University of Southern California
Sol Price School of Public Policy

INFORMATION SHEET FOR NON-MEDICAL RESEARCH

You are invited to participate in a research study. Research studies include only people who voluntarily choose to take part. This document explains information about this study. You should ask questions about anything that is unclear to you.

You are eligible to participate in this study if you are aged 18 and older and an employee of a municipality in the state of California (United States). Your participation is voluntary.

STUDY PURPOSE

The aims of this study are to examine work attitudes and experiences of local government workers.

PROCEDURES FOR THE STUDY:

If you agree to participate in this study, you will be asked to do one of the following:

A survey and a task: The task is a timed sorting exercise. The study procedures are anticipated to take no more than 20 minutes to complete.

Survey Only: The survey is anticipated to take about 15 minutes to complete.

RISKS OF TAKING PART IN THE STUDY:

There are no foreseeable risks for participating in this research.

BENEFITS OF TAKING PART IN THE STUDY:

For your participation, you will be eligible to enter yourself into a lottery for an Amazon.com gift card of up to $100. Lottery participants have an approximate 1-in-10 chance of winning a gift card in values ranging from $5 to $100.

ALTERNATIVES TO TAKING PART IN THE STUDY:

There is no mandatory requirement to take part in this study. Therefore, your alternative is to not participate.

CONFIDENTIALITY

All personal identification data will be separated from survey data, such that no given response can be tied to an individual's name, position, or email. All data will stored on a password protected computer in the researcher’s office at the researchers discretion. The data may be used in future research studies; if you do not want your data used in future studies, you should not participate in this study. Personal identification data will only be used for the purposes of the lottery and to gauge your

willingness to participate in interviews or future surveys. No personal identification data will be shared with any third party, whatsoever.
The members of the research team and the University of Southern California's Human Subjects Protection Program (HSPP) may access the data. The HSPP reviews and monitors research studies to protect the rights and welfare of research subjects.

CONTACTS FOR QUESTIONS OR PROBLEMS

For questions about the study or if you have questions or comments regarding your rights as a participant in the research, contact the researcher William G. Resh at 213-821-7844.

IRB CONTACT INFORMATION

University Park Institutional Review Board (UPIRB), 3720 South Flower Street #301, Los Angeles, CA 90089-0702, (213) 821-5272 or upirb@usc.edu

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City/Dep/Pos

Please select the municipality you work for from the list below.

Municipality ▼

Please select the department and job title that best describes your position within your municipal organization. Your anonymity and confidentiality is guaranteed.

Department ▼

Position ▼

Please select the department and job title that best describes your position within your municipal organization. Your anonymity and confidentiality is guaranteed. .

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Department

Position

Please select the department and job title that best describes your position within your municipal organization. Your anonymity and confidentiality is guaranteed.

Department

Position

Please select the department and job title that generally describes your position within your municipal organization. Please keep in mind that the researchers guarantee your anonymity and confidentiality.

Department

Position

If you selected "other' for either your department or position, please specify your department and position title below in the text entry.

- [ ] Department
- [ ] Position
- [ ] Not Applicable

Elected/Appointed

Are you an elected official?

- ( ) Yes, I was elected into my current position
- ( ) No, I was hired by my department
- ( ) No, I was appointed into my current position

Demographics

What is your gender?

- ( ) Male
- ( ) Female

Do you currently live in the municipality for which you work?

- ( ) Yes
- ( ) No

What year were you born?

What is your race/ethnicity?

- ( ) White/Caucasian
- ( ) African American or Black
- ( ) Hispanic
- ( ) Asian
- ( ) Native American
- ( ) Pacific Islander
- ( ) Other

What is the highest level of education you have completed?

- ○ Less than High School
- ○ High School / GED
- ○ Some College
- ○ 2-year College Degree
- ○ 4-year College Degree
- ○ Post-graduate

Which of these best describes your major or field of study in your most advanced degree?

Here is a 7-point scale on the political views that people might hold, arranged from extremely liberal to extremely conservative. Where would you place yourself on this scale, or haven't you thought much about this?

