

**2019**  
***QUALITY OF***  
***WORK LIFE***  
***MEMBER***  
***SURVEY***  
**RESULTS**

**VB**  
City of  
Virginia Beach



**CITY COUNCIL MEETING**  
**OCTOBER 22, 2019**

# Quality of Work Life Member Survey

- Administered every other year for two decades (most recently: February 2019)
- 56 statements in six areas: Values & Ethics, Leadership, Communication, Training & Development, Recognition, Work Environment
- Likert Scale – strongly agree, agree, neither agree nor disagree, disagree, strongly disagree
- Anonymity has been totally and completely protected from day one – period!

# Likert Scale Converted to Ordinal Data

- Allows for numerical averages to be calculated
- Strongly agree = 5
- Agree = 4
- Neither agree nor disagree = 3
- Disagree = 2
- Strongly disagree = 1

# Independent Review Team Used Same Survey

- WRT May 31 event: Provides “before and after” impression
- Both surveys are voluntary and self-selected (not random samples)
- The two survey demographics may be different (gender, race, tenure, department, percentage of workforce participating)
- City’s response to the event, media coverage of the event, employee exposure to social media, and the event itself may influence employee’s responses

# MEMBER SURVEY DATA – FEBRUARY 2019

Category	Average Score	Positive: Agree or Strongly Agree	Neutral: Neither Agree nor Disagree	Negative: Disagree or Strongly Disagree	Positive to Negative Ratio
Values & Ethics	4.0	77.9%	18.7%	3.5%	22-1
Communication	3.9	74.7%	21.9%	3.4%	22-1
Training & Development	3.9	73.2%	21.8%	5.0%	15-1
Work Environment	3.8	66.9%	26.2%	6.9%	10-1
Recognition	3.7	64.5%	27.2%	8.3%	8-1
Leadership	3.6	54.7%	33.0%	12.3%	4-1

## Completed Surveys

**3,441**

**392 > 2016**

Males 50%;  
Females 49%;  
No answer 1%

## Completion Rate

**46%**

## Comments

**2,881**

from **1,123**  
employees  
**5 depts.**  
represent **70%**  
of comments:  
**Police** 549  
**HS** 535   **Fire** 360  
**P&R** 322   **PW** 261

