

# Appendix A

## *Frequency and Mean Tables by Key-Topic Sections*

## Part I – Key Aspects of Work

<b>Table A1</b>								
<b>Employee Commitment to the City of Charlottesville</b>	<b>Year</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>		
<b>A1. I am committed to helping my department and the City of Charlottesville succeed</b>	2022	65.8	29.9	4.0	0.0	0.4	4.61	529
	2017	60.7	34.6	4.2	.2	.2	4.55	425
	2014	63.2	33.8	3.1	0.0	0.0	4.60	391
	2012	26.5	41.6	22.7	6.1	3.1	4.52	401
<b>A2. I am willing to put in a great deal of effort to help the City of Charlottesville be successful</b>	2022	58.4	33.2	7.4	0.6	0.4	4.49	527
	2017	53.3	36.6	8.7	1.2	.2	4.42	424
	2014	56.2	35.1	7.7	1.0	0.0	4.46	390
	2012	54.7	33.6	10.2	1.2	.2	4.41	402
<b>A3. My values and the values of my department are similar</b>	2022	34.0	34.4	19.7	7.8	4.2	3.86	524
	2017	33.3	37.5	13.9	10.4	5.0	3.84	424
	2014	37.9	33.2	15.9	9.5	3.6	3.92	391
	2012	32.8	38.3	13.9	10.9	4.0	3.85	402
<b>A4. I intend to be working for the City of Charlottesville a year from now</b>	2022	58.0	25.1	9.3	4.5	3.1	4.30	514
	2017	62.6	22.7	9.2	2.7	2.9	4.39	414
	2014	58.3	28.6	8.2	3.1	1.8	4.39	391
	2012	59.5	23.9	12.4	2.5	1.7	4.37	402
<b>A5. I have a strong commitment to the City of Charlottesville as my employer</b>	2022	47.9	31.4	13.4	5.3	1.9	4.18	528
	2017	51.1	31.0	12.6	3.3	1.9	4.26	419
	2014	53.5	36.8	6.7	2.8	0.3	4.40	389
	2012	52.6	32.7	10.7	3.0	1.0	4.33	401
<b>A6. Overall, I am very committed to the City of Charlottesville</b>	2022	44.7	38.3	10.8	4.5	1.7	4.20	528
	2017	49.6	34.1	11.2	2.9	2.2	4.26	414
	2014	51.3	37.8	9.1	1.0	0.8	4.38	386
	2012	49.0	37.9	9.8	2.5	0.8	4.32	396

<b>Table A2</b>								
<b>Quality of your Department's Workforce</b>	<b>Year</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b> (%)	<b>4</b> (%)	<b>3</b> (%)	<b>2</b> (%)	<b>1</b> (%)		
<b>B1. Employees know their jobs</b>	2022	24.5	47.2	18.7	6.9	2.7	3.84	523
	2017	28.6	49.4	12.8	6.4	2.8	3.95	423
	2014	32.2	51.5	9.5	6.2	0.5	4.09	388
	2012	33.3	49.3	10.0	5.5	2.0	4.06	400
	2010	31.9	50.8	10.8	5.5	1.1	4.07	474
<b>B2. Employees have the technical skills to do their jobs well**</b>	2022	22.3	48.7	20.2	6.1	2.7	3.82	524
	2017	24.9	46.9	16.6	8.5	3.1	3.82	422
	2014	29.1	51.0	12.1	7.0	0.8	4.01	388
	2012	32.3	48.5	10.0	7.5	1.8	4.02	400
	2010	26.4	51.7	13.5	7.6	0.8	3.95	474
<b>B3. Employees are great at turning problems into opportunities</b>	2022	17.3	29.9	32.8	16.6	3.5	3.41	519
	2017	17.5	39.6	27.1	11.5	4.3	3.54	417
	2014	18.0	39.6	28.8	11.1	2.6	3.59	389
	2012	20.3	34.3	31.6	9.8	4.0	3.57	399
	2010	17.8	34.7	31.9	14.0	1.7	3.53	473
<b>B4. Most employees in my department work hard for the overall good of the city</b>	2022	30.4	43.6	15.9	8.0	2.1	3.92	523
	2017	31.6	46.1	13.1	5.5	3.8	3.96	421
	2014	35.9	40.8	15.4	5.9	2.1	4.03	390
	2012	32.5	45.3	13.8	6.3	2.3	4.00	400
	2010	33.5	43.9	15.6	5.7	1.3	4.03	474
<b>B5. I can count on other employees to do what they say they will do</b>	2022	26.4	39.7	23.6	8.2	2.1	3.80	522
	2017	25.7	43.0	20.0	6.5	4.8	3.78	416
	2014	26.0	42.3	21.6	7.8	2.3	3.82	385
	2012	28.1	44.4	17.3	8.3	2.0	3.88	399
	2010	24.1	47.4	18.6	7.2	2.7	3.83	473

\*\*Wording of question was slightly different in previous iterations

<b>Table A2 continued</b>								
<b>Quality of your Department's Workforce</b>	<b>Year</b>	<b>Very satisfied</b>	<b>Satisfied</b>	<b>Neutral</b>	<b>Dissatisfied</b>	<b>Very dissatisfied</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		(%)	(%)	(%)	(%)	(%)		
<b>B6. Overall, how satisfied are you with the quality of your department's workforce?</b>	2022	22.0	43.0	22.6	10.1	2.3	3.72	523
	2017	24.3	45.3	18.6	7.2	4.5	3.78	419
	2014	28.1	45.1	17.8	8.0	1.0	3.91	388
	2012	29.8	45.0	15.0	8.5	1.8	3.93	400
	2010	27.9	46.7	18.2	6.1	1.1	3.94	473

<b>Table A3</b>								
<b>Responsiveness to Customer Needs</b>	<b>Year</b>	<b>Very good</b>	<b>Good</b>	<b>Neutral</b>	<b>Poor</b>	<b>Very poor</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		(%)	(%)	(%)	(%)	(%)		
<b>C1. Delivers services on time</b>	2022	44.4	40.0	9.7	4.6	1.4	4.21	518
	2017	40.9	45.4	9.0	4.3	.5	4.22	421
	2014	47.4	41.2	8.0	2.8	0.5	4.32	388
	2012	48.3	40.3	7.3	3.8	0.5	4.32	400
	2010	46.8	40.9	9.5	2.1	0.6	4.31	472
<b>C2. Seeks to know customers' needs</b>	2022	40.6	40.0	13.5	4.3	1.5	4.14	517
	2017	38.8	41.7	13.8	4.3	1.4	4.12	420
	2014	41.9	40.8	14.2	3.1	0.0	4.21	387
	2012	44.3	38.5	11.5	4.8	1.0	4.20	400
	2010	41.9	41.7	12.6	3.4	0.4	4.21	470
<b>C3. Responds to customers' needs</b>	2022	42.1	42.1	10.9	3.7	1.4	4.20	516
	2017	42.5	42.0	10.9	3.6	1.0	4.22	421
	2014	48.6	36.7	13.2	1.6	0.0	4.32	387
	2012	49.5	35.5	11.3	3.3	0.5	4.30	400
	2010	49.5	38.4	10.0	1.9	0.2	4.35	469
<b>C4. Makes customer service representatives (staff who deal directly with customers) easy to contact</b>	2022	45.3	35.7	13.3	4.3	1.4	4.19	512
	2017	41.1	37.0	15.3	5.3	1.4	4.11	419
	2014	45.1	35.5	15.8	3.4	0.3	4.22	386
	2012	43.3	37.5	13.9	4.3	1.0	4.18	397
	2010	42.5	40.3	13.0	3.6	0.6	4.20	471

<b>C5. Provides easy access to information about programs and services</b>	2022	36.6	39.3	15.3	6.7	2.2	4.02	511
	2017	32.5	43.4	15.3	6.4	2.4	3.97	419
	2014	37.8	40.6	15.9	5.7	0.0	4.10	384
	2012	31.7	42.8	18.4	5.0	2.0	3.97	397
	2010	35.4	43.3	14.8	5.6	0.9	4.07	466

<b>Table A3 continued</b>								
<b>Responsiveness to Customer Needs</b>	<b>Year</b>	<b>Very satisfied</b>	<b>Satisfied</b>	<b>Neutral</b>	<b>Dissatisfied</b>	<b>Very dissatisfied</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>		
<b>C6. In your opinion, how satisfied are customers and clients with your department's responsiveness to their needs?</b>	2022	28.0	50.8	12.9	5.3	2.9	3.96	510
	2017	26.2	51.0	15.7	5.5	1.7	3.95	420
	2014	32.0	48.7	14.8	4.2	0.3	4.08	384
	2012	29.8	51.5	14.6	3.3	0.8	4.06	396
	2010	29.3	52.8	14.3	3.2	0.4	4.07	468

<b>Table A4</b>								
<b>Fair Treatment of Customers</b>	<b>Year</b>	<b>Very good</b>	<b>Good</b>	<b>Neutral</b>	<b>Poor</b>	<b>Very poor</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>		
<b>D1. The value of what customers get for their dollars, including taxes and fees</b>	2022	46.9	34.8	14.5	3.0	0.8	4.24	497
	2017	48.9	36.9	12.0	2.0	0.2	4.32	407
	2014	49.6	35.0	13.1	1.6	0.8	4.31	383
	2012	48.5	35.9	12.9	2.0	0.8	4.29	396
	2010	51.7	35.5	11.3	1.1	0.4	4.37	468
<b>D2. Deals honestly with customers</b>	2022	58.0	33.0	7.2	1.4	0.4	4.47	512
	2017	51.0	37.0	8.0	2.9	1.2	4.34	414
	2014	54.3	34.7	9.4	1.3	0.3	4.42	383
	2012	52.3	36.7	8.3	1.5	1.3	4.37	398
	2010	54.0	34.1	9.3	2.3	0.2	4.39	472
<b>D3. Treats customers courteously</b>	2022	56.7	35.1	6.8	0.8	0.6	4.47	515
	2017	53.0	36.9	8.6	.5	1.0	4.41	417
	2014	56.7	34.7	7.3	1.0	0.3	4.47	383
	2012	53.4	34.6	10.0	1.3	0.8	4.39	399
	2010	56.1	33.7	9.3	0.8	0.0	4.45	472
<b>D4. Treats customers with respect</b>	2022	59.9	33.1	5.8	0.6	0.6	4.51	514
	2017	53.7	35.9	8.7	.7	1.0	4.41	415
	2014	58.7	32.6	7.0	1.6	0.0	4.49	383
	2012	54.3	34.4	8.3	2.3	0.8	4.39	398
	2010	56.9	33.1	9.1	0.8	0.0	4.46	471

<b>Table A4 continued</b>								
<b>Fair Treatment of Customers</b>	<b>Year</b>	<b>Very satisfied</b>	<b>Satisfied</b>	<b>Neutral</b>	<b>Dissatisfied</b>	<b>Very dissatisfied</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>		
<b>D5. In your opinion, how satisfied are customers with the way they are treated by your department?</b>	2022	39.1	45.5	12.6	1.8	1.0	4.20	506
	2017	34.8	47.9	13.6	2.4	1.2	4.13	411
	2014	40.7	44.4	11.0	3.7	0.3	4.22	383
	2012	36.6	46.9	13.8	2.3	0.5	4.17	399
	2010	37.5	46.7	13.4	2.1	0.2	4.19	469

<b>Table A5</b>								
<b>Creativity, Initiative, &amp; New Ideas</b>	<b>Year</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
			<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	
<b>E1. Creativity is an essential part of performing well in my job</b>	2022	35.0	39.2	17.5	6.2	2.1	3.99	515
	2017	34.0	39.0	16.1	6.5	4.3	3.92	415
	2014	38.3	40.9	13.0	5.5	2.3	4.07	384
	2012	37.4	38.9	14.5	7.0	2.2	4.02	401
	2010	35.5	43.6	14.0	5.5	1.3	4.07	470
<b>E2. I am constantly on the lookout for new ways to improve our services</b>	2022	41.9	41.2	14.2	2.5	0.2	4.22	515
	2017	39.6	43.5	14.3	1.7	1.0	4.19	414
	2014	41.9	43.0	12.0	2.9	0.3	4.23	384
	2012	37.9	44.1	14.2	3.5	0.2	4.16	401
	2010	36.7	45.8	15.1	2.1	0.2	4.17	469
<b>E3. If I see a problem anywhere in the system, I make sure it gets fixed</b>	2022	31.8	47.7	16.6	3.5	0.4	4.07	512
	2017	26.4	45.3	21.8	5.1	1.5	3.90	413
	2014	28.8	44.4	21.0	5.5	0.3	3.96	385
	2012	27.8	42.5	23.0	5.5	1.3	3.90	400
	2010	25.1	42.9	27.0	4.9	0.0	3.88	466
<b>E4. I love being a champion for new ideas</b>	2022	34.3	41.4	21.2	2.5	0.6	4.06	510
	2014	34.2	37.9	24.8	2.9	0.3	4.03	383
	2012	30.1	41.1	23.8	4.3	0.8	3.95	399
	2010	25.9	43.9	27.8	2.4	0.0	3.93	467
<b>E5. I would like to participate in making higher level decisions</b>	2022	37.1	37.7	19.1	3.9	2.1	4.04	512
	2017	38.7	36.5	19.2	4.1	1.5	4.07	411
	2014	40.9	37.5	17.3	3.7	0.5	4.15	381
	2012	39.7	35.2	20.4	3.5	1.2	4.08	401
	2010	34.8	40.2	22.9	1.9	0.2	4.07	468

<b>Table A5 continued</b>								
<b>Creativity, Initiative, &amp; New Ideas</b>	<b>Year</b>	<b>Very satisfied</b>	<b>Satisfied</b>	<b>Neutral</b>	<b>Dissatisfied</b>	<b>Very dissatisfied</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		(%)	(%)	(%)	(%)	(%)		
<b>E6. Overall, how satisfied are you with the creativity you apply to your job?</b>	2022	29.1	48.5	18.8	2.5	1.0	4.02	515
	2017	29.6	45.9	18.9	4.1	1.5	3.98	412
	2014	33.5	47.1	14.1	4.5	0.8	4.08	382
	2012	25.6	52.0	17.3	4.3	0.8	3.97	398
	2010	28.8	48.7	18.2	3.9	0.4	4.02	466

<b>Table A6</b>								
<b>Dignity / Worth Felt in Employment</b>	<b>Year</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		(%)	(%)	(%)	(%)	(%)		
<b>F1. I am proud to tell people that I work for the City of Charlottesville</b>	2022	24.3	33.2	25.8	11.1	5.6	3.59	515
	2017	37.7	38.9	14.3	6.3	2.9	4.02	414
	2014	41.7	38.1	17.3	2.4	0.5	4.18	381
	2012	41.3	40.8	13.2	3.5	1.2	4.17	402
	2010	45.8	38.6	12.2	2.8	0.6	4.26	469
<b>F2. I feel appreciated, respected, and valued at work</b>	2022	20.9	28.1	22.7	16.4	11.9	3.30	512
	2017	20.0	31.2	20.0	16.2	12.6	3.30	414
	2014	24.2	32.9	18.4	14.5	10.0	3.47	380
	2012	23.1	32.8	20.1	15.2	8.7	3.47	402
	2010	24.7	34.7	20.9	14.9	4.9	3.59	470
<b>F3. My job gives me a feeling of personal accomplishment</b>	2022	28.5	42.0	16.6	7.8	5.1	3.81	512
	2017	33.6	40.3	14.5	7.0	4.6	3.91	414
	2014	34.6	41.1	15.7	5.8	2.9	3.99	382
	2012	31.1	45.5	12.9	7.0	3.5	3.94	402
	2010	35.5	42.9	15.4	5.6	0.6	4.07	468
<b>F4. My job makes good use of my skills and abilities</b>	2022	30.7	42.0	14.3	7.6	5.5	3.85	512
	2017	32.8	37.8	15.4	9.2	4.8	3.85	415
	2014	34.1	42.3	11.8	7.1	4.7	3.94	381
	2012	33.1	40.5	14.2	8.2	4.0	3.91	402
	2010	33.8	40.2	14.3	9.6	2.1	3.94	468



<b>F5. I see the connection between the work that I do and the benefits received by citizens</b>	2022	41.3	42.1	10.5	2.7	3.3	4.15	513
	2017	42.4	39.0	12.6	4.1	1.9	4.16	413
	2014	44.2	40.8	10.8	3.2	1.1	4.24	380
	2012	41.4	44.6	10.5	2.5	1.0	4.23	401
	2010	43.6	41.1	12.8	2.1	0.4	4.25	470

<b>Table A6 continued</b>								
<b>Dignity / Worth Felt in Employment</b>	<b>Year</b>	<b>Very satisfied</b>	<b>Satisfied</b>	<b>Neutral</b>	<b>Dissatisfied</b>	<b>Very dissatisfied</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>		
<b>F6. Overall, how satisfied are you with the level of dignity and worth you feel in your employment?</b>	2022	21.6	36.5	24.0	11.5	6.4	3.55	513
	2017	27.0	36.4	17.6	12.3	6.7	3.65	415
	2014	29.2	35.3	20.8	10.3	4.5	3.75	380
	2012	25.9	39.2	20.7	10.0	4.2	3.73	401
	2010	27.3	44.7	20.2	6.7	1.1	3.91	465

<b>Table A7</b>								
<b>Employee Empowerment to Perform Job Well</b>	<b>Year</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		(%)	(%)	(%)	(%)	(%)		
<b>G1. My work environment encourages me to take initiative</b>	2022	28.0	40.7	16.1	9.8	5.3	3.76	508
	2017	31.4	35.0	15.4	12.5	5.6	3.74	408
	2014	28.6	39.7	16.9	11.1	3.7	3.78	378
	2012	30.1	35.1	18.0	12.3	4.5	3.74	399
	2010	29.6	41.0	18.2	8.8	2.4	3.87	466
<b>G2. I have plenty of opportunities to learn new skills and develop new talents</b>	2022	23.8	35.2	21.6	14.1	5.3	3.58	509
	2017	24.7	35.0	18.8	14.7	6.8	3.56	409
	2014	27.1	32.1	22.3	14.9	3.7	3.64	377
	2012	24.6	34.3	20.8	13.8	6.5	3.57	399
	2010	23.6	35.6	25.5	12.0	3.2	3.64	466
<b>G3. I can make the decisions I need to make to do my job well</b>	2022	31.6	41.7	14.5	8.3	3.9	3.89	509
	2017	29.8	41.7	13.9	10.2	4.4	3.82	410
	2014	26.6	41.7	19.5	9.0	3.2	3.80	379
	2012	28.6	42.7	17.1	7.0	4.5	3.84	398
	2010	30.5	43.8	16.1	8.4	1.3	3.94	466
<b>G4. I have the authority and responsibility I need to do my job</b>	2022	32.0	40.9	14.1	8.4	4.5	3.87	509
	2017	29.3	37.8	17.8	10.2	4.9	3.76	410
	2014	26.8	41.1	17.8	10.9	3.4	3.77	377
	2012	25.9	42.2	20.1	7.3	4.5	3.78	398
	2010	29.0	43.8	17.2	8.6	1.5	3.90	466
<b>G5. I am involved in decision making that affects my job</b>	2022	25.6	34.3	18.7	13.4	8.1	3.56	508
	2017	29.3	37.8	17.8	10.2	4.9	3.76	410
	2014	24.1	31.0	26.0	12.7	6.1	3.54	377
	2012	22.1	32.7	22.1	13.6	9.5	3.44	398
	2010	22.6	36.2	24.4	11.6	5.2	3.59	464

<b>Table A7 continued</b>								
<b>Employee Empowerment to Perform Job Well</b>	<b>Year</b>	<b>Very satisfied</b>	<b>Satisfied</b>	<b>Neutral</b>	<b>Dissatisfied</b>	<b>Very dissatisfied</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>		
<b>G6. Overall, how satisfied are you with the empowerment you feel to perform your job well?</b>	2022	24.1	39.1	20.5	11.4	4.9	3.66	511
	2017	22.0	41.1	21.0	11.1	4.7	3.65	404
	2014	23.5	39.7	22.7	10.7	3.5	3.69	375
	2012	23.5	37.1	24.2	11.1	4.0	3.65	396
	2010	22.3	45.7	22.3	8.0	1.7	3.79	462

<b>Table A8</b>								
<b>Communication within the City of Charlottesville</b>	<b>Year</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>		
<b>H1. I usually hear about important changes through communications from management rather than rumors</b>	2022	15.5	28.2	21.6	21.0	13.7	3.11	510
	2017	12.8	31.4	20.1	20.1	15.5	3.06	407
	2014	16.6	31.8	20.0	20.3	11.3	3.22	380
	2012	12.7	35.3	21.6	19.2	11.2	3.19	402
	2010	15.0	32.1	19.3	22.7	10.9	3.18	467
<b>H2. Changes that affect my job are discussed with me before they are put into effect</b>	2022	12.4	25.0	24.9	21.7	16.0	2.96	507
	2017	11.5	29.7	20.6	22.9	15.2	3.00	107
	2014	11.6	30.1	25.6	18.7	14.0	3.07	379
	2012	12.2	27.7	25.7	21.2	13.2	3.04	401
	2010	12.4	31.4	26.1	20.5	9.6	3.16	468
<b>H3. I am able to let managers above my immediate supervisor know how I feel about things that affect me</b>	2022	20.4	32.5	23.2	12.7	11.1	3.38	504
	2017	19.9	37.1	18.7	12.9	11.4	3.41	402
	2014	21.2	34.4	20.1	13.0	11.4	3.41	378
	2012	19.3	32.5	23.5	14.8	10.0	3.36	400
	2010	16.8	31.8	25.6	16.8	9.0	3.31	465

<b>H4. I clearly understand what is expected of me in my job</b>	2022	32.7	44.2	13.9	6.3	2.9	3.97	511
	2017	31.6	46.4	14.1	4.7	3.2	3.99	405
	2014	29.6	52.6	10.6	4.8	2.4	4.02	378
	2012	29.2	48.6	14.0	6.5	1.7	3.97	401
	2010	31.0	51.6	11.8	3.9	1.7	4.06	467
<b>H5. I receive the information I need to do my job well</b>	2022	20.4	39.7	25.7	9.4	4.7	3.62	509
	2017	21.2	42.4	21.4	8.9	6.2	3.64	406
	2014	18.9	45.8	22.6	8.9	3.8	3.67	371
	2012	17.1	45.2	24.1	8.3	5.3	3.61	398
	2010	20.3	44.9	23.5	9.7	1.5	3.73	463

<b>Table A8 continued</b>								
<b>Communication within the City of Charlottesville</b>	<b>Year</b>	<b>Very satisfied</b>	<b>Satisfied</b>	<b>Neutral</b>	<b>Dissatisfied</b>	<b>Very dissatisfied</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>		
<b>H6. Overall, how satisfied are you with communication within the City of Charlottesville?</b>	2022	13.2	29.1	30.8	17.1	9.8	3.19	509
	2017	12.8	36.9	25.1	14.0	11.3	3.26	407
	2014	14.1	35.3	27.3	16.7	6.6	3.33	377
	2012	12.3	37.8	29.0	15.0	6.0	3.35	400
	2010	12.4	39.6	26.8	16.7	4.5	3.39	467

<b>Table A9</b>								
<b>Integrity of Employees in Delivering Services</b>	<b>Year</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		(%)	(%)	(%)	(%)	(%)		
<b>I1. Employees I work with generally behave ethically in the workplace</b>	2022	36.4	46.1	12.3	3.8	1.4	4.12	505
	2017	32.6	45.9	14.1	5.4	2.0	4.02	405
	2014	34.6	49.7	12.0	3.7	0.0	4.15	376
	2012	33.0	47.3	14.8	3.0	2.0	4.06	400
	2010	31.0	51.4	11.1	4.3	2.2	4.05	461
<b>I2. I am confident that quick and decisive action will be taken if wrongdoing is discovered among the people I work with</b>	2022	23.8	32.0	21.6	15.2	7.4	3.50	500
	2017	24.3	36.1	16.3	14.1	9.2	3.52	404
	2014	27.9	32.6	21.2	13.0	5.3	3.65	377
	2012	26.8	33.8	21.8	13.0	4.5	3.65	399
	2010	23.1	39.3	20.3	12.1	5.2	3.63	463
<b>I3. If I become aware of unethical behavior at work I know how I can report it</b>	2022	34.4	42.7	12.6	7.7	2.6	3.99	508
	2017	35.2	45.7	8.7	6.9	3.5	4.02	403
	2014	35.3	47.2	13.3	3.2	1.1	4.13	377
	2012	33.0	46.8	12.0	6.3	2.0	4.03	400
	2010	27.1	48.7	16.0	5.6	2.6	3.92	462
<b>I4. Employees I work with can report any unethical behavior they see without fear of reprisal</b>	2022	28.6	31.0	22.4	10.1	7.9	3.63	496
	2017	28.1	39.1	17.3	8.8	6.8	3.73	399
	2014	28.0	35.7	19.8	11.4	5.0	3.70	378
	2012	26.5	36.3	22.8	9.3	5.3	3.70	400
	2010	22.6	40.8	20.8	11.3	4.6	3.66	461
<b>I5. I am familiar with the City of Charlottesville's Ethics Code and Standards of Conduct</b>	2022	35.3	48.3	11.4	3.4	1.6	4.12	507
	2017	34.1	47.1	12.8	4.3	1.8	4.08	399
	2014	36.0	48.8	11.5	2.9	0.8	4.16	375
	2012	31.2	50.0	12.3	5.3	1.3	4.05	398
	2010	28.0	50.3	17.4	3.5	0.9	4.01	461

<b>Table A9 continued</b>								
<b>Integrity of Employees in Delivering Service</b>	<b>Year</b>	<b>Very satisfied</b>	<b>Satisfied</b>	<b>Neutral</b>	<b>Dissatisfied</b>	<b>Very dissatisfied</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		(%)	(%)	(%)	(%)	(%)		
<b>16. Overall, how satisfied are you with the integrity of the employees you work with in delivering services to customers?</b>	2022	27.0	44.2	21.9	4.9	2.0	3.89	507
	2017	28.9	44.4	20.5	4.2	2.0	3.94	405
	2014	31.7	46.3	18.3	3.4	0.3	4.06	378
	2012	30.4	46.0	18.3	4.3	1.0	4.01	398
	2010	30.7	46.2	19.2	3.7	0.2	4.03	459

## Part II – Other Aspects of Work

<b>Table A10</b>								
<b>Employee Relations in the Department and City</b>	<b>Year</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		(%)	(%)	(%)	(%)	(%)		
<b>J1. Promotions made in my department are based on employees' qualifications</b>	2022	15.6	29.3	24.7	16.0	14.3	3.16	481
	2017	10.6	28.9	21.4	21.1	18.0	2.93	388
	2014	11.1	33.3	25.4	16.9	13.2	3.12	378
	2012	11.6	26.1	28.9	17.6	15.8	3.00	398
	2010	13.9	29.3	29.1	16.7	10.9	3.19	460
<b>J2. If I have a complaint in my department, it will be handled fairly</b>	2022	18.6	30.4	27.3	15.1	8.7	3.35	484
	2017	12.3	35.1	29.2	12.6	10.8	3.26	390
	2014	13.5	34.4	31.0	11.6	9.5	3.31	378
	2012	13.0	36.3	29.8	12.0	9.0	3.32	400
	2010	14.4	35.1	27.9	15.3	7.4	3.34	459
<b>J3. If I have a complaint or a question about employee policies and procedures, I know where I can get the information I need</b>	2022	27.0	43.4	16.6	8.1	4.9	3.79	507
	2017	24.9	48.9	15.8	6.9	3.6	3.85	393
	2014	25.8	51.9	15.7	5.1	1.6	3.95	376
	2012	23.7	48.2	17.9	6.1	4.0	3.82	396
	2010	28.2	51.0	14.0	3.3	3.5	3.97	457

<b>Table A10 continued</b>								
<b>Employee Relations in the Department and City</b>	<b>Year</b>	<b>Very satisfied</b>	<b>Satisfied</b>	<b>Neutral</b>	<b>Dissatisfied</b>	<b>Very dissatisfied</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		(%)	(%)	(%)	(%)	(%)		
<b>J41. Overall, how satisfied are you with the handling of your employee relations issues by the City?</b>	2022	14.2	31.1	32.6	14.4	7.7	3.30	479
	2017	8.7	35.3	35.0	13.7	7.4	3.24	380
	2014	12.8	41.6	32.0	10.1	3.5	3.50	375
	2012	13.8	35.6	31.1	13.3	6.3	3.37	399
	2010	14.4	35.6	31.2	13.1	5.7	3.40	458
<b>J42. Overall, how satisfied are you with the handling of employee relations issues by your Department?</b>	2022	20.1	31.1	24.2	16.3	8.3	3.38	492
	2017	14.5	34.2	26.8	13.7	10.8	3.28	380
	2014	17.5	34.0	27.2	14.3	7.0	3.41	371
	2012	13.8	35.6	31.1	13.3	6.3	3.37	399
	2010	14.4	35.6	31.2	13.1	5.7	3.40	458



<b>Table A11</b>									
<b>Diversity and Equal Employment Opportunities by City &amp; Dept.</b>	<b>Year</b>	<b>Level</b>	<b>Very satisfied</b>	<b>Satisfied</b>	<b>Neutral</b>	<b>Dissatisfied</b>	<b>Very dissatisfied</b>	<b>Mean</b>	<b>Number Responding</b>
			<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
			<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>		
<b>K1. Recruiting applicants of diverse backgrounds</b>	2022	City	22.0	40.3	27.7	6.3	3.7	3.71	459
		Dept	26.0	41.9	22.2	7.8	2.1	3.82	473
	2017	City	19.3	46.3	27.0	4.8	2.6	3.75	378
		Dept	23.5	40.9	25.1	7.0	3.5	3.74	374
	2014	City	17.6	45.2	27.0	8.0	2.1	3.68	374
		Dept	22.8	42.8	23.6	8.9	1.9	3.76	369
	2012	City	20.4	43.5	30.0	4.1	2.0	3.76	393
		Dept	23.8	40.4	25.1	8.0	2.6	3.75	386
<b>K2. Hiring employees of diverse backgrounds</b>	2022	City	22.0	39.4	28.9	6.0	3.7	3.70	464
		Dept	26.4	41.1	24.1	6.1	2.3	3.83	474
	2017	City	20.6	45.5	26.7	4.5	2.6	3.77	378
		Dept	23.6	41.6	24.7	6.7	3.5	3.75	373
	2014	City	19.3	42.5	27.0	9.4	1.9	3.68	374
		Dept	23.5	41.9	21.9	10.5	2.2	3.74	370
	2012	City	20.2	44.6	29.8	3.6	1.8	3.78	392
		Dept	23.4	41.1	25.5	6.3	3.6	3.74	384
<b>K3. Retaining employees of diverse backgrounds**</b>	2022	City	19.3	30.5	32.0	11.0	7.2	3.44	456
		Dept	23.2	32.6	29.0	9.8	5.3	3.59	469
	2017	City	17.7	40.4	31.1	6.9	4.0	3.61	379
		Dept	20.9	38.1	29.8	7.0	4.3	3.64	373
	2014	City	17.0	38.8	33.7	7.3	3.2	3.59	371
		Dept	22.5	41.1	24.9	9.3	2.2	3.72	365
	2012	City	20.4	40.8	33.3	2.8	2.6	3.74	387
		Dept	21.0	39.1	30.3	6.2	3.4	3.68	386
<b>K4. Treating all employees with fairness and respect</b>	2022	City	27.2	38.1	21.2	6.4	7.2	3.72	486
		Dept	34.0	36.9	13.7	8.4	7.0	3.83	488
	2017	City	27.5	42.9	16.6	7.8	5.2	3.80	385
		Dept	31.2	39.8	14.1	9.4	5.5	3.82	382
	2014	City	29.1	43.2	17.6	6.4	3.7	3.88	375
		Dept	33.2	38.8	15.9	8.1	4.0	3.89	371
	2012	City	32.3	40.5	18.7	5.6	2.8	3.94	390
		Dept	37.8	35.2	14.2	8.8	3.9	3.94	386

\*\*Wording of question was slightly different in previous iterations

<b>Table A11 continued</b>									
<b>Diversity and Equal Employment Opportunities by City &amp; Dept.</b>	<b>Year</b>	<b>Level</b>	<b>Very satisfied</b>	<b>Satisfied</b>	<b>Neutral</b>	<b>Dissatisfied</b>	<b>Very dissatisfied</b>	<b>Mean</b>	<b>Number Responding</b>
			<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
			<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>		
	<b>K5. Providing a work environment free from discrimination and harassment</b>	2022	City	30.0	41.3	19.2	4.3	5.2	3.87
Dept	35.5		38.1	16.2	4.9	5.3	3.93	488	
	2017	City	30.4	43.1	17.1	6.5	3.1	3.91	385
		Dept	31.9	40.7	14.4	8.9	4.2	3.87	383
	2014	City	31.4	45.3	16.9	5.6	0.8	4.01	373
		Dept	33.7	40.2	16.7	7.5	1.9	3.96	371
	2012	City	34.3	40.7	18.7	3.6	2.8	4.00	391
		Dept	39.3	37.5	12.6	5.4	5.1	4.01	389
<b>K6. If I were to experience harassment or discrimination, I would know where to turn for help</b>	2022	City	31.3	49.3	12.1	4.4	2.8	4.02	495
		Dept	35.4	44.8	13.2	3.9	2.6	4.07	491
	2017	City	35.0	47.0	10.8	4.4	2.8	4.07	389
		Dept	35.4	44.4	11.6	4.9	3.6	4.03	387
	2014	City	35.2	47.5	12.5	3.5	1.3	4.12	375
		Dept	36.8	42.4	14.3	5.1	1.4	4.08	370
	2012	City	39.3	40.1	13.7	4.7	2.3	4.09	387
		Dept	44.2	37.7	10.6	4.7	2.9	4.16	385
<b>K7. If I were to experience harassment or discrimination, I would feel comfortable asking for help</b>	2022	City	29.9	43.7	13.8	7.3	5.3	3.86	492
		Dept	34.9	40.0	14.6	5.7	4.7	3.95	487
	2017	City	30.7	42.6	16.3	5.4	4.9	3.89	387
		Dept	31.8	41.7	14.8	6.0	5.7	3.88	384
	2014	City	31.3	40.1	17.5	8.0	3.2	3.88	377
		Dept	35.1	37.0	16.2	7.6	4.1	3.92	370
	2012	City	33.8	34.9	20.1	7.1	4.1	3.87	393
		Dept	37.6	33.5	17.5	6.2	5.2	3.92	388
<b>K8. Overall, how satisfied are you with diversity and employment opportunities by the city and your department?</b>	2022	City	20.2	41.5	29.2	6.0	3.1	3.70	480
		Dept	25.8	40.7	22.7	6.7	4.1	3.77	489
	2017	City	20.1	46.0	24.7	5.9	3.3	3.74	389
		Dept	22.6	44.6	21.5	6.0	5.2	3.73	381
	2014	City	21.0	45.4	23.7	8.9	1.1	3.76	372
		Dept	25.9	41.1	21.5	9.3	2.2	3.79	367
	2012	City	23.2	45.2	23.7	5.4	2.6	3.81	392
		Dept	27.4	41.0	20.9	7.0	3.7	3.81	383

<b>Table A12</b>								
<b>Workplace Environment</b>	<b>Year</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		(%)	(%)	(%)	(%)	(%)		
<b>L1. My job produces a large amount of personal stress*</b>	2022	31.5	33.1	18.4	13.9	3.2	3.76*	505
	2017	29.9	32.7	18.2	13.8	5.4	3.68*	391
	2014	34.6	27.6	21.7	13.7	2.4	3.78*	373
	2012	28.0	32.8	20.3	16.8	2.3	3.68*	400
	2010	28.5	32.7	22.9	15.0	0.9	3.73*	459
<b>L2. I have less job stress now than I did one year ago**</b>	2022	7.4	20.1	24.1	28.4	20.1	2.66	503
	2017	8.6	18.0	23.4	29.2	20.8	2.64	384
	2014	6.2	20.1	25.5	29.2	19.0	2.65	373
	2012	5.5	18.8	28.6	32.2	14.8	2.68	398
	2010	6.8	19.9	29.5	32.6	11.2	2.79	457
<b>L3. I have sufficient time to do a quality job</b>	2022	17.4	45.7	18.2	11.5	7.1	3.55	505
	2017	13.0	43.5	19.7	15.9	7.9	3.38	391
	2014	14.5	40.3	23.4	16.7	5.1	3.43	372
	2012	12.5	44.5	22.0	13.8	7.3	3.41	400
	2010	9.9	45.6	20.8	18.4	5.3	3.36	456
<b>L4. I have the flexibility I need at work to balance my work and my personal life</b>	2022	25.7	39.0	18.2	7.3	9.7	3.64	505
	2017	22.0	46.5	16.6	9.0	5.9	3.70	391
	2014	24.1	48.0	13.4	9.9	4.6	3.77	373
	2012	22.0	49.8	16.8	8.3	3.3	3.79	400
	2010	24.0	48.8	16.3	8.1	2.8	3.83	459
<b>L5. I feel that I am in a positive work environment</b>	2022	22.8	33.7	25.3	8.0	10.2	3.51	501
	2017	23.7	38.6	18.0	11.3	8.5	3.56	389
	2014	24.2	37.6	19.6	13.4	5.1	3.62	372
	2012	18.3	44.4	21.1	11.3	5.0	3.60	399
	2010	21.6	42.6	23.4	9.6	2.8	3.71	458

\*Negatively worded item – (high numbers equate to less favorable outcomes)

\*\*Wording of question was slightly different in previous iterations

<b>Table A12 continued</b>								
<b>Workplace Environment</b>	<b>Year</b>	<b>Very satisfied</b>	<b>Satisfied</b>	<b>Neutral</b>	<b>Dissatisfied</b>	<b>Very dissatisfied</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		(%)	(%)	(%)	(%)	(%)		
<b>L6. Overall, how satisfied are you with the environment in which you work?</b>	2022	18.9	39.4	24.1	10.5	7.2	3.52	503
	2017	17.8	41.5	20.6	13.9	6.2	3.51	388
	2014	19.3	44.5	19.8	12.6	3.8	3.63	373
	2012	16.8	44.8	23.3	12.3	3.0	3.60	400
	2010	18.0	46.8	25.9	7.5	1.8	3.72	455

## Part III – Work from the Office, Work from Home

<b>Work from Home</b>	<b>Year</b>	Mostly can be done from home	Are about evenly split	Mostly cannot be done from home	<b>Mean</b>	<b>Number Responding</b>
		<b>3</b> (%)	<b>2</b> (%)	<b>1</b> (%)		
<b>M1.</b> Regardless of your current work arrangement, would you say that, for the most part, the responsibilities of your job...	2022	30.7	24.0	45.3	1.85	488

<b>Work from Home</b>	<b>Year</b>	All of the time	Most of the time	Some of the time	Rarely	Never	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b> (%)	<b>4</b> (%)	<b>3</b> (%)	<b>2</b> (%)	<b>1</b> (%)		
<b>M2.</b> Before the start of the COVID-19 pandemic, did you work from home...	2022	0.5	1.2	9.0	19.6	69.7	1.43	423
<b>M3.</b> Are you currently working from home...	2022	8.6	18.5	12.4	17.7	42.8	2.33	498

<b>Table A14</b>								
<b>Work from Home: Rarely or Never</b>	<b>Year</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		(%)	(%)	(%)	(%)	(%)		
<b>M3a.</b> I prefer working at my office/workplace	2022	22.8	32.4	27.6	7.4	9.9	3.51	272
<b>M3b.</b> More opportunities for advancement if I work at my workplace	2022	14.4	20.9	35.4	12.9	16.3	3.04	263
<b>M3c.</b> I feel pressure from my supervisor or coworkers to work at my workplace*	2022	13.4	13.8	28.7	22.2	21.8	2.75*	261
<b>M3d.</b> I do not have the space and/or resources to work at home effectively*	2022	14.3	18.6	24.4	16.7	26.0	2.79*	258
<b>M3e.</b> I do not have access to consistent internet at home for work purposes*	2022	3.5	7.7	20.0	23.5	45.4	2.00*	260

\*Negatively worded item – (high numbers equate to less favorable outcomes)

<b>Table A15</b>						
<b>Work from Home: Some, Most, or All of the Time</b>	<b>Year</b>	<b>Made it easier</b>	<b>Had no effect</b>	<b>Made it harder</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>3</b>	<b>2</b>	<b>1</b>		
		(%)	(%)	(%)		
<b>M3f.</b> How has working from home changed the difficulty of doing your job and meeting deadlines?	2022	59.9	33.5	6.6	2.53	197

<b>Table A15 continued</b>						
<b>Work from Home: Some, Most, or All of the Time</b>	<b>Year</b>	<b>More connected to your co-workers</b>	<b>Connected about the same to your co-workers</b>	<b>Less connected to your co-workers</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>3</b>	<b>2</b>	<b>1</b>		
		(%)	(%)	(%)		
<b>M3g.</b> Has working from home made you feel...	2022	9.2	61.7	29.1	1.80	196

Table A15 continued						
Work from Home: Some, Most, or All of the Time	Year	Easier for you to advance in your job	About the same for you to advance in your job	Harder for you to advance in your job	Mean	Number Responding
		3	2	1		
		(%)	(%)	(%)		
<b>M3h.</b> Has working from home made it...	2022	16.8	76.6	6.6	2.10	197

Table A15 continued						
Work from Home: Some, Most, or All of the Time	Year	Easier for you to balance work and personal life	About the same for you to balance work and personal life	Harder for you to balance work and personal life	Mean	Number Responding
		3	2	1		
		(%)	(%)	(%)		
<b>M3i.</b> Has working from home made it...	2022	78.7	16.8	4.6	2.74	197

Table A15 continued						
Work from Home: Some, Most, or All of the Time	Year	Easier for you to be fairly evaluated by your immediate supervisor	About the same for you to be fairly evaluated by your immediate supervisor	Harder for you to be fairly evaluated by your immediate supervisor	Mean	Number Responding
		3	2	1		
		(%)	(%)	(%)		
<b>M3j.</b> Has working from home made it...	2022	13.8	79.6	6.6	2.07	196

Table A15 continued								
Work from Home: Some, Most, or All of the Time	Year	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	Number Responding
		5	4	3	2	1		
		(%)	(%)	(%)	(%)	(%)		
<b>M3k.</b> I have access to consistent internet at home for work purposes	2022	80.6	17.3	1.0	0.5	0.5	4.77	196
<b>M3l.</b> I have all the training and technology needed to work remotely	2022	64.0	25.4	4.1	5.6	1.0	4.46	197
<b>M3m.</b> Remote work has decreased my feeling of being a part of a team*	2022	4.6	9.6	19.3	34.5	32.0	2.20	197
<b>M3n.</b> Remote work could be considered a benefit to my job	2022	60.7	28.6	10.2	0.5	0	4.49	196
<b>M3o.</b> I am more productive when working remotely	2022	46.2	28.4	21.3	3.0	1.0	4.16	197
<b>M3p.</b> I am more stressed when working remotely due to my home situation*	2022	1.0	3.1	6.7	27.8	61.3	1.54*	194
<b>M3q.</b> I am more stressed due to the increase in training and technology requirements needed for remote work*	2022	1.0	3.1	6.2	29.0	60.6	1.55*	193

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table A15 continued								
Work from Home: Some, Most, or All of the Time	Year	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Mean	Number Responding
		5	4	3	2	1		
		(%)	(%)	(%)	(%)	(%)		
<b>M3r.</b> Overall, how satisfied are you with the remote work used in your position?	2022	65.0	32.5	2.5	1.0	0	4.59	197



<b>Work from Home Preferences</b>	<b>Year</b>	<b>All of the time</b>	<b>Most of the time</b>	<b>Some of the time</b>	<b>Rarely</b>	<b>Never</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		(%)	(%)	(%)	(%)	(%)		
<b>M4.</b> How would you prefer your current job be conducted in the future? Would you prefer to work at home...	2022	14.5	17.8	33.6	9.7	24.4	2.88	455

<b>Work from Home Preferences</b>	<b>Year</b>	<b>I need a private office space</b>	<b>I could work well in a work space that was dedicated to me during my work hours, even if it were not fully private</b>	<b>I could work well in non-private, shared office space that was open to workers in my area on a first-come basis</b>	<b>I do not need office space</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		(%)	(%)	(%)	(%)		
<b>M5.</b> What type of office space do you need for your job?	2022	44.9	26.0	7.2	21.9	2.94	443

## Part IV – Additional Human Resources Issues

<b>Personal Safety of City Employees</b>	<b>Year</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>		
<b>N1. I receive the training I need to do my job safely</b>	2022	34.9	45.2	11.6	5.6	2.6	4.04	498
	2017	28.6	53.4	11.6	5.2	1.3	4.03	388
	2014	29.1	52.3	13.2	4.0	1.3	4.04	371
	2012	30.1	49.9	15.5	3.3	1.3	4.04	399
	2010	27.4	56.1	11.8	3.9	0.7	4.06	456
<b>N2. I perceive my work environment to be safe</b>	2022	32.7	44.4	16.7	3.4	2.8	4.01	498
	2017	26.4	52.2	13.2	6.7	1.6	3.95	387
	2014	28.5	47.8	15.3	5.6	2.7	3.94	372
	2012	25.4	48.9	17.2	6.7	1.7	3.90	401
	2010	24.4	55.4	14.3	4.8	1.1	3.97	455
<b>N3. I am concerned about possible violence in my workplace*</b>	2022	5.5	11.8	19.8	34.2	28.7	2.31*	491
	2017	8.1	18.0	19.3	30.5	24.0	2.56*	383
	2014	5.9	17.3	26.4	29.6	20.8	2.58*	371
	2012	5.2	17.5	20.7	35.4	21.2	2.50*	401
	2010	6.8	18.3	22.7	34.8	17.4	2.62*	454

\*Negatively worded item – (high numbers equate to less favorable outcomes)

<b>Personal Safety of City Employees</b>	<b>Year</b>	<b>Very satisfied</b>	<b>Satisfied</b>	<b>Neutral</b>	<b>Dissatisfied</b>	<b>Very dissatisfied</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>		
<b>N4. Overall, how satisfied are you with your personal safety in the workplace?</b>	2022	28.1	48.4	19.5	2.6	1.4	3.99	498
	2017	24.4	52.1	18.1	4.4	1.0	3.94	386
	2014	22.9	51.2	21.0	3.2	1.6	3.91	371
	2012	24.9	49.4	20.4	4.3	1.0	3.93	397
	2010	20.7	59.7	16.1	2.2	1.3	3.96	454

