



# 4Cs Employee Opinion Comprehensive Analysis Report

Prepared for:

New River Valley Regional Jail Authority

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## Background and Methodology

This report presents the results of an organization-wide climate survey conducted on behalf of New River Valley Regional Jail Authority. The NRVRJA commissioned Insightlink Communications to conduct an employee survey in order to gauge employees' satisfaction on a number of issues, with a particular emphasis on determining the overall climate of the organization, assessing which factors are contributing to employee satisfaction and which are detracting from their satisfaction.

To collect the information contained in this report, 236 NRVRJ employees were invited by email to complete the online survey and a total of 234 employees completed the survey, which represents a participation rate of 99%.

All Insightlink reports are structured on the basis of our "4Cs" model of Employee Satisfaction, which categorizes most survey results into one of four factors that influence and sustain employee involvement. These four factors are: Culture, Commitment, Communications and Compensation.

Key benchmark norms have been included in this report to give context for NRVRJ's performance against a norm for all U.S. employees and against a representative norm for the Law Enforcement/Correctional Institutions industry.

These benchmark norms are derived from an independent Insightlink study conducted annually among employees in the U.S. This study is based on representative samples of employees that is rigorously designed to match the most recent U.S. Census demographics and the U.S. Bureau of Labor Statistics industry distribution.



# Executive Summary



## Executive Summary

The findings of the 2016 4Cs Employee Opinion Comprehensive Survey for NRVJR reveal an organization with extensive problems that pervade nearly every aspect of the organization's relationship with its employees. Scores on broad measurements of employee satisfaction and engagement are consistently below the US and industry benchmark norms, in many cases by very substantial margins. More detailed measurements and write-in comments confirm this pattern – the vast majority of items score below the norms, there are huge gaps between what employees expect from their workplace and what they are experiencing and the general tone and content of the 88 pages of write-in comments is negative.

Both in the quantitative measurements and the written comments, employees consider the senior leadership of NRVJR – particularly the top three – to be responsible for the toxic culture and problematic work environment. Perceptions of these managers include both issues of competence (low scores for effective leadership, communications skills, etc.) and professionalism (low scores for treatment of employees, accusations of unfairness, unethical conduct, disengagement and cronyism).

It should be noted that these findings are consistent with the patterns seen in NRVJR's Exit Survey – which also show very low levels of satisfaction with senior leadership and treatment of employees. This indicates that the issues raised by the Exit survey are not confined to a limited number of unhappy individuals, but are indicative of pervasive problems in the work environment.

Employee write-in comments support the numerical findings with both pointed criticism of the organization's top three leaders and numerous concrete examples of poor – or even potentially actionable – treatment of employees. These include instances of threats toward and retaliation against employees, overt discrimination, blatant favoritism benefiting those who are among leadership's "in group," and interactions with employees that are generally disrespectful, unprofessional and adversarial.



## Executive Summary

Among the most important numeric measurements that show the problematic work environment pattern are:

- Overall job satisfaction – 25% vs. an industry norm of 60%
- Percentage of *Committed Loyalists* – 24% vs. an industry norm of 55%
- Perception of progress in the past 12 months – 20% vs. an industry norm of 44%
- Satisfaction with NRVJR's overall work environment/culture – 16% vs. an industry norm of 42%
- Belief that NRVJR is committed to you as an employee – 22% vs. an industry norm of 35%
- Satisfaction with overall effectiveness of communications – 9% vs. an industry norm of 32%
- Satisfaction with compensation – 13% vs. an industry norm of 40%

The widespread nature of NRVJR's problems indicates a need for systemic and active organizational change, particularly in terms of the organization's leadership. There are, however, a few organizational areas of relative strength that could help provide a foundation for a more positive work environment, once key changes have been made:

- There is a good level of satisfaction with benefits and work schedules, making NRVJR an attractive employer in this regard
- Employees, despite the difficult environment, report a reasonable level of commitment to the organization
- Employee perceptions of immediate supervisors are substantially more favorable than for senior leadership, suggesting that any change could build on this existing network of relatively good relations



## Executive Summary

Building a more functional work culture at NRVRJ's issues will require dealing with the issues at the top of the organization. For any improvement plan to gain traction, it will need to be credible in the eyes of employees. Given the current perceptions of senior leadership, it appears unlikely that they could ever have the necessary employee support to lead the needed changes.

The motivations and drivers analysis in this report suggests specific areas to target to improve overall satisfaction and morale at NRVRJ. These measurements are most highly correlated with overall job satisfaction, but low scores for all these key drivers mean none is currently a strength. Any planned change should target improvements that will "move the needle" on these measurements to gain the most traction toward a more satisfied, effective, stable and engaged workforce.

1. Believing that, in the past 12 months, your experience of working at the NRVRJ has improved and that the organization is moving in a positive direction overall
2. Satisfaction with senior management
3. Your opportunity to make suggestions and be involved in your work
4. The NRVRJ's attention to safety
5. How committed you feel the NRVRJ is to you as an employee
6. At the NRVRJ you feel motivated to do your work well
7. The NRVRJ has established a culture that communicates high integrity and ethical values
8. The NRVRJ compares favorably to other organizations in its treatment of employees
9. You feel proud to work at the NRVRJ
10. Satisfaction with the overall effectiveness of communications within the NRVRJ



## Executive Summary

This slide and the one that follows offer some specific recommendations to address NRVJR's issues.

### **Areas of Opportunities—Culture**

#### *Senior Management*

- Develop and exemplify an organizational culture of professionalism, ethical behavior and fairness
- Address issues with fair administration of NRVJR policies and procedures
- Take steps to improve communications, especially in terms of consistency, accuracy, timeliness and appropriate tone/language and content
- Find ways to solicit and listen to employee ideas and suggestions
- Review programs and policies for career development, training and promotions
- Review programs and policies for reward and recognition

#### *Immediate Supervisors*

- Exemplify an organizational culture of professionalism, ethical behavior and fairness
- Make sure that all NRVJR policies and procedures are administered in a fair and unbiased manner
- Work to improve communications, especially in terms of consistency, accuracy, timeliness and appropriate tone/language and content
- Solicit and listen to employee ideas and suggestions
- Utilize organizational resources for employee career development and training
- Find opportunities to improve reward and recognition of good work by employees





## Executive Summary

### **Areas of Opportunities—Culture (continued)**

#### *Work Environment*

- Strive to develop a day-to-day culture of mutual respect and fair treatment for all

#### *Performance Review*

- Revamp performance review procedures and processes to make sure they are fair, set appropriate goals, utilize objective measures of performance, and include career development and training

### **Areas of Opportunities—Commitment**

#### *Training and Development*

- Expand resources and activity in this area to improve retention and increase job satisfaction
- Avoid the use of threats and intimidation toward employees

### **Areas of Opportunities—Communications**

- Audit current communications processes to address gaps in information sharing and accessibility
- Consider providing communications training to improve manager and leadership skills

### **Areas of Opportunities—Compensation and Benefits**

- Maintain the current, highly attractive benefits offering
- Research the issues (fairness, comparison with other organizations) that are driving low satisfaction with pay. If warranted, consider changes to compensation to address these issues.

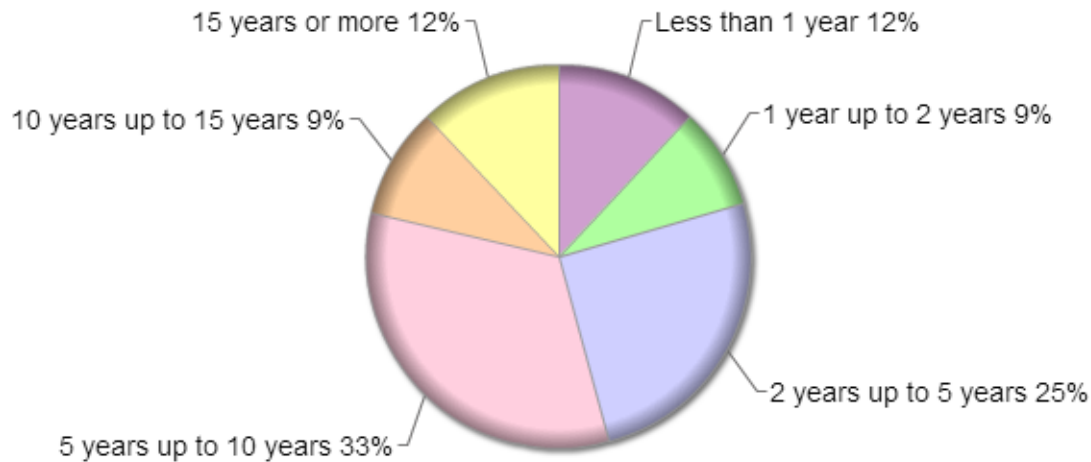


# Employee Characteristics



## Length of Service

About one-in-five employees (21%) has worked at NRVJR for 2 years or less, while one-quarter (25%) have worked at the organization 2-5 years and one-third (33%) for 5-10 years. About one-in-ten (9%) has 10-15 years tenure, while a slightly larger proportion (12%) has been with the organization 15 years or more.



Less than 1 year (28)	12%
1 year up to 2 years (20)	9%
2 years up to 5 years (59)	25%
5 years up to 10 years (77)	33%
10 years up to 15 years (22)	9%
15 years or more (28)	12%

Benchmark		
	IND. NORM	US NORM
<b>2016</b>		
Less than 1 year	6%	9%
1 year up to 2 years	10%	10%
2 years up to 5 years	24%	22%
5 years up to 10 years	18%	24%
10 years up to 15 years	14%	14%
15 years or more	29%	21%



## **Overall Satisfaction and Employee Loyalty**

# Overall Job Satisfaction

With just one-quarter (25%) of NRVJR employees describing themselves as extremely/very satisfied, the overall job satisfaction is less than half the benchmark US and industry norms. This low level of job satisfaction was also visible in the Exit survey (17%).

This level of job satisfaction is 40 percentage points lower than Insightlink’s recommended minimum target level of 65%, at which point organizations really begin to experience the benefits that come from having a satisfied and committed workforce.



**Recommended Minimum Target for Employee Satisfaction**  
65%

		Benchmark	
	2016	IND. NORM	US NORM
<b>Top 2/Favorable:</b>	<b>25%</b> ↓	<b>60%</b>	<b>59%</b>
Extremely satisfied (10)	4%	24%	19%
Very satisfied (49)	21%	36%	40%
Somewhat satisfied (95)	41%	29%	31%
Not very satisfied (57)	24%	10%	8%
Not at all satisfied (23)	10%	2%	3%

Arrows show difference of +/- 5 points from industry norm



3. Overall, how would you rate your satisfaction with your job at this time?



## Most Satisfying Aspect of Working at NRVJR

Teamwork and doing a job that makes communities better and safer are key satisfactions of working at NRVJR. Many also find the schedule and benefits to be highly satisfying aspects of the job.

### **Civilian**

*"My co-workers are easy to get along with. There is flexibility in leave time."*

*"The fact that I know that the jail will be here and a job will exist despite economic conditions, that's it."*

*"I enjoy the responsibilities that I have, I take great pride in the work that I do and enjoy the people that I work with. My position allows me to help my fellow co-workers to meet the goals of serving our community and NRVJR with high regard. My position provides me with a variety of technical duties and responsibility."*

### **Middle Management**

*"It's satisfying that you are helping to serve your local jurisdictions and serve with so many hardworking people."*

*"The scheduling of 4 days on and 4 days off is a good thing and I like that the NRVJR pays me my annual leave and sick leave each month."*

*"It feels like this is the close to perfect job for me. My Co-workers are great and I have a very professional and business approachable boss in whom is over me. The team work from staff is a plus."*

### **Senior Management**

*"Working with inmates and mentoring young officers to reach the next level whether it be at the jail or becoming a road officer."*

*"I feel that corrections is a necessary element in Law Enforcement, and unfortunately overlooked and undervalued for the most part. I take satisfaction in the fact that I do a job that most people cannot or will not be able to do."*

*"The opportunity to help shape the employees into criminal justice professionals that make a positive difference in the lives of others."*



## Most Satisfying Aspect of Working at NRVJR

### **Security**

*"Our work schedule. The togetherness of a team environment that occurs in a law enforcement setting."*

*"The most satisfying part of working at NRVJR is the people we work beside. I enjoy being able to work with several different agencies, and the people that work for those agencies. Instead of working with one agency, I get to work with 7 different counties, 2 cities, and several towns."*

*"The experience of the job, getting to understand a little more about how our justice system works and how inmates are housed and taken care of."*

*"Making a difference in our communities. Working together and helping our communities to make it better places for us all."*

*"The four days on and having the four days off is a great plus. The benefits and insurance are also great."*

*"I am proud of my job at NRVJR. It is a clean working environment and for the most part, it is not a physical job. I have good benefits and leave time."*

*"The schedule as far as the days off and on are the most satisfying part about NRVJR. It really gives you time to unwind from the stress and be able to spend time with family. It's important to have your personal life straight so it doesn't take away from your focus or cause issues at work and the 4 off/4 on cycle is great at giving you the time to keep your life balanced."*

*"I like the comradery with the people I work with mostly. I started working here and it was like a team, but with the large turnover we have all the teamwork seems to be also leaving. If I were younger I also would be thinking of leaving."*

*"Working with the team I am on because we all get along and work well no matter what, and a lot has to do with the paycheck and the schedule. This is a Law Enforcement job so I feel like I represent the jail wherever I am at which brings a different state of mind to myself than before I was a Correctional Officer, but being at work, most of the time I feel replaceable in a matter of seconds, even when doing a good job or sometimes making a mistake."*

*"I love the opportunity to help keep our communities safer by keeping the offenders secure and away from the public. I also love to meet and talk to people and this job gives me the opportunity to do that. I enjoy most of the benefits that we have here as well."*



## Least Satisfying Aspect of Working at NRVRJ

Employees at NRVRJ list a number of issues that cause them to be dissatisfied with working at the organization (16 pages worth). They make numerous mentions of issues with senior management including: a lack of consistency in policies, procedures and treatment of employees; a high degree of favoritism that results in unequal treatment of employees, especially in terms of promotion/advancement and disciplinary actions; a lack of communication; micro-management; an increasing paperwork burden; short- staffing and high turnover and retaliation toward employees who complain or speak up about these issues. Additionally, many view the pay as non-competitive with other jails and feel that there is little in terms of merit/performance increases.

### **Civilian**

*"The constant rule changing, nothing is black and white, everything is grey, Being told that you blatantly did something wrong, when the rules change while you're off and then to be written up for it is degrading at best, and god forbid you disagree, then you put a target on your back. Administration seems to have forgotten what its like on this side of the fence, and rules should be the same for everybody, not pick and choose who it applies to."*

*"When those in administrative positions talk to you like you are dirt under their feet. At times they don't seek out facts or important information before talking to you about an issue. They start out the conversation as though you are guilty of the topic at hand when, in fact, you are not."*

*"There is little to no upward mobility or reward for years of service here. I have been here for many years and have received no promotion or non-state state-wide pay increase. We are only aware of superiors when there is a problem or they want something. There are NO guidelines or set task for my department. I have personally trained several different employees for my department and I had to assume that role because neither they nor I was told when they would be starting or what they would be doing. I have gotten to determine the direction and responsibilities of my department, which is a very efficient and great group of people, but have no official right to do so because of the lackadaisical attitude of the administration and have been shown no appreciation or promotion for my dedication and ability. Furthermore, the jail encourages a family-like environment yet has an anti-fraternization policy outside the jail that is tantamount to a threat to our employment if it is breached."*



## Least Satisfying Aspect of Working at NRVRJ

### **Middle Management**

*"Working for an administration that micro manages their employees. The Major creates a bully mentality towards Officers and is negative towards Officers. When the discussion that a survey may be creative he acted like a different person and was nit-picking every little incident. but it shouldn't take a survey to change his actions. A lot of Officers have commented they are afraid if this survey does nothing to change administration, the Officers will suffer from the Major."*

*"Stale pay, favoritism, no room to move up, and low morale."*

### **Security**

*"Feeling as if the administration has placed a target on our backs!"*

*"I guess the pay would be the least satisfying thing. We seem to be one of the lowest paid jails in Virginia. The turnover is high, and I believe the younger generation is quick to job hop quickly. I feel discouraged when the state gets raises and we are not included, but if it's something coming out of our pay check, we are included."*

*"Administration has lied to the jail board, the employees, placed guilt, adjusted policy to accommodate whatever agenda they had, intimidated employees, discriminated against, and called employees "clumsy". They hired friends and created positions for these friends to be hired into with plans of promoting them knowing a ranking position was soon to be vacated. When a supervisor position is posted, every employee knows who will get the promotion before they even test for the position."*

*"The way employees are treated. The jail reminds me of high school where there are so called "cliques" and if you are in the crowd you get treated better than others... The joke around the jail is that if you are from Wythe County you are in the in crowd."*

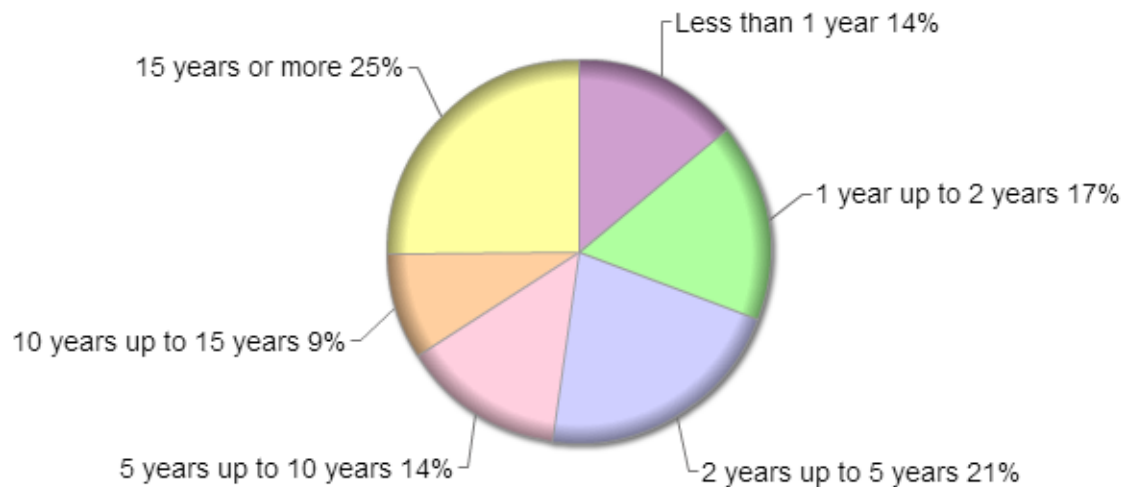
*"Pay grade. Lack of communication between all levels of employees. Not enough praise/rewarding comments when something good happens, but always get hammered with negative comments. Change in policy from one day to the next."*

*"The micro-management is horrible. The lack of trust from administration. Supervisors have to fill out daily time sheets because of distrust. Administration will be given a problem that needs fixed but do nothing about it then something small happens and a big deal is made about it. The constant threatening of disciplinary action from administration. The lack of communication from administration. The pay does not compete with other jails. Supervisors' pay is too low, no incentive to move up."*



## Anticipated Tenure

Roughly one-in-three NRVJR employees (31%) plans to leave within the next two years, a far higher proportion than the benchmark norms. A similar proportion (35%) plan to stay with the organization 2-10 years, while, despite low levels of overall job satisfaction about one-third (34%) envision staying 10 years or more.



