



City of Charlottesville Employee Survey

2022 REPORT OF RESULTS

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This project received support from Michael Rogers, Interim City Manager for the City of Charlottesville. The project was directed by Ashley Marshall, Deputy City Manager for Racial Equity, Diversity, and Inclusion for the City of Charlottesville, who also served as the primary contact with CSR and assisted in coordinating the internal survey communications and the distribution of survey packets. Teresa Pollock (Administrative Assistant to Deputy City Manager) and Samuel Sanders (Deputy City Manager for Operations) also assisted CSR with this project.

As Principal Investigator, Thomas Guterbock was responsible for the scientific direction of the study, including the study design, advising on revisions for the questionnaire, and providing oversight of the analysis and reporting phases of the project.

As Project Coordinator, Alayna Panzer coordinated the efforts required to conduct and staff the survey. Sean Johnson, Operations Manager oversaw the online data collection and tracking.

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The Center for Survey Research is responsible for any errors in this report. CSR is a unit of the *Center for Survey Research*

Weldon Cooper Center for Public Service. Inquiries may be directed to: Center for Survey Research, University of Virginia, P.O. Box 400767, Charlottesville, VA 22904-4767. The Center can be reached by telephone at 1-434-243-5232 or by e-mail at surveys1@virginia.edu.

More about the Center for Survey Research at CSR.CooperCenter.org.

Executive Summary

The City of Charlottesville commissioned the Center for Survey Research to conduct an Employee Survey of all full and part-time employees. The purpose of the survey was to assess employees' satisfaction with their work environment and give employees an opportunity to contribute their ideas and opinions to help make the City of Charlottesville a better place to work. This is the sixth year that CSR has conducted a similar survey for the City.

Of the 1179 employees invited to do the survey, 531 completed the survey (504 by web and 27 on paper), which is a 45% response rate. This is comparable to prior surveys. The survey was conducted from May 9, 2022 to June 9, 2022.

In contrast to the survey results from 2017, which (compared to the 2014 survey) showed a decline in ratings in many key topics as well as in general satisfaction, the 2022 survey reveals that employee ratings of each key-topic area are largely unchanged from 2017. None of the key-topic areas is lower in 2022 than it was in 2017, and three topics are significantly higher: employee benefits, issues with immediate supervisor, and working relationship with immediate supervisor. Given all that happened in Charlottesville government in the intervening five years—the COVID-19 epidemic, the tragedies of August 2017, and the ensuing five years of public controversy and rapid leadership turnover—this is an unexpected finding. However, nine of the overall ratings of key-topic areas this year are still rated lower than they were in 2014.

Despite the stability of the key-topic ratings, two of the three measures of overall employee satisfaction went down significantly from 2017 to 2014. These are the global 7-point scale of overall satisfaction with the City as a place to work (changing from 5.13 in 2017 to 4.82 in 2022), and the follow-up question (on a 5-point scale) asking whether the employee would recommend the City as a place to work (down from 3.79 to 3.46). The third global question, asking whether, in the past two years, the City has gotten better or worse as a place to work, was unchanged in its mean value of 2.92 but showed a sharply higher division of opinion. Fewer employees said things had stayed the same, and there were increases in the percentages saying both 'better' and 'worse'. The

percentage of employees rating things as 'better' was about equal to the percentage rating things as 'worse.'

Areas receiving high ratings from employees include:

- Fair treatment of customers
- Commitment to the City
- Responsiveness to customers' needs
- Creativity of employees

Employees gave lowest ratings to:

- Employee pay
- Performance appraisals
- Relationships with upper management
- Workplace environment
- Issues concerning division managers
- Communication within the City
- Employee relations in the Department and City

We evaluated the relative importance of the various topics in two ways: by allowing employees to choose the topics most important to them (*perceived importance*) and by analyzing correlations of each topic with overall satisfaction (*derived importance*). Derived importance focuses on the factors that actually drive differences in satisfaction levels among employees.

Based on the choices of employees, the most important areas are:

- Employee pay
- Benefits
- Dignity and worth
- Communication within the City
- Training and development
- Performance appraisals
- Quality of the workforce

The highest levels of derived importance were for:

- Dignity and worth
- Workplace environment
- Relationships with upper management
- Communication within the City
- Issues concerning division managers
- Employee empowerment

By considering the performance ratings jointly with the ratings of importance, we created two versions of a priority matrix that identifies areas

of strength (higher performance, high importance) and priority areas for improvement (low performance, high importance). As noted already, the areas of high performance are employee commitment, creativity, fair customer treatment, and responsiveness to customer needs. Based on perceived importance, the highest priority areas for attention are:

- Employee pay
- Performance appraisals
- Communication

Based on derived importance, the highest priorities are:

- Issues concerning division managers
- Workplace environment
- Communication
- Relationships with upper management

Both lists of priority areas are very similar to the priorities identified in the 2017 employee survey.

Some groups of employees gave more favorable ratings to many of the key topics. These generally more favorable ratings come from those hired in the last two years, those with higher levels of education, those with higher levels of pay, and those who are exempt from getting overtime or comp time (most of whom are higher paid employees). Supervisors and managers are also more positive in some areas, such as their opportunities for creativity, their empowerment, and their commitment to the City.

Employees in the public safety departments (police and fire) give lower ratings across the board. The lack of satisfaction in these departments is also evident in the open-ended comments provided by those employees in the survey.

There are very few differences in topic ratings based on the race or ethnicity of the employee. Black and white employees of the City are very similar in which areas they rate high or low. In fact, black employees report significantly higher levels of overall satisfaction, improvement in the last two years, and recommending the City as a place to work than do employees of other races or ethnicities. Especially noteworthy is that there are no significant differences in the ratings given to the City's efforts to promote diversity (in their department or the City government as a whole) by employees across the three categories of race/ethnicity.

There are very few significant differences based on the gender of the employee. The only differences are positive for women (at least in subjective terms): they express higher satisfaction with their rate of pay, their benefits, training, and their workplace environment. In fact, female employees are significantly more positive than men in their overall satisfaction with working for the City.

The results above speak positively to the City's achievements in the often-challenging areas of diversity, equity, and inclusion.

The goal of City management—present and future—will certainly be to work toward improvement for all the City's employees. City leadership can use the 2022 survey results as a starting point for constructive engagement with City employees to understand the full breadth and depth of the sources of both positive and negative opinions regarding working conditions and overall satisfaction with the City as an employer. Given the high levels of creativity and commitment to the City among its employees, that process of continued engagement will surely lead to positive changes for the City of Charlottesville.

About the Survey

The City of Charlottesville commissioned the Center for Survey Research to conduct an Employee Survey of all full and part-time employees who were 18 or older. The purpose of the survey was to assess employee satisfaction with their work environment and give employees an opportunity to contribute their ideas and opinions to help make the City of Charlottesville a better place to work.

This is the sixth comprehensive survey conducted by the Center for Survey Research of all full and part-time employees of the City of Charlottesville. The first survey was conducted in 2006, the second in 2010, a third in 2012, a fourth in 2014, and a fifth in 2017. This current 2022 survey is the sixth iteration, and the analysis of the 2022 data allows for a comparison of items across previous studies.

Survey Administration

A CSR website containing the survey questionnaire was opened on May 9, 2022. All employees received a paper letter signed by the interim City Manager via departmental mail and an email from the interim City Manager announcing the survey and encouraging their participation when CSR contacted them with links to the survey. All employees with email addresses received multiple email invitations to do the survey throughout the early summer of 2022. The emails were sent by CSR. In addition to the web survey and emails, paper survey packets containing a self-administered questionnaire, return envelope, and response confirmation postcard were delivered to the Human Resources office for distribution to any full and part-time employees who preferred to complete the survey on paper. Employees were encouraged to use either method for responding to the survey. The survey was closed on June 9.

The survey was designed to ensure anonymity for the respondents. The questionnaire asked for no personal identifying information other than the usual demographics. Respondents who completed the paper version of the questionnaire were asked to mail a postcard separate from the questionnaire to let CSR know that they completed the questionnaire. CSR would then be able to take their name off the tracking list without associating the respondent's name with

their questionnaire. Respondents completing the questionnaire online were directed to a separate web page to provide notification that they had completed the survey.

Of the 1179 eligible employees in the City of Charlottesville, 531 provided usable survey responses (45%). There were 504 surveys completed by web (95% of the total) and 27 self-administered questionnaires mailed to CSR and entered into the online version of the survey (5% of the total). The 2022 response rate is comparable to prior iterations of the survey.

Questionnaire Design

Design Process

Professor Thomas M. Guterbock, Principal Investigator, and Alayna Panzer, CSR Project Coordinator, worked with City personnel including Ashley Marshall (Deputy City Manager for Racial Equity, Diversity, and Inclusion), Samuel Sanders (Deputy City Manager for Operations), and Interim City Manager Michael C. Rogers to review the 2017 questionnaire. The group made several modifications, including adding a new section about remote work, adding questions about training formats and feelings about collective bargaining, and removing questions relating to the Vision for the City in order to somewhat shorten the instrument.

Major Sections

The questionnaire is divided into seven principal parts. Part I contains key-topic areas that explore employees' opinions and attitudes about the major components of the work environment. Part II asks about other aspects of work including diversity and the work environment. Part III asks about remote work, working from home, and workspace preferences. Part IV incorporates additional human resource issues including pay and benefits and performance appraisal. Part V asks about issues related to supervisors and managers. Part VI asks about the overall satisfaction with the City of Charlottesville as a place to work and evaluates the most important issues to employees. Part VII explores the familiarity with the City of Charlottesville's organizational mission, vision, and values. Finally, Part VIII asks a series of demographic questions for conducting sub-group analyses. The core of the questionnaire contains a total of

twenty key topic sections that are listed in Table 1.

Table 1. Key-Topic Areas and Number of Questions

<i>Key-Topic Areas</i>	<i>Number of questions</i>
Commitment to the City of Charlottesville	6
Quality of workforce	6
Responsiveness to the needs of customers and clients	6
Fair treatment of customers	5
Value of creativity of employers	6
Dignity and worth	6
Employee empowerment	6
Communication within the City of Charlottesville	6
Integrity of employees	6
Employee relations in the City and the Department	4
Diversity and equal employment in the City and the Department	8
Workplace environment	6
Remote work, working facilities/technology	23
Personal safety	4
Training and development	9
Pay and benefits	11
Performance appraisals	6
Issues concerning immediate supervisor	9
Issues concerning division managers	9
Working relationship with upper management and immediate supervisors	8

Demographic Overview

The survey questionnaire included demographic questions about respondents to allow for analysis of the data by personal and social characteristics. Male and female employees represented 53.7 percent and 45.7 percent of the respondents, respectively. An additional 0.6 percent reported themselves as non-binary or gave their own description of their gender identity.

Respondents were also asked how long they had worked for the City of Charlottesville. Of those who responded, 12 percent said less than one year; 8.7 percent said 1-2 years; 19.9 percent said 2-5 years; 10.5 percent said 5-7 years; 19.4 percent said more than 7 years up to 15 years; and 29.5 percent said a period over 15 years.

Concerning employment status, 21.7 percent of employees were managers, and 29.8 percent were supervisors. Full-time employees constituted 94.6 percent of respondents, part-time employees 3.7 percent, temporary employees 1.4 percent, and seasonal employees .2 percent. Exempt employees represented 34.1 percent and non-exempt employees represented 55.3 percent of the sample, while 9.9 percent were unsure of their status or declined to report it (non-exempt employees are entitled to overtime pay or compensation time, whereas exempt employees are not).

None of the employees described their hourly pay rate as being \$14.99 or less; 20.4 percent reported an hourly pay rate of \$15-\$19.99, 49.1 percent reported an hourly pay rate of \$20-\$29.99, 30.5 percent reported an hourly rate of \$30 or more.

Regarding education, 14 percent of employees in the sample had a high school education or less; 23.6 percent had some college but no degree; 9.8 percent had two-year college or technical school, 32.4 percent had a four-year college degree, and 20.2 percent had a graduate or professional degree.

To report race, employees were asked which one classification best described them: Indigenous/American Indian, Asian/Asian Indian, Native Hawaiian or Pacific Islander, Black/African-American, Hispanic/Latino, White non-Hispanic, Multiracial or Biracial, or a category not listed. About three-quarters (74.2%) of the respondents were White non-Hispanic, 15.5 percent were Black/African-American, 1.8 percent were Asian/Asian Indian, 1 percent reported being Indigenous/American Indian, 3.5 percent said they considered themselves Hispanic/Latino, and 4 percent described themselves as another race/ethnicity or multi-racial. There were no respondents that identified as Native Hawaiian or Pacific Islander. See Appendix E for all demographic variables by year from 2010 to 2022.

Sampling Error

Based on a population of 1179 employees and a response of 531 completed questionnaires, the sampling error for this survey is evaluated at ± 3.2 percent. This means that in 95 out of 100 surveys obtaining responses from 531 randomly included City of Charlottesville employees, the results for survey questions answered by all respondents would be within ± 3.2 percentage points of each other. Sampling errors will be larger for questions answered by smaller subsets of respondents.

If sampling error were the only source of error in the survey, then results for survey questions answered by all respondents in this survey have a 95% chance of being within ± 3.2 percentage points of what would have been obtained had every employee participated.

Surveys are subject to other types of error besides sample error, including possible effects of non-response (if those who did not respond are very different from those who did) or defects in question wording. The impact of these errors may be difficult or impossible to calculate. Users should be mindful of the limitations of survey research.

Chapter 1: About the Report

Overview

This report begins with an analysis of the overall evaluation questions in the survey, in particular, how satisfied employees are with the City of Charlottesville as a place to work. In addition, current employee perceptions are compared to the ratings from 2014 and 2017. The next section presents the performance and importance analyses for each key-topic area.

Items with statistically significant changes compared to previous years are noted in the report and the frequency tables are presented in Appendix D.

The final section presents the priority matrix analysis and a summary of the findings. The priority matrix combines measures of the importance of key-topic areas and a measure of performance in each area to help identify strengths and prioritize areas for attention.

Questionnaire Scales

A variety of scales were used throughout the questionnaire. For most questions, employees were asked to rate the extent to which they agree or disagree with the key topic items using a five-point scale where 5 means “Strongly Agree” and 1 means “Strongly Disagree.” Questions about “responsiveness to the needs of customers” and “fairness of customers’ treatment” were rated on a five-point scale where 5 means “Very Good” and 1 means “Very Poor” to maintain compatibility with the previous surveys.

In addition to the individual items within a key-topic area, each key topic section contained an overall question evaluating employees’ self-reported level of satisfaction. For most sections, the overall evaluation question was a five-point scale for which 5 means “Very Satisfied” and 1 means “Very Dissatisfied.” For “Training and Development Efforts” and “Pay and Benefits,” a four-point scale was used where 4 means “Very Satisfied” and 1 means “Very Dissatisfied.”

The two questions about overall satisfaction used unique scales. Ratings of the overall satisfaction with the City of Charlottesville as a place to do work (question U1) used a seven-point scale with anchors of “Very Satisfied” to “Very Dissatisfied.” The comparison between the City

of Charlottesville as it is now and the way it was two years ago (U2) used a five-point scale where 1 means “Much Better” and 5 “Much Worse” (other option: “Was not employed by the City of Charlottesville two years ago).

Higher numbers on a scale typically equate to a more positive or favorable response. However, for negatively worded questions, higher numbers mean a less favorable response. Questions with negative wording are footnoted in the Appendices. When looking at summary measures, keep in mind that higher means for these items indicate a more negative evaluation.

Demographic Analysis

Demographic questions were included at the end of the questionnaire to obtain information about the respondents who completed the survey. The demographic information was used to evaluate differences in ratings given by sub-populations, such as gender, length of employment, and full-time versus part-time.

Means tests are used to measure the ratings of each item in the key-topic areas and the overall satisfaction ratings by these demographic variables. Statistical significance tests were used to determine the existence of true satisfaction differences among various subgroups.

The results of the demographic analyses are in Appendix B. The demographic variables are listed across the top of the table and the key topic items are listed in the first column. The items and overall evaluations are listed in the order of which they appear in the survey questionnaire. Means that reflect a statistically significant difference are noted with a superscript. Any mean with a superscript next to it is significantly *different* than the mean of the category indicated by the superscript number.

When summarizing the demographic analyses within this report, we attempt to highlight meaningful patterns of differences between groups. In general, we report those instances in which relevant *statistically significant* differences were found among demographic subgroups, such as, for example, between women and men, or between managers/supervisors and non-managers/non-supervisors. (Statistically significant differences are those that probably did not result merely from sampling variability, but

instead reflect real differences within the City's employees.¹)

Regression Analysis

Multiple regression analysis is a statistical method used to analyze relationships between a set of variables known as *independent variables* and a single variable known as the *dependent variable*. The objective is to use the independent variables to predict variation in the dependent variable. More specifically, a regression analysis weights the independent variables to ensure maximal prediction of the dependent variable from the set of independent variables. The regression analysis produced standardized regression coefficients or weights known as betas (β) that can have a value of -1 to +1. The betas can be interpreted as the importance of the independent variables in predicting the dependent variable relative to the other independent variables in the regression equation. An overall measure of the strength of the regression model is found in the table footnote as an adjusted R-square, which can take on values from 0 to 1. Larger adjusted R-squares represent greater explanatory power for the predictors taken as a group.

The individual items for the key-topic areas were analyzed using multiple regression analysis to establish their influence on overall satisfaction with that key-topic area. For example, when analyzing the key-topic area of employee commitment, the dependent variable was "Overall commitment" (A6), and the individual items A1 through A5 constituted the independent variables. Using the analysis, survey items were ranked in order of importance for each key-topic area. The importance weights are shown in the beta column and the level of significance is in the significance column. To be statistically significant, the level of significance must be .05 or less. Results for these regressions are shown in Appendix C.