<b>Table A18</b>								
<b>City's Training and Development Efforts</b>	<b>Year</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>		
<b>O1. Training has helped me improve my on-the-job skills</b>	2022	22.2	49.5	17.5	7.8	3.1	3.80	487
	2017	19.3	50.7	18.5	9.5	2.1	3.75	379
	2014	25.3	48.4	19.3	5.4	1.6	3.90	368
	2012	23.4	45.8	21.9	7.2	1.7	3.82	402
	2010	24.1	52.4	16.0	6.4	1.1	3.92	456
<b>O2. I am provided with the amount of training I need to do my job well</b>	2022	18.5	43.6	21.7	11.2	5.1	3.59	493
	2017	16.1	45.8	21.6	13.2	3.4	3.58	380
	2014	21.3	46.9	19.9	10.1	1.9	3.76	367
	2012	22.7	41.4	22.7	10.5	2.7	3.71	401
	2010	17.7	48.6	22.3	9.4	2.0	3.71	457
<b>O3. I am provided with the training I need for professional development</b>	2022	17.8	39.0	22.6	14.1	6.5	3.47	495
<b>O4. Opportunities to receive training are distributed fairly in my department</b>	2022	22.4	37.7	21.1	12.1	6.7	3.57	478
	2017	18.2	37.0	19.0	15.3	10.5	3.37	373
	2014	19.2	41.1	22.5	11.0	6.3	3.56	365
	2012	22.0	32.0	22.8	16.0	7.3	3.46	400
	2010	18.2	36.8	22.8	15.6	6.6	3.45	456
<b>O5. I have used skills that I learned in training offered or provided by my department</b>	2022	27.6	51.9	14.5	3.7	2.2	3.99	489
	2017	22.6	53.2	15.5	6.1	2.6	3.87	380
	2014	30.0	49.9	14.7	3.8	1.6	4.03	367
	2012	25.6	51.1	17.5	4.0	1.8	3.95	399
	2010	26.1	54.4	13.8	4.4	1.3	4.00	456
<b>O6. At work I regularly receive information about training opportunities that are available</b>	2022	20.6	42.3	21.7	10.7	4.7	3.64	494
	2017	19.4	39.9	20.7	14.2	5.8	3.53	381
	2014	24.5	44.8	16.6	10.6	3.5	3.76	368
	2012	22.1	34.9	21.6	15.3	6.0	3.52	398
	2010	18.5	37.4	24.2	14.5	5.5	3.49	455
<b>O7. The quality of training that I receive allows me to do my job well</b>	2022	19.0	43.6	27.8	6.3	3.3	3.69	489
	2017	18.7	45.0	23.2	10.3	2.9	3.66	380
	2014	24.6	44.5	25.4	2.7	2.7	3.86	366
	2012	21.3	45.5	24.0	6.3	3.0	3.76	400
	2010	20.2	48.2	23.3	6.2	2.0	3.78	450

<b>Table A18 continued</b>							
<b>City's Training and Development Efforts</b>	<b>Year</b>	<b>Very satisfied</b>	<b>Satisfied</b>	<b>Dissatisfied</b>	<b>Very dissatisfied</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		(%)	(%)	(%)	(%)		
<b>O8. Overall, how satisfied are you with the training you receive?</b>	2022	21.6	54.6	16.9	6.9	2.91	467
	2017	17.6	56.5	21.9	4.1	2.88	370
	2014	24.3	59.1	14.4	2.2	3.06	362
	2012	23.3	55.9	17.3	3.5	2.99	399
	2010	20.2	61.0	16.6	2.2	2.99	451

<b>Table A18 continued</b>						
<b>City's Training and Development Efforts</b>	<b>Year</b>	<b>Virtual training</b>	<b>Hybrid training</b>	<b>In-person trainings</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>3</b>	<b>2</b>	<b>1</b>		
		(%)	(%)	(%)		
<b>O9. What delivery format for training would you prefer?</b>	2022	16.6	43.0	40.4	1.76	463

<b>Table A19</b>								
<b>Pay &amp; Benefits</b>	<b>Year</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>		
<b>P1. If I have a question about pay, I can get an answer quickly and easily</b>	2022	20.5	41.3	16.8	11.7	9.7	3.51	487
	2017	19.0	37.0	15.8	14.2	13.9	3.33	373
	2014	23.1	37.4	20.3	11.8	7.4	3.57	364
	2012	17.9	42.8	18.7	12.7	8.0	3.50	402
	2010	18.7	45.9	21.3	10.3	3.7	3.65	455
<b>P2. 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</b>	2022	5.7	13.5	19.2	28.3	33.3	2.30	474
	2017	3.3	14.7	20.1	32.9	29.1	2.30	368
	2014	4.7	18.4	21.9	30.7	24.4	2.48	365
	2012	3.7	18.4	20.1	32.8	24.9	2.43	402
	2010	4.6	21.3	27.9	31.4	14.7	2.70	455
<b>P3. I feel that I am compensated fairly</b>	2022	5.9	19.8	21.5	28.1	24.7	2.54	494
	2017	4.3	23.7	23.4	27.1	21.5	2.62	376
	2014	5.5	25.5	24.4	27.7	17.0	2.75	365
	2012	5.2	19.7	24.4	32.3	18.4	2.61	402
	2010	5.5	27.3	28.1	30.3	8.8	2.90	455
<b>P4. When changes in pay occur, they are made fairly</b>	2022	5.4	22.4	28.4	20.6	23.2	2.66	465
	2017	4.8	23.7	23.4	27.1	21.5	2.68	353
	2014	6.0	24.4	33.4	19.7	16.4	2.84	365
	2012	4.5	18.8	36.3	23.3	17.3	2.70	400
	2010	5.5	25.7	33.6	25.7	9.5	2.92	455
<b>P5. If I have a question about benefits I can get it answered quickly, accurately, and easily</b>	2022	30.2	50.9	13.6	3.3	2.1	4.04	487
	2017	25.1	52.3	12.0	6.5	4.1	3.88	367
	2014	29.4	48.8	14.4	5.7	1.6	3.99	367
	2012	26.1	49.9	14.8	6.3	3.0	3.90	399
	2010	24.4	51.5	17.8	4.2	2.0	3.92	454
<b>P6. I would be interested in a program that combines all leave (personal/vacation/sick) and allows me to use it for any reason**</b>	2022	29.9	23.4	19.7	7.5	19.5	3.37	482
	2017	27.8	21.1	21.4	9.5	20.3	3.27	370
	2014	31.9	21.8	17.2	11.2	18.0	3.38	367
	2012	30.1	24.1	18.9	11.4	15.4	3.42	402
	2010	27.6	23.5	19.5	13.6	15.8	3.34	456
<b>P7. I am satisfied with the retirement benefits offered by the City of Charlottesville</b>	2022	22.4	42.4	23.6	7.5	4.1	3.71	483
	2017	19.8	47.4	19.2	8.9	4.6	3.69	369
	2014	27.3	42.9	22.1	5.2	2.5	3.87	366
	2012	16.8	47.2	23.6	7.8	4.5	3.64	398
	2010	23.4	43.1	25.6	5.7	2.2	3.80	457

Table A19								
Pay & Benefits	Year	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	Number Responding
		5	4	3	2	1		
		(%)	(%)	(%)	(%)	(%)		
<b>P8.</b> I would like the opportunity for remote work to be part of my benefits package	2022	28.5	27.6	26.0	8.3	9.6	3.57	446

\*\*Wording of question was slightly different in previous iterations

Table A19 continued							
Pay & Benefits	Year	Very satisfied	Satisfied	Dissatisfied	Very dissatisfied	Mean	Number Responding
		4	3	2	1		
		(%)	(%)	(%)	(%)		
<b>P9.</b> Overall, how satisfied are you with your pay?	2022	7.5	34.9	37.4	20.2	2.30	481
	2017	5.4	41.8	34.2	18.6	2.34	371
	2014	7.7	43.0	32.9	16.4	2.42	365
	2012	5.5	35.3	39.6	19.7	2.27	402
	2010	4.6	46.5	38.3	10.6	2.45	452
<b>P10.</b> Overall, how satisfied are you with your benefits?	2022	25.6	61.7	10.6	2.1	3.11	473
	2017	21.8	62.4	11.3	4.6	3.01	372
	2014	27.0	63.1	7.2	2.8	3.14	363
	2012	22.0	62.3	11.8	4.0	3.02	400
	2010	30.5	61.7	6.7	1.1	3.22	449

Table A19 continued								
Pay & Benefits	Year	Strongly favor	Somewhat favor	Neutral	Somewhat oppose	Strongly oppose	Mean	Number Responding
		5	4	3	2	1		
		(%)	(%)	(%)	(%)	(%)		
<b>P11.</b> Would you favor or oppose collective bargaining for the City of Charlottesville?	2022	39.2	24.1	24.1	6.1	6.6	3.83	411

<b>Table A20</b>								
<b>Performance Appraisals</b>	<b>Year</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>		
<b>Q1. I get enough feedback about my performance</b>	2022	15.9	38.8	21.2	15.9	8.2	3.38	477
	2017	11.6	38.3	23.5	18.3	8.4	3.26	371
	2014	13.4	37.6	24.5	16.1	8.4	3.31	367
	2012	9.5	39.6	25.3	16.0	9.5	3.24	399
	2010	11.9	40.9	22.3	17.7	7.1	3.33	452
<b>Q2. My job performance has improved as a result of our performance appraisal process</b>	2022	6.9	18.5	37.2	22.9	14.5	2.80	449
	2017	7.0	14.0	39.4	21.3	18.4	3.70	343
	2014	4.7	23.4	36.8	19.5	15.7	2.82	364
	2012	4.5	19.6	38.2	22.4	15.3	2.76	398
	2010	5.5	22.0	36.6	24.6	11.3	2.86	451
<b>Q3. Our performance appraisal system helps me develop my skills as an employee</b>	2022	7.1	15.5	32.6	26.8	18.0	2.67	451
	2017	5.5	15.1	32.3	27.9	19.2	2.60	344
	2014	3.6	21.1	36.1	22.2	16.9	2.72	360
	2012	3.6	21.3	33.8	23.9	17.5	2.70	394
	2010	5.1	20.0	37.3	24.8	12.9	2.80	451
<b>Q4. Our performance appraisal system is effective overall in the form it is implemented in my department</b>	2022	8.5	15.4	28.7	28.1	19.4	2.65	449
	2017	5.9	13.9	33.7	26.0	20.4	2.59	338
	2014	4.7	19.7	35.6	20.0	20.0	2.69	360
	2012	4.6	18.9	33.4	24.0	19.1	2.66	392
	2010	4.0	22.1	34.2	26.1	13.6	2.77	448
<b>Q5. My managers tell me when I am doing a good job</b>	2022	25.4	37.3	17.7	11.7	7.9	3.61	480
	2017	17.8	39.5	18.1	13.0	11.6	3.39	370
	2014	18.2	40.9	18.8	10.2	11.9	3.43	362
	2012	15.1	39.5	21.2	11.1	13.1	3.32	397
	2010	20.0	39.2	19.5	11.8	9.5	3.48	451

<b>Table A20 continued</b>								
<b>Performance Appraisals</b>	<b>Year</b>	<b>Very satisfied</b>	<b>Satisfied</b>	<b>Neutral</b>	<b>Dissatisfied</b>	<b>Very dissatisfied</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		(%)	(%)	(%)	(%)	(%)		
<b>Q6. Overall, how satisfied are you with the appraisal of your performance?</b>	2022	13.2	21.9	35.1	18.7	11.1	3.07	470
	2017	8.8	24.2	31.7	22.3	12.9	2.94	363
	2014	7.7	31.2	32.0	17.7	11.3	3.06	362
	2012	7.6	31.2	30.5	20.1	10.7	3.05	394
	2010	8.9	30.5	32.5	19.4	8.7	3.12	449



## Part V – About Your Supervisors and Managers

<b>Table A21</b>								
<b>Issues Concerning Immediate Supervisor</b>	<b>Year</b>	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	<b>Mean</b>	<b>Number Responding</b>
		5	4	3	2	1		
		(%)	(%)	(%)	(%)	(%)		
<b>R1. My supervisor allows me and the people in my department the authority and responsibility we need to do our job</b>	2022	42.2	40.4	10.5	4.3	2.7	4.15	488
	2017	35.0	43.5	12.5	5.0	4.0	4.01	377
	2014	30.7	48.2	12.2	6.9	1.9	3.99	361
	2012	32.7	45.2	12.9	6.3	2.8	3.99	394
	2010	29.0	48.2	14.1	6.7	2.0	3.96	448
<b>R2. My supervisor communicates information about matters that affect employees</b>	2022	33.6	45.5	11.1	6.1	3.7	3.99	488
	2017	31.2	39.2	14.1	10.1	5.3	3.81	375
	2014	27.7	41.6	17.2	8.6	5.0	3.78	361
	2012	26.8	40.8	18.1	9.9	4.3	3.76	392
	2010	24.8	43.5	16.1	12.7	2.9	3.75	448
<b>R3. My supervisor asks me for ideas and suggestions for service improvements</b>	2022	33.9	37.8	14.9	9.4	4.1	3.88	490
	2017	32.0	35.5	15.2	12.0	5.3	3.77	375
	2014	29.7	41.7	14.2	8.3	6.1	3.81	360
	2012	25.5	38.5	17.6	12.5	5.9	3.65	392
	2010	27.7	36.5	19.0	11.4	5.4	3.70	447
<b>R4. My supervisor acts on employee suggestions</b>	2017	29.8	36.0	20.7	9.3	4.1	3.78	483
	2014	25.3	36.1	22.5	10.3	5.8	3.65	360
	2012	21.7	38.0	24.5	11.7	4.1	3.61	392
	2010	23.4	36.4	23.7	11.6	4.9	3.62	448
<b>R5. My supervisor promotes or shows an active interest in my career development</b>	2022	30.4	31.3	20.9	11.2	6.2	3.69	483
	2017	25.6	31.5	19.2	14.4	9.3	3.50	375
	2014	25.3	30.8	22.8	13.3	7.8	3.53	360
	2012	22.7	31.9	22.2	15.6	7.7	3.46	392
	2010	25.2	28.1	25.4	13.8	7.6	3.49	449
<b>R6. My supervisor provides opportunities to make changes in the way things are done</b>	2022	29.1	38.4	17.4	9.7	5.4	3.76	484
	2017	25.4	38.5	18.7	9.4	8.0	3.64	374
	2014	25.6	37.2	21.1	10.0	6.1	3.66	360
	2012	23.7	36.0	23.1	12.6	4.6	3.61	389
	2010	26.0	33.2	22.6	12.1	6.1	3.61	446

<b>R7. My supervisor is generally available when I need assistance</b>	2022	42.4	41.8	10.5	2.5	2.9	4.18	488
	2017	35.9	40.4	11.7	6.1	5.9	3.94	376
	2014	31.7	47.2	13.6	4.2	3.3	4.00	360
	2012	33.4	42.3	15.1	5.6	3.6	3.96	392
	2010	28.6	45.6	16.1	5.6	4.0	3.89	447
<b>R8. My supervisor communicates to me how my pay is determined</b>	2022	17.6	19.6	30.5	18.1	14.2	3.08	465
	2017	14.9	21.5	28.2	19.1	16.3	3.00	362
	2014	15.3	22.7	31.4	18.4	12.2	3.11	353
	2012	12.9	20.6	31.4	23.1	12.1	2.99	389
	2010	13.7	24.7	31.9	20.0	9.7	3.13	445

<b>Table A21 continued</b>								
<b>Issues Concerning Immediate Supervisor</b>	<b>Year</b>	<b>Very satisfied</b>	<b>Satisfied</b>	<b>Neutral</b>	<b>Dissatisfied</b>	<b>Very dissatisfied</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>		
<b>R9. Overall, how satisfied are you with your immediate supervisor?</b>	2022	39.8	37.3	13.0	5.4	4.5	4.02	485
	2017	34.0	34.3	15.2	9.0	7.4	3.78	376
	2014	32.4	39.9	15.0	8.3	4.4	3.88	361
	2012	31.5	37.1	18.7	7.9	4.9	3.82	391
	2010	34.2	33.0	20.1	7.4	5.4	3.83	448

<b>Table A22</b>								
<b>Issues Concerning Division Level Managers</b>	<b>Year</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>		
<b>S1. Managers give enough authority to employees for them to fulfill their responsibilities</b>	2022	17.4	48.4	23.5	7.2	3.4	3.69	442
	2017	19.2	47.6	22.5	7.0	3.7	3.72	355
	2014	17.9	48.7	21.9	6.6	4.9	3.68	347
	2012	16.0	48.2	23.6	9.9	2.4	3.65	382
	2010	15.2	48.6	27.1	6.9	2.1	3.68	420
<b>S2. Managers cooperate well with each other</b>	2022	14.0	36.8	26.1	16.7	6.4	3.35	437
	2017	14.5	37.2	25.0	16.2	7.1	3.36	352
	2014	13.1	36.0	32.3	11.1	7.4	3.36	350
	2012	14.0	36.4	29.4	14.0	6.2	3.38	385
	2010	11.1	32.9	38.4	13.0	4.5	3.33	422
<b>S3. Managers are held accountable for the end results they produce</b>	2022	11.2	31.5	26.6	19.8	11.0	3.12	429
	2017	13.3	36.6	23.9	14.7	11.5	3.25	347
	2014	12.9	34.1	28.1	14.0	10.9	3.24	349
	2012	12.0	34.5	30.3	15.4	7.8	3.27	383
	2010	10.5	33.3	35.6	15.1	5.5	3.28	418
<b>S4. The City of Charlottesville is successful in developing people from within for higher level jobs</b>	2022	10.9	24.8	29.2	19.7	15.3	2.96	431
	2017	12.0	33.2	25.9	14.9	14.0	3.14	343
	2014	9.5	30.4	36.1	14.3	9.7	3.16	349
	2012	9.1	31.1	33.2	17.8	8.9	3.14	383
	2010	8.1	30.3	35.8	19.2	6.6	3.14	422
<b>S5. Responsibilities are often delegated that should remain at a higher level*</b>	2022	8.7	26.7	39.2	18.6	6.8	3.12*	424
	2017	7.2	26.4	38.7	22.8	4.8	3.08	333
	2014	6.1	20.2	41.8	27.7	4.3	2.96*	347
	2012	6.4	23.9	44.6	21.8	3.4	3.08*	377
	2010	5.5	26.6	43.9	20.9	3.1	3.10*	421
<b>S6. People are promoted to management positions based on their ability to manage effectively</b>	2022	7.3	23.3	34.2	19.8	15.3	2.88	424
	2017	7.0	27.2	29.6	21.2	15.1	2.90	345
	2014	6.3	25.9	37.1	17.8	12.9	2.95	348
	2012	5.5	25.6	35.0	21.7	12.3	2.90	383
	2010	4.8	25.7	39.2	20.4	10.0	2.95	421

<b>S7. Managers in my work group set a good example by following the laws and policies that apply to their jobs</b>	2022	21.5	38.4	23.8	10.3	5.9	3.59	437
	2017	20.6	40.1	23.4	7.1	8.8	3.57	354
	2014	18.7	42.7	25.6	8.1	4.9	3.62	347
	2012	16.7	39.6	28.1	8.9	6.8	3.51	384
	2010	13.3	40.6	31.6	8.8	5.7	3.47	421
<b>S8. The City's personnel policies are interpreted and used fairly by managers</b>	2022	14.2	32.4	35.7	9.2	8.5	3.35	423
	2017	14.2	39.8	25.1	10.9	10.0	3.37	339
	2014	15.0	35.8	31.5	11.3	6.4	3.42	346
	2012	13.4	37.7	33.2	9.7	6.0	3.43	382
	2010	10.1	37.2	35.7	11.8	5.3	3.35	417

*\*Negatively worded item – (high numbers equate to less favorable outcomes)*

<b>Table A22 continued</b>								
<b>Issues Concerning Division Level Managers</b>	<b>Year</b>	<b>Very satisfied</b>	<b>Satisfied</b>	<b>Neutral</b>	<b>Dissatisfied</b>	<b>Very dissatisfied</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>		
<b>S9. Overall, how satisfied are you with the city's managers?</b>	2022	11.0	33.6	37.2	12.3	5.9	3.31	438
	2017	9.6	42.1	30.3	11.2	6.7	3.37	356
	2014	9.6	40.9	35.1	8.5	5.8	3.40	342
	2012	11.0	39.0	35.3	10.5	4.2	3.42	382
	2010	7.8	38.5	40.4	9.0	4.3	3.37	421

<b>Table A23</b>									
<b>Issues Concerning Upper Management and Supervisors</b>	<b>Year</b>	<b>Group</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Mean</b>	<b>Number Responding</b>
			<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
			<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>		
<b>T1. I feel free to discuss problems and concerns with...</b>	2022	Upper Mgmt	18.6	30.2	22.1	17.8	11.3	3.27	467
		Supv	42.1	40.6	8.5	5.3	3.6	4.12	473
	2017	Upper Mgmt	18.4	34.3	19.5	17.3	10.5	3.33	370
		Supv	38.8	40.1	8.9	7.6	4.6	4.01	369
	2014	Upper Mgmt	21.8	33.6	19.0	16.8	8.7	3.43	357
		Supv	40.2	39.9	11.7	4.7	3.4	4.09	358
	2012	Upper Mgmt	17.7	33.1	23.5	15.9	9.8	3.33	378
		Supv	37.6	37.6	15.9	6.8	2.1	4.02	383
	2010	Upper Mgmt	16.5	31.9	28.1	17.7	5.8	3.36	430
		Supv	35.6	38.4	16.6	6.4	3.0	3.97	435
<b>T2. Decisions made at a higher level could often be made at a lower level*</b>	2017	Upper Mgmt	7.8	32.0	41.6	15.2	3.4	3.26*	435
		Supv	7.8	25.2	37.9	24.5	4.7	3.07*	449
	2017	Upper Mgmt	7.8	36.5	38.8	14.8	2.0	3.33*	345
		Supv	7.9	27.5	35.4	26.4	2.8	3.11*	356
	2014	Upper Mgmt	8.1	30.6	45.8	14.0	1.4	3.30*	356
		Supv	5.6	24.4	44.7	23.0	2.2	3.08*	356
	2012	Upper Mgmt	9.1	29.9	44.7	13.6	2.7	3.29*	374
		Supv	8.5	28.8	45.0	15.1	2.6	3.25*	378
	2010	Upper Mgmt	7.6	34.5	44.3	12.1	1.4	3.35*	420
		Supv	7.3	32.1	44.6	14.2	1.9	3.29*	424
<b>T3. Actions are consistent with their messages</b>	2022	Upper Mgmt	11.4	27.7	31.2	17.0	12.7	3.08	458
		Supv	30.0	38.7	18.7	8.7	3.8	3.82	470
	2017	Upper Mgmt	9.6	33.7	28.7	17.1	11.0	3.14	356
		Supv	25.1	38.0	19.6	10.5	6.9	3.63	363
	2014	Upper Mgmt	9.3	32.0	32.3	19.1	7.3	3.17	356
		Supv	24.7	38.2	21.9	10.7	4.5	3.68	356
	2012	Upper Mgmt	10.7	33.7	27.8	19.8	8.0	3.19	374
		Supv	20.1	41.5	23.5	11.6	3.2	3.64	378
	2010	Upper Mgmt	10.3	29.3	35.0	19.2	6.1	3.19	426
		Supv	17.9	38.5	25.9	13.1	4.7	3.52	429
<b>T4. They are concerned about employees and their problems</b>	2022	Upper Mgmt	14.3	29.9	25.8	15.2	14.8	3.14	461
		Supv	36.9	36.7	15.3	6.6	4.7	3.94	472
	2017	Upper Mgmt	13.9	32.2	29.2	13.1	11.7	3.24	360
		Supv	31.1	34.4	18.3	8.5	7.7	3.73	366
	2014	Upper Mgmt	13.2	34.7	27.2	15.7	9.2	3.27	357
		Supv	31.8	38.6	18.0	7.0	4.5	3.86	355
	2012	Upper Mgmt	15.6	33.2	24.7	15.4	11.1	3.27	377
		Supv	25.8	39.7	21.7	9.1	3.7	3.75	383

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Issues Concerning Upper Management and Supervisors	Year	Group	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	Number Responding
			5	4	3	2	1		
			(%)	(%)	(%)	(%)	(%)		
T5. There are realistic expectations of employees by...	2022	Upper Mgmt	15.4	29.2	31.6	12.5	11.2	3.25	455
		Supv	36.2	38.7	15.1	6.4	3.6	3.97	470
	2017	Upper Mgmt	13.3	38.2	28.0	12.7	7.8	3.37	361
		Supv	30.0	39.4	18.2	6.9	5.5	3.82	363
	2014	Upper Mgmt	12.6	37.3	34.7	10.6	4.8	3.42	357
		Supv	27.9	44.4	19.3	6.1	2.2	3.90	358
	2012	Upper Mgmt	13.0	41.5	26.3	13.3	5.9	3.43	376
		Supv	22.2	48.3	19.5	6.9	3.2	3.79	379
	2010	Upper Mgmt	14.3	38.1	33.4	10.7	3.5	3.49	428
		Supv	22.3	42.8	25.6	7.0	2.3	3.76	430
T6. I am confident in...	2022	Upper Mgmt	15.0	26.1	28.8	15.4	14.7	3.11	468
		Supv	40.9	33.6	13.6	6.6	5.3	3.98	470
	2017	Upper Mgmt	12.9	35.0	25.3	14.0	12.7	3.25	363
		Supv	33.2	36.4	16.6	6.3	7.6	3.81	368
	2014	Upper Mgmt	12.7	33.5	29.6	14.1	10.1	3.25	355
		Supv	33.5	37.2	15.8	8.2	5.4	3.85	355
	2012	Upper Mgmt	16.5	35.1	29.0	10.4	9.0	3.40	376
		Supv	27.6	39.1	19.4	8.4	5.5	3.75	381
	2010	Upper Mgmt	17.4	32.0	32.0	10.6	8.0	3.40	425
		Supv	28.3	36.8	20.9	9.9	4.1	3.75	435
T7. I trust...	2022	Upper Mgmt	14.6	24.6	27.8	16.1	16.9	3.04	467
		Supv	41.7	31.3	15.7	4.9	6.4	3.97	470
	2017	Upper Mgmt	13.9	31.0	26.6	13.6	15.0	3.15	361
		Supv	34.6	33.8	16.6	6.8	8.2	3.80	367
	2014	Upper Mgmt	13.3	29.5	29.7	12.5	15.0	3.14	353
		Supv	33.1	39.1	14.4	8.2	5.1	3.87	353
	2012	Upper Mgmt	16.3	31.0	26.5	13.6	12.6	3.25	374
		Supv	27.2	38.3	19.5	8.7	6.3	3.71	379
	2010	Upper Mgmt	16.9	28.2	33.4	11.8	9.6	3.31	425
		Supv	28.9	32.9	23.1	10.0	5.1	3.71	432

Table A23 continued									
Issues Concerning Upper Management and Supervisors	Year		Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Mean	Number Responding
			5	4	3	2	1		
			(%)	(%)	(%)	(%)	(%)		
T8. Overall, how satisfied are you with . . .	2022	Upper Mgmt	14.3	29.7	28.4	16.5	11.1	3.20	468
		Supv	39.1	36.9	14.0	5.7	4.2	4.01	471
	2017	Upper Mgmt	9.9	37.0	27.9	15.7	9.4	3.22	362
		Supv	32.5	36.6	17.1	7.7	6.1	3.82	363
	2014	Upper Mgmt	11.4	36.1	30.4	13.9	8.2	3.28	352
		Supv	32.8	40.7	15.5	7.1	4.0	3.91	354
	2012	Upper Mgmt	15.1	34.4	29.9	11.9	8.7	3.35	378
		Supv	26.2	39.4	21.3	8.9	4.2	3.75	381
	2010	Upper Mgmt	14.1	36.2	33.6	9.2	7.0	3.41	426
		Supv	28.5	36.6	22.0	8.3	4.6	3.76	432

## Part VI – Overall Satisfaction

<b>Overall City Ratings</b>	<b>Year</b>	<b>Extremely satisfied</b>	<b>Very satisfied</b>	<b>Somewhat satisfied</b>	<b>Neutral</b>	<b>Somewhat dissatisfied</b>	<b>Very dissatisfied</b>	<b>Extremely dissatisfied</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>7</b>	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		(%)	(%)	(%)	(%)	(%)	(%)	(%)		
<b>U1. How satisfied are you overall with the City of Charlottesville as a place to work?</b>	2022	6.8	28.7	35.9	8.4	10.7	7.2	2.3	4.82	487
	2017	7.6	41.8	29.3	5.4	10.6	3.0	2.2	5.13	368
	2014	11.8	43.9	30.4	5.4	5.4	2.0	1.1	5.41	355
	2012	11.6	35.6	34.8	6.7	8.0	2.3	1.0	5.25	388
	2010	12.4	41.3	36.0	4.3	4.0	1.1	0.9	5.47	445

<b>Overall City Ratings</b>	<b>Year</b>	<b>Much better</b>	<b>Somewhat better</b>	<b>About the same</b>	<b>Somewhat worse</b>	<b>Much worse</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		(%)	(%)	(%)	(%)	(%)		
<b>U2. How would you rate the City of Charlottesville as a place to work now as compared to the way it was two years ago?</b>	2022	11.1	23.5	28.0	20.7	16.7	2.92	396
	2017	6.8	20.7	41.1	20.1	11.3	2.92	309
	2014	6.9	21.8	47.4	19.0	4.8	3.07	331
	2012	8.7	15.4	54.7	16.3	4.9	3.07	344
	2010	7.5	20.3	52.2	15.9	4.1	3.11	414

<b>Overall City Ratings</b>	<b>Year</b>	<b>Strongly agree</b>	<b>Somewhat agree</b>	<b>Neutral</b>	<b>Somewhat disagree</b>	<b>Strongly disagree</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		(%)	(%)	(%)	(%)	(%)		
<b>U3. I would recommend the City of Charlottesville as a place to work.</b>	2022	18.8	36.2	25.1	11.7	8.2	3.46	478
	2017	32.4	35.7	16.9	8.2	6.8	3.79	367
	2014	37.7	36.0	17.9	6.7	1.7	4.01	358
	2012	36.0	39.1	15.9	5.4	3.6	3.98	389
	2010	38.7	40.2	14.8	4.7	1.6	4.10	445



<b>Issues Employees Would Like Management to Work on</b> <i>(Respondents were given option to choose up to FOUR issues)</i>	<b>Year</b>	<b>Responses</b>		<b>Percent of Cases</b>
		<b>n</b>	<b>Percent</b>	<b>Percent</b>
<b>V1. Commitment to the City of Charlottesville</b>	2022	23	1.3	4.8
	2017	10	0.7	2.8
	2014	7	0.5	2.0
	2012	18	1.3	4.7
	2010	19	1.2	4.3
<b>V2. Quality of the workforce</b>	2022	87	4.9	18.2
	2017	53	4.0	14.7
	2014	41	3.2	11.7
	2012	42	3.0	11.0
	2010	53	3.5	12.1
<b>V3. Responsiveness to the needs of customers and clients</b>	2022	34	1.9	7.1
	2017	26	1.9	7.2
	2014	19	1.5	5.4
	2012	20	1.4	5.2
	2010	30	2.0	6.8
<b>V4. Fair treatment of customers</b>	2022	15	0.8	3.1
	2017	12	0.9	3.3
	2014	11	0.9	3.1
	2012	9	.7	2.4
	2010	28	1.8	6.4
<b>V5. Value of creativity of employees</b>	2022	46	2.6	9.6
	2017	35	2.7	10.0
	2014	45	3.5	12.8
	2012	22	1.6	5.8
	2010	59	3.9	13.4
<b>V6. How employees are treated</b>	2022	123	6.9	25.7
	2017	95	7.1	26.3
	2014	81	6.4	23.1
	2012	93	6.7	24.4
	2010	133	8.7	30.3
<b>V7. Employee empowerment</b>	2022	72	4.0	15.0
	2017	60	4.5	16.6
	2014	50	3.9	14.2
	2012	53	3.8	13.9
	2010	60	3.9	13.7
<b>V8. Communication within the City of Charlottesville</b>	2022	121	6.8	25.3
	2017	83	6.2	23.0
	2014	83	6.5	23.6
	2012	76	5.5	19.9
	2010	124	8.1	28.2

<b>Table A25 continued</b>				
<b>Issues Employees Would Like Management to Work on</b> <i>(Respondents were given option to choose up to FOUR issues)</i>	<b>Year</b>	<b>Responses</b>		<b>Percent of Cases</b>
		<b>n</b>	<b>Percent</b>	<b>Percent</b>
<b>V9. Integrity of employees</b>	2022	33	1.9	6.9
	2017	26	1.9	7.2
	2014	28	2.2	8.0
	2012	24	1.7	6.3
	2010	38	2.5	8.7
<b>V10. Employee relations in my department and City</b>	2022	43	2.4	9.0
	2017	41	3.1	11.4
	2014	49	3.8	14.0
	2012	45	3.3	11.8
	2010	54	3.5	12.3
<b>V11. Diversity and employment opportunities by department</b>	2022	54	3.0	11.3
	2017	47	3.5	13.0
	2014	41	3.2	11.7
	2012	31	2.2	8.1
(Diversity and employment opportunities)	2010	46	3.0	10.5
<b>V12. Work place environment</b>	2022	63	3.5	13.2
	2017	44	3.3	12.2
	2014	38	3.0	10.8
	2012	42	3.0	11.0
	2010	72	4.7	16.4
<b>V13. Work facilities provided by the city**</b>	2022	36	2.0	7.5
(Work facilities)	2017	56	4.2	15.5
	2014	57	4.5	16.2
	2012	55	4.0	14.4
(Working facilities and technology)	2010	90	5.9	20.5
<b>V15. Provisions for remote work</b>	2022	125	7.0	26.1
<b>V15. Technology**</b>	2022	73	4.1	15.2
(Work technologies)	2017	81	6.0	22.4
	2014	47	3.7	13.4
	2012	49	3.5	12.9
(Working facilities and technology)	2010	90	5.9	20.5
<b>V16. Personal safety</b>	2022	25	1.4	5.2
	2017	24	1.8	6.6
	2014	32	2.5	9.1
	2012	22	1.6	5.8
	2010	44	2.9	10.0

<b>Table A25 continued</b>				
<b>Issues Employees Would Like Management to Work on</b> <i>(Respondents were given option to choose up to FOUR issues)</i>	<b>Year</b>	<b>Responses</b>	<b>Percent of Cases</b>	
		<b>n</b>	<b>Percent</b>	<b>Percent</b>
<b>V17. Training and development</b>	2022	111	6.2	23.2
	2017	104	7.8	28.8
	2014	76	6.0	21.7
	2012	97	7.0	25.5
	2010	125	8.2	28.5
<b>V18. Pay</b>	2022	376	21.1	78.5
	2017	259	19.3	71.7
	2014	268	21.0	76.4
	2012	299	21.7	78.5
(Pay and benefits)	2010	316	20.7	72.0
<b>V19. Benefits</b>	2022	127	7.1	26.5
	2017	102	7.6	28.3
	2014	99	7.8	28.2
	2012	110	8.0	28.9
<b>V20. Performance and appraisals</b>	2022	94	5.3	19.6
	2017	112	8.4	31.0
	2014	101	7.9	28.8
	2012	105	7.6	27.6
<b>V21. Issues concerning your immediate supervisor</b>	2022	14	0.8	2.9
	2017	11	0.8	3.0
	2014	21	1.6	6.0
	2012	24	1.7	6.3
	2010	38	2.5	8.7
<b>V22. Issues concerning division managers</b>	2022	37	2.1	7.7
	2017	24	1.8	6.6
	2014	34	2.7	9.7
	2012	26	1.9	6.8
	2010	35	2.3	8.0
<b>V23. Issues concerning your immediate supervisor and upper management as a group</b>	2022	47	2.6	9.8
	2017	34	2.5	9.4
	2014	47	3.7	13.4
<b>V23. Relationships between employees and supervisors</b>	2012	30	2.2	7.9
<b>V24. Relationships between employees and upper management</b>	2012	65	4.7	17.1
(Issues concerning your immediate supervisor and upper management as a group)	2010	47	3.1	10.7

<b>TOTAL</b>	<b>2022</b>	<b>1,779</b>	<b>100%</b>	<b>371.4%</b>
	<b>2017</b>	<b>1,340</b>	<b>100%</b>	<b>371.2%</b>
	<b>2014</b>	<b>1,275</b>	<b>100%</b>	<b>363.2%</b>
	<b>2012</b>	<b>1,381</b>	<b>100%</b>	<b>362.5%</b>
	<b>2010</b>	<b>1,526</b>	<b>100%</b>	<b>289.4%</b>

*\*\*Wording of question was slightly different in the 2017 iteration of this survey.*

## Part VII – The City of Charlottesville Organizational Vision, Mission, and Values

<b>City's Organizational Vision, Mission, and Values</b>	<b>Year</b>	<b>Very familiar</b>	<b>Somewhat familiar</b>	<b>Slightly familiar</b>	<b>Never heard of it before now</b>	<b>Mean</b>	<b>Number Responding</b>
		<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
		<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>		
<b>W1. Familiarity with City's organizational vision</b>	2022	20.5	38.6	25.7	15.1	2.65	482
	2017	15.0	40.4	27.3	17.3	2.53	428
	2014	18.5	47.9	23.8	9.7	2.75	390
	2012	8.4	36.3	31.2	24.0	2.29	391
<b>W2. Familiarity with City's organizational mission</b>	2022	20.1	38.2	25.6	16.1	2.62	477
	2017	15.9	39.7	25.9	18.5	2.53	428
	2014	18.8	44.3	26.0	10.9	2.71	393
<b>W3. Familiarity with City's organizational values</b>	2022	24.7	38.3	22.7	14.3	2.73	481
	2017	17.8	38.1	26.2	18.0	2.56	428
	2014	20.3	43.5	25.8	10.4	2.74	395

# Appendix B

## *T-Tests of Selected Survey Items by Demographic Variables*

In the following tables, a mean rating with a superscript indicates that this mean is a significantly higher numerical value (at the 95% level of confidence) than the mean in the column that is numbered corresponding to the superscript.

In the following example, the mean rating of Question B1 asking if respondents feel that employees know their jobs to those with a high school, GED, or less (3.59, as indicated in Column 2) is statistically smaller than the mean rating provided by employees with a 4-year college degree, 3.94 as shown in Column 4, and those with a graduate or professional degree (4.09) in Column 5. (This means that employees with a high school, GED, or less agree less with the statement that employees know their job than those with a 4-year college degree and those with a graduate or professional degree.) For employees who have earned up to two years of college, they had a statistically significant lower mean than those with graduate or professional degrees only for B1. The other paired comparisons, such as that employees with a 4-year college degree and those with a graduate or professional degree, are too close to one another to be considered statistically different, given the number of cases contributing to each mean and the variability of the data comprising each mean. These tests were performed using complex sampling in R with Bonferroni correction, which accounts for the effects of weighting, stratification, and errors with increased hypothesis testing.

### Example: Table B-8B. Quality of your Department's Workforce

#### Highest level of education achieved

	High school, GED, or less (1)	Up to two years of college (2)	4-year college degree (3)	Graduate or professional degree (4)	Total
B1 - Employees know their jobs	3.59 <sup>(3)(4)</sup>	3.72 <sup>(4)</sup>	3.94	4.09	3.85
Sample N	61	150	145	90	446

# GENDER

Table B-1A. Employee Commitment to the City of Charlottesville**Gender**

	<b>Man<sup>(1)</sup></b>	<b>Woman<sup>(2)</sup></b>	<b>Total</b>
A1 - I am committed to help city succeed	4.65	4.63	4.64
Sample N	234	199	433
A2 - Willing to put in great deal of effort to help city	4.53	4.52	4.53
Sample N	233	199	432
A3 - My values and department values are similar	3.78 <sup>(2)</sup>	4.08	3.92
Sample N	231	198	429
A4 - Intend to work for city a year from now	4.31	4.38	4.34
Sample N	231	193	424
A5 - Strong commitment to city as my employer	4.16	4.26	4.20
Sample N	234	199	433
A6 - Commitment to the City of Charlottesville	4.21	4.27	4.24
Sample N	234	199	433

Table B-1B. Quality of your Department's Workforce

	<b>Gender</b>		
	<b>Man<sup>(1)</sup></b>	<b>Woman<sup>(2)</sup></b>	<b>Total</b>
B1 - Employees know their jobs	3.87	3.82	3.84
Sample N	233	198	431
B2 - Employees have the technical skills to do their jobs well	3.85	3.80	3.83
Sample N	233	198	431
B3 - Employees turn problems into opportunities	3.39	3.43	3.41
Sample N	232	197	429
B4 - Employees work hard for overall good of the city	3.94	3.91	3.93
Sample N	234	198	432
B5 - Can count on other employees to do what they say	3.87	3.74	3.81
Sample N	232	199	431
B6 - Satisfaction with quality department's workforce	3.75	3.79	3.77
Sample N	234	199	433



Table B-1C. Responsiveness to Customer Needs**Gender**

	<b>Man<sup>(1)</sup></b>	<b>Woman<sup>(2)</sup></b>	<b>Total</b>
C1 - Timeliness of services	4.09 <sup>(2)</sup>	4.35	4.21
Sample N	233	197	430
C2 - Seeks to know customer needs	4.08	4.21	4.14
Sample N	232	199	431
C3 - Responds to customer needs	4.15	4.26	4.20
Sample N	234	197	431
C4 - Customer service rep easy to contact	4.06 <sup>(2)</sup>	4.38	4.20
Sample N	233	195	428
C5 - Easy access to information	3.86 <sup>(2)</sup>	4.24	4.03
Sample N	233	194	427
C6 - Customers' satisfaction with responsiveness to needs	3.90	4.05	3.97
Sample N	230	195	425

Table B-1D. Fair Treatment of Customers

	<b>Gender</b>		
	<b>Man<sup>(1)</sup></b>	<b>Woman<sup>(2)</sup></b>	<b>Total</b>
D1 - Value customers get for their dollars	4.21	4.29	4.25
Sample N	228	188	416
D2 - Deals honestly with customers	4.48	4.51	4.49
Sample N	234	194	428
D3 - Treating customers courteously	4.43	4.54	4.48
Sample N	233	197	430
D4 - Treating customers with respect	4.50	4.56	4.52
Sample N	231	198	429
D5 - Customers' satisfaction with treatment	4.17	4.26	4.21
Sample N	231	192	423

Table B-1E. Creativity, Initiative, & New Ideas**Gender**

	<b>Man<sup>(1)</sup></b>	<b>Woman<sup>(2)</sup></b>	<b>Total</b>
E1 - Creativity essential part of performing well	4.08	3.94	4.01
Sample N	235	197	432
E2 - Constantly looking for new ways to improve	4.22	4.28	4.25
Sample N	234	198	432
E3 - If I see any problem I make sure it gets fixed	4.14	4.08	4.11
Sample N	233	198	431
E4 - Love being a champion of new ideas	4.03	4.12	4.07
Sample N	234	195	429
E5 - Like to participate in making higher level decisions	4.15	3.96	4.06
Sample N	234	196	430
E6 - Satisfaction with creativity	4.06	4.03	4.04
Sample N	234	198	432

Table B-1F. Dignity / Worth Felt in Employment**Gender**

	<b>Man<sup>(1)</sup></b>	<b>Woman<sup>(2)</sup></b>	<b>Total</b>
F1 - Proud to tell that I work for City of Cville	3.63	3.62	3.62
Sample N	235	200	435
F2 - Feel appreciated, respected, and valued	3.25	3.42	3.33
Sample N	233	199	432
F3 - Job gives feeling of personal accomplishment	3.74	3.95	3.84
Sample N	234	199	433
F4 - Job makes good use of my skills and abilities	3.87	3.90	3.88
Sample N	233	199	432
F5 - See connection with citizen benefit	4.12	4.23	4.17
Sample N	234	199	433
F6 - Satisfaction with level of dignity and worth	3.53	3.64	3.58
Sample N	235	199	434

Table B-1G. Employee Empowerment to Perform Job Well

	Gender		
	Man <sup>(1)</sup>	Woman <sup>(2)</sup>	Total
G1 - Work environment encourages initiative	3.78	3.89	3.83
Sample N	233	199	432
G2 - Opportunities to learn new skills	3.53	3.71	3.61
Sample N	235	199	434
G3 - Can make decisions to do job well	3.94	3.92	3.94
Sample N	233	200	433
G4 - Have authority and responsibility	3.87	3.98	3.92
Sample N	234	200	434
G5 - Involved in decision making	3.59	3.64	3.62
Sample N	234	198	432
G6 - Satisfaction with empowerment	3.67	3.78	3.72
Sample N	235	200	435

Table B-1H. Communication within the City of Charlottesville**Gender**

	<b>Man<sup>(1)</sup></b>	<b>Woman<sup>(2)</sup></b>	<b>Total</b>
H1 - Hear important communications from management	3.04	3.29	3.15
Sample N	234	198	432
H2 - Changes affecting my job are discussed	2.82 <sup>(2)</sup>	3.26	3.02
Sample N	233	197	430
H3 - Let managers know feelings about things	3.43	3.45	3.44
Sample N	232	198	430
H4 - Understand what is expected of me	3.99	4.06	4.02
Sample N	235	199	434
H5 - Receive information needed	3.61	3.69	3.65
Sample N	234	198	432
H6 - Satisfaction with communication	3.16	3.35	3.25
Sample N	234	199	433

Table B-11. Integrity of Employees in Delivering Services**Gender**

	<b>Man<sup>(1)</sup></b>	<b>Woman<sup>(2)</sup></b>	<b>Total</b>
I1 - Employees behave ethically	4.19	4.11	4.15
Sample N	233	198	431
I2 - Decisive action taken if wrongdoing discovered	3.59	3.39	3.50
Sample N	232	197	429
I3 - Know how to report unethical behavior	4.03	3.96	4.00
Sample N	234	199	433
I4 - Report unethical behavior without fear of reprisal	3.72	3.59	3.66
Sample N	233	191	424
I5 - Familiar with ethics code and standards of conduct	4.16	4.11	4.14
Sample N	232	199	431
I6 - Satisfaction with integrity of employees	3.93	3.86	3.90
Sample N	234	198	432

Table B-1J. Employee Relations in the Department and City**Gender**

	<b>Man<sup>(1)</sup></b>	<b>Woman<sup>(2)</sup></b>	<b>Total</b>
J1 - Promotions based on employee's qualifications	3.11	3.32	3.20
Sample N	226	186	412
J2 - Complaints are handled fairly	3.40	3.44	3.42
Sample N	228	186	414
J3 - Know where to get info on question or complaint	3.74	3.91	3.82
Sample N	235	198	433
J4c - Satisfaction with handling of employee relations issue - City	3.31	3.33	3.32
Sample N	227	183	410
J4d - Satisfaction with handling of employee relations issue - Dept	3.42	3.45	3.43
Sample N	230	191	421