- Less than 1 year (33)
- 1 year up to 2 years (39)
- 2 years up to 5 years (50)
- 5 years up to 10 years (32)
- 10 years up to 15 years (21)
- 15 years or more (59)

Benchmark			
	2016	IND. NORM	US NORM
Less than 1 year	14%	6%	8%
1 year up to 2 years	17%	11%	13%
2 years up to 5 years	21%	31%	25%
5 years up to 10 years	14%	21%	21%
10 years up to 15 years	9%	15%	12%
15 years or more	25%	15%	21%



## Employee Loyalty Matrix

When job satisfaction is combined with anticipated tenure, four employee profiles emerge. *Committed Loyalists* are employees who are both highly satisfied and intend to remain at the organization for at least two more years. These employees are typically highly productive, engaged and willing to contribute their creativity and discretionary effort to their work. Only one-fourth of NRVJR employees (24%) fall into this desirable mindset. This score is about half the level in the US and industry benchmarks.

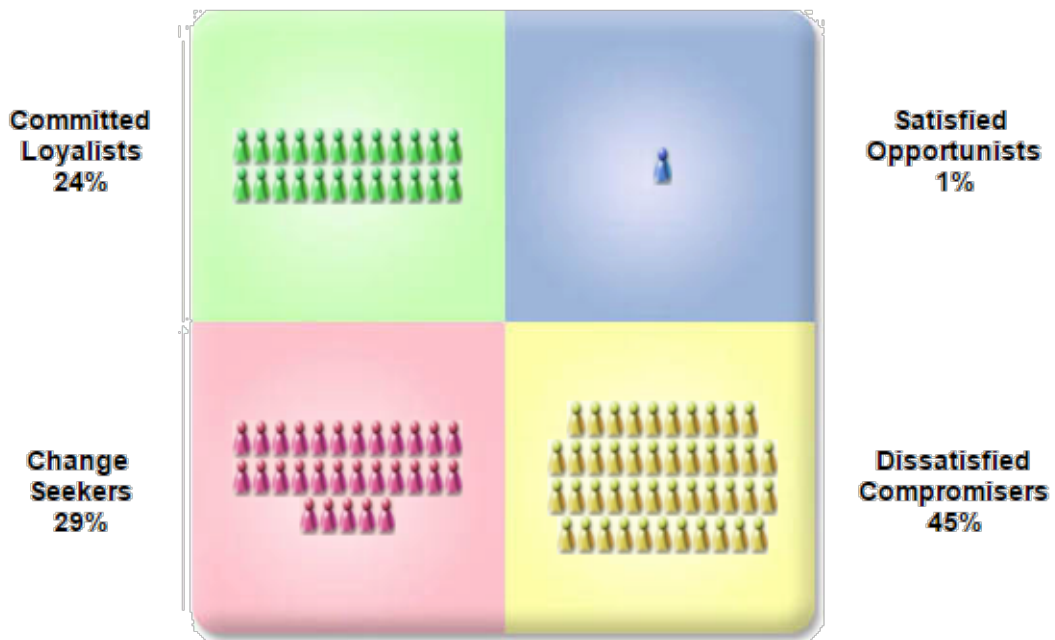
Nearly half of NRVJR employees (45%) fall into the *Dissatisfied Compromiser* mindset, employees who are not highly satisfied, but who, nevertheless, intend to stay. This group tends to be less productive and committed and may also have a depressing effect on both the effectiveness of their work units and the morale of the colleagues around them. The proportion of *Dissatisfied Compromisers* is almost 20 percentage points above the benchmark norms. Shifting a substantial share of these employees into the *Committed Loyalist* camp is a necessary component of improving NRVJR morale and productivity.

Nearly one-in-three NRVJR employees (29%) is a *Change Seeker*, not satisfied and planning to leave within the next two years. These employee will most likely be a key source of turnover in the next two years, with associated impacts on recruiting and training costs, loss of institutional memory and effectiveness, and hits to workgroup morale and staffing levels. Actions taken to reduce the ranks of *Dissatisfied Compromisers* will also most likely trim the number of *Change Seekers*.

Only 1% of employees at NRVJR are *Satisfied Opportunists*, employees who are highly satisfied, but who plan to leave soon. This tiny proportion of employees in this group suggests that they will have virtually no impact on future turnover, morale or organizational effectiveness.



# Employee Loyalty Matrix



	2016	IND. NORM	US NORM
Committed Loyalists	24% ↓	55%	53%
Satisfied Opportunists	1%	5%	6%
Change Seekers	29%	12%	16%
Dissatisfied Compromisers	45%	29%	26%

Arrows show difference of +/- 5 points from industry norm

## CLASSIFICATIONS

- **Committed Loyalists:**
- **Satisfied Opportunists:**
- **Dissatisfied Compromisers:**
- **Change Seekers:**

## DEFINITIONS

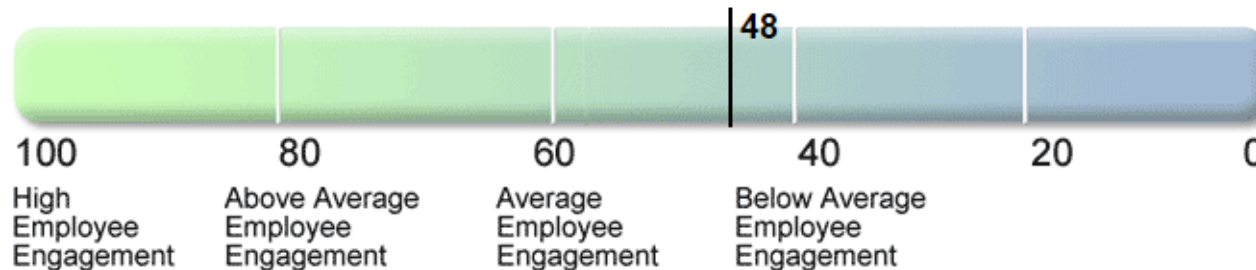
- Extremely/very satisfied and plan to stay 2+ years
- Extremely/very satisfied and plan to stay < 2 years
- Somewhat/not very/not at all satisfied and plan to stay 2+ years
- Somewhat/not very/not at all satisfied and plan to stay < 2 years



## Employee Engagement Index

Employee engagement can best be summarized as a dynamic partnership in which employees bond with their organization and with one another through shared understanding and common purpose. Engagement is a state in which employees are fully involved in their job roles – physically, cognitively and emotionally. In a highly-engaged workplace, employees understand and agree with the company’s strategic goals, are clear about how their work fits into making those goals a reality, are motivated to go beyond narrow job definitions to meet those goals and are confident that their efforts will be recognized and rewarded by their peers, managers and the organization as a whole. By combining these multiple components into a single Employee Engagement Index, an organization can both assess its current level of engagement and then track its success at improving that level.

NRVRJ’s employee engagement is at 48, which is significantly lower than the average level of engagement among employees in the U.S. (68). Acting on the findings in this report should help drive the Engagement Index higher.





## Top 10 Drivers of Job Satisfaction

The top drivers of job satisfaction at NRVJR center on issues around the organization's direction and management, its commitment to and treatment of employees, communications and day-to-day work culture. Despite many write-in comments regarding pay and a low score for overall satisfaction with compensation, pay is not among the top 10 drivers of satisfaction at NRVJR. Low scores for all these key drivers mean that none of them is currently a strength for NRVJR. The current score for each item is shown following each key driver.

1. Believing that in the past 12 months, your experience of working at the NRVJR has improved and that the organization is moving in a positive direction overall (20%)
2. Satisfaction with senior management (16%)
3. Your opportunity to make suggestions and be involved in your work (17%)
4. How committed you feel the NRVJR is to you as an employee (22%)
5. The NRVJR's attention to safety (33%)
6. At the NRVJR you feel motivated to do your work well (current score 42%)
7. The NRVJR has established a culture that communicates high integrity and ethical values (24%)
8. The NRVJR compares favorably to other organizations in its treatment of employees (10%)
9. You feel proud to work at the NRVJR (current score 51%)
10. Satisfaction with the overall effectiveness of communications within the NRVJR (9%)

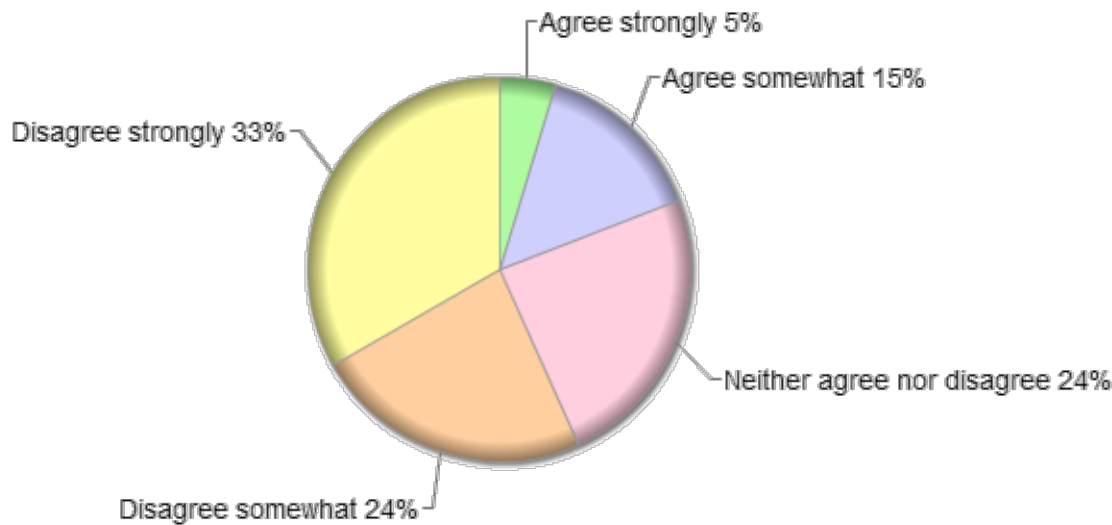


## **Progress in the Past 12 Months**



## Progress in the Past 12 Months

Only one-in-five employees (20%) agrees that their experience of working at NRVJR has improved in the past 12 months and that the organization is moving in a positive direction. This is less than half the level of the benchmark norms and is indicative of a systemic problem with the organization's leadership.



	2016	Benchmark	
		IND. NORM	US NORM
<b>Top 2/Favorable:</b>	<b>20%</b> ↓	<b>44%</b>	<b>52%</b>
Agree strongly (11)	5%	20%	19%
Agree somewhat (34)	15%	24%	33%
Neither agree nor disagree (56)	24%	25%	26%
Disagree somewhat (55)	24%	15%	12%
Disagree strongly (78)	33%	15%	10%

Arrows show difference of +/- 5 points from industry norm





## Progress in the Past 12 Months

### Positive Perceptions

#### **Civilian**

*"Due to new people being appointed to the NRVJRJA board, the new board seems to care about the employees and not give in to what senior management wants all the time. It's nice to know someone cares about the employees and their opinions/views and I hope it continues to move in a positive direction for employees."*

**Middle Management** - No positive comments

#### **Security**

*"Past few months the jail has been how it's supposed to because of the this survey coming up . Admin is worried about bad reviews. Current promotions have been fair and just. Training needs work. Sgts. Lt. And Capt. pay needs to be raised they work hard and they deserve it. Direction looks good with the hope of new admin superintendent , Lt Con, and major."*

*"I believe that we are moving in the right direction, but there are things that can improve. Improvements on daily task and performance should be on the minds of everyone. What can I do better today than I did yesterday should be the question we all ask ourselves every day. Strive for the best every day for yourselves and this Organization (NRVRJ)."*

#### **Senior Management**

*"The NRVJRJ is headed in a positive direction in general although many challenges are thrown at you each day. Turnover and the lack of loyalty by some employees is problematic. The Jail Authority should take an opportunity to make working at the NRVJRJ more financially attractive with regard to pay and benefits. Employees are leaving to take higher paying jobs at other correctional institutions, with other law enforcement agencies and/or the private sector. The available workforce makes attracting qualified candidates tough so the Jail Authority needs to take action to make employment at the NRVJRJ more enticing. Lastly, select members of the Jail Authority need to stop trying to micro-manage the day to day activities and further the interests of their friends and family. They generally only hear one side of the story which is usually not entirely truthful. The actions taken by this small group of people have a devastating effect on the morale of the entire facility."*



## Progress in the Past 12 Months

### Mixed/Negative Perceptions

#### **Civilian**

*"No direction is being taken, it just here, employees are quitting left and right, workload increases, depending on what county you're from, certain people do anything they want and nothing gets done, others can make one little error and are crucified, publicly, I sometimes am ashamed to tell people where I work, I just say prison system, this facility has gotten a bad reputation and it all stems from cover ups and overs."*

*"Let me start off by saying, I love my job, I love the people that I work with (for the most part), I love the fact that I can help people, and I'm happy about my salary (all law enforcement should be paid more, but that's a different survey) but the NRVJR has issues. Management does not value the employees, the promotional process is a joke, 80% of the management (from the Super to Sgts) have no business being a manager nor can manage effectively."*

#### **Middle Management**

*"It feels like a sinking ship and all I see is people jumping from the sides."*

*"It takes too long to replace help lost in certain Departments. My department for example needs at least one more full time employee just to make the work bearable. We have been two people short for months now. We were promised at least a part time person five years ago, that never happened. When we ask the reply is they can't find anyone who wants to work part time."*

*"Morale is at an all time low. The jail will never prosper until the current administration is removed. People are actively looking for new employment. We have lost so many good officers within the last 12 months. And Administration is 100% to blame. Whenever you go ask a question about a decision that they have made, it's always "because I said so" and "if you don't like it, there's the door." Officers are afraid to make a decision, that will help them do their jobs better, because they're afraid for their jobs if they go against anyone in Senior Management."*

*"It can't get any worse' is a term that gets used daily in the jail. Every time it is said, it gets worse."*



## Progress in the Past 12 Months

### Mixed/Negative Perceptions

#### Security

*"Top Management has at times made me feel as though myself as well as others were in a hostile work environment. Many good officers have left this facility due to the treatment / mistreatment of Top Management."*

*"The jail is on downward slope it seems its only getting worse. Officers keep leaving because of Administration and certain supervisors treating us lower than Inmates honestly we Officers have no form of authority to do as we see fit, we feel as mere bodies to fill the spots at jail to keep it running. If we mess up 95% of the time it comes with a write up not a verbal reprimand. Honestly I don't see how the Jail is going to be able to keep going the way it is. An Officer on my team did the math we have lost 148 Officers + in the last two years that is almost four teams! We need something to take us in a different direction than the way we are going now. If this continues I will have to look for different job, I have a family to think about and the conditions at the jail is making for a unsafe environment."*

*"We don't get performance reviews, There is no pay increases based on what each employee can do. Some Officers get promoted without pay increases while others get pay increases with their promotions. They base the requirements of jobs based on who they want in that position. Some jobs have never been posted just created depending on who you know or are related to."*

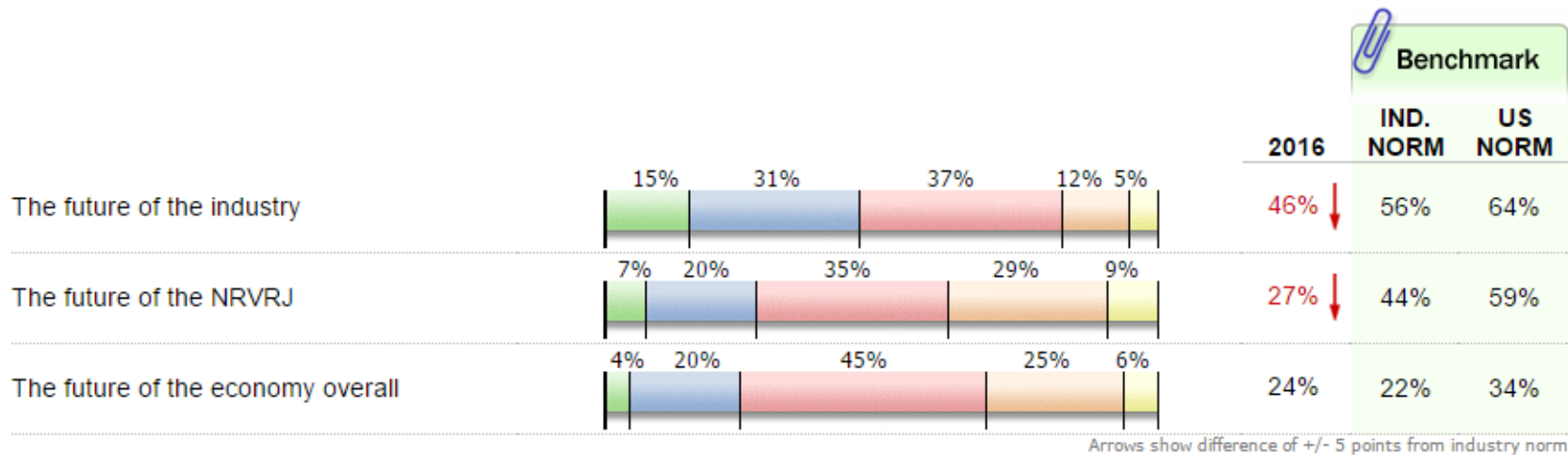
*"I think the direction the NRVRJ is heading is down the toilet. They hire new people and they either quit cause they see that the NRVRJ is flawed or they hire people and they leave for better paying jobs. Senior Officers get into trouble over petty things and just make honest mistakes and they get pulled over to administration and get talked to like a dog and they quit."*

*"There is no sense of career progression or compensation within the jail for working harder. Employees that are lazy but have been working at the jail for several years make more than employees that work twice as hard but have only been working a couple of years."*

*"Retention has become almost non-existent because of the way employees are treated and overall morale of employees. Seems like there is a double standard for employees who are from the same area as senior management and employees who are not."*

## Future Perceptions

NRVRJ employees' views of the future of the economy overall are on a par with the industry benchmark (and somewhat below the US norm), with about one-in-four (24%) feeling extremely/very optimistic. They are sharply less positive than the norms regarding the future of the industry, with less than half (46%) feeling highly optimistic in this regard. Their views of the future of NRVRJ are even more dim, with only one-quarter (27%) optimistic about the organization, far below the benchmark norms.



■ Extremely optimistic 
 ■ Very optimistic 
 ■ Somewhat optimistic 
 ■ Not very optimistic 
 ■ Not at all optimistic



# Mission, Vision, Values



## Perceived Mission, Vision and Values

Many employees mention service, safety and fair treatment as key elements of the NRVJR mission statement. Many others, however, are not familiar with the mission statement or are openly cynical regarding it.

