

# State of the Service Survey

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City of Long Beach

August 14, 2018

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**USC  
Price**

Sol Price School  
of Public Policy

The John Randolph Haynes and Dora  
**HAYNES  
FOUNDATION**



*Promoting the Well-Being of Mankind*

# Designing Useful Surveys

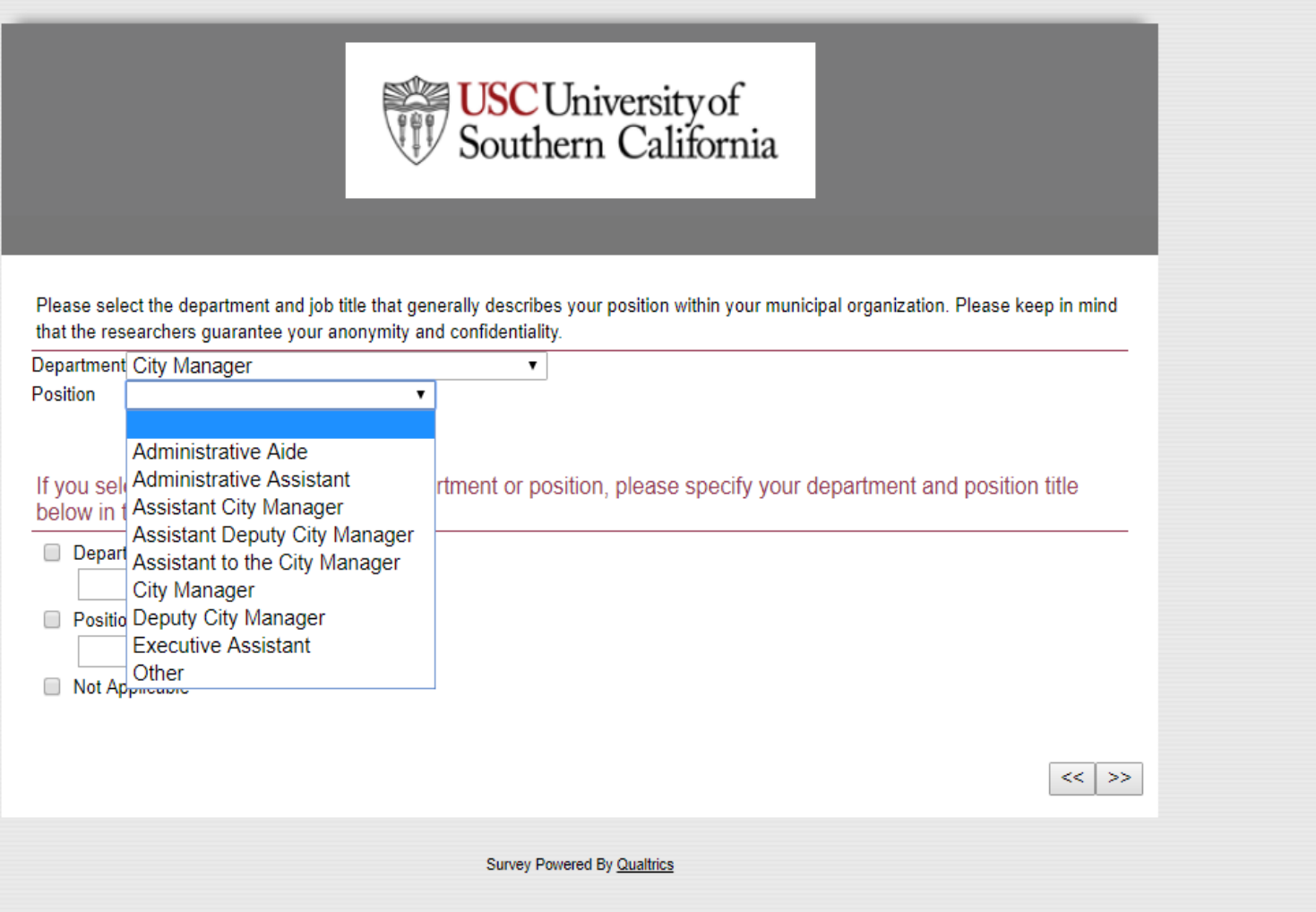
Consulted US OPM on FEVS,  
invited speaker at Gallup Org  
(DC), over 15 LA County  
municipalities already  
participating, LA City ~5000  
city employee participants  
Questions designed to get  
unbiased, accurate,  
informative responses on  
issues critical to effective  
performance  
Need adequate response  
rates (25%+)

