



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

Facilities Services Housekeeping Employee Survey Report

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Confidential

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I. Background

I. Background

- The University of North Carolina at Chapel Hill (UNC) is a Carnegie Research I public university with a student enrollment of approximately 29,000 and a permanent employee population of approximately 12,000.
 - Facilities Services, a division of Campus Services, is responsible for providing grounds, housekeeping, and building maintenance and small construction services to the campus, as well as ancillary services such as mail and recycling.
 - Facilities Services Housekeeping is managed by a Housekeeping Director, supported by four Assistant Directors to whom a total of 24 zone managers report, and an Assistant Director who is responsible for training. The Housekeeping Director reports to the Executive Director and Chief Facilities Officer.
 - In addition to the leadership team, approximately 400 Housekeeping employees, including four office support personnel, work in the Housekeeping Department.
 - Housekeeping employees have raised concerns about the work climate, including whether all department employees were treated fairly with civility and respect and free from threats, intimidation, and harassment.
- In response, UNC retained PRM Consulting Group, Inc., (PRM) to conduct an independent employee survey to assess the climate and culture of the Housekeeping Department (“the Department”) and prepare a report identifying the findings, recommendations, and suggested action plan to address and eradicate any existing impediments to success.

I. Background

- During the conduct of this study, PRM completed the following tasks:
 - Reviewed current personnel policies and practices to gain a better understanding of UNC procedures;
 - Interviewed over 400 employees including Housekeepers and support staff; staff-supervisors and management; Facilities Services and Campus Services leadership; Housing and Residential Life and Student Affairs leadership; Human Resources leadership; the UNC Ombudsperson; Chair of the Employees Forum, the UNC ADA/EEO Officer; and the Chancellor;
 - Tabulated and analyzed responses from the interviews, developed recommendations; and
 - Prepared this report summarizing the findings and outlining recommendations to address existing issues in the Housekeeping Department.
- This report contains our study methodologies, survey findings and recommendations.

II. Executive Summary

II. Executive Summary

- UNC retained PRM in March 2011 to conduct a comprehensive review of the Housekeeping Department. The Department is one of several units in the Division of Facilities Services, which reports to the Associate Vice Chancellor of Campus Services.
- PRM developed and presented a study methodology that included discovery, data collection, and analysis. The methodology included on-site interviews using interpreters for non-English speaking employees, interview guides and questionnaires. Our study team met individually with over 400 UNC employees during the data collection period, including:
 - Housekeeping staff, supervisors, managers;
 - Human Resource staff and key leadership team members; and
 - The UNC Chancellor.
- The primary goal of the project was to gain an understanding of the current working conditions and culture in the Department. PRM’s findings in these areas served as the basis for identifying recommendations for UNC to address employee concerns and improve overall workplace satisfaction and employee morale.
- The Housekeeping staff survey design consisted of 12 statements regarding their work environment.
 - Respondents were asked to respond using a five-point scale, ranging from “strongly disagree” to “strongly agree.”
 - Respondents were encouraged to elaborate on their answers, especially for responses indicating a negative perception of the work environment.

II. Executive Summary

- Interviews were conducted confidentially, and, on average, lasted approximately one hour.
- Given the diversity of the staff, interpreters were used for 143 of the Housekeeping interviews. We refer to these employees throughout this report as the non-English speaking employees.
- To ensure the honest and open dialogue necessary to conduct this survey, PRM emphasized the confidential nature of each interview with the following stated objectives:
 - Independently measuring the severity of issues raised during the interview process;
 - Confirming, validating and clarifying responses for those employees who disagreed or strongly disagreed; and
 - Acknowledging PRM’s responsibility to report any shared criminal or unlawful activity which would result in disclosing one’s identity to the University or appropriate authorities.
- The responses to the questions were captured using a survey instrument approved by UNC and designed to identify and confirm any concerns stated by employees of the Department.
- A separate series of interviews were also conducted for those individuals with supervisory or management responsibilities in the Department.

Summary of the Findings

- The overall results indicate that the current practices in the Department have created a culture with employee morale issues, lack of trust, and overall frustration. Analysis of the data from all respondents flagged at a “disagree” or “strongly disagree” for **30% or more** are summarized below.

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- **“In my zone, work assignments are made fairly and distributed equitably among employees.”**
(30.1%)
- **“Housekeeping management promotes an environment of treating employees with dignity and respect.”** (32.7%)
- **“Housekeeping management cares about and is interested in the welfare of its employees.”**
(33.2%)
- **“I am satisfied with communication between Housekeeping management and staff.”** (33.5%)
- **“Housekeeping management fairly and consistently administers policies and work rules.”**
(34.4%)
- **“Housekeeping management promotes an environment free from harassment, discrimination and intimidation.”** (34.6%)
- Comprehensive details of responses of all respondents are outlined in the chart on the next page (see Exhibit).
- The English and non-English speaking employees had widely divergent viewpoints in several instances.
 - For example, **47.2% of English speaking** Housekeepers **disagreed** with the statement that **management promotes an environment where employees are treated with dignity and respect**, whereas only **11.2% of the non-English** speaking respondents disagreed with this statement.
 - The comparison findings for several questions between English and non-English respondents had similar distinctive results when race was considered, thus creating an even more troubling perception by the Housekeeping staff.

University of North Carolina at Chapel Hill

Summary Sheet of 355 Questionnaires – both English Speakers and Employees Interviewed with an Interpreter

20-29.99%	disagreed or strongly disagreed
30-39.99%	disagreed or strongly disagreed
over 40%	disagreed or strongly disagreed

ALL SHIFTS
355 QUESTIONNAIRES

STATEMENTS ON THE EMPLOYEE INTERVIEW SHEET

1. My zone manager promotes an environment that allows me to do my job safely
2. In my zone, work assignments are made fairly and distributed equitably among employees
3. I am able to take regular breaks as operational needs permit
4. My zone manager treats everyone in my zone fairly and consistently
5. I am satisfied with communications between the Housekeeping staff.
6. I am satisfied with communications between my zone manager and the Housekeeping staff.
7. I can express my honest opinions to my zone manager without fear of retaliation.
8. I feel Housekeeping management cares about and is interested in the welfare of its employees.
9. I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.
10. I feel Housekeeping management fairly and consistently administers policies and work rules.
11. I believe Housekeeping management promotes an environment free from harassment, discrimination and intimidation.
12. I am satisfied with communication between Housekeeping management and the Housekeeping staff.

	Strongly Agree		Have No Opinion		Strongly Disagree		TOTALS	AVE RATING	Disagree/ Strongly Disagree 20-29.99% 30-39.99% over 40%
	5	4	3	2	1	%			
									ALL SHIFTS
1. My zone manager promotes an environment that allows me to do my job safely	147 41.4%	178 50.1%	7 2.0%	17 4.8%	6 1.7%	355 100.0%	4.25		23 6.5%
2. In my zone, work assignments are made fairly and distributed equitably among employees	78 22.0%	156 43.9%	14 3.9%	75 21.1%	32 9.0%	355 100.0%	3.49		107 30.1%
3. I am able to take regular breaks as operational needs permit	112 31.5%	224 63.1%	2 0.6%	13 3.7%	4 1.1%	355 100.0%	4.20		17 4.8%
4. My zone manager treats everyone in my zone fairly and consistently	86 24.2%	155 43.7%	16 4.5%	68 19.2%	30 8.5%	355 100.0%	3.56		98 27.6%
5. I am satisfied with communications between the Housekeeping staff.	65 18.3%	190 53.5%	9 2.5%	69 19.4%	22 6.2%	355 100.0%	3.58		91 25.6%
6. I am satisfied with communications between my zone manager and the Housekeeping staff.	82 23.1%	185 52.1%	14 3.9%	55 15.5%	19 5.4%	355 100.0%	3.72		74 20.8%
7. I can express my honest opinions to my zone manager without fear of retaliation.	103 29.0%	189 53.2%	5 1.4%	34 9.6%	24 6.8%	355 100.0%	3.88		58 16.3%
8. I feel Housekeeping management cares about and is interested in the welfare of its employees.	59 16.6%	136 38.3%	42 11.8%	77 21.7%	41 11.5%	355 100.0%	3.27		118 33.2%
9. I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	47 13.2%	162 45.6%	30 8.5%	69 19.4%	47 13.2%	355 100.0%	3.26		116 32.7%
10. I feel Housekeeping management fairly and consistently administers policies and work rules.	55 15.5%	151 42.5%	27 7.6%	85 23.9%	37 10.4%	355 100.0%	3.29		122 34.4%
11. I believe Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	55 15.5%	161 45.4%	16 4.5%	78 22.0%	45 12.7%	355 100.0%	3.29		123 34.6%
12. I am satisfied with communication between Housekeeping management and the Housekeeping staff.	60 16.9%	148 41.7%	28 7.9%	87 24.5%	32 9.0%	355 100.0%	3.33		119 33.5%

II. Executive Summary

- An analysis of the survey results by shift also reveals divergent viewpoints. For example, **first shift** employees reported having the highest level of dissatisfaction when responding to the statement about being treated with respect and dignity; **49.2% of all first shift respondents disagreed** with this statement.
- Several employees made comments concerning rumored and observed instances of inappropriate behavior, hiring and promotion practices, and internal conflicts.
- The areas of discontent are categorized below, based on their chronological appearance in the surveys:
 - **Fairness:** A large number of employees believe work was unfairly assigned or distributed within their department, and that managers were inconsistent in administering rules and policies. Additionally, a significant number of employees did not feel that Zone Managers treated everyone in the zone fairly and consistently.
 - **Retaliation:** Overall, 16.3% of respondents disagree that they can express their opinion without fear of retaliation. However, there were several comments provided during the interview process leading PRM to believe that this number should have been higher. PRM believes that the number of employees who may be fearful of retaliation is higher than the survey results suggest, based on their comments during the interviews.
 - **Inappropriate Behavior:** Rumors regarding favoritism, discrimination, and inappropriate sexual relationships between some managers and employees have created the perception of permissiveness on the part of management employees.
 - **Conflicts:** There is a perception that Burmese and Latino employees are treated differently than other ethnic groups, thus causing internal conflicts.

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- **Dignity and Respect:** Many employees stated management did not treat them with dignity and respect, and that management was not concerned with employees' overall welfare.
- **Hiring and Promotion Practices:** There is a high level of discontent pertaining to the hiring of non-English speaking employees, and significant questions about the inability of both non-English and English speaking employees to communicate and perform effectively. Further, employees raised concerns of unfair recruiting and hiring practices; specifically, that they were not all given the opportunity to apply for open positions.
- **Communication:** A significant number of employees did not feel communications among the Housekeeping staff and between Zone Managers and Housekeeping staff were satisfactory.
- **Discrimination, Harassment and Intimidation:** Survey results and comments indicate a large number of employees felt management did not promote a workplace free of discrimination, harassment and intimidation.
- Those areas in which the employees were largely satisfied are as follows:
 - **Safety:** Most employees indicated that they worked in a safe work environment; however, several employee comments suggest different perceptions.
 - **Ability to Take Breaks:** Only a few employees responded that they felt they could not take regular breaks without retaliation. Employees' comments were largely consistent with this finding.
- The findings from the Zone Manager and Housekeeping management questionnaire revealed a different view than Housekeeping staff, as most managers believe they treat everyone fairly and promote an environment free from retaliation. In light of these divergent viewpoints, senior management should ensure

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that managers and supervisors expectations are established and clearly understood throughout the Department, and that the appropriate measures of accountability are identified.

Summary of Recommendations

- PRM is presenting **over forty-five recommendations** for UNC to consider in addressing the issues raised during the conduct of this study. Highlights of our recommendations are as follows:
 - **Develop the Infrastructure to Support Change:** UNC should identify and empower individuals or groups who will 1) set the course for addressing the concerns identified in this report; 2) ensure corrective measures are implemented in a timely manner; and 3) ensure regular communication within the Housekeeping staff and between UNC leadership. During this process, an action plan should be created to serve as the guiding principles for change.
 - **Implement Change:** Execute the action plan, ensuring both smaller- and larger-scale changes are implemented efficiently and on time. This process includes **addressing Tier 3 and Tier 4** concerns, identified as those with the most serious issues identified in this report, before addressing Tier 1 and Tier 2 concerns. Below, we outline each of **the concerns and provide example** solutions for UNC to consider.
 - **Tier 3 and 4 Concerns:**
 - **Demonstrate dignity, respect and commitment to employee welfare; create a discrimination-free, harassment-free and intimidation-free workplace:** Schedule and conduct mandatory meetings with all Housekeeping management in a leadership role to review the results of this report. Develop a “Safe to Say” program that encourages employees to report instances of discrimination, harassment and intimidation in a safe environment; hold managers accountable through the implementation of a new 360-

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degree performance evaluation system; implement a coaching/mentoring program for appropriate management staff.

- **Ensure fairness and consistent application of applicable laws and policies:** Design and conduct a regular audit of all new hires and promotions within the Housekeeping Department.
- **Develop clear communication channels:** Consider encouraging bilingual employees to assist in conducting translation during staff meetings and ensure their non-English speaking colleagues are apprised of changes in procedures, as appropriate. However, the hiring of outside translators is the preferred recommendation as the utilization of internal employees is a short-term solution.

— **Tier 1 and 2 Concerns:**

- **Build a cohesive and productive team:** Hold formal team-building activities that encourage employees who do not share a common language/cultural background to work towards a common goal.
- **Develop conflict resolution procedures:** Provide a hierarchy of authority to the employees that guides them in escalating unresolved issues.
- **Review safety measures and availability:** Ensure employees have ready access to all safety equipment they may need to perform their duties.
- **Breaks:** Ensure the workload is distributed evenly so that all employees are able to take the breaks they have been scheduled.

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- **Review the OS1 Cleaning System:** Review staffing levels to ensure employees can reasonably perform their job.
- After the structure is in place and the action plan executed, the final step is to monitor the progress. Regular audits of all newly implemented policies and procedures should be reviewed to ensure that they are having the desired effect and are consistently being followed.
- Management should consider surveying other Facilities Services Divisions to determine if any potential problems exist.
- Management must take a visible role in leading the change process to enhance the culture in Housekeeping. To gauge success, our final recommendation is to conduct follow-up surveys in 2012 and 2013 to determine if the implemented changes have achieved meaningful improvement.

The recommendations listed in this report are not exhaustive of all the options available to the University, and should represent an opportunity to develop other recommendations and ideas for consideration. One of the more complex issues that UNC may consider, with careful thought regarding the overall outcome, is the restructuring of the Housekeeping Department, which could include examining the organization chart for the Department, as well as determining if management positions can be streamlined.

These are examples of other considerations for the University to consider and are not being expressed as recommendations. However, we believe that change presents an opportunity for the University to think long term about the strategic direction of the Department.

II. Executive Summary

This report was prepared by:

Michael Rhim, Principal, PRM Consulting

William Wilder, Senior Consultant, PRM Consulting

III. Methodology

III. Methodology

- UNC asked PRM to conduct interviews with approximately 420 Housekeeping staff and management employees to obtain their perceptions of:
 - The Housekeeping work environment and culture;
 - How they are treated by management and University leadership (i.e., with civility and respect and free from threats, intimidation or harassment); and
 - The fair and consistent application of internal policies.
- To ensure candid responses from all employees, PRM agreed to protect individual identities in reporting interview results and made every effort to ensure confidentiality throughout the process.
- PRM conducted approximately 402 confidential employee interviews during the study:
 - 355 Housekeepers, of whom 212 were English speaking (“English speaking”) and 143 required translators to facilitate the interview (“non-English speaking”). An additional five interviews were completed after the data for this report was finalized, and therefore they are not included in the final numbers, although their responses were consistent with the others included in this report. A summary of the employee classifications is as follows:

Classification	African Americans	Asian	Hispanic	White
English Speaking	86%	8%	1%	5%
Non-English Speaking	-	83%	17%	-

III. Methodology

- Twenty-four Zone Managers;
- Six Housekeeping management personnel, including the Interim Director and the former Housekeeping Director;
- 169 males;
- 186 females;
- Four Housekeeping administrative and clerical personnel; and
- Thirteen key UNC staff and personnel, including the Chancellor of the University.
- One employee and one Assistant Director declined to be interviewed and were omitted from this report's statistical findings.
 - Two Zone Managers left UNC before PRM conducted their interviews.
 - Four Housekeeping employees did not come to their originally scheduled interviews and were unable to reschedule and were omitted from this report's statistical findings.
 - The remaining employees who were not included in this report's findings were either too new to interview, were temporarily in the position, did not appear on the master list, or had resigned before being interviewed. This number consisted of relatively few employees.

III. Methodology

- The interviews of Housekeepers, Zone Managers and management staff were designed to obtain in-depth information regarding their views and opinions of Housekeeping operations.
- The interviews with the Chancellor and other management staff were designed to obtain their individual perspective of the situation and to further define their expectations of PRM.
- PRM developed a thorough assessment process to meet UNC’s objectives, including the collection of quantitative and qualitative information and conducting confidential one-on-one interviews.
 - PRM collected and reviewed all background information, including UNC’s current policies and procedures regarding hiring practices, benefits, communications brochures, etc., before conducting the interviews.
 - Both PRM and UNC representatives held a mandatory group kickoff meeting for all Housekeeping staff members, outlining the process for the interviews, stressing the confidentiality of each interview and introducing the Housekeeping staff to the interview team.
 - UNC delivered a memorandum to all Housekeeping employees encouraging them to participate in the process (see [Appendix A](#)).
 - PRM created a customized questionnaire of 12 statements designed to solicit quantifiable feedback from the Housekeeping employees during the interview process (see [Appendix B](#)).
 - A separate, customized questionnaire was created for Zone Managers and the Housekeeping management employees (see [Appendix C and D](#)).
 - Employees were asked for any additional comments on any subject not addressed in the questionnaire. Resulting comments are included in “Other Issues” section of this report (See below for process).

