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CENTER for SURVEY RESEARCH

2022 City of Charlottesville Employee Survey



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Presented by:

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About the Survey

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Purposes of the Survey

- Assess the level of employee satisfaction
- Identify the determinants of employee satisfaction
- Assess workplace environment
- Provide an opportunity for employees to contribute ideas to make the City a better place to work
- Measure change on key indicators that were asked in 2014 and 2017
 - 2022 survey was 6th iteration of the employee survey

Survey Protocol

- Announcement letter
- Mostly online survey
 - Survey packets made available thru HR
- Email invitation
- Thank you/reminder email
- Reminder flyer to all staff
- Email reminder to non-respondents
- Close-out email

Anonymous Protocol

- Fully anonymous
- Separate confirmation web page and postcard for tracking response
- Voluntary, non-coercive protocol
- Small departments combined in aggregate ratings
- Demographic data kept confidential by CSR

Accuracy of the Survey

- Number of respondents: **531**
 - Web: 504 (95% of the respondents)
 - Paper: 27
 - 2017 - Web: 374 Paper: 59 Total: 433
- Response rate: **45%**
 - (same as 2017)
- Margin of sampling error: **+/- 3.2%**
 - (+/-3.5% in 2017)
- Other possible sources of error:
 - Were non-responders different?
 - Problems with questions or dishonest answers?
- Same methods, same questions:
 - comparisons to prior years are **highly reliable**

Questionnaire Structure

- Key topic areas
 - Key aspects of work
 - Human resource issues
 - Supervisors and managers
- New topic: Work from home vs. office
- Overall satisfaction
- Which areas most important?
- Open-ended questions
- Organizational vision, mission, and values
- Demographic information

Demographics

- Male and female employees are represented respectively at 53.7% and 45.7%
 - Nonbinary or provided own description: 0.7%
- Good distribution across employee tenure and education
- 29.8% of respondents are supervisors and 21.7% are managers
 - Some employees are both
- 74.2% of respondents are White non-Hispanic, 15.5% Black/African-American, 10.3% other categories or multi-racial

Demographics (cont.)

- 94.6% are full-time employees
- 61.9% said they are entitled to overtime pay or comp time (non-exempt personnel)
- 16.2% are in police, fire or sheriff departments

- Overall demographics are similar to those in the 2017 survey, except for an increase in pay levels and those who use email for work

Survey Results

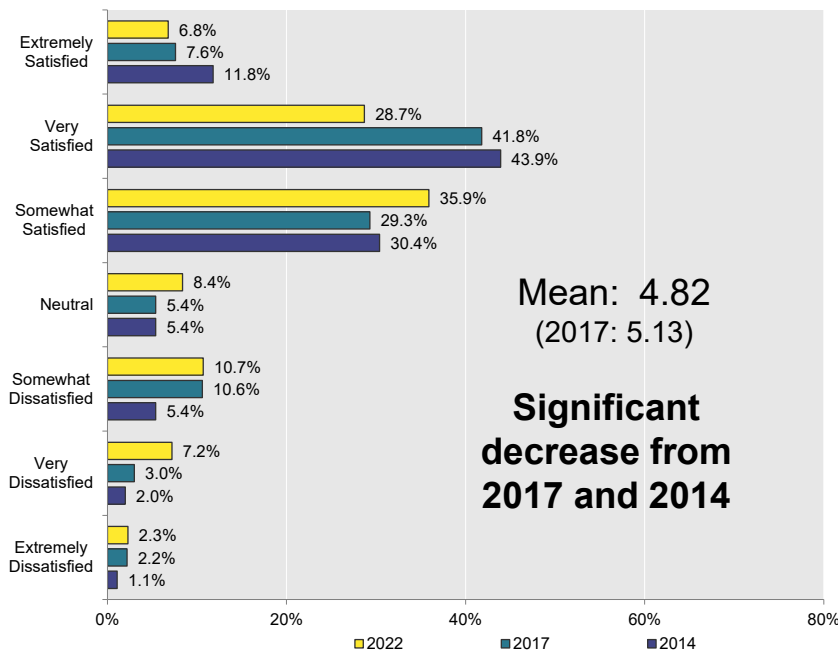
Overall Satisfaction Measures

- Overall satisfaction with the City of Charlottesville as a place to work
- The City of Charlottesville as a place to work as compared to the way it was two years ago
- Recommending the City of Charlottesville as a place to work