# RESEARCH

February 1 to  
March 1, 2019

**3.8**

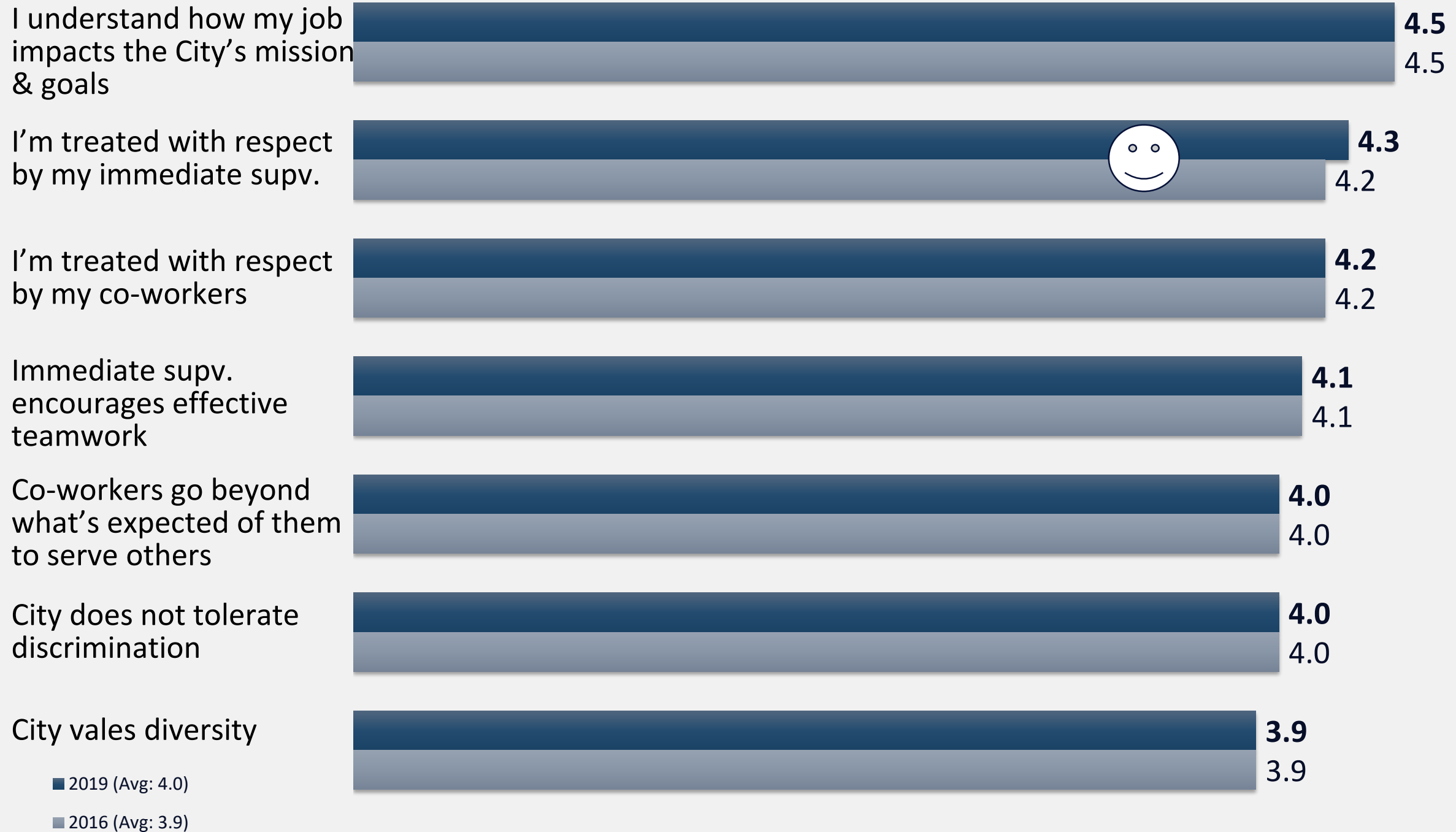
**CITYWIDE  
AVERAGE  
SCORE**

# DEMOGRAPHICS THAT EXPRESS HIGHER LEVELS OF SATISFACTION

- **Part-time employees**
- **Supervisors**
- **Employees who have been with the City for less than one year**
- **Those aged 55 and over**



# VALUES & ETHICS – 4.0



# VALUES & ETHICS (cont.)

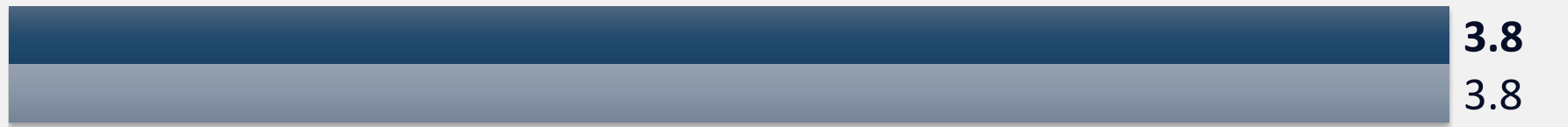
I'm treated with respect by the managers in my dept.



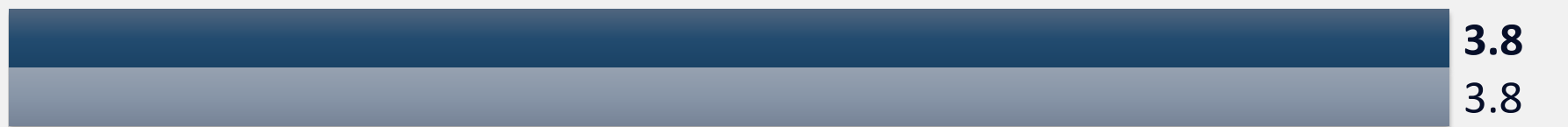
My dept.'s mgrs./supvs. apply policies & rules fairly to me ^



The City effectively promotes inclusion & diversity



Dept. looks for ways to improve our services



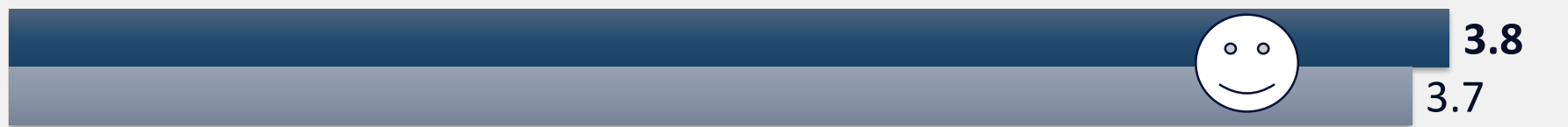
Dept. Director encourages effective teamwork



