

UNG Mike Cottrell
College of Business

UNIVERSITY *of* NORTH GEORGIA™

BB&T CENTER FOR ETHICAL LEADERSHIP

Ethical Culture Indicator Results
Data Collected March 1-27th 2017



DeKalb County
G E O R G I A

PARTICIPATION RATE: BELOW AVERAGE

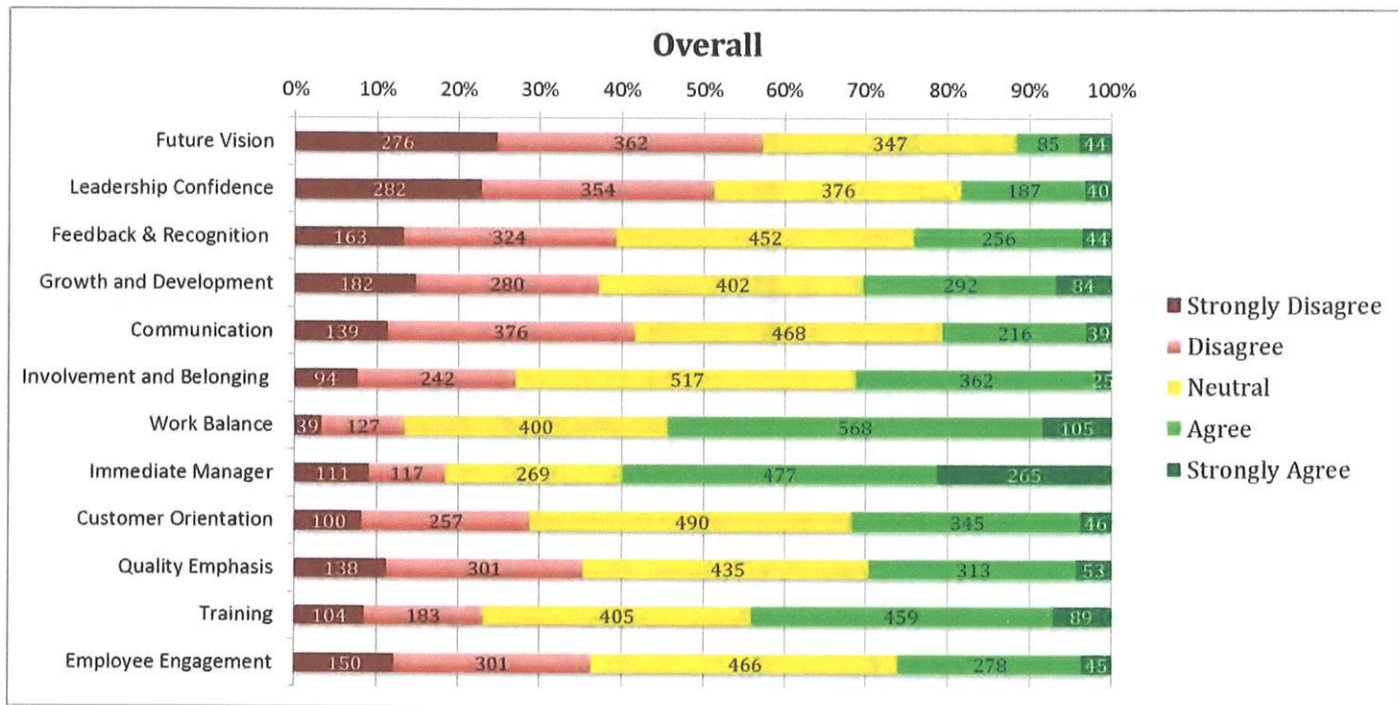
Participation Rate of approx. 25%

BIG PICTURE ISSUES

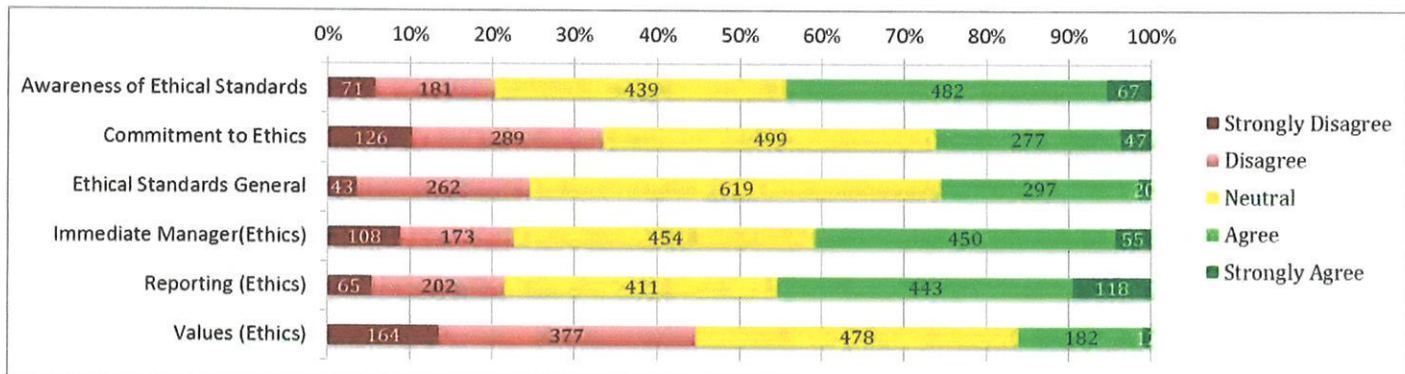
DeKalb County Government BIG PICTURE ISSUES			
AREAS FOR IMPROVEMENT			
Dimension	Average	% Agree	%Disagree
Leadership Confidence	2.75	18	51
Future Vision	2.78	11	57
Values (Ethics)	3.00	18	44
Communication	3.01	21	41
Feedback Recognition	3.05	24	38
AREAS TO SUSTAIN			
Dimension	Average	%Agree	%Disagree
Work Balance	3.77	54	13
Immediate Manager	3.77	60	18
Immediate Manager (Ethics)	3.52	42	23
Awareness of Ethical Standards	3.51	45	20
Training	3.46	45	23

CATEGORIES: DEKALB CO. GOVERNMENT OVERALL

DEKALB CO. GOVERNMENT: ENGAGEMENT OVERALL



DEKALB CO. GOVERNMENT: ETHICS OVERALL



SUBJECTIVE FEEDBACK

Summary Comments for DeKalb Co. Government ECI

In what area(s) has the DeKalb County Government excelled as it relates to honest and ethical business practices with employees and customers?

It has not excelled	24%
Customer priority	7.6%
Adequate Training	6.1%
Communicating Ethical Standards	5.7%
Improving of Ethics	4.9%
Dealing with corruption	4.1%

What suggestions or strategies would you offer to improve how DeKalb County handles open and honest business practices and violations?

Transparency	10.2%
Punish poor behavior	8.8%
Training	8.3%
Honesty	7.5%
Accountability	7.2%
Communication	6.4%
Fair treatment	6.4%
Leadership should set the example	5.1%
Consider employee suggestions	4.6%

SUBJECTIVE FEEDBACK

Summary Comments for DeKalb Co. Government ECI

In what area(s) is there an opportunity for growth and improvement relating to honest and ethical business practices?

Management	11.5%
Communication	10.6%
Specific Departmental Issues	9.9%
Training	9.2%
Leadership	8.7%
Honesty	7.2%

Identify the top three values that are important to you as an employee of DeKalb County.

Honesty	36%
Integrity	22%
Respect	11.5%
Fairness	8.8%
Transparency	6.5%
Communication	6.0%
Accountability	5.7%