### **Civilian**

*"To provide a safe working environment for its employees and a safe living environment for inmates. Also to provide safety for the community."*

*"NRVJR is responsible for the security and safety of not only the inmates but the officers, support staff and any one from the public visiting our facility. NRVJR is accountable for their actions - security as well as operating and maintaining the facility to agencies we support, the Board of Directors as well as the State of Virginia."*

*"That all inmates are liars, and if we don't like our job we can be replaced."*

*"Do unto others before they do unto you, this place breeds back-stabbing lying, just to keep yourself out of trouble, you might run out of time to finish a certain task, and receive a demeaning email about it from supervision, and the next person assigned to the same task can just completely refuse and nothing is said that's ok."*

### **Middle Management**

*"The NRVJR strives to protect and serve while maintaining control and care for inmates while incarcerated at this facility."*

*"To provide basic daily needs for any person who is incarcerated. I think the NRVJR is trying to meet this mission in the most humane way possible with about 900 inmates and not enough staff."*

*"To punish the ones that they want to. Micro-managing and selective punishment is their motto. Honestly, didn't know that the jail even had a mission statement. To intimidate your workers to the point where they're scared enough to do what Administration wants them to do. And it's administration's way or the highway, which they have and continue to say to us on a daily basis."*



## Perceived Mission, Vision and Values

### **Security**

*"Every Officer who completes B.E.L.J is sworn by a code of ethics and swears to do everything in their power to carry out that code of ethics in all situations they will encounter. It is our job as the Officers to ensure the Inmates receive their daily needs. That the facility, it's staff, and it's Inmates are safe and secure and all rules and guidelines are followed."*

*"I can only tell you "my mission", and that is to see the NRVRJ become the best place in the NRV to work, to have employees want to come to work every day, proud to wear the uniform, eager to help in any way. To have co-workers we can trust and not turn against each other. To have a community who trusts us to protect them from the people we are guarding. To handle and conduct ourselves in a positive and productive manner as safely as we can. To encourage growth and development in new and senior employees."*

*"The mission is to keep all people involved with the jail safe, whether it be workers, the community, or the inmates. The philosophy is that everyone is expendable, when one employee messes up all employees mess up."*

*"They have a good policy in place for the most part. But it's double sided. There is a policy for the officers then a policy for administration (not literally). If an officer does this or that then they are scolded for it. But let admin do it and it's laughed about and swept under the rug."*

*"Ensure the security of the facility. Train staff to ensure the safety, security, and needs of the inmates are met. Train staff to ensure safety of the officers and the public. Strive to be firm, fair, and consistent and do not discriminate."*

### **Senior Management**

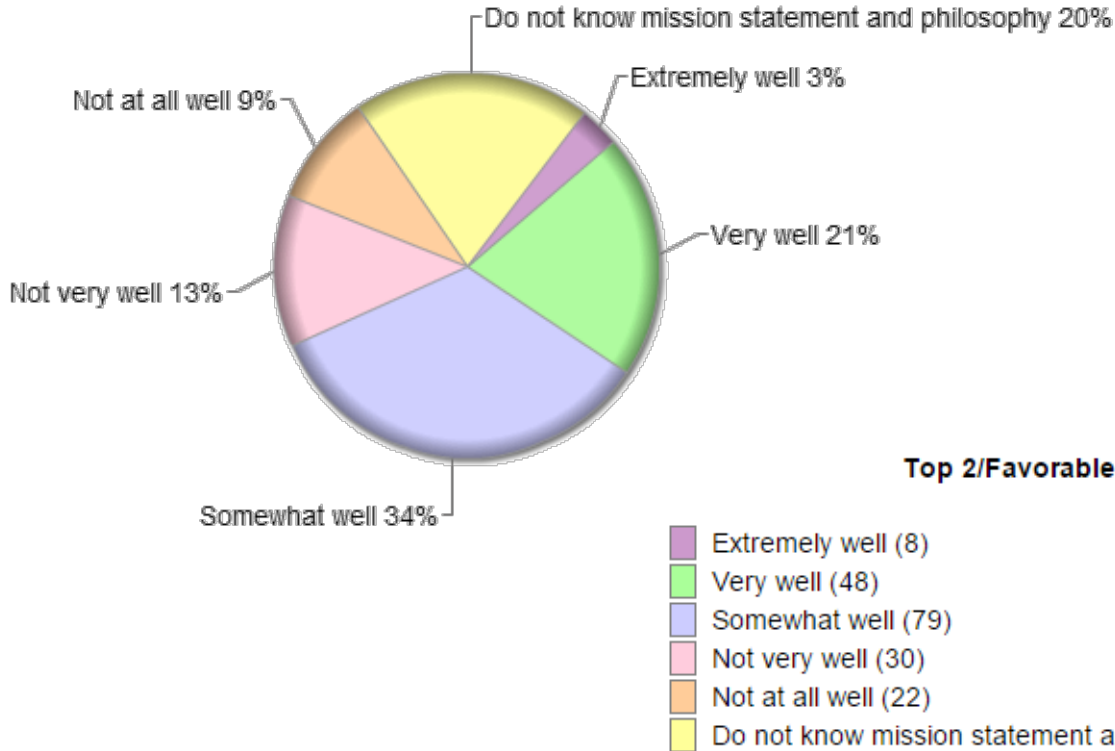
*"To provide a safe and secure living environment to those individuals charged with or convicted of the commission of a crime and to protect the public. To provide support for the Administrative, Security and Operations aspects of the facility and to provide a safe and secure working environment for it's employees."*

*"The NRVRJ should is responsible to operate in a safe a secure manner all the duties of a correctional facility and to ensure that the public, staff and inmates are safe and secure."*



# Fulfillment of Mission, Vision and Values

Just one-in-four (24%) of NRVJRJ employees feels the organization is fulfilling its mission extremely/very well, about half the level of the benchmark comparisons.



**Top 2/Favorable:**

**Recommended Minimum Target for Fulfilling Mission**  
**75%**

2016	Benchmark	
	IND. NORM	US NORM
<b>24%</b> ↓	<b>49%</b>	<b>59%</b>
3%	23%	17%
21%	26%	42%
34%	36%	29%
13%	10%	7%
9%	1%	2%
20%	5%	2%

Arrows show difference of +/- 5 points from industry norm



13. In your opinion, which of the following statements best describes how well the NRVJRJ fulfills its mission statement and philosophy?





# CULTURE

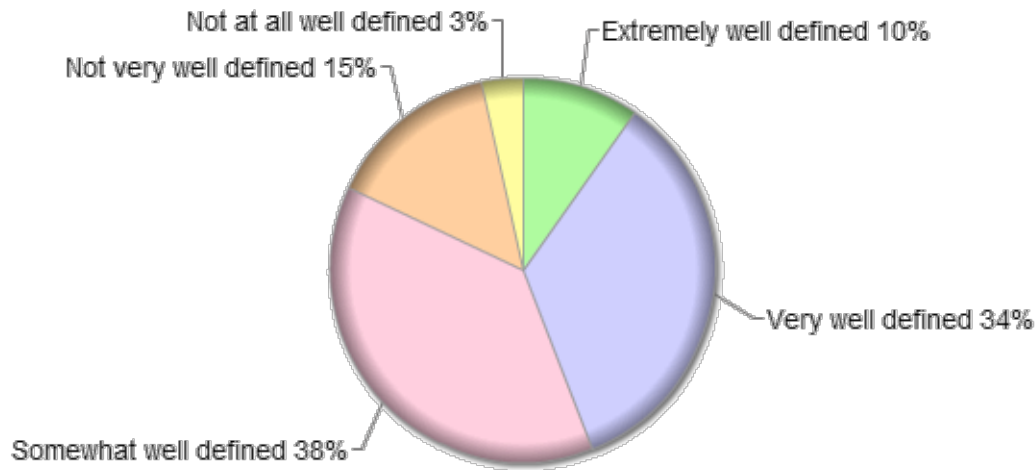


# Work Profile



## Job Definition

Less than half of NRVJR employees (44%) feel the requirements and responsibilities of their jobs are extremely/very well-defined. This lags the benchmark norms by nearly 30 percentage points. Since clear job roles are a necessity for effective management of performance and accountability, this suggests a real need for improvement in this area.

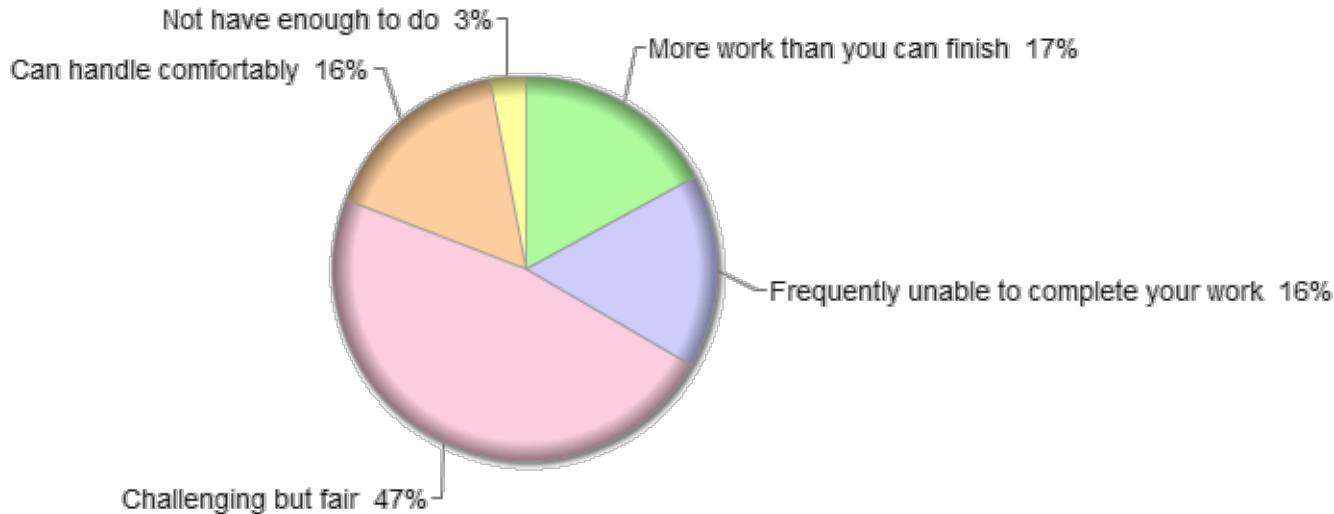


		Benchmark	
		IND. NORM	US NORM
<b>2016</b>			
<b>Top 2/Favorable:</b>	<b>44%</b> ↓	<b>73%</b>	<b>70%</b>
Extremely well defined (23)	10%	36%	25%
Very well defined (80)	34%	37%	45%
Somewhat well defined (89)	38%	21%	25%
Not very well defined (34)	15%	2%	5%
Not at all well defined (8)	3%	4%	1%

Arrows show difference of +/- 5 points from industry norm

# Perceived Workload

A majority of NRVJR employees find their workloads to be manageable, with less than one-in-five (17%) feeling they continually have more work than they can complete. For the Exit survey employees, however, this was a much bigger issue, with more than half (58%) saying they continually had more work than they could finish. This suggests that while workloads may not be an issue in general at NRVJR, there may be area-specific issues with workload distribution or turnover-related short-staffing that are problems for some groups of employees.



- You continually have more work than you can finish (40)
- You frequently find you are unable to complete your work during regular working hours (38)
- You find your workload to be challenging but fair (111)
- You find your workload to be about what you can handle comfortably (38)
- You often find that you do not have enough to do (7)

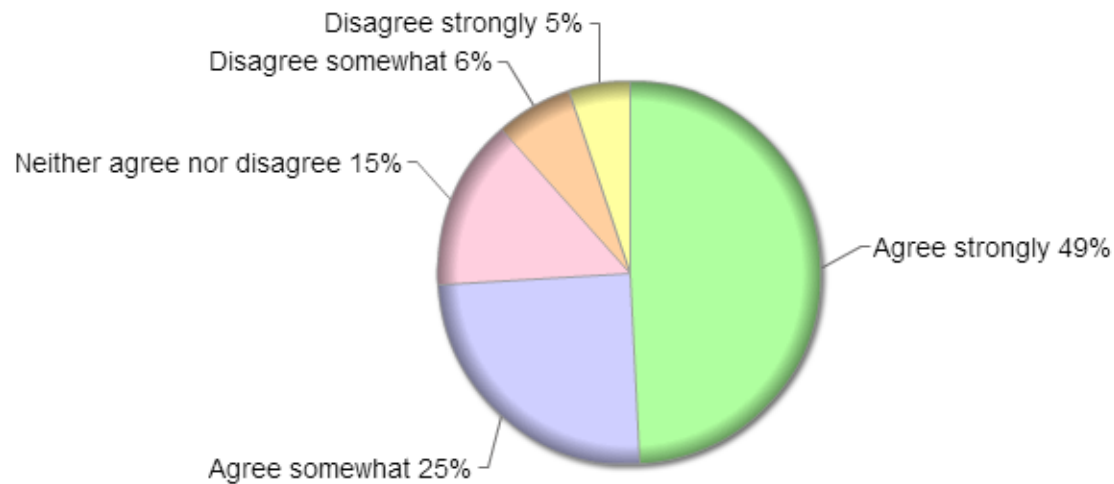
**Benchmark**

	IND. NORM	US NORM
<b>2016</b>		
17%	38%	26%
16%	31%	48%
47%	24%	18%
16%	7%	7%
3%	0%	0%



## Micro-management

Three-quarters of NRVRJ employees (74%) feel they are micro-managed to the point that their work is impeded.



	<b>2016</b>
<b>Top 2/Favorable:</b>	<b>74%</b>
Agree strongly (115)	49%
Agree somewhat (58)	25%
Neither agree nor disagree (34)	15%
Disagree somewhat (15)	6%
Disagree strongly (12)	5%



## Work Profile

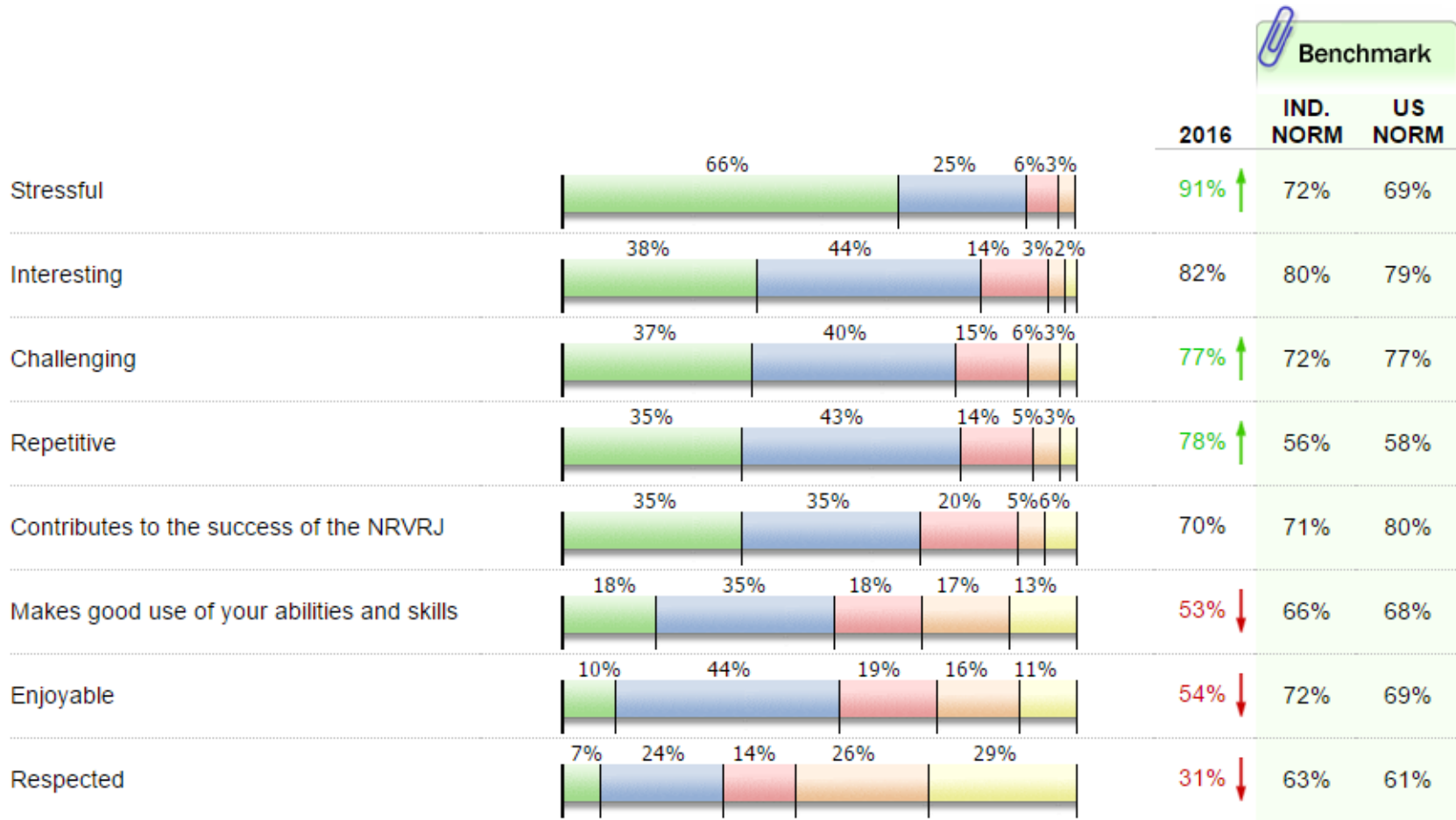
Employee perceptions of their work at NRVRJ range widely and often differ greatly from the benchmark norms. More than nine-in-ten (91%) find their work stressful and nearly eight-in-ten (78%) feel their work is repetitive, both far higher than the norms.

On the positive side, large majorities feel their work is interesting (82%), challenging (77%) and contributes to the success of NRVRJ (70%), all above or near the US and industry norms.

In other areas, however, scores are less positive and below the norms. About half feel their work is enjoyable (54%) and makes good use of their abilities and skills (53%). Just one-third (31%) think their work is respected, perhaps caused by some of the dissatisfying aspects of the work culture and interactions with senior leadership that were mentioned in the write-in comments.



# Work Profile



Arrows show difference of +/- 5 points from industry norm

■ Agree strongly 
 ■ Agree somewhat 
 ■ Neither agree nor disagree 
 ■ Disagree somewhat 
 ■ Disagree strongly



## Satisfaction Profile

In two areas, NRVRJ employees show higher satisfaction with aspects of their workplace culture than the benchmark norms – three-quarters are extremely/very satisfied with their work schedules (75%) and more than two-thirds (69%) are highly satisfied with their co-workers.