- ○ 1. Extremely liberal
- ○ 2. Liberal
- ○ 3. Slightly liberal
- ○ 4. Moderate, middle of the road
- ○ 5. Slightly conservative
- ○ 6. Conservative
- ○ 7. Extremely conservative
- ○ Haven't thought much about it

How many years have you worked for your municipality in total?

▼

In your role, approximately how many employees and outside contractors do you DIRECTLY supervise?

▼

Prosocial Motivation

In the following questions, please select the statement that best describes your workplace motivation.

Why are you motivated to do your work?

"Because I care about benefiting others through my work."

- ○ strongly disagree
- ○ disagree
- ○ disagree somewhat
- ○ neither agree nor disagree

- agree somewhat
- agree
- strongly agree

Why are you motivated to do your work?

"Because I want to help others through my work."

strongly disagree	disagree	disagree somewhat	neither agree nor disagree	agree somewhat	agree	strongly agree
○	○	○	○	○	○	○

Why are you motivated to do your work?

"Because it is important to me to do good for others through my work."

- strongly disagree
- disagree
- disagree somewhat
- neither agree nor disagree
- agree somewhat
- agree
- strongly agree

Why are you motivated to do your work?

"Because I want to have a positive impact on others."

strongly disagree	disagree	disagree somewhat	neither agree nor disagree	agree somewhat	agree	strongly agree
○	○	○	○	○	○	○

Psychological Empowerment

Please indicate the extent to which you agree or disagree with the following statements about your work.

The work I do is meaningful to me

strongly disagree	disagree	disagree somewhat	neither agree nor disagree	agree somewhat	agree	strongly agree
○	○	○	○	○	○	○

I am confident about my ability to do my job.

- strongly disagree
- disagree
- disagree somewhat
- neither agree nor disagree
- agree somewhat
- agree

- strongly agree

I can decide on my own how to go about doing my work.

strongly disagree	disagree	disagree somewhat	neither agree nor disagree	agree somewhat	agree	strongly agree

I have significant influence over what happens in my department.

- strongly disagree
- disagree
- disagree somewhat
- neither agree nor disagree
- agree somewhat
- agree
- strongly agree

Relational Empowerment

Please indicate the extent to which you agree or disagree with the following statements about managers and policies at work.

Managers effectively communicate their goals to employees.

- strongly disagree
- disagree
- disagree somewhat
- neither agree nor disagree
- agree somewhat
- agree
- strongly agree

Promotions depend on how well employees perform their jobs.

strongly disagree	disagree	disagree somewhat	neither agree nor disagree	agree somewhat	agree	strongly agree

Empowering Leadership

Please indicate the extent to which you agree or disagree with the following statements regarding leadership at work.

My manager helps me understand the importance of my work to the overall effectiveness of the organization.

strongly disagree	disagree	disagree somewhat	neither agree nor disagree	agree somewhat	agree	strongly agree

My manager makes many decisions together with me.

- strongly disagree
- disagree
- disagree somewhat
- neither agree nor disagree
- agree somewhat
- agree
- strongly agree

My manager believes that I can handle demanding tasks.

strongly disagree	disagree	disagree somewhat	neither agree nor disagree	agree somewhat	agree	strongly agree
○	○	○	○	○	○	○

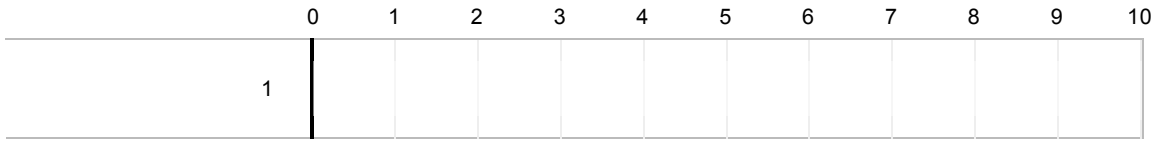
My manager allows me to do my job my way.