III. Methodology

- Each employee obtained a Confidentiality Statement outlining PRM’s commitment to keep participants’ identities and comments confidential unidentifiable by the UNC, unless the employee requested otherwise (see [Appendix E](#)).
- Interpreters were hired by PRM to help the 143 employees who spoke Spanish, Burmese, Karen, Bulgarian, and American Sign Language.
- UNC staff assisted PRM in scheduling the interviews to take place during all shifts in a private location on the UNC campus.
- Once the interviews were conducted and tallied, PRM examined the response distribution and found the following to be the most significant groupings:
 - All shifts;
 - Individual shifts;
 - All English speaking staff and shift results;
 - Non-English speaking staff and shift results;
 - Comparison of English and non-English; and
 - Zone Managers and Housekeeping management staff.

III. Methodology

- To highlight the differing answers for each group, we broke down the responses according to the above categories for each statement. However, not all questions were met with divided opinions. For consistency, we structured the responses the same for each statement.

	All Employees	English Speaking Employees	Non-English Speaking Employees
Shift 1	120	88	32
Shift 2	66	27	39
Shift 3	169	97	72
Total	355	212	143

Overview

- PRM captured quantitative and qualitative findings in the study.
 - We incorporated themes from employee comments in the observation section for each survey statement.
 - Information obtained from the Housekeepers included statements from employees who were direct witnesses, or directly involved in reported activities, as well as widely circulated rumors that were shared with PRM.
 - The results of the quantitative analyses of the employees' responses are included in [Appendix F](#).
 - Quantitative information is also included for Zone Managers and Housekeeping management staff.

III. Methodology

- In the quantitative analysis portion of the interviews, PRM staff read 12 statements to the Housekeeper and asked whether they “Strongly Agreed”, “Agreed”, “Disagreed”, “Strongly Disagreed”, or had “No Opinion” for each statement.
- Each statement was designed to provide a positive response; staff members who disagreed or strongly disagreed with the particular statement were asked follow-up questions to gain more insight.

Suggested Survey Interpretation Guidelines

- PRM is proposing general guidelines, which UNC may choose to modify, indicating at what point a statement receiving a certain percentage of “strongly disagree” or “disagree” rating should be flagged for attention and follow-up. The guidelines are referred to in the Executive Summary and throughout this report:

% of Respondents Who Selected “Disagree” or “Strongly Disagree:	Comment
0 – 19%	Tier One: The issues addressed in these questions should be investigated and addressed to ensure employee morale is maintained.
20 – 29%	Tier Two: The issues addressed in these questions should be flagged and reviewed to determine if a real problem exists on this topic and what potential changes can be made to reduce the level of disagreement.
30 – 39%	Tier Three: The issues addressed in these questions should be reviewed carefully as there may be some serious issues affecting the culture or individual experiences that may need immediate attention.

III. Methodology

% of Respondents Who Selected “Disagree” or “Strongly Disagree:	Comment
40%+	Tier Four: These responses are problem areas that need to be addressed immediately. Lack of action could indicate or lead to ongoing and potentially toxic problems.

Interview Process for Housekeeping

- The PRM representative read and allowed each employee to respond to each of the 12 statements.
- Upon completing the response to the 12 statements, the PRM representative encouraged an open-ended discussion and asked pertinent follow-up questions.
 - Interviews were scheduled for one hour.
 - Employees provided a substantial number of comments during the open discussion portion of the interview.
 - In some instances, specific names were mentioned by employees of persons who had allegedly participated in inappropriate relationships, but due to the sensitive and public nature of these topics and this report, we maintained confidentiality in our observation of comments shared with PRM representatives.
 - When we asked the employees to provide general comments, we heard several unverifiable stories repeated multiple times. We have taken these comments into consideration in our observation section.

III. Methodology

- Though the PRM representative emphasized the confidential nature of the interview, a large number of employees indicated they were fearful they would be fired if management became aware of what they said in the interviews. We tried to assure them that UNC would not condone such actions, but many of those employees seemed anxious and nervous about the possibility. PRM is concerned that this fear may have translated into a more positive assessment of their work environment during the interview than how they actually felt.
- Some interviewees told members of the interview team that some Housekeeping employees had decided together that they would not say anything negative in the interviews, for fear of the comments leading to retaliation, specifically to the termination of their employment.

Interview Process for Zone Managers and Management

- Twenty-four Zone Managers and six management staff members were interviewed, including four Assistant Directors, the former Housekeeping Director, and the Interim Housekeeping Director.

Zone Managers

- Zone Managers were given seven statements on how they felt the employees in their zones would respond to questions about their supervisory style.
 - These statements correlated directly to seven statements provided to Housekeepers about their Zone Manager's supervisory style.
 - Zone Managers were asked several open-ended questions about their opinions regarding their supervisory style, support they receive from upper management, and other related questions. They were also asked open-ended follow-up questions.

III. Methodology

Management

- The six members of the Housekeeping management staff who participated in the interviews were given five statements on how they felt the employees in their areas of responsibility would respond to questions about Housekeeping management style.
 - These statements correlated directly to five statements given to Housekeepers about Housekeeping management.
 - The management staff was also asked several open-ended questions about their opinions regarding their management style, diversity, hiring and promotional policies, and other related questions.
 - They were also asked open-ended follow-up questions.

IV. Key Issues and Findings

A. Employee Responses to Survey Questions

Survey Responses

- The following summaries are based on 355 Housekeeping employees' responses.

1. My Zone Manager promotes an environment that allows me to do my job safely.

- **91.5% of all respondents agree or strongly agree** with this comment. Interviewees overwhelmingly agree that zone managers promote safety. Only **6.5% of respondents disagree or strongly disagree** with this assessment, though some comments indicate otherwise. (See Appendix F for overall results)
- Under PRM Guidelines, this is a tier one result.

STATEMENTS ON THE EMPLOYEE INTERVIEW SHEET

1. My zone manager promotes an environment that allows me to do my job safely

Strongly Agree	Agree	Have No Opinion	Disagree	Strongly Disagree	TOTALS	AVE RATING
5	4	3	2	1		
147 41.4%	178 50.1%	7 2.0%	17 4.8%	6 1.7%	355 100.0%	4.25

	All Employees				English Speaking Employees		Non-English Speaking Employees	
	No. of EE who Agree / Strongly Agree	% of EE who Agree / Strongly Agree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree
All Employees	325	91.5%	23	6.5%	14	6.6%	9	6.3%
Shift 1	112	93.3%	7	5.8%	5	5.7%	2	6.3%
Shift 2	62	92.5%	4	6.0%	3	10.7%	1	2.6%
Shift 3	151	89.9%	12	7.1%	6	6.3%	6	8.3%

A. Employee Responses to Survey Questions

Observations

- Based on the information provided to PRM, it appears that Housekeeping management has stressed safety in many different ways. PRM visited the training room and reviewed manuals to assess the training curriculum and concluded that training is a major priority in the Department.
- Although the survey indicates a positive feeling regarding employee safety, and the employees appear to understand basic safety procedures, comments were provided that outlines some concerns in this area. For example, there is concern about instructions for using chemicals only being written in English when several non-English speaking employees work with chemicals.
- Employees reported being unable to obtain safety equipment (e.g. masks) for cleaning showers and other areas where chemical fumes are present.
- Employees noted that safety meetings were ineffective without interpreters or other efforts, as a considerable number of Housekeeping employees cannot understand enough English to digest the information.
- There was no discernable difference in response to this question between English and non-English employees, or by shifts.

2. **In my zone, work assignments are made fairly and distributed equitably among employees.**

- **Overall, 65.9% agree or strongly agree with this comment; however, 30.1% disagree or strongly disagree with this comment.**
- **The first shift employees disagree or strongly disagree at a slightly higher level of 33.3%.**

A. Employee Responses to Survey Questions

- Under the PRM guidelines, this is a tier three result.

STATEMENTS ON THE EMPLOYEE INTERVIEW SHEET	Strongly Agree	Agree	Have No Opinion	Disagree	Strongly Disagree	TOTALS	AVE RATING
	5	4	3	2	1		
2. In my zone, work assignments are made fairly and distributed equitably among employees	78 22.0%	156 43.9%	14 3.9%	75 21.1%	32 9.0%	355 100.0%	3.49

	All Employees				English Speaking Employees		Non-English Speaking Employees	
	No. of EE who Agree / Strongly Agree	% of EE who Agree / Strongly Agree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree
All Employees	234	65.9%	107	30.1%	68	32.1%	39	27.3%
Shift 1	75	62.5%	40	33.3%	31	35.2%	9	28.1%
Shift 2	47	70.1%	17	25.4%	5	17.9%	12	30.8%
Shift 3	112	66.7%	50	29.8%	32	33.3%	18	25.0%

Observations

- The response to this question started opening the door to deeper-rooted issues relating to the cultural problems that exist within Housekeeping.
 - With over 30% of employees feeling that work is not fairly distributed, a problem or a perception of a problem exists.
 - This disparity may be explained by the tendency of managers to assign tasks to employees who they think will get the job done, or employees less inclined to complain or disagree.
- The dominant theme throughout many comments was that the employees believe that race is a strong factor in assigning tasks.

A. Employee Responses to Survey Questions

- Some employees felt that Burmese employees are given more work than others because they will not complain.
- Several African-American employees indicated that they felt that Burmese and Hispanic employees are favored by management.
- The non-English and English speaking employees both disagreed at a high level with 27.3% and 32.1%, respectively; their responses were similarly consistent throughout the shifts.

3. I am able to take regular breaks as operational needs permit.

- **94.6% agree or strongly agree** with this comment and only **4.8%** who disagree or strongly disagree. This strong positive response from respondents indicates that it is not an area for concern.
- Under the PRM guidelines, this is a tier one result.

STATEMENTS ON THE EMPLOYEE INTERVIEW SHEET

3. I am able to take regular breaks as operational needs permit

Strongly Agree	Agree	Have No Opinion	Disagree	Strongly Disagree	TOTALS	AVE RATING
5	4	3	2	1		
112	224	2	13	4	355	4.20
31.5%	63.1%	0.6%	3.7%	1.1%	100.0%	

	All Employees				English Speaking Employees		Non-English Speaking Employees	
	No. of EE who Agree / Strongly Agree	% of EE who Agree / Strongly Agree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree
All Employees	336	94.6%	17	4.8%	9	4.2%	8	5.6%
Shift 1	114	95.0%	6	5.0%	4	4.5%	2	6.3%
Shift 2	66	98.5%	1	1.5%	0	0.0%	1	2.6%
Shift 3	156	92.9%	10	6.0%	5	5.2%	5	6.9%

A. Employee Responses to Survey Questions

Observations

- This question did not appear to identify any areas of concerns to employees other than:
 - General comments regarding the need for more breaks when employees are working with harsh chemicals.
 - The consideration of an additional break during the summer months when buildings are hotter and air conditioning is off or down.

- 4. **My Zone Manager treats everyone in my zone fairly and consistently.**
 - **67.9% agree or strongly agree with this comment; however, 27.6% disagree or strongly disagree.**
 - There was large disparity between the English speaking respondents, of whom **32.5% disagree or strongly disagree**, and non-English speaking respondents, of whom only **20.3% disagree or strongly disagree**. Further, **41% of the non-English** speaking employees from the second shift disagreed or strongly disagreed.
 - Under the PRM guidelines, this is a tier two result, but a tier three result for English speaking employees.

A. Employee Responses to Survey Questions

STATEMENTS ON THE EMPLOYEE INTERVIEW SHEET

4. My zone manager treats everyone in my zone fairly and consistently

Strongly Agree	Agree	Have No Opinion	Disagree	Strongly Disagree	TOTALS	AVE RATING
5	4	3	2	1		
86 24.2%	155 43.7%	16 4.5%	68 19.2%	30 8.5%	355 100.0%	3.56

	All Employees				English Speaking Employees		Non-English Speaking Employees	
	No. of EE who Agree / Strongly Agree	% of EE who Agree / Strongly Agree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree
All Employees	241	67.9%	98	27.6%	69	32.5%	29	20.3%
Shift 1	79	65.8%	33	27.5%	28	31.8%	5	15.6%
Shift 2	40	59.7%	24	35.8%	8	28.6%	16	41.0%
Shift 3	122	72.6%	41	24.4%	33	34.4%	8	11.1%

Observations

- The results of this statement continue to reveal a large disparity between those of different ethnicities. Additionally, the comments provided to PRM present a picture that there is inconsistency in treatment.
 - Some Burmese employees commented that African-American employees don't appear to have to work as hard as them.
 - Some Burmese felt that some Zone Managers favor English speaking Burmese over non-English speaking Burmese.
- The proportionally high number of non-English speaking employees from the second shift who voiced their disagreement may indicate a problem specifically with that shift.

A. Employee Responses to Survey Questions

5. I am satisfied with communication between the Housekeeping staff in my zone.

- **71.8% agree or strongly agree with this comment and 25.6% disagree or strongly disagree with this comment, with the second shift having a higher disagreement level at 32.8% overall.**
- Under the PRM guidelines, this is a tier two result.

STATEMENTS ON THE EMPLOYEE INTERVIEW SHEET	Strongly Agree	Agree	Have No Opinion	Disagree	Strongly Disagree	TOTALS	AVE RATING
	5	4	3	2	1		
5. I am satisfied with communications between the Housekeeping staff.	65 18.3%	190 53.5%	9 2.5%	69 19.4%	22 6.2%	355 100.0%	3.58

	All Employees				English Speaking Employees		Non-English Speaking Employees	
	No. of EE who Agree / Strongly Agree	% of EE who Agree / Strongly Agree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree
All Employees	255	71.8%	91	25.6%	57	26.9%	34	23.8%
Shift 1	85	70.8%	33	27.5%	21	23.9%	12	37.5%
Shift 2	42	62.7%	22	32.8%	11	39.3%	11	28.2%
Shift 3	128	76.2%	36	21.4%	25	26.0%	11	15.3%

Observations

- The employees were concerned with the lack of ability by a large number of employees to understand English, because of the resulting inefficient communication among the team.
- Employees indicated that they did not believe that management is committed to creating a cohesive team across cultures or in overcoming the language barriers within the Department.

A. Employee Responses to Survey Questions

- Several employees expressed concern about the ability of non-English speaking employees to follow written instructions properly.
- Several employees found their colleagues to be regularly rude and offensive to others, with no consequence.
- Several employees noted the extensive use of unsavory language among their peers, resulting in general feelings of disrespect and low morale within the Department, as well as a potentially hostile work environment.

6. I am satisfied with communication between my Zone Manager and Housekeeping staff.

- **75.2% agree or strongly agree with this comment, and 20.8% disagree or strongly disagree.**
- There was large disparity between the English speaking respondents, of whom **25.5% disagree or strongly disagree**, and non-English speaking respondents, of whom only **14.0% disagree or strongly disagree**. However, several of the non-English speaking employees made comments regarding not being able to understand assignments given to them in English.
- Under the PRM guidelines, this is a tier two result.

STATEMENTS ON THE EMPLOYEE INTERVIEW SHEET

6. I am satisfied with communications between my zone manager and the Housekeeping staff.

Strongly Agree	Agree	Have No Opinion	Disagree	Strongly Disagree	TOTALS	AVE RATING
5	4	3	2	1		
82	185	14	55	19	355	3.72
23.1%	52.1%	3.9%	15.5%	5.4%	100.0%	

A. Employee Responses to Survey Questions

	All Employees				English Speaking Employees		Non-English Speaking Employees	
	No. of EE who Agree / Strongly Agree	% of EE who Agree / Strongly Agree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree
All Employees	267	75.2%	74	20.8%	54	25.5%	20	14.0%
Shift 1	91	75.8%	24	20.0%	20	22.7%	4	12.5%
Shift 2	52	77.6%	13	19.4%	5	17.9%	8	20.5%
Shift 3	124	73.8%	37	22.0%	29	30.2%	8	11.1%

Observations

- Several employees indicated that many Burmese employees would not be providing truthful answers to questions like this, as the Burmese employees were concerned that their dissatisfaction may translate into their being terminated. However, these comments were vague and the employees who reported them did not indicate who, specifically, may not be truthful or how their answers may be evasive. PRM could not fully determine to what extent employees did not answer openly, but a noticeable number of Burmese did answer this question and others had no opinion.
- Several employees reported that communications from their Zone Managers were not timely and/or were incomplete.
- Employees noted that Zone Managers may need training on how to communicate bad news effectively and compassionately.

7. I can express my honest opinion to my zone manager without fear of retaliation.

- **82.2% agree or strongly agree with this comment and 16.3% disagree or strongly disagree with this comment.**

A. Employee Responses to Survey Questions

- Under the PRM guidelines, this is a tier one result. However, given UNC’s zero tolerance policy for retaliation, all employee concerns in this area should be treated seriously.

STATEMENTS ON THE EMPLOYEE INTERVIEW SHEET	Strongly Agree	Agree	Have No Opinion	Disagree	Strongly Disagree	TOTALS	AVE RATING
	5	4	3	2	1		
7. I can express my honest opinions to my zone manager without fear of retaliation.	103 29.0%	189 53.2%	5 1.4%	34 9.6%	24 6.8%	355 100.0%	3.88

	All Employees				English Speaking Employees		Non-English Speaking Employees	
	No. of EE who Agree / Strongly Agree	% of EE who Agree / Strongly Agree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree
All Employees	292	82.3%	58	16.3%	38	17.9%	20	14.0%
Shift 1	94	78.3%	23	19.2%	19	21.6%	4	12.5%
Shift 2	54	80.6%	13	19.4%	4	14.3%	9	23.1%
Shift 3	144	85.7%	22	13.1%	15	15.6%	7	9.7%

Observations

- During the interview process, several employees, particularly the Burmese employees, made it clear that they were not going to say anything bad about management, for fear of losing their jobs.
 - During the kickoff meetings, PRM representatives were approached by employees who were concerned with repercussions of participating in the interviews and confidentiality issues.
 - Only after the PRM representative emphasized the confidential nature of the interview did many, but not all, employees seem to become comfortable sharing their experiences and observations.

