Report on Employee Open Government Survey

Report Synopsis

	1	2	3	4	5	No Response	Average
1. On a scale of 1 to 5, with 5 being very "open" or "transparent" and 1 being "closed" or "not transparent", where would you place Salt Lake City government today in its openness and transparency with City employees?	33	45	105	92	17	0	3.05
2. Is there anything specific that influences your opinion? If so, please describe it.						139	
3. On a scale of 1 to 5, with 5 being very "open" or "transparent" and 1 being "closed" or "not transparent", where would you place City employees today in their dealings with each other?	23	68	105	86	10	0	2.97
4. Is there anything specific that influences your opinion? If so, please describe it.						162	
5. What specific things do you think that Salt Lake City already does well in providing openness or transparency inside City government?						130	
6. What specific ways would you like to see Salt Lake City government provide greater openness or transparency inside City government?						133	

Individual responses are reported below on an anonymous basis. Responses are provided in their entirety, except that references to specific employees by name have been deleted for personal privacy reasons.

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1	Management is NOT honest; at least in the department I work in.	2	employees are afraid to stand up to mgmt for fear of retribution	HR reps are helpful. Union prvoides some hope for support but it is very weak	open door policy - more care given to making sure employees give 100% instead of allowing "old timers" to milk system
3	NO	3	NO	NEWSLETTERS TO EMPLOYEES	NO COMMENT
3		2			
3	Yes, the Mayor proposed a pay cut to all City employees several months ago; however, we never received official word that it would take place. I understand my pay was cut but was never notified by the administration that it actually passed, the effective date, etc.	4	No.	Committees, etc.	Better communication about things that affect employee pay and lives.

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3		4			
4		2			Better communication and involvement between departments. Departments are too territorial.
1	Nobody ever tells anybody anything. You have to rely on rumor and gossip. There's no place to look for answers to simple questions about working here.	1	Nobody trusts anybody. People act like different departments are their employer, not the City as a whole.	Nothing. At least the current Mayor is trying, but employees don't need every press release he sends out. We need clear information about pay, benefits, policies, etc.	Put stuff on line. Keep us posted about pay issues and budget so we don't have to rely on gossip to find out if we're getting a pay raise (or cut.) We'd like to feel like part of the team but that's hard when you don't include us in decision making that affects us.
4	It seems that management knows information pertaining to employees much sooner than the employees are informed. When something impacts us, we of course want to know as soon as possible.	4	Sometimes employees don't realize who all the stakeholders are or they do not share information in a timely manner because they don't realize it is needed. However, in general, I believe there is a highly cooperative attitude among employees.	The intranet (slcnet) is a great resource. Making computers available in a common area (i.e. break rooms) for those who do not have desk jobs was a great move. Finally, I appreciate receiving press announcements. It feels better than hearing news from someone else or reading it in the newspaper. People expect that as employees, we're "in the know."	Make it easier (fewer clicks) to access City Council agendas and minutes. I know how to get to them but doubt most employees do, and often there is information that impacts us.
2	Mostly just being told about policies, plans that affect me AFTER everything has already been decided.	3		Every employee available by email/phone	Opportunities for employees to participate in presenting ideas, thoughts, suggestions for improvements, changes, etc.
4	I think this mayor is very open to transparentcy, but I believe some "inside" deals still happen	3	I believe it is City employees with hidden agendas that manipulate the system for personal gain or personal preference rather than the administration per se	I think SLC is well a head of most governmental agencies as a result of previous and the Current administration's attitude regarding openness and transparency	

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4		2			
3	Budget process still remains very secretive and people who should be involved in budget decisions, are not included.	3	Same as above.	Special assessments.	Include appropriate people in decision making process. If changes are going to be made, seek their advice, listen to their recommendations.Don't assume you know more than everyone else.
4	With all that has been done / attempted, it is apparent that the City is sincere in its desire to be transparent.	3			
1	Director of Airport does not care about letting employees know anything. She has NO time for employees. She makes changes without even finding about what the needs or problems are.	1	You find out things that have a direct impact on you from other divisions (the grapevine). The desion has already been made with out any Input from the people it has affect on.	We know what the Mayor is doing from press releases sent to us instead of from the press.	Have all department heads do the same thing for their department
1	Daily experience	2		Transparency is a farce. SLC should actually be focused on making commonsense changes. Transparency is only used to help the public feel like they have any type of input when in reality the agenda is already set.	If the "openness" was a tool for actual commonsense changes, then it would worth doing something about.
4	My supervisor is completely open with me. However, her supervisor is not open with her. This stops my supervisor from being able to tell people in other divisions what is going on, because she doesn't know.	4	See queston #2		I would like to see my department's budget, know how well we are doing, know what our goals are, know what is expected of me and of others in my department, know how I am being evaluated, know how I can improve.

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3		4		I recognize what appears to be considerable effort on the Mayor's part to explain decisions that affect employees and seek employees' input, as with this initiative.	No other suggestions at this time.
3	Staff often doesn't know what management is doing, what projects are brewing, or how decisions are made. Most also have limited or no understanding about city operations outside their immediate responsibilities. Often they don't know about their own department's stuff and seldom about anything anyone else is doing.	1	Everybody seems to think witholding information equates to having poiwer, so nobody wants to explain their own processes, rules, regulations. A lot of times it's like employees from different departments are enemies instead of on the same team. They don't want to help each other and even try to penalize someone not int heir group.	All of the city council stuff is available online. The Mayor's office sends press releases so at least we know what decisions he makes.	It's great to say all the information's on the web but there's no way to know what's there and there's no time for employees to actually learn about what's happening. It would also be nice if there were a way for employees to participate in decision-making other than 'tell your boss' because the bosses don't listen.
3	Information seems vague.	4	Atmosphere of discussions heard.	Started it to begin with.	
3	HR, benfits and other policies come to the employees after they have been finalized.	3	There can be "Kingdom's" within the City.	Web site	
3		3			SLC Corp used to feel like a family and it would be nice to see that come back

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2	I have been involved in official meetings where crime stats have been discussed and division heads have specifically stated "that" information cannot "get out". Recent information that would benefit city employees was specifically withheld...I was not informed why...only to not release the information. The city's manager's clearly have had an agenda with respect to benefit packages...rather than inform employees of a preferrence...a popular package is structured so as to be cost prohibitive for most employees.	3	Employees tend to be more transparent than management. Some managers are very good at keeping employees informed of direction; some are very poor communicators.	By taking an active role in community council meetings.	
3	The 1.5% pay cut for all City employees. The perception of fairness for the ignorant vs the fact that cutting airport employee wages added nothing to the City bottom line was wrong. I don't think the Mayor would have faced a rebellion by leaving the airport alone and stating the facts as to why cuts did not need to be made there. I think he was advised to take the east way out rather than truly support those he could have justifiably kept whole.	5		Information is easy to obtain - email and phone numbers for various departments are readily available.	No suggestion

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4	Elected officials who are scared to death of the vocal liberals in this city	1	The employees love to gossip and cannot be trusted with any personal information	Posting of salaries on the internet, good communication from the Mayor to the City employees in emails	doing well as it stands
1		2			
4		3			
3	Access to information can be challenging. You often have to dig around a bit to find what you're looking for.	4	Employees don't always feel completely confident that making candid comments will not adversely affect their position.	Web site is improving. Having an employee intranet may be useful in providing information that does not need to be generally accessible to the public. Interdepartmental communications are improving	Continue to focus on improving interdepartmental communications. Improve access to information via intranet for employees and perhaps have access to information for city contractors.
2	Point factoring of a position by Human Resources.	3	The majority of City employees takes an interest in meeting the needs of fellow employees and creates an pleasant environment.	Information provided on a web-site.	Honest dealings from Human Resources that creates trust with city employees.
4		5			
3		3			
2	working for the city for over 27 years	2			
5	my experience is that everything that i have seen is open and accessable to all	4	i believe that it really has opened up more in the last few years	athey freely info to anyone that requests it with any isssue	i believe that there are certain things that need to be keep more secure in government.