In every other Satisfaction Profile measurement, however, levels of satisfaction are below, and in some cases, far below the US and industry norms. Less than half of employees are highly satisfied with their immediate supervisors (46%) and their physical working conditions (43%). One-third (33%) are satisfied with NRVRJ's attention to safety, while slightly fewer are satisfied with the division of work in their group or department (29%) and NRVRJ's commitment to customer/client service (29%)

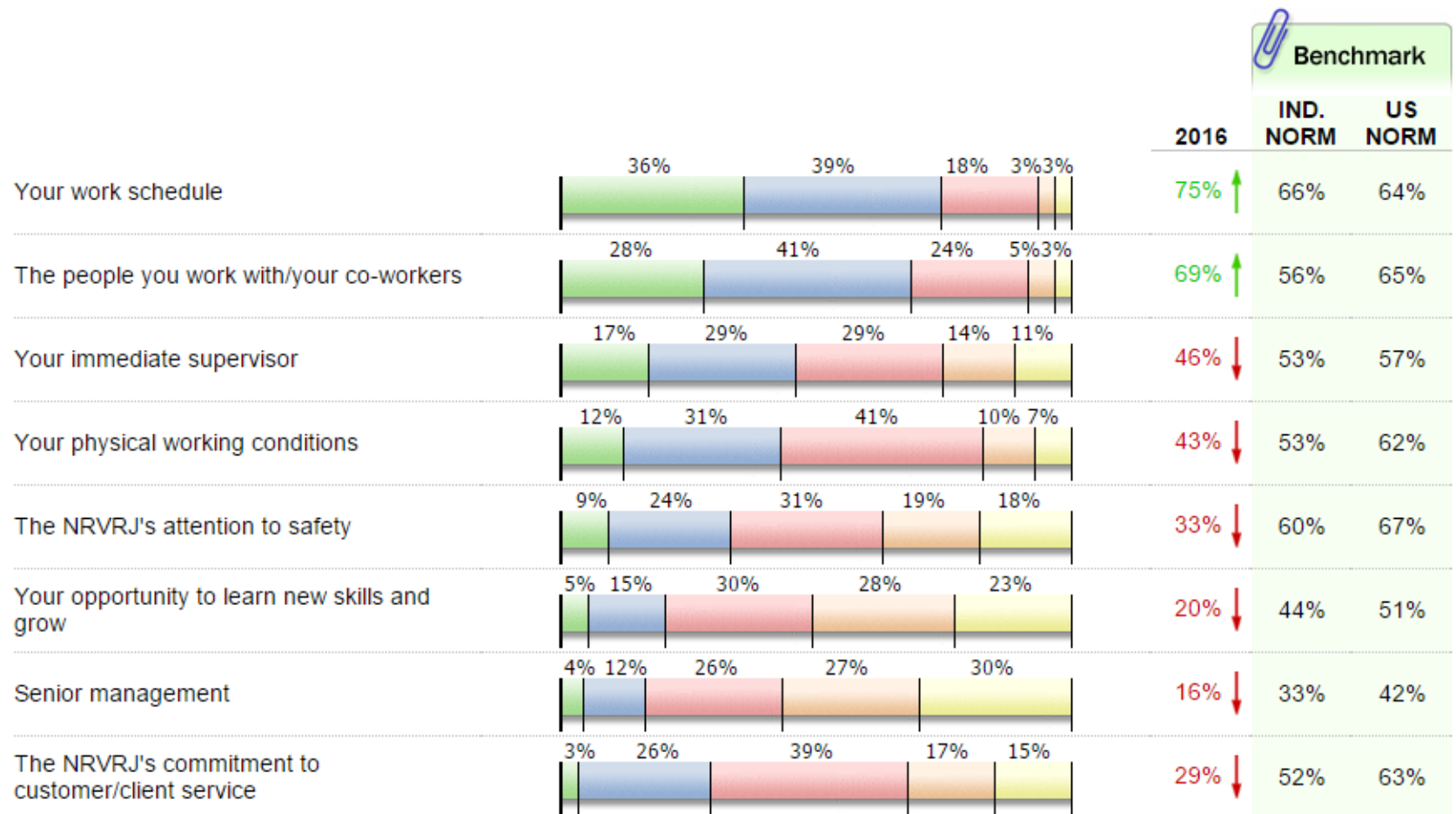
Just one-in-five is satisfied with the tools/equipment/resources available to do their work (21%) and their opportunities to learn new skills and grow (20%).

Only small minorities of employees are satisfied with their opportunities to make suggestions and be involved with their work (17%), the amount of ongoing training and development (17%), the overall work environment/culture (16%), senior management (16%) and their opportunities for advancement (15%). Satisfaction with reward and recognition is in single digits (8%). Very low satisfaction with senior management and with the level of training and development was also visible in the Exit Survey data.





# Satisfaction Profile



Arrows show difference of +/- 5 points from industry norm

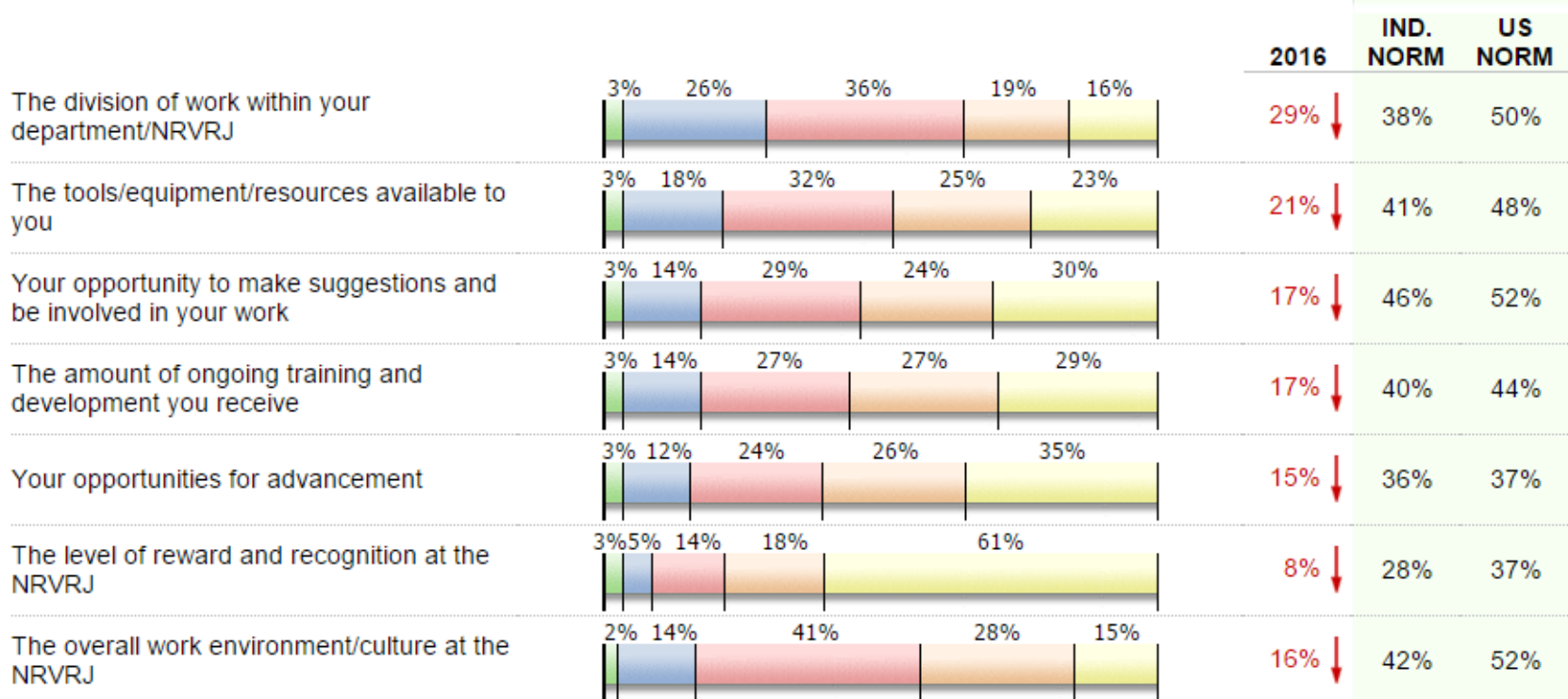
■ Extremely satisfied 
 ■ Very satisfied 
 ■ Somewhat satisfied 
 ■ Not very satisfied 
 ■ Not at all satisfied



6. How satisfied are you with each of the following aspects of your job?



# Satisfaction Profile



Arrows show difference of +/- 5 points from industry norm

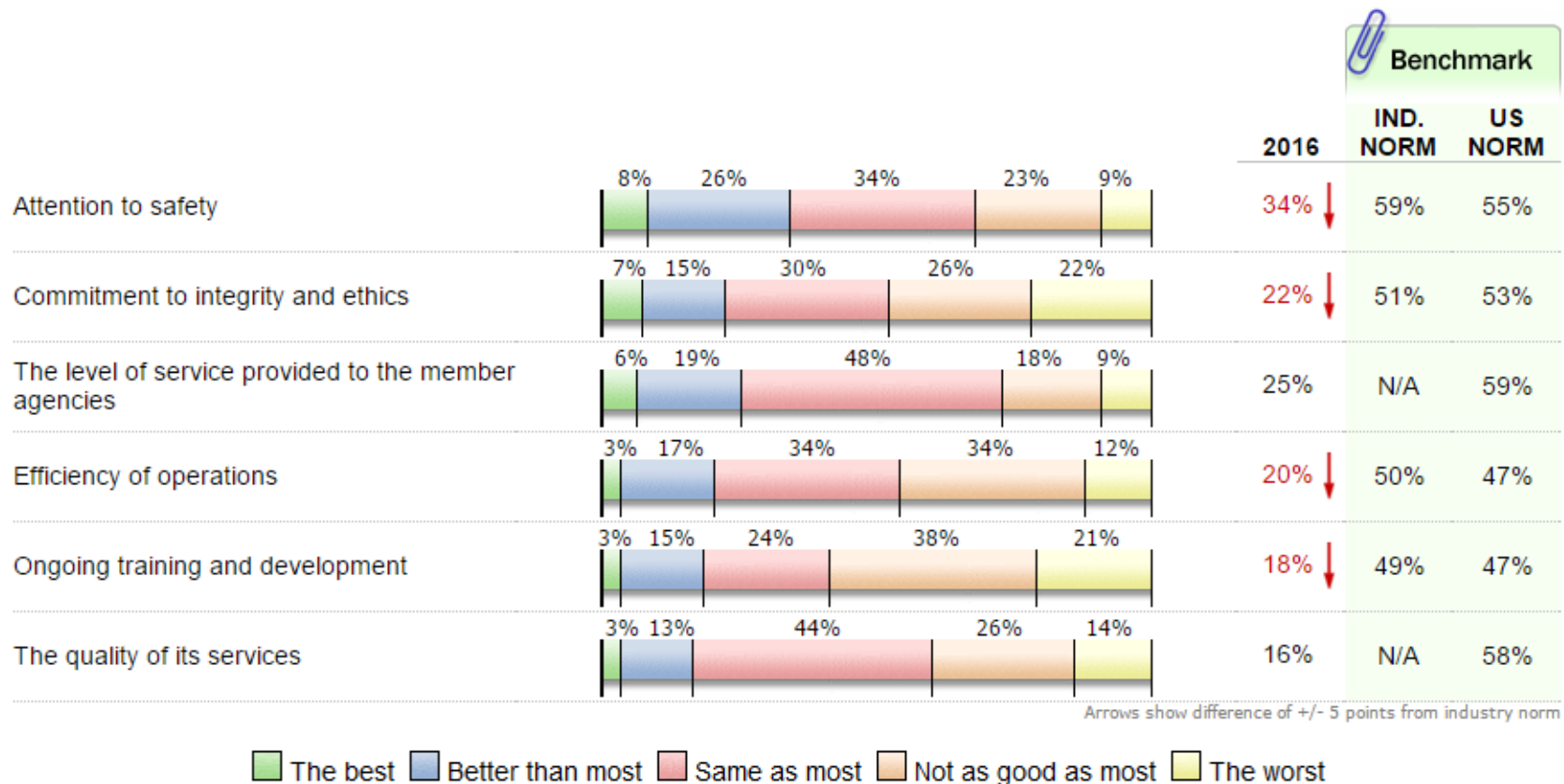
■ Extremely satisfied 
 ■ Very satisfied 
 ■ Somewhat satisfied 
 ■ Not very satisfied 
 ■ Not at all satisfied



6. How satisfied are you with each of the following aspects of your job?

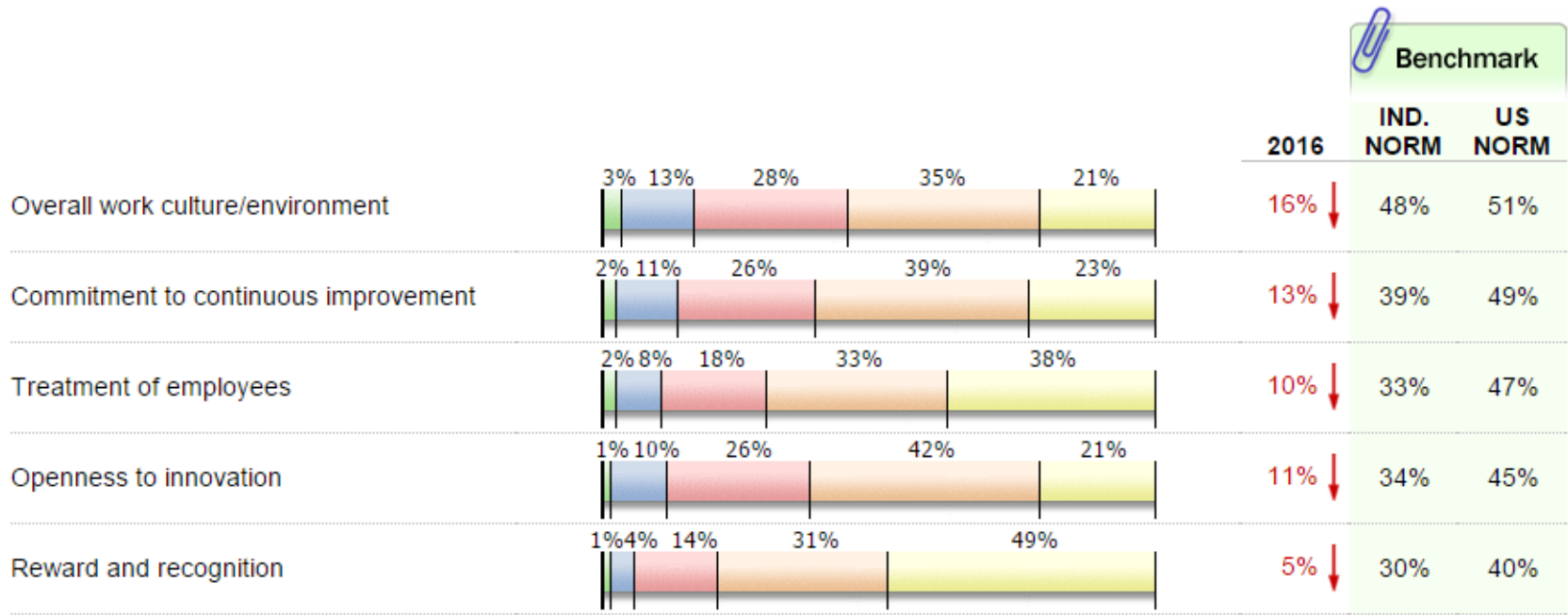
## Comparison to Other Companies

NRVRJ employees do not feel their employer compares favorably to other places they have worked. Just one-third feel NRVRJ is superior in its attention to safety (34%), while one-quarter believe NRVRJ excels in its level of service to member agencies (25%). Only one-in-five perceive NRVRJ to be strong in commitment to integrity and ethics (22%) or in efficiency of operations (20%). Even fewer believe NRVRJ is superior in ongoing training and development (18%) or the quality of its services (16%).



## Comparison to Other Companies

Employees view NRVJR as comparing poorly to other organizations in its overall work culture/environment (16%), commitment to continuous improvement (13%), openness to innovation (11%), treatment of employees (10%) and, especially, in terms of reward and recognition (5%).



Arrows show difference of +/- 5 points from industry norm

■ The best 
 ■ Better than most 
 ■ Same as most 
 ■ Not as good as most 
 ■ The worst



# Performance Review



# Performance Review

Nearly three-quarters of NRVRJ employees (72%) have either never had a performance review or have not had a review within the past year.



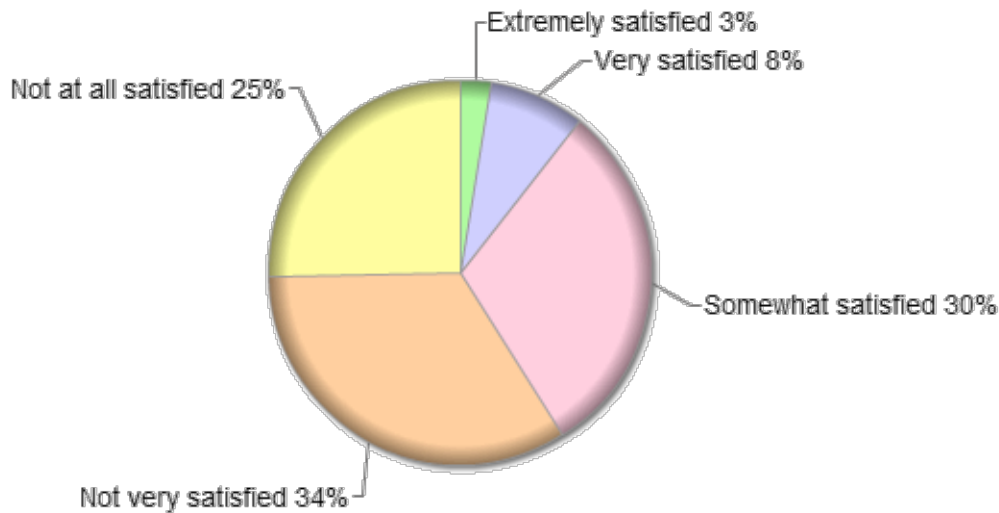
- Within the last three months (22)
- Longer ago than three months but within the last six months (16)
- Longer ago than six months but within the last year (27)
- Longer ago than one year (132)
- Have not had a performance review (37)

Benchmark		
	IND. NORM	US NORM
<b>2016</b>		
9%	21%	26%
7%	20%	23%
12%	26%	26%
56%	19%	11%
16%	13%	13%



# Performance Review

Satisfaction with the NRVRJ performance review process is extremely low, with just one-in-ten employees (11%) extremely/very satisfied, far below the benchmark norms.

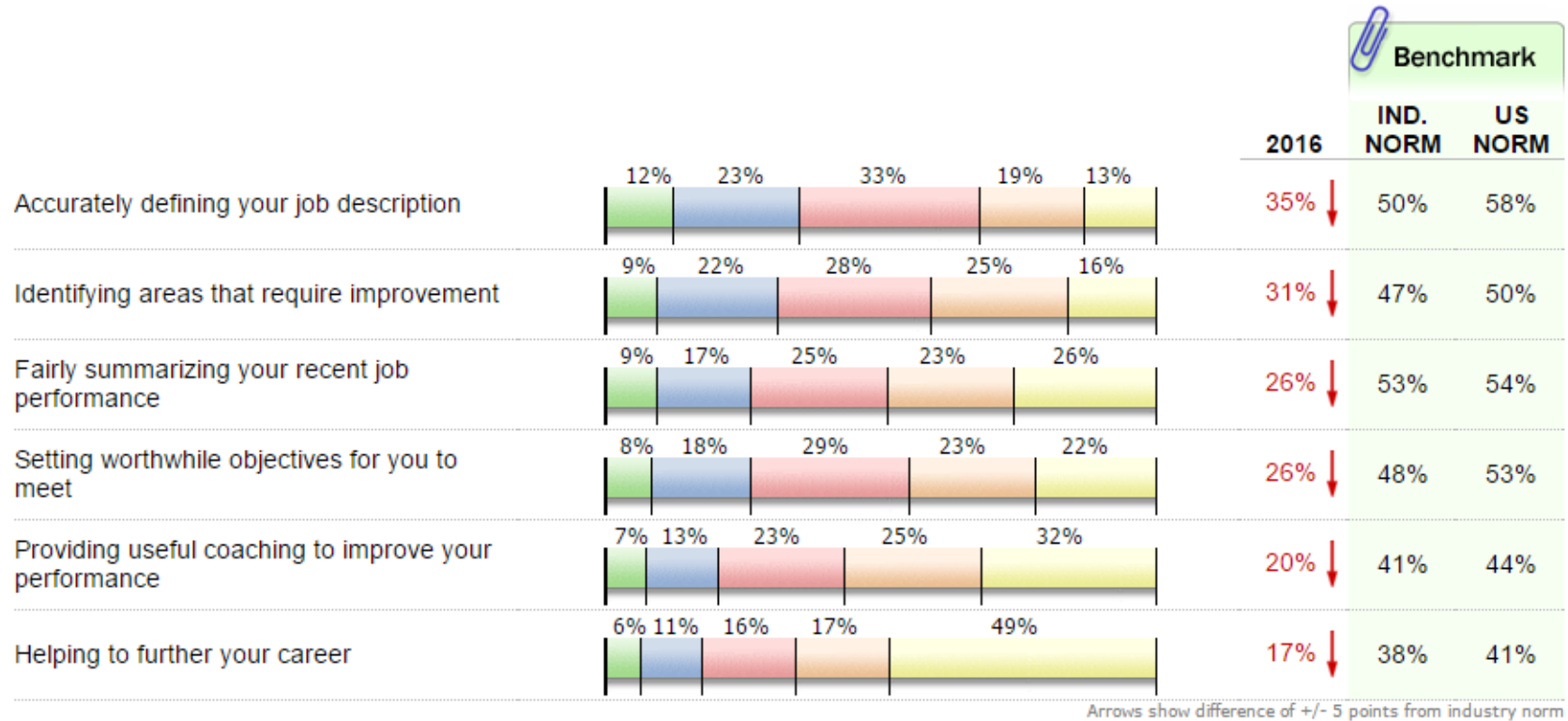


	2016	Benchmark	
		IND. NORM	US NORM
<b>Top 2/Favorable:</b>	<b>11%</b> ↓	<b>38%</b>	<b>45%</b>
Extremely satisfied (5)	3%	21%	16%
Very satisfied (16)	8%	17%	29%
Somewhat satisfied (60)	30%	26%	31%
Not very satisfied (66)	34%	13%	15%
Not at all satisfied (50)	25%	23%	10%

Arrows show difference of +/- 5 points from industry norm

# Performance Review

No measured aspect of the performance review process garners a score that is near the US and industry norms. Scores are especially low for the review process providing useful coaching to improve performance (20%) and helping to further employees' careers (17%).