BEST OPPORTUNITY FOR GAIN

Dimension	Item	Rating	Relation to Engagement
Communication	There is open, honest two-way communication in this county.	2.68	0.602
Leadership Confidence	I trust the DeKalb County leadership.	2.78	0.611
Involvement & Belonging	My ideas and suggestions matter to this county.	2.81	0.589
Future/Vision	Our county is making appropriate changes to remain competitive.	2.83	0.534
Future/Vision	DeKalb County's leadership has communicated a vision of the future that motivates me.	2.86	0.638
Values	I feel comfortable that the DeKalb County Government follows its stated values.	2.89	0.628
Values	Our leaders are held accountable for acting according to our county's values.	2.89	0.572
Leadership Confidence	DeKalb County's leadership is able to deal with the challenges we face.	2.91	0.608
Feedback & Recognition	Our county's leadership values my contribution.	2.92	0.638
Values	Our leaders are held accountable for acting according to our county's values.	2.93	0.557
Quality Emphasis	Quality and improvement are top priorities in our county.	2.95	0.572
Commitment to Ethics	The leadership of this county shows a commitment to ethical business decisions and conduct.	2.95	0.586
Feedback & Recognition	Productive people are recognized by this county.	2.96	0.547
Values	The behavior of senior leadership is consistent with the county's values.	2.97	0.533
Future/Vision	DeKalb County has an outstanding future.	2.99	0.665
Leadership Confidence	The leadership of the DeKalb County Government is committed to ethical business decisions and conduct.	3.00	0.584
Ethical Standards	When decisions are made or actions are taken in my county, the ethical implications are adequately considered.	3.03	0.569
Growth & Development	There is a promising future for me at this county.	3.04	0.719
Ethical Standards	The leadership of my county provides effective communication about ethical standards.	3.10	0.515
Growth & Development	This county provides me the opportunity for growth and development.	3.12	0.548
Ethical Standards	Where I work, ethical issues and concerns can be discussed without negative consequences.	3.13	0.496
Quality Emphasis	This county is committed to providing high quality products and services to citizens.	3.18	0.615
Values	The county's values are consistent with my own.	3.20	0.507
Reporting	I can report unethical practices without fear of reprisal.	3.21	0.459

These Items were highly related to Engagement but rated lower than the Median overall. These areas offer the best opportunity for improving engagement.

Median Rating = 3.23

Median Relation to Engagement = .450

BEST OPPORTUNITY TO MAINTAIN

Dimension	Item	Rating	Relation to Engagement
Quality Emphasis	Where I work, we set clear performance standards for product/service quality.	3.36	0.447
Customer Orientation	There is a strong emphasis on customer service in this county.	3.37	0.457
Involvement & Belonging	I feel that I am part of a team.	3.41	0.515
Work/Balance	I enjoy my job.	3.64	0.546

These Items were highly related to Engagement and rated above than the Median overall. These are areas in which improvement could help some, but are a secondary focus.

Median Rating = 3.23 Median Relation to Engagement = .450

est Opportunity for Gain

Dimension	Item	Rating	Relation to Engagement
Communication	There is open, honest two-way communication in this county. COACHING MODEL	2.68	0.602
Leadership Confidence	I trust the DeKalb County leadership. TRUST	2.78	0.611
Involvement & Belonging	My ideas and suggestions matter to this county. COACHING MODEL	2.81	0.589
Future/Vision	Our county is making appropriate changes to remain competitive. TRUST	2.83	0.534
Future/Vision	DeKalb County's leadership has communicated a vision of the future that motivates me. COACHING MODEL	2.86	0.638
Values	I feel comfortable that the DeKalb County Government follows its stated values. VALUES	2.89	0.628
Values	Our leaders are held accountable for acting according to our county's values. VALUES	2.89	0.572
Leadership Confidence	DeKalb County's leadership is able to deal with the challenges we face. TRUST	2.91	0.608
Feedback & Recognition	Our county's leadership values my contribution. COACHING MODEL	2.92	0.638
Values	Our leaders are held accountable for acting according to our county's values. VALUES	2.93	0.557
Quality Emphasis	Quality and improvement are top priorities in our county. TRUST	2.95	0.572
Commitment to Ethics	The leadership of this county shows a commitment to ethical business decisions and conduct. TRUST	2.95	0.586
Feedback & Recognition	Productive people are recognized by this county. COACHING MODEL	2.96	0.547
Values	The behavior of senior leadership is consistent with the county's values. VALUES	2.97	0.533
Future/Vision	DeKalb County has an outstanding future. TRUST	2.99	0.665
Leadership Confidence	The leadership of the DeKalb County Government is committed to ethical business decisions and conduct. TRUST	3.00	0.584
Ethical Standards	When decisions are made or actions are taken in my county, the ethical implications are adequately considered. TRUST	3.03	0.569
Growth & Development	There is a promising future for me at this county. COACHING MODEL	3.04	0.719
Ethical Standards	The leadership of my county provides effective communication about ethical standards. COACHING MODEL	3.10	0.515
Growth & Development	This county provides me the opportunity for growth and development. COACHING MODEL	3.12	0.548
Ethical Standards	Where I work, ethical issues and concerns can be discussed without negative consequences. COACHING MODEL	3.13	0.496
Quality Emphasis	This county is committed to providing high quality products and services to citizens. TRUST	3.18	0.615
Values	The county's values are consistent with my own. VALUES	3.20	0.507
Reporting	I can report unethical practices without fear of reprisal. TRUST	3.21	0.459

