

# **National Administrative Studies Project III**

A Survey of Managers in Public and Non-Profit Organizations in  
Georgia and Illinois

**Summary Report**



**THE UNIVERSITY OF GEORGIA**

**University of Georgia  
Department of Public Administration and Policy  
Athens, GA.**

Mary K. Feeney

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# **National Administrative Studies Project (NASP III)**

**A Survey of Managers in Public Agencies and Private and Non-Profit Organizations**

**PRINCIPAL INVESTIGATOR:** Barry Bozeman, Ph.D.

**FUNDING PROVIDED BY:** Barry Bozeman, Ph.D.  
Gordon Kingsley, PhD.  
Hal Rainey, Ph.D.  
Julia Melkers, Ph.D.

**SURVEY MANAGER:** Mary K. Feeney

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# **National Administrative Studies Project (NASP III)**

## **TABLE OF CONTENTS**

	<b>Page #</b>
<b>Scheduling and Response Rates</b>	4
<b>Motivation for Taking Current Job</b>	6
<b>Work Environment</b>	7
<b>Organizational Rules and Procedures</b>	9
<b>Civic and Political Activity</b>	12
<b>Sector Comparisons</b>	11
<b>Mentoring</b>	13
<b>Job History</b>	14
<b>Demographic Characteristics</b>	16
<b>Respondent Comments</b>	17

## NASP-III Summary Findings

Below we describe the general response patterns for the NASP-III survey. We discuss these findings in the order which they appear in the questionnaire (1) job motivations, (2) work environment, (3) organizational rules and procedures, (4) sector comparisons, (5) civic and political activity, (6) mentoring, (7) job history, (8) demographic characteristics, and (9) respondent comments. Within each section, following a summary of the findings we list a few of the findings by sector, state, or gender.

### Scheduling and Response Rates

The NASP-III questionnaire was closed in May 2006 with a total of 1220 respondents. Though we began with a sample of 2000 respondents our sample was reduced to 1853 because 88 individuals in Georgia and 59 in Illinois were retired or no longer working for the state. Of those 1220 respondents, 681(55.8%) work in Illinois and 790 work in the public sector. We conducted multiple mailings for this questionnaire, in order to improve the response rate (Dillman 2000).

### Public Sector Sample

By the end of July 2005, we had received a total of 545 surveys from Wave I of which 315 were male, 292 were from Georgia, and 253 were from Illinois. We sent follow-up postcards to 1973 individuals on Aug 01, 2005. We received a total of 132 responses from the Wave II mailing, of which 73 were from Georgia and 59 from Illinois. By the end of 2005, we had received 113 responses from the Wave III mailing (56 were female respondents and 67 were from Georgia).

### Public Sector Returns

	Wave I	Wave II	Wave III	Total
<b>Total</b>	545	132	113	790
<b>Male</b>	315	68	57	440
<b>Female</b>	227	61	56	344
<b>Georgia</b>	292	73	67	432
<b>Illinois</b>	253	59	46	358
<b>Dates</b>	July 20, 2005- Jan 19, 2006	Sept 14, 2005- Feb 20, 2006	Nov 18, 2005- May 20, 2006	

### Non-Profit Sector Sample

Wave I was sent on September 9, 2005 to 1328 individuals. By September 25, 2005 we received 266 surveys and confirmed 2 bad addresses and 1 retired individual. Among those 266 responses, 126 were male and 201 were from Illinois. At the end of September 2005, we sent follow-up postcards to 1188 individuals. We received 72 responses from the Wave II mailing which was sent to 1118 individuals (IL 892; 226 GA). In January 2006, we sent Wave III to 969 individuals (772 IL; 197 GA) and received 92 responses, of which 30 were from Georgia and 49 were female.