**Instructions: For each statement, please check whether you Strongly Agree, Agree, Disagree, or Strongly Disagree**

My college classes are ...	Strongly Agree	Agree	Disagree	Strongly Disagree
more demanding than my high school classes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
more interesting than my high school classes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
more interactive than my high school classes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
larger than my high school classes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# Tailored to Long Beach

Survey instrument already accommodates your city & departments



USC University of Southern California

Please select the department and job title that generally describes your position within your municipal organization. Please keep in mind that the researchers guarantee your anonymity and confidentiality.

Department City Manager

Position

If you select below in department or position, please specify your department and position title

- Department
- Position
- Not Applicable

Administrative Aide

Administrative Assistant

Assistant City Manager

Assistant Deputy City Manager

Assistant to the City Manager

City Manager

Deputy City Manager

Executive Assistant

Other

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Survey Powered By [Qualtrics](#)

# Mobile Optimized

Survey Instrument can be done on desktop, laptop, or on your cell



# Long Beach Customization

**Additional survey blocks have been added to customize the results to fit current city initiatives in Long Beach:**

- | Perceptions of Workplace Equity
- | Economic Inclusion Attitudes

# Indicators of Success

Asks questions about your workforce that are widely acknowledged as key indicators of success and allow for comparison across departments and with other municipalities in LA County

- | Job Satisfaction
- | Employee Empowerment
- | Trust in Departmental Peers and Leadership
- | Emotional Burnout
- | Turnover Intentions
- | Citizen Engagement Practices and Outcomes

# Indicators of Success

Asks questions about your workforce that are widely acknowledged as key indicators of success

## | Job Satisfaction

| Employee Empowerment

| Trust in Departmental Peers and Leadership

| Emotional Burnout

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| Citizen Engagement Practices and Outcomes

# Indicators of Success

Asks questions about your workforce that are widely acknowledged as key indicators of success