These Items were highly related to Engagement but rated lower than the Median overall. These areas offer the best opportunity for improving engagement.
 Median Rating = 3.23
 Median Relation to Engagement = .450

COACHING MODEL	9					
VALUES	5					
TRUST	10					
TOTAL	24					
LEADERSHIP CONFIDENCE	ALL	3	100%	TRUST		
CULTURE/VISION	ALL	3	100%	TRUST	COACH	
GROWTH & DEVELOPMENT	ALL	2	100%		COACH	
VALUES	5 OF 7	5	71%			VALUES
FEEDBACK & RECOGNITION	2 OF 3	2	67%		COACH	
QUALITY EMPHASIS	2 OF 3	2	50%	TRUST		
ETHICAL STANDARDS	3 OF 6	3	50%	TRUST	COACH	
COMMITMENT TO ETHICS	1 OF 2	1	50%	TRUST		
REPORTING	1 OF 2	1	50%	TRUST		
COMMUNICATION	1 OF 3	1	33%		COACH	
INVOLVEMENT & BELONGING	1 OF 5	1	20%		COACH	
TOTAL		24				

Data Collected March 1st -27th, 2017

Overall Frequencies: Tenure – Page 1

	Overall		M	Percentage of Agree or Strongly Agree Responses by Tenure						
	Positive Response	Negative Response		Less than one year (124)	1-2 years (147)	3-5 years (153)	6-10 years (252)	11-20 years (381)	Over 20 years (187)	
Total Number of Survey Respondents (1246)										
Future/Vision			2.78							
DeKalb County has an outstanding future.	32.1	33.4		58.5	35.2*	32.2*	26.3*	26.9*	30.4*	
DeKalb County's leadership has communicated a vision of the future that motivates me.	29.9	43.5		53.7*	34.7*	35.9*	22.3*	24.3*	27.2**	
Our county is making appropriate changes to remain competitive.	30.2	47.2		49.2*	35.9*	31.4*	28.4**	24.1**	27.2**	
Leadership Confidence			2.75							
I trust the DeKalb County leadership.	25.6	48		54.5*	27.4*	22.2*	20.7**	20.1**	25.9**	
DeKalb County's leadership is able to deal with the challenges we face.	31.9	40.9		52.5	32.9*	35.9*	26.2*	29.0*	28.1*	
The leadership of this county shows a commitment to ethical business decisions and conduct.	31.2	36.6		49.6	37.2*	34.2*	26.9*	25.4*	29.5*	
Feedback & Recognition			3.05							
Our county's leadership values my contribution.	30.3	38.1		48.8*	32.2*	30.3*	28.8*	24.3*	30.8*	
Productive people are recognized by this county.	34.9	38.8		48.8*	40.0*	36.6*	27.5*	32.8*	34.4*	
My manager gives me useful feedback about my performance.	61.3	23.9		71.9	56.3	60.8*	62.4*	57.7*	64.7*	

* = 15% or more disagreed, **50% or more disagreed

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Numbers shown in the positive response column represent the percentage of respondents that answered "Strongly Agree" or "Agree." The negative response column reflects the "Disagree" and "Strongly Disagree" responses.

Data Collected March 1st -27th, 2017

Overall Frequencies: Tenure – Page 2

	Overall		M	Percentage of Agree or Strongly Agree Responses by Tenure						
	Positive Response	Negative Response		Less than one year (124)	1-2 years (147)	3-5 years (153)	6-10 years (252)	11-20 years (381)	Over 20 years (187)	
Total Number of Survey Respondents (1246)										
Growth and Development			3.06							
There is a promising future for me at this county.	35.1	31.4		57.3	36.6*	32.2*	32.0*	29.3*	37.4*	
This county provides me the opportunity for growth and development.	45.9	33.5		57.4*	43.8*	43.8*	44.4*	43.3*	49.2*	
Communication			3.01							
There is open, honest two-way communication in this county.	21.6	53.3		50.4*	26.0**	18.3**	16.3**	17.7**	16.8**	
Employees are well-informed about issues facing our county.	33.4	44.7		51.6*	37.7*	39.9*	31.9*	28.8*	23.9*	
My direct supervisor listens to my concerns and ideas.	70.1	17.4		74.8	67.8*	67.3*	70.1*	68.3*	74.5*	
Involvement and Belonging			3.37							
My ideas and suggestions matter to this county.	24.8	44		43.8*	28.1*	21.1*	20.8*	21.9**	23.8*	
Employees are encouraged to participate in making decisions that affect their work.	43.1	38.7		54.5	46.5*	47.1*	40.5*	35.4*	48.9*	
The people I work with cooperate to get the job done.	78.2	10.1		71.8	74.0*	76.3	82.4	77.2	83.7	
I feel that I am part of the team.	62.2	21.7		73.2	60.7*	58.2*	63.5*	57.0*	68.6*	
My direct supervisor cares about my well-being.	67.8	17.3		77.2	64.1*	65.1	68.5*	66.1*	69.0*	