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1	The rip off of the Accela system	1	Since the implementation of Accela, employee morale is in the toilet.	Nothing, you cannot express your opinion without discipline. We have been told to "shut-up" about it, that's because they don't want anyone to know how much money the city has lost, especially "tax payers". Every employee agrees that we would not be taking a pay cut if they had scrapped this crappy system. Accela did not deliver on their promise.	The city has lost thousands and thousands of dollars implementing this useless Accela system that still does not work. You should check into it. Someone definitely received a kick back from it.
4	There is already a process for people to find information (Freedom of information act)Those who need information can obtain it.	4	limiting issues are; concerning contracts with organized labor, safety and security matters, and privacy rights to mention a few. There needs to be a balance to avoid violations of rights or disclosing matters that must remain confidential.	The city allows access through the freedom of information act(GRAMMA requests), public hearings,etc	How do you avoid issues when you are negotiating, dealing with sensitive matters, etc. we must maintain the integrity of the system, and individuals right to privacy when required. We need a clearinghouse that evaluates issues for appropriate handling before going out to the public.
1		1		no	
4	The availability of the Mayor's schedule	3	A few in our area are unwilling to share information for fear of someone knowing more.	Keeping City Employees well informed on the happenings in the City.	Just keep us informed as is the case now.
3		3			
2		4		Staff meetings -when they have to inform employees of what is going on prior to the press.	We all work for the city so we all should know what is going on.

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1	Information in general is not passed to workers. Changes to policies and ordinances are not presented for review or comments until after they are passed. When supervisors are asked questions you are told "we'll get back to you" and they never do. Or you are told "didn't you get a copy of the email" and when you say no you're told we'll forward that to you, but you never get it.	1	See above.	I have not seen anything.	Actually involve the employees in changes to policies and ordinances that effect their jobs. Just discussing things with higher level managers or superiors does not mean that information is passed on to the workers. Minutes from meetings should be sent via email to all employees. Everyone gets an email about when chair massages are being given, but you never hear about ordinance and policy changes until after they are in effect.
3	nothing specific	2	nothing specific, but knowledge is power.	meetings, training, benefits available.	email all employees policy and other changes.
1	"Old school management" is not open-minded, and of the opinion they're "above" everything and everyone.	1	To management, knowledge is power and the more they know, the less the rank and file know.	Having Ralph Becker as Mayor is good for starts. It's high time to get rid of management who's been in position for 10 or more years, they're tainted by previous administrations who believe in only the good of themselves.	
2	There are serious blockages of communication in Public Services. We seldom hear about things going on above us. I get more info from person-to-person exchange or intranet than from official Department channels. We almost never see or hear from Dept. Management.	3	Person-to-person communication is our primary method. Division management has allowed several cliques to develop and strengthen. The cliques effectively block openness and communication. The cliques don't help with morale either.	The use of e-mail is excellent. The Mayor's communications staff do a good job of informing employees about what is happening at the highest level. Unfortunately, not everyone has access to e-mail. The Becker Administration is easily the most open and communicative administration that I have seen in my 25 years with the city. I'd like to see Departments follow the example.	Push the openness evident in the Mayor's Office down to Department and Division level. Effective communication should be a major part of Department and Division Director's performance plan and evaluation. Thanks for asking for my opinion! I appreciate it.

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1		3			
2	Expenses on things thar are outrageous to me. Like food or treats every month value at hundred of dollars.	2	There is plenty on lack of trust around and lack of communication.	Not sure	Communication
3		2			
4		4			
4	emails outlining the mayor's agenda and major policy announcements.	4	Communication between employees via email, phone, etc.	Communicating policy, agendas and actions.	I'm quite satisfied with the current attempts at 'transparency'.
2	Waisting money on the Galavan center and the Leonard center and bike paths and taking money away from the employees who are struggling. Those things are a waste of good money in these hard times. Those things can WAIT!!!!!!!!!!!!!!!!!!!!	3			Ask employees for their ideas about saving for the city money instead of just CUTTING are pay.
2	Trying to obtain input or answers from supervisors	3	Territorial Kingdoms and the protection of same		

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3	I believe the transparency is there but people do not know how to access information at any level. I am a manager and when we discuss this topic in staff meetings, my employees don't even know how to access their personnel records let alone access anything from the recorders office. Perhaps some education on who provides what and who holds certain records would be helpful.	4	It's a matter of learning "how" and "where" to access the information. I believe that between divisions within departments there is comradery and accessiblity. However, when you talk about other departments outside of your immediate area, I find employees do not know anything about other areas of the City.	InfoBase, Intrabase, City's website.	Please consider and address in policy the need for privacy for employees. Our personal information is our business - not the media's or outside public's. It's sad when you access a website and find a person's name along side their salary - especially outsided of "key" positions and elected officials. I believe if information is requested, names should be deleted and titles given only. Unfortunately, at the lower levels, giving names, titles, and salaries causes friction and animousity between colleagues.
4		4		Our Director met with each division's personnel and discussed the issues with the upcoming budget reduction and ask for ideas/suggestions on how to save money. We all knew a head of time what may happen. That was very much appreciated.	
1	I don't believe the city administration cares about the employees, or their concerns or ideas.	1	We have some city departments gouging other city departments to stay ahead of each other		
4		4		The Mayor's Office is doing a good job at communicating the Mayor's goals. Much more so than with the previous mayor.	
3		4			

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4	Personally I have been very helpful answering any citizens questions and have never been repremended for doing so.	3	We get along quite well	We are all very helpful in sharing information.	Some fellow employees have wondered why an employee was let go so they would not make the same mistakes.
4		4		Web sites for different departments	
4		5			
4		2			
3		2			
4	There are certain things that should not be disclosed.	2	Again, some things shuld not be disclosed.		
2	The Management in CD dosen't work with the employees	2	You don't know how to talk with, that will not go to management.	none	Have people that want to work with the working empolyees
4	Working in the C & C building I feel I am more privy to information than say someone in the field working like park or maintainence personel.	2	cooperation and communitcations between departments can be frustratingly lax.	Access to webbased information such as HR, policy, ordinances, city council, etc.	I think better comunication between departments would help. Refering constituents is difficult if you aren't sure who does what in a department or who is likely to help. Even trying to work interdepartmentally can be frustrating.
3		3		Public Meetings; customer service initiatives.	Finances on-line; more interactive Web sites.
2		2			
3		3			
3	Yes. I'm unclear on what Trasparency really means. What does Open or Closed mean to me, and does everyone interpret it the same?	2	You are afraid today to even be in the same room without risk of somebody being 'offended' and you risk your career and livelihood. So people are very closed.	I am not familiar enough with it.	?

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2	SLC Corps unwillingness to evaluate fairly "like" areas around the country when complling wage survey data.	3	There is still a "turf" or " my department over your department" that exists today....... And always will exist.	Good lines of communication..... Can call and take with almost any city employee... one on on.	???
4	I think City Government is doing fine. Perhaps individual departments need to make changes.	3	I think anything that can be shared with employees to do their job to the best of their ability is pertinent. Withholding information so as to prove "who is in charge" is inappropriate.	I think Salt Lake City is doing fine. In fact, there is a lot of extraneous information that I receive that I certainly don't need. I am not sure why I need to know every move the mayor makes. Perhaps a link to where we can find it. I get enough e-mail and would rather not sort through information I don't need.	I believe some adminstrative persons need to stop keeping information "close to the vest" in order to exert power over those they supervise.
2	Closed meetings, old mentality between the "blue shirts & white shirts and that rules of disciplinary applied to Administrators and Subordinates are different.	3	That applies to my peers	Providing Mayor Becker's Schedule via a weekly email to all City employees.	I would like to see all administrators provide their weekly schedules to employees. More accountability from the top as it is expected from their subordinates. We're all Public Employee's - as a City resident -and employee, I would like to know more about what all the Administrators do on a daily basis.
4		3	We are in an tranistional period employees leraning what can and cannot be released.	We have taken the first step of acknowledging that we could be more transparent.	In programs offered to the citizens from all departments.
4		4		The intranet is very useful, although the search function seems cumbersome at times.	