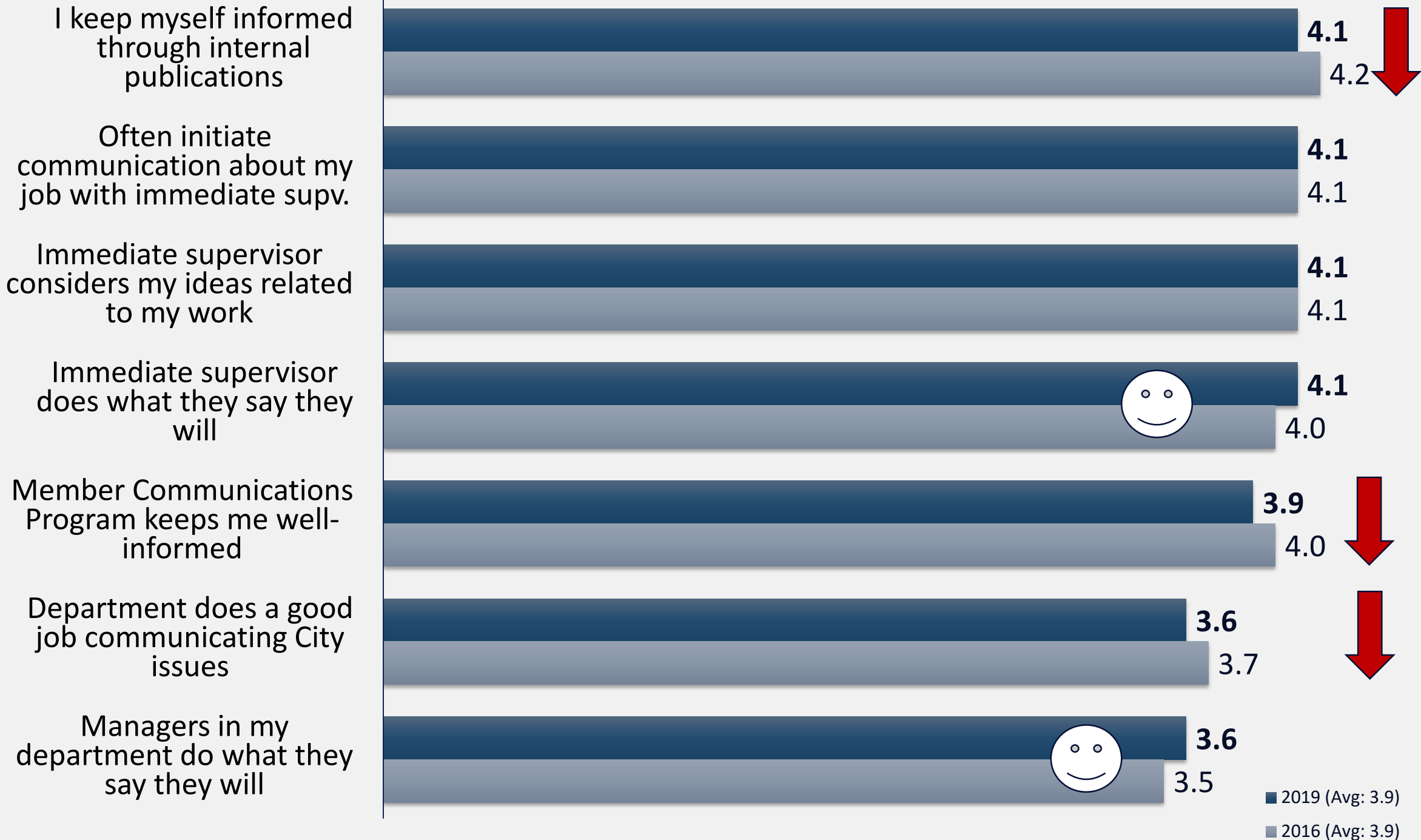
Managers in my dept. encourage effective teamwork



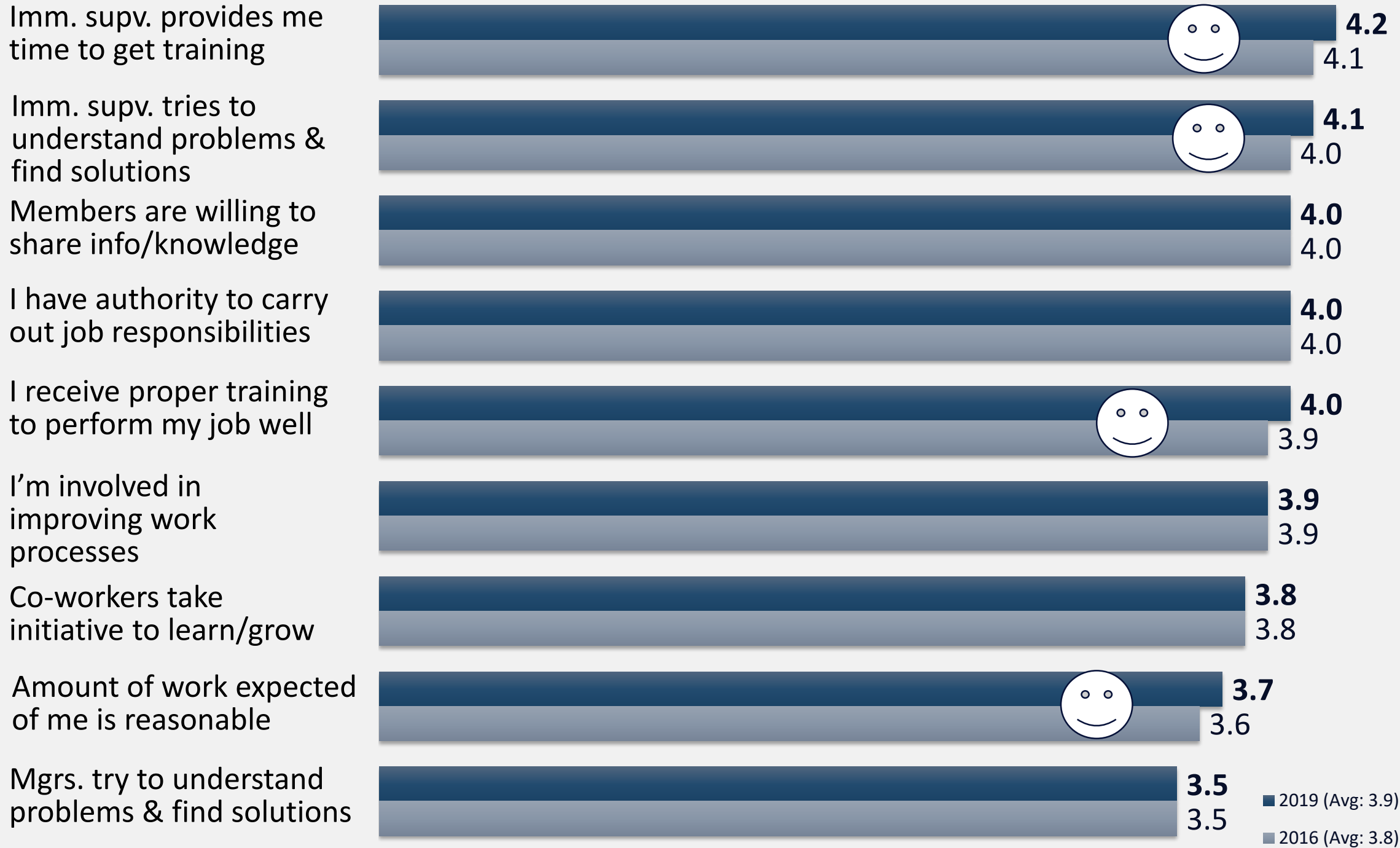
Training dedicated to diversity & inclusion is important