**Table B-1K. Diversity and Equal Employment Opportunities by City and Department**

	<b>Gender</b>		
	<b>Man<sup>(1)</sup></b>	<b>Woman<sup>(2)</sup></b>	<b>Total</b>
K1c - Recruiting applicants of diverse backgrounds-City	3.75	3.77	3.76
Sample N	222	176	398
K1d - Recruiting applicants of diverse backgrounds-Dept	3.83	3.89	3.86
Sample N	223	185	408
K2c - Hiring employees of diverse backgrounds-City	3.74	3.76	3.75
Sample N	224	178	402
K2d - Hiring employees of diverse backgrounds-Dept	3.88	3.88	3.88
Sample N	223	186	409
K3c - Retaining employees of diverse backgrounds-City	3.48	3.49	3.48
Sample N	222	173	395
K3d - Retaining employees of diverse backgrounds-Dept	3.61	3.66	3.63
Sample N	222	182	404
K4c - Treating employees with fairness and respect-City	3.85	3.70	3.78
Sample N	231	189	420
K4d - Treating employees with fairness and respect-Dept	3.96	3.85	3.91
Sample N	230	191	421
K5c - Providing an environment free of discrimination-City	4.03 <sup>(2)</sup>	3.77	3.92
Sample N	230	187	417
K5d - Providing an environment free of discrimination-Dept	4.07	3.92	4.00
Sample N	230	192	422
K6c - Know where to turn for help with discrimination-City	4.13	4.01	4.07
Sample N	231	197	428
K6d - Know where to turn for help with discrimination-Dept	4.12	4.07	4.10
Sample N	231	194	425
K7c - Feel comfortable asking for help with discrimination-City	4.01	3.78	3.91
Sample N	231	195	426
K7d - Feel comfortable asking for help with discrimination-Dept	4.05	3.92	3.99
Sample N	228	194	422
K8c - Satisfaction with diversity-City	3.80	3.68	3.75
Sample N	230	186	416
K8d - Satisfaction with diversity-Dept	3.87	3.79	3.83
Sample N	228	193	421

Table B-1L. Workplace Environment**Gender**

	<b>Man<sup>(1)</sup></b>	<b>Woman<sup>(2)</sup></b>	<b>Total</b>
L1 - Job produces large amount of personal stress*	3.84 <sup>(2)</sup>	3.54	3.70
Sample N	234	199	433
L2 - Less stress in job now than 1 yr ago	2.60	2.79	2.69
Sample N	233	199	432
L3 - Have sufficient time to do quality job	3.47	3.67	3.56
Sample N	234	200	434
L4 - Have flexibility to balance work and personal life	3.45 <sup>(2)</sup>	3.93	3.67
Sample N	233	200	433
L5 - Positive work environment	3.44 <sup>(2)</sup>	3.72	3.57
Sample N	234	198	432
L6 - Satisfaction with work environment	3.43 <sup>(2)</sup>	3.70	3.55
Sample N	235	199	434

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-1M. Feelings Towards Remote Work**Gender**

	<b>Man<sup>(1)</sup></b>	<b>Woman<sup>(2)</sup></b>	<b>Total</b>
M3k - Have access to consistent internet at home for work purposes	4.82	4.75	4.77
Sample N	56	119	175
M3l - Have all the training and technology needed to work remotely	4.61	4.37	4.45
Sample N	56	119	175
M3m - Remote work has decreased my feeling of being a part of team*	2.21	2.16	2.18
Sample N	56	119	175
M3n - Remote work could be considered a benefit to my job	4.40	4.55	4.51
Sample N	55	119	174
M3o - More productive when working remotely	3.96	4.24	4.15
Sample N	56	119	175
M3p - More stressed when working remotely due to my home situation*	1.59	1.52	1.54
Sample N	54	119	173
M3q - More stressed due to the increase in training and technology requirements needed for remote work*	1.56	1.51	1.52
Sample N	54	118	172
M3r - Satisfaction with remote work	4.54	4.62	4.59
Sample N	56	119	175
M4 - Preference for how your current job be conducted in the future - Would you prefer to work at home...	2.47 <sup>(2)</sup>	3.41	2.93
Sample N	199	192	391

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-1N. Personal Safety of City Employees

	<b>Gender</b>		
	<b>Man<sup>(1)</sup></b>	<b>Woman<sup>(2)</sup></b>	<b>Total</b>
N1 - Receive training to do job safely	4.02	4.19	4.10
Sample N	235	198	433
N2 - Perceive work environment to be safe	4.00	4.14	4.07
Sample N	234	199	433
N3 - Concerned about possible violence in workplace*	2.20	2.30	2.25
Sample N	231	197	428
N4 - Satisfaction with personal safety at workplace	4.09	4.00	4.05
Sample N	235	200	435

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-10. City's Training and Development Efforts**Gender**

	<b>Man<sup>(1)</sup></b>	<b>Woman<sup>(2)</sup></b>	<b>Total</b>
O1 - Training helped to improve on-job skill	3.81	3.81	3.81
Sample N	234	191	425
O2 - Provided amount of training needed	3.50	3.71	3.60
Sample N	232	199	431
O3 - Provided with the training for professional development	3.37 <sup>(2)</sup>	3.62	3.49
Sample N	233	199	432
O4 - Opportunity to receive training is fair	3.48 <sup>(2)</sup>	3.77	3.61
Sample N	231	188	419
O5 - Used skills I learned in training	3.96	4.07	4.01
Sample N	233	196	429
O6 - Regularly receive training opportunities	3.49 <sup>(2)</sup>	3.80	3.63
Sample N	235	198	433
O7 - Quality of training allows me to do my job well	3.62 <sup>(2)</sup>	3.82	3.71
Sample N	235	193	428
O8 - Satisfaction with training you receive	2.80 <sup>(2)</sup>	3.08	2.93
Sample N	221	189	410

Table B-1P. Pay & Benefits**Gender**

	<b>Man<sup>(1)</sup></b>	<b>Woman<sup>(2)</sup></b>	<b>Total</b>
P1 - Can get answers about pay	3.41	3.67	3.53
Sample N	231	195	426
P2 - Pay better or same than other organizations	2.11 <sup>(2)</sup>	2.54	2.30
Sample N	229	187	416
P3 - Fairly compensated	2.42	2.67	2.54
Sample N	234	198	432
P4 - Changes in pay are made fairly	2.57	2.79	2.67
Sample N	226	182	408
P5 - Can get answers about benefits	3.91 <sup>(2)</sup>	4.17	4.03
Sample N	232	193	425
P6 - Interested in program combining all leave	3.20 <sup>(2)</sup>	3.54	3.35
Sample N	231	192	423
P7 - Satisfied with retirement benefits	3.65	3.81	3.72
Sample N	234	190	424
P8 - Would like the opportunity for remote work to be part of my benefits package	3.22 <sup>(2)</sup>	3.97	3.57
Sample N	209	183	392
P9 - Satisfaction with your pay	2.19 <sup>(2)</sup>	2.46	2.31
Sample N	232	190	422
P10 - Satisfaction with your benefits	3.03 <sup>(2)</sup>	3.19	3.10
Sample N	232	187	419
P11 - Collective bargaining	3.98 <sup>(2)</sup>	3.59	3.82
Sample N	216	148	364

Table B-1Q. Performance Appraisals**Gender**

	<b>Man<sup>(1)</sup></b>	<b>Woman<sup>(2)</sup></b>	<b>Total</b>
Q1 - Get feedback about performance	3.37	3.47	3.42
Sample N	227	194	421
Q2 - Performance improved because of appraisal	2.77	2.86	2.82
Sample N	213	182	395
Q3 - Performance appraisal helps develop skills	2.68	2.68	2.68
Sample N	211	186	397
Q4 - Performance appraisal effective	2.62	2.73	2.67
Sample N	212	183	395
Q5 - Managers tell me when I do good job	3.62	3.77	3.69
Sample N	227	196	423
Q6 - Satisfaction with performance appraisal	3.04	3.19	3.11
Sample N	223	190	413

**Table B-1R. Issues Concerning Immediate Supervisor**

	<b>Gender</b>		
	<b>Man<sup>(1)</sup></b>	<b>Woman<sup>(2)</sup></b>	<b>Total</b>
R1 - Supervisor allows authority and responsibility	4.19	4.23	4.21
Sample N	231	199	430
R2 - Supervisor communicates information	4.09	3.98	4.04
Sample N	233	198	431
R3 - Supervisor asks for ideas and suggestions	3.97	3.88	3.93
Sample N	233	199	432
R4 - Supervisor acts on employee suggestions	3.83	3.82	3.83
Sample N	232	194	426
R5 - Supervisor promotes career development	3.73	3.71	3.72
Sample N	233	194	427
R6 - Supervisor gives opportunity to change things	3.81	3.85	3.82
Sample N	231	196	427
R7 - Supervisor generally available for assistance	4.22	4.20	4.21
Sample N	232	198	430
R8 - Supervisor communicates how pay is determined	3.12	3.14	3.13
Sample N	226	185	411
R9 - Satisfaction with immediate supervisor	4.06	4.08	4.07
Sample N	232	197	429



**Table B-1S. Issues Concerning Division Level Managers****Gender**

	<b>Man<sup>(1)</sup></b>	<b>Woman<sup>(2)</sup></b>	<b>Total</b>
S1 - Managers give authority to fulfill my responsibilities	3.74	3.69	3.72
Sample N	219	173	392
S2 - Managers cooperate well with each other	3.29 <sup>(2)</sup>	3.59	3.42
Sample N	215	172	387
S3 - Managers held accountable for end result	3.13	3.27	3.19
Sample N	214	165	379
S4 - City develops people from within for higher level jobs	2.87 <sup>(2)</sup>	3.24	3.03
Sample N	211	169	380
S5 - Responsibilities often delegated that shouldn't be*	3.16	3.10	3.13
Sample N	209	169	378
S6 - People promoted to management based on abilities	2.80 <sup>(2)</sup>	3.08	2.93
Sample N	209	168	377
S7 - Managers set good example	3.54	3.75	3.63
Sample N	217	171	388
S8 - Managers fairly use the personnel policies	3.33	3.45	3.38
Sample N	213	162	375
S9 - Satisfaction with city's managers	3.29	3.43	3.35
Sample N	220	169	389

\*Negatively worded item – (high numbers equate to less favorable outcomes)

**Table B-1T. Working Relationship with Upper Management and Supervisor**

	<b>Gender</b>		
	<b>Man<sup>(1)</sup></b>	<b>Woman<sup>(2)</sup></b>	<b>Total</b>
T1m - Free to discuss problems with upper management	3.22	3.41	3.30
Sample N	230	187	417
T1s - Free to discuss problems with my immediate supervisor	4.16	4.19	4.18
Sample N	231	192	423
T2m - Decisions could be made at a lower level: upper management*	3.33	3.15	3.25
Sample N	220	169	389
T2s - Decisions could be made at a lower level: my immediate supervisor*	3.13	2.95	3.05
Sample N	225	177	402
T3m - Actions are consistent with messages: upper management	3.00	3.25	3.11
Sample N	229	179	408
T3s - Actions are consistent with messages: my immediate supervisor	3.89	3.81	3.86
Sample N	230	189	419
T4m - Concerned about employees and their problems: upper management	3.08	3.36	3.20
Sample N	227	183	410
T4s - Concerned about employees and their problems: my immediate supervisor	4.00	3.97	3.99
Sample N	231	190	421
T5m - Realistic expectations of employees by upper management	3.17	3.42	3.28
Sample N	226	179	405
T5s - Realistic expectations of employees by my immediate supervisor	4.02	3.99	4.01
Sample N	229	189	418
T6m - Confident in upper management	2.99 <sup>(2)</sup>	3.34	3.15
Sample N	231	186	417
T6s - Confident in my immediate supervisor	4.04	4.03	4.04
Sample N	230	190	420
T7m - I trust upper management	2.92 <sup>(2)</sup>	3.28	3.08
Sample N	230	188	418
T7s - I trust my immediate supervisor	4.04	4.02	4.03
Sample N	230	190	420
T8m - Satisfaction with working relationship with upper management	3.13	3.36	3.23
Sample N	231	187	418
T8s - Satisfaction with working relationship with your immediate supervisor	4.09	4.01	4.05
Sample N	230	191	421

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-1U. Overall City Ratings**Gender**

	<b>Man<sup>(1)</sup></b>	<b>Woman<sup>(2)</sup></b>	<b>Total</b>
U1 - Overall satisfaction with City of Charlottesville	4.68 <sup>(2)</sup>	5.08	4.87
Sample N	234	199	433
U2 - Rating as a place to work compared to two years ago	2.81 <sup>(2)</sup>	3.12	2.96
Sample N	188	164	352
U3 - Recommend City of Charlottesville as place to work	3.41 <sup>(2)</sup>	3.62	3.51
Sample N	234	193	427

Table B-1W. City's Mission, Vision, Values**Gender**

	<b>Man<sup>(1)</sup></b>	<b>Woman<sup>(2)</sup></b>	<b>Total</b>
W1 - Familiarity the City's organizational vision	2.57	2.72	2.64
Sample N	235	199	434
W2 - Familiarity the City's organizational mission	2.55	2.72	2.63
Sample N	234	197	431
W3 - Familiarity the City's organizational values	2.65	2.83	2.73
Sample N	234	199	433

# LENGTH OF EMPLOYMENT

Table B-2A. Employee Commitment to the City of Charlottesville**Length of Employment**

	<b>Over 15 years<sup>(1)</sup></b>	<b>5 to 15 years<sup>(2)</sup></b>	<b>2 to 5 years<sup>(3)</sup></b>	<b>2 years or less<sup>(4)</sup></b>	<b>Total</b>
A1 - I am committed to help city succeed	4.61	4.61	4.63	4.67	4.63
Sample N	135	136	91	94	456
A2 - Willing to put in great deal of effort to help city	4.47	4.50	4.54	4.54	4.51
Sample N	135	135	91	94	455
A3 - My values and department values are similar	3.81 <sup>(4)</sup>	3.84	3.80 <sup>(4)</sup>	4.13	3.88
Sample N	134	135	90	93	452
A4 - Intend to work for city a year from now	4.41	4.31	4.27	4.31	4.33
Sample N	133	133	90	91	447
A5 – Strong commitment to city as my employer	4.37 <sup>(4)(5)</sup>	4.21	4.05	4.08	4.20
Sample N	135	135	91	95	456
A6 - Commitment to the City of Charlottesville	4.29	4.27	4.18	4.12	4.23
Sample N	134	136	91	94	455

Table B-2B. Quality of your Department's Workforce**Length of Employment**

	<b>Over 15 years<sup>(1)</sup></b>	<b>5 to 15 years<sup>(2)</sup></b>	<b>2 to 5 years<sup>(3)</sup></b>	<b>2 years or less<sup>(4)</sup></b>	<b>Total</b>
B1 - Employees know their jobs	3.84 <sup>(4)</sup>	3.68 <sup>(4)</sup>	3.72 <sup>(4)</sup>	4.19	3.84
Sample N	134	136	90	94	454
B2 - Employees have the technical skills to do their jobs well	3.78 <sup>(4)</sup>	3.67 <sup>(4)</sup>	3.70 <sup>(4)</sup>	4.18	3.82
Sample N	135	135	91	94	455
B3 - Employees turn problems into opportunities	3.31 <sup>(4)</sup>	3.30 <sup>(4)</sup>	3.38 <sup>(4)</sup>	3.76	3.41
Sample N	134	135	90	93	452
B4 - Employees work hard for overall good of the city	3.85 <sup>(4)</sup>	3.80 <sup>(4)</sup>	3.84 <sup>(4)</sup>	4.27	3.92
Sample N	135	135	91	95	456
B5 - Can count on other employees to do what they say	3.65 <sup>(4)</sup>	3.67 <sup>(4)</sup>	3.77 <sup>(4)</sup>	4.28	3.81
Sample N	135	136	90	93	454
B6 - Satisfaction with quality department's workforce	3.67 <sup>(4)</sup>	3.60 <sup>(4)</sup>	3.67 <sup>(4)</sup>	4.18	3.75
Sample N	135	136	91	95	457

Table B-2C. Responsiveness to Customer Needs

## Length of Employment

	Over 15 years <sup>(1)</sup>	5 to 15 years <sup>(2)</sup>	2 to 5 years <sup>(3)</sup>	2 years or less <sup>(4)</sup>	Total
C1 – Timeliness of services	4.25	4.12	4.15	4.30	4.20
Sample N	134	135	91	94	454
C2 – Seeks to know customer needs	4.16	4.00 <sup>(4)</sup>	4.04 <sup>(4)</sup>	4.33	4.13
Sample N	135	135	91	93	454
C3 – Responds to customer needs	4.24 <sup>(2)</sup>	3.99 <sup>(4)</sup>	4.18 <sup>(4)</sup>	4.44	4.19
Sample N	134	135	91	94	454
C4 – Customer service rep easy to contact	4.18	4.04 <sup>(4)</sup>	4.30	4.36	4.20
Sample N	134	136	89	91	450
C5 – Easy access to information	4.05	3.88 <sup>(4)</sup>	4.08	4.19	4.03
Sample N	134	136	89	90	449
C6 – Customers' satisfaction with responsiveness to needs	3.98	3.76 <sup>(4)</sup>	4.04	4.14	3.96
Sample N	132	135	90	91	448



Table B-2D. Fair Treatment of Customers

## Length of Employment

	Over 15 years <sup>(1)</sup>	5 to 15 years <sup>(2)</sup>	2 to 5 years <sup>(3)</sup>	2 years or less <sup>(4)</sup>	Total
D1 - Value customers get for their dollars	4.27	4.18	4.11 <sup>(4)</sup>	4.40	4.24
Sample N	128	130	88	93	439
D2 - Deals honestly with customers	4.46 <sup>(4)</sup>	4.37 <sup>(4)</sup>	4.50 <sup>(4)</sup>	4.68	4.49
Sample N	133	134	90	95	452
D3 - Treating customers courteously	4.38 <sup>(4)</sup>	4.42 <sup>(4)</sup>	4.55	4.65	4.48
Sample N	134	135	91	94	454
D4 - Treating customers with respect	4.46 <sup>(4)</sup>	4.45 <sup>(4)</sup>	4.60	4.68	4.53
Sample N	134	136	90	93	453
D5 - Customers' satisfaction with treatment	4.18	4.07 <sup>(4)</sup>	4.26	4.39	4.20
Sample N	132	134	90	90	446

Table B-2E. Creativity, Initiative, & New Ideas

## Length of Employment

	Over 15 years <sup>(1)</sup>	5 to 15 years <sup>(2)</sup>	2 to 5 years <sup>(3)</sup>	2 years or less <sup>(4)</sup>	Total
E1 - Creativity essential part of performing well	4.09	4.00	3.90	3.99	4.00
Sample N	135	136	90	95	456
E2 - Constantly looking for new ways to improve	4.19	4.23	4.20	4.38	4.24
Sample N	135	136	90	94	455
E3 - If I see any problem I make sure it gets fixed	4.04	4.06	4.18	4.13	4.09
Sample N	134	135	90	94	453
E4 - Love being a champion of new ideas	4.09	4.01	4.09	4.15	4.08
Sample N	133	136	90	92	451
E5 - Like to participate in making higher level decisions	4.13	4.00	4.03	4.09	4.06
Sample N	135	136	89	93	453
E6 - Satisfaction with creativity	4.06	3.91	4.11	4.12	4.04
Sample N	134	137	89	95	455

Table B-2F. Dignity / Worth Felt in Employment**Length of Employment**

	<b>Over 15 years<sup>(1)</sup></b>	<b>5 to 15 years<sup>(2)</sup></b>	<b>2 to 5 years<sup>(3)</sup></b>	<b>2 years or less<sup>(4)</sup></b>	<b>Total</b>
F1 - Proud to tell that I work for City of Cville	3.41 <sup>(4)</sup>	3.39 <sup>(4)</sup>	3.69 <sup>(4)</sup>	4.12	3.61
Sample N	135	137	91	95	458
F2 - Feel appreciated, respected, and valued	3.15 <sup>(4)</sup>	3.04 <sup>(4)</sup>	3.29 <sup>(4)</sup>	4.00	3.32
Sample N	135	135	91	94	455
F3 - Job gives feeling of personal accomplishment	3.82 <sup>(4)</sup>	3.69 <sup>(4)</sup>	3.71 <sup>(4)</sup>	4.12	3.82
Sample N	135	136	91	94	456
F4 - Job makes good use of my skills and abilities	3.81 <sup>(4)</sup>	3.76 <sup>(4)</sup>	3.90	4.16	3.89
Sample N	134	136	91	94	455
F5 - See connection with citizen benefit	4.21	4.11 <sup>(4)</sup>	4.04 <sup>(4)</sup>	4.38	4.18
Sample N	135	136	91	94	456
F6 - Satisfaction with level of dignity and worth	3.46 <sup>(4)</sup>	3.28 <sup>(4)</sup>	3.56 <sup>(4)</sup>	4.14	3.57
Sample N	135	136	91	95	457

Table B-2G. Employee Empowerment to Perform Job Well

## Length of Employment

	Over 15 years <sup>(1)</sup>	5 to 15 years <sup>(2)</sup>	2 to 5 years <sup>(3)</sup>	2 years or less <sup>(4)</sup>	Total
G1 - Work environment encourages initiative	3.74	3.64 <sup>(4)</sup>	3.90	4.00	3.80
Sample N	135	137	90	93	455
G2 - Opportunities to learn new skills	3.56 <sup>(4)</sup>	3.40 <sup>(4)</sup>	3.58 <sup>(4)</sup>	3.96	3.60
Sample N	134	137	90	94	455
G3 - Can make decisions to do job well	3.92	3.73 <sup>(4)</sup>	3.93	4.19	3.92
Sample N	135	137	89	94	455
G4 - Have authority and responsibility	3.82 <sup>(4)</sup>	3.81 <sup>(4)</sup>	3.88 <sup>(4)</sup>	4.20	3.91
Sample N	135	137	90	94	456
G5 - Involved in decision making	3.71 <sup>(2)</sup>	3.36 <sup>(4)</sup>	3.61	3.79	3.60
Sample N	134	137	90	92	453
G6 - Satisfaction with empowerment	3.73	3.47 <sup>(4)</sup>	3.71	4.00	3.71
Sample N	135	137	91	95	458

Table B-2H. Communication within the City of Charlottesville**Length of Employment**

	<b>Over 15 years<sup>(1)</sup></b>	<b>5 to 15 years<sup>(2)</sup></b>	<b>2 to 5 years<sup>(3)</sup></b>	<b>2 years or less<sup>(4)</sup></b>	<b>Total</b>
H1 - Hear important communications from management	3.13 <sup>(4)</sup>	2.86 <sup>(3)(4)</sup>	3.23	3.58	3.16
Sample N	135	136	91	93	455
H2 - Changes affecting my job are discussed	3.13 <sup>(2)</sup>	2.71 <sup>(4)</sup>	3.01	3.34	3.02
Sample N	135	136	90	91	452
H3 - Let managers know feelings about things	3.44	3.24 <sup>(4)</sup>	3.53	3.66	3.44
Sample N	135	136	91	89	451
H4 - Understand what is expected of me	3.99	3.96	4.13	4.04	4.02
Sample N	135	136	91	95	457
H5 - Receive information needed	3.61	3.46 <sup>(4)</sup>	3.76	3.86	3.65
Sample N	135	136	90	94	455
H6 - Satisfaction with communication	3.22 <sup>(4)</sup>	2.99 <sup>(4)</sup>	3.23 <sup>(4)</sup>	3.60	3.23
Sample N	134	136	91	95	456

Table B-2I. Integrity of Employees in Delivering Services**Length of Employment**

	<b>Over 15 years<sup>(1)</sup></b>	<b>5 to 15 years<sup>(2)</sup></b>	<b>2 to 5 years<sup>(3)</sup></b>	<b>2 years or less<sup>(4)</sup></b>	<b>Total</b>
I1 - Employees behave ethically	4.11 <sup>(4)</sup>	4.07 <sup>(4)</sup>	4.00 <sup>(4)</sup>	4.43	4.14
Sample N	133	137	90	94	454
I2 - Decisive action taken if wrongdoing discovered	3.37 <sup>(4)</sup>	3.31 <sup>(4)</sup>	3.37 <sup>(4)</sup>	4.16	3.51
Sample N	134	135	89	90	448
I3 - Know how to report unethical behavior	3.97 <sup>(4)</sup>	3.91 <sup>(4)</sup>	3.90 <sup>(4)</sup>	4.33	4.01
Sample N	135	136	90	94	455
I4 - Report unethical behavior without fear of reprisal	3.53 <sup>(4)</sup>	3.47 <sup>(4)</sup>	3.61 <sup>(4)</sup>	4.21	3.67
Sample N	133	132	88	90	443
I5 - Familiar with ethics code and standards of conduct	4.19	4.16	4.06	4.18	4.15
Sample N	135	136	90	93	454
I6 - Satisfaction with integrity of employees	3.86 <sup>(4)</sup>	3.69 <sup>(4)</sup>	3.88 <sup>(4)</sup>	4.31	3.91
Sample N	134	137	89	95	455

**Table B-2J. Employee Relations in the Department and City****Length of Employment**

	<b>Over 15 years<sup>(1)</sup></b>	<b>5 to 15 years<sup>(2)</sup></b>	<b>2 to 5 years<sup>(3)</sup></b>	<b>2 years or less<sup>(4)</sup></b>	<b>Total</b>
J1 - Promotions based on employee's qualifications	3.07 <sup>(4)</sup>	3.02 <sup>(4)</sup>	3.06 <sup>(4)</sup>	3.82	3.19
Sample N	133	132	87	79	431
J2 - Complaints are handled fairly	3.32 <sup>(4)</sup>	3.19 <sup>(4)</sup>	3.32 <sup>(4)</sup>	4.01	3.42
Sample N	131	132	87	85	435
J3 - Know where to get info on question or complaint	3.90	3.70 <sup>(4)</sup>	3.70	4.01	3.82
Sample N	134	135	91	95	455
J4c - Satisfaction with handling of employee relations - City	3.27 <sup>(4)</sup>	3.00 <sup>(3)(4)</sup>	3.40 <sup>(4)</sup>	3.83	3.32
Sample N	131	131	88	80	430
J4d - Satisfaction with handling of employee relation - Department	3.38 <sup>(4)</sup>	3.20 <sup>(4)</sup>	3.28 <sup>(4)</sup>	4.00	3.43
Sample N	133	133	89	87	442

**Table B-2K. Diversity and Equal Employment Opportunities by City and Department****Length of Employment**

	<b>Over 15 years<sup>(1)</sup></b>	<b>5 to 15 years<sup>(2)</sup></b>	<b>2 to 5 years<sup>(3)</sup></b>	<b>2 years or less<sup>(4)</sup></b>	<b>Total</b>
K1c - Recruiting applicants of diverse backgrounds-City	3.67 <sup>(4)</sup>	3.54 <sup>(4)</sup>	3.71 <sup>(4)</sup>	4.19	3.73
Sample N	126	127	86	78	417
K1d - Recruiting applicants of diverse backgrounds-Dept	3.63 <sup>(4)</sup>	3.80 <sup>(4)</sup>	3.82 <sup>(4)</sup>	4.19	3.84
Sample N	125	127	89	88	429
K2c - Hiring employees of diverse backgrounds-City	3.61 <sup>(4)</sup>	3.59 <sup>(4)</sup>	3.71 <sup>(4)</sup>	4.15	3.73
Sample N	128	127	87	80	422
K2d - Hiring employees of diverse backgrounds-Dept	3.66 <sup>(4)</sup>	3.81 <sup>(4)</sup>	3.84 <sup>(4)</sup>	4.23	3.86
Sample N	126	128	89	87	430
K3c - Retaining employees of diverse backgrounds-City	3.45 <sup>(4)</sup>	3.35 <sup>(4)</sup>	3.33 <sup>(4)</sup>	3.83	3.46
Sample N	125	127	86	76	414
K3d - Retaining employees of diverse backgrounds-Dept	3.51 <sup>(4)</sup>	3.54	3.61	3.89	3.62
Sample N	123	127	89	85	424
K4c - Treating employees with fairness and respect-City	3.64 <sup>(4)</sup>	3.56 <sup>(4)</sup>	3.72 <sup>(4)</sup>	4.25	3.75
Sample N	133	132	87	88	440
K4d - Treating employees with fairness and respect-Dept	3.66 <sup>(4)</sup>	3.67 <sup>(4)</sup>	3.92 <sup>(4)</sup>	4.40	3.87
Sample N	129	131	88	94	442
K5c - Providing an environment free of discrimination-City	3.75 <sup>(4)</sup>	3.76 <sup>(4)</sup>	3.95	4.28	3.90
Sample N	131	135	86	87	439
K5d - Providing an environment free of discrimination-Dept	3.79 <sup>(4)</sup>	3.81 <sup>(4)</sup>	4.06	4.37	3.97
Sample N	130	132	87	93	442
K6c - Know where to turn for help with discrimination-City	4.08	3.96 <sup>(4)</sup>	4.04	4.30	4.08
Sample N	133	134	91	90	448
K6d - Know where to turn for help with discrimination-Dept	4.03 <sup>(4)</sup>	4.04 <sup>(4)</sup>	4.04	4.33	4.10
Sample N	133	130	89	93	445
K7c - Feel comfortable asking for help with discrimination-City	3.83 <sup>(4)</sup>	3.73 <sup>(4)</sup>	3.92 <sup>(4)</sup>	4.27	3.91
Sample N	132	135	90	88	445
K7d - Feel comfortable asking for help with discrimination-Dept	3.89 <sup>(4)</sup>	3.82 <sup>(4)</sup>	3.98 <sup>(4)</sup>	4.37	3.98
Sample N	133	131	89	89	442
K8c - Satisfaction with diversity-City	3.56 <sup>(4)</sup>	3.60 <sup>(4)</sup>	3.69 <sup>(4)</sup>	4.19	3.73
Sample N	128	132	87	88	435
K8d - Satisfaction with diversity-Dept	3.65 <sup>(4)</sup>	3.62 <sup>(4)</sup>	3.80 <sup>(4)</sup>	4.25	3.80
Sample N	130	131	89	92	442



**Table B-2L. Workplace Environment****Length of Employment**

	<b>Over 15 years<sup>(1)</sup></b>	<b>5 to 15 years<sup>(2)</sup></b>	<b>2 to 5 years<sup>(3)</sup></b>	<b>2 years or less<sup>(4)</sup></b>	<b>Total</b>
L1 - Job produces large amount of personal stress*	3.90 <sup>(4)</sup>	3.82 <sup>(4)</sup>	3.65	3.36	3.72
Sample N	135	136	91	94	456
L2 - Less stress in job now than 1 yr ago	2.47 <sup>(4)</sup>	2.61 <sup>(4)</sup>	2.65 <sup>(4)</sup>	3.21	2.70
Sample N	135	137	91	91	454
L3 - Have sufficient time to do quality job	3.40 <sup>(4)</sup>	3.45 <sup>(4)</sup>	3.70	3.81	3.56
Sample N	135	137	91	94	457
L4 - Have flexibility to balance work and personal life	3.60	3.64	3.68	3.80	3.67
Sample N	134	137	91	94	456
L5 - Positive work environment	3.47 <sup>(4)</sup>	3.43 <sup>(4)</sup>	3.51 <sup>(4)</sup>	3.89	3.55
Sample N	135	136	91	93	455
L6 - Satisfaction with work environment	3.46 <sup>(4)</sup>	3.39 <sup>(4)</sup>	3.52 <sup>(4)</sup>	3.94	3.55
Sample N	133	137	91	95	456

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-2M. Feelings Towards Remote Work

	Length of Employment				Total
	Over 15 years <sup>(1)</sup>	5 to 15 years <sup>(2)</sup>	2 to 5 years <sup>(3)</sup>	2 years or less <sup>(4)</sup>	
M3k - Have access to consistent internet at home for work purposes	4.74	4.86	4.81	4.43	4.76
Sample N	53	59	43	23	178
M3l - Have all the training and technology needed to work remotely	4.26	4.54	4.42	4.52	4.43
Sample N	53	59	43	23	178
M3m - Remote work has decreased my feeling of being a part of team*	2.45	2.10	2.07	2.17	2.21
Sample N	53	59	43	23	178
M3n - Remote work could be considered a benefit to my job	4.32	4.56	4.55	4.57	4.49
Sample N	53	59	42	23	177
M3o - More productive when working remotely	3.91	4.19	4.30	4.13	4.12
Sample N	53	59	43	23	178
M3p - More stressed when working remotely due to my home situation*	1.75	1.47	1.47	1.55	1.56
Sample N	53	58	43	22	176
M3q - More stressed due to the increase in training and technology requirements needed for remote work*	1.70	1.52	1.43	1.59	1.56
Sample N	53	58	42	22	175
M3r - Satisfaction with remote work	4.42	4.61	4.65	4.65	4.57
Sample N	53	59	43	23	178
M4 - Preference for how your current job be conducted in the future - Would you prefer to work at home...	2.72 <sup>(2)</sup>	3.13 <sup>(4)</sup>	3.11 <sup>(4)</sup>	2.59	2.89
Sample N	123	123	82	85	413

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-2N. Personal Safety of City Employees**Length of Employment**

	<b>Over 15 years<sup>(1)</sup></b>	<b>5 to 15 years<sup>(2)</sup></b>	<b>2 to 5 years<sup>(3)</sup></b>	<b>2 years or less<sup>(4)</sup></b>	<b>Total</b>
N1 - Receive training to do job safely	4.12	3.96	4.12	4.16	4.08
Sample N	134	137	90	95	456
N2 - Perceive work environment to be safe	3.96	4.00	4.03	4.16	4.03
Sample N	135	137	91	93	456
N3 - Concerned about possible violence in workplace*	2.34	2.39	2.30	2.10	2.30
Sample N	134	137	89	91	451
N4 - Satisfaction with personal safety at workplace	3.97 <sup>(4)</sup>	3.97 <sup>(4)</sup>	3.93 <sup>(4)</sup>	4.22	4.02
Sample N	135	136	91	95	457

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-20. City's Training and Development Efforts

## Length of Employment

	Over 15 years <sup>(1)</sup>	5 to 15 years <sup>(2)</sup>	2 to 5 years <sup>(3)</sup>	2 years or less <sup>(4)</sup>	Total
O1 - Training helped to improve on-job skill	3.78 <sup>(4)</sup>	3.71 <sup>(4)</sup>	3.78 <sup>(4)</sup>	4.09	3.82
Sample N	133	136	89	91	449
O2 - Provided amount of training needed	3.61	3.54	3.49	3.77	3.60
Sample N	134	137	90	93	454
O3 - Provided with the training for professional development	3.51	3.42	3.36	3.63	3.48
Sample N	134	137	91	93	455
O4 - Opportunity to receive training is fair	3.55 <sup>(4)</sup>	3.57 <sup>(4)</sup>	3.38 <sup>(4)</sup>	3.94	3.60
Sample N	131	134	89	84	438
O5 - Used skills I learned in training	3.99	3.91	3.99	4.16	4.00
Sample N	133	137	91	90	451
O6 - Regularly receive training opportunities	3.73	3.57	3.47 <sup>(4)</sup>	3.82	3.65
Sample N	135	136	91	94	456
O7 - Quality of training allows me to do my job well	3.71	3.62 <sup>(4)</sup>	3.58 <sup>(4)</sup>	3.91	3.70
Sample N	134	136	89	92	451
O8 - Satisfaction with training you receive	2.92	2.90	2.79 <sup>(4)</sup>	3.09	2.92
Sample N	132	124	89	89	434

Table B-2P. Pay & Benefits

## Length of Employment

	Over 15 years <sup>(1)</sup>	5 to 15 years <sup>(2)</sup>	2 to 5 years <sup>(3)</sup>	2 years or less <sup>(4)</sup>	Total
P1 - Can get answers about pay	3.50	3.34 <sup>(4)</sup>	3.48	3.76	3.50
Sample N	132	136	90	90	448
P2 - Pay better or same than other organizations	2.13 <sup>(4)</sup>	2.25 <sup>(4)</sup>	2.18 <sup>(4)</sup>	2.76	2.30
Sample N	129	132	88	88	437
P3 - Fairly compensated	2.45 <sup>(4)</sup>	2.45 <sup>(4)</sup>	2.36 <sup>(4)</sup>	2.99	2.54
Sample N	134	136	91	93	454
P4 - Changes in pay are made fairly	2.48 <sup>(4)</sup>	2.44 <sup>(4)</sup>	2.67 <sup>(4)</sup>	3.25	2.66
Sample N	127	131	88	83	429
P5 - Can get answers about benefits	4.04	3.99	4.07	4.10	4.04
Sample N	134	134	90	90	448
P6 - Interested in program combining all leave	3.06 <sup>(4)</sup>	3.23 <sup>(4)</sup>	3.33 <sup>(4)</sup>	3.98	3.35
Sample N	132	133	90	89	444
P7 - Satisfied with retirement benefits	3.72	3.71	3.71	3.84	3.74
Sample N	134	134	90	87	445
P8 - Would like the opportunity for remote work to be part of my benefits package	3.32 <sup>(2)</sup>	3.72	3.61	3.66	3.57
Sample N	127	123	83	79	412
P9 - Satisfaction with your pay	2.26 <sup>(4)</sup>	2.23 <sup>(4)</sup>	2.19 <sup>(4)</sup>	2.60	2.31
Sample N	132	131	90	91	444
P10 - Satisfaction with your benefits	3.14	3.08	3.08	3.15	3.11
Sample N	133	130	90	85	438
P11 - Collective bargaining	3.75	3.81	3.90	3.84	3.81
Sample N	115	112	78	73	378

Table B-2Q. Performance Appraisals**Length of Employment**

	<b>Over 15 years<sup>(1)</sup></b>	<b>5 to 15 years<sup>(2)</sup></b>	<b>2 to 5 years<sup>(3)</sup></b>	<b>2 years or less<sup>(4)</sup></b>	<b>Total</b>
Q1 - Get feedback about performance	3.36 <sup>(4)</sup>	3.27 <sup>(4)</sup>	3.30 <sup>(4)</sup>	3.81	3.41
Sample N	132	133	90	89	444
Q2 - Performance improved because of appraisal	2.55 <sup>(3)(4)</sup>	2.64 <sup>(4)</sup>	2.91 <sup>(4)</sup>	3.56	2.82
Sample N	132	129	87	68	416
Q3 - Performance appraisal helps develop skills	2.42 <sup>(4)</sup>	2.50 <sup>(4)</sup>	2.74 <sup>(4)</sup>	3.44	2.68
Sample N	131	132	87	68	418
Q4 - Performance appraisal effective	2.41 <sup>(4)</sup>	2.50 <sup>(4)</sup>	2.64 <sup>(4)</sup>	3.51	2.67
Sample N	130	130	87	69	416
Q5 - Managers tell me when I do good job	3.58 <sup>(4)</sup>	3.44 <sup>(4)</sup>	3.68 <sup>(4)</sup>	4.06	3.65
Sample N	133	132	91	89	445
Q6 - Satisfaction with performance appraisal	2.88 <sup>(4)</sup>	2.96 <sup>(4)</sup>	3.00 <sup>(4)</sup>	3.76	3.10
Sample N	133	131	89	83	436

Table B-2R. Issues Concerning Immediate Supervisor

## Length of Employment

	Over 15 years <sup>(1)</sup>	5 to 15 years <sup>(2)</sup>	2 to 5 years <sup>(3)</sup>	2 years or less <sup>(4)</sup>	Total
R1 - Supervisor allows authority and responsibility	4.03 <sup>(4)</sup>	4.10 <sup>(4)</sup>	4.24 <sup>(4)</sup>	4.53	4.20
Sample N	135	134	90	94	453
R2 - Supervisor communicates information	3.91 <sup>(4)</sup>	3.97 <sup>(4)</sup>	4.07	4.30	4.04
Sample N	135	136	89	94	454
R3 - Supervisor asks for ideas and suggestions	3.80 <sup>(4)</sup>	3.93	3.84	4.14	3.92
Sample N	135	136	90	94	455
R4 - Supervisor acts on employee suggestions	3.72 <sup>(4)</sup>	3.77 <sup>(4)</sup>	3.73 <sup>(4)</sup>	4.14	3.82
Sample N	134	134	88	92	448
R5 - Supervisor promotes career development	3.48 <sup>(4)</sup>	3.63 <sup>(4)</sup>	3.75 <sup>(4)</sup>	4.14	3.71
Sample N	134	134	89	92	449
R6 - Supervisor gives opportunity to change things	3.70 <sup>(4)</sup>	3.73 <sup>(4)</sup>	3.75	4.10	3.80
Sample N	134	135	89	92	450
R7 - Supervisor generally available for assistance	4.10 <sup>(4)</sup>	4.11 <sup>(4)</sup>	4.26	4.46	4.21
Sample N	134	135	90	94	453
R8 - Supervisor communicates how pay is determined	3.02 <sup>(4)</sup>	3.06	2.91 <sup>(4)</sup>	3.46	3.09
Sample N	130	132	88	82	432
R9 - Satisfaction with immediate supervisor	3.87 <sup>(4)</sup>	4.01 <sup>(4)</sup>	4.06 <sup>(4)</sup>	4.41	4.06
Sample N	134	133	89	94	450

Table B-2S. Issues Concerning Division Level Managers

## Length of Employment

	Over 15 years <sup>(1)</sup>	5 to 15 years <sup>(2)</sup>	2 to 5 years <sup>(3)</sup>	2 years or less <sup>(4)</sup>	Total
S1 - Managers give authority to fulfill my responsibilities	3.62 <sup>(4)</sup>	3.60 <sup>(4)</sup>	3.79	4.01	3.72
Sample N	130	125	81	77	413
S2 - Managers cooperate well with each other	3.37 <sup>(4)</sup>	3.20 <sup>(4)</sup>	3.44	3.80	3.41
Sample N	127	125	80	75	407
S3 - Managers held accountable for end result	3.08 <sup>(4)</sup>	2.89 <sup>(4)</sup>	3.17 <sup>(4)</sup>	3.74	3.16
Sample N	125	123	78	73	399
S4 - City develops people from within for higher level jobs	2.95 <sup>(4)</sup>	2.83 <sup>(4)</sup>	2.98 <sup>(4)</sup>	3.48	3.01
Sample N	126	123	80	71	400
S5 - Responsibilities often delegated that shouldn't be*	2.95 <sup>(4)</sup>	3.14	3.23	3.29	3.12
Sample N	126	124	78	69	397
S6 - People promoted to management based on abilities	2.81 <sup>(4)</sup>	2.72 <sup>(4)</sup>	2.89 <sup>(4)</sup>	3.42	2.91
Sample N	124	125	76	71	396
S7 - Managers set good example	3.59 <sup>(4)</sup>	3.50 <sup>(4)</sup>	3.50 <sup>(4)</sup>	4.04	3.63
Sample N	129	121	82	76	408
S8 - Managers fairly use the personnel policies	3.30 <sup>(4)</sup>	3.13 <sup>(4)</sup>	3.47	3.84	3.38
Sample N	125	120	79	70	394
S9 - Satisfaction with city's managers	3.29 <sup>(4)</sup>	3.10 <sup>(3)(4)</sup>	3.46	3.74	3.35
Sample N	128	124	82	74	408

\*Negatively worded item – (high numbers equate to less favorable outcomes)



**Table B-2T. Working Relationship with Upper Management and Supervisor****Length of Employment**

	<b>Over 15 years<sup>(1)</sup></b>	<b>5 to 15 years<sup>(2)</sup></b>	<b>2 to 5 years<sup>(3)</sup></b>	<b>2 years or less<sup>(4)</sup></b>	<b>Total</b>
T1m - Free to discuss problems with upper management	3.37	3.05 <sup>(4)</sup>	3.17 <sup>(4)</sup>	3.70	3.29
Sample N	132	135	90	83	440
T1s - Free to discuss problems with my immediate supervisor	4.02 <sup>(4)</sup>	4.17 <sup>(4)</sup>	4.09 <sup>(4)</sup>	4.47	4.17
Sample N	131	135	87	91	444
T2m - Decisions could be made at a lower level: upper management*	3.22	3.12	3.37	3.35	3.24
Sample N	128	127	79	75	409
T2s - Decisions could be made at a lower level: my immediate supervisor*	3.07	3.06	2.94	3.13	3.05
Sample N	125	132	83	83	423
T3m - Actions are consistent with messages: upper management	3.08 <sup>(4)</sup>	2.92 <sup>(4)</sup>	3.00 <sup>(4)</sup>	3.53	3.10
Sample N	132	130	87	81	430
T3s - Actions are consistent with messages: my immediate supervisor	3.69 <sup>(4)</sup>	3.82 <sup>(4)</sup>	3.81 <sup>(4)</sup>	4.24	3.86
Sample N	131	134	88	89	442
T4m - Concerned about employees and their problems: upper management	3.17 <sup>(4)</sup>	3.00 <sup>(4)</sup>	3.10 <sup>(4)</sup>	3.64	3.19
Sample N	130	131	89	83	433
T4s - Concerned about employees and their problems: my immediate supervisor	3.85 <sup>(4)</sup>	3.92 <sup>(4)</sup>	3.92 <sup>(4)</sup>	4.37	3.99
Sample N	130	136	88	90	444
T5m - Realistic expectations of employees by upper management	3.27	3.07 <sup>(4)</sup>	3.32	3.50	3.26
Sample N	128	129	88	82	427
T5s - Realistic expectations of employees by my immediate supervisor	3.84 <sup>(4)</sup>	3.95 <sup>(4)</sup>	3.99 <sup>(4)</sup>	4.36	4.01
Sample N	131	133	88	89	441
T6m - Confident in upper management	3.09 <sup>(4)</sup>	2.88 <sup>(4)</sup>	3.13 <sup>(4)</sup>	3.60	3.13
Sample N	133	134	90	83	440
T6s - Confident in my immediate supervisor	3.79 <sup>(4)</sup>	3.99 <sup>(4)</sup>	3.99 <sup>(4)</sup>	4.46	4.02
Sample N	131	134	88	90	443
T7m - I trust upper management	2.99 <sup>(4)</sup>	2.80 <sup>(4)</sup>	3.05 <sup>(4)</sup>	3.60	3.06
Sample N	134	132	91	84	441
T7s - I trust my immediate supervisor	3.80 <sup>(4)</sup>	3.95 <sup>(4)</sup>	3.98 <sup>(4)</sup>	4.44	4.01
Sample N	131	134	88	90	443
T8m - Satisfaction with working relationship with upper management	3.22 <sup>(4)</sup>	2.95 <sup>(4)</sup>	3.19 <sup>(4)</sup>	3.70	3.22
Sample N	134	134	90	83	441
T8s - Satisfaction with working relationship with your immediate supervisor	3.90 <sup>(4)</sup>	3.98 <sup>(4)</sup>	4.02 <sup>(4)</sup>	4.38	4.05
Sample N	129	134	88	92	443

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-2U. Overall City Ratings**Length of Employment**

	<b>Over 15 years<sup>(1)</sup></b>	<b>5 to 15 years<sup>(2)</sup></b>	<b>2 to 5 years<sup>(3)</sup></b>	<b>2 years or less<sup>(4)</sup></b>	<b>Total</b>
U1 - Overall satisfaction with City of Charlottesville	4.73 <sup>(4)</sup>	4.68 <sup>(4)</sup>	4.85 <sup>(4)</sup>	5.23	4.84
Sample N	135	136	91	94	456
U2 - Rating as a place to work compared to two years ago	2.95 <sup>(4)</sup>	2.75 <sup>(3)(4)</sup>	23.07 <sup>(4)</sup>	3.64	2.93
Sample N	134	134	89	14	371
U3 - Recommend City of Charlottesville as place to work	3.31 <sup>(4)</sup>	3.33 <sup>(4)</sup>	3.52 <sup>(4)</sup>	3.87	3.47
Sample N	134	132	91	93	450

Table B-2W. City's Mission, Vision, Values**Length of Employment**

	<b>Over 15 years<sup>(1)</sup></b>	<b>5 to 15 years<sup>(2)</sup></b>	<b>2 to 5 years<sup>(3)</sup></b>	<b>2 years or less<sup>(4)</sup></b>	<b>Total</b>
W1 - Familiarity the City's organizational vision	2.92 <sup>(3)(4)</sup>	2.74 <sup>(4)</sup>	2.53	2.30	2.66
Sample N	135	137	91	94	457
W2 - Familiarity the City's organizational mission	2.87 <sup>(3)(4)</sup>	2.69 <sup>(4)</sup>	2.53	2.31	2.63
Sample N	133	137	88	94	452
W3 - Familiarity the City's organizational values	2.92 <sup>(4)</sup>	2.82 <sup>(4)</sup>	2.71 <sup>(4)</sup>	2.43	2.75
Sample N	135	137	90	94	456

# **CPD POLICE OFFICE, CFD FIRE FIGHTER, SHERRIFF'S DEPUTY<sup>1</sup>**

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<sup>1</sup> Analyses comparing public safety employees (CPD Police Officers, CFD Firefighters, and Sheriff's Deputies) to those not in public safety roles were conducted in 2022, 2017, 2014, 2012, and 2010.

