

# 2022

## EMPLOYEE SENTIMENT WORKFORCE REPORT



Prepared as a collaboration between the Human Resources, Personnel, and Performance & Analytics Departments.

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Human Resources, Personnel, and Performance & Analytics would like to acknowledge and thank every employee who participated in the Employee Experience Surveys of 2022. This report would not be possible without the continued, thoughtful responses collected throughout the year.

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## Introduction

Each day, the mission of City of San Diego employees is to serve communities in ways that make San Diego **not just a fine city, but a great City**. Our vision as a City is to provide opportunity in every neighborhood and excellent service for every San Diegan. By gathering and understanding employee sentiment, City leadership is primed to support each employee as they interact with residents. Great service delivery begins in the workplace, and without understanding the people who make up our outstanding workforce, we would be unable to achieve any of the other goals laid out in our [City Strategic Plan](#).

At the City of San Diego, we value data and the insights it provides into the employee experience because we are actively trying to establish an outstanding employee culture. **Customer service** begins with designing policies and solutions that put employees first. We promote **empowerment and engagement** with our staff by giving them a direct voice in how they want to enact change in their day-to-day work. We support Citywide **equity and inclusion** efforts by conducting surveys that reach all employees and by expanding our survey portfolio to tackle important topics like race and equity. Finally, we honor our commitment to **transparency and trust** by communicating survey results to employees and residents, soliciting feedback, and making actionable change.

Putting people first starts with understanding what employees need—from competitive pay and upgraded facilities to compassionate leadership and inclusive policies. Without an understanding of employee sentiment, the City would be unable to address gaps in our employees' experiences. The City cannot support our people and our mission without first knowing where we are falling short as an employer of more than 11,000 people.

Looking forward, how does the City become the employer of choice in the San Diego region? To attract and retain top talent, the City needs to develop and market its brand identity and culture — essentially: what does it mean to be a City employee and why should people strive to work here? Brand identity begins with understanding the employee experience and promoting what we do well. Developing a brand identity begins with listening to current employees and publicly recognizing our strengths.

**This report brings together insights from two full years of employee sentiment data** — spanning four different employee lifecycle surveys (onboarding, sentiment, rewards and recognition, and exit) — as well as position data related to vacancies and turnover. The two recommendations in this report provide a roadmap for propelling the City forward as an employer and as a service provider to our residents.

## Report Structure

This report is structured to follow the employee lifecycle. First, it illustrates how we measure employee sentiment and how we have updated the Employee Engagement program over the past year. Next, it reviews onboarding lessons learned, how we hire, and the status of our updated recruitment efforts. Third, through a discussion about our current employees' sentiment, it details the results of the employee sentiment surveys. It covers the metrics of highest importance with detailed

information regarding differences among employee groups, positions, and departments. This section will also include information about employment sector themes — such as cost of living, childcare, and remote work.

Next, the report covers the final stage of the employee experience: leaving city employment. The report discusses Human Capital Management metrics such as vacancies and turnover. Vacancy and turnover data is examined at the department and position level.

Finally, the report closes with our recommendations for the coming year and a look forward into our plans for expanding the Employee Engagement program. An annex includes detailed tables and other data not included in the full report.

## How Do We Measure Employee Sentiment?

The City uses Medallia, a third-party employee and customer engagement tool, to conduct rapid, frequent, and highly analyzable surveys. These surveys are collectively known as the “Employee Engagement program.”<sup>1</sup> Within this program is a standard Employee Sentiment Survey, as well as the capability to craft topic-specific, rapid (“pulse”) surveys. Beginning in early January 2021, the Performance & Analytics Department conducted quarterly Employee Sentiment Surveys. The Fall 2021 survey, running from October 6<sup>th</sup> to November 3<sup>rd</sup>, was the fourth and final survey of calendar year 2021. After feedback from City leadership indicated that quarterly surveys were too frequent to act and improve on survey results, the City switched to a semi-annual survey schedule starting in 2022.

The purpose of the Employee Engagement program is to gauge employee sentiment and collect actionable feedback for managers, directors, and members of the Executive Team. Leadership is expected to use these insights to craft more relevant employee-focused policies, which drive meaningful change within the organization. Over time, these changes will be measured as increases in the likelihood that an employee would recommend the City as a place to work, overall employee satisfaction, and Citywide retention and vacancy rates. In time, we expect that a more engaged and empowered workforce will provide higher quality services to our residents.

Prior to adopting Medallia as the City’s primary survey tool, two Employee Sentiment Surveys had been conducted via an independent survey firm. These biennial surveys collected similar information about the employee experience, but they failed to provide a platform for analysis and deeper insights beyond department-level summary statistics. These reports served as a snapshot into how employees felt without providing an understanding of the root causes for low satisfaction scores. The two previous Employee Sentiment Surveys can be found on the [Performance & Analytics department webpage](#).

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<sup>1</sup> The Performance & Analytics Department also runs a Customer Experience program through Medallia, intended for gauging customer satisfaction with City services.

## Survey Participation

A survey's results are only as good as its participation rate. To encourage a high participation rate, the Employee Sentiment Survey is distributed to employees in two ways: feeded and feedless. Feeded surveys are delivered to an employee's inbox on the day of survey launch and include a personalized invitation message. Within Medallia, data from SAP is combined with an employee's responses, which allows for analysis by department and position without adding additional questions for the survey taker. For employees who do not frequently use their City email address, a "feedless" link is available on Citynet during the duration of the survey. Any employee can use this link to participate in the survey. The feedless survey is not linked to SAP data and therefore some employee information is lost. For both surveys, employees have the option to provide their gender, age group, tenure, and veteran status.

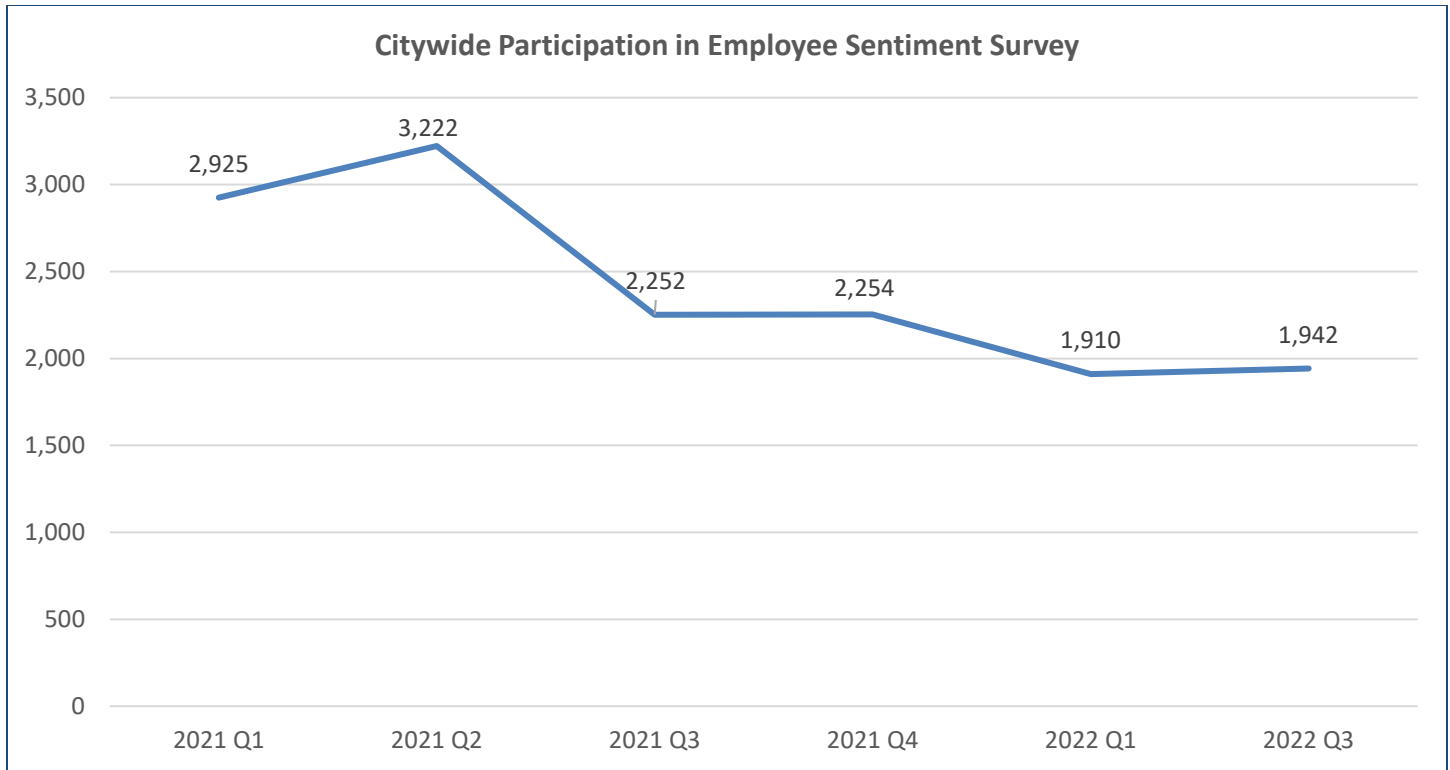
The Onboarding and Exit surveys are delivered directly to employee emails and are triggered by specific events. The Onboarding survey is delivered by email 14 days after the new employee's City user account is created. The Exit survey is triggered by an SAP process where the employee indicates that they intend to leave the City. The SAP selection triggers the entire exit process, which includes the exit survey. Reminder emails are sent for both surveys to encourage participation.

Participation in the Employee Sentiment Survey declined in 2022 compared to 2021. In 2022, there were fewer Internal Communication emails to employees regarding the surveys, likely resulting in reduced enthusiasm and general awareness of the survey's importance. Despite a decline in participation, each round provided enough responses for statistically significant representation at the Citywide level. This means that each survey round had a sample size of enough responses to allow for policy decisions at a Citywide level. However, participation was not consistent across specific employee groups, including department, gender, race, ethnicity, or type of work. Given these inconsistencies, there are no statistically significant sample sizes for these types of employee groupings, and policy decision at these levels are not recommended.<sup>2</sup>

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<sup>2</sup> Because survey responses by job type are not proportional to the actual number of employees in those job types, responses may be skewed in ways that cannot be fully understood or corrected for. For example, field/front-line employees were underrepresented in survey responses; if a policy was created based on non-representative responses from the field workers, it may result in a policy that does not reflect the actual sentiment of most field workers.





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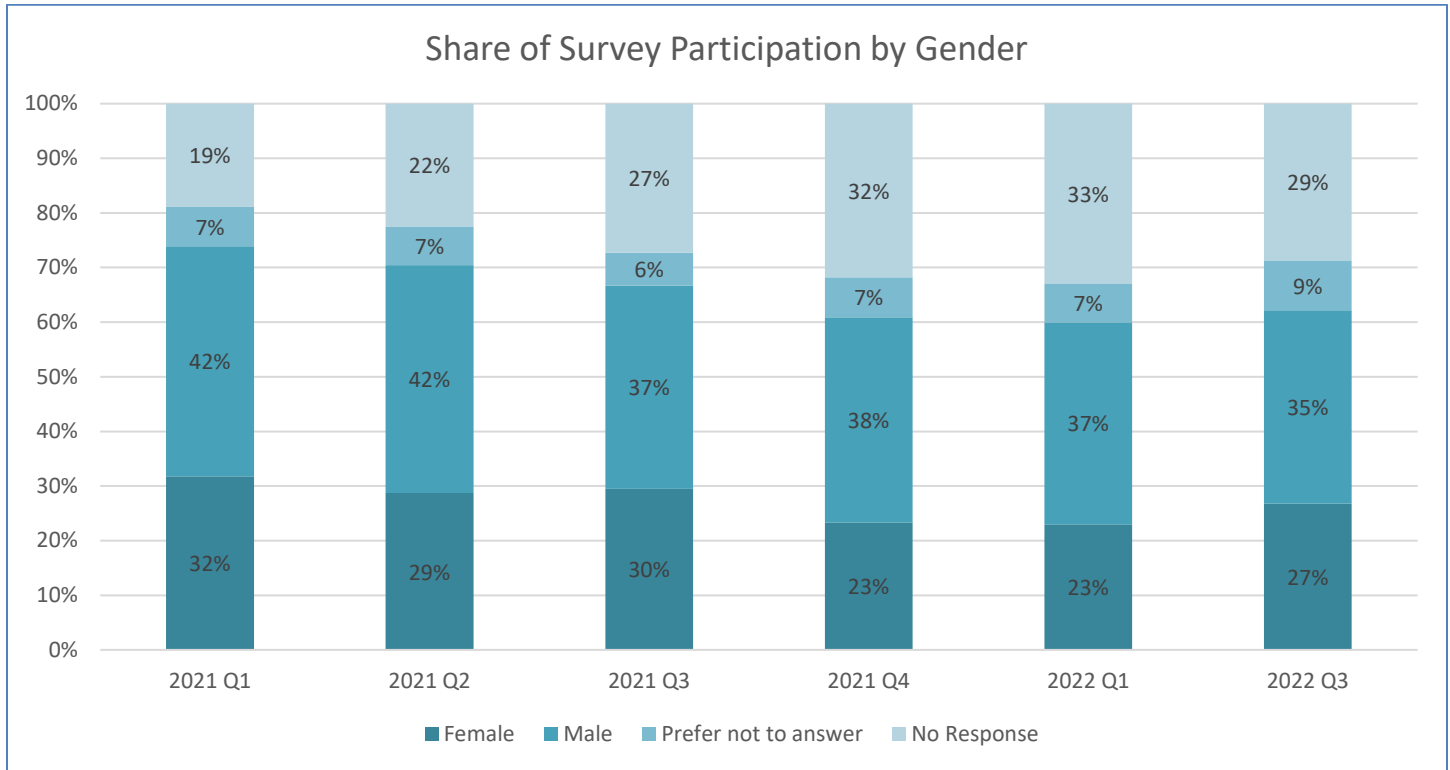
The last set of questions in the Employee Sentiment Survey are the self-reported demographic questions: age range, race and ethnicity, veteran status, job type, and tenure at the City. All of these questions are voluntary. Many employees chose not to provide their gender and the percentage who opted out of providing a gender grew over the course of the year—either passively (by not selecting an option) or actively (by choosing to opt out).

As of the 2022 Civil Service Commission Equal Opportunity Annual Report<sup>4</sup>, the percentage of women in the City workforce is 33.45 percent. In the Employee Sentiment Surveys, the percentage of female respondents varied from 32.5 to 24.2 percent, meaning women are either slightly underrepresented in the survey, and/or they are electing to not report their gender. Male employees appear more likely to be unwilling to report their gender—the Civil Service Commission reports that 66.38 percent of the City workforce is male, but the Employee Sentiment Survey shows that between 43.0 and 39.1 percent of the responses are from men. This suggests that more men are choosing to not provide their gender in the voluntary question. Given these large gaps in gender data, it is not possible to determine the exact amount of over- or under-representation for either gender. Additionally, the Employee Sentiment Survey allows employees to describe their gender in their own terms. At most, six employees chose to utilize the “Prefer to describe as:” option each quarter.

<sup>3</sup> The frequency of the Sentiment Survey was reduced to twice a year in 2022. Q2 and Q4 quarters did not have a survey.

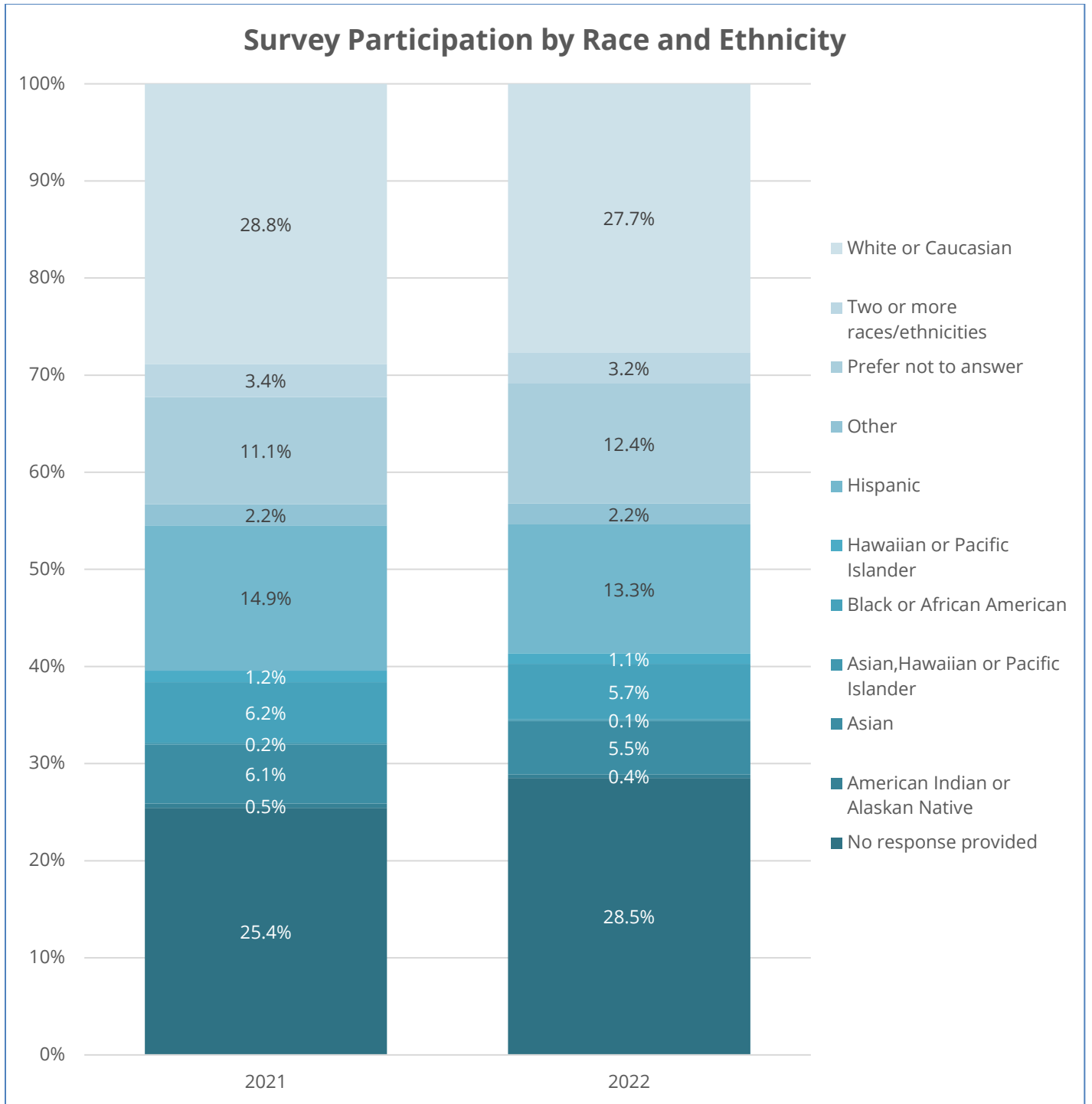
<sup>4</sup> Personnel Department, “Equal Employment Opportunity Annual Report.”

With present data, it is not possible to know why employees became less willing to offer their demographic information over the course of the year, but the trend could indicate survey fatigue and/or a distrust that the survey results would remain anonymous.



Similarly, the percentage of participation across racial and ethnic groups was not consistent with Civil Service Commission estimates. Based on 2022 estimates, about 41.66 percent of the City workforce identifies as White or Caucasian, 11.07 percent as Black or African American, 31.93 percent as Hispanic or Latino, 11.11 percent as Asian, 3.21 percent as more than one race and/or ethnicity, and less than one percent as Native American, Alaskan Native, Pacific Islander, or Native Hawaiian. When compared to the Employee Sentiment Survey responses, no group is represented at the same rates as the Civil Service Commission estimates. Additionally, the number of employees who opted to not provide a race or ethnicity was larger than the number of employees who opted not to provide a gender. Like the results for gender, the percentage of those opting out of providing race and ethnicity information has increased over the past two years.

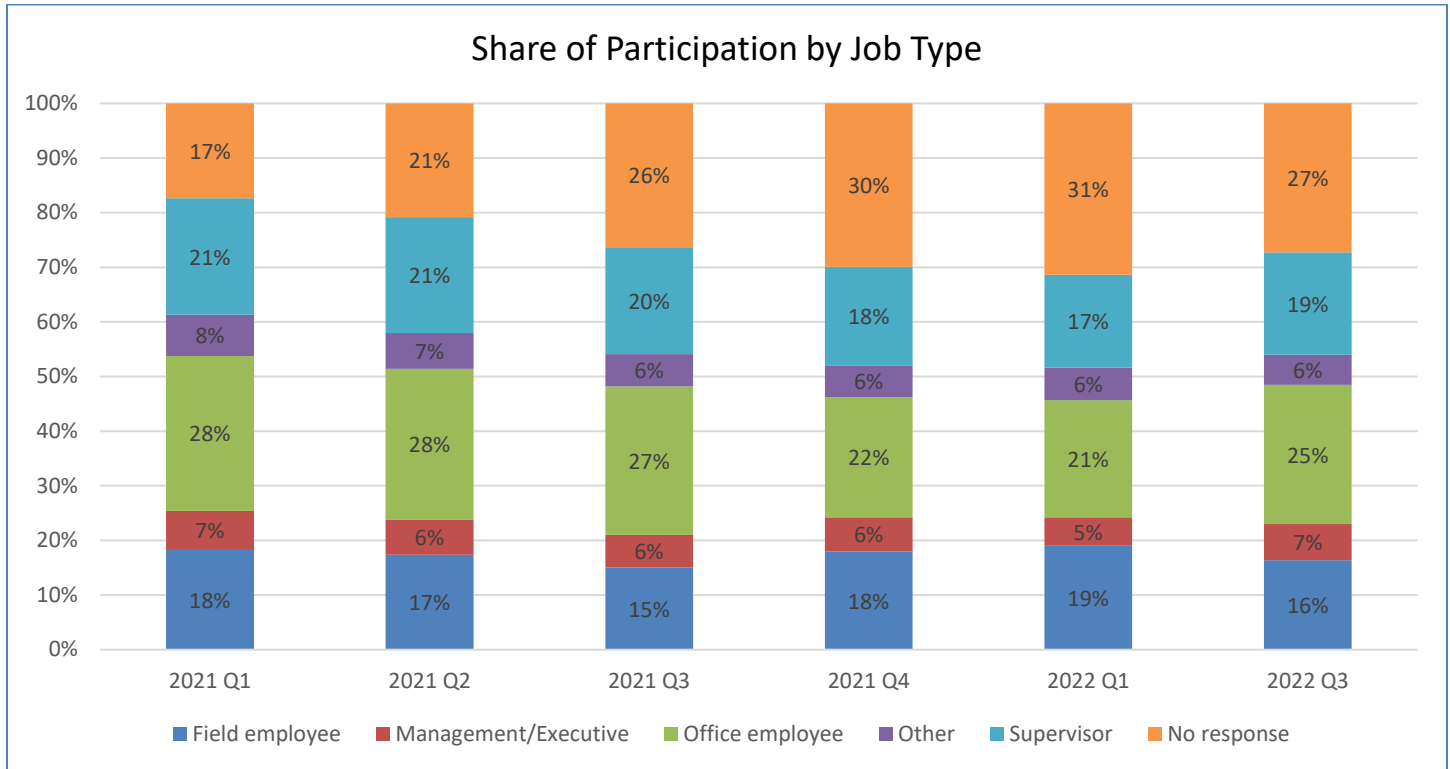
While often aggregated, race and ethnicity are two distinct aspects of identity. In future surveys, the City will update and separate the race and ethnicity demographic questions to better reflect survey best practices. This change will go into effect for the October 2023 Employee Sentiment Survey.



The Employee Sentiment Survey also asks employees to identify the type of work/role that they do: field, management, office, supervisor, or other. After matching those groups with the groups identified in the Civil Service Commission report, it is possible to estimate how well represented these groups are in the Employee Sentiment Survey. For example, based on Civil Service Report estimates, we should expect to see about 47 percent of survey responses coming from field employees, but the Employee Sentiment Survey received only about 15 to 19 percent of responses from field workers. These estimates are not a

precise measure, but anecdotal comments from Department leadership and field supervisors suggest that field employees may have a harder time participating in the survey because they access their City email account less frequently and may not have dedicated time in their day to complete the survey.

Like gender and race/ethnicity reporting, the number of employees opting not to provide their type of work increased over the course of two years. However, the percentage opting out of work type remains below that of gender. This continues to suggest the possibility of survey fatigue and/or concerns about anonymity.



In addition to fear or survey fatigue, the low response rate for demographic data suggest that employees may not understand the analytic value of providing this information. As with much of the survey program, communication about the value of every response could be improved. Specifically, in the next year, we hope to address four key areas related to survey communication:

**1. Increased communication from leadership**

More frequent and thorough communication by leadership to reiterate the importance of the survey and the commitment to addressing employee concerns. Performance and Analytics has developed templates and tools to make this communication easier for Department Directors.

**2. Reiterate guarantee of confidentiality**

We will reinforce the assurance of confidentiality for all survey responses, including demographic information. To build trust and encourage honest sharing, we will make it clear that individual responses will not be traced back to specific respondents.

### **3. Increase communication regarding survey results and the value of complete datasets**

Emphasize the importance of demographic data for decision-making, organizational planning, and creating a more inclusive and supportive work environment. When employees understand the purpose and benefits of providing this information, they will be more likely to offer their demographic information.

### **4. Survey follow-up and acknowledgment**

We will commit to sending follow-up communication to all employees after the survey has closed, thanking them for their participation. We will ask leadership to acknowledge the value of their input and assure them that their feedback is instrumental in shaping the organization's future.

In addition to communication improvements, we are also exploring novel approaches to survey distribution and access, such as QR codes in the field and workplaces. By implementing these recommendations, the City can work towards reducing survey fatigue, building trust, and encouraging respondents to provide optional demographic information -- leading to a more comprehensive and valuable dataset for survey analysis.

## How We Hire and Who We Hire

This section delves into three pivotal aspects that shape the organizational landscape of the City of San Diego: employee onboarding, brand building, and organizational demographics. By exploring these interconnected elements, we hope to provide insights into the City's ability to attract, retain, and develop top talent, establish a compelling brand identity, and foster a workforce that reflects the diverse San Diego community.

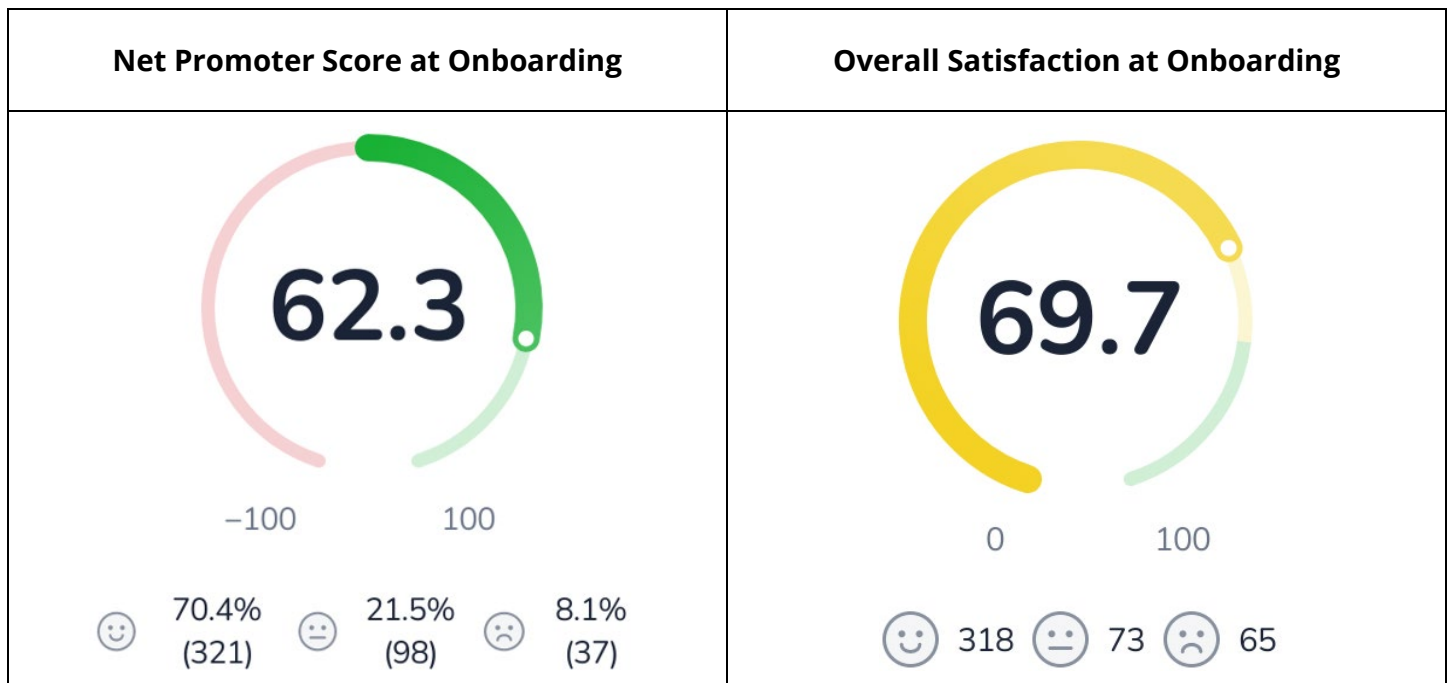
## Recruitment and Onboarding

*"So far everyone here has been supportive and always willing to help me and teach me. The environment has been positive and uplifting. I am really grateful for the opportunity."*

Employee onboarding plays a fundamental role in setting the foundation for a successful and gratifying career trajectory. With this in mind, the Performance & Analytics Department launched the City's first Onboarding Survey in early 2021. The survey covers topics related to recruitment, such as the ease of applying and the interview process, and onboarding, such as feeling welcomed and receiving all the information they need. The survey is delivered via email to all new employees 14 days after they begin work. Since it was launched, 456 new employees have taken the survey, which represents a 16.8 percent response rate. This response rate is comparable to the response rate for the Employee Sentiment Survey.