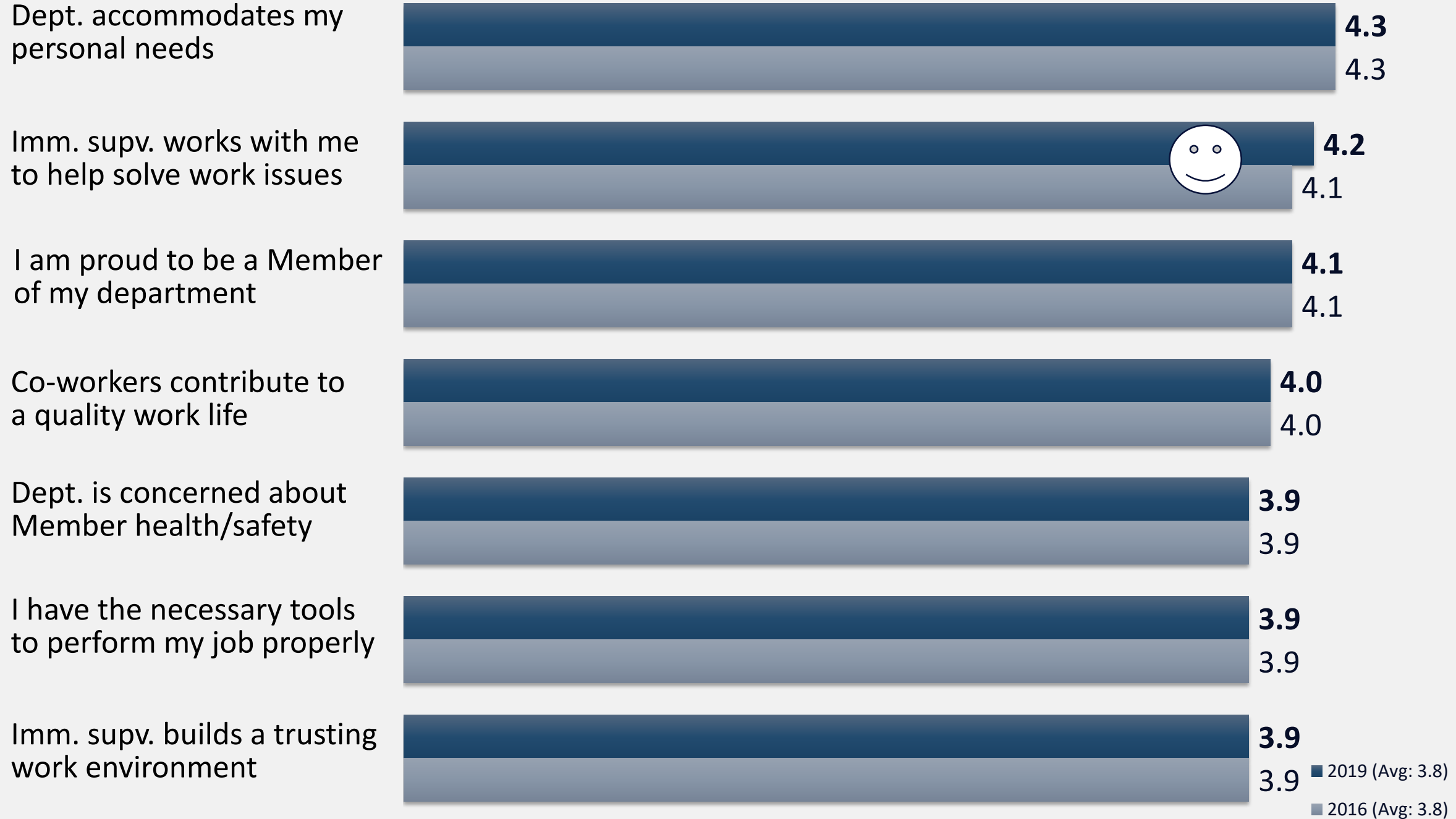
# COMMUNICATION – 3.9



# TRAINING & DEVELOP. – 3-9

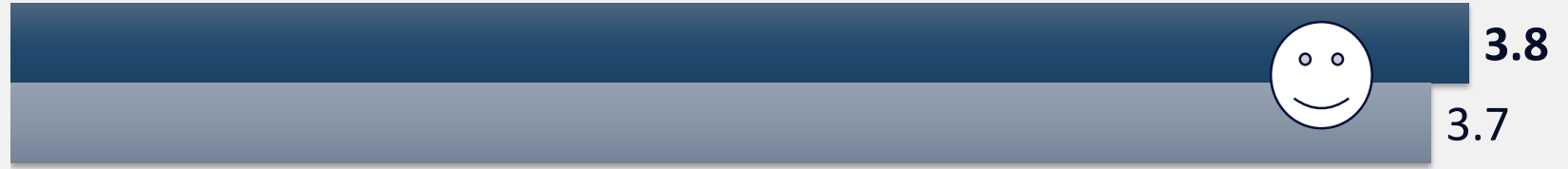


# WORK ENVIRONMENT – 3.8

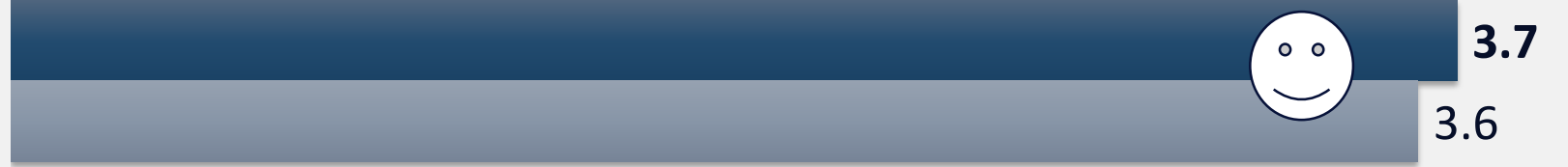


# WORK ENVIRONMENT (cont.)

I would recommend the City as a good place to work