### Non-Profit Sector Returns

	<b>Wave I</b>	<b>Wave II</b>	<b>Wave III</b>	<b>Total</b>
<b>Total</b>	266	72	92	430
<b>Male</b>	126	36	42	204
<b>Female</b>	136	35	49	221
<b>Georgia</b>	65	12	30	107
<b>Illinois</b>	201	60	62	323
<b>Dates</b>	9/23/2005- 1/19/2006	10/24/2005- 2/20/2006	3/29/2006- 6/01/2006	

## **I. Motivation for Taking Current Job**

We asked respondents to identify what motivations (professional and personal) led them to take their current positions. More than 80% of all respondents indicated that the ability to serve the public and the public interest was an important motivation for taking their current position. The least important motivation was the relatively low cost of living in the region, followed by the organization's reputation for opportunities for women or minorities, employment opportunities for spouse or partner and the desire for less bureaucratic red tape.

### Public Sector

Among public sector respondents, the most popular motivations for taking the current job were job security (90%; 490 responses), benefits (88%) followed by the organization's pension and retirement plan (85%). The least important motivations for the public sector respondents were employment opportunities for spouse or partner, the organization's reputation for opportunities for women or minorities, and the relatively low cost of living in the region with responses of 514, 320, and 315, respectively.

### Non-Profit

When asked about their motivations for taking their current job, the non-profit respondents indicated that salary (45% very important, 46% somewhat important), the desire for increased responsibility (58% very important, 30% somewhat important) and the overall quality and reputation of this organization (60% very important, 29% somewhat important) were the most important motivations. Similar to the public sector respondents, the non-profit sector respondents cited the relatively low cost of living in the region as an unimportant motivation for taking the current job (85%), followed by Employment opportunities for spouse or partner (90%).

## **Work Hours**

On average, respondents report working 47 hours during a typical work week. Respondents also report missing an average 20 days of work in the last 12 months. Though the number of vacation days ranges from zero to 168 days in 12 months, the mode is 10 vacation days. Respondents from the public sector work an average of 45 hours per week and report taking, on average, 20 days off for vacation or illness in the last 12 months. On average, nonprofit respondents report working more hours per week than public sector respondents (average 51 hours per week, range 20 to 90) and report taking an average 13 days vacation and an average 18 days off of work for vacation and illness in the last year.

## **II. Work Environment**

We asked respondents a series of questions about their work environment. When asked if respondents “put forth my best effort to get the job done regardless of the difficulties” respondents overwhelmingly agreed (87% strongly agree, 12% somewhat agree). Only 13% of respondents agreed that “Time seems to drag while I am on the job” and 8% agreed that “It has been hard for me to get very involved in my current job.” Though respondents seem, in general, to like their jobs, more than two thirds of the respondents feel that they are underpaid.

Respondents were divided about their belief that “The most important things that happen to me involve my work” with two-thirds disagreeing with this statement. When asked whether “There are incentives for me to work hard in my job” only 45% agreed with this statement. Forty-two percent of respondents disagreed that innovation is one of the most important values in their organization.

### Public Sector

When we look at the public sector managers alone, we see that 99% agree that I put forth my best effort to get the job done regardless of the difficulties. In addition, 85% agree that “all in all, I am satisfied with my job.” Only 16% of public managers in this sample agree that “Time seems to drag while I am on the job” and less than 10% agree that “It has been hard for me to get very involved in my current job.” More than 80% of the public sector respondents would rate the overall quality of work being done in my organization as very good. Though respondents seem to be satisfied with their work and the work done by their organizations, three in ten public managers agree that they do not have enough authority to determine how to get their job done. Furthermore, the majority of public sector managers agree that they are underpaid (78%)

Only one-third of the public sector respondents agree that there are incentives for me to work hard in my job. More than half of the public sector respondents (52%) disagree that innovation is one of the most important values in this organization. Only one-third of the respondents agree that “Because of the rules here, promotions are based mainly on performance” which more than two-thirds of respondents agree that “even if a manager is a poor performer, formal rules make it hard to remove him or her from the organization.” More than 95% of the public sector respondents agree that “the formal pay structures and rules make it hard to reward a good employee with higher pay here” and more than half agree that “I often have to do work that my subordinates should be doing.”

