

# CITY OF NORTH RICHLAND HILLS

2025 EMPLOYEE ENGAGEMENT  
SURVEY

Probolsky Research

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# Survey Methodology and Key Findings

Probolsky Research conducted an Employee Engagement Survey for the City of North Richland Hills, Texas as part of their ongoing efforts to improve the employee experience. The staff database was for the sample was provided by the city.

|                     | Survey Details                         |
|---------------------|----------------------------------------|
| Mode                | Online (email)                         |
| Language            | English and Spanish                    |
| Length              | 7 minutes (online)                     |
| Target Respondents  | City of North Richland Hills employees |
| Survey Fielding     | August 26 – September 22, 2025         |
| Survey Participants | 274                                    |

Interviews were conducted online, and all employees received an invitation via their email to complete the survey. Reminder emails were sent out periodically.

The survey was accessible by computer, tablet, and smartphone.

Respondents could choose their preferred language, English (99%) and Spanish (1%).

Security measures precluded individuals from completing the survey more than once and the survey was adapted from previous survey iterations.

Probolsky Research is a Latina- and woman-owned employee, market, and opinion research firm with corporate, election, government, and non-profit clients.

## Key Findings

Job satisfaction is high among staff (89%) across all work groups, tenure with the city, and among both full- and part-time staff. Nearly all staff (93%) rate the city as a great place to work.

Staff are proud to work for the city (93%) and highly value the ability to contribute to the community through their work. Their jobs provide interesting/challenging work (93%) that makes good use of their abilities (91%).

There are strong relationships among coworkers as “the people” was cited as what staff likes most about working for the city. There are high evaluations of cooperation (93%) and leadership is viewed as effective by 88% of staff. There are some opportunities to improve interdepartmental communication and the sharing of resources and ideas.

There is high optimism for the short-term future of the city, particularly among newer employees.

While 92% think the city expects a high level of performance among staff, only 64% say poor performance is addressed effectively. This does have some variation by work group. Additionally, there are some concerns about staff shortages as only 59% of staff say there are enough people in their work group to complete responsibilities.

Staff have a strong understanding of the goals and objectives of their work groups (96%) and of the city’s core values (96%). And while leadership is rated as largely effective, only 48% of staff feel decisions are made at the lowest level appropriate, which decreased from previous years.

A strong majority (86%) are engaged in their work, motivated to do more than what is required of them.



As shown in Table 1, City of North Richland Hills staff have a high buy-in to the mission and impact of their work and a strong understanding of their role. They rate the city as a great place to work and somewhere they feel proud to work.

| Table 1: Top 10 Highest-Rated Items                                                                          |       |
|--------------------------------------------------------------------------------------------------------------|-------|
| I know and understand the City's Core Values.                                                                | 96.0% |
| I understand the results expected of me in my job.                                                           | 96.0% |
| I have a good understanding of my work group's goals and objectives.                                         | 95.6% |
| The work I do makes a difference to the City of North Richland Hills.                                        | 94.2% |
| The people in my work group are committed to delivering high quality services and customer experiences.      | 94.2% |
| I feel proud to work for the City of North Richland Hills.                                                   | 93.1% |
| I think the City of North Richland Hills is a great place to work.                                           | 93.1% |
| My job provides opportunities to do challenging and interesting work.                                        | 93.1% |
| There is good cooperation and teamwork within my work group.                                                 | 93.1% |
| The City of North Richland Hills is customer focused (always seeking to understand and meet customer needs). | 92.7% |

*"I believe that the City of NRH is a well run organization that is respected within the DFW area, which makes me very proud to work here."*

Additionally, when asked what they like most about working for the city, staff cite "the people" – coworkers and leadership. There is a strong sense of camaraderie among staff, collectively working toward a shared goal and mission. There was optimism about new city leadership and the direction the city is taking.

*"What I like most about working for the City of North Richland Hills is the strong leadership, the sense of community, open communication, and the support everyone gives each other. It really feels like a team where people care and work together to make a difference."*

As displayed in Table 2, while only one item fell below a 50% satisfaction majority, there were some areas where satisfaction was lower than others. Decisions being made at the lowest level appropriate was an area of concern as well as adequate staffing. Further, staff express that communication is not as efficient or effective as it could be within and between departments.

*"Have found that there were many times that we didn't get timely communications to prepare for upcoming things or just information... The level of change lately has been almost too much at one time. I am all about improving and making changes but has to be done in stages so that we all have the appropriate time to focus on what we are needing to accomplish and be able to make the changes well versus being thrown multiple things at once and hoping you have time to complete it all."*

Staff additionally cite reservations with salary and compensation with a perception that city staff are understaffed relative to peers, raising concerns about the ability to recruit and retain staff long-term.