Evaluating the City's desirability as a regional employer starts with understanding baseline levels of satisfaction. Sentiment around satisfaction is captured in all our Employee Sentiment Surveys using two

industry-standard metrics: Net Promoter Score (NPS)<sup>5</sup> and Overall Satisfaction (OSAT). NPS measures the likelihood that an employee would recommend the City as a place to work. It is calculated by subtracting the percentage of employees who scored the question a 1 through 6 (“detractors”) from the percentage of employees who scored the question a 9 or 10 (“promoters”). Overall Satisfaction asks employees to rate their overall satisfaction with their experience at the City. The metric is calculated by totaling the percentage of 9 and 10 scores reported by employees. For both NPS and OSAT, **a higher score indicates greater satisfaction**. The table below presents the average NPS and OSAT scores across 2021 and 2022 Onboarding Surveys:



The Onboarding Survey is broken into two distinct sections: recruitment and onboarding. Along with overall satisfaction, the survey also asks new employees about their specific satisfaction with the recruitment and onboarding processes. Satisfaction scores for each topic were quite high; however, onboarding is rated slightly higher than recruitment.

For the recruitment process, satisfaction over the year ranged from a low of 66 to a high of 77. Recruitment satisfaction peaked at the end of 2021, with Q4 2021 (October to December) being the highest satisfaction quarter. The lowest recruitment satisfaction quarter was Q4 2022, which was also the lowest onboarding satisfaction quarter. For the onboarding process, satisfaction ranged from a low of 77 to a high of 84. Onboarding satisfaction peaked in Q2 2021 (April through June) and was the lowest in Q4 2022.

These scores indicate high levels of satisfaction with both the recruitment and onboarding process.

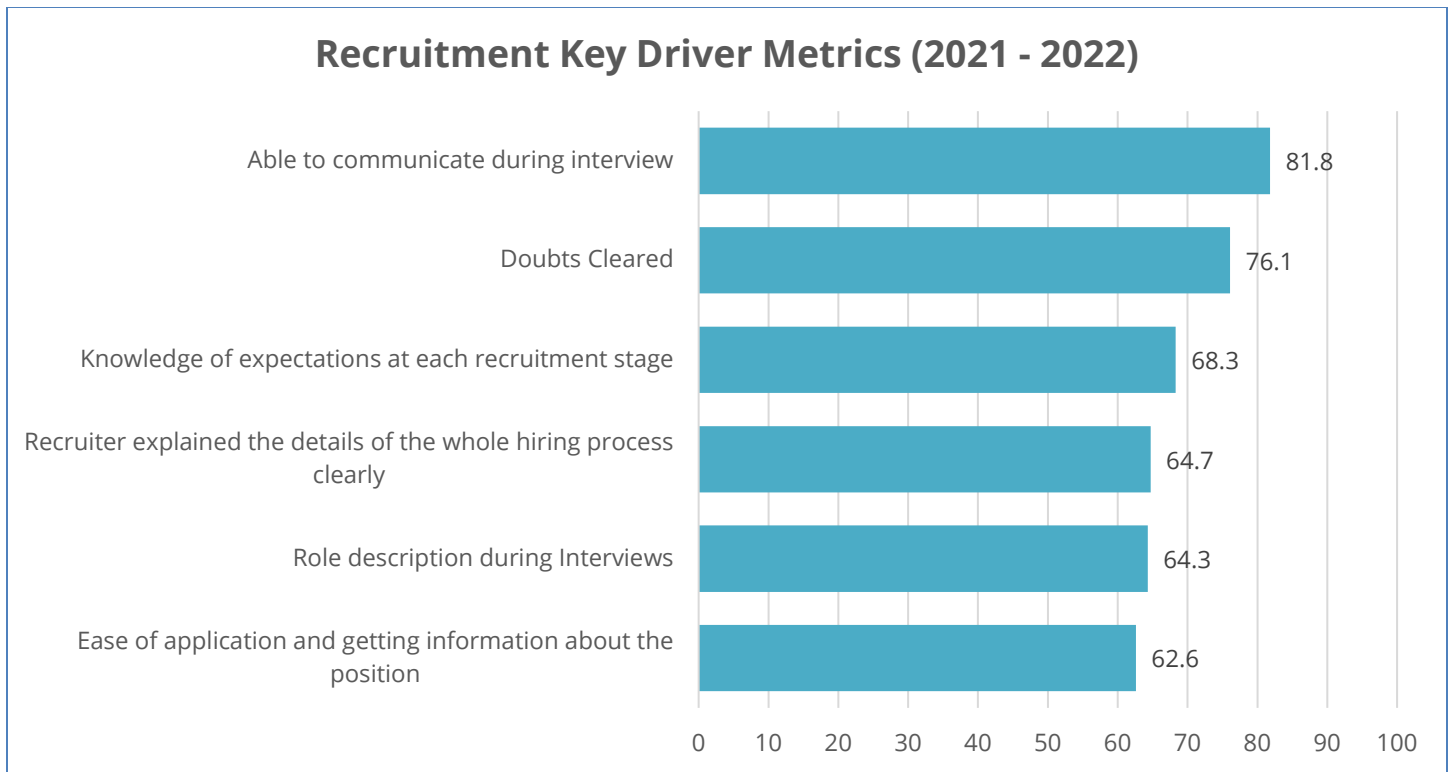
<sup>5</sup> Reichheld, “The One Number You Need to Grow.”



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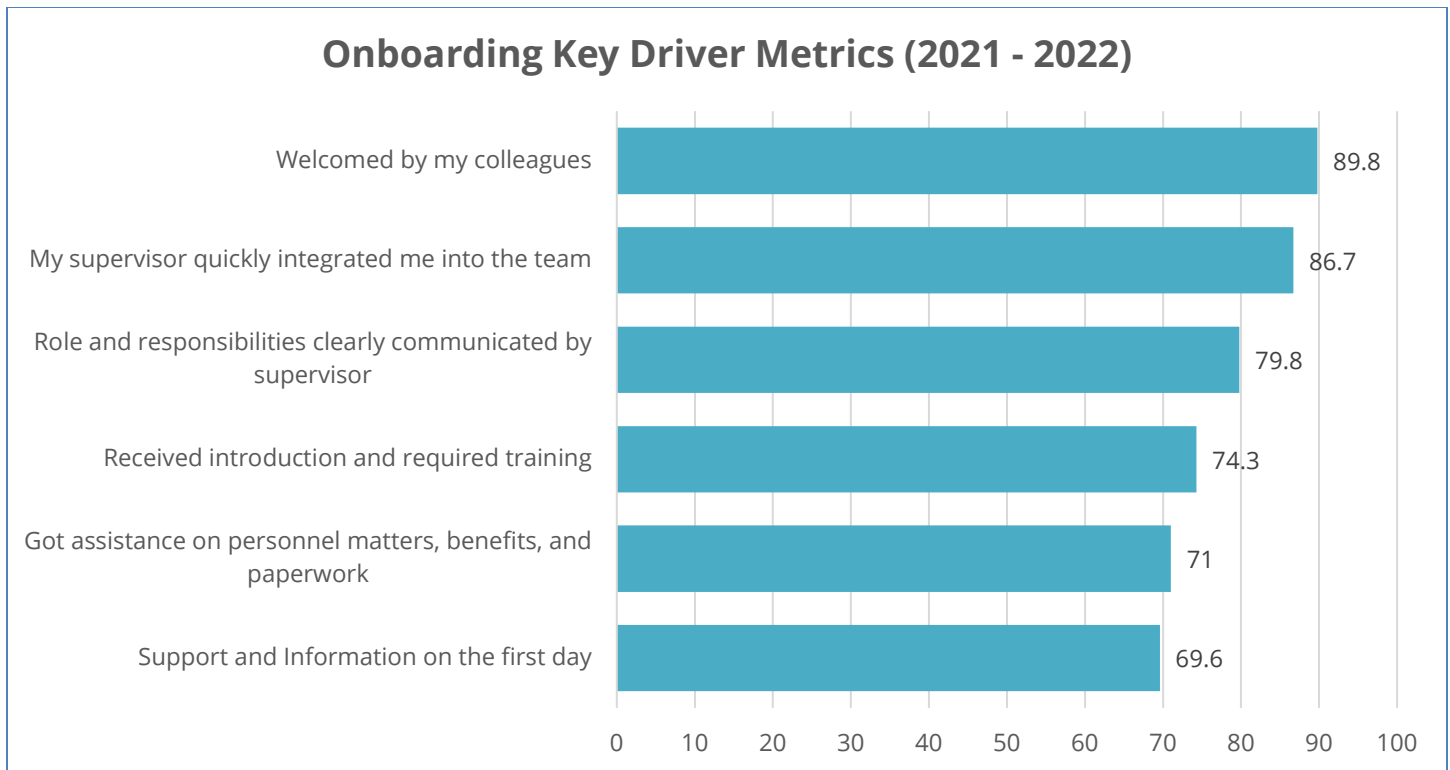
Both recruitment and onboarding have a set of key driver metrics aimed at assessing sentiment around the details of the recruitment and onboarding process.

<sup>6</sup> Q1 2021, Q2 2022, Q3 2022 removed due to low sample size (<20).



Recruitment key drivers indicate that applicants felt that the interview process had good communication and was sufficient at clearing doubts and setting expectations. The lowest scoring metric, "Ease of application and getting information about the position," indicates that communication at the beginning of the recruitment process could be improved. Three of these low scoring metrics ("*...expectations at each recruitment stage,*" "*Role description during interviews*" and "*...getting information about the position*") may be improved by making job bulletins more informative and thorough.





At the onboarding stage, employees felt overwhelmingly welcomed by their colleagues and quickly integrated into their new team. This sentiment is consistent with other high-ranking key driver metrics in the Employee Sentiment Survey related to teamwork and supervisors. On the lowest end of the metrics, employees felt that information and support on the first day could be improved.

In 2022, the City made some improvements to the recruitment process, with the goal of increasing both the quantity and quality of job applicants. First, more inclusive language was added to Unclassified job bulletins that encourage people to apply even if they do not meet every job requirement.<sup>7</sup> We do not yet have any analysis on the effects of adding this language.

Overall, the scores for recruitment and onboarding are high. As a reminder, each metric measures the percent of respondents who scored the question a 9 or 10. Meaning, for even the lowest recruitment and onboarding metrics, over 60 percent of new employees are responding with 9's and 10's. These scores are higher than what employees report in almost all of the Employee Sentiment Survey questions. In the next year, we hope to use these scores to set baseline expectations and new targets for recruitment and onboarding.

<sup>7</sup> The added language: "There's no such thing as a "perfect" candidate. The City is looking for exceptional people who want to make a positive impact through their work, will serve their community proudly, and be excited to come to work every day. Education and experience studies have shown that people are less likely to apply for jobs unless they believe they can perform every task listed in the job description. The City may consider an equivalent combination of knowledge, skills, education, and experience to meet minimum qualifications and we encourage you to apply if you are interested."

## Building a City Brand

The development of a cohesive brand is important for any employer seeking to establish its presence in a competitive marketplace. By having a sound brand strategy, the City can amplify its visibility, resonate with potential applicants, and cultivate an identity that aligns with its strategic goals and core values. Communicating what it means to be a City employee is key to attracting high quality, diverse, and public-service motivated job applicants.

Organizational and psychological research has consistently shown that workers value more than just compensation in their labor choices. A survey of Cornell undergraduates revealed significant lower salary expectations for writing ad copy for the American Cancer Society versus Camel cigarettes.<sup>8</sup> In short, people look for employment that is meaningful and provides an opportunity for “sense-making.”<sup>9</sup>

While not all workers are driven by finding meaning in their employment, emerging research has shown that employees today are more driven by the purpose and impact of their job than ever before. For many job seekers, the overall appeal of a position is comprised of many variables: pay, location, flexibility, and contribution to society. In August 2020, McKinsey & Company conducted a nationwide survey to better understand sentiment around work purpose. The survey found that **employees are five times more likely to be excited to work at a company that spends time reflecting on the impact it makes in the world.** Furthermore, their research found that:

“...frontline managers and employees were ten times less likely than management-level colleagues to say that they’d had opportunities to reflect on their purpose, and nine times less likely to say that they’d had a manager foster opportunities for them to work on purposeful projects.

Similarly, managers don’t seem to be doing much to share the “big picture” with frontline colleagues, who were three times less likely than leaders to say that they can see a connection between their daily work and the organization’s purpose.”<sup>10</sup>

Defining the purpose and impact of our employees’ work is not a challenge — every City position directly contributes to the well-being of San Diego communities, businesses, and visitors. The results of the McKinsey study highlight two things: **the City should be more intentional about advertising the “big picture”, mission-driven components of each vacant position**, and leadership should investigate if our frontline workers feel similarly to those in the McKinsey study.

In the first Workforce Report, we recommended that the City begin working on developing its brand. In 2022, little definitive progress was made on this recommendation. In the next year, City leadership should

<sup>8</sup> Frank, “What Price the Moral High Ground?”

<sup>9</sup> Cassar and Meier, “Nonmonetary Incentives and the Implications of Work as a Source of Meaning.”

<sup>10</sup> “Help Your Employees Find Purpose—or Watch Them Leave.”

dedicate time to developing a City brand around the benefits of working towards public service, community, and purpose. Once a brand has been developed, the City should procure the tools required to allow for better candidate interaction at the recruitment phase. For example, some recruitment platforms allow for short employee videos to accompany job bulletins. Such videos would show potential candidates the human side of the job to which they are about to apply.

### City Workforce Demographics

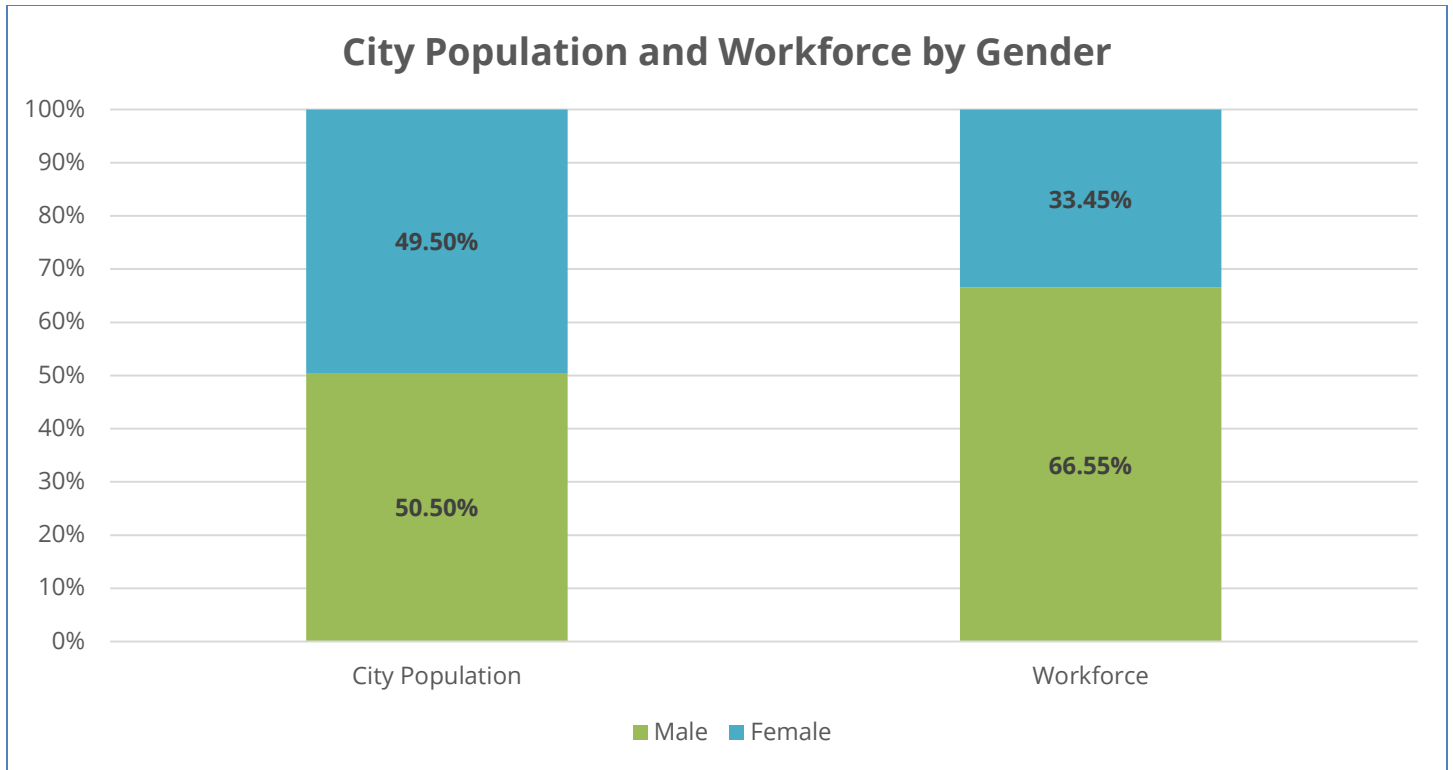
This section describes the basic demographics of the City workforce as they compare to the overall San Diego population.<sup>11</sup> A key component to becoming the regional employer of choice is to hire and retain a workforce that represents the city it serves. With this goal in mind, the City collects demographic data on both gender and race/ethnicity.

The table below compares the San Diego population with the City workforce demographics by gender. The City workforce is predominantly male, with 66.38 percent of employees being men. The share of female employees increased by less than 1 percent between 2021 and 2020. The non-binary percentage of the City workforce is 0.17 percent. The Equal Employment Opportunity Annual Report cites the 2018 American Community Survey as its source for citywide population demographics.<sup>12</sup> As of the 2018 report, the male population of the city of San Diego is 49 percent, meaning that the City workforce does not match the gender demographics of the city as a whole.

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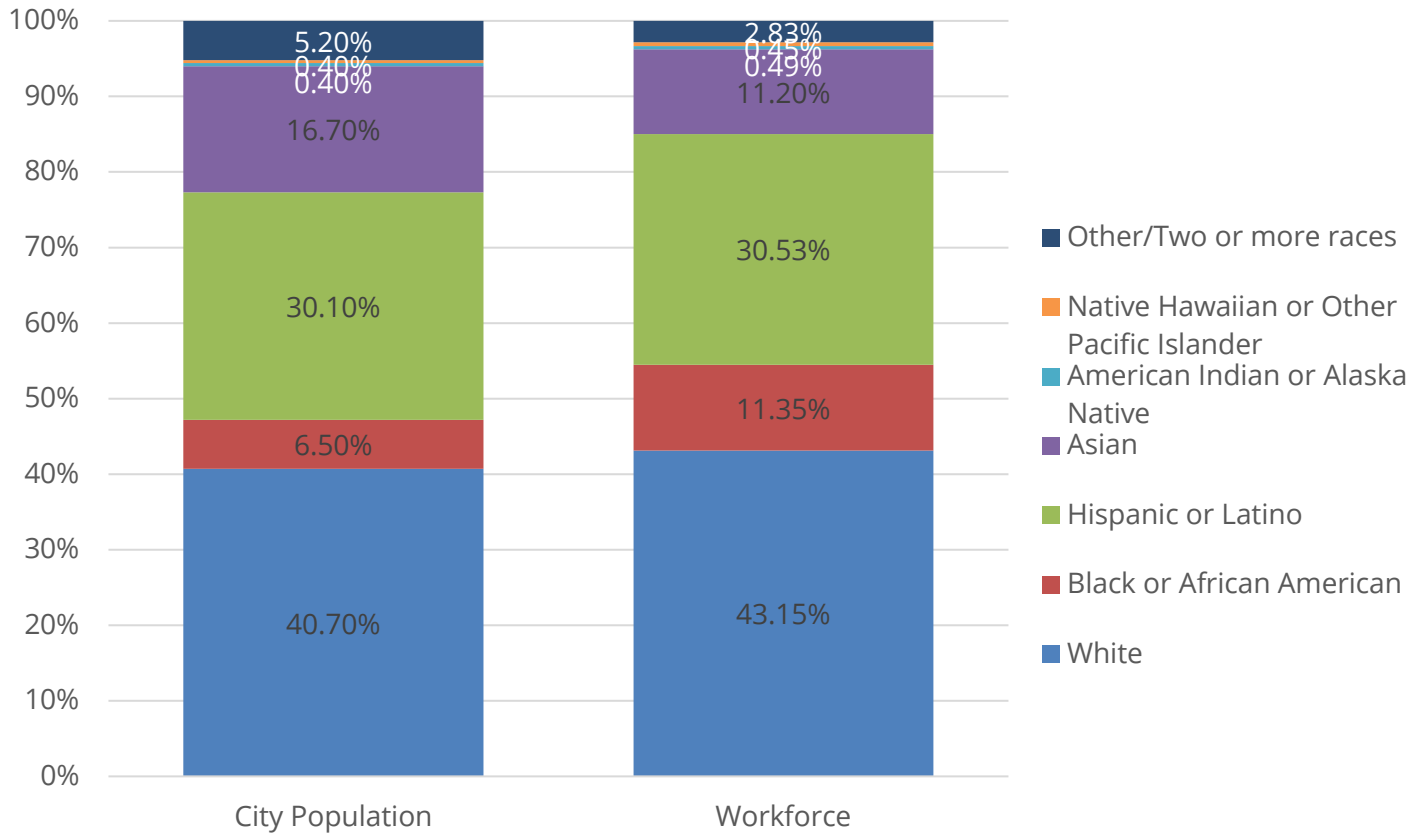
<sup>11</sup> For a more complete analysis of City demographics by department and a comparison to the makeup of the city of San Diego, please see the Personnel Department's annual [Civil Service Commission Equal Employment Opportunity Report](#).

<sup>12</sup> Personnel Department, "Equal Employment Opportunity Annual Report."

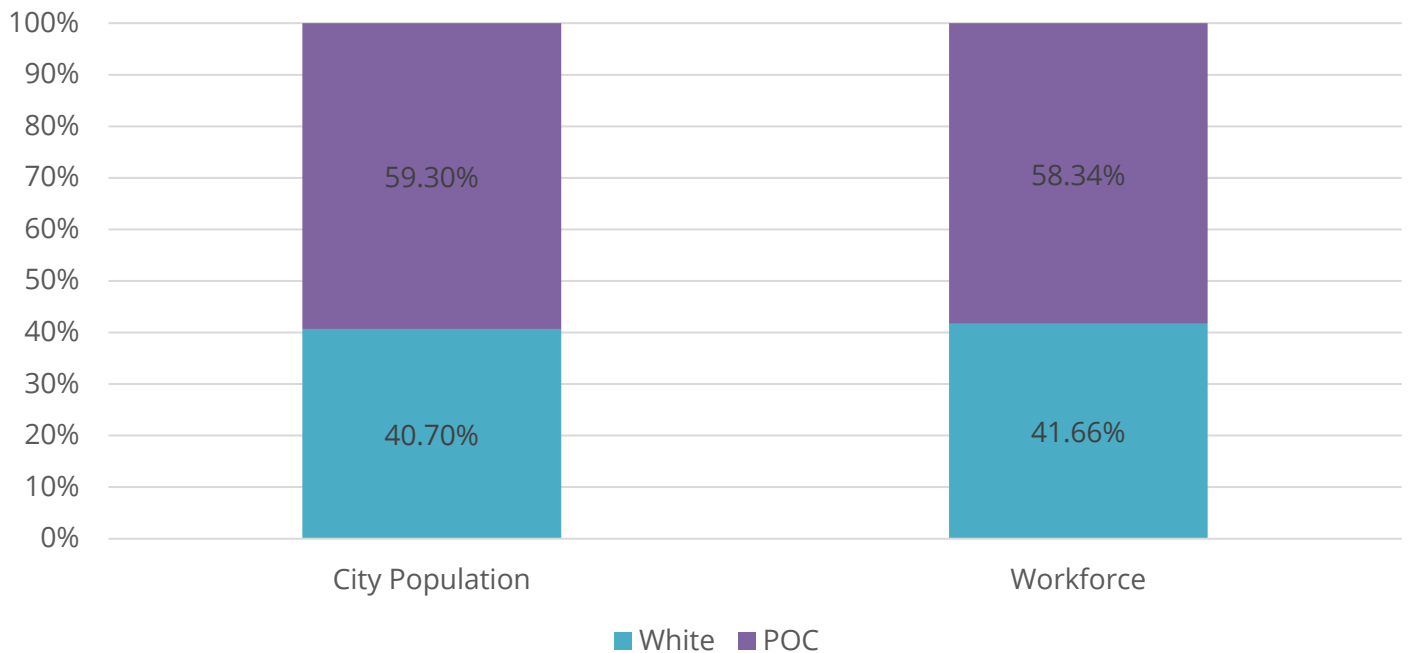


The tables below compare the San Diego population with City workforce demographics by race and ethnicity. The City workforce is predominantly white/Caucasian (43.1 percent) and Hispanic or Latino (30.5 percent). As of the 2018 American Community Survey, the population of San Diego is 40.7 percent white/Caucasian, 30.1 percent Hispanic or Latino, 16.7 percent Asian, 6.5 percent Black or African American, 5.2 percent two or more races/ethnicities, and 0.4 percent each American Indian or Alaska Native and Native Hawaiian or Other Pacific Islander. Unlike the gender breakdown, the City workforce more accurately represents the overall demographics of the City.

### City and Workforce Demographics by Race and Ethnicity



### City and Workforce Demographics by White/POC



As of 2022, the City is the eighth largest employer in San Diego County. With over eleven thousand employees, the City employs just over 1.5 percent of the regional population.

2022 Ten Largest Employers in San Diego County <sup>13</sup>		
Employer	Number of Employees	Percentage of Total Employment
Naval Base San Diego	41,321	5.78
University of California, San Diego	37,064	5.18
Sharp Health Care	18,839	2.63
County of San Diego	16,744	2.34
Scripps Health	13,787	1.93
San Diego Unified School District	13,559	1.9
Qualcomm Inc	11,546	1.61
<b>City of San Diego</b>	<b>11,466</b>	<b>1.59</b>
Kaiser Permanente	9,632	1.35
Northrop Grumman Corporation	6,075	0.05

Included in the City’s Strategic Plan is a focus on the City as a regional employer. A priority outcome of the Plan is to promote a culture of leadership, diversity, appreciation, and growth. To do so, **the City aims to attract, hire, and retain a diverse workforce** that is representative of the community that it serves. The City believes that hiring and maintaining a workforce of dedicated, passionate people who want to serve their community will make the City one of the best places to work—and, that employees who love their job will provide high quality services to residents, businesses, and visitors.

However, according to a Forbes and Statistica survey of employee satisfaction, the City of San Diego is not among the top 100 best employers in California. Other public agencies, including the County of San Diego (ranked 34 in the state), local universities (UC San Diego ranked 12) and private San Diego businesses (Dexcom ranked 5, General Atomics ranked 81, and Qualcomm ranked 86,) are on the list.<sup>14</sup> It is therefore an immediate goal that the City works to become one of the top 100 employers in the state. Given these goals, Employee Sentiment Survey results are being examined through the lens of achieving these outcomes. The next section of this report dives into these outcomes.

<sup>13</sup> “Annual Comprehensive Financial Report.”

<sup>14</sup> Schwarz, “America’s Best Employers By State.”

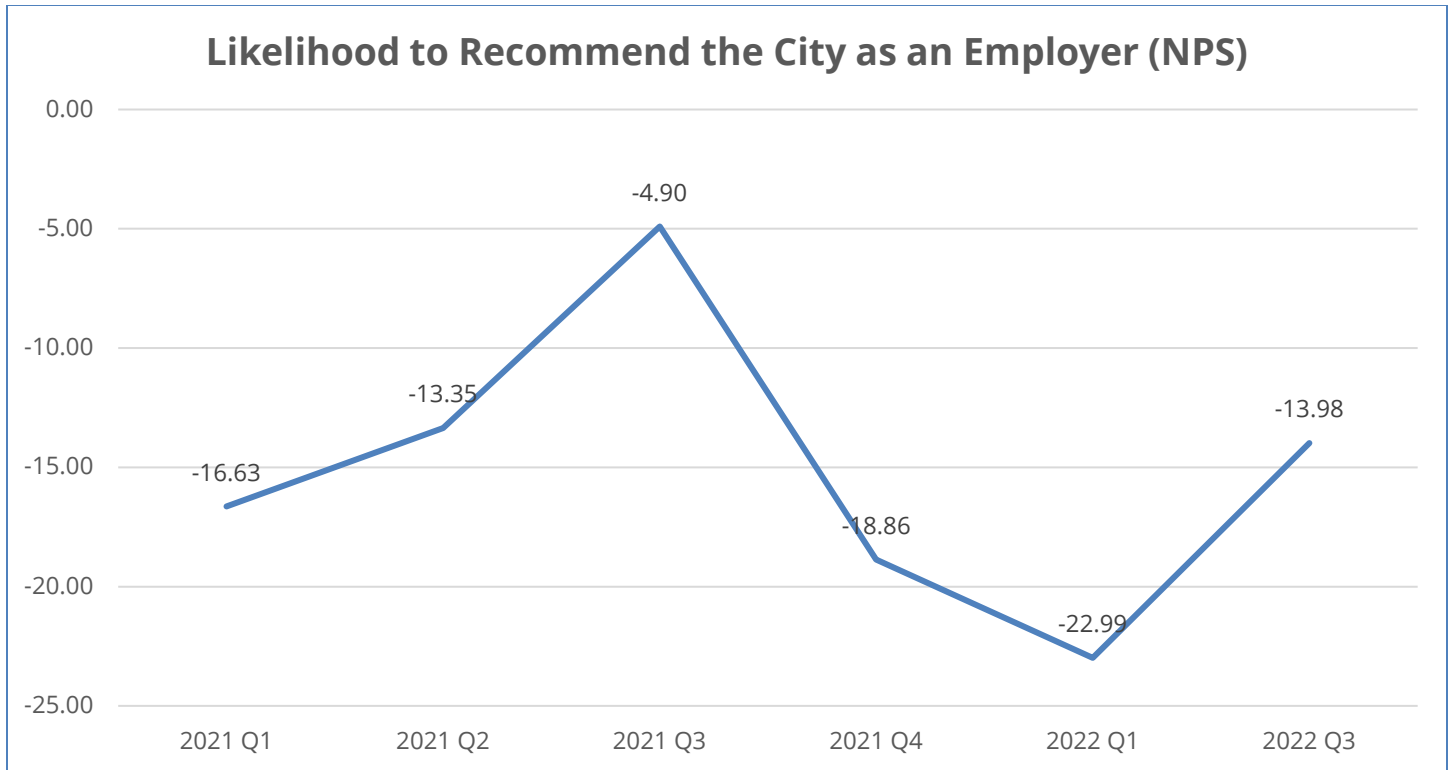
# How Are Current Employees Doing?