### Non-Profit Sector

All of the nonprofit respondents agree that they “put forth my best effort to get the job done regardless of the difficulties.” Nine out of ten non-profit managers also agreed that “I do extra work for my job that isn't really expected of me.” Half of the non-profit respondents agreed that the most important things that happen to me involve my work.

The majority of non-profit managers agree that there are incentives for me to work hard in my job (69%), that their jobs offer a great deal of flexibility (85%), and that most employees here are clear about the tasks they are expected to perform (85%). Less than half of the nonprofit respondents agree that they are underpaid. More than two-thirds of the nonprofit managers agree that because of the rules here, promotions are based mainly on performance. More than half of disagree that the formal pay structures and rules make it hard to reward a good employee with higher pay. Finally, 91% of nonprofit respondents agree that our clients seem quite satisfied with the performance of this organization.

### **III. Organizational Rules and Procedures**

#### **Red Tape and Rules**

We asked respondents to assess the level of red tape at work. Only 22% of respondents ranked the level of red tape as low (0-3). The most common ranking of red tape was eight, followed by seven, nine, and five. Though the distribution of red tape ranking is somewhat even, when we look at the red tape assessment by sector, we see that individuals in the public sector are much more likely to report higher levels of red tape, compared to those in the nonprofit sector.

When asked to assess the level of red tape in the organization (on a scale ranging from 0 (low) to 10 (high), public sector respondents were more likely to indicate high levels of red tape. In fact, only 23% of public sector respondents rated the level of red tape as mid-range or low (5 to 0). More than 25% of the public sector respondents assessed red tape in the organization at eight or above. In contrast, 70% of the respondents from non-profit organizations assessed the level of red tape in their organizations as mid-range or low (5 to 0) and only 6% rated red tape in the organization at eight or above.

When asked about specific rules, public sector managers overwhelmingly disagreed (64%) that because of rules in the organization, promotions are based mainly on performance compared to 71% of the respondents from the nonprofit sector who agreed with the statement. A mere 9% of public sector respondents strongly agreed that promotions are based mainly on performance.

Thirty percent of public sector respondents strongly agreed and 43% somewhat agreed that “Even if a manager is a poor performer, formal rules make it hard to remove him or her from the organization” compared to only 6% of the nonprofit managers who agreed with that statement.

Even more telling, 73% of public sector respondents strongly agreed that “The formal pay structures and rules make it hard to reward a good employee with higher pay here” while only 54% of the non-profit respondents disagreed with that statement. Clearly, the Georgia and Illinois public sector employees surveyed here, though happy with their jobs, do not believe that rules reward good performance or punish poor performance.

#### **Correspondence**

Respondents were asked a series of questions about their correspondence with persons within the organizations, with clients of the organization, government agencies or institutions, private companies (i.e., individual firms), and non-profit organizations. On average, for public sector respondents, the majority of work-related mail, email, and phone calls are sent to persons within the organization (69%), followed by clients of the organization (14%), other government agencies (9%), and private companies (6%).

Similar to the public sector respondents, the most common type of correspondence for the non-profit sector respondents is persons within this organization (48%) followed by clients of the organization (31%). However, non-profit respondents report sending more work-related mail, email, and phone calls to private companies (9%), followed by nonprofit organization (6%) and government agencies or institutions (5%).

#### **IV. Sector Comparisons**

We asked all respondents about their perceptions of work in the public and business sectors. Respondents were asked to “Please answer these questions even if you have stayed in the same sector for your entire career.” Respondents were given three response categories: public sector, business sector, and no difference.

Thirty-nine percent of respondents indicated that work is more personally gratifying in the public sector, while 475 respondents indicated no difference. More than half of the respondents indicated that managers have more work autonomy in the business sector. A mere 8% of respondents responded that persons going similar job are more talented in the public sector. Half of the respondents responded that women have more opportunity in the public sector compared to only 13% respondents that women have more opportunity in the business sector. Among those who believe that women in the public sector have more opportunity (607), 62% are male. When asked where minorities have more opportunity, 703 (58%) of respondents indicated the public sector. Fifty seven percent of respondents indicated that employees are more creative and innovative the business sector.

