

Employee Engagement Survey

RESULTS OVERVIEW

Results

- ▶ We had an overall 85% return on our engagement survey!
- ▶ 85 – 90 comments in each section.

City Strengths

- ▶ Confidence in and respect for front line supervisors
- ▶ A strong sense of pride & accomplishment
- ▶ A feeling that employees make a difference by working for the City
- ▶ Tools and training to do their jobs
- ▶ Feeling safe in their jobs
- ▶ Clearly defined goals and objectives
- ▶ Initiate feedback with supervisors
- ▶ Work proactively to resolve issues
- ▶ Opportunities at work to learn and grow

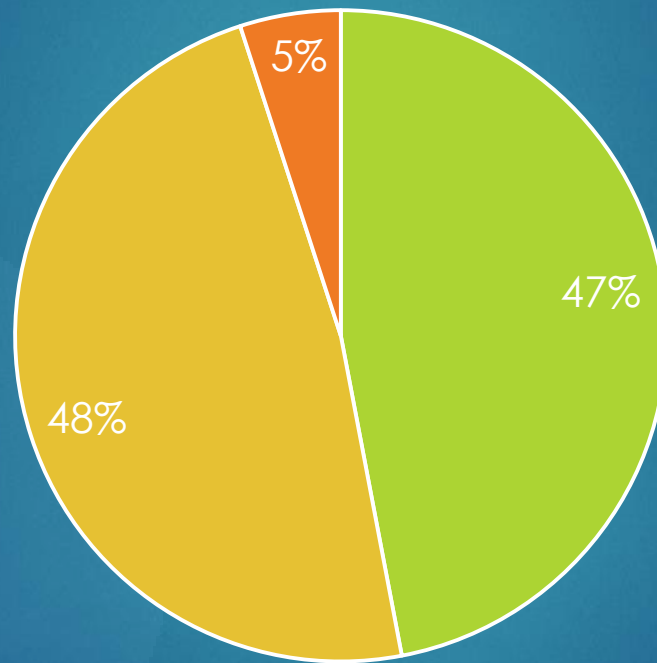
City Strengths

Highest Strengths	Rating
I feel a sense of accomplishment in my job	4.1
I believe my job is important to the overall success of the City	4.3
I feel I make a difference by working here	4.0
I am proud to work here	4.3
I provide feedback to my supervisor about things that are important to me	4.0

City Strengths

Strength	Rating
I feel safe	3.7
I have the tools and training I need to do my job	3.7
I am able to bring new ideas and ways of doing things to my workplace	3.6
I receive the right amount of communication from my direct supervisors	3.7
I have clearly defined goals and objectives	3.6
I work proactively to resolve issues with my co-workers rather than keep those to myself	3.9

The First place I typically hear about important information that affects me and my department is from:

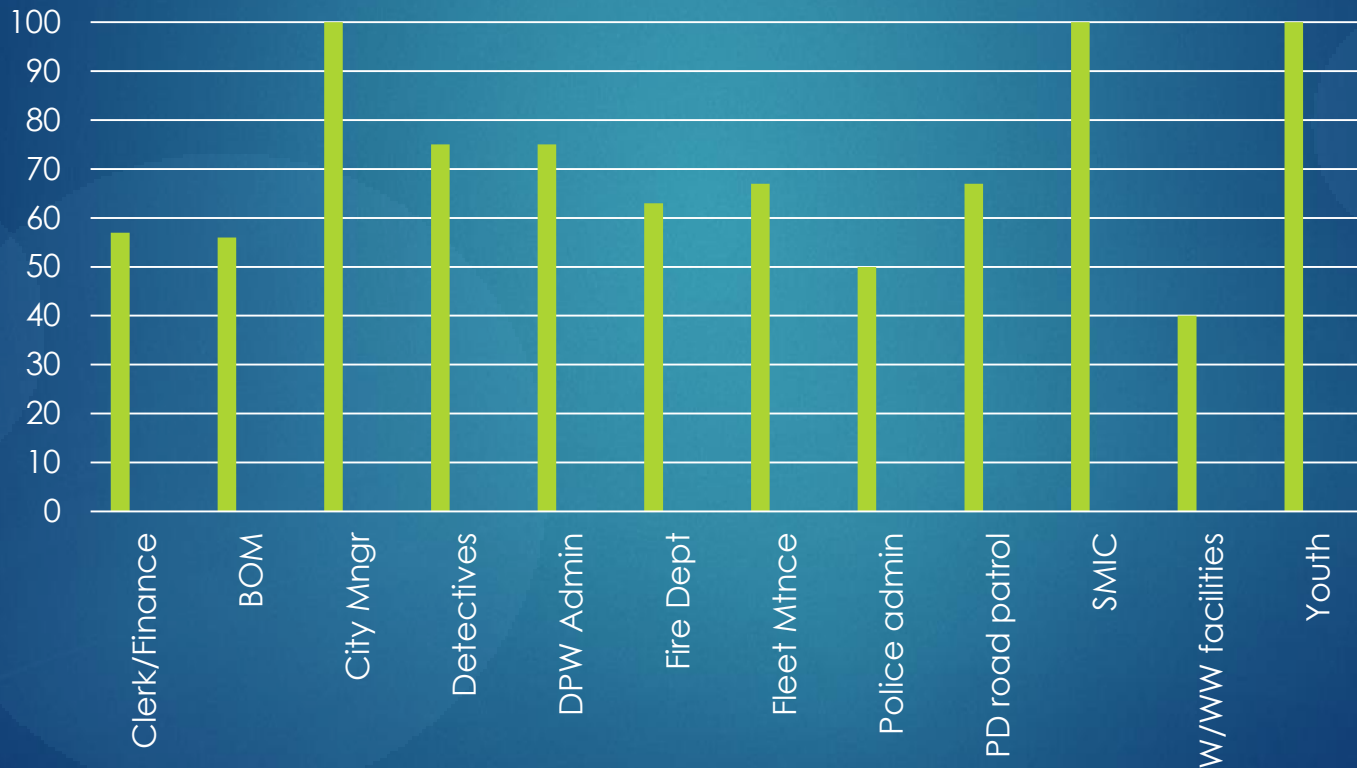


■ My supervisor ■ a peer/coworker ■ Other

In the last month I received recognition or praise for doing good work.