## Overall Satisfaction

*"...the benefits I personally have been able to provide to the public, and the warmth and friendship of my fellow employees has made my employment with the City a very good one."*

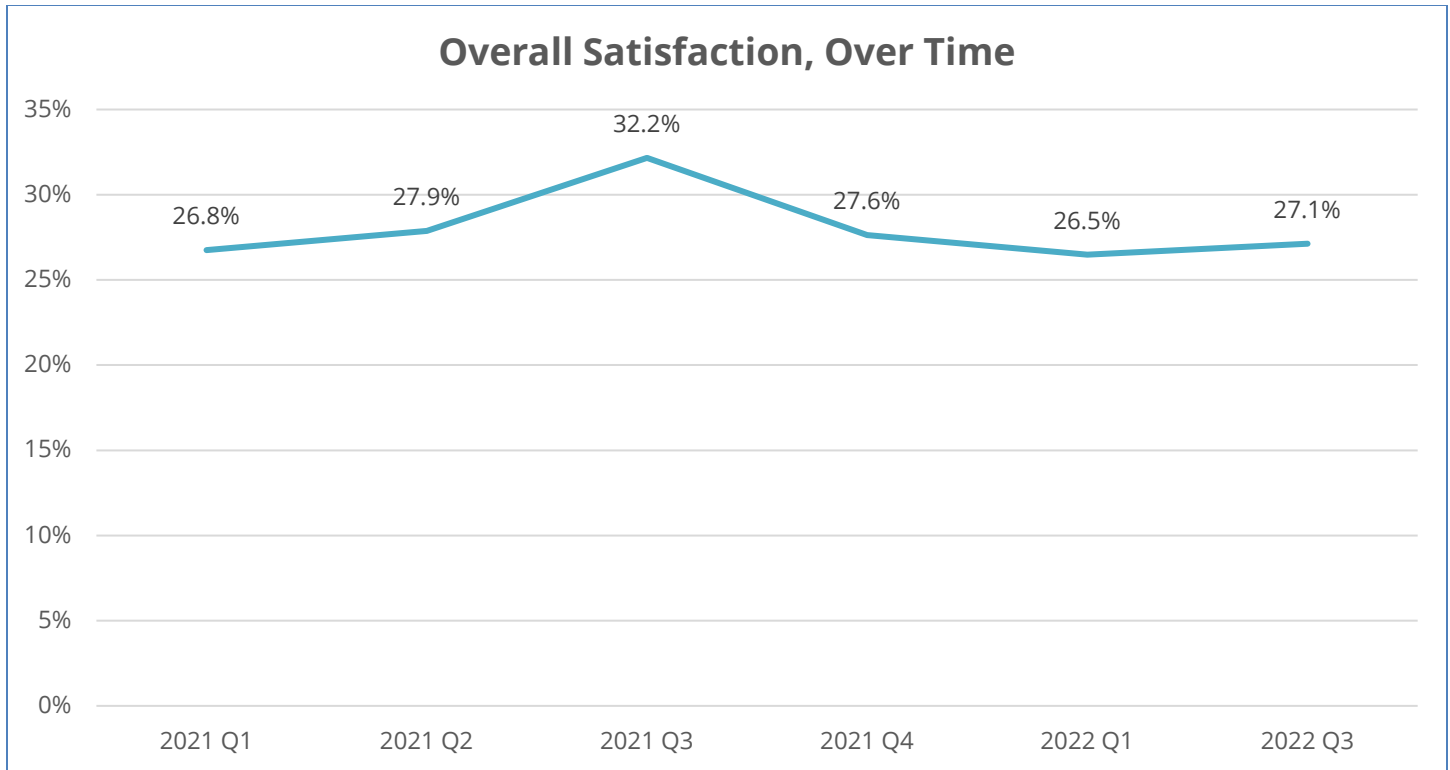
Evaluating the City's desirability as a regional employer starts with understanding baseline levels of satisfaction. Like the Onboarding Survey, sentiment about satisfaction is captured in the Employee Sentiment Surveys using two industry-standard metrics: Net Promoter Score (NPS) and Overall Satisfaction (OSAT). NPS measures the likelihood that an employee would recommend the City as a place to work. It is calculated by subtracting the percentage of employees who scored the question a 1 through 6 ("detractors") from the percentage of employees who scored the question a 9 or 10 ("promoters"). Overall Satisfaction asks employees to rate their overall satisfaction with their experience at the City. The metric is calculated by totaling the percentage of 9 and 10 scores reported by employees. For both NPS and OSAT, a higher score indicates greater satisfaction.

As the chart below demonstrates, a negative NPS score indicates that there are more employees who would *not* recommend the City as a place to work than employees who *would* recommend the City to their friends and family. The City's NPS scores were not consistent over the course of the year. The third quarter (Q3) increase and the fourth quarter (Q4) decrease in NPS are both statistically significant changes from the prior quarter.



Overall satisfaction scores remained fairly constant throughout 2021 and 2022. There was a statistically significant increase in satisfaction in 2021 Q3, which may have been the result of finalized pay negotiations taking effect for many employees. However, overall satisfaction returned to normal levels in the next three quarters. We cannot attribute the decline to one specific cause, but it is typical for scores to return to their usual average following a spike or other outlier.





Tracking these broad measures is important because it helps City and department leadership understand the general trend of employee sentiment as new policies or programs are implemented. These broad measures allow City leadership to track progress over time and department leadership to compare their teams’ satisfaction to overall City sentiment.

Additionally, using these two standard measurements also allows the City to compare itself to other employers in the region, as well as other public service employers. For example, when compared to the Federal Employee Viewpoint survey (a measure of employee satisfaction across the Federal Government), the City of San Diego (CoSD) scores slightly lower on overall satisfaction and likelihood to recommend.<sup>15</sup> Among employers in San Diego County, only one of the top ten largest employers publicly post their employee satisfaction scores. Compared to UC San Diego, employees at the City are less satisfied overall. UC San Diego does not publish a Net Promoter Score.

Metric	City of San Diego	Federal	UC San Diego <sup>16</sup>
Overall Satisfaction / <i>Considering everything, how satisfied are you with your job?</i>	58 <sup>17</sup>	66	75
Likelihood to Recommend / <i>I recommend my organization as a good place to work.</i>	55	65	n/a

<sup>15</sup> A full description of the methodology used to compare surveys and the full list of compared metrics is available in the Annex.

<sup>16</sup> UC San Diego, “Staff@Work™ Survey Results.”

<sup>17</sup> This number is calculated to match the methodology of the Federal Survey. See Annex for detailed explanation.

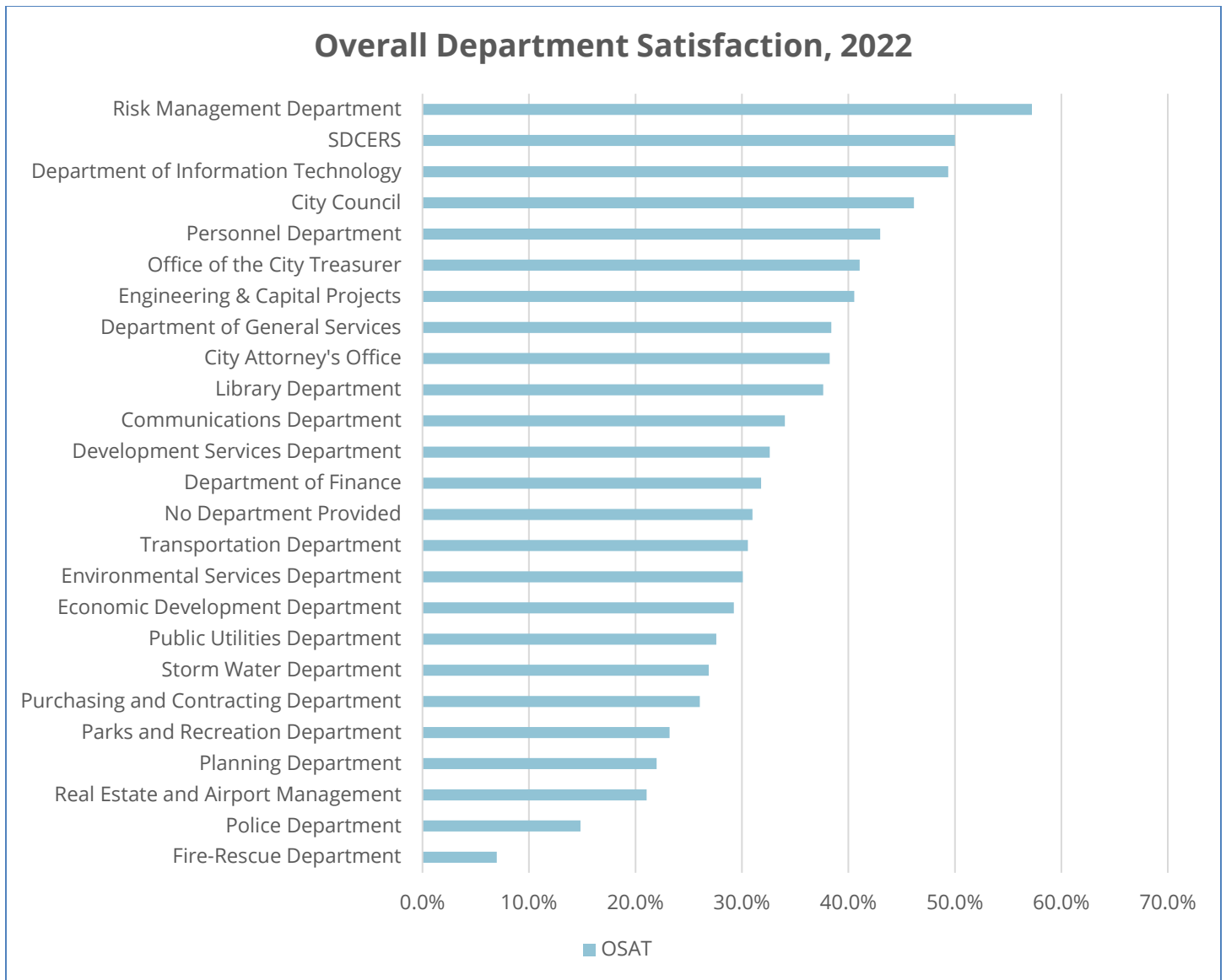
Improving NPS and OSAT scores Citywide is a key goal for the Employee Engagement program. Results from 2021 indicate that significant changes (upwards or downwards) in NPS and OSAT are possible from quarter to quarter; but, **sustained upward trends may pose a challenge**. Given the variety of employee job types and work environments across the City, identifying **policies or strategies that consistently improve NPS and OSAT will require analysis at the department, division, and employee group level**.

### Department Satisfaction

The graph below shows the average satisfaction score for Departments over the course of the 2021 and 2022. As the chart illustrates, there is a wide range of satisfaction sentiment across City departments, from very low through very high satisfaction sentiment. Understanding the variation in department satisfaction is important because it highlights the different experiences that employee groups are having. **Leadership at the branch and director level should work to understand the root causes of satisfaction variation across their departments**. Department directors should work with branch leadership to determine lessons from highly satisfied departments and identify possible strategies to apply to less satisfied departments.<sup>18</sup>

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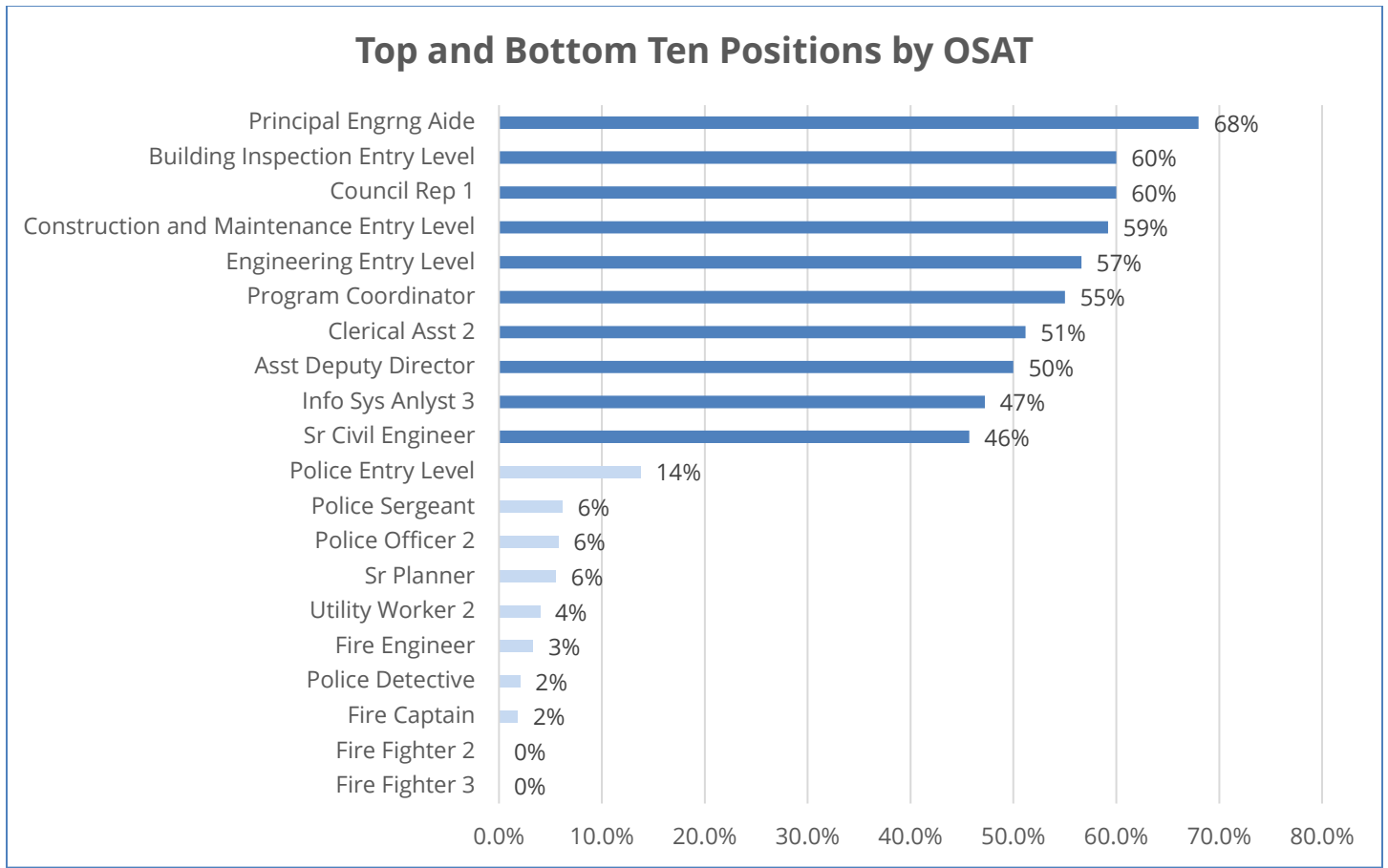
<sup>18</sup> Departments with fewer than 90 total survey responses (15 per quarter) were excluded from this analysis.



## Position Satisfaction

Satisfaction across positions varied in a similar manner to departments: a wide range of satisfaction scores highlights the diversity of sentiment, work conditions, and job types across the City. The table below shows the ten top and bottom ranked positions by overall job satisfaction. While the positions ranked as least satisfied are almost all located within the lowest-ranked departments (Fire-Rescue and Police), the positions ranked as most satisfied come from across multiple City departments. Many of the most satisfied positions are entry level roles. The Program Coordinator position is a management-level role present in most City departments.

The gap between the most and least satisfied positions is over fifty percentage points—well over half of **Principal Engineering Aides reported a 9 or 10 level of satisfaction, while Fire Fighter 2 and 3 roles reported 0 percent overall job satisfaction.**



19 20

Maximizing employee satisfaction is a priority for City leadership because our hypothesis is that overall satisfaction plays a key role in both the quality of services delivered to customers and the overall turnover rate among employees. Employee turnover is costly to the City and lowers employee morale, as greater turnover increases reliance on overtime and/or require heavier workloads for remaining staff.

## Key Drivers

*“Service to the community and my city motivates my career choice.”*

After the top-level net promoter and overall satisfaction questions, the survey asks employees eleven “Key Driver” questions. These survey questions represent industry best practices in measuring and improving employee engagement. “Employee engagement” is the level of commitment, passion, and loyalty an employee has toward their work and the City as an employer. How engaged a workforce is largely depends on how well City leadership acts on what is most important to employees.<sup>21</sup> Employee sentiment surveys

<sup>19</sup> Some similar position types were grouped together. Groupings available on request to Panda.

<sup>20</sup> Positions needed to have a minimum of 20 responses in 2022 (10 per survey) to be included in the ranking list.

<sup>21</sup> Medallia, “What Is Employee Experience? - Medallia.”

provide indicators of what is most important at given moment in time. Essentially, the **key driver metrics represent the core ingredients for a positive work experience.**

Research has shown that an employee's personal well-being and their overall job satisfaction are directly related to an employee's decision to stay in, or quit, their job. Employees are most likely to leave their current employment if both their personal well-being and job satisfaction are low.<sup>22</sup> These key driver metrics capture many aspects of personal well-being, such as: potential for career advancement, receiving adequate pay, and working with high quality colleagues.

Key driver metrics are measured using the same "top two" percentage as the overall satisfaction score: the numbers presented represent the percentage of employees who responded to the question with a 9 or 10 score—indicating that they "very strongly" agree with the statement.<sup>23</sup> Keep in mind that this is different than how Likert Scores are typically presented.

### Key Drivers Ranked

As the headline employee quote illustrates, much of the employee work experience depends on more than compensation. This sentiment is demonstrated in the consistently highest-ranked key driver metrics: *"My direct supervisor actively listens to me," "I enjoy working with my team,"* and *"My department provides high quality services."* These three metrics speak to the **best parts of the employee experience at the City: the relationship between employees and supervisors is healthy and our teams are strong.** The top two metrics are the same across 2021 and 2022.

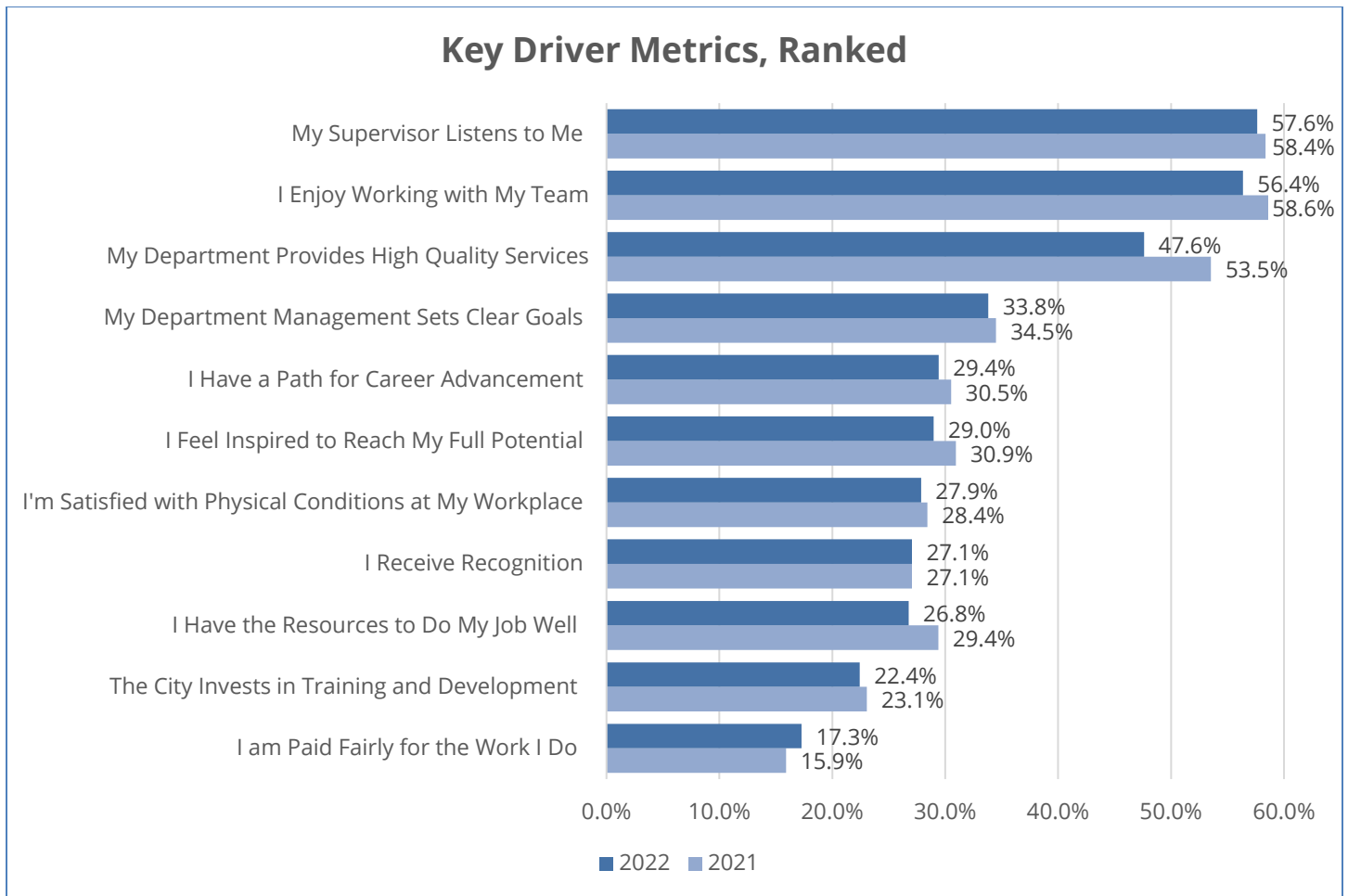
Between 2021 and 2022 there were minor changes in most key driver metrics. Most metrics stayed in the same ranking position as 2021; and all but one metric showed decreases in scores. The only metric to improve its score was *"I am paid fairly for the work I do."* This increase in sentiment is statistically significant. The increase is small, but it is encouraging to see upward movement on this metric after multiple years of pay increases being approved for City employees.

Statistically significant decreases in sentiment include the metrics *"My department provides high quality services"* (5.9 percentage point decline), *"I enjoy working with my team"* (2.2 percentage point decline), *"I feel inspired to reach my full potential,"* (1 percentage point decline) and *"My Department management sets clear goals and expectations"* (1.1 percentage point decline). Given that many of the changes are very small, continued monitoring of these trends will reveal if the changes are due to sentiment changes.

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<sup>22</sup> Wright and Bonett, "Job Satisfaction and Psychological Well-Being as Nonadditive Predictors of Workplace Turnover."

<sup>23</sup> It is important to keep this measurement methodology in mind should you attempt to compare City results with other employer surveys.



## Key Drivers & Overall Satisfaction

A pure ranking of the key driver metrics is a simple and broad way to explain how employees feel about their experience at the City. But, digging deeper into the relationship between overall satisfaction and the key drivers can provide better insight into *how* the key driver metrics affect overall satisfaction. Essentially, **which levers do we need to pull to create real improvements in an employee’s experience?**

To better understand which metrics have a stronger relationship to overall satisfaction, a method called logistic regression was used. Logistic regression is helpful because it allows the understanding of how different factors (for example, the topics in the key driver metrics) are connected to an employee being satisfied. Using the “Top Two Box” methodology, OSAT scores were grouped into two options: 9 and 10 scores (satisfied) and all other scores (unsatisfied). Using this tool, we can determine how the different key driver metrics are related to the likelihood of an employee being satisfied. The results are presented as odds ratios (OR)—which can be interpreted as: for every one-unit increase in a key driver metric, the odds of an employee being satisfied changes by a given percent.

The results of the analysis indicate that “I feel inspired to reach my full potential”, “I enjoy working with my team,” and “My department provides high quality services” have the strongest influence on the likelihood of an employee being satisfied.<sup>24</sup> The odds ratios can be interpreted as: for every one-point increase in an employee’s “Feel Inspired” score, the odds of them being satisfied increases by 44.3 percent. Similarly, for every point increase in an employee’s sentiment about their team (*I enjoy working with my team*), the odds that they are satisfied increases by 37.3 percent.

Key Driver Metrics <sup>25</sup>	Odds Ratio	P-Value	Std. Error	95% Confidence Interval	
Path for Career Advancement	1.14*** <sup>26</sup>	0	.023	1.096	1.187
<b>Feel Inspired to Reach my Potential</b>	<b>1.443***</b>	<b>0</b>	<b>.04</b>	<b>1.366</b>	<b>1.524</b>
Receive Recognition	1.067***	.003	.023	1.023	1.113
Paid Fairly	1.171***	0	.017	1.139	1.205
<b>Enjoy Working With My Team</b>	<b>1.373***</b>	<b>0</b>	<b>.054</b>	<b>1.272</b>	<b>1.483</b>
<b>My Department Provides High Quality Services</b>	<b>1.177***</b>	<b>0</b>	<b>.038</b>	<b>1.105</b>	<b>1.254</b>
My Direct Supervisor Actively Listens to Me <sup>27</sup>	.987	.636	.027	.936	1.041
My Department Manager Sets Clear Goals <sup>24</sup>	1.03	.261	.027	.978	1.084
Have The Resources to Do My Job Well	1.156***	0	.025	1.108	1.207
The City Invests In Training and Development	1.081***	0	.023	1.036	1.127
Satisfied With The Physical Conditions of my Workplace	1.117**	0	.018	1.083	1.152

Logistic models and odds ratios are helpful to understand which metrics have a strong relationship with OSAT, but can posed difficulty when attempting to parse which metrics should be focused on for

<sup>24</sup> The annex includes descriptive statistics, robustness checks, and a similar Ordered Logistics Regression analysis for the Likelihood to Recommend metric.

<sup>25</sup> Included in this model but excluded from this table are available observable demographics: gender, age bracket, tenure, job type and year of survey. Full results are presented in the annex.

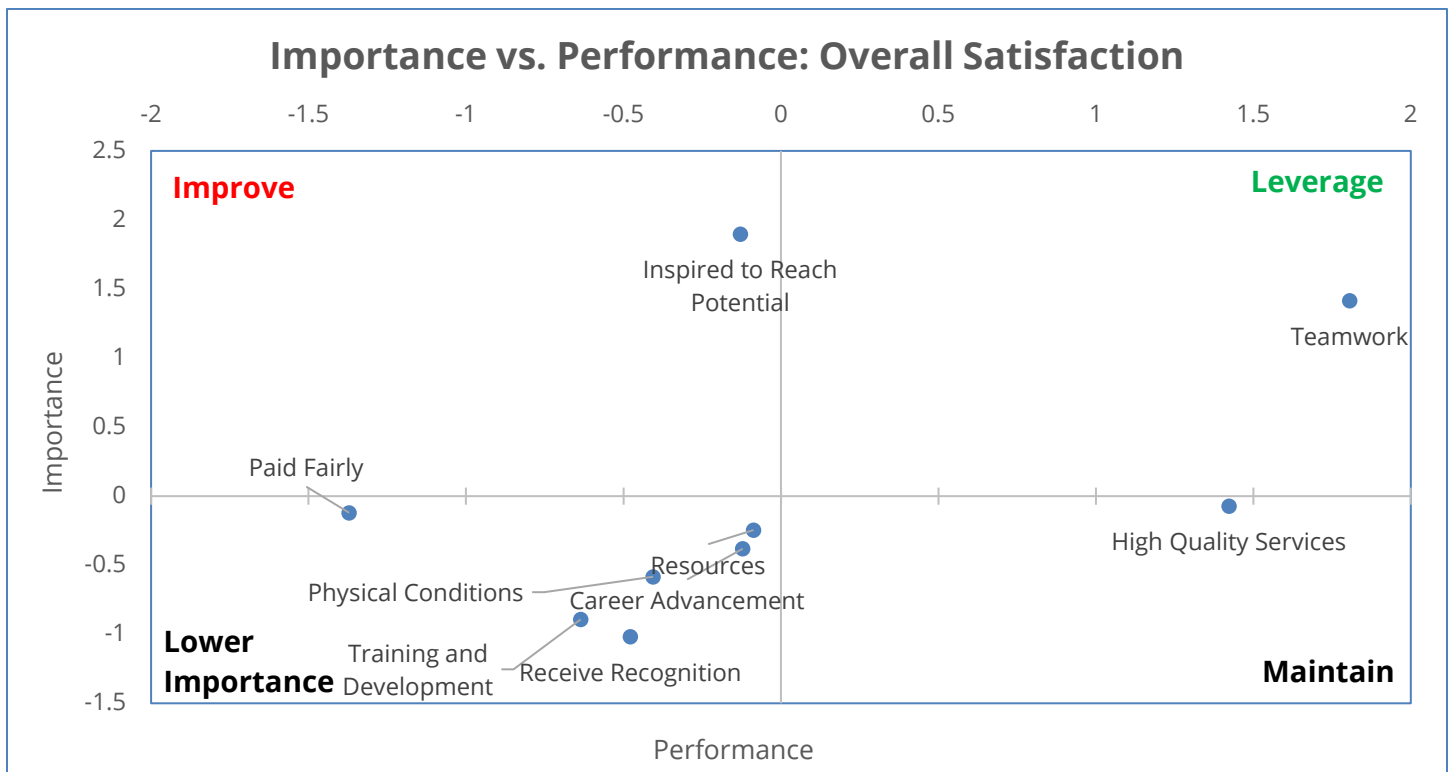
<sup>26</sup> \*\*\* p<.01, \*\* p<.05, \* p<.1

<sup>27</sup> Not a statistically significant result.

improvements. High performing metrics may have a strong impact on likelihood of satisfaction, but just how much more can an already highly-scored metric be improved?