*"We need to stay more competitive with pay in the DFW market. I'm especially concerned with the City's ability to stay competitive in the future."*

**Table 2: Top 10 Lowest-Rated Items**

|                                                                                                    |       |
|----------------------------------------------------------------------------------------------------|-------|
| In the City of North Richland Hills, decisions are generally made at the lowest level appropriate. | 47.8% |
| There are enough people to do the work in my work group.                                           | 58.8% |
| Poor performance is addressed effectively in the City of North Richland Hills.                     | 64.2% |
| There is good communication between departments in the City of North Richland Hills.               | 65.7% |
| There is effective sharing of ideas and resources across the City of North Richland Hills.         | 71.2% |
| I have the opportunity to partner with co-workers outside of my workgroup.                         | 73.7% |
| I receive recognition when I do a good job.                                                        | 75.5% |
| When changes are made where I work, communications are handled well.                               | 78.1% |
| The City of North Richland Hills is open and honest in communications with employees.              | 78.1% |

The City of North Richland Hills conducted similar employee engagement surveys in 2022 and 2024. Table 3 below shows the top three items that had the largest growth between 2024 and 2025 and the three items that had the largest declines since 2024. Important to note is that an “unsure” option was added to the 2025 survey response options. While this can account for some variations in responses, it was important to allow employees to express areas that they may not be as familiar with or committed in an evaluation of. Table 4 includes survey items that had the largest improvements and declines when “unsure” responses are removed from the sample.

**Table 3: Items with the Largest Improvements and Declines since 2024**

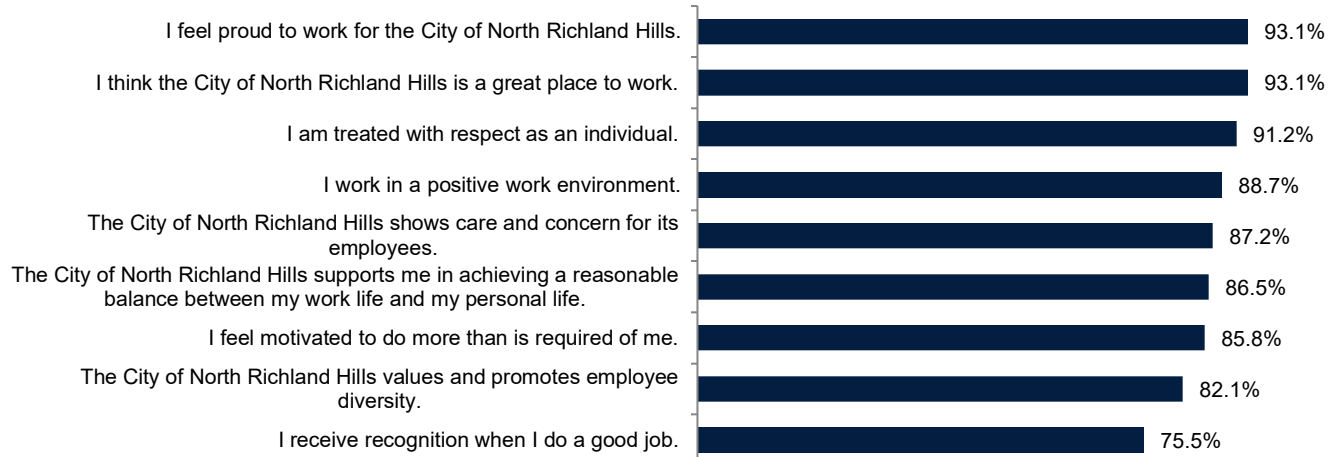
|                                                                                                    |        |
|----------------------------------------------------------------------------------------------------|--------|
| I have a good understanding of my work group's goals and objectives.                               | +1.6%  |
| There is good cooperation and teamwork within my work group.                                       | +1.3%  |
| I think the City of North Richland Hills is a great place to work.                                 | +1.1%  |
| In the City of North Richland Hills, decisions are generally made at the lowest level appropriate. | -13.2% |
| The City of North Richland Hills values and promotes employee diversity.                           | -12.9% |
| Poor performance is addressed effectively in the City of North Richland Hills.                     | -12.8% |

**Table 4: Items with the Largest Improvements and Declines since 2024 (excluding ‘unsure’ responses)**

|                                                                                                                |       |
|----------------------------------------------------------------------------------------------------------------|-------|
| I think the City of North Richland Hills is a great place to work                                              | +2.7% |
| I have a good understanding of my work group's goals and objectives.                                           | +1.9% |
| I have opportunities to have my ideas adopted and put into use.                                                | +1.6% |
| Poor performance is addressed effectively in the City of North Richland Hills.                                 | -7.5% |
| I receive recognition when I do a good job.                                                                    | -7.5% |
| My work group receives high quality support from other parts of the City of North Richland Hills we depend on. | -6.3% |

## Culture and Engagement

Overall, evaluations of the workplace culture of the City of North Richland Hills are positive with a strong majority across multiple measures. Staff rate the city as a positive work environment, supported in their work and personal life balance, and that care and concern is shown for them as employees.



*"I've told many people what I like most about the City of North Richland Hills is how much it cares about its employees. I feel I give a lot of myself to the city. The city does a good job at not only recognizing this but also showing how much it is appreciated. It has also been proven time and again how much the city values their employees and is willing to help when their employees need more help than they can give at times. I feel the city recognizes the value of its employees and is willing to invest time and money into the employees."*

Additionally, staff are engaged with a strong majority reporting motivation to do more than is required of them. Staff feel respected and that their work/personal life balance is respected. While 3 in 4 report receiving recognition, instituting formalized recognition programs may further improve staff morale.