A. Employee Responses to Survey Questions

- Employees who did share comments indicated that when they complain about anything, they are given grunt work, such as cleaning more bathrooms, or are transferred to different zones.
- Overall, the comments shared with PRM are highly inconsistent with the low level of disagreement on this comment, which may indicate an underlying fear of retaliation.

8. I feel Housekeeping management cares about and is interested in the welfare of its employees.

- **54.9% agree or strongly agree with this comment; however, 33.2% disagree or strongly disagree with this comment.**
- There was a high level of disparity between the English speaking (**46.7% disagree**) and the non-English speaking employees (**13.3% disagree**).
- Employees who worked the first shift reported a significantly higher level of dissatisfaction with regards to this topic. Overall, **47.5% of first shift employees** responded “disagree” or “strongly disagree” with this statement; **56.8% of English speaking first shift** respondents disagreed or strongly disagreed, while **21.9% of non-English speaking** first shift employees either disagreed or strongly disagreed. Note that **second shift numbers** are slightly higher than the first shift; however, the first shift number of employees who disagreed represents a larger statistical pool.
- Overall, under the PRM guidelines, this is a tier three result, but, when broken down, is a tier four result within the English speaking and the first shift employees.

A. Employee Responses to Survey Questions

STATEMENTS ON THE EMPLOYEE INTERVIEW SHEET

8. I feel Housekeeping management cares about and is interested in the welfare of its employees.

Strongly Agree	Agree	Have No Opinion	Disagree	Strongly Disagree	TOTALS	AVE RATING
5	4	3	2	1		
59 16.6%	136 38.3%	42 11.8%	77 21.7%	41 11.5%	355 100.0%	3.27

	All Employees				English Speaking Employees		Non-English Speaking Employees	
	No. of EE who Agree / Strongly Agree	% of EE who Agree / Strongly Agree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree
All Employees	195	54.9%	118	33.2%	99	46.7%	19	13.3%
Shift 1	46	38.3%	57	47.5%	50	56.8%	7	21.9%
Shift 2	37	55.2%	19	28.4%	16	57.1%	3	7.7%
Shift 3	112	66.7%	42	25.0%	33	34.4%	9	12.5%

Observations

- There is an overwhelming perspective among the English speaking respondents that management does not care about them and, moreover, that their perceived mistreatment is known and condoned by management.
 - There is a large disparity between the English and non-English speaking employees’ perceptions of whether management cares about the employees’ welfare. This may lead to employees being uncomfortable bringing their concerns to the UNC administration and a lack of faith in the problem resolution process.
 - There are significantly more employees in the first shift who do not believe that management cares about their welfare. This may indicate individual problems with first shift management, rather than a problem with overall UNC policies and procedures.

A. Employee Responses to Survey Questions

- Several comments shared with PRM painted a picture of Housekeepers feeling treated unfairly, and Zone Managers showing a lack of respect in how employees feel about such treatment.
- Many employees indicated that they had no idea who management was.
- PRM is concerned that the relatively low levels of disagreement from the non-English speaking employees stems from a fear of retaliation.

9. **I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.**

- **58.8% agree or strongly agree with this comment; however, 32.7% disagree or strongly disagree with this comment.**
- There was a high level of disparity between the English speaking (**47.2% disagree**) and the non-English speaking employees (**11.2% disagree**).
- There are more employees who work the first shift who disagree or strongly disagree with the comment: **61.4% of the first shift English speakers** disagree or strongly disagree with this comment compared to only **15.6% of the first shift non-English** speaking respondents.
- Overall, under the PRM guidelines, this is a tier three result. However, within the English speaking employees, this is a tier four result.

STATEMENTS ON THE EMPLOYEE INTERVIEW SHEET

9. I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.

Strongly Agree	Agree	Have No Opinion	Disagree	Strongly Disagree	TOTALS	AVE RATING
5	4	3	2	1		
47 13.2%	162 45.6%	30 8.5%	69 19.4%	47 13.2%	355 100.0%	3.26

A. Employee Responses to Survey Questions

	All Employees				English Speaking Employees		Non-English Speaking Employees	
	No. of EE who Agree / Strongly Agree	% of EE who Agree / Strongly Agree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree
All Employees	209	58.9%	116	32.7%	100	47.2%	16	11.2%
Shift 1	53	44.2%	59	49.2%	54	61.4%	5	15.6%
Shift 2	33	49.3%	21	31.3%	14	50.0%	7	17.9%
Shift 3	123	73.2%	36	21.4%	32	33.3%	4	5.6%

Observations

- There is an overwhelming perception among the English speaking respondents that management does not respect them.
 - There is a large disparity between the English and Non-English speaking employees' perceptions of whether management respects the Housekeeping staff.
 - The first shift appears to have significantly more employees who do not feel respected in the workplace. This may indicate individual problems with first shift management, rather than a problem with overall UNC policies and procedures.
 - PRM is concerned that the relatively low levels of disagreement from the non-English speaking employees stems from a fear of retaliation.
- Based on our interviews, it is obvious that morale is very low among most Housekeepers, particularly the English speaking Housekeepers.

A. Employee Responses to Survey Questions

10. I feel Housekeeping management fairly and consistently administers policies and work rules.

- **58% agree or strongly agree with this comment; however, 34.4% disagree or strongly disagree** with this comment.
- There was large disparity between the English speaking respondents, of whom **49.1% disagree or strongly disagree**, and non-English speaking respondents, of whom only **12.6% disagree or strongly disagree**.
- The first shift had significantly more English-speaking employees who were dissatisfied in this area: **58% disagree or strongly disagree** with this-statement, though only **12.5% of non-English speaking respondents** disagree, in line with employees from other shifts. The number of non-English speaking employees in shift two was significantly less satisfied than their peers in other shifts.
- Under the PRM guidelines, this is a tier three result. However, among the English speaking employees, this is a tier four result.

STATEMENTS ON THE EMPLOYEE INTERVIEW SHEET

10. I feel Housekeeping management fairly and consistently administers policies and work rules.

Strongly Agree	Agree	Have No Opinion	Disagree	Strongly Disagree	TOTALS	AVE RATING
5	4	3	2	1		
55	151	27	85	37	355	3.29
15.5%	42.5%	7.6%	23.9%	10.4%	100.0%	

A. Employee Responses to Survey Questions

	All Employees				English Speaking Employees		Non-English Speaking Employees	
	No. of EE who Agree / Strongly Agree	% of EE who Agree / Strongly Agree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree
All Employees	206	58.0%	122	34.4%	104	49.1%	18	12.6%
Shift 1	51	42.5%	55	45.8%	51	58.0%	4	12.5%
Shift 2	35	52.2%	25	37.3%	16	57.1%	9	23.1%
Shift 3	120	71.4%	42	25.0%	37	38.5%	5	6.9%

Observations

- Employees do not feel that UNC policies and procedures are being uniformly enforced within their Department/shift.
- Employees do not seem to know or be given the tools to understand UNC policies and procedures. As a result, employees may not feel able or comfortable using UNC's problem resolution procedures and other available resources.

11. **I believe Housekeeping management promotes an environment free from harassment, discrimination and intimidation.**

- **60.9% agree or strongly agree with this comment; however, 34.6 % disagree or strongly disagree with this comment.**
- There was large disparity between the English speaking respondents, of whom **45.8% disagree or strongly disagree**, and non-English speaking respondents, of whom **18.2%** disagree or strongly disagree.
- The first and second shifts had significantly more English-speaking employees who demonstrated dissatisfaction in this area: 55.7% and 57.1% respectively, disagree or strongly

A. Employee Responses to Survey Questions

disagree with this statement, and 25.0% and 33.3% respectively, of non-English speaking respondents disagree.

- Under PRM’s guidelines, this is a tier three result. For English speaking employees, this is a tier four result.

STATEMENTS ON THE EMPLOYEE INTERVIEW SHEET

11. I believe Housekeeping management promotes an environment free from harassment, discrimination and intimidation.

Strongly Agree	Agree	Have No Opinion	Disagree	Strongly Disagree	TOTALS	AVE RATING
5	4	3	2	1		
55 15.5%	161 45.4%	16 4.5%	78 22.0%	45 12.7%	355 100.0%	3.29

	All Employees				English Speaking Employees		Non-English Speaking Employees	
	No. of EE who Agree / Strongly Agree	% of EE who Agree / Strongly Agree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree
All Employees	216	60.8%	123	34.6%	97	45.8%	26	18.2%
Shift 1	57	47.5%	57	47.5%	49	55.7%	8	25.0%
Shift 2	35	52.2%	29	43.3%	16	57.1%	13	33.3%
Shift 3	124	73.8%	37	22.0%	32	33.3%	5	6.9%

Observations

- Discrimination, real or perceived, is a big concern among the employees. Employees’ cultural differences and potentially unequal treatment is contributing to decreased morale and a mistrust of management.
- Several employees raised questions regarding the hiring of so many employees who do not speak, read or write in English, as discriminatory in their eyes. They noted that employees who were coming from other countries were not subject to the same level of scrutiny in their background checks, and that a disproportionate number of Burmese employees have been hired over the past few years, particularly in light of the reduced scrutiny in their background checks.

A. Employee Responses to Survey Questions

- There is a perception among employees that going to central Human Resources results in retaliation and mistreatment when Zone Managers find out about any complaints.
- Some African American employees indicated that UNC's response to this report will determine whether they will file a class action lawsuit against UNC. Their primary concerns were regarding the severity of the issues and the apparent lack of caring by UNC.

12. **I am satisfied with the communication between Housekeeping management and the Housekeeping staff.**

- **58.6% agree or strongly agree with this comment; however, 33.5% disagree or strongly disagree** with this comment.
- There was large disparity between the English speaking respondents, of whom **45.8% disagree** or strongly disagree, and non-English speaking respondents, of whom only 15.4% disagree or strongly disagree.
- The first shift had significantly more English-speaking employees who were dissatisfied in this area: **56.8% disagreed** or strongly disagreed with this question, though 34.4% of non-English speaking respondents also disagreed. Furthermore, **50.8% of all** employees from the first shift were dissatisfied.
- Under the PRM guidelines, this is a tier three result. However, within the English speaking employee population, this is clearly a tier four result.

A. Employee Responses to Survey Questions

STATEMENTS ON THE EMPLOYEE INTERVIEW SHEET

12. I am satisfied with communication between Housekeeping management and the Housekeeping staff.

Strongly Agree	Agree	Have No Opinion	Disagree	Strongly Disagree	TOTALS	AVE RATING
5	4	3	2	1		
60 16.9%	148 41.7%	28 7.9%	87 24.5%	32 9.0%	355 100.0%	3.33

	All Employees				English Speaking Employees		Non-English Speaking Employees	
	No. of EE who Agree / Strongly Agree	% of EE who Agree / Strongly Agree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree	No. of EE who Disagree / Strongly Disagree	% of EE who Disagree / Strongly Disagree
All Employees	208	58.6%	119	33.5%	97	45.8%	22	15.4%
Shift 1	51	42.5%	61	50.8%	50	56.8%	11	34.4%
Shift 2	38	56.7%	20	29.9%	14	50.0%	6	15.4%
Shift 3	119	70.8%	38	22.6%	33	34.4%	5	6.9%

Observations

- Communication, or the lack thereof, seems to have created an environment and perception that management does not care about the problems of Housekeeping.
- Several employees reported being slighted because their managers had “favorites” within the group, and were thus less inclined to communicate or interact with the entire group.
- There is a communication gap involving the role of the Crew Leader as several comments were provided noting the inconsistent application of the role.
- The particularly high number of dissatisfied employees in the first and second shifts indicates that there may be additional management issues with those shifts.

B. Other Issues Raised

Other Responses

During the interview process, employees were asked to add any additional comments of importance. The following information is a summary of those comments. Please note that some comments were not or could not be verified, but were repeated by enough employees to indicate a common perception of impropriety among management and staff.

The comments reported below are only included in this report because they were widely shared by many employees. PRM can not in any way verify their accuracy and the University may have a difficult time attempting to conduct a thorough investigation. These comments are only included to demonstrate the culture that is taking on a life of its own in the Housekeeping Department. Our recommendations will provide guidance on how to change the culture going forward.

INAPPROPRIATE RELATIONSHIPS BETWEEN MANAGEMENT AND EMPLOYEES, ZONE MANAGERS AND EMPLOYEES, AND BETWEEN EMPLOYEES

Several employees reported inappropriate sexual relationships exist between Zone Managers and some employees.

Some employees stated they had witnessed or were the target of what they felt were inappropriate behaviors, including being touched, pushed, fondled, and spoken to in a sexually explicit manner. There were reports that managers requested sex from employees prior to being hired. Other employees reported witnessing managers kissing and going out on dates with Department employees.

Some employees reported observing other employees giving gifts and/or money to or doing personal favors for Zone Managers or higher level staff.

B. Other Issues Raised

Employees consistently made comments about Zone Managers taking advantage of single parents and threatening retaliation if anything was reported to management.

MONEY PAID BY APPLICANTS TO HAVE APPLICATIONS OR BACKGROUND CHECK AUTHORIZATION FORMS COMPLETED AND/OR INFLUENCE THEIR HIRING

Among the concerns raised to PRM include several employees acknowledging that substantial sums of money were paid to get a job in the Department. We spoke with employees who confirmed participating or having knowledge of employees who participated in such activities. Other employees indicated that they heard some applicants paid someone in Housekeeping to fill out their applications/employment background check authorizations and/or help them get a job as a Housekeeper.

HIRING AND PROMOTIONS

Employees reported being unable to pursue opportunities for promotion because they were given incorrect information regarding the application process and/or because internal applicants were not considered. Employees felt that working in Housekeeping barred them from being transferred to a different department. Further, the employees reported that openings for the Day Porter positions were rarely if ever posted, and that the openings were only filled by the managers' friends or family members.

Several employees voiced their concern with the lack of consistently applied hiring procedures, noting that Burmese applicants simply had to note on their application that they had performed a similar position in Thailand to evade any reference checks.

B. Other Issues Raised

CONFLICT BETWEEN EMPLOYEES

Several employees indicated that a few “trouble makers” in the Department increased the interpersonal conflicts among members of the Department and that the Zone Managers knew of this behavior and did nothing to intervene. Other employees reported physical altercations between employees, again, with no response from management. The employees indicated that the increased number of interpersonal conflicts has resulted in a decline in Department morale.

Both Burmese and African American employees complained about the other group’s work ethic and that the other group took their jobs.

Other sources of conflict that were raised were: females and females; females and males; males and males; and younger and older employees.

Employees noted that the lack of a common language perpetuated the culture barrier, and were frustrated that nothing was being done by management to address the problems.

HUMAN RESOURCES DEPARTMENT ISSUES

Some employees did not feel that the central Human Resource Department offered any solutions to their problems. In addition, employees felt that Facilities HR representative was not responsive to their needs.

Employees indicated that they wanted better communications regarding benefits and policy information, including translated documents and a chance for the employees to talk with a central HR representative about the benefits offerings. The employees were frustrated that information was communicated primarily via email, as the employees did not have reliable access to computers. Further, those employees who worked on the second and third shifts were frustrated at the lack of HR staff available for their questions.

B. Other Issues Raised

Employees felt that the complaint process was unclear and inconsistent. They were frustrated at the lack of follow-up by the central HR staff to the employee who had filed the complaint.

TRAINING

- Employees are offered a fair amount of training but the feedback we received was that Housekeeping employees need to be offered more training other than just Housekeeping skill and safety.
- Some non-English speaking employees are allowed to take English classes and some are not. Employees should be allowed to take English classes if they request to do so; other employees felt that those who could not speak English should be required to take English classes.
- Zone Managers and Housekeeping management need supervisory and diversity training including how to work with people, communicate, address problems, and especially in how to handle conflict, and then do what they have been taught.

PAY AND BENEFITS

- Some employees raised concerns regarding pay disparity. One employee reported being shown some Burmese employees' paychecks, and that the Burmese employees' pay rates were higher than employees with longer service periods.
- Generally, employees did not feel they were paid a decent wage.

B. Other Issues Raised

OS1 CLEANING SYSTEM

- PRM received several comments, good and bad, on the overall effectiveness of the system. In general, employees seem to be having a hard time getting use to having small teams in a building. There is a general feeling that there are not enough employees to do the work.
- Employees also complained that the chemicals do not clean well.
- There were concerns raised relating to safety issues for employees with physical ailments and their ability to operate safely.
- There appears to be an opportunity for UNC to use this process to re-emphasize the goals of OS1 and provide more top-down communication on the system.

C. Zone Manager and Management Survey Responses

A separate questionnaire was developed for Zone Managers and Housekeeping management with the statements designed as more open-ended discussions to gain a better perspective of management styles.

Zone Manager and Management Survey Responses

- For the seven questions regarding how they felt employees would view their supervisory style, the vast majority of answers were “Strongly Agree” or “Agree” with regards to whether they felt they encouraged a safe, positive work environment and fostered communication within and outside their department.
- The only two areas where a Zone Manager indicated employees may be dissatisfied were regarding the fair distribution of work assignments and the communications within their work team.