The chart below provides a visual representation of where efforts may be focused.<sup>28</sup> Metrics landing in the **Improve** quadrant have the strongest relative relationship with OSAT and the lowest overall performance. The metric, *“Feel inspired to reach my full potential”* has the most impact on overall satisfaction and is relatively low performing. It should be a goal to move this metric into the upper right **Leverage** category because metrics in that category have a strong influence on OSAT and are high performing (meaning, employees are scoring that metric highly). **Improving this metric requires additional analysis on what types of workforce development are most impactful on inspiring employees.** More discussion of workforce development efforts (such as supervisor and management training) is included later in this report.

Additionally, *“I am paid fairly for the work I do”* has nearly crossed into the **Improve** category.<sup>29</sup> Based on this analysis, improving sentiment around employees reaching their potential and compensation would do the most work to improve overall satisfaction.



<sup>28</sup> The chart was created by converting the key driver metric means and logit results into z-scores and plotting the results. The x-axis is the z-score of the Key Driver metric (performance). The y-axis is the z-score of the logit regression coefficient (importance).

<sup>29</sup> As a reminder, this sentiment data was collected prior to new bargaining agreements being announced and implemented in 2023. Improvements in this sentiment may already have happened.



Currently, one metric falls into the **Leverage** category: *“I enjoy working with my team.”* This metric is both high performing (it is the second highest ranked key driver metric) and it has a strong relationship with overall satisfaction. Leveraging teamwork means that the City should continue to foster what is working within teams, such as: communication, mutual respect, and having the right people on your team to perform high quality work.

In the Maintain category, we find the metric *“My department provides high quality services.”* This metric’s relationship with OSAT suggests that employees have strong, positive sentiment regarding this metric, but it doesn’t have as strong a relationship with overall satisfaction as the Teamwork metric. However, this key driver metric is very close to crossing into the Leverage category. This suggests that the City should focus on highlighting the high-quality work that employees are providing for residents. Sharing positive feedback from our customer experience surveys is one way to show employees how the public feels about their performance.

These rankings provide insight on how key drivers and OSAT work together. The most useful takeaway from this chart is that it provides **a visual menu of priorities and where to focus to start making impactful change**. The metrics at the top of this chart are related most strongly with overall satisfaction. **Making changes to inspire employees to reach their potential and their perception of their compensation will provide the greatest impact in employee satisfaction.**

## Aspects of the Employee Experience

This section of the report provides an overview of the remaining Employee Sentiment Survey questions. These questions dig further into aspects of the employee experience, beyond the Key Driver metrics. Each metric has been sorted into a group according to employment themes: Leadership, Appreciation, Growth and Development, and Inclusion. The metrics are not grouped into these themes in the actual survey.

### Leadership

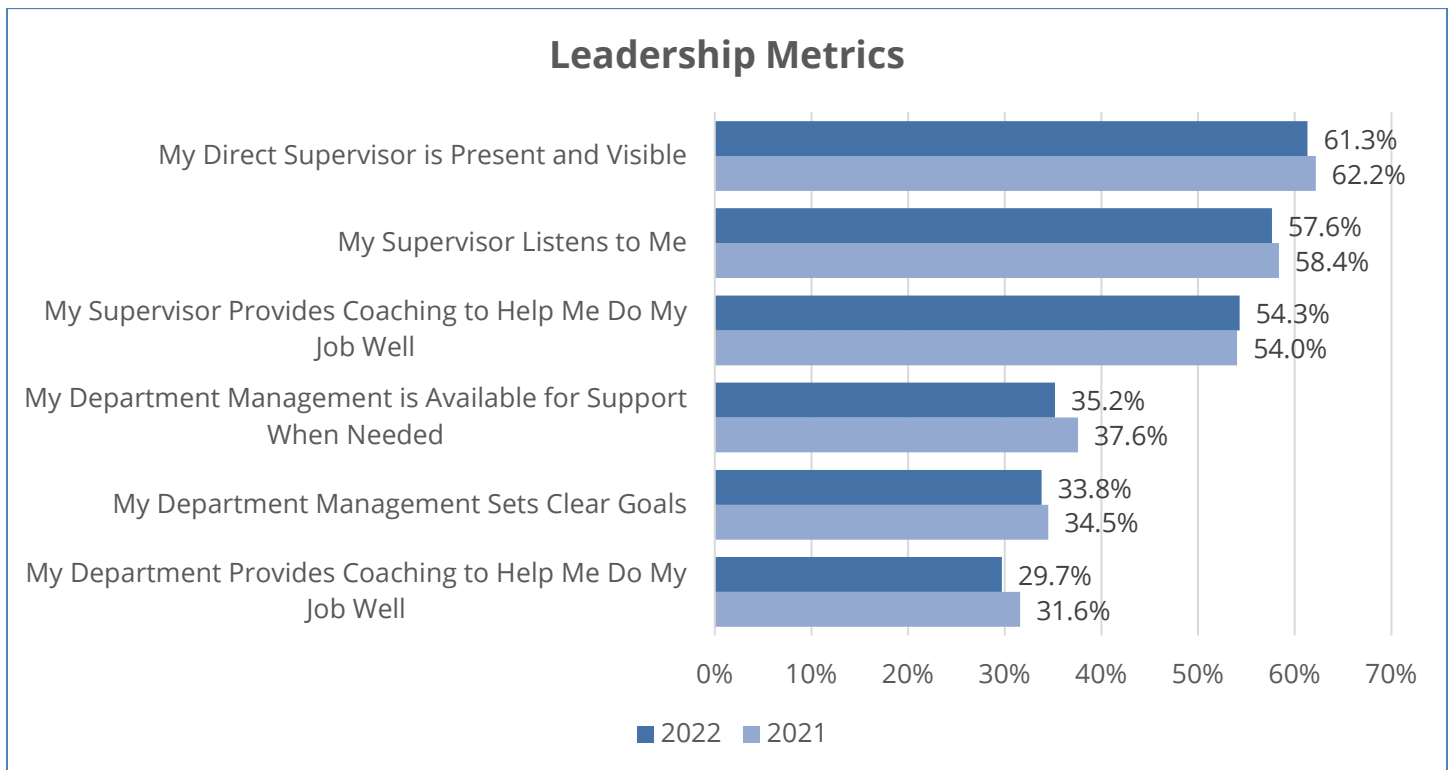
*“It’s also very motivating to hear from the top leaders - it makes you feel like part of the organization.”*

City employees deserve to work in a culture of great leadership, appreciation, and acknowledgement. They also deserve and expect a variety of opportunities for learning and career development. Great leadership means that employees have clear expectations for the quality of their work, they have coaching and guidance to do their job well, and they feel that their leadership is available to provide support. Broadly, **a culture of great leadership ensures that employees feel that they are in a position to succeed.**

The following metrics capture employee sentiment around leadership at both the supervisor and department management levels:

- + My Department Provides Coaching to Help Me Do My Job Well
- + My Department Management Sets Clear Goals and Expectations
- + My Department Management is Available for Support When Needed
- + My Supervisor Provides Coaching to Help Me Do My Job Well
- + My Direct Supervisor Listens to Me
- + My Direct Supervisor is Present and Visible

Between 2021 and 2022, leadership scores remained nearly the same, with slight declines. Almost all metrics showed a slight decrease in scores between years. The most positive leadership sentiment was related to supervisors—suggesting that employees have a stronger relationship with their direct supervisors than their department management.



Great leadership produces successful and confident employees. We expect that employees who feel successful and supported will choose to seek promotions within the City, and we expect that improving sentiment around leadership will result in increased retention. However, a significant change in the retention rate for City employees is expected to take some time to develop.

*“My supervisor is very supportive, she is always available to talk if needed and she encourages me always do my best.”*

While the gap between direct supervisor and management scores is not surprising or unique to the City, the scores do suggest some areas of improvement for department management. Management training can serve to support managers to become better communicators and more responsive to employee needs. Recent changes made to programs such as CMF and PSMC, as well as the Clifton Strengths program and new equity and inclusion management trainings may be already improving these scores.

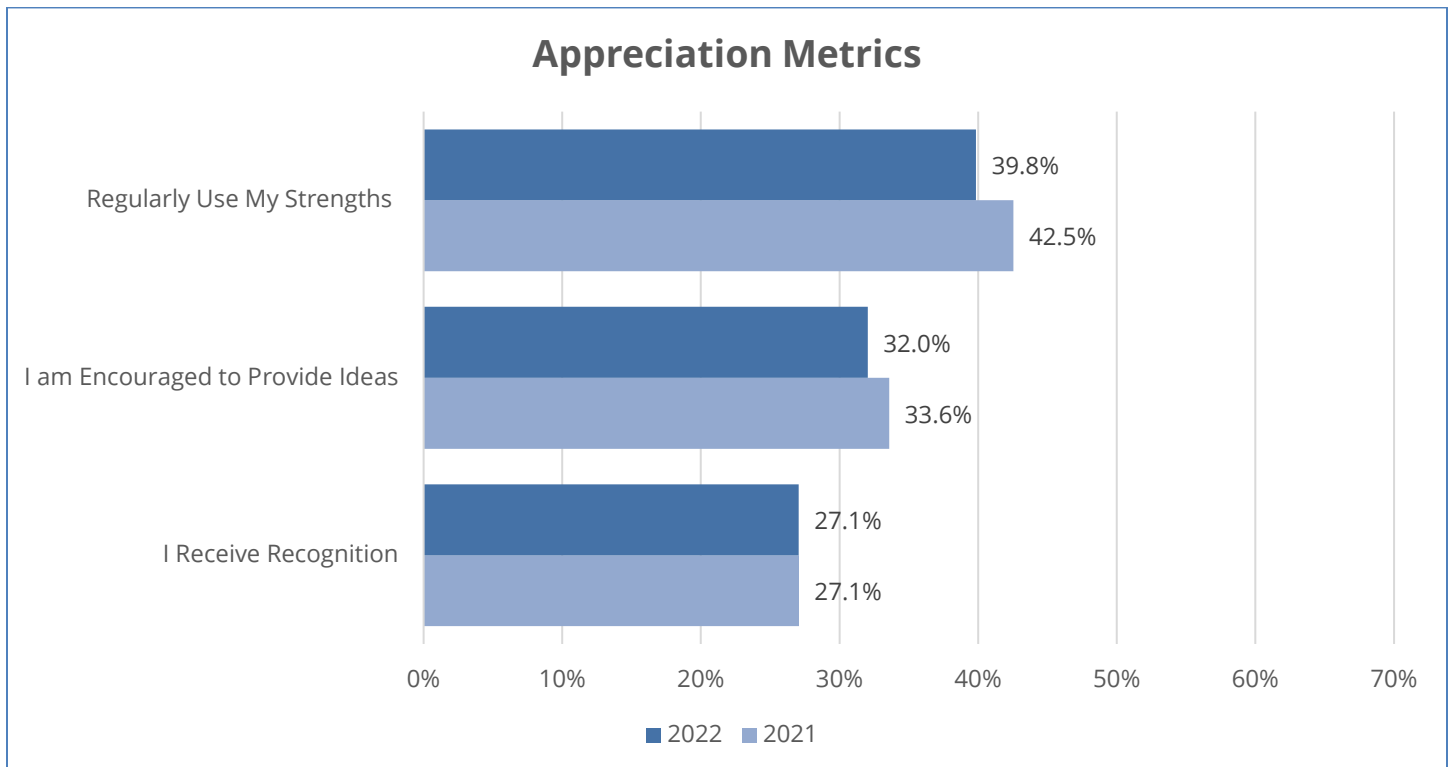
## Appreciation

*“To be recognized for work well done is the best motivator.”*

Employees who feel appreciated, utilized, valued, and recognized for their work are more likely to enjoy their job and provide higher quality customer service. Appreciation goes beyond recognizing good work—it means **demonstrating that employees are valued for more than their productivity**. Leadership can show appreciation by acknowledging the hard work of employees, listening to employee feedback, and promoting an environment that is open to new ideas and learning from failures.

Employee sentiment about appreciation is measured through three key metrics:

- + I Receive Recognition
- + I am Encouraged to Provide Ideas
- + I Regularly Use My Strengths



Between 2021 and 2022, there was a slight decrease in sentiment related to using strengths and being encouraged to provide new ideas. Concerningly, fewer than 40 percent of employees feel strongly that they regularly use their strengths. Employees who feel underutilized are likely to feel unsatisfied in their day-to-day tasks and may look for an employer who better appreciates their skillset.

As the metrics illustrate, employees feel that their strengths are regularly utilized and valued, but they feel less strongly about their ability to provide new ideas. This might indicate a lack of trust, transparency, or failures in communication between employees and leadership.

There was no change in sentiment regarding receiving recognition. However, based on the results from the 2021 Workforce Report, the Human Resources team has been working on changes to the Citywide Rewards and Recognition program. **Updates to the program will make it faster and easier for supervisors to reward employees, which should encourage more formal acknowledgment for high-performing employees**, and therefore an increase in positive sentiment around receiving recognition. Additional discussion of the rewards and recognition program is included later in this report.

Along with changes being made by Human Resources to update the formal recognition process, leadership should expand the culture of providing non-formal means of recognizing their staff. Recognition does not necessarily need to be financial. **The Human Resources team should investigate the best practices around developing a culture of recognizing both exceptional and consistent good work from employees.**

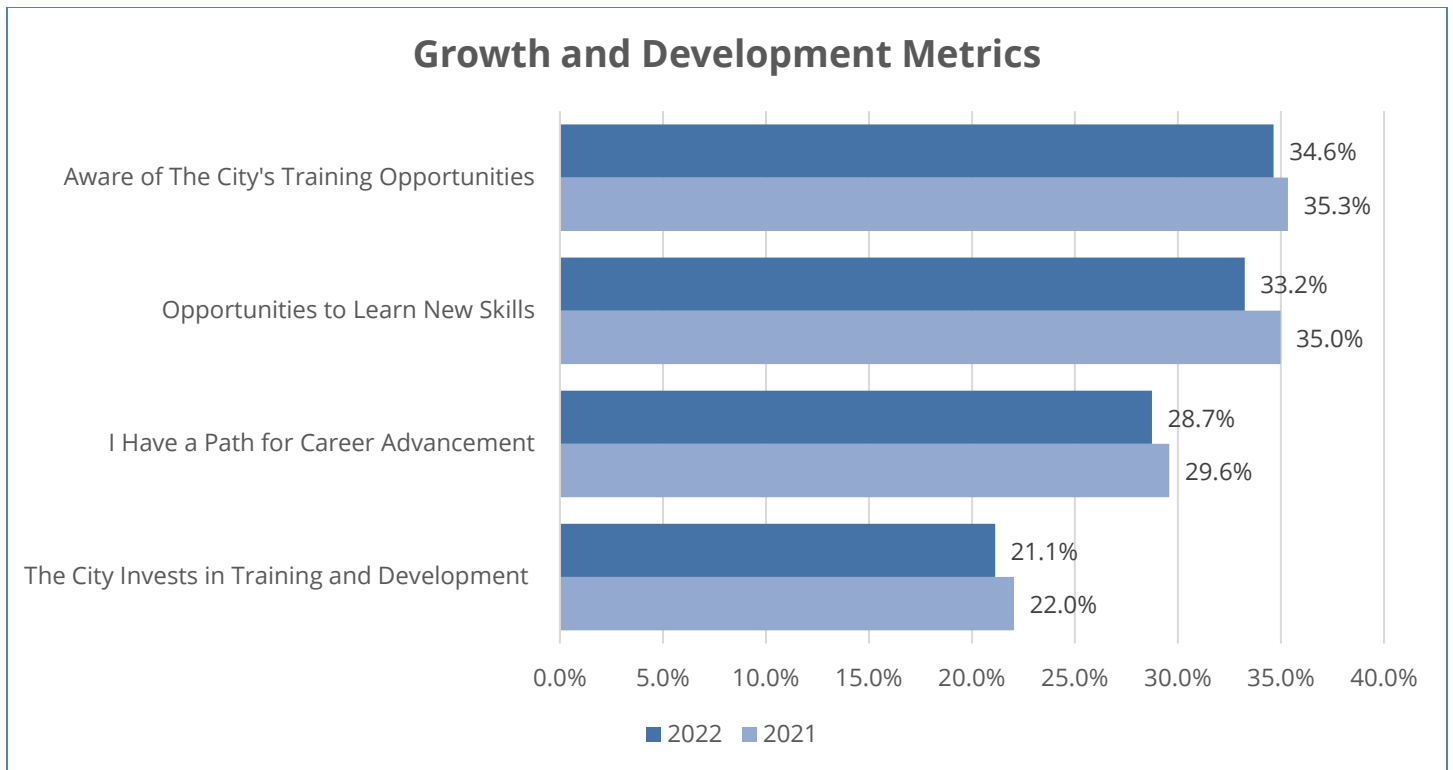
## Growth and Employee Development

*"[My supervisor] understands her position as mentor, as a teacher and as someone who develops her people."*

A key strategy of the "City as an Employer" Strategic Plan pillar is a focus on employee growth. This strategy outlines that the City will provide a clear, unified pathway for career growth and development with a focus on providing training and educational opportunities for employees to advance and develop in their careers. This strategy aligns closely with recommendations from the first Pay Equity Study, which encouraged leadership to find ways to promote upward career mobility for women and employees of color.

Employee sentiment around growth and development is measured through four key metrics:

- + The City Invests in Training and Development
- + I Have a Path for Career Advancement
- + Opportunities to Learn New Skills
- + Aware of the City's Training Opportunities



Between 2021 and 2022, every metric showed a decrease from the 2021 baseline. The largest decline was seen in the “Opportunities to learn new skills” metric. In 2021, the Human Resources department launched LinkedIn Learning as a professional development tool available to all City employees. Declines in these growth and development metrics suggest that better messaging and encouragement might be required to promote the benefits of LinkedIn Learning. Additionally, some employees may be aware of the benefit, but unable to dedicate sufficient time to online training due to their current workload or commitments outside work. It will be important to monitor these metrics over time to ensure that sentiment does not continue to decrease. **Additional research by the Human Resources People & Organizational Development team to identify barriers to training and development by job type, position, or department would help the City understand specific methods to improve these metrics and increase training uptake.**

*“I think the City is finally investing in its employees...but more needs to be done!”*

Based on the results from the Workforce Report in 2022, the Human Resources Department has made a strong effort to improve employees’ opportunities for growth and development:

- + Public Service Management Certificate was converted to fully virtual and more akin to college-type curriculum. Employees may take courses as they fit within their schedule, rather than needing to make time for an intensive multi-day course. The waitlist for this program has been eliminated and it is available to employees prior to them becoming supervisors. All departments have access to the program. The program concludes with a 2.5-day Civic Leadership Summit to provide in-person collaboration with other employees.

- + LinkedIn Learning was launched in 2021 to all City employees. The platform is integrated with Success Factors and every employee has used it for their annual Cyber Security training. Employees may use the platform for any type of learning that interests them, and some employees are able to receive professional accreditations (such as City Auditors) with the platform.
- + As of January 2022, several employees in Human Resources are now Clifton Strengths Assessment certified—meaning that employees may take the assessment and then receive coaching and interpretation of the results from trained HR staff. The assessment helps employees and teams understand and maximize their professional strengths. Nearly every department has had a facilitated training session from HR and all directors have completed the assessment.

**Research has shown that increases in training and development are strongly related to employee satisfaction, retention, and measures of organizational commitment (such as high attendance and improved work quality).** Unsurprisingly, improved training is also linked with reduced stress and employees' ability to complete tasks more efficiently. Every increase in training is correlated with an increase in job satisfaction.<sup>30</sup>

These research findings are consistent with what the ESS has revealed for City of San Diego employees—overall satisfaction is strongly correlated with satisfaction with training and development (*"I feel inspired to reach my full potential"*). In the case for City employees, it appears that a lack of investment in (or access to) training and development is driving low overall satisfaction. **More employees report being aware of training opportunities than feeling like the City invests in training.** These results suggest that employees know about what is available to them, but they lack the time or resources to take advantage of training.

## Inclusion

*"I enjoy every single day of work because the people I work with."*

The Employee Sentiment Survey does not include direct questions related to diversity or inclusion. However, the survey is able to measure general sentiment around how inclusive the City is through three metrics:

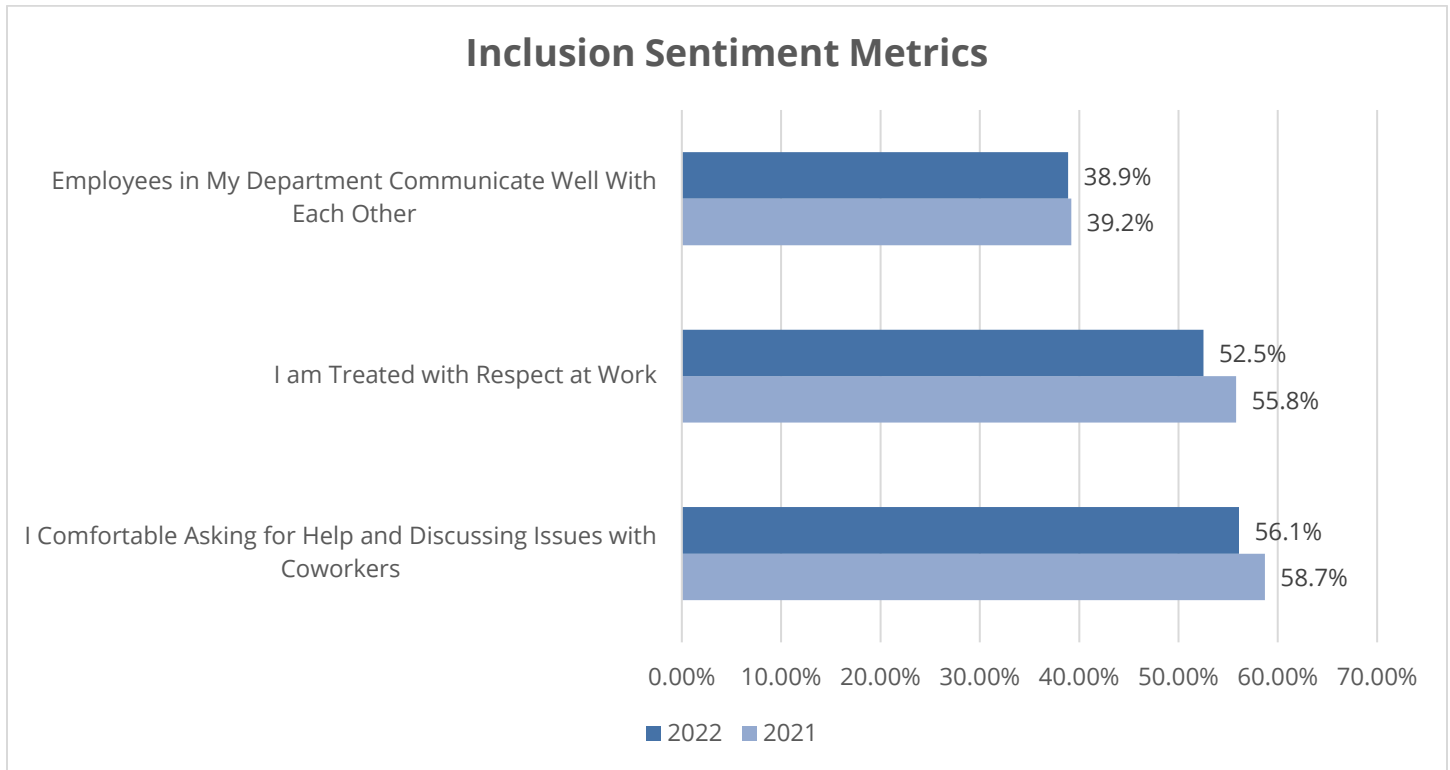
- + I am Treated with Respect at Work
- + Employees in my Department Communicate Well with Each Other
- + I am Comfortable Asking for Help and Discussing Issues with Coworkers

The intent of these metrics is to understand how comfortable employees are with expressing themselves and asking for help. Overall, employees tend to feel that they can depend on their coworkers to ask for

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<sup>30</sup> Rowden and Conine, "The Impact of Workplace Learning on Job Satisfaction in Small US Commercial Banks."; Nguyen and Duong, "Employee Retention: Do Training and Development, Job Satisfaction and Job Performance Matter?"

help and treat them with respect, but communication within departments could be improved. There were no statistically significant changes in these metrics between quarters.



Understanding sentiment around diversity and inclusion is important to City leadership. After coordinating with the Office of Race and Equity, the Fall 2023 Employee Sentiment Survey will ask direct questions to understand sentiment around diversity and inclusion and the 2023 Workforce Report will include the results of the new survey questions.

## Employment Sector Themes

This section is dedicated to employment sector themes throughout the United States, California, and the San Diego region. Many of these themes are outside the control of the City, but is important to be aware of them as they affect our employees' wellbeing and the City's ability to hire and maintain staff.

## Remote and Hybrid Work

*"Flexible work schedule."*

*"Flexible work schedule."*

*“Flexible work schedule.”<sup>31</sup>*

After many decades of low growth in the number of people working remotely, the number skyrocketed in early 2020 as COVID-19 lockdowns sent employees home. Pre-pandemic, 6 percent of all employees worked remotely; by 2021, the number of people working at home had risen to 26.7 percent. Currently, 66 percent of U.S. employees work at home at least part of the week. As many studies and surveys have shown, it appears that remote work is here to stay, and for a good reason: remote work and hybrid schedules have been shown to increase employee engagement, reduce absences, and improve employee retention.<sup>32</sup> Employees report significant advantages from working remotely, even part-time, including: better work-life balance, reduced stress, and fewer sick days.<sup>33</sup> However, there are some work roles that cannot be completed at home, just as there some employees who prefer to be in the office at least some of the time. Recent surveys have demonstrated what appears to be common sense: most workers value flexibility, autonomy, and some option for working remote.<sup>34</sup>

A Citywide telework policy was launched in Fall 2022, that allows employees and supervisors to agree to a remote-work schedule according to their job tasks, department priorities, and personal circumstances. As of March 2023, 2,450<sup>35</sup> City employees had a remote-work agreement in place. Additionally, job bulletins indicate whether a job is remote or hybrid eligible. In the Employee Sentiment Survey, employees are asked if they enjoy working remotely. The question is optional, allowing employees who are not working remotely to skip the question. Between 2021 and 2022, the positive sentiment about working remotely increased slightly. Over 50 percent of employees who answered the question responded with a 9 or a 10 that they enjoyed working remotely.

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<sup>31</sup> One employee used every ESS open text field to express their strong desire for continued flexible work options.

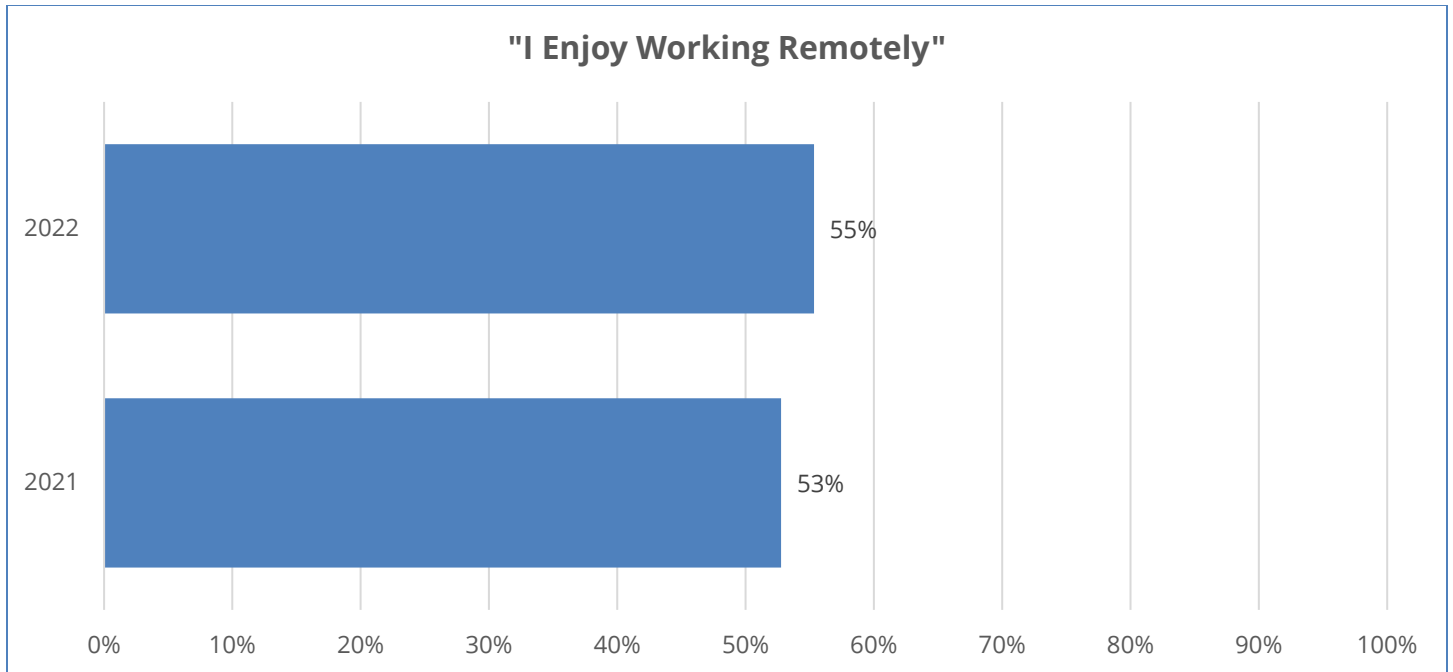
<sup>32</sup> Parent-Lamarche, “Teleworking, Work Engagement, and Intention to Quit during the COVID-19 Pandemic: Same Storm, Different Boats?”