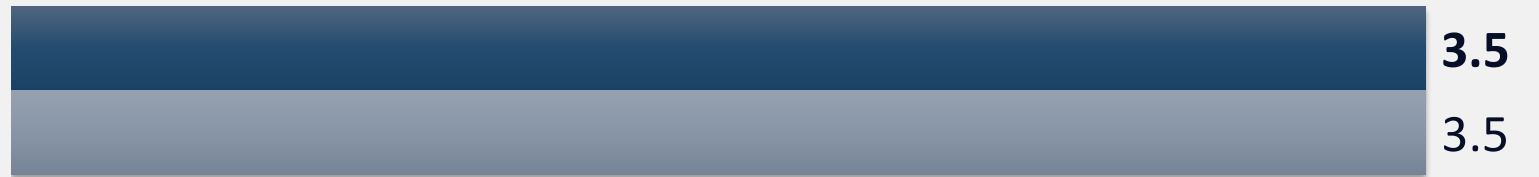
I'm in a work environment where I feel included/valued



I have opp. to contribute to decisions that affect my job



Co-workers are held accountable for the quality of their work



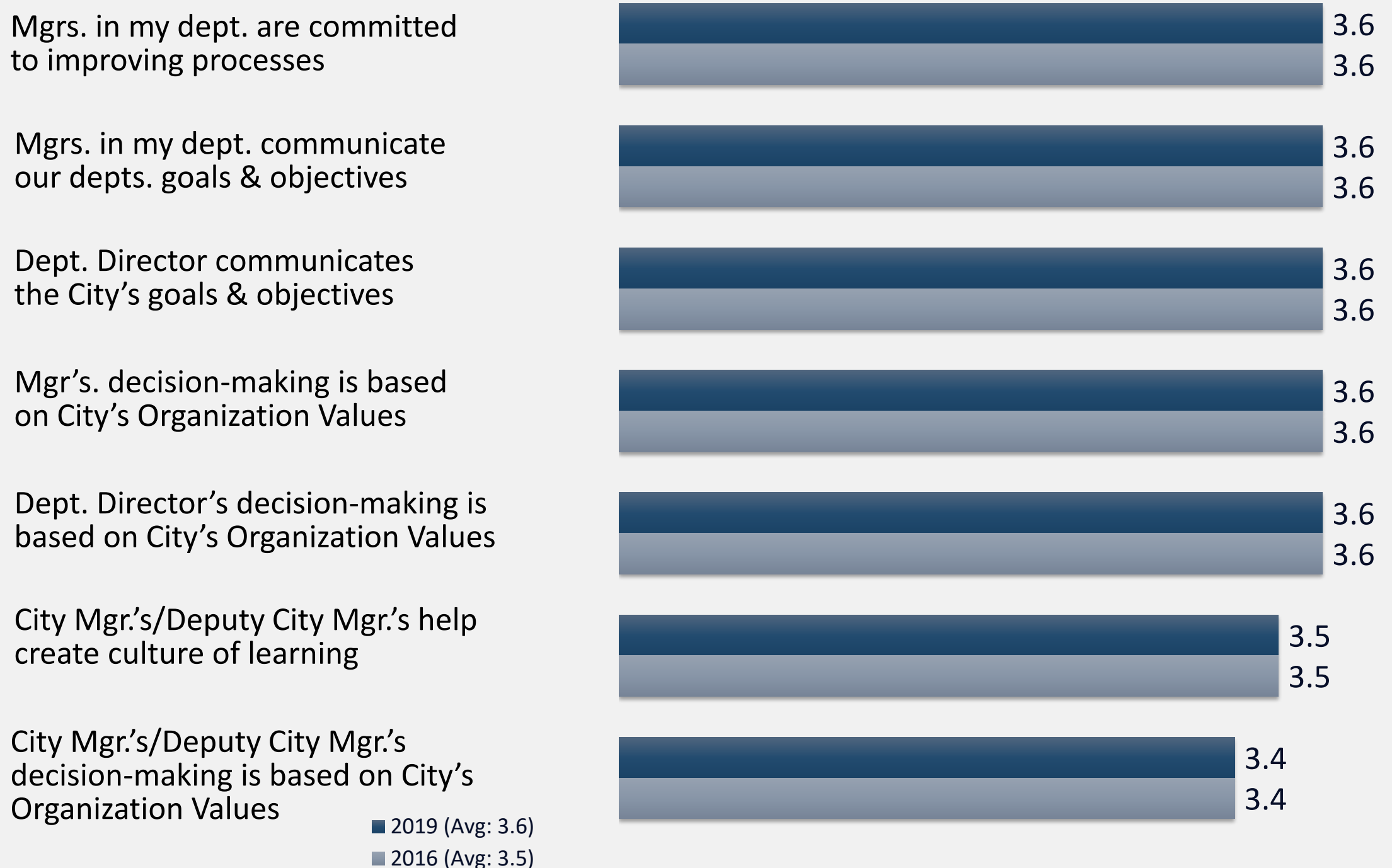
Mgrs. in my dept. build a trusting work environment