| Job Satisfaction

| **Employee**

| **Empowerment**

| Trust in Departmental Peers and Leadership

| Emotional Burnout

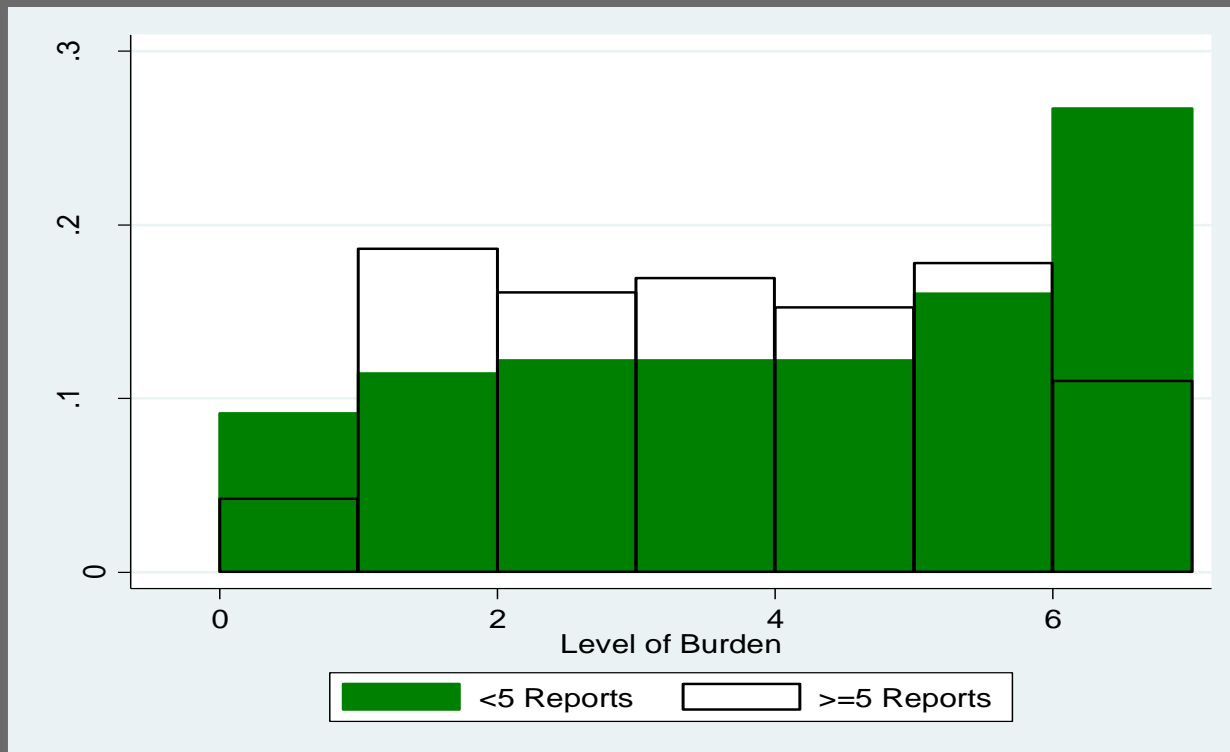
| Turnover Intentions

| Citizen Engagement Practices and Outcomes



# Employee Empowerment

Mid-Sized City in Los Angeles County (>100,000 residents)



Q: How burdensome are policies / procedures in your department?

\*respondents based on # of reports

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Asks questions about your workforce that are widely acknowledged as key indicators of success