<sup>33</sup> Flynn, “25 Trending Remote Work Statistics [2023]: Facts, Trends, And Projections.”

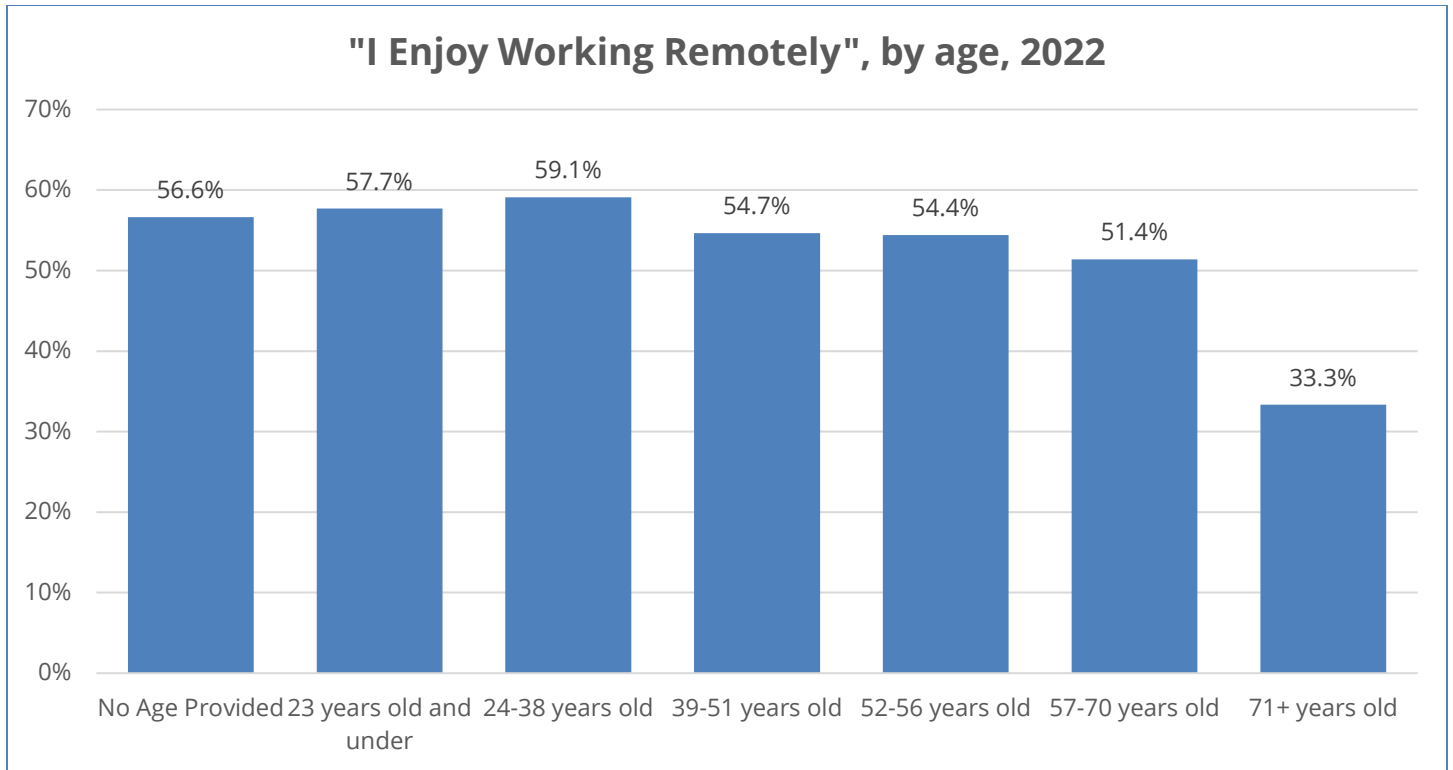
<sup>34</sup> “Remote Work before, during, and after the Pandemic.”

<sup>35</sup> Roughly 39 percent of eligible employees have an agreement in place.





Additionally, sentiment about working remotely is nearly uniform across employee age groups. Only the oldest age group (71 years old or older) reported remote work sentiment below 50 percent. This suggests that our older employees may require some additional support with working from home, or they may simply prefer to remain working in an environment to which they are most accustomed. Remote work is optional, but leadership should nevertheless check-in with employees to ensure that they are comfortable in their current arrangement.

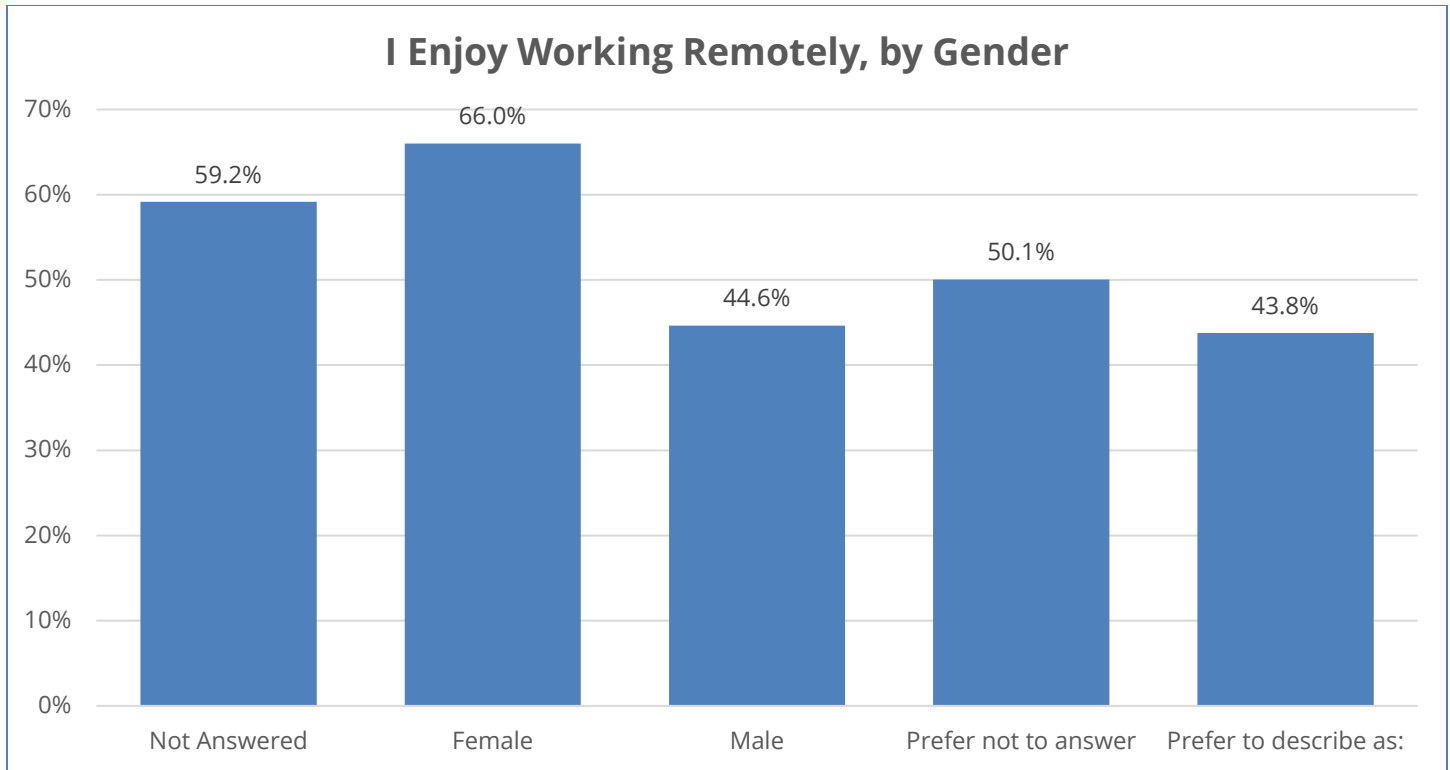


Worldwide research has shown that women value flexible work and working remotely more than men. In 2023, the Organization for Economic Cooperation and Development surveyed workers about components of job satisfaction. The survey found that:

“...for women in the United Kingdom the option to work at home on a regular basis is equivalent to just over 20 percent of the average annual salary, whereas for men this option is only worth about 7 percent of the average salary; and in Australia, the option of having flexible start and finish times is worth in monetary terms about 48 percent of the average annual salary for women, and just under 30 percent for men.”<sup>36</sup>

In alignment with the OECD report, female employees at the City reported enjoying remote work more than male employees. It may be of interest to incorporate this sentiment into the next Pay Equity Study, to determine if a preference for remote work has any relationship on job choice, overtime election, or other compensation-related topics.

<sup>36</sup> Retaining Talent at All Ages.



Broadly, these results suggest that employees highly value their ability to work outside of the office. **Working remotely and/or working flexible hours should be considered an employee benefit; and, it should be advertised and promoted as part of our recruitment efforts.** Not providing at least some days a week of remote work (for eligible positions) would be a detriment to recruitment and retention efforts.

## Rewards and Recognition

*“Reward attempts at improvement, even if they fail.”*

Rewards and recognition data from 2016 through 2020 indicate that the total value of monetary and time-off awards has increased over time. More employees are receiving either cash (\$92 on average in 2020) or time off (9.4 hours on average in 2020). In 2016, just over 4,000 employees received discretionary leave (DL) and 472 received cash. In 2020, over 5,000 employees received a DL award and 2,304 received monetary recognition.

Despite the increase in monetary and time off recognition awards, employees are still feeling as if they are not regularly recognized for their work. Sentiment about receiving recognition is directly measured as part of the Key Driver metrics, *“I receive recognition,”* and this metric did not change between 2021 and 2022. In both years, only 27.1 percent of employees responded that they receive recognition.

Based on the results of the prior Workforce Report and the Rewards and Recognition survey conducted in 2021, **the Human Resources Department has been working to develop ways to simplify the Rewards and Recognition program** to allow for more employees to feel recognized and appreciated for their high-quality work.

First, in early 2022, Human Resources planned and began working on automating components of the Rewards and Recognition process:

- + Awarding discretionary leave
- + Delivering employee service awards (tenure awards at 5, 10, and more years of service)
- + Nominating and awarding employee of the quarter and employee of the year

These projects have been scoped, and development is in-progress with the Department of IT as of 2023. Once the necessary automations are in place, the Rewards and Recognition Administrative Regulation (AR) will be updated to reflect the changes, as well as better communicate the recognition options available to supervisors. Employees have reported that the existing AR is hard to understand, and the update is intended to make the process more straightforward by reducing the number of award categories, where previously, too many categories were the main source of confusion. Additionally, automating processes will reduce the number of steps required to make an award.

Additionally, in 2022, Human Resources hosted two employee appreciation events: the Employee Appreciation Picnic in October and the Veteran's Appreciation Event in November. Both events were intended as a way for City leadership to directly acknowledge the contributions of every employee. The Employee Picnic will become an annual event for employees and their families. The Veteran's Event was the result of a 2022 survey to Veteran employees about how the City could better serve them. Attendees of the event received a pin or a patch and were recognized by City leadership.

Lastly, to streamline Rewards and Recognition for all employees, the Human Resources Department is bringing together employee rewards, recognition, and other benefit information into one CityNet location. This site is intended to showcase all aspects of employee engagement:

- + Perks, discounts, and other non-healthcare or retirement related benefits
- + How to utilize the Rewards and Recognition Program
- + Public Service Loan Forgiveness (PSLF) information
- + A list of events and annual celebrations

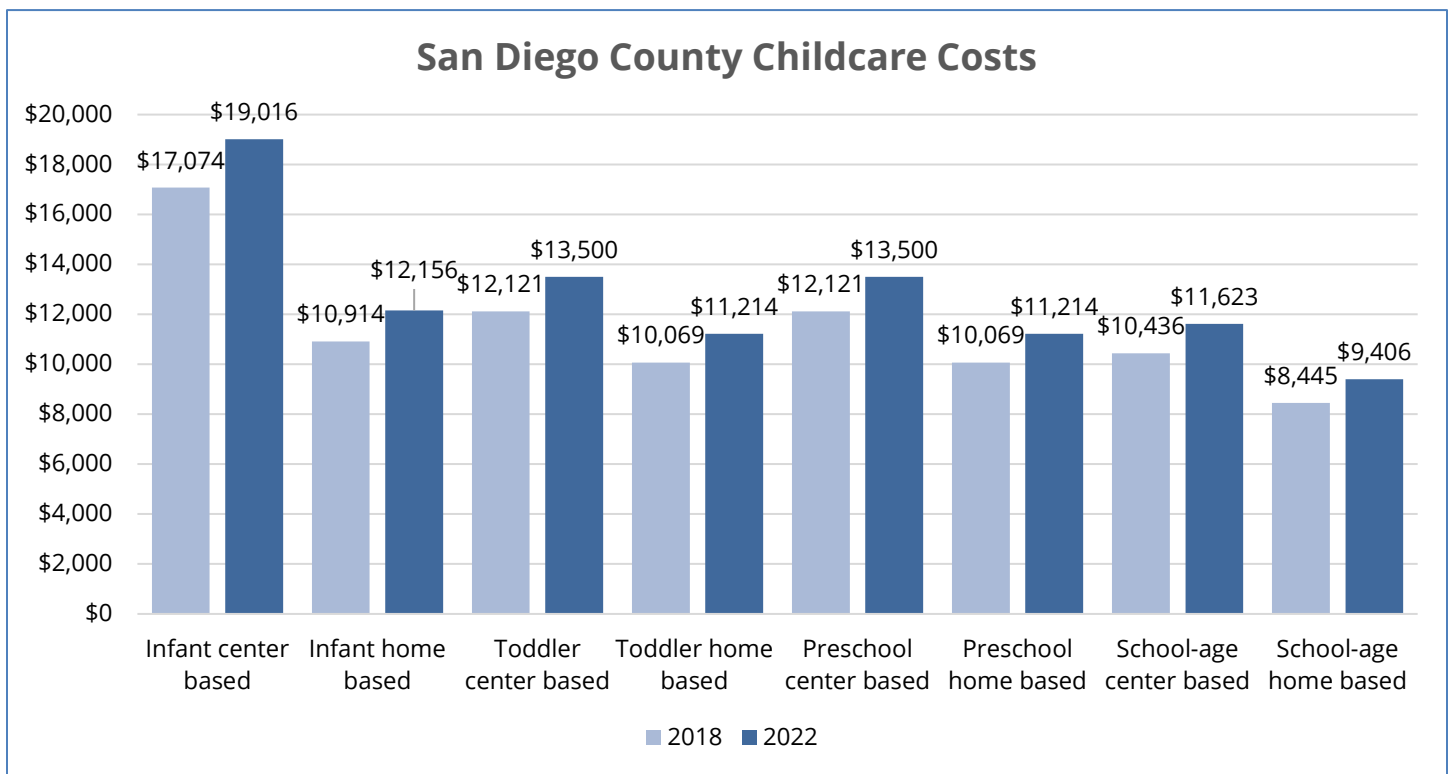
Altogether, Human Resources has reviewed the Employee Sentiment Survey results and is working to make the improvements that employees are requesting. This has been a concerted effort across all of Human Resources to ensure that employees are recognized more frequently.

## Childcare Needs

*"I think a flex schedule is a huge advantage for working parents and caretakers."*

Many City employees have families and issues related to childcare can have a significant effect on employee wellbeing. Across the country, families are struggling to find and afford childcare and San Diego is no exception. According to the Department of Labor, childcare costs consumed a large share of median family income across all care types, groups, and regions of the country.<sup>37</sup> These childcare costs not only stress family incomes, but they have a negative effect on employment, especially women’s employment. In the United States, a 10 percent increase in median childcare prices is associated with a one percentage point decrease in maternal employment rates.<sup>38</sup> Counties with more expensive childcare prices have even lower rates of maternal employment.

In San Diego County, childcare costs represent a large share of family income. In 2018, the average yearly cost for childcare was \$11,406, with the average cost for infant care being more than \$17,000 a year. By 2022, the average yearly cost had risen to \$12,704—an increase of over 10 percent in just four years.<sup>39</sup> As a share of income, these costs represent between 19 and 11 percent of a median family’s income, depending on the type of care.<sup>40</sup>



<sup>37</sup> Christin Landivar, L. Graf, and Altamirano Rayo, “Childcare Prices in Local Areas: Initial Findings from the National Database of Childcare Prices.”

<sup>38</sup> Ibid.

<sup>39</sup> “Childcare Prices by Age of Children and Care Setting.”

<sup>40</sup> “Childcare Prices as a Share of Median Family Income by Age of Children and Care Setting.”

Even if a family is able to afford childcare, access to childcare in San Diego County is limited. According to the YMCA of San Diego, “approximately 75% of children under the age of 14 cannot be served by childcare providers due to lack of childcare slots.”<sup>41</sup>

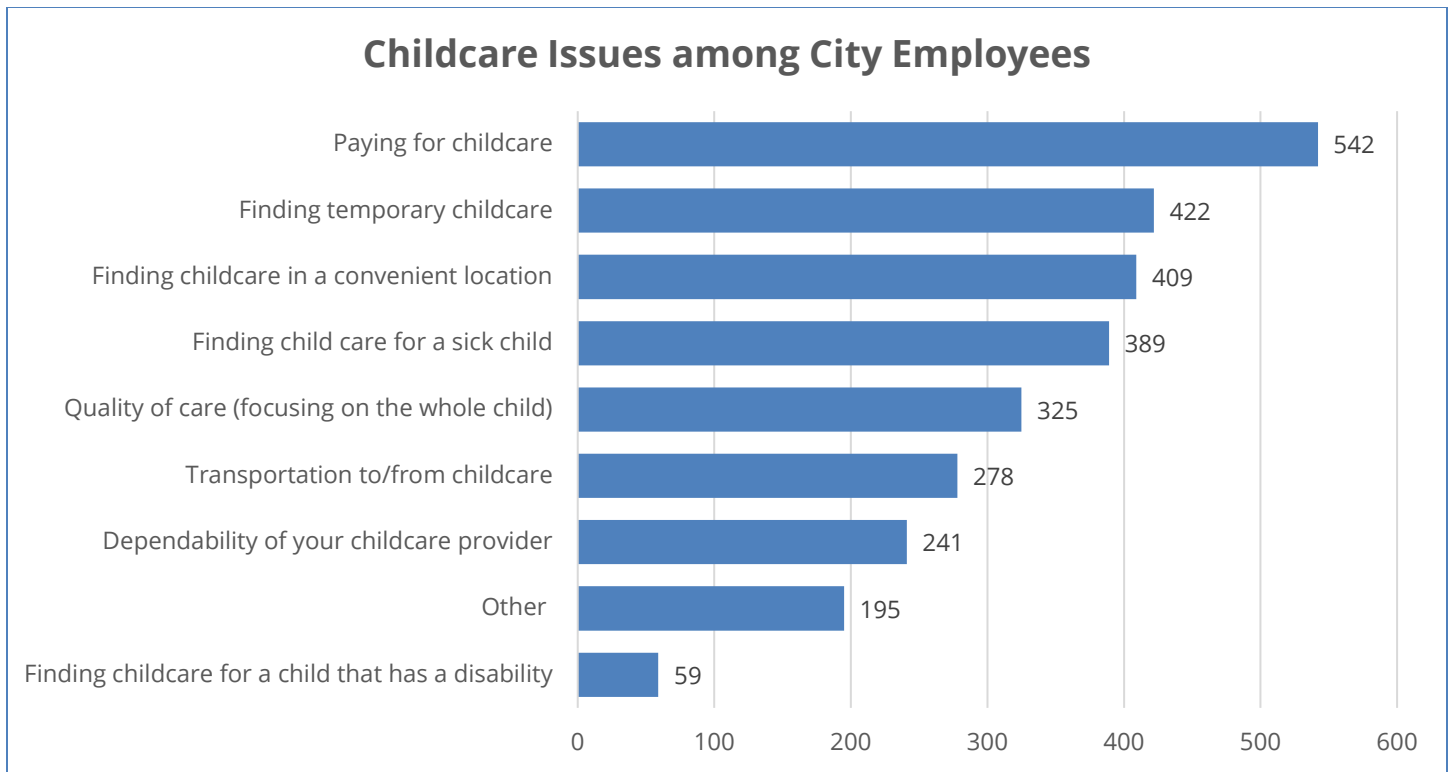
Both the cost and accessibility of childcare are issues for City employees. In late 2022, the City conducted an employee “pulse” survey on the subject of childcare. The survey asked questions related to childcare access, cost, common problems, and it assessed the demand for City-provided childcare. Over 1,600 employees responded to the survey. From the survey, City leadership learned that, on average, employees have between one and two children currently enrolled in childcare (1.47 average) and they are paying \$1,339 per month for childcare. The median cost of childcare for a City of San Diego employee is \$1,200.<sup>42</sup>

The survey also asked employees: “Have you had any of these childcare-related problems during the past three years?” The results mirror what the Department of Labor and San Diego YMCA have already researched: cost and availability are the two top issues facing employees with children. The third most common issue was finding childcare in a convenient location. When asked in which ZIP Code employees would most like to have a childcare center, employees responded with ZIP Codes that closely align to City offices downtown and Kearny Mesa.

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<sup>41</sup> YMCA of San Diego County, “Child Care Supply Map.”

<sup>42</sup> The median is typically favored over the mean when discussing costs due to the potential presence of outliers or skewed distributions. Childcare cost data can sometimes include unusually high or low values that disproportionately affect the mean, making it a less accurate representation of the average cost for most families. In contrast, the median offers a more robust measure as it is less affected by extreme values, providing a more reliable indicator of the central childcare cost experienced by the majority of households.



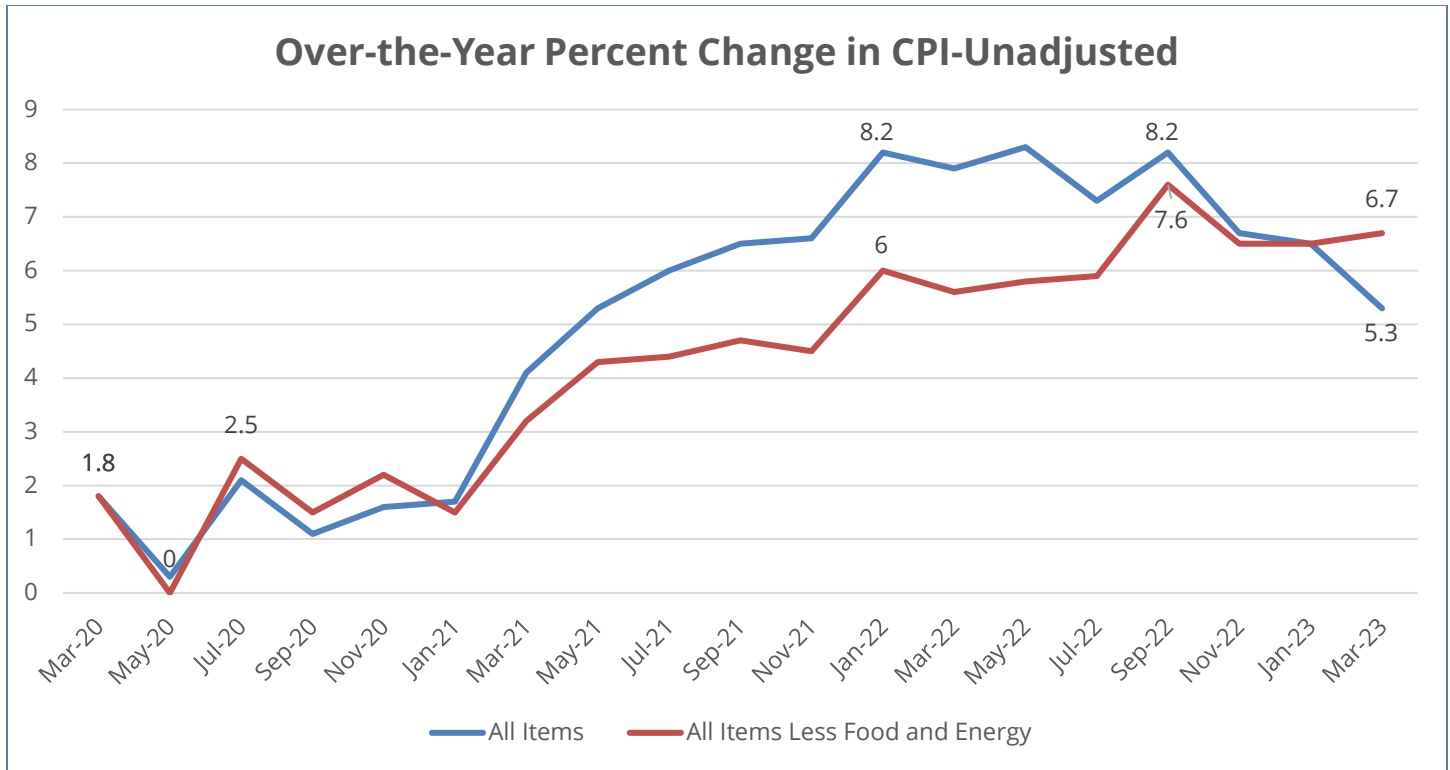
With this survey data, the Office of Youth and Child Success, in conjunction with the Department of Real Estate and Airports Management, is currently drafting a plan to address childcare needs for employees. This plan includes a pilot childcare subsidy to qualifying employees, expanding care options in City Parks and Recreation facilities, and other options for addressing both affordability and accessibility.<sup>43</sup>

## Inflation and Cost of Living

Compensation for City employees is a consistently low-scoring metric. While compensation for government work will typically fall below private sector compensation, pay at the City may be even further behind due to Proposition B pay freezes from 2012-2018. In 2023, City leadership took action to address low pay, negotiating aggregate pay increases of 21% for employees represented by Municipal Employees Association, American Federation of State, County and Municipal Employees Local 127, and Deputy City Attorneys Association and approving additional Special Salary Adjustments for some classifications. These improvements have slightly increased sentiment for the metric, *“I am paid fairly for the work I do”*.

However, improvements in compensation have been overshadowed by nationwide increases in the cost of living. Inflation (as measured by the over-the-year change in the consumer price index) in the San Diego region peaked at 8.2 percent in September 2022 after staying persistently high for the prior two years. As of March 2023, the inflation rate for all CPI items was at 5.3 percent. Of particular concern in the San Diego region is the increasing cost of energy and housing, which rose even faster than other consumer items.

<sup>43</sup> A pilot childcare subsidy program launched for employees in Fall 2023 and is expected to continue into 2024.



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As seen in the chart above, even as the rate of inflation change decreases, prices are still rising at a higher rate than the salary adjustments that employees received. Given this, any changes in pay are not enough to keep up with changing prices. For employees, this means that living in San Diego is increasingly more challenging.

For necessary costs such as housing, at a median price of \$3,324, rent in the city of San Diego is 63 percent higher than the national median and 16 percent higher than the rest of California (as of August 2023).<sup>45</sup> In San Diego County, the median home price listing is over \$1,000,000 and has been rising for at least the last five years.<sup>46</sup> The median total compensation for San Diego employees is just over \$104,000—meaning many employees can rent comfortably, but may not be able to afford to purchase a home in the region.

City leadership should consider the cost of living when they adopt policies such as returning to in-office work: commuting is expensive, and it may make sense for more employees to live in areas where housing and other expenses are relatively lower.

<sup>44</sup> "Consumer Price Index, San Diego Area — July 2023 : Western Information Office : U.S. Bureau of Labor Statistics."

<sup>45</sup> "Average Rental Price in San Diego, CA & Market Trends | Zillow Rental Manager."