I believe survey results will be used to make dept. even better

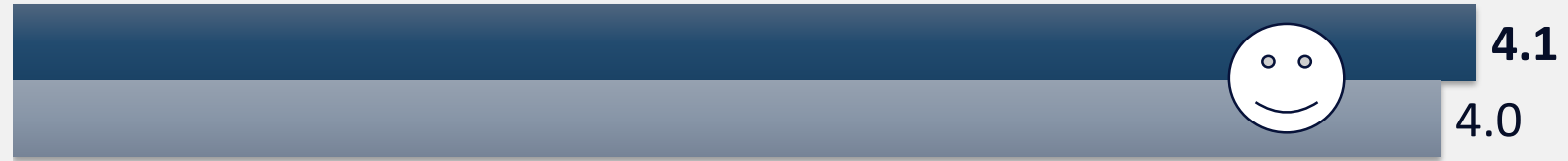


# LEADERSHIP – 3.6

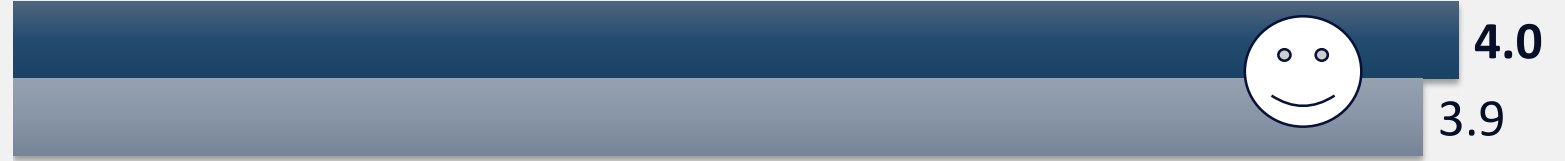


# RECOGNITION – 3.7

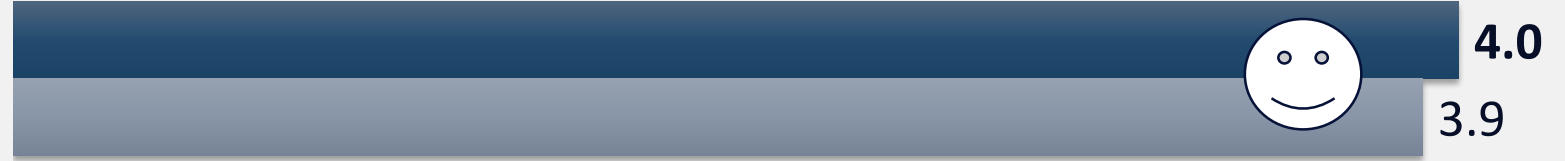
Imm. supv. values my talents & contributions



Imm. supv. provides me with useful ongoing feedback



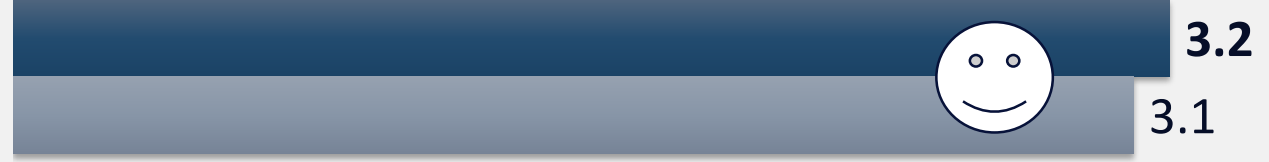
Imm. supv. compliments and/or praises me