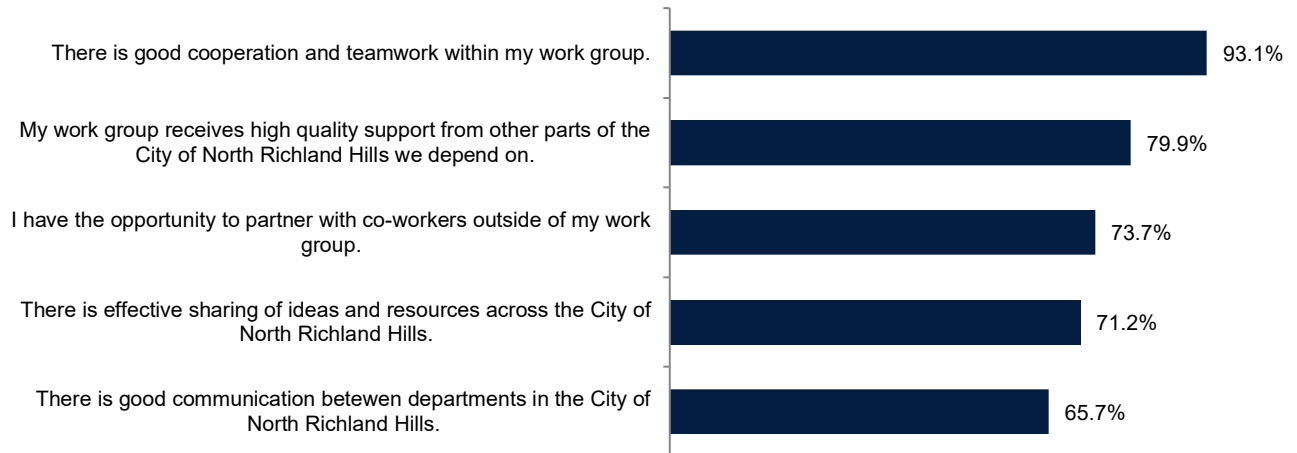
*"I like how the city takes care of its employees. I have never worked for an organization that devotes so much time, effort and compassion to its employees and their families."*

*"It's been a wonderful city to live and work in! I LOVE all the development taking place. NRH is definitely a great place to live and work."*

*"I feel the city continues to balance the needs of the community with the needs of the employees. I have always been proud and blessed to work for NRH and look forward to many more years to come!"*

## City Staff Cooperation and Communication

Cooperation and teamwork within internal work groups are strong with over 90% staff agreement. There are also feelings of high-quality support from other parts of the city. Where there are some dips in satisfaction are in interdepartmental communication and sharing of ideas across work groups. While there are majorities across each survey question, these are opportunities to grow and improve city operations. It is quite common in municipalities for siloing of departments and improving interdepartmental communication and cooperation will aid in removing some of this siloing and allow for more efficient delivery of services.



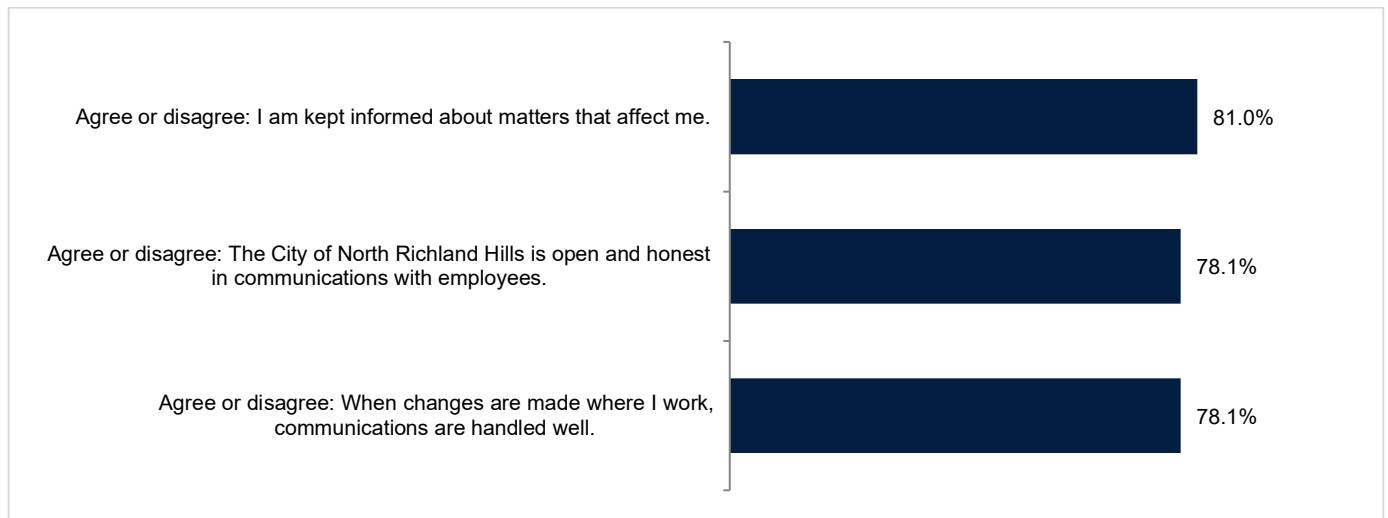
*"City-wide, I feel that staff work closer together than they ever have. Inclusivity on decision making, I believe, has both improved outcomes and created better interdepartmental rapport. I believe we have, from top to bottom, the best team we have ever had."*

*"Better communication with departments from directors and CMO. The Communications Committee is more of a newsletter but employees are not informed of stuff that affects their work (directly or indirectly). For example, issues with other departments, documentation needed to do their work, consistency on procedures..."*

*"Communication between departments needs to be improved dramatically, especially when it comes to customer issues. Residents often get sent in a phone loop trying to find what department can help them and it leads to frustration. I feel like everybody needs to have some sort of understanding of each department, including me, especially to help out those who struggle online."*

*"The people I work with and their willingness to share knowledge and skills with me. Everybody wants everybody to be successful and be the best as their job that they can be."*

Dimensions of communication across city staff operations are rated highly as well. A strong majority of employees feel they are kept informed with honest and open communications. While there is some opportunity to improve the chain of communication, staff overall are satisfied. Creating formalized communication plans that identify which stakeholders need to receive information when changes or updates occur may reduce any confusion and improve communications, particularly between work areas.