Table B-3A. Employee Commitment to the City of Charlottesville**CPD Police Officer, CFD Firefighter or Sheriff's Deputy**

	<b>Yes<sup>(1)</sup></b>	<b>No<sup>(2)</sup></b>	<b>Total</b>
A1 - I am committed to help city succeed	4.59	4.64	4.64
Sample N	73	377	450
A2 - Willing to put in great deal of effort to help city	4.45	4.53	4.52
Sample N	73	376	449
A3 - My values and department values are similar	3.36 <sup>(2)</sup>	4.01	3.90
Sample N	73	373	446
A4 - Intend to work for city a year from now	4.16	4.39	4.35
Sample N	73	367	440
A5 - Strong commitment to city as my employer	3.92 <sup>(2)</sup>	4.27	4.21
Sample N	73	378	451
A6 - Commitment to the City of Charlottesville	3.95 <sup>(2)</sup>	4.29	4.23
Sample N	73	376	449

Table B-3B. Quality of your Department's Workforce**CPD Police Officer, CFD Firefighter or Sheriff's Deputy**

	<b>Yes<sup>(1)</sup></b>	<b>No<sup>(2)</sup></b>	<b>Total</b>
B1 - Employees know their jobs	3.56 <sup>(2)</sup>	3.93	3.87
Sample N	73	375	448
B2 - Employees have the technical skills to do their jobs well	3.49 <sup>(2)</sup>	3.91	3.84
Sample N	73	375	448
B3 - Employees turn problems into opportunities	3.01 <sup>(2)</sup>	3.52	3.43
Sample N	73	372	445
B4 - Employees work hard for overall good of the city	3.75	4.01	3.97
Sample N	73	376	449
B5 - Can count on other employees to do what they say	3.57 <sup>(2)</sup>	3.89	3.84
Sample N	72	376	448
B6 - Satisfaction with quality department's workforce	3.29 <sup>(2)</sup>	3.89	3.79
Sample N	73	377	450

Table B-3C. Quality of your Department's Workforce**CPD Police Officer, CFD Firefighter or Sheriff's Deputy**

	<b>Yes<sup>(1)</sup></b>	<b>No<sup>(2)</sup></b>	<b>Total</b>
C1 - Timeliness of services	4.23	4.21	4.21
Sample N	73	375	448
C2 - Seeks to know customer needs	4.12	4.16	4.15
Sample N	72	376	448
C3 - Responds to customer needs	4.25	4.20	4.21
Sample N	73	375	448
C4 - Customer service rep easy to contact	4.03	4.24	4.21
Sample N	71	373	444
C5 - Easy access to information	3.72 <sup>(2)</sup>	4.10	4.04
Sample N	72	371	443
C6 - Customers' satisfaction with responsiveness to needs	4.11	3.96	3.98
Sample N	70	372	442

Table B-3D. Fair Treatment of Customers**CPD Police Officer, CFD Firefighter or Sheriff's Deputy**

	<b>Yes<sup>(1)</sup></b>	<b>No<sup>(2)</sup></b>	<b>Total</b>
D1 - Value customers get for their dollars	4.24	4.26	4.26
Sample N	71	362	433
D2 - Deals honestly with customers	4.55	4.49	4.50
Sample N	73	374	447
D3 - Treating customers courteously	4.53	4.47	4.48
Sample N	73	375	448
D4 - Treating customers with respect	4.59	4.51	4.53
Sample N	73	374	447
D5 - Customers' satisfaction with treatment	4.36	4.20	4.22
Sample N	70	372	442



Table B-3E. Creativity, Initiative, & New Ideas**CPD Police Officer, CFD Firefighter or Sheriff's Deputy**

	<b>Yes<sup>(1)</sup></b>	<b>No<sup>(2)</sup></b>	<b>Total</b>
E1 - Creativity essential part of performing well	3.95	4.02	4.00
Sample N	73	376	449
E2 - Constantly looking for new ways to improve	4.18	4.25	4.24
Sample N	73	376	449
E3 - If I see any problem I make sure it gets fixed	3.93	4.12	4.09
Sample N	72	375	447
E4 - Love being a champion of new ideas	3.96	4.09	4.07
Sample N	72	373	445
E5 - Like to participate in making higher level decisions	4.08	4.05	4.06
Sample N	73	374	447
E6 - Satisfaction with creativity	3.84 <sup>(2)</sup>	4.08	4.04
Sample N	73	376	449

Table B-3F. Dignity / Worth Felt in Employment

## CPD Police Officer, CFD Firefighter or Sheriff's Deputy

	Yes <sup>(1)</sup>	No <sup>(2)</sup>	Total
F1 - Proud to tell that I work for City of Cville	3.34 <sup>(2)</sup>	3.68	3.62
Sample N	73	379	452
F2 - Feel appreciated, respected, and valued	2.68 <sup>(2)</sup>	3.47	3.34
Sample N	73	376	449
F3 - Job gives feeling of personal accomplishment	4.00	3.83	3.86
Sample N	73	377	450
F4 - Job makes good use of my skills and abilities	3.82	3.93	3.91
Sample N	73	376	449
F5 - See connection with citizen benefit	4.15	4.21	4.20
Sample N	73	377	450
F6 - Satisfaction with level of dignity and worth	3.14 <sup>(2)</sup>	3.69	3.60
Sample N	73	378	451

Table B-3G. Employee Empowerment to Perform Job Well**CPD Police Officer, CFD Firefighter or Sheriff's Deputy**

	<b>Yes<sup>(1)</sup></b>	<b>No<sup>(2)</sup></b>	<b>Total</b>
G1 - Work environment encourages initiative	3.38 <sup>(2)</sup>	3.89	3.81
Sample N	73	376	449
G2 - Opportunities to learn new skills	3.30 <sup>(2)</sup>	3.67	3.61
Sample N	73	377	450
G3 - Can make decisions to do job well	3.62 <sup>(2)</sup>	3.98	3.92
Sample N	73	377	450
G4 - Have authority and responsibility	3.60 <sup>(2)</sup>	3.97	3.91
Sample N	73	377	450
G5 - Involved in decision making	3.00 <sup>(2)</sup>	3.71	3.60
Sample N	73	375	448
G6 - Satisfaction with empowerment	3.19 <sup>(2)</sup>	3.80	3.70
Sample N	73	379	452

Table B-3H. Communication within the City of Charlottesville**CPD Police Officer, CFD Firefighter or Sheriff's Deputy**

	<b>Yes<sup>(1)</sup></b>	<b>No<sup>(2)</sup></b>	<b>Total</b>
H1 - Hear important communications from management	2.51 <sup>(2)</sup>	3.31	3.18
Sample N	73	376	449
H2 - Changes affecting my job are discussed	2.21 <sup>(2)</sup>	3.18	3.02
Sample N	73	373	446
H3 - Let managers know feelings about things	3.04 <sup>(2)</sup>	3.51	3.44
Sample N	73	372	445
H4 - Understand what is expected of me	3.89	4.05	4.03
Sample N	73	378	451
H5 - Receive information needed	3.18 <sup>(2)</sup>	3.75	3.66
Sample N	73	377	450
H6 - Satisfaction with communication	2.66 <sup>(2)</sup>	3.36	3.25
Sample N	73	377	450

Table B-3I. Integrity of Employees in Delivering Services**CPD Police Officer, CFD Firefighter or Sheriff's Deputy**

	<b>Yes<sup>(1)</sup></b>	<b>No<sup>(2)</sup></b>	<b>Total</b>
I1 - Employees behave ethically	4.19	4.15	4.16
Sample N	72	376	448
I2 - Decisive action taken if wrongdoing discovered	3.40	3.55	3.53
Sample N	72	370	442
I3 - Know how to report unethical behavior	4.08	4.00	4.01
Sample N	72	377	449
I4 - Report unethical behavior without fear of reprisal	3.55	3.71	3.68
Sample N	71	366	437
I5 - Familiar with ethics code and standards of conduct	4.27	4.13	4.15
Sample N	71	377	448
I6 - Satisfaction with integrity of employees	3.94	3.93	3.93
Sample N	72	376	448

Table B-3J. Employee Relations in the Department and City**CPD Police Officer, CFD Firefighter or Sheriff's Deputy**

	<b>Yes<sup>(1)</sup></b>	<b>No<sup>(2)</sup></b>	<b>Total</b>
J1 - Promotions based on employee's qualifications	2.68 <sup>(2)</sup>	3.31	3.20
Sample N	73	352	425
J2 - Complaints are handled fairly	2.94 <sup>(2)</sup>	3.51	3.42
Sample N	71	357	428
J3 - Know where to get info on question or complaint	3.36 <sup>(2)</sup>	3.91	3.82
Sample N	73	377	450
J4c - Satisfaction with handling of employee relations issue - City	3.21	3.38	3.35
Sample N	72	350	422
J4d - Satisfaction with handling of employee relations issue - Dept	2.86 <sup>(2)</sup>	3.55	3.44
Sample N	72	363	435

**Table B-3K. Diversity and Equal Employment Opportunities by City and Department****CPD Police Officer, CFD Firefighter or  
Sheriff's Deputy**

	<b>Yes<sup>(1)</sup></b>	<b>No<sup>(2)</sup></b>	<b>Total</b>
K1c - Recruiting applicants of diverse backgrounds- City	3.82	3.74	3.75
Sample N	65	342	407
K1d - Recruiting applicants of diverse backgrounds- Dept	3.67	3.89	3.85
Sample N	69	351	420
K2c - Hiring employees of diverse backgrounds-City	3.82	3.74	3.75
Sample N	65	347	412
K2d - Hiring employees of diverse backgrounds-Dept	3.77	3.90	3.88
Sample N	69	352	421
K3c - Retaining employees of diverse backgrounds- City	3.23	3.52	3.48
Sample N	64	340	404
K3d - Retaining employees of diverse backgrounds- Dept	3.06 <sup>(2)</sup>	3.74	3.63
Sample N	68	347	415
K4c - Treating employees with fairness and respect- City	3.67	3.83	3.80
Sample N	70	363	433
K4d - Treating employees with fairness and respect- Dept	3.45 <sup>(2)</sup>	4.01	3.91
Sample N	71	363	434
K5c - Providing an environment free of discrimination- City	3.84	3.94	3.93
Sample N	70	361	431
K5d - Providing an environment free of discrimination- Dept	3.67 <sup>(2)</sup>	4.07	4.00
Sample N	72	364	436
K6c - Know where to turn for help with discrimination- City	3.99	4.12	4.10
Sample N	71	370	441
K6d - Know where to turn for help with discrimination- Dept	3.95	4.16	4.13
Sample N	73	366	439
K7c - Feel comfortable asking for help with discrimination-City	3.76	3.99	3.95
Sample N	71	367	438
K7d - Feel comfortable asking for help with discrimination-Dept	3.75	4.06	4.01
Sample N	73	363	436
K8c - Satisfaction with diversity-City	3.76	3.76	3.76
Sample N	68	360	428
K8d - Satisfaction with diversity-Dept	3.51 <sup>(2)</sup>	3.88	3.82
Sample N	71	366	437

Table B-3L. Workplace Environment**CPD Police Officer, CFD Firefighter or Sheriff's Deputy**

	<b>Yes<sup>(1)</sup></b>	<b>No<sup>(2)</sup></b>	<b>Total</b>
L1 - Job produces large amount of personal stress*	4.56 <sup>(2)</sup>	3.53	3.70
Sample N	73	377	450
L2 - Less stress in job now than 1 yr ago	1.96 <sup>(2)</sup>	2.84	2.70
Sample N	73	375	448
L3 - Have sufficient time to do quality job	3.21 <sup>(2)</sup>	3.65	3.58
Sample N	72	379	451
L4 - Have flexibility to balance work and personal life	2.66 <sup>(2)</sup>	3.88	3.68
Sample N	73	377	450
L5 - Positive work environment	2.58 <sup>(2)</sup>	3.77	3.57
Sample N	73	376	449
L6 - Satisfaction with work environment	2.74 <sup>(2)</sup>	3.74	3.58
Sample N	73	378	451

\*Negatively worded item – (high numbers equate to less favorable outcomes)



Table B-3M. Feelings Towards Remote Work**CPD Police Officer, CFD Firefighter or Sheriff's Deputy**

	<b>Yes<sup>(1)</sup></b>	<b>No<sup>(2)</sup></b>	<b>Total</b>
M3k - Have access to consistent internet at home for work purposes	5.00 <sup>(2)</sup>	4.76	4.77
Sample N	3	177	180
M3l - Have all the training and technology needed to work remotely	3.67	4.46	4.45
Sample N	3	177	180
M3m - Remote work has decreased my feeling of being a part of team*	3.00	2.19	2.20
Sample N	3	177	180
M3n - Remote work could be considered a benefit to my job	3.67 <sup>(2)</sup>	4.51	4.50
Sample N	3	176	179
M3o - More productive when working remotely	3.00 <sup>(2)</sup>	4.16	4.14
Sample N	3	177	180
M3p - More stressed when working remotely due to my home situation*	2.00 <sup>(2)</sup>	1.54	1.55
Sample N	3	174	177
M3q - More stressed due to the increase in training and technology requirements needed for remote work*	2.33 <sup>(2)</sup>	1.53	1.54
Sample N	3	173	176
M3r - Satisfaction with remote work	3.67 <sup>(2)</sup>	4.60	4.59
Sample N	3	177	180
M4 - Preference for how your current job be conducted in the future - Would you prefer to work at home...	1.44 <sup>(2)</sup>	3.18	2.91
Sample N	63	343	406

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-3N. Personal Safety of City Employees**CPD Police Officer, CFD Firefighter or Sheriff's Deputy**

	<b>Yes<sup>(1)</sup></b>	<b>No<sup>(2)</sup></b>	<b>Total</b>
N1 - Receive training to do job safely	3.67 <sup>(2)</sup>	4.16	4.08
Sample N	73	377	450
N2 - Perceive work environment to be safe	3.49 <sup>(2)</sup>	4.17	4.06
Sample N	72	378	450
N3 - Concerned about possible violence in workplace*	2.42	2.26	2.28
Sample N	69	376	445
N4 - Satisfaction with personal safety at workplace	3.73 <sup>(2)</sup>	4.11	4.04
Sample N	73	378	451

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-30. City's Training and Development Efforts**CPD Police Officer, CFD Firefighter or  
Sheriff's Deputy**

	<b>Yes<sup>(1)</sup></b>	<b>No<sup>(2)</sup></b>	<b>Total</b>
O1 - Training helped to improve on-job skill	3.82	3.82	3.82
Sample N	73	369	442
O2 - Provided amount of training needed	2.99 <sup>(2)</sup>	3.72	3.60
Sample N	73	375	448
O3 - Provided with the training for professional development	2.85 <sup>(2)</sup>	3.62	3.49
Sample N	73	376	449
O4 - Opportunity to receive training is fair	2.79 <sup>(2)</sup>	3.80	3.63
Sample N	73	359	432
O5 - Used skills I learned in training	3.89	4.04	4.01
Sample N	72	373	445
O6 - Regularly receive training opportunities	3.34 <sup>(2)</sup>	3.71	3.65
Sample N	73	376	449
O7 - Quality of training allows me to do my job well	3.38 <sup>(2)</sup>	3.78	3.71
Sample N	73	371	444
O8 - Satisfaction with training you receive	2.39 <sup>(2)</sup>	3.03	2.93
Sample N	71	357	428

Table B-3P. Pay & Benefits**CPD Police Officer, CFD Firefighter or Sheriff's Deputy**

	<b>Yes<sup>(1)</sup></b>	<b>No<sup>(2)</sup></b>	<b>Total</b>
P1 - Can get answers about pay	3.11 <sup>(2)</sup>	3.61	3.53
Sample N	73	369	442
P2 - Pay better or same than other organizations	1.58 <sup>(2)</sup>	2.45	2.30
Sample N	73	357	430
P3 - Fairly compensated	1.77 <sup>(2)</sup>	2.69	2.54
Sample N	73	375	448
P4 - Changes in pay are made fairly	2.20 <sup>(2)</sup>	2.77	2.67
Sample N	71	350	421
P5 - Can get answers about benefits	3.82 <sup>(2)</sup>	4.09	4.05
Sample N	72	370	442
P6 - Interested in program combining all leave	2.64 <sup>(2)</sup>	3.49	3.35
Sample N	72	366	438
P7 - Satisfied with retirement benefits	3.93	3.69	3.73
Sample N	73	366	439
P8 - Would like the opportunity for remote work to be part of my benefits package	2.41 <sup>(2)</sup>	3.78	3.59
Sample N	56	349	405
P9 - Satisfaction with your pay	1.74 <sup>(2)</sup>	2.42	2.31
Sample N	72	366	438
P10 - Satisfaction with your benefits	3.01	3.12	3.10
Sample N	71	361	432
P11 - Collective bargaining	4.65 <sup>(2)</sup>	3.64	3.83
Sample N	71	303	374

Table B-3Q. Performance Appraisals**CPD Police Officer, CFD Firefighter or Sheriff's Deputy**

	<b>Yes<sup>(1)</sup></b>	<b>No<sup>(1)</sup></b>	<b>Total</b>
Q1 - Get feedback about performance	2.90 <sup>(2)</sup>	3.49	3.40
Sample N	70	366	436
Q2 - Performance improved because of appraisal	2.38 <sup>(2)</sup>	2.90	2.82
Sample N	65	343	408
Q3 - Performance appraisal helps develop skills	2.24 <sup>(2)</sup>	2.78	2.69
Sample N	67	343	410
Q4 - Performance appraisal effective	2.16 <sup>(2)</sup>	2.79	2.69
Sample N	67	341	408
Q5 - Managers tell me when I do good job	3.49	3.68	3.65
Sample N	71	367	438
Q6 - Satisfaction with performance appraisal	2.60 <sup>(2)</sup>	3.20	3.10
Sample N	70	359	429

Table B-3R. Issues Concerning Immediate Supervisor**CPD Police Officer, CFD Firefighter or Sheriff's Deputy**

	<b>Yes<sup>(1)</sup></b>	<b>No<sup>(2)</sup></b>	<b>Total</b>
R1 - Supervisor allows authority and responsibility	4.01	4.23	4.19
Sample N	73	373	446
R2 - Supervisor communicates information	3.88	4.07	4.04
Sample N	73	375	448
R3 - Supervisor asks for ideas and suggestions	3.66	3.96	3.91
Sample N	73	376	449
R4 - Supervisor acts on employee suggestions	3.55	3.88	3.82
Sample N	73	368	441
R5 - Supervisor promotes career development	3.67	3.74	3.73
Sample N	73	369	442
R6 - Supervisor gives opportunity to change things	3.48 <sup>(2)</sup>	3.87	3.81
Sample N	73	370	443
R7 - Supervisor generally available for assistance	4.10	4.24	4.22
Sample N	73	374	447
R8 - Supervisor communicates how pay is determined	3.10	3.11	3.11
Sample N	70	356	426
R9 - Satisfaction with immediate supervisor	3.88	4.09	4.05
Sample N	73	372	445

Table B-3S. Issues Concerning Division Level Managers**CPD Police Officer, CFD Firefighter or Sheriff's Deputy**

	<b>Yes<sup>(1)</sup></b>	<b>No<sup>(2)</sup></b>	<b>Total</b>
S1 - Managers give authority to fulfill my responsibilities	3.56	3.75	3.72
Sample N	71	334	405
S2 - Managers cooperate well with each other	2.83 <sup>(2)</sup>	3.54	3.42
Sample N	69	332	401
S3 - Managers held accountable for end result	2.60 <sup>(2)</sup>	3.30	3.18
Sample N	68	325	393
S4 - City develops people from within for higher level jobs	2.49 <sup>(2)</sup>	3.12	3.01
Sample N	70	325	395
S5 - Responsibilities often delegated that shouldn't be*	3.30	3.09	3.13
Sample N	69	321	390
S6 - People promoted to management based on abilities	2.36 <sup>(2)</sup>	3.04	2.92
Sample N	69	322	391
S7 - Managers set good example	3.13 <sup>(2)</sup>	3.74	3.64
Sample N	67	335	402
S8 - Managers fairly use the personnel policies	3.12 <sup>(2)</sup>	3.45	3.39
Sample N	68	321	389
S9 - Satisfaction with city's managers	2.99 <sup>(2)</sup>	3.45	3.37
Sample N	70	332	402

\*Negatively worded item – (high numbers equate to less favorable outcomes)

**Table B-3T. Working Relationship with Upper Management and Supervisor****CPD Police Officer, CFD Firefighter or Sheriff's Deputy**

	<b>Yes<sup>(1)</sup></b>	<b>No<sup>(2)</sup></b>	<b>Total</b>
T1m - Free to discuss problems with upper management	2.66 <sup>(2)</sup>	3.45	3.31
Sample N	73	359	432
T1s - Free to discuss problems with my immediate supervisor	4.10	4.20	4.18
Sample N	73	364	437
T2m - Decisions could be made at a lower level: upper management*	3.68 <sup>(2)</sup>	3.17	3.26
Sample N	71	332	403
T2s - Decisions could be made at a lower level: my immediate supervisor*	3.19	3.03	3.06
Sample N	72	344	416
T3m - Actions are consistent with messages: upper management	2.47 <sup>(2)</sup>	3.25	3.11
Sample N	72	351	423
T3s - Actions are consistent with messages: my immediate supervisor	3.74	3.89	3.86
Sample N	73	362	435
T4m - Concerned about employees and their problems: upper management	2.36 <sup>(2)</sup>	3.36	3.19
Sample N	72	354	426
T4s - Concerned about employees and their problems: my immediate supervisor	3.92	4.01	4.00
Sample N	73	364	437
T5m - Realistic expectations of employees by upper management	2.66 <sup>(2)</sup>	3.40	3.28
Sample N	71	349	420
T5s - Realistic expectations of employees by my immediate supervisor	3.97	4.03	4.02
Sample N	73	360	433
T6m - Confident in upper management	2.37 <sup>(2)</sup>	3.31	3.15
Sample N	73	360	433
T6s - Confident in my immediate supervisor	3.93	4.06	4.04
Sample N	73	362	435
T7m - I trust upper management	2.26 <sup>(2)</sup>	3.25	3.09
Sample N	73	361	434
T7s - I trust my immediate supervisor	3.95	4.04	4.03
Sample N	73	362	435
T8m - Satisfaction with working relationship with upper management	2.51 <sup>(2)</sup>	3.39	3.24
Sample N	73	361	434
T8s - Satisfaction with working relationship with your immediate supervisor	4.00	4.07	4.06
Sample N	72	364	436

\*Negatively worded item – (high numbers equate to less favorable outcomes)



Table B-3U. Overall City Ratings**CPD Police Officer, CFD Firefighter or Sheriff's Deputy**

	<b>Yes<sup>(1)</sup></b>	<b>No<sup>(2)</sup></b>	<b>Total</b>
U1 – Overall satisfaction with City of Charlottesville	4.08 <sup>(2)</sup>	5.04	4.88
Sample N	73	377	450
U2 – Rating as a place to work compared to two years ago	2.40 <sup>(2)</sup>	3.05	2.94
Sample N	60	300	360
U3 – Recommend City to Charlottesville as place to work	2.86 <sup>(2)</sup>	3.64	3.51
Sample N	73	372	445

Table B-3W. City's Mission, Vision, Values**CPD Police Officer, CFD Firefighter or Sheriff's Deputy**

	<b>Yes<sup>(1)</sup></b>	<b>No<sup>(2)</sup></b>	<b>Total</b>
W1 - Familiarity the City's organizational vision	2.58	2.64	2.63
Sample N	73	378	451
W2 - Familiarity the City's organizational mission	2.56	2.62	2.61
Sample N	73	374	447
W3 - Familiarity the City's organizational values	2.62	2.75	2.73
Sample N	73	377	450

**RECEIVE OVERTIME PAY OR COMP  
TIME**

Table B-4A. Employee Commitment to the City of Charlottesville**Receive overtime pay or comp time**

	<b>Yes, I am entitled to overtime pay or comp time.<sup>(1)</sup></b>	<b>No, I am NOT entitled to overtime pay or comp time.<sup>(2)</sup></b>	<b>Total</b>
A1 - I am committed to help city succeed	4.55 <sup>(2)</sup>	4.73	4.62
Sample N	264	164	428
A2 - Willing to put in great deal of effort to help city	4.42 <sup>(2)</sup>	4.64	4.51
Sample N	264	163	427
A3 - My values and department values are similar	3.72 <sup>(2)</sup>	4.16	3.89
Sample N	261	164	425
A4 - Intend to work for city a year from now	4.31	4.37	4.33
Sample N	258	160	418
A5 - Strong commitment to city as my employer	4.12	4.31	4.19
Sample N	265	163	428
A6 - Commitment to the City of Charlottesville	4.13 <sup>(2)</sup>	4.35	4.22
Sample N	263	164	427

**Table B-4B. Quality of your Department's Workforce****Receive overtime pay or comp time**

	<b>Yes, I am entitled to overtime pay or comp time.<sup>(1)</sup></b>	<b>No, I am NOT entitled to overtime pay or comp time.<sup>(2)</sup></b>	<b>Total</b>
B1 - Employees know their jobs	3.71 <sup>(2)</sup>	4.02	3.83
Sample N	263	163	426
B2 - Employees have the technical skills to do their jobs well	3.67 <sup>(2)</sup>	4.02	3.81
Sample N	264	163	427
B3 - Employees turn problems into opportunities	3.30 <sup>(2)</sup>	3.57	3.40
Sample N	262	162	424
B4 - Employees work hard for overall good of the city	3.85 <sup>(2)</sup>	4.08	3.94
Sample N	265	163	428
B5 - Can count on other employees to do what they say	3.70 <sup>(2)</sup>	3.99	3.81
Sample N	262	164	426
B6 - Satisfaction with quality department's workforce	3.60 <sup>(2)</sup>	3.98	3.74
Sample N	266	163	429

Table B-4C. Responsiveness to Customer Needs**Receive overtime pay or comp time**

	<b>Yes, I am entitled to overtime pay or comp time.<sup>(1)</sup></b>	<b>No, I am NOT entitled to overtime pay or comp time.<sup>(2)</sup></b>	<b>Total</b>
C1 - Timeliness of services	4.21	4.20	4.21
Sample N	264	162	426
C2 - Seeks to know customer needs	4.12	4.17	4.14
Sample N	263	163	426
C3 - Responds to customer needs	4.21	4.17	4.20
Sample N	263	163	426
C4 - Customer service rep easy to contact	4.22	4.14	4.19
Sample N	261	161	422
C5 - Easy access to information	4.02	4.02	4.02
Sample N	260	162	422
C6 - Customers' satisfaction with responsiveness to needs	3.96	3.96	3.96
Sample N	257	163	420

Table B-4D. Fair Treatment of Customers**Receive overtime pay or comp time**

	<b>Yes, I am entitled to overtime pay or comp time.<sup>(1)</sup></b>	<b>No, I am NOT entitled to overtime pay or comp time.<sup>(2)</sup></b>	<b>Total</b>
D1 - Value customers get for their dollars	4.13 <sup>(2)</sup>	4.40	4.23
Sample N	253	159	412
D2 - Deals honestly with customers	4.43 <sup>(2)</sup>	4.58	4.49
Sample N	262	162	424
D3 - Treating customers courteously	4.45	4.52	4.48
Sample N	263	163	426
D4 - Treating customers with respect	4.50	4.58	4.53
Sample N	264	163	427
D5 - Customers' satisfaction with treatment	4.21	4.23	4.22
Sample N	256	162	418

Table B-4E. Creativity, Initiative, & New Ideas**Receive overtime pay or comp time**

	<b>Yes, I am entitled to overtime pay or comp time.<sup>(1)</sup></b>	<b>No, I am NOT entitled to overtime pay or comp time.<sup>(2)</sup></b>	<b>Total</b>
E1 - Creativity essential part of performing well	3.97	4.08	4.01
Sample N	264	163	427
E2 - Constantly looking for new ways to improve	4.17	4.33	4.23
Sample N	264	163	427
E3 - If I see any problem I make sure it gets fixed	4.04	4.19	4.10
Sample N	262	163	425
E4 - Love being a champion of new ideas	4.02	4.15	4.07
Sample N	261	162	423
E5 - Like to participate in making higher level decisions	4.04	4.15	4.08
Sample N	263	162	425
E6 - Satisfaction with creativity	3.98	4.14	4.04
Sample N	265	162	427



Table B-4F. Dignity / Worth Felt in Employment**Receive overtime pay or comp time**

	<b>Yes, I am entitled to overtime pay or comp time.<sup>(1)</sup></b>	<b>No, I am NOT entitled to overtime pay or comp time.<sup>(2)</sup></b>	<b>Total</b>
F1 - Proud to tell that I work for City of Cville	3.61	3.56	3.59
Sample N	266	164	430
F2 - Feel appreciated, respected, and valued	3.16 <sup>(2)</sup>	3.48	3.28
Sample N	263	164	427
F3 - Job gives feeling of personal accomplishment	3.73	3.93	3.81
Sample N	264	164	428
F4 - Job makes good use of my skills and abilities	3.76 <sup>(2)</sup>	4.01	3.86
Sample N	263	164	427
F5 - See connection with citizen benefit	4.08	4.26	4.14
Sample N	264	164	428
F6 - Satisfaction with level of dignity and worth	3.41 <sup>(2)</sup>	3.74	3.54
Sample N	265	164	429

**Table B-4G. Employee Empowerment to Perform Job Well****Receive overtime pay or comp time**

	<b>Yes, I am entitled to overtime pay or comp time.<sup>(1)</sup></b>	<b>No, I am NOT entitled to overtime pay or comp time.<sup>(2)</sup></b>	<b>Total</b>
G1 - Work environment encourages initiative	3.66 <sup>(2)</sup>	3.99	3.79
Sample N	264	163	427
G2 - Opportunities to learn new skills	3.53	3.69	3.59
Sample N	264	163	427
G3 - Can make decisions to do job well	3.84	3.99	3.90
Sample N	263	164	427
G4 - Have authority and responsibility	3.80	4.02	3.88
Sample N	264	164	428
G5 - Involved in decision making	3.41 <sup>(2)</sup>	3.85	3.58
Sample N	262	163	425
G6 - Satisfaction with empowerment	3.57 <sup>(2)</sup>	3.86	3.68
Sample N	266	164	430

Table B-4H. Communication within the City of Charlottesville**Receive overtime pay or comp time**

	<b>Yes, I am entitled to overtime pay or comp time.<sup>(1)</sup></b>	<b>No, I am NOT entitled to overtime pay or comp time.<sup>(2)</sup></b>	<b>Total</b>
H1 - Hear important communications from management	3.06	3.24	3.13
Sample N	264	163	427
H2 - Changes affecting my job are discussed	2.82 <sup>(2)</sup>	3.27	2.99
Sample N	263	161	424
H3 - Let managers know feelings about things	3.27 <sup>(2)</sup>	3.65	3.41
Sample N	263	160	423
H4 - Understand what is expected of me	4.00	4.00	4.00
Sample N	265	164	429
H5 - Receive information needed	3.62	3.65	3.63
Sample N	264	162	426
H6 - Satisfaction with communication	3.14	3.34	3.22
Sample N	264	163	427

Table B-4I. Integrity of Employees in Delivering Services**Receive overtime pay or comp time**

	<b>Yes, I am entitled to overtime pay or comp time.<sup>(1)</sup></b>	<b>No, I am NOT entitled to overtime pay or comp time.<sup>(2)</sup></b>	<b>Total</b>
I1 - Employees behave ethically	4.10	4.18	4.13
Sample N	262	163	425
I2 - Decisive action taken if wrongdoing discovered	3.47	3.53	3.50
Sample N	259	161	420
I3 - Know how to report unethical behavior	3.95	4.09	4.00
Sample N	264	163	427
I4 - Report unethical behavior without fear of reprisal	3.56	3.79	3.65
Sample N	258	157	415
I5 - Familiar with ethics code and standards of conduct	4.15	4.14	4.15
Sample N	263	163	426
I6 - Satisfaction with integrity of employees	3.87	3.98	3.91
Sample N	264	163	427

**Table B-4J. Employee Relations in the Department and City****Receive overtime pay or comp time**

	<b>Yes, I am entitled to overtime pay or comp time.<sup>(1)</sup></b>	<b>No, I am NOT entitled to overtime pay or comp time.<sup>(2)</sup></b>	<b>Total</b>
J1 - Promotions based on employee's qualifications	3.00 <sup>(2)</sup>	3.44	3.16
Sample N	251	154	405
J2 - Complaints are handled fairly	3.22 <sup>(2)</sup>	3.64	3.38
Sample N	250	157	407
J3 - Know where to get info on question or complaint	3.74	3.91	3.81
Sample N	265	162	427
J4c - Satisfaction with handling of employee relations issue - City	3.29	3.31	3.30
Sample N	249	154	403
J4d - Satisfaction with handling of employee relations issue - Dept	3.21 <sup>(2)</sup>	3.72	3.40
Sample N	256	157	413

**Table B-4K. Diversity and Equal Employment Opportunities by City and Department****Receive overtime pay or comp time**

	<b>Yes, I am entitled to overtime pay or comp time.<sup>(1)</sup></b>	<b>No, I am NOT entitled to overtime pay or comp time.<sup>(2)</sup></b>	<b>Total</b>
K1c - Recruiting applicants of diverse backgrounds-City	3.77	3.66	3.73
Sample N	238	154	392
K1d - Recruiting applicants of diverse backgrounds-Dept	3.84	3.80	3.82
Sample N	247	157	404
K2c - Hiring employees of diverse backgrounds-City	3.76	3.69	3.73
Sample N	239	155	394
K2d - Hiring employees of diverse backgrounds-Dept	3.86	3.83	3.85
Sample N	247	158	405
K3c - Retaining employees of diverse backgrounds-City	3.45	3.50	3.47
Sample N	233	153	386
K3d - Retaining employees of diverse backgrounds-Dept	3.53	3.72	3.60
Sample N	241	158	399
K4c - Treating employees with fairness and respect-City	3.69	3.87	3.76
Sample N	255	158	413
K4d - Treating employees with fairness and respect-Dept	3.79	3.99	3.86
Sample N	256	160	416
K5c - Providing an environment free of discrimination-City	3.81	4.02	3.89
Sample N	253	159	412
K5d - Providing an environment free of discrimination-Dept	3.89	4.07	3.96
Sample N	254	162	416
K6c - Know where to turn for help with discrimination-City	3.98 <sup>(2)</sup>	4.20	4.06
Sample N	258	162	420
K6d - Know where to turn for help with discrimination-Dept	3.96 <sup>(2)</sup>	4.28	4.08
Sample N	257	162	419
K7c - Feel comfortable asking for help with discrimination-City	3.77 <sup>(2)</sup>	4.11	3.90
Sample N	257	161	418
K7d - Feel comfortable asking for help with discrimination-Dept	3.84 <sup>(2)</sup>	4.17	3.97
Sample N	254	162	416
K8c - Satisfaction with diversity-City	3.72	3.72	3.72
Sample N	249	159	408
K8d - Satisfaction with diversity- Dept	3.74	3.88	3.80
Sample N	254	162	416

Table B-4L. Workplace Environment**Receive overtime pay or comp time**

	<b>Yes, I am entitled to overtime pay or comp time.<sup>(1)</sup></b>	<b>No, I am NOT entitled to overtime pay or comp time.<sup>(2)</sup></b>	<b>Total</b>
L1 - Job produces large amount of personal stress*	3.78	3.63	3.73
Sample N	265	163	428
L2 - Less stress in job now than 1 yr ago	2.69	2.73	2.70
Sample N	265	162	427
L3 - Have sufficient time to do quality job	3.68	3.46	3.59
Sample N	265	164	429
L4 - Have flexibility to balance work and personal life	3.54 <sup>(2)</sup>	3.87	3.67
Sample N	264	164	428
L5 - Positive work environment	3.39 <sup>(2)</sup>	3.77	3.53
Sample N	266	161	427
L6 - Satisfaction with work environment	3.44 <sup>(2)</sup>	3.69	3.54
Sample N	266	163	429

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-4M. Feelings Towards Remote Work

## Receive overtime pay or comp time

	Yes, I am entitled to overtime pay or comp time. <sup>(1)</sup>	No, I am NOT entitled to overtime pay or comp time. <sup>(2)</sup>	Total
M3k - Have access to consistent internet at home for work purposes	4.73	4.82	4.78
Sample N	75	89	164
M3l - Have all the training and technology needed to work remotely	4.28 <sup>(2)</sup>	4.63	4.47
Sample N	75	89	164
M3m - Remote work has decreased my feeling of being part of a team	2.07	2.22	2.15
Sample N	75	89	164
M3n - Remote work could be considered a benefit to my job	4.53	4.50	4.52
Sample N	75	88	163
M3o - More productive when working remotely	4.23	4.07	4.14
Sample N	75	89	164
M3p - More stressed when working remotely due to my home situation*	1.49	1.53	1.51
Sample N	74	88	162
M3q - More stressed due to the increase in training and technology requirements needed for remote work*	1.49	1.51	1.50
Sample N	74	88	162
M3r - Satisfaction with remote work	4.72	4.55	4.63
Sample N	75	89	164
M4 - Preference for how your current job be conducted in the future – Would you prefer to work at home...	2.64 <sup>(2)</sup>	3.23	2.88
Sample N	226	160	386

\*Negatively worded item – (high numbers equate to less favorable outcomes)



Table B-4N. Personal Safety of City Employees**Receive overtime pay or comp time**

	<b>Yes, I am entitled to overtime pay or comp time.<sup>(1)</sup></b>	<b>No, I am NOT entitled to overtime pay or comp time.<sup>(2)</sup></b>	<b>Total</b>
N1 - Receive training to do job safely	4.00	4.15	4.06
Sample N	265	163	428
N2 - Perceive work environment to be safe	3.95 <sup>(2)</sup>	4.15	4.02
Sample N	264	164	428
N3 - Concerned about possible violence in workplace*	2.33	2.22	2.29
Sample N	259	164	423
N4 - Satisfaction with personal safety at workplace	3.95	4.09	4.01
Sample N	265	164	429

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-40. City's Training and Development Efforts

## Receive overtime pay or comp time

	Yes, I am entitled to overtime pay or comp time. <sup>(1)</sup>	No, I am NOT entitled to overtime pay or comp time. <sup>(2)</sup>	Total
O1 - Training helped to improve on- job skill	3.83	3.78	3.81
Sample N	259	160	419
O2 - Provided amount of training needed	3.59	3.61	3.59
Sample N	263	163	426
O3 - Provided with the training for professional development	3.40	3.59	3.47
Sample N	263	164	427
O4 - Opportunity to receive training is fair	3.43 <sup>(2)</sup>	3.86	3.59
Sample N	258	153	411
O5 - Used skills I learned in training	3.96	4.04	3.99
Sample N	261	162	423
O6 - Regularly receive training opportunities	3.57	3.71	3.63
Sample N	264	163	427
O7 - Quality of training allows me to do my job well	3.66	3.72	3.69
Sample N	262	161	423
O8 - Satisfaction with training you receive	2.85	3.01	2.91
Sample N	252	152	404

Table B-4P. Pay & Benefits

## Receive overtime pay or comp time

	Yes, I am entitled to overtime pay or comp time. <sup>(1)</sup>	No, I am NOT entitled to overtime pay or comp time. <sup>(2)</sup>	Total
P1 - Can get answers about pay	3.39 <sup>(2)</sup>	3.67	3.50
Sample N	262	159	421
P2 - Pay better or same than other organizations	2.12 <sup>(2)</sup>	2.54	2.28
Sample N	254	155	409
P3 - Fairly compensated	2.32 <sup>(2)</sup>	2.88	2.53
Sample N	265	162	427
P4 - Changes in pay are made fairly	2.54 <sup>(2)</sup>	2.85	2.65
Sample N	252	151	403
P5 - Can get answers about benefits	3.99	4.11	4.04
Sample N	262	158	420
P6 - Interested in program combining all leave	3.20 <sup>(2)</sup>	3.61	3.35
Sample N	262	156	418
P7 - Satisfied with retirement benefits	3.62 <sup>(2)</sup>	3.94	3.74
Sample N	263	156	419
P8 - Would like the opportunity for remote work to be part of my benefits package	3.38 <sup>(2)</sup>	3.84	3.56
Sample N	234	153	387
P9 - Satisfaction with your pay	2.12 <sup>(2)</sup>	2.59	2.30
Sample N	261	158	419
P10 - Satisfaction with your benefits	3.02 <sup>(2)</sup>	3.25	3.10
Sample N	260	153	413
P11 - Collective bargaining	4.09 <sup>(2)</sup>	3.45	3.83
Sample N	218	143	361

Table B-4Q. Performance Appraisals**Receive overtime pay or comp time**

	<b>Yes, I am entitled to overtime pay or comp time.<sup>(1)</sup></b>	<b>No, I am NOT entitled to overtime pay or comp time.<sup>(2)</sup></b>	<b>Total</b>
Q1 - Get feedback about performance	3.37	3.42	3.39
Sample N	256	157	413
Q2 - Performance improved because of appraisal	2.82	2.80	2.81
Sample N	243	146	389
Q3 - Performance appraisal helps develop skills	2.74	2.58	2.68
Sample N	243	147	390
Q4 - Performance appraisal effective	2.74	2.54	2.67
Sample N	242	147	389
Q5 - Managers tell me when I do good job	3.61	3.66	3.63
Sample N	258	160	418
Q6 - Satisfaction with performance appraisal	3.12	3.08	3.11
Sample N	253	154	407

**Table B-4R. Issues Concerning Immediate Supervisor****Receive overtime pay or comp time**

	<b>Yes, I am entitled to overtime pay or comp time.<sup>(1)</sup></b>	<b>No, I am NOT entitled to overtime pay or comp time.<sup>(2)</sup></b>	<b>Total</b>
R1 - Supervisor allows authority and responsibility	4.16	4.23	4.19
Sample N	263	162	425
R2 - Supervisor communicates information	4.01	4.05	4.03
Sample N	265	160	425
R3 - Supervisor asks for ideas and suggestions	3.85	3.98	3.89
Sample N	265	162	427
R4 - Supervisor acts on employee suggestions	3.78	3.85	3.81
Sample N	263	157	420
R5 - Supervisor promotes career development	3.77	3.57	3.69
Sample N	263	158	421
R6 - Supervisor gives opportunity to change things	3.73	3.84	3.77
Sample N	263	158	421
R7 - Supervisor generally available for assistance	4.21	4.17	4.19
Sample N	263	162	425
R8 - Supervisor communicates how pay is determined	3.09	3.06	3.08
Sample N	253	154	407
R9 - Satisfaction with immediate supervisor	4.05	4.03	4.05
Sample N	260	162	422

Table B-4S. Issues Concerning Division Level Managers**Receive overtime pay or comp time**

	<b>Yes, I am entitled to overtime pay or comp time.<sup>(1)</sup></b>	<b>No, I am NOT entitled to overtime pay or comp time.<sup>(2)</sup></b>	<b>Total</b>
S1 - Managers give authority to fulfill my responsibilities	3.64	3.83	3.71
Sample N	247	144	391
S2 - Managers cooperate well with each other	3.29 <sup>(2)</sup>	3.57	3.39
Sample N	244	141	385
S3 - Managers held accountable for end result	3.12	3.27	3.18
Sample N	237	142	379
S4 - City develops people from within for higher level jobs	3.03	2.95	3.00
Sample N	239	140	379
S5 - Responsibilities often delegated that shouldn't be*	3.25 <sup>(2)</sup>	2.94	3.14
Sample N	237	138	375
S6 - People promoted to management based on abilities	2.84	3.05	2.92
Sample N	240	139	379
S7 - Managers set good example	3.51 <sup>(2)</sup>	3.82	3.62
Sample N	242	143	385
S8 - Managers fairly use the personnel policies	3.36	3.43	3.39
Sample N	234	138	372
S9 - Satisfaction with city's managers	3.28	3.48	3.35
Sample N	241	143	384

\*Negatively worded item – (high numbers equate to less favorable outcomes)