■ Excellent 
 ■ Very good 
 ■ Good 
 ■ Fair 
 ■ Poor



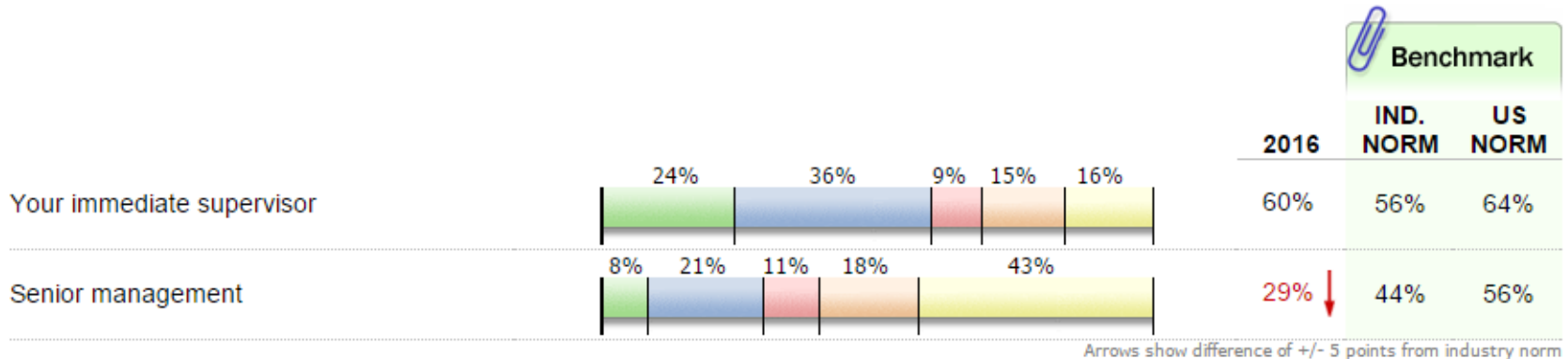


# Leadership Evaluation



# Leadership Effectiveness

Employee' perceptions of leadership effectiveness for NRVRJ immediate supervisors are near the benchmark norms, with just under two-thirds (60%) agreeing they see effective leadership at this level. Views are much more dim for senior management, with less than one-third (29%) seeing effective management at that level.



■ Agree strongly 
 ■ Agree somewhat 
 ■ Neither agree nor disagree 
 ■ Disagree somewhat 
 ■ Disagree strongly



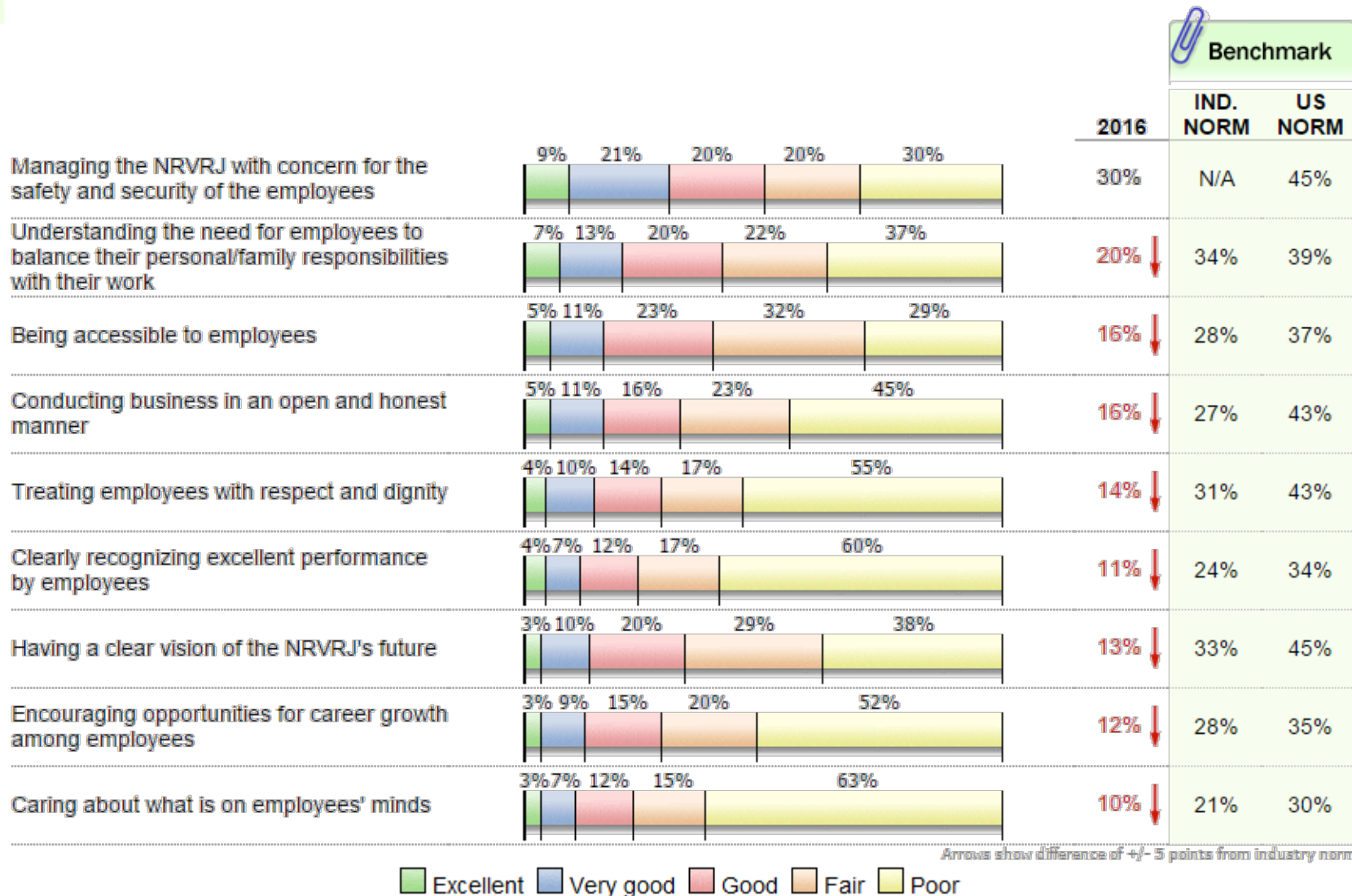
## Perceptions of Senior Management

Without exception, perceptions of NRVRJ's senior management are far below the benchmark norms. Just one-in-three employees (30%) feel that senior management manages the organization with concern for the safety and security of employees. One-in-five (20%) believes senior management understands the need for work/life balance. Only small minorities think senior management is accessible (16%), conducts business in an open and honest manner (16%), treats employees respectfully (14%), has a clear vision of the NRVRJ's future (13%), encourages opportunities for career growth (12%), recognizes excellent performance (11%) or cares what is on employees' minds (10%).

As mentioned earlier, low satisfaction with senior management is also visible in the Exit Survey data and is an ongoing theme in employee write-in comments.



# Perceptions of Senior Management





## Suggestions to Improve Senior Management

Employees wrote nearly 15 pages of criticism and suggestion for senior management. Suggestions for senior management include requests for a greater degree of awareness/understanding of the work being done and issues with favoritism, lack of recognition, poor communication, and unfair treatment. Many employees indicate that replacement of the senior management is needed.

*"Management needs to be more involved with the workers. When decisions are made they need to ask the input of the people they involve. Management wants to make rules that don't even work, why not ask the people who are actual working day-to-day their opinion."*

*"Top management needs to check their egos and self centeredness at the door. They should lead by example not fear."*

*"They supervise from their office, by video cameras & email. They do not actively engage with employees. They make operational changes without consideration of staff."*

*"There is very little interaction between senior management and staff. Basically you only see or speak with them when you are in trouble for something."*

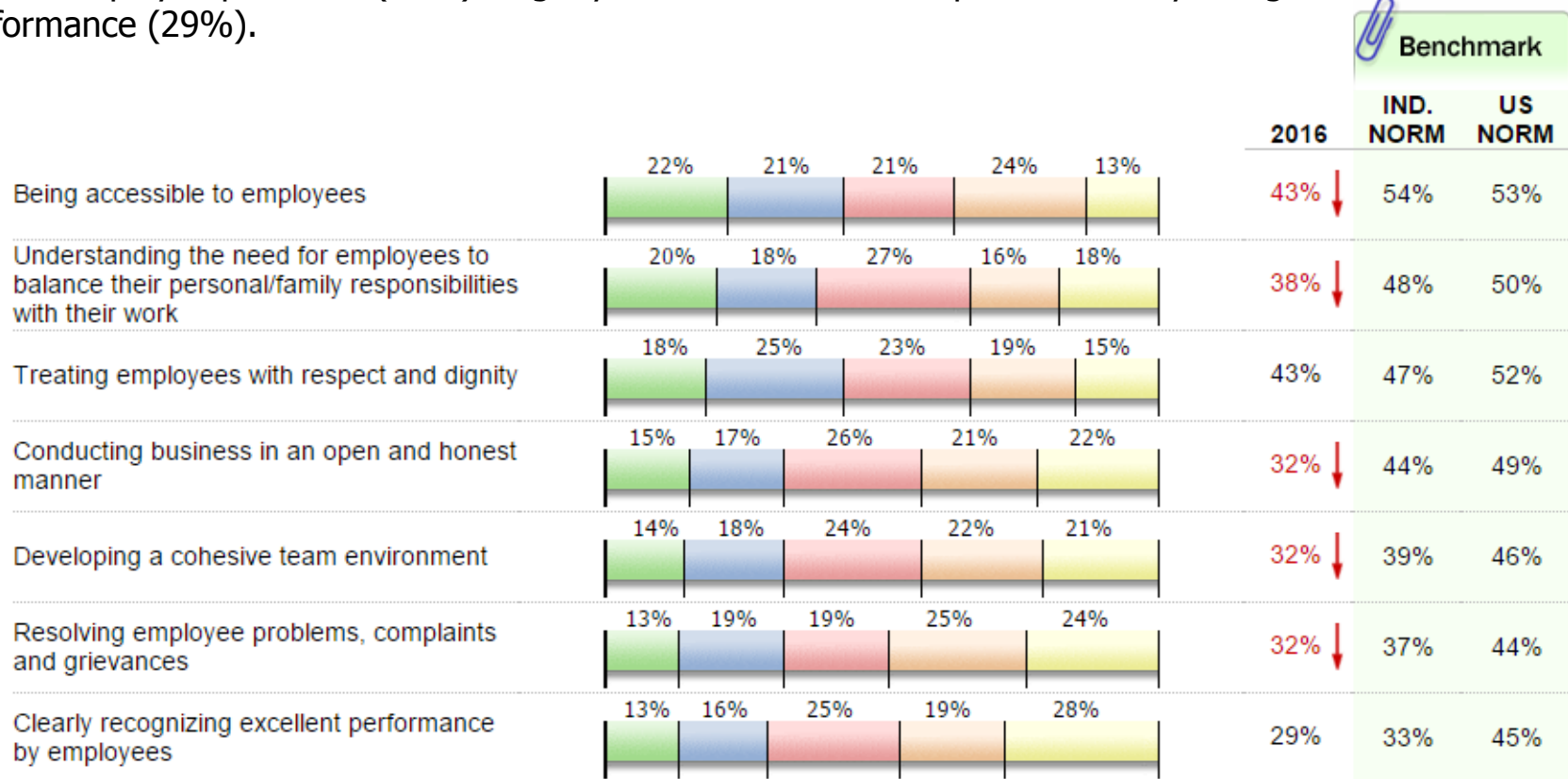
*"I have seen other Officers get , 'leave without pay' for going to a funeral or having other family related issues. We are so short handed you don't dare call in and if you do depending on who you are you may get , 'leave without pay'."*

*"They throw out demands for things to be done without consideration to the people that have to carry out their demands. The top three have no idea how things go in the back of the facility. The only time that you will see any one of these three individuals is if something goes wrong. They sit in their offices watching the cameras looking for things to ridicule the staff about. These three have never worked in the back of the facility so they have no idea."*

*"A lot of times there is a lack of communication about jail activities. I feel like we could be better informed of upcoming changes. Safety concerns about vehicles approaching 500,000 miles transporting inmates. I understand a budget has to be met, but a huge safety and liability risk will occur if a jail vehicle becomes disabled. Would also be nice to have an extra 4wd/ AWD vehicle available for inclement weather. I feel like this is a safety concern. Recognition should be given when an employee exceeds their duties to accomplish tasks. A lot of times immediate supervisors will recognize the employee for their efforts, sometimes recognition comes from senior management, but a lot of times it is missed."*

# Perceptions of Immediate Supervisor

NRVRJ employees rate their immediate supervisors below benchmark norms on a number of specific aspects of their management. Just under half feel their supervisors are accessible (43%) and treat employees respectfully (43%). About one-third feel supervisors understand the need for work/life balance (38%), conduct business in an open and honest manner (32%), develop a cohesive team environment (32%) and resolve employee problems (32%). Slightly fewer believe their supervisor clearly recognizes excellent performance (29%).



Arrows show difference of +/- 5 points from industry norm

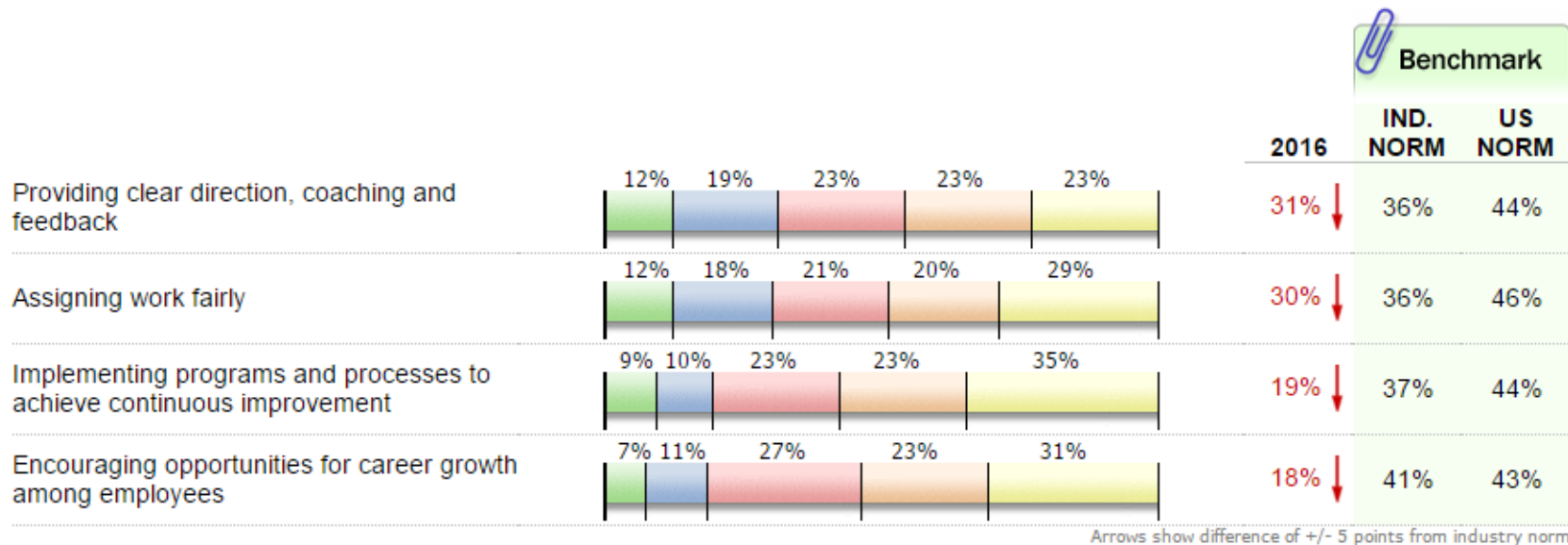
■ Excellent 
 ■ Very good 
 ■ Good 
 ■ Fair 
 ■ Poor



26. Please rate how good a job your IMMEDIATE SUPERVISOR is doing in each of the following areas:

## Perceptions of Immediate Supervisor

Just under one-third of employees rate their immediate supervisors as excellent/very good at providing clear coaching and direction (31%) and assigning work fairly (30%). Fewer than one-in-five feels their supervisor implements continuous improvement (19%) or encourages opportunities for career growth (18%).



■ Excellent 
 ■ Very good 
 ■ Good 
 ■ Fair 
 ■ Poor



## Suggestions to Improve Immediate Supervisor

Suggestions for immediate supervisors include being more “hands on” about the work, providing more positive feedback, better training and career development, less favoritism, more genuine concern for employees and their lives, more support/less intimidation and better people skills.