When determining the derived importance of items for the priority matrix, however, the zero-order correlation coefficients between key-topic areas and the dependent variable were used

because the regression results seemed to be slightly compromised by strong correlations among the independent variables (multicollinearity).

Priority Matrix Analysis

The overall analysis of key-topic areas presented in the final section of the report makes use of the priority matrix analysis to identify the highest priority areas for potential action for the City of Charlottesville. The analysis combines the key-topic areas performance and importance ratings that are divided into three levels: High, Medium, and Low.

For this purpose, two types of importance ratings are used: perceived importance and derived importance.

The perceived importance ratings are based on employee rankings for which of the 23 key-topic areas the employee would most like management to work on as the employee's most important concern or issue. The survey displayed the list of issues and employees could choose up to four issues as being most important.

The derived importance ratings are determined by relating the summary questions found at the end of each key area to the overall satisfaction question found near the end of the questionnaire (U1). The statistical method used to assess the relationship is zero-order correlation. The zero-order correlation values range from -1.00 to +1.00. A positive value approaching 1.00 indicates a strong positive relationship and a negative value approaching minus one indicates a strong negative relationship. The importance attributed to the key-topic area summary items by the respondents can be rank-ordered by the value of the zero-order correlation. That is, key-topic area summary items with zero-order correlations approaching a value of one are relatively more important to respondents than items with lower correlation values.

Later in the report, two priority matrices are developed, one based on perceived importance and the other on derived importance. Both matrices use the same measure of performance.

¹ Throughout this report, only those differences that reached statistical significance to the degree of $p < .05$ (a 95% level of confidence) will be discussed.

Included in the priority analysis section is an explanation of how to interpret the two approaches for determining importance.

Chapter 2: Overall Satisfaction

Rating the City of Charlottesville as a Place to Work

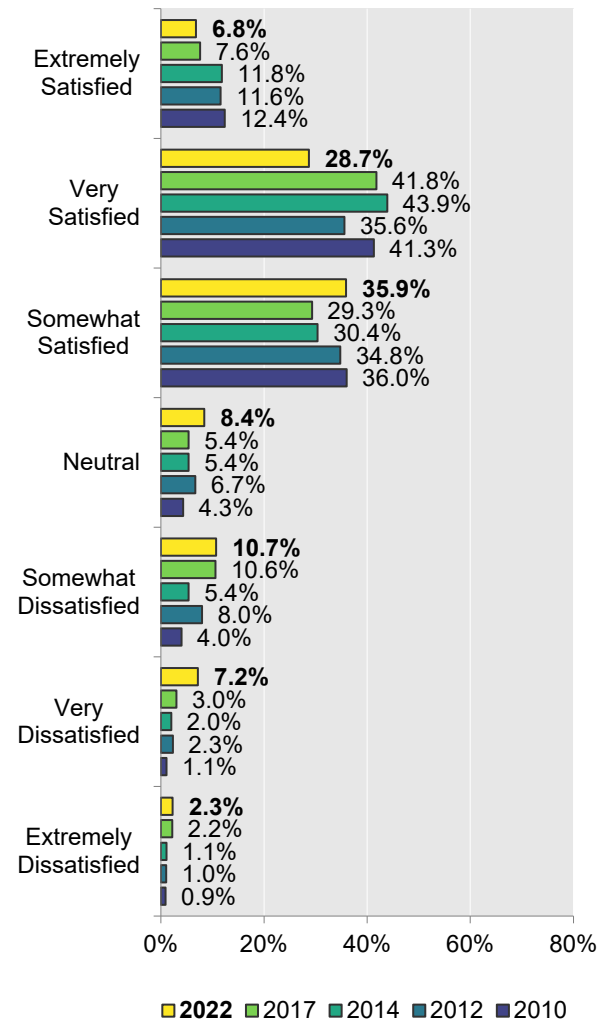
How satisfied are you overall with the City of Charlottesville as a place to work?

Respondents were asked to rate their overall satisfaction with the City of Charlottesville as a place to work on a scale from 1 to 7 where 1 means “Extremely Dissatisfied” and 7 means “Extremely Satisfied.” Overall, employees are satisfied with the City of Charlottesville as a place to work.²

Figure 2-1 illustrates how participants rated their overall satisfaction with the City of Charlottesville as a place to work. About one-third (35.5%) said that they are extremely or very satisfied with the City of Charlottesville, a decrease from almost one-half (49.4%) in 2017. Additionally, 35.9 percent said they are somewhat satisfied. More than one in ten (17.9%) indicated that they are somewhat or very dissatisfied, and 2.3 percent said they are extremely dissatisfied with the City of Charlottesville as a place to work. More than eight percent (8.4%) of respondents rated their “Overall Satisfaction” as neutral. Refer to Table A24 in Appendix A for a complete distribution of responses for this item.

On the scale from 1 to 7, the mean rating for “Overall Satisfaction” is a favorable 4.82. However, as indicated in Table D20 of Appendix D, the 2022 mean rating of 4.82 represents a statistically significant decline from the 2017 mean rating of 5.13.

Figure 2-1. Overall satisfaction with the City of Charlottesville as a place to work



Demographic Analysis

The demographic analyses examines three socio-demographic variables (gender, educational attainment, and racial background³) and six job-status variables (supervisor and/or manager status, hourly pay rate, overtime eligibility status, public safety/non-public safety employment

² The scale for analysis was reversed from the questionnaire, in which lower numbers were associated with the favorable responses that appeared first in the sequence of responses, prior to the unfavorable responses.

³ Sample sizes are insufficient to draw conclusions about the impact of Hispanic status, Native American status, Asian-Pacific Islander status or “Other” racial status on any of the survey results. Those categories are included in the appendix tables, but the discussion treats employees identifying as White, Black, and Other or multi-racial as a combined category.

status, length of employment, and type of retirement package).

The results indicate that overall satisfaction with the City of Charlottesville as a place to work did not vary statistically with retirement benefit package or supervisors/managers status. Those with graduate degrees, more recently hired employees, women, Black/African American employees compared to White employees, those not in public safety roles, those not entitled to overtime, and higher-paid employees are more satisfied with the City of Charlottesville as a place to work than other employees (see Tables B-1U-B9U in Appendix B).

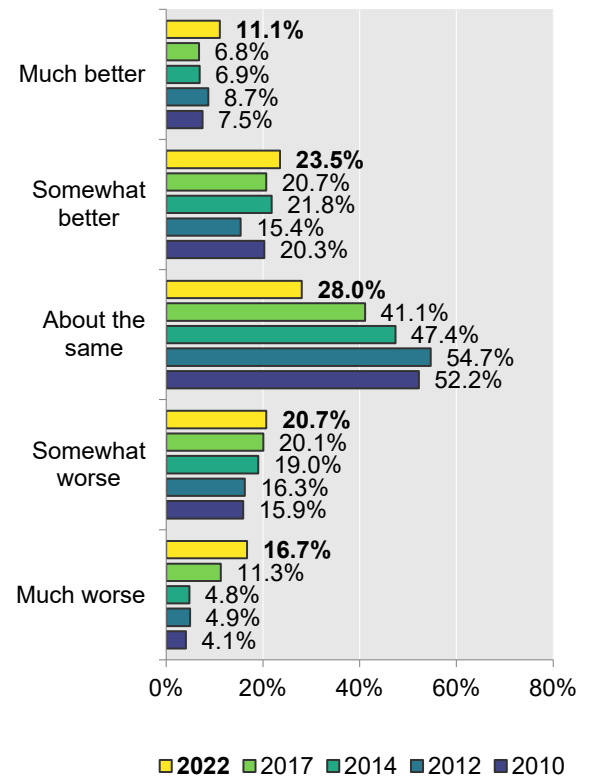
Comparative Satisfaction Rating

In addition to the overall satisfaction rating, employees were asked to rate the City of Charlottesville as a place to work now as compared to the way it was two years ago. Using a five-point scale where 5 means “Much better” and 1 means “Much worse,” more than one-third (34.6%) of the employees indicated that the City of Charlottesville as a place to work has gotten somewhat or much better compared to two years ago. About three in ten (28.0%) of employees said that the City of Charlottesville as a place to work is about the same as compared to two years ago.

However, over a combined one-third (37.4%) said that the City is a worse place to work now than it was two years ago. This is an increase from 2017, which saw a sharp increase over the slight upward trend in negative responses to this item from 2010 to 2014. Figure 2-2 presents the distribution of employees’ responses on this question.

The mean rating of the City on this item for 2022 is 2.92 which is the same as in 2017 and does not differ significantly from 2014 (mean of 3.07, see Table D20 in Appendix D). But compared to 2017, the responses to this question have become more dispersed, with higher percentages saying things are better or worse and fewer feeling that the City is about the same as two years ago.

Figure 2-2: The City of Charlottesville as a place to work now compared to two years ago



Demographic Analysis

Ratings of the City now as compared to two years ago are not statistically related to supervisor/manager status or retirement package. Respondents with graduate degrees gave statistically significantly higher ratings than those without a graduate degree. Those that are not in public safety roles, those with highest hourly pay rates, exempt status, shorter terms of employment, Black race, and women were also more likely compared to their counterparts to give higher ratings of the City now compared to two years ago (see Tables B-1U to B-9U in Appendix B).

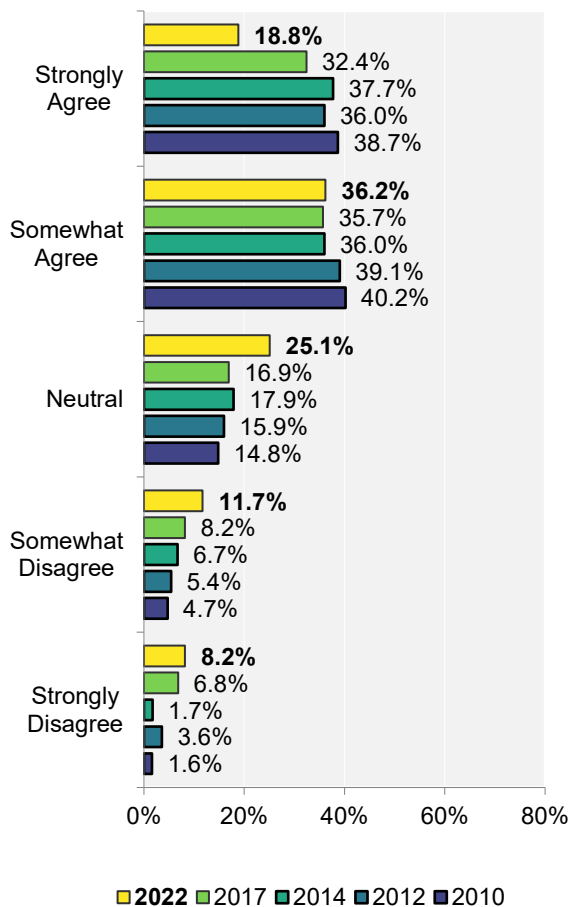
Recommending the City of Charlottesville as a Place to Work

Respondents to the survey were also asked whether they would recommend the City of Charlottesville as a place to work. Using a five-point scale where 5 means “Strongly Agree” and 1 means “Strongly Disagree,” only 18% of employees said that they would strongly

recommend the City of Charlottesville as a place to work, compared with 32% in 2017. More than one-third (36.2%) of the employees indicated they would somewhat recommend the City of Charlottesville (see Figure 2-3).

The mean rating for this item is 3.46 on a five-point scale. As indicated in Table D20 of Appendix D, this mean rating represents a significant decline from the 2017 mean rating of 3.79 and the 2014 mean rating of 4.01.

Figure 2-3: I would recommend the City of Charlottesville as a place to work



employees who have been employed for longer periods of time as did women employees, Black employees compared to White employees, those working in non-public safety jobs, those not eligible for overtime pay, and those earning higher wages (see Tables B-1U to B-9U in Appendix B).

Summary

Overall, over - 70% of respondents are either extremely, very, or somewhat satisfied with the City of Charlottesville as a place to work. This is demonstrated by a mean score of 4.82 on a scale from 1 to 7 where 1 equals “Extremely Dissatisfied” and 7 equals “Extremely Satisfied.” This average represents a significant decline from the 2017 mean score of 5.13 and the 2014 mean score of 5.41.

When asked to rate the City of Charlottesville as a place to work now compared to two years ago, respondents were divided on if it was better or worse than two years ago. In 2022, 11.1% of respondents reported it was “much better” or “somewhat better” (23.5%) and in 2017 the ratings were 6.8% and 20.7%, respectively. However, a higher number reported it was “much worse” in 2022 (16.7%) compared to 2017 (11.3%) and 2014 (4.8%). Although responses were split more sharply than previously, the mean score remained the same as in 2017 (2.92).

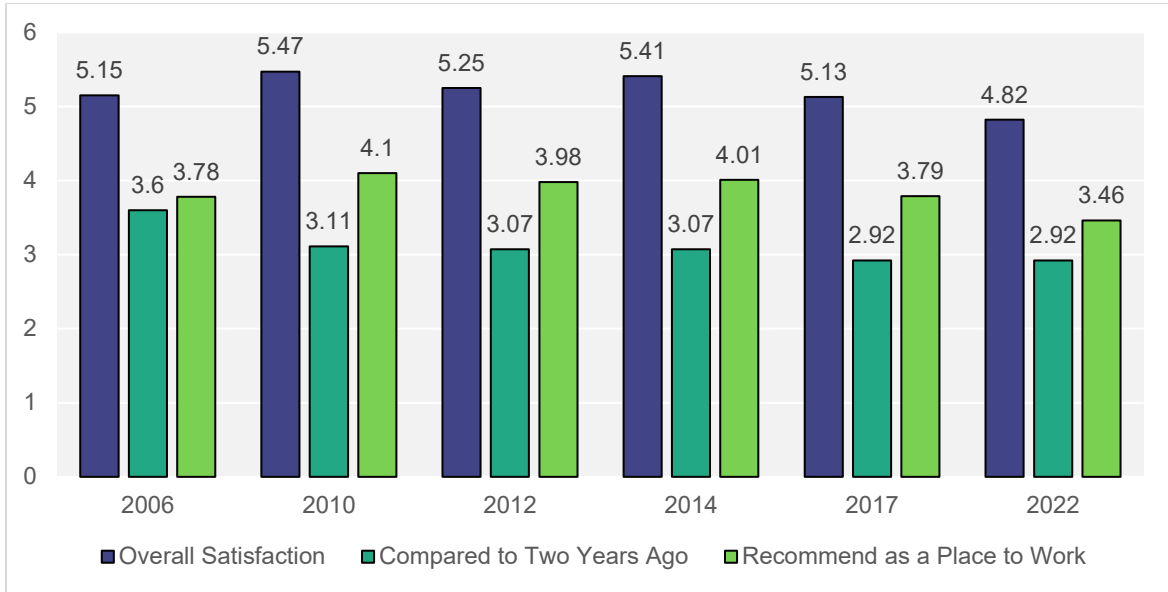
Employees who strongly agreed that they would recommend the City of Charlottesville as a place to work decreased substantially from 2017, from 32.4% in 2017 to 18.8% in 2022. The mean rating of 3.46 on this item is lower than the ratings achieved in 2017 or 2014.

Figure 2-4 presents the mean scores for each of the overall satisfaction items for each of the 6 iterations of the survey from 2006 to 2022.

Demographic Analysis

Significant demographic predictors of willingness to recommend Charlottesville as a place to work were gender, length of employment, type of employment, overtime eligibility, and hourly pay, race. Employees who have been working for the City for less than two years indicated they would be more likely to recommend the City as a place to work than

Figure 2-4. Overall Satisfaction over Time



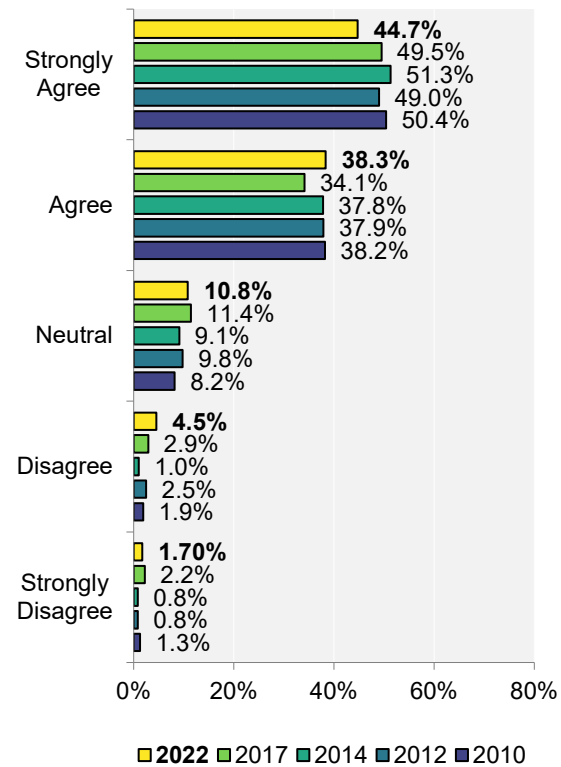
Chapter 3: Specific Key-topic areas

The 2022 City of Charlottesville employee survey addressed 22 key-topic areas with specific questions.⁴ Except for the “Responsiveness to customers’ needs” (C) and “Fair treatment of customers” (D) key topics, employees were asked to rate the extent to which they agree or disagree with the items presented using a five-point scale where 5 means “strongly agree” and 1 means “strongly disagree.” The “Responsiveness to the needs of customers and clients” (C) and “Fair treatment of customers” (D) key-topic areas use a similar five-point scale where 5 means “very good” and 1 means “very poor.”

