska and an MBA and Ph.D. in Business Administration from Michigan State University.

**Deon Locklin** is Director of the Public Performance and Management Group, and an adjunct faculty member of the Public Management and Policy Department, at Georgia State University. Her career includes over 20 years of delivering technical assistance and conducting applied research, executive coaching, and instruction within the public sector and for nonprofit organizations. Nationally, she has conducted over 500 seminars, presentations, and guest lectures. Locklin has created and managed numerous education programs for emerging leaders in the public and nonprofit sectors. She assists with customer-driven strategic management, the design and implementation of management development programs, and the creation of organizational performance management systems. In addition, she has conducted multiple field-based research projects in needs analysis, customer satisfaction assessment, citizen engagement, and program evaluation. She currently teaches PMAP 3021 (Citizenship, the Community, and the Public Sector). Internationally, Locklin developed partnerships with the University of Strasbourg and the University of Nuremberg in the areas of human rights policy, public sector management practices, and public sector organizational change intervention strategies.

**Jack Strickland** is a Research Associate with the Public Performance and Management Group at Georgia State University. His design and presentation expertise has evolved from years in business consulting and public education. Jack currently holds a Master of Public Administration degree at Georgia State University and Bachelor of Arts degree in Sociology and History from Mercer University, and was a nominee for a Presidential Management Fellowship in 2009.

## Governor's Office of Customer Service Project Staff

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**Katie Christopherson** is the Director of Continuous Improvement for the Governor's Office of Customer Service. ~~where as a senior leader in OCS~~ Her team ~~she~~ is responsible for driving operational improvement by developing and delivering programs that provide an impact on improving and measuring customer service throughout the State of Georgia. Programs she is responsible for are Change Management, Rapid Process Improvement, Georgia Service Quality Index and Workplace Quality Index, and Customer Service Training. Her team is also responsible for the planning of annual statewide customer service meetings: Recognition, Customer Service Champions Retreat, and the Summit. Her team partners with the 50 agency Customer Service Champions to drive customer service into the way agencies do business. Her team conducts bi-monthly meetings and workshops for the CS Champions to grow their skills, provide networking opportunities and ensure statewide rollout of customer service best practices.

She joined OCS in 2006 and brings more than 20 years experience in customer service and process improvement in executive leadership roles. Katie holds a B.A. in Organization Communication & Development from the University of Wisconsin – Eau Claire.

### **Kevin Gecowets**

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**Kevin Gecowets** is the Program Director of Change Management for the Governor's Office of Customer Service where he leads the statewide customer service training, recognition and organizational change management initiatives. His professional experience also includes Organizational Development Consulting, Corporate Training and Development, and Operations Management.

Kevin has worked with organizations ranging from small non-profits to Fortune 100 corporations including: The Chicago, Missouri & Western Railway, Utah Aids Foundation, Nightengale-Conant, Standard Logistics Company, Colony Homes and The Georgia-Pacific Corporation. He has authored training materials and distance learning programs for authors like Warren Bennis, Zig Ziglar and Tom Hopkins. His expertise is facilitating the development of people, teams and organizations and strengthening their overall effectiveness.

He holds a B.S. in Music Education from the University of Illinois and a M.S. in Organizational Strategy and Leadership from Brigham Young University.

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## The Public Performance and Management Group

The Public Performance and Management Group (PPM) is an outreach unit of the Andrew Young School of Policy Studies at Georgia State University. We offer an array of services to assist public sector organizations in strengthening strategic and operational performance. Our core activities include executive level training and development; applied research, policy analysis and program evaluation; short or long term assistance with planning and performance improvement; and dissemination of effective public sector practices. *We emphasize real-world, evidence-based solutions that support public leaders' commitment to effective governance.*

PPM faculty and staff work in a wide range of local government, state agency, and non-profit organization settings. Activities are highly customized to reflect the philosophy and core values of public sector customers. Each member of PPM's faculty and staff possesses multiple years of experience in public management as well as university-based support to government agencies and programs. Examples of past customers include city and county governments; state and local advisory councils; community non-profit organizations; and grassroots advocacy organizations.

The Andrew Young School of Policy Studies at Georgia State University is the organizational home to PPM. The School creates and disseminates knowledge and methods that are highly valued by policy makers and leaders in the public and nonprofit worlds. Faculty members represent diverse professional backgrounds, and offer valuable specialties in public management, nonprofit administration, urban studies and economics. Faculty and research associates work in tandem with seven centers to provide technical assistance to more than 35 countries, as well as further our knowledge of domestic issues in health, transportation, and public finance, for example.