*“Instead of sitting behind a computer and making new rules, why not come and work with us, this way you can see how things REALLY work.”*

*“My supervisor does not address her department. We have had new employees and she hasn't been part of their training. We have had personnel issues go unaddressed, at times when you walk into the department you could cut the tension with a knife and she is no where to be found.”*

*“Although the supervisor willingly listens when employees have an issue, there is never any action taken to resolve that issue.”*

*“I feel as if anything the immediate supervisor does poorly is because administration micro-manages so bad that they are not allowed to make their own decisions. I feel as if the supervisor should decide when someone is verbally counseled or receives a written letter of counsel. I've heard first hand where the immediate supervisor states that he will talk to the employee and either the major or superintendent will say to give them a written letter of counsel. If they disagree with the immediate supervisor, I feel they should be the one doing the written letter of counsel.”*

*“Shift assignments aren't fair. they are responsible for evaluations, but they mean nothing. poor performance is often noticed, but not corrected or counseled.”*

*“We rarely talk about career growth and work is often not distributed evenly among employees in our department.”*

*“Employees are not recognized or rewarded for their hard work. There are not any available opportunities to gain extra training. Employees who desire to move up and progress in their career are not given opportunity due to the lack of availability. Lastly, there is a lack of concern for people's life outside of work. It is extremely hard to get a day off, even if you let your supervisor know well in advance. Also, holidays are constantly getting cancelled, even if you have made plans with your family. I feel the largest cause of this problem goes back to understaffing.”*

*“Yelling, screaming, slamming phone down, instead of helping, explaining what was wrong.”*





# Culture Evaluator



## Culture Evaluator

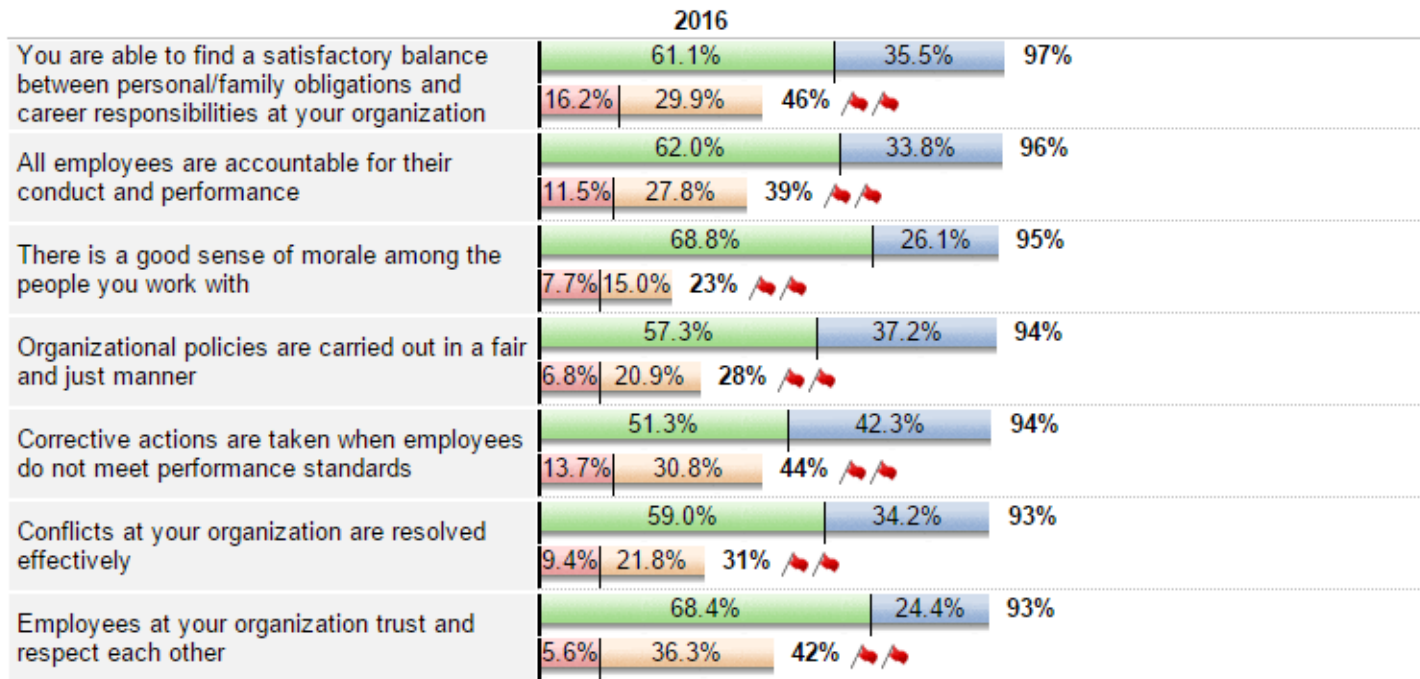
Employees rated how important various aspects of NRVJR’s culture are to them and then rated the organization’s performance in the same areas. Gaps between importance and performance indicate areas for potential improvement. Any gap of 20 points or more is considered to be at/above the “needs improvement” threshold. At NRVJR every measurement in the Culture Evaluator exceed this threshold by very large margins. In some cases the gaps are more than three-times the “needs improvement” level, suggesting that a major overhaul of the organization’s culture is needed.

CULTURE	2016 Gap
Employee loyalty is both valued and rewarded at your organization	74 pt
There is a good sense of morale among the people you work with	72 pt
You feel that people primarily get ahead in your organization based on the merits of their work	70 pt
Employees are encouraged to learn from their mistakes rather than being reprimanded for them	69 pt
Organizational policies are carried out in a fair and just manner	66 pt
Recognition and rewards are based on merit at your organization	66 pt
Conflicts at your organization are resolved effectively	62 pt
Assignments are fairly distributed at your organization	58 pt
All employees are accountable for their conduct and performance	57 pt
Your organization has established a culture that communicates high integrity and ethical values	57 pt
Employees at your organization trust and respect each other	51 pt
You are able to find a satisfactory balance between personal/family obligations and career responsibilities at your organization	51 pt
Corrective actions are taken when employees do not meet performance standards	50 pt
You understand what it takes to advance your career at your organization	49 pt



# Culture Evaluator

## - Importance vs. Performance -



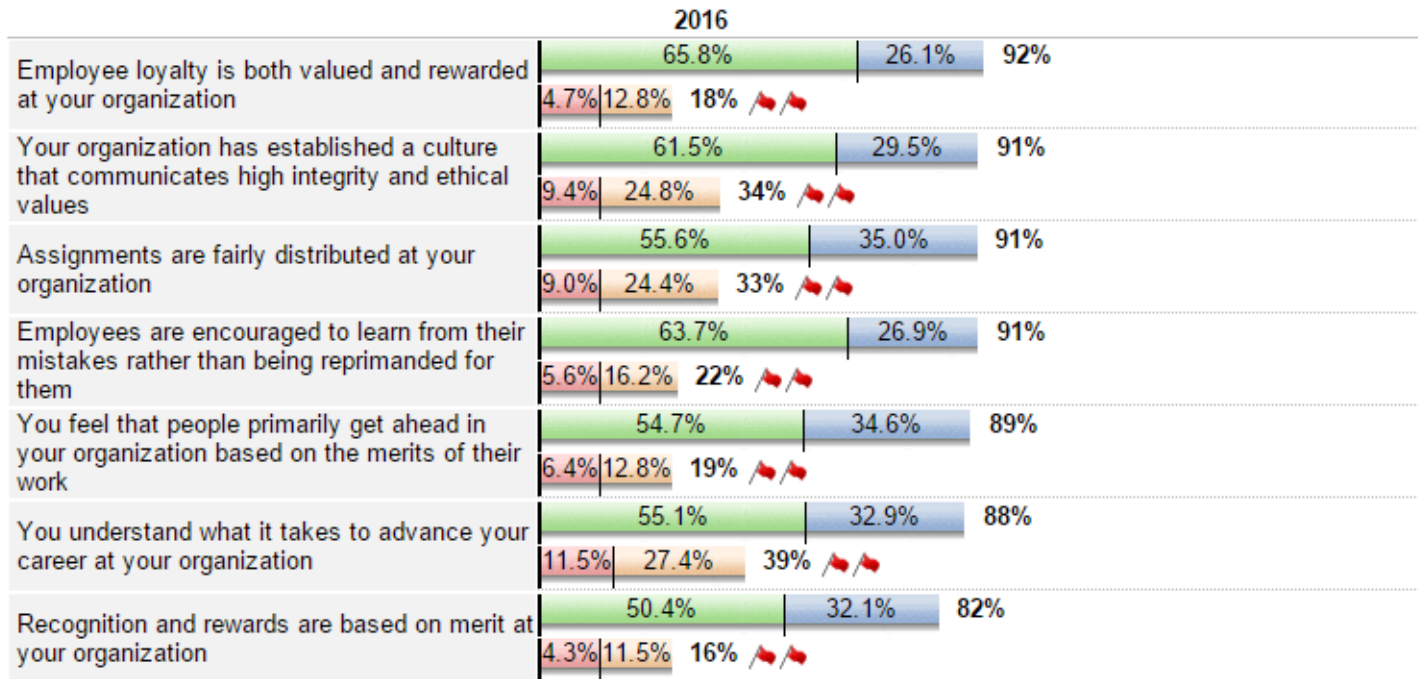
This chart compares the stated importance of each culture attribute against your company's performance on each of the same attributes. Look for problem areas where the total performance score is significantly lower than the importance score. Red flag indicates a gap of 20+ points.

■ Extremely important    ■ Very important  
■ Agree strongly    ■ Agree somewhat



# Culture Evaluator

- Importance vs. Performance -



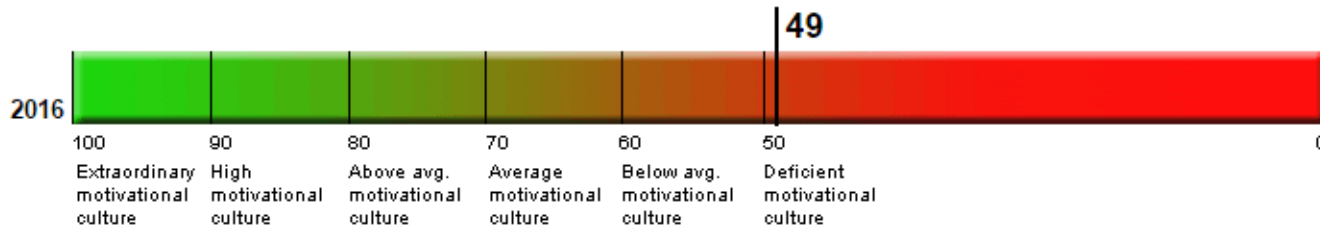
This chart compares the stated importance of each culture attribute against your company's performance on each of the same attributes. Look for problem areas where the total performance score is significantly lower than the importance score. Red flag 🚩 indicates a gap of 20+ points.





## Motivation Index

The Motivation Index score at 49 indicates that NRVJR's organization culture lacks many of the features and characteristics that motivate and support employees.

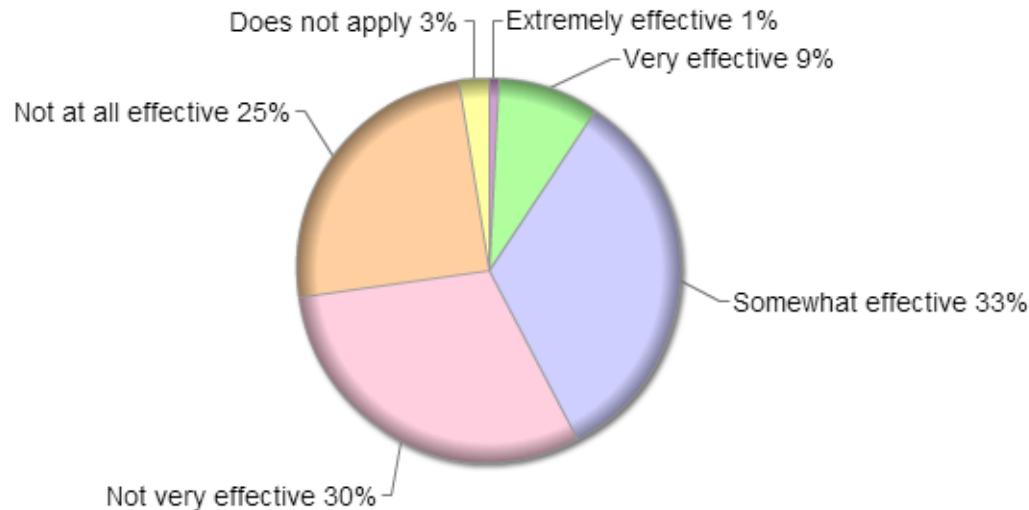


Insightlink's Motivation Index is a straightforward single-number score that reflects an organization's success at motivating and engaging their workforce and compares the average (calculated on a 0-100 scale) to a benchmark norm. The benefits of increasing the Motivation Index include improved morale and job satisfaction, enhanced productivity, greater competitiveness and higher revenues, as well as decreased employee stress, less absenteeism, reduced turnover and fewer costs related to turnover.



## Hiring/Training Processes

Only one-in-ten of NRVRJ employees (10%) feels the organization's new hire and training processes are extremely/very effective.



	2016
<b>Top 2/Favorable:</b>	<b>10%</b>
Extremely effective (2)	1%
Very effective (20)	9%
Somewhat effective (77)	33%
Not very effective (71)	30%
Not at all effective (58)	25%
Does not apply (6)	3%



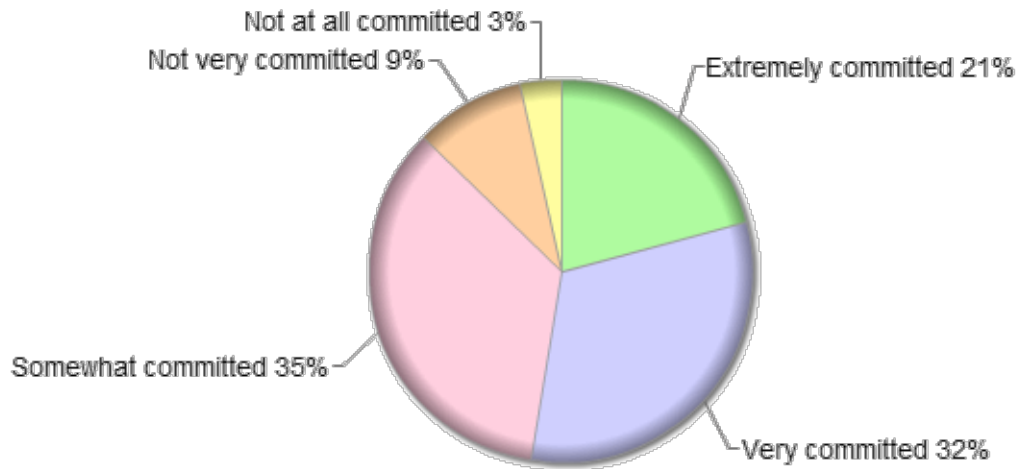
# COMMITMENT



# Strength of Commitment

- To NRVJRJ -

Despite low scores in many areas, NRVJRJ employees nevertheless feel a reasonable degree of commitment toward their organization. Just over half (53%) say they are extremely/very committed to NRVJRJ, a level that is just slightly below the US and industry norms.



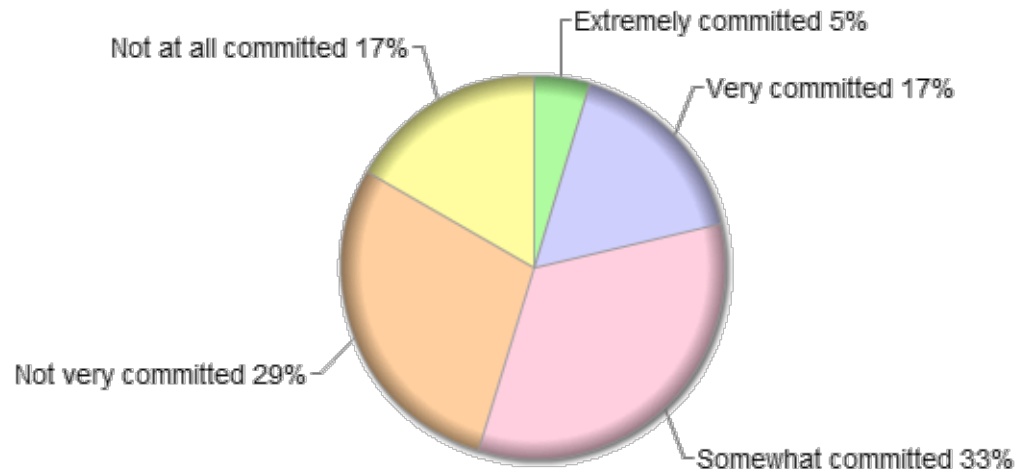
		Benchmark	
		IND. NORM	US NORM
<b>Top 2/Favorable:</b>			
	<b>2016</b>		
	<b>53%</b>	<b>57%</b>	<b>60%</b>
	Extremely committed (49)	27%	21%
	Very committed (74)	30%	39%
	Somewhat committed (81)	25%	27%
	Not very committed (22)	10%	8%
	Not at all committed (8)	8%	4%



# Strength of Commitment

- To Employee -

Employees do not feel their level of commitment to NRVRJ is reciprocated by the organization. Only one-in-five (22%) believes NRVRJ is extremely/very committed to them as an employee.



	2016	Benchmark	
		IND. NORM	US NORM
<b>Top 2/Favorable:</b>	<b>22%</b> ↓	<b>35%</b>	<b>48%</b>
Extremely committed (11)	5%	17%	15%
Very committed (39)	17%	18%	33%
Somewhat committed (78)	33%	32%	31%
Not very committed (67)	29%	17%	13%
Not at all committed (39)	17%	17%	8%

Arrows show difference of +/- 5 points from industry norm



## Commitment Evaluator

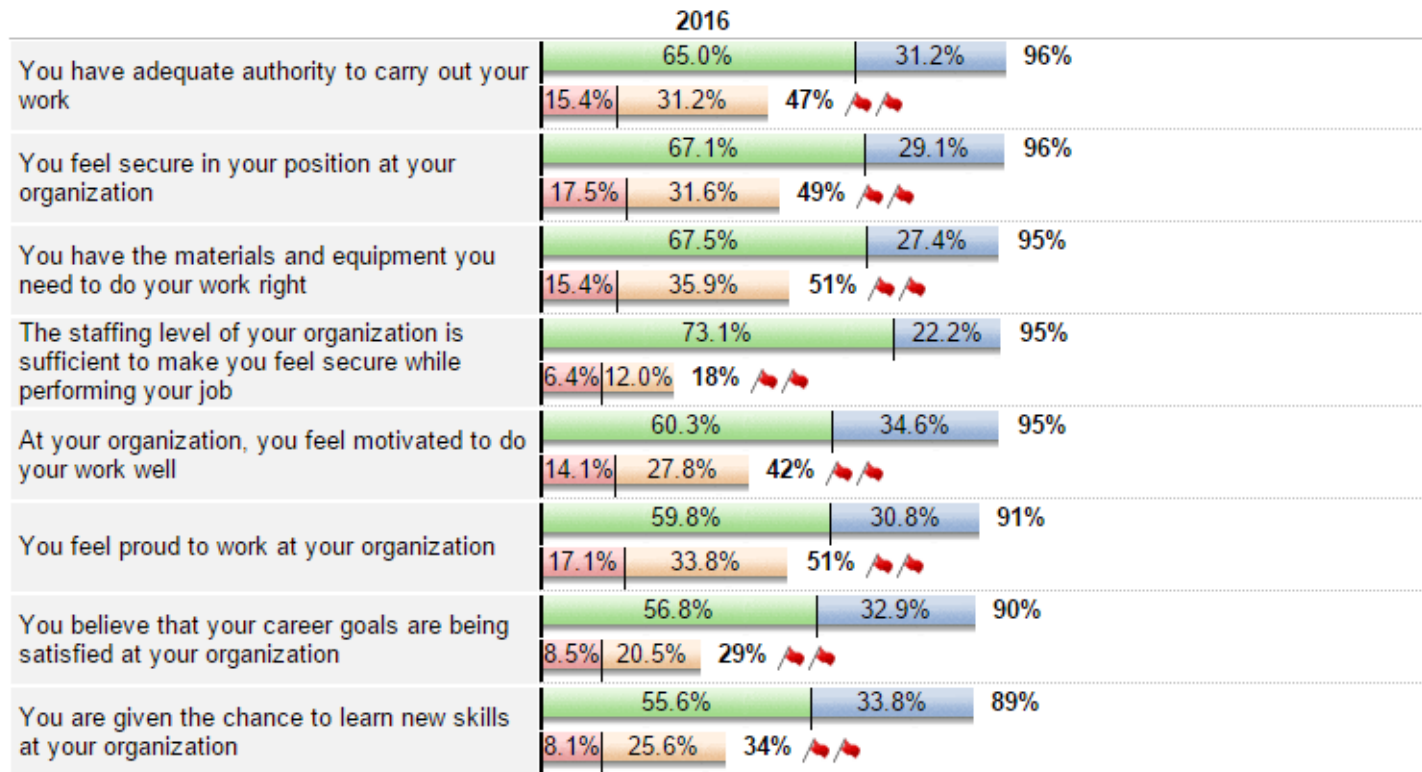
Gaps between importance and performance on the Commitment Evaluator measurements indicate areas for potential improvement. Any gap of 20 points or more is considered to be at/above the “needs improvement” threshold. Similar to other areas, every NRVJR Commitment Evaluator measurement exceeds this threshold by 20-57 points. These gaps explain the reasons behind the low score for belief that the organization is committed to employees and indicate areas where substantial improvement is needed.