Employee Commitment to the City of Charlottesville

The first key-topic area assessed is Commitment to the City of Charlottesville. The survey included five specific questions and one overall question in this key-topic area measuring employees’ dedication to the City’s success, beliefs that their departments share their values, and intentions to continue working for the City of Charlottesville. Table A1 in Appendix A contains the distributions of employee responses on these items. As measured by item A1, employees expressed strong overall levels of commitment to the City of Charlottesville. Specifically, more than a combined eight in ten (83%) employees strongly agreed or agreed that they are very committed to the City of Charlottesville, including 44.7% who strongly agreed with this statement (see Figure 3-1).

Figure 3-1: Commitment to the City of Charlottesville



As indicated in Table D1 of Appendix D, the 2022 mean rating of 4.20 for overall commitment to the City of Charlottesville was not significantly lower than the mean rating of 4.26 in 2017 but did differ significantly from 2014 (mean of 4.38).

Performance Analysis

The specific item ratings for “Commitment to the City of Charlottesville” are almost uniformly favorable. On the five-point scale, the mean score of all but one item is above 4. Of the five specific items, commitment to success (A1) and willingness to put in a great deal of effort (A2) received the highest mean ratings. The mean rating for these two items is respectively 4.61 and 4.49. Next on the list are the employees’ intention to be working for the City of Charlottesville a year from now (A4; mean 4.30) and a strong commitment to the City of Charlottesville as their employer (A5; mean 4.18). The lowest mean

⁴ “Pay” and “Benefits,” are divided into different categories rather than a compound category for “Pay and Benefits.”

rating concerns whether the employee’s values and the values of their department are similar (A3; mean 3.86).

Overall, commitment to the City of Charlottesville is similar to 2017 (4.26 in 2017 compared to 4.20 in 2022) but differs significantly from 2014 when the mean rating was 4.38. Commitment to the City as my employer was also similar to 2017 (mean of 4.18 for 2022 and 4.26 for 2017) but differed significantly from 2014 (mean of 4.40). See Table D1 in Appendix D for detailed information on changes in these ratings over time.

Importance Analysis

The importance analysis indicates that three of the five specific items used to assess this key-topic area are significantly and positively related to employees’ overall ratings of their commitment to the City of Charlottesville (see Table C1 of Appendix C).

The employee’s strong commitment to the City of Charlottesville as his/her employer (A5) along with the willingness to put in a great deal of effort to help the City of Charlottesville be successful (A2) has the greatest impact on overall commitment to the City, followed by intention to work for the City a year from now. These three items are statistically significant predictors of overall commitment to the City of Charlottesville.

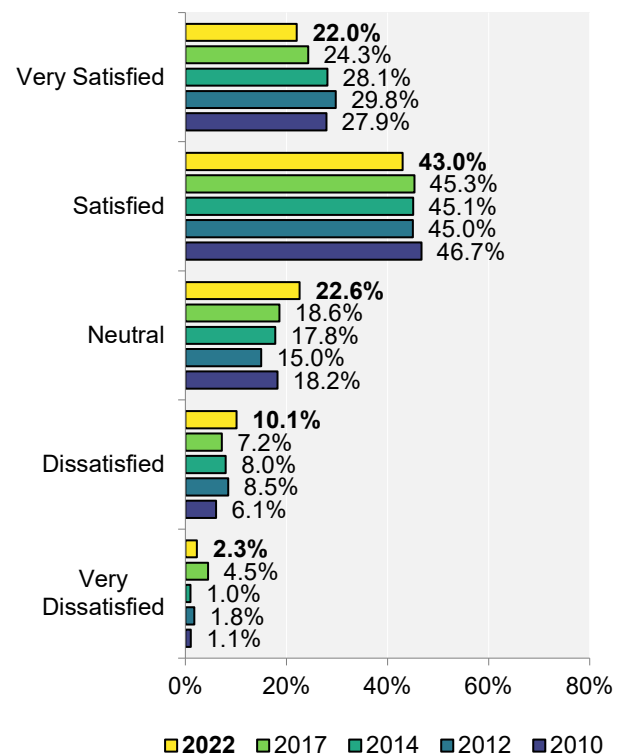
Demographic Analysis

Among all of the demographic variables examined, non-public safety employees, exempt employees, supervisors or managers, and higher paid employees have higher ratings of overall commitment to the City of Charlottesville. For example, as indicated in Table B-5A of Appendix B, item A6, supervisors or managers gave an overall mean rating of 4.42 compared to an overall mean rating of 4.12 for non-supervisory or managerial employees. Those with 4-year college degrees have a lower overall commitment to the city compared to any other educational level.

Quality of Department’s Workforce

This key topic consists of five specific items and an overall evaluation question to measure the quality of the employee’s department workforce. Overall, over six in ten (65%) employees said they were satisfied or very satisfied with the quality of their department’s workforce, with over one in five (22%) saying they were “very satisfied.” Employee responses to this overall evaluation are presented in Figure 3-2.

Figure 3-2: Satisfaction with the quality of your department's workforce



As indicated in Table D2 of Appendix D, the overall 2022 mean rating for this key-topic area of 3.72 is significantly lower than the 2014 mean rating of 3.91, although not statistically lower than 2017 (3.78).

Performance Analysis

Specific items in this key-topic area reflected positive assessments of the quality of the department’s workforce, with all items receiving mean scores of 3.50 or above, except for

“Employees are great at turning problems into opportunities” (B3; mean 3.41). “Employees in my department work hard for the overall good of the city” (B4; mean 3.92) and “Employees know their jobs” (B1; mean 3.84) have the highest mean scores (see Table A2, Appendix A).

Ratings for two of the five items, “Employees know their jobs” (D1) and “Employees have technical skills” (D2) were rated significantly lower in 2017 and 2022 than in 2014 (see Table D2 in Appendix D).

Importance Analysis

The importance results relating specific aspects of satisfaction with workforce quality to overall satisfaction with workforce quality are shown in Table C2, Appendix C. All five specific items in this key-topic area have a significant and positive impact on overall satisfaction with the quality of department workforce, including “I can count on other employees to do what they say they will do” (B5), “Most employees in my department work hard for the overall good of the city” (B4), and “employees are great at turning problems into opportunities” (B3).

Demographic Analysis

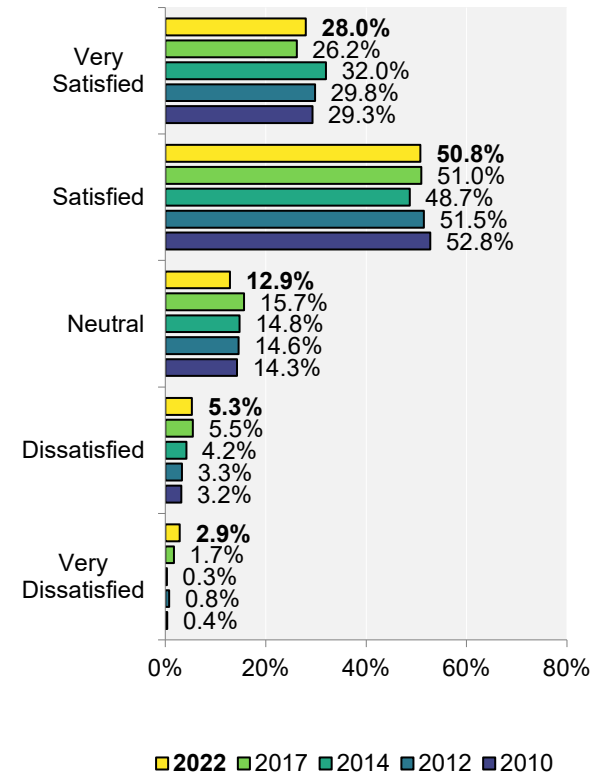
Results of the demographic means comparisons related to the quality of the department workforce are represented in Tables B-1B to B-9B, Appendix B. Overall, those who worked 2 years or less, non-public safety workers, those not eligible for overtime pay, those earning the highest wages, and those with a 4-year college degree or higher were more likely to be satisfied with the quality of their department’s workforce than other employees. Respondents with graduate or professional degrees and those working for 2 or fewer years for the City tend to give higher ratings to all aspects of the quality of the workforce.

Responsiveness to Customers’ Needs

Five specific items and one general item were used to evaluate employees’ responsiveness to the needs of customers and clients. When asked to rate customers’ overall satisfaction with their department’s responsiveness to customers’ needs, a combined 78.8 percent of employees believed that customers were satisfied. About

eight percent (8.2%) of employees believed that customers were dissatisfied with their department, and three percent (2.9%) believed customers were very dissatisfied (Figure 3-3).

Figure 3-3: Satisfaction with department’s responsiveness to customers’ needs



As indicated in Table D3 of Appendix D, the overall 2022 mean rating for this key-topic area is 3.96, which is virtually the same as the 2017 mean rating of 3.95, but significantly lower than the 4.08 rating achieved in 2014.

Performance Analysis

Table A3 of Appendix A presents the rating results for the specific items used to evaluate issues concerning the responsiveness to the needs of customers and clients. The ratings were based on a five-point scale where 5 means “very good” and 1 means “very poor.” All items averaged a score above 4. Of these key topic items, “The timeliness of services” (C1) and “Responds to customers’ needs” (C3) received the highest ratings (4.21 and 4.20, respectively).

As indicated in Table D3 of Appendix D, none of the five items shows a significant change from its 2017 mean rating.

Importance Analysis

This key-topic area analyzes employees’ perceptions of how well their department responds to customers’ needs. Table C3 in Appendix C indicates that four out of five of the specific key topic items have a statistically significant impact on employees’ perception of how responsive their department is to the needs of their customers. Timely delivery of services was the strongest predictor of how responsiveness was rated.

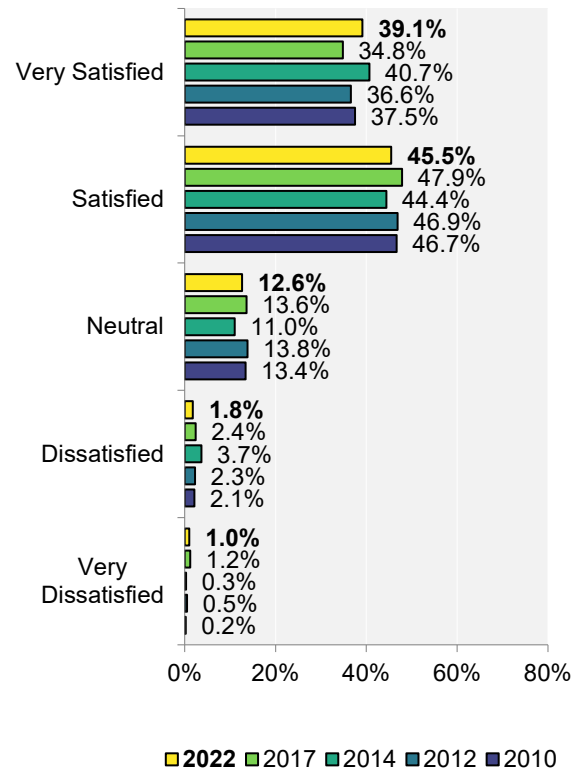
Demographic Analysis

The demographic analysis results (refer to Tables B-1C through B-9C of Appendix B) show that employees who worked for 2 years or less gave higher ratings for responsiveness to customers’ needs (C6). Employees who worked for 2 years or less gave significantly higher ratings than those working for 5 to 15 years. Additionally, employees at the City for 2 years or less were more likely to respond positively in nearly all areas for responsiveness. Women were significantly more likely to provide higher ratings for customer service representatives’ ease of contact (C4) and ease of access to information (C5). Employees in public safety roles had significantly lower ratings for ease of information access.

Fair Treatment of Customers

This key topic utilized four specific items and one general item to evaluate whether or not customers are treated fairly. As with the previous key topics, employees were asked to rate customers’ satisfaction with the way they are treated by their respective departments. Overall, the majority of employees (84.6%) believed that customers are satisfied with the way they are treated (Figure 3-4).

Figure 3-4: Satisfaction with the way customers are treated by your department



As indicated in Table D4 of Appendix D, the overall 2022 mean rating of 4.20 is not significantly different compared to the mean rating of 4.13 in 2017 and is very close to the mean of 4.22 in 2014.

Performance Analysis

Table A4 of Appendix A presents rating results for all items used to evaluate issues concerning the fair treatment of customers. All items averaged a score above the 4-point level indicating excellent ratings for this key topic. Of these key topic items, “Treating customers with respect” (D4) received the highest mean rating of 4.51. Almost nine out of ten employees believed that customers are treated courteously (91.8%) and with respect (93%) (i.e., selected “very good” or “good”).

“Dealing honestly with customers” (D2) and “Treating customers with respect” (D4) were the only items that increased significantly in 2022 mean ratings compared to the ratings in 2017 (see Table D4 in Appendix D).

Importance Analysis

As with the previous section, the specific items in this key-topic area are ratings by employees on their perception of how fairly customers are treated by employees in their department. Three of the specific items are statistically significant predictors of overall satisfaction with the treatment of customers. “The value of what customers get” from the department (D1), “treating customers with respect” (D4), and “treating customers courteously” (D3) are the strongest predictors (see Table C4 in Appendix C).

Demographic Analysis

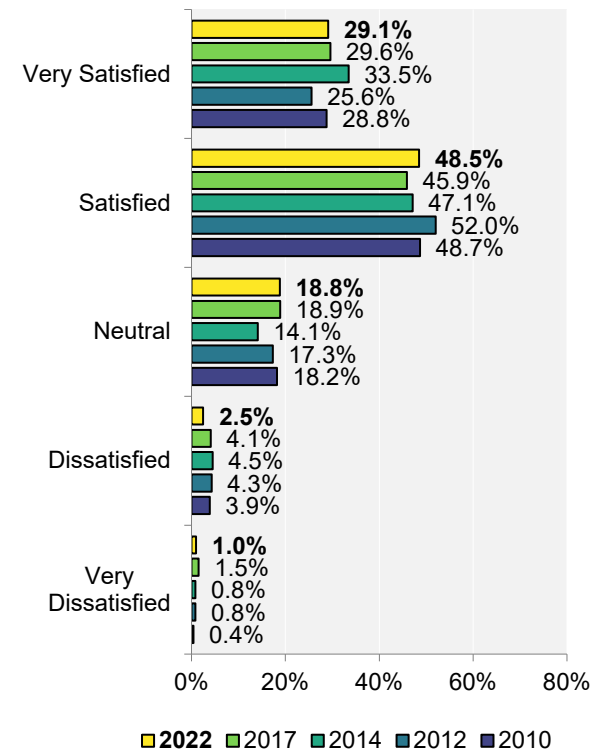
Tables B-1D through B-9D in Appendix B provide information on how satisfaction with fair treatment of customers varies by demographic variables. Among these variables, only those working for the City for 2 years or less compared to those working 5 to 15 years had higher ratings for the overall rating of how customers are treated by an employee’s department (D5). Employees who have worked 2 years or less for the City had significantly higher ratings for all key-topic areas than at least one other length of employment group (see Table B-2D of Appendix B). Those entitled to overtime pay or comp time and those with the highest income were significantly more likely to provide lower ratings for the value customers get for their dollar (D1) and dealing with customers honestly (D2). Employees with 4-year college degrees or graduate degrees had significantly higher ratings for fair treatment of employees in some capacity for all topics except overall satisfaction (see Table B-8D of Appendix B). There is no significant gender difference in the assessments of fair treatment of customers. However, Black/African-American employees gave significantly lower ratings to their department for treating customers with respect (D4).

Creativity, Initiative, and New Ideas

Five specific items and an overall evaluation question were used to assess the creativity, initiative, and new ideas that employees applied to their jobs. Overall, City of Charlottesville employees are satisfied with the level of creativity they apply to their job. About three-

quarters (77.6%) of employees expressed satisfaction; almost three in ten (29.1%) said they were very satisfied. Figure 3-5 presents the distribution of employees’ responses on this particular item.

Figure 3-5: Satisfaction with the creativity you apply to your job



Performance Analysis

Of all the items in this key topic, “I am constantly looking for new ways to improve our services” (E2) has the highest mean rating of 4.22 on a five-point scale. The lowest rated specific item in this category is “Creativity is an essential part of performing well in my job” (E1), rated at 3.99.

Two of the specific items, “If I see any problem, I make sure it gets fixed” (E3) and “I love being a champion of new ideas” (E4), in this key-topic area have mean ratings in 2022 that had statistically significant increases compared to the 2017 mean ratings.

Importance Analysis

The importance results for key topic items and overall satisfaction are shown in Table C5 of Appendix C. The items “Creativity is an essential part of performing well in my job” (E1), “If I see a problem anywhere in the system, I make sure it

gets fixed” (E3), and “I love being a champion for new ideas” (E4) all have a statistically significant impact on overall satisfaction.

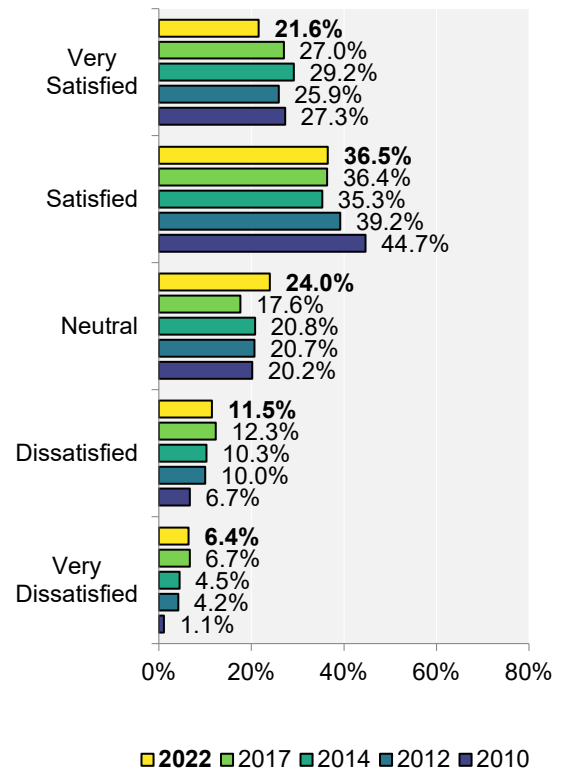
Demographic Analysis

Overall employee satisfaction with creativity (E6) is significantly related to four of the variables examined. Non-public safety officials, supervisors and managers, and those making \$30 or more per hour were more likely to be satisfied with the creativity they can apply to their jobs. Employees with a four-year college degree had statistically significantly lower satisfaction with creativity than those with a graduate or professional degree. Supervisors and managers and those earning the most report significantly higher levels of creativity in all topics compared to those who are not in those roles. Those with a graduate or professional degree for the most part have higher ratings for creativity, most of which are significant. For example, graduate degree employees have the highest reporting of wanting to participate in making higher-level decisions (E5) than all other educational groups (see Tables B-1E through B-9E of Appendix B which contain the detailed means comparison results).