	All Managers			
	No. who Agree / Strongly Agree	% who Agree / Strongly Agree	No. who Disagree / Strongly Disagree	% Disagree / Strongly Disagree
1. Most employees in my zone would say that I promote an environment that allows them to do their job safely.	24	100.0%	0	0.0%
2. Most employees in my zone would say that work assignments are made fairly and distributed equitably among employees	22	91.7%	1	4.2%
3. Most employees in my zone would say that they are able to take regular breaks as operational needs permit	24	100.0%	0	0.0%
4. Most employees in my zone would say that I treat everyone in my zone fairly and consistently.	23	95.8%	0	0.0%
5. Most employees in my zone would say they are satisfied with communications among themselves (within their work team or within the shift as a whole).	22	91.7%	1	4.2%
6. Most employees in my zone would say they are satisfied with communications between themselves and me.	24	100.0%	0	0.0%
7. Most employees in my zone would say they can express their honest opinions to me without fear of retaliation.	24	100.0%	0	0.0%

C. Zone Manager and Management Survey Responses

Observations

Overall, comments from Zone Managers indicated that they feel underutilized and should be given more responsibility, particularly with regard to helping resolve employee issues. There was also a feeling that lack of management support for discipline or hiring decisions has created a feeling of isolation for some Zone Managers. Other comments had the following themes:

- Upper management micro-manages the Zone Managers, has its own agenda and is close-minded.
- Upper management needs to consistently administer HR policies.
- Many problems are due to being short staffed because of funding restrictions.
- Employee absenteeism is a problem. Attendance and leave policies allow employees to take off too much time, which impacts the ability to get work done.
- A lot of Burmese applicants have been hired without appropriate background checks.
- The language barrier between applicants/employees who do and do not comfortably speak English is a problem; more English speaking employees should be hired.
- A better effort should be made in communicating with non-English speaking employees, through printed materials being translated into their language(s) and the increased use of interpreters.
- Employees who do not comfortably speak English need to take English classes.
- Some backpacks in OS1 are too heavy for some employees.

C. Zone Manager and Management Survey Responses

Management Staff Survey Responses

- For the five statements regarding how they felt employees would view their supervisory style, the majority of managers felt that their employees viewed the manager’s supervisory skills in a favorable manner.
- For three of the five questions asked regarding their employees’ opinions, there were no answers of “Strongly Disagree” or “Disagree. For the other two questions, the percentage rate for “Strongly Disagree” or “Disagree” was 16.7% for each.

	All Managers			
	No. who Agree / Strongly Agree	% who Agree / Strongly Agree	No. who Disagree / Strongly Disagree	% Disagree / Strongly Disagree
1. Most employees in my area of responsibility would say Housekeeping management cares about and is interested in the welfare of its employees.	5	83.3%	0	0.0%
2. Most employees in my area of responsibility would say Housekeeping management promotes an environment where employees are treated with dignity and respect.	5	83.3%	0	0.0%
3. Most employees in my area of responsibility would say Housekeeping management fairly and consistently administers policies and work rules.	4	66.7%	1	16.7%
4. Most employees in my area of responsibility would say Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	4	66.7%	0	0.0%
5. Most employees in my area of responsibility would say they are satisfied with communication between Housekeeping management and the Housekeeping staff.	4	66.7%	1	16.7%

C. Zone Manager and Management Survey Responses

Observations

The management comments were similar to the others in that there is a universal perspective that more information needs to be provided to employees in languages other than English. In addition, other general comments were that:

- Employee perceptions regarding hiring processes (e.g., mainly Burmese) is problematic.
- Salary compression and low pay are issues.
- There needs to be better investigation on both employees and managers when complaints are lodged.
- There should be more consistent application of policies and procedures by other managers.
- Too much administrative work is put on Zone Managers and Assistant Directors, including advising employees on health insurance issues.

V. Recommendations

V. Recommendations

- During the course of the study, PRM met with and interviewed all members of the Housekeeping Department.
 - PRM identified trends that threaten the Department’s stability and operations.
 - It appears management in the Department has deviated from UNC’s practices and protocols, creating conflicts with UNC’s policies and procedures.
 - Issues identified from the study need to be addressed and mitigated in order for Housekeeping to meet its stated operating and organizational objectives.
 - Furthermore, the Department’s stated customer service philosophy, if followed, would go a long way in establishing an atmosphere where employees can feel comfortable in coming to, and enjoying their work.
 - Change in the Housekeeping Department is necessary and must begin immediately.
- UNC has built its reputation as being one of the best academic institutions in the world by carrying out its mission of “serving as a center for research, scholarship and creativity and to teach a diverse community of undergraduate, graduate and professional students to become the next generation of leaders.”
 - An organization is only as good as its people. In order to effectively teach a diverse community, UNC must be committed to effectively managing its diverse employee base.

V. Recommendations

- To wit, leading institutions with best practices embrace and advance, **distinctiveness, and strengths by providing leadership that consistently:**
 - Implements fair and non-discriminatory policies and practices throughout the organization that include effective recruitment models; inclusive promotion practices; retention of qualified employees; competitive and equitable pay; and employee benefits programs;
 - Ensures core values, missions and objectives are not only clearly articulated, but effectively communicated throughout the organization, including monitoring for adherence to the mission, objectives, and core values, and holding employees accountable when their performance does not match those values.
 - Articulates employee recognition practices and performance management systems where the core values are communicated in employee performance appraisal processes and training and development opportunities;
 - Builds and encourages the use of open and honest communication processes for all employees to engage with management and leadership;
 - Creates a safe and inclusive working environment;
 - Values diversity, differences and preferences;
 - Hires and attracts staff that is committed to carrying out the mission of the organization;

V. Recommendations

- Supports an environment that motivates employees to discuss their concerns without fear of retaliation or intimidation;
 - Recognizes that customer service is maximized when employees feel the organization sincerely cares about and values them; and
 - Empowers senior management to enforce the established policies and procedures to advance the integrity of the institution, build and implement policies and procedures to recruit, retain and evaluate a qualified and competent staff.
- The Division of Facilities Services/Housekeeping Department’s mission states:

“Facilities Services professionally maintains, renovates and improves buildings and grounds and provides quality support services for the Carolina community.”
 - The Division of Facilities Services core values are:

— Teamwork	— Excellence	— Competence
— Openness	— Responsiveness	— Efficiency
— Professionalism	— Versatility	
— Stewardship	— Innovation	
 - The mission statement and core value philosophy must serve as the driving theme in UNC’s response to the concerns addressed in this report.

V. Recommendations

First Step: Create Change Management Infrastructure

- The recommendations presented in this report should provide UNC with opportunities to articulate the institution's mission, vision, values and overall operations that foster and build upon existing traditions, distinctiveness and strengths. PRM strongly encourages UNC to address culture issues, concerns and potential legal risks within the Housekeeping Department.
- To ensure that the change in the Housekeeping Department is aligned with UNC's core values, and is effectively implemented in a way that improves the Housekeeping staff's work environment, UNC should consider:
 - The chronological process to create change;
 - The structure needed to effectuate change; and
 - The process to monitor the implemented changes.

There are many ways to approach the change initiatives, and the University may want to consider empowering an individual or one or multiple committees to oversee the completion of the following tasks:

- Create an action plan with timelines, goals, objectives and success measures to include, but not limited to:
 1. Providing guidance and oversight over the process of reaffirming the Housekeeping Department's commitment to its mission and core values and reviewing its internal operations;

V. Recommendations

2. Prioritizing the issues in the Housekeeping Department and defining the changes that must be realized in the Housekeeping Department, which may include a review and revision of the Housekeeping Department's Code of Conduct, conflict of interest and other relevant policies;
3. Developing a timeline to implement the recommended changes;
4. Branding the changes under a campaign;
5. Developing audit processes to review implementation success and to ensure that the Housekeeping Department is operating in accordance with the University's established policies and procedures; and
6. Formalizing a process to independently monitor, measure and report on agreed upon corrective actions that include, but not limited to:
 - Reports of discrimination and harassment;
 - Cross-cultural integration concerns;
 - Code of conduct violations;
 - Inconsistently applied policies and practices;
 - Lack of communication between Housekeeping staff and management;
 - UNC's oversight authority; and
 - Professional development for supervisors, managers and team leaders.

— There should be accountability to the Chancellor on the noted initiatives.

V. Recommendations

Second Step: Implementation

- Once the action plan is in place, the plan must be executed. The University should consider creating a team comprised of individuals from Housekeeping and other areas who will execute the action plan. This next phase should incorporate the following recommendations:
 - Develop necessary procedures to ensure that existing University policies are consistently followed.
 - Develop and implement a communications plan with Housekeeping employees, to ensure all employees are aware of and have an opportunity to comment on any proposed/impending changes.
 - Solicit feedback from the Housekeeping employees and tailoring all implementations to meet the employees' needs.
 - Evaluate the need of a budget and have access to resources, as requested. These resources may include resources from the UNC Ombudsperson, UNC EEO/Affirmative Action Office, legal counsel, and others.
 - Teambuilding and conflict resolution training should be a major component of all implementation strategies. Training can be provided by someone from outside the UNC or within, but should be independent and **not** have had previous “ties” to Housekeeping personnel.

V. Recommendations

- The implementation process should determine the strategies for the development and execution of an action plan that will include specific steps, objectives, milestone dates, staff support needed.
 - The plan should clearly define who will be responsible and accountable for each task.
 - The plan should identify both short-term measures and long-term objectives.
 - The plan should include a communication plan designed to keep Housekeeping employees apprised of the changes planned for and occurring in the Department, as well as a plan to solicit continuous feedback from the employees.
 - An independent facilitator could be invaluable in working with the groups to formalize the plan, and it could also be helpful to have someone with project management experience provide support in the development of the action plan.
- UNC should identify short-term “quick fixes” that can be taken as longer-term objectives are realized.
 - All issues should be addressed on both a short- and a long-term basis to demonstrate to employees that UNC is taking these issues seriously while developing long-term solutions.
 - Early successes, even if small, can go a long way in employees seeing that UNC is committed to embracing an environment of positive change in the Housekeeping Department.

V. Recommendations

- Housekeeping employees should be provided a briefing on the key elements of the plan with opportunities to comment on a regular basis throughout the planning and implementation process.
 - University leadership should take a visible and hands-on role in speaking with and listening to Housekeeping personnel.
 - Briefings should be presented in small workgroup sessions and during other meetings, with any appropriate handouts to keep employees informed.
 - Interpreters should be available for those who are less proficient in English.
 - Written materials used in meetings and presentations should be clear and concise. Where possible, materials should be translated into Spanish, Burmese and Karen.
- Separately, UNC may consider establishing a **multi-cultural Housekeeping Advisory Committee**, or a similar arrangement, to conduct the following:
 - Meet periodically with the Facilities Services Director and Housekeeping Director to discuss issues within Housekeeping Department and communicate to employees following these meetings. The group should initially be granted a facilitator to outline the overall objectives.
 - Members of the advisory group should be provided teambuilding, conflict resolution, and diversity training. There should be an interpreter, if requested, based on the makeup on the group.

V. Recommendations

Focus on Tier 3 and Tier 4 Areas of Concern, then on Tier 1 and Tier 2 Areas

- Below are the areas that employees have identified as key areas of discontent. Beneath each identified issue, PRM has suggested ways in which UNC might address these concerns. While we have attempted to provide several options for UNC to consider, the primary actions should be as follows:
 - Examination of existing roles, responsibilities and organizational structure
 - UNC’s central Human Resources Department should conduct a thorough evaluation of the Housekeeping Department’s structure and individual roles.
 - Evaluate the role of the Facilities Human Resource position to determine if reporting directly to central Human Resources (instead of the Executive Director of Facilities Services) makes more sense in light of the ongoing employee problems in the Department.
 - Management employees should be given the opportunity, if they are not qualified to perform their job and do not have other performance issues, to gain the requisite skills and abilities to perform their job at a satisfactory level within a specific timeframe.
 - Review of internal policies and procedures
 - The Housekeeping staff and management should work with the Human Resources Department to establish clear policies and procedures pertaining to hiring, promotion, compensation, and discipline and problem resolution.

V. Recommendations

- An audit process should be developed for each of these policies and procedures to ensure full compliance within the Human Resource Department.
 - Review procedures for background checks of foreign employees to ensure compliance with appropriate laws that address fair and legally mandated procedures.
 - Key policies and procedures should be translated into the dominant languages spoken in the Department and otherwise disseminated in a clear, easy to comprehend manner.
 - Central Human Resources should conduct periodic meetings with each shift, focusing on benefits and personnel policies and procedures.
- Training
- Training needs cover a wide range of topics, including, but not limited to management and supervisory training specifically designed to address the issues identified in the assessment, diversity training for all employees, and English classes for non-English speaking employees.
 - UNC should determine whether these training needs can be met with in-house resources, or whether outside vendors should be brought in. Regardless, these training sessions must be tailored to the specific needs of the Housekeeping staff, and delivered with their linguistic/cultural needs in mind.
 - The training should be delivered over a long period of time to ensure employees have the time to absorb and apply the knowledge and skills they acquire.

V. Recommendations

Tier 3 and Tier 4 Areas of Concern

Discrimination- and Harassment-Free Workplace; Embracing Diversity

Demonstrate Dignity, Respect and Commitment to Employee Welfare and a Discrimination- and Harassment-Free Workplace

- Housekeeping jobs are physically demanding, often involving working in challenging situations. The majority of employees who work in Housekeeping work the evening or midnight shifts, which are stressful both mentally and physically, and often keep them away from their families. This should be acknowledged by UNC through simple gestures of appreciation or acknowledgement for a job well done. Recognition and praise are always helpful in increasing employee morale.
- UNC's leadership should schedule and conduct mandatory meetings that include employees in a supervisory, leadership and team leader role to review the results of this report. Given the disparity of perspectives pertaining to the treatment of Department employees by the staff and managers, these meetings can serve as an opportunity for UNC to evaluate where changes in management positions may need to take place.
 - The objective of the meeting should include the UNC's stated responsibility and expectations for all supervisors, managers and team leaders:
 - No employee may engage in discrimination, harassment, and intimidation of, or retaliation against employees in any circumstances.
 - All managers must be fair in working with employees, including but not limited to work assignments, and will not engage in favoritism.

V. Recommendations

- All managers must treat employees with dignity and respect and demonstrate concern for the welfare of employees.
- All managers must avoid the use of offensive, threatening, and aggressive language.
- All managers must, to the extent possible and reasonable, consistently administer policies and procedures.
- All managers must maintain confidentiality.
- All managers must not engage in inappropriate behaviors relative to their employment with the UNC.
- All managers are subject to disciplinary action, up to and including termination, for violation of any of the above.
- If any management employee needs specific training or development intervention, this should be addressed immediately and a performance plan should be instituted for that employee.
- Implement a coaching/mentoring program for appropriate management employees.
- All management employees should be required (if feasible) to sign a document indicating their commitment to all expectations and agreement to undergo designated training or coaching if applicable.
- UNC should clearly and regularly communicate to the Housekeeping employees its commitment to ensuring they are treated fairly and with respect. These statements should be expressed in all dominant languages

V. Recommendations

spoken in the Housekeeping Department; to also encourage team building, and supported by appropriate incentives, bilingual employees may be asked to do simple translations.

- UNC should develop a process to ensure that any reported lack of respect against a UNC employee is quickly and decisively acted upon.
- UNC may consider creating a “Safe to Say” program. The purpose of the program would be to encourage employees to report or comment on behaviors that are not in line with core values, or share ideas that may make the organization better. The program should provide for employee anonymity; however, the purpose is to create an environment where employees can express their concerns free of retaliation.
- UNC should create a way in which employees who are not comfortable speaking English have the ability to report violations in their native language, and know that their report is taken seriously by UNC.

Diversity

- UNC’s strong commitment to diversity should be communicated and embedded in the Housekeeping Department culture. For diversity initiatives to be successful, they must be endorsed and championed by top management and cascade down through management and supervisory ranks with a similar level of enthusiasm.
- The Chancellor and UNC management above the Facilities Service Director should reiterate their expectations for diversity and its role in UNC operations, including Facilities Services Housekeeping. This should in turn be endorsed by Facilities Services and Housekeeping management, and Zone Managers and be a part of the expectations for their respective jobs.

V. Recommendations

- Diversity training should be provided for all Housekeeping employees, particularly management, Zone Managers, and Housekeepers. These sessions should focus on the races/ethnic groups, and cultures represented in Housekeeping. Depending on cost, effectiveness and other considerations, UNC may conduct the trainings with its existing resources or seek any number of qualified providers of diversity training.

Pay and Benefits

- To ensure no inequity of compensation within the Housekeeping Department, the UNC Human Resources Department should conduct a study of all employees to determine whether discriminatory pay practices have been used, both with regards to starting wages and promotions/raises.
- Any inequity that is discovered should be remedied and UNC should review ways to equalize compensation as appropriate.
- Procedural controls on starting salaries, pay increases and bonuses should be reviewed and updated to ensure that pay practices are applied fairly and consistently.

Creation and Application of Internal Policies and Procedures

V. Recommendations

Recruitment and Employment Policies and Practices

- Ensuring that all managerial and leadership staff meet the minimum qualifications for their position will ensure that UNC's service delivery standards and objectives are met and further help UNC determine whether its hiring and promotion policies have been properly applied. To this end, UNC should:
 - Review and evaluate the Zone Manager and management-level position job descriptions to ensure they reflect current duties, responsibilities, and organizational expectations.
 - Evaluate each Zone Manager and management-level position individual competencies and qualifications to ensure they have the required qualifications to perform the job duties. Employees who do not meet the required competencies or qualifications for the job should be reassigned to a more appropriate position, or given an opportunity to improve, perhaps with training, within a specified timeframe.
 - Review the job descriptions and the process for selecting and training Crew Leaders.
 - Institute a new 360-degree performance evaluation process that ties behavioral traits and core values such as integrity and the treatment of employees as sample metrics. This process would allow peers and direct reports to provide input on managers to allow senior management an opportunity to reaffirm the core values.