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5	I read the book on transparnecy and went to the discussions. Some city employee's may not be very transparent or even care to help others or let them know what their job consists of by letting others cross train because they may feel having the power will save their job and make them more valuable.	2	Yes, I have seen it and on occasion it is like trying to break down a cement wall to enter their space or get information which should be given freely.	Mayor's weekly schedule is emailed to employee's. Decicions or news on the direction the city is going. City Council's agenda is emailed and on the Internet in general, google etc.	What the impact will be for all the projects and building plans since wages were dropped but losing money in a fiscal year may not be the time to build new buildings. Occasionally step back and look at the overall picture and when times are better then build etc. Hold off a little when we are in the red.
4		2			
4		4			Remember when working with fellow employees that we are on the same team and try to support each other when possible.
3		3			
5		1			
3	Our office is not in the City Building so we do not get all the information all the time.	2	In this economy people are afraid of loosing there jobs. They are not willing to share.	Email for the Mayors staff	Using email to get the information out. Word of mouth doesn't always work
4	no	2	people who are afraid to share their knowlege and experience to empower others	sharing budget issues	undecided at this time
3		3			
4	No	2	Some employees feel that they don't have time to find the information that is being requested by the public.	Most of city programs are open for public review and the majority of employees are willing to help the public find what they are requesting or looking form	Better educate the public and our employees on what they can ask for and what can be released.

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2	As an employee I really don't know what the Mayor's office is working on...or important projects/events/accomplishments of other departments.	4	The dealings I've had with those outside of my dept seem to be open and honest. There have been very few that have been questionable.		I'm not sure but certainly real time communication as to goals, objectives and accomplishments would be nice. The newsletter seemed to be outdated by the time it was published that it was not as useful as it could've been. I'd like the WHY questions to be answered more. Like why we're taking a 1.5% pay cut but yet there's hiring bonuses for positions that do not appear to be key. It seems as though LOGIC is not always applied and someone ends up suffering or the end result is not what it was intended.
4	To much here say	2	Job security	Weekly Public Schedule of Mayor Ralph Becker.	Monthly questionnaire answering rumors and any questions employees may want to express.
2	Too much reliance on consultants without ensuring knowledge transfer.	2	Allow employees who will be doing the work to participate early in the project/program/contract development.	Avaialability of info in the intranet and the outside media.	Ensure that relevant data flows down to the employees by requiring administrators/managers/supervisors report back their employees feedback/concerns.
2	too much double standards	4			change the hiring family memebers to all not just a few (special employees)
3		3		The Mayor always e-mails what he is doing or is going to do which keeps us informed on whats happening in the Mayors Office.	I think there should be more communication between government & the people they serve.
3		4			

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4		3			
4	I believe SLC is more transparent than in the past, but there is always room for some improvement.	3		This year, the City was more transparent in its dealings with employees than in the past during the budget process.	Earlier rather than later openness in the decision making process.
3	No	2	No	I think the transparency initiative is distracting us from our real work	We are expected to do more with less and for less money. This is not the time to implement new programs. Let's get back to basics.
4	I know how much City Employees do to try and assist the public to obtain any information that is not protected or privileged.	4	For the most part all the employees I deal with are very accomodating and helpful. There are some (asmall minority)that have a tendancy being territorial and forgetting that we are on the same side.	I think the website is useful and fairly easy to negotiate. I believe employees are encouraged to be helpful and forthcoming wherever possible.	I have no specific items to put here. I am sure as we work on this matter more issues will come to mind and this can continue to be a work in progress
1	How wages are determined, benefits always changing	3		not sure they do anything right	Show us how benefits are determined. Allow employees in on the process of how determinations are made for city policies and procedures.
4	Mayor Becker gives the impression that he is willing to address any subject openly	2	Only in dealings within my own specific work area the employees I oversee appear to have the impression that they are not told any vital information	Email updates to those in the city system are very informative	I would like to see town hall style meetings with higher ranking officials at public utilities and the water plants so that employees have the opportunity to ask questions to our leaders
2	our management focuses on the public and doesn't consider the employees. We hear a lot of information thru' the grapevine!	2	there is always some reason why certain things aren't discussed.	the web access to different depts. is great and HR website has lots of helpful information for employees.	Our management at the division level needs to change the way they communicate.

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5	Some decisions need to be made without concern for public opinion, but the reasons should always be made known.	5	In work related matters	Web provides good information	No idea.
3	I understand government can share all issues being discussed behind closed doors but I think if more employees had a voice in "thinking" decisions instead of the same people making the same mistakes because they have been with the city so long-- thy are not always right. Give the little people a chance to chime in every once in awhile.	1	?	?	?
3		2			
4		3			
3		4		When co-workers understand each others jobs enough to appreciate distinctions, demands, limitations, etc. it helps us work together and be better able to help customers though procedures. When this happens it is good.	
4		3			Coming to the City from the private sector, I'm amazed at how open we are (sometimes I wonder it not too open).
4		4			

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4	I live in Sandy, so I don't have as strong of an interest in SLC's initiatives. However, being an employee, I'm aware that SLC is trying to make the city government as transparent as possible, so I gave a higher score. If the option "I have no idea" were available, I would have marked it.	3	This is really difficult to answer. The City has hundreds/thousands of employees and I only work with a small handful. Overall, I think the airport does an excellent job dealing with each other.	They make public our expenditures.	I think the "average Joe" does not think about this topic very much. As long as the City has made a reasonable attempt to make their decisions and dealings public, or at least have a number to call to ask for more information, that would be sufficient. I'm not sure all of the effort put into this project is really worth it. Are there really that many SLC citizens asking for more information? I commend public officials for wanting to make things "better", but this topic is just not something that concerns me.
3		3			
4		5			
3		4			
4		3			
3	I cannot understand why certain projects receive millions of dollars (Gallivan) and how employees must take a cut in pay.	2	Middle management does not usually pass down information.	We receive numerous emails regarding every move that the mayor makes.	Being clearer about budget committments would help me understand green days, bike routes, art grants, ect.
1	Discussion of benifits	2	NO TEAM WORK-Everyone for themselves	Nothing. We get more information from the newspaper than the city	Don't make decesions on employees benifits without informing employees first-way in advance
4		1			

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3	must get permission to talk or send E mail to mayor. This is intimidating to employees and can serve as a punishment from above. You want to do what? Why?	1	we're a family here and act like it most of the time	new fire chief is very open and I think sincere with his honesty and concerns. You get a do over with him and it helps.	Let our chief make the changes needed to take this department to great things for citizens needs. By cutting budgets every year you are hurting changes that he can make to give better needs & if needed cut areas that are not going to have a direct impact in safety for citizens in need.
4		4		email	
4	no	4	no	no comment	no comment
3		2			
3	The city does a reasonable job of sharing important information effecting it's employees.	4	Employees seem to be fair with one another.	Sharing information	Don't empower employees that have their own agenda.
5		4	My interactions are fairly limited to my own department. I couldn't comment city wide.	I really like the mayors efforts to show what he is doing with his time.	Better communication and respect for policies already inplace between departments.
4		3			
3		3			
3	I'm a new employee and mightnot be completely familiar with the way things work in the office. People have been welcoming and fairly open with me, but there hasn't been any discussion or encouragement in regards to transparency.	4			
2		3			

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3	Accela Program - - management has not been honest and up front with the program with employees or the general public.	2	Employees in our department are reluctant to talk to each other.	The mayor keeps the employees informed on his daily activities	To be honest and realistic with employees regarding changes to everyday work activities and data base programs
2	Bonuses or raises given without budget approval	3			List city salaries on the city's website, and list separately and bonuses paid (including money, any money-equivalents, time off, etc.)
1	A "shotgun" approach to soliciting inout and conducting research that places employees in the position of duplicaing work for seeverasl people of finding other employees tasked with doing the same work.	3	Employees rely on previous personal relationships to work through conflicts but a lack of understanding of the larger goals contributes to isolation of divisions and workgroups as managers try to protect their "territor." The exchange of information has almost stopped in my department because people are nervous about saying too much about changes that may ne occurring. Trust has been errided and morale has suffered.		The Mayor's Office should allow managers to supervise employees and not undermine relationships by making assignments directly to employees. Department changes should be tested with current porcedures to identify and resolve conflicts before they are instituted. Task assignment should be given to a Task Force instead of individuals to prevent overloading middle management with multiple requests for the same research and information.
3	benefits	3	fear of retribution		
3	we are not told why some personel are on administrative leave at the fire department, we know that most of this type of info is sensitive, but at least let us know a little to keep it from the rumor mill.	4	is this question aimed at pier to pier?	our new chief is E-mailing a lot more info than previous admin.	