## Evaluation

There is a clear understanding among staff what their job expectations are (96%) and most express that the city has high expectations of performance from employees. Reviewing and updating performance review processes may improve staff perceptions of evaluation effectiveness. Additionally, 360-degree evaluations can provide reciprocal opportunities to ensure feedback is shared both upward and downward within the city.



# Leadership

Leadership within the city is rated as effective and responsive to the needs of employees by over 80% of staff. Many cite that leadership within the city and in their individual work groups are effective. While there are some concerns about leaders at different levels, many cite that leadership is strong and working toward providing a positive workplace for staff.



*"What I like most about working for the City of North Richland Hills is the strong leadership, the sense of community, open communication, and the support everyone gives each other. It really feels like a team where people care and work together to make a difference."*

*"The tight-knit, inviting work environment. The new leadership team appears truly invested in cultivating a positive working environment, which will, in turn, translate into excellent customer service for our community members."*

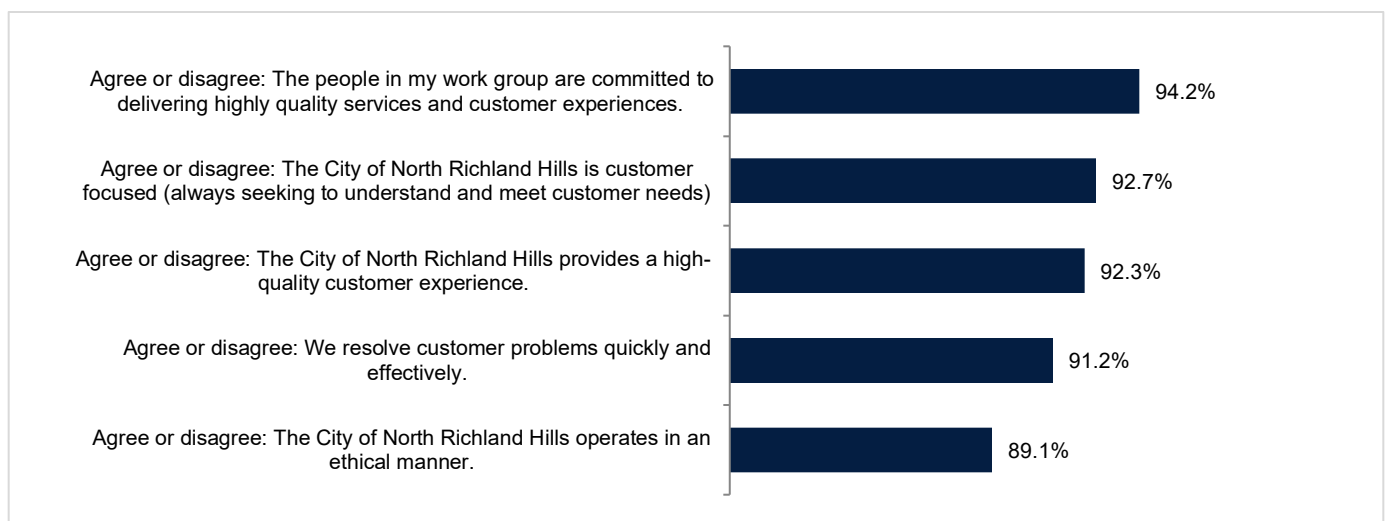
## Safety, Training, and Preparation

Staff overall report feeling that their work area is safe and work is well-organized. Additionally, a strong majority of staff feel they have the resources and training they need to do their job well and most report not having significant barriers. They report that learning and development opportunities are presented, and they receive valuable feedback to improve during the year. Overall, the city is fostering a growth-centered environment and providing the resources to do so. To continue on this trend, individual supervisors should seek direct feedback from staff on areas of desired growth, gaps in training, and any barriers that are preventing effective job performance.



## Customer Focus

Public sector employees, especially in local government, feel a strong sense of purpose from their positions serving municipalities and North Richland Hills staff are no exception. Notably, city staff evaluate that the city is very customer focused, provides a high-quality customer experience, resolve problems quickly, and operates ethically. They recognized commitment among their fellow coworkers to this shared mission of providing high-quality service to residents.



*"The employees within the City of NRH truly care about each other and serving the community. Professionalism and a fun work place can be achieved and NRH reflect that culture."*

**Project:** City of North Richland Hills – 2025 Employee Survey  
**Field Dates:** August 26 – September 22, 2025  
**Universe:** City of North Richland Hills employees  
**Language:** English and Spanish  
**N:** 274

We are Probolsky Research a national opinion research organization and we are conducting this survey on behalf of the City of North Richland Hills. Your opinions are important, and your responses are confidential.

Please answer all questions based on how you feel today.