- strongly disagree
- disagree
- disagree somewhat
- neither agree nor disagree
- agree somewhat
- agree
- strongly agree

Organizational Performance

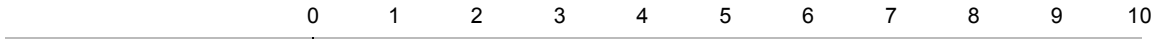
Overall performance in my department last year was:

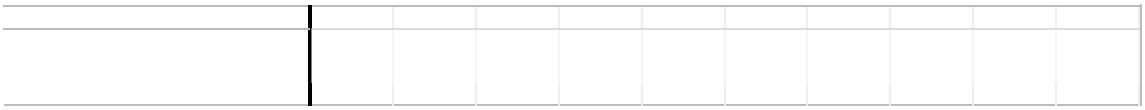
1=very poor 10=very good



My own performance on the job last year was:

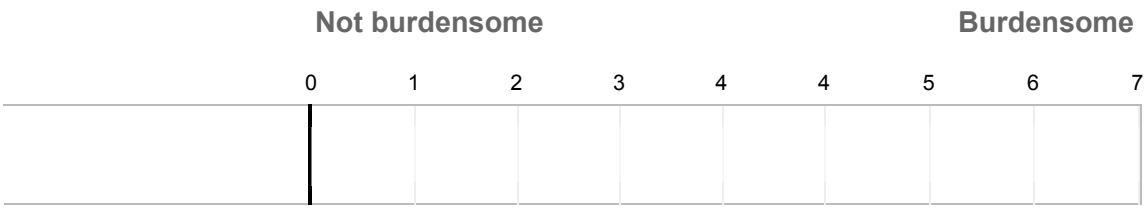
1=very poor 10=very good





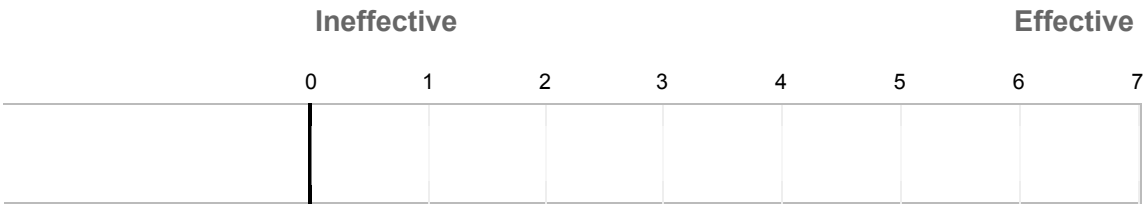
Three-Item Red Tape Scale (TIRT)

According to the following characteristic (i.e., burden), how would you describe **policies and procedures** in your department?



According to the following characteristic (i.e., necessity), how would you describe **policies and procedures** in your department?

According to the following characteristic (i.e., effectiveness), how would you describe **policies and procedures** in your department?



Innovation

Please indicate the extent to which you agree or disagree with the following statements.

New technologies have made it easier to engage with citizens in our municipality.

- strongly disagree
- disagree

- disagree somewhat
- neither agree nor disagree
- agree somewhat
- agree
- strongly agree

In 200 characters or less, please indicate which new technology, in particular, you most readily associate with citizen engagement.

Public feedback has improved our work.

- strongly disagree
- disagree
- disagree somewhat
- neither agree nor disagree
- agree somewhat
- agree
- strongly agree

Fairness

Please indicate the extent to which the following describes your work environment.

Job decisions are made by management in an unbiased manner.

strongly disagree	disagree	disagree somewhat	neither agree nor disagree	agree somewhat	agree	strongly agree

My performance appraisal for the last year was a fair reflection of my performance.

strongly disagree	disagree	disagree somewhat	neither agree nor disagree	agree somewhat	agree	strongly agree

Organizational Trust

Please indicate the extent to which the following statements describe management in your organization.

Top management is very capable of performing its job

- strongly disagree
- disagree

- disagree somewhat
- neither agree nor disagree
- agree somewhat
- agree
- strongly agree

Top management is very concerned about my welfare.

strongly disagree	disagree	disagree somewhat	neither agree nor disagree	agree somewhat	agree	strongly agree
○	○	○	○	○	○	○

Top management's actions and behaviors are not very consistent.

strongly disagree	disagree	disagree somewhat	neither agree nor disagree	agree somewhat	agree	strongly agree
○	○	○	○	○	○	○

I would be comfortable giving top management a task or problem which was critical to me, even if I could not monitor their actions.