Dignity and Worth

Table A6 in Appendix A displays items for the key topic “Dignity and Worth Felt in Employment.” This key topic consists of five specific items and one overall satisfaction item. Overall, nearly six in ten (58.1%) employees expressed overall satisfaction with the level of dignity and worth that they feel in their employment. Employees’ responses on this overall satisfaction item are summarized in Figure 3-6.

Figure 3-6: Satisfaction with the level of dignity/worth you feel in your employment



As indicated in Table D6 of Appendix D, the overall 2022 mean rating for this key-topic area of 3.55 is not significantly lower than the 2017 mean rating of 3.65.

Performance Analysis

Among the five specific items used to evaluate this key topic, “I see the connection between the work that I do and the benefits received by citizens” (F5) scored the highest rating (mean rating of 4.15). As in previous years, the item “I feel appreciated, respected, and valued at work” (F2) was the lowest rated item in absolute terms, with a mean rating of 3.30.

One of the items in this key-topic area, “I am proud to tell people that I work for the City of Charlottesville” (F1) showed a statistically significant decline in 2022; mean of 3.59 compared to its mean rating of 4.02 in 2017.

Importance Analysis

The importance results of the different items for overall satisfaction with dignity are shown in Table C6, Appendix C. All but one of the items included in this key-topic area have a positive and significant impact on overall employee satisfaction with the level of dignity and worth they feel in their employment. The item “I feel appreciated, respected, and valued at work” (F2) has the greatest impact of all the items. This item is followed by “My job makes good use of my skills and abilities” (F4), “I am proud to tell people that I work for the City of Charlottesville” (F1), and “My job makes good use of my skills and abilities” (F3). The item “I see the connection between the work I do and the benefits received by citizens” (F5) is not significantly related to overall employee satisfaction with level of dignity, once the other items are controlled.

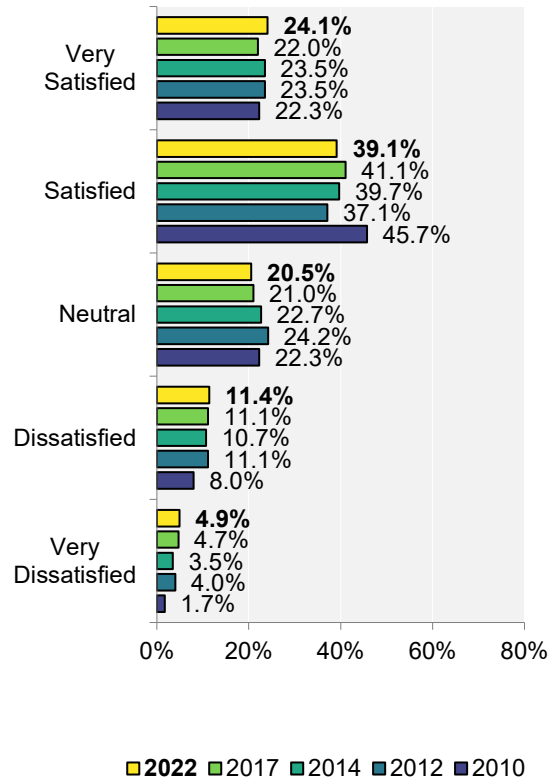
Demographic Analysis

Overall satisfaction with the level of dignity and worth felt in employment also varied significantly by several work-related variables. Newer employees and those making \$30 or more per hour were systematically more satisfied with the dignity of their employment than other employees, as were non-public safety employees and those not eligible for overtime pay. Additionally, employees with a graduate or professional degree gave significantly higher ratings than those with a high school degree in multiple topic areas about dignity and worth. Black employees were more likely to report that they are proud to tell others that they work for the City of Charlottesville than White employees. For detailed demographic means comparisons for this key-topic area, see Tables B-1F through B-9F in Appendix B.

Employee Empowerment

Five specific items and one general item were used to evaluate employee empowerment. As indicated in Figure 3-7, nearly two-thirds of employees (63.2%) felt very satisfied or satisfied with their level of empowerment.

Figure 3-7: Satisfaction with the empowerment you feel to perform your job well



As indicated in Table D7 of Appendix D, the overall 2022 mean rating of 3.66 for this key-topic area is not significantly different from the 2017 mean rating of 3.65.

Performance Analysis

All items in this key-topic area were rated below the four-point mark, with “I can make the decisions I need to make to do my job well” (G3) being the highest rated item (mean rating of 3.82). The lowest rated item was “I am involved in decision making that affects my job” (G5; mean rating of 3.56).

None of the ratings for the five specific empowerment items changed significantly since 2017 or 2014.

Importance Analysis

Table C7 of Appendix C presents the importance results of employee’s empowerment. All five items in this key topic have a positive and significant impact on employees’ overall satisfaction with empowerment. The items “I am involved in decision making that affects my job” (G5) and “I can make the decisions I need to make to do my job well” (G3) have the greatest impact on satisfaction with employee empowerment overall.

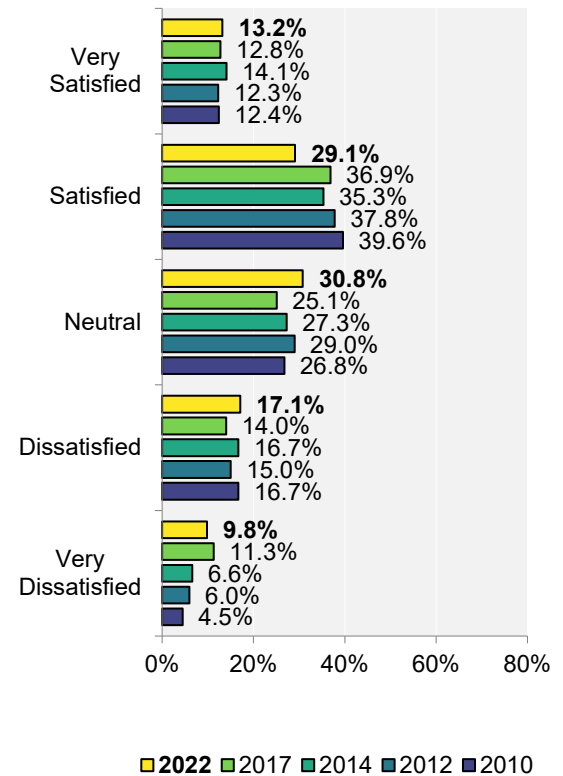
Demographic Analysis

The demographic analysis results for overall satisfaction with empowerment (G6) and various demographic variables are shown in Table B-1G through B-9G of Appendix B. As with other key-topic areas, managers/supervisors, employees not eligible for overtime pay, employees in non-public safety roles, those with a graduate or professional degree, and higher paid employees are significantly more satisfied with empowerment. Furthermore, public safety employees, supervisors/managers, those working for less time for the City, and higher income groups have statistically significant differences in all or almost all of the derived empowerment topics. White employees have significantly lower ratings for G1, “work environment encourages initiative”, and G2, “opportunities to learn new skills”, than those in the combined category of other races/ethnicities or multi-racial groups.

Communication within the City of Charlottesville

Less than one-half (42.3%) of employees are satisfied with communication within the City of Charlottesville. Slightly more than one in ten employees (13.2%) were very satisfied, and 29.1 percent of employees were satisfied with this topic. The results of this topic’s overall evaluation are presented in Figure 3-8.

Figure 3-8: Satisfaction with communication within the City of Charlottesville



As indicated in Table D8 of Appendix D, the overall 2022 mean rating for this key-topic area of 3.19 is not significantly different from the 2017 rating of 3.26 or the 2014 mean rating of 3.33.

Performance Analysis

Among the five specific issues assessed in this key-topic area, none of the items rated above a mean rating of 4.0 but all five items had similar ratings in 2017. The lowest mean rating pertained to “Changes that affect my job are discussed with me before they are put into effect” (H2) with a mean rating of 2.96. A combined 37.4% strongly agreed or agreed with this statement and 38% disagreed or strongly disagreed. For the overall distribution of employee responses and means, see Table A8 of Appendix A.

Importance Analysis

The importance results of Communication within the City of Charlottesville are shown in Table C8, Appendix C. Four of the five items have a statistically significant impact on overall employee satisfaction with communication

within the City of Charlottesville. The item “I usually hear about important changes through communications from management rather than rumors” (H1) has the greatest impact, followed by “I receive the information I need to do my job well” (H5).

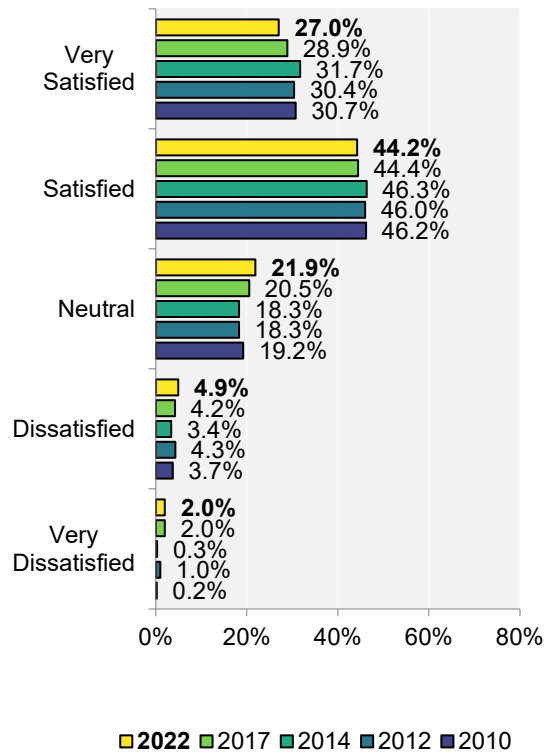
Demographic Analysis

The demographic analysis results for this key-topic area are presented in Tables B-1H through B-9H of Appendix B. Public safety employees and those making \$15 to \$19.99 an hour report significantly lower ratings with communication within the City compared to their counterparts. Employees who have only been working at the City for 2 years or less reported higher overall satisfaction with overall communication compared with their counterparts. Those not entitled to overtime or comp time, supervisors/manager, those making the highest hourly pay, and those with a graduate or professional degree, were significantly more likely to let managers know their feelings (H3).

Integrity of City Employees

Five specific items and one general item were used to evaluate the perceived integrity of City of Charlottesville employees in delivering services to citizens. Overall, 71.2 percent of employees felt satisfied with employee integrity (see Figure 3-9).

Figure 3-9: Satisfaction with the integrity of the employees you work with



The mean 2022 rating for this item is evaluated at 3.89 on a five-point scale and is significantly lower than the mean rating of 4.06 in 2014, but not significantly lower than the mean rating of 3.94 in 2017.

Performance Analysis

Overall, more than 8 out of 10 employees (83.6%) say they are familiar with the City of Charlottesville’s Ethics Code and Standards of Conduct (I5). The next highest rated of these items is the statement that “Employees I work with generally behave ethically in the workplace” (I1), with 82.5 percent of respondents strongly agreeing or agreeing with this statement. Among items in this key-topic area, respondents were least likely to strongly agree or agree with the statement, “I am confident that quick and decisive action will be taken if wrongdoing is discovered among people I work with” (I2), with a combined 55.8 percent of respondents agreeing.

Importance Analysis

Four of the five items in this key topic have a statistically significant impact on overall

employee satisfaction with the integrity of delivering services to customers. Of these items, “Employees I work with generally behave ethically in the workplace” (I1) has the greatest impact (see Table C9 of Appendix C). Next on the list of most important items on this topic is “I am confident that quick and decisive action will be taken if wrongdoing is discovered among the people I work with” (I2). None of the five specific items was significantly different from its 2017 ratings but knowing how to report unethical behavior (I4) was significantly lower than in 2014.

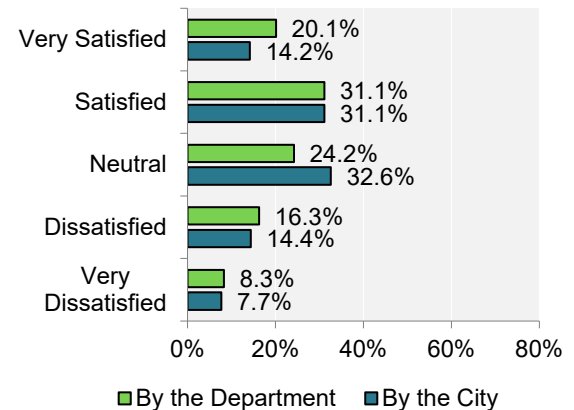
Demographic Analysis

As with many of the other key-topic areas, overall employee satisfaction with the integrity of the employees they work with in delivering services to customers (I6) was positively associated with working for less time for the City as well as higher pay and higher levels of education. White employees also expressed higher levels of agreement compared to their Black counterparts, significantly with I1, employees behave ethically, and I3, know how to report unethical behavior (see Tables B-II through B-9I for a full list of these demographic comparisons).

Employee Relations within Department and City

Three items were used to evaluate satisfaction with the handling of employee relations issues in the department and the City. Two overall items were included to measure satisfaction separately by the department and the City. As indicated in Figure 3-10, about half of employees said that they were satisfied with the handling of employee relations by the department (51.2%) and the City (45.3%). These ratings are comparable to the satisfaction ratings made in 2017.

Figure 3-10: Satisfaction with the handling of your employee relations issues by the City and the Department



The 2022 mean rating for handling employee relations issues by the City is 3.30, while the mean for 2017 was comparable at 3.24. The mean rating for handling employee relations issues by the Department in 2022 is 3.38, similarly, the mean in 2017 was 3.28. Neither item significantly differed from 2017 (see Table D10 in Appendix D).

Performance Analysis

The highest-rated item in this key-topic area was, “If I have a complaint or a question about employee policies and procedures, I know where I can go to get the information I need” (J3). As indicated in Table A10 in Appendix A, a combined 70.4% of employees strongly agreed or agreed that they had this knowledge. With a mean rating of 3.79, however, even this item fell below the 4.0 mark on the five-point scale.

“Promotions made in my department are based on employee qualifications” (J1) has the lowest mean rating (3.16) of all the items presented on this key topic. A combined 30.3% of employees “strongly disagreed” or “disagreed” with this statement.

While these ratings are somewhat low in comparison to other key-topic areas, one of the three items statistically increased since 2017. “Promotions made in my department are based on employees’ qualifications” (J1) showed a significant increase from a mean rating of 2.93 in 2017 to a mean rating of 3.16 in 2017.

Importance Analysis

As indicated in Table C10a (overall satisfaction with the handling of employee relations by the City) and C10b (overall satisfaction with the handling of employee relations by the Department) of Appendix C, all three items in each table in this key-topic area have a statistically significant impact on overall employee satisfaction with the handling of employee relations issues. The strongest predictor of satisfaction in this key-topic area is, “If I have a complaint in my department, it will be handled fairly” (J2).

Demographic Analysis

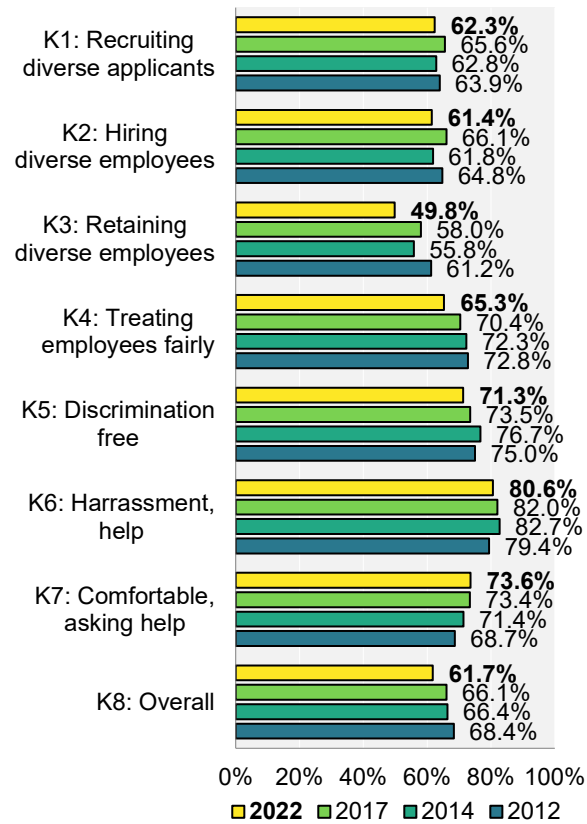
The results for this key topic are presented in Tables B-1J through B-9J of Appendix B. Overall employee satisfaction with the handling of employee relations issues by the City was significantly higher for employees working at the City for less time compared to their counterparts. Overall employee satisfaction with the handling of employee relations issues by the Department was significantly higher for employees with a graduate or professional degree, highest paid employees, supervisors/managers, those not entitled to overtime or comp time, those not in public safety roles, and employees working at the City for 2 years or less compared to their counterparts. Employees who worked for the City for 2 years or less, those not eligible for overtime or comp time, and those with graduate or professional degrees were significantly more likely to report higher ratings for topics such as promotions based on employee qualifications and that complaints are handled fairly. Employees making more money and those not in public safety roles were positively associated with higher ratings for three out of three of the topic areas within employee relations.