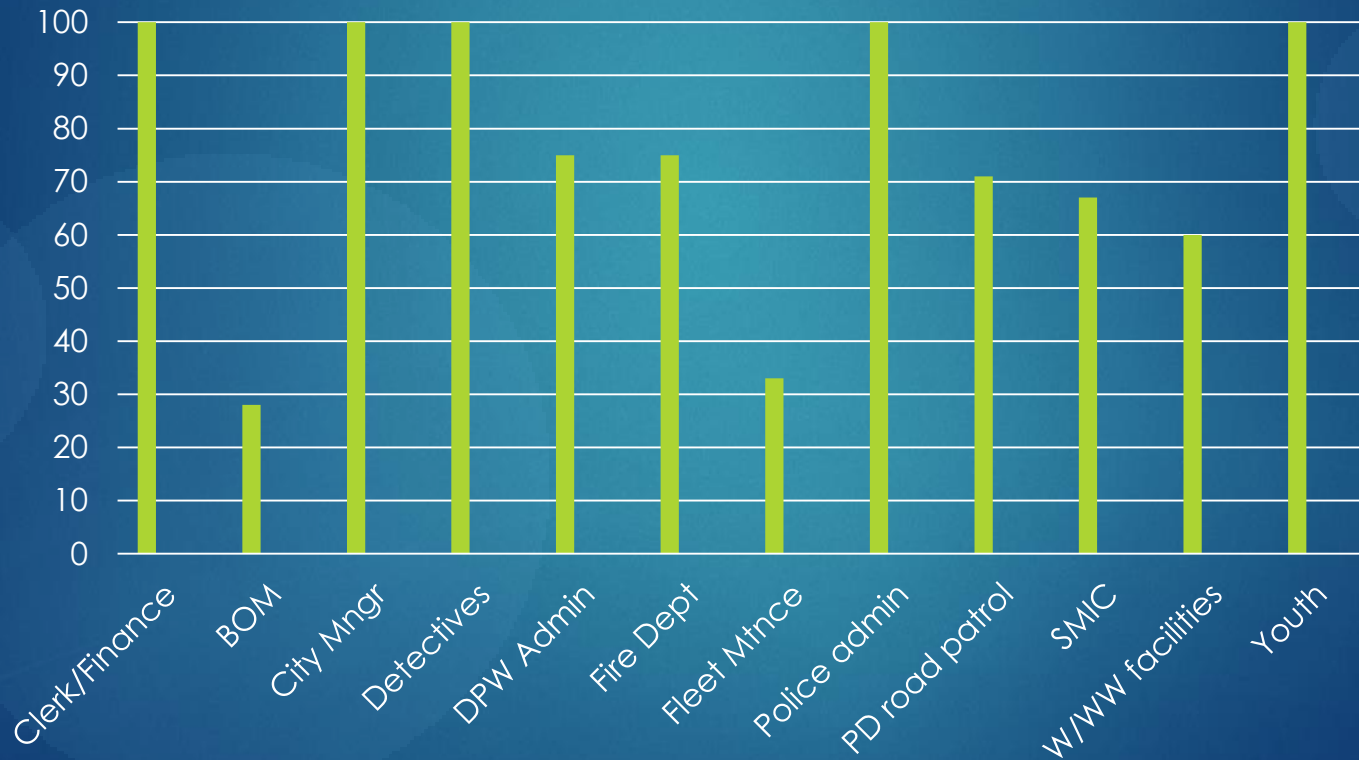
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Percentage agreeing – average 65%