V. Recommendations

- UNC should review its recruiting processes for Housekeeping vacancies, with regards to both internal and external applicants.
 - UNC should ensure that the vacancy information is communicated internally to the UNC and externally (e.g., local area) in order to attract a diverse and qualified applicant pool.
 - This should include a close review of the process in which temporary employees move to permanent, as well as new hires and promotions.
 - The process should be reviewed in the context of all applicable employment laws and UNC hiring policies and practices.
- UNC should prepare and distribute a document outlining the approved recruitment and employment process and communicate to employees. This document should include at least:
 - Specific procedures that will be followed in recruiting, hiring and promoting all employees. Those procedures can include statements on applications for new hires that paying University employees to complete the application process can lead to termination.
 - A statement that such procedures will be administered with integrity and without favoritism or discrimination.
 - The roles of the UNC Human Resources Department and the Facilities Services Human Resources staff in the processes.

V. Recommendations

- A statement that Facilities Services and Housekeeping is committed to having a diverse and qualified workforce.
- A statement that all procedures will be monitored to ensure each is properly administered. This document should be made available in the major language groups of the Housekeeping workforce.

Develop/Build a Cohesive Housekeeping Team

- Managers, supervisors, and employees have to work together to accomplish the organization's objectives.
- Due to tensions in the Department, based on real and perceived issues, the Housekeeping team has become a fractured unit. The University must develop a plan to reengage its Housekeeping staff and encourage the staff to form positive working relationships with one another.
- The University must again reiterate its commitment to a respectful and harassment-free work environment, and assure Housekeeping staff that all reports of harassment will be treated seriously.
- The Housekeeping Department may benefit from formal team building activities, particularly those aimed at encouraging diversity and eliminating discrimination and bias in the workplace.

Fairness and Favoritism

- Employees in any organization deserve to be treated fairly and for favoritism not to occur.
 - Sometimes it is in the eye of an employee as to whether he or she has been treated fairly or not, or whether favoritism exists.

V. Recommendations

- While that is reality in the workplace, a strong commitment to fair treatment of employees and the absence of favoritism, as well as follow-up when related complaints are filed is important to the integrity of the organization.
- As indicated in the Findings section of this report, some employees indicated significant concerns regarding the fairness and distribution of work assignments in their zones and whether they felt Zone Managers treat everyone fairly and consistently. The overall responses, however, are such that fairness and favoritism appear to be major issues that need to be addressed.
- PRM’s recommendations are as follows:
 - Zone Managers must commit to treating all employees fairly and not engaging in any acts of favoritism. This includes the uniform and consistent application of policies and procedures, including attendance and leave.
 - Have Housekeeping commit that the criteria for employee assignments will be reviewed periodically in view of the number and types of facilities, employee staffing levels, and other factors that may affect work assignments.
 - Use the recommended “Safe to Say” program within Facilities Services for employees to bring forward concerns about fairness and allegations of favoritism, perhaps with a departmental facilitator.
 - Hold Zone Managers and management accountable for consistent administration of policies and procedures.

V. Recommendations

- Ensure that Zone Managers and management staff understand the problems associated with not administering policies and procedures consistently (e.g., leave policies).
- Extensive efforts should be made to ensure policies and procedures are written as clearly as possible, perhaps including having a few Housekeepers involved in commenting on the policies before issuing.
- Institute a quarterly Human Resource benefits update meeting focusing on topics of relevance to the Housekeeping staff.
- Have policies and procedures written in the languages prevalent in Housekeeping where practical to do so.
- Use interpreters to increase the likelihood of non-English speaking employees comprehending the materials.
- Ensure that all employees have access to the current handbook, and ensure that it is kept up to date. (We note that the Department or UNC may have these documents on line, but that not all employees are computer literate or have access to computers, so efforts may need to be explored to ensure all employees have access in a manner that they can understand and use.)

Communications

Communications within the Housekeeping Department

- Effective communication is essential for any team. The lack of common language within the Housekeeping team has impeded their communication efforts and thus the overall effectiveness of the team.

V. Recommendations

- Below are PRM's recommendations for UNC to consider:
 - In meetings and trainings, make interpreters available to employees who are not comfortable speaking English.
 - Translate safety documents into the major foreign languages represented in the department.
 - Develop instructions/warnings symbols to alert employees to potential hazards.
 - During staff meetings, select bi-lingual employees to translate for their peers, and ensure appropriate translation is available.
 - Provide and encourage non-English speaking employees to take free or low-cost English classes during their shift hours and apply what they have learned.
 - Consider requiring new hires to have a working English vocabulary within six months of employment.

Communications Issues with Zone Managers and Management

- Communications between staff, Zone Managers and management have been widely cited as a problem in the Housekeeping Department. To counter this concern, PRM recommends the following:
 - UNC should establish a clear process of communicating regular and/or important messages from Housekeeping management to Zone Managers to employees. Set clear timelines for information dissemination and hold management staff accountable for not passing pertinent information along to the appropriate individual(s).

V. Recommendations

- UNC should reiterate its commitment to a respectful work environment. A training session, which may be included in diversity training, in effective and respectful communication should be mandatory for all Zone Managers.
- Zone Managers should be encouraged to create innovative communication tools to better interact with non-English speaking employees.
- Executive coaching should be considered for appropriate upper management positions to create better leadership oversight of meeting UNC objectives in the future.

University Human Resources Department Issues

- Some Housekeeping employees noted a lack of Facilities Human Resources and central Human Resources involvement in the Housekeeping Department. PRM believes that both areas should be more visible and readily available to the Housekeeping Department as a means to report and resolve employee issues and concerns.
 - The Human Resources Department should review its procedures for dealing with employee concerns to ensure they are responsive to the needs of the employees and UNC. To this end, the Human Resources Department should ensure that it is not only conducting appropriate investigations, but is also communicating with the aggrieved employee(s), to the extent a discreet investigation allows. The Human Resources Department must further better market itself as a source of problem resolution to the Housekeeping Department.

V. Recommendations

- It is further recommended that the UNC Human Resources Department work closely with Facilities Services to determine if UNC HR representatives should be more involved in discussions with Housekeeping employees, both periodically and during open enrollment periods.
- Due to the large number of Housekeeping employees working evening and night shifts, and the large number of complaints arising from those shifts, a Human Resources representative should be made available to those employees on a regular basis.

Tier 1 and Tier 2 Areas of Concern

Internal Conflict Resolution

- While some amount of conflict is inevitable in any working environment, PRM believes the level of conflict in the UNC Housekeeping Department is excessive and should be reduced.
- Consider utilizing a facilitator in meetings to address conflicts.
- Clear guidelines for resolving personal conduct must be created and published to the Housekeeping employees. This should include a general code of conduct for all employees, so that Housekeeping employees understand what is expected of them.
 - Addressing blatant employee, Crew Leader, or supervisory misconduct toward one or more co-workers/subordinates by simply moving one employee to another work crew or zone should not be allowed.
 - Bullying and physical threats should never be tolerated.

V. Recommendations

- Zone Managers and Housekeeping management staff should be held accountable for their employees' performance and professional behavior. To this end, they should be trained in effectively managing people and given the authority, with appropriate controls, to take necessary personnel actions.

Breaks

- Most employees did not indicate a concern about being able to take breaks. Some employees, however, indicated they are not able to take their breaks for the reasons mentioned in the Findings section.
- Further, this has been an issue in several news articles and is at issue in the public.
 - It is recommended the UNC follow-up on these concerns and takes steps to ensure that employees are allowed to take breaks as operational needs permit.
 - UNC may consider training its supervisory staff in Wage and Hour compliance to ensure they understand what is required of them.

Safety

- While the percent of Housekeepers indicating concerns was not high, there were comments made about safety that should warrant attention.
- PRM recommends that UNC:
 - Ensure instructions for the use of chemicals and cleaning products are written in all languages represented in Housekeeping, or a system of pictures/symbols is created to step employees through their safe use.

V. Recommendations

- Ensure employees have access to masks where needed.
- Use interpreters, or have employees interpret, in all safety training.
- When it is necessary for female employees to walk at night between buildings, provide escorts when requested in order to increase the comfort level of these employees.
- Monitor the weight of equipment and bags of trash to mitigate the occurrence of on the job injuries.

OS1 Cleaning System

- In the course of the assessment, numerous comments were received about the OS1 Cleaning System.
- UNC should:
 - Determine whether there are staffing issues associated with OS1, including whether there are sufficient employees to perform the work;
 - Examine any safety issues arising from this system; and
 - Identify and address employee concerns on this system.

Third Step: Monitor progress

- The University should conduct regular audits of all the policies and procedures that are implemented in the Department to ensure they are having the desired effect.

V. Recommendations

- The University should conduct follow-up studies to ensure the change in the Housekeeping department is effective and long-lasting.

Summary

- There are a great number of challenges facing the UNC Housekeeping Department that UNC should address to avoid legal risk and to create a respectful and productive work environment.
 - UNC should take an organized and systematic approach to address the issues identified in this report.
 - Representatives from all levels of UNC must be consulted to ensure the change in the Housekeeping Department is positive and effective in creating a positive work environment. This includes employees from UNC leadership, Human Resources, Legal, Housekeeping, and others, as appropriate.
- UNC should implement both short-and long-term solutions to ensure the transformation is effective, and commit to the employees to creating a lasting positive work environment.
 - What UNC does in the next several months to address problems and recommendations will be important, but the larger question will be what UNC continues to do over the next several years.
 - We believe it is important that UNC take concrete steps immediately that show commitment to making changes; also, we believe that frequent and ongoing communications that address improvement efforts should be a priority.
 - Employees should be able to see improvements and have reason to believe that improvements will continue to be a priority.

V. Recommendations

- UNC should consider providing a similar survey, on a smaller scale, to other divisions within Facilities Services to determine if any similar underlying culture issues exists, or are pecculating into potential problems for the future.
- Based on recommendations implemented by UNC, periodic evaluation should occur on a three- to six-month basis to ensure that 1) changes are effectively taking place; 2) necessary adjustments to the course of action can be made in a timely manner; and 3) other issues can be identified and addressed as needed
- After the implementation stage, follow-up surveys for 2012 and 2013 should be conducted after a reasonable period of time to gauge if progress is being made and determine if the culture is in fact, changing.
- PRM would like to thank all Facilities Services and Human Resource staff who assisted with everything from providing data to coordinating schedules, which allowed the successful and confidential nature of this project to take place.

Appendices

Appendix A — Internal Memo to All Staff

University of North Carolina at Chapel Hill

Internal Memo to All Staff

Aug 16 11 08:24a

Bill Wilder

704-752-1487

p.2



THE UNIVERSITY
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VAN DOBSON, P.E.
*Executive Director
and Chief Facilities Officer*

April 4, 2011

To all Facilities Services Housekeeping Staff Members:

As announced in a letter from Chancellor Thorp on March 14, UNC has contracted with PRM Consulting Group to assess the climate and culture of our Housekeeping organization. PRM is a management and human resources consulting firm headquartered in Washington, DC, with offices throughout the United States. PRM has conducted numerous assessments regarding employee perceptions of internal climate and practices, and has presented their recommendations to address employee concerns with considerable success.

Michael Rhim, a PRM Principal, will be the corporate partner engaged in the study. Bill Wilder, a former Human Resources Director for the City of Charlotte, NC, and an associate of the firm, will be the Project Manager. He will work with James Moore, Aaron Noble, Pat Thomas, and Bunny Spadaro in conducting the assessment. The members of the five person assessment team all currently reside in North Carolina and have substantial public sector/governmental experience in managing a wide variety of employee issues. Background information for all members of the team is attached.

For the past month, PRM staff members have been preparing for this assessment by reviewing policies and work rules, the Housekeeping organization, job descriptions, training programs, performance evaluation procedures, and other pertinent information. In addition to reviewing and analyzing this information, the PRM staff will conduct one-on-one interviews with all Housekeeping staff members, both supervisory and nonsupervisory, and speak with University leadership to understand the current working environment. These interviews will be confidential (see attached confidentiality statement), and names of Housekeeping staff interviewed will not be included in the assessment report or in any other communications with the University. If necessary, PRM is able to provide staff members with an interpreter to ensure a comfortable interview experience.

Prior to one-on-one interviews, three orientation sessions will be held on April 19 and you will be notified of the time and location of the meeting you will attend. At this meeting, you will meet the consulting team and learn about the assessment process. Your attendance at the orientation meeting is required.

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University of North Carolina at Chapel Hill

Internal Memo to All Staff

Aug 16 11 08:24a

Bill Wilder

704-752-1487

p.3

Your interview is an opportunity to share thoughts and concerns regarding your work environment. I assure you that all of your responses will be considered as PRM develops recommendations to help us improve the work environment in the Housekeeping Services Department. One-on-one interviews with Housekeeping staff will begin on April 25, and will continue until all staff members have been interviewed. You will be assigned an interview time during your regular work shift and your interview will be considered work time. Attendance at your interview is mandatory. I encourage each of you to answer all of the questions and share your thoughts and opinions honestly and candidly.

Let me reiterate this is an opportunity for all Housekeeping employees to express their thoughts and opinions about our operation. In order for the assessment to be successful, I encourage each of you to fully participate in the interview process. I will keep you posted periodically on the status of the assessment.

Sincerely,

Van Dobson



Attachments

Appendix B — Customized Questionnaire for Housekeeping Staff

University of North Carolina at Chapel Hill

Customized Questionnaire for Housekeeping Staff

**UNIVERSITY OF NORTH CAROLINA – CHAPEL HILL
FACILITIES SERVICES – HOUSEKEEPING
DEPARTMENT ASSESSMENT**

CORE INTERVIEW QUESTIONS

To the interviewer: Briefly introduce yourself and explain the assessment. Explain how the interview will be conducted, expectations of the interviewee, length of the interview, and the confidentiality provision. Remember that it is important to establish a good level of rapport with the interviewee early in the conversation. Remind the interviewee that only 60 minutes are allotted for this interview, but that he/she will have several minutes towards the end of the interview to discuss thoughts/concerns they may have if not previously discussed with you, the interviewer.

Date_____ Time of Interview_____

Name of Interviewer_____

Employee Name:

Employee Job Title:

Supervisor's Name:

Worked in Housekeeping: Total Service:

Service Range:

University of North Carolina at Chapel Hill

Customized Questionnaire for Housekeeping Staff

Current Shift:

Shift Start Time:

Age:

Race/Ethnic Group:

Gender:

Language:

Questionnaire Code:

Complete the questionnaire by marking the circle in the column that indicates the answer provided by the employee. Ensure that the employee understands each question as well as possible. Do not hesitate to ask follow-up questions, following the methodology/guidelines you have been provided, and keep notes on the pad provided.

The 5 possible agreement levels are:

Strongly Agree

Agree

No Opinion

Disagree

Strongly Disagree

Questions 13 and 14 are open-ended and will require that the responses be recorded in narrative form.

University of North Carolina at Chapel Hill

Customized Questionnaire for Housekeeping Staff

	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
WORKING CONDITIONS, COMMUNICATION AND SUPERVISION IN MY ZONE					
1. My zone manager promotes an environment that allows me to do my job safely.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. In my zone, work assignments are made fairly and distributed equitably among employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I am able to take regular breaks as operational needs permit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. My zone manager treats everyone in my zone fairly and consistently.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I am satisfied with communications between the Housekeeping staff in my zone.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. I am satisfied with communications between my zone manager and the Housekeeping staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I can express my honest opinions to my zone manager without fear of retaliation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

University of North Carolina at Chapel Hill

Customized Questionnaire for Housekeeping Staff

	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
WORKING CONDITIONS, COMMUNICATION AND SUPERVISION IN MY ZONE					
HOUSEKEEPING MANAGEMENT					
8. I feel Housekeeping management cares about and is interested in the welfare of its employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. I feel Housekeeping management promotes an environment where employees are treated with dignity and respect	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. I feel Housekeeping management fairly and consistently administers policies and work rules.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. I believe Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. I am satisfied with communications between Housekeeping management and the Housekeeping staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

OPEN ENDED QUESTIONS

13. What suggestions do you have to enhance or improve the culture and environment in Housekeeping?

14. Do you have any other comments?

Thank you for participating in this interview.

Appendix C — Customized Questionnaire for Zone Managers

University of North Carolina at Chapel Hill

Customized Questionnaire for Zone Managers

**UNIVERSITY OF NORTH CAROLINA – CHAPEL HILL
FACILITIES SERVICES – HOUSEKEEPING
DEPARTMENT ASSESSMENT – SUPERVISORY AND MANAGEMENT**

CORE INTERVIEW QUESTIONS

To the interviewer: Briefly introduce yourself and explain the assessment. Explain how the interview will be conducted, expectations of the interviewee, length of the interview, and the confidentiality provision. Remember that it is important to establish a good level of rapport with the interviewee early in the conversation. Remind the interviewee that only 60 minutes are allotted for this interview, but that he/she will have several minutes towards the end of the interview to discuss thoughts/concerns they may have if not previously discussed with you, the interviewer.