| Job Satisfaction

| Employee Empowerment

| **Trust in Departmental Peers and Leadership**

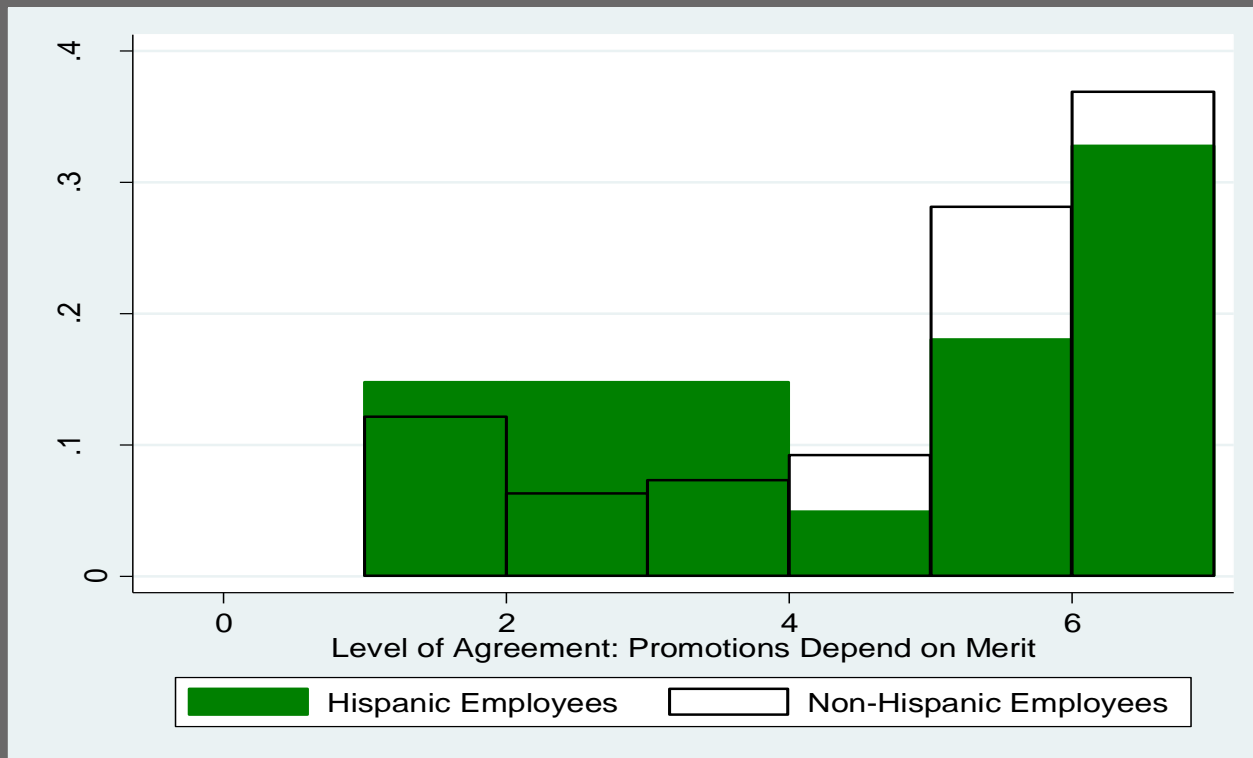
| Emotional Burnout

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# Trust in Leadership

Mid-Sized City in Los Angeles County (>100,000 residents)