Diversity – City

In the key-topic area of Diversity and Equal Employment Opportunities, employees were asked to rate specific items for the City and their department. Each question series contained seven specific items and one overall satisfaction item. The first question series (discussed in this section) involved questions about diversity in the City in general. Figure 3-11 presents the percentage of respondents that are “Very

Satisfied” or “Satisfied” with each of the City diversity items.

Figure 3-11: Diversity and equal employment opportunities in the City



The 2022 mean rating of 3.70 is similar to the mean rating of 3.74 in 2017.

Performance Analysis

Only one of the seven specific items in this key-topic area rated the City above a 4.00 mean rating. It is “If I were to experience harassment or discrimination, I would know where to turn for help” (K6c) with a mean rating of 4.02. The item with the lowest mean rating of 3.44 remains “Retaining employees of diverse backgrounds” (K3c). However, none of the ratings changed significantly from 2017 except for the item regarding retaining employees of diverse backgrounds which decreased from 3.61 in 2017 to 3.44 in 2022. See Table D11 of Appendix D for additional details.

Importance Analysis

As indicated in Table C11a of Appendix C, five of the seven items in this key-topic area have a statistically significant impact on overall employee satisfaction with diversity in the City. The strongest predictor of satisfaction in this key-topic area is, “Hiring employees of diverse backgrounds” (KC2). The second strongest predictor of satisfaction is “Feel comfortable asking for help with discrimination” (KC7). The third predictor is “Providing an environment free of discrimination” (KC5).

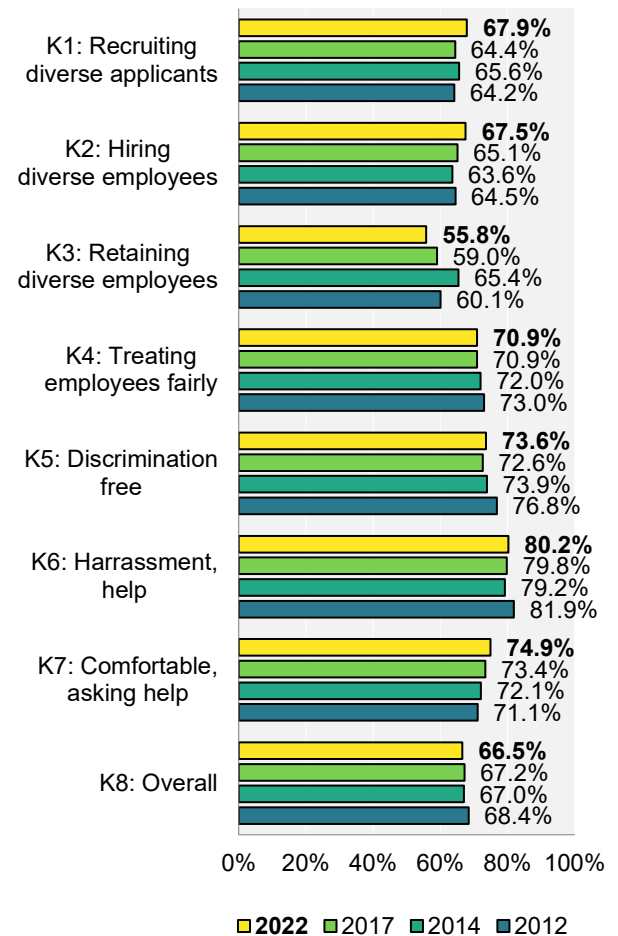
Demographic Analysis

As indicated in Tables B-1K through B-9K, specifically for items K1c to K8c, in Appendix B, overall employee satisfaction with the city’s handling of diversity (K8c) was statistically impacted by length of employment, specifically having a worked at the City for 2 years or less had a positive association. These patterns are similar to those in other topic areas within diversity and equal employment opportunities. Those making more money and those that have worked for the City for 2 years or less are statistically more likely to report higher ratings for many topic areas. Supervisors/managers and those not eligible for pay or comp time reported statistically higher ratings for feeling comfortable asking for help with discrimination in the City as a whole. Men were more likely than women to report higher ratings for the specific item that the City provides an environment free of discrimination but did not differ significantly for any other items about diversity within the City government as a whole. It is particularly noteworthy that there were no significant differences in ratings of any of the City-focused items based on respondent’s race/ethnicity (see Table B-7K).

Diversity – Department

The second series of questions about diversity involved questions about diversity and equal employment opportunities in the employee’s department. Figure 3-12 presents the percentage of respondents “Very Satisfied” or “Satisfied” with each of the department diversity items.

Figure 3-12: Diversity and equal employment opportunities in my department



The 2022 mean rating of 3.77 is similar to the mean rating of 3.73 in 2017 and is not a statistically significant difference.

Performance Analysis

Similar to the ratings of diversity and equal employment opportunities in the City, only one of the seven specific items in this key-topic area was rated above 4.00. “If I was to experience harassment or discrimination, I would know where to turn for help” (K6) had a mean rating of 4.07 for 2022 which is almost the same as the mean rating in 2017 (see Table D11 of Appendix D for additional details).

Importance Analysis

As indicated in Table C11b of Appendix C, all but one of the seven items in this key-topic area have a statistically significant impact on employee overall satisfaction with diversity in

their departments. The strongest predictor of satisfaction in this key-topic area is “Providing an environment free of discrimination” (KD5) followed by “Hiring employees of diverse backgrounds” (KD2) and “Treating employees with fairness and respect” (KD4).

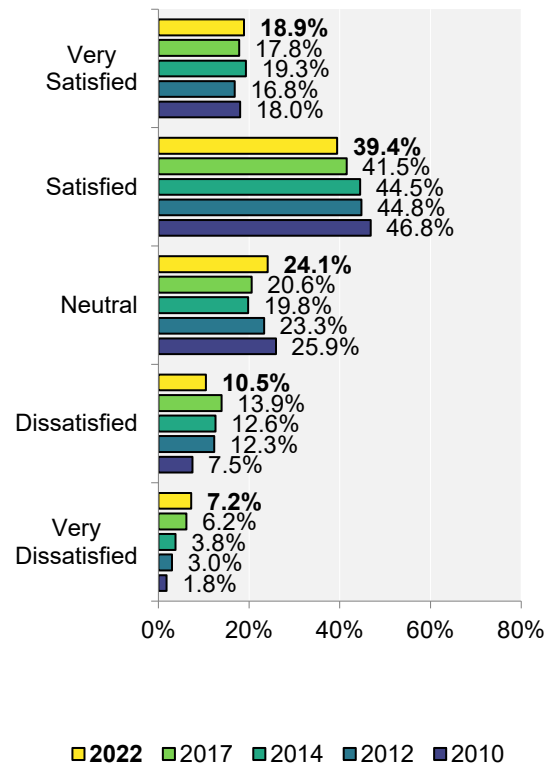
Demographic Analysis

As indicated in Tables B-1K through B-9K, specifically for items K1d to K8d, in Appendix B, overall employee satisfaction with their department’s handling of diversity (K8d) issues was similar to their satisfaction with the city’s handling of diversity issues, but the department ratings show more significant differences. Shortest length of employment, non-public safety status, and higher pay with the City were all statistically significant factors in overall satisfaction with diversity and equal employment opportunities at the department level. Other races, besides White or Black, were more likely to report feeling comfortable asking for help with discrimination from their Department, but Black and White respondents did not differ significantly on any of the department-focused items. Working for less time, non-public safety status, non-entitlement to overtime or comp time, higher pay, and higher education status contributed to significantly higher ratings for topic areas within diversity and equal employment opportunities within their Department.

Workplace Environment

Five items were used to evaluate employees’ workplace environment. Unlike the previous key topics, this key topic included one negatively worded item: “My job produces a large amount of personal stress” (L1). Overall, more than one-half of the City of Charlottesville employees (58.3%) felt satisfied with their working environment. The mean rating for this key topic overall evaluation is 3.52 on a five-point scale. Figure 3-13 presents the distributions of employees’ responses on this item.

Figure 3-13: Satisfaction with the environment in which you work



The 2022 mean rating for this item of 3.52 represents a mean rating nearly identical to the mean of 3.51 in 2017 (see Table D12 in Appendix D).

Performance Analysis

The negatively worded item “My job produces a large amount of personal stress” was the highest rated with a mean of 3.76. Of all the positively worded items for this key-topic area, “I have the flexibility to balance work and personal life” (L4) received the highest rating. Slightly under two-thirds (64.7%) of employees agreed with this statement with a mean rating of 3.64.

One of the workplace environment items statistically increased since 2017. “Have sufficient time to do a quality job” (L3) showed a significant increase from a mean rating of 3.38 in 2017 to a mean rating of 3.55 in 2022.

Importance Analysis

Four of the five items, “I feel that I am in a positive work environment” (L5), “I have the flexibility I need at work to balance my work and my personal life” (L4), “I have sufficient time to

do a quality job” (L3), and “I have less stress in my job now than I did one year ago” (L2), in this key-topic area have a statistically significant impact on employees’ overall satisfaction with their working environment (see Table C12 of Appendix C). Of these items, “I feel that I am in a positive work environment” (L5) has the greatest impact.

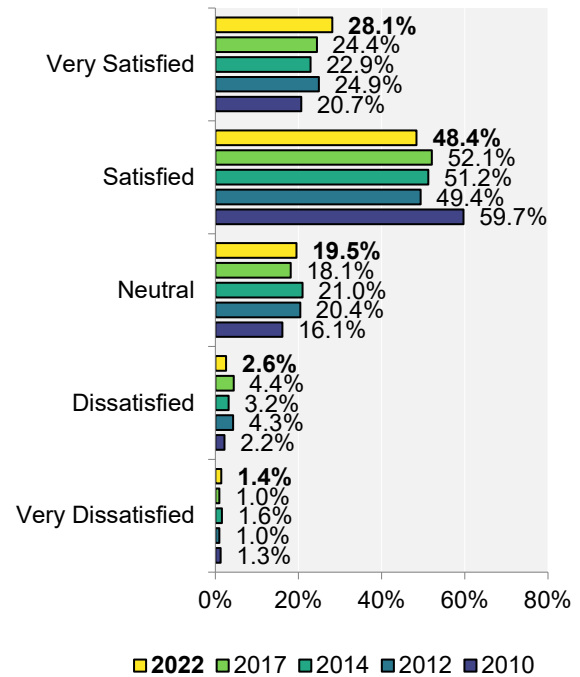
Demographic Analysis

As indicated in Tables B-1L through B-9L of Appendix B, employee overall satisfaction with the work environment (L6) was significantly higher for those with a graduate or professional degree, those non-eligible for overtime pay, those with the shortest tenures, women, those making more than \$19.99 an hour, and non-public safety employees. White employees reported significantly lower rates of having sufficient time to do a quality job. Public safety officials had some of the lowest ratings for workplace environment, specifically with having less stress in their job than a year ago (L2). Significant rating differences were also present in other topics within workplace environment based on gender, length of employment, pay level, overtime pay eligibility, supervisors/managers, and educational degree.

Personal Safety of Employees

Three items were used to evaluate employees’ personal safety. Two of the items were positively worded (N1 and N2) and one was negatively worded (N3): “I am concerned about possible violence in my workplace.” Overall, employees are satisfied with their personal safety. More than three-quarters (76.5%) of City employees are “very satisfied” or “satisfied.” Figure 3-14 presents employees’ ratings for this item.

Figure 3-14. Satisfaction with your personal safety in the workplace



The 2022 mean rating for this item is 3.99 and is slightly, but not significantly, higher than the mean rating of 3.94 in 2017 (see Table D13 in Appendix D).

Performance Analysis

Eight in ten employees (80.1%) agreed or strongly agreed that they received the training they need to do their job safely (N1). More than three-quarters of City employees (77.1%) agreed or strongly agreed that they perceived their work environment to be safe (N2). Ratings on the negatively worded item (N3) indicate that most Charlottesville City employees are not concerned about possible violence in their workplace as just 17.3 percent agreed or strongly agreed with this statement, which is a decrease from 2014 and 2017 (see Table A17 in Appendix A for more information).

One of the items in this key-topic area, “Concerned about possible violence in my workplace” (N1) showed a statistically significant decrease in 2022, going from 2.56 in 2017 down to 2.31, indicating that employees felt safer from workplace violence than they did in 2017. This could be a positive outcome of the fact that many employees worked from home and

City offices were closed to the public during the COVID pandemic.

Importance Analysis

Table C13 of Appendix C displays the importance results of the items used to evaluate the personal safety of City employees. All three items, “I perceive my work environment to be safe” (N2), “I receive the training I need to do my job safely” (N1), and the reverse-coded negatively-worded item, “I am (not) concerned about possible violence in my workplace” (N3r) have statistically significant impacts on employee overall satisfaction with personal safety in the workplace.

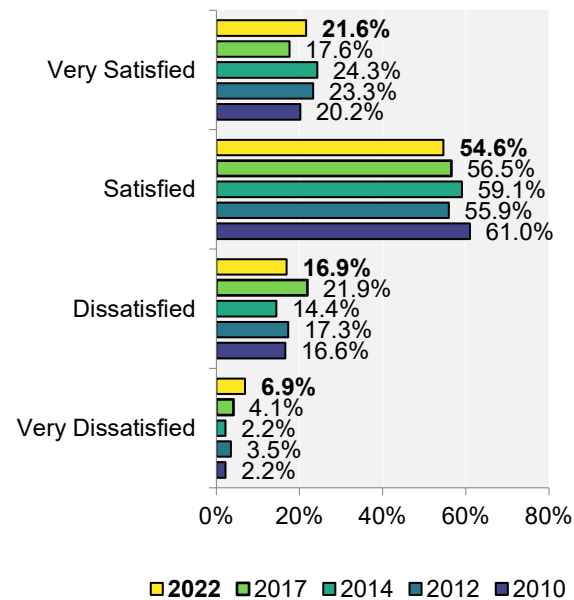
Demographic Analysis

The demographic analysis results for this key-topic area are presented in Tables B-1N through B-9N of Appendix B. Employees who have worked two years or less for the City, those in non-public safety roles, and those being paid more are more likely to give higher ratings of overall satisfaction with personal safety in the workplace at the City of Charlottesville. Gender was not a statistically significant factor in measuring overall employee satisfaction with personal safety in the workplace. However, White employees report lower levels of receiving training to do their job safely than employees in the combined category of other races/ethnicities or multi-racial.

Training and Development Efforts

Seven positively worded items were used to evaluate the City’s training and development efforts. The item “I am provided with the training I need for professional development” was added for 2022. Overall, just over three-quarters (76.2%) of employees are satisfied with the training they received. This item was rated at 2.91 on a four-point scale (refer to Figure 3-15 for employees’ ratings) and does not reflect a significant increase since 2017 when the mean rating was 2.88 (see Table D14 in Appendix D). Note that the four-point scale was used for the overall training question, while the specific training items used the same five-point scale as seen in other key-topic areas.

Figure 3-15. Satisfaction with the training you receive.



Performance Analysis

Of the items used to evaluate training and development efforts, “I have used skills that I learned in training offered or provided by my department” (O4) was rated the highest. About 8 out of 10 employees (79.5%) “strongly agreed” or “agreed” with this statement. On the five-point scale, this item received a mean of 3.99. Next on the list of highest rated items in this category is “Training has helped me improve my on-the-job skills” (O1) which received a mean of 3.80, with 71.7 percent of employees expressing agreement or strong agreement with the statement (see Table A18 in Appendix A).

The new item “I am provided with the training I need for professional development” (O3) was the lowest-rated item with a mean of 3.47. More than half (56.8%) of employees “strongly agreed” or “agreed” with the statement (see Table A18 in Appendix A). None of the items were rated significantly differently compared to 2017, except “Opportunity to receive training is fair” (O4), where the mean rating increased significantly from 3.37 in 2017 to 3.57 in 2022.

Importance Analysis

The importance analysis of the items in this key topic reveals that all but one of the seven items

are statistically significant predictors of overall employee satisfaction with the training received. “I am provided with the amount of training I need to do my job well” (O2) and “The quality of training that I receive allows me to do my job well” (O7) have the strongest relationships to overall satisfaction with training. The only item that was not a statistically significant indicator of employee satisfaction with training received (when other items were statistically controlled) was “I have used skills that I learned in training offered or provided by my department” (O5; Table C15 of Appendix C)

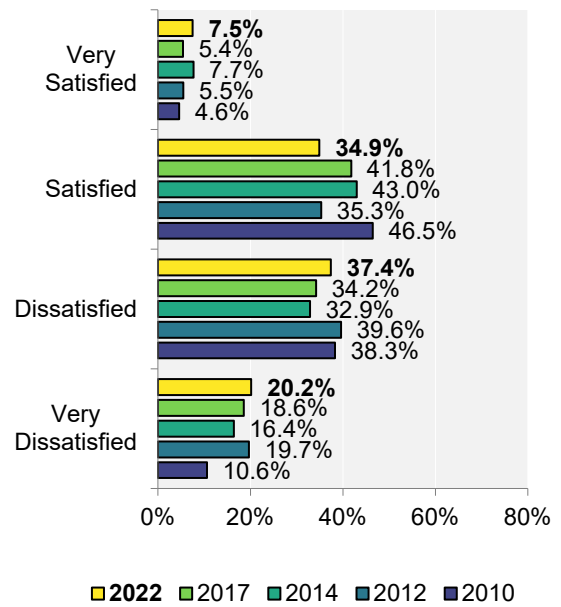
Demographic Analysis

The demographic comparison results for these items and the demographic variables are presented in Tables B-10 through B-90 of Appendix B. In general, women, those working for two years or under, non-public safety officials, higher paid and higher educated employees were more satisfied with the training they received than were their counterparts.