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Data Collected March 1st -27th, 2017

Overall Frequencies: Tenure – Page 3

	Overall			M		Percentage of Agree or Strongly Agree Responses by Tenure					
	Positive Response	Negative Response									
Total Number of Survey Respondents (1246)						Less than one year (124)	1-2 years (147)	3-5 years (153)	6-10 years (252)	11-20 years (381)	Over 20 years (187)
Work/Balance				3.77							
I enjoy my job.	73.5	9.7				77.2	72.7	71.2	71.7	71.5	79.6
My job makes use of my skills and abilities.	68.1	20.5				73.8*	60.7*	68.6*	65.9*	65.4*	78.5*
I am able to balance my work and family/personal responsibilities.	71	16.2				74	72.2*	58.6*	70.3*	71.4*	78.5
Immediate Manager				3.77							
I have a relationship of trust with my direct supervisor.	64.2	19.9				69.1	60.0*	60.5*	65.7*	63.8*	65.8*
My direct supervisor treats me with respect.	76.1	12.8				83.1	71.0*	71.1	79.7	74.3	78.4
I have respect for my supervisor as a leader.	69.2	19.1				82.1	66.4*	68.6*	70.5*	66.8*	66.3*
Customer Orientation				3.26							
We regularly use customer feedback to improve our processes.	37.5	32.4				44.2*	32.4*	37.2*	39.7*	35.9*	37.9*
Customer problems get corrected quickly.	48.8	23.2				49.2*	44.4*	50.0*	47.6*	51.2*	47.8*
There is a strong emphasis on customer service in this county.	56.9	20.1				61.8	50.3*	57.5*	55.2*	59.0*	55.9*

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Data Collected March 1st -27th, 2017

Overall Frequencies: Tenure – Page 4

	Overall		M	Percentage of Agree or Strongly Agree Responses by Tenure					
	Positive Response	Negative Response		Less than one year (124)	1-2 years (147)	3-5 years (153)	6-10 years (252)	11-20 years (381)	Over 20 years (187)
Total Number of Survey Respondents (1246)									
Quality Emphasis			3.17						
This county is committed to providing high quality products and services to citizens.	46.3	28		59.3	47.6*	49.7*	42.2*	43.0*	45.9*
Where I work, we set clear performance standards for product/service quality.	59.8	23.7		67.5*	52.8*	60.1*	57.0*	58.6*	65.9*
Quality and improvement are top priorities in our county.	37.2	42.6		55.3*	36.3*	35.9*	35.2*	33.8*	36.8*
Training			3.46						
Employees are getting the training they need to keep up with customer demands.	47.4	26.8		54.0*	41.0*	37.6*	41.9*	52.0*	53.8*
New employees receive the training they need to perform the work expected of them.	60.4	20.6		53.7*	50.0*	53.3*	61.5*	62.4*	73.5*
I have received the training I need to perform my job well.	68.1	16.8		62.3*	58.3*	64.5*	68.1*	70.9	76.8

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Data Collected March 1st-27th, 2017