- strongly disagree
- disagree
- disagree somewhat
- neither agree nor disagree
- agree somewhat
- agree
- strongly agree

Internal job and organizational characteristics

Please indicate the extent to which you agree or disagree with the following statement.

Routine duties and paperwork interfere with my job.

- strongly disagree
- disagree
- disagree somewhat
- neither agree nor disagree
- agree somewhat
- agree
- strongly agree

External Climate and Political Environment

Congrats! You have completed over 25% of the survey! Complete the remainder for your chance to win a gift card.

Please indicate the extent to which you agree or disagree with the following statements.

	Frequency

I receive a great deal of support from citizens for the work I do

Strongly disagree	disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
○	○	○	○	○	○	○

Lack of citizen involvement is a problem for our organization generally.

- ○ strongly disagree
- ○ disagree
- ○ disagree somewhat
- ○ neither agree nor disagree
- ○ agree somewhat
- ○ agree
- ○ strongly agree

Engagement time

Please indicate the average percentage of the week that you dedicate to direct engagement with citizens.

▼

Engagement Frequencies

With what frequency does your department engage in any of the following?

	Frequency
"Walk-ins" from the public	▼
Public hearings	▼
Community meetings	▼
Open meetings	▼
Community outreach	▼
Websites	▼
Social media (Twitter/Facebook/Instagram/etc)	▼
Educational events	▼
Mailers/Newsletters	▼
Open houses or "ride alongs"	▼
Smartphone Apps	▼

Engagement Questions

Indicate the extent to which you agree with the following statements.

The majority of the interactions I have with the public arise out of mandates from my superiors.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

The majority of interactions I have with the public arise out of my own initiative.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

If it were up to me, I would interact with the public more often.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

Engagement Questions II

Indicate the extent to which you agree with the following statements.

Engaging with the public directly is part of my job description.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

Engaging with the public directly is NOT part of my job description.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

Race/Gender Engagement

Cultural differences between citizens and employees in my department inhibit our ability to perform.

- Strongly agree
- Agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Disagree
- Strongly disagree

My ethnic background is adequately represented in my department.

- Strongly agree
- Agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Disagree
- Strongly disagree

My gender is adequately represented in my department.

- Strongly agree
- Agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Disagree
- Strongly disagree

Which of the following most represents the ethnicity of the citizens you interact with most?

- White/Caucasian
-

African American or Black

- Hispanic
- Asian
- Native American
- Pacific Islander
- Other

I find ethnic differences between myself and citizens are easy to overcome in my job.

- Strongly agree
- Agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Disagree
- Strongly disagree

I find gender differences between myself and citizens are easy to overcome in my job.

- Strongly agree
- Agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Disagree
- Strongly disagree

Responsiveness to citizens

Indicate the extent to which you agree with the following statements.

I often tell citizens something akin to "the rule is the rule."

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

I use citizen complaints to help inform the way I do my job.

- Strongly disagree
- Disagree

- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

Complaining citizens do not understand the importance of rules.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

Citizens do not know what they want.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

Citizen participation is a good representation of the public's interest.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

Citizen participation is an important part of the job in my department.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree

- Strongly agree

Positive Recall

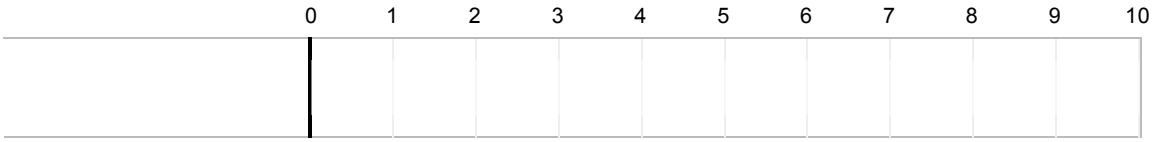
You're over halfway to being finished! Thank you for taking this confidential survey!

Please recall a POSITIVE experience you had while directly engaging with a member(s) of the public while occupying your current job. Describe this experience in 1000 characters or less.