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Overall Employee Satisfaction

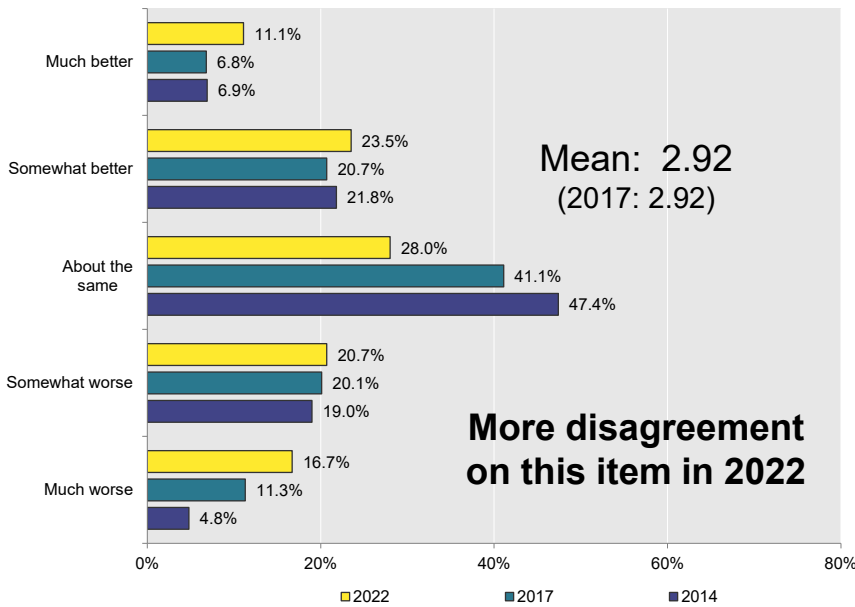
How satisfied are you overall with the City of Charlottesville as a place to work? [7-point scale]



35.5% of employees were extremely satisfied or very satisfied, decrease from 49.4% in 2017

The City of Charlottesville Now and Then

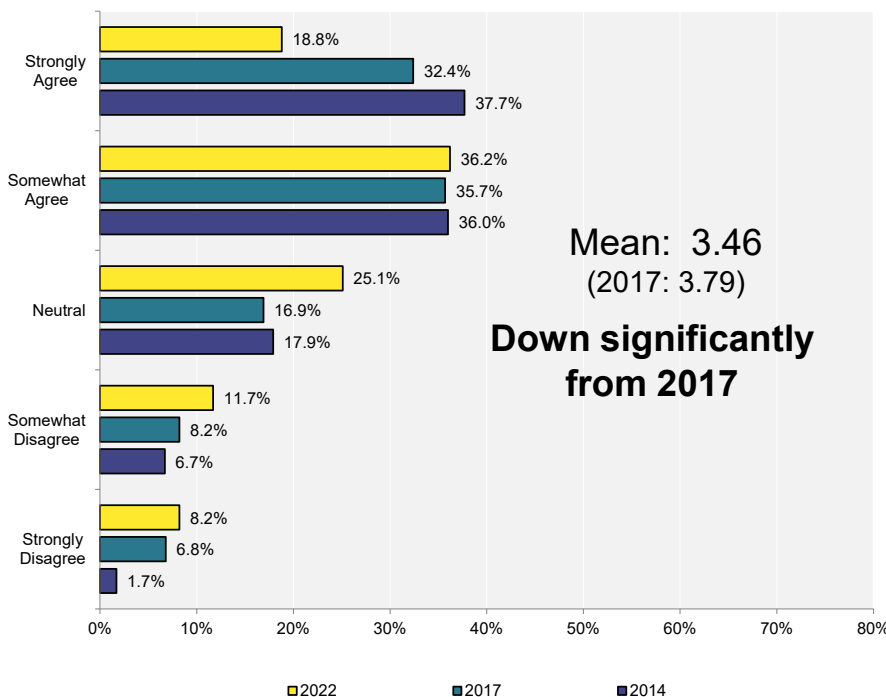
How would you rate the City of Charlottesville as a place to work now as compared to the way it was two years ago? [5-point scale]