**Table B-4T. Working Relationship with Upper Management and Supervisor****Receive overtime pay or comp time**

	<b>Yes, I am entitled to overtime pay or comp time.<sup>(1)</sup></b>	<b>No, I am NOT entitled to overtime pay or comp time.<sup>(2)</sup></b>	<b>Total</b>
T1m - Free to discuss problems with upper management	3.04 <sup>(2)</sup>	3.65	3.27
Sample N	255	155	410
T1s - Free to discuss problems with my immediate supervisor	4.14	4.18	4.16
Sample N	257	158	415
T2m - Decisions could be made at a lower level: upper management*	3.37	3.15	3.28
Sample N	241	147	388
T2s - Decisions could be made at a lower level: my immediate supervisor*	3.13	2.96	3.06
Sample N	244	153	397
T3m - Actions are consistent with messages: upper management	2.91 <sup>(2)</sup>	3.35	3.08
Sample N	249	152	401
T3s - Actions are consistent with messages: my immediate supervisor	3.82	3.93	3.86
Sample N	257	156	413
T4m - Concerned about employees and their problems: upper management	2.96 <sup>(2)</sup>	3.44	3.14
Sample N	251	154	405
T4s - Concerned about employees and their problems: my immediate supervisor	3.97	3.97	3.97
Sample N	258	157	415
T5m - Realistic expectations of employees by upper management	3.10 <sup>(2)</sup>	3.49	3.25
Sample N	249	152	401
T5s - Realistic expectations of employees by my immediate supervisor	4.00	4.01	4.00
Sample N	257	155	412
T6m - Confident in upper management	2.93 <sup>(2)</sup>	3.37	3.10
Sample N	254	157	411
T6s - Confident in my immediate supervisor	4.02	4.02	4.02
Sample N	257	157	414
T7m - I trust upper management	2.85 <sup>(2)</sup>	3.33	3.03
Sample N	257	155	412
T7s - I trust my immediate supervisor	4.00	4.02	4.00
Sample N	257	157	414
T8m - Satisfaction with working relationship with upper management	3.01 <sup>(2)</sup>	3.49	3.19
Sample N	256	157	413
T8s - Satisfaction with working relationship with your immediate supervisor	4.04	4.05	4.04
Sample N	257	157	414

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-4U. Overall City Ratings**Receive overtime pay or comp time**

	<b>Yes, I am entitled to overtime pay or comp time.<sup>(1)</sup></b>	<b>No, I am NOT entitled to overtime pay or comp time.<sup>(2)</sup></b>	<b>Total</b>
U1 - Overall satisfaction with City of Charlottesville	4.69 <sup>(2)</sup>	5.06	4.83
Sample N	265	163	428
U2 - Rating as a place to work compared to two years ago	2.73 <sup>(2)</sup>	3.21	2.92
Sample N	211	136	347
U3 - Recommend City of Charlottesville as place to work	3.39 <sup>(2)</sup>	3.63	3.48
Sample N	261	161	422



Table B-4W. City's Mission, Vision, Values**Receive overtime pay or comp time**

	<b>Yes, I am entitled to overtime pay or comp time.<sup>(1)</sup></b>	<b>No, I am NOT entitled to overtime pay or comp time.<sup>(2)</sup></b>	<b>Total</b>
W1 - Familiarity the City's organizational vision	2.58	2.75	2.65
Sample N	265	164	429
W2 - Familiarity the City's organizational mission	2.55 <sup>(2)</sup>	2.75	2.63
Sample N	262	163	425
W3 - Familiarity the City's organizational values	2.65 <sup>(2)</sup>	2.90	2.74
Sample N	265	163	428

# **SUPERVISOR AND/OR MANAGER**

Table B-5A. Employee Commitment to the City of Charlottesville**Supervisor and/or Manager**

	<b>Supervisor or manager<sup>(1)</sup></b>	<b>Neither or declined to answer<sup>(2)</sup></b>	<b>Total</b>
A1 - I am committed to help city succeed	4.74 <sup>(2)</sup>	4.55	4.61
Sample N	149	330	479
A2 - Willing to put in great deal of effort to help city	4.70 <sup>(2)</sup>	4.40	4.50
Sample N	148	330	478
A3 - My values and department values are similar	4.03 <sup>(2)</sup>	3.79	3.87
Sample N	148	327	475
A4 - Intend to work for city a year from now	4.48 <sup>(2)</sup>	4.22	4.30
Sample N	146	322	468
A5 - Strong commitment to city as my employer	4.42 <sup>(2)</sup>	4.08	4.18
Sample N	148	331	479
A6 - Commitment to the City of Charlottesville	4.42 <sup>(2)</sup>	4.12	4.21
Sample N	149	329	478

**Table B-5B. Quality of your Department's Workforce****Supervisor and/or Manager**

	<b>Supervisor or manager<sup>(1)</sup></b>	<b>Neither or declined to answer<sup>(2)</sup></b>	<b>Total</b>
B1 - Employees know their jobs	3.81	3.84	3.83
Sample N	149	328	477
B2 - Employees have the technical skills to do their jobs well	3.81	3.80	3.81
Sample N	149	328	477
B3 - Employees turn problems into opportunities	3.28	3.45	3.40
Sample N	149	325	474
B4 - Employees work hard for overall good of the city	3.89	3.94	3.92
Sample N	149	329	478
B5 - Can count on other employees to do what they say	3.70	3.83	3.79
Sample N	148	329	477
B6 - Satisfaction with quality department's workforce	3.69	3.77	3.74
Sample N	149	330	479

Table B-5C. Responsiveness to Customer Needs**Supervisor and/or Manager**

	<b>Supervisor or manager<sup>(1)</sup></b>	<b>Neither or declined to answer<sup>(2)</sup></b>	<b>Total</b>
C1 - Timeliness of services	4.18	4.21	4.20
Sample N	148	328	476
C2 - Seeks to know customer needs	4.15	4.12	4.13
Sample N	149	327	476
C3 - Responds to customer needs	4.16	4.20	4.19
Sample N	149	327	476
C4 - Customer service rep easy to contact	4.14	4.21	4.19
Sample N	148	324	472
C5 - Easy access to information	3.98	4.04	4.02
Sample N	149	322	471
C6 - Customers' satisfaction with responsiveness to needs	3.95	3.96	3.96
Sample N	148	322	470

Table B-5D. Fair Treatment of Customers**Supervisor and/or Manager**

	Supervisor or manager <sup>(1)</sup>	Neither or declined to answer <sup>(2)</sup>	Total
D1 - Value customers get for their dollars	4.30	4.21	4.24
Sample N	145	315	460
D2 - Deals honestly with customers	4.53	4.46	4.48
Sample N	149	325	474
D3 - Treating customers courteously	4.44	4.49	4.47
Sample N	149	327	476
D4 - Treating customers with respect	4.53	4.51	4.52
Sample N	149	326	475
D5 - Customers' satisfaction with treatment	4.22	4.19	4.20
Sample N	147	321	468

Table B-5E. Creativity, Initiative, & New Ideas**Supervisor and/or Manager**

	<b>Supervisor or manager<sup>(1)</sup></b>	<b>Neither or declined to answer<sup>(2)</sup></b>	<b>Total</b>
E1 - Creativity essential part of performing well	4.17 <sup>(2)</sup>	3.90	3.99
Sample N	149	329	478
E2 - Constantly looking for new ways to improve	4.40 <sup>(2)</sup>	4.14	4.22
Sample N	149	329	478
E3 - If I see any problem I make sure it gets fixed	4.29 <sup>(2)</sup>	3.98	4.07
Sample N	149	327	476
E4 - Love being a champion of new ideas	4.26 <sup>(2)</sup>	3.98	4.07
Sample N	149	325	474
E5 - Like to participate in making higher level decisions	4.36 <sup>(2)</sup>	3.92	4.05
Sample N	149	327	476
E6 - Satisfaction with creativity	4.24 <sup>(2)</sup>	3.92	4.02
Sample N	148	330	478

Table B-5F. Dignity / Worth Felt in Employment**Supervisor and/or Manager**

	<b>Supervisor or manager<sup>(1)</sup></b>	<b>Neither or declined to answer<sup>(2)</sup></b>	<b>Total</b>
F1 - Proud to tell that I work for City of Cville	3.45	3.66	3.59
Sample N	149	332	481
F2 - Feel appreciated, respected, and valued	3.30	3.29	3.29
Sample N	149	329	478
F3 - Job gives feeling of personal accomplishment	4.02 <sup>(2)</sup>	3.72	3.81
Sample N	149	330	479
F4 - Job makes good use of my skills and abilities	3.99	3.78	3.85
Sample N	148	330	478
F5 - See connection with citizen benefit	4.33 <sup>(2)</sup>	4.08	4.16
Sample N	149	330	479
F6 - Satisfaction with level of dignity and worth	3.56	3.54	3.54
Sample N	149	331	480



Table B-5G. Employee Empowerment to Perform Job Well**Supervisor and/or Manager**

	<b>Supervisor or manager<sup>(1)</sup></b>	<b>Neither or declined to answer<sup>(2)</sup></b>	<b>Total</b>
G1 - Work environment encourages initiative	3.99 <sup>(2)</sup>	3.67	3.77
Sample N	148	330	478
G2 - Opportunities to learn new skills	3.74 <sup>(2)</sup>	3.51	3.58
Sample N	148	330	478
G3 - Can make decisions to do job well	4.04 <sup>(2)</sup>	3.83	3.89
Sample N	149	329	478
G4 - Have authority and responsibility	4.02	3.82	3.88
Sample N	149	329	478
G5 - Involved in decision making	3.93 <sup>(2)</sup>	3.41	3.57
Sample N	148	328	476
G6 - Satisfaction with empowerment	3.84 <sup>(2)</sup>	3.60	3.67
Sample N	149	332	481

Table B-5H. Communication within the City of Charlottesville**Supervisor and/or Manager**

	<b>Supervisor or manager<sup>(1)</sup></b>	<b>Neither or declined to answer<sup>(2)</sup></b>	<b>Total</b>
H1 - Hear important communications from management	3.07	3.16	3.13
Sample N	149	329	478
H2 - Changes affecting my job are discussed	3.05	2.97	2.99
Sample N	148	327	475
H3 - Let managers know feelings about things	3.59 <sup>(2)</sup>	3.32	3.41
Sample N	148	325	473
H4 - Understand what is expected of me	4.01	3.98	3.99
Sample N	149	331	480
H5 - Receive information needed	3.57	3.64	3.62
Sample N	149	328	477
H6 - Satisfaction with communication	3.28	3.17	3.21
Sample N	149	329	478

Table B-5I. Integrity of Employees in Delivering Services**Supervisor and/or Manager**

	<b>Supervisor or manager<sup>(1)</sup></b>	<b>Neither or declined to answer<sup>(2)</sup></b>	<b>Total</b>
I1 - Employees behave ethically	4.12	4.13	4.13
Sample N	148	328	476
I2 - Decisive action taken if wrongdoing discovered	3.47	3.50	3.49
Sample N	146	325	471
I3 - Know how to report unethical behavior	4.14 <sup>(2)</sup>	3.92	3.99
Sample N	148	330	478
I4 - Report unethical behavior without fear of reprisal	3.70	3.60	3.63
Sample N	146	320	466
I5 - Familiar with ethics code and standards of conduct	4.22	4.09	4.13
Sample N	148	329	477
I6 - Satisfaction with integrity of employees	3.84	3.91	3.89
Sample N	148	329	477

Table B-5J. Employee Relations in the Department and City**Supervisor and/or Manager**

	<b>Supervisor or manager<sup>(1)</sup></b>	<b>Neither or declined to answer<sup>(2)</sup></b>	<b>Total</b>
J1 - Promotions based on employee's qualifications	3.30	3.11	3.17
Sample N	145	308	453
J2 - Complaints are handled fairly	3.54 <sup>(2)</sup>	3.29	3.37
Sample N	145	311	456
J3 - Know where to get info on question or complaint	3.93	3.74	3.80
Sample N	148	330	478
J4c - Satisfaction with handling of employee relations issue - City	3.24	3.34	3.30
Sample N	144	306	450
J4d - Satisfaction with handling of employee relations issue - Dept	3.56 <sup>(2)</sup>	3.31	3.39
Sample N	147	317	464

**Table B-5K. Diversity and Equal Employment Opportunities by City and Department****Supervisor and/or Manager**

	<b>Supervisor or manager<sup>(1)</sup></b>	<b>Neither or declined to answer<sup>(2)</sup></b>	<b>Total</b>
K1c - Recruiting applicants of diverse backgrounds- City	3.64	3.76	3.72
Sample N	144	292	436
K1d - Recruiting applicants of diverse backgrounds- Dept	3.82	3.83	3.83
Sample N	142	307	449
K2c - Hiring employees of diverse backgrounds- City	3.65	3.74	3.71
Sample N	145	296	441
K2d - Hiring employees of diverse backgrounds- Dept	3.85	3.84	3.85
Sample N	143	307	450
K3c - Retaining employees of diverse backgrounds- City	3.43	3.45	3.45
Sample N	144	289	433
K3d - Retaining employees of diverse backgrounds- Dept	3.67	3.56	3.60
Sample N	143	301	444
K4c - Treating employees with fairness and respect-City	3.81	3.71	3.74
Sample N	148	313	461
K4d - Treating employees with fairness and respect- Dept	3.90	3.82	3.85
Sample N	147	315	462
K5c - Providing an environment free of discrimination- City	3.95	3.85	3.88
Sample N	146	313	459
K5d - Providing an environment free of discrimination- Dept	3.99	3.92	3.95
Sample N	145	318	463
K6c - Know where to turn for help with discrimination- City	4.18	3.99	4.05
Sample N	148	321	469
K6d - Know where to turn for help with discrimination- Dept	4.21	4.02	4.08
Sample N	145	321	466
K7c - Feel comfortable asking for help with discrimination-City	4.05 <sup>(2)</sup>	3.80	3.88
Sample N	148	318	466
K7d - Feel comfortable asking for help with discrimination-Dept	4.10	3.90	3.96
Sample N	143	319	462
K8c - Satisfaction with diversity-City	3.67	3.72	3.71
Sample N	146	309	455
K8d - Satisfaction with diversity-Dept	3.85	3.75	3.78
Sample N	146	318	464

Table B-5L. Workplace Environment**Supervisor and/or Manager**

	<b>Supervisor or manager<sup>(1)</sup></b>	<b>Neither or declined to answer<sup>(2)</sup></b>	<b>Total</b>
L1 - Job produces large amount of personal stress*	4.03 <sup>(2)</sup>	3.60	3.73
Sample N	149	330	479
L2 - Less stress in job now than 1 yr ago	2.45 <sup>(2)</sup>	2.78	2.68
Sample N	148	329	477
L3 - Have sufficient time to do quality job	3.28 <sup>(2)</sup>	3.68	3.55
Sample N	149	331	480
L4 - Have flexibility to balance work and personal life	3.46 <sup>(2)</sup>	3.74	3.65
Sample N	148	331	479
L5 - Positive work environment	3.54	3.52	3.52
Sample N	149	328	477
L6 - Satisfaction with work environment	3.46	3.56	3.53
Sample N	149	329	478

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-5M. Feelings Towards Remote Work**Supervisor and/or Manager**

	<b>Supervisor or manager<sup>(1)</sup></b>	<b>Neither or declined to answer<sup>(2)</sup></b>	<b>Total</b>
M3k - Have access to consistent internet at home for work purposes	4.80	4.76	4.77
Sample N	45	143	188
M3l - Have all the training and technology needed to work remotely	4.51	4.42	4.44
Sample N	45	144	189
M3m - Remote work has decreased my feeling of being a part of team*	2.40	2.15	2.21
Sample N	45	144	189
M3n - Remote work could be considered a benefit to my job	4.42	4.52	4.49
Sample N	45	143	188
M3o - More productive when working remotely	4.00	4.18	4.14
Sample N	45	144	189
M3p - More stressed when working remotely due to my home situation*	1.76	1.48	1.54
Sample N	45	141	186
M3q - More stressed due to the increase in training and technology requirements needed for remote work*	1.67	1.51	1.55
Sample N	45	140	185
M3r - Satisfaction with remote work	4.42	4.63	4.58
Sample N	45	144	189
M4 - Preference for how your current job be conducted in the future - Would you prefer to work at home...	2.67 <sup>(2)</sup>	3.01	2.90
Sample N	144	291	435

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-5N. Personal Safety of City Employees**Supervisor and/or Manager**

	<b>Supervisor or manager<sup>(1)</sup></b>	<b>Neither or declined to answer<sup>(2)</sup></b>	<b>Total</b>
N1 - Receive training to do job safely	3.99	4.07	4.04
Sample N	148	331	479
N2 - Perceive work environment to be safe	3.97	4.03	4.01
Sample N	149	330	479
N3 - Concerned about possible violence in workplace*	2.34	2.30	2.31
Sample N	149	325	474
N4 - Satisfaction with personal safety at workplace	3.95	4.02	3.99
Sample N	149	331	480

\*Negatively worded item – (high numbers equate to less favorable outcomes)



Table B-50. City's Training and Development Efforts**Supervisor and/or Manager**

	<b>Supervisor or manager<sup>(1)</sup></b>	<b>Neither or declined to answer<sup>(2)</sup></b>	<b>Total</b>
O1 - Training helped to improve on-job skill	3.72	3.82	3.79
Sample N	147	323	470
O2 - Provided amount of training needed	3.50	3.62	3.58
Sample N	149	327	476
O3 - Provided with the training for professional development	3.49	3.46	3.47
Sample N	149	329	478
O4 - Opportunity to receive training is fair	3.70	3.52	3.57
Sample N	145	316	461
O5 - Used skills I learned in training	4.05	3.95	3.98
Sample N	145	329	474
O6 - Regularly receive training opportunities	3.62	3.64	3.63
Sample N	148	330	478
O7 - Quality of training allows me to do my job well	3.69	3.68	3.68
Sample N	146	327	473
O8 - Satisfaction with training you receive	2.88	2.92	2.91
Sample N	142	310	452

Table B-5P. Pay & Benefits**Supervisor and/or Manager**

	<b>Supervisor or manager<sup>(1)</sup></b>	<b>Neither or declined to answer<sup>(2)</sup></b>	<b>Total</b>
P1 - Can get answers about pay	3.52	3.50	3.51
Sample N	146	325	471
P2 - Pay better or same than other organizations	2.32	2.29	2.30
Sample N	143	316	459
P3 - Fairly compensated	2.66	2.47	2.53
Sample N	149	328	477
P4 - Changes in pay are made fairly	2.58	2.70	2.66
Sample N	143	305	448
P5 - Can get answers about benefits	4.07	4.03	4.04
Sample N	147	324	471
P6 - Interested in program combining all leave	3.25	3.39	3.35
Sample N	146	320	466
P7 - Satisfied with retirement benefits	3.90 <sup>(2)</sup>	3.64	3.72
Sample N	147	321	468
P8 - Would like the opportunity for remote work to be part of my enpart of my benefits package	3.53	3.62	3.59
Sample N	142	289	431
P9 - Satisfaction with your pay	2.35	2.27	2.30
Sample N	146	320	466
P10 - Satisfaction with your benefits	3.17	3.07	3.10
Sample N	146	313	459
P11 - Collective bargaining	3.57 <sup>(2)</sup>	3.95	3.82
Sample N	134	263	397

Table B-5Q. Performance Appraisals**Supervisor and/or Manager**

	<b>Supervisor or manager<sup>(1)</sup></b>	<b>Neither or declined to answer<sup>(2)</sup></b>	<b>Total</b>
Q1 - Get feedback about performance	3.39	3.37	3.37
Sample N	145	318	463
Q2 - Performance improved because of appraisal	2.66	2.85	2.79
Sample N	137	298	435
Q3 - Performance appraisal helps develop skills	2.47 <sup>(2)</sup>	2.74	2.65
Sample N	138	299	437
Q4 - Performance appraisal effective	2.42 <sup>(2)</sup>	2.75	2.64
Sample N	138	297	435
Q5 - Managers tell me when I do good job	3.60	3.62	3.61
Sample N	146	320	466
Q6 - Satisfaction with performance appraisal	2.94	3.13	3.07
Sample N	143	313	456

**Table B-5R. Issues Concerning Immediate Supervisor**

	<b>Supervisor and/or Manager</b>		
	<b>Supervisor or manager<sup>(1)</sup></b>	<b>Neither or declined to answer<sup>(2)</sup></b>	<b>Total</b>
R1 - Supervisor allows authority and responsibility	4.20	4.13	4.15
Sample N	147	328	475
R2 - Supervisor communicates information	4.01	3.99	3.99
Sample N	147	329	476
R3 - Supervisor asks for ideas and suggestions	4.05 <sup>(2)</sup>	3.79	3.87
Sample N	148	330	478
R4 - Supervisor acts on employee suggestions	3.88	3.73	3.78
Sample N	146	324	470
R5 - Supervisor promotes career development	3.75	3.64	3.67
Sample N	146	325	471
R6 - Supervisor gives opportunity to change things	3.98 <sup>(2)</sup>	3.65	3.75
Sample N	146	326	472
R7 - Supervisor generally available for assistance	4.23	4.15	4.17
Sample N	148	328	476
R8 - Supervisor communicates how pay is determined	3.17	3.03	3.07
Sample N	143	312	455
R9 - Satisfaction with immediate supervisor	4.10	3.97	4.01
Sample N	147	326	473

Table B-5S. Issues Concerning Division Level Managers**Supervisor and/or Manager**

	<b>Supervisor or manager<sup>(1)</sup></b>	<b>Neither or declined to answer<sup>(2)</sup></b>	<b>Total</b>
S1 - Managers give authority to fulfill my responsibilities	3.78	3.64	3.69
Sample N	140	292	432
S2 - Managers cooperate well with each other	3.48	3.31	3.36
Sample N	139	289	428
S3 - Managers held accountable for end result	3.27	3.05	3.13
Sample N	139	281	420
S4 - City develops people from within for higher level jobs	3.11	2.90	2.97
Sample N	138	284	422
S5 - Responsibilities often delegated that shouldn't be*	3.11	3.12	3.11
Sample N	138	278	416
S6 - People promoted to management based on abilities	3.07 <sup>(2)</sup>	2.78	2.88
Sample N	139	278	417
S7 - Managers set good example	3.71	3.54	3.59
Sample N	139	290	429
S8 - Managers fairly use the personnel policies	3.41	3.31	3.34
Sample N	135	280	415
S9 - Satisfaction with city's managers	3.45	3.25	3.31
Sample N	138	291	429

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-5T. Working Relationship with Upper Management and Supervisor**Supervisor and/or Manager**

	<b>Supervisor or manager<sup>(1)</sup></b>	<b>Neither or declined to answer<sup>(2)</sup></b>	<b>Total</b>
T1m - Free to discuss problems with upper management	3.62 <sup>(2)</sup>	3.11	3.27
Sample N	147	314	461
T1s - Free to discuss problems with my immediate supervisor	4.30 <sup>(2)</sup>	4.04	4.12
Sample N	146	320	466
T2m - Decisions could be made at a lower level: upper management*	3.16	3.30	3.25
Sample N	142	287	429
T2s - Decisions could be made at a lower level: my immediate supervisor*	3.06	3.07	3.06
Sample N	144	299	443
T3m - Actions are consistent with messages: upper management	3.26 <sup>(2)</sup>	2.99	3.08
Sample N	146	305	451
T3s - Actions are consistent with messages: my immediate supervisor	3.98 <sup>(2)</sup>	3.75	3.82
Sample N	145	318	463
T4m - Concerned about employees and their problems: upper management	3.36 <sup>(2)</sup>	3.05	3.15
Sample N	146	309	455
T4s - Concerned about employees and their problems: my immediate supervisor	4.07	3.89	3.95
Sample N	146	319	465
T5m - Realistic expectations of employees by upper management	3.35	3.20	3.24
Sample N	144	305	449
T5s - Realistic expectations of employees by my immediate supervisor	4.04	3.94	3.97
Sample N	145	317	462
T6m - Confident in upper management	3.25	3.05	3.11
Sample N	146	315	461
T6s - Confident in my immediate supervisor	4.12	3.91	3.98
Sample N	146	317	463
T7m - I trust upper management	3.18	2.98	3.04
Sample N	145	316	461
T7s - I trust my immediate supervisor	4.10	3.90	3.96
Sample N	146	317	463
T8m - Satisfaction with working relationship with upper management	3.34	3.13	3.20
Sample N	147	315	462
T8s - Satisfaction with working relationship with your immediate supervisor	4.15	3.94	4.00
Sample N	144	320	464

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-5U. Overall City Ratings**Supervisor and/or Manager**

	<b>Supervisor or manager<sup>(1)</sup></b>	<b>Neither or declined to answer<sup>(2)</sup></b>	<b>Total</b>
U1 - Overall satisfaction with City of Charlottesville	4.84	4.81	4.82
Sample N	149	330	479
U2 - Rating as a place to work compared to two years ago	2.92	2.93	2.92
Sample N	133	256	389
U3 - Recommend City of Charlottesville as place to work	3.47	3.45	3.46
Sample N	146	326	472

Table B-5W. City's Mission, Vision, Values**Supervisor and/or Manager**

	<b>Supervisor or manager<sup>(1)</sup></b>	<b>Neither or declined to answer<sup>(2)</sup></b>	<b>Total</b>
W1 - Familiarity the City's organizational vision	2.93 <sup>(2)</sup>	2.52	2.65
Sample N	149	330	479
W2 - Familiarity the City's organizational mission	2.89 <sup>(2)</sup>	2.50	2.62
Sample N	149	325	474
W3 - Familiarity the City's organizational values	2.97 <sup>(2)</sup>	2.63	2.74
Sample N	149	329	478



# HOURLY PAY

Table B-6A. Employee Commitment to the City of Charlottesville

## Hourly pay

	\$30 or more per hour <sup>(1)</sup>	\$20 to \$29.99 per hour <sup>(2)</sup>	\$15 to \$19.99 per hour <sup>(3)</sup>	Total
A1 - I am committed to help city succeed	4.79 <sup>(2)(3)</sup>	4.57	4.53	4.63
Sample N	136	218	90	444
A2 - Willing to put in great deal of effort to help city	4.73 <sup>(2)(3)</sup>	4.43	4.39	4.51
Sample N	135	218	90	443
A3 - My values and department values are similar	4.25 <sup>(2)(3)</sup>	3.86	3.57	3.92
Sample N	135	215	90	440
A4 - Intend to work for city a year from now	4.46	4.33	4.19	4.034
Sample N	133	215	89	437
A5 - Strong commitment to city as my employer	4.41 <sup>(2)(3)</sup>	4.17	4.01	4.21
Sample N	135	219	90	444
A6 - Commitment to the City of Charlottesville	4.47 <sup>(2)(3)</sup>	4.17	4.09	4.24
Sample N	136	218	89	443

**Table B-6B. Quality of your Department's Workforce****Hourly pay**

	<b>\$30 or more per hour<sup>(1)</sup></b>	<b>\$20 to \$29.99 per hour<sup>(2)</sup></b>	<b>\$15 to \$19.99 per hour<sup>(3)</sup></b>	<b>Total</b>
B1 - Employees know their jobs	4.05 <sup>(2)</sup>	3.77	3.76	3.86
Sample N	135	218	89	442
B2 - Employees have the technical skills to do their jobs well	4.06 <sup>(2)(3)</sup>	3.73	3.76	3.84
Sample N	135	218	90	443
B3 - Employees turn problems into opportunities	3.59 <sup>(2)</sup>	3.33	3.43	3.43
Sample N	134	217	89	440
B4 - Employees work hard for overall good of the city	4.16 <sup>(2)(3)</sup>	3.89	3.82	3.96
Sample N	135	219	90	444
B5 - Can count on other employees to do what they say	4.03 <sup>(2)(3)</sup>	3.77	3.74	3.84
Sample N	136	218	88	442
B6 - Satisfaction with quality department's workforce	4.06 <sup>(2)(3)</sup>	3.68	3.62	3.78
Sample N	135	219	91	445

Table B-6C. Responsiveness to Customer Needs

## Hourly pay

	\$30 or more per hour <sup>(1)</sup>	\$20 to \$29.99 per hour <sup>(2)</sup>	\$15 to \$19.99 per hour <sup>(3)</sup>	Total
C1 - Timeliness of services	4.24	4.24	4.21	4.23
Sample N	135	217	90	442
C2 - Seeks to know customer needs	4.24	4.09	4.18	4.16
Sample N	136	217	89	442
C3 - Responds to customer needs	4.26	4.17	4.27	4.22
Sample N	135	218	89	442
C4 - Customer service rep easy to contact	4.20	4.32 <sup>(3)</sup>	4.00	4.22
Sample N	136	213	90	439
C5 - Easy access to information	4.05	4.16 <sup>(3)</sup>	3.78	4.05
Sample N	135	214	88	437
C6 - Customers' satisfaction with responsiveness to needs	4.00	3.95	4.02	3.98
Sample N	136	211	89	436

Table B-6D. Fair Treatment of Customers

## Hourly pay

	\$30 or more per hour <sup>(1)</sup>	\$20 to \$29.99 per hour <sup>(2)</sup>	\$15 to \$19.99 per hour <sup>(3)</sup>	Total
D1 - Value customers get for their dollars	4.48 <sup>(2)(3)</sup>	4.15	4.11	4.25
Sample N	133	207	87	427
D2 - Deals honestly with customers	4.65 <sup>(2)(3)</sup>	4.45	4.41	4.50
Sample N	135	217	88	440
D3 - Treating customers courteously	4.53	4.47	4.47	4.49
Sample N	135	217	90	442
D4 - Treating customers with respect	4.60	4.51	4.51	4.54
Sample N	135	217	89	441
D5 - Customers' satisfaction with treatment	4.28	4.18	4.20	4.22
Sample N	134	211	89	434

Table B-6E. Creativity, Initiative, & New Ideas

## Hourly pay

	\$30 or more per hour <sup>(1)</sup>	\$20 to \$29.99 per hour <sup>(2)</sup>	\$15 to \$19.99 per hour <sup>(3)</sup>	Total
E1 - Creativity essential part of performing well	4.27 <sup>(2)(3)</sup>	3.89	3.87	4.00
Sample N	135	218	90	443
E2 - Constantly looking for new ways to improve	4.44 <sup>(2)(3)</sup>	4.15	4.17	4.24
Sample N	135	218	90	443
E3 - If I see any problem I make sure it gets fixed	4.30 <sup>(2)(3)</sup>	3.99	4.07	4.10
Sample N	135	218	88	441
E4 - Love being a champion of new ideas	4.22 <sup>(2)</sup>	4.02	3.98	4.08
Sample N	135	218	86	439
E5 - Like to participate in making higher level decisions	4.28 <sup>(2)(3)</sup>	3.98	3.91	4.06
Sample N	135	218	88	441
E6 - Satisfaction with creativity	4.25 <sup>(2)(3)</sup>	3.95	3.91	4.04
Sample N	135	218	90	443

Table B-6F. Dignity / Worth Felt in Employment

## Hourly pay

	\$30 or more per hour <sup>(1)</sup>	\$20 to \$29.99 per hour <sup>(2)</sup>	\$15 to \$19.99 per hour <sup>(3)</sup>	Total
F1 - Proud to tell that I work for City of Cville	3.52	3.69	3.71	3.64
Sample N	136	219	91	446
F2 - Feel appreciated, respected, and valued	3.57 <sup>(3)</sup>	3.39 <sup>(3)</sup>	2.99	3.36
Sample N	136	218	89	443
F3 - Job gives feeling of personal accomplishment	4.12 <sup>(2)(3)</sup>	3.78	3.66	3.86
Sample N	136	218	90	444
F4 - Job makes good use of my skills and abilities	4.15 <sup>(2)(3)</sup>	3.79	3.82	3.91
Sample N	135	218	90	443
F5 - See connection with citizen benefit	4.40 <sup>(2)(3)</sup>	4.10	4.10	4.19
Sample N	136	218	90	444
F6 - Satisfaction with level of dignity and worth	3.82 <sup>(2)(3)</sup>	3.54	3.43	3.61
Sample N	136	219	90	445

Table B-6G. Employee Empowerment to Perform Job Well

	Hourly pay			Total
	\$30 or more per hour <sup>(1)</sup>	\$20 to \$29.99 per hour <sup>(2)</sup>	\$15 to \$19.99 per hour <sup>(3)</sup>	
G1 - Work environment encourages initiative	4.16 <sup>(2)(3)</sup>	3.73	3.55	3.82
Sample N	135	217	91	443
G2 - Opportunities to learn new skills	3.92 <sup>(2)(3)</sup>	3.63 <sup>(3)</sup>	3.21	3.63
Sample N	136	217	91	444
G3 - Can make decisions to do job well	4.19 <sup>(2)(3)</sup>	3.85	3.76	3.93
Sample N	136	216	91	443
G4 - Have authority and responsibility	4.14 <sup>(2)(3)</sup>	3.88	3.70	3.92
Sample N	136	217	91	444
G5 - Involved in decision making	4.12 <sup>(2)(3)</sup>	3.53 <sup>(3)</sup>	3.02	3.61
Sample N	136	216	89	441
G6 - Satisfaction with empowerment	4.01 <sup>(2)(3)</sup>	3.70 <sup>(3)</sup>	3.37	3.73
Sample N	136	218	91	445



Table B-6H. Communication within the City of Charlottesville

## Hourly pay

	\$30 or more per hour <sup>(1)</sup>	\$20 to \$29.99 per hour <sup>(2)</sup>	\$15 to \$19.99 per hour <sup>(3)</sup>	Total
H1 - Hear important communications from management	3.24	3.26	2.94	3.19
Sample N	135	219	89	443
H2 - Changes affecting my job are discussed	3.35 <sup>(2)(3)</sup>	3.06 <sup>(3)</sup>	2.52	3.04
Sample N	134	217	89	440
H3 - Let managers know feelings about things	3.81 <sup>(2)(3)</sup>	3.38	3.10	3.46
Sample N	134	217	88	439
H4 - Understand what is expected of me	4.07	3.99	4.11	4.04
Sample N	136	219	90	445
H5 - Receive information needed	3.71	3.71	3.54	3.68
Sample N	136	218	90	444
H6 - Satisfaction with communication	3.44 <sup>(3)</sup>	3.27 <sup>(3)</sup>	2.97	3.26
Sample N	136	219	89	444

Table B-6I. Integrity of Employees in Delivering Services

## Hourly pay

	\$30 or more per hour <sup>(1)</sup>	\$20 to \$29.99 per hour <sup>(2)</sup>	\$15 to \$19.99 per hour <sup>(3)</sup>	Total
I1 - Employees behave ethically	4.34 <sup>(2)(3)</sup>	4.07	4.09	4.16
Sample N	136	217	90	443
I2 - Decisive action taken if wrongdoing discovered	3.77 <sup>(2)</sup>	3.45	3.44	3.55
Sample N	135	213	88	436
I3 - Know how to report unethical behavior	4.24 <sup>(2)(3)</sup>	3.94	3.87	4.02
Sample N	136	218	89	443
I4 - Report unethical behavior without fear of reprisal	3.91 <sup>(2)(3)</sup>	3.63	3.48	3.69
Sample N	135	212	84	431
I5 - Familiar with ethics code and standards of conduct	4.24 <sup>(3)</sup>	4.18	3.97	4.16
Sample N	135	217	90	442
I6 - Satisfaction with integrity of employees	4.07 <sup>(2)</sup>	3.87	3.88	3.93
Sample N	135	219	90	444

Table B-6J. Employee Relations in the Department and City

## Hourly pay

	\$30 or more per hour <sup>(1)</sup>	\$20 to \$29.99 per hour <sup>(2)</sup>	\$15 to \$19.99 per hour <sup>(3)</sup>	Total
J1 - Promotions based on employee's qualifications	3.63 <sup>(2)(3)</sup>	3.14 <sup>(3)</sup>	2.73	3.21
Sample N	131	204	85	420
J2 - Complaints are handled fairly	3.85 <sup>(2)(3)</sup>	3.35 <sup>(3)</sup>	2.99	3.43
Sample N	132	205	84	421
J3 - Know where to get info on question or complaint	4.07 <sup>(2)(3)</sup>	3.83 <sup>(3)</sup>	3.43	3.82
Sample N	135	218	90	443
J4c - Satisfaction with handling of employee relations issue - City	3.45	3.31	3.24	3.34
Sample N	133	204	83	420
J4d - Satisfaction with handling of employee relations issue - Dept	3.94 <sup>(2)(3)</sup>	3.35 <sup>(3)</sup>	2.99	3.46
Sample N	132	210	87	429

**Table B-6K. Diversity and Equal Employment Opportunities by City and Department**

	Hourly pay			Total
	\$30 or more per hour <sup>(1)</sup>	\$20 to \$29.99 per hour <sup>(2)</sup>	\$15 to \$19.99 per hour <sup>(3)</sup>	
K1c - Recruiting applicants of diverse backgrounds-City	3.72	3.80	3.82	3.78
Sample N	131	198	77	406
K1d - Recruiting applicants of diverse backgrounds-Dept	3.96	3.85	3.76	3.87
Sample N	132	204	83	419
K2c - Hiring employees of diverse backgrounds-City	3.76	3.76	3.78	3.76
Sample N	131	201	79	411
K2d - Hiring employees of diverse backgrounds-Dept	3.99	3.83	3.84	3.89
Sample N	132	205	83	420
K3c - Retaining employees of diverse backgrounds-City	3.53	3.49	3.53	3.51
Sample N	129	196	78	403
K3d - Retaining employees of diverse backgrounds-Dept	3.83	3.58	3.56	3.66
Sample N	132	202	81	415
K4c - Treating employees with fairness and respect-City	3.96 <sup>(3)</sup>	3.80	3.56	3.81
Sample N	135	213	81	429
K4d - Treating employees with fairness and respect-Dept	4.16 <sup>(3)</sup>	3.90	3.57	3.92
Sample N	135	213	83	431
K5c - Providing an environment free of discrimination-City	4.09 <sup>(3)</sup>	3.91	3.65	3.92
Sample N	134	211	84	429
K5d - Providing an environment free of discrimination-Dept	4.21 <sup>(3)</sup>	4.00	3.68	4.01
Sample N	135	211	85	431
K6c - Know where to turn for help with discrimination-City	4.25 <sup>(3)</sup>	4.07	3.84	4.08
Sample N	136	215	86	437
K6d - Know where to turn for help with discrimination-Dept	4.34 <sup>(2)(3)</sup>	4.08	3.80	4.10
Sample N	136	212	86	434
K7c - Feel comfortable asking for help with discrimination-City	4.18 <sup>(2)(3)</sup>	3.90	3.61	3.93
Sample N	136	215	85	436
K7d - Feel comfortable asking for help with discrimination-Dept	4.26 <sup>(2)(3)</sup>	3.96	3.67	3.99
Sample N	136	209	87	432
K8c - Satisfaction with diversity-City	3.84	3.73	3.68	3.76
Sample N	135	207	84	426
K8d - Satisfaction with diversity-Dept	4.05 <sup>(2)(3)</sup>	3.77	3.69	3.84
Sample N	135	210	86	431

Table B-6L. Workplace Environment

## Hourly pay

	\$30 or more per hour <sup>(1)</sup>	\$20 to \$29.99 per hour <sup>(2)</sup>	\$15 to \$19.99 per hour <sup>(3)</sup>	Total
L1 - Job produces large amount of personal stress*	3.82	3.59	3.78	3.70
Sample N	135	218	91	444
L2 - Less stress in job now than 1 yr ago	2.67	2.84	2.60	2.74
Sample N	135	218	90	443
L3 - Have sufficient time to do quality job	3.38 <sup>(2)</sup>	3.73	3.67	3.61
Sample N	136	219	90	445
L4 - Have flexibility to balance work and personal life	3.77 <sup>(3)</sup>	3.88 <sup>(3)</sup>	3.22	3.71
Sample N	136	217	91	444
L5 - Positive work environment	3.88 <sup>(3)</sup>	3.64 <sup>(3)</sup>	3.07	3.60
Sample N	136	218	89	443
L6 - Satisfaction with work environment	3.75 <sup>(3)</sup>	3.63 <sup>(3)</sup>	3.27	3.59
Sample N	136	218	91	445

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-6M. Feelings Towards Remote Work

## Hourly pay

	\$30 or more per hour <sup>(1)</sup>	\$20 to \$29.99 per hour <sup>(2)</sup>	\$15 to \$19.99 per hour <sup>(3)</sup>	Total
M3k - Have access to consistent internet at home for work purposes	4.86	4.69	4.73	4.76
Sample N	66	95	15	176
M3l - Have all the training and technology needed to work remotely	4.59	4.36	4.40	4.45
Sample N	66	95	15	176
M3m - Remote work has decreased my feeling of being a part of team*	2.32	2.15	1.93	2.19
Sample N	66	95	15	176
M3n - Remote work could be considered a benefit to my job	4.52	4.53	4.40	4.51
Sample N	66	94	15	175
M3o - More productive when working remotely	4.06	4.23	3.80	4.13
Sample N	66	95	15	176
M3p - More stressed when working remotely due to my home situation*	1.69	1.43	1.60	1.54
Sample N	65	93	15	173
M3q - More stressed due to the increase in training and technology requirements needed for remote work*	1.66	1.40	1.67	1.52
Sample N	65	92	15	172
M3r - Satisfaction with remote work	4.53	4.71	4.53	4.62
Sample N	66	95	15	176
M4 - Preference for how your current job be conducted in the future - Would you prefer to work at home...	3.09 <sup>(3)</sup>	3.09 <sup>(3)</sup>	2.03	2.91
Sample N	133	201	68	402

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-6N. Personal Safety of City Employees

## Hourly pay

	\$30 or more per hour <sup>(1)</sup>	\$20 to \$29.99 per hour <sup>(2)</sup>	\$15 to \$19.99 per hour <sup>(3)</sup>	Total
N1 - Receive training to do job safely	4.18 <sup>(3)</sup>	4.10	3.88	4.08
Sample N	135	218	91	444
N2 - Perceive work environment to be safe	4.20 <sup>(3)</sup>	4.10 <sup>(3)</sup>	3.77	4.06
Sample N	136	217	91	444
N3 - Concerned about possible violence in workplace*	2.24	2.29	2.28	2.27
Sample N	136	214	89	439
N4 - Satisfaction with personal safety at workplace	4.14 <sup>(3)</sup>	4.03	3.90	4.04
Sample N	136	219	90	445

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-6O. City's Training and Development Efforts

## Hourly pay

	\$30 or more per hour <sup>(1)</sup>	\$20 to \$29.99 per hour <sup>(2)</sup>	\$15 to \$19.99 per hour <sup>(3)</sup>	Total
O1 - Training helped to improve on-job skill	3.82	3.86	3.78	3.83
Sample N	133	215	89	437
O2 - Provided amount of training needed	3.61	3.71	3.46	3.63
Sample N	135	216	91	442
O3 - Provided with the training for professional development	3.61 <sup>(3)</sup>	3.65 <sup>(3)</sup>	2.99	3.50
Sample N	136	216	91	443
O4 - Opportunity to receive training is fair	3.85 <sup>(3)</sup>	3.66 <sup>(3)</sup>	3.15	3.62
Sample N	131	210	85	426
O5 - Used skills I learned in training	4.08	4.03	3.88	4.01
Sample N	134	216	89	439
O6 - Regularly receive training opportunities	3.75 <sup>(3)</sup>	3.76 <sup>(3)</sup>	3.29	3.66
Sample N	136	217	90	443
O7 - Quality of training allows me to do my job well	3.81 <sup>(3)</sup>	3.75	3.48	3.71
Sample N	134	215	90	439
O8 - Satisfaction with training you receive	3.06 <sup>(3)</sup>	2.98 <sup>(3)</sup>	2.62	2.93
Sample N	126	210	86	422



Table B-6P. Pay and Benefits

## Hourly pay

	\$30 or more per hour <sup>(1)</sup>	\$20 to \$29.99 per hour <sup>(2)</sup>	\$15 to \$19.99 per hour <sup>(3)</sup>	Total
P1 - Can get answers about pay	3.64	3.50	3.44	3.53
Sample N	133	213	91	437
P2 - Pay better or same than other organizations	2.56 <sup>(2)(3)</sup>	2.25	2.10	2.32
Sample N	131	208	86	425
P3 - Fairly compensated	3.01 <sup>(2)(3)</sup>	2.43	2.22	2.57
Sample N	136	218	90	444
P4 - Changes in pay are made fairly	2.87 <sup>(3)</sup>	2.66	2.44	2.68
Sample N	125	206	86	417
P5 - Can get answers about benefits	4.10	4.08	3.88	4.04
Sample N	134	215	88	437
P6 - Interested in program combining all leave	3.46 <sup>(3)</sup>	3.50 <sup>(3)</sup>	2.95	3.38
Sample N	134	214	87	435
P7 - Satisfied with retirement benefits	3.86	3.73	3.61	3.75
Sample N	136	216	83	435
P8 - Would like the opportunity for remote work be part of my benefits package	3.79 <sup>(3)</sup>	3.64 <sup>(3)</sup>	3.11	3.60
Sample N	133	205	66	404
P9 - Satisfaction with your pay	2.62 <sup>(2)(3)</sup>	2.23	2.06	2.31
Sample N	130	214	89	433
P10 - Satisfaction with your benefits	3.25 <sup>(3)</sup>	3.10	2.93	3.11
Sample N	133	214	82	429
P11 - Collective bargaining	3.40 <sup>(2)(3)</sup>	3.95	4.26	3.83
Sample N	122	171	73	366

Table B-6Q. Performance Appraisals

## Hourly pay

	\$30 or more per hour <sup>(1)</sup>	\$20 to \$29.99 per hour <sup>(2)</sup>	\$15 to \$19.99 per hour <sup>(3)</sup>	Total
Q1 - Get feedback about performance	3.40	3.52	3.35	3.45
Sample N	133	212	86	431
Q2 - Performance improved because of appraisal	2.70 <sup>(2)</sup>	2.99	2.83	2.87
Sample N	123	200	81	404
Q3 - Performance appraisal helps develop skills	2.56 <sup>(2)</sup>	2.87	2.66	2.73
Sample N	125	201	79	405
Q4 - Performance appraisal effective	2.55 <sup>(2)</sup>	2.88	2.65	2.73
Sample N	125	200	78	403
Q5 - Managers tell me when I do good job	3.74	3.73	3.45	3.68
Sample N	134	212	88	434
Q6 - Satisfaction with performance appraisal	3.06	3.25	3.05	3.15
Sample N	130	208	86	424