Employee Pay

Four specific items and one general item were used to evaluate employee pay. The specific items were rated on a five-point scale. However, the question evaluating overall satisfaction with pay was rated on a four-point scale. Overall, less than one-half of City employees (42.4%) expressed satisfaction with their pay (see Figure 3-16).

Figure 3-16. Satisfaction with your pay



The 2022 mean rating for this item averaged a score of 2.30 on the four-point scale, which represents a rating similar to the 2017 mean rating of 2.34 (see Table D15 in Appendix D).

Performance Analysis

As indicated in Table A19 of Appendix A, the employee pay item “If I have a question about pay, I can get an answer quickly and easily” (P1) received the highest score of all the pay items. A combined 61.8% of employees “strongly agreed” or “agreed” with the statement. The lowest-rated pay satisfaction item was “My pay is about the same as or better than I would receive if I were doing the same type of work for another organization” (P2). Less than one-fifth (19.2%) of respondents “strongly agreed” or “agreed” with this statement.

Mean ratings for one of the four items in this key-topic area, “I can get answers about pay” (P1) increased significantly from 2017 (see Table D15 in Appendix D).

Importance Analysis

Table C16a of Appendix C shows the importance results of the items used to evaluate satisfaction with employee pay. Three of the four items have a statistically significant impact on overall employee satisfaction with pay, and

of these items, “I feel that I am compensated fairly” (P3) has the greatest impact, followed by “My pay is about the same as or better than I would receive if I were doing the same type of work for another organization” (P2).

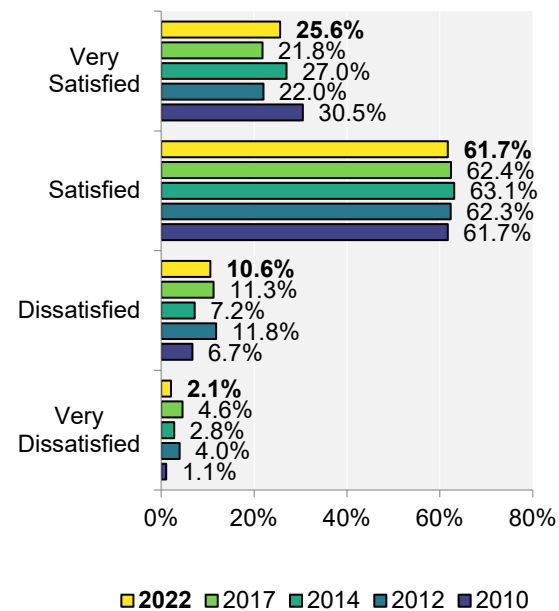
Demographic Analysis

Overall, satisfaction ratings with pay (P9) were significantly higher for those working for the City for 2 years or less, those not in public safety roles, employees not eligible for overtime pay, and those paid \$30 or more per hour. Women were significantly more satisfied with their pay than their male counterparts. They also showed significantly more interest in a program that would combine all leave and allow it to be used for any reason (mean rating of 3.54) than men (mean rating of 3.20). Similarly, female employees were more likely to say that the pay is better or the same than other organizations. Those with a high school, GED, or less were less interested in combining all leave than those with a higher education. There was no significant difference in pay satisfaction between Black and White employees. As with many of the other key-topic areas, employees who have been employed for less than two years are significantly more satisfied with their pay than employees who have been employed by the City for longer. Those paid more expressed higher levels of satisfaction with pay in most areas in this topic (see Tables B-1P through B-9P of Appendix B).

Employee Benefits

As also indicated in Table A19 of Appendix A, four specific items and one general item were used to evaluate satisfaction with employee benefits. A new item “I would like the opportunity for remote work to be part of my benefits package” was added for 2022. This key topic’s overall satisfaction rating was also rated on a four-point scale. Overall, close to nine out of ten (87.3%) employees are “very satisfied” or “satisfied” with their benefits (see Figure 3-17).

Figure 3-17. Satisfaction with your benefits



The 2022 mean rating for this item was 3.11 on a four-point scale, which represents a statistically significant increase from the 3.01 mean rating observed in 2017 (see Table D15 in Appendix D).

A new item for 2022 was added to gauge employee’s opinion on collective bargaining. Specifically, employees were told, “Virginia law now permits local governments to commit to collective bargaining about pay levels with their employees” and then were asked, “Would you favor or oppose collective bargaining for the City of Charlottesville” from strongly favor to strongly oppose. Overall, a combined 63.3% somewhat favor or strongly favor collective bargaining, 24.1% were neutral, and a combined 12.7% somewhat or strongly opposed. The mean rating for this item was 3.83.

Performance Analysis

Of the employee benefits items, “If I have a question about benefits I can get it answered quickly, accurately, and easily” (P5) received the highest average rating (4.04) of all the items in this key topic. More than eight in ten employees (81.1%) agreed or strongly agreed with the statement. The next highest rated items in this category are “I am satisfied with the retirement benefits offered by the City of Charlottesville” with a mean rating of 3.71 (P7) and “I would like the opportunity for remote work to be part of my

benefits package” with a mean rating of 3.57 (P8).

Mean ratings for one of the three items in this key-topic area, “I can get answers about benefits” (P5), increased significantly from 3.88 in 2017 to 4.04 in 2022. Table A 19 of Appendix A contains a detailed description of the frequency and means results for these items.

Importance Analysis

Three of the items in this key topic related to employee benefits have a statistically significant impact on overall employee satisfaction with benefits (see Table C16b in Appendix C). “I am satisfied with the retirement benefits offered by the city of Charlottesville” (P7) has the strongest relationship to satisfaction with overall benefits. In addition, “If I have a question about benefits I can get it answered quickly, accurately, and easily” (P5) is significant. Interest in a combined leave program is not statistically related to overall employee satisfaction with benefits.

Demographic Analysis

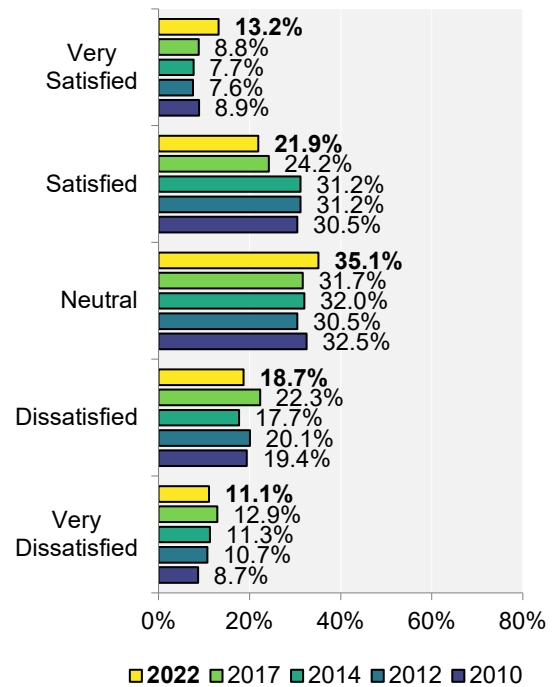
Tables B-1P through B-9P in Appendix B show the satisfaction ratings by demographics. Overall, satisfaction ratings with benefits (P10) were significantly higher among those with higher education, higher pay, those not entitled to overtime pay, and women. Those with less education were more likely to report lower ratings for satisfaction with retirement benefits and opportunities for remote work to be part of their benefits package. White employees were less likely to report wanting the opportunity for remote work in their benefits and gave lower ratings to the ability to get answers about benefits compared to the “other races or multi-racial group”. Employees paid the most are more likely to report wanting remote work in their benefits package. Overall, public safety officials have many significant differences in benefits preferences and feelings than their counterparts.

Favorability for collective bargaining was significantly higher for public safety officials, men, those eligible for overtime pay, those not in supervisor or management roles, those making under \$30 an hour, and employees with less education compared to their counterparts.

Performance Appraisals

Five items were used to evaluate employee opinions about performance appraisals. All five items were positively worded and rated on a five-point scale. Overall, just one-third of the employees (35.1%) expressed satisfaction with the appraisal of their performance (see Figure 3-19).

Figure 3-18. Satisfaction with performance appraisals



The 2022 mean rating for this item yielded a score of 3.07 on a five-point scale and is not a statistically significant difference from the mean rating of 2.94 in 2017 (see Table D16 in Appendix D). The mean ratings for all the items were unchanged from 2017, except for “Managers tell me when I do a good job” which had a significantly higher mean in 2022 (3.61) compared to 2017 (3.39).

Performance Analysis

Of all the performance appraisal items, “My managers tell me that I do a good job” (Q5) received the highest score with a mean of 3.61 (see Table A20 in Appendix A). Next on the list of highest rated items in this category is “I get feedback about my performance” (Q1) with a mean rating of 3.38.

The item “Our performance appraisal system is effective overall in the form it is implemented in my department” (Q4) received the lowest mean rating of 2.65.

Importance Analysis

Table C17 of Appendix C presents the importance results of the different items used in this key topic on employee overall satisfaction with the performance appraisals. Three of the five items in this key-topic area had a statistically significant impact on employee satisfaction with performance appraisals. The items with the greatest impact were “Our performance appraisal system is effective overall in the form it is implemented in my department” (Q4), “My managers tell me when I am doing a good job” (Q5), and “I get enough feedback about my performance” (Q1).

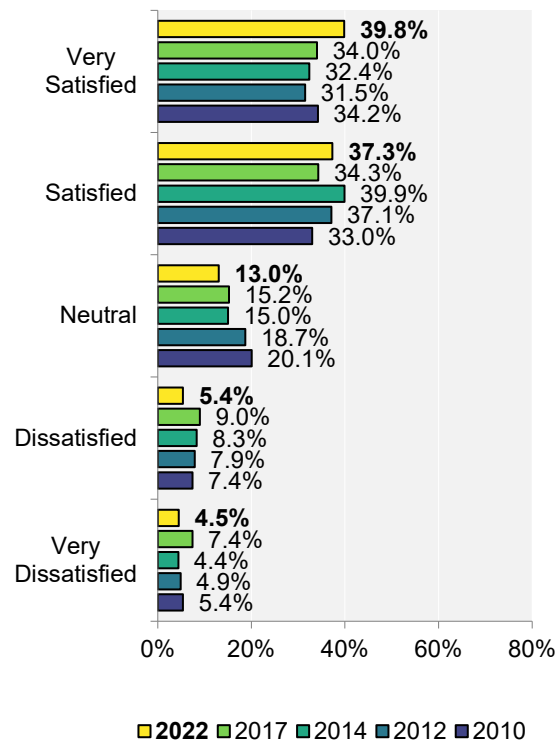
Demographic Analysis

Overall satisfaction with performance appraisals was higher among new employees, Black and multi-race or other-race employees, and employees in non-public safety positions. See Tables B-1Q through B-9Q in Appendix B for details.

Issues Concerning Immediate Supervisor

Eight items were used to evaluate specific issues concerning immediate supervisors, along with one general item assessing overall satisfaction with immediate supervisors. All items were rated on a five-point scale. Overall, employees are satisfied with their immediate supervisors. Three in four (77.1%) employees expressed satisfaction with their immediate supervisor. Figure 3-20 presents the distribution of responses for this item.

Figure 3-19. Satisfaction with your immediate supervisor



The 2022 mean rating for this item was 4.02, which is a statistically significant increase from the 2017 mean rating of 3.78 and the 2014 mean rating of 3.88 (see Table D17 in Appendix D).

Performance Analysis

Of all the specific items in this key-topic area, “My supervisor is generally available when I need assistance” (R7) received the highest score with a mean rating of 4.18. Nearly four out of five (84%) employees “strongly agreed” or “agreed” with this statement (see Table A21 in Appendix A). The item “My supervisor communicates to me how my pay is determined” (R8) received the lowest score with a mean of 3.08 (see Table A21 in Appendix A).

As seen in Table D17 in Appendix D, the mean ratings for four questions within this topic increased significantly from 2017.

Importance Analysis

Table C18 of Appendix C presents the importance results of the different items used in this key topic of employees’ overall satisfaction with their immediate supervisors. All but two of the eight items in this key-topic area are

statistically significant predictors of overall satisfaction with employee supervisors. The strongest predictor of overall employee satisfaction with their supervisor is “My supervisor promotes or shows an active interest in my career development” (R5). The next two strongest predictors of overall satisfaction were “My supervisor is generally available when I need assistance” (R7) and “My supervisor allows me and the people in my department the authority and responsibility we need to do our job” (R1).

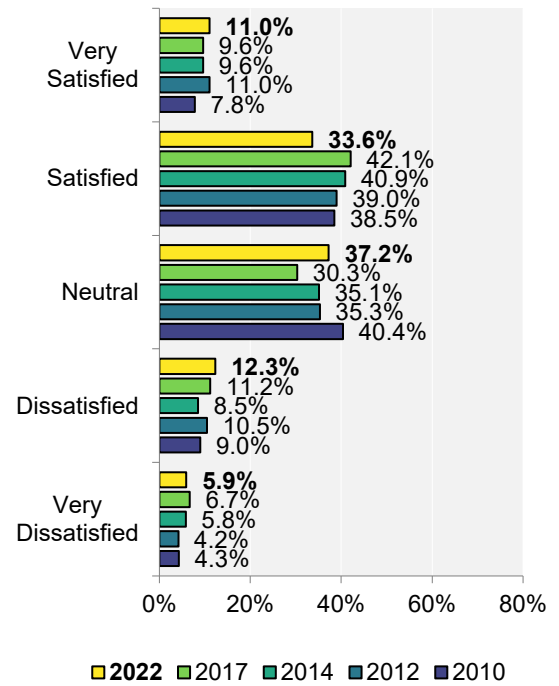
Demographic Analysis

The demographic analysis results for the items in this key-topic area and various demographic variables are displayed in Tables B-1R through B-9R of Appendix B. When asked about overall satisfaction with immediate supervisors (R9) in the context of the relatively specific “issues” in the preceding questions, satisfaction with immediate supervisors was only impacted by the length of employment, hourly pay rate, and education, with higher ratings coming from newer employees, those with higher pay, and those with higher levels of education.

Issues Concerning Division Managers

Eight items were used to evaluate specific issues concerning division managers, along with one general item assessing overall satisfaction with division managers. The questionnaire defined division-level managers to include those who manage staff, those who manage work functions, but *not* department heads. Overall, less than half of employees (44.6%) felt satisfied or very satisfied with the city’s managers and nearly as many (37.2%) said they were neutral on this question. Figure 3-20 displays employees’ responses on this item.

Figure 3-20. Satisfaction with the city's managers



The 2022 mean ratings for this item averaged a score of 3.31, which is not a statistically significant difference from the 3.37 mean rating observed in 2017 (see Table D18 in Appendix D).

Performance Analysis

Table A22 of Appendix A presents the rating results for the items used to evaluate issues concerning division-level managers. The item “Managers give enough authority to employees for them to fulfill their responsibilities” (S1) received the highest rating with a mean score of 3.69. “People are promoted to management positions based on their ability to manage effectively” (S6) received the lowest rating with a mean score of 2.88.

Importance Analysis

The relationships of issues concerning managers at the City level with employees’ overall satisfaction with City managers are presented in Table C19 of Appendix C. The results show that six of the eight items had a statistically significant impact on employee overall satisfaction with City managers. Of the statistically significant items, “The City’s personnel policies are interpreted and used fairly by managers” (S8) has the greatest

impact on overall satisfaction with City managers. The next three items in order of impact are “People are promoted to management positions based on their ability to manage effectively” (S6), “Managers are held accountable for the end results they produce” (S3), and “Managers cooperate well with each other” (S2).

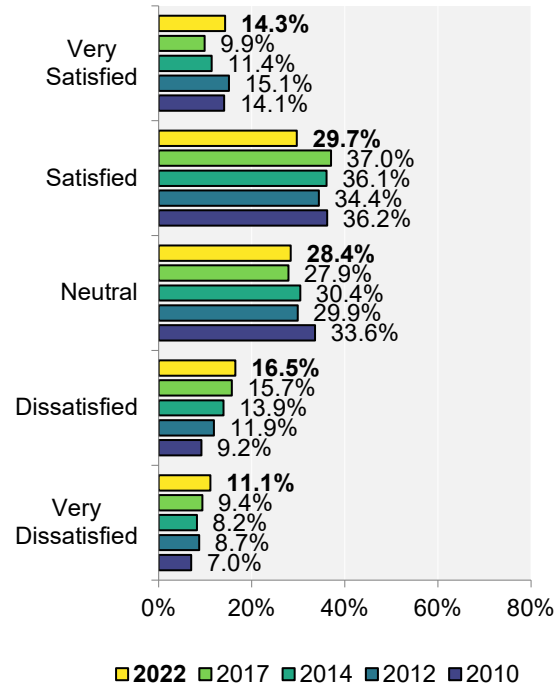
Demographic Analysis

The demographic analysis results (refer to Tables B-1S through B-9S of Appendix B) show that short-tenured employees, non-safety role employees, high hourly pay employees, and employees with more education gave significantly higher ratings of their overall satisfaction with division managers than did their counterparts.

Working Relationships with Upper Management

Seven items were used to evaluate the employee’s working relationship with upper management, along with one general item assessing overall satisfaction with their working relationship with upper management. “Upper management” was defined in the questionnaire to include department heads and those above them, but not the City Council. Overall, less than half of employees (44%) said they were satisfied with their working relationship with upper management. Over one-fourth of the employees (27.6%) expressed dissatisfaction with that relationship (see Figure 3-21).