##### Public Sector

When we look at sector perceptions among public managers, we find that 37% feel that work is more gratifying in the public sector, while 40% report no difference. Only 15% of the public managers indicate that managers in the public sector have more work autonomy, and instead agree (60%) that managers in the business sector have more work autonomy. Among the public managers, nearly half believe that women have more opportunity in the public sector and 61% believe that minorities have more opportunity in the public sector, compared to only 8% responding that the business sector offers more opportunity for minorities. Two-thirds of public sector respondents believe that employees are more creative and innovative in the business sector.

##### Non-Profit Sector

Among managers in the non-profit sector, we see that 42% believe that Work is more personally gratifying in the public sector and 37% perceive no difference between the public and business sectors. Forty four percent of non-profit managers believe that managers have more work autonomy and that employees are more creative and innovative in the business sector. More than half of the non-profit managers indicated that women and minorities have more opportunity in the public sector. Approximately one-third of the non-profit respondents indicated that there is no difference between the public and business sectors regarding the level of opportunities for women and minorities.

## **V. Civic and Political Activity**

Seventy percent of all respondents report belonging to a church, synagogue, mosque, or religious organization. One-third of the respondents also report belonging to neighborhood or homeowners associations. Less than two percent of respondents report serving as board members, belonging to a book club, or belonging to the following organizations: arts (music, museums, art, or dance), animal-related, historical, health-related, environmental, or public safety. Both public sector and non-profit sector respondents report volunteering an average seven hours in the four previous weeks.

### Public Sector

The most common membership among public sector respondents is to a church, synagogue, mosque, or religious organization (73%). Half of the respondents belong to professional societies, trade or business association, or labor unions, one-third report belonging to neighborhood or homeowners associations, and one-quarter belong to groups sports teams or clubs.

### Non-Profit Sector

The most common membership among non-profit respondents is professional societies, trade or business association, or labor unions (94%) followed by church, synagogue, mosque, or religious organization (62%). Thirty-nine percent of the nonprofit respondents belong to neighborhood or homeowners associations, 20% belong to political clubs or political party committees, and 17% belong to service organizations such as Rotary or Lions and groups sports teams or clubs.

## **VI. Mentoring**

We asked a series of questions about mentoring. First, 647 (54%) respondents indicated that they have had a mentor. Fifty-one percent of public sector respondents and 56% of nonprofit respondents reported having a mentor. Overall, 23% of those who have had a mentor reported that their mentor was assigned to them through a formal mentoring program. Among all mentored respondents, two-third reported having a male mentor. Overall, respondents reported having positive experiences in their mentorships. In fact, only 4% reported that if they had to do it all over again they would be reluctant to have the same mentor.

Among all respondents, more than two thirds report being a mentor. When we look at only mentored individuals, we see that 82% of mentored individuals have also been mentors.

### Public Sector

In this sample, 406 public sector employees reported having had a mentor and 271 reported having a mentor in the organization in which they work. Among public sector respondents in Illinois, 50% report having had a mentor. Fifty-four percent of the Georgia public sector respondents report having has a mentor.

Among mentored individuals in the public sector, two-thirds reported having a male mentor and 102 reported that they were assigned a mentor through a formal program. Only 5% of the 406 public sector respondents who report having had a mentor agree that “If I had to do it over again, I would be reluctant to have this person as a mentor.” Finally, among all public sector respondents, 66% report that they have been a mentor.

### Non-Profit Sector

Among non-profit respondents, 56% (241) report having had a mentor and 22% report having a mentor who is a member of their current organization. Only 16% of the mentored individuals in the non-profit sample were assigned their mentor through a formal program. Seventy-one percent of the mentored respondents reported having a male mentor. When asked “If I had to do it over again, I would be reluctant to have this person as a mentor” only 3% responded in the affirmative. Sixty-nine percent of the respondents in the non-profit sample report having ever been a mentor.