Overall Frequencies: Tenure – Page 5

	Overall		M	Percentage of Agree or Strongly Agree Responses by Tenure						
	Positive Response	Negative Response		Less than one year (124)	1-2 years (147)	3-5 years (153)	6-10 years (252)	11-20 years (381)	Over 20 years (187)	
Total Number of Survey Respondents (1246)										
Employee Engagement			3.19							
Overall, I am very satisfied working in the DeKalb County Government.	47	28		66.9	46.6*	43.8*	43.8*	41.8*	51.6*	
I rarely consider looking for a job outside of the DeKalb County Government.	28.7	52		39.5*	23.8**	24.2**	23.8**	25.5**	42.2*	
I am proud to work for the DeKalb County Government.	53.7	18.1		69.1	50.3	53.6*	49.4*	52.0*	55.4*	
I would recommend the DeKalb County Government as an employer.	41.5	31		62.9	40.7*	39.9*	41.4*	36.1*	40.3*	
I am motivated to put forth extra effort in my job.	64	19.4		70.2	62.8*	60.5*	60.8*	63.1*	69.9*	
Awareness of Ethical Standards			3.51							
This county clearly communicates its expectations for ethical behavior.	52.5	22.1		55.3	56.2*	55.3*	50.6*	49.6*	54.1*	
I am aware of my county's values.	66	16.2		66.4	65.1*	64.5*	61.8*	67.6*	70.3*	
I understand this county's values.	62.7	16.2		69.9	60.7*	60.5*	60.0*	61.8*	67	

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Data Collected March 1st -27th, 2017

Overall Frequencies: Tenure – Page 6

	Overall		M	Percentage of Agree or Strongly Agree Responses by Tenure						
	Positive Response	Negative Response		Less than one year (124)	1-2 years (147)	3-5 years (153)	6-10 years (252)	11-20 years (381)	Over 20 years (187)	
Total Number of Survey Respondents (1246)										
Commitment to Ethics			3.06							
The leadership of this county shows a commitment to ethical business decisions and conduct.	31.2	36.6		49.6	37.2*	34.2*	36.9*	25.4*	29.5*	
Employees within my county show a commitment to ethical behavior in their day-to-day activities.	48.2	22.9		59	39.0*	49.7*	43.8*	49.6*	50.3*	
Ethical Standards			3.38							
I feel responsible for taking corrective action if I observe unethical behavior.	77.8	6.9		70.7	80.8	73.3	72.5	81.2	83.7	
Pressure to meet performance goals does not result in unethical conduct.	51	16.6		55.4	48.6*	45.3*	49.4*	52.2*	54.4	
The behavior and actions of the employees in my area demonstrate high ethical standards.	66.5	14.2		65	59.6*	64.2*	64.1	67.5	75.7	
When decisions are made or actions are taken in my county, the ethical implications are adequately considered.	31.8	28.3		46.3	35.9*	34.4*	29.4*	27.8*	27.9*	
Where I work, ethical issues and concerns can be discussed without negative consequences.	45.3	32.2		59.8*	41.8*	40.5*	42.5*	41.8*	53.8*	
The leadership of my county has communicated clear ethical standards.	46	34.4		65.9*	47.6*	47.1*	44.2*	39.6*	46.2*	

* = 15% or more disagreed, **50% or more disagreed

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Numbers shown in the positive response column represent the percentage of respondents that answered "Strongly Agree" or "Agree." The negative response column reflects the "Disagree" and "Strongly Disagree" responses.

Data Collected March 1st -27th, 2017

Overall Frequencies: Tenure – Page 7

	Overall		M	Percentage of Agree or Strongly Agree Responses by Tenure					
	Positive Response	Negative Response		Less than one year (124)	1-2 years (147)	3-5 years (153)	6-10 years (252)	11-20 years (381)	Over 20 years (187)
Total Number of Survey Respondents (1246)									
Immediate Manager (Ethics)			3.52						
I feel I can raise issues with my manager without fear of retaliation.	57.8	27.3		66.9	57.5*	51.6*	58.4*	55.9*	60.3*
My immediate manager keeps his or her commitments.	64.6	17.3		72.6	60.3*	65.1*	65.6*	62.9*	64.5*
My immediate manager demonstrates ethical and honest behavior.	71.9	13		75	66.2*	75	72	72.3	71.0*
My management does not ignore activities that violate the county's ethics.	64.5	14.9		69.7	58.0*	69.5	66.7	61.5*	64.9*
The leadership of my county provides effective communication about ethical standards.	41.9	31.5		20.8*	39.0*	45.1*	40.2*	34.9*	45.4*
Reporting			3.46						
I can report unethical practices without fear of reprisal.	49	27.8		52.1*	42.5*	48.0*	49.2*	47.1*	56.5*
I know how to report suspected unethical business practices.	70.6	16		66.9*	63.0*	68.0*	66.1*	73.8*	80.9

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Data Collected March 1st -27th, 2017