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3	the current administration is more open to transparency than the last. I would give the last mayor and administration a 1, or not transparent.	4	It has been my experience that employees are quite open with information and willing to assist each other when necessary.	Sharing the mayor's agenda, being willing to obtain public input before community decisions are made, being open to suggestions.	Collect information from deeper within the organization. Employees will often have great ideas of how to solve some difficult issues.
5		2			
4		4		I believe employees are better informed of what City government is doing that we ever were before and I hope this trend continues.	Continue to request employee input regarding important issues or that will effect us in any way.
3	I see that there are some efforts to be good communicators. At the same time, there is a culture of not knowing how best to communicate, both within the city and with our constituents. If city employees are not given the tools to be clear and effective communicators, then it's very difficult to interact with the public in a transparent way.	3	See above.	I think leadership within a division or department has a lot of influence on transparency, and there are some manager who encourage their employees to follow best practices in this area. I think some people would forget that we are public employees if not reminded. I also think that some departments look backward for the best way to address issues, rather than looking forward. Some of the best managers I've seen have made mistakes, acknowledged them, and then adjusted their policies and procedures accordingly.	I think that encouragement at a personal level, training and examples by leadership would certainly advance this issue. I also think that the word "transparency" is used a lot, without a real sense of what that means in a day-to-day setting.
3		2			
1	Ya....the 1.5% pay cut!!!! and being forced into volunteer overtime groups	1	When calling other departments outside the police department...there is nothing available "after hours" (3:00 pm..everything and everyone is "not available" til the next business day	Nothing	Sending emails regarding the mayor's schedule...how to "go green"...diversity..lunch hour concerts..etc...need to be put on another forum....not on the city employee email system.

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1	Pay cuts while huge capital expenditures are being made. Bonuses and new cars to management while Shift Differential is being taken. Insurance premiums rising while pay is cut. Mayor refusing to meet with Union Pres or even answer emails, sending his henchmen instead, ie. <names of persons deleted>	3	As with anything in life and human interaction, sometimes its great and flows, sometime not so much	I don't! I feel like the hierarchy only has the agenda of its own longevity and politics in mind. Its pretty obvious when the employees are being penalized to promote the management's agenda and taxes have not been raised in a very long time that we, the employees are being used to further the careers and political ambition of a few. The burden and accountability is everyone's to bear including the constituency. Much like the rest of corporate America, Management is forgetting who works hard to provide the continued success of the City. Taking away from the employees who are dedicated and committed to making the City great is creating poor morale and a decline in the quality of work and employees available.	Take accountability to your dedicated employees, not just keeping your tax payers all warm and fuzzy. Respond to emails from concerned employees. Take the time to know your employees not just your politics. There are amazing people contributing to the greater good for the city. Don't continue to take from them with no recognition or gratitude, they will eventually leave and take their amazing talents and their contributions with them. It would be fantastic if I could count on management at all levels to actually BE their word and an open door policy truly was. Thank You
4		3	some information still seems "classified" among employees - information is not shared, but it may be because no one asks for the information.	the Mayor lets employees meet with him, we are aware of his schedule, and more City meetings invite the public to participate in the decision making process	
3	There are too many issues and processes to keep track of thoes that may impact the individual, Thats life. A genierial listing of topice and issues would be a good referance.	5	The working group, base line of the city depend on each other to get thing done. The administration always has it indivisual agenda and competition with other administrations and therefore do not.	It has an honist attempt to be open and try to hit a continuously moving target.	More publications and open media info rather than the upper level fast paced Electronic E-Government.

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3	Communication up-down-laterally needs improvement and for those recieving upfeed to remember to provide response that will enable the workers to adjust, improve or redierct their efforts.	3	The Anderson era still has people uncomfortable being candid for fear of loosing their jobs.	That Becker's initiative recognizes the need for open bilateral dialogue to achieve all city business is a wonderful start.	An transparency/communication ombudsman to ascertain the fluidint of communication up and down the line as wel as candid feed back from voices that likely will not be heard unless there is an ombudsman.
4		4			
4		2		The Mayor is willing to listen to all employees	
2	Nothing ever gets donw. We take classes but I think they are just to say we did them but they don't follow thru. With harressment.	3	Same as #2	Some up management do listen. SOME	Listening
3	I appreciated the initial information regarding possible contributions Salt Lake employees could make to helping solve budget problems. However, I was surprised that the decision was made to temporarily cut salaries. It was my understanding that was not a preferred choice, and when that was chosen I didn't hear the reasons for that choice.	4	It seems as if employees will readily discuss with one another their likes and dislikes about being a City employee.	Making an effort at the very least, to communicate better with those offices, such as ours, that are not located in the C&C Bldg.	Since we no longer have the "Official Rumor" I would like an online news site to read about what is happening with employees, but mostly what is happening in City government.
4	We can always improve. It also seems that some supervisors don't pass on the "big picture" to their staff even though it would help everyone feel better about the role they play.	4		The city's website is quite good for posting and finding info. Planning's monthly open houses are a nice way to provide info on an informal, yet regular basis.	I think the open government analysis reports we just completed have identified areas that need to be improved. We should all implement changes to the dificiencies we noted.

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4	Some details come out in the media before being given to departments.	3	Employees are attempting to work more closely together but a lack of understanding of the other departments policies and/or procedures sometimes hinder the discussions.	SLCPD's website	I feel that they are doing a good job at providing "openness" to the the City government at this time.
3		2			
3		4		I think Mayor Becker is very open with his Schedule and he also keeps people informed with things happening in City Government.	Make aware of things that are going on in the community, and keep people informed of things that can or will effect them or their communities.
3		4		Public meetings and website information	I think it will change and open up as we progress with the transparency project
4	Having staff meetings each week to discuss what each person is working on is a great way to communicate what the government is doing and creates a transparency.	3			
3	I know there are subjects that clearly require less transparency, for various reasons. However, I feel that most issues are fairly transparent.	4	Most of the employees that i interact with on a daily basis, are open and willing to discuss current happenings and other subjects relating to the job as a city employee.	The city involves constituents and employees in public open houses to discuss the budget, Public Safety Complex, etc. They are willing to discuss their ideas, concerns, questions, etc with the public and want to receive their input.	I think Salt Lake City does a good job informing the employees about what's going on. They may not know the details, but they are aware of the broad idea.
4		3			
2		2		Talk about "transparency".	Incentives and rewards

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1	I learn more from the SL Tribune about issues in SLC government, than I learn from management	2	I hear about decisions the mayor's office has made about the budget and/or employee policy changes from employees of other departments, rather than hearing it from our own managers	It's easy to find: boards and commission meetings, minutes, agendas, member info; Salaries of employees; city council info (meetings, minutes, agendas).	involve the employees in the decision making processes, especially when deciding to increase insurance premuims, decrease insurance coverage, and cut wages all in one year. If the budget crises is going to be put on the backs of the employees, at least include them in the process. Learning about pay cuts, and insurance premium increases/benefit reductions from co-workers in the bathroom, or by letters from PEHP, is not cool. Especially after learning it would have only required laying off 100 employees out of 3000 to avoid drastic negative impacts to all 3000. Sure 1.5% doesn't sound bad, bad add that to two years of insurance premiums doubling and two years of prescription drug co-pays and doctor visits doubling, and it places a significant burden on all the employees. There are so many employees that don't want to be here, and don't do any work (i.e. <names of persons deleted>, <names of persons deleted> and half the planners). It's no secret these people hate their jobs and don't work, so why keep them, at our expense????