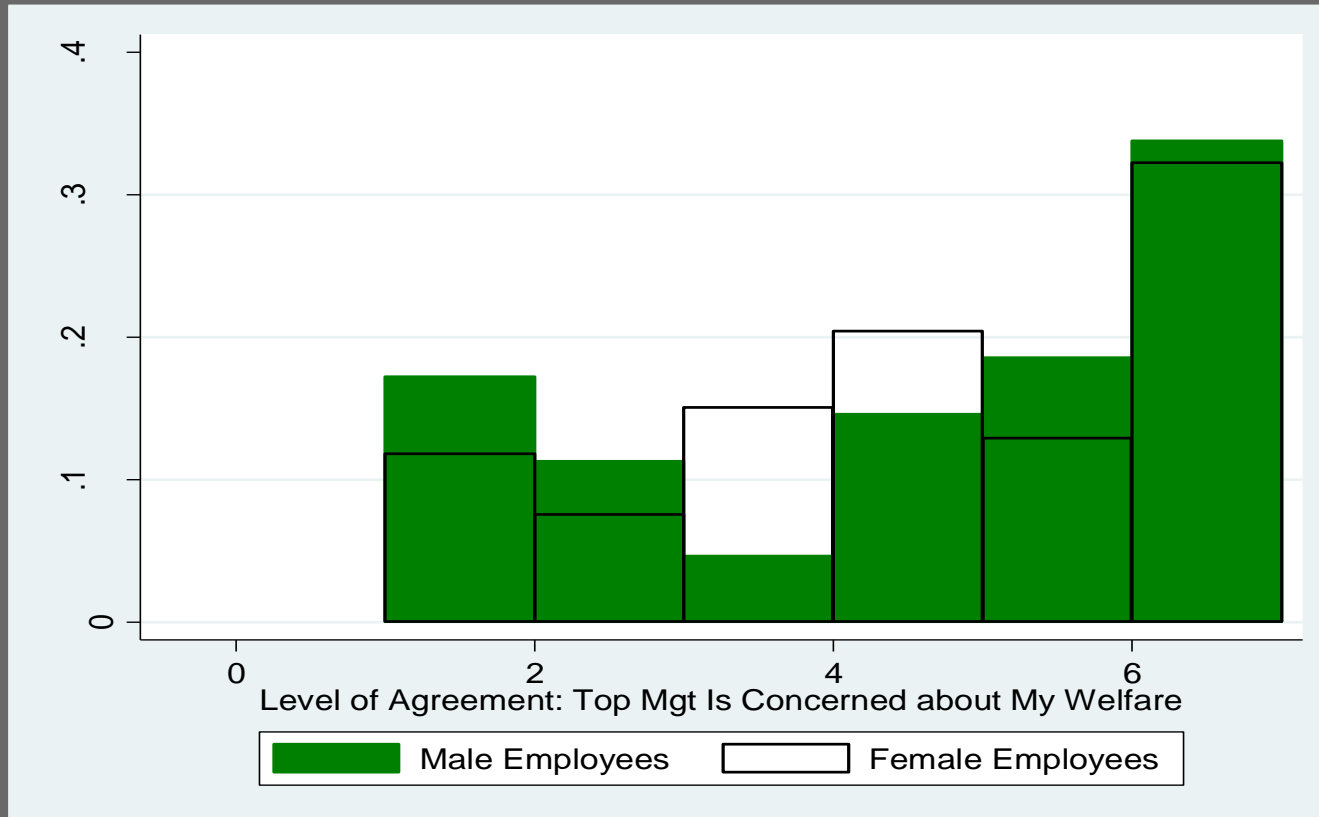


Q: To what extent do you agree that promotions depend on how well employees do their job?

\*respondents based on Hispanic / Non-Hispanic

# Management Relations

Mid-Sized City in Los Angeles County (>100,000 residents)



Q: Top management is concerned with my general welfare

\*respondents based on gender

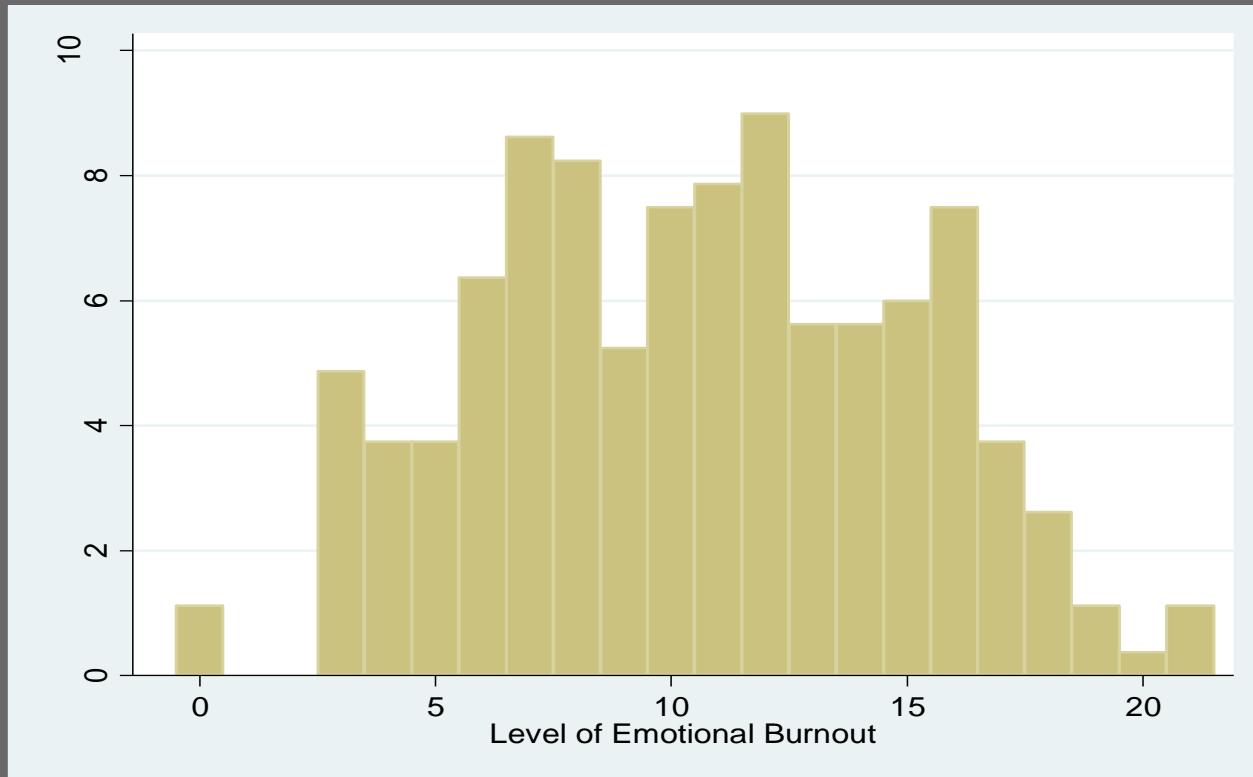
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Asks questions about your workforce that are widely acknowledged as key indicators of success