Overall Frequencies: Tenure – Page 8

	Overall		M	Percentage of Agree or Strongly Agree Responses by Tenure					
	Positive Response	Negative Response		Less than one year (124)	1-2 years (147)	3-5 years (153)	6-10 years (252)	11-20 years (381)	Over 20 years (187)
Total Number of Survey Respondents (1246)									
Values			3.00						
The county's values are consistent with my own.	44.4	24.3		55.4	49.3*	47.4*	41.4*	40.7*	42.9*
I believe in the values of the DeKalb County Government	55.1	19		68	58.2	55.6*	50.4*	52.9*	54.3*
I feel comfortable that the DeKalb County Government follows its stated values.	28.2	39.5		53.7*	30.1*	29.4*	23.1*	24.5*	23.2*
The behavior of senior leadership is consistent with the county's values.	34.4	37		54.9	34.2*	33.6*	29.8*	31.0*	34.6*
Where I work, people do not "get ahead" unless their behavior demonstrates company values.	32.3	38.6		37.5*	27.5*	36.8*	32.8*	30.7*	31.4*
Our leaders are held accountable for acting according to our county's values.	29.6	40.3		49.6*	33.3*	29.4*	24.7*	26.0*	28.1*
Employees are held accountable for acting according to our county's values.	51.8	24.9		57.3*	54.8*	52.9*	48.6*	50.1*	52.7*

* = 15% or more disagreed, **50% or more disagreed

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vision as to the future of the county. These issues stem from poor communication by the leadership perceived by the employees of DeKalb County Government.

The Center's report can be found in **Exhibit 6**.

We noticed that the results of this survey demonstrate significant challenges for DeKalb County. In the chart below are some of the Center's key findings on the County's culture, including vision, leadership, trust and willingness to report unethical practices. Unfortunately, the Center's findings are also consistent with the findings we obtained through direct interviews with County employees.

Ethical Culture Indicator Results	Positive	Negative
DeKalb County has an outstanding future.	32.1	33.4
DeKalb County's leadership has communicated a vision of the future that motivates me.	29.9	43.5
I trust the DeKalb County Leadership.	25.6	48
The leadership of this county shows a commitment to ethical business decisions and conduct.	31.2	36.6
There is open, honest, two-way communication in this county.	21.6	53.3
I rarely consider looking for a job outside of the DeKalb County Government.	28.7	52
I can report unethical practices without fear of reprisal.	49	27.8
I feel comfortable that the DeKalb County Government follows its stated values.	28.2	39.5

A significant limitation of the Center's Ethical Culture Indicator is that the results reflect the entire County's workforce and were not broken down by department. Had the results been segmented by department, there presumably would have been varying results, as employees in the County are divided by location, management, work environment, and job function. While the overall results are bad, they may not reflect the culture of any particular department. Accordingly, department heads desiring to improve their departments will not have key

departmental employees from those doing business with the County. We recommend that Executive Order No. 2014-4 be modified to prohibit merit-exempt employees from receiving gifts from “interested sources.” We also recommend that the Executive Order be modified so that it is not conflict with the Ethics Code §22A(c)(2)(A)(ii), (B)(i).

University of North Georgia, BB&T Center for Ethical Leadership

The DeKalb Ethics Officer engaged the University of North Georgia’s BB&T Center for Ethical Leadership (Center) to assess the County’s ethical culture. The Center surveyed DeKalb County employees through the use of its Ethical Culture Indicator. The Ethical Culture Indicator is an instrument used to assess an organization’s ethical culture.

The Center’s process involved the collection of data from DeKalb County employees within 18 index categories including ethical standards, leadership confidence and ethical reporting. All responses were anonymous in order to encourage employees to provide accurate feedback.

The Ethical Culture Indicator survey was conducted during the period of March 1 – 27, 2017. The Center provided the following summary of its results:

Based on the results of the Ethical Culture Indicator for DeKalb County Government conducted in spring of 2017 ending on March 27th, 2017, it is our belief that the county focuses on several key areas related to Ethical Climate and Employee Engagement.

Due to the below average scores on indicators such as leadership confidence, perceptions of the county leadership’s ability to articulate a clear future and vision, employees understanding of the county’s values, and overall communication we recommend remediation for the county government and its employees.

Based on the survey data and open-ended responses, it is apparent that employees do not have a clear understanding of the county’s values, and do not believe that the county is doing an adequate job of clarifying those values or providing a clear