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3		2	I seems to me that employees may not understand what it means to be "transparent" in their dealings with other employees.	The providing of information via email regarding the mayor's schedule,any declarations, announcements, etc. gives me an opportunity to know a great deal of what is going on with this administration and our city in general. I have many opportunities as a citizen, as well as an employee,to be informed. I love that about SLC government.	I would like to see SLC help employees better understand what transparency is, and how they can apply it to their jobs in dealing with the public and fellow employees.
1		1		No communication within Department	Have the Director be avaliable more. She is always out of town and doesn't care about employees.
1		2	One department has no idea what the other department is doing.SLC spends money redundantly whith no reguard in streamlining it's daily operations in a more efficiant manner.		simply put, better communication!
4		3	It depends mostly on the specific individual. The administration of the city and it's departments may influence some individuals but anytime there is politics involved people are guarded in their openness. Whenever there is competition (for promotion) many people are afraid to give the edge to their "competition" and will not be very open. I do not have a good answer for this as it is a person's own moral compass that dictates their response.		

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3		3		Open door Policy	Better Communiction with projects being done in our area of work. Seems like we are the last ones to know what is going on. Its getting better but I think we still have some work to do.
4		4			
3		2		Mayor's weekly schedule.	ordinance in draft form available for public comment
5	Advertising by the City	5			
3		3			
4		4			
2	PROBABLY THE MANAGEMENT WITHIN MY OFFICE.	2	PROBABLY AGAIN WITHIN MY OWN DEPARTMENT	I DID LIKE WHEN THE BUDGET ISSUES AND CRISIS WAS HAPPENING I FELT LIKE IT WAS COMMUNICATED WELL WHAT WAS GOING ON.	I DONT LIKE HOW IT SEEMS LIKE SOME PEOPLE KNOW EVERYTHING RIGHT AWAY AND OTHERS IT TENDS TO TAKE TIME TO TRICKLE DOWN TO. I FEEL LIKE THERE IS A LACK OF FAST COMMUNICATION
3		4			
3		4			
3		4			
5		4		The mayor sets the lead and we all follow	
3		3			
3		3			

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4	No	2	there is not good communication between employees. everyone want to push their thought without listening others	this survey is one of them. but we just do the survey and find problem is not enough, how about the solution.	Definition of Power
2	I do not believe that during the budget season supervising personel are open with their employees as to what options are being discussed in regards to lay offs, fuloughs, etc.	2	At this time more then any other time in my employment people are scared and are becoming more and more introverted and suspicious		I believe that during the budget season there should be more open adn frank conversations as to what options are being explored so the employees can be better prepared for any negitive outcomes
2		2			
3		2			
4	No. Just how I see things.	2	There is a long standing belief that the more you control the more job security you have. Employees tend not to share job knowledge for fear of somebody else taking over their job.	I've been around 8 years and this is the best it's been.	I think we are on the right track and should continue on as planned.
4	All emails I receive about what the Mayor is doing.	4	Email makes this very easy.	Emails	Not sure what else they could do
4		4			
2	Mayor Becker's nogotiating with the police department.	2	I dont see a lot of communication with other departments besides recieving useless emails from "going green" departments.	They have a decently run website however most searchable databases are confusing and not user friendly.	I would not like them to show specific information on any of their employees.
4	How the budget reductions were made and why.	3	Sometimes it is difficult to obtain information needed to complete work on time.	Web site information, broadcasting of meetings on SLCTV, Mayor meeting with various departments throughout the city.	More meetings between city employees and the their department dirctors.

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3		3		I think that most Supervisor's have an open door policy which I believe helps.	By allowing more input by employees not just selected individuals.
4		3		Various websites that the public can access.	
2		3			
3	I work at the Airport and I don't feel as though we get all the information that is given to those who work downtown.	3	I still feel that there are times that the communication is not there and not everyone knows what is going on.	Communicate more with all the city employees, there are some that do not have access to emails or to a computer.	More input from more employees
5		4			
3		3			
3	I work directly with the public. Citizens often notify me of recent events within other departments. I find that the best source of information is either the newspaper or minutes from recent city meetings that I have emailed to me.	4	We do seem to count on each other to stay abreast of new information.	The creation of the Buzz Center within the Building Permits department.	A weekly newsletter might be effective describing more then just recent initiatives from the Mayor's office.
4		3			
3		2			
3		1	some people don't get along and should NEVER work together or be forced to work together.		get rid of people who don't do their jobs and sit on the phone ALL DAY ON PERSONAL PHONE CALLS.
3	Communication is not great	3	Poor communication and departmental competitiveness.	Good within each department but not outside of departments.	Better communication, especially with satellite facilities
3		3			

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5	to much is wasted on sending emails of every little thing the Mayor does. Can it be posted somewhere so those that are intested can find it and those that aren't don't have to receive it.	3			
4		3		meetings well publicized, can access and receive copies of all public record items	do away with "closed sessions" during meetings
3		3			
4		4			
1	never am told what is going on in my own dept.	3		I read the local newspapers and that is how I am informed of what is going on in the city.	Educate managers.
4		4			
3	have no idea what the word transparent means in terms of job relations - it seems to be merely the buzz-word du jour	3			
4	It is a lot nicer to be able to bring concerns rite to the mayor or his staff with the meetings that they have setup. We have never had that before in the 15 years that I have worked for SLC. Thanks	4		They do a good job in holding meetings with the mayor or his staff in a relaxed setting where employees can feel comfortable attending and saying what is on there mind without the posibility of retaliation. Thank you for that, just keep it up	I would like to see someway that they let eveyone know about what issues are being brought to the table and being worked on because if something is a problem in one department chances are that it is throughout the city to some degree. Maybe posting the minutes of the meetings in an e-mail form or new buliten boards like the union uses to get info out.
2		2	no	great HR dept	

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3	nope	4		Newsletters, freely talking to each other.	Updates from management. Even if they say things like "no real changes, if there are though, we will let you know"
2		2		intranet is about it. Otherwise, not much.	Creating an environment where employees can state opinions on city issues without worrying about repurcussions from management, other departments, etc.
3	I speculate that I could obtain 50% more information, but I'd have to research it myself.	4			I'd like to see a one-stop-shopping site for City initiatives instituted, initiated, and contemplated. Make it sortable by department and have an area that shows which departments are working together on initiatives involving multiple departments.
4		4		website, Channel 17, minutes, agendas, ListServ, open houses re new ordinance/plans, handouts at meeting, neighborhood meetings, community workshops	
3	Communication stops at an upper level.	2	No trust with upper management	Upper management is open - it does not get down to the employees. Half truths, rumors and gossip start.	More communication / information on a set timeline to all employees on topics that relate to all employees - health care, salaries, training, management flow chart, budget and ect.