1. Agree or disagree: I am satisfied with my job at the City of North Richland Hills.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>89.4%</b> |
| <i>Strongly agree</i>    | 55.1%        |
| <i>Somewhat agree</i>    | 34.3%        |
| <b>Disagree [NET]</b>    | <b>8.8%</b>  |
| <i>Somewhat disagree</i> | 6.2%         |
| <i>Strongly disagree</i> | 2.6%         |
| <b>Unsure</b>            | <b>1.8%</b>  |

2. Agree or disagree: I have opportunities to have my ideas adopted and put into use.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>85.4%</b> |
| <i>Strongly agree</i>    | 46.0%        |
| <i>Somewhat agree</i>    | 39.4%        |
| <b>Disagree [NET]</b>    | <b>12.0%</b> |
| <i>Somewhat disagree</i> | 6.6%         |
| <i>Strongly disagree</i> | 5.5%         |
| <b>Unsure</b>            | <b>2.6%</b>  |

3. Agree or disagree: In the City of North Richland Hills, decisions are generally made at the lowest level appropriate.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>47.8%</b> |
| <i>Strongly agree</i>    | 10.2%        |
| <i>Somewhat agree</i>    | 37.6%        |
| <b>Disagree [NET]</b>    | <b>35.0%</b> |
| <i>Somewhat disagree</i> | 20.1%        |
| <i>Strongly disagree</i> | 15.0%        |
| <b>Unsure</b>            | <b>17.2%</b> |

4. Agree or disagree: I have a good understanding of my work group's goals and objectives.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>95.6%</b> |
| <i>Strongly agree</i>    | 72.6%        |
| <i>Somewhat agree</i>    | 23.0%        |
| <b>Disagree [NET]</b>    | <b>4.0%</b>  |
| <i>Somewhat disagree</i> | 3.3%         |
| <i>Strongly disagree</i> | 0.7%         |
| <b>Unsure</b>            | <b>0.4%</b>  |

5. Agree or disagree: I believe that the City of North Richland Hills will be successful over the next 2-3 years.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>88.3%</b> |
| <i>Strongly agree</i>    | 55.1%        |
| <i>Somewhat agree</i>    | 33.2%        |
| <b>Disagree [NET]</b>    | <b>8.0%</b>  |
| <i>Somewhat disagree</i> | 7.3%         |
| <i>Strongly disagree</i> | 0.7%         |
| <b>Unsure</b>            | <b>3.6%</b>  |

6. Agree or disagree: My work group receives high quality support from other parts of the City of North Richland Hills we depend on.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>79.9%</b> |
| <i>Strongly agree</i>    | 43.8%        |
| <i>Somewhat agree</i>    | 36.1%        |
| <b>Disagree [NET]</b>    | <b>17.9%</b> |
| <i>Somewhat disagree</i> | 12.4%        |
| <i>Strongly disagree</i> | 5.5%         |
| <b>Unsure</b>            | <b>2.2%</b>  |

7. Agree or disagree: There is good cooperation and teamwork within my work group.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>93.1%</b> |
| <i>Strongly agree</i>    | 68.2%        |
| <i>Somewhat agree</i>    | 24.8%        |
| <b>Disagree [NET]</b>    | <b>5.1%</b>  |
| <i>Somewhat disagree</i> | 2.9%         |
| <i>Strongly disagree</i> | 2.2%         |
| <b>Unsure</b>            | <b>1.8%</b>  |

8. Agree or disagree: There is effective sharing of ideas and resources across the City of North Richland Hills.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>71.2%</b> |
| <i>Strongly agree</i>    | 31.0%        |
| <i>Somewhat agree</i>    | 40.1%        |
| <b>Disagree [NET]</b>    | <b>19.0%</b> |
| <i>Somewhat disagree</i> | 14.6%        |
| <i>Strongly disagree</i> | 4.4%         |
| <b>Unsure</b>            | <b>9.9%</b>  |

9. Agree or disagree: There is good communication between departments in the City of North Richland Hills.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>65.7%</b> |
| <i>Strongly agree</i>    | 21.2%        |
| <i>Somewhat agree</i>    | 44.5%        |
| <b>Disagree [NET]</b>    | <b>27.7%</b> |
| <i>Somewhat disagree</i> | 17.9%        |
| <i>Strongly disagree</i> | 9.9%         |
| <b>Unsure</b>            | <b>6.6%</b>  |

10. Agree or disagree: I have the opportunity to partner with co-workers outside of my workgroup.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>73.7%</b> |
| <i>Strongly agree</i>    | 31.8%        |
| <i>Somewhat agree</i>    | 42.0%        |
| <b>Disagree [NET]</b>    | <b>17.2%</b> |
| <i>Somewhat disagree</i> | 12.8%        |
| <i>Strongly disagree</i> | 4.4%         |
| <b>Unsure</b>            | <b>9.1%</b>  |

11. Agree or disagree: The City of North Richland Hills is open and honest in communications with employees.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>78.1%</b> |
| <i>Strongly agree</i>    | 42.0%        |
| <i>Somewhat agree</i>    | 36.1%        |
| <b>Disagree [NET]</b>    | <b>19.0%</b> |
| <i>Somewhat disagree</i> | 12.8%        |
| <i>Strongly disagree</i> | 6.2%         |
| <b>Unsure</b>            | <b>2.9%</b>  |