- | Job Satisfaction
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- | **Emotional Burnout**
- | Turnover Intentions
- | Citizen Engagement Practices and Outcomes

# Emotional Burnout

Mid-Sized City in Los Angeles County (>100,000 residents)



Q: I feel emotionally drained from my work

Q: Working with people all day is really a strain for me

Q: I feel burned out from my work

Q: I feel I'm positively influencing other people's lives through my work

# Indicators of Success

Asks questions about your workforce that are widely acknowledged as key indicators of success

| Job Satisfaction

| Employee Empowerment

| Trust in Departmental Peers and  
Leadership

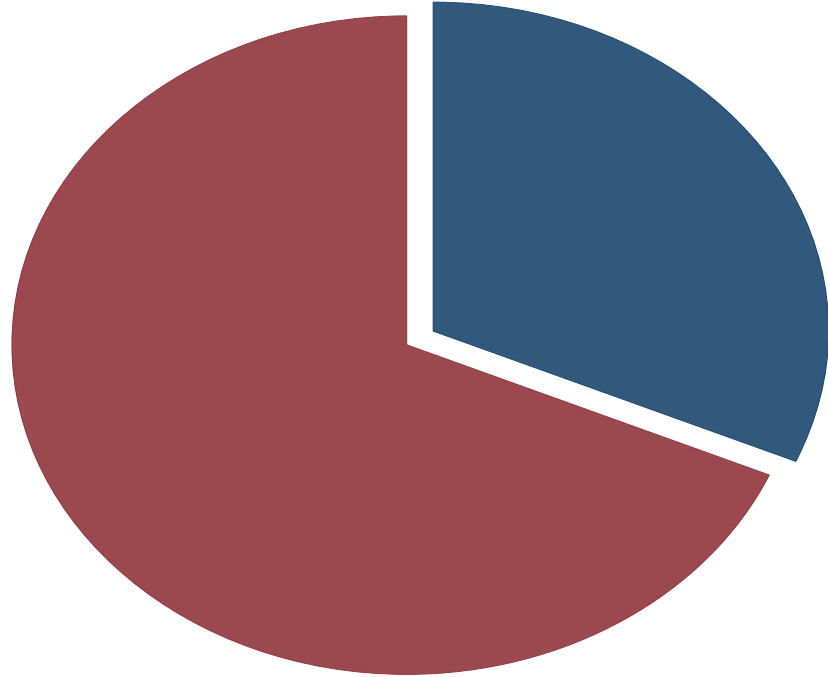
| Emotional Burnout

| **Turnover Intentions**

| Citizen Engagement Practices and Outcomes

# Turnover Intentions

Mid-Sized City in Los Angeles County (>100,000 residents)



Q: Do you intent to leave your organization in the next year?