28% of employees would rate the City about the same as two years ago, decrease from 41.1% in 2017

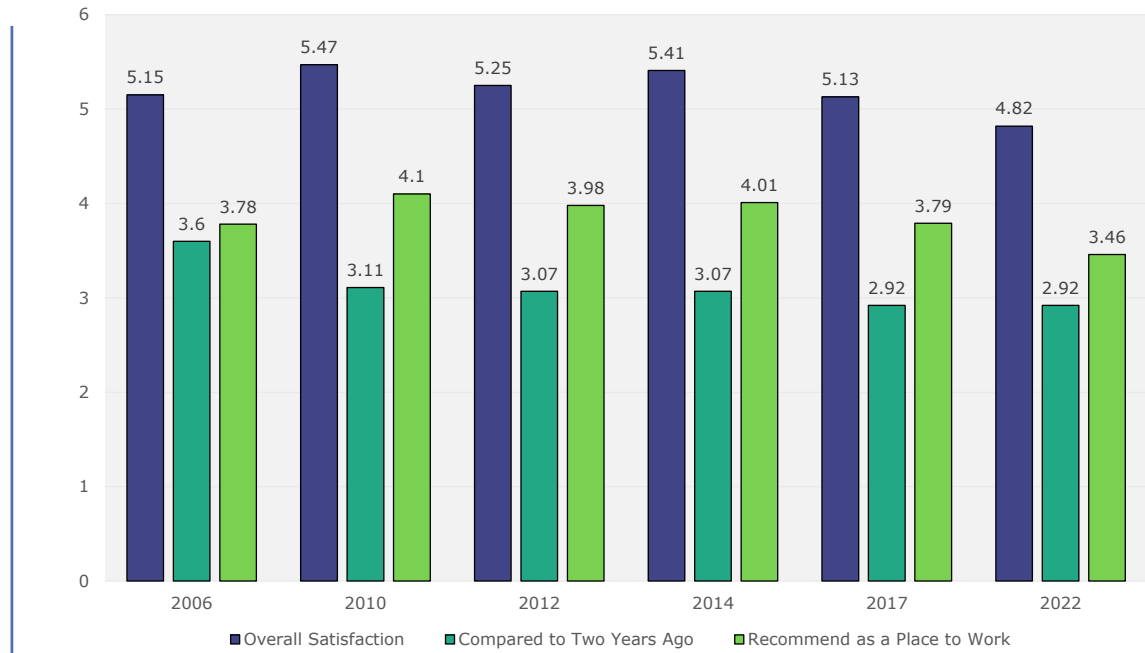
Recommending the City

I would recommend the City of Charlottesville as a place to work [5-point scale]



Only 18.8% of employees strongly agreed they would recommend the City as a place to work, a decrease from 32.4% in 2017

Overall Satisfaction over Time



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Key Aspects of Work

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Key-Topic Areas

Commitment to the City of Charlottesville	Diversity and equal employment opportunities by city and department
Quality of your department's workforce	Workplace environment
Responsiveness to the needs of customers and clients	Feelings towards remote work
Fair treatment of customers	Personal safety
Creativity, initiative, and new ideas	Training and development efforts
Dignity/worth felt in employment	Pay and Benefits
Empowerment to perform job well	Performance appraisals
Communication within the City of Charlottesville	Issues concerning immediate supervisor
Integrity of employees in delivering services	Issues concerning division level managers
Employee relations in the department and city	Issues concerning working relationship with upper management and supervisors