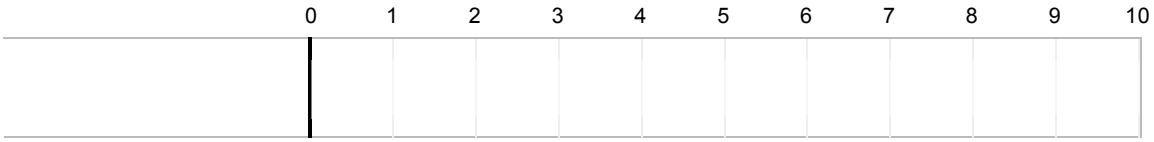
How recently was this interaction?

- More than a year ago
- Within the last 7-12 months
- Within the last 3-6 months
- Within the last 1-3 months
- Within the last four weeks

On a scale of 0-100, how positively did this experience affect you personally?



On a scale of 0 to 100, how positively did this experience affect your organization?

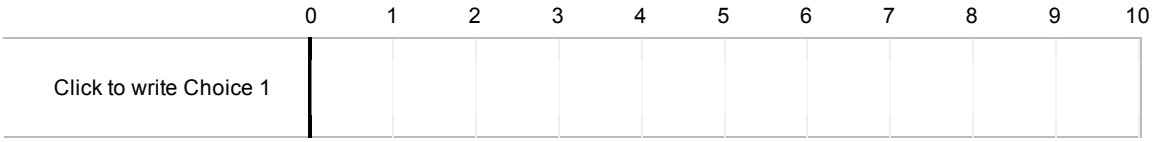


Negative Recall

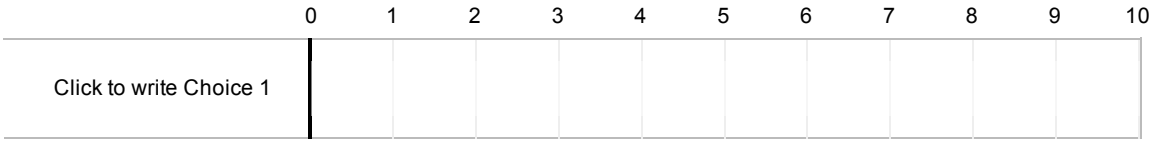
You're over halfway to being finished! Thank you for taking this confidential survey!

Please recall a NEGATIVE experience you had while directly engaging with a member(s) of the public while occupying your current job. Briefly describe this experience in 1000 characters or less.

On a scale of 0 to 100, how negatively did this experience affect you personally?



On a scale of 0 to 100, how negatively did this experience affect your organization?



Halfway Notice

You're over halfway to being finished! Thank you for taking this confidential survey!

Future Willingness to Engage

To what extent would you like to engage with citizens directly as a part of your job in the future?

- Like a great deal
- Like a moderate amount
- Like a little
- Neither like nor dislike
- Dislike a little
- Dislike a moderate amount
- Dislike a great deal

To what extent do you agree with the following statement?

"I believe the way my department currently engages with citizens needs to change."

- Strongly agree
- Agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
-

- Disagree
- Strongly disagree

Please select the top five methods of citizen engagement that you believe would be most effective for your department. (YOU MUST SELECT AT LEAST TWO.)

- [ ] Public meetings
- [ ] Employees' independent methods of engagement
- [ ] Smartphone apps
- [ ] Surveys
- [ ] Citizen "walk-ins"
- [ ] Citizen oversight boards or commissions
- [ ] Social media
- [ ] Community meetings
- [ ] Websites
- [ ] Educational events
- [ ] Mailers/Newsletters
- [ ] Open houses or "ride alongs"
- [ ] Other

Extra Role Behavior

You're almost there! You've completed about 75% of the survey! Complete the survey in full for your opportunity to win a gift card!

In the LAST YEAR, how often (on average) have you done extra things that are not part of your job to help individual citizens?

- Never
- Less than once a month
- Once a month
- Two to three times a month
- Two to three times a week
- Daily

In the LAST YEAR how much of your own money did you spend on job-related materials or services without reimbursement?
(Please use your best estimate for costs incurred, in whole dollars.)

In the LAST YEAR how many hours per week did you average working?
(Please use your best estimate in whole hours.)

In the LAST YEAR how many hours per week did you work without an expectation of being paid for those hours?
(Please use your best estimate in whole hours.)