**Table B-6R. Issues Concerning Immediate Supervisor**

	Hourly pay			
	\$30 or more per hour <sup>(1)</sup>	\$20 to \$29.99 per hour <sup>(2)</sup>	\$15 to \$19.99 per hour <sup>(3)</sup>	Total
R1 - Supervisor allows authority and responsibility	4.37 <sup>(3)</sup>	4.18	4.09	4.22
Sample N	134	218	90	442
R2 - Supervisor communicates information	4.19	4.02	3.90	4.05
Sample N	135	218	91	444
R3 - Supervisor asks for ideas and suggestions	4.16 <sup>(2)(3)</sup>	3.90	3.64	3.93
Sample N	135	218	91	444
R4 - Supervisor acts on employee	4.05 <sup>(3)</sup>	3.81	3.53	3.83
Sample N	133	216	88	437
R5 - Supervisor promotes career development	3.84	3.71	3.61	3.73
Sample N	134	216	89	439
R6 - Supervisor gives opportunity to change things	4.10 <sup>(2)(3)</sup>	3.81 <sup>(3)</sup>	3.43	3.82
Sample N	133	216	89	438
R7 - Supervisor generally available for assistance	4.30	4.25	4.01	4.22
Sample N	135	217	91	443
R8 - Supervisor communicates how pay is determined	3.24	3.09	2.99	3.12
Sample N	131	206	87	424
R9 - Satisfaction with immediate supervisor	4.24 <sup>(3)</sup>	4.05	3.90	4.08
Sample N	135	215	89	439

Table B-6S. Issues Concerning Division Level Managers

	Hourly pay			
	\$30 or more per hour <sup>(1)</sup>	\$20 to \$29.99 per hour <sup>(2)</sup>	\$15 to \$19.99 per hour <sup>(3)</sup>	Total
S1 - Managers give authority to fulfill my responsibilities	4.01 <sup>(2)(3)</sup>	3.71	3.44	3.74
Sample N	119	198	84	401
S2 - Managers cooperate well with each other	3.72 <sup>(2)(3)</sup>	3.44 <sup>(3)</sup>	2.99	3.43
Sample N	118	196	83	397
S3 - Managers held accountable for end result	3.42 <sup>(3)</sup>	3.24 <sup>(3)</sup>	2.77	3.20
Sample N	118	188	82	388
S4 - City develops people from within for higher level jobs	3.12 <sup>(3)</sup>	3.16 <sup>(3)</sup>	2.67	3.04
Sample N	116	193	82	391
S5 - Responsibilities often delegated that shouldn't be*	3.02	3.21	3.22	3.15
Sample N	116	190	80	386
S6 - People promoted to management based on abilities 3.19 <sup>(3)</sup>	3.19 <sup>(3)</sup>	2.97 <sup>(3)</sup>	2.51	2.94
Sample N	117	188	82	387
S7 - Managers set good example	4.00 <sup>(2)(3)</sup>	3.63 <sup>(3)</sup>	3.24	3.66
Sample N	119	198	80	397
S8 - Managers fairly use the personnel policies	3.56 <sup>(3)</sup>	3.48 <sup>(3)</sup>	3.09	3.42
Sample N	116	189	79	384
S9 - Satisfaction with city's managers	3.64 <sup>(3)</sup>	3.43 <sup>(3)</sup>	2.84	3.37
Sample N	118	198	82	398

\*Negatively worded item – (high numbers equate to less favorable outcomes)

**Table B-6T. Working Relationship with Upper Management and Supervisor****Hourly pay**

	<b>\$30 or more per hour<sup>(1)</sup></b>	<b>\$20 to \$29.99 per hour<sup>(2)</sup></b>	<b>\$15 to \$19.99 per hour<sup>(3)</sup></b>	<b>Total</b>
T1m - Free to discuss problems with upper management	3.77 <sup>(2)(3)</sup>	3.21	2.86	3.31
Sample N	134	207	86	427
T1s - Free to discuss problems with my immediate supervisor	4.36 <sup>(2)(3)</sup>	4.12	4.03	4.18
Sample N	132	212	88	432
T2m - Decisions could be made at a lower level: upper management	3.03 <sup>(2)(3)</sup>	3.34	3.51	3.28
Sample N	126	194	80	400
T2s - Decisions could be made at a lower level: my immediate supervisor	2.94	3.10	3.19	3.07
Sample N	128	199	85	412
T3m - Actions are consistent with messages: upper management	3.45 <sup>(2)(3)</sup>	3.10	2.73	3.14
Sample N	132	204	82	418
T3s - Actions are consistent with messages: my immediate supervisor	4.15 <sup>(2)(3)</sup>	3.84	3.66	3.90
Sample N	131	211	88	430
T4m - Concerned about employees and their	3.65 <sup>(2)(3)</sup>	3.21 <sup>(3)</sup>	2.58	3.22
Sample N	130	207	84	421
T4s - Concerned about employees and their	4.22 <sup>(3)</sup>	3.98	3.77	4.01
Sample N	132	212	88	432
T5m - Realistic expectations of employees by	3.53 <sup>(3)</sup>	3.35 <sup>(3)</sup>	2.85	3.31
Sample N	129	206	81	416
T5s - Realistic expectations of employees by my immediate supervisor	4.18	4.03	3.87	4.05
Sample N	131	211	87	429
T6m - Confident in upper management	3.54 <sup>(2)(3)</sup>	3.14 <sup>(3)</sup>	2.71	3.18
Sample N	134	208	86	428
T6s - Confident in my immediate supervisor	4.28 <sup>(2)(3)</sup>	4.02	3.80	4.06
Sample N	132	212	87	431
T7m - I trust upper management	3.47 <sup>(2)(3)</sup>	3.09 <sup>(3)</sup>	2.60	3.11
Sample N	132	210	87	429
T7s - I trust my immediate supervisor	4.26 <sup>(3)</sup>	4.01	3.79	4.04
Sample N	132	212	87	431
T8m - Satisfaction with working relationship with upper management	3.63 <sup>(2)(3)</sup>	3.25 <sup>(3)</sup>	2.74	3.27
Sample N	134	210	85	429
T8s - Satisfaction with working relationship with your immediate supervisor	4.31 <sup>(2)(3)</sup>	4.02	3.89	4.08
Sample N	131	212	88	431

Table B-6U. Overall City Ratings

## Hourly pay

	\$30 or more per hour <sup>(1)</sup>	\$20 to \$29.99 per hour <sup>(2)</sup>	\$15 to \$19.99 per hour <sup>(3)</sup>	Total
U1 - Overall satisfaction with City of Charlottesville	5.12 <sup>(3)</sup>	4.95 <sup>(3)</sup>	4.43	4.90
Sample N	136	219	89	444
U2 - Rating as a place to work compared to two years ago	3.24 <sup>(2)(3)</sup>	2.91	2.71	2.98
Sample N	118	177	63	358
U3 - Recommend City of Charlottesville as place to work	3.64 <sup>(3)</sup>	3.60 <sup>(3)</sup>	3.16	3.53
Sample N	135	217	87	439

Table B-6W. City's Mission, Vision, Values

## Hourly pay

	\$30 or more per hour <sup>(1)</sup>	\$20 to \$29.99 per hour <sup>(2)</sup>	\$15 to \$19.99 per hour <sup>(3)</sup>	Total
W1 - Familiarity the City's organizational vision	2.93 <sup>(2)(3)</sup>	2.64 <sup>(3)</sup>	2.24	2.65
Sample N	135	217	91	443
W2 - Familiarity the City's organizational mission	2.92 <sup>(2)(3)</sup>	2.59 <sup>(3)</sup>	2.27	2.62
Sample N	134	215	90	439
W3 - Familiarity the City's organizational values	3.02 <sup>(2)(3)</sup>	2.71 <sup>(3)</sup>	2.37	2.74
Sample N	134	217	91	442

# RACE/ETHNICITY



**Table B-7A. Employee Commitment to the City of Charlottesville**

	Race/Ethnicity			Total
	Black/African-American <sup>(1)</sup>	White <sup>(2)</sup>	Other race/ethnicity or multi-racial <sup>(3)</sup>	
A1 - I am committed to help city succeed	4.57	4.67	4.59	4.65
Sample N	61	296	41	398
A2 - Willing to put in great deal of effort to help city	4.51	4.54	4.45	4.53
Sample N	61	296	40	397
A3 - My values and department values are similar	4.02	3.97	3.98	3.98
Sample N	60	294	41	395
A4 - Intend to work for city a year from now	4.44	4.34	4.34	4.36
Sample N	59	292	41	392
A5 - Strong commitment to city as my employer	4.35	4.17	4.22	4.20
Sample N	62	295	41	398
A6 - Commitment to the City of Charlottesville	4.29	4.24	4.20	4.24
Sample N	62	295	41	398

**Table B-7B. Quality of your Department's Workforce**

	Race/Ethnicity			Total
	Black/African-American <sup>(1)</sup>	White <sup>(2)</sup>	Other race/ethnicity or multi-racial <sup>(3)</sup>	
B1 - Employees know their jobs	3.90	3.84	4.00	3.87
Sample N	61	294	41	396
B2 - Employees have the technical skills to do their jobs well	3.90	3.83	3.95	3.85
Sample N	61	295	41	397
B3 - Employees turn problems into opportunities	3.48	3.39 <sup>(3)</sup>	3.82	3.45
Sample N	61	294	39	394
B4 - Employees work hard for overall good of the city	3.87	3.96	4.17	3.97
Sample N	62	295	41	398
B5 - Can count on other employees to do what they say	3.80	3.85	4.07	3.87
Sample N	61	295	41	397
B6 - Satisfaction with quality department's workforce	3.81	3.80	3.95	3.82
Sample N	62	295	41	398

Table B-7C. Responsiveness to Customer Needs

	Race/Ethnicity			Total
	Black/African-American <sup>(1)</sup>	White <sup>(2)</sup>	Other race/ethnicity or multi-racial <sup>(3)</sup>	
C1 - Timeliness of services	4.38	4.21	4.15	4.23
Sample N	61	295	39	395
C2 - Seeks to know customer needs	4.16	4.13	4.40	4.16
Sample N	61	295	40	396
C3 - Responds to customer needs	4.23	4.19	4.41	4.22
Sample N	62	294	39	395
C4 - Customer service rep easy to contact	4.27	4.22	4.35	4.24
Sample N	60	292	40	392
C5 - Easy access to information	4.08	4.03	4.23	4.06
Sample N	60	293	39	392
C6 - Customers' satisfaction with responsiveness to needs	4.05	3.99	4.08	4.01
Sample N	61	289	39	389

Table B-7D. Fair Treatment of Customers

	Race/Ethnicity			Total
	Black/African-American <sup>(1)</sup>	White <sup>(2)</sup>	Other race/ethnicity or multi-racial <sup>(3)</sup>	
D1 - Value customers get for their dollars	4.20	4.29	4.38	4.28
Sample N	59	286	39	384
D2 - Deals honestly with customers	4.34	4.55	4.60	4.52
Sample N	61	293	40	394
D3 - Treating customers courteously	4.36	4.53	4.54	4.50
Sample N	61	293	41	395
D4 - Treating customers with respect	4.36 <sup>(2)</sup>	4.58	4.58	4.54
Sample N	61	293	40	394
D5 - Customers' satisfaction with treatment	4.18	4.24	4.28	4.23
Sample N	61	288	39	388

Table B-7E. Creativity, Initiative, & New Ideas

	Race/Ethnicity			Total
	Black/African-American <sup>(1)</sup>	White <sup>(2)</sup>	Other race/ethnicity or multi-racial <sup>(3)</sup>	
E1 - Creativity essential part of performing well	4.13	4.01	4.13	4.04
Sample N	62	296	39	397
E2 - Constantly looking for new ways to improve	4.25	4.24	4.25	4.24
Sample N	61	296	40	397
E3 - If I see any problem I make sure it gets fixed	4.18	4.10	4.21	4.12
Sample N	61	296	39	396
E4 - Love being a champion of new ideas	4.15	4.06	4.20	4.09
Sample N	61	293	40	394
E5 - Like to participate in making higher level decisions	4.03	4.07	4.15	4.08
Sample N	61	295	39	395
E6 - Satisfaction with creativity	4.16	4.06	4.08	4.08
Sample N	62	295	39	396

Table B-7F. Dignity / Worth Felt in Employment

	Race/Ethnicity			Total
	Black/African-American <sup>(1)</sup>	White <sup>(2)</sup>	Other race/ethnicity or multi-racial <sup>(3)</sup>	
F1 - Proud to tell that I work for City of Cville	3.94 <sup>(2)</sup>	3.60	3.76	3.67
Sample N	62	296	41	399
F2 - Feel appreciated, respected, and valued	3.46	3.32	3.62	3.37
Sample N	61	296	40	397
F3 - Job gives feeling of personal accomplishment	3.77	3.89	3.90	3.87
Sample N	61	296	41	398
F4 - Job makes good use of my skills and abilities	3.83	3.93	4.07	3.93
Sample N	60	296	41	397
F5 - See connection with citizen benefit	4.11	4.19	4.24	4.18
Sample N	61	296	41	398
F6 - Satisfaction with level of dignity and worth	3.74	3.61	3.76	3.64
Sample N	62	296	41	399

**Table B-7G. Employee Empowerment to Perform Job Well****Race/Ethnicity**

	<b>Black/African-American<sup>(1)</sup></b>	<b>White<sup>(2)</sup></b>	<b>Other race/ethnicity or multi-racial<sup>(3)</sup></b>	<b>Total</b>
G1 - Work environment encourages initiative	4.00	3.79 <sup>(3)</sup>	4.20	3.86
Sample N	60	295	41	396
G2 - Opportunities to learn new skills	3.71	3.55 <sup>(3)</sup>	4.05	3.63
Sample N	62	295	41	398
G3 - Can make decisions to do job well	3.98	3.95	4.24	3.98
Sample N	61	295	41	397
G4 - Have authority and responsibility	3.89	3.94	4.27	3.97
Sample N	61	296	41	398
G5 - Involved in decision making	3.69	3.66	3.76	3.67
Sample N	61	293	41	395
G6 - Satisfaction with empowerment	3.90	3.73	4.02	3.78
Sample N	62	296	41	399

Table B-7H. Communication within the City of Charlottesville

	Race/Ethnicity			Total
	Black/African-American <sup>(1)</sup>	White <sup>(2)</sup>	Other race/ethnicity or multi-racial <sup>(3)</sup>	
H1 - Hear important communications from management	3.54 <sup>(2)</sup>	3.07 <sup>(3)</sup>	3.73	3.21
Sample N	61	296	40	397
H2 - Changes affecting my job are discussed	3.25	3.00	3.33	3.07
Sample N	60	294	40	394
H3 - Let managers know feelings about things	3.56	3.41	3.83	3.47
Sample N	61	291	41	393
H4 - Understand what is expected of me	4.15	3.99	4.32	4.05
Sample N	62	296	41	399
H5 - Receive information needed	3.95 <sup>(2)</sup>	3.59 <sup>(3)</sup>	4.15	3.71
Sample N	62	295	40	397
H6 - Satisfaction with communication	3.53	3.21 <sup>(3)</sup>	3.68	3.31
Sample N	62	295	41	398



Table B-7I. Integrity of Employees in Delivering Services

	Race/Ethnicity			Total
	Black/African-American <sup>(1)</sup>	White <sup>(2)</sup>	Other race/ethnicity or multi-racial <sup>(3)</sup>	
I1 - Employees behave ethically	3.90 <sup>(2)</sup>	4.20	4.22	4.16
Sample N	61	296	41	398
I2 - Decisive action taken if wrongdoing discovered	3.42	3.56	3.75	3.56
Sample N	60	291	40	391
I3 - Know how to report unethical behavior	3.69 <sup>(2)(3)</sup>	4.04	4.27	4.01
Sample N	61	296	41	398
I4 - Report unethical behavior without fear of reprisal 3.55	3.55	3.71	3.97	3.71
Sample N	58	290	39	387
I5 - Familiar with ethics code and standards of conduct	4.15	4.12	4.22	4.13
Sample N	60	295	41	396
I6 - Satisfaction with integrity of employees	3.89	3.93	4.12	3.94
Sample N	61	296	41	398

Table B-7J. Employee Relations in the Department and City

	Race/Ethnicity			
	Black/African-American <sup>(1)</sup>	White <sup>(2)</sup>	Other race/ethnicity or multi-racial <sup>(3)</sup>	Total
J1 - Promotions based on employee's qualifications	3.29	3.23	3.38	3.25
Sample N	56	280	39	375
J2 - Complaints are handled fairly	3.40	3.44	3.81	3.47
Sample N	58	282	37	377
J3 - Know where to get info on question or complaint	3.93	3.77 <sup>(3)</sup>	4.15	3.83
Sample N	61	295	41	397
J4c - Satisfaction with handling of employee relations issue - City	3.48	3.33	3.53	3.37
Sample N	58	278	38	374
J4d - Satisfaction with handling of employee relations issue - Dept	3.41	3.45	3.74	3.48
Sample N	58	285	39	382

**Table B-7K. Diversity and Equal Employment Opportunities by City and Department****Race/Ethnicity**

	<b>Black/African-American<sup>(1)</sup></b>	<b>White<sup>(2)</sup></b>	<b>Other race/ethnicity or multi-racial<sup>(3)</sup></b>	<b>Total</b>
K1c - Recruiting applicants of diverse backgrounds-City	3.60	3.80	3.85	3.77
Sample N	58	272	34	364
K1d - Recruiting applicants of diverse backgrounds-Dept	3.66	3.88	4.05	3.86
Sample N	58	276	40	374
K2c - Hiring employees of diverse backgrounds-City	3.66	3.80	3.71	3.77
Sample N	58	275	35	368
K2d - Hiring employees of diverse backgrounds-Dept	3.67	3.88	4.10	3.87
Sample N	57	278	40	375
K3c - Retaining employees of diverse backgrounds-City	3.21	3.57	3.40	3.50
Sample N	57	269	35	361
K3d - Retaining employees of diverse backgrounds-Dept	3.45	3.65	3.85	3.64
Sample N	58	273	39	370
K4c - Treating employees with fairness and respect-City	3.57	3.88	3.86	3.83
Sample N	60	288	37	385
K4d - Treating employees with fairness and respect-Dept	3.76	3.95	4.13	3.94
Sample N	59	288	39	386
K5c - Providing an environment free of discrimination-City	3.70	4.02	3.81	3.95
Sample N	60	287	37	384
K5d - Providing an environment free of discrimination-Dept	3.92	4.04	4.23	4.04
Sample N	61	286	39	386
K6c - Know where to turn for help with discrimination-City	4.00	4.09	4.15	4.08
Sample N	62	292	40	394
K6d - Know where to turn for help with discrimination-Dept	4.00	4.13	4.28	4.12
Sample N	61	288	40	389
K7c - Feel comfortable asking for help with discrimination-City	3.90	3.93	4.16	3.95
Sample N	62	290	38	390
K7d - Feel comfortable asking for help with discrimination-Dept	3.90	4.00 <sup>(3)</sup>	4.36	4.02
Sample N	61	286	39	386
K8c - Satisfaction with diversity-City	3.64	3.79	3.82	3.77
Sample N	61	282	39	382
K8d - Satisfaction with diversity-Dept	3.75	3.86	4.05	3.86
Sample N	60	286	41	387

Table B-7L. Workplace Environment

	Race/Ethnicity			Total
	Black/African-American <sup>(1)</sup>	White <sup>(2)</sup>	Other race/ethnicity or multi-racial <sup>(3)</sup>	
L1 - Job produces large amount of personal stress*	3.41	3.75	3.54	3.68
Sample N	61	295	41	397
L2 - Less stress in job now than 1 yr ago	2.93	2.69	2.70	2.73
Sample N	61	294	40	395
L3 - Have sufficient time to do quality job	3.85 <sup>(2)</sup>	3.51	3.80	3.60
Sample N	62	296	40	398
L4 - Have flexibility to balance work and personal life	3.89	3.67	3.85	3.73
Sample N	62	295	41	398
L5 - Positive work environment	3.69	3.57	3.90	3.62
Sample N	62	294	40	396
L6 - Satisfaction with work environment	3.73	3.57	3.83	3.62
Sample N	62	296	41	399

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-7M. Feelings Towards Remote Work

## Race/Ethnicity

	Black/African-American <sup>(1)</sup>	White <sup>(2)</sup>	Other race/ethnicity or multi-racial <sup>(3)</sup>	Total
M3k - Have access to consistent internet at home for work purposes	4.62	4.79	4.82	4.76
Sample N	26	114	17	157
M3l - Have all the training and technology needed to work remotely	4.54	4.39	4.71	4.45
Sample N	26	114	17	157
M3m - Remote work has decreased my feeling of being a part of team*	2.15	2.25	2.06	2.22
Sample N	26	114	17	157
M3n - Remote work could be considered a benefit to my job	4.35	4.54	4.59	4.51
Sample N	26	113	17	156
M3o - More productive when working remotely	4.19	4.17	4.35	4.19
Sample N	26	114	17	157
M3p - More stressed when working remotely due to my home situation*	1.77	1.51	1.29	1.53
Sample N	26	113	17	156
M3q - More stressed due to the increase in training and technology requirements needed for remote work*	1.73 <sup>(3)</sup>	1.53 <sup>(3)</sup>	1.18	1.52
Sample N	26	112	17	155
M3r - Satisfaction with remote work	4.62	4.60	4.76	4.62
Sample N	26	114	17	157
M4 - Preference for how your current job be conducted in the future - Would you prefer to work at home...	3.08	2.81 <sup>(3)</sup>	3.57	2.93
Sample N	53	270	35	358

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-7N. Personal Safety of City Employees

## Race/Ethnicity

	Black/African-American <sup>(1)</sup>	White <sup>(2)</sup>	Other race/ethnicity or multi-racial <sup>(3)</sup>	Total
N1 - Receive training to do job safely	4.21	4.05 <sup>(3)</sup>	4.44	4.12
Sample N	62	295	41	398
N2 - Perceive work environment to be safe	4.03	4.08	4.37	4.11
Sample N	62	295	41	398
N3 - Concerned about possible violence in workplace*	2.28	2.25	2.10	2.24
Sample N	61	290	41	392
N4 - Satisfaction with personal safety at workplace	4.03	4.05	4.15	4.06
Sample N	62	296	41	399

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-70. City's Training and Development Efforts**Race/Ethnicity**

	<b>Black/African-American<sup>(1)</sup></b>	<b>White<sup>(2)</sup></b>	<b>Other race/ethnicity or multi-racial<sup>(3)</sup></b>	<b>Total</b>
O1 - Training helped to improve on-job skill	3.90	3.81	4.12	3.85
Sample N	59	293	40	392
O2 - Provided amount of training needed	3.73	3.56 <sup>(3)</sup>	4.03	3.63
Sample N	62	295	40	397
O3 - Provided with the training for professional development	3.60	3.45	3.80	3.51
Sample N	62	295	41	398
O4 - Opportunity to receive training is fair	3.86	3.58	3.82	3.65
Sample N	58	286	38	382
O5 - Used skills I learned in training	4.14	3.98 <sup>(3)</sup>	4.28	4.03
Sample N	59	293	40	392
O6 - Regularly receive training opportunities	3.66	3.63	3.90	3.66
Sample N	62	293	41	396
O7 - Quality of training allows me to do my job well	3.84	3.67	4.02	3.74
Sample N	58	294	41	393
O8 - Satisfaction with training you receive	2.97	2.91	3.13	2.94
Sample N	59	280	40	379

Table B-7P. Pay & Benefits

## Race/Ethnicity

	Black/African-American <sup>(1)</sup>	White <sup>(2)</sup>	Other race/ethnicity or multi-racial <sup>(3)</sup>	Total
P1 - Can get answers about pay	3.68	3.40	3.79	3.48
Sample N	59	291	39	389
P2 - Pay better or same than other organizations	2.28	2.32	2.37	2.32
Sample N	57	285	41	383
P3 - Fairly compensated	2.52	2.56	2.51	2.55
Sample N	62	294	41	397
P4 - Changes in pay are made fairly	2.95	2.61	2.85	2.69
Sample N	55	279	40	374
P5 - Can get answers about benefits	3.98	4.00 <sup>(3)</sup>	4.34	4.03
Sample N	58	290	41	389
P6 - Interested in program combining all leave	3.66	3.31	3.72	3.41
Sample N	58	289	39	386
P7 - Satisfied with retirement benefits	3.62	3.71	3.88	3.72
Sample N	58	291	40	389
P8 - Would like the opportunity for remote work to be part of my benefits	3.79	3.50 <sup>(3)</sup>	3.95	3.59
Sample N	53	270	37	360
P9 - Satisfaction with your pay	2.38	2.31	2.32	2.32
Sample N	58	288	41	387
P10 - Satisfaction with your benefits	3.11	3.09	3.18	3.10
Sample N	56	288	40	384
P11 - Collective bargaining	3.98	3.81	3.85	3.84
Sample N	53	247	33	333



Table B-7Q. Performance Appraisals**Race/Ethnicity**

	<b>Black/African-American<sup>(1)</sup></b>	<b>White<sup>(2)</sup></b>	<b>Other race/ethnicity or multi-racial<sup>(3)</sup></b>	<b>Total</b>
Q1 - Get feedback about performance	3.56	3.38 <sup>(3)</sup>	3.97	3.47
Sample N	62	283	39	384
Q2 - Performance improved because of appraisal	3.17 <sup>(2)</sup>	2.79	3.11	2.89
Sample N	59	262	36	357
Q3 - Performance appraisal helps develop skills	3.10 <sup>(2)</sup>	2.64	3.09	2.76
Sample N	59	265	35	359
Q4 - Performance appraisal effective	3.02 <sup>(2)</sup>	2.65	3.12	2.76
Sample N	59	263	34	356
Q5 - Managers tell me when I do good job	3.55	3.71	4.05	3.72
Sample N	60	287	39	386
Q6 - Satisfaction with performance appraisal	3.42 <sup>(2)</sup>	3.07 <sup>(3)</sup>	3.62	3.18
Sample N	60	281	37	378

**Table B-7R. Issues Concerning Immediate Supervisor**

	Race/Ethnicity			Total
	Black/African-American <sup>(1)</sup>	White <sup>(2)</sup>	Other race/ethnicity or multi-racial <sup>(3)</sup>	
R1 - Supervisor allows authority and responsibility	4.15 <sup>(3)</sup>	4.25 <sup>(3)</sup>	4.56	4.27
Sample N	61	292	41	394
R2 - Supervisor communicates information	4.07	4.06	4.37	4.09
Sample N	61	293	41	395
R3 - Supervisor asks for ideas and suggestions	3.95	3.90	4.27	3.95
Sample N	62	293	41	396
R4 - Supervisor acts on employee suggestions	3.77	3.82 <sup>(3)</sup>	4.23	3.85
Sample N	62	289	40	391
R5 - Supervisor promotes career development	3.82	3.70	3.90	3.74
Sample N	60	292	40	392
R6 - Supervisor gives opportunity to change things	3.82	3.84	4.00	3.86
Sample N	61	289	40	390
R7 - Supervisor generally available for assistance	4.05 <sup>(3)</sup>	4.25	4.46	4.24
Sample N	62	293	41	396
R8 - Supervisor communicates how pay is determined	3.11	3.13	3.36	3.15
Sample N	56	280	39	375
R9 - Satisfaction with immediate supervisor	3.98	4.11	4.37	4.11
Sample N	62	290	41	393

**Table B-7S. Issues Concerning Division Level Managers****Race/Ethnicity**

	<b>Black/African-American<sup>(1)</sup></b>	<b>White<sup>(2)</sup></b>	<b>Other race/ethnicity or multi-racial<sup>(3)</sup></b>	<b>Total</b>
S1 - Managers give authority to fulfill my responsibilities	3.71	3.73	3.97	3.75
Sample N	56	267	34	357
S2 - Managers cooperate well with each other	3.57	3.42	3.59	3.46
Sample N	54	264	34	352
S3 - Managers held accountable for end result	3.38	3.16	3.65	3.25
Sample N	55	255	34	344
S4 - City develops people from within for higher level jobs	3.09	3.03	3.46	3.09
Sample N	53	260	35	348
S5 - Responsibilities often delegated that shouldn't be*	3.20	3.10	3.29	3.13
Sample N	50	258	35	343
S6 - People promoted to management based on abilities	3.23	2.95	3.11	3.01
Sample N	52	256	35	343
S7 - Managers set good example	3.68	3.66	4.00	3.69
Sample N	56	263	33	352
S8 - Managers fairly use the personnel policies	3.41	3.43	3.78	3.46
Sample N	51	257	32	340
S9 - Satisfaction with city's managers	3.47	3.36	3.62	3.41
Sample N	55	266	34	355

\*Negatively worded item – (high numbers equate to less favorable outcomes)

**Table B-7T. Working Relationship with Upper Management and Supervisor****Race/Ethnicity**

	<b>Black/African-American<sup>(1)</sup></b>	<b>White<sup>(2)</sup></b>	<b>Other race/ethnicity or multi-racial<sup>(3)</sup></b>	<b>Total</b>
T1m - Free to discuss problems with upper management	3.40	3.29	3.65	3.34
Sample N	60	284	37	381
T1s - Free to discuss problems with my immediate supervisor	4.00	4.22	4.35	4.20
Sample N	57	289	40	386
T2m - Decisions could be made at a lower level: upper management*	3.36	3.20	3.41	3.25
Sample N	56	265	37	358
T2s - Decisions could be made at a lower level: my immediate supervisor*	3.33	2.98	3.35	3.07
Sample N	55	275	37	367
T3m - Actions are consistent with messages: upper management	3.27	3.11	3.59	3.18
Sample N	56	280	37	373
T3s - Actions are consistent with messages: my immediate supervisor	3.78	3.91	4.18	3.91
Sample N	58	287	39	384
T4m - Concerned about employees and their problems: upper management	3.36	3.18	3.61	3.25
Sample N	58	282	36	376
T4s - Concerned about employees and their problems: my immediate supervisor	3.95	4.05	4.25	4.05
Sample N	57	288	40	385
T5m - Realistic expectations of employees by upper management	3.53	3.28	3.53	3.34
Sample N	55	279	38	372
T5s - Realistic expectations of employees by my immediate supervisor	3.95	4.08	4.12	4.07
Sample N	58	285	40	383
T6m - Confident in upper management	3.34	3.11	3.62	3.20
Sample N	58	286	40	384
T6s - Confident in my immediate supervisor	3.95	4.11	4.15	4.09
Sample N	57	287	40	384
T7m - I trust upper management	3.22	3.06	3.54	3.13
Sample N	58	286	39	383
T7s - I trust my immediate supervisor	3.86	4.13	4.20	4.09
Sample N	57	287	40	384
T8m - Satisfaction with working relationship with upper management	3.47	3.19 <sup>(3)</sup>	3.72	3.28
Sample N	59	285	39	383
T8s - Satisfaction with working relationship with your immediate supervisor	4.05	4.11	4.13	4.10
Sample N	59	287	39	385

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-7U. Overall City Ratings**Race/Ethnicity**

	<b>Black/African-American<sup>(1)</sup></b>	<b>White<sup>(2)</sup></b>	<b>Other race/ethnicity or multi-racial<sup>(3)</sup></b>	<b>Total</b>
U1 - Overall satisfaction with City of Charlottesville	5.26 <sup>(2)</sup>	4.86	5.05	4.94
Sample N	62	295	41	398
U2 - Rating as a place to work compared to two years ago	3.29 <sup>(2)</sup>	2.94	3.00	3.00
Sample N	49	242	28	319
U3 - Recommend City of Charlottesville as place to work	3.77 <sup>(2)</sup>	3.50	3.68	3.56
Sample N	61	291	41	393

Table B-7W. City's Mission, Vision, Values

	Race/Ethnicity			Total
	Black/African-American <sup>(1)</sup>	White <sup>(2)</sup>	Other race/ethnicity or multi-racial <sup>(3)</sup>	
W1 - Familiarity the City's organizational vision	2.69	2.62	2.76	2.64
Sample N	61	295	41	397
W2 - Familiarity the City's organizational mission	2.57	2.61	2.80	2.63
Sample N	60	293	40	393
W3 - Familiarity the City's organizational values	2.69	2.73	2.90	2.74
Sample N	61	294	41	396

# EDUCATIONAL LEVEL

Table B-8A. Employee Commitment to the City of Charlottesville**Highest level of education achieved**

	<b>High school, GED, or less<sup>(1)</sup></b>	<b>Up to two years of college<sup>(2)</sup></b>	<b>4-year college degree<sup>(3)</sup></b>	<b>Graduate or professional degree<sup>(4)</sup></b>	<b>Total</b>
A1 - I am committed to help city succeed	4.50 <sup>(4)</sup>	4.67	4.61	4.71	4.63
Sample N	62	150	146	90	448
A2 - Willing to put in great deal of effort to help city	4.42	4.54	4.47	4.62	4.52
Sample N	62	149	146	90	447
A3 - My values and department values are similar	3.65 <sup>(4)</sup>	3.70 <sup>(3)(4)</sup>	3.98 <sup>(4)</sup>	4.31	3.91
Sample N	60	148	146	90	444
A4 - Intend to work for city a year from now	4.48 <sup>(3)</sup>	4.46 <sup>(3)</sup>	4.07 <sup>(4)</sup>	4.52	4.35
Sample N	61	148	144	86	439
A5 - Strong commitment to city as my employer	4.52 <sup>(3)</sup>	4.30 <sup>(3)</sup>	3.92 <sup>(4)</sup>	4.28	4.20
Sample N	62	150	146	90	448
A6 - Commitment to the City of Charlottesville	4.38 <sup>(3)</sup>	4.31 <sup>(3)</sup>	4.01 <sup>(4)</sup>	4.38	4.24
Sample N	60	150	146	91	447



**Table B-8B. Quality of your Department's Workforce****Highest level of education achieved**

	<b>High school, GED, or less<sup>(1)</sup></b>	<b>Up to two years of college<sup>(2)</sup></b>	<b>4-year college degree<sup>(3)</sup></b>	<b>Graduate or professional degree<sup>(4)</sup></b>	<b>Total</b>
B1 - Employees know their jobs	3.59 <sup>(3)(4)</sup>	3.72 <sup>(4)</sup>	3.94	4.09	3.85
Sample N	61	150	145	90	446
B2 - Employees have the technical skills to do their jobs well	3.60 <sup>(3)(4)</sup>	3.63 <sup>(3)(4)</sup>	3.95	4.03	3.82
Sample N	62	150	146	89	447
B3 - Employees turn problems into opportunities	3.39	3.30	3.50	3.58	3.42
Sample N	62	149	145	88	444
B4 - Employees work hard for overall good of the city	3.40 <sup>(3)(4)</sup>	3.83 <sup>(3)(4)</sup>	4.11	4.11	3.94
Sample N	62	150	146	90	448
B5 - Can count on other employees to do what they say	3.52 <sup>(3)(4)</sup>	3.65 <sup>(3)(4)</sup>	3.98	4.08	3.83
Sample N	60	150	146	90	446
B6 - Satisfaction with quality department's workforce	3.52 <sup>(3)(4)</sup>	3.59 <sup>(3)(4)</sup>	3.87	4.00	3.76
Sample N	63	150	146	90	449

Table B-8C. Responsiveness to Customer Needs**Highest level of education achieved**

	<b>High school, GED, or less<sup>(1)</sup></b>	<b>Up to two years of college<sup>(2)</sup></b>	<b>4-year college degree<sup>(3)</sup></b>	<b>Graduate or professional degree<sup>(4)</sup></b>	<b>Total</b>
C1 - Timeliness of services	4.24	4.21	4.23	4.22	4.22
Sample N	63	148	146	89	446
C2 - Seeks to know customer needs	4.17	4.12	4.19	4.13	4.15
Sample N	63	148	145	90	446
C3 - Responds to customer needs	4.30	4.18	4.20	4.19	4.21
Sample N	63	148	145	90	446
C4 - Customer service rep easy to contact	4.24	4.13	4.24	4.24	4.20
Sample N	62	149	144	88	443
C5 - Easy access to information	3.90	4.03	4.14	4.00	4.04
Sample N	63	149	142	87	441
C6 - Customers' satisfaction with responsiveness to needs	3.97	4.00	4.05	3.83	3.98
Sample N	63	146	141	90	440

Table B-8D. Fair Treatment of Customers**Highest level of education achieved**

	<b>High school, GED, or less<sup>(1)</sup></b>	<b>Up to two years of college<sup>(2)</sup></b>	<b>4-year college degree<sup>(3)</sup></b>	<b>Graduate or professional degree<sup>(4)</sup></b>	<b>Total</b>
D1 - Value customers get for their dollars	3.98 <sup>(3)(4)</sup>	4.17 <sup>(4)</sup>	4.35	4.41	4.25
Sample N	61	145	139	87	432
D2 - Deals honestly with customers	4.24 <sup>(3)(4)</sup>	4.43 <sup>(3)(4)</sup>	4.62	4.65	4.51
Sample N	62	149	144	89	444
D3 - Treating customers courteously	4.35 <sup>(3)</sup>	4.42 <sup>(3)</sup>	4.60	4.53	4.49
Sample N	63	148	146	89	446
D4 - Treating customers with respect	4.43	4.47 <sup>(3)</sup>	4.65	4.56	4.54
Sample N	63	149	145	88	445
D5 - Customers' satisfaction with treatment	4.03	4.28	4.24	4.22	4.22
Sample N	63	147	140	88	438

Table B-8E. Creativity, Initiative, & New Ideas

## Highest level of education achieved

	High school, GED, or less <sup>(1)</sup>	Up to two years of college <sup>(2)</sup>	4-year college degree <sup>(3)</sup>	Graduate or professional degree <sup>(4)</sup>	Total
E1 - Creativity essential part of performing well	4.00	3.95 <sup>(4)</sup>	3.88 <sup>(4)</sup>	4.26	3.99
Sample N	62	150	145	90	447
E2 - Constantly looking for new ways to improve	4.05 <sup>(2)(4)</sup>	4.29	4.17	4.38	4.23
Sample N	62	150	146	89	447
E3 - If I see any problem I make sure it gets fixed	4.13	4.16	4.01	4.17	4.11
Sample N	62	148	146	89	445
E4 - Love being a champion of new ideas	3.98	4.07	4.03	4.25	4.08
Sample N	61	148	145	89	443
E5 - Like to participate in making higher level decisions	3.89 <sup>(4)</sup>	4.03 <sup>(4)</sup>	4.02 <sup>(4)</sup>	4.37	4.08
Sample N	61	149	146	89	445
E6 - Satisfaction with creativity	4.11	4.07	3.91 <sup>(4)</sup>	4.17	4.04
Sample N	62	149	146	90	447

**Table B-8F. Dignity / Worth Felt in Employment****Highest level of education achieved**

	<b>High school, GED, or less<sup>(1)</sup></b>	<b>Up to two years of college<sup>(2)</sup></b>	<b>4-year college degree<sup>(3)</sup></b>	<b>Graduate or professional degree<sup>(4)</sup></b>	<b>Total</b>
F1 - Proud to tell that I work for City of Cville	3.76	3.59	3.62	3.60	3.63
Sample N	63	150	146	91	450
F2 - Feel appreciated, respected, and valued	3.03 <sup>(4)</sup>	3.23 <sup>(4)</sup>	3.36	3.68	3.34
Sample N	62	149	146	90	447
F3 - Job gives feeling of personal accomplishment	3.50 <sup>(2)(4)</sup>	3.92	3.84	4.00	3.85
Sample N	62	150	146	90	448
F4 - Job makes good use of my skills and abilities	3.73	3.91	3.84	4.04	3.89
Sample N	62	149	146	90	447
F5 - See connection with citizen benefit	3.85 <sup>(2)(4)</sup>	4.23	4.16	4.36	4.18
Sample N	62	150	146	90	448
F6 - Satisfaction with level of dignity and worth	3.44	3.52	3.62	3.75	3.59
Sample N	62	150	146	91	449

Table B-8G. Employee Empowerment to Perform Job Well

## Highest level of education achieved

	High school, GED, or less <sup>(1)</sup>	Up to two years of college <sup>(2)</sup>	4-year college degree <sup>(3)</sup>	Graduate or professional degree <sup>(4)</sup>	Total
G1 - Work environment encourages initiative	3.49 <sup>(3)(4)</sup>	3.72 <sup>(4)</sup>	3.84	4.10	3.81
Sample N	63	149	146	89	447
G2 - Opportunities to learn new skills	3.41 <sup>(4)</sup>	3.49 <sup>(4)</sup>	3.61	3.88	3.60
Sample N	63	150	144	90	447
G3 - Can make decisions to do job well	3.86	3.89	3.83 <sup>(4)</sup>	4.12	3.91
Sample N	63	150	144	90	447
G4 - Have authority and responsibility	3.78	3.89	3.83	4.11	3.90
Sample N	63	150	145	90	448
G5 - Involved in decision making	3.52 <sup>(4)</sup>	3.44 <sup>(4)</sup>	3.55 <sup>(4)</sup>	4.00	3.60
Sample N	62	149	145	89	445
G6 - Satisfaction with empowerment	3.56 <sup>(4)</sup>	3.61 <sup>(4)</sup>	3.69 <sup>(4)</sup>	3.97	3.70
Sample N	63	150	146	91	450

**Table B-8H. Communication within the City of Charlottesville****Highest level of education achieved**

	<b>High school, GED, or less<sup>(1)</sup></b>	<b>Up to two years of college<sup>(2)</sup></b>	<b>4-year college degree<sup>(3)</sup></b>	<b>Graduate or professional degree<sup>(4)</sup></b>	<b>Total</b>
H1 - Hear important communications from management	3.02	3.03	3.23	3.31	3.15
Sample N	62	150	145	90	447
H2 - Changes affecting my job are discussed	2.77 <sup>(4)</sup>	2.86 <sup>(4)</sup>	3.06	3.36	3.01
Sample N	61	150	146	87	444
H3 - Let managers know feelings about things	3.18 <sup>(4)</sup>	3.33 <sup>(4)</sup>	3.42 <sup>(4)</sup>	3.77	3.43
Sample N	61	150	144	87	442
H4 - Understand what is expected of me	4.03	4.15 <sup>(3)</sup>	3.86	4.01	4.01
Sample N	62	150	146	91	449
H5 - Receive information needed	3.60	3.59	3.66	3.77	3.65
Sample N	62	150	145	90	447
H6 - Satisfaction with communication	3.16	3.16	3.28	3.34	3.24
Sample N	62	149	146	91	448

Table B-8I. Integrity of Employees in Delivering Services**Highest level of education achieved**

	<b>High school, GED, or less<sup>(1)</sup></b>	<b>Up to two years of college<sup>(2)</sup></b>	<b>4-year college degree<sup>(3)</sup></b>	<b>Graduate or professional degree<sup>(4)</sup></b>	<b>Total</b>
I1 - Employees behave ethically	3.98 <sup>(3)</sup>	4.07	4.26	4.24	4.15
Sample N	62	150	145	90	447
I2 - Decisive action taken if wrongdoing discovered	3.30 <sup>(4)</sup>	3.45	3.59	3.72	3.53
Sample N	60	148	143	89	440
I3 - Know how to report unethical behavior	3.82 <sup>(4)</sup>	4.03	4.02	4.16	4.03
Sample N	62	149	145	91	447
I4 - Report unethical behavior without fear of reprisal	3.55	3.53 <sup>(4)</sup>	3.69	3.92	3.66
Sample N	60	145	143	87	435
I5 - Familiar with ethics code and standards of conduct	4.05	4.25	4.15	4.12	4.16
Sample N	62	150	144	90	446
I6 - Satisfaction with integrity of employees	3.69 <sup>(3)(4)</sup>	3.84	4.02	4.06	3.92
Sample N	62	150	145	90	447



**Table B-8J. Employee Relations in the Department and City****Highest level of education achieved**

	<b>High school, GED, or less<sup>(1)</sup></b>	<b>Up to two years of college<sup>(2)</sup></b>	<b>4-year college degree<sup>(3)</sup></b>	<b>Graduate or professional degree<sup>(4)</sup></b>	<b>Total</b>
J1 - Promotions based on employee's qualifications	2.89 <sup>(4)</sup>	3.03 <sup>(4)</sup>	3.24 <sup>(4)</sup>	3.67	3.20
Sample N	61	144	135	83	423
J2 - Complaints are handled fairly	3.05 <sup>(3)(4)</sup>	3.26 <sup>(4)</sup>	3.45 <sup>(4)</sup>	3.92	3.42
Sample N	62	142	136	85	425
J3 - Know where to get info on question or complaint	3.68	3.78	3.84	4.00	3.83
Sample N	63	149	146	89	447
J4c - Satisfaction with handling of employee relations issue - City	3.31	3.25	3.36	3.38	3.32
Sample N	59	142	135	86	422
J4d - Satisfaction with handling of employee relations issue - Dept	3.10 <sup>(4)</sup>	3.33 <sup>(4)</sup>	3.41 <sup>(4)</sup>	3.88	3.44
Sample N	50	145	139	88	432

**Table B-8K. Diversity and Equal Employment Opportunities by City and Department****Highest level of education achieved**

	<b>High school, GED, or less<sup>(1)</sup></b>	<b>Up to two years of college<sup>(2)</sup></b>	<b>4-year college degree<sup>(3)</sup></b>	<b>Graduate or professional degree<sup>(4)</sup></b>	<b>Total</b>
K1c - Recruiting applicants of diverse backgrounds-City	3.81	3.91	3.68	3.61	3.76
Sample N	59	138	131	82	410
K1d - Recruiting applicants of diverse backgrounds-Dept	3.85	3.91	3.79	3.86	3.85
Sample N	59	141	139	83	422
K2c - Hiring employees of diverse backgrounds-City	3.82	3.92 <sup>(3)</sup>	3.61	3.69	3.76
Sample N	60	138	134	83	415
K2d - Hiring employees of diverse backgrounds-Dept	3.90	3.94	3.79	3.90	3.88
Sample N	59	141	139	84	423
K3c - Retaining employees of diverse backgrounds-City	3.71 <sup>(3)</sup>	3.63	3.31	3.33	3.48
Sample N	59	136	132	81	408
K3d - Retaining employees of diverse backgrounds-Dept	3.79	3.61	3.59	3.63	3.63
Sample N	58	138	139	83	418
K4c - Treating employees with fairness and respect-City	3.58	3.78	3.79	3.91	3.78
Sample N	62	142	143	87	434
K4d - Treating employees with fairness and respect-Dept	3.61 <sup>(4)</sup>	3.80 <sup>(4)</sup>	3.92	4.18	3.89
Sample N	59	143	146	87	435
K5c - Providing an environment free of discrimination-City	3.81	3.91	3.91	4.02	3.92
Sample N	62	141	139	89	431
K5d - Providing an environment free of discrimination-Dept	3.76	3.90	4.03	4.19	3.98
Sample N	59	144	144	89	436
K6c - Know where to turn for help with discrimination-City	3.90	4.06	4.07	4.22	4.07
Sample N	61	146	144	90	441
K6d - Know where to turn for help with discrimination-Dept	3.88	4.08	4.12	4.24	4.10
Sample N	59	145	144	90	438
K7c - Feel comfortable asking for help with discrimination-City	3.75 <sup>(4)</sup>	3.89	3.87 <sup>(4)</sup>	4.17	3.92
Sample N	60	148	142	89	439
K7d - Feel comfortable asking for help with discrimination-Dept	3.74 <sup>(4)</sup>	3.93 <sup>(4)</sup>	3.96 <sup>(4)</sup>	4.29	3.99
Sample N	58	146	142	89	435
K8c - Satisfaction with diversity-City	3.75	3.83	3.66	3.77	3.75
Sample N	60	142	140	86	428
K8d Satisfaction with diversity-Dept	3.65	3.83	3.78	3.98	3.82
Sample N	60	145	144	87	436