Date_____ Time of Interview_____

Name of Interviewer_____

Employee Name:

Employee Job Title:

Supervisor's Name:

Worked in Housekeeping:

University of North Carolina at Chapel Hill

Customized Questionnaire for Zone Managers

Current Shift:

Shift Start Time:

Age:

Race/Ethnic Group: Gender:

Language: English

Questionnaire Code:

Number of years as Supervisor/Manager:

Complete the questionnaire by marking the circle in the column that indicates the answer provided by the employee. Ensure that the employee understands each question as well as possible. Do not hesitate to ask follow-up questions, following the methodology/guidelines you have been provided, and keep notes on the pad provided.

The 5 possible agreement levels are:

Strongly Agree

Agree

No Opinion

Disagree

Strongly Disagree

Several Questions are open-ended and will require that the responses be recorded in narrative form.

University of North Carolina at Chapel Hill

Customized Questionnaire for Zone Managers

ZONE MANAGER	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
WORKING CONDITIONS, COMMUNICATION AND SUPERVISION IN MY ZONE					
1. Most employees in my zone would say that I promote an environment that allows them to do their job safely.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Most employees in my zone would say that work assignments are made fairly and distributed equitably among employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Most employees in my zone would say that they are able to take regular breaks as operational needs permit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Most employees in my zone would say that I treat everyone in my zone fairly and consistently.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Most employees in my zone would say they are satisfied with communications among themselves (within their work team or within the shift as a whole).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Most employees in my zone would say they are satisfied with communication between themselves and me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Most employees in my zone would say they can express their honest opinions to me without fear of retaliation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

University of North Carolina at Chapel Hill

Customized Questionnaire for Zone Managers

ZONE MANAGER	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
WORKING CONDITIONS, COMMUNICATION AND SUPERVISION IN MY ZONE					

OPEN ENDED QUESTIONS

8. What actions do you take to promote an environment where employees are treated with dignity and respect?
9. What actions do you take to promote an environment free of harassment, discrimination, and intimidation?
10. How would you describe your supervisory style, including work assignment and follow-up, managing conflict, correcting mistakes and communicating with employees, including non-English speakers?
11. How would your employees describe your supervisory style as referenced above?
12. What type of supervisory training have you received? When? Do you feel you need more/different training to help you be a more effective supervisor?
13. Do you feel that you and your decisions are supported by upper management?
14. What suggestions do you have that would enhance or improve the culture and environment in Housekeeping?
15. Do you have any other comments?

Thank you for participating in this interview.

Appendix D — Customized Questionnaire for Housekeeping Management

University of North Carolina at Chapel Hill

Customized Questionnaire for Housekeeping Management

**UNIVERSITY OF NORTH CAROLINA – CHAPEL HILL
FACILITIES SERVICES – HOUSEKEEPING
DEPARTMENT ASSESSMENT – SUPERVISORY AND MANAGEMENT**

CORE INTERVIEW QUESTIONS

To the interviewer: Briefly introduce yourself and explain the assessment. Explain how the interview will be conducted, expectations of the interviewee, length of the interview, and the confidentiality provision. Remember that is important to establish a good level of rapport with the interviewee early in the conversation. Remind the interviewee that only 60 minutes are allotted for this interview, but that he/she will have several minutes towards the end of the interview to discuss thoughts/concerns they may have if not previously discussed with you, the interviewer.

Date_____ Time of Interview_____

Name of Interviewer_____

Employee Name:

Employee Job Title:

Supervisor's Name:

Worked in Housekeeping:

Current Shift:

Shift Start Time:

Age:

Race/Ethnic Group: Gender:

University of North Carolina at Chapel Hill

Customized Questionnaire for Housekeeping Management

Language: English

Questionnaire Code:

Number of years as Supervisor/Manager:

Complete the questionnaire by marking the circle in the column that indicates the answer provided by the employee. Ensure that the employee understands each question as well as possible. Do not hesitate to ask follow-up questions, following the methodology/guidelines you have been provided, and keep notes on the pad provided.

The 5 possible agreement levels are:

Strongly Agree

Agree

No Opinion

Disagree

Strongly Disagree

Several Questions are open-ended and will require that the responses be recorded in narrative form.

University of North Carolina at Chapel Hill

Customized Questionnaire for Housekeeping Management

HOUSEKEEPING MANAGERS	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
WORK ENVIRONMENT, COMMUNICATIONS, EMPLOYEE PERCEPTIONS					
1. Most employees in my area of responsibility would say Housekeeping management cares about and is interested in the welfare of its employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Most employees in my area of responsibility would say Housekeeping management promotes an environment where employees are treated with dignity and respect	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Most employees in my area of responsibility would say Housekeeping management fairly and consistently administers policies and work rules.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Most employees in my area of responsibility would say Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Most employees in my area of responsibility would say they are satisfied with communications between Housekeeping management and the Housekeeping staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

OPEN ENDED QUESTIONS

6. How would you describe your management style, including work assignment and follow-up, managing conflict, correcting mistakes and communicating with employees, including non-English speakers?
7. How would your employees describe your management style as referenced above?

University of North Carolina at Chapel Hill

Customized Questionnaire for Housekeeping Management

HOUSEKEEPING MANAGERS	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
WORK ENVIRONMENT, COMMUNICATIONS, EMPLOYEE PERCEPTIONS					
8. What type of management training have you received? When? Do you feel more or different training would be helpful to you?					
9. As a manager, what do you see as the major problem faced by the Housekeeping organization?					
10. What is your understanding of the term “diversity”? What have you, as a member of management, been encouraged to do to promote the concept of diversity within Housekeeping? What are examples of what you have actually done to promote diversity?					
11. What are the policies and procedures used in hiring temporary employees? What are the policies and procedures used to determine which Housekeepers with temporary status will be given permanent status?					
12. What resources are available to you if you need assistance with employee relations issues? How often do you utilize these resources?					
13. What is your understanding of concerns/complaints that have been raised by Housekeeping employees in the past three years?					
14. What suggestions do you have that would enhance or improve the culture and environment in Housekeeping?					
15. Do you have any other comments?					

Thank you for participating in this interview.

Appendix E — Confidentiality Statement

University of North Carolina at Chapel Hill

Confidentiality Statement

TO: Housekeeping Employees at the University of North Carolina at Chapel Hill

FROM: PRM Consulting Group, Inc.

DATE: March 31, 2011

PRM Consulting Group, Inc. (PRM) has been hired to interview all employees in the Housekeeping Department at The University of North Carolina at Chapel Hill. We will be talking with you about your department's working conditions, management practices, policies, work rules, culture, and climate. Following our assessment, we will prepare a report that will include our findings and recommendations. We would like to assure you that any individually identifying information will not appear in our reports or recommendations to the University. Specifically, we will not mention your name, physical characteristics, or anything else that might allow a specific employee to be identified in any of our communications with the university.

However, we are required to report any potential criminal actions or unlawful harassment or discrimination concerns that you mention in the course of our conversation. In this case, we may be required to disclose your identity and the University or appropriate authorities will have an obligation to investigate.

Further, if you otherwise report an incident that you state you would like the University to investigate, we will disclose your identify and a summary of the incident to the appropriate department.

Appendix F — Employee Responses

University of North Carolina at Chapel Hill

Summary Sheet of 355 Questionnaires – both English Speakers and Employees Interviewed with an Interpreter

20-29.99%	disagreed or strongly disagreed
30-39.99%	disagreed or strongly disagreed
over 40%	disagreed or strongly disagreed

ALL SHIFTS
355 QUESTIONNAIRES

Disagree/
Strongly Disagree
20-29.99%
30-39.99%
over 40%

STATEMENTS ON THE EMPLOYEE INTERVIEW SHEET

1. My zone manager promotes an environment that allows me to do my job safely
2. In my zone, work assignments are made fairly and distributed equitably among employees
3. I am able to take regular breaks as operational needs permit
4. My zone manager treats everyone in my zone fairly and consistently
5. I am satisfied with communications between the Housekeeping staff.
6. I am satisfied with communications between my zone manager and the Housekeeping staff.
7. I can express my honest opinions to my zone manager without fear of retaliation.
8. I feel Housekeeping management cares about and is interested in the welfare of its employees.
9. I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.
10. I feel Housekeeping management fairly and consistently administers policies and work rules.
11. I believe Housekeeping management promotes an environment free from harassment, discrimination and intimidation.
12. I am satisfied with communication between Housekeeping management and the Housekeeping staff.

	Strongly Agree	Agree	Have No Opinion	Disagree	Strongly Disagree	TOTALS	AVE RATING	%
	5	4	3	2	1			ALL SHIFTS
1. My zone manager promotes an environment that allows me to do my job safely	147 41.4%	178 50.1%	7 2.0%	17 4.8%	6 1.7%	355 100.0%	4.25	23 6.5%
2. In my zone, work assignments are made fairly and distributed equitably among employees	78 22.0%	156 43.9%	14 3.9%	75 21.1%	32 9.0%	355 100.0%	3.49	107 30.1%
3. I am able to take regular breaks as operational needs permit	112 31.5%	224 63.1%	2 0.6%	13 3.7%	4 1.1%	355 100.0%	4.20	17 4.8%
4. My zone manager treats everyone in my zone fairly and consistently	86 24.2%	155 43.7%	16 4.5%	68 19.2%	30 8.5%	355 100.0%	3.56	98 27.6%
5. I am satisfied with communications between the Housekeeping staff.	65 18.3%	190 53.5%	9 2.5%	69 19.4%	22 6.2%	355 100.0%	3.58	91 25.6%
6. I am satisfied with communications between my zone manager and the Housekeeping staff.	82 23.1%	185 52.1%	14 3.9%	55 15.5%	19 5.4%	355 100.0%	3.72	74 20.8%
7. I can express my honest opinions to my zone manager without fear of retaliation.	103 29.0%	189 53.2%	5 1.4%	34 9.6%	24 6.8%	355 100.0%	3.88	58 16.3%
8. I feel Housekeeping management cares about and is interested in the welfare of its employees.	59 16.6%	136 38.3%	42 11.8%	77 21.7%	41 11.5%	355 100.0%	3.27	118 33.2%
9. I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	47 13.2%	162 45.6%	30 8.5%	69 19.4%	47 13.2%	355 100.0%	3.26	116 32.7%
10. I feel Housekeeping management fairly and consistently administers policies and work rules.	55 15.5%	151 42.5%	27 7.6%	85 23.9%	37 10.4%	355 100.0%	3.29	122 34.4%
11. I believe Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	55 15.5%	161 45.4%	16 4.5%	78 22.0%	45 12.7%	355 100.0%	3.29	123 34.6%
12. I am satisfied with communication between Housekeeping management and the Housekeeping staff.	60 16.9%	148 41.7%	28 7.9%	87 24.5%	32 9.0%	355 100.0%	3.33	119 33.5%

University of North Carolina at Chapel Hill

Summary Sheet of 355 Questionnaires – both English Speakers and Employees Interviewed with an Interpreter

20-29.99%	disagreed or strongly disagreed
30-39.99%	disagreed or strongly disagreed
over 40%	disagreed or strongly disagreed

FIRST SHIFT
120 QUESTIONNAIRES

Disagree/
Strongly Disagree
20-29.99%
30-39.99%
over 40%

STATEMENTS ON THE EMPLOYEE INTERVIEW SHEET

1. My zone manager promotes an environment that allows me to do my job safely
2. In my zone, work assignments are made fairly and distributed equitably among employees
3. I am able to take regular breaks as operational needs permit
4. My zone manager treats everyone in my zone fairly and consistently
5. I am satisfied with communications between the Housekeeping staff.
6. I am satisfied with communications between my zone manager and the Housekeeping staff.
7. I can express my honest opinions to my zone manager without fear of retaliation.
8. I feel Housekeeping management cares about and is interested in the welfare of its employees.
9. I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.
10. I feel Housekeeping management fairly and consistently administers policies and work rules.
11. I believe Housekeeping management promotes an environment free from harassment, discrimination and intimidation.
12. I am satisfied with communication between Housekeeping management and the Housekeeping staff.

	Strongly Agree	Agree	Have No Opinion	Disagree	Strongly Disagree	TOTALS	AVE RATING	%
	5	4	3	2	1			1ST SHIFT
1. My zone manager promotes an environment that allows me to do my job safely	48 40.0%	64 53.3%	1 0.8%	7 5.8%	0 0.0%	120 100.0%	4.28	7 5.8%
2. In my zone, work assignments are made fairly and distributed equitably among employees	32 26.7%	43 35.8%	5 4.2%	27 22.5%	13 10.8%	120 100.0%	3.45	40 33.3%
3. I am able to take regular breaks as operational needs permit	35 29.2%	79 65.8%	0 0.0%	6 5.0%	0 0.0%	120 100.0%	4.19	6 5.0%
4. My zone manager treats everyone in my zone fairly and consistently	30 25.0%	49 40.8%	8 6.7%	22 18.3%	11 9.2%	120 100.0%	3.54	33 27.5%
5. I am satisfied with communications between the Housekeeping staff.	23 19.2%	62 51.7%	2 1.7%	28 23.3%	5 4.2%	120 100.0%	3.58	33 27.5%
6. I am satisfied with communications between my zone manager and the Housekeeping staff.	22 18.3%	69 57.5%	5 4.2%	19 15.8%	5 4.2%	120 100.0%	3.70	24 20.0%
7. I can express my honest opinions to my zone manager without fear of retaliation.	37 30.8%	57 47.5%	3 2.5%	15 12.5%	8 6.7%	120 100.0%	3.83	23 19.2%
8. I feel Housekeeping management cares about and is interested in the welfare of its employees.	12 10.0%	34 28.3%	17 14.2%	37 30.8%	20 16.7%	120 100.0%	2.84	57 47.5%
9. I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	13 10.8%	40 33.3%	8 6.7%	33 27.5%	26 21.7%	120 100.0%	2.84	59 49.2%
10. I feel Housekeeping management fairly and consistently administers policies and work rules.	11 9.2%	40 33.3%	14 11.7%	35 29.2%	20 16.7%	120 100.0%	2.89	55 45.8%
11. I believe Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	11 9.2%	46 38.3%	6 5.0%	32 26.7%	25 20.8%	120 100.0%	2.88	57 47.5%
12. I am satisfied with communication between Housekeeping management and the Housekeeping staff.	12 10.0%	39 32.5%	8 6.7%	39 32.5%	22 18.3%	120 100.0%	2.83	61 50.8%

University of North Carolina at Chapel Hill

Summary Sheet of 355 Questionnaires – both English Speakers and Employees Interviewed with an Interpreter

20-29.99%	disagreed or strongly disagreed
30-39.99%	disagreed or strongly disagreed
over 40%	disagreed or strongly disagreed

SECOND SHIFT
67 QUESTIONNAIRES

Disagree/ Strongly Disagree
20-29.99%
30-39.99%
over 40%

STATEMENTS ON THE EMPLOYEE INTERVIEW SHEET

1. My zone manager promotes an environment that allows me to do my job safely
2. In my zone, work assignments are made fairly and distributed equitably among employees
3. I am able to take regular breaks as operational needs permit
4. My zone manager treats everyone in my zone fairly and consistently
5. I am satisfied with communications between the Housekeeping staff.
6. I am satisfied with communications between my zone manager and the Housekeeping staff.
7. I can express my honest opinions to my zone manager without fear of retaliation.
8. I feel Housekeeping management cares about and is interested in the welfare of its employees.
9. I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.
10. I feel Housekeeping management fairly and consistently administers policies and work rules.
11. I believe Housekeeping management promotes an environment free from harassment, discrimination and intimidation.
12. I am satisfied with communication between Housekeeping management and the Housekeeping staff.

	Strongly Agree	Agree	Have No Opinion	Disagree	Strongly Disagree	TOTALS	AVE RATING	%
	5	4	3	2	1			2ND SHIFT
1. My zone manager promotes an environment that allows me to do my job safely	33 49.3%	29 43.3%	1 1.5%	2 3.0%	2 3.0%	67 100.0%	4.33	4 6.0%
2. In my zone, work assignments are made fairly and distributed equitably among employees	17 25.4%	30 44.8%	3 4.5%	12 17.9%	5 7.5%	67 100.0%	3.63	17 25.4%
3. I am able to take regular breaks as operational needs permit	29 43.3%	37 55.2%	0 0.0%	1 1.5%	0 0.0%	67 100.0%	4.40	1 1.5%
4. My zone manager treats everyone in my zone fairly and consistently	17 25.4%	23 34.3%	3 4.5%	20 29.9%	4 6.0%	67 100.0%	3.43	24 35.8%
5. I am satisfied with communications between the Housekeeping staff.	14 20.9%	28 41.8%	3 4.5%	14 20.9%	8 11.9%	67 100.0%	3.39	22 32.8%
6. I am satisfied with communications between my zone manager and the Housekeeping staff.	19 28.4%	33 49.3%	2 3.0%	9 13.4%	4 6.0%	67 100.0%	3.81	13 19.4%
7. I can express my honest opinions to my zone manager without fear of retaliation.	23 34.3%	31 46.3%	0 0.0%	9 13.4%	4 6.0%	67 100.0%	3.90	13 19.4%
8. I feel Housekeeping management cares about and is interested in the welfare of its employees.	11 16.4%	26 38.8%	11 16.4%	12 17.9%	7 10.4%	67 100.0%	3.33	19 28.4%
9. I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	6 9.0%	27 40.3%	13 19.4%	16 23.9%	5 7.5%	67 100.0%	3.19	21 31.3%
10. I feel Housekeeping management fairly and consistently administers policies and work rules.	7 10.4%	28 41.8%	7 10.4%	20 29.9%	5 7.5%	67 100.0%	3.18	25 37.3%
11. I believe Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	6 9.0%	29 43.3%	3 4.5%	21 31.3%	8 11.9%	67 100.0%	3.06	29 43.3%
12. I am satisfied with communication between Housekeeping management and the Housekeeping staff.	11 16.4%	27 40.3%	9 13.4%	18 26.9%	2 3.0%	67 100.0%	3.40	20 29.9%

University of North Carolina at Chapel Hill

Summary Sheet of 355 Questionnaires – both English Speakers and Employees Interviewed with an Interpreter

20-29.99%	disagreed or strongly disagreed
30-39.99%	disagreed or strongly disagreed
over 40%	disagreed or strongly disagreed

THIRD SHIFT
168 QUESTIONNAIRES

Disagree/ Strongly Disagree
20-29.99%
30-39.99%
over 40%

STATEMENTS ON THE EMPLOYEE INTERVIEW SHEET

1. My zone manager promotes an environment that allows me to do my job safely
2. In my zone, work assignments are made fairly and distributed equitably among employees
3. I am able to take regular breaks as operational needs permit
4. My zone manager treats everyone in my zone fairly and consistently
5. I am satisfied with communications between the Housekeeping staff.
6. I am satisfied with communications between my zone manager and the Housekeeping staff.
7. I can express my honest opinions to my zone manager without fear of retaliation.
8. I feel Housekeeping management cares about and is interested in the welfare of its employees.
9. I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.
10. I feel Housekeeping management fairly and consistently administers policies and work rules.
11. I believe Housekeeping management promotes an environment free from harassment, discrimination and intimidation.
12. I am satisfied with communication between Housekeeping management and the Housekeeping staff.