31.46% Intend to Leave Org in Next Year 68.54% Intend to Stay



# Indicators of Success

Asks questions about your workforce that are widely acknowledge as key indicators of success

- | Job Satisfaction
- | Employee Empowerment
- | Trust in Departmental Leadership
- | Relations between Employees and Managers
- | Emotional Burnout
- | Turnover Intentions
- | **Citizen Engagement Practices and Outcomes**

# Employee Characteristics

All areas of analysis can be broken down by key employee characteristics

| Department

| Gender

| Minority Status

| Managerial Status

| Extent of Citizen Interactions

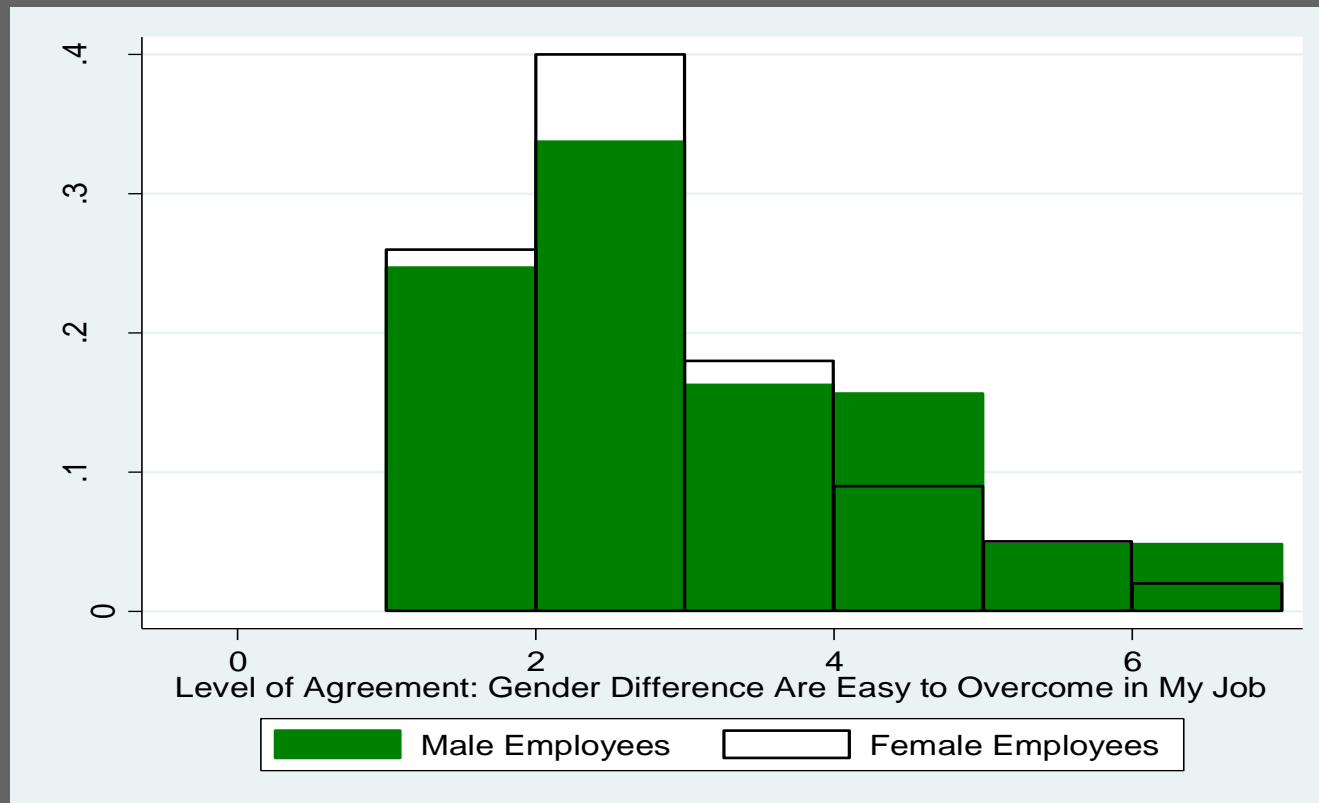
| Education

| Experience

| Age

# Gender Differences

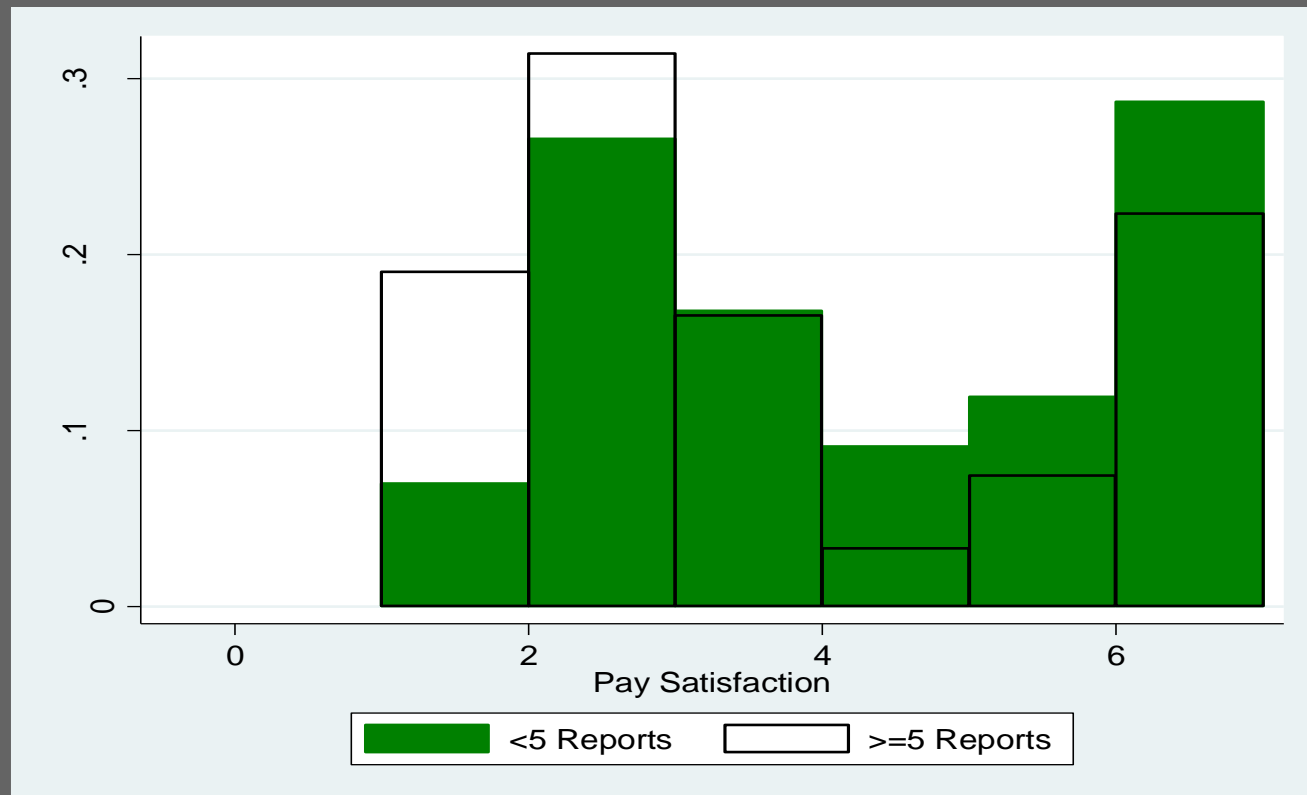
Mid-Sized City in Los Angeles County (>100,000 residents)



Q: Gender differences are easy to overcome in my job

# Role Differences

Mid-Sized City in Los Angeles County (>100,000 residents)



Q: I am adequately paid for the work I do

\*respondents based on # of reports

# DRAFT Project Timeline

90-day top line research initiative

<b>Survey Administration</b>	<b>September &amp; October (2 mo)</b>
<b>Data Analysis</b>	<b>November (1 mo)</b>
<b>Initial Findings Readout &amp; Report</b>	<b>December</b>
Qualitative Listening Tour	November & December (2 mo)
Final Findings Readout & Report	January
TBD – Ongoing Longitudinal Study	TBD



**WE'VE TAKEN THE SURVEY.  
HAVE YOU?**

*Take the State of the Service survey to effect positive change.*

[soscaligov.com](https://soscaligov.com)