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5	I feel that if a citizen or customer requested information regarding Salt Lake City Corporation, they would easily get what they were asking for in a timely manner.	4	I feel that communication between departments isn't always as open as it should be.	Within my own department, I feel that we work as a team in order to research and provide the best information available to anyone requesting it.	I would like to see better communication between departments as to better serve the community, as well as make it a much more productive and enjoyable workplace.
1	We were told the city had no money and we all had to take a pay cut. Then the city announced that they were spending 7.5 million dollars on the Galivan Center. I guess we now know what happened to the money the city took from its employees	3	?	?	Tell the truth to its employees

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1	Bid process for equipment. Why certain thing avoid a mandatory process. Uniforms for example did not go through a bid process. The reason given was because only one retailer had the model number we needed, si there was no point in asking anyone else for a bid. Yet when the one retailer could not supply the uniforms in a timely manor, they called the other retailer and purchased the uniforms from them to sell to us. The same retailer would have sold us the uniforms at $5 a peice cheaper. This would have been known had a bid been done. The coats were bid out from the city and west valley. The lucky retailer won our bid for the coats, yet the unlucky retailer was able to get the West Valley bid. It just appears back are being scratched. Other issues have come up as well which may make this far more alarming than I have time or space to describe.	3		I don't, I feel we are the last to know. When the cityh raised the vehicle fees, we had to discover it was happening in the first place and the Mayor's response was, "oh sorry, rookie mistake" and then it was implemented.	Actually provide openess not just tell everyone they are. This is all fluff. The city is open when they are forced to be. Bring out the information on everything before someone has to ask for it. When a flaw has been discovered, step back and address the issue, like the car fees, listen to all sides before making a decision. Don't just rush it through because of some bogus deadline. Deadlines can be extended.
3	Decisions being made behind the backs of employees.	3	Employees acting like everything that is done is a big secret. Employees are not always allowed to make their own decisions, even though their way of doing something might be a better way.	The only thing I can think of is the expenditures that are placed on the City's Web for people outside of the City to view.	To be able for employees to make suggestions on improving certain situations and the supervisor or director doing something about it instead of letting it go in one ear and out the other.

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3	No	3	Most employees are afraid to express their true feelings & if they do, they get reprimanded or someone files a complaint against them.	They at least listened instead of laying off this year.	
3		4			
4	delay or lack of communication vertically and horizontally	4	delay or lack of communication vertically and horizontally	having the intent to be transparent talking about transparency creating a process and plan for transparency	continue in the planning and implementation of transparency more rapid communication intra office
4		4	Some issues can no be discussed because of legal or confidentiality issues. Generally employees are given information they are entitle to receive.		
5	Soliciting the input on the Public Safety Complex from the public, specifically the location. I feel they will be more likely to vote for the bond if they feel they have been part of an open and informative process.	3	I would like to see upper management sit down with those under them that they work with and inform them more of crucial things going in a division or department.	I am very satisfied with the openness of City Hall.	They are doing a good job as a city government. I think more openness within city divisions and departments would be a good idea.
1		1			1. Answer to questions 1 and 3 are unknown because transparency is undefined. 2. Use the intranet more effectively. 3. Make the internet more visually friendly and provide appropriate information
5		3			
4		4			

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3	not that i can think of	3	i try to look at all sides	I don't know haven't used it yet. It is nice to know that its their.	I don't know haven't used it yet.
3	Not specific.	4	No	The mayor's e-mails on what he's doing.	Let us know more frequently on what's going on with issues that concern us like wages and retirement and health insurance.
2	Decisions are made or not made by directors without input or regard to employees or what they need to do their job or what been promised.	2	every department is secret to what they are doing. no communications with other departments	Every one can see policies and contracts to under stand what's going on	directors who comunicate and keep promises
3		2			
4		4		Mayor Becker has open meetings. His schedule is made public. He asks for public opinion on specific topics.	More information on thier website regarding the budget process (where do the funds come from and where are the funds spent)
3	council has final say in budget issues ie. 800 south corridor, a waste of taxpayers dollars	3			
3	Secrecy during union negotiations. Nothing remarkable regarding efforts to gain employee input.	3	practicality often limits openness.	keeps going stream of information releases about city goals, projects, etc.	Already open enough. Practicality limits.
2	The communication is not very open or availiable. Right now there is no trust with government	2		not much	putting better people in leadership possitions that are not into power and control. Good motivational leaders
2		2			
3		4		Reports posted on the internet, electronic notification of city council meetings, etc.	Better communication between city hall and individual employees

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3	Salt Lake City is not hidding the information, but the information is often scattered and not easy to find.	4	The departments that are on Accela are better at communicating with each other. Departments outside Accela are not as transparent.	A tracking system.	Improve its Website.
4		4			
2	THE MAYOR NEEDS TO KNOW THAT SEASONAL EMPLOYEES NEED TO WORK 12 MONTHS OF THE YEAR, NOT 11 MONTHS BECAUSE THE CITY DOESN'T WANT TO GIVE EMPLOYEES HEALTH INSURANCE / 13YRS NOW I'VE HAD TO TAKE A MONTH A YEAR OFF AND NO HEALTH INSURANCE / I DO THIS ONLY BECAUSE I LIKE AND WANT TO KEEP MY JOB / BUT IT IS HARD TO LOSE 2 PAYCHECKS EVERY YEAR / FINANCIALLY IT IS HARD TO RECOVER FROM THE LOSS	2		THE MAYOR NEEDS TO HELP HIS SEASONAL EMPLOYEES NOT JUST THE MINORITIES, GAYS ETC. WHICH HE HAS DONE A GOOD JOB FOR THEM	GIVE ALL EMPLOYEES HEALTH BENIFITS
4		4		the EDS system for Travel, meals,training is on the city's web page for all to view.	
4		3		I think it was good when the Mayor went and visited all the offices and wanted to know what comments or questions the employees had.	Some of the bosses and surpervisors are afraid to let anyone know what they are doing. Say if they go to lunch, they should let the people who answer the phones that they are going to be out. Well they don't. And it makes the people answering the phones seem like they don't know anything.
3	no	3	no	website info and other electronic media	nothing specific

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2	Practices may be less transparent than the document committing to transparent processes. My community council rep and his assistant made no direct replies to calls or email between the last week of April and mid-July 2009 regarding a proposal I was actively engaged in the community about - in spite of the direct relationship between the council members RDA chairmanship and RDA questions about the project. Investigating online RE: council minutes was unproductive - likely operator error on my part since it was somewhat unclear how to conduct the search for the project (proposed Universe Project).	3	It is not clear how or who I may be interacting with - going back to the council representative for example. Who knew the working relationship would be conversations with the assistant by phone, and screened email also via the assistant?	The mayor's office is working diligently to show an open face and make honest statements about the Mayor's interactions and public commentary. It can be hard to overcome perceived barriers however, for example, provide information up front RE: criteria for evaluation, rather than after asking for public input when the public questions focus largely on unanswered questions about information that has simply been held back. Most of us strive to make informed personal decisions - using what we have at a given point in time; not asking for perfection. A good example of this is the perception decision makers had about why residents objected to a rush to create firebreaks in City Creek Canyon. Most knew about the stream assessments and their value from July 2008, but none of this information was referenced by decision makers as informing their decisions RE: cut backs and riparian corridor preservation. Left hand and right hand do need to work together; and the residents are not a "third hand." We are paying attention to many civic details and we are actively engaged. Do make sound decisions we need transparency to provide good up	Make searching and using electronic interface user friendly. Provide assessment materials so members of the public can test how well they function in settings like the library - not all active citizens have access to privately owned computers. Don't assume the age, gender, ethnicity, race, religious interests or economic status of citizens. If you need to provide instructions in Spanish and English to engage specific neighborhoods please simply do so - don't ask for thanks for having thought about it. Obtain funding and do it. Many new citizens in our community (SLC County & City) are refugees. If you are targeting groups to increase involvement work with local news agencies and radio to get the word out - the unhelpful policy of news print providers like the Tribune; who target neighborhoods with a paper section, but don't provide all papers with information about all neighborhoods, deprives adjacent neighbors of information RE: worthy ongoing projects on interest that are fulfilled or in process. This cuts off information that the city then needs to espouse itself to the citizens because local media do not provide this level of service to citizens any longer. This may require a better