Co-workers give encouragement/praise to one another



I'm satisfied with advancement opp. that I have at the City



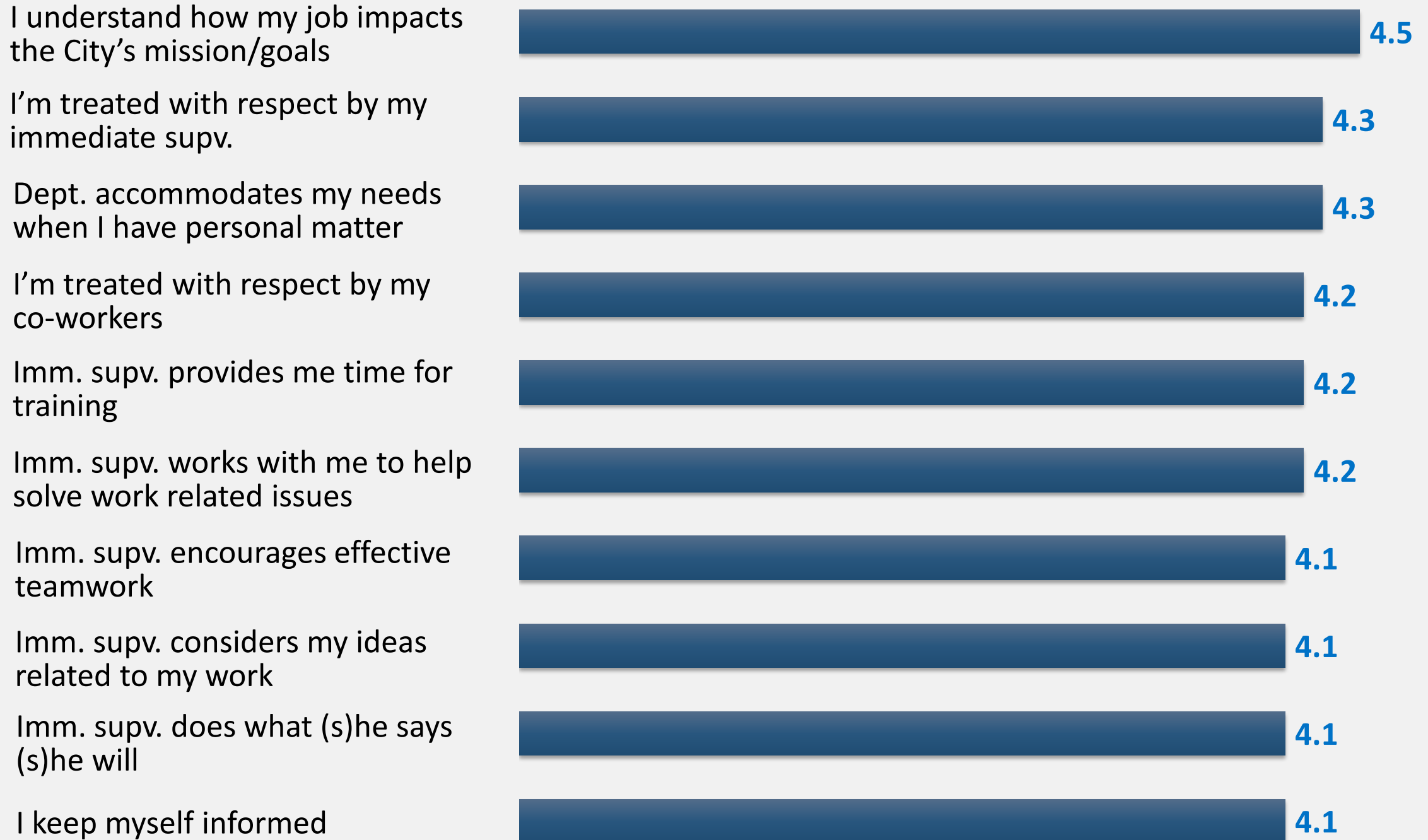
Overall, I'm satisfied with the City's compensation



■ 2019 (Avg: 3.7)  
■ 2016 (Avg: 3.6)



# HIGHEST RANKED – TOP 10



# LOWEST RANKED – BOTTOM 8

City Mgr./DCMs help create a culture of learning/development



Mgrs. try to understand what happened, then find solutions



My co-workers are held accountable



City Mgr.'s/DCM's decision-making based on Org. Values



Mgrs. in my dept. work to build a trusting work environment



I'm satisfied with advancement opp.



Believe survey will be used to make my dept. even better



Overall, I'm satisfied with City's compensation



# Ethnicity ~ 2019 Category Average Scores

	White	Black/AA	Non-White*
<b>A. Values &amp; Ethics</b>	4.0	4.0	4.0
<b>B. Leadership</b>	3.6	3.7	3.6
<b>C. Communication</b>	3.9	4.0	3.9
<b>D. Training &amp; Dev.</b>	3.9	3.9	3.9
<b>E. Recognition</b>	3.7	3.7	3.7
<b>F. Work Environment</b>	3.8	3.9	3.8

\*Non-white includes Black/AA and all other ethnicities

## Ethnicity ~ 2019 Individual Statement Scores

	White	Black/AA	Non-White*
▪ I'm treated with respect by my co-workers	4.2	<b>4.3</b>	4.2
▪ I'm treated with respect by my imm. supervisor	4.3	4.3	4.2
▪ I'm treated with respect by the mgrs. in my dept.	3.9	<b>4.0</b>	3.9
▪ Imm. supv. provides me time to obtain training	4.2	<b>4.1</b>	4.1
▪ When problems occur, supv. tries to understand...	4.1	<b>4.0</b>	4.0
▪ When problems occur, mgrs. try to understand...	3.5	<b>3.6</b>	3.5