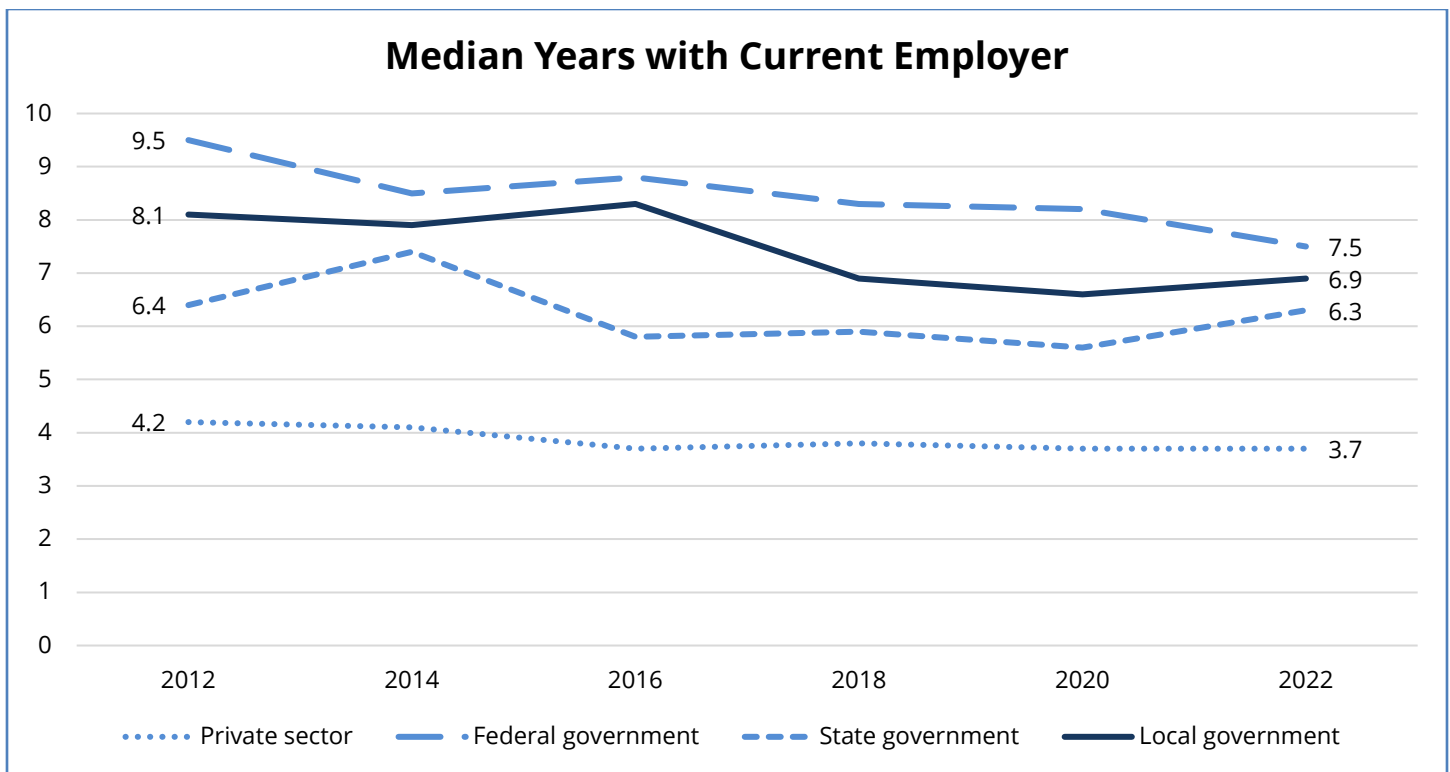
<sup>46</sup> "Market Hotness: Median Listing Price in San Diego County, CA."



## Retention and Tenure

As the City explores ways to encourage employees to stay in City employment for longer, it's important to recognize that trends in tenure are not on our side. Broadly, today's employees are staying with organizations for shorter amounts of time than ever.

Historically, much of the local government workforce nationwide has consisted of long-tenured employees; many employees work their entire career with their local jurisdiction. Today, across each type of employee group, average employee tenure is on a downward trajectory.



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Median employee tenure is generally higher among older workers than younger ones. In January 2022, wage and salary workers in the local government sector had a median tenure of 6.9 years, higher than the median of 3.7 years for private-sector employees. One factor behind this difference is age. About three in four government workers are 35 years old or over, compared with about three in five private wage and salary workers<sup>48</sup>.

<sup>47</sup> "Table 5. Median Years of Tenure with Current Employer for Employed Wage and Salary Workers by Industry, Selected Years, 2012-2022 - 2022 A01 Results."

<sup>48</sup> "Employee Tenure Summary - 2022 A01 Results."

Broadly, this shift in tenure reflects new work and career preferences in younger workforce generations; and the City needs to account for these new workforce preferences for public service longevity. Simply put: **If we know that employees are going to stay less time than prior generations, what is our strategy for knowledge management, training, and redundancy of critical positions?** Developing these strategies will better serve employees who remain at the City, and encourage their long-term retention.

Additionally, the City employees have the benefit of diverse job options within the organization. If an employee wants a new experience or challenge after a few years, they have options within the city to apply their experience. The City should capitalize on this option by developing better options for career mentoring, clear promotion paths, and other programs to encourage moving jobs within the organization, rather than leaving the City altogether.

## Turnover and Exits

This report's final section focuses on three vital aspects influencing workforce dynamics within the City of San Diego: vacancies and turnover. By examining these factors, we aim to provide a comprehensive analysis of employee departures, vacancy management, and turnover rates. The insights gained from this analysis will enable the City to make informed decisions, develop effective strategies, and address workforce challenges to maintain operational efficiency and organizational effectiveness.

Exit surveys serve as valuable tools for organizations to gather feedback from departing employees and gain insights into their experiences and reasons for leaving. By analyzing the feedback obtained through exit surveys, the City can identify trends, address concerns, and implement measures to enhance employee satisfaction and retention. In late 2022, Performance & Analytics, Human Resources and the Department of IT, collectively launched a new exit process. Employees electing to leave the City workforce can begin the process in the self-service section of SAP, which kicks off the separation process.

As part of this process, an Exit Survey is now triggered to the employee's City email prior to the employee's last day. Because the survey launched near the end of 2022, the survey had only 14 results by December 31<sup>st</sup>. In the next year, we hope to better publicize the new process and receive a higher response rate to the exit survey.

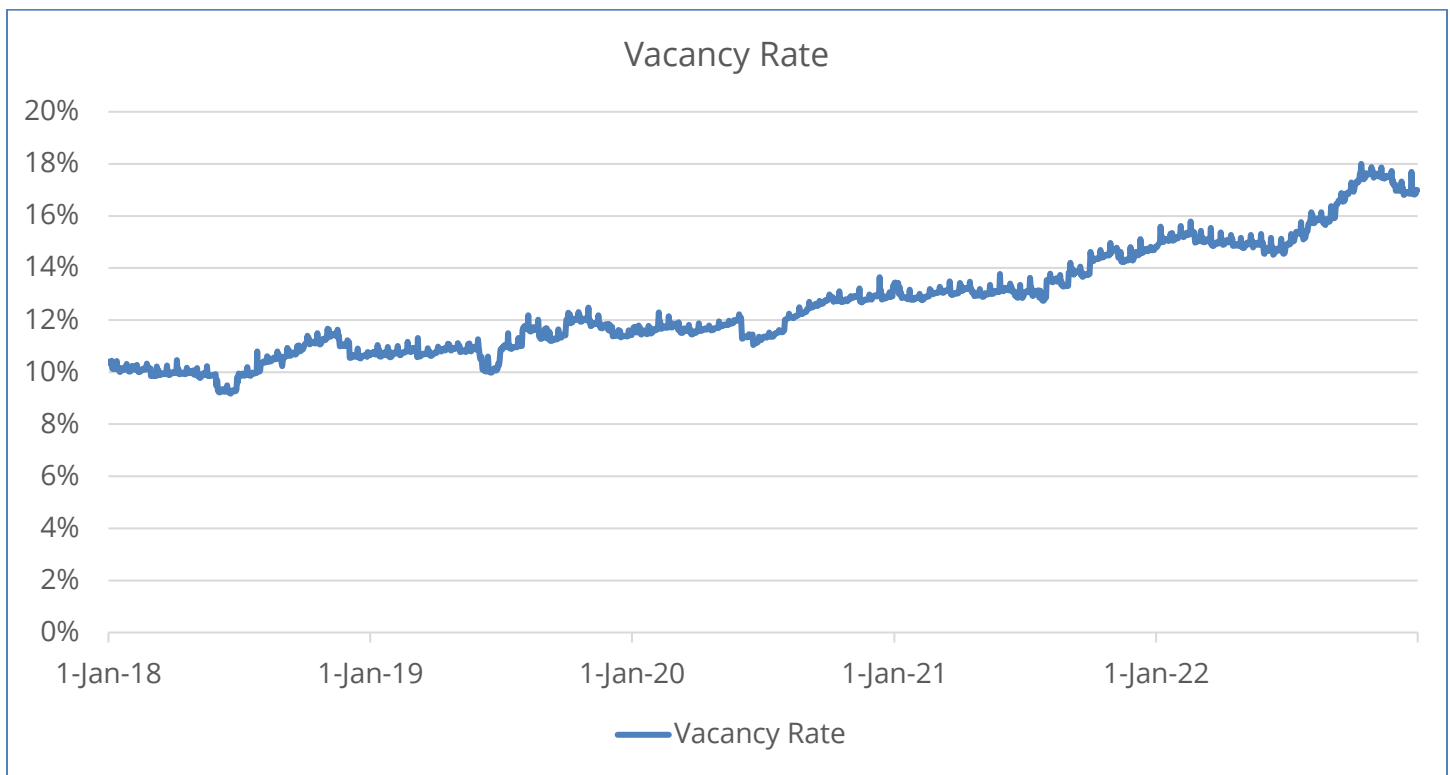
## Vacancies

Effective workforce planning relies on accurately assessing and managing vacancies within an organization. This section focuses on analyzing the City of San Diego's vacancies across time, department, and position type.

**Retaining employees is a key priority for City leadership<sup>49</sup>.** Not only is hiring and training new staff costly and time consuming, but there is a significant, incalculable value that long-term employees bring to their role. Institutional knowledge and strong colleague networks allow longer-tenured employees to be more productive overall. The next four sections discuss vacancies and employee turnover in the City.

## Vacancies Over Time

The vacancy rate among budgeted, full-time employees (80- and 112-hour work schedules) has increased over the last five years from 10.4 to 17 percent between 2018 and 2022. Over the same time period, the City has increased its budgeted workforce by 12.3 percent to 12,144 full-time positions.



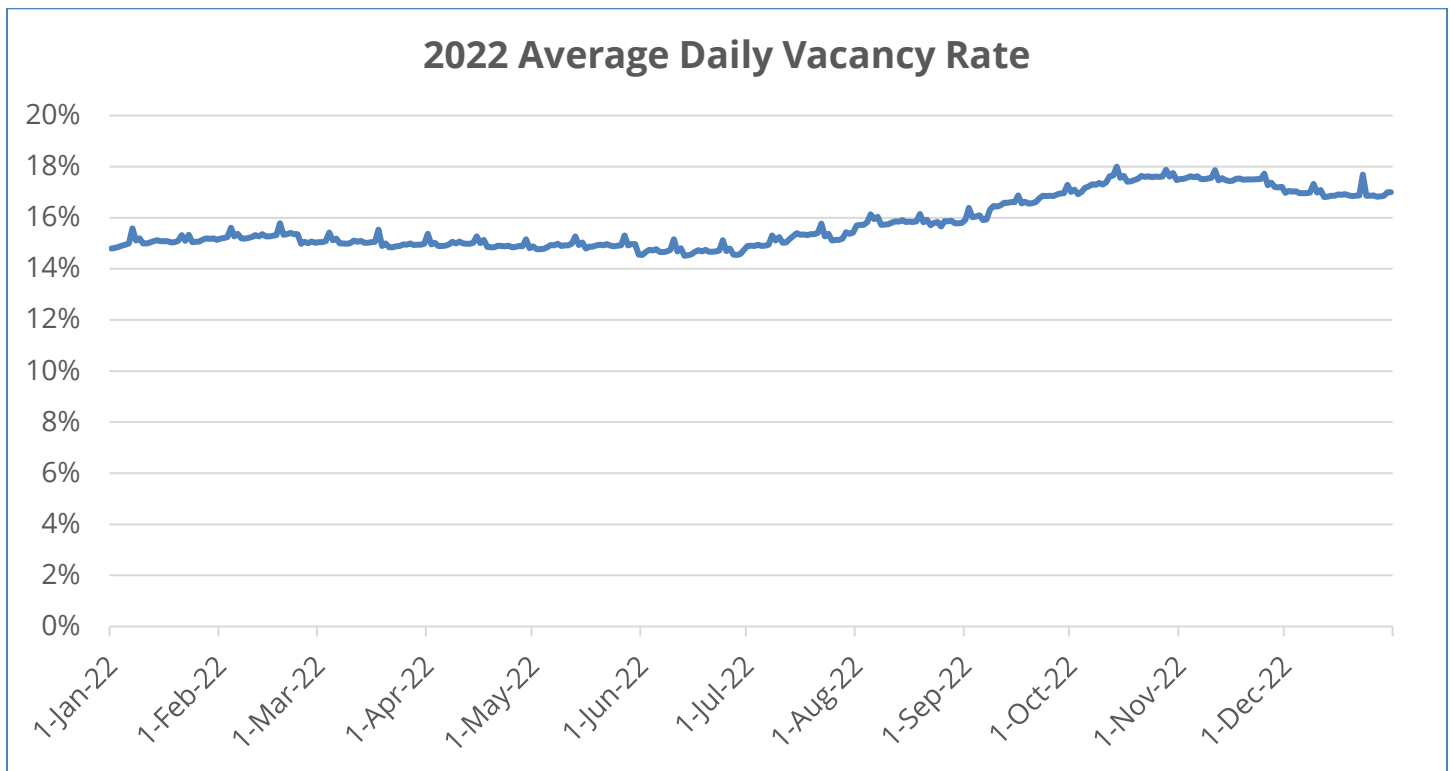
To address this steady increase in the vacancy rate, the City must begin more proactive recruitment to attract quality candidates and implement improvements to increase the speed of the hiring process. The sections below go into greater detail regarding positions and departments with the longest vacancy durations and highest number of vacancies.

**The City has set a target for Average Daily Vacancy Rate of 13.5 percent. This is a moderate goal based on our current daily vacancy rate of 14.10 percent as of December 2023.**

<sup>49</sup> Examples of this priority include the Employee Mentoring Academy.

## Vacancies in 2022

Over the course of 2022, the City had an average of 1,847 vacant positions per day among full-time employees. The average daily workforce availability rate for 2022 was 84.2 percent, based on an average of 11,678 budgeted full-time positions. As the chart below illustrates, the vacancy rate increased significantly after July. Through the FY23 budget process, the City added over 600 full-time positions, which can account for part of the increase in the vacancy rate. The vacancy rate is expected to rise slightly in the months following July because there is a lag between the fiscal year start, the positions being added into the human capital management system (SAP), and the hiring process being executed.



## Vacancies by Position

The first chart below displaying budgeted full-time employee position types of ten or more in the beginning of 2022 and the end of 2022 with the highest vacancy rate in 2022. The second chart displays the top ten positions with the highest average number of vacancies throughout 2022. High vacancy rates can negatively impact the City by way of employee burnout, increased chance of workplace injury and worker's compensation/liability claim payout, and decreased employee morale. Fiscally, high vacancies contribute to a misrepresentative budget and an inability to right-size operations to meet customer demand. These factors combine to produce: slower response times for City services, decreased customer satisfaction, and, ultimately, a more negative perception by business owners and tourist, which could lead to reduced tax revenue generation.

Among budgeted full-time employee position types with ten or more Position IDs assigned in the beginning of 2022 and the end of 2022, the top ten positions with the highest vacancy rate in 2022 is presented in the first chart below. The second chart displays the top ten positions with the highest average number of vacancies throughout 2022. **High vacancy rates and high number of vacancies can lead to many disadvantages to the City such as overworking employees, over-budgeting, decreasing employee morale, and low customer satisfaction.**

Top 10 Average Position Vacancy	Average Daily Vacancy Rate	Average Number of Positions Vacant	Total FTEs at the End of 2022
Police Detective	31.38%	101.4	323.00
Laborer	33.13%	50.9	161.00
Asst Eng-Civil	14.27%	45.6	331.00
Grounds Maint Wrkr 2	16.14%	44.2	284.00
Police Officer 2	4.48%	44.0	987.00
Fire Fighter 2	12.48%	41.1	321.00
Fire Engineer	13.97%	32.4	232.00
Fire Captain	12.52%	31.1	250.00
Police Sergeant	10.32%	31.1	300.00
Clerical Asst 2	26.17%	30.9	122.00

Position types that have made the most improvement and regression are in the chart below. For example, Plant Tech 1 improved the most (daily vacancy rate decreased by 44.51%) while Development Project Manager 3 declined the most (daily vacancy rate increased by 22.92%).

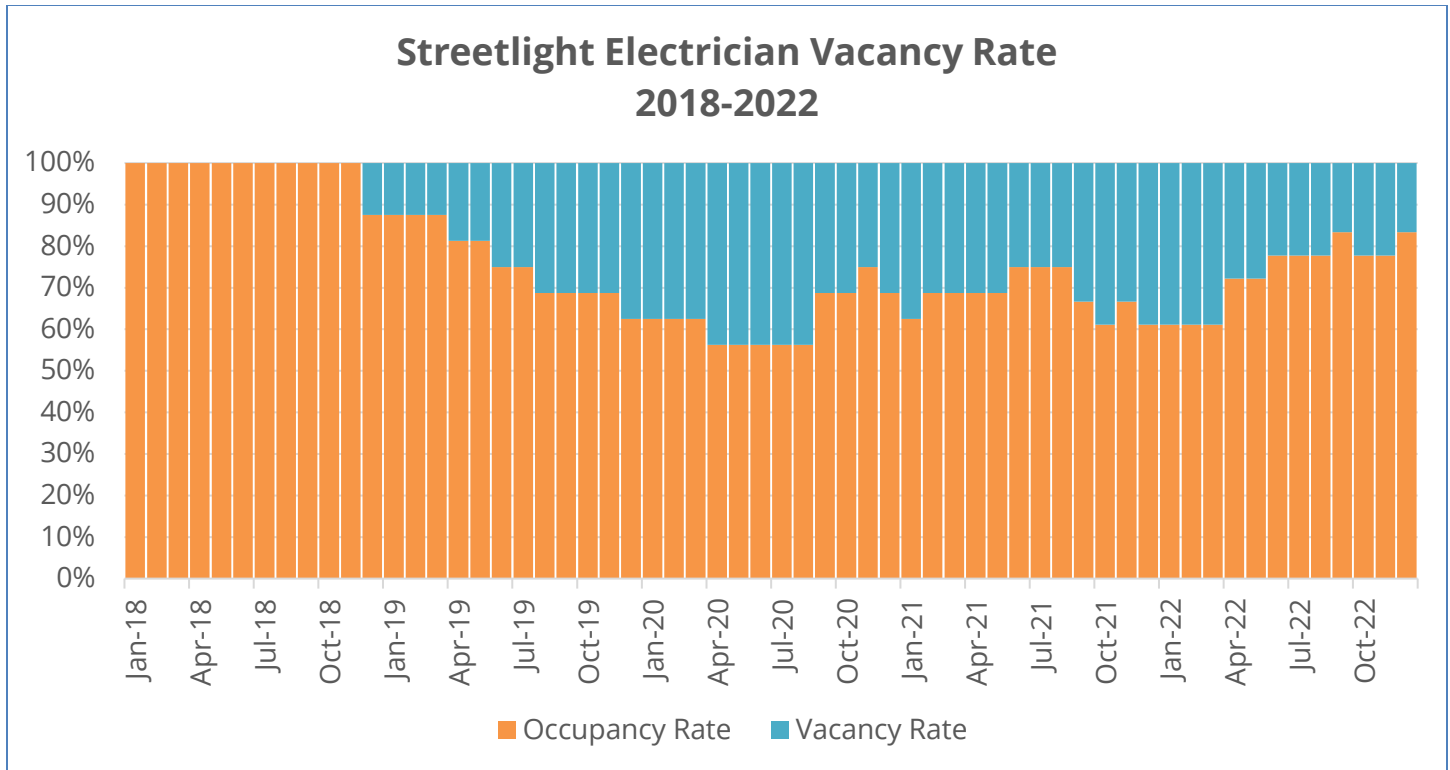
Position Vacancy Rate Compared to 2021	Average Daily Vacancy Rate		Difference in Avg. Vacancy Rate from the Previous Year	Total FTEs at the End of Year	
	2021	2022		2021	2022
Plant Tech 1	75.28%	30.77%	-44.51%	16.00	30.00
Sr Engineering Aide	43.42%	14.15%	-29.27%	18.00	20.00
Fire Fighter 3	18.60%	5.05%	-13.56%	84.00	84.00
Storekeeper 1	28.80%	15.66%	-13.15%	48.00	74.00
Fire Fighter 1	19.76%	6.60%	-13.17%	14.00	14.00
Asst Eng-Electrical	27.28%	15.15%	-12.12%	10.00	14.00

Rec Cntr Dir 3	16.08%	5.30%	-10.78%	34.00	35.00
Library Assistant 3	13.62%	3.33%	-10.29%	26.00	27.00
Principal Drafting Aide	30.57%	21.19%	-9.38%	12.00	12.00
Rec Cntr Dir 1	15.07%	6.40%	-8.67%	11.00	11.00
Cmnty Dev Spec 4	7.45%	21.30%	13.85%	11.00	11.00
Safety Rep 2	46.40%	61.02%	14.62%	11.00	12.00
Plant Tech 2	26.67%	42.24%	15.56%	43.00	47.00
Water Utility Worker	15.59%	32.02%	16.44%	40.00	42.00
Sanitation Driver 3	9.69%	26.43%	16.74%	11.00	11.00
Info Sys Anlyst 4	8.08%	25.54%	17.47%	21.00	22.00
Sanitation Driver 1	11.22%	29.76%	18.54%	18.00	12.00
Environmental Biologist 3	10.82%	30.23%	19.41%	10.00	11.00
Instrumentation & Control Tech	18.72%	39.25%	20.53%	22.00	23.00
Development Project Manager 3	5.57%	28.49%	22.92%	20.00	22.00

In the coming year, the Performance & Analytics Department will work with departments to determine the high vacancy position types with the most operational impact to City services. After determining the position types in most need of being filled, departments and Performance & Analytics will work with Human Resources and Personnel to **develop a strategy for improving recruitment and/or retention in these critical roles.**

For example, in 2020 the Transportation Department had a 44 percent vacancy rate amongst their streetlight repair Electricians. By 2022, the backlog for streetlight repairs had doubled to over 5,600 and it took 260 days on average for a broken streetlight to be repaired. A key component of the backlog growth was vacancy rate—there simply weren't enough Electricians available to keep up with the workload.

After the department began actively promoting job openings and using Special Salary Adjustments to make compensation more competitive with the private sector, they were able to hire quickly and reduced their vacancy rate to 17%. The streetlight repair backlog is now growing at a slower rate than previously.



## Vacancy Duration by Position

This section details the average length of vacancy by position type. Included in the analysis are positions with ten or more vacancies throughout 2022. Vacancy duration is calculated by counting the number of days a position is vacant before the position is filled or removed from the budget. Positions included in the calculation also include positions that are vacant and still vacant as of December 31, 2022. A high vacancy duration can be the result of a slow hiring process, undesirable job or uncompetitive pay, poor candidate pool, a lack of rightsizing for department’s needs, or lack of organizational depth to fill senior-level positions. Additionally, for budgetary reasons, some positions may be intentionally left vacant.

The chart below displays the positions with the highest and lowest average vacancy duration.

Position Vacancy Duration	Average Vacancy Duration	Number of Vacancies	Minimum Vacancy Duration	Maximum Vacancy Duration
Grounds Maint Supv	70	13	4	154
Police Officer 2	76	218	0	258
Deputy Director	77	22	2	284
Pool Guard 2	80	22	80	80
Payroll Spec 2	81	18	14	210
Police Officer 1	82	40	2	139

Swimming Pool Mgr 1	86	14	74	87
Fire Fighter 3	92	17	8	238
Parking Enfrc Ofcr 2	94	14	32	270
Finance Analyst 3	97	10	8	232
Geographic Info Systems Analyst 2	396	11	22	1,126
Word Processing Oper	421	29	57	1,090
Fire Engineer	426	60	84	1,248
Land Survyng Assist	429	15	42	942
Electrician	455	15	2	1,303
Principal Survey Aide	456	12	77	1,097
Traffic Signal Technician 2	482	14	151	1,156
Safety Rep 2	517	10	122	1,015
Info Sys Anlyst 3	592	12	22	3,633
Police Detective	630	135	8	2,746

Given the large gap between the positions with the shortest average vacancy duration and the longest, the Performance and Analytics team will work with departments to better understand what is working best to fill vacancies quickly, and then determine if those lessons can be applied to the positions with the longest average vacancy duration. Additionally, for entry-level positions, the City should consider using Management Trainees to underfill vacant positions.

## Vacancies by Departments

This section describes vacancies by department. It includes all departments that had at least twenty full-time employees at the beginning and end of 2022. Newly created and consolidated departments were excluded from the analysis.<sup>50</sup> These departments will be included in the 2023 Workforce Report. The top ten departments with the highest vacancy rate in 2022 are shown in the first chart below. The second chart displays the top ten departments with the highest average number of vacancies throughout 2022.

Among departments with at least ten or more budgeted full-time employees in the beginning of 2022 and the end of 2022, the top ten departments with the highest vacancy rate in 2022 is presented in the first

<sup>50</sup> Newly created departments: General Services, Sustainability & Mobility, Department of Real Estate and Airport Management. Consolidated departments/divisions: Fleet Operations, Facilities Services, Mobility, Airports.



chart below. The second chart displays the top ten departments with the highest average number of vacancies throughout 2022.

Top 10 Highest Vacancy Rate Departments by Average Number of Vacant Positions	Average Daily Vacancy Rate	Average Number of Positions Vacant	Total FTEs at the End of 2022
Public Utilities	21.77%	387.78	1,843
Police	11.18%	289.76	2,611
Development Services	22.55%	152.37	737
Fire-Rescue	10.65%	138.36	1,307
Engineering & Capital Projects	16.18%	130.68	808
Parks & Recreation	14.54%	130.25	995
Environmental Services	22.50%	112.31	536
Transportation	16.90%	78.41	484
Stormwater	17.84%	48.72	294
City Attorney	9.50%	36.90	397

Departments that have made the most improvement and regression are in the chart below. For example, the Communications Department improved the most by decreasing their vacancy rate by 7.26 percentage points while Developmental Services declined the most by increasing their daily vacancy rate by 6.11 percentage points.

Department Vacancy Rate Difference from 2021	Average Daily Vacancy Rate		Difference in Avg. Vacancy Rate from Previous Year	Total FTEs at the End of Year	
	2021	2022		2022	2022
Communications	20.79%	13.53%	-7.26%	36	38
Engineering & Capital Projects	19.30%	16.18%	-3.12%	817	808
Purchasing & Contracting	29.18%	26.32%	-2.85%	70	89
Personnel	13.21%	11.76%	-1.46%	69	81
Fire-Rescue	11.69%	10.65%	-1.04%	1,296	1,307
Stormwater	13.22%	17.84%	4.62%	248	294
Planning	19.76%	24.95%	5.19%	51	59

Risk Management	10.09%	15.83%	5.74%	78	86
Economic Development	10.19%	16.21%	6.02%	54	55
Development Services	16.44%	22.55%	6.11%	638	737

## Vacancy Duration by Departments

The chart below looks at the 2022 departments with the highest average vacancy duration. Data excluded departments created or consolidated in 2022. Vacancy duration is calculated by counting the number of days a position is vacant before the position is filled or removed from the budget. Positions included in the calculation also include positions that are still vacant as of December 31, 2022.

Top 10 Departments by Vacancy Duration	Average Vacancy Duration	Number of Vacancies	Minimum Vacancy Duration	Maximum Vacancy Duration
Retirement (SDCERS)	1,026	23	1	3,633
Information Technology	398	47	33	1,253
Purchasing & Contracting	310	49	1	1,000
Fire-Rescue	287	331	3	1,248
City Clerk	242	24	8	998
City Attorney	146	114	1	1,275
Parks & Recreation	143	444	1	838
Economic Development	136	26	2	420
Stormwater	131	160	1	516
Department of Finance	104	46	4	385

## Turnover

Measuring turnover is a complement to the vacancy rate, as it measures how often a position becomes vacant over a defined period of time. It is possible for an organization to maintain a low vacancy rate and still suffer from high turnover. Employee turnover poses significant challenges for organizations, affecting morale, productivity, and continuity. This section examines turnover rates within City departments and positions. Minimizing turnover will foster a stable and engaged workforce, driving organizational success.

Turnover is not inherently bad; many job types are intended to be filled for a relatively short amount of time before the employee is promoted. For example, recruit positions within public safety frequently turn over, as graduating recruits are promoted into Police Officer 1 or Fire Fighter 1 positions. Similar training

roles, such as Management Trainee, are intentionally designed for employees to learn quickly and then move into new responsibilities. However, outside of these training positions, high turnover is typically a negative for teams and departments. Frequently, vacant positions are a source of strain among current employees. Empty positions—even briefly—add workload to other staff and, in some position types, increase the use of voluntary and mandatory overtime.

**The City's monthly turnover rate from 2018 to 2022 was 2.1 percent.** The turnover rate is calculated by dividing the average number of employees by the number of employees that left their position the given month. For example, there are 40 Laboratory Technician employees in the beginning of February and 38 Laboratory Technician employees at the end of February. The average number of Laboratory Technicians in February is 39. Because two employees left their position in February, the turnover rate for that month is 5.13 percent.