## **VII. Job History**

Seventy percent of the respondents reported that their main responsibility at work is managerial, 19% professional, and 5.5% technical. Nearly half (48%) of the respondents reported that their current job was a promotion within their current organization and 22% indicated that their current job was a promotion from a different organization. One-quarter of respondents indicated that their current job was a lateral move.

Among all respondents, 75% reported having experience in the public sector. Twenty-eight percent reported having worked in the public sector in their previous three jobs. More than half of all the respondents reported having not worked in the private sector in their previous three jobs, while 15% reported one job in the private sector, and 10% reported two jobs in the private sector. A total of 39% of the respondents reported having had worked in the non-profit sector in at least one of their previous three jobs, while 8% reported that their previous three jobs were all in the non-profit sector.

### Public Sector

The majority of public sector respondents (64%) identify their main responsibility as managerial, followed by professional (24%), and technical (8%). Respondents from the public sector work an average of 45 hours per week and report taking, on average, 20 sick days in the last 12 months.

Fifty-six percent of the public sector respondents reported that their current job was a promotion within the same organization, while one-quarter indicate that their current job was a lateral move. Though 15% of the public sector respondents report supervising no employees, the majority of respondents (2/3) report supervising between one and 20 employees.

Of the 790 respondents who work in the public sector, 73% report that their previous job was also in the public sector. Twelve percent of the public sector respondents came to their current job from the private sector while 3% came from the nonprofit sector. Among public sector respondents, 42% report that their three previous positions were in the public sector. Two-thirds of the public sector respondents report that none of their three previous positions were in the private sector. Only nine percent of the public sector respondents report having a previous position in the non-profit sector.

### Non-Profit Sector

Eighty-three percent of the respondents from the non-profit organizations indicated that their current responsibility is primarily as a manager and 11% are professionals. Only 7% of the respondents from the nonprofit sector report the number of employees supervised as zero. Half of the respondents report supervising between one and 6 employees. Among those who report supervising any employees, 90% supervise less than 58 employees. One-third of the non-profit respondents indicated that their current job was a promotion

in the same organization, while one-quarter indicated that their current job was a lateral move.

Only twelve of the non-profit respondents indicated that their previous job was in a public organization and 10% of the non-profit respondents' previous position was in a private organization. Looking at the job previous to the previous position, we see that 9% of the nonprofits worked in the public sector and 24% in a private organization.

Almost half of the 424 respondents from the nonprofit sector report that their previous job was in the non-profit sector, while 9% transferred from the public sector, and 25% came from the private sector. Among all the non-profit respondents, 69% did not report a previous position in the public sector and 11% report two or three previous positions in the public sector. Forty-six percent of the non-profit respondents report having a previous in the private sector. Twenty percent of the non-profit respondents report that their previous three jobs were also in the non-profit sector.

## **VIII. Demographic Characteristics**

Among the 1220 respondents, 681(55.8%) work in Illinois and 790 work in the public sector. A little more than half of the respondents were male (54%) and more than three quarters of respondents are married or living with a domestic partner. Fifty-three percent of the male NASP-III respondents and 59% of the female respondents work in Illinois. Ten percent of the respondents are African American, of which 6% work in Georgia. The average age of NASP-III respondents is 49.5 years and ranges from 23 to 81 years. Twenty-nine percent of all respondents report that “At least one of my parents spent most of his or her working career in the public sector.”

### **Public Sector**

The NASP-III data include 358 respondents in Illinois and 432 in Georgia. Fifty-six percent of public sector respondents are male and 78% are married. The age of the public sector respondents ranges from 23 to 72 years with an average of 49 years. Overall, the public sector respondents are well-educated, with 31% having a college degree and 42% having a graduate degree. Fourteen percent of the public sector respondents are African American, with 60% of those working in Georgia. One-third of the public sector respondents report that “At least one of my parents spent most of his or her working career in the public sector” and 35% report that “At least one of my parents graduated from a four-year college.”