Figure 3-21. Satisfaction with working relationship with upper management



Performance Analysis

Table A23 of Appendix A presents the rating results for the items used to evaluate working relationships with upper management. All the items averaged a rating of 3 or higher. The item “I feel free to discuss problems and concerns with Upper Management” (T1), received the highest mean rating, with a score of 3.27.

Importance Analysis

The importance results of issues concerning working relationships with upper management are presented in Table C20a of Appendix C. The results show that four of the seven items have a statistically significant impact on overall employee satisfaction with their relationship to upper management. Of these items, trust in upper management (TM7) and confidence in upper management (TM6) had the greatest impact. The other items that had a significant impact on satisfaction with upper management were “Upper management has realistic expectations of employees” (TM5) and “Upper management is concerned about employees and their problems” (TM4).

Demographic Analysis

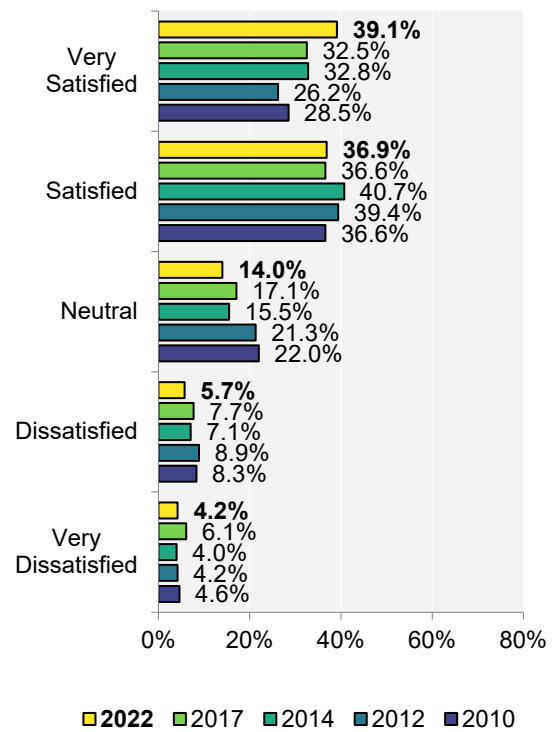
The demographic analysis results (see Tables B-1T through B-9T of Appendix B) show that short-tenured employees, non-public safety employees, those ineligible for overtime pay, high hourly pay employees, multi-race employees, and employees with professional or graduate degrees were all more likely to express higher overall satisfaction with their relationship with upper management (T8m) than their counterparts.

Working Relationship with Immediate Supervisors

Section V of the questionnaire also asks respondents about their relationship with their immediate supervisors in direct parallel with upper management. These questions were in addition to the separate section concerning satisfaction with immediate supervisors (section R). Seven items were used in section V to evaluate general attitudes concerning immediate supervisors, along with one item assessing overall satisfaction with immediate supervisors.

More than three-quarters (76%) of employees are satisfied with their working relationship with their immediate supervisors and the average mean score was 4.01. This represents a significant increase in satisfaction compared to 69% in 2017 (mean score of 3.82). See Figure 3-22 and Table D19 in Appendix D.

Figure 3-22. Satisfaction with working relationship with immediate supervisor



Performance Analysis

Table A23 of Appendix A presents the rating results for the items used to evaluate issues concerning employees’ relationship with immediate supervisors. All the items were rated on a 5-point scale and averaged a score of 3 or higher. As is usually the case in organizational surveys, ratings for immediate supervisors were more favorable than ratings for upper management. The item “I feel free to discuss problems and concerns with my immediate supervisor” (T1) received the highest mean rating among the supervisor items in section V, with a score of 4.12.

The mean rating of five of the seven items in this key-topic area showed a significant increase from 2017 (see Table D19 in Appendix D). These items include, “I trust my immediate supervisor,” “I am confident in my immediate supervisor,” “My immediate supervisor has realistic expectations of employees,” “My immediate supervisor is concerned about employees and their problems, and “My immediate supervisor’s actions are consistent with his/her messages.”

Importance Analysis

The importance results of issues concerning working relationships with immediate supervisors are presented in Table C20b of Appendix C. The results show that four of the seven items have a statistically significant impact on overall employee satisfaction with that relationship (TS8). Of these items, trust in immediate supervisors (TS7) and confidence in immediate supervisors (TS6) have the greatest impact. Further, “I feel free to discuss problems and concerns with my immediate supervisor” (TS1) and “My immediate supervisor has realistic expectations of employees” (TS5) also had a significant impact on overall employee satisfaction with their working relationship with immediate supervisors.

Demographic Analysis

As indicated in Tables B-1T through B-9T of Appendix B, short-tenured employees, and employees with higher pay and a higher level of education were more likely to express overall satisfaction than their counterparts with their working relationship with their immediate supervisors (T8s).

Chapter 4: Remote Work

Recognizing the profound impacts of the COVID-19 pandemic on how and where people do their work, the 2022 Employee Survey included an additional section about work from the office and work from home (Part III) that was not included in prior versions of the survey. Employees were asked to report how often they work from home, how working from home affects their job, and their attitudes towards remote work.

All employees were asked, “Regardless of your current work arrangement, would you say that, for the most part, the responsibilities of your job...” and the response options were “mostly can be done from home,” “are about evenly split,” and “mostly cannot be done from home” (M1). A little less than one-quarter said, “are about evenly split,” 45.3 percent reported their work mostly cannot be done from home, and 30.7 percent said their job can mostly be done from home.

All employees were asked if they were currently working from home (M3). A combined 60.5% of employees said they currently rarely or never work from home, 12.4% said they work from home “some of the time” and a combined 27.1% said they work from home “most of the time” or “all of the time.” Employees were also asked if they had worked remotely before the start of the COVID-19 pandemic and almost 9 out of 10 employees rarely or never worked from home (a combined 89.3%) (M2).

Currently Rarely or Never Work from Home

For employees who selected “rarely” or “never” work from home, a combined 55.2% agreed or strongly agreed that they preferred working at their office or workplace and 27.6% were neutral on the topic (M3a). A combined 35.3% of employees who rarely or never work from home agreed there were more opportunities for advancement by coming into their workplace (35.4% reported they were neutral on this topic, M3b). Generally, these employees did not report they felt pressure to come into their workplace as a combined 44% disagreed or strongly disagreed with this statement and 28.7% were neutral on the topic (M3c).

Currently Work from Home Some, Most, All of the Time

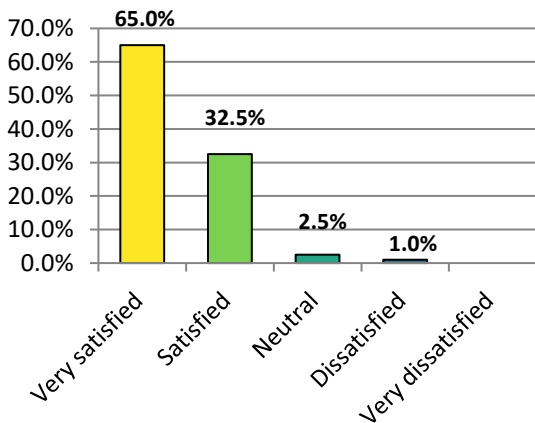
For employees who worked from home some of the time, most of the time, or all of the time, *Center for Survey Research*

59.9% reported working from home had made it easier to do their job and meet deadlines, 33.5% said it had no effect, and only 6.6% said it made it harder (M3f). Of employees who worked from home, 61.7% felt as connected to coworkers as before, 29.1% felt less connected, and 9.2% felt more connected (M3g). Over three-quarters of those working from home also felt their ability to advance in their job was about the same (i.e., working from home did not make it easier or harder to advance in their job) and ease of being fairly evaluated by their immediate supervisor was rated as about the same (79.6%) (M3j). The one area that employees working from home did find easier was their work/life balance, as over 78.7% reported that had gotten easier (M3i).

For employees working from home, most had consistent internet (97.9% agreed or strongly agreed, M3k), a combined 89.4% had all the training and technology needed to work remotely (M3l), and almost a combined three-quarters reported they were more productive working remotely (M3o). Working remotely also did not decrease most employees’ feelings of being part of a team (66.5% disagreed or strongly disagreed, M3m), did not increase stress related to their home situation (89.1% disagreed or strongly disagreed, M3p), and did not increase stress related to training and technology requirements (89.6% disagree or strongly disagreed, M3q). Further, a combined 89.3% agreed or strongly agreed with the statement, “Remote work could be considered a benefit to my job” (M3n).

Overall satisfaction ratings with the remote work they used in their positions (M3r) are presented in Figure 4-1. A combined 97.5% of employees working remotely said they are very satisfied or satisfied with the remote work used in their position, and the mean rating for this item is 4.59 (see Table A15 in Appendix A).

Figure 4-1. Satisfaction with the remote work used in your position



Importance Analysis

Five of the seven items concerning remote work had a significant impact on employees’ overall satisfaction with remote work. Of these, “Remote work could be considered a benefit to my job” (M3n) and “I have all the training and technology needed to work remotely” (M3l) had the strongest influence in this key-topic area (see Appendix C, Table C14).

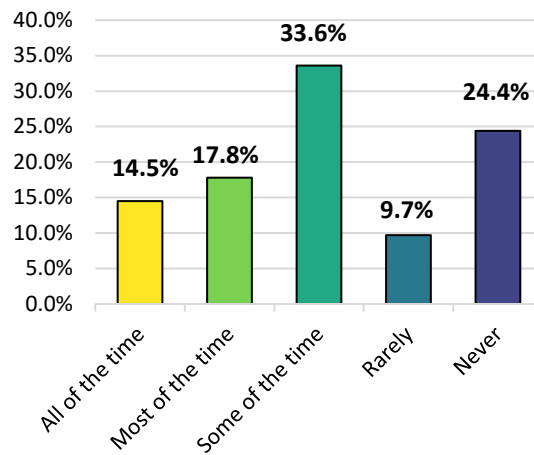
Demographic Analysis

Overall satisfaction with remote work was significantly higher for non-public safety officials. Men, those working for the most or least amount of time for the City, public safety officials, those entitled to overtime pay, supervisors/managers, those making \$15 to \$19.99, those with less than a 4-year college degree, and employees with defined benefit for retirement package all reported a significantly lower preference for remote work in their future than their counterparts. Black employees reported being significantly more stressed due to an increase in training and technology requirements for remote work. Those employees with a college degree felt less a part of a team than those with degrees below a 4-year degree. Public safety officials reported significant differences in preference for remote work in most aspects of feelings toward remote work, compared with their counterparts. Employees who are eligible for overtime reported lower rates of having training and technology for remote work (see Tables B-1M to B-9M in Appendix B).

Work from Home, Work From Office Preferences

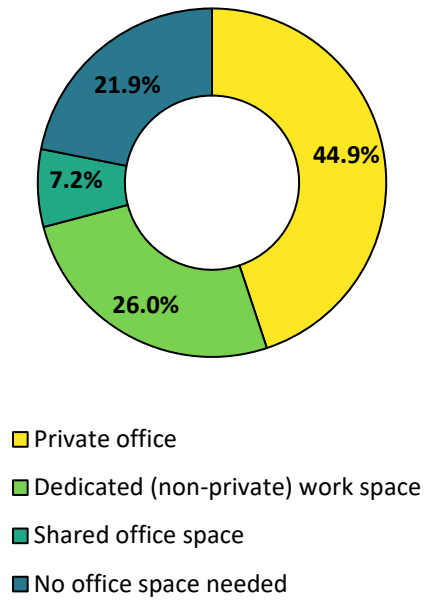
All employees were asked “how you prefer your current job be conducted in the future? Would you prefer to work at home...” and the response options were “all of the time,” “most of the time,” “some of the time”, “rarely,” or “never.” A combined 32.3% preferred to work from home all or most of the time, 33.6% preferred to work some of the time from home, and a combined 34.1% preferred to work from home rarely or never (see Figure 4-2).

Figure 4-2. Preferred amount of time to work from home



In terms of office space, all employees were asked “What type of office space do you need for your job.” Approximately 44.9% reported they needed a private office space, 26.0% reported they could work in a space not fully private but dedicated to them during their work hours, 7.2% reported they could work in a non-private, shared office available to workers on a first-come basis, and 21.9% reported they did not need an office space (see Figure 4-3).

Figure 4-3. Type of office space needed



Overall Analysis of Key-Topic Areas

In this section, the key-topic areas presented previously are compared to each other, and their importance is compared to the performance ratings. This helps to identify areas of strength and weakness and may indicate areas that could be of higher priority for the City of Charlottesville to address.

Performance Ratings

Table 2 contains the performance measures for each of the key-topic areas. The measures are the means of all the individual items comprising each of the key-topic areas, based on a five-point scale. This approach avoids problems comparing mean ratings for single items rating key-topic areas overall that use different rating scales.

The performance ratings are divided into three levels: *High*, *Medium*, and *Low*. The City of Charlottesville performs highest on fair treatment of customers (key-topic area D) and commitment to the City of Charlottesville (A), with the former earning a rating of 4.42 and the latter 4.29. The lowest performing areas are performance appraisals (Q) and employee pay (P), with mean ratings of 3.02 and 2.73 respectively.

Overall, these rankings are very similar to those from the 2017 survey. All key-topic areas remain in the same categories of *high*, *medium*, and *low* as they did in 2017. Just over half of the mean ratings increased relative to 2017, with Issues concerning immediate supervisors, Relationships with immediate supervisors, Performance appraisals, and Personal safety of employees showing the most improvement. Nine of the twenty-two topic areas showed a decline. While some of these are relatively modest changes, Integrity of employees, Dignity and worth, and Relationships with upper management showed the sharpest declines in mean score rank.

Table 2. Overall Key Topic Performance Ratings

Key-Topic Areas	Items	Mean
High		
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
Medium		
Personal safety of employees	N1-N3*	3.92
Diversity in the Department	K1-K7	3.88
Issues concerning immediate supervisors	R1-R8	3.83
Relationships with immediate supervisors	T1-T7*	3.83
Diversity in the City workforce	K1-K7	3.77
Quality of department workforce	B1-B5	3.77
Dignity and worth	F1-F5	3.74
Integrity of employees	I1-I5	3.74
Employee empowerment	G1-G5	3.74
Training and development	O1-O7	3.71
Employee benefits	P5-P8	3.68
Low		
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

* Items L1, N3, TS2, TM2, and S5 were reverse-coded for this analysis.

Perceived Importance

In addition to the ratings of the individual items contained in the various key topics, employees were asked to identify the issues they thought were most important for the City of Charlottesville to address. A list of twenty-three items was given, and employees could choose up to four categories as most important to them for the City to address.

Table 3 presents employees' responses on these items. The numbers in the *Count* column of the table indicate the number of times a particular category was chosen, out of 1,545 responses, or approximately 3.71 responses per employee. The *Percent of cases* column represents the percentages of employees who selected the item from the list. For example, 78.5% of all responding employees chose "Pay" as one of the areas they most want the City to address.

The list of issues that correspond to the key topics was separated into three categories: *High*, *Medium*, and *Low*. The breakpoints used to group these key topics were selected to provide a reasonable balance in the list. Key topics were classified as "High", "Medium", and "Low" importance when the percentage of cases was, respectively, 16 percent or higher, equal to or greater than 9 but less than 166 percent, and less than 9 percent.

Employee's pay (P1-4), benefits (P5-8), dignity and worth (F1-F5), and communication (H1-H5) topped the list of issues that are most important to employees. Pay was chosen by 78.5 percent of the City of Charlottesville's employees. Benefits, dignity and worth, and communication were chosen by 26.5, 25.7, and 25.3 percent of employees, respectively. The next three items listed by employees as being the most important issues for management to address were training and development (O), performance appraisals (Q), and quality of the workforce (B).

Issues concerning immediate supervisors (R) was the least important issue for management to address, chosen by only 2.9 percent of the employees. Commitment to the City of Charlottesville (A) and fair treatment of customers (D) were also among the list of items mentioned rarely by employees as areas of concern (see Table 3).

Table 3. Ranked List of Issues by Importance to Employees for Management to Address

<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%
Medium		
Employee empowerment	72	15.0%
Workplace environment	63	13.2%
Diversity and employment opportunities	54	11.3%
Issues concerning immediate supervisors and upper management as a group	47	9.8%
Creativity of employees	46	9.6%
Employee relations	43	9.0%
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%
Total	1545	322.5%

Priority Analysis

In interpreting these results, it can be useful to combine the analysis of perceived importance (as selected by employees) on the one hand, and the measures of performance on the other, to examine where each key-topic area falls on these two dimensions simultaneously. A “Priority Matrix,” shown in Table 4, combines the perceived importance levels with the performance levels.

Key topics located in the upper-left cell of the priority matrix, at the intersection of high performance and high importance, are considered strengths. There are no key topics that show high performance and are frequently mentioned as needing the attention of management at this time.

Key topics that are high in importance but low in performance – found in the lower-left cell of the priority matrix – suggest areas that are the highest priority for change. These items include communication along with two key topics that are commonly found in this area of the priority matrix: employee pay and performance appraisals. These same three items were identified in this area in 2017.

In the second area of priority are key topics with high importance ratings and moderate performance ratings. This area includes dignity and worth, training and development, employees benefits, and quality of the workforce. The first three of these items were also identified in this area in 2012 and 2014. The quality of the workforce was previously viewed as a moderate-importance topic and has since increased in perceived importance.

In the third area of priority are key topics with moderate importance ratings and low-performance ratings. This priority area includes employee relations, workplace environment, and relationships with upper management, as it did in 2017.

Since 2017, relationships with immediate supervisors have increased from low to medium performance, making this a lower-priority item. Relationships with upper management have increased from low to medium importance, making this a higher-priority item.

Table 4. Priority Matrix: Perceived Importance and Performance Ratings

		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

Derived Importance

Another way to determine the relationships of key-topic areas to overall employee satisfaction with the City of Charlottesville as a place to work is through the use of zero-order correlations. This will be called the *derived importance* in this report. The purpose of this analysis is to use statistical techniques to determine which key topics are most strongly correlated with an employee's overall satisfaction.