For comparison, an average monthly turnover rate of 2.1 percent slightly above the nationwide measure of separations from state and local government employment.<sup>51</sup> In August 2022, the Bureau for Labor Statistics calculated a separations rate for state and local government of 1.8 percent. Between 2017 and 2022, total government separations (including federal government positions) varied between 1.3 and 2.5 percent, with the largest spike occurring in March 2020 and lowest rate occurring in January 2021.<sup>52</sup> In the private sector, the turnover rate in August 2022 was 4.5 percent; and between 2017 and 2022 the separations rate varied between 3.8 and 4.5 percent, excluding the large spike (over 12 percent) in March 2020.<sup>53</sup>

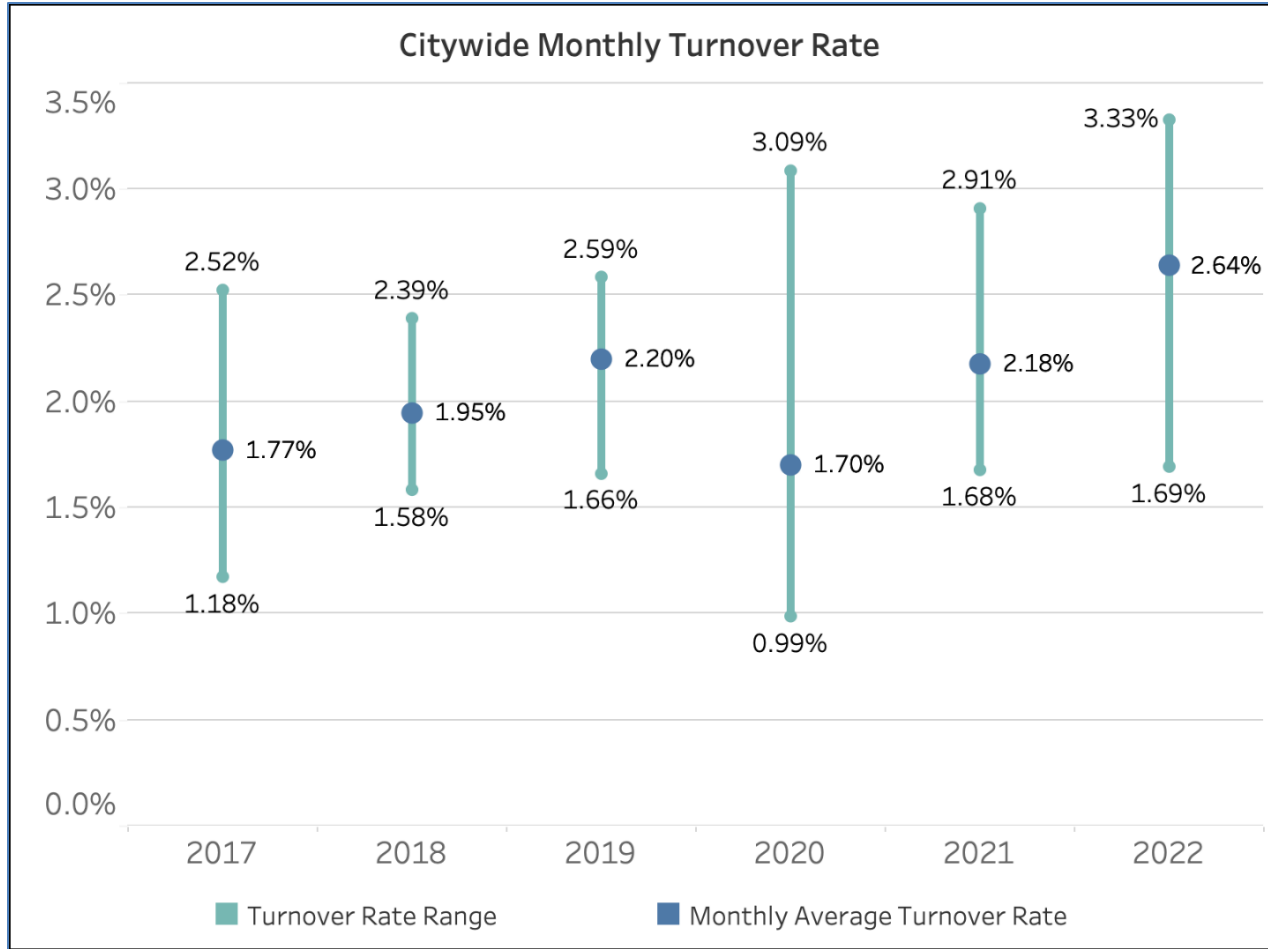
**The City has set a turnover rate target of 1.8 percent. This target was selected based on the Bureau of Labor Statistics turnover rate average for state and local government agencies. The City intends to meet or be below the BLS average from 2022 by the end of 2025.**

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<sup>51</sup> Per the Bureau of Labor Statistics, separations (turnover) are defined as: "Total separations include quits, layoffs and discharges, and other separations. Quits are generally voluntary separations initiated by the employee. The quits rate can serve as a measure of workers' willingness or ability to leave jobs. Layoffs and discharges are involuntary separations initiated by the employer. Other separations include separations due to retirement, death, disability, and transfers to other locations of the same firm."

<sup>52</sup> "Job Openings, Hires, and Separations Rates, Seasonally Adjusted."

<sup>53</sup> "Table A. Job Openings, Hires, and Total Separations by Industry, Seasonally Adjusted - 2023 M08 Results."



## Turnover by Positions

This section details turnover by position. Only positions with a monthly average of ten or more employed budgeted, full-time employees were included in the analysis. The first chart shows the top ten positions with the highest average monthly turnover rate. With this analysis, it is not possible to determine if these employees left the City workforce, left their position to take another position elsewhere in the City, or were promoted.

Top 10 Positions with the Highest Monthly Average Turnover Rate	Monthly Turnover Rate	Monthly Average Number of Employees	Number of Employees that Left Position
Sanitation Driver 1	9.99%	11.04	14
Plant Tech 1	9.56%	12.21	14
Dispatcher 1	7.43%	16.42	15
Laboratory Technician	6.61%	34.00	26
Plant Review Spec 3	6.14%	13.58	10

Administrative Aide 1	5.79%	76.46	52
Development Project Manager 3	5.58%	14.71	10
Account Clerk	5.51%	39.79	26
Asst Rec Ctr Dir	5.25%	37.92	24
Sr Mgmt Anlyst	5.09%	72.46	44

The turnover rates for these ten positions are significantly above both the average for state and local government and the private sector. Given these results, the City will investigate any unique characteristics of these positions to determine potential sources for above-average turnover. The analysis will include looking at workload, promotion pathways, and other elements of employee sentiment.

## Turnover by Departments

This section details turnover by department. Only departments with a monthly average of ten or more employed budgeted, full-time employees were included in the analysis. The first chart shows the top ten departments with the highest average monthly turnover rate.

Top 10 Departments by Turnover Rate	Monthly Turnover Rate	Monthly Average Number of Employees	Number of Employees that Left Position
Debt Management	4.60%	12.46	7
Planning	3.92%	40.46	19
Economic Development	3.68%	45.50	20
Public Facilities Planning	3.61%	14.58	6
Human Resources	3.50%	28.67	12
Purchasing and Contracting	3.45%	58.08	24
Office of Emergency Services	3.31%	12.96	5
Airport	3.07%	18.83	7
City Treasurer	3.04%	109.9	40
Public Utilities	2.83%	1,392.17	472

Included in the October 2023 Employee Sentiment survey are two new questions aimed at quantifying burnout and identifying turnover risk.<sup>54</sup> These new metrics will serve to help Directors and City leadership

<sup>54</sup> The two new questions are: "I feel burn out at work," and "If I received an offer for another job with a similar salary and benefits, I would immediately accept it."

determine the departments and position types with the highest burnout and turnover risks—as well as correlate burnout and turnover risk with other employee sentiment metrics. This combined analysis will allow for the development of policy interventions for employee groups most in need of additional support. For example, sentiment around investment in training may be closely related to feeling burned out or at risk of leaving City employment. Given this information, the HR Department could design a targeted training program for burned-out employees.

## Recommendations

*"MORE ACTION IN CHANGING THINGS AND LESS SURVEYS."*

### 1. *Grow into next phase of program maturity*

*"Does anyone actually read these surveys because I've never seen any results posted."*

People respond to workplace issues in two ways: they leave, or they use their voice to make change.<sup>55</sup> At the City of San Diego, the Employee Engagement Program has given employees a space to express their voice—and since launching the Employee Sentiment Survey in 2020, the City has received 14,593 survey responses from 6,020 employees. However now that the City has launched a successful survey program, City leadership has the opportunity to engage more meaningfully with employee feedback and grow the Employee Experience program into its next phase.

Growing into the next phase of program maturity requires a focus on "closing the loop." **Closing the loop means more than just delivering survey results back to respondents—it is a meaningful acknowledgement of the sentiment voiced.** This closed-loop communication demonstrates not just an awareness of employee feedback but a genuine commitment to addressing the issues raised. Successful Employee Experience programs have demonstrated that closing the loop with employees improves feedback and helps employees feel more connected to the decision-making process.

Why does closing the loop matter? In 2022, a group of researchers at UC San Diego and UC Berkeley surveyed young, frontline workers in union represented jobs.<sup>56</sup> In their research, they found that younger employees are more likely to use informal channels to discuss problems at work. This suggests that by the time workplace concerns reach management, it may be too late to keep the employee from leaving their job. These findings emphasize the need for more department engagement and responsiveness with ESS results—if employees had more confidence that leadership was reviewing and acting on their concerns, they may be more likely to offer the candid feedback that they are currently only discussing only with colleagues. Being able to act on feedback requires employees willingly offering it; and without assurance that anyone is listening to them, employees will become less and less likely to provide quality feedback. Closing the loop provides that assurance.

However, there are many competing demands on department leadership's time. Without clear direction from City executive leadership, department directors are unlikely to have the support to engage with

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<sup>55</sup> Hirschman, "Exit, Voice and Loyalty: Responses to Decline in Firms, Organizations, and States."

<sup>56</sup> Ahlquist, Grumbach, and Thai, "Voice on the Job for Younger Workers."

survey results and drive change in their department. Additionally, some required actions require Citywide coordination to implement, and are thus the responsibility of the executive leadership team.

**Therefore, the City needs a guiding body with decision making and budgetary power to shape a cohesive response to employee concerns raised in the ESS.** To drive program growth, the Employee Engagement program needs an executive champion and working group with the capacity to implement Citywide improvements, coach department leaders on department-specific changes, and advocate for budget allocation to employee sentiment improvement programs.

## *2. The workforce is changing—so we must, too*

The City workforce has witnessed a significant transformation in recent years, with an astounding 59 percent changeover in the City's employee base over the past half-decade.<sup>57</sup> This attrition has not only reshaped the composition of the City workforce but has also ushered in a younger generation of employees with distinct work preferences and a changing attitude towards employer loyalty. Coupled with now-permanent changes brought about by the pandemic, it is evident that the City's traditional approach to recruitment, onboarding, and employee management must evolve.

**The City needs to adapt and update key processes to better support its workforce.** Changes to recruitment, employee support, and knowledge transfer are essential for retaining talent and ensuring that the City moves towards becoming an employer of choice in the San Diego region.

In essence, **the turnover and demographic changes in the workforce are not isolated phenomena but part of a larger, transformative shift in the way we work.** Employers must reevaluate their management practices, invest in upskilling, and adapt recruitment and onboarding strategies to thrive in this new work environment, all while recognizing that a modern workforce has unique needs and preferences that demand a fresh approach.

**Leverage Career Pathways as a Recruiting Tool:** Long tenured employees are a valuable asset for the City; and for many City employees, their career at the City has spanned multiple departments and roles. Unlike other organizations, the City offers employees the opportunity to work across sectors, specialties and programs—such that career growth can include changing focus multiple times. Given that younger employees value flexibility and variety, the City should highlight the opportunity for growth and change without the need to leave the organization. As a recruiting tool, this strategy can help showcase the possibility of a long-term career with the City that still satisfies some employee's desire for a varied career.

**Prioritize Upskilling of the Current Workforce:** Recognizing the changing skill requirements in the modern workforce, the City should invest in upskilling programs. Providing employees with the

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<sup>57</sup> This figure includes only elective separations between 2018 and 2022 from the City's internal Turnover Dashboard.



tools and knowledge they need to navigate digital platforms and offering training on becoming effective managers can boost their capabilities and increase satisfaction.

Upskilling includes management training to support and lead a workforce that is different from previous generations. The influx of younger employees, who have grown up in an era defined by digital technology and remote work, presents a unique set of challenges and opportunities. These new employees prioritize work flexibility and autonomy, and their loyalty to employers may be less rigid. Recent research has also shown that younger workers, including women, are more prone to resign due to workplace issues. Empowering management to adapt to these new work preferences is critical for retaining and nurturing talent.

**Acknowledge the Non-Monetary Aspects of Work:** Employee satisfaction is not solely dependent on monetary incentives. The City should focus on creating a work environment that offers meaningful tasks, autonomy, modern and comfortable physical spaces, training, career advancement opportunities, and nurturing positive relationships with coworkers and managers. These non-monetary aspects of work are critical for retaining and motivating the workforce.

**Empower Long-Term Employees with Knowledge Documentation:** The City should introduce standardized procedures for documenting knowledge, which is crucial for retaining the expertise of long-term employees. Encouraging the correct utilization of tools like DROP (Deferred Retirement Option Plan) to capture critical employee knowledge before retirement can be immensely beneficial and is currently being under-utilized. The City needs a more formal process for knowledge transfers in order to smooth the transition between newer and retiring employees.

In conclusion, the City currently lacks the resilience needed for a dynamic, thriving workforce. To address these challenges and secure a stable, motivated workforce, it's imperative for City leadership to formalize informal policies and institutional knowledge. This should be accompanied by a concerted effort to improve documentation on systems and processes, modernize the hiring process, and maintain nimbleness in filling vacancies with highly qualified candidates. By implementing these recommendations, the City can foster a more productive and satisfied workforce, ultimately contributing to the overall success of the organization.

## Going Forward

This report is a point in time analysis of the 2022 calendar year. However, because it is being published in Winter 2024, the City has already taken action on some of the issues highlighted in this study. Moving forward from this report, the City expects to see many citywide improvements in 2024.

Based on feedback from the Employee Sentiment Surveys, the City took these Employee-focused actions in 2023:

- Citywide pay increases
- Citywide Telework policy launched
- Parental leave doubled by adding 160 hours
- Childcare subsidy pilot program launched in Fall 2023
- Annual Employee Appreciation Picnics in October 2022 and 2023
- A new focus on filling vacancies to relieve department-wide workloads and backlogs (e.g. Citywide Career Fair in March)
- Updates to the Rewards and Recognition program to go live by December 2023

Additionally, it appears that the Citywide vacancy rate peaked in January 2023. Since the start of calendar year 2023, the vacancy rate has continued to trend downward. In further response to issues related to hiring, the City has two RFPs in progress to address hiring speeds and a potential ballot measure dedicated to City hiring. As these items progress, the City will continue to expand participation in the onboarding and exit surveys, so that better insights regarding the employee experience can be gained.

Accompanying this report is the 2022 Second Pay Equity study, an independent third-party report on the status of pay inequities in the City. Insights and recommendations from the Pay Equity Study will be incorporated into workforce improvement efforts in calendar year 2024.

Going forward, this report will serve as both a benchmark and a set of recommendations for all City employees to better understand the state of the City workforce. We hope that the 2023 Workforce Report shows measurable improvements based on the insights and recommendations presented here.

## Annex:

### Satisfaction and Participation

The following tables provide details on NPS, OSAT and participation, by quarter. The “Overall” column represents the total score for 2022.

Overall Satisfaction	Winter '22	Summer '22	Overall
Net Promoter Score	-25.9	-14.2	-19.7
Overall Satisfaction	24.9	27.0	26.4

Participation	Winter '22	Summer '22	Overall
Number of Responses	1,910	1,942	3,852

### Key Drivers

The following tables provide details on Key Driver metric, by quarter. The “Overall” column represents the total score for 2022.

Key Drivers	% Responses Scored 9 or 10		
	Winter	Summer	Overall
Path for Career Advancement	29.1	51.4	29.5
Feel Inspired to Reach My Full Potential	27.7	33.5	29
Receive Recognition	25.3	57.1	27.1
Paid Fairly for The Work I Do	16.4	31.8	17.4
Enjoy Working with My Team	54.9	43	56.5
My Department Provides High Quality Services	48.2	45.5	47.6
My Direct Supervisor Actively Listens to Me	57	51.4	57.7
My Department Management Sets Clear Goals and Expectations	33.2	33.5	33.9

I Have the Resources to Do My Job Well	26.6	57.1	26.9
The City Invests in Training and Development	21.7	31.8	22.5
Satisfied with The Physical Conditions at Workplace	27.1	43	27.9

The table below details the overall 2022 scores for each Key Driver metric, by Department. The top and bottom three metrics for each department have been highlighted and bolded.

Department	Count of Total Responses	I Enjoy Working with My Team	I Feel Inspired to Reach My Full Potential	I Have a Path for Career Advancement	I Have the Resources to Do My Job Well	I Receive Recognition	I am Paid Fairly for the Work I Do	I'm Satisfied with Physical Conditions at My Workplace	My Department Management Sets Clear Goals	My Department Provides High Quality Services	My Supervisor Listens to Me	The City Invests in Training and Development
City Attorney's Office	229	61%	40%	33%	39%	36%	19%	35%	47%	59%	67%	29%
City Council	39	83%	54%	46%	38%	42%	29%	8%	54%	75%	79%	21%
Communications	28	75%	55%	25%	75%	55%	5%	50%	60%	75%	70%	50%
Compliance	20	71%	29%	29%	14%	43%	36%	43%	36%	62%	93%	7%
Debt Management	8	80%	60%	40%	100%	60%	40%	60%	80%	100%	100%	60%
Cultural Affairs	4	50%	0%	50%	50%	0%	50%	0%	0%	50%	50%	0%
Finance	69	71%	40%	40%	42%	44%	27%	49%	44%	75%	73%	29%
General Services	144	53%	28%	20%	14%	30%	11%	25%	34%	44%	53%	11%
Department of Information Technology	90	76%	47%	46%	53%	59%	31%	44%	64%	84%	78%	53%
Development Services	387	59%	32%	31%	29%	28%	20%	15%	37%	45%	62%	21%
Economic Development	50	62%	21%	18%	32%	18%	3%	24%	24%	65%	62%	15%
Engineering & Capital Projects	453	61%	41%	45%	41%	38%	30%	52%	46%	54%	65%	36%
Environmental Services	111	61%	34%	30%	28%	34%	18%	31%	28%	56%	58%	27%
Ethics Commission	4	50%	100%	50%	0%	50%	50%	100%	50%	100%	50%	0%
Fire-Rescue	487	51%	15%	22%	13%	10%	3%	10%	21%	54%	50%	7%
Government Affairs	5	33%	0%	0%	0%	0%	0%	0%	0%	67%	67%	0%
Homelessness Strategies	4	100%	67%	33%	33%	33%	67%	0%	0%	100%	100%	0%
Human Resources	28	57%	54%	43%	57%	36%	57%	71%	43%	64%	79%	50%
Library	395	61%	34%	31%	31%	33%	27%	35%	43%	65%	63%	27%

# Workforce Report 2022

Mobility	21	82%	71%	71%	41%	76%	50%	35%	47%	71%	82%	59%
No Department Provided	114	58%	30%	33%	28%	33%	17%	39%	40%	52%	57%	30%
Boards and Commissions	7	40%	40%	40%	80%	60%	40%	20%	40%	100%	60%	40%
Emergency Services	7	14%	43%	43%	29%	29%	29%	14%	43%	29%	71%	29%
Chief Operating Officer	6	25%	25%	25%	25%	25%	25%	25%	25%	25%	50%	25%
City Auditor	19	70%	50%	50%	60%	60%	30%	50%	70%	70%	50%	40%
City Clerk	21	50%	25%	25%	33%	25%	25%	25%	42%	67%	42%	25%
City Treasurer	79	61%	47%	44%	48%	48%	30%	46%	50%	60%	69%	48%
Independent Budget Analyst	3	50%	0%	0%	100%	50%	50%	0%	50%	100%	100%	0%
Office of the Mayor	4	100%	100%	0%	100%	0%	0%	0%	100%	100%	0%	0%
Parks and Recreation	417	54%	25%	25%	23%	24%	9%	33%	31%	39%	54%	19%
Performance and Analytics	19	79%	50%	21%	50%	50%	43%	14%	64%	64%	79%	50%
Personnel	32	54%	48%	55%	60%	40%	40%	36%	33%	68%	56%	29%
Planning	55	63%	34%	29%	27%	37%	15%	5%	37%	45%	61%	22%
Police	750	54%	10%	15%	7%	9%	8%	8%	22%	25%	53%	6%
Public Utilities	833	50%	32%	31%	31%	28%	17%	34%	30%	42%	51%	30%
P&C	34	58%	23%	27%	15%	15%	19%	35%	20%	35%	42%	12%
Real Estate and Airport Management	42	29%	22%	25%	11%	18%	14%	21%	14%	18%	43%	11%
Risk Management	49	70%	56%	59%	59%	48%	41%	56%	67%	78%	81%	56%
SDCERS	38	69%	63%	46%	56%	52%	44%	74%	59%	78%	67%	52%
Special Events and Filming	3	100%	0%	0%	0%	50%	50%	50%	50%	100%	100%	0%
Storm Water	172	58%	28%	31%	24%	28%	16%	25%	33%	42%	59%	20%
Sustainability & Mobility	34	46%	25%	25%	29%	38%	42%	46%	29%	43%	54%	25%
Transportation	163	52%	32%	32%	27%	30%	15%	27%	26%	44%	50%	21%

## Key Employee Attributes

The tables below detail the responses for each Key Employee Attribute metric across each survey round. Statistically significant changes between survey rounds (upwards or downwards) are marked with arrows. The “Overall” column represents the total score for 2022.

This final group of sentiment questions are intended to go deeper into each attribute of the employee experience. The attributes are separated into six categories, each with at least two questions. These questions provide the most insight into how well the City is achieving its strategic goals.

Key Employee Attribute Categories	% Responses Scored 9 or 10		
	Winter	Summer	Overall
Employee Satisfaction	51.4	53.5	52.5
Growth, Recognition and Career Mobility	33.5	36.2	34.9
Direct Supervisor	57.1	58.8	58
Department Management	31.8	33.2	32.5
Teamwork	43.0	43.5	43.3
Environment & Resources	45.5	51.2	48.5

## Top Motivators for Working at the City

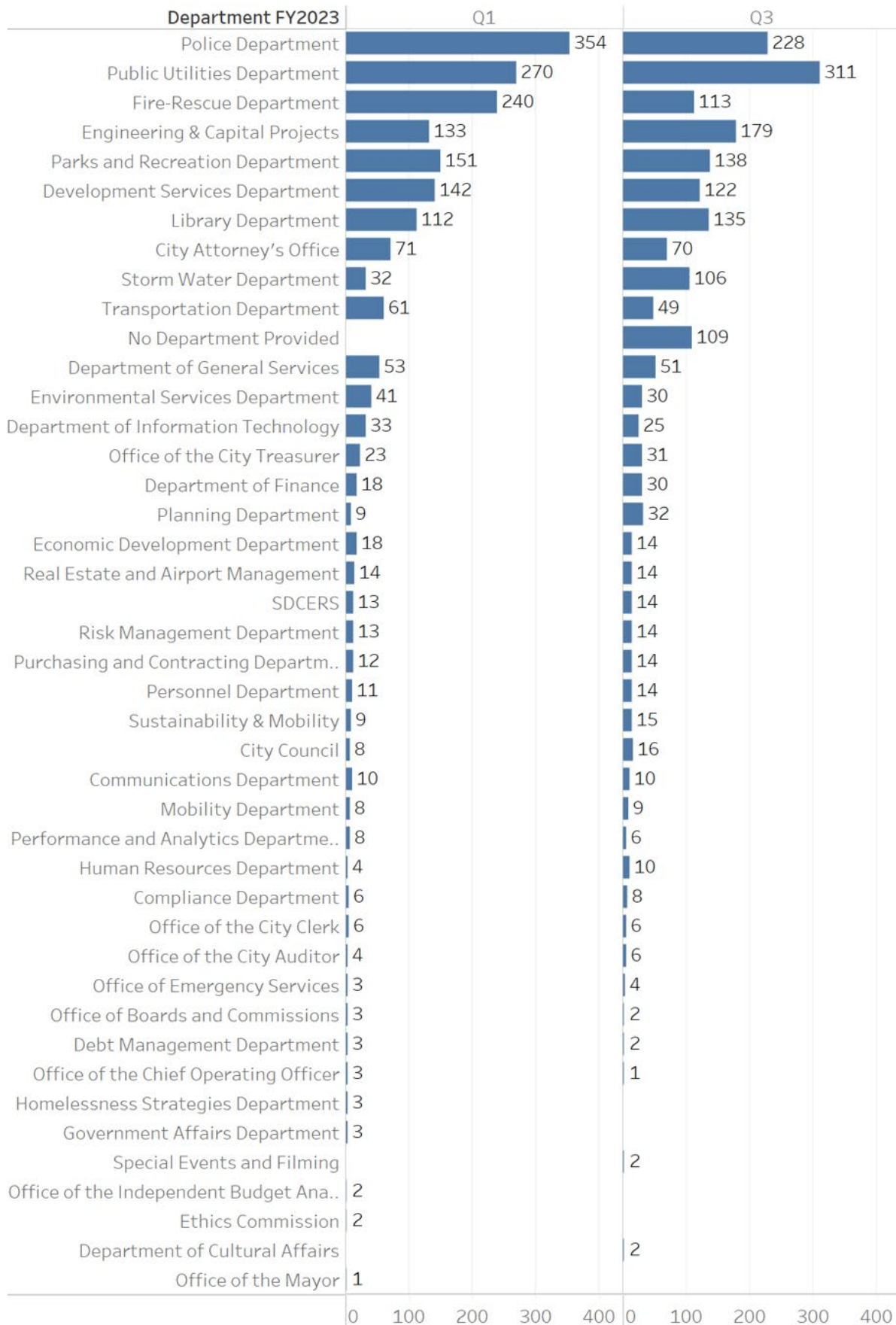
Employees were asked to select their top three motivators for working at the City. The average NPS and OSAT for those who selected each motivation is available, as well. These NPS and OSAT scores show that those who selected these motivations are, on average, more likely to recommend the City as a place to work and are more satisfied overall. Employees who chose *Work/life balance* report some of the highest NPS and OSAT scores in the City.

Motivation	Number of selections	NPS	OSAT
Job stability	2,636	-2.5	32
Work/life balance	1,666	8.6	36
Public or community service	1,631	-3.4	32
Health care benefits	1,574	3.4	34
Working relationships with coworkers	1,573	-0.5	35

## Responses by Department

The table below shows the number of employee responses by Department, by quarter. Quarter 1 represents January of 2022 and Q3 represents July 2022.

## Responses (Department)





## Demographics

The end of the Employee Sentiment Survey asks employees to voluntarily report their demographic information. This optional information allows us to understand how employee sentiment may vary across employee groups such as gender, age, and race/ethnicity. The data below represent the yearly average scores for NPS and OSAT. No statistical significance testing was performed on the demographic data presented below.

- + Women are more likely to recommend the City as a place to work over men (NPS of 0.3 compared to -21.7), and they report higher overall satisfaction (31.2 and 26.9, respectively). Employees who opted to not select a gender had the lowest NPS and OSAT scores (-56.0 and 7.7).
- + Executive/Management employees are more likely to recommend the City as a place to work (NPS 6.6) and showed slightly higher levels of overall satisfaction (38.2) than other employee groups, especially compared to field employees (-35.0 and 21.6).
- + Employees with less than two years of experience with the City are the most likely to recommend the City as a place to work (NPS 27.2) and were the most satisfied (44.3). Mid-career employees (between 11 and 20 years of experience) reported the lowest NPS (-31.6) and those employees with between 6 and 10 years of experience report the lowest overall satisfaction (20.5).
- + Employees who identified as Asian report the highest NPS (10.6) while Hispanic employees report the highest level of satisfaction (37.6), while employees who selected American Indian or Alaskan Native report the lowest NPS (-28.3). Employees who selected Other for their race report the lowest level of satisfaction (21.8). Employees who preferred not to answer the question about race reported the lowest level of satisfaction (10.3).
- + Employees aged older than 71 years report the highest NPS (20.7) and the highest overall levels of satisfaction (54.3). Employees between 39- and 51-years old report the lowest NPS (-22.8) and employees aged 24- and 38-years old show the lowest level of satisfaction (21.6). Employee age is collected by age range to protect employee anonymity.