**Table B-8L. Workplace Environment****Highest level of education achieved**

	<b>High school, GED, or less<sup>(1)</sup></b>	<b>Up to two years of college<sup>(2)</sup></b>	<b>4-year college degree<sup>(3)</sup></b>	<b>Graduate or professional degree<sup>(4)</sup></b>	<b>Total</b>
L1 - Job produces large amount of personal stress*	3.52	3.71	3.73	3.83	3.71
Sample N	63	150	146	89	448
L2 - Less stress in job now than 1 yr ago	3.02 <sup>(3)</sup>	2.70	2.59	2.74	2.72
Sample N	63	149	146	89	447
L3 - Have sufficient time to do quality job	3.79 <sup>(3)</sup>	3.63	3.45	3.58	3.59
Sample N	63	149	146	91	449
L4 - Have flexibility to balance work and personal life	3.54	3.55 <sup>(4)</sup>	3.73	3.91	3.68
Sample N	63	148	146	91	448
L5 - Positive work environment	3.50 <sup>(4)</sup>	3.35 <sup>(4)</sup>	3.58 <sup>(4)</sup>	3.91	3.56
Sample N	62	150	144	91	447
L6 - Satisfaction with work environment	3.51	3.48 <sup>(4)</sup>	3.50 <sup>(4)</sup>	3.80	3.55
Sample N	63	149	146	91	449

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-8M. Feelings Towards Remote Work**Highest level of education achieved**

	<b>High school, GED, or less<sup>(1)</sup></b>	<b>Up to two years of college<sup>(2)</sup></b>	<b>4-year college degree<sup>(3)</sup></b>	<b>Graduate or professional degree<sup>(4)</sup></b>	<b>Total</b>
M3k - Have access to consistent internet at home for work purposes	4.44	4.70	4.77	4.85	4.76
Sample N	9	47	71	47	174
M3l - Have all the training and technology needed to work remotely	4.33	4.51	4.32	4.57	4.44
Sample N	9	47	71	47	174
M3m - Remote work has decreased my feeling of being a part of team*	1.67 <sup>(3)</sup>	1.91 <sup>(3)</sup>	2.48	2.11	2.18
Sample N	9	47	71	47	174
M3n - Remote work could be considered a benefit to my job	4.44	4.60	4.47	4.47	4.50
Sample N	9	47	70	47	173
M3o - More productive when working remotely	4.33	4.21	3.96 <sup>(4)</sup>	4.32	4.14
Sample N	9	47	71	47	174
M3p - More stressed when working remotely due to my home situation*	1.33	1.38	1.65	1.60	1.55
Sample N	9	47	69	47	172
M3q - More stressed due to the increase in training and technology requirements needed for remote work*	1.33	1.43	1.54	1.62	1.52
Sample N	9	46	69	47	171
M3r - Satisfaction with remote work	4.67	4.72	4.52	4.60	4.60
Sample N	9	47	71	47	174
M4 - Preference for how your current job b conducted in the future - Would you prefer to work at home...	2.30 <sup>(3)(4)</sup>	2.64 <sup>(3)(4)</sup>	3.11	3.31	2.90
Sample N	50	133	137	87	407

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-8N. Personal Safety of City Employees

## Highest level of education achieved

	High school, GED, or less <sup>(1)</sup>	Up to two years of college <sup>(2)</sup>	4-year college degree <sup>(3)</sup>	Graduate or professional degree <sup>(4)</sup>	Total
N1 - Receive training to do job safely	3.95	3.98	4.15	4.14	4.06
Sample N	63	150	145	90	448
N2 - Perceive work environment to be safe	4.03	3.88 <sup>(3)(4)</sup>	4.14	4.16	4.04
Sample N	63	149	146	90	448
N3 - Concerned about possible violence in workplace*	2.44	2.38	2.12	2.28	2.28
Sample N	63	147	145	89	444
N4 - Satisfaction with personal safety at workplace	4.05	3.90	4.07	4.10	4.02
Sample N	63	149	146	91	449

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-80. City's Training and Development Efforts**Highest level of education achieved**

	High school, GED, or less <sup>(1)</sup>	Up to two years of college <sup>(2)</sup>	4-year college degree <sup>(3)</sup>	Graduate or professional degree <sup>(4)</sup>	Total
O1 - Training helped to improve on-job skill	3.69	3.86	3.86	3.76	3.81
Sample N	61	149	141	90	441
O2 - Provided amount of training needed	3.60	3.57	3.62	3.60	3.60
Sample N	63	148	145	91	447
O3 - Provided with the training for professional development	3.44	3.31	3.56	3.62	3.47
Sample N	63	148	146	91	448
O4 - Opportunity to receive training is fair	3.47 <sup>(4)</sup>	3.42 <sup>(4)</sup>	3.65	3.88	3.60
Sample N	62	142	142	84	430
O5 - Used skills I learned in training	3.84	4.01	4.05	4.02	4.00
Sample N	63	147	145	88	443
O6 - Regularly receive training opportunities	3.33 <sup>(3)(4)</sup>	3.57	3.73	3.78	3.63
Sample N	63	149	145	90	447
O7 - Quality of training allows me to do my job well	3.51 <sup>(4)</sup>	3.62	3.76	3.86	3.70
Sample N	63	149	143	88	443
O8 - Satisfaction with training you receive	2.79	2.80 <sup>(4)</sup>	2.98	3.08	2.91
Sample N	58	144	139	85	426

**Table B-8P. Pay & Benefits****Highest level of education achieved**

	High school, GED, or less <sup>(1)</sup>	Up to two years of college <sup>(2)</sup>	4-year college degree <sup>(3)</sup>	Graduate or professional degree <sup>(4)</sup>	Total
P1 - Can get answers about pay	3.52	3.44	3.58	3.47	3.50
Sample N	63	149	142	86	440
P2 - Pay better or same than other organizations	2.21	2.15	2.36	2.47	2.29
Sample N	63	143	137	86	429
P3 - Fairly compensated	2.48	2.39	2.58	2.74	2.54
Sample N	63	148	145	90	446
P4 - Changes in pay are made fairly	2.50	2.59	2.69	2.87	2.66
Sample N	62	140	138	79	419
P5 - Can get answers about benefits	3.90	3.99	4.11	4.14	4.05
Sample N	62	148	143	87	440
P6 - Interested in program combining all leave	2.76 <sup>(2)(3)(4)</sup>	3.27	3.50	3.69	3.36
Sample N	63	147	141	87	438
P7 - Satisfied with retirement benefits	3.39 <sup>(2)(3)(4)</sup>	3.78	3.83	3.79	3.74
Sample N	62	147	142	87	438
P8 - Would like the opportunity for remote work to be part of my benefits package	3.22 <sup>(3)(4)</sup>	3.39 <sup>(4)</sup>	3.67	3.58	3.58
Sample N	55	135	132	83	405
P9 - Satisfaction with your pay	2.21	2.14 <sup>(4)</sup>	2.37	2.50	2.30
Sample N	63	142	145	88	438
P10 - Satisfaction with your benefits	2.95 <sup>(3)(4)</sup>	3.03 <sup>(4)</sup>	3.18	3.21	3.10
Sample N	62	144	141	84	431
P11 - Collective bargaining	4.16 <sup>(4)</sup>	3.91 <sup>(4)</sup>	3.82	3.49	3.83
Sample N	49	129	116	79	373

Table B-8Q. Performance Appraisals**Highest level of education achieved**

	<b>High school, GED, or less<sup>(1)</sup></b>	<b>Up to two years of college<sup>(2)</sup></b>	<b>4-year college degree<sup>(3)</sup></b>	<b>Graduate or professional degree<sup>(4)</sup></b>	<b>Total</b>
Q1 - Get feedback about performance	3.45	3.39	3.37	3.47	3.41
Sample N	62	144	142	86	434
Q2 - Performance improved because of appraisal	3.00	2.76	2.73	2.88	2.81
Sample N	62	141	128	75	406
Q3 - Performance appraisal helps develop skills	2.98	2.63	2.65	2.63	2.69
Sample N	62	141	127	79	409
Q4 - Performance appraisal effective	2.89	2.65	2.67	2.61	2.68
Sample N	62	139	127	79	407
Q5 - Managers tell me when I do good job	3.43	3.58	3.70	3.83	3.65
Sample N	63	147	141	86	437
Q6 - Satisfaction with performance appraisal	3.16	3.09	3.10	3.11	3.11
Sample N	62	141	140	84	427



**Table B-8R. Issues Concerning Immediate Supervisor****Highest level of education achieved**

	High school, GED, or less <sup>(1)</sup>	Up to two years <sup>(2)</sup>	4-year college degree <sup>(3)</sup>	Graduate or professional degree <sup>(4)</sup>	Total
R1 - Supervisor allows authority and responsibility	3.94 <sup>(4)</sup>	4.19	4.23	4.38	4.20
Sample N	62	149	145	89	445
R2 - Supervisor communicates information	3.81	3.96	4.14	4.16	4.04
Sample N	63	150	145	88	446
R3 - Supervisor asks for ideas and suggestions	3.67	3.89	3.93	4.08	3.91
Sample N	63	150	145	89	447
R4 - Supervisor acts on employee suggestions	3.52 <sup>(3)(4)</sup>	3.76	3.93	3.99	3.82
Sample N	63	149	139	88	439
R5 - Supervisor promotes career development	3.59	3.66	3.74	3.81	3.70
Sample N	63	148	142	88	441
R6 - Supervisor gives opportunity to change things	3.52 <sup>(4)</sup>	3.72	3.86	3.98	3.79
Sample N	63	148	144	86	441
R7 - Supervisor generally available for assistance	3.97 <sup>(4)</sup>	4.18	4.31	4.35	4.22
Sample N	63	149	144	89	445
R8 - Supervisor communicates how pay is determined	3.16	3.01	3.19	3.15	3.12
Sample N	62	145	137	81	425
R9 - Satisfaction with immediate supervisor	3.79 <sup>(4)</sup>	4.03	4.08	4.26	4.06
Sample N	63	147	144	88	442

**Table B-8S. Issues Concerning Division Level Managers**

## Highest level of education achieved

	High school, GED, or less <sup>(1)</sup>	Up to two years <sup>(2)</sup>	4-year college degree <sup>(3)</sup>	Graduate or professional degree <sup>(4)</sup>	Total
S1 - Managers give authority to fulfill my responsibilities	3.41 <sup>(3)(4)</sup>	3.65 <sup>(4)</sup>	3.84	3.95	3.73
Sample N	61	141	128	75	405
S2 - Managers cooperate well with each other	3.24 <sup>(4)</sup>	3.25 <sup>(4)</sup>	3.48	3.72	3.41
Sample N	62	138	125	75	400
S3 - Managers held accountable for end result	3.11	3.07	3.21	3.35	3.17
Sample N	62	137	121	72	392
S4 - City develops people from within for higher level jobs	3.16	2.85 <sup>(4)</sup>	2.99	3.26	3.02
Sample N	61	136	125	72	394
S5 - Responsibilities often delegated that shouldn't be*	3.28	3.16	3.22	2.90	3.15
Sample N	61	136	124	70	391
S6 - People promoted to management based on abilities	2.97	2.78 <sup>(4)</sup>	2.93	3.15	2.92
Sample N	62	134	122	72	390
S7 - Managers set good example	3.39 <sup>(4)</sup>	3.57 <sup>(4)</sup>	3.64 <sup>(4)</sup>	3.99	3.64
Sample N	62	138	128	73	401
S8 - Managers fairly use the personnel policies	3.27	3.30	3.48	3.57	3.40
Sample N	59	135	124	70	388
S9 - Satisfaction with city's managers	3.15 <sup>(4)</sup>	3.22 <sup>(4)</sup>	3.46	3.61	3.36
Sample N	59	139	130	74	402

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-8T. Working Relationship with Upper Management and Supervisor

## Highest level of education achieved

	High school, GED, or less <sup>(1)</sup>	Up to two years <sup>(2)</sup>	4-year college degree <sup>(3)</sup>	Graduate or professional degree <sup>(4)</sup>	Total
T1m - Free to discuss problems with upper management	2.95 <sup>(4)</sup>	3.30 <sup>(4)</sup>	3.17 <sup>(4)</sup>	3.77	3.30
Sample N	62	145	139	86	431
T1s - Free to discuss problems with my immediate supervisor	3.94 <sup>(4)</sup>	4.15	4.13 <sup>(4)</sup>	4.43	4.17
Sample N	62	145	141	87	435
T2m - Decisions could be made at a lower level: upper management*	3.32	3.34	3.15	3.26	3.26
Sample N	62	139	121	80	401
T2s - Decisions could be made at a lower level: my immediate supervisor*	3.34 <sup>(3)</sup>	3.08	2.93	3.07	3.07
Sample N	61	14	131	81	414
T3m - Actions are consistent with messages: upper management	2.85 <sup>(4)</sup>	2.99 <sup>(4)</sup>	3.20	3.40	3.12
Sample N	61	144	133	84	422
T3s - Actions are consistent with messages: my immediate supervisor	3.54 <sup>(3)(4)</sup>	3.84	3.94	4.05	3.87
Sample N	61	146	139	87	433
T4m - Concerned about employees and their problems: upper management	2.82 <sup>(4)</sup>	3.01 <sup>(4)</sup>	3.24 <sup>(4)</sup>	3.68	3.19
Sample N	61	145	135	85	426
T4s - Concerned about employees and their problems: my immediate supervisor	3.63 <sup>(4)</sup>	3.94 <sup>(4)</sup>	4.04	4.26	3.99
Sample N	62	145	140	88	435
T5m - Realistic expectations of employees by upper management	3.05 <sup>(4)</sup>	3.20 <sup>(4)</sup>	3.27 <sup>(4)</sup>	3.64	3.29
Sample N	61	140	132	86	419
T5s - Realistic expectations of employees by my immediate supervisor	3.66 <sup>(3)(4)</sup>	4.02	4.09	4.17	4.02
Sample N	61	145	140	86	432
T6m - Confident in upper management	2.80 <sup>(4)</sup>	3.02 <sup>(4)</sup>	3.16 <sup>(4)</sup>	3.60	3.15
Sample N	61	146	139	86	432
T6s - Confident in my immediate supervisor	3.74 <sup>(4)</sup>	3.97	3.10 <sup>(4)</sup>	4.27	4.04
Sample N	62	145	139	88	434
T7m - I trust upper management	2.77 <sup>(4)</sup>	2.90 <sup>(4)</sup>	4.11	3.56	3.08
Sample N	61	146	139	86	432
T7s - I trust my immediate supervisor	3.65 <sup>(3)(4)</sup>	3.99	4.11	4.25	4.03
Sample N	62	145	139	88	434
T8m - Satisfaction with working relationship with upper management	2.92 <sup>(4)</sup>	3.09 <sup>(4)</sup>	3.27 <sup>(4)</sup>	3.64	3.23
Sample N	61	147	138	87	433
T8s - Satisfaction with working relationship with your immediate supervisor	3.81 <sup>(4)</sup>	4.06	4.05	4.26	4.06
Sample N	62	143	140	89	434

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-8U. Overall City Ratings**Highest level of education achieved**

	<b>High school, GED, or less<sup>(1)</sup></b>	<b>Up to two years of college<sup>(2)</sup></b>	<b>4-year college degree<sup>(3)</sup></b>	<b>Graduate or professional degree<sup>(4)</sup></b>	<b>Total</b>
U1 - Overall satisfaction with City of Charlottesville	4.76 <sup>(4)</sup>	4.73 <sup>(4)</sup>	4.82 <sup>(4)</sup>	5.20	4.86
Sample N	62	150	145	91	448
U2 - Rating as a place to work compared to two years ago	2.61 <sup>(4)</sup>	2.82 <sup>(4)</sup>	2.93 <sup>(4)</sup>	3.47	2.95
Sample N	56	121	113	70	360
U3 - Recommend City of Charlottesville as place to work	3.55	3.36 <sup>(4)</sup>	3.56	3.66	3.51
Sample N	62	148	142	90	442

Table B-8W. City's Mission, Vision, Values**Highest level of education achieved**

	<b>High school, GED, or less<sup>(1)</sup></b>	<b>Up to two years of college<sup>(2)</sup></b>	<b>4-year college degree<sup>(3)</sup></b>	<b>Graduate or professional degree<sup>(4)</sup></b>	<b>Total</b>
W1 - Familiarity the City's organizational vision	2.33 <sup>(3)(4)</sup>	2.60 <sup>(4)</sup>	2.69	2.86	2.65
Sample N	63	149	145	91	448
W2 - Familiarity the City's organizational mission	2.21 <sup>(2)(3)(4)</sup>	2.61	2.70	2.82	2.63
Sample N	62	149	143	90	444
W3 - Familiarity the City's organizational values	2.27 <sup>(2)(3)(4)</sup>	2.70 <sup>(4)</sup>	2.85	2.98	2.74
Sample N	63	149	144	91	447

# RETIREMENT BENEFIT PACKAGE

Table B-9A. Employee Commitment to the City of Charlottesville**Retirement benefit package**

	<b>Defined benefit<sup>(1)</sup></b>	<b>Defined contribution<sup>(2)</sup></b>	<b>Total</b>
A1 - I am committed to help city succeed	4.71	4.65	4.69
Sample N	187	118	305
A2 - Willing to put in great deal of effort to help city	4.59	4.48	4.55
Sample N	187	118	305
A3 - My values and department values are similar	3.93	3.95	3.94
Sample N	187	117	304
A4 - Intend to work for city a year from now	4.42	4.35	4.39
Sample N	185	114	299
A5 - Strong commitment to city as my employer	4.29	4.15	4.24
Sample N	188	117	305
A6 - Commitment to the City of Charlottesville	4.34	4.19	4.28
Sample N	187	118	305

Table B-9B. Quality of your Department's Workforce**Retirement benefit package**

	<b>Defined benefit<sup>(1)</sup></b>	<b>Defined contribution<sup>(2)</sup></b>	<b>Total</b>
B1 - Employees know their jobs	3.84	3.87	3.85
Sample N	185	118	303
B2 - Employees have the technical skills to do their jobs well	3.80	3.84	3.82
Sample N	186	117	303
B3 - Employees turn problems into opportunities	3.35	3.41	3.37
Sample N	186	116	302
B4 - Employees work hard for overall good of the city	3.96	3.97	3.96
Sample N	187	117	304
B5 - Can count on other employees to do what they say	3.80	3.81	3.80
Sample N	185	118	303
B6 - Satisfaction with quality department's workforce	3.76	3.89	3.81
Sample N	187	118	305



Table B-9C. Responsiveness to Customer Needs**Retirement benefit package**

	<b>Defined benefit<sup>(1)</sup></b>	<b>Defined contribution<sup>(2)</sup></b>	<b>Total</b>
C1 - Timeliness of services	4.24	4.19	4.22
Sample N	185	119	304
C2 - Seeks to know customer needs	4.19	4.19	4.19
Sample N	187	118	305
C3 - Responds to customer needs	4.25	4.19	4.22
Sample N	187	118	305
C4 - Customer service rep easy to contact	4.21	4.21	4.21
Sample N	185	117	302
C5 - Easy access to information	4.08	4.05	4.07
Sample N	186	117	303
C6 - Customers' satisfaction with responsiveness to needs	4.01	3.97	3.99
Sample N	185	117	302

Table B-9D. Fair Treatment of Customers**Retirement benefit package**

	<b>Defined benefit<sup>(1)</sup></b>	<b>Defined contribution<sup>(2)</sup></b>	<b>Total</b>
D1 - Value customers get for their dollars	4.30	4.35	4.32
Sample N	184	112	296
D2 - Deals honestly with customers	4.56	4.54	4.55
Sample N	186	116	302
D3 - Treating customers courteously	4.47	4.55	4.50
Sample N	186	117	303
D4 - Treating customers with respect	4.52	4.57	4.54
Sample N	186	117	303
D5 - Customers' satisfaction with treatment	4.20	4.28	4.23
Sample N	183	116	299

Table B-9E. Creativity, Initiative, & New Ideas**Retirement benefit package**

	<b>Defined benefit<sup>(1)</sup></b>	<b>Defined contribution<sup>(2)</sup></b>	<b>Total</b>
E1 - Creativity essential part of performing well	4.08	4.14	4.10
Sample N	188	118	306
E2 - Constantly looking for new ways to improve	4.26	4.22	4.24
Sample N	187	118	305
E3 - If I see any problem I make sure it gets fixed	4.15	4.14	4.14
Sample N	186	118	304
E4 - Love being a champion of new ideas	4.02	4.18	4.08
Sample N	185	118	303
E5 - Like to participate in making higher level decisions	4.06	4.15	4.10
Sample N	186	117	303
E6 - Satisfaction with creativity	4.05	4.13	4.08
Sample N	187	118	305

Table B-9F. Dignity / Worth Felt in Employment**Retirement benefit package**

	<b>Defined benefit<sup>(1)</sup></b>	<b>Defined contribution<sup>(2)</sup></b>	<b>Total</b>
F1 - Proud to tell that I work for City of Cville	3.63	3.58	3.61
Sample N	188	119	307
F2 - Feel appreciated, respected, and valued	3.31	3.32	3.31
Sample N	187	118	305
F3 - Job gives feeling of personal accomplishment	3.96	3.76	3.88
Sample N	187	118	305
F4 - Job makes good use of my skills and abilities	3.99	3.87	3.94
Sample N	186	118	304
F5 - See connection with citizen benefit	4.26	4.11	4.20
Sample N	187	118	305
F6 - Satisfaction with level of dignity and worth	3.61	3.56	3.59
Sample N	188	118	306

Table B-9G. Employee Empowerment to Perform Job Well**Retirement benefit package**

	<b>Defined benefit<sup>(1)</sup></b>	<b>Defined contribution<sup>(2)</sup></b>	<b>Total</b>
G1 - Work environment encourages initiative	3.84	3.86	3.85
Sample N	186	118	304
G2 - Opportunities to learn new skills	3.61	3.72	3.65
Sample N	188	117	305
G3 - Can make decisions to do job well	3.94	4.02	3.97
Sample N	187	118	305
G4 - Have authority and responsibility	3.90	3.91	3.91
Sample N	187	119	306
G5 - Involved in decision making	3.62	3.67	3.64
Sample N	186	118	304
G6 - Satisfaction with empowerment	3.73	3.81	3.76
Sample N	188	119	307

Table B-9H. Communication within the City of Charlottesville**Retirement benefit package**

	<b>Defined benefit<sup>(1)</sup></b>	<b>Defined contribution<sup>(2)</sup></b>	<b>Total</b>
H1 - Hear important communications from management	3.04	3.19	3.10
Sample N	188	117	305
H2 - Changes affecting my job are discussed	2.98	3.09	3.02
Sample N	186	117	303
H3 - Let managers know feelings about things	3.43	3.54	3.47
Sample N	185	116	301
H4 - Understand what is expected of me	3.94	4.03	3.97
Sample N	188	118	306
H5 - Receive information needed	3.56	3.71	3.62
Sample N	188	117	305
H6 - Satisfaction with communication	3.20	3.20	3.20
Sample N	188	117	305

Table B-9I. Integrity of Employees in Delivering Services**Retirement benefit package**

	<b>Defined benefit<sup>(1)</sup></b>	<b>Defined contribution<sup>(2)</sup></b>	<b>Total</b>
I1 - Employees behave ethically	4.17	4.09	4.14
Sample N	186	117	303
I2 - Decisive action taken if wrongdoing discovered	3.55	3.47	3.52
Sample N	186	115	301
I3 - Know how to report unethical behavior	4.09	3.94	4.03
Sample N	187	118	305
I4 - Report unethical behavior without fear of reprisal	3.65	3.79	3.70
Sample N	184	113	297
I5 - Familiar with ethics code and standards of conduct	4.18	4.17	4.18
Sample N	187	119	306
I6 - Satisfaction with integrity of employees	3.97	3.83	3.91
Sample N	186	118	304

Table B-9J. Employee Relations in the Department and City**Retirement benefit package**

	<b>Defined benefit<sup>(1)</sup></b>	<b>Defined contribution<sup>(2)</sup></b>	<b>Total</b>
J1 - Promotions based on employee's qualifications	3.17	3.32	3.22
Sample N	178	111	289
J2 - Complaints are handled fairly	3.43	3.47	3.44
Sample N	181	108	289
J3 - Know where to get info on question or complaint	3.89	3.79	3.85
Sample N	188	118	306
J4c - Satisfaction with handling of employee relations issue - City	3.35	3.29	3.33
Sample N	180	110	290
J4d - Satisfaction with handling of employee relations issue - Dept	3.44	3.49	3.46
Sample N	181	115	296



**Table B-9K. Diversity and Equal Employment Opportunities by City and Department****Retirement benefit package**

	<b>Defined benefit<sup>(1)</sup></b>	<b>Defined contribution<sup>(2)</sup></b>	<b>Total</b>
K1c - Recruiting applicants of diverse backgrounds-City	3.80	3.75	3.78
Sample N	177	106	283
K1d - Recruiting applicants of diverse backgrounds-Dept	3.91	3.77	3.86
Sample N	179	111	290
K2c - Hiring employees of diverse backgrounds-City	3.77	3.73	3.76
Sample N	179	108	287
K2d - Hiring employees of diverse backgrounds-Dept	3.92	3.76	3.86
Sample N	180	111	291
K3c - Retaining employees of diverse backgrounds-City	3.53	3.51	3.52
Sample N	175	106	281
K3d - Retaining employees of diverse backgrounds-Dept	3.64	3.62	3.63
Sample N	177	110	287
K4c - Treating employees with fairness and respect-City	3.77	3.86	3.81
Sample N	186	112	298
K4d - Treating employees with fairness and respect-Dept	3.90	3.97	3.93
Sample N	182	116	298
K5c - Providing an environment free of discrimination-City	3.95	3.99	3.96
Sample N	184	112	296
K5d - Providing an environment free of discrimination-Dept	4.01	4.05	4.03
Sample N	182	115	297
K6c - Know where to turn for help with discrimination-City	4.14	4.08	4.12
Sample N	187	115	302
K6d - Know where to turn for help with discrimination-Dept	4.15	4.10	4.13
Sample N	185	115	300
K7c - Feel comfortable asking for help with discrimination- City	4.01	3.91	3.97
Sample N	185	114	299
K7d - Feel comfortable asking for help with discrimination- Dept	4.05	4.02	4.04
Sample N	184	113	297
K8c - Satisfaction with diversity-City	3.80	3.72	3.77
Sample N	184	110	294
K8d - Satisfaction with diversity-Dept	3.90	3.73	3.83
Sample N	182	116	298

Table B-9L. Workplace Environment**Retirement benefit package**

	<b>Defined benefit<sup>(1)</sup></b>	<b>Defined contribution<sup>(2)</sup></b>	<b>Total</b>
L1 - Job produces large amount of personal stress*	3.82	3.67	3.76
Sample N	186	119	305
L2 - Less stress in job now than 1 yr ago	2.62	2.80	2.69
Sample N	187	119	306
L3 - Have sufficient time to do quality job	3.52	3.58	3.55
Sample N	187	119	306
L4 - Have flexibility to balance work and personal life	3.55	3.82	3.65
Sample N	187	119	306
L5 - Positive work environment	3.52	3.56	3.54
Sample N	188	117	305
L6 - Satisfaction with work environment	3.54	3.61	3.57
Sample N	188	119	307

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-9M. Feelings Towards Remote Work**Retirement benefit package**

	<b>Defined benefit<sup>(1)</sup></b>	<b>Defined contribution<sup>(2)</sup></b>	<b>Total</b>
M3k - Have access to consistent internet at home for work purposes	4.77	4.90	4.82
Sample N	74	51	125
M3l - Have all the training and technology needed to work remotely	4.55	4.47	4.52
Sample N	74	51	125
M3m - Remote work has decreased my feeling of being a part of team*	2.11	2.16	2.13
Sample N	74	51	125
M3n - Remote work could be considered a benefit to my job	4.53	4.51	4.52
Sample N	74	51	125
M3o - More productive when working remotely	4.31	4.14	4.24
Sample N	74	51	125
M3p - More stressed when working remotely due to my home situation*	1.57	1.42	1.51
Sample N	72	50	122
M3q - More stressed due to the increase in training and technology requirements needed for remote work*	1.50	1.50	1.50
Sample N	72	50	122
M3r - Satisfaction with remote work	4.62	4.69	4.65
Sample N	74	51	125
M4 - Preference for how your current job be conducted in the future - Would you prefer to work at home...	2.81 <sup>(2)</sup>	3.19	2.96
Sample N	170	113	283

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-9N. Personal Safety of City Employees

## Retirement benefit package

	Defined benefit <sup>(1)</sup>	Defined contribution <sup>(2)</sup>	Total
N1 - Receive training to do job safely	4.07	4.00	4.04
Sample N	186	119	305
N2 - Perceive work environment to be safe	4.01	4.11	4.05
Sample N	187	119	306
N3 - Concerned about possible violence in workplace*	2.28	2.33	2.30
Sample N	185	118	303
N4 - Satisfaction with personal safety at workplace	4.04	4.02	4.03
Sample N	188	119	307

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-90. City's Training and Development Efforts**Retirement benefit package**

	<b>Defined benefit<sup>(1)</sup></b>	<b>Defined contribution<sup>(2)</sup></b>	<b>Total</b>
O1 - Training helped to improve on-job skill	3.89	3.71	3.82
Sample N	187	114	301
O2 - Provided amount of training needed	3.56	3.53	3.55
Sample N	188	118	306
O3 - Provided with the training for professional development	3.50	3.56	3.53
Sample N	187	119	306
O4 - Opportunity to receive training is fair	3.58	3.64	3.60
Sample N	182	111	293
O5 - Used skills I learned in training	4.01	3.99	4.00
Sample N	186	116	302
O6 - Regularly receive training opportunities	3.64	3.69	3.66
Sample N	188	118	306
O7 - Quality of training allows me to do my job well	3.73	3.73	3.73
Sample N	187	117	304
O8 - Satisfaction with training you receive	2.89	2.90	2.89
Sample N	179	115	294

Table B-9P. Pay & Benefits**Retirement benefit package**

	<b>Defined benefit<sup>(1)</sup></b>	<b>Defined contribution<sup>(2)</sup></b>	<b>Total</b>
P1 - Can get answers about pay	3.53	3.57	3.54
Sample N	186	116	302
P2 - Pay better or same than other organizations	2.21	2.42	2.30
Sample N	182	116	298
P3 - Fairly compensated	2.51	2.64	2.56
Sample N	187	117	304
P4 - Changes in pay are made fairly	2.66	2.69	2.67
Sample N	179	108	287
P5 - Can get answers about benefits	4.09	4.08	4.09
Sample N	187	118	305
P6 - Interested in program combining all leave	3.11	3.50	3.26
Sample N	185	117	302
P7 - Satisfied with retirement benefits	3.77	3.92	3.83
Sample N	187	118	305
P8 - Would like the opportunity for remote work to be part of my benefits package	3.54	3.80	3.65
Sample N	168	112	280
P9 - Satisfaction with your pay	2.22	2.39	2.29
Sample N	183	116	299
P10 - Satisfaction with your benefits	3.10	3.21	3.14
Sample N	184	117	301
P11 - Collective bargaining	3.96	3.65	3.85
Sample N	168	97	265

Table B-9Q. Performance Appraisals**Retirement benefit package**

	<b>Defined benefit<sup>(1)</sup></b>	<b>Defined contribution<sup>(2)</sup></b>	<b>Total</b>
Q1 - Get feedback about performance	3.41	3.32	3.38
Sample N	181	114	295
Q2 - Performance improved because of appraisal	2.82	2.74	2.79
Sample N	175	105	280
Q3 - Performance appraisal helps develop skills	2.71	2.63	2.68
Sample N	174	105	279
Q4 - Performance appraisal effective	2.62	2.71	2.66
Sample N	172	104	276
Q5 - Managers tell me when I do good job	3.63	3.58	3.61
Sample N	182	116	298
Q6 - Satisfaction with performance appraisal	3.11	3.06	3.09
Sample N	179	111	290

**Table B-9R. Issues Concerning Immediate Supervisor****Retirement benefit package**

	<b>Defined benefit<sup>(1)</sup></b>	<b>Defined contribution<sup>(2)</sup></b>	<b>Total</b>
R1 - Supervisor allows authority and responsibility	4.24	4.23	4.24
Sample N	187	116	303
R2 - Supervisor communicates information	4.07	4.06	4.07
Sample N	187	118	305
R3 - Supervisor asks for ideas and suggestions	3.93	3.91	3.92
Sample N	187	118	305
R4 - Supervisor acts on employee suggestions	3.82	3.91	3.86
Sample N	186	114	300
R5 - Supervisor promotes career development	3.68	3.73	3.70
Sample N	186	114	300
R6 - Supervisor gives opportunity to change things	3.79	3.88	3.82
Sample N	185	115	300
R7 - Supervisor generally available for assistance	4.26	4.26	4.26
Sample N	187	117	304
R8 - Supervisor communicates how pay is determined	3.11	3.19	3.14
Sample N	180	111	291
R9 - Satisfaction with immediate supervisor	4.08	4.05	4.07
Sample N	185	118	303



**Table B-9S. Issues Concerning Division Level Managers****Retirement benefit package**

	<b>Defined benefit<sup>(1)</sup></b>	<b>Defined contribution<sup>(2)</sup></b>	<b>Total</b>
S1 - Managers give authority to fulfill my responsibilities	3.77	3.79	3.78
Sample N	177	103	280
S2 - Managers cooperate well with each other	3.30	3.49	3.37
Sample N	175	102	277
S3 - Managers held accountable for end result	3.14	3.20	3.16
Sample N	173	102	275
S4 - City develops people from within for higher level jobs	2.93	3.14	3.01
Sample N	172	102	274
S5 - Responsibilities often delegated that shouldn't be*	3.14	3.03	3.10
Sample N	172	98	270
S6 - People promoted to management based on abilities	2.87	2.95	2.90
Sample N	172	102	274
S7 - Managers set good example	3.69	3.58	3.65
Sample N	175	106	281
S8 - Managers fairly use the personnel policies	3.47	3.32	3.42
Sample N	173	99	272
S9 - Satisfaction with city's managers	3.35	3.37	3.36
Sample N	176	104	280

\*Negatively worded item – (high numbers equate to less favorable outcomes)

**Table B-9T. Working Relationship with Upper Management and Supervisor****Retirement benefit package**

	<b>Defined benefit<sup>(1)</sup></b>	<b>Defined contribution<sup>(2)</sup></b>	<b>Total</b>
T1m - Free to discuss problems with upper management	3.26	3.44	3.33
Sample N	186	111	297
T1s - Free to discuss problems with my immediate supervisor	4.23	4.17	4.21
Sample N	183	115	298
T2m - Decisions could be made at a lower level: upper management*	3.23	3.22	3.23
Sample N	176	105	281
T2s - Decisions could be made at a lower level: my immediate supervisor*	3.01	3.06	3.03
Sample N	177	110	287
T3m - Actions are consistent with messages: upper management	3.06	3.17	3.10
Sample N	181	111	292
T3s - Actions are consistent with messages: my immediate supervisor	3.90	3.95	3.92
Sample N	180	115	295
T4m - Concerned about employees and their problems: upper management	3.14	3.36	3.22
Sample N	181	113	294
T4s - Concerned about employees and their problems: my immediate supervisor	4.03	4.01	4.02
Sample N	183	116	299
T5m - Realistic expectations of employees by upper management	3.19	3.38	3.26
Sample N	181	110	291
T5s - Realistic expectations of employees by my immediate supervisor	4.04	4.01	4.03
Sample N	181	114	295
T6m - Confident in upper management	3.09	3.30	3.17
Sample N	184	115	299
T6s - Confident in my immediate supervisor	4.10	4.04	4.08
Sample N	181	115	296
T7m - I trust upper management	2.94	3.29	3.07
Sample N	185	115	300
T7s - I trust my immediate supervisor	4.07	4.06	4.07
Sample N	181	115	296
T8m - Satisfaction with working relationship with upper management	3.15	3.39	3.24
Sample N	187	114	301
T8s - Satisfaction with working relationship with your immediate supervisor	4.15	4.00	4.09
Sample N	183	114	297

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table B-9U. Overall City Ratings**Retirement benefit package**

	<b>Defined benefit<sup>(1)</sup></b>	<b>Defined contribution<sup>(2)</sup></b>	<b>Total</b>
U1 - Overall satisfaction with City of Charlottesville	4.80	4.95	4.86
Sample N	188	118	306
U2 - Rating as a place to work compared to two years ago	2.85	3.16	2.96
Sample N	163	88	251
U3 - Recommend City of Charlottesville as place to work	3.41	3.57	3.47
Sample N	186	117	303

Table B-9W. City's Mission, Vision, Values

## Retirement benefit package

	Defined benefit <sup>(1)</sup>	Defined contribution <sup>(2)</sup>	Total
W1 - Familiarity the City's organizational vision	2.73	2.75	2.74
Sample N	187	119	306
W2 - Familiarity the City's organizational mission	2.70	2.75	2.72
Sample N	186	117	303
W3 - Familiarity the City's organizational values	2.82	2.87	2.84
Sample N	187	119	306

# Appendix C

## *Importance Measures of Key Topic Items (Overall Satisfaction)*

***Importance Measures of Key Topic Items  
Regression Analysis***  
(Dependent variable is Key Topic overall satisfaction.)

**Table C1****Overall Commitment to City of Charlottesville (A6) by Items (A1-A5)**

<i>Label</i>	<i>Question</i>	<b>Beta</b>	<b>Significance</b>
A5	I have a strong commitment to the City of Charlottesville as my employer	.659	.000
A2	I am willing to put in a great deal of effort to help the City of Charlottesville be successful	.198	.000
A4	I intend to be working for the City of Charlottesville a year from now	.062	.035
A3	My values and the values of my department are similar	.052	.052
A1	I am committed to helping my department and the City of Charlottesville succeed	.014	.711

Adjusted R Square: .745

**Table C2****Overall Satisfaction with Quality of Department's Workforce (B6) by Items (B1-B5)**

<i>Label</i>	<i>Question</i>	<b>Beta</b>	<b>Significance</b>
B5	I can count on other employees to do what they say they will do	.258	.000
B4	Most employees in my department work hard for the overall good of the city	.289	.000
B3	Employees are great at turning problems into opportunities	.229	.000
B1	Employees know their jobs	.112	.007
B2	Employees have the technical skills to do their jobs well	.098	.016

Adjusted R Square: .680

**Table C3****Overall Satisfaction with Responsiveness to Needs (C6) by Items (C1-C5)**

<i>Label</i>	<i>Question</i>	<i>Beta</i>	<i>Significance</i>
C1	How well your department delivers services on time	.272	.000
C2	How well your department seeks to know customers' needs	.247	.000
C4	How well your department makes customer service representatives easy to contact	.161	.000
C3	How well your department responds to customers' needs	.148	.003
C5	How well your department provides easy access to information programs and services	.075	.083

Adjusted R Square: .593

**Table C4****Overall Satisfaction with Treatment of Customers (D5) by Items (D1-D4)**

<i>Label</i>	<i>Question</i>	<i>Beta</i>	<i>Significance</i>
D1	The value of what customers get from your department for their dollars, including taxes and fees	.230	.000
D4	Your department treats customers with respect	.257	.002
D3	Your department treats customers courteously	.247	.002
D2	Your department deals honestly with customers	.085	.121

Adjusted R Square: .529

**Table C5****Overall Satisfaction with Job Creativity (E6) by Items (E1-E5)**

<i>Label</i>	<i>Question</i>	<b>Beta</b>	<b>Significance</b>
E1	Creativity is an essential part of performing well in my job	.414	.000
E3	If I see a problem anywhere in the system, I make sure it gets fixed	.306	.000
E4	I love being a champion for new ideas	.157	.000
E2	I am constantly on the lookout for new ways to improve our services	.071	.087
E5	I would like to participate in making higher level decisions	.031	.227

Adjusted R Square: .557

**Table C6****Overall Satisfaction with Dignity / Worth Felt in Employment (F6) by Items (F1-F5)**

<i>Label</i>	<i>Question</i>	<b>Beta</b>	<b>Significance</b>
F2	I feel appreciated, respected, and valued at work	.492	.000
F4	My job makes good use of my skills and abilities	.217	.000
F1	I am proud to tell people that I work for the City of Charlottesville	.176	.000
F3	My job gives me a feeling of personal accomplishment	.166	.000
F5	I see the connection between the work that I do and the benefits received by citizens	-.002	.946

Adjusted R Square: .790



**Table C7****Overall Satisfaction with Job Empowerment (G6) by Items (G1-G5)**

<i>Label</i>	<i>Question</i>	<b>Beta</b>	<b>Significance</b>
G5	I am involved in decision making that affects my job	.356	.000
G3	I can make the decisions I need to make to do my job well	.214	.000
G4	I have the authority and responsibility I need to do my job	.169	.000
G1	My work environment encourages me to take initiative	.164	.000
G2	I have plenty of opportunities to learn new skills and develop new talents	.162	.000

Adjusted R Square: .827

**Table C8****Overall Satisfaction with Communication within City of Charlottesville (H6)  
by Items (H1-H5)**

<i>Label</i>	<i>Question</i>	<b>Beta</b>	<b>Significance</b>
H1	I usually hear about important changes through communications from management rather than rumors	.361	.000
H5	I receive the information I need to do my job well	.285	.000
H2	Changes that affect my job are discussed with me before they are put into effect	.164	.000
H3	I am able to let managers above my immediate supervisor know how I feel about things that affect me	.174	.000
H4	I clearly understand what is expected of me in my job	.044	.154

Adjusted R Square: .751

**Table C9****Overall Satisfaction with Integrity of City Employees (I6) by Items (I1-I5)**

<i>Label</i>	<i>Question</i>	<b>Beta</b>	<b>Significance</b>
I1	Employees I work with generally behave ethically in the workplace	.352	.000
I2	I am confident that quick and decisive action will be taken if wrongdoing is discovered among the people I work with	.301	.000
I4	Employees I work with can report any unethical behavior they see without fear of reprisal	.217	.000
I3	If I become aware of unethical behavior at work I know how I can report it	.090	.019
I5	I am familiar with the City of Charlottesville's Ethics Code and Standards of Conduct	.047	.097

Adjusted R Square: .680

**Table C10a****Overall Satisfaction with Handling of Employee Relations by the City (J41) by Items (J1-J3)**

<i>Label</i>	<i>Question</i>	<b>Beta</b>	<b>Significance</b>
J2	If I have a complaint in my department, it will be handled fairly	.375	.000
J3	If I have a complaint or a question about employee policies and procedures, I know where I can get the information I need	.237	.000
J1	Promotions made in my department are based on employees' qualifications	.176	.000

Adjusted R Square: .477

**Table C10b****Overall Satisfaction with Handling of Employee Relations by the Department  
(J42) by Items (J1-L3)**

<i>Label</i>	<i>Question</i>	<b>Beta</b>	<b>Significance</b>
J2	If I have a complaint in my department, it will be handled fairly	.678	.000
J1	Promotions made in my department are based on employees' qualifications	.147	.000
J3	If I have a complaint or a question about employee policies and procedures, I know where I can get the information I need	.131	.000

Adjusted R Square: .782

**Table C11a****Overall Satisfaction with Diversity -- City (KC8) by Items (KC1 – KC7)**

<i>Label</i>	<i>Question</i>	<b>Beta</b>	<b>Significance</b>
KC2	Hiring Employees of Diverse Backgrounds – City	.270	.000
KC7	Feel Comfortable Asking for Help with Discrimination – City	.216	.000
KC5	Providing an Environment Free of Discrimination – City	.187	.000
KC4	Treating Employees with Fairness and Respect – City	.180	.000
KC3	Retaining Employees of Diverse Backgrounds – City	.155	.000
KC6	Know Where to Turn for Help with Discrimination – City	-.041	.338
KC1	Recruiting Applicants of Diverse Backgrounds – City	.065	.413

Adjusted R Square: .745

**Table C11b****Overall Satisfaction with Diversity -- Department (KD8) by Items (KD1 – KD7)**

<i>Label</i>	<i>Question</i>	<b>Beta</b>	<b>Significance</b>
KD5	Providing an Environment Free of Discrimination – Dept	.213	.000
KD2	Hiring Employees of Diverse Backgrounds – Dept	.207	.005
KD4	Treating Employees with Fairness and Respect – Dept	.174	.000
KD1	Recruiting Applicants of Diverse Backgrounds – Dept	.152	.034
KD7	Feel Comfortable Asking for Help with Discrimination – Dept	.133	.008
KD3	Retaining Employees of Diverse Backgrounds – Dept	.112	.006
KD6	Know Where to Turn for Help with Discrimination – Dept	.038	.413

Adjusted R Square: .761

**Table C12****Overall Satisfaction with Workplace Environment (L6) by Items (L1-L5)**

<i>Label</i>	<i>Question</i>	<b>Beta</b>	<b>Significance</b>
L5	I feel that I am in a positive work environment	.681	.000
L4	I have the flexibility I need at work to balance my work and my personal life	.148	.000
L3	I have sufficient time to do a quality job	.110	.000
L2	I have less stress in my job now than I did one year ago	.070	.005
L1r	My job produces a large amount of personal stress (reversed)	.027	.262

Adjusted R Square: .806

**Table C13****Overall Satisfaction with Personal Safety of City Employees (N4) by Items (N1-N3)**

<i>Label</i>	<i>Question</i>	<i>Beta</i>	<i>Significance</i>
N2	I perceive my work environment to be safe	.598	.000
N1	I receive the training I need to do my job safely	.230	.000
N3	I am concerned about possible violence in my workplace (reversed)	.133	.000

Adjusted R Square: .661

**Table C14****Overall Satisfaction with Remote Work (M3r) by Items (M3k-M3q)**

<i>Label</i>	<i>Question</i>	<i>Beta</i>	<i>Significance</i>
M3n	Remote work could be considered a benefit to my job	.284	.000
M3l	I have all the training and technology needed to work remotely	.241	.000
M3o	I am more productive when working remotely	.168	.007
M3q	I am more stressed due to the increase in training and technology requirements needed for remote work (reversed)	.168	.025
M3p	I am more stressed when working remotely due to my home situation (reversed)	.157	.039
M3m	Remote work has decreased my feeling of being part of a team (reversed)	.068	.272
M3k	I have access to consistent internet at home for work purposes	-.006	.916

Adjusted R Square: .541

**Table C15**

**Overall Satisfaction with City's Training and Development Efforts  
(O8) by Items (O1-O7)**

<i>Label</i>	<i>Question</i>	<b>Beta</b>	<b>Significance</b>
O2	I am provided with the amount of training I need to do my job well	.268	.000
O7	The quality of training that I receive allows me to do my job well	.257	.000
O4	Opportunities to receive training are distributed fairly in my department	.203	.000
O3	I am provided with the training I need for professional development	.162	.000
O6	At work I regularly receive information about training opportunities that are available	.065	.047
O1	Training has helped me improve my on-the-job skills	.029	.003
O5	I have used skills that I learned in training offered or provided by my department	.038	.401

Adjusted R Square: .785

**Table C16a**

**Overall Satisfaction with Pay (P9) by Items (P1-P4)**

<i>Label</i>	<i>Question</i>	<b>Beta</b>	<b>Significance</b>
P3	I feel that I am compensated fairly	.604	.000
P2	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	.208	.000
P4	When changes in pay occur, they are made fairly	.157	.000
P1	If I have question about pay, I can get an answer quickly and easily	-.061	.029

Adjusted R Square: .749

**Table C16b****Overall Satisfaction with Benefits (P10) by Items (P5-P8)**

<i>Label</i>	<i>Question</i>	<b>Beta</b>	<b>Significance</b>
P7	I am satisfied with the retirement benefits offered by the City of Charlottesville	.571	.000
P5	If I have a question about benefits I can get it answered quickly, accurately, and easily	.144	.000
P8	I would like the opportunity for remote work to be a part of my benefits package	.119	.003
P6	I would be interested in a program that combines all leave (personal/vacation/sick) and allows me to use it for any reason	-.023	.554

Adjusted R Square: .430

**Table C17****Overall Satisfaction with Performance Appraisals (Q6) by Items (Q1-Q5)**

<i>Label</i>	<i>Question</i>	<b>Beta</b>	<b>Significance</b>
Q4	Our performance appraisal system is effective overall in the form it is implemented in my department	.463	.000
Q5	My managers tell me when I am doing a good job	.228	.000
Q1	I get enough feedback about my performance	.182	.000
Q3	Our performance appraisal system helps me develop my skills as an employee	.109	.122
Q2	My job performance has improved as a result of our performance appraisal process	.030	.553

Adjusted R Square: .738

**Table C18****Overall Satisfaction with Immediate Supervisor (R9) by Items (R1-R8)**

<i>Label</i>	<i>Question</i>	<b>Beta</b>	<b>Significance</b>
R5	My supervisor promotes or shows an active interest in my career development	.240	.000
R7	My supervisor is generally available when I need assistance	.178	.000
R1	My supervisor allows me and the people in my department the authority and responsibility we need to do our job	.171	.000
R2	My supervisor communicates information about matters that affect employees	.158	.000
R4	My supervisor acts on employee suggestions	.131	.008
R8	My supervisor communicates to me how my pay is determined	.060	.031
R6	My supervisor provides opportunities to make changes in the way things are done	.087	.062
R3	My supervisor asks me for ideas and suggestions for service improvements	.010	.819

Adjusted R Square: .792



**Table C19****Overall Satisfaction with Division Level Managers for City of Charlottesville (S9)  
by Items (S1-S8)**

<i>Label</i>	<i>Question</i>	<b>Beta</b>	<b>Significance</b>
S8	The City's personnel policies are interpreted and used fairly by managers	.301	.000
S6	People are promoted to management positions based on their ability to manage effectively	.173	.000
S3	Managers are held accountable for the end results they produce	.147	.000
S2	Managers cooperate well with each other	.145	.000
S7	Managers in my work group set a good example by following the laws and policies that apply to their jobs	.113	.005
S1	Managers give enough authority to employees for them to fulfill their responsibilities	.108	.004
S4	The City of Charlottesville is successful in developing people from within for higher level jobs	.048	.217
S5	Responsibilities are often delegated that should remain at a higher level (reversed)	-.011	.658

Adjusted R Square: .794

**Table C20a****Overall Satisfaction with Upper Management for City of Charlottesville (TM8)  
by Items (TM1-TM7)**

<i>Label</i>	<i>Question</i>	<b>Beta</b>	<b>Significance</b>
TM7	I trust upper management	.404	.000
TM6	I am confident in upper management	.252	.000
TM5	Upper management has realistic expectations of employees	.127	.000
TM4	Upper management is concerned about employees and their problems	.123	.000
TM1	I feel free to discuss problems and concerns with upper management	.048	.096
TM3	Upper management's actions are consistent with their messages	.053	.109
TM2	Decisions could be made at a lower level than Upper Management (reversed)	.001	.929

Adjusted R Square: .891

**Table C20b****Overall Satisfaction with Immediate Supervisor for City of Charlottesville (TS8)  
by Items (TS1-TS7)**

<i>Label</i>	<i>Question</i>	<b>Beta</b>	<b>Significance</b>
TS7	I trust my immediate supervisor	.241	.000
TS6	I am confident in my immediate supervisor	.370	.000
TS1	I feel free to discuss problems and concerns with my immediate supervisor	.221	.000
TS5	My immediate supervisor has realistic expectations of employees	.076	.021
TS3	My immediate supervisor's actions are consistent with his/her messages	-.064	.064
TS2	Decisions could be made at a lower level than my immediate supervisor (reversed)	-.020	.218
TS4	My immediate supervisor is concerned about employees and their problems	.036	.357

Adjusted R Square: .886

# Appendix D

## *Comparison Across Years<sup>1</sup>*

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<sup>1</sup>Complex sampling was utilized to reflect differences in means across the most recent three years of the survey administration. Unlike in Appendix B, Bonferroni adjustment was not used due to consistency with previous iterations of the survey. Additionally, stratification was employed to reflect the population differences amongst the years when calculating significance.