	Strongly Agree	Agree	Have No Opinion	Disagree	Strongly Disagree	TOTALS	AVE RATING	%
	5	4	3	2	1			3RD SHIFT
1. My zone manager promotes an environment that allows me to do my job safely	66 39.3%	85 50.6%	5 3.0%	8 4.8%	4 2.4%	168 100.0%	4.20	12 7.1%
2. In my zone, work assignments are made fairly and distributed equitably among employees	29 17.3%	83 49.4%	6 3.6%	36 21.4%	14 8.3%	168 100.0%	3.46	50 29.8%
3. I am able to take regular breaks as operational needs permit	48 28.6%	108 64.3%	2 1.2%	6 3.6%	4 2.4%	168 100.0%	4.13	10 6.0%
4. My zone manager treats everyone in my zone fairly and consistently	39 23.2%	83 49.4%	5 3.0%	26 15.5%	15 8.9%	168 100.0%	3.63	41 24.4%
5. I am satisfied with communications between the Housekeeping staff.	28 16.7%	100 59.5%	4 2.4%	27 16.1%	9 5.4%	168 100.0%	3.66	36 21.4%
6. I am satisfied with communications between my zone manager and the Housekeeping staff.	41 24.4%	83 49.4%	7 4.2%	27 16.1%	10 6.0%	168 100.0%	3.70	37 22.0%
7. I can express my honest opinions to my zone manager without fear of retaliation.	43 25.6%	101 60.1%	2 1.2%	10 6.0%	12 7.1%	168 100.0%	3.91	22 13.1%
8. I feel Housekeeping management cares about and is interested in the welfare of its employees.	36 21.4%	76 45.2%	14 8.3%	28 16.7%	14 8.3%	168 100.0%	3.55	42 25.0%
9. I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	28 16.7%	95 56.5%	9 5.4%	20 11.9%	16 9.5%	168 100.0%	3.59	36 21.4%
10. I feel Housekeeping management fairly and consistently administers policies and work rules.	37 22.0%	83 49.4%	6 3.6%	30 17.9%	12 7.1%	168 100.0%	3.61	42 25.0%
11. I believe Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	38 22.6%	86 51.2%	7 4.2%	25 14.9%	12 7.1%	168 100.0%	3.67	37 22.0%
12. I am satisfied with communication between Housekeeping management and the Housekeeping staff.	37 22.0%	82 48.8%	11 6.5%	30 17.9%	8 4.8%	168 100.0%	3.65	38 22.6%

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Summary Sheet of 212 Questionnaires – English Speakers

	20-29.99%
	30-39.99%
	over 40%

Disagree/ Strongly Disagree
20-29.99%
30-39.99%
over 40%

ALL SHIFTS
355 QUESTIONNAIRES

ENGLISH SPEAKERS
ALL SHIFTS

STATEMENTS ON THE EMPLOYEE INTERVIEW SHEET

1. My zone manager promotes an environment that allows me to do my job safely
2. In my zone, work assignments are made fairly and distributed equitably among employees
3. I am able to take regular breaks as operational needs permit
4. My zone manager treats everyone in my zone fairly and consistently
5. I am satisfied with communications between the Housekeeping staff.
6. I am satisfied with communications between my zone manager and the Housekeeping staff.
7. I can express my honest opinions to my zone manager without fear of retaliation.
8. I feel Housekeeping management cares about and is interested in the welfare of its employees.
9. I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.
10. I feel Housekeeping management fairly and consistently administers policies and work rules.
11. I believe Housekeeping management promotes an environment free from harassment, discrimination and intimidation.
12. I am satisfied with communication between Housekeeping management and the Housekeeping staff.

	Strongly Agree	Agree	Have No Opinion	Disagree	Strongly Disagree	TOTALS	AVE RATING	%
	5	4	3	2	1			ALL SHIFTS
1. My zone manager promotes an environment that allows me to do my job safely	76 35.8%	115 54.2%	7 3.3%	10 4.7%	4 1.9%	212 100.0%	4.17	14 6.6%
2. In my zone, work assignments are made fairly and distributed equitably among employees	35 16.5%	98 46.2%	11 5.2%	41 19.3%	27 12.7%	212 100.0%	3.34	68 32.1%
3. I am able to take regular breaks as operational needs permit	54 25.5%	147 69.3%	2 0.9%	6 2.8%	3 1.4%	212 100.0%	4.15	9 4.2%
4. My zone manager treats everyone in my zone fairly and consistently	42 19.8%	90 42.5%	11 5.2%	42 19.8%	27 12.7%	212 100.0%	3.37	69 32.5%
5. I am satisfied with communications between the Housekeeping staff.	26 12.3%	124 58.5%	5 2.4%	39 18.4%	18 8.5%	212 100.0%	3.48	57 26.9%
6. I am satisfied with communications between my zone manager and the Housekeeping staff.	33 15.6%	114 53.8%	11 5.2%	37 17.5%	17 8.0%	212 100.0%	3.51	54 25.5%
7. I can express my honest opinions to my zone manager without fear of retaliation.	38 17.9%	134 63.2%	2 0.9%	17 8.0%	21 9.9%	212 100.0%	3.71	38 17.9%
8. I feel Housekeeping management cares about and is interested in the welfare of its employees.	13 6.1%	68 32.1%	32 15.1%	61 28.8%	38 17.9%	212 100.0%	2.80	99 46.7%
9. I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	10 4.7%	82 38.7%	20 9.4%	56 26.4%	44 20.8%	212 100.0%	2.80	100 47.2%
10. I feel Housekeeping management fairly and consistently administers policies and work rules.	10 4.7%	87 41.0%	11 5.2%	70 33.0%	34 16.0%	212 100.0%	2.85	104 49.1%
11. I believe Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	9 4.2%	95 44.8%	11 5.2%	55 25.9%	42 19.8%	212 100.0%	2.88	97 45.8%
12. I am satisfied with communication between Housekeeping management and the Housekeeping staff.	14 6.6%	82 38.7%	19 9.0%	67 31.6%	30 14.2%	212 100.0%	2.92	97 45.8%

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Summary Sheet of 212 Questionnaires – English Speakers

	20-29.99%
	30-39.99%
	over 40%

1ST SHIFT
120 QUESTIONNAIRES

ENGLISH SPEAKERS
1ST SHIFT

Disagree/
Strongly Disagree
20-29.99%
30-39.99%
over 40%
%

STATEMENTS ON THE EMPLOYEE INTERVIEW SHEET

1. My zone manager promotes an environment that allows me to do my job safely
2. In my zone, work assignments are made fairly and distributed equitably among employees
3. I am able to take regular breaks as operational needs permit
4. My zone manager treats everyone in my zone fairly and consistently
5. I am satisfied with communications between the Housekeeping staff.
6. I am satisfied with communications between my zone manager and the Housekeeping staff.
7. I can express my honest opinions to my zone manager without fear of retaliation.
8. I feel Housekeeping management cares about and is interested in the welfare of its employees.
9. I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.
10. I feel Housekeeping management fairly and consistently administers policies and work rules.
11. I believe Housekeeping management promotes an environment free from harassment, discrimination and intimidation.
12. I am satisfied with communication between Housekeeping management and the Housekeeping staff.

	Strongly Agree	Agree	Have No Opinion	Disagree	Strongly Disagree	TOTALS	AVE RATING	1ST SHIFT
	5	4	3	2	1			
1. My zone manager promotes an environment that allows me to do my job safely	35 39.8%	47 53.4%	1 1.1%	5 5.7%	0 0.0%	88 100.0%	4.27	5 5.7%
2. In my zone, work assignments are made fairly and distributed equitably among employees	22 25.0%	30 34.1%	5 5.7%	18 20.5%	13 14.8%	88 100.0%	3.34	31 35.2%
3. I am able to take regular breaks as operational needs permit	27 30.7%	57 64.8%	0 0.0%	4 4.5%	0 0.0%	88 100.0%	4.22	4 4.5%
4. My zone manager treats everyone in my zone fairly and consistently	21 23.9%	32 36.4%	7 8.0%	18 20.5%	10 11.4%	88 100.0%	3.41	28 31.8%
5. I am satisfied with communications between the Housekeeping staff.	17 19.3%	49 55.7%	1 1.1%	16 18.2%	5 5.7%	88 100.0%	3.65	21 23.9%
6. I am satisfied with communications between my zone manager and the Housekeeping staff.	16 18.2%	47 53.4%	5 5.7%	15 17.0%	5 5.7%	88 100.0%	3.61	20 22.7%
7. I can express my honest opinions to my zone manager without fear of retaliation.	29 33.0%	38 43.2%	2 2.3%	11 12.5%	8 9.1%	88 100.0%	3.78	19 21.6%
8. I feel Housekeeping management cares about and is interested in the welfare of its employees.	6 6.8%	17 19.3%	15 17.0%	30 34.1%	20 22.7%	88 100.0%	2.53	50 56.8%
9. I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	6 6.8%	20 22.7%	8 9.1%	29 33.0%	25 28.4%	88 100.0%	2.47	54 61.4%
10. I feel Housekeeping management fairly and consistently administers policies and work rules.	5 5.7%	26 29.5%	6 6.8%	32 36.4%	19 21.6%	88 100.0%	2.61	51 58.0%
11. I believe Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	4 4.5%	32 36.4%	3 3.4%	25 28.4%	24 27.3%	88 100.0%	2.63	49 55.7%
12. I am satisfied with communication between Housekeeping management and the Housekeeping staff.	6 6.8%	25 28.4%	7 8.0%	29 33.0%	21 23.9%	88 100.0%	2.61	50 56.8%

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Summary Sheet of 212 Questionnaires – English Speakers

	20-29.99%
	30-39.99%
	over 40%

2ND SHIFT
67 QUESTIONNAIRES

ENGLISH SPEAKERS
2ND SHIFT

Disagree/
Strongly Disagree
20-29.99%
30-39.99%
over 40%
%

STATEMENTS ON THE EMPLOYEE INTERVIEW SHEET

1. My zone manager promotes an environment that allows me to do my job safely
2. In my zone, work assignments are made fairly and distributed equitably among employees
3. I am able to take regular breaks as operational needs permit
4. My zone manager treats everyone in my zone fairly and consistently
5. I am satisfied with communications between the Housekeeping staff.
6. I am satisfied with communications between my zone manager and the Housekeeping staff.
7. I can express my honest opinions to my zone manager without fear of retaliation.
8. I feel Housekeeping management cares about and is interested in the welfare of its employees.
9. I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.
10. I feel Housekeeping management fairly and consistently administers policies and work rules.
11. I believe Housekeeping management promotes an environment free from harassment, discrimination and intimidation.
12. I am satisfied with communication between Housekeeping management and the Housekeeping staff.

	Strongly Agree	Agree	Have No Opinion	Disagree	Strongly Disagree	TOTALS	AVE RATING	2ND SHIFT
	5	4	3	2	1			
1. My zone manager promotes an environment that allows me to do my job safely	11 37.0%	13 48.1%	1 3.7%	1 3.7%	2 7.4%	28 100.0%	4.07	3 10.7%
2. In my zone, work assignments are made fairly and distributed equitably among employees	6 22.2%	17 59.3%	0 0.0%	1 3.7%	4 14.8%	28 100.0%	3.71	5 17.9%
3. I am able to take regular breaks as operational needs permit	9 33.3%	19 66.7%	0 0.0%	0 0.0%	0 0.0%	28 100.0%	4.32	0 0.0%
4. My zone manager treats everyone in my zone fairly and consistently	8 29.6%	11 37.0%	1 3.7%	4 14.8%	4 14.8%	28 100.0%	3.54	8 28.6%
5. I am satisfied with communications between the Housekeeping staff.	4 11.1%	13 48.1%	0 0.0%	4 14.8%	7 25.9%	28 100.0%	3.11	11 39.3%
6. I am satisfied with communications between my zone manager and the Housekeeping staff.	6 18.5%	17 63.0%	0 0.0%	1 3.7%	4 14.8%	28 100.0%	3.71	5 17.9%
7. I can express my honest opinions to my zone manager without fear of retaliation.	8 25.9%	16 59.3%	0 0.0%	0 0.0%	4 14.8%	28 100.0%	3.86	4 14.3%
8. I feel Housekeeping management cares about and is interested in the welfare of its employees.	1 3.7%	8 29.6%	3 11.1%	9 29.6%	7 25.9%	28 100.0%	2.54	16 57.1%
9. I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	0 0.0%	10 37.0%	4 14.8%	9 29.6%	5 18.5%	28 100.0%	2.68	14 50.0%
10. I feel Housekeeping management fairly and consistently administers policies and work rules.	1 3.7%	10 33.3%	1 3.7%	11 40.7%	5 18.5%	28 100.0%	2.68	16 57.1%
11. I believe Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	1 3.7%	10 37.0%	1 3.7%	9 29.6%	7 25.9%	28 100.0%	2.61	16 57.1%
12. I am satisfied with communication between Housekeeping management and the Housekeeping staff.	2 3.7%	10 37.0%	2 7.4%	12 44.4%	2 7.4%	28 100.0%	2.93	14 50.0%

University of North Carolina at Chapel Hill

Summary Sheet of 212 Questionnaires – English Speakers

	20-29.99%
	30-39.99%
	over 40%

3RD SHIFT
168 QUESTIONNAIRES

ENGLISH SPEAKERS
3RD SHIFT

Disagree/
Strongly Disagree
20-29.99%
30-39.99%
over 40%
%

STATEMENTS ON THE EMPLOYEE INTERVIEW SHEET

1. My zone manager promotes an environment that allows me to do my job safely
2. In my zone, work assignments are made fairly and distributed equitably among employees
3. I am able to take regular breaks as operational needs permit
4. My zone manager treats everyone in my zone fairly and consistently
5. I am satisfied with communications between the Housekeeping staff.
6. I am satisfied with communications between my zone manager and the Housekeeping staff.
7. I can express my honest opinions to my zone manager without fear of retaliation.
8. I feel Housekeeping management cares about and is interested in the welfare of its employees.
9. I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.
10. I feel Housekeeping management fairly and consistently administers policies and work rules.
11. I believe Housekeeping management promotes an environment free from harassment, discrimination and intimidation.
12. I am satisfied with communication between Housekeeping management and the Housekeeping staff.

	Strongly Agree	Agree	Have No Opinion	Disagree	Strongly Disagree	TOTALS	AVE RATING	3RD SHIFT
	5	4	3	2	1			
1. My zone manager promotes an environment that allows me to do my job safely	30 30.9%	55 57.7%	5 5.2%	4 4.1%	2 2.1%	96 100.0%	4.11	6 6.3%
2. In my zone, work assignments are made fairly and distributed equitably among employees	7 8.2%	51 50.5%	6 6.2%	22 24.7%	10 10.3%	96 100.0%	3.24	32 33.3%
3. I am able to take regular breaks as operational needs permit	18 18.6%	71 73.2%	2 2.1%	2 3.1%	3 3.1%	96 100.0%	4.03	5 5.2%
4. My zone manager treats everyone in my zone fairly and consistently	13 13.4%	47 49.5%	3 3.1%	20 20.6%	13 13.4%	96 100.0%	3.28	33 34.4%
5. I am satisfied with communications between the Housekeeping staff.	5 7.2%	62 61.9%	4 4.1%	19 20.6%	6 6.2%	96 100.0%	3.43	25 26.0%
6. I am satisfied with communications between my zone manager and the Housekeeping staff.	11 10.3%	50 52.6%	6 6.2%	21 22.7%	8 8.2%	96 100.0%	3.36	29 30.2%
7. I can express my honest opinions to my zone manager without fear of retaliation.	1 11.3%	80 72.2%	0 0.0%	6 7.2%	9 9.3%	96 100.0%	3.60	15 15.6%
8. I feel Housekeeping management cares about and is interested in the welfare of its employees.	6 6.2%	43 44.3%	14 14.4%	22 23.7%	11 11.3%	96 100.0%	3.11	33 34.4%
9. I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	4 4.2%	52 55.2%	8 7.3%	18 18.8%	14 14.6%	96 100.0%	3.15	32 33.3%
10. I feel Housekeeping management fairly and consistently administers policies and work rules.	4 4.1%	51 52.6%	4 4.1%	27 28.9%	10 10.3%	96 100.0%	3.13	37 38.5%
11. I believe Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	4 4.1%	53 55.7%	7 7.2%	21 21.6%	11 11.3%	96 100.0%	3.19	32 33.3%
12. I am satisfied with communication between Housekeeping management and the Housekeeping staff.	6 6.3%	47 50.0%	10 9.4%	26 27.1%	7 7.3%	96 100.0%	3.20	33 34.4%

University of North Carolina at Chapel Hill

Summary Sheet of 143 Questionnaires – With Interpreters

	20-29.99%
	30-39.99%
	over 40%

Disagree/ Strongly Disagree
20-29.99%
30-39.99%
over 40%

ALL SHIFTS
143 QUESTIONNAIRES

STATEMENTS ON THE EMPLOYEE INTERVIEW SHEET

1. My zone manager promotes an environment that allows me to do my job safely
2. In my zone, work assignments are made fairly and distributed equitably among employees
3. I am able to take regular breaks as operational needs permit
4. My zone manager treats everyone in my zone fairly and consistently
5. I am satisfied with communications between the Housekeeping staff.
6. I am satisfied with communications between my zone manager and the Housekeeping staff.
7. I can express my honest opinions to my zone manager without fear of retaliation.
8. I feel Housekeeping management cares about and is interested in the welfare of its employees.
9. I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.
10. I feel Housekeeping management fairly and consistently administers policies and work rules.
11. I believe Housekeeping management promotes an environment free from harassment, discrimination and intimidation.
12. I am satisfied with communication between Housekeeping management and the Housekeeping staff.