COMMITMENT	2016 Gap
The staffing level of your organization is sufficient to make you feel secure while performing your job	77 pt
You believe that your career goals are being satisfied at your organization	61 pt
You are given the chance to learn new skills at your organization	55 pt
At your organization, you feel motivated to do your work well	53 pt
You have adequate authority to carry out your work	49 pt
You feel secure in your position at your organization	47 pt
You have the materials and equipment you need to do your work right	44 pt
You feel proud to work at your organization	40 pt



# Commitment Evaluator

- Importance vs. Performance -



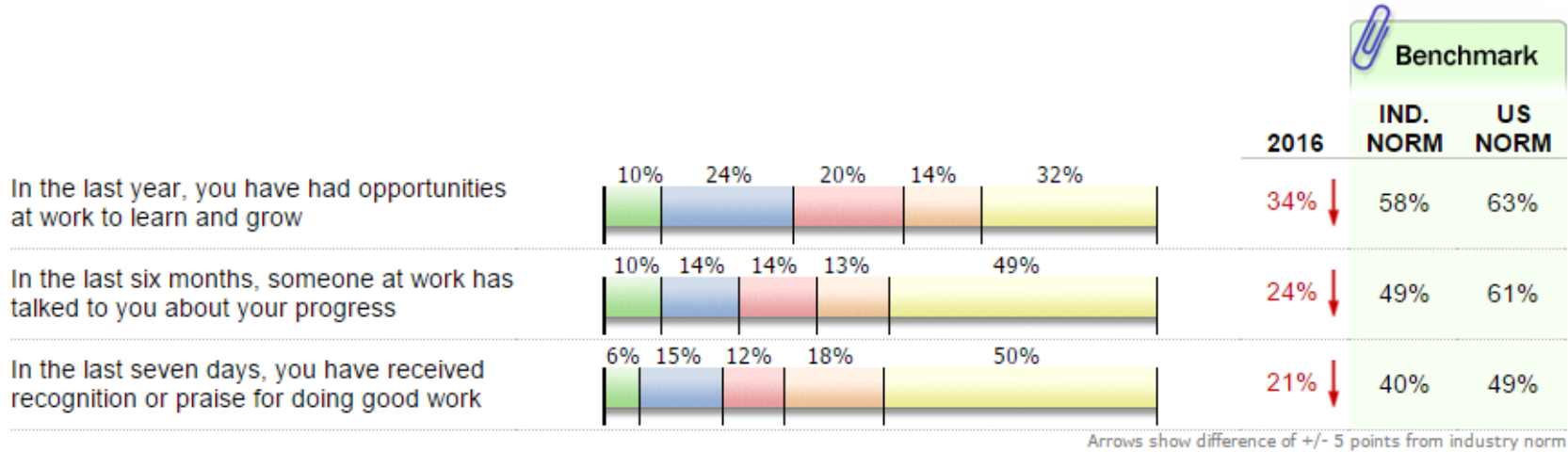
This chart compares the stated importance of each commitment attribute against your company's performance on each of the same attributes. Look for problem areas where the total performance score is significantly lower than the importance score. Red flag indicates a gap of 20+ points.

Extremely important    Very important  
 Agree strongly    Agree somewhat



# Recognition Index

In keeping with other measures regarding reward and recognition, scores on the Recognition Index items are below the benchmark norms. Only one-third of employees (34%) feel they have had opportunities to learn and grow on the job in the past year. One-fourth (24%) say someone has talked to them about their progress in the past six months and even fewer (21%) have received recognition or praise for doing good work in the past seven days.



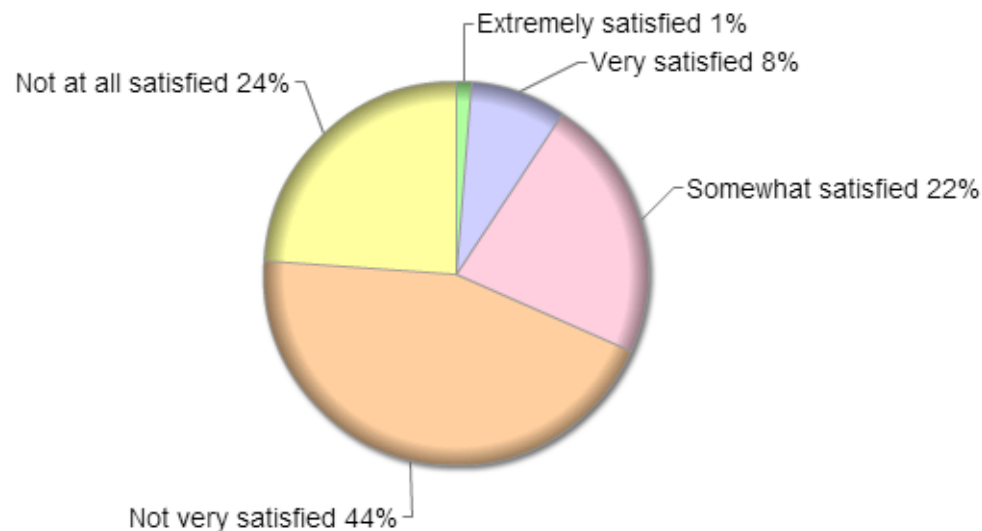
■ Agree strongly  
 ■ Agree somewhat  
 ■ Neither agree nor disagree  
 ■ Disagree somewhat  
 ■ Disagree strongly



# COMMUNICATIONS

## Satisfaction with Communications

Even against its backdrop of generally low scores, satisfaction with communications at NRVRJ stands out as a particular low spot. Fewer than one-in-ten employees (9%) is extremely/very satisfied in this regard. Exit survey data echoes this as a problem area – none of the exit survey participants were extremely/very satisfied with communications overall.

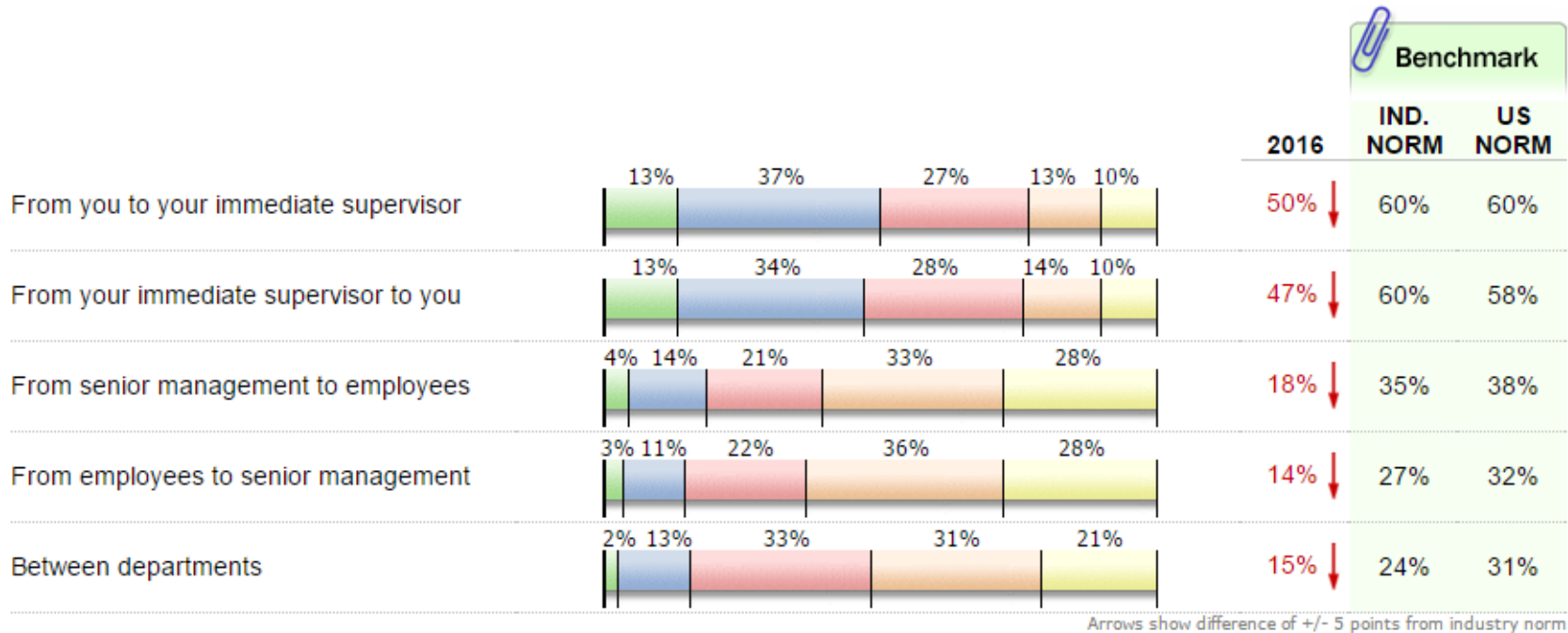


		Benchmark	
		IND. NORM	US NORM
<b>Top 2/Favorable:</b>	<b>2016</b>		
	<b>9%</b>	<b>32%</b>	<b>41%</b>
Extremely satisfied (3)	1%	14%	10%
Very satisfied (19)	8%	18%	31%
Somewhat satisfied (52)	22%	42%	36%
Not very satisfied (104)	44%	13%	17%
Not at all satisfied (56)	24%	13%	6%

Arrows show difference of +/- 5 points from industry norm

# Effectiveness of Communications

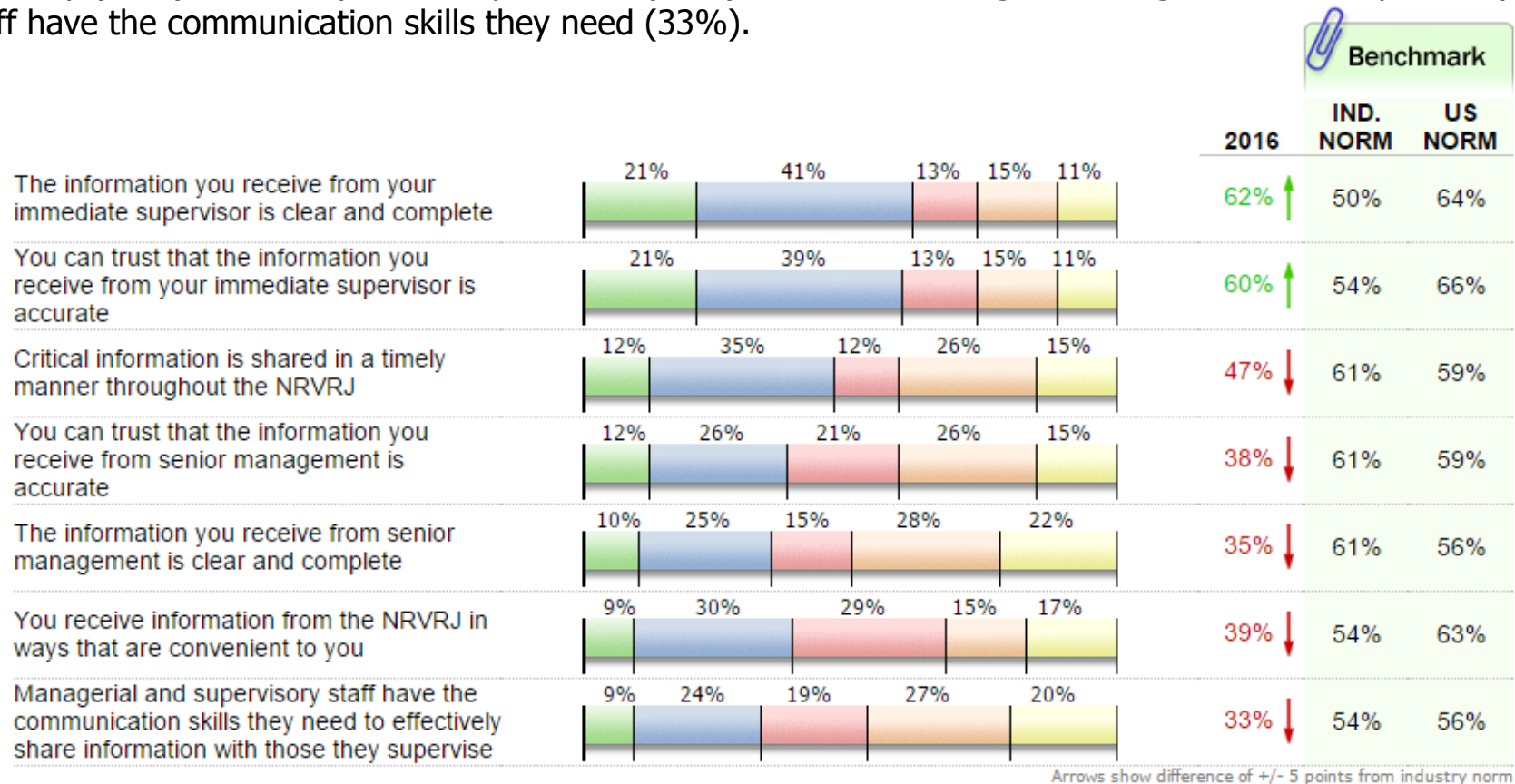
Given the very low score for communications overall, it is not surprising that a more detailed look at specific aspects of communications also shows employees' perceptions that are well below the norms. Communications to/from immediate supervisors are viewed as extremely/very effective by about half of employees. For communications to/from senior management, perceived effectiveness falls to less than one-in-five employees. A similarly small proportion (15%) believe there is effective communications between departments.



■ Extremely effective 
 ■ Very effective 
 ■ Somewhat effective 
 ■ Not very effective 
 ■ Not at all effective

# Barriers to Communications

While they are not perceived as being overly effective in communications, immediate supervisors at NRVJR are generally regarded as providing information that is clear and complete (62%) and accurate (60%). Less than half (47%) feel that critical information is shared in a timely manner. Less than four-in-ten feel they receive information in ways that are convenient to them (39%) and even fewer trust senior management's accuracy (38%) and clarity and completeness (35%). Just one-third agree management and supervisory staff have the communication skills they need (33%).

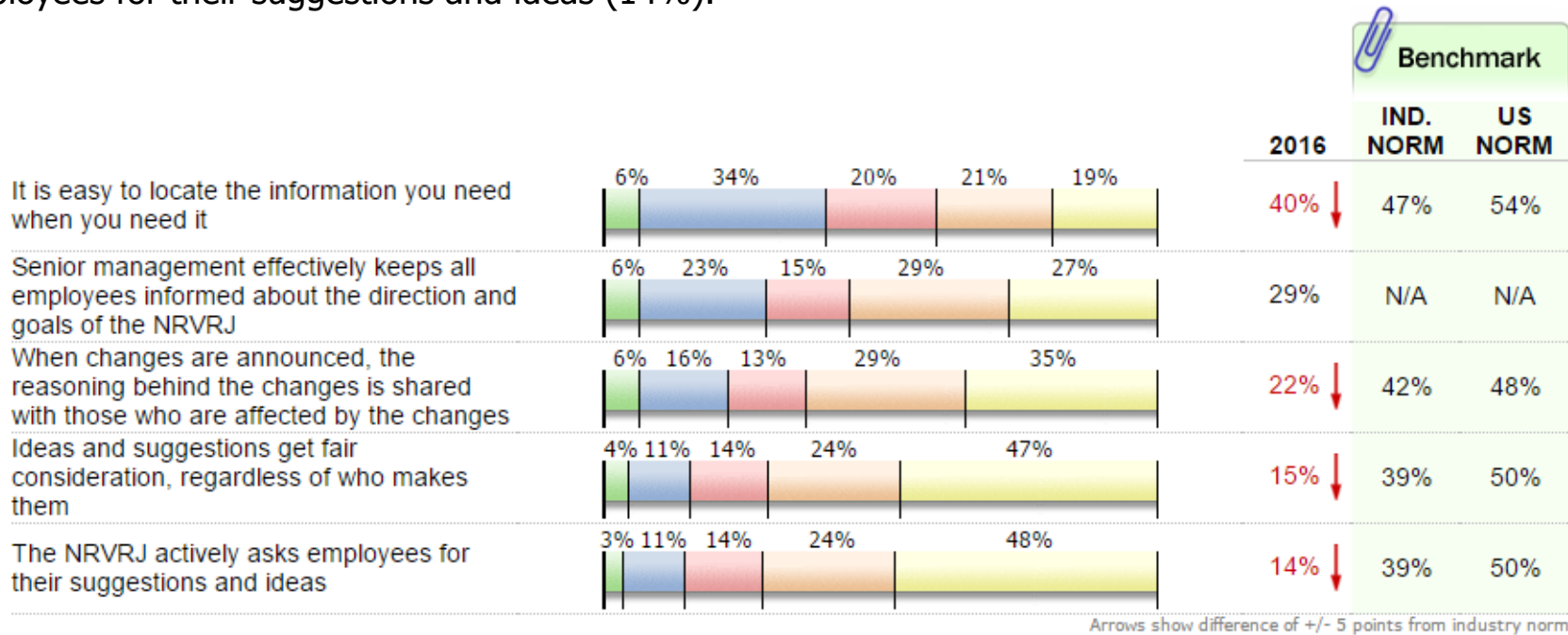


■ Agree strongly 
 ■ Agree somewhat 
 ■ Neither agree nor disagree 
 ■ Disagree somewhat 
 ■ Disagree strongly



# Barriers to Communications

About four-in-ten at NRVJR (40%) feel it is easy to locate needed information. Less than one-third (29%) agree senior management keeps employees informed about NRVJR’s direction and goals. Only one-in-five (22%) feels that the reasons behind changes are shared with those affected. Very few agree that ideas and suggestions get fair consideration regardless of who make them (15%) or that NRVJR actively asks employees for their suggestions and ideas (14%).