### **Non-Profit Sector**

The majority of nonprofit respondents are from Illinois (75%) with only a quarter of nonprofit respondents working in Georgia. Fifty-one percent of the nonprofit respondents were male, 79% are married, and 26% and 50% report having a college degree and graduate degree, respectively. The age range of the nonprofit respondents is between 26 and 81 years with an average of 50 years. Ninety-five percent of the respondents working in the non-profit sector are Caucasian and 3% are African American.

Among the 420 respondents who work in the nonprofit sector, the majority of those respondents (16%) work in 501(c)(6) nonprofits (Business Leagues, Chambers of Commerce, Real Estate Boards, etc.) and 11% work in 501(c)(3) nonprofits public charities (Religious, Educational, Charitable, Scientific, Literary, Testing for Public Safety, to Foster National or International Amateur Sports Competition, or Prevention of Cruelty to Children or Animals Organizations). On average, nonprofit respondents report working more hours per week than public sector respondents (51%) and report taking an average 18 days off of work in the last year.

## **IX. Respondent Comments**

### Public Sector Illinois

"State of Illinois managerial employees have not had a salary increase for the last three years".

"I have had extraordinary opportunities in my state career to become active in state and national organization while these opportunities have included election and/or appointment to state and national offices and increased workload resulting, the opportunities have led to higher morale, greater learning opportunities, national travel and several achievement awards. I consider myself blessed to have been able to accomplish so much and be of such service in the public health field"

"I am in management and have not received a raise in 3 years. My subordinate is in the union and gets yearly 3.5 % raises. Therefore this staff person is making substantially more salary than myself - this does not include overtime. There are no advantages to being a manager. The governor of Illinois does not treat employees fairly. I am going to retire this year and find employment in the private sector".

"I thought I'd gain valuable experience in state government, but I now realize I'm stuck in this position with little hope of returning to academia. I'm very depressed in my current position and want to do something else, but can't because I have a wife and child dependent upon my earnings. I would not advise anyone to work for a state agency because of the politics, unfairness, and gross ineptitude of management."

"I have union employees who make more money than I do. Doesn't say much for how the state of Illinois values its non-patronage management staff."

"You did not explore the influence that political interests play in public sector jobs for instance hiring, firing, wages may be related to political decisions. Also, politics may play a very important role in management operations decisions. Most times, pay structures, goals and performance measures are driven by political interests, not good business decisions."

"I love public service, but there is too much politics in decision making. We are also underpaid and expected to be happy having a job. They allow too many people to do very little and rely on this with integrity to get the job done."

"Currently in Illinois, public sector employment is low paying with diminished benefits i.e. retirement pension, job security. Medical benefits even county government employees have more days off. This is especially true for management staff in public service. We've been 3 years with no pay raise of any kind (cost of living, inflation or otherwise). The motivation for me and my colleagues to keep working is purely altruism or altruistic undertones."

"I apologize for not answering this sooner. Currently, my job is very demanding. I am

paid for only 37.5 hours per week. I get no compensation for the extra time I put in, other than personal gratification. I take great pride in my work and am very good at what I do, even if the stress is sometimes overbearing."

"Although I am noted for what I do and do it well, the state treats me and my co-workers like a bunch of dogs that are little more than a burden on the tax payers. It would break my heart to see any of my sons go for a career in public service. Mine was a mis-spent career, except to the extent that I have made things work a bit better for the public. But that has not been appreciated in any tangible way."

"Thank you for doing this study, I think it's vital for public service in general to have a better understanding of what makes its employees "tick". I have been a public servant in IL state government my entire adult career, and take pride in working hard and trying to support my staff as much as possible."

"Much has happened here in IL since the current governor took office, you may find it of particular interest for your study to know that non-union staff have been without pay raises for three years (we're now heading into a fourth year) and a year and a half ago non-union staff had to start paying 4% into our pensions (the state had previously paid this amount). This has been done due to state budget issues, even though non-union staff make up only about 15-20% of state government. It's been a difficult situation, since the Governor has publicly stated several times that union staff and he have families to support. Of course, non-union staff have also families, but \$ for our pay raises is being allocated to other priorities even as the state's economy improves."