12. Agree or disagree: The City of North Richland Hills operates in an ethical manner.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>89.1%</b> |
| <i>Strongly agree</i>    | 63.1%        |
| <i>Somewhat agree</i>    | 25.9%        |
| <b>Disagree [NET]</b>    | <b>6.9%</b>  |
| <i>Somewhat disagree</i> | 5.1%         |
| <i>Strongly disagree</i> | 1.8%         |
| <b>Unsure</b>            | <b>4.0%</b>  |

13. Agree to disagree: The City of North Richland Hills has effective leaders.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>88.0%</b> |
| <i>Strongly agree</i>    | 53.6%        |
| <i>Somewhat agree</i>    | 34.3%        |
| <b>Disagree [NET]</b>    | <b>8.4%</b>  |
| <i>Somewhat disagree</i> | 5.5%         |
| <i>Strongly disagree</i> | 2.9%         |
| <b>Unsure</b>            | <b>3.6%</b>  |

14. Agree or disagree: The leadership at the City of North Richland Hills is responsive to the needs of employees.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>82.1%</b> |
| <i>Strongly agree</i>    | 47.8%        |
| <i>Somewhat agree</i>    | 34.3%        |
| <b>Disagree [NET]</b>    | <b>13.9%</b> |
| <i>Somewhat disagree</i> | 9.5%         |
| <i>Strongly disagree</i> | 4.4%         |
| <b>Unsure</b>            | <b>4.0%</b>  |

15. Agree or disagree: There are no significant barriers at work to doing my job well.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>80.3%</b> |
| <i>Strongly agree</i>    | 44.9%        |
| <i>Somewhat agree</i>    | 35.4%        |
| <b>Disagree [NET]</b>    | <b>18.2%</b> |
| <i>Somewhat disagree</i> | 12.0%        |
| <i>Strongly disagree</i> | 6.2%         |
| <b>Unsure</b>            | <b>1.5%</b>  |

16. Agree or disagree: My job provides opportunities to do challenging and interesting work.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>93.1%</b> |
| <i>Strongly agree</i>    | 68.6%        |
| <i>Somewhat agree</i>    | 24.5%        |
| <b>Disagree [NET]</b>    | <b>5.8%</b>  |
| <i>Somewhat disagree</i> | 5.1%         |
| <i>Strongly disagree</i> | 0.7%         |
| <b>Unsure</b>            | <b>1.1%</b>  |

17. Agree or disagree: My job makes good use of my skills and abilities.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>90.5%</b> |
| <i>Strongly agree</i>    | 65.7%        |
| <i>Somewhat agree</i>    | 24.8%        |
| <b>Disagree [NET]</b>    | <b>8.0%</b>  |
| <i>Somewhat disagree</i> | 5.5%         |
| <i>Strongly disagree</i> | 2.6%         |
| <b>Unsure</b>            | <b>1.5%</b>  |

18. Agree or disagree: The work I do makes a difference to the City of North Richland Hills.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>94.2%</b> |
| <i>Strongly agree</i>    | 69.7%        |
| <i>Somewhat agree</i>    | 24.5%        |
| <b>Disagree [NET]</b>    | <b>2.6%</b>  |
| <i>Somewhat disagree</i> | 2.2%         |
| <i>Strongly disagree</i> | 0.4%         |
| <b>Unsure</b>            | <b>3.3%</b>  |

19. Agree or disagree: I know and understand the City's Core Values.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>96.0%</b> |
| <i>Strongly agree</i>    | 71.5%        |
| <i>Somewhat agree</i>    | 24.5%        |
| <b>Disagree [NET]</b>    | <b>2.6%</b>  |
| <i>Somewhat disagree</i> | 2.6%         |
| <i>Strongly disagree</i> | 0.0%         |
| <b>Unsure</b>            | <b>1.5%</b>  |

20. Agree or disagree: I think the City of North Richland Hills is a great place to work.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>93.1%</b> |
| <i>Strongly agree</i>    | 62.0%        |
| <i>Somewhat agree</i>    | 31.0%        |
| <b>Disagree [NET]</b>    | <b>5.1%</b>  |
| <i>Somewhat disagree</i> | 4.7%         |
| <i>Strongly disagree</i> | 0.4%         |
| <b>Unsure</b>            | <b>1.8%</b>  |

21. Agree or disagree: I feel motivated to do more than is required of me.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>85.8%</b> |
| <i>Strongly agree</i>    | 60.2%        |
| <i>Somewhat agree</i>    | 25.5%        |
| <b>Disagree [NET]</b>    | <b>12.8%</b> |
| <i>Somewhat disagree</i> | 7.7%         |
| <i>Strongly disagree</i> | 5.1%         |
| <b>Unsure</b>            | <b>1.5%</b>  |

22. Agree or disagree: I feel proud to work for the City of North Richland Hills.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>93.1%</b> |
| <i>Strongly agree</i>    | 67.5%        |
| <i>Somewhat agree</i>    | 25.5%        |
| <b>Disagree [NET]</b>    | <b>4.4%</b>  |
| <i>Somewhat disagree</i> | 4.4%         |
| <i>Strongly disagree</i> | 0.0%         |
| <b>Unsure</b>            | <b>2.6%</b>  |