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front information.

array online for "City wide cultural information" - with links to adjacent city information. Much of the issues related to the Jordan River, and it's development in SL County could be treated to this type of communication improvement, enabling citizens to be more engaged in issues "about the length of the river." The same goes for UTA bus and rail routing. Citizens all along the corridor may have wanted to provide input RE: known safety or beautification issues for the Airport line, but it was "limited to the immediately affected areas. This also limits the experiences and knowledge neighbors can share with each other RE: business impacts, safety improvements, blight issues, etc. Truly open and transparent government processes must seek to unite informed citizens to prevent people seeing location as a lock it issue. We share air, water, sky, etc. Arbitrary mapping boundaries need to dissolve a bit for better decisionmaking about cross city and cross county needs. Good on Mayor Becker and his staff for seeking to bring out the best in the communities greatest resources - the minds and experiences of the residents (not just the citizens). We can better shape our future by

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					sharing leadership and initiative. It is past time to put aside the closed door deals made by and for limited land use beneficiaries.
3	I feel like it has improved greatly since I started where I would have marked it 1, but I think we are better. I don't think I would want it to be a number 5, so in my thinking tops is number 4.	3	I would give the same reason as number 2. I have had meetings with other departments in the city and it is helpful to try to get on the same page and support one another, but it is a slow process.	I think a big thing was letting employees know ahead of time about the payroll cut. I think letting the public give some voice in a public safety building is helpful. I like the weekly know what the mayor is doing. I like the monthly open meetings that the Chief of Police has with the various units in the department. I think these have encouraged responsibility down the ranks as well as understanding what the different units are doing and that allows us to support one another better.	I think that having a better understanding of how things work with the other departments in the city that you work with can be a help. For example: Why does the Justice court need this? How does the set up we have in play affect the justice court and the public? We have a few projects with others in the city that are still in the making and so when these get completed, I think that will help. Again sometimes it is slow in the process depending what priority is placed on it by all those involved.
3		3			
3	Finding out about changes in our department from the newspaper instead of from our management.	3			Letting employees know about changes that will effect their department.
3		2			
4		3	It sometimes seems that policies in my department are changed with no input from employees. Maybe that is okay since managers have to make decisions, but we all feel better when we have some input in the process.	I like the emails from the mayor's office. Also, the other departments send out email information on a regular basis.	
3		3			

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4	being kept informed of Mayor's doings and council decisions via email.	2			
1	I worry about use of fear mongering to achieve administrations goals. An example is the unfounded claims promoted by the Mayor's Clear the Air Challenge. Please share the formulas used to determine how much air pollution was reduced in pounds for each mile not driven by those who participated in the SLC Clear the Air Challenge. The Mayor's report states that 1.7 million pounds of emissions (I assume this means harmful particulates) was not released into the air as a result of the 1,013,172 miles not driven by the participatants. If a gallon of gasoline at 72 deg. F. weighes approximately 6.25 pounds, than the average vehicle would travel only 3.68 miles per gallon, and that assumes that 100% of the gallon of gasoline was released back into the air as a harmful pollutant. Gross Exagerations like this deeply weaken my trust in administrators. I can't see the promised government transparency for the smoke and mirrors.	2		It is nice to know what the Mayor is doing hour by hour, but it is not relevent to my work.	More openness in the development of the City's budget. Why are enterprises like the Airport so tethered to the City's budget when the FAA does not allow co-mingling of Airport and City revenues. Salaries specifically are an issue. How does the City budget shortfall benefit from the Airport employees 1.5% pay cut enacted by the Mayor? What happens to the monies withheld by the City from Airport employees payroles, if the FAA will not allow these monies to go to the City's General Fund or any other City fund? A clear, concise and honest disclosure from the Mayor seems appropriate if transparency is his ultimate goal.

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3	Unless an employee is directly involved in a project, the first time most employees hear about what is going on is when the press report issues. We could do a better job of internally discussing projects and progress on those projects.	3	Convincing people in certain departments that sharing information will be better for everyone is often met with withholding information until a supervisor is enlisted to help obtain the information.	The way City Council meetings are noticed, the agenda and minutes provided, and the recording provided on the internet.	I would like to know more about what people are working on.
4		4		web sites are generally easy to follow and gather info	
4		4			
3		2	Right hand does not know what the left hand is doing.	Mayor schedule	Better Department coordination
2	privacy	3	past dealings		
2	Lack of information sharing especially when it comes wages and compensation. ie; the Mayor glossed over the fact that the 1.5% pay reduction also included merit steps.	3			
4		4			
1	Things regarding benifits, layoffs ect.. seem pretty hush hush untill they are put into effect.	5			It seems to me every incoming administration has it own little buzz slogan from "right sizing" to "transparency" to me it's all just lip service.
4		4			
3	There is openness around programs, etc. but the overall vision, mission and role of employees in city government is vague.	4	one receives openness if one is open - there seems to be some departments who carefully guard their work so team building is difficult	electronic information is great - could be more specific to employee/department issues	place everything in the framework of serving the public and each employees role in both public and each other services

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5		3			
4		4			
1	The fact that my pay has been decreased and on top of that I am not receiving my merit increase without any say in it whatsoever does not seem very "open" to me. Especially when money is being spent on many other unneccesary things.	1	Same response as question #2.	I don't know enough about the issue to make an informed comment on this question. To be honest, it just isn't that important to me.	"Openness" and "transparency" are not what are important to employees. Not having money taken away from them is what is important to employees.
4		3			
4	Within the City, if an individual wants to know more about a specific topic and has the time, i think most City employees would be willing to answer questions and help them.	4	Same as above.	Not sure, it seems fairly open if someone wants to know the reasoning	N/A
2		3			
2		3			
5		5			

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2	willingness to share information or time to share it.	4	Union contract makes it clear	I am not sure I understand what needs to be transparent. The workings of finance, hiring or promotions. I like the way public opinion was listened to about the location of the new police building. Such an outcry from the public about not having it next to the library. When the city decides to make a policy adjustment or some changes in the way things are done. Give it publicity like the police department incident.	Let it be known what you are going to do next. I think the elephant can dance better when more people are informed, but this takes forethought and time.
3		3			
2	Things are said and the truth is another matter.	3			When negoitiations are held regarding contracts the media should be invited to attend.
3	none	4	no		

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1	information is rarley passed from top to bottom and vise versa. the lines of communication are so murkey that we as an orgonizatiojn will waste millions just in miss communication.	1	our departmemnt deided to be ahead of the curve and start ordering smaller more efficant vehicles with out considering the job each person or crew may do. it would be much more efficiant to empower each employee to see if they can make a measurable impact before makeing changes that impact more than just comfort. let me ask you would you tolerate an office with no AC, plastic crap chairs reminant of school days, and no place to store more than a box of supplies??? some of us spend our days in a vehicle, and alltho they are a direct measureable source of polution, the larger space that you are heating and cooling impacts every bit as much.		i want you to share a standardized vision for the future of the city i want a buyin from management and a buy in from the employee. with out the bottom supporting the top you will never acheave a foundation worthy of sustainable sucess.
2	The decision regarding the 1.5% cut on employee salaries	3		The current initiatives help.	Some of the budget decision open the question of how transparent the entire budget process really is.See comment 2.
4		3			
2	I hear information from other employees and not from city leadership when decisions are made that effect us.	1	There is a culture of "doing things the way they have always been done". Managers keep issues effecting their employees to the management and normally don't communicate why these decisions are made.	At this point I have seen nothing that provides openness or transparency.	Meeting minutes more easily accessible, open dialogue with department directors, and approachable mayor, city council, department directors to explain why decisions were made that effect employees.
2	I'm not allowed to talk about it!	2			Equal treatment with employees.