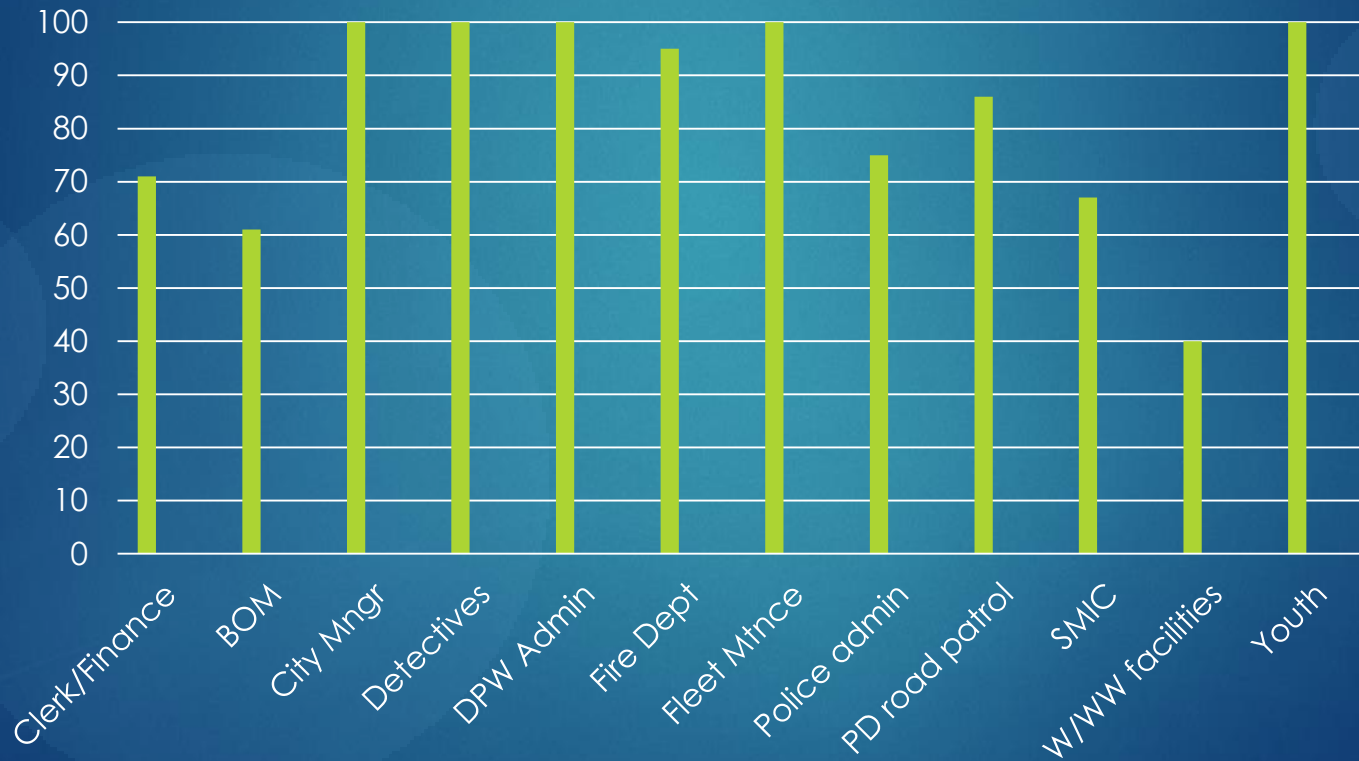
In the last six months, someone has spoken to me about my progress