Burnout Inventory

Please indicate the extent to which the following statements accurately describe your experience at work.

I feel emotionally drained from my work

- strongly disagree
- disagree
- disagree somewhat
- neither agree nor disagree
- agree somewhat
- agree
- strongly agree

Working with people all day is really a strain for me

strongly disagree	disagree	disagree somewhat	neither agree nor disagree	agree somewhat	agree	strongly agree
○	○	○	○	○	○	○

I feel burned out from my work.

- strongly disagree
- disagree
- disagree somewhat
- neither agree nor disagree
- agree somewhat
- agree
- strongly agree

I deal very effectively with the problems of residents.

strongly disagree	disagree	disagree somewhat	neither agree nor disagree	agree somewhat	agree	strongly agree
○	○	○	○	○	○	○

I feel I'm positively influencing other people's lives through my work.

- strongly disagree
- disagree
- disagree somewhat

- neither agree nor disagree
- agree somewhat
- agree
- strongly agree

I have accomplished many worthwhile things in my job.

strongly disagree	disagree	disagree somewhat	neither agree nor disagree	agree somewhat	agree	strongly agree
○	○	○	○	○	○	○

I worry that this job is hardening me emotionally.

- strongly disagree
- disagree
- disagree somewhat
- neither agree nor disagree
- agree somewhat
- agree
- strongly agree

I feel residents blame me for some of their problems.

strongly disagree	disagree	disagree somewhat	neither agree nor disagree	agree somewhat	agree	strongly agree
○	○	○	○	○	○	○

I feel similar to residents in many ways.

- strongly disagree
- disagree
- disagree somewhat
- neither agree nor disagree
- agree somewhat
- agree
- strongly agree

I feel personally involved with residents' problems

strongly disagree	disagree	disagree somewhat	neither agree nor disagree	agree somewhat	agree	strongly agree
○	○	○	○	○	○	○

Turnover Intent

Are you considering leaving your organization within the next year, and if so why?

- No
- Yes, to take another job within my agency

- Yes, to take another job outside my agency but in city government
- Yes, to take a job outside of state government but still in the public sector
- Yes, to take a job in the private sector
- Yes, to take a job in the nonprofit sector
- Yes, to retire

Job Satisfaction

Please indicate the extent to which you agree or disagree with the following statements about your satisfaction at work.

I am generally satisfied with my job.

- strongly disagree
- disagree
- disagree somewhat
- neither agree nor disagree
- agree somewhat
- agree
- strongly agree

If I had to decide all over again whether or not to take this job, I would take it.

strongly disagree	disagree	disagree somewhat	neither agree nor disagree	agree somewhat	agree	strongly agree
○	○	○	○	○	○	○

Overall, I am adequately paid for the work I do.

- Strongly agree
- Agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Disagree
- Strongly disagree

Yang Experience w/ Citizens

Think about your efforts engaging and working with citizens within the last 3 years.
To what extent to you agree with the following statement?

"In those efforts or programs in which you participated, citizens generally were very cooperative."

- Strongly agree
- Agree
-

- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Disagree
- Strongly disagree

Think about your efforts engaging and working with citizens within the last 3 years.
To what extent to you agree with the following statement?

"In those efforts or programs in which you participated, citizens were committed throughout the duration of the efforts or programs."

- Strongly agree
- Agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Disagree
- Strongly disagree

Think about your efforts engaging and working with citizens within the last 3 years.
To what extent to you agree with the following statement?

"In those efforts or programs in which you participated, your organizational goals were successfully achieved."

- Strongly agree
- Agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Disagree
- Strongly disagree

Collect email

Thank you for coming this far! We appreciate your time and effort! Just a little more to go!

In order to enter the lottery for a gift card from Amazon.com worth up to $100, please provide your email below.

We are committed to your privacy. Your email address will not be shared with a third party, nor will it be sold or used for purposes other than your voluntary participation in a future "State of the Service" survey or your potential lottery award.

Provide your email address here:

Please verify your email by typing it again:

Please select below if you would be willing to be interviewed about topics related to this survey. If you are interviewed, compensation may be provided to you for your time and travel as permitted by law.

- ○ I am willing to be interviewed on topics related to those covered in this survey.