"Managing within such an environment has been a challenge. I have both union and non-union staff and the longer time goes by without pay raises the harder it is to keep morale up for everyone whose non-union (aka merit-comp). I think it's a testament to the work ethic of the employees that IL state government functions as well as it does, with pay issues and the fact everyone is operating with much fewer staff."

"No raises in pay for the past 3 years plus a 4% cut. Pension Fund in Illinois \$50 billion underfunded, so anyone embarking upon public service career in Illinois should re-think their decision. Not a good place to be!"

"In the State of Illinois, hiring is influenced by the governor's office, especially for mid-level and upper management positions. Even in entry level positions, the governor's office may have a say in the hiring. Also, such positions are often filled with individuals referred by state legislators, city or county elected officials or "friends" of the governor. Unfortunately, the best qualified are often not hired because they do not have the proper connections. Also, rules of promotion for union or even merit compensation positions preclude hiring the best qualified person instead the position goes to the person with the longest tenure or the one with the highest level of education, even if their "skills set" cannot compare to the best qualified person."

"To better serve the public and the resources, political influence needs to be reduced to a minimum. With the last change of administration, our agency went from 85% professional people to about 20% currently. Completely demoralizing the progress made in the last 30 years."

"Public service work is extremely rewarding. I work with some of the most dedicated, caring and devoted professionals in Illinois. Folks work long hours with low pay because they want to change the world. Sadly, public employees are often considered mopes, slackers and losers. It's very challenging."

"State gov't jobs are being lost to private institutions due to lack of competitive salaries. States need to observe this trend and become more competitive in salaries and/or benefits to retain better qualified personnel."

"Let me guess the results: Overworked, underpaid, unsatisfied and too much bureaucratic red tape hindering workers from high standards of job performance and hindering service to the public."

"Our state government is experiencing overwhelming difficulties at this time."

"Political placements are a fact of life but during my twenty-five years working in state and local government, never before has there been such demonstration of inability to understand that individuals who are political placements should possess some skills needed for essential positions. Many experienced staff members with integrity and knowledge have been removed from this agency; these staff have been replaced with men and women who are described as "empty suits" - unfortunately, a fitting term. A recognized expert in the field who directed my program's activities has been replaced with an inept manager, self-serving and unmotivated to learn- a person who never worked in this demanding subject area prior to placement in his position. This story is being told in most state agencies here now. There is another regrettable aspect in our state's leadership now - staff who hesitate to immediately respond, without question, to the misdirections of current authorities are labeled "resistant" and are subjected to humiliating scrutiny. We continue to lose qualified staff, on all levels, who demonstrate integrity. I am providing this insight only because you have stated that respondent's names will never be able to be connected to answers in any way. Those of us working on behalf of our citizens hope we recover from our present situation before a major event adversely affects this state".

### Public Sector Georgia

I have worked in the Public Sector or 20 years. It is a system that rewards poor workers. Poor non-management staff receive raises regardless of work performance. They don't take evaluations seriously, because they don't think they matter. Eventually they can move up based on Seniority. If they get behind on their work, they get overtime pay. Most of the better workers don't work overtime and their personal lives seem better. In the private sector, these poorly performing workers would be fired. I was dumb enough to

accept a managerial position at the insistence of my supervisor because I was a good worker who received excellent reviews and superior performance increases. Now I work harder than many of my subordinates and make less money than some, because managers are not a part of the bargaining unit, so our Governor/Legislature decided that we don't deserve a cost of Living Adjustment (for 3 years now). But, because of the economy and the fact that my parents raised me with a good work ethic, I continue to do my job and do it well. Even while being burnt out.

"I am proud to serve the citizens of this state. However, the organization in which I serve is dysfunctional. The organization is rife with power hoarding, inequity, and incompetence."