Percentage agreeing – average 69%



In the last twelve months, I have had opportunities at work to learn and grow

Percentage agreeing – average 83%



Opportunities for Improvement

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- ▶ Interdepartmental cooperation & communication
- ▶ Knowledge about where the organization is headed
- ▶ Empowerment to make decisions
- ▶ Demonstrated concern and respect from department heads
- ▶ Department heads open to new ideas
- ▶ Opportunities to advance and work on special/important projects
- ▶ More information from direct supervisor
- ▶ Recognition for the level of work given
- ▶ Adequate compensation
- ▶ Proper distribution of workload

Opportunities for Improvement

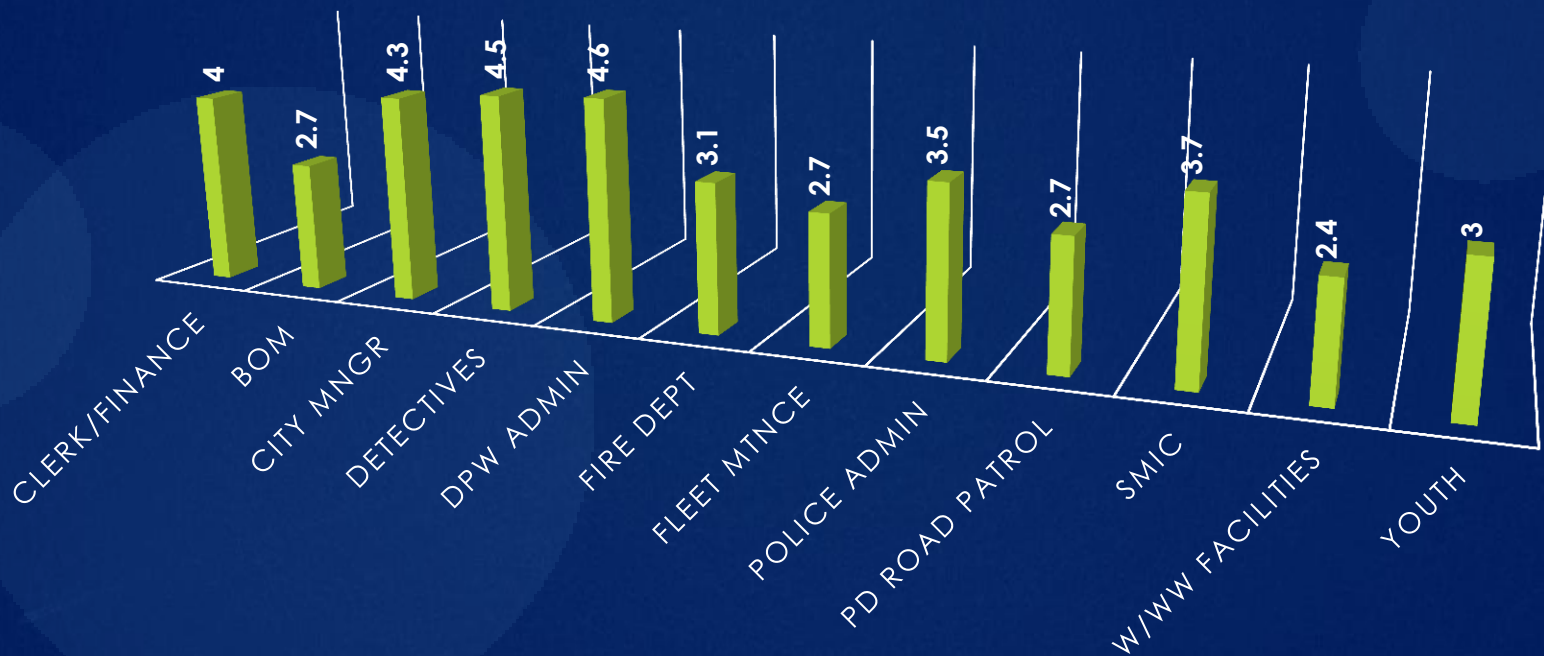
- ▶ All departments had concerns about interdepartmental cooperation and/or clear communication.
- ▶ Highest areas of concern about knowing where the organization is headed came from the BOM, fire dept., fleet maintenance, PD patrol division, SMIC crew, water/wastewater treatment facilities
- ▶ Highest areas of concern about proper distribution of workload & opportunities for career and professional development came from the BOM, SMIC crew and the water/wastewater treatment facilities.
- ▶ The BOM & water/wastewater treatment facilities have the greatest amount of concern about being empowered to make decisions to improve job and service to others.

Opportunities for Improvement

- ▶ Strongest concern over lack of opportunities for advancement came from the Clerk/treasurer/finance/assessment area, city manager's office, detectives bureau, PD road patrol, PD administration/dispatch and parking enforcement, SMIC crew and the water/wastewater treatment facilities. No departments rated this area high.
- ▶ Greatest concern over not receiving the right amount of information from a direct supervisor include the BOM, fire department, and water/wastewater treatment facilities. Those not concerned in this area include the detectives bureau, DPW administration, fleet maintenance and police administration/dispatch and parking enforcement.