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2	I'm often informed "un-officially" well before actual information is released.	2	We work in a culture of deep history between departments where trust has been eroded and the retention of fiefdoms have become rampant.	An attempt is being made with publications from certain departments, but that form of communication is slow and typically hard to conveniently digest.	I would like to see an open forum where online where issues could be discussed and then a synopsis published for reading as issues are given official response
3	I dont know anything so is it open?	3	every one is trying to get something from some one in stead of helping one a other.	e-mails of city polices.	for me get invaled more.
1	The decision being made by the Mayor and the Council....pick one	3		Telling the news media about your decisions before informing the people they effect like the employee and their families.	Actually have an advocacy group where the empoyee and their families can go with complaints, ideas, etc. IF you really want our input you should listen to it and follow it where it is honest and just and right. The work force's perception is the work force's reality. You have nothing without them yet you continue to crap on them OVER AND OVER....grow some guts and raise taxes that haven't been raised in years..keep up with the times....Actually have the employee's needs in mind as well as the citizens. This is government, the citizen ARE expected to pay for it's service..We should NEVER have to cut jobs or wages if it was managed with integrity instead of political aspirations....YOU MUST STOP balancing your budget on the employee's backs.
4		3		our supervisor tries to keep us informed of what is going on at the airport.	more info on planned changes

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4		4	People are people and somtimes differences can cause a littl conflict, being open to others different opinions helps dicrease the conflict		
4		4			
5		3			
1		2			
4		4			
1	Most of the recent filled positions "seem" have been made to give the senior supervisor raises, not for operational needs	4		I think the decisions and policies made by the mayor are available for inspection	I don't know, Your not ever going to please everyone and I'm not sure how much time you should invest into trying
1		3			
4	NO	4	NO	MAYORS INTERACTION WITH EMPLOYES	NEWS LETTER ?
3	The Public Saftey Building.	3	Job security.	Benefits.	I'm not sure but, I like what I see so far.
4		4		Under Mayor Becker's leadership I think that most employees feel that they can speak openly about how they are treated and the direction the organization is going.	From a Law Enforcement perspective I feel that we are being as tansparent as we can be and still maintain the integriety of our investigations.

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4	Six years of employment with Salt Lake City Corporation.	2	The current push for openess and transperancy are having a backlash effect in City employees' dealings with each other. It appears to be creating "too many chiefs and too few indians", which is decreasing trust and good will in the employee pool and negatively impacting communication between departments. The internal learning curve that not every decision or transmittal of information needs to happen through concensus will be a diffcult lesson, but we will be getting bumped and bruised "together", so hurray.	The transmittal for the notes from the Mayor's Department Directors' Retreat was very helpful.	Unknown.
5		5	I experience clear, direct and open communication in the work place which I appreciate	Deliberate efforts to collaborate are made	Improved interdepatmental coordination
2	I think that because people want to protect there position they dont share info back and forth, and some are seen as sacred not touchable in budget times.	3			
3		3			Department head calendars should be published to their staffs so their staff knows what they are doing and where they are at physically in the course of a workday.
3	Mayor Becker has done many things to improve this from where it was.	1	Directors and supervisors don't want to solve issues or problems and you get in trouble if you bring them up.		

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4	I would give us a 5 if we didn't have the issued of the heaters, fans, bottled water and plant watering, which are all Facility Mgmt. The pay reduction was handled very openly, but now there are rumors floating around that Public Utilities only had to take a 1% reduction because they are a revenue generating department. Is it true about the 1%?	4	I think we are in the high 90s percent wise. I enjoy the openness because it is easier to do our jobs.	The employee contracts and plans are available on-line and also the meals and travel. I like this.	
3		2		The mayors office is doing a good job of putting the word out on what is taking place.	Better communiction between departments. Work as a team to towards a common goal.
4	At the airport, information is passed on up/down freely.	4	We have all had Arbinger training at the airport supervisory level, which has created out of the box, positive work place. The airport also has an employee council that is very effective.	Web page, newsletters, press releases etc.	Keep working on new ways to be positive, promote SLC Corporation as a great place to work. We do a good job at the airport with this already.
2	The leadership at the top is very chaotic. Either everyone is in charge or no one is in charge leading to a lack of confidence in information shared.	4	Unless competing for resources (which unfortunately happens frequently) employees for the most part are willing and able to share information and services. Dealings become closed when city department leaders do not work together. This is made worse when the mayor and his staff favor one department over another or when the mayor and staff undermine the department head by giving more power to division heads.	Gramma requests - Web information - SLCTV - Travel	Concentrate on providing openess with essential services first. Integrate new services only once essential services are successfully transparent. Doing all at once creates chaos, confusion and results in wasted effort and frustration.

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1	1.The hiring of full time employee's the city policy states that we are an "equal opportunity employers" but through my observation it is not an open system. For example I have applied for a couple of jobs that I found out they were pre-determined. 2. Process for Predetermantion Hearings are not being followed by protacol. There needs to be more transparency between management and employees regarding predetermination hearings and the correct process. For example employees are finding out about other employees predetermination hearings before the employee and the is a lot of gossip about them and this a privacy issue. There is also management forcing employess to quit or take early retirement. When management doesn't like someone they find things to get them in trouble so they can fire them. When the early retirement came out no one in the parks dept. were aware of it. That was very closed. There are a lot more problems but can't go into detail. 3. HR Consultants are not open with city employees they are there for the management which isn't right. I am not quite sure what there job is in the city. They are suppose to be	1	Yes there is I work with someone that has hated me from the day I started. They have taken papers off of my desk turned the lights out on me been very disrespectful and has made a hostal work enviroment, and nothing has been done about it in fact I have tried to do something about it and it back fires because they lie and then I get into trouble. There once again are serious problems with management prodcedure. But I have delt with this for 10 years and still dealing with it.	The only place that does this is the mayor's office. The mayor is a very open person and the policy that is in place he cares what the employee's of the city opinions are.	I would like to see the hiring process the procedures for predeterminations hearings and the HR Consultants change to be fair instead of management getting away with everything they do. Make them accountable for there actions like the mayors office does.

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	there for the employee with any concerns as to being open and in my experince they are to help management on how to not help the employee and I have seen this numerious times. 4. There is a lot of dishonesty with management to the city policies that isn't seen which is non transparent. This goes with managements punching in and punch out not taking time for doctor apts and running of there personal errands on city time. Making certain employees punch out when others do not have to for lunches. Not fair. There is a lot of stuff that goes on in the city that no one is aware of, and there is not enough space to explain all of the non transparency stuff that goes on.				
3		2			
3	The Mayor's calendar is very helpful to see.	1	We do not have access to every department's issues in order to resolve or to complement each other's issues.	Open sessions with the Mayor; however, people feel intimidated in attemding and discussing issues, because of repremand.	Have surveys done outside the computer, because they are traceable through the computer. Would like to be anonymous.
3		3			

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1	My opinion is based on my personal experience and observation of a Department that I previously worked in. In this Department/Division I found a lack of open government between the employees and management based on the poor communication skills of the Supervisors, Managers,and the Director with their employees. Employees opinions were not solicited which gave the impression that the employees were not valued. Important decisions and manipulation involving employees jobs were made behind closed doors and revealed to the employee after they could do nothing about it. They chose to resolve problems with grivences and discplinary hearings instead of a respectful process. The process they chose only created a paranoid,and toxic environment for everyone. Transparency was also not practiced by Human Resource Representative, who appeared to have Managements best interest and not the employees.	2	I've found it can depend on the employees working environment as to how the employees behave towards one another, and the public. I've observed it trickles down and affects productivity, and customer service relations. I have had emoloyees confide in me that they are not motivated to do more than required. On the other hand, in a transparent and supportive environment, I've observed team work at it's best!	Informing and educating the public, Management, and employees on what Transpareny and Open Government looks and feels like. For example this survey.	Training Managment on Communication Skills, and Transparency. They need to be the example to thier employees.
3	Communication between city departments is always a challenge.	4			