23. Agree or disagree: The City of North Richland Hills expects a high level of performance from its employees.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>92.0%</b> |
| <i>Strongly agree</i>    | 66.8%        |
| <i>Somewhat agree</i>    | 25.2%        |
| <b>Disagree [NET]</b>    | <b>5.8%</b>  |
| <i>Somewhat disagree</i> | 4.0%         |
| <i>Strongly disagree</i> | 1.8%         |
| <b>Unsure</b>            | <b>2.2%</b>  |

24. Agree or disagree: Poor performance is addressed effectively in the City of North Richland Hills.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>64.2%</b> |
| <i>Strongly agree</i>    | 25.9%        |
| <i>Somewhat agree</i>    | 38.3%        |
| <b>Disagree [NET]</b>    | <b>28.1%</b> |
| <i>Somewhat disagree</i> | 18.6%        |
| <i>Strongly disagree</i> | 9.5%         |
| <b>Unsure</b>            | <b>7.7%</b>  |

25. Agree or disagree: The feedback I receive during the year helps me develop and improve.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>83.9%</b> |
| <i>Strongly agree</i>    | 53.3%        |
| <i>Somewhat agree</i>    | 30.7%        |
| <b>Disagree [NET]</b>    | <b>12.0%</b> |
| <i>Somewhat disagree</i> | 7.3%         |
| <i>Strongly disagree</i> | 4.7%         |
| <b>Unsure</b>            | <b>4.0%</b>  |

26. Agree or disagree: I understand the results expected of me in my job.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>96.0%</b> |
| <i>Strongly agree</i>    | 75.2%        |
| <i>Somewhat agree</i>    | 20.8%        |
| <b>Disagree [NET]</b>    | <b>3.3%</b>  |
| <i>Somewhat disagree</i> | 2.9%         |
| <i>Strongly disagree</i> | 0.4%         |
| <b>Unsure</b>            | <b>0.7%</b>  |

27. Agree or disagree: The City of North Richland Hills is customer focused (always seeking to understand and meet customer needs).

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>92.7%</b> |
| <i>Strongly agree</i>    | 63.5%        |
| <i>Somewhat agree</i>    | 29.2%        |
| <b>Disagree [NET]</b>    | <b>4.4%</b>  |
| <i>Somewhat disagree</i> | 2.6%         |
| <i>Strongly disagree</i> | 1.8%         |
| <b>Unsure</b>            | <b>2.9%</b>  |

28. Agree or disagree: The people in my work group are committed to delivering highly quality services and customer experiences.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>94.2%</b> |
| <i>Strongly agree</i>    | 74.8%        |
| <i>Somewhat agree</i>    | 19.3%        |
| <b>Disagree [NET]</b>    | <b>4.4%</b>  |
| <i>Somewhat disagree</i> | 3.6%         |
| <i>Strongly disagree</i> | 0.7%         |
| <b>Unsure</b>            | <b>1.5%</b>  |

29. Agree or disagree: The City of North Richland Hills provides a high-quality customer experience.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>92.3%</b> |
| <i>Strongly agree</i>    | 61.7%        |
| <i>Somewhat agree</i>    | 30.7%        |
| <b>Disagree [NET]</b>    | <b>4.7%</b>  |
| <i>Somewhat disagree</i> | 4.0%         |
| <i>Strongly disagree</i> | 0.7%         |
| <b>Unsure</b>            | <b>2.9%</b>  |

30. Agree or disagree: We resolve customer problems quickly and effectively.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>91.2%</b> |
| <i>Strongly agree</i>    | 58.0%        |
| <i>Somewhat agree</i>    | 33.2%        |
| <b>Disagree [NET]</b>    | <b>4.0%</b>  |
| <i>Somewhat disagree</i> | 3.3%         |
| <i>Strongly disagree</i> | 0.7%         |
| <b>Unsure</b>            | <b>4.7%</b>  |

31. Agree or disagree: I have the resources I need to do my job effectively.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>86.9%</b> |
| <i>Strongly agree</i>    | 45.6%        |
| <i>Somewhat agree</i>    | 41.2%        |
| <b>Disagree [NET]</b>    | <b>12.4%</b> |
| <i>Somewhat disagree</i> | 8.0%         |
| <i>Strongly disagree</i> | 4.4%         |
| <b>Unsure</b>            | <b>0.7%</b>  |

32. Agree or disagree: There are enough people to do the work in my work group.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>58.8%</b> |
| <i>Strongly agree</i>    | 25.2%        |
| <i>Somewhat agree</i>    | 33.6%        |
| <b>Disagree [NET]</b>    | <b>39.1%</b> |
| <i>Somewhat disagree</i> | 19.7%        |
| <i>Strongly disagree</i> | 19.3%        |
| <b>Unsure</b>            | <b>2.2%</b>  |

33. Agree or disagree: I receive recognition when I do a good job.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>75.5%</b> |
| <i>Strongly agree</i>    | 45.6%        |
| <i>Somewhat agree</i>    | 29.9%        |
| <b>Disagree [NET]</b>    | <b>21.9%</b> |
| <i>Somewhat disagree</i> | 13.1%        |
| <i>Strongly disagree</i> | 8.8%         |
| <b>Unsure</b>            | <b>2.6%</b>  |

34. Agree or disagree: I am treated with respect as an individual.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>91.2%</b> |
| <i>Strongly agree</i>    | 69.3%        |
| <i>Somewhat agree</i>    | 21.9%        |
| <b>Disagree [NET]</b>    | <b>7.7%</b>  |
| <i>Somewhat disagree</i> | 5.5%         |
| <i>Strongly disagree</i> | 2.2%         |
| <b>Unsure</b>            | <b>1.1%</b>  |

