

2025 Employee Climate Survey Results

Office of Strategy & Innovation

September 24, 2025

ELEVATE YOUR
VOICE
IN 2025!



MECKLENBURG COUNTY
North Carolina

Agenda

1. Survey Overview & Methodology
2. Engagement & Response Rates
3. Countywide Results
4. Qualitative Topics
5. Next Steps

Survey Overview and Methodology

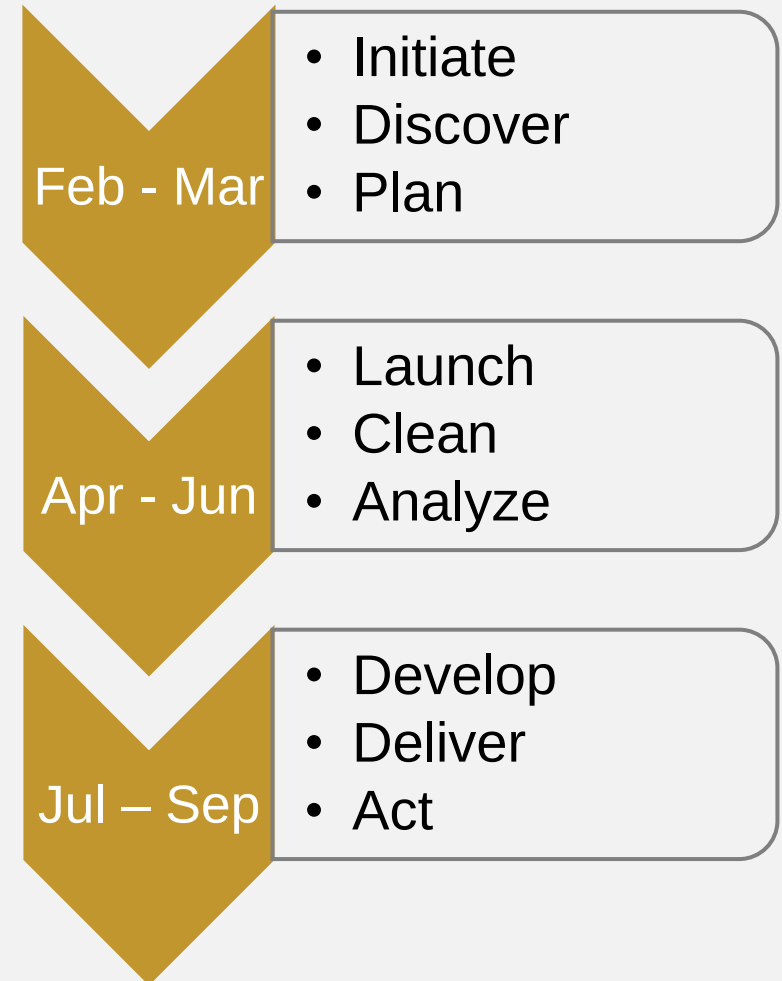
Purpose

- Assess employee motivation and satisfaction (11 measures) and employee development (5 measures).
- Assess progress toward performance management goals aligned to corporate and departmental strategy.
- Identify employee perceptions of business support services.
- General sentiments from employees.

Methodology

- Administered online using Qualtrics software from April 23 through May 14, 2025.
- Assessed both corporate items and various department-specific questions.
- Majority of the results shown reflect the percent of respondents that select “agree / strongly agree” or “yes” (unless otherwise specified).

Timeline



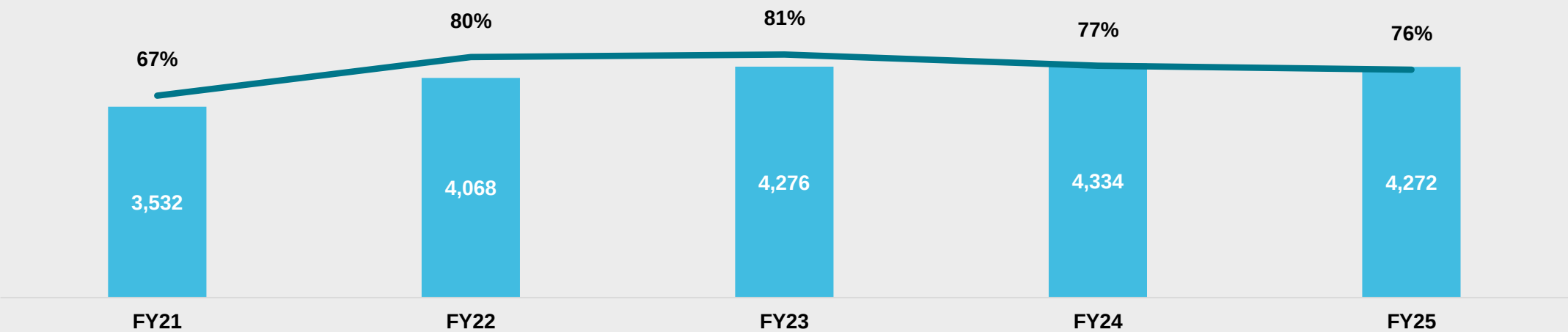
Engagement Efforts

- OSI provided Department Directors with an ECS Communications Toolkit.
- The Toolkit included OSI's outreach timeline, email templates for reminders, and key messaging examples.

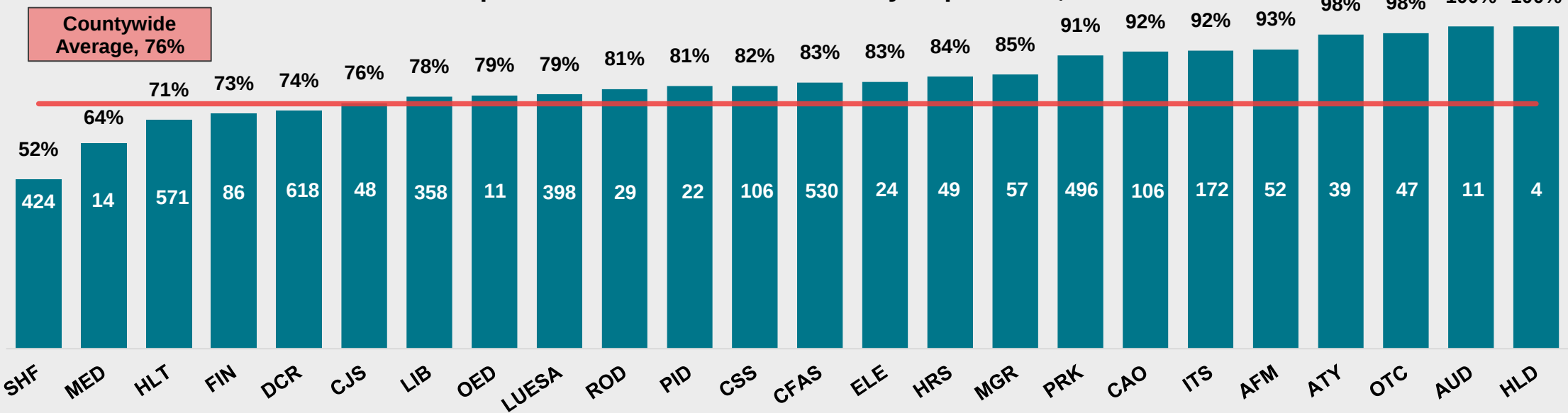
	Date	Communication Channel	Message Type
Building Survey Awareness and Promoting Participation	Thursday, March 6	Employee News Now	Initial "heads up" message introducing survey awareness.
	Wednesday, March 19	Employee News Now	Continued survey awareness messaging to maintain visibility.
	Thursday, April 3	Employee News Now	Ongoing survey awareness updates.
	Monday, April 7	County Manager Message	Communication with department directors, sharing previous response rates and survey details.
	Wednesday, April 16	Employee News Now	Reminder before the survey launch.
	Monday, April 21	Your County Manager/ MeckWeb	Final reminders before the survey launch.
Survey Launch and Follow-Up Communications	Wednesday, April 23	ENN/MeckWeb	Official announcement of the survey launch with details.
	Thursday, May 1	Employee News Now	First reminder to encourage participation.
	Wednesday, May 7	Employee News Now	Second reminder highlighting the final week to take the survey.
	Monday, May 12	Your County Manager	Reminder focusing on the final days of survey participation.
	Wednesday, May 14	Employee News Now	"Last Call" reminder for the final day to take the survey.
Post Survey Communications	Thursday, May 15	Your County Manager	Thank-you message from County Manager, outlining the results sharing timeline.
	Mid-September	Employee News Now	Announcement of dashboard release with quantitative survey results.
	Late-September	Employee News Now	Reminder on how to access and review the results dashboard.

Response Rates

Countywide Response Rates with Total Respondent Counts Fiscal Years 2021 to 2025 (FY21–FY25)

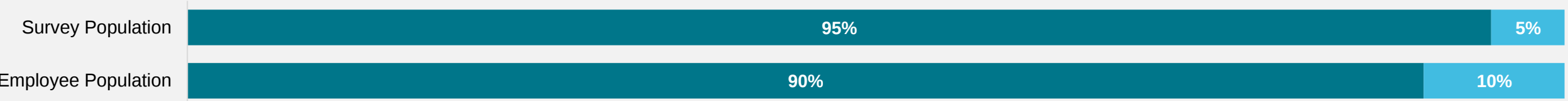


Response Rates with Total Counts by Department, FY25



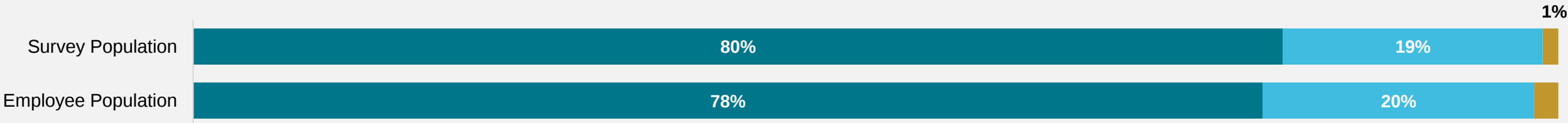
Survey vs. County Staff Demographics

Classification



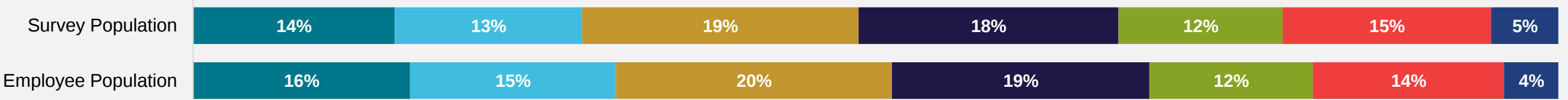
■ Full-time ■ Part-time

Position Level



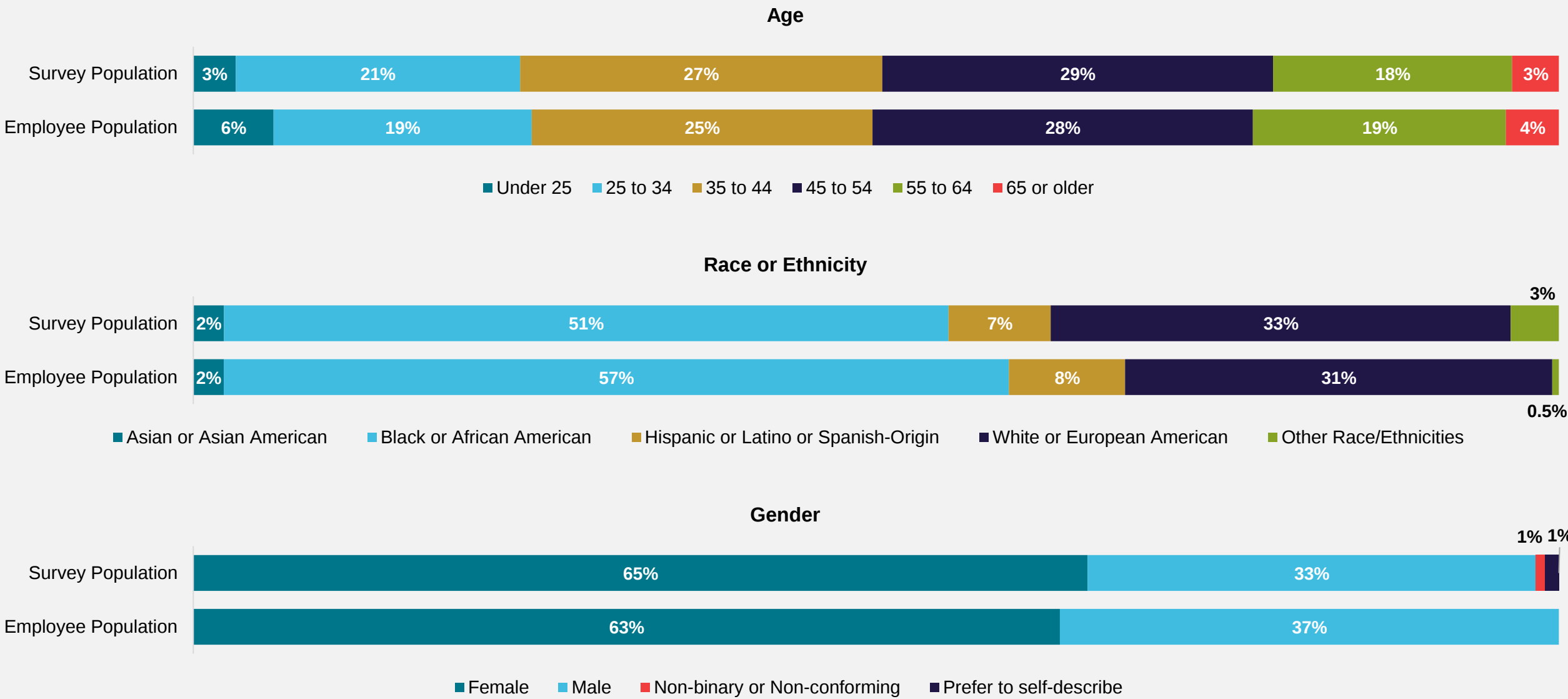
■ Front-line staff ■ Division Director / Manager / Supervisor ■ Senior / Executive-Level Manager

Length of Service



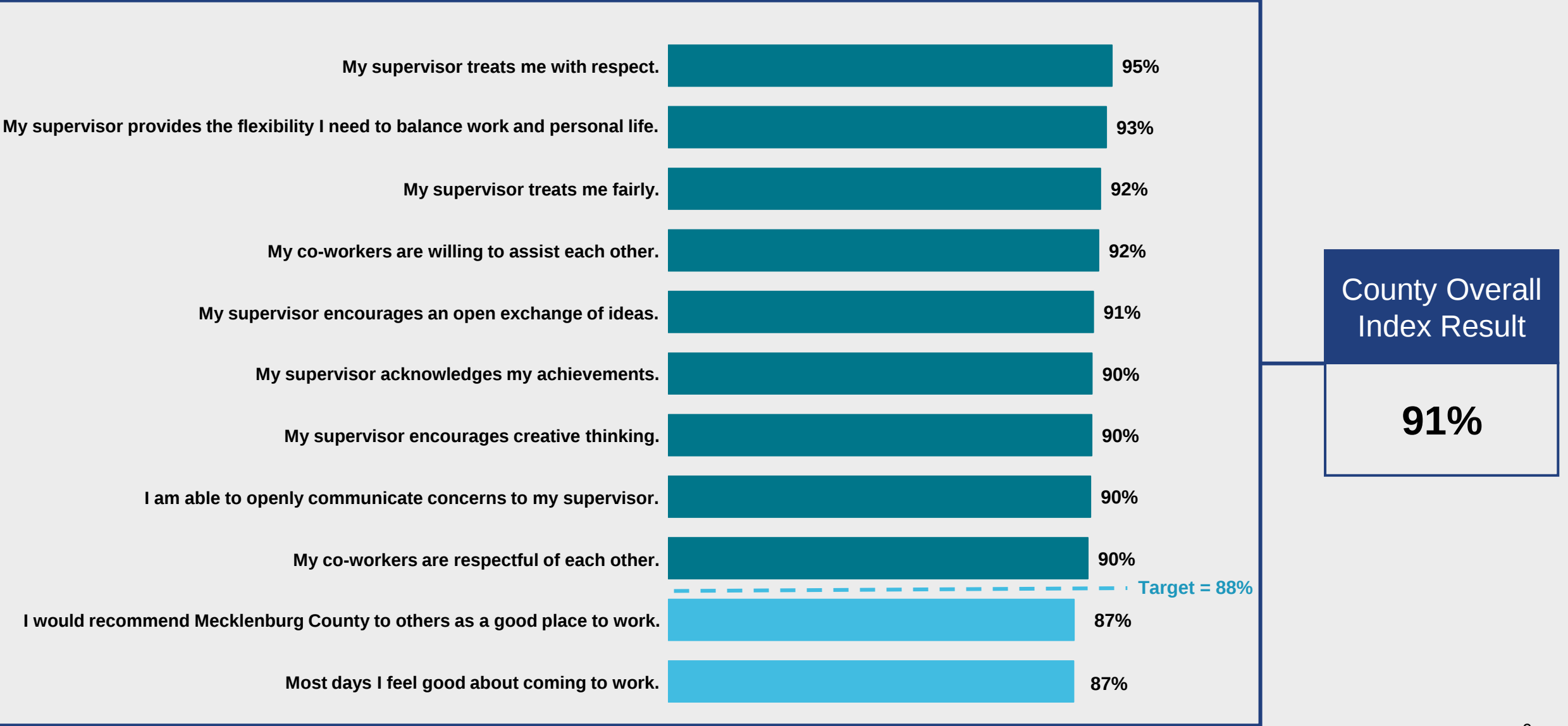
■ 1 year or less ■ More than 1 year, up to 2 years ■ More than 2 years, up to 5 years ■ More than 5 years, up to 10 years
■ More than 10 years, up to 15 years ■ More than 15 years, up to 25 years ■ More than 25 years

Survey vs. County Staff Demographics



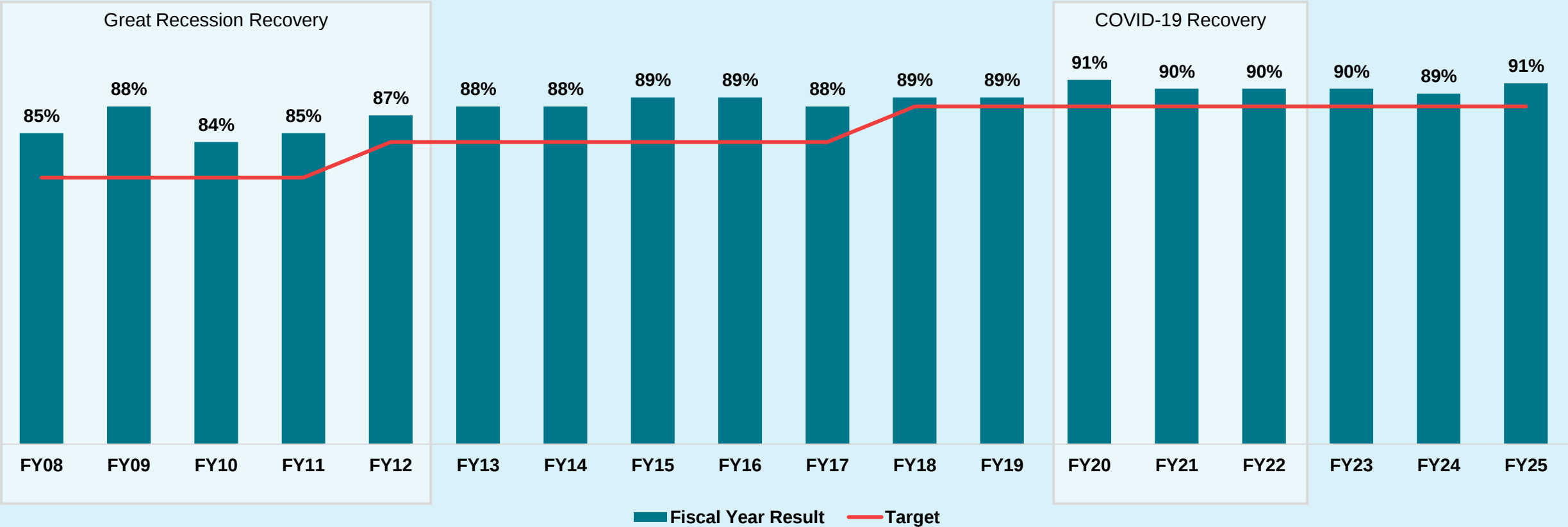
Countywide Results

FY25 Motivation & Satisfaction Index Results



Motivation & Satisfaction Index Results Trend

Employee satisfaction with Mecklenburg County overall has remained consistently high for over a decade and a half.



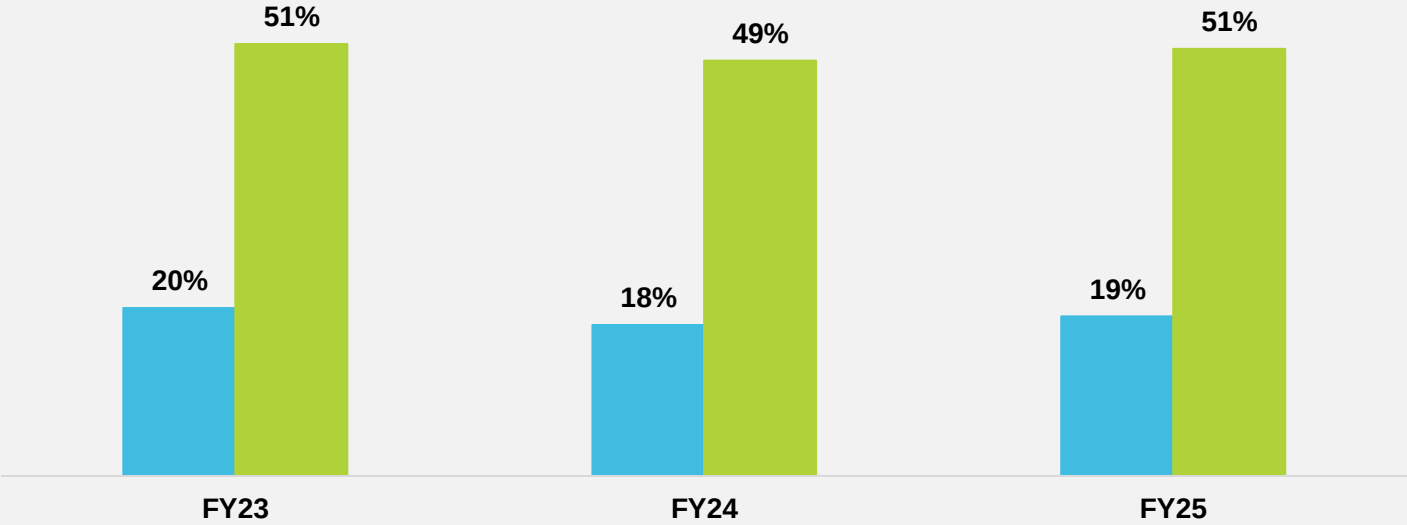
Motivation & Satisfaction Index Compared to National Satisfaction Results

Mecklenburg County employee satisfaction has been on average **31 percentage points greater** compared to national results over the last three years.



Motivation & Satisfaction “Strongly Agree” Results Compared to Gallup National Survey “Extremely Satisfied” Results*

- Gallup Survey Question: "How Satisfied are you with your Company as a Place to Work?" (Extremely Satisfied Results)
- Mecklenburg County Survey: Motivation & Satisfaction Index (Strongly Agree Results)



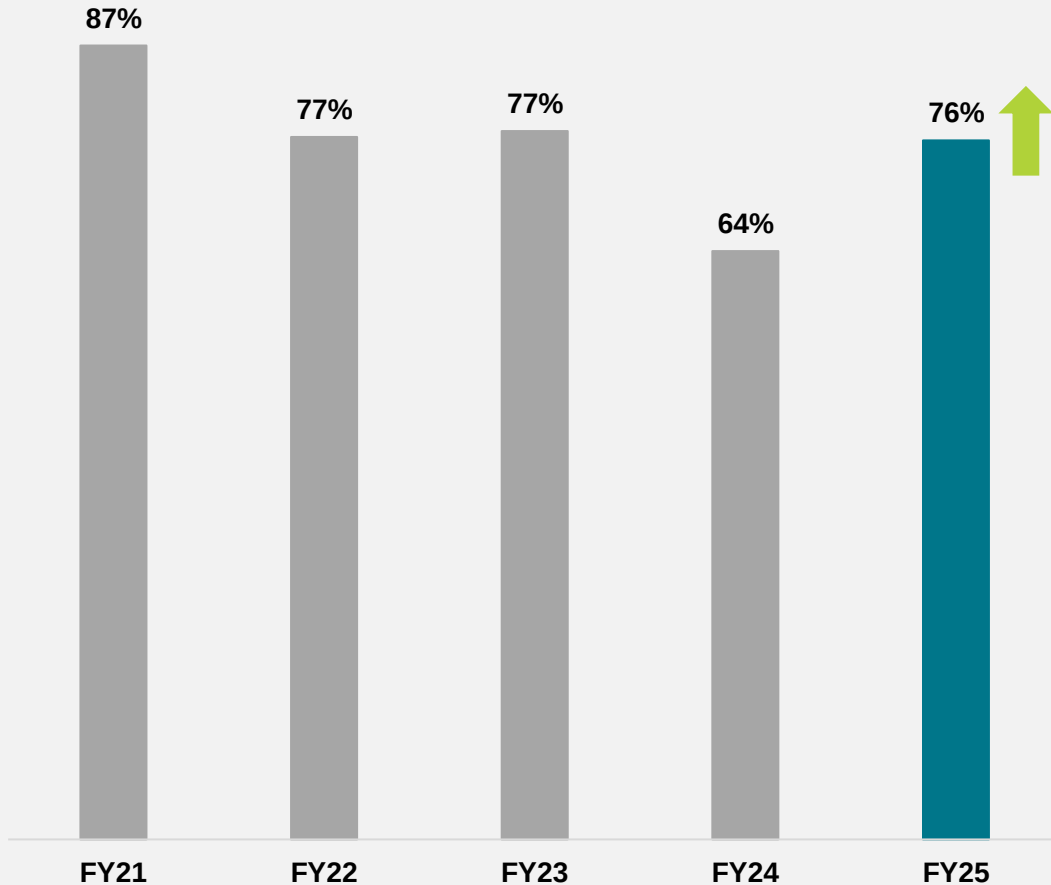
*Results are narrowed to “Strongly Agree” for comparability to Gallup national “Extremely Satisfied” results.

[Global Indicator: Employee Engagement - Gallup](#)

Perceptions of the BOCC

“The Board of County Commissioners (BOCC) values County employees.”

Countywide Agreement,
FY21 – FY25



Strengths

- +12-point improvement from FY24.
- Appreciation for Board’s continued value and support of employees.
- Commitment to Residents – Strong Leadership.

Opportunities

- Lack of clarity about Board roles and responsibilities / Don’t know who they are.
- Concern about the BOCC’s lack of awareness of conditions on the frontline (i.e., increasing demand for services, working conditions, cost of living, etc.).

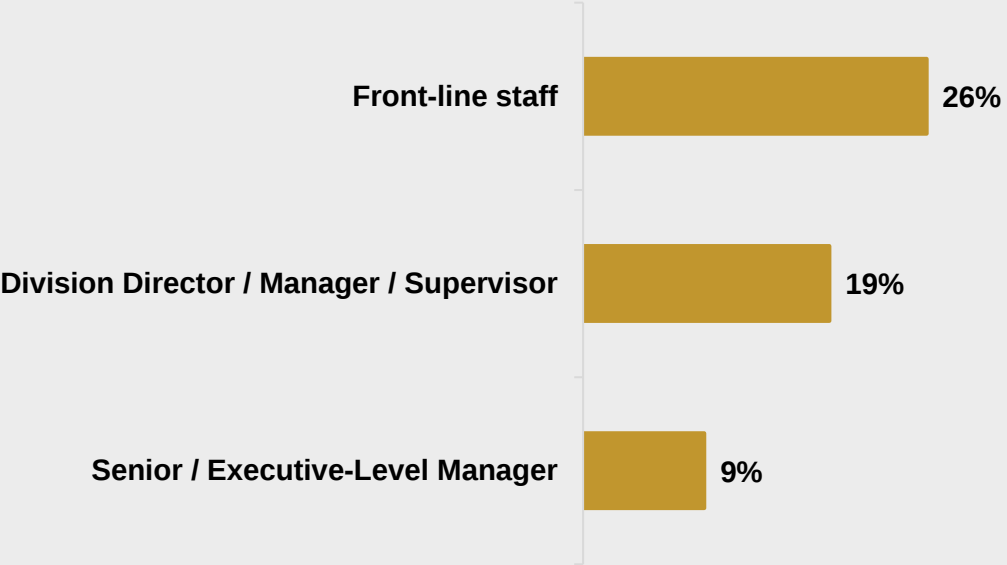
Employee Awareness of the Board of County Commissioners

“The Board of County Commissioners (BOCC) values County employees”

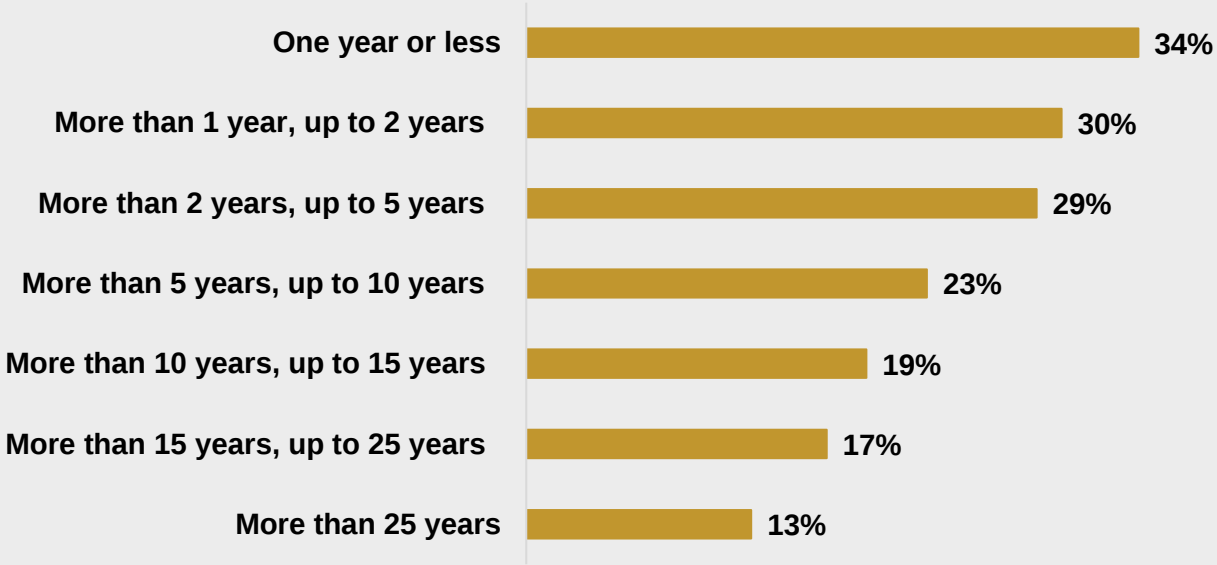
About a third of employees under five years tenure and a little under a third of front-line employees don't know if the BOCC values County staff.



"Don't Know" Responses by Position Level



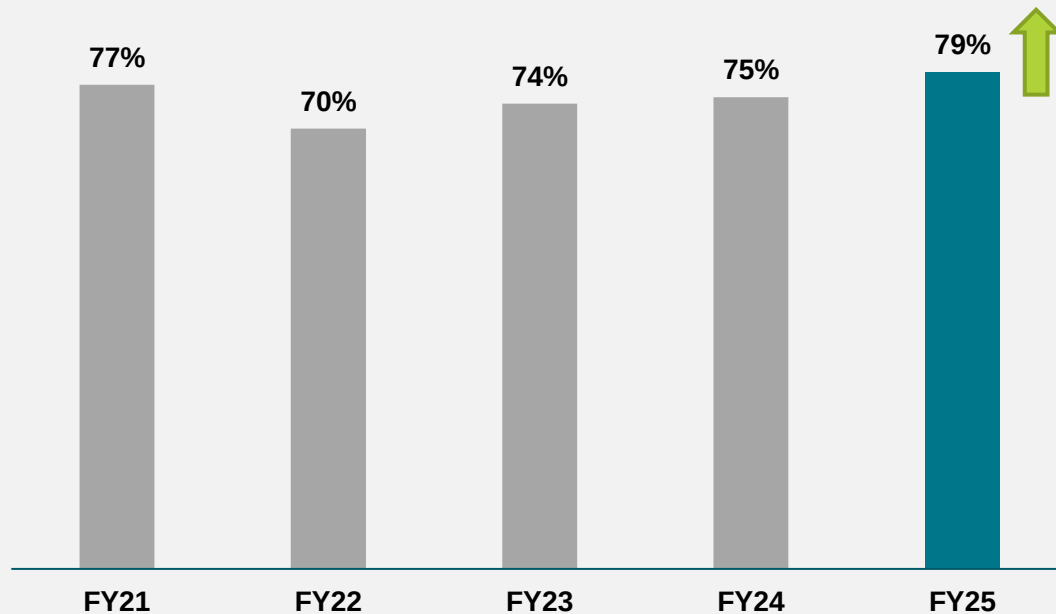
"Don't Know" by Length of Service



Perceptions of Workload

“My workload is reasonable.”

Countywide Agreement, FY21 – FY25



Strengths

- +4-point improvement since FY24, highest agreement in five years.

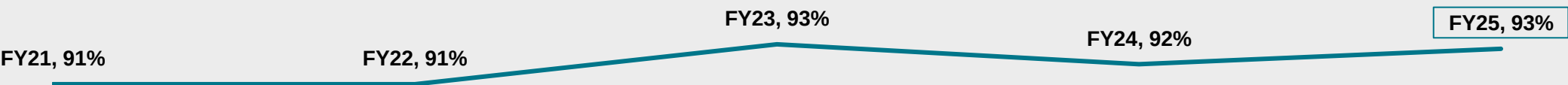
Opportunities

- Some described workload as chronically demanding and emotionally taxing.
- Concerns include understaffing, poor retention, unequal workload distribution, and process inefficiencies.

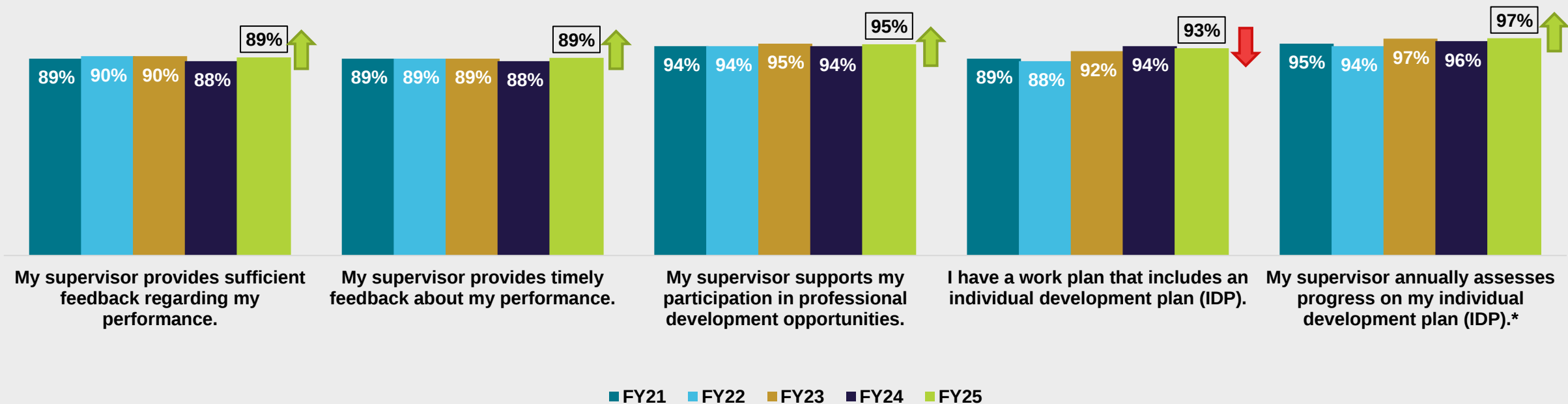
Perceptions of Development

Employee Development Index

Employee Development Index: Countywide Agreement Overall (FY21-FY25)



Employee Development Index: Countywide Agreement by Statement (FY21-FY25)



*Among employees with an IDP

Perceptions of Employee Development

Countywide



Strengths

- High levels of agreement across all index questions suggest that employee development is a consistently strong area for Mecklenburg County.
- **90%** of respondents believe they can develop professionally within Mecklenburg County, highest agreement in five years.
- Generally, employees feel supported by their supervisors, value training, cross-training, active mentorship.

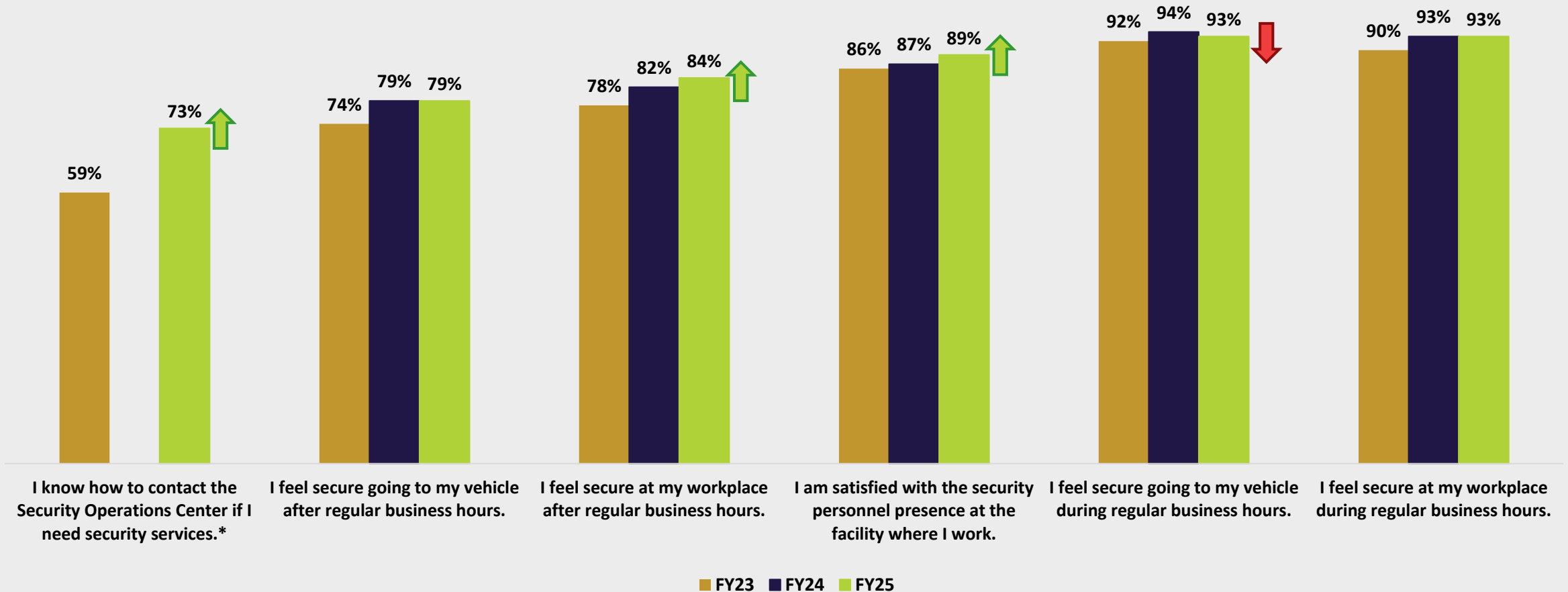


Opportunities

- Concerns about limited advancement pathways without turnover.
- Training access and relevance vary across departments, affecting skill growth opportunities.
- Development needs identified for supervisors include coaching, delegating stretch assignments, and career planning skills.

Perceptions of Safety & Security

Countywide Agreement with Safety & Security Statements, (FY23 - FY25)



*Question not asked in FY24.

Note: Arrow icons reflect change in agreement from FY24 to FY25.

Perceptions of Safety & Security

Countywide



Strengths

- Majority of employees feel safe at work.
- Highest confidence during business hours, both on-site and when traveling to/from vehicles.
- Awareness of safety resources has significantly improved, with a **+14-point increase** since FY23.

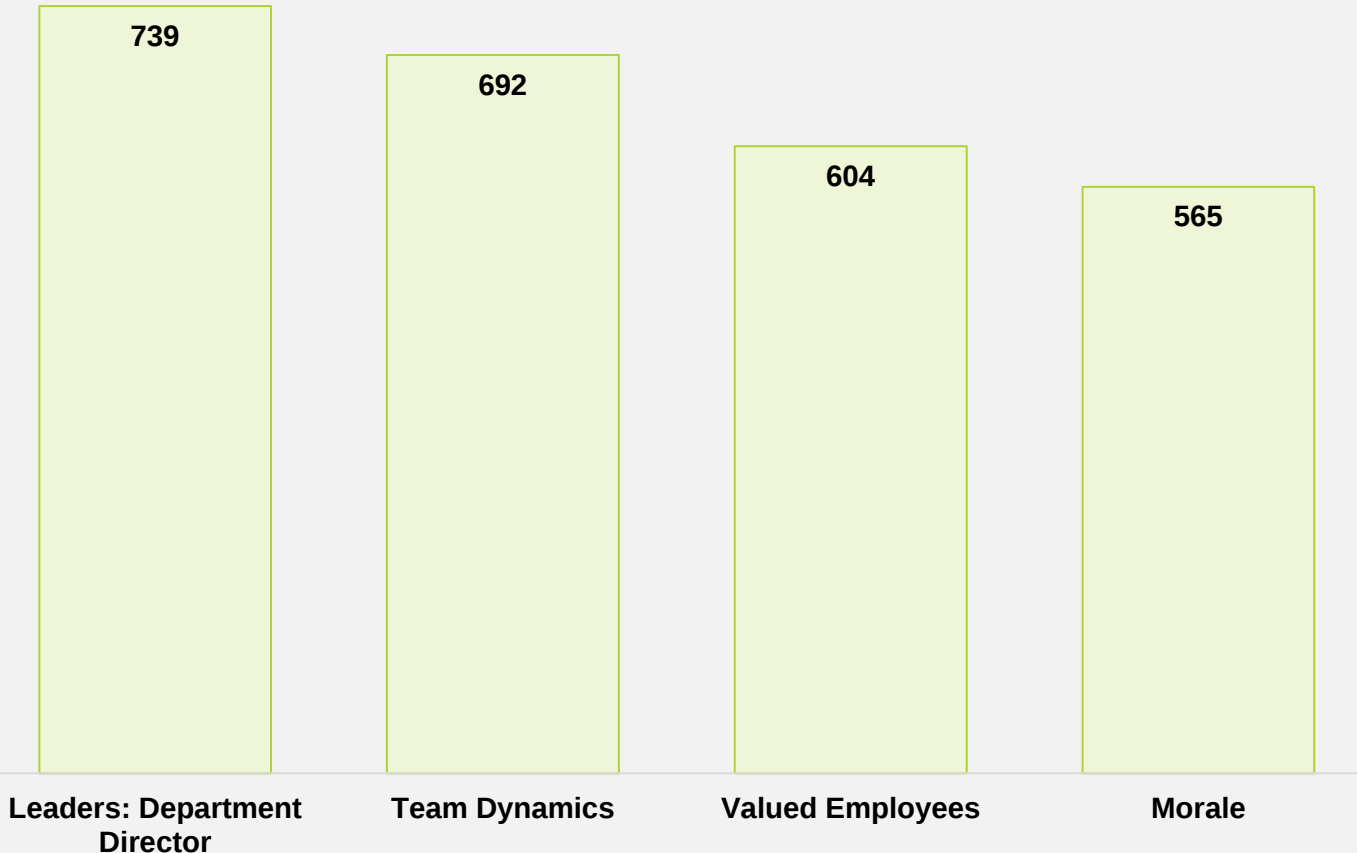


Opportunities

- Confidence decreases after hours, particularly around workplace security and vehicle access.
- Employees seek more consistent safety protocols and visible safeguards across roles and locations.
- Key focus areas include customer-facing roles and those who work in the field.

Most Prevalent Positive Qualitative Themes

Number of Positive Comments by Qualitative Theme



Leaders: Department Director

- Employees applauded their directors for transparency, strong leadership, and inclusive decision making.

Team Dynamics

- Employees mentioned valuing their teammates and the positive impact of having supportive colleagues.

Valued Employees

- Positive comments centered around employees feeling valued by their team, their department leadership, and/or County Enterprise leadership.

Morale

- Employees expressed enjoying their time and work with Mecklenburg County.

Most Prevalent Negative Qualitative Themes

Telework Policy

- Employees expressed their concerns over the changes to the telework policy that have occurred in recent years.

Workload

- Employees mentioned excessive and/or misaligned work demands.

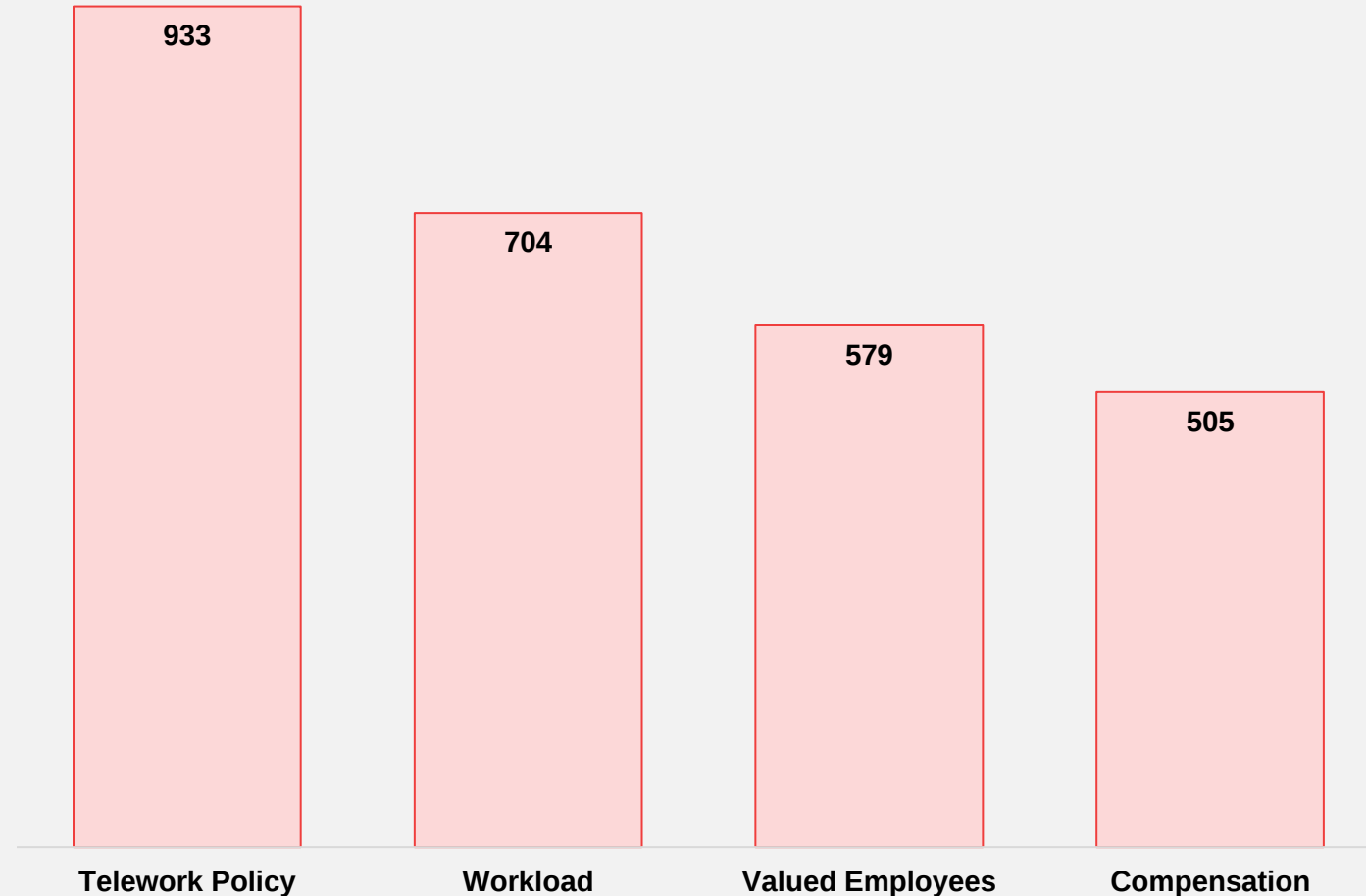
Valued Employees

- Negative comments centered around employees feeling unseen and undervalued by their department leadership and/or County Enterprise leadership.

Compensation

- Comments related to dissatisfaction with pay.

Number of Negative Comments by Qualitative Theme



Next Steps

Strategic Focus Areas for Organizational Improvement

Identified through analysis of ECS responses



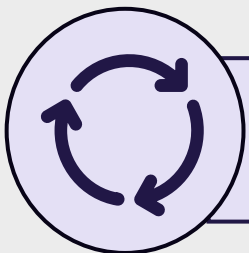
Employee Well-Being & Positive Workplace Culture



Clear Leadership Expectations, Roles, & Responsibilities



Effective Change Management & Transparent Communication



Operational Excellence & Process Improvements

Future of the Employee Climate Survey

The Employee Climate Survey is due for a change!

- 2025 was the 23rd annual ECS
- ECS indices have largely been the same for over 10 years
- The ECS has faced scope creep and question inflation

The Office of Strategy & Innovation (OSI) will:

- Pause the ECS and holistically reevaluate the survey, purpose, and process
- Partner with Human Resources to incorporate questions related to the County's culture framework (currently under development)
- Launch a reimagined survey in Fall 2026

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