**Table D1. Employee Commitment to the City of Charlottesville**

	Year			
	2014 <sup>(1)</sup>	2017 <sup>(2)</sup>	2022 <sup>(3)</sup>	Total
A1 - I am committed to help city succeed	4.60	4.55	4.61	4.59
Sample N	391	425	529	1,345
A2 - Willing to put in great deal of effort to help city	4.46	4.42	4.49	4.46
Sample N	390	424	527	1,341
A3 - My values and department values are similar	3.92	3.84	3.86	3.87
Sample N	391	424	524	1,339
A4 - Intend to work for city a year from now	4.39	4.39	4.30	4.36
Sample N	391	414	514	1,319
A5 - Strong commitment to city as my employer	4.40 <sup>(2)(3)</sup>	4.26	4.18	4.27
Sample N	389	419	528	1,336
A6 - Commitment to the City of Charlottesville	4.38 <sup>(2)(3)</sup>	4.26	4.20	4.27
Sample N	386	414	528	1,328

Table D2. Quality of your Department's Workforce

	Year			
	2014 <sup>(1)</sup>	2017 <sup>(2)</sup>	2022 <sup>(3)</sup>	Total
B1 - Employees know their jobs	4.09 <sup>(2)(3)</sup>	3.95	3.84	3.95
Sample N	388	423	523	1,334
B2 - Employees have the technical skills to do their jobs well	4.01 <sup>(2)(3)</sup>	3.82	3.82	3.88
Sample N	388	422	524	1,334
B3 - Employees turn problems into opportunities	3.59 <sup>(3)</sup>	3.54	3.41	3.51
Sample N	389	417	519	1,325
B4 - Employees work hard for overall good of the city	4.03	3.96	3.92	3.97
Sample N	390	421	523	1,334
B5 - Can count on other employees to do what they say	3.82	3.78	3.80	3.80
Sample N	385	416	522	1,323
B6 - Satisfaction with quality department's workforce	3.91 <sup>(3)</sup>	3.78	3.72	3.80
Sample N	388	419	523	1,330

Table D3. Responsiveness to Customer Needs

	Year			
	2014 <sup>(1)</sup>	2017 <sup>(2)</sup>	2022 <sup>(3)</sup>	Total
C1 - Timeliness of services	4.32	4.22	4.21	4.25
Sample N	388	421	518	1,327
C2 - Seeks to know customer needs	4.21	4.12	4.14	4.16
Sample N	387	420	517	1,324
C3 - Responds to customer needs	4.32 <sup>(3)</sup>	4.22	4.20	4.24
Sample N	387	421	516	1,324
C4 - Customer service rep easy to contact	4.22	4.11	4.19	4.17
Sample N	386	419	512	1,317
C5 - Easy access to information	4.10 <sup>(2)</sup>	3.97	4.02	4.03
Sample N	384	419	511	1,314
C6 - Customers' satisfaction with responsiveness to needs	4.08 <sup>(2)(3)</sup>	3.95	3.96	3.99
Sample N	384	420	510	1,314

Table D4. Fair Treatment of Customers

	Year			
	2014 <sup>(1)</sup>	2017 <sup>(2)</sup>	2022 <sup>(3)</sup>	Total
D1 – Value customers get for their dollars	4.31	4.32	4.24	4.29
Sample N	383	407	497	1,287
D2 – Deals honestly with customers	4.42	4.34 <sup>(3)</sup>	4.47	4.41
Sample N	383	414	512	1,309
D3 – Treating customers courteously	4.46	4.41	4.47	4.45
Sample N	383	417	515	1,315
D4 – Treating customers with respect	4.49	4.41 <sup>(3)</sup>	4.51	4.47
Sample N	383	415	514	1,312
D5 – Customers’ satisfaction with treatment	4.22	4.13	4.20	4.18
Sample N	383	411	506	1,300

Table D5. Creativity, Initiative, & New Ideas

	Year			
	2014 <sup>(1)</sup>	2017 <sup>(2)</sup>	2022 <sup>(3)</sup>	Total
E1 - Creativity essential part of performing well	4.07 <sup>(2)</sup>	3.92	3.99	3.99
Sample N	384	415	515	1,314
E2 - Constantly looking for new ways to improve	4.23	4.19	4.22	4.22
Sample N	384	414	515	1,313
E3 - If I see any problem I make sure it gets fixed	3.96	3.90 <sup>(3)</sup>	4.07	3.98
Sample N	385	413	512	1,310
E4 - Love being a champion of new ideas	4.03	3.93 <sup>(3)</sup>	4.06	4.01
Sample N	383	414	510	1,307
E5 - Like to participate in making higher level decisions	4.15	4.07	4.04	4.08
Sample N	381	411	512	1,304
E6 - Satisfaction with creativity	4.08	3.98	4.02	4.03
Sample N	382	412	515	1,309



**Table D6. Dignity/Worth Felt in Employment**

	Year			
	2014 <sup>(1)</sup>	2017 <sup>(2)</sup>	2022 <sup>(3)</sup>	Total
F1 - Proud to tell that I work for City of Cville	4.18 <sup>(3)</sup>	4.02 <sup>(3)</sup>	3.59	3.93
Sample N	381	414	515	1,310
F2 - Feel appreciated, respected, and valued	3.47	3.30	3.30	3.35
Sample N	380	414	512	1,306
F3 - Job gives feeling of personal accomplishment	3.99	3.91	3.81	3.90
Sample N	382	414	512	1,308
F4 - Job makes good use of my skills and abilities	3.94	3.85	3.85	3.88
Sample N	381	415	512	1,308
F5 - See connection with citizen benefit	4.24	4.16	4.15	4.18
Sample N	380	413	513	1,306
F6 - Satisfaction with level of dignity and worth	3.74	3.65	3.55	3.65
Sample N	380	415	513	1,308

**Table D7. Employee Empowerment to Perform Job Well**

	Year			
	2014 <sup>(1)</sup>	2017 <sup>(2)</sup>	2022 <sup>(3)</sup>	Total
G1 - Work environment encourages initiative	3.78	3.74	3.76	3.76
Sample N	378	408	508	1,294
G2 - Opportunities to learn new skills	3.64	3.56	3.58	3.59
Sample N	377	409	509	1,295
G3 - Can make decisions to do job well	3.80	3.82	3.89	3.84
Sample N	379	410	509	1,298
G4 - Have authority and responsibility	3.77	3.76	3.87	3.81
Sample N	377	410	509	1,296
G5 - Involved in decision making	3.54	3.57	3.56	3.56
Sample N	377	408	508	1,293
G6 - Satisfaction with empowerment	3.69	3.65	3.66	3.67
Sample N	375	404	511	1,290

**Table D8. Communication within the City of Charlottesville**

	Year			
	2014 <sup>(1)</sup>	2017 <sup>(2)</sup>	2022 <sup>(3)</sup>	Total
H1 - Hear important communications from management	3.22	3.06	3.11	3.13
Sample N	380	407	510	1,297
H2 - Changes affecting my job are discussed	3.07	3.00	2.96	3.00
Sample N	379	407	507	1,293
H3 - Let managers know feelings about things	3.41	3.41	3.38	3.40
Sample N	378	402	504	1,284
H4 - Understand what is expected of me	4.02	3.99	3.97	3.99
Sample N	378	405	511	1,294
H5 - Receive information needed	3.67	3.64	3.62	3.64
Sample N	371	406	509	1,286
H6 - Satisfaction with communication	3.33	3.26	3.19	3.25
Sample N	377	407	509	1,293

**Table D9. Integrity of Employees in Delivering Services**

	Year			
	2014 <sup>(1)</sup>	2017 <sup>(2)</sup>	2022 <sup>(3)</sup>	Total
I1 - Employees behave ethically	4.15 <sup>(2)</sup>	4.02	4.12	4.10
Sample N	376	405	505	1,286
I2 - Decisive action taken if wrongdoing discovered	3.65	3.52	3.50	3.55
Sample N	377	404	500	1,281
I3 - Know how to report unethical behavior	4.12 <sup>(3)</sup>	4.02	3.99	4.04
Sample N	377	403	508	1,288
I4 - Report unethical behavior without fear of reprisal	3.70	3.73	3.62	3.68
Sample N	378	399	496	1,273
I5 - Familiar with ethics code and standards of conduct	4.16	4.08	4.12	4.12
Sample N	375	399	507	1,281
I6 - Satisfaction with integrity of employees	4.06 <sup>(3)</sup>	3.94	3.89	3.96
Sample N	378	405	507	1,290

**Table D10. Employee Relations in the Department and City**

	Year			
	2014 <sup>(1)</sup>	2017 <sup>(2)</sup>	2022 <sup>(3)</sup>	Total
J1 - Promotions based on employee's qualifications	3.12 <sup>(2)</sup>	2.93 <sup>(3)</sup>	3.16	3.08
Sample N	378	388	481	1,247
J2 - Complaints are handled fairly	3.31	3.26	3.35	3.31
Sample N	378	390	484	1,252
J3 - Know where to get info on question or complaint	3.95 <sup>(3)</sup>	3.85	3.79	3.86
Sample N	376	393	507	1,276
J4c - Satisfaction with handling of employee relations issue - City	3.50 <sup>(2)(3)</sup>	3.24	3.30	3.34
Sample N	375	380	479	1,234
J4d - Satisfaction with handling of employee relations issue - Dept	3.41	3.28	3.38	3.36
Sample N	371	380	492	1,243

**Table D11. Diversity and Equal Employment Opportunities by City and Department**

	Year			Total
	2014 <sup>(1)</sup>	2017 <sup>(2)</sup>	2022 <sup>(3)</sup>	
K1c - Recruiting applicants of diverse backgrounds-City	3.68	3.75	3.71	3.71
Sample N	374	378	459	1,211
K1d - Recruiting applicants of diverse backgrounds-Dept	3.76	3.74	3.82	3.78
Sample N	369	374	473	1,216
K2c - Hiring employees of diverse backgrounds-City	3.68	3.77	3.70	3.71
Sample N	374	378	464	1,216
K2d - Hiring employees of diverse backgrounds-Dept	3.74	3.75	3.83	3.78
Sample N	370	373	474	1,217
K3c - Retaining employees of diverse backgrounds-City	3.59 <sup>(3)</sup>	3.61 <sup>(3)</sup>	3.44	3.54
Sample N	371	379	456	1,206
K3d - Retaining employees of diverse backgrounds-Dept	3.72	3.64	3.59	3.65
Sample N	365	373	469	1,207
K4c - Treating employees with fairness and respect-City	3.87 <sup>(3)</sup>	3.80	3.72	3.79
Sample N	375	385	486	1,246
K4d - Treating employees with fairness and respect-Dept	3.89	3.82	3.83	3.84
Sample N	371	382	488	1,241
K5c - Providing an environment free of discrimination-City	4.01 <sup>(3)</sup>	3.91	3.87	3.92
Sample N	373	385	484	1,242
K5d - Providing an environment free of discrimination-Dept	3.96	3.87	3.93	3.92
Sample N	371	383	488	1,242
K6c - Know where to turn for help with discrimination-City	4.12	4.07	4.02	4.06
Sample N	375	389	495	1,259
K6d - Know where to turn for help with discrimination-Dept	4.08	4.03	4.07	4.06
Sample N	370	387	491	1,248
K7c - Feel comfortable asking for help with discrimination-City	3.88	3.89	3.86	3.87
Sample N	377	387	492	1,256
K7d - Feel comfortable asking for help with discrimination-Dept	3.92	3.88	3.95	3.92
Sample N	370	384	487	1,241
K8c - Satisfaction with diversity-City	3.76	3.74	3.70	3.73
Sample N	372	389	480	1,241
K8d - Satisfaction with diversity-Dept	3.79	3.73	3.77	3.77
Sample N	367	381	489	1,237

**Table D12. Workplace Environment**

	Year			
	2014 <sup>(1)</sup>	2017 <sup>(2)</sup>	2022 <sup>(3)</sup>	Total
L1 - Job produces large amount of personal stress*	3.78	3.68	3.76	3.74
Sample N	373	391	505	1,269
L2 - Less stress in job now than 1 yr ago	2.65	2.64	2.66	2.65
Sample N	373	384	503	1,260
L3 - Have sufficient time to do quality job	3.42	3.38 <sup>(3)</sup>	3.55	3.46
Sample N	372	391	505	1,268
L4 - Have flexibility to balance work and personal life	3.77	3.70	3.64	3.70
Sample N	373	391	505	1,269
L5 - Positive work environment	3.62	3.58	3.51	3.56
Sample N	372	389	501	1,262
L6 - Satisfaction with work environment	3.63	3.51	3.52	3.55
Sample N	373	388	503	1,264

\*Negatively worded item – (high numbers equate to less favorable outcomes)

**Table D13. Personal Safety of City Employees**

	Year			
	2014 <sup>(1)</sup>	2017 <sup>(2)</sup>	2022 <sup>(3)</sup>	Total
N1 - Receive training to do job safely	4.04	4.03	4.04	4.04
Sample N	371	388	498	1,257
N2 - Perceive work environment to be safe	3.94	3.95	4.01	3.97
Sample N	372	387	498	1,257
N3 - Concerned about possible violence in workplace*	2.58 <sup>(3)</sup>	2.56 <sup>(3)</sup>	2.31	2.47
Sample N	371	383	491	1,245
N4 - Satisfaction with personal safety at workplace	3.91	3.94	3.99	3.95
Sample N	371	386	498	1,255

\*Negatively worded item – (high numbers equate to less favorable outcomes)



**Table D14. City's Training and Development Efforts**

	Year			
	2014 <sup>(1)</sup>	2017 <sup>(2)</sup>	2022 <sup>(3)</sup>	Total
O1 - Training helped to improve on-job skill	3.90 <sup>(2)</sup>	3.75	3.80	3.82
Sample N	368	379	487	1,234
O2 - Provided amount of training needed	3.75 <sup>(2)(3)</sup>	3.58	3.59	3.64
Sample N	367	380	493	1,240
O4 - Opportunity to receive training is fair	3.56 <sup>(2)</sup>	3.37 <sup>(3)</sup>	3.57	3.51
Sample N	365	373	478	1,216
O5 - Used skills I learned in training	4.03 <sup>(2)</sup>	3.87	3.99	3.97
Sample N	367	380	489	1,236
O6 - Regularly receive training opportunities	3.76 <sup>(2)</sup>	3.53	3.64	3.64
Sample N	368	381	494	1,243
O7 - Quality of training allows me to do my job well	3.86 <sup>(2)(3)</sup>	3.66	3.69	3.73
Sample N	366	380	489	1,235
O8 - Satisfaction with training you receive	3.06 <sup>(2)(3)</sup>	2.88	2.91	2.94
Sample N	362	370	467	1,199

D15. Pay & Benefits

	Year			
	2014 <sup>(1)</sup>	2017 <sup>(2)</sup>	2022 <sup>(3)</sup>	Total
P1 - Can get answers about pay	3.57 <sup>(2)</sup>	3.33 <sup>(3)</sup>	3.51	3.48
Sample N	364	373	487	1,224
P2 - Pay better or same than other organizations	2.48 <sup>(2)(3)</sup>	2.30	2.30	2.36
Sample N	365	368	474	1,207
P3 - Fairly compensated	2.75 <sup>(3)</sup>	2.62	2.54	2.63
Sample N	365	376	494	1,235
P4 - Changes in pay are made fairly	2.84 <sup>(3)</sup>	2.68	2.66	2.72
Sample N	365	353	465	1,183
P5 - Can get answers about benefits	3.99	3.88 <sup>(3)</sup>	4.04	3.97
Sample N	367	367	487	1,221
P6 - Interested in program combining all leave	3.38	3.27	3.37	3.34
Sample N	367	370	482	1,219
P7 - Satisfied with retirement benefits	3.87 <sup>(2)(3)</sup>	3.69	3.71	3.76
Sample N	366	369	483	1,218
P9 - Satisfaction with your pay	2.42 <sup>(3)</sup>	2.34	2.30	2.35
Sample N	365	371	481	1,217
P10 - Satisfaction with your benefits	3.14 <sup>(2)</sup>	3.01 <sup>(3)</sup>	3.11	3.09
Sample N	363	372	473	1,208

**Table D16. Performance Appraisals**

	Year			
	2014 <sup>(1)</sup>	2017 <sup>(2)</sup>	2022 <sup>(3)</sup>	Total
Q1 - Get feedback about performance	3.31	3.26	3.38	3.33
Sample N	367	371	477	1,215
Q2 - Performance improved because of appraisal	2.82	2.70	2.80	2.78
Sample N	364	343	449	1,156
Q3 - Performance appraisal helps develop skills	2.72	2.60	2.67	2.67
Sample N	360	344	451	1,155
Q4 - Performance appraisal effective	2.69	2.59	2.65	2.65
Sample N	360	338	449	1,147
Q5 - Managers tell me when I do good job	3.43 <sup>(3)</sup>	3.39 <sup>(3)</sup>	3.61	3.49
Sample N	362	370	480	1,212
Q6 - Satisfaction with performance appraisal	3.06	2.94	3.07	3.03
Sample N	362	363	470	1,195

Table D17. Issues Concerning Immediate Supervisor

	Year			
	2014 <sup>(1)</sup>	2017 <sup>(2)</sup>	2022 <sup>(3)</sup>	Total
R1 - Supervisor allows authority and responsibility	3.99 <sup>(3)</sup>	4.01 <sup>(3)</sup>	4.15	4.06
Sample N	361	377	488	1,226
R2 - Supervisor communicates information	3.78 <sup>(3)</sup>	3.81 <sup>(3)</sup>	3.99	3.87
Sample N	361	375	488	1,224
R3 - Supervisor asks for ideas and suggestions	3.81	3.77	3.88	3.82
Sample N	360	375	490	1,225
R4 - Supervisor acts on employee suggestions	3.65	3.68	3.78	3.71
Sample N	360	373	483	1,216
R5 - Supervisor promotes career development	3.53	3.50 <sup>(3)</sup>	3.69	3.58
Sample N	360	375	483	1,218
R6 - Supervisor gives opportunity to change things	3.66	3.64	3.76	3.69
Sample N	360	374	484	1,218
R7 - Supervisor generally available for assistance	4.00 <sup>(3)</sup>	3.94 <sup>(3)</sup>	4.18	4.05
Sample N	360	376	488	1,224
R8 - Supervisor communicates how pay is determined	3.10	3.00	3.08	3.06
Sample N	353	362	465	1,180
R9 - Satisfaction with immediate supervisor	3.88 <sup>(3)</sup>	3.78 <sup>(3)</sup>	4.02	3.91
Sample N	361	376	485	1,222

**Table D18. Issues Concerning Division Level Managers**

	Year			
	2014 <sup>(1)</sup>	2017 <sup>(2)</sup>	2022 <sup>(3)</sup>	Total
S1 - Managers give authority to fulfill my responsibilities	3.68	3.72	3.69	3.70
Sample N	347	355	442	1,144
S2 - Managers cooperate well with each other	3.36	3.36	3.35	3.36
Sample N	350	352	437	1,139
S3 - Managers held accountable for end result	3.24	3.25	3.12	3.20
Sample N	349	347	429	1,125
S4 - City develops people from within for higher level jobs	3.15 <sup>(3)</sup>	3.14 <sup>(3)</sup>	2.96	3.08
Sample N	349	343	431	1,123
S5 - Responsibilities often delegated that shouldn't be*	2.96 <sup>(3)</sup>	3.08	3.12	3.06
Sample N	347	333	424	1,104
S6 - People promoted to management based on abilities	2.95	2.90	2.88	2.91
Sample N	348	345	424	1,117
S7 - Managers set good example	3.62	3.57	3.59	3.59
Sample N	347	354	437	1,138
S8 - Managers fairly use the personnel policies	3.42	3.37	3.35	3.38
Sample N	346	339	423	1,108
S9 - Satisfaction with city's managers	3.40	3.37	3.31	3.36
Sample N	342	356	438	1,136

\*Negatively worded item – (high numbers equate to less favorable outcomes)

**Table D19. Working Relationship with Upper Management and Supervisor**

	Year			
	2014 <sup>(1)</sup>	2017 <sup>(2)</sup>	2022 <sup>(3)</sup>	Total
T1m - Free to discuss problems with upper management	3.43	3.33	3.27	3.34
Sample N	357	370	467	1,194
T1s - Free to discuss problems with my immediate supervisor	4.09	4.01	4.12	4.08
Sample N	358	369	473	1,200
T2m - Decisions could be made at a lower level: upper management*	3.30	3.33	3.26	3.29
Sample N	356	345	435	1,136
T2s - Decisions could be made at a lower level: my immediate supervisor*	3.08	3.11	3.07	3.09
Sample N	356	356	449	1,161
T3m - Actions are consistent with messages: upper management	3.17	3.14	3.08	3.13
Sample N	356	356	458	1,170
T3s - Actions are consistent with messages: my immediate supervisor	3.68	3.64 <sup>(3)</sup>	3.82	3.72
Sample N	356	363	470	1,189
T4m - Concerned about employees and their problems: upper management	3.27	3.24	3.14	3.21
Sample N	357	360	461	1,178
T4s - Concerned about employees and their problems: my immediate supervisor	3.86	3.73 <sup>(3)</sup>	3.94	3.85
Sample N	355	366	472	1,193
T5m - Realistic expectations of employees by upper management	3.42 <sup>(3)</sup>	3.37	3.25	3.34
Sample N	357	361	455	1,173
T5s - Realistic expectations of employees by my immediate supervisor	3.90	3.82 <sup>(3)</sup>	3.97	3.90
Sample N	358	363	469	1,190
T6m - Confident in upper management	3.25	3.21	3.11	3.18
Sample N	355	363	468	1,186
T6s - Confident in my immediate supervisor	3.85	3.81 <sup>(3)</sup>	3.98	3.89
Sample N	355	368	470	1,193
T7m - I trust upper management	3.14	3.15	3.04	3.10
Sample N	353	361	467	1,181
T7s - I trust my immediate supervisor	3.87	3.80 <sup>(3)</sup>	3.97	3.89
Sample N	353	367	470	1,190
T8m - Satisfaction with working relationship with upper management	3.28	3.22	3.20	3.23
Sample N	352	362	468	1,182
T8s - Satisfaction with working relationship with your immediate supervisor	3.91	3.82 <sup>(3)</sup>	4.01	3.92
Sample N	354	363	471	1,188

\*Negatively worded item – (high numbers equate to less favorable outcomes)

Table D20. Overall City Ratings

	Year			
	2014 <sup>(1)</sup>	2017 <sup>(2)</sup>	2022 <sup>(3)</sup>	Total
U1 - Overall satisfaction with City of Charlottesville	5.41 <sup>(2)(3)</sup>	5.13 <sup>(3)</sup>	4.82	5.09
Sample N	355	368	487	1,210
U2 - Rating as a place to work compared to two years ago	3.07	2.92	2.92	2.97
Sample N	331	309	396	1,036
U3 - Recommend City of Charlottesville as place to work	4.01 <sup>(2)(3)</sup>	3.79 <sup>(3)</sup>	3.46	3.73
Sample N	358	367	478	1,203

Table D21. City's Mission, Vision, Values

	Year			
	2014 <sup>(1)</sup>	2017 <sup>(2)</sup>	2022 <sup>(3)</sup>	Total
W1 - Familiarity the City's organizational vision	2.75 <sup>(2)</sup>	2.53	2.65	2.64
Sample N	390	428	482	1,300
W2 - Familiarity the City's organizational mission	2.71 <sup>(2)</sup>	2.53	2.62	2.62
Sample N	393	428	477	1,298
W3 - Familiarity the City's organizational values	2.74 <sup>(2)</sup>	2.56 <sup>(3)</sup>	2.73	2.68
Sample N	395	428	481	1,304



# Appendix E

## *Demographics*

<b>Table E1</b>			
<b>Gender</b>	<b>Year</b>	<b>Percent</b>	<b>Number Responding</b>
<b>X1. Gender</b>			
Man	2022	53.7	235
(Male)	2017	59.8	199
	2014	51.3	175
	2012	56.4	212
	2010	60.4	255
Woman	2022	45.7	200
(Female)	2017	40.2	134
	2014	48.7	166
	2012	43.6	164
	2010	39.6	167
Nonbinary	2022	0.5	2
I prefer to provide my own description	2022	0.2	1

<b>Table E2</b>			
<b>Length of Employment</b>	<b>Year</b>	<b>Percent</b>	<b>Number Responding</b>
<b>X2. How long have you worked for the City?</b>			
Over 15 years	2022	29.5	135
	2017	28.9	99
	2014	26.9	94
	2012	28.2	106
	2010	28.4	122
Over 7 to 15 years	2022	19.4	89
	2017	25.9	89
	2014	36.4	127
	2012	28.5	107
	2010	26.1	112
Over 5 to 7 years	2022	10.5	48
	2017	7.6	26
	2014	8.0	28
	2012	13.6	51
	2010	11.0	47
Over 2 to 5 years	2022	19.9	91
	2017	15.7	54
	2014	17.2	60
	2012	16.2	61
(Over 3 to 5 years)	2010	17.0	73
At least 1 but less than 2 years	2022	8.7	40
	2017	12.5	43
	2014	6.3	22
(At least 1 year up to 2 years)	2012	6.6	25
(At least 1 but less than 3 years)	2010	13.8	59

Less than one year	2022	12.0	55
	2017	9.3	32
	2014	5.2	18
	2012	6.9	26
	2010	3.7	16

**Table E3**

<b>Charlottesville Police, Fire, or Sheriff's Department</b>	<b>Year</b>	<b>Percent</b>	<b>Number Responding</b>
<b>X3. Are you a CPD Police Officer, CFD Firefighter or Sheriff's Deputy?</b>			
Yes	2022	16.2	73
	2017	15.2	52
	2014	19.0	65
	2012	19.6	73
	2010	21.3	90
No	2022	83.8	379
	2017	84.8	290
	2014	81.0	278
	2012	80.4	299
	2010	78.7	333

**Table E4**

<b>Exempt or Non-exempt Employee</b>	<b>Year</b>	<b>Percent</b>	<b>Number Responding</b>
<b>X4. Are you entitled to receive overtime pay or comp time?</b>			
Yes, I am entitled to receive overtime pay or comp time	2022	61.9	266
	2017	61.3	196
	2014	56.4	186
	2012	65.7	234
	2010	71.6	292
No, I am not entitled to receive overtime pay or comp time	2022	38.1	164
	2017	38.8	124
	2014	43.6	144
	2012	34.3	122
	2010	28.4	116

<b>Table E5</b>			
<b>Supervisor</b>	<b>Year</b>	<b>Percent</b>	<b>Number Responding</b>
<b>X5. Are you a supervisor? (Is it part of your job responsibility to conduct official performance evaluations?)</b>			
Yes	2022	29.8	131
	2017	26.1	88
	2014	32.6	110
	2012	23.8	87
	2010	17.9	68
No	2022	70.2	309
	2017	73.9	249
	2014	67.4	227
	2012	76.2	279
	2010	82.1	312

<b>Table E6</b>			
<b>Manager</b>	<b>Year</b>	<b>Percent</b>	<b>Number Responding</b>
<b>X6. Are you a manager? (Do you manage staff or a work function?)</b>			
Yes	2022	21.7	94
	2017	24.8	83
	2014	29.1	99
	2012	19.5	72
	2010	22.0	92
No	2022	78.3	339
	2017	75.2	252
	2014	70.9	241
	2012	80.5	298
	2010	78.0	326

<b>Table E7</b>			
<b>Hourly Pay</b>	<b>Year</b>	<b>Percent</b>	<b>Number Responding</b>
<b>X7. Which of these best describes your hourly pay?</b>			
\$30 or more per hour	2022	30.5	136
	2017	19.0	62
	2014	18.2	62
	2012	14.2	52
	2010	12.7	53
\$20 to \$29.99 per hour	2022	49.1	219
	2017	43.6	142
	2014	43.5	148
	2012	39.0	143
	2010	37.4	156
\$15 to \$19.99 per hour	2022	20.4	91
	2017	25.5	83
	2014	24.7	84
	2012	24.3	89
	2010	30.2	126
\$14.99 or less per hour	2022	0.0	0
\$13.26 to \$14.99 per hour	2017	9.5	32
	2014	10.0	34
\$13.26 or less per hour	2017	2.5	8
	2014	3.5	12
\$10 to \$14.99 per hour	2012	21.8	80
	2010	19.4	81
\$9.99 or less per hour	2012	0.8	3
	2010	0.2	1

<b>Table E8</b>			
<b>Full-time or Part-time</b>	<b>Year</b>	<b>Percent</b>	<b>Number Responding</b>
<b>X8. Do you work full-time or part-time?</b>			
Full-time	2022	94.6	458
(Regular Full-time)	2017	95.4	329
	2014	93.6	324
	2012	90.3	336
	2010	96.2	410
Part-time	2022	3.7	18
(Regular Part-time or Job Share)	2017	4.6	16
	2014	6.4	22
	2012	9.7	36
	2010	3.8	16
Temporary	2022	1.4	7
Seasonal	2022	0.2	1

<b>Table E9</b>			
<b>Racial Background</b>	<b>Year</b>	<b>Percent</b>	<b>Number Responding</b>
<b>X9. Please select the racial category that best describes you.</b>			
Indigenous/American Indian	2022	1.0	4
(Native American/American Indian)	2017	1.3	4
	2014	0.6	2
	2012	0.6	2
	2010	1.5	6
Asian/Asian Indian	2022	1.8	7
(Asian/Pacific Islander)	2017	1.0	3
	2014	1.5	5
	2012	1.8	6
	2010	0.7	3
Black/African-American	2022	15.5	62
(Black)	2017	14.0	43
	2014	15.0	50
	2012	13.9	47
	2010	19.2	78
Hispanic/Latino	2022	3.5	14
Do you consider yourself to be of Hispanic origin? Yes	2017	2.9	10
	2014	2.4	8
	2012	2.2	8
	2010	1.0	4
Do you consider yourself to be of Hispanic origin? No	2017	97.1	329
	2014	97.6	332
	2012	97.8	354
	2010	99.0	401
White, non-Hispanic	2022	74.2	296
(White)	2017	81.4	250
	2014	76.6	256
	2012	81.1	275
	2010	75.4	306
Other race/ethnicity or multi-racial	2022	4.0	16
(Other)	2017	2.3	7
	2014	6.3	21
	2012	2.7	9
	2010	3.2	13

<b>Table E10</b>			
<b>Educational Level</b>	<b>Year</b>	<b>Percent</b>	<b>Number Responding</b>
<b>X10. Indicate your educational level</b>			
Graduate or professional degree	2022	20.2	91
	2017	19.8	67
	2014	21.8	74
	2012	19.9	72
	2010	16.9	71
Earned a 4-year college degree	2022	32.4	146
	2017	31.3	106
	2014	29.2	99
	2012	26.5	96
	2010	24.3	102
Completed 2-year degree or technical school	2022	9.8	44
	2017	13.6	46
	2014	13.3	45
	2012	16.6	60
	2010	12.6	53
Some college, but no degree	2022	23.6	106
	2017	18.3	62
	2014	24.8	84
	2012	22.9	83
	2010	26.3	110
High school or GED	2022	13.6	61
	2017	16.5	56
	2014	10.3	35
	2012	13.0	47
	2010	17.9	75
Less than high school	2022	0.4	2
	2017	0.6	2
	2014	0.6	2
	2012	1.1	4
	2010	1.9	8

<b>Table E11</b>			
<b>Email or Internet at Work</b>	<b>Year</b>	<b>Percent</b>	<b>Number Responding</b>
<b>X11. Do you use e-mail or the internet at work?</b>			
Yes	2022	96.5	443
	2017	88.2	306
	2014	91.5	314
	2012	83.5	309
	2010	81.8	342
No	2022	3.5	16
	2017	11.8	41
	2014	8.5	29
	2012	16.5	61
	2010	18.2	76

<b>Table E12</b>			
<b>Retirement Benefit Package</b>	<b>Year</b>	<b>Percent</b>	<b>Number Responding</b>
<b>X12. In what retirement benefit package are you participating?</b>			
Defined benefit	2022	61.2	188
	2017	66.5	165
	2014	70.2	174
	2012	68.4	169
	2010	63.3	178
Defined contribution	2022	38.8	119
	2017	33.5	83
	2014	29.8	74
	2012	31.6	78
	2010	36.7	103



<b>Table E13</b>			
<b>Division</b>	<b>Year</b>	<b>Percent</b>	<b>Number Responding</b>
<b>Y1. Please select the department or division in which you work.</b>			
CONSTITUTIONAL AND ELECTED OFFICES			
Commissioner of Revenue	2022	2.7	12
	2017	3.0	10
	2014	1.6	5
	2012	2.1	7
	2010	2.7	10
Commonwealth Attorney	2022	0.4	2
	2014	0.7	2
	2012	1.2	4
	2010	1.6	6
	2006	1.0	4
Circuit Court Clerk	2022	1.1	5
	2017	1.8	6
	2014	1.6	5
	2012	0.6	2
	2010	0.8	3
Treasurer	2022	3.1	14
	2017	0.3	1
	2014	1.6	5
	2012	0.6	2
	2010	1.3	5
City Sheriff	2022	1.1	5
	2017	0.9	3
	2014	0.3	1
	2012	1.8	6
	2010	0.8	3
Voter Registrar	2022	1.1	5
	2017	1.2	4
	2014	0.3	1
	2012	0.6	2
	2010	0.5	2
CITY DEPARTMENTS			
Charlottesville Convention and Visitors Center	2017	1.5	5
	2014	1.0	3
	2012	2.1	7
	2010	0.5	2

<b>Table E13 continued</b>			
<b>Division</b>	<b>Year</b>	<b>Percent</b>	<b>Number Responding</b>
<b>Y1. Please select the department or division in which you work.</b>			
Clerk of Council	2022	0.2	1
	2017	0.3	1
	2012	0	0
	2010	0.3	1
City Attorney	2022	1.3	6
	2017	0.6	2
	2014	1.0	3
	2012	0.9	3
	2010	0.8	3
City Manager's Office (Admin, Budget and Management, Communications and Public Engagement, Community Solutions, Human Rights, Home to Hope, Police Civilian Oversight Board)	2022	3.1	14
(Admin, Budget, Human Rights, Communications)	2017	0.9	3
(Admin, Budget, Human Rights)	2014	1.6	5
	2012	0.6	2
	2010	0.5	2
Information Technology	2022	2.2	10
	2017	2.4	8
	2014	3.3	10
	2012	3.0	10
	2010	1.9	7
Human Resources	2022	1.6	7
	2017	0.9	3
	2014	1.6	5
	2012	0.9	3
	2010	0.8	3
Human Services/Community Attn.	2022	3.8	17
	2017	4.2	14
	2014	6.5	20
(Community Attention)	2012	3.9	13
	2010	2.7	10
	2006	4.0	16
Communications	2012	0.9	3
	2010	0.8	3
	2006	0.3	1

<b>Table E13 continued</b>			
<b>Division</b>	<b>Year</b>	<b>Percent</b>	<b>Number Responding</b>
<b>Y1. Please select the department or division in which you work.</b>			
Office of Economic Development	2022	1.1	5
	2017	0.3	1
	2012	0.3	1
	2010	0.3	1
<b>FINANCE</b>			
Administration and Accounting	2022	2.0	9
	2017	3.3	11
	2014	1.3	4
	2012	1.8	6
	2010	2.4	9
Procurement and Warehouse	2022	0.9	4
Risk Management	2022	0.2	1
(Procurement, Risk Managements, and Warehouse)	2017	1.2	4
	2014	2.0	6
	2012	0.9	3
(Purchasing)	2010	0.3	1
Real Estate Assessor	2022	1.6	7
	2014	1.0	3
	2012	0.6	2
	2010	0.8	3
	2006	0.8	3
Utility Billing	2022	1.1	5
	2017	1.2	4
	2014	0.7	2
	2012	1.2	4
	2010	0.8	3
<b>FIRE DEPARTMENT</b>			
Administration	2022	1.8	8
	2017	1.5	5
	2014	1.3	4
	2012	0.6	2
	2010	0.5	2
Suppression	2022	8.6	39
	2017	5.4	18
	2014	8.1	25
	2012	7.9	26
	2010	9.1	34

<b>Table E13 continued</b>			
<b>Division</b>	<b>Year</b>	<b>Percent</b>	<b>Number Responding</b>
<b>Y1. Please select the department or division in which you work.</b>			
<b>NEIGHBORHOOD DEVELOPMENT SERVICES</b>			
Administration	2022	0.4	2
	2017	0.3	1
	2012	0.3	1
	2010	0.5	2
Building and Code Enforcement	2022	1.1	5
	2017	1.2	4
	2014	0.7	2
(Building and life safety)	2012	1.2	4
	2010	0.8	3
Planning	2022	2.2	10
(Planning/Housing)	2017	2.7	9
	2014	1.6	5
(Planning)	2012	1.2	4
	2010	1.6	6
<b>PARKS AND RECREATION</b>			
Parks and Golf (Admin, Clubhouse, Landscaping & Maintenance)	2022	3.5	16
	2017	3.3	11
Golf	2014	3.3	10
	2012	0.3	1
	2010	0.3	1
Parks Maintenance	2012	4.2	14
	2010	4.0	15
	2006	5.3	21
Recreation Administration and Operations	2022	0.9	4
	2017	0.6	2
	2014	1.0	3
Recreation Administration	2012	0.9	3
	2010	0.8	3
Recreation Centers	2022	0.7	3
	2017	0.6	2
	2014	1.0	3

<b>Table E13 continued</b>			
<b>Division</b>	<b>Year</b>	<b>Percent</b>	<b>Number Responding</b>
<b>Y1. Please select the department or division in which you work.</b>			
Recreation Programs	2022	1.3	6
	2017	1.2	4
	2014	1.6	5
Aquatics	2012	1.2	4
	2010	0	0
	2006	0.5	2
Therapeutics	2012	0.3	1
	2010	1.1	4
	2006	0.8	3
Youth Programs & Recreation Centers	2012	1.2	4
	2010	0.3	1
	2006	0.5	2
<b>POLICE</b>			
Administrative	2022	4.4	20
Management Services	2017	0.6	2
	2014	1.6	5
	2012	1.5	5
	2010	1.1	4
Field/Patrol	2022	4.9	22
(Patrol)	2017	4.5	15
	2014	7.5	23
	2012	9.4	31
	2010	7.2	27
Investigations	2022	1.3	6
	2017	2.1	7
	2014	2.6	8
	2012	2.4	8
	2010	3.2	12
<b>PUBLIC WORKS</b>			
Administration, Environmental, and Facilities Development	2022	2.4	11
	2017	3.0	10
	2014	2.9	9
	2012	1.5	5
(Administration)	2010	1.9	7

<b>Table E13 continued</b>			
<b>Division</b>	<b>Year</b>	<b>Percent</b>	<b>Number Responding</b>
<b>Y1. Please select the department or division in which you work.</b>			
Facilities Maintenance	2022	2.7	12
	2017	4.8	16
	2014	4.6	14
	2012	6.1	20
	2010	1.1	4
Fleet	2022	0.7	3
	2017	0.9	3
	2014	1.3	4
	2012	1.8	6
	2010	1.1	4
Public Service	2022	1.1	5
	2017	10.1	34
	2014	2.3	7
	2012	3.3	11
	2010	9.1	34
Engineering (includes Traffic Engineering)	2022	1.8	8
	2017	0.9	3
	2014	0.7	2
	2012	1.2	4
	2010	1.3	5
<b>PUBLIC UTILITIES</b>			
Gas	2022	7.3	33
Water	2022	3.1	14
Waste Water	2022	1.3	6
Public Utilities	2014	7.5	23
	2012	8.2	27
	2010	13.6	51
	2006	8.3	33
<b>TRANSIT</b>			
Charlottesville Area Transit	2022	1.8	8
	2017	2.4	8
	2014	4.9	15
Pupil Transportation (School Bus)	2022	2.0	9
	2017	0.3	1
	2014	1.6	5
	2012	9.4	31
	2010	5.6	21

<b>Table E13 continued</b>			
<b>Division</b>	<b>Year</b>	<b>Percent</b>	<b>Number Responding</b>
<b>Y1. Please select the department or division in which you work.</b>			
SOCIAL SERVICES			
Administration	2022	1.3	6
	2017	0.6	2
	2014	2.3	7
	2012	1.5	5
	2010	1.1	4
Benefits/Eligibility	2022	8.0	36
	2017	6.0	20
	2014	7.5	23
	2012	3.3	11
	2010	8.0	30
Social Work Services	2022	6.7	30
	2017	5.1	17
	2014	8.1	25
	2012	6.7	22
	2010	6.1	23