

Appendix C

Employee Long Questionnaire

Austin, Texas
Planning and Development Review Department

EMPLOYEE QUESTIONNAIRE

Employee Name _____ **Job Title** _____

Division _____

The following questionnaire is an important and essential part of the City's Analysis of the Planning and Development Review Department being conducted by Zucker Systems. The study is aimed at improving effectiveness and efficiency. Your ideas and thoughts are essential to the study. This questionnaire will supplement other work being undertaken by the consultants.

Please complete this questionnaire and return it to us **within one week**. You can do this in one of the following ways:

1. The best way to complete the questionnaire is on line at www.zuckersystems.com. You will find the Austin Questionnaire under the links tab. If you have any problems call us at 619-260-2680. Note: For confidentiality the program will **not** save your answers to be completed at separate times. If you cannot complete the survey in one sitting, please submit the answers you have completed. Then, you can just answer the questions unanswered the first time and submit that portion of the survey. We will merge your surveys together for a complete survey. Just be sure to put your name on all submittals so we can paste the parts together.
2. You can also access the questionnaire directly online at the following link: <https://www.surveymonkey.com/s/AustinQ>
3. You can also mail the questionnaire in a sealed envelope to Zucker Systems, 3038 Udall St. San Diego, CA 92106.

Take your time in answering the questions and be as thorough as possible. You are encouraged to email (paul@zuckersystems.com) or mail attachments or examples. Note that all questions may not apply to you. In that case, simply skip that question.

Your comments may be merged with others and included in our report; however, the consultants will not identify individuals in relation to specific comments. Your responses and comments will be held in confidence.

Thank you for your help.

Paul C. Zucker, President, Zucker Systems

-
9. What do you see as the major **strengths** of the Planning and Development Review Department or your Division, the things you do well?
 10. What do you see as the major **weaknesses** of the Planning and Development Review Department or your Division, and what can be done to eliminate these weaknesses?
 11. What important policies, services or programs are no longer pursued or have never been pursued in relation to the Planning and Development Review Department or your Division that you feel should be added?
 12. Do you feel any of the City's ordinances, policies, plans, or procedures related to the Planning and Development Review Department or your Division should be changed? If so, list them and explain why.
 13. Are there any programs, activities or jobs related to the Planning and Development Review Department or your Division that you would eliminate or reduce and why?
 14. How would you describe the goals or mission of your function, the Planning and Development Review Department, or your Division?
 15. What would help you perform your specific duties more effectively and efficiently?
 16. What problems, if any, do you experience with your records or files and what should be done to eliminate these problems? (Please be specific.)

17. What problems, if any, do you experience with the current office layout, work spaces and public counters and what should be done to eliminate these problems? (Please be specific.)
18. Are there any problems in providing good service to your customers? If so, please list them and give recommendations to solve these problems.
19. Do you feel that the processing of development applications and permits should be shortened, sped up or simplified? If so, what do you suggest? Or conversely, do you feel that you try to move development applications through the permit process too quickly? In either case, how would you suggest it be improved?
20. What suggestions do you have for improving internal communication in your function, the Planning and Development Review Department, your Division or the City?
21. What suggestions do you have for improving external communication from your function to customers or Stakeholders related to the Planning and Development Review Department.
22. Do you have any difficulty in carrying out your function due to problems with other departments or divisions? If so, please explain and provide suggestions on how to correct these problems.
23. Have you received sufficient training for your responsibilities? If not, please comment and indicate areas you would like more training.
24. What functions are you currently handling manually that you believe could or should be automated? (Please be specific.)

25. What functions that are currently computer-automated need improvement? List your suggested improvements.
26. What problems, if any, do you have with the telephone system and what would you suggest to correct the problems?
27. What problems, if any, do you have with the email system and what do you suggest to correct these problems?
28. Do you have all the equipment you need to properly do your job? If not, please list what you need.
29. Please provide comments concerning good or bad aspects of the City's organizational structure for the Planning and Development Review Department or your Division. Provide any suggestions for improvement or changes.
30. Do you use consultants or should consultants be used for any of the functions in the Planning and Development Review Department or your Division?
31. If you use consultants for any of the functions in the Planning and Development Review Department or your Division what problems, if any, do you experience with these consultants and what would you recommend to correct this problem?
32. What changes, if any, would you recommend in relation to the City Council processes in relation to the Planning and Development Review Department or your Division functions?

40. What additional handouts to the public or changes to existing handouts to the public would be helpful?
41. How well do the Departments current Public outreach methods and social media efforts work and what suggestions do you have to improve them?
42. What additional educational materials would help you do your job?
43. What changes if any would you recommend for the City's web page or e-government applications?
44. What changes, if any, would you recommend in relation to the City's GIS system?
45. What changes, if any, would you recommend in relation to the City's computer permitting system?
46. Do relations between the office staff and inspectors work well? If not, what do you recommend to improve the relations?
47. Who is your direct supervisor, list name and position?
48. List the names and positions of the staff that you supervise.
49. What changes, if any, would you recommend in relation to the Board of Adjustment processes in relation to your department or division functions?
50. What changes, if any, would you recommend in relation to the Design Commission processes in relation to your department or division functions?
51. What changes, if any, would you recommend in relation to the Environmental Board processes in relation to your department or division functions?

52. What changes, if any, would you recommend in relation to the Historic Landmark Commission processes in relation to your department or division functions?
53. What changes, if any, would you recommend in relation to the Land Development Code Advisory Group processes in relation to your department or division functions?
54. What changes, if any, would you recommend in relation to the Mechanical Plumbing and Solar Board processes in relation to your department or division functions?
55. What changes, if any, would you recommend in relation to the Residential Design and Compatibility Commission processes in relation to your department or division functions?
56. What changes, if any, would you recommend in relation to the Sign Review Board processes in relation to your department or division functions?
57. What changes, if any, would you recommend in relation to the Zoning and Platting Commission processes in relation to your department or division functions?
58. Do you have any concerns about the way human resource issues are handled in the Department? If so, please describe and what would you suggest to resolve your concerns.
59. List any other topics you would like the consultants to consider, or other suggestions you have for your function, the Planning and Development Review Department, your Division, or the City. Take your time and be as expansive as possible.

Note: We will interview many, but not all, staff. If you would like a confidential interview we will try to do so. Let us know by phone, email or in person. Also, feel free to call us at 1.619.260.2680 or email to paul@zuckersystems.com to discuss any concerns or provide recommendations. When calling, ask for Paul.