	Strongly Agree	Agree	Have No Opinion	Disagree	Strongly Disagree	TOTALS	AVE RATING	%
	5	4	3	2	1			ALL SHIFTS
1. My zone manager promotes an environment that allows me to do my job safely	71 49.7%	63 44.1%	0 0.0%	7 4.9%	2 1.4%	143 100.0%	4.36	9 6.3%
2. In my zone, work assignments are made fairly and distributed equitably among employees	43 30.1%	58 40.6%	3 2.1%	34 23.8%	5 3.5%	143 100.0%	3.70	39 27.3%
3. I am able to take regular breaks as operational needs permit	58 40.6%	77 53.8%	0 0.0%	7 4.9%	1 0.7%	143 100.0%	4.29	8 5.6%
4. My zone manager treats everyone in my zone fairly and consistently	44 30.8%	65 45.5%	5 3.5%	26 18.2%	3 2.1%	143 100.0%	3.85	29 20.3%
5. I am satisfied with communications between the Housekeeping staff.	39 27.3%	66 46.2%	4 2.8%	30 21.0%	4 2.8%	143 100.0%	3.74	34 23.8%
6. I am satisfied with communications between my zone manager and the Housekeeping staff.	49 34.3%	71 49.7%	3 2.1%	18 12.6%	2 1.4%	143 100.0%	4.03	20 14.0%
7. I can express my honest opinions to my zone manager without fear of retaliation.	65 45.5%	55 38.5%	3 2.1%	17 11.9%	3 2.1%	143 100.0%	4.13	20 14.0%
8. I feel Housekeeping management cares about and is interested in the welfare of its employees.	46 32.2%	68 47.6%	10 7.0%	16 11.2%	3 2.1%	143 100.0%	3.97	19 13.3%
9. I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	37 25.9%	80 55.9%	10 7.0%	13 9.1%	3 2.1%	143 100.0%	3.94	16 11.2%
10. I feel Housekeeping management fairly and consistently administers policies and work rules.	45 31.5%	64 44.8%	16 11.2%	15 10.5%	3 2.1%	143 100.0%	3.93	18 12.6%
11. I believe Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	46 32.2%	66 46.2%	5 3.5%	23 16.1%	3 2.1%	143 100.0%	3.90	26 18.2%
12. I am satisfied with communication between Housekeeping management and the Housekeeping staff.	46 32.2%	66 46.2%	9 6.3%	20 14.0%	2 1.4%	143 100.0%	3.94	22 15.4%

University of North Carolina at Chapel Hill

Summary Sheet of 143 Questionnaires – With Interpreters

	20-29.99%
	30-39.99%
	over 40%

Disagree/
Strongly Disagree

	20-29.99%
	30-39.99%
	over 40%

%

1ST SHIFT
120 QUESTIONNAIRES

INTERVIEWED WITH INTERPRETER
1ST SHIFT

STATEMENTS ON THE EMPLOYEE INTERVIEW SHEET

1. My zone manager promotes an environment that allows me to do my job safely
2. In my zone, work assignments are made fairly and distributed equitably among employees
3. I am able to take regular breaks as operational needs permit
4. My zone manager treats everyone in my zone fairly and consistently
5. I am satisfied with communications between the Housekeeping staff.
6. I am satisfied with communications between my zone manager and the Housekeeping staff.
7. I can express my honest opinions to my zone manager without fear of retaliation.
8. I feel Housekeeping management cares about and is interested in the welfare of its employees.
9. I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.
10. I feel Housekeeping management fairly and consistently administers policies and work rules.
11. I believe Housekeeping management promotes an environment free from harassment, discrimination and intimidation.
12. I am satisfied with communication between Housekeeping management and the Housekeeping staff.

Strongly Agree	Agree	Have No Opinion	Disagree	Strongly Disagree	TOTALS	AVE RATING	%
5	4	3	2	1			1ST SHIFT
13 40.6%	17 53.1%	0 0.0%	2 6.3%	0 0.0%	32 100.0%	4.28	2 6.3%
10 31.3%	13 40.6%	0 0.0%	9 28.1%	0 0.0%	32 100.0%	3.75	9 28.1%
8 25.0%	22 68.8%	0 0.0%	2 6.3%	0 0.0%	32 100.0%	4.13	2 6.3%
9 28.1%	17 53.1%	1 3.1%	4 12.5%	1 3.1%	32 100.0%	3.91	5 15.6%
6 18.8%	13 40.6%	1 3.1%	12 37.5%	0 0.0%	32 100.0%	3.41	12 37.5%
6 18.8%	22 68.8%	0 0.0%	4 12.5%	0 0.0%	32 100.0%	3.94	4 12.5%
8 25.0%	19 59.4%	1 3.1%	4 12.5%	0 0.0%	32 100.0%	3.97	4 12.5%
6 18.8%	17 53.1%	2 6.3%	7 21.9%	0 0.0%	32 100.0%	3.69	7 21.9%
7 21.9%	20 62.5%	0 0.0%	4 12.5%	1 3.1%	32 100.0%	3.88	5 15.6%
6 18.8%	14 43.8%	8 25.0%	3 9.4%	1 3.1%	32 100.0%	3.66	4 12.5%
7 21.9%	14 43.8%	3 9.4%	7 21.9%	1 3.1%	32 100.0%	3.59	8 25.0%
6 18.8%	14 43.8%	1 3.1%	10 31.3%	1 3.1%	32 100.0%	3.44	11 34.4%

University of North Carolina at Chapel Hill

Summary Sheet of 143 Questionnaires – With Interpreters

	20-29.99%
	30-39.99%
	over 40%

2ND SHIFT
67 QUESTIONNAIRES

INTERVIEWED WITH INTERPRETER
2ND SHIFT

Disagree/ Strongly Disagree
20-29.99%
30-39.99%
over 40%
%

STATEMENTS ON THE EMPLOYEE INTERVIEW SHEET

1. My zone manager promotes an environment that allows me to do my job safely
2. In my zone, work assignments are made fairly and distributed equitably among employees
3. I am able to take regular breaks as operational needs permit
4. My zone manager treats everyone in my zone fairly and consistently
5. I am satisfied with communications between the Housekeeping staff.
6. I am satisfied with communications between my zone manager and the Housekeeping staff.
7. I can express my honest opinions to my zone manager without fear of retaliation.
8. I feel Housekeeping management cares about and is interested in the welfare of its employees.
9. I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.
10. I feel Housekeeping management fairly and consistently administers policies and work rules.
11. I believe Housekeeping management promotes an environment free from harassment, discrimination and intimidation.
12. I am satisfied with communication between Housekeeping management and the Housekeeping staff.

Strongly Agree	Agree	Have No Opinion	Disagree	Strongly Disagree	TOTALS	AVE RATING	2ND SHIFT
5	4	3	2	1			%
22 56.4%	16 41.0%	0.0%	1 2.6%	0.0%	39 100.0%	4.51	1 2.6%
11 28.2%	13 33.3%	3 7.7%	11 28.2%	1 2.6%	39 100.0%	3.56	12 30.8%
20 51.3%	18 46.2%	0.0%	1 2.6%	0.0%	39 100.0%	4.46	1 2.6%
9 23.1%	12 30.8%	2 5.1%	16 41.0%	0.0%	39 100.0%	3.36	16 41.0%
10 25.6%	15 38.5%	3 7.7%	10 25.6%	1 2.6%	39 100.0%	3.59	11 28.2%
13 33.3%	16 41.0%	2 5.1%	8 20.5%	0.0%	39 100.0%	3.87	8 20.5%
15 38.5%	15 38.5%	0.0%	9 23.1%	0.0%	39 100.0%	3.92	9 23.1%
10 25.6%	18 46.2%	8 20.5%	3 7.7%	0.0%	39 100.0%	3.90	3 7.7%
6 15.4%	17 43.6%	9 23.1%	7 17.9%	0.0%	39 100.0%	3.56	7 17.9%
6 15.4%	18 46.2%	6 15.4%	9 23.1%	0.0%	39 100.0%	3.54	9 23.1%
5 12.8%	19 48.7%	2 5.1%	12 30.8%	1 2.6%	39 100.0%	3.38	13 33.3%
9 23.1%	17 43.6%	7 17.9%	6 15.4%	0.0%	39 100.0%	3.74	6 15.4%

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Summary Sheet of 143 Questionnaires – With Interpreters

	20-29.99%
	30-39.99%
	over 40%

Disagree/ Strongly Disagree
20-29.99%
30-39.99%
over 40%
%

3RD SHIFT
168 QUESTIONNAIRES

INTERVIEWED WITH INTERPRETER
3RD SHIFT

STATEMENTS ON THE EMPLOYEE INTERVIEW SHEET

1. My zone manager promotes an environment that allows me to do my job safely
2. In my zone, work assignments are made fairly and distributed equitably among employees
3. I am able to take regular breaks as operational needs permit
4. My zone manager treats everyone in my zone fairly and consistently
5. I am satisfied with communications between the Housekeeping staff.
6. I am satisfied with communications between my zone manager and the Housekeeping staff.
7. I can express my honest opinions to my zone manager without fear of retaliation.
8. I feel Housekeeping management cares about and is interested in the welfare of its employees.
9. I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.
10. I feel Housekeeping management fairly and consistently administers policies and work rules.
11. I believe Housekeeping management promotes an environment free from harassment, discrimination and intimidation.
12. I am satisfied with communication between Housekeeping management and the Housekeeping staff.

	Strongly Agree	Agree	Have No Opinion	Disagree	Strongly Disagree	TOTALS	AVE RATING	%
	5	4	3	2	1			3RD SHIFT
1. My zone manager promotes an environment that allows me to do my job safely	36 50.0%	30 41.7%	0 0.0%	4 5.6%	2 2.8%	72 100.0%	4.31	6 8.3%
2. In my zone, work assignments are made fairly and distributed equitably among employees	22 30.6%	32 44.4%	0 0.0%	14 19.4%	4 5.6%	72 100.0%	3.75	18 25.0%
3. I am able to take regular breaks as operational needs permit	30 41.7%	37 51.4%	0 0.0%	4 5.6%	1 1.4%	72 100.0%	4.26	5 6.9%
4. My zone manager treats everyone in my zone fairly and consistently	26 36.1%	36 50.0%	2 2.8%	6 8.3%	2 2.8%	72 100.0%	4.08	8 11.1%
5. I am satisfied with communications between the Housekeeping staff.	23 31.9%	38 52.8%	0 0.0%	8 11.1%	3 4.2%	72 100.0%	3.97	11 15.3%
6. I am satisfied with communications between my zone manager and the Housekeeping staff.	30 41.7%	33 45.8%	1 1.4%	6 8.3%	2 2.8%	72 100.0%	4.15	8 11.1%
7. I can express my honest opinions to my zone manager without fear of retaliation.	42 58.3%	21 29.2%	2 2.8%	4 5.6%	3 4.2%	72 100.0%	4.32	7 9.7%
8. I feel Housekeeping management cares about and is interested in the welfare of its employees.	30 41.7%	33 45.8%	0 0.0%	6 8.3%	3 4.2%	72 100.0%	4.13	9 12.5%
9. I feel Housekeeping management promotes an environment where employees are treated with dignity and respect.	24 33.3%	43 59.7%	1 1.4%	2 2.8%	2 2.8%	72 100.0%	4.18	4 5.6%
10. I feel Housekeeping management fairly and consistently administers policies and work rules.	33 45.8%	32 44.4%	2 2.8%	3 4.2%	2 2.8%	72 100.0%	4.26	5 6.9%
11. I believe Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	34 47.2%	33 45.8%	0 0.0%	4 5.6%	1 1.4%	72 100.0%	4.32	5 6.9%
12. I am satisfied with communication between Housekeeping management and the Housekeeping staff.	31 43.1%	35 48.6%	1 1.4%	4 5.6%	1 1.4%	72 100.0%	4.26	5 6.9%

Appendix G — Summary of 24 Zone Manager Questionnaires

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Summary Responses of 24 Zone Managers Questionnaires

20-29.99%	disagreed or strongly disagreed
30-39.99%	disagreed or strongly disagreed
over 40%	disagreed or strongly disagreed

ALL SHIFTS
24 QUESTIONNAIRES

Disagree/
Strongly Disagree
20-29.99%
30-39.99%
over 40%

STATEMENTS ON THE INTERVIEW SHEET

1. Most employees in my zone would say that I promote an environment that allows them to do their job safely
2. Most employees in my zone would say that work assignments are made fairly and distributed equitably among employees
3. Most employees in my zone would say that they are able to take regular breaks as operational needs permit
4. Most employees in my zone would say that I treat everyone in my zone fairly and consistently
5. Most employees in my zone would say they are satisfied with communications among themselves (within their work team or within the shift as a whole).
6. Most employees in my zone would say they are satisfied with communications between themselves and me.
7. Most employees in my zone would say they can express their honest opinions to me without fear of retaliation.

	Strongly Agree	Agree	Have No Opinion	Disagree	Strongly Disagree	TOTALS	AVE RATING	%
	5	4	3	2	1			ALL SHIFTS
1. Most employees in my zone would say that I promote an environment that allows them to do their job safely	16 66.7%	8 33.3%	0.0%	0.0%	0.0%	24 100.0%	4.67	0 0.0%
2. Most employees in my zone would say that work assignments are made fairly and distributed equitably among employees	11 45.8%	11 45.8%	1 4.2%	1 4.2%	0.0%	24 100.0%	4.33	1 4.2%
3. Most employees in my zone would say that they are able to take regular breaks as operational needs permit	18 75.0%	6 25.0%	0.0%	0.0%	0.0%	24 100.0%	4.75	0 0.0%
4. Most employees in my zone would say that I treat everyone in my zone fairly and consistently	14 58.3%	9 37.5%	1 4.2%	0.0%	0.0%	24 100.0%	4.54	0 0.0%
5. Most employees in my zone would say they are satisfied with communications among themselves (within their work team or within the shift as a whole).	7 29.2%	15 62.5%	1 4.2%	1 4.2%	0.0%	24 100.0%	4.17	1 4.2%
6. Most employees in my zone would say they are satisfied with communications between themselves and me.	7 29.2%	17 70.8%	0.0%	0.0%	0.0%	24 100.0%	4.29	0 0.0%
7. Most employees in my zone would say they can express their honest opinions to me without fear of retaliation.	15 62.5%	9 37.5%	0.0%	0.0%	0.0%	24 100.0%	4.63	0 0.0%

*Appendix H — Summary Responses of 5
Questionnaires — 4 Assistant Directors, Past Director,
Interim Director*

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Summary Responses of 5 Questionnaires — 4Assistant Directors, Past Director, Interim Director

	20-29.99%	disagreed or strongly disagreed
	30-39.99%	disagreed or strongly disagreed
	over 40%	disagreed or strongly disagreed

ALL SHIFTS
6 QUESTIONNAIRES

Disagree/
Strongly Disagree
20-29.99%
30-39.99%
over 40%

STATEMENTS ON THE INTERVIEW SHEET	Strongly Agree	Agree	Have No Opinion	Disagree	Strongly Disagree	TOTALS	AVE RATING	%
	5	4	3	2	1			ALL SHIFTS
1. Most employees in my area of responsibility would say Housekeeping management cares about and is interested in the welfare of its employees.	2 33.3%	3 50.0%	1 16.7%	0 0.0%	0 0.0%	6 100.0%	4.17	0 0.0%
2. Most employees in my area of responsibility would say Housekeeping management promotes an environment where employees are treated with dignity and respect.	2 33.3%	3 50.0%	1 16.7%	0 0.0%	0 0.0%	6 100.0%	4.17	0 0.0%
3. Most employees in my area of responsibility would say Housekeeping management fairly and consistently administers policies and work rules.	1 16.7%	3 50.0%	1 16.7%	1 16.7%	0 0.0%	6 100.0%	3.67	1 16.7%
4. Most employees in my area of responsibility would say Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	2 33.3%	2 33.3%	2 33.3%	0 0.0%	0 0.0%	6 100.0%	4.00	0 0.0%
5. Most employees in my area of responsibility would say they are satisfied with communication between Housekeeping management and the Housekeeping staff.	1 16.7%	3 50.0%	1 16.7%	1 16.7%	0 0.0%	6 100.0%	3.67	1 16.7%