Example of a Key-Topic Area

Communication within the City of Charlottesville

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
H1. I usually hear about important changes through communications from management rather than rumors	5	4	3	2	1
H2. Changes that affect my job are discussed with me before they are put into effect	5	4	3	2	1
H3. I am able to let managers above my immediate supervisor know how I feel about things that affect me	5	4	3	2	1
H4. I clearly understand what is expected of me in my job	5	4	3	2	1
H5. I receive the information I need to do my job well	5	4	3	2	1

H6. Overall, how satisfied are you with communication within the City of Charlottesville?	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
	5	4	3	2	1

Changes from 2017

- Based on the “overall” question for each key-topic area:
- Satisfaction improved significantly in 3 areas
 - Employee benefits
 - Issues concerning immediate supervisor
 - Relationships with immediate supervisor
- Other areas: No significant change
- *No areas went down in satisfaction*

Four Components to the Analysis

1. Outcome variable: Overall satisfaction with the City
2. Performance Ratings
3. Perceived Importance
4. Derived Importance

Performance and importance items sorted into three categories (High, Medium, and Low)

Key Topic Performance

- To determine key topic overall performance:
 - Use mean of responses to individual items for key-topic area
 - Negatively worded items were reversed for overall key-topic area performance
 - Sort key-topic areas into 3 performance categories (High, Medium, and Low)

High Performance

Key-Topic Areas	Items	Mean
<i>High</i>		
Fair treatment of customers	D1-D4	4.42
Commitment to Charlottesville	A1-A5	4.29
Responsiveness to customers' needs	C1-C5	4.16
Creativity of employees	E1-E5	4.08

Low Performance

Key-Topic Areas	Items	Mean
<i>Low</i>		
Employee relations in the Department and City	J1-J3	3.43
Communication within the City of Charlottesville	H1-H5	3.40
Issues concerning division managers	S1-S8*	3.22
Workplace environment	L1-L5*	3.11
Relationships with upper management	T1-T7*	3.10
Performance appraisals	Q1-Q5	3.02
Employee pay	P1-P4	2.73

Key-Topic Perceived Importance

- How to determine which key topics are most important to employees **based on their own choices**:
 - At the end of the questionnaire employees were presented a list of key-topic areas
 - Employees indicated 4 key-topic areas they would most like management to work on
 - "My most important concern or issue is (Check up to four)"
 - Key-topic areas were ranked based on the number of employees responses who chose each one

High Perceived Importance

<i>Most important issue or concern</i>	<i>Count</i>	<i>Percent of cases (%)</i>
High		
Pay	376	78.5%
Benefits	127	26.5%
Dignity and worth	123	25.7%
Communication within the City of Charlottesville	121	25.3%
Training and development	111	23.2%
Performance appraisals	94	19.6%
Quality of the workforce	87	18.2%

Low Perceived Importance

<i>Less important issue or concern</i>	<i>Count</i>	<i>Percent of cases (%)</i>
Low		
Issues concerning division managers	37	7.7%
Responsiveness to needs of customers and clients	34	7.1%
Integrity of employees	33	6.9%
Personal safety of employees	25	5.2%
Commitment to Charlottesville	23	4.8%
Fair treatment of customers	15	3.1%
Issues concerning immediate supervisors	14	2.9%

Key Topic Derived Importance

- How to determine which key topics are most important to employees **based on what drives employee satisfaction**:
 - Use correlation analysis
 - Correlate each overall key-topic area rating item with overall satisfaction independently
 - Sort key-topic areas into 3 importance categories (High, Medium, and Low)