\*Non-white includes Black/AA and all other ethnicities

# Ethnicity ~ 2019 Individual Statement Scores

	White	Black/AA	Non-White*
▪ The City does <b>not</b> tolerate discrimination	4.1	<b>3.9</b>	3.8
▪ The City values diversity	4.0	<b>3.9</b>	3.9
▪ Supervisor values my talents & contributions	4.2	<b>4.0</b>	4.0
▪ I'm satisfied with advancement opportunities	3.2	<b>3.3</b>	3.2
▪ Overall, I'm satisfied with the City's compensation	2.8	<b>3.2</b>	3.0
▪ Supv. works w/me to help solve work related issues	4.2	4.2	4.1

\*Non-white includes Black/AA and all other ethnicities

## Ethnicity ~ 2019 Individual Statement Scores

	White	Black/AA	Non-White*
■ My mgrs./supvs. apply policies/rules fairly to me	3.9	3.9	3.8
■ I'm proud to be a member of my department	4.2	<b>4.1</b>	4.0
■ I'm in a work environment where I feel included/valued	3.7	<b>3.6</b>	3.6
■ I'd recommend the City as a good place to work	3.8	<b>4.0</b>	3.8

\*Non-white includes Black/AA and all other ethnicities



## COMMUNICATIONS – Category Score 3.9

**DESIRED OUTCOME:** Members understand their department’s goals and recent significant achievements. Everyone receives the same information. Everyone has an opportunity and is encouraged to provide ideas on ways to enhance the City, their work and their department. Member are well-informed and engaged.

- I keep myself informed by reading various forms of internal publications/communication. 4.1
- I often begin communication about my job with my immediate supervisor. 4.1
- My immediate supervisor considers my ideas related to my work. 4.1
- My immediate supervisor does what (s)he says (s)he will. 4.1
- The City’s Member Communications Program keeps me well-informed. 3.9
- Overall, my department does a good job communicating City issues that affect me. 3.6
- The managers in my department do what they say they will. 3.6

**ACTION: 1)** Directors must meet at least quarterly with their entire department as a consistent and ongoing way to share updates, news, goals/objectives & achievements. (200+ dept. may have to split meetings and/or use technology). **2)** Members at all levels, regardless of their titles, should be provided with an open, inviting and non-threatening environment for two-way communication that encourages/seeks their opinions, questions and ideas especially on work/projects affecting their areas of responsibility. **3)** Truly consider these ideas and communicate outcome/reasons behind final decisions. **4)** Directors and Deputy City Managers will conduct “sensing” sessions, at least once a year with various employees at all levels, to better understand what’s working and what could still use improvement. **5)** Provide multi-means throughout the year for employees to give input to management (one of these ways must be anonymous). **LEAD:** Directors

**ACTION:** Managers to ensure follow-through occurs on work/meetings/projects/etc. and to ensure outcomes are communicated. **LEAD:** Middle Managers

**ACTION:** Supervisors/managers to continue to communicate valid reasons in person or in writing regarding decisions (rejection or approval) of ideas given by Members, if possible. **LEAD:** Directors

## VALUES/ETHICS – Category Score 4.0

**DESIRED OUTCOME:** Members are treated fairly and with objectivity and respect. We value diversity and do not tolerate discrimination.

- I understand how my job impacts the City’s mission and vision. 4.5
- I am treated with respect by my immediate supervisor. 4.3
- I am treated with respect by my co-workers. 4.2
- My immediate supervisor encourages effective teamwork in our department. 4.1
- My co-workers go beyond what’s expected of them to serve others (customers, citizens, Members). 4.0
- The City does **not** tolerate discrimination based on age, gender, race, religion, disability, sexual orientation, etc. and treats this issue with great importance. 4.0
- My department’s managers/supervisors apply policies & rules fairly to me. 3.9
- The City values diversity. 3.9
- I am treated with respect by the managers in my department. 3.9
- My department looks for ways to improve our services. 3.8
- My Department Director encourages effective teamwork in our department. 3.8
- The City effectively promotes inclusion and diversity. 3.8
- The managers in my department encourage effective teamwork. 3.8
- Training dedicated to diversity and inclusion are important to my work experience. 3.8

**ACTION:** Mandatory for all employees to complete the City’s *Inclusion and Diversity – What’s in it for Us?* course within first 18 months of being hired and then retake it every five years thereafter. **LEAD:** Directors

**ACTION:** Enhance teamwork by providing opportunities for as many Members as possible to participate in special projects, committee-work, cross-training opportunities, etc. **LEAD:** Directors

# ACCOUNTABLE.

Hold others accountable.

Be

## A Quality Work Life... Simply Said What we expect from each other

BUILD  
**TRUST.**

Choose to be  
**happy.**

Show **RESPECT** to all.  
**RULES** apply to all.

Expect the **BEST** from one another.

Create a **POSITIVE** work environment.

**RECOGNIZE** good work.  
**Praise** often.

**Ask** what others think.  
Really **listen** to one another.

Explain  
**WHY.**

Be **Truthful** in words & actions.

**VALUE**  
one another.

Have **PRIDE** in what you do.

Be **PRESENT.**  
**SEE** and **BE SEEN.**

**COMMUNICATE**  
effectively & often. Even **in person.**

**Never stop**  
learning/improving.

**Consider** input & ideas  
from **ALL.** Be **fair** to all.

Seek  
**understanding.**

Less  
**favoritism.** **INCLUSIVENESS.**

**LEAD** by example.

Offer solutions more.  
Do **less blaming.**



# EASY QUESTIONS