35. Agree or disagree: The City of North Richland Hills supports me in achieving a reasonable balance between my work life and my personal life.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>86.5%</b> |
| <i>Strongly agree</i>    | 59.9%        |
| <i>Somewhat agree</i>    | 26.6%        |
| <b>Disagree [NET]</b>    | <b>12.0%</b> |
| <i>Somewhat disagree</i> | 7.3%         |
| <i>Strongly disagree</i> | 4.7%         |
| <b>Unsure</b>            | <b>1.5%</b>  |

36. Agree or disagree: I have good opportunities for learning and development at the City of North Richland Hills.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>85.8%</b> |
| <i>Strongly agree</i>    | 48.2%        |
| <i>Somewhat agree</i>    | 37.6%        |
| <b>Disagree [NET]</b>    | <b>11.3%</b> |
| <i>Somewhat disagree</i> | 8.4%         |
| <i>Strongly disagree</i> | 2.9%         |
| <b>Unsure</b>            | <b>2.9%</b>  |

37. Agree or disagree: The City of North Richland Hills provides training so that I can perform my present job well.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>85.4%</b> |
| <i>Strongly agree</i>    | 52.2%        |
| <i>Somewhat agree</i>    | 33.2%        |
| <b>Disagree [NET]</b>    | <b>12.4%</b> |
| <i>Somewhat disagree</i> | 9.1%         |
| <i>Strongly disagree</i> | 3.3%         |
| <b>Unsure</b>            | <b>2.2%</b>  |

38. Agree or disagree: The City of North Richland Hills values and promotes employee diversity.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>82.1%</b> |
| <i>Strongly agree</i>    | 51.5%        |
| <i>Somewhat agree</i>    | 30.7%        |
| <b>Disagree [NET]</b>    | <b>5.8%</b>  |
| <i>Somewhat disagree</i> | 3.3%         |
| <i>Strongly disagree</i> | 2.6%         |
| <b>Unsure</b>            | <b>12.0%</b> |

39. Agree or disagree: My work area is safe.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>92.7%</b> |
| <i>Strongly agree</i>    | 71.9%        |
| <i>Somewhat agree</i>    | 20.8%        |
| <b>Disagree [NET]</b>    | <b>5.5%</b>  |
| <i>Somewhat disagree</i> | 4.0%         |
| <i>Strongly disagree</i> | 1.5%         |
| <b>Unsure</b>            | <b>1.8%</b>  |

40. Agree or disagree: The City of North Richland Hills shows care and concern for its employees.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>87.2%</b> |
| <i>Strongly agree</i>    | 57.7%        |
| <i>Somewhat agree</i>    | 29.6%        |
| <b>Disagree [NET]</b>    | <b>10.6%</b> |
| <i>Somewhat disagree</i> | 7.3%         |
| <i>Strongly disagree</i> | 3.3%         |
| <b>Unsure</b>            | <b>2.2%</b>  |

41. Agree or disagree: I work in a positive work environment.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>88.7%</b> |
| <i>Strongly agree</i>    | 59.1%        |
| <i>Somewhat agree</i>    | 29.6%        |
| <b>Disagree [NET]</b>    | <b>10.2%</b> |
| <i>Somewhat disagree</i> | 6.2%         |
| <i>Strongly disagree</i> | 4.0%         |
| <b>Unsure</b>            | <b>1.1%</b>  |

42. Agree or disagree: I am kept informed about matters that affect me.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>81.0%</b> |
| <i>Strongly agree</i>    | 42.3%        |
| <i>Somewhat agree</i>    | 38.7%        |
| <b>Disagree [NET]</b>    | <b>17.5%</b> |
| <i>Somewhat disagree</i> | 11.7%        |
| <i>Strongly disagree</i> | 5.8%         |
| <b>Unsure</b>            | <b>1.5%</b>  |

43. Agree or disagree: The work is well organized in my work group.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>87.2%</b> |
| <i>Strongly agree</i>    | 51.5%        |
| <i>Somewhat agree</i>    | 35.8%        |
| <b>Disagree [NET]</b>    | <b>12.0%</b> |
| <i>Somewhat disagree</i> | 6.9%         |
| <i>Strongly disagree</i> | 5.1%         |
| <b>Unsure</b>            | <b>0.7%</b>  |

44. Agree or disagree: The City of North Richland Hills is effectively organized and structured.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>81.0%</b> |
| <i>Strongly agree</i>    | 43.8%        |
| <i>Somewhat agree</i>    | 37.2%        |
| <b>Disagree [NET]</b>    | <b>13.5%</b> |
| <i>Somewhat disagree</i> | 10.6%        |
| <i>Strongly disagree</i> | 2.9%         |
| <b>Unsure</b>            | <b>5.5%</b>  |

45. Agree or disagree: When changes are made where I work, communications are handled well.

|                          |              |
|--------------------------|--------------|
| <b>Agree [NET]</b>       | <b>78.1%</b> |
| <i>Strongly agree</i>    | 39.1%        |
| <i>Somewhat agree</i>    | 39.1%        |
| <b>Disagree [NET]</b>    | <b>21.2%</b> |
| <i>Somewhat disagree</i> | 13.1%        |
| <i>Strongly disagree</i> | 8.0%         |
| <b>Unsure</b>            | <b>0.7%</b>  |