High Derived Importance

<i>Key-Topic Areas</i>	<i>Zero order correlation coefficient</i>
<i>High</i>	
Dignity and worth	0.70
Workplace environment	0.68
Relationships with upper management	0.64
Communication within the City	0.64
Issues concerning division managers	0.62
Employee empowerment	0.61

Low Derived Importance

<i>Key-Topic Areas</i>	<i>Zero order correlation coefficient</i>
<i>Low</i>	
Relationships with immediate supervisor	0.41
Diversity in the City workforce	0.40
Issues concerning immediate supervisors	0.39
Responsiveness to customer needs	0.36
Creativity of employees	0.35
Fair treatment of customers	0.30
Employee benefits	0.30

Setting Priorities

- What should be prioritized for study and change?
- Create a "Priority Matrix"
 - Uses both performance ratings and importance measures
 - We have 1 Performance measure
 - We have 2 Importance measures
- Matrices identify areas of greatest leverage for change

Goal Category Priority Matrix

		Importance Measure		
		<i>High</i>	<i>Medium</i>	<i>Low</i>
Performance (Mean Performance Scores)	<i>High</i>	Areas of strength		
	<i>Medium</i>	Second priority		
	<i>Low</i>	First priority	Second priority	

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Priority Matrix for Perceived Importance

		Perceived Importance (Multiple Mentions Analysis)		
		<i>High</i>	<i>Medium</i>	<i>Low</i>
Performance (Mean Performance Scores)	<i>High</i>		<ul style="list-style-type: none"> • Creativity of employees 	<ul style="list-style-type: none"> • Fair treatment of customers • Commitment to City of Charlottesville • Responsiveness to customers' needs
	<i>Medium</i>	<ul style="list-style-type: none"> • Quality of department workforce • Dignity and worth • Training and development • Employee benefits 	<ul style="list-style-type: none"> • Diversity in the Dept. • Diversity in City workforce • Relationship with immediate supervisor • Employment empowerment 	<ul style="list-style-type: none"> • Integrity of employees • Issues concerning immediate supervisor • Personal safety of employees
	<i>Low</i>	<ul style="list-style-type: none"> • Communication • Performance appraisals • Employee pay 	<ul style="list-style-type: none"> • Employee relations • Workplace environment • Relationships with upper management 	<ul style="list-style-type: none"> • Issues concerning division managers

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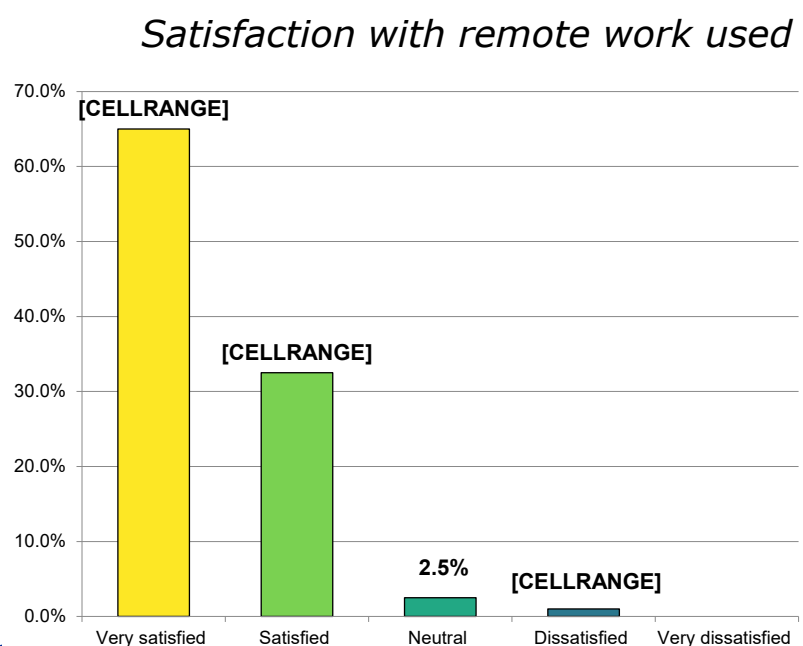
Priority Matrix for Derived Importance