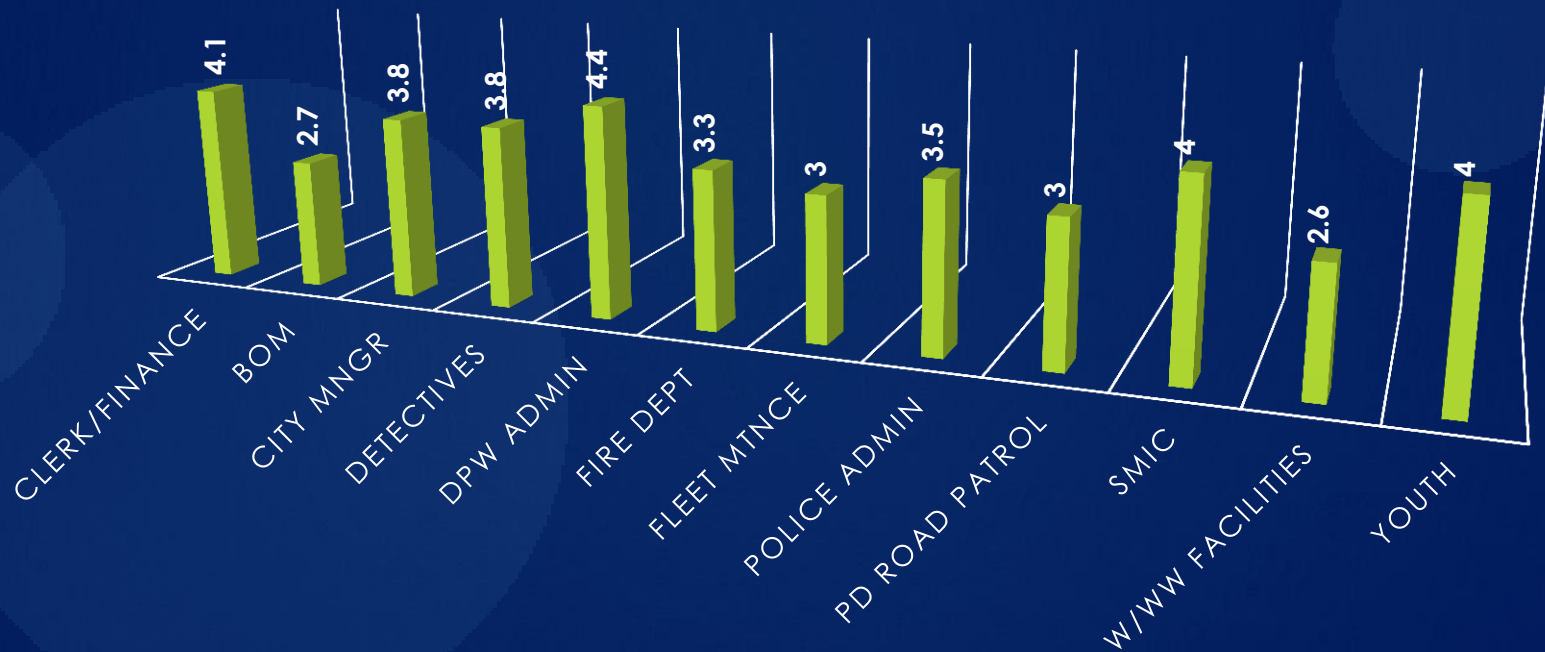
Opportunities for improvement

MY DEPARTMENT HEAD DEMONSTRATES CONCERN FOR THE INDIVIDUALS IN OUR DEPARTMENT



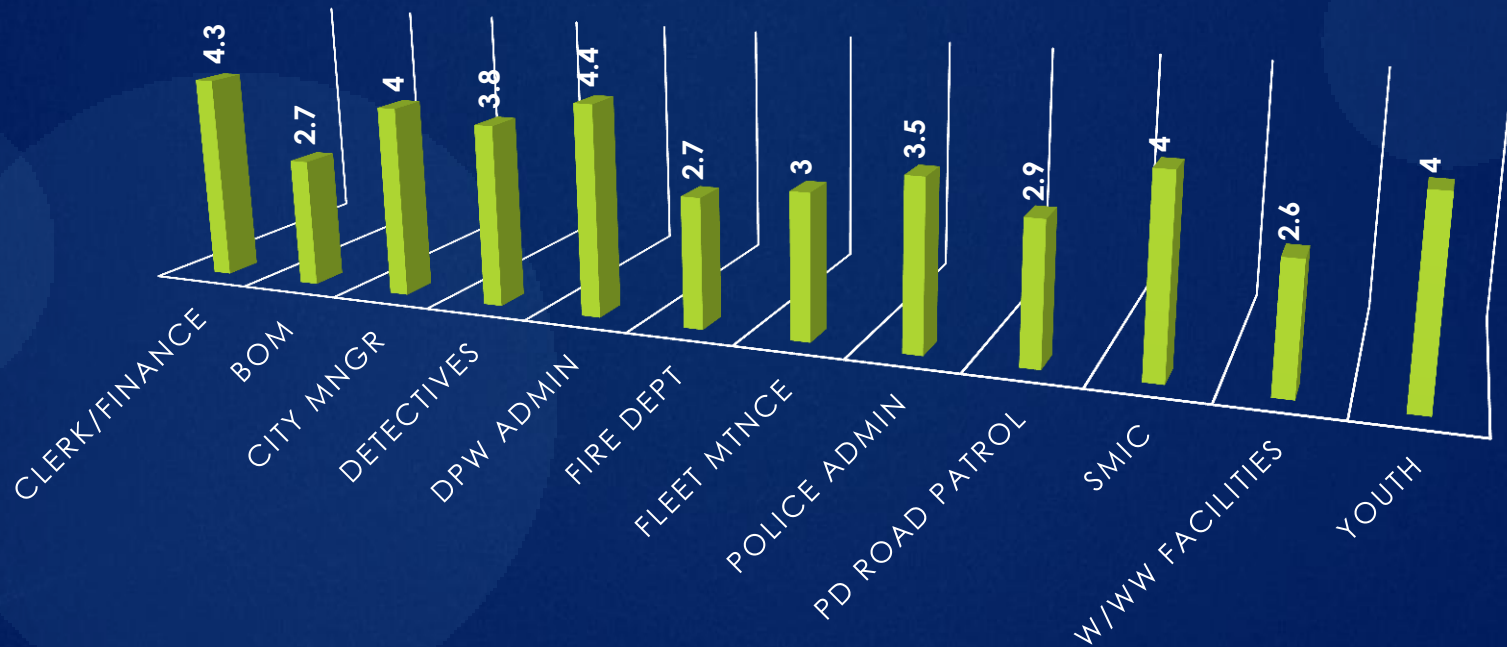
Opportunities for Improvement

MY DEPARTMENT HEAD IS OPEN TO NEW IDEAS FROM ALL LEVELS WITHIN THE DEPARTMENT

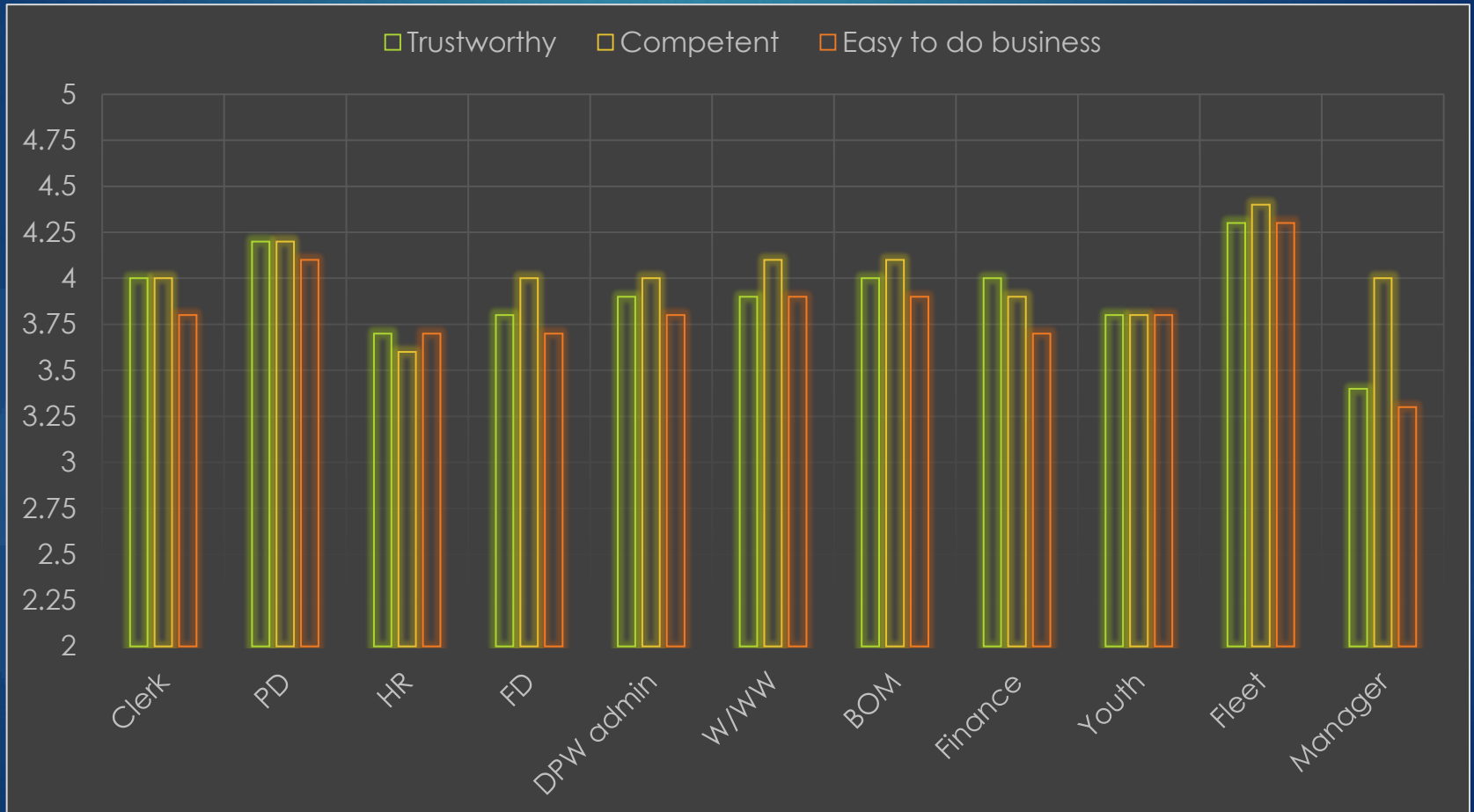


Opportunities for Improvement

MY DEPARTMENT HEAD DEMONSTRATES RESPECT FOR EVERYONE IN THE DEPARTMENT



Perceptions of Other Departments



Comments: What drives you to be an employee with the City?

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- ▶ 90 comments
- ▶ **16%** related to liking the **people** at work
- ▶ **20%** related to **servicing** the public
- ▶ **24%** related to **pay** and **benefits**
- ▶ **16%** related to the type of **work**
- ▶ **24%** related to **pride**

What do you believe to be the greatest strengths of the department and/or the organization?