■ Agree strongly 
 ■ Agree somewhat 
 ■ Neither agree nor disagree 
 ■ Disagree somewhat 
 ■ Disagree strongly

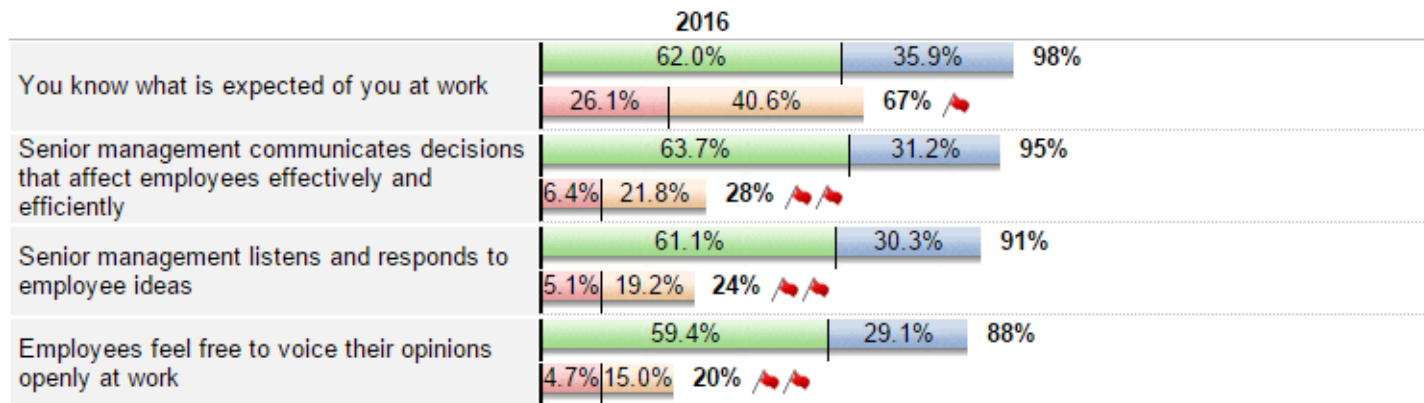


# Communications Evaluator

- Importance vs. Performance -

Importance/performance gaps on the Communications Evaluator items follow the pattern seen in other areas. A gap of 20 points or more is considered to be at/above the “needs improvement” threshold. Every NRVJR Communications Evaluator measurement exceeds this threshold by 11-48 points. Given the basic role that communications plays in all aspects of organizational effectiveness and operations, attention to these issues is strongly recommended.

COMMUNICATION	2016 Gap
Employees feel free to voice their opinions openly at work	68 pt
Senior management listens and responds to employee ideas	67 pt
Senior management communicates decisions that affect employees effectively and efficiently	67 pt
You know what is expected of you at work	31 pt



This chart compares the stated importance of each communication attribute against your company's performance on each of the same attributes. Look for problem areas where the total performance score is significantly lower than the importance score. Red flag 🚩 indicates a gap of 20+ points.

■ Extremely important    ■ Very important  
■ Agree strongly    ■ Agree somewhat



## Suggestions to Improve Communications

Employees' 9 pages of suggestions regarding communication improvements include amending the negative tone/wording of emails, communicating appropriately in terms of audience and medium, making sure information is shared with those who need it and generally showing a higher degree of communication skill and professionalism

### **Civilian**

*"All management should communicate issues with the employees directly instead of send mass emails to everyone. This way the issue is addressed with the intended employee and there is no confusion or conversation amongst co-workers."*

*"Our department needs, at the very least, monthly meetings to discuss problems, changes that will be occurring, or just employee concerns. I would like to see our supervisor become more involved with her department so she knows and understands what is going on and where areas of concern are. When areas of concern are brought to her attention then she needs to act instead of ignoring them hoping they will go away. Senior management needs to talk with their subordinates more in their work areas. A lot of times senior management takes the mantra that it's their way or the highway. Instead of taking time to learn how certain job functions work and making a good judgment they act rashly and have a knee jerk reaction without the understanding."*

*"Immediate Supervision could actually start communicating with the department, not just the one time of day she drops things off. Seriously, we can go days without seeing her. . . I actually don't even know if she is here today."*

### **Middle Management**

*"Everything that happens is always a secret, information is not passed on like it should be, therefore that let's me know that they do not care about our safety at all!!!! We have been told on multiple occasions that if we didn't like the way things were ran, that there's the door!"*

*"Stop sending nasty emails which degrade everyone who reads them, deal with people on a individual basis, take time to get to know employees, don't act better than them."*

*"When practical, communication is always best and clearest when done in person, blanket emails are morale killers and lack conviction. Appropriate staffing. When one does the job of what should be two or three, things can be easily overlooked and forgotten."*



## Suggestions to Improve Communications

### **Security**

*"Allowing employees access to their work email from home so that they may see what changes are happening on their days off. This will allow us to expect those changes when entering the jail instead of 5 min before entering. Having supervisory staff not be afraid to make a decision and then change that decision 5 min after they have made it this makes it hard for employees to do their job when they are changing their mind so often or not making up their mind at all."*

*"Don't just send everything through emails. We used to roll call training and supervisors would make sure you understood before you were dismissed. Supervisors used to come around and make sure you knew what to do and conduct one on one training. I think they should start that again."*

*"Admin could stay over and talk to each night shift. Night shift gets very little information on what is going on throughout the day. During roll call we may go over something one day but the ones that were off that day they do not receive that information, there needs to be more of an organized way of passing on information to everybody."*

*"I feel that lack of communications for administration creates a disconnect. When we receive information plenty of questions arise and we never seem to receive the same answer from anyone. It's basically a guess as to what administration wants from us. For some immediate supervisors have added and twisted stories to where we just listen to them talk and try to figure things out on our own. Clear and precise directions should be made not just the "because I said so" attitude from our administration. I feel we should know why something's happen why policy changes or even why policy is hold up in circumstances and then ignored in others."*

*"There needs to be communication without use of threats."*

### **Senior Management**

*"More face to face time from management. We currently see management only when we are in trouble or have done something wrong. Then we are called in during their time, they do not come in while we are on duty."*

*"Mid-level supervisors need to more accurately and thoroughly report and explain changes from senior management to their subordinates."*

*"By explaining them clearly, supporting the policy that we are required to follow. And not because "I said so"."*

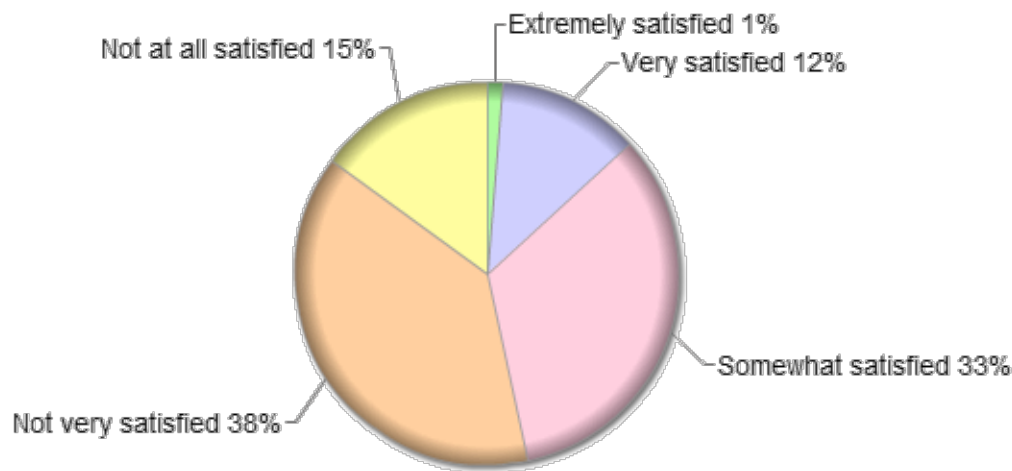


# COMPENSATION



## Satisfaction with Compensation

In keeping with the write-in comments, overall satisfaction with compensation at NRVRJ is also quite low. Only 13% at the organization are extremely/very satisfied with compensation, roughly one-third the level of the benchmark norms. Scores were similar in the Exit Survey with 17% extremely/somewhat satisfied in this area.



	2016	Benchmark	
		IND. NORM	US NORM
<b>Top 2/Favorable:</b>	<b>13%</b> ↓	<b>40%</b>	<b>44%</b>
Extremely satisfied (3)	1%	13%	11%
Very satisfied (28)	12%	27%	33%
Somewhat satisfied (78)	33%	43%	37%
Not very satisfied (90)	38%	11%	14%
Not at all satisfied (35)	15%	6%	5%

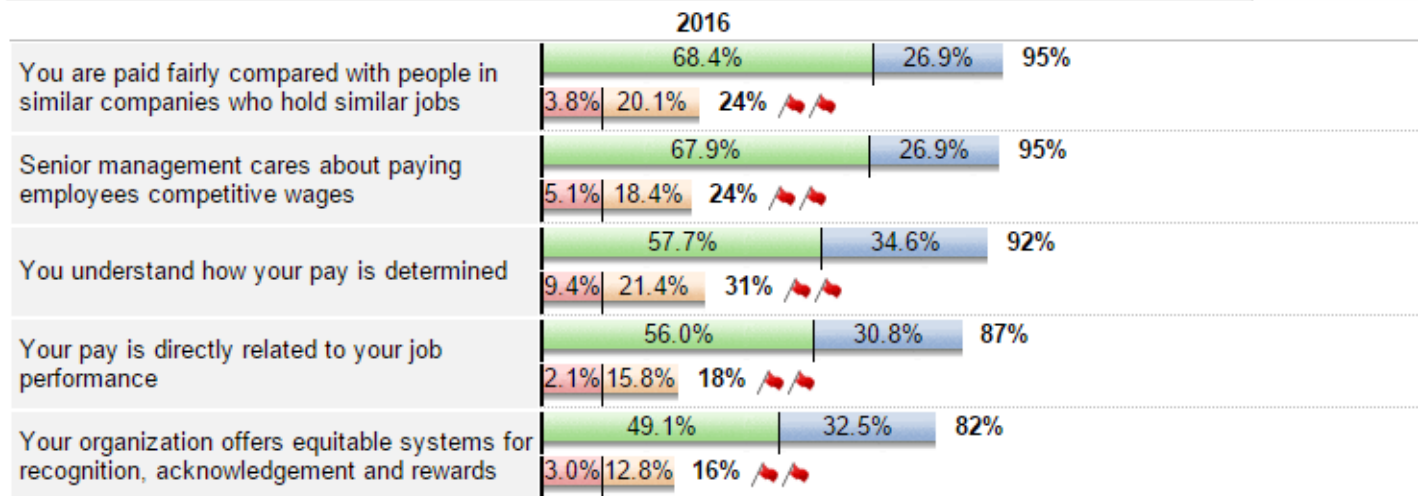
Arrows show difference of +/- 5 points from industry norm

# Compensation Evaluator

- Importance vs. Performance -

Compensation is another area in which there are enormous gaps between employees' sense of the importance of key aspects of compensation and their perceptions of NRVJR's performance.

COMPENSATION	2016 Gap
You are paid fairly compared with people in similar companies who hold similar jobs	71 pt
Senior management cares about paying employees competitive wages	71 pt
Your pay is directly related to your job performance	69 pt
Your organization offers equitable systems for recognition, acknowledgement and rewards	66 pt
You understand how your pay is determined	61 pt



This chart compares the stated importance of each compensation attribute against your company's performance on each of the same attributes. Look for problem areas where the total performance score is significantly lower than the importance score. Red flag indicates a gap of 20+ points.

■ Extremely important    ■ Very important  
■ Agree strongly    ■ Agree somewhat



## Satisfaction with Benefits

Satisfaction with benefits is a relative bright spot for NRVJR, with just over half of employees (56%) extremely/very satisfied in this regard, similar to the industry and national benchmark norms.



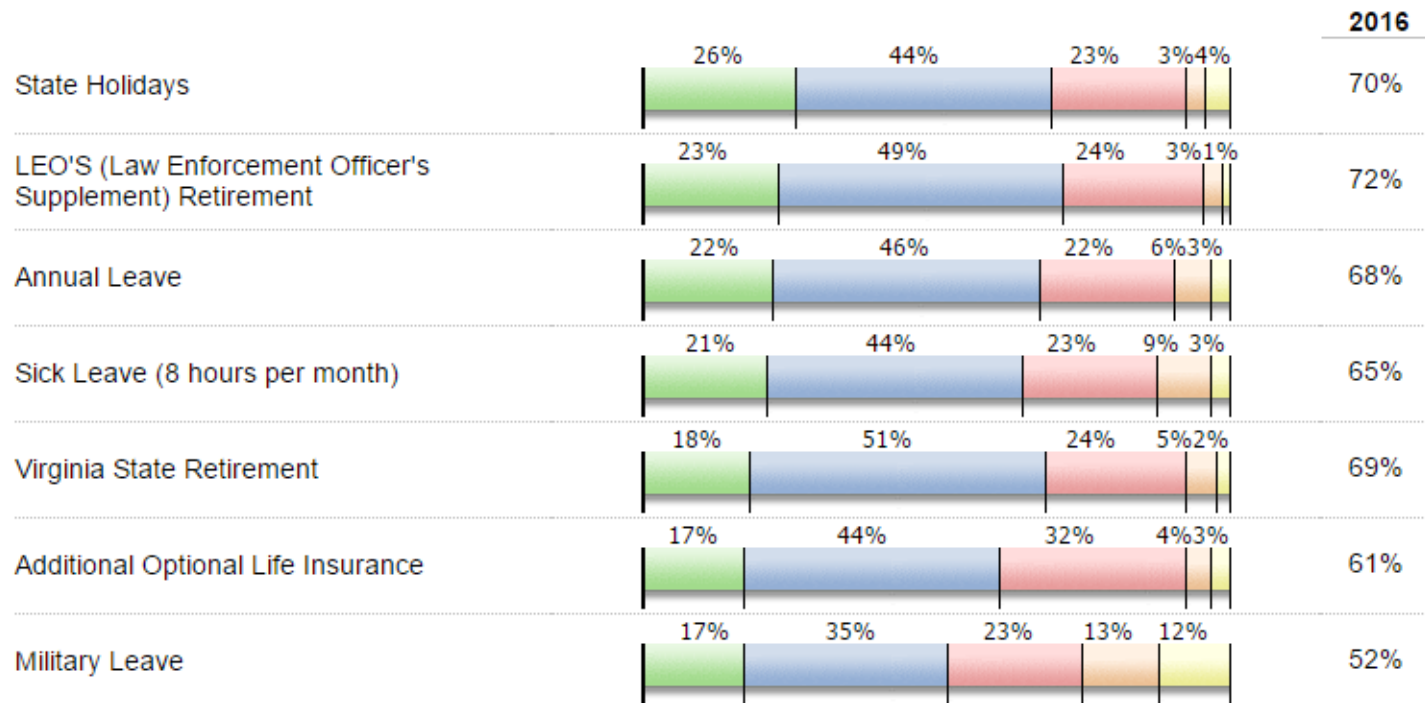
	2016	Benchmark	
		IND. NORM	US NORM
<b>Top 2/Favorable:</b>	<b>56%</b>	<b>57%</b>	<b>54%</b>
Extremely satisfied (18)	8%	17%	16%
Very satisfied (112)	48%	40%	38%
Somewhat satisfied (85)	36%	30%	33%
Not very satisfied (13)	6%	7%	9%
Not at all satisfied (6)	3%	6%	4%





## Satisfaction with Benefits

Among the offered NRVJR benefits, satisfaction is highest for LEO'S (72%), state holidays (70%), Virginia State Retirement (69%), and Annual Leave (68%). Most are also highly satisfied with Sick Leave (65%), Additional Optional Life Insurance (61%) and Military Leave (52%).

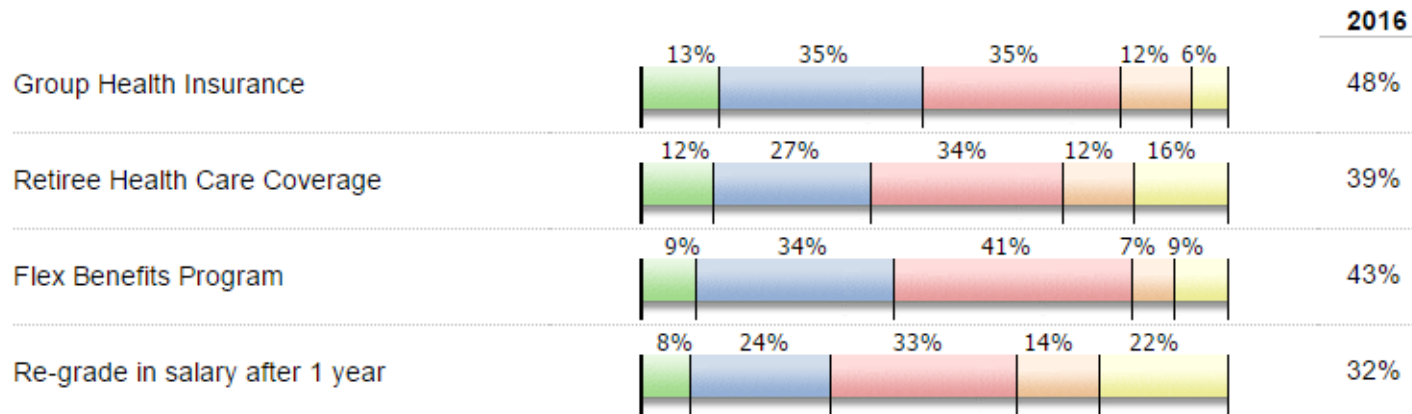


■ Extremely satisfied 
 ■ Very satisfied 
 ■ Somewhat satisfied 
 ■ Not very satisfied 
 ■ Not at all satisfied



## Satisfaction with Benefits

Satisfaction is somewhat lower for the other elements of the benefits offering. Less than half of NRVJR employees are extremely/very satisfied with Group Health Insurance (48%), Flex Benefits Program (43%), Retiree Health Care Coverage (39%) and the re-grade in salary after 1 year (32%).



Extremely satisfied
  Very satisfied
  Somewhat satisfied
  Not very satisfied
  Not at all satisfied



## **Suggested Next Steps**



## Suggested Next Steps

- ❖ Share employee survey results with the board and key stakeholders.
- ❖ Take action to address the central problematic issue that runs through the negative pattern and low scores seen throughout the survey results – senior management. Without visible and decisive change at this level it is doubtful that any significant improvement in morale and organizational effectiveness can occur.
  - ❖ Credibility with employees is a critical element in making the sort of systemic improvements that NRVJRJ needs in its work environment. Current senior management does not have this credibility.
  - ❖ Assuming employee descriptions of their interactions with senior leadership are accurate, it also appears senior management lacks the requisite people skills to lead effective change.
  - ❖ To gain the trust and effort of employees through what will undoubtedly be a challenging change process, they will need to see evidence that the Board understands the issues at NRVJRJ and is committed to taking effective action. Change in top management will be a signal to employees that their voices have been heard and that the board is committed to real improvements at NRVJRJ.
- ❖ Once there has been an appropriate change in senior management, the new or interim leadership should:
  - ❖ Use the survey findings, especially the key drivers analysis and importance/performance gap analysis to identify three to five key critical issues to work on to improve employees' work experience and the overall organizational processes.
  - ❖ Identify key personnel to work on these critical issues and hold them accountable.
  - ❖ Design a project plan with key dates and milestones and identify metrics of success.



## Suggested Next Steps (continued)

- ❖ Share a summary of the survey results with all employees.
  - ❖ Thank employees for participating in the survey and explain the role of their input in changing the organization
  - ❖ Ask for their future assistance, effort and patience in the additional changes and improvements that lie ahead
  - ❖ If appropriate, publish an article in the organization newsletter or on the organization intranet to acknowledge employee participation.
- ❖ Announce employee meetings when the broader survey results and specific action plans for improvement will be shared.
- ❖ Review action plans regularly to ensure on-time completion.
- ❖ Conduct regular communications about the progress of action plans to keep employees informed and energized.
- ❖ Celebrate success when milestones are reached.
- ❖ Assess employees' perceptions of the improvements made after employees have had a chance to experience the changes.
- ❖ Measure metrics of success to identify impact and return on investment of action plans.