		Derived Importance (Zero-order Correlations)		
		<i>High</i>	<i>Medium</i>	<i>Low</i>
Performance (Mean Performance Scores)	<i>High</i>		<ul style="list-style-type: none"> • Commitment 	<ul style="list-style-type: none"> • Fair treatment of customers • Responsiveness to customers • Creativity of employees
	<i>Medium</i>	<ul style="list-style-type: none"> • Dignity and Worth • Employee empowerment 	<ul style="list-style-type: none"> • Diversity in the Dept. • Quality of Dept. workforce • Personal safety • Integrity of employees • Training and development 	<ul style="list-style-type: none"> • Employee benefits • Issues concerning immediate supervisors • Relationships with immediate supervisors • Diversity in City workforce
	<i>Low</i>	<ul style="list-style-type: none"> • Workplace environment • Communication • Relationships with upper management • Issues concerning division managers 	<ul style="list-style-type: none"> • Employee relations • Performance appraisals • Employee pay 	

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Remote Work

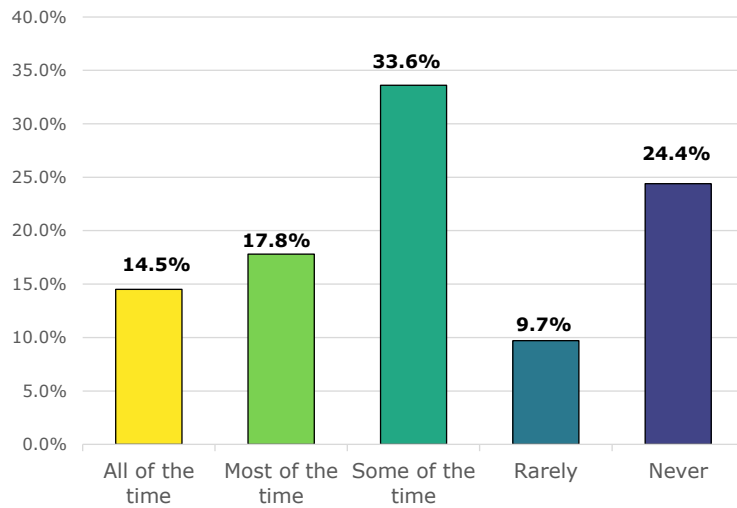
- 97.5% of employees working from home were satisfied or very satisfied



Remote Work

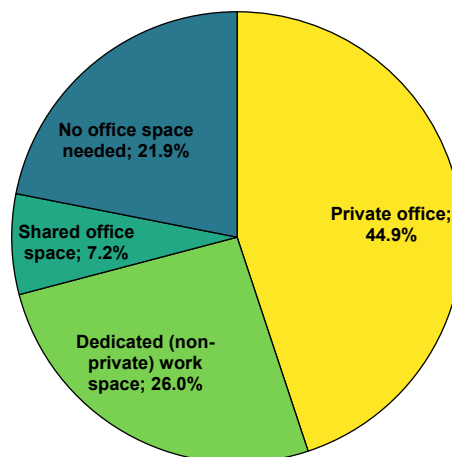
- 32.3% of employees preferred to work from home all or most of the time

Would you prefer to work at home...



Office Space

- What type of office space do you need for your job?



Survey Results in Review

Overall Satisfaction

- Compared to 2017, employees in 2022 were significantly less satisfied with the City of Charlottesville as a place to work overall
- in 2022 and 2017, roughly equal proportions of employees said the City was a better place to work than it was two years ago
 - But in 2022 fewer said it was “about the same”
- A significantly lower proportion of employees in 2022 said they would recommend the City as a place to work compared to 2017

Highest-Rated Factors

The highest-rated key topic areas might be thought of as intangible factors (as opposed to tangible factors such as pay, policies, etc.). The City's greatest strengths in 2022 were:

- Customer relations
 - "Responsiveness to customers"
 - "Fair treatment of customers"
- Commitment to the City of Charlottesville
- Creativity of Employees

Lowest-Rated Factors

The lowest-rated factors are more related to tangible rewards and processes. In 2022, they were:

- Pay
- Performance appraisals
- Workplace environment
- Management
 - "Working relationships with upper management"
 - "Issues concerning division level managers"
- Employee relations
- Communications

Priority Areas

- Key-topic areas of **greatest strength**
 - i.e., higher performance & highest importance
- Commitment
- Creativity of Employees

Priority Areas

- Key-topic areas requiring **highest priority for attention**
 - i.e., lowest performance & highest importance
- *Based on employee choices:*
 - Employee pay
 - Performance appraisals
 - Communication
- *Based on satisfaction drivers:*
 - Workplace environment
 - Communication
 - Work relationships with upper management
 - Issues concerning division managers

Overall Change

- Measures of key-topic areas mostly unchanged from 2017
 - 3 areas went up
 - But many are lower than 2014
- Overall satisfaction is lower than 2017
 - Not clear why this is so, since no topic ratings went down compared to 2017
 - Possibly this reflects employees' uncertainty about the future, after five years of management turnover and public controversies

Demographic Differences

- Generally more favorable ratings from:
 - Employees with higher pay
 - Recent hires
 - Those with higher education
 - "Exempt" employees (usually higher pay)
- Generally more negative ratings from:
 - Public safety departments

Demographic Similarities

- Race is **not** an important factor predicting key topic ratings
 - Black or African-American and white employees are very similar in what they rate high or low
 - Blacks have higher overall satisfaction than whites
 - Blacks and whites *equal* on ratings of diversity measures
- Very few gender differences
 - Women give higher ratings on pay, benefits, and workplace environment
- These results speak well for City's workplace diversity, equity and inclusion issues

More takeaways . . .

- Priority areas
 - Mostly unchanged from 2017
 - Relationships to immediate supervisor improved and therefore no longer as high in priority
- Remote work
 - Those who worked remotely were highly satisfied with working from home
 - About a third of employees would prefer to work from home
 - Shared offices are OK with some

Conclusions

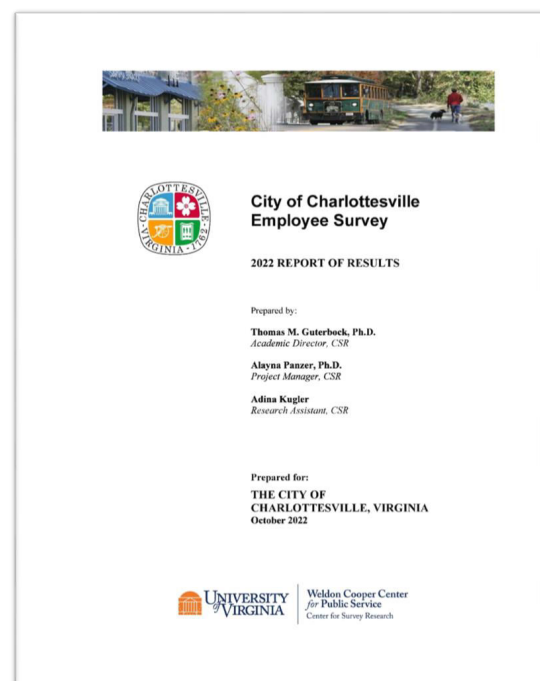
- It is notable that employee ratings of specific aspects of work are essentially unchanged
 - Despite five years of controversy and rapid change
- Subjective indicators of diversity and inclusion are favorable for race and gender
- Nonetheless, overall employee satisfaction did decrease significantly
- The areas of strength and areas of challenge for the City remain largely the same as they were in 2017

For more details:

Please see our narrative report:

- *Results for all questions*
- *Importance and demographic analyses, along with analyses by key-topics*

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Questions?

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