Race Category	Year	Female	Female Percentage	Male	Male Percentage	Non-Binary	Non- Binary Percentage	Total	Total Percentage
White	2021	1568	13.95%	3281	29.18%	2	0.02%	4851	43.15%
	2022	1604	13.70%	3264	27.89%	8	0.07%	4876	41.66%
Black or African American	2021	432	3.84%	844	7.51%	0	0.00%	1276	11.35%
	2022	433	3.70%	861	7.36%	2	0.02%	1296	11.07%
Hispanic or Latino	2021	1082	9.62%	2350	20.90%	1	0.01%	3433	30.53%
	2022	1176	10.05%	2557	21.85%	4	0.03%	3737	31.93%
Asian	2021	503	4.47%	756	6.72%	0	0.00%	1259	11.20%
	2022	519	4.43%	779	6.66%	2	0.02%	1300	11.11%
American Indian or Alaska Native	2021	23	0.20%	28	0.25%	0	0.00%	51	0.45%
	2022	20	0.17%	32	0.27%	0	0.00%	52	0.44%
Native Hawaiian or Other Pacific Islander	2021	14	0.12%	41	0.36%	0	0.00%	55	0.49%
	2022	18	0.15%	50	0.43%	0	0.00%	68	0.58%
Other/Two or more races	2021	120	1.07%	196	1.74%	2	0.02%	318	2.83%
	2022	145	1.24%	227	1.94%	4	0.03%	376	3.21%
POC	2021	2174	19.34%	4215	37.49%	3	0.03%	6392	56.85%
	2022	2311	19.74%	4506	38.50%	12	0.10%	6829	58.34%
Total Employees:	2021	3742	33.28%	7496	66.67%	5	0.04%	11243	100%
	2022	3915	33.45%	7770	66.38%	20	0.17%	11705	100%

Occupational Category	Year	Total	White		POC		Female		Male		Non-Binary	
Officials and Managers	2021	529	319	60.30%	210	39.70%	271	51.23%	257	48.58%	1	0.19%
	2022	601	352	58.57%	249	41.43%	313	52.08%	287	47.75%	1	0.17%
Professionals	2021	2605	1110	42.61%	1495	57.39%	1295	49.71%	1308	50.21%	2	0.08%
	2022	2802	1160	41.40%	1642	58.60%	1402	50.04%	1391	49.64%	9	0.32%
Technicians	2021	312	131	41.99%	181	58.01%	96	30.77%	216	69.23%	0	0.00%
	2022	330	135	40.91%	195	59.09%	102	30.91%	228	69.09%	0	0.00%
Administrative Support Workers	2021	1423	441	30.99%	982	69.01%	1001	70.34%	422	29.66%	0	0.00%
	2022	1442	452	31.35%	990	68.65%	977	67.75%	458	31.76%	7	0.49%
Craft Workers	2021	774	245	31.65%	529	68.35%	38	4.91%	736	95.09%	0	0.00%
	2022	786	244	31.04%	542	68.96%	38	4.83%	748	95.17%	0	0.00%
Operatives	2021	266	23	8.65%	243	91.35%	9	3.38%	257	96.62%	0	0.00%
	2022	326	23	7.06%	303	92.94%	11	3.37%	315	96.63%	0	0.00%
Laborers and Helpers	2021	1151	210	18.25%	941	81.75%	131	11.38%	1020	88.62%	0	0.00%
	2022	1196	191	15.97%	1005	84.03%	126	10.54%	1070	89.46%	0	0.00%
1ST-Line Supvs/Mgrs of Fire FT & Prev	2021	262	170	64.89%	92	35.11%	7	2.67%	255	97.33%	0	0.00%
	2022	268	175	65.30%	93	34.70%	5	1.87%	263	98.13%	0	0.00%
1ST-Line Supvs/Mgrs of Law Enforce Wrkrs	2021	366	237	64.75%	129	35.25%	46	12.57%	320	87.43%	0	0.00%
	2022	346	223	64.45%	123	35.55%	42	12.14%	304	87.86%	0	0.00%
Detectives and Criminal Investigators	2021	251	149	59.36%	102	40.64%	76	30.28%	175	69.72%	0	0.00%
	2022	221	134	60.63%	87	39.37%	69	31.22%	152	68.78%	0	0.00%
Police Officers	2021	1331	689	51.77%	642	48.23%	197	14.80%	1134	85.20%	0	0.00%

# Workforce Report 2022

	<b>2022</b>	<b>1316</b>	639	48.56%	677	51.44%	209	15.88%	1107	84.12%	0	0.00%
<b>Other Prot Service Wrkrs</b>	<b>2021</b>	<b>565</b>	386	68.32%	179	31.68%	153	27.08%	412	72.92%	0	0.00%
	<b>2022</b>	<b>585</b>	406	69.40%	179	30.60%	164	28.03%	420	71.79%	1	0.17%
<b>Service Workers</b>	<b>2021</b>	<b>423</b>	102	24.11%	321	75.89%	213	50.35%	209	49.41%	1	0.24%
	<b>2022</b>	<b>473</b>	121	25.58%	352	74.42%	232	49.05%	240	50.74%	1	0.21%
<b>Exempt</b>	<b>2021</b>	<b>286</b>	179	62.59%	107	37.41%	165	57.69%	120	41.96%	1	0.35%
	<b>2022</b>	<b>294</b>	180	61.22%	114	38.78%	169	57.48%	124	42.18%	1	0.34%
<b>Firefighting &amp; Prevention Wrkrs</b>	<b>2021</b>	<b>699</b>	460	65.81%	239	34.19%	44	6.29%	655	93.71%	0	0.00%
	<b>2022</b>	<b>719</b>	441	61.34%	278	38.66%	56	7.79%	663	92.21%	0	0.00%
<b>Total:</b>	<b>2021</b>	<b>11243</b>	<b>4851</b>	<b>43.15%</b>	<b>6392</b>	<b>56.85%</b>	<b>3742</b>	<b>33.28%</b>	<b>7496</b>	<b>66.67%</b>	<b>5</b>	<b>0.04%</b>
	<b>2022</b>	<b>11705</b>	4876	41.66%	6829	58.34%	3915	33.45%	7770	66.38%	20	0.17%

## Job Type Alignment with Civil Service Commission

The following tables details the number of employees who fall into each category of the ESS job type categories and their alignment with the Civil Service Commission job type categories.

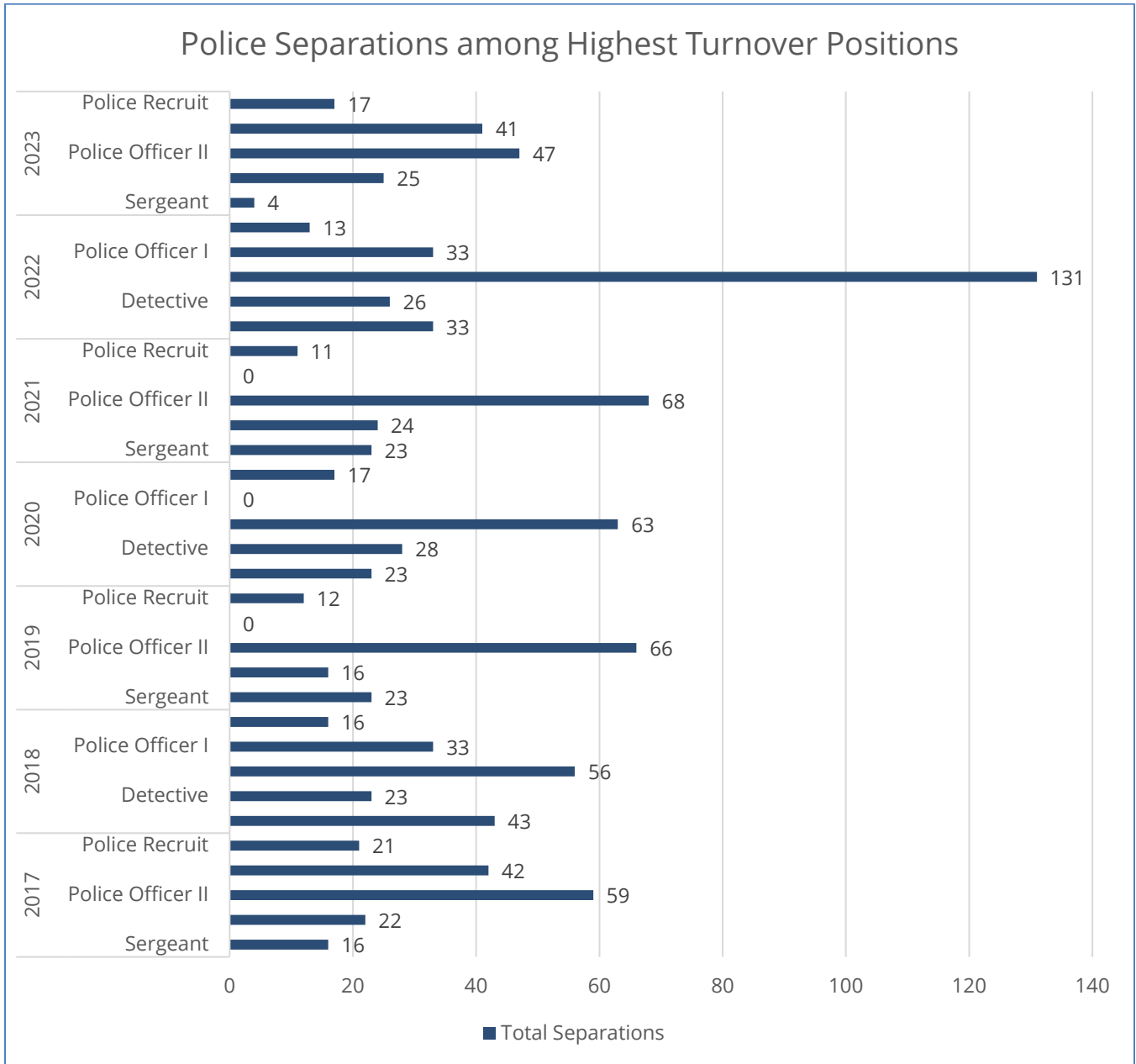
Occupational Category	Field	Management/ Executive/ PM/ PC	Office	Supervisor	Other
Officials and Managers		601			
Professionals			2,802		
Technicians	330				
Administrative Support Workers			1,442		
Craft Workers	786				
Operatives	326				
Laborers and Helpers	1,196				
1ST-Line Supvs/Mgrs of Fire FT & Prev				268	
1ST-Line Supvs/Mgrs of Law Enforce Wrkrs				346	
Detectives and Criminal Investigators	221				
Police Officers	1,316				
Other Prot Service Wrkrs	585				
Service Workers					473
Exempt					294
Firefighting & Prevention Wrkrs	719				
<b>Total</b>	<b>5,479 (47%)</b>	<b>601 (5%)</b>	<b>4,244 (36%)</b>	<b>614 (5%)</b>	<b>767 (7%)</b>

## Police Department Extra Analysis

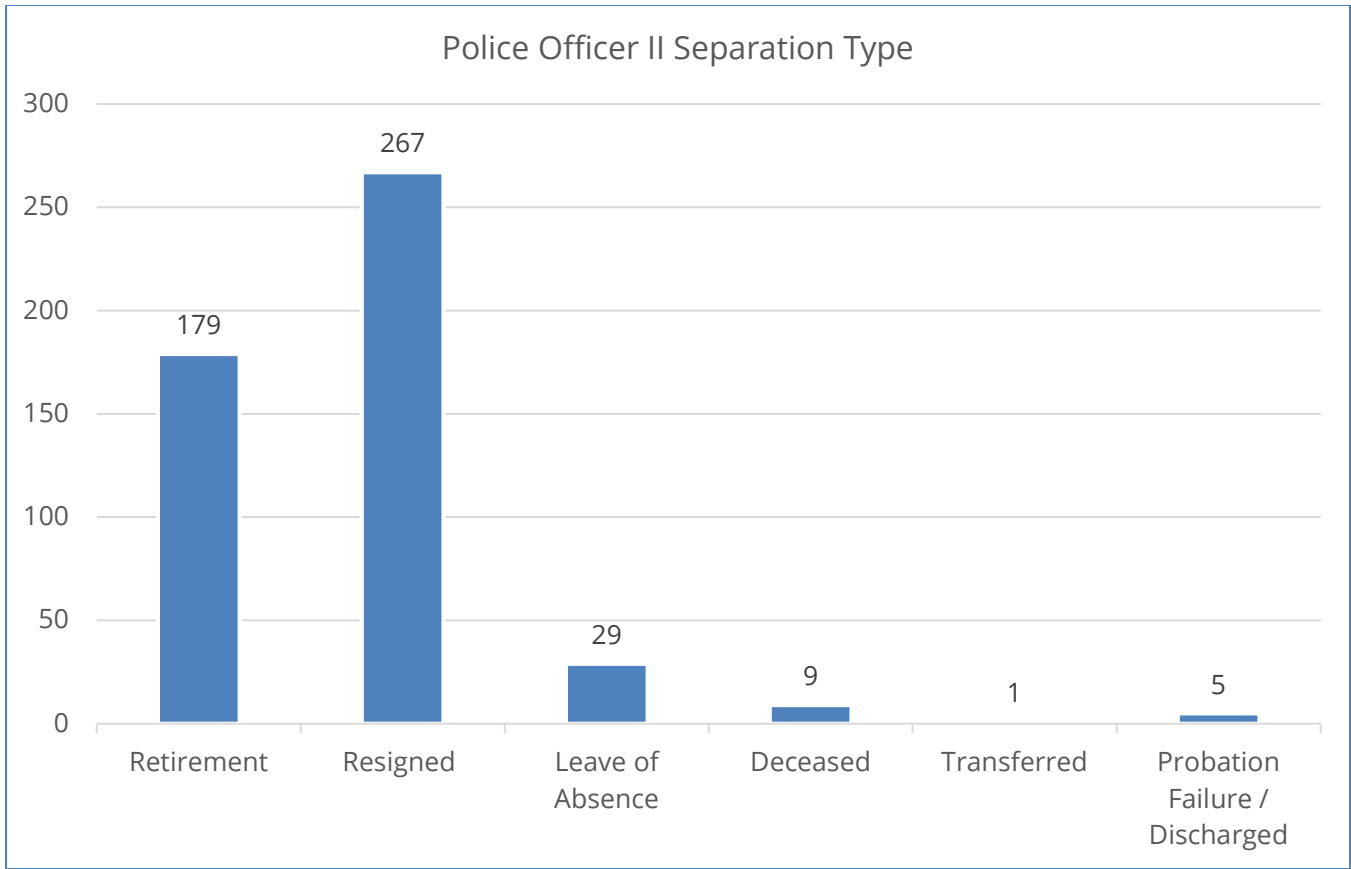
### Police Turnovers and Vacancies

Between 2017 and 2023, the positions with the lowest turnover and vacancy rates are the positions for executive and administrative staff. These positions have the lowest turnover rates because they are filled

via the promotional process for sworn personnel. These positions include the Chief of Police, Executive Chief of Police, Assistant Chief of Police, Police Captain, Police Lieutenant. Employees in these positions typically vacate due to retirement. The table below presents the **sworn positions with the highest turnover** since 2017. Note that the 2023 data is incomplete at the time of creating this report.



Since 2017, Police Officer II is the position with the highest turnover. Within this position, most officers separated through resignation (267), with the second most common separation type being retirement (179).



This data was retrieved from internal Police Department weekly Human Capital Management reports and was compiled by the Police Department for Performance & Analytics.

## Police Recruitment

In regard to recruiting new Police Department candidates, the Police Department believes that San Diego salaries and benefits are not competitive enough to attract viable candidates. Outside of salary constraints, the Department has made recent improvements to the recruitment process.

First, the limited budget for the Recruiting Unit has been increased to keep up with increasing recruiting event and travel costs. Recruiting events typically take place on college campuses, military venues, or community events. Each of these event spaces require booth fees, and some include extra costs for electricity. If these events are far from the City of San Diego, then travel costs are incurred (hotel, flights, per diem). However, in the last two years, City Council raised the Department's recruiting budget from \$50,000 to \$75,000 and this has increased the recruiting team's reach.

Second, the department lacks a strong digital advertising presence. To improve the Police Department's digital recruitment presence, City Council agreed to the use of a Branding and Marketing Consultant company with a budget of \$200,000 for FY23 and FY24. The Branding and Marketing RFP is in process and the panel hopes to select a vendor by the end of 2023 or early January 2024.

Finally, the Department made changes to streamline the recruitment process for candidates. Previously, the Police Recruit written examination contained content that was outdated. The Recruiting Unit worked with the Personnel Department and developed new content for the exam. The Department also changed the pass-point score for the written exam to be in-line with allied police agencies. Additionally, the written exam is now a pass/fail, one-category test. To aid in recruiting out of state candidates, the Police Department now accepts the National Testing Network's (NTN) law enforcement test. These new exam changes became available on December 1, 2023.

## Fire Rescue Department Extra Analysis

### Fire-Rescue Turnovers and Vacancies

The Fire Rescue Department is fully or over staffed in the following positions:

- Executive Command Staff
- Battalion Chief
- Firefighter

The Fire Rescue Department is understaffed in the following positions:

- Fire Captain (-28 positions)
- Fire Engineer (-30 positions)
- Firefighter/Paramedic (-35 positions)

Staffing for Fire Captain and Fire Engineer are accomplished through promotions from the ranks of Firefighter and Firefighter/Paramedic. There is a bottleneck in the rank of Fire Engineer. Previously, there had been low demand for promotion into Fire Engineer.

To increase promotions into the Fire Engineer position, the Fire Rescue Department made changes to the promotional process. These changes have successfully yielded more Fire Engineer candidates. Over time, these candidates will then promote into Fire Captain roles.

### Fire Rescue Recruitment

After pausing Fire Academies in 2020 and 2021 due to COVID-19, the department faced a shortage of new recruits. To fill the gap in new Fire and Paramedic recruits, the Fire-Rescue Department has increased Firefighter/Paramedic staffing by running consecutive San Diego Fire-Rescue Paramedic Academies.

Recent pay increases and the reimplementation of the pension have worked to increase recruitment efforts. San Diego Fire-Rescue employees are still paid less than surrounding jurisdictions, but the gap is smaller than previous years. Pay increases have also allowed us to expand our recruitment efforts outside of the County of San Diego, which is expected increase diversity in recruitment. However, the cost of living in San Diego makes it a challenge for recruits to relocate to the area. The salary of a Fire Recruit is very low



and does not provide a way for someone to go through our academy process without needing supplemental income.

In the 2020 Pay Equity Study, it was recommended that Fire-Rescue add staff to the recruitment team and increase efforts to recruit more women to the Department. Two additional recruitment staff were requested by the Department, approved by City Council, and have been hired. The recruitment team now has a bilingual firefighter, making the Department even more flexible, not only in recruiting, but our community engagement in general. Additionally, the additional positions includes a person that has an Urban Search and Rescue Canine, which gives valuable opportunities to showcase more of the department's capabilities at recruiting events.

The Fire-Rescue Department faces similar recruitment challenges to the Police Department: lack of funds for recruitment events and a limited digital presence. However, recruitment funding for Fire-Rescue is significantly less than for Police. **The SFD recruitment annual budget of \$10,000 presents an issue for high-profile recruitment efforts.** With the high cost of events post-COVID, the Department is priced out of most events that will bring a greater number of people in one place. Currently in process are discussions to have Fire-Rescue tables at every Wave FC game at Snapdragon Stadium. The Department is also focused on recruiting a more diverse pool of candidates, which requires expanding recruitment outside of San Diego County. Presently, budget plays a large role in limiting recruitment.

Fire-Rescue is continuing to add highly qualified recruitment staff, streamline promotional processes, and offer Fire-Rescue Paramedic Academies and **anticipates full staffing in all ranks by Fiscal Year 2025.**

## Miscellaneous Extra Charts and Data

### Vacancy & Turnover Data

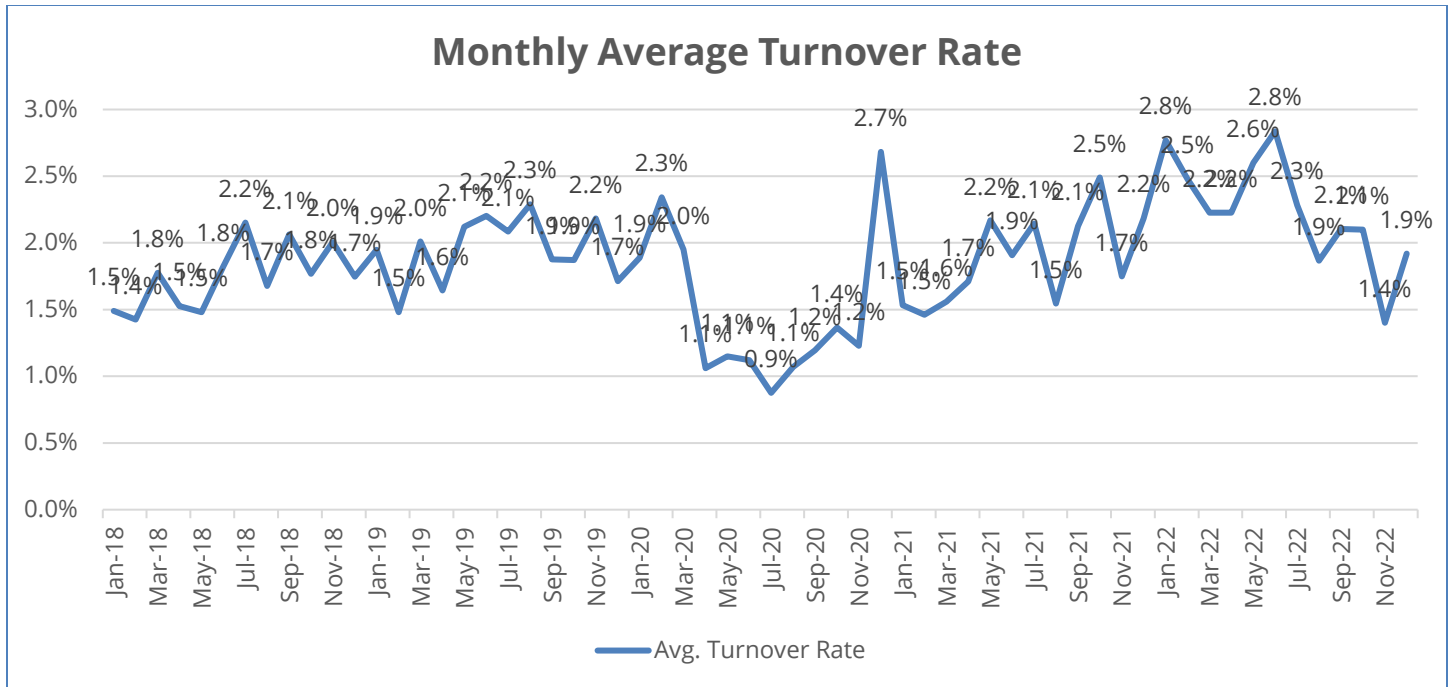
Top 10 Highest Position Vacancy by Average Vacancy Rate	Average Daily Vacancy Rate	Average Number of Positions Vacant	Total FTEs at the End of 2022
Safety Rep 2	61.02%	6.91	12.00
Asst Eng-Civil (Cntrct Spec)	58.40%	7.22	12.00
Traffic Signal Technician 2	51.99%	10.44	22.00
Plant Tech 2	42.24%	18.78	47.00
Plan Review Spec 3	40.91%	9.84	22.00
Plan Review Spec 4	39.86%	3.99	10.00
Instrumentation & Control Tech	39.25%	8.97	23.00
Principal Survey Aide	38.52%	7.70	20.00
Dispatcher 1	34.64%	8.90	27.00
Project Assistant	34.48%	14.65	43.00

Top 10 Highest Vacancy Rate Departments by Average Daily Vacancy Rate	Average Daily Vacancy Rate	Average Number of Positions Vacant	Total FTEs at the End of 2022
Purchasing & Contracting	26.32%	21.06	89
Retirement	24.96%	15.44	61
Planning	24.95%	13.75	59
Human Resources	23.10%	8.72	42
Development Services	22.55%	152.37	737
Environmental Services	22.50%	112.31	536
Public Utilities	21.77%	387.78	1,843
Information Technology	19.78%	26.30	133
Stormwater	17.84%	48.72	294
City Clerk	17.23%	8.26	50

Top 10 Positions with the Highest Number of Employees Who Left the Position	Monthly Turnover Rate	Monthly Average Number of Employees	Number of Employees that Left Position
Police Officer 2	2.21%	978.2	258.00
Grounds Maint Wrkr 2	3.09%	272.7	101.00
Asst Eng-Civil	2.45%	317.3	94.00
Administrative Aide 2	4.66%	132.3	74.00
Asoc Mgmt Anlyst	4.91%	121.8	72.00
Administrative Aide 1	5.98%	91.9	65.00
Laborer	3.40%	154.3	63.00
Police Detective	1.39%	323.0	54.00
Sr Mgmt Anlyst	4.28%	101.3	52.00
Police Sergeant	1.30%	300.9	47.00

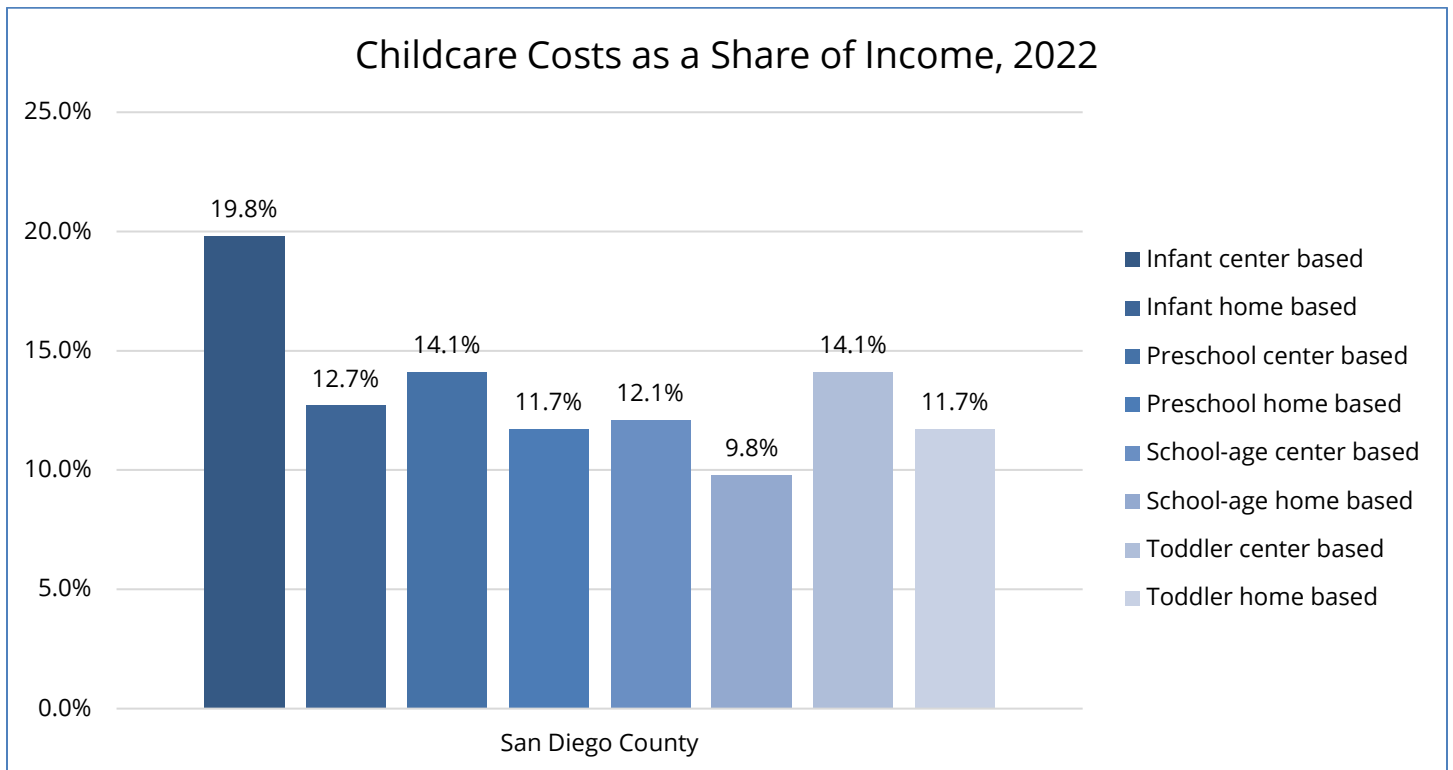
Top 10 Departments by Number of Employees Who Left their Position <sup>58</sup>	Monthly Turnover Rate	Monthly Average Number of Employees	Number of Employees that Left Position
Police	2.07%	2,310.0	575
Public Utilities	3.27%	1,390.3	545
Parks & Recreation	3.35%	759.0	302
Development Services	4.28%	516.3	264
Engineering & Capital Projects	3.08%	675.7	249
Fire-Rescue	1.28%	1,160.3	178
Environmental Services	2.50%	384.6	113
Transportation	2.26%	382.8	104
City Attorney	2.29%	351.1	96
Stormwater	3.11%	218.6	82

<sup>58</sup> Excluded from this list are Fire Recruits and Sanitation Driver Trainees



## Childcare Data

This chart shows San Diego County childcare costs as a share of income:



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<sup>59</sup> "Childcare Prices as a Share of Median Family Income by Age of Children and Care Setting."

## Federal Comparison

The following table compares the overlapping Human Capital Management Metrics from the City of San Diego Employee Sentiment Survey to the Federal Employee Viewpoint <sup>60</sup>survey. The federal survey is conducted once a year and was completed between May 31 and July 2022. To compare with a similar time frame, the results of the July 2022 ESS are being used.

A change in the calculation of the Employee Sentiment Survey responses was necessary to compare with the Federal results. The ESS data is collected on an 10-point Likert scale and the data is typically presented as a measure of the “Top Two Box” – which is calculated as the percentage of respondents who scored the question a 9 or 10. The Employee Viewpoint uses a 5-point Likert scale and reports the percentage of employees who score the question a 4 or 5. The ESS data presented below has been converted into a 5-point scale and calculated as the percentage of 4 and 5 scores. Conversion into a 5-point scale means that all 7 and 8 scores were recorded as a 4, and all 9 and 10 scores were recorded as a 5.

The Metric names vary slightly between the ESS and the Employee Viewpoint surveys. The first text is the CoSD metric and the italicized text following the forward slash is the Employee Viewpoint metric.

Metric	CoSD	Federal
Overall Satisfaction / <i>Considering everything, how satisfied are you with your job?</i>	58	66
Likelihood to Recommend / <i>I recommend my organization