The *zero-order correlation coefficient* represents the overall association of each independent variable with the overall employee satisfaction score. These coefficients can vary from -1 to +1, with positive numbers indicating positive correlations (i.e., high ratings on overall satisfaction being associated with high key topic ratings) and negative numbers representing negative correlations (low ratings on overall satisfaction being associated with high key topic ratings or vice versa). In this survey, all of the key topic summary items are positively correlated with overall employee satisfaction. The strength of the relationship is given by the magnitude of the correlation coefficient. Coefficients that are close to +1/-1 represent stronger correlations. The zero-order correlation results are presented in Table 5.

Dignity and worth (F) and workplace environment (L) are the issues most related to overall employee satisfaction statistically, and thus the highest in derived importance. The coefficients for these two key-topic areas are 0.70. and 0.68 respectively. These issues were also the top two issues in the 2017 survey. Also, similar to the 2017 results, three other issues are strongly related to overall employee satisfaction. They are communication (H), relationships with upper management (T), and employee empowerment (G). However, two items that were in the 'High' group in 2017 have moved down to 'Medium' in derived importance in 2022: diversity in the department and quality of the department workforce. Conversely, issues concerning division managers moved up from 'Medium' derived importance in 2017 to 'High' in 2022.

Creativity of employees (E), fair treatment of customers (D), and employee benefits (P) are the weakest statistical drivers of employees' overall satisfaction with the City as a place to work.

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Table 5. Overall Key Topic Derived Importance

<i>Key-Topic Areas</i>	<i>Zero order correlation coefficient</i>
High	
Dignity and worth	0.70
Workplace environment	0.68
Relationships with upper management	0.64
Communication within the City of Charlottesville	0.64
Issues concerning division managers	0.62
Employee empowerment	0.61
Medium	
Employee relations in the City	0.56
Employee relations in the Department	0.55
Commitment to Charlottesville	0.50
Employee pay	0.50
Performance appraisals	0.49
Quality of department workforce	0.47
Training and development	0.46
Integrity of employees	0.45
Diversity in the Department	0.45
Personal safety of employees	0.43
Low	
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

Priority Analysis

The priority matrix introduced earlier can also be created using the derived importance levels instead of the perceived importance levels. Table 6 combines the derived importance levels with the performance levels. Taken together with the performance scores (mean ratings) of the overall key topic evaluations, the results suggest areas of higher priority for bringing about an increase in levels of “Employee overall satisfaction.”

The priority matrix identifies “Commitment to the City of Charlottesville” as an area of great strength for Charlottesville. This key-topic area scored high in performance and medium in derived statistical importance. This is similar to the 2014 and 2017 survey results.

There are four key-topic areas in the area of greatest priority for attention in 2022. They are “workplace environment,” “communication,” “relationships with upper management,” and “issues concerning division managers.” These would be the areas of highest priority for the City. The first three of these were also part of this group in 2017. “Issues concerning division managers” is a new addition to the category, as this topic area has moved up in derived importance from medium in 2017 to high in 2022.

Next on the list of priorities would be “employee empowerment” and “dignity and worth.” These key-topic areas scored high in derived importance and medium in performance. This is consistent with the 2012, 2014, and 2017 survey results where both areas were identified in this group.

Following these issues on the priority list are “employee relations in the department,” “employee pay,” and “performance appraisals.” These are moderate statistical drivers of employee satisfaction but scored low on performance ratings. The first two key-topic areas were identified in this group in 2017, but performance appraisals have become stronger drivers of overall employee satisfaction since then.

The area of low derived importance and high performance includes “Creativity of employees,” “Responsiveness to customers’ needs,” and “Fair treatment of customers.” These three areas continue to be rated the same as they were in 2012, 2014, and 2017. These are areas that are

doing well and do not require specific attention by the City.

Table 6. Priority Matrix: Derived Importance and Performance Ratings

		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 	

Perceived and Derived Importance

In previous sections, two methods for determining the importance of the key-topic areas to employee satisfaction were used: perceived importance and derived importance. The reader has undoubtedly noticed that the ranking of the key-topic areas is different for the two methods, as illustrated in Table 7. This raises the question of which ranking is “correct.” The answer is that they are both correct.

For the perceived importance rankings, employees were asked to choose the four areas that are most important for management to address. When doing this, employees are likely to use a rational or cognitive approach when making their choices. It is perfectly rational for employees to focus on issues such as pay and benefits, as increases in both of these areas will certainly make an employee better off.

The derived importance rankings are developed statistically from the answers given by employees throughout the questionnaire. Their answers are related to their ratings of the overall satisfaction question through correlation analysis. From that analysis, it is possible to determine the key-topic areas that affect employee satisfaction, that is, what makes an employee happy or unhappy—an affective or emotional response. As a result, the highest-ranking key topics, employee empowerment and dignity and worth, are more emotional in nature.

Using the two approaches to determine importance rankings provides the opportunity to assess both the cognitive (rational) and affective (emotional) processes used by individuals to form attitudes toward their workplace environment. When developing strategies to improve overall satisfaction with the workplace environment, management should take into consideration both the cognitive and affective judgments. These judgments have been sorted out and displayed in the two priority matrices illustrated in the prior section.

Table 7. Perceived and Derived Importance Rankings

<i>Perceived</i>	<i>Derived</i>
Pay	Dignity and worth
Benefits	Workplace environment
Dignity and worth	Relationships with upper management
Communication within the City of Charlottesville	Communication within the City of Charlottesville
Training and development	Issues concerning division managers
Performance appraisals	Employee empowerment
Quality of the workforce	Employee relations in the City
Employee empowerment	Employee relations in the Department
Workplace environment	Commitment to Charlottesville
Diversity and employment opportunities	Pay
Issues concerning immediate supervisors and upper management as a group	Performance appraisals
Creativity of employees	Quality of department workforce
Employee relations	Training and development
Issues concerning division managers	Integrity of employees
Responsiveness to needs of customers and clients	Diversity in the Department
Integrity of employees	Personal safety of employees
Personal safety of employees	Relationship with immediate supervisor
Commitment to Charlottesville	Diversity in the City workforce
Fair treatment of customers	Issues concerning immediate supervisors
Issues concerning immediate supervisors	Responsiveness to customer needs
	Creativity of employees
	Fair treatment of customers
	Employee benefits

Summary

Overall Stability

In contrast to the survey results from 2017, which (compared to the 2014 survey) showed a decline in ratings in many key topics as well as in general satisfaction, the 2022 survey reveals that employee ratings of each key-topic area are largely unchanged from 2017. As seen in Table 8, none of the key-topic areas is lower in 2022 than it was in 2017, and three topics are significantly higher: employee benefits, issues with immediate supervisor, and working relationship with immediate supervisor. Given all that happened in Charlottesville government in the intervening five years—the COVID-19 epidemic, the tragedies of August 2017, and the ensuing five years of public controversy and rapid leadership turnover—this is an unexpected finding. However, Table 8 also shows that nine of the overall ratings of key-topic areas this year are still rated lower than they were in 2014.

Overall Satisfaction Declined Again

Despite the stability of the key-topic ratings, two of the three measures of overall employee satisfaction went down significantly from 2017 to 2014. These are the global 7-point scale of overall satisfaction with the City as a place to work (changing from 5.13 in 2017 to 4.82 in 2022), and the follow-up question (on a 5-point scale) asking whether the employee would recommend the City as a place to work (down from 3.79 to 3.46). The third global question, asking whether, in the past two years, the City has gotten better or worse as a place to work, was unchanged in its mean value of 2.92 but showed a sharply higher division of opinion. Fewer employees said things had stayed the same, and there were increases in the percentages saying both ‘better’ and ‘worse.’ The percentage of employees rating things as ‘better’ was about equal to the percentage rating things as ‘worse.’

It is not clear what drove the overall satisfaction items to decline or to produce more divided outcomes. While there are specific questions that did decline from 2017 to 2022, the factors driving the decline in satisfaction are not being captured by the summary items that cover the various key-

Table 8. Significant Changes in Key-Topic Areas Across Years

<i>Key-Topic Areas</i>	<i>Difference from 2017</i>	<i>Difference from 2014</i>
Commitment to Charlottesville	–	Lower
Quality of department workforce	–	Lower
Responsiveness to customer needs	–	Lower
Fair treatment of customers	–	–
Creativity of employees	–	–
Dignity and worth	–	–
Employee empowerment	–	–
Communication within the City of Charlottesville	–	–
Integrity of employees	–	Lower
Employee relations in the Department	–	–
Employee relations in the City	–	Lower
Diversity in the City workforce	–	–
Diversity in the Department	–	–
Workplace environment	–	–
Personal safety of employees	–	–
Training and development	–	Lower
Employee pay	–	Lower
Employee benefits	Higher	–
Performance appraisals	–	–
Issues concerning immediate supervisors	Higher	Higher
Issues concerning division managers	–	–
Relationships with upper management	–	–
Relationships with immediate supervisor	Higher	–
City rating overall satisfaction	Lower	Lower
Rating compared to 2 years ago	–	–
Recommend to others	Lower	Lower

topic areas. One possibility is that the declines in overall satisfaction measures are a result of increased uncertainty among employees about the stability of leadership and what may lie ahead as senior vacancies are filled. This is suggested by the high importance given to division managers, upper management, and workplace environment in our derived (correlation-based) analysis of importance of the key topics. These three key topics, along with communication and employee relations, were among the topics rated lowest by employees in 2022.

Strengths, Challenges, Priorities

Areas receiving high ratings from employees include:

- Fair treatment of customers
- Commitment to the City

- Responsiveness to customers’ needs
- Creativity of employees

Employees gave lowest ratings to:

- Employee pay
- Performance appraisals
- Relationships with upper management
- Workplace environment
- Issues concerning division managers
- Communication within the City
- Employee relations in the Department and City

We evaluated the relative importance of the various topics in two ways: by allowing employees to choose the topics most important to them (*perceived importance*) and by analyzing correlations of each topic with overall satisfaction (*derived importance*). Derived importance focuses on the factors that actually drive differences in satisfaction levels among employees.

Based on the choices of employees, the most important areas are:

- Employee pay
- Benefits
- Dignity and worth
- Communication within the City
- Training and development
- Performance appraisals
- Quality of the workforce

The highest levels of derived importance were for:

- Dignity and worth
- Workplace environment
- Relationships with upper management
- Communication within the City
- Issues concerning division managers
- Employee empowerment

By considering the performance ratings jointly with the ratings of importance, we created two versions of a priority matrix that identifies areas of strength (higher performance, high importance) and priority areas for improvement (low performance, high importance). As noted already, the areas of high performance are employee commitment, creativity, and customer service (fair customer treatment and responsiveness to customer needs). Based on

perceived importance, the highest priority areas for attention are:

- Employee pay
- Performance appraisals
- Communication

Based on derived importance, the highest priorities are:

- Issues concerning division managers
- Workplace environment
- Communication
- Relationships with upper management

Both lists of priority areas are very similar to the priorities identified in the 2017 employee survey.

Demographic Differences and Similarities

Appendix B of this report analyzes how specific survey questions differ across the categories of nine demographic and workplace variables. Table 9 summarizes these differences for the overall rating of each topic area and the overall satisfaction questions.

The table makes clear that some groups of employees gave more favorable ratings to many of the key topics. These generally more favorable ratings come from those hired in the last two years, those with higher levels of education, those with higher levels of pay, and those who are exempt from getting overtime or comp time (most of whom are higher paid employees). Supervisors and managers are also more positive in some areas, such as their opportunities for creativity, their empowerment, and their commitment to the City.

The table also shows that employees in the public safety departments (police and fire) give lower ratings across the board. The lack of satisfaction in these departments is also evident in the open-ended comments provided by those employees within the survey.

Table 9 shows very few differences in topic ratings based on the race or ethnicity of the employee. Black and white employees of the City are very similar in which areas they rate high or low. In fact, black employees report significantly higher levels of overall satisfaction, improvement in the last two years, and recommending the City as a place to work than do employees of other races or ethnicities. Especially noteworthy is that

there are no significant differences in the ratings given to the City’s efforts to promote diversity (in their department or the City government as a whole) by employees across the three categories of race/ethnicity.

There are very few significant differences based on the gender of the employee. In fact, the only differences are positive for women (at least in subjective terms): they express higher

satisfaction with their rate of pay, their benefits, training, and their workplace environment. In fact, female employees are significantly more positive than men in their overall satisfaction with working for the City.

The results above speak positively to the City’s achievements in the often-challenging areas of diversity, equity, and inclusion.

Table 9. Significant Demographics for Key-Topic Areas

<i>Key-Topic Areas</i>	<i>Gender</i>	<i>Length of Employment</i>	<i>Police, Firefighters, Sheriff's Deputy (yes vs. no)</i>	<i>Overtime Pay/Comp Time (yes vs. no)</i>	<i>Supervisor or Manager (yes vs. no)</i>	<i>Hourly Pay (amt.)</i>	<i>Race/Ethnicity</i>	<i>Education Level</i>	<i>Retirement Benefit Package</i>
Commitment to Charlottesville			Non CPD/CFD higher	Non-overtime/comp higher	Supervisor/manager higher	Higher pay higher		Higher education level higher	
Quality of department workforce		New employees higher	Non CPD/CFD higher	Non-overtime/comp higher		Higher pay higher		Higher education level higher	
Responsiveness to customer needs		New employees higher							
Fair treatment of customers		New employees higher							
Creativity of employees			Non CPD/CFD higher		Supervisor/manager higher	Higher pay higher		Higher education level higher	
Dignity and worth		New employees higher	Non CPD/CFD higher	Non-overtime/comp higher		Higher pay higher			
Employee empowerment		New employees higher	Non CPD/CFD higher	Non-overtime/comp higher	Supervisor/manager higher	Higher pay higher		Higher education level higher	
Communication within the City of Charlottesville		New employees higher	Non CPD/CFD higher			Higher pay higher	White lower		
Integrity of employees		New employees higher				Higher pay higher		Higher education level higher	
Employee relations in the Department and City		New employees higher	Non CPD/CFD higher	Non-overtime/comp higher	Supervisor/manager higher	Higher pay higher		Higher education level higher	
Diversity in the City workforce		New employees higher							
Diversity in the Department		New employees higher	Non CPD/CFD higher			Higher pay higher			
Workplace environment	Women higher	New employees higher	Non CPD/CFD higher	Non-overtime/comp higher		Higher pay higher		Higher education level higher	
Remote work			Non CPD/CFD higher			Higher pay higher			
Personal safety of employees		New employees higher	Non CPD/CFD higher			Higher pay higher			
Training and development	Women higher	New employees higher	Non CPD/CFD higher			Higher pay higher		Higher education level higher	
Employee pay	Women higher	New employees higher	Non CPD/CFD higher	Non-overtime/comp higher		Higher pay higher		Higher education level higher	
Employee benefits	Women higher			Non-overtime/comp higher		Higher pay higher		Higher education level higher	
Performance appraisals		New employees higher	Non CPD/CFD higher				Other/multi-racial higher		
Issues concerning immediate supervisors		New employees higher				Higher pay higher		Higher education level higher	
Issues concerning division managers		New employees higher	Non CPD/CFD higher			Higher pay higher		Higher education level higher	
Relationships with upper management		New employees higher	Non CPD/CFD higher	Non-overtime/comp higher		Higher pay higher	White lower	Higher education level higher	
Relationships with immediate supervisor		New employees higher				Higher pay higher		Higher education level higher	
Overall satisfaction with Charlottesville	Women higher	New employees higher	Non CPD/CFD higher	Non-overtime/comp higher		Higher pay higher	Black higher	Higher education level higher	

Remote Work

Recognizing the profound impacts of the COVID-19 pandemic on how and where people do their work, the 2022 Employee Survey included an additional section about work from the office and work from home that was not included in prior versions of the survey. Employees were asked to report how often they work from home, how working from home affects their job, and their attitudes towards remote work.

While only about one in ten employees worked from home before the pandemic, about a quarter of employees were still working mostly from home at the time of the 2022 survey. Those employees who work from home at least part of the time were asked about possible advantages or disadvantages to working remotely, and majorities reported little or no concern with losing touch with colleagues, loss of work efficiency, whether their supervisor would evaluate them fairly, or other possible disadvantages of remote work. Over three-quarters of those who were working remotely agreed that it made their work/life balance easier to manage. A combined 97.5% of employees working remotely said they are very satisfied or satisfied with the remote work used in their position.

Looking to the future, City employees were about evenly split between those preferring to work from home, those preferring a hybrid form of work split between home and office, and those preferring to work mostly or always from the office.

Steady State or Upward Trend?

As seen above, overall job satisfaction is significantly lower now than in 2017, while most of the other rating areas are not significantly changed. The previous Charlottesville employee survey was completed five tumultuous years ago. This leaves us without comparable information on what employees' views of their work were like in the intervening years.

On one hand, the lack of change between 2017 and 2022 could mean that city management was able to maintain a steady state of satisfaction in all of the key-topic areas despite the public controversies and management changes that occurred after August 2017. More likely, but not

directly demonstrable from the current survey data, is that employee perceptions of work conditions went down as top City officials came and went in rapid succession, and then rose again to roughly match their 2017 levels as the situation began to stabilize.

Whatever the past trajectory, the goal of City management—present and future—will certainly be to work toward improvement for all the City's employees. City leadership can use the 2022 survey results as a starting point for constructive engagement with City employees to understand the full breadth and depth of the sources of both positive and negative opinions regarding working conditions and overall satisfaction with the City as an employer. Given the high levels of creativity and commitment to the City among its employees, that process of continued engagement will surely lead to positive changes for the City of Charlottesville.