- ▶ 90 responses
- ▶ 13% were about serving the public
- ▶ 65% were about the dedication &/or quality of staff
- ▶ 19% were about the work accomplished
- ▶ 3% were about tools and training

What are the areas that need the most improvement in your department and in the organization?

- ▶ 87 responses
- ▶ 25% communication/trust
- ▶ 25% resources (tools, training, staff)
- ▶ 25% leadership (overall/dept. head or supervisor)
- ▶ 6% lack of focus or consistency
- ▶ 3% teamwork
- ▶ 4% cooperation between departments
- ▶ 8% respect and morale
- ▶ 3% pay and benefits
- ▶ 1% service to the public

How would you describe the leadership within your department/the organization?

- ▶ 89 responses
- ▶ In both categories, 47% of the responses were positive and 53% were negative.
- ▶ In general, staff members would like to see management assert more accountability.
- ▶ In general, supervisory or middle management leadership is strong and senior management or department head leadership needs some attention.

General Comments

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- ▶ 51 responses
- ▶ Popular responses include:
 - ▶ Desire for more respect from the public
 - ▶ Strength of City staff members
 - ▶ Desire for more thanks and more positive reinforcement
 - ▶ Appreciation for the survey
 - ▶ Concern about recent turnover
 - ▶ Concern over teamwork and communication

Next Steps

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- ▶ Presentation to all employees
- ▶ Meetings with individual department heads & specific departments
- ▶ Process for improving interdepartmental communication and trust – in general and specifically for individual departments
- ▶ Leadership model development
- ▶ Training/communication plan for next year