"The organizational Tree is convoluted to the point that we have a director that is not the laboratory director, there is no laboratory directory, that position is held by a "Chief" with no clinical laboratory experience."

"Due to non-representation, employees in supervisory positions are not paid as well as their staff."

"My husband and I agreed that it would be best if I worked in the public sector because I would have more regular hours while we raised our two children. I took nine months and six months off respectively after the births. Otherwise I worked consistently for 20+ years. While I made modest increases in my compensation and position, he eventually made partner. When we divorced there was no acknowledgement that my working a public 9-6 job with flexibility to take personal and sick leave for family responsibilities, enabling me to take time off for school functions, trips to doctors, (one child contracted leukemia and had doctors appointments and hospitalizations frequently) parent teacher conferences etc, had contributed in any way to his ability to work the hours needed to make partner and 6fig. salary. Now with both middling sort of attorneys in our organizations, I make 60K, he makes 250K"

"Employment with state of Georgia becomes less attractive each year as inflation eats away at my disposable income. I view this as a result of the present administration's policy of budget cuts and resulting lack of pay increases."

"I believe the structure and style of public sector management discourages personal initiative."

"Public sector employment is under-rated. I have worked both Public and Private Sector (in fact, I still do consulting to the private sector -obviously unrelated to my Government job). The general disdain and or lack of respect for government workers is unwarranted. I have been impressed by government upper-middle to upper level managers. The Private Sector does NOT have a monopoly on good employees and vice versa for poor employees".

"The current department administration is defined by micro-management and the inability or unwillingness to delegate authority. Previous administrations were not like this and morale, efficiency and the overall work environment were much better."

"State Govt. seems to attract people who value their time over salaried compensation. I feel that for this reason, the most ambitious & talented employees tend to leave after 3-5 years. It is easy to "top out" at a particular job's salary level, and the only path to increased salary is into management. Therefore, there are many poor managers who have work experience, but zero people-management skills. By far, my biggest compensation from this job is time - i.e. annual leave, sick leave, personal leave, and comp. time. I will gladly take it, but I feel that there is something fundamentally wrong with an organization that rewards its most experienced (best?) workers with less work (i.e. time off)."

"The State's view regarding salary makes employees feel less valued. With demise of classified employment, public sector employment is less attractive."

"I am surprised by the red tape in state government. My next job will be back in the private sector."

"State government is experiencing a lot of change. My personal experience is that it provides less security, innovation and opportunities than in the period prior to the late 1990s."

"I have a great deal of job satisfaction. It took me a long time (5 1/2 years) of unrelated state/government work to reach my goal in Adult Protective Services. I was willing to wait the 5 1/2 years in unrelated work (am degreed and had private sector options that paid more). This job doesn't pay what I could get elsewhere. But, it was commonly known that government work was 'safe' - with good benefits, job security and a great retirement plan. If those things are reduced - I feel that folks may not be inclined to wait it out 5 1/2 years to get to where they want to be in State Government."

"I love my job - getting where I am took great perseverance. Lots of very wonderful, innovative people come and go from State government. They don't wait it out. This is a problem in that we are not nurturing those levels. Georgia needs a very experienced work force to take us into the future."

"State government positions are highly impacted by politics. Changes in Governor affect leadership of agencies, which in turn impact agency organization. Changes in job occur often and frequently do not reflect job performance. It is difficult for a social service state agency to have a high reputation - given high need and limited funds to meet all those needs."

### Non-Profit Sector

"State government has the opportunity to do a lot of good but bureaucracy and politics prevent it from achieving its potential. During this year alone our agency has lost

valuable time and opportunities because of political interference and unnecessary bureaucratic restrictions and procedures. What is also frustrating is that our agency has taken a great deal of time to research best practices throughout the country, but we have been unable to implement new strategies because of decisions made by people who have no knowledge of our agency and who have not reviewed the research we do, however find many committed people in state government who we can partner with to make a difference in Georgia."

"In the non-profit world there are Boards of Directors to contend with. This survey did not deal with that, and it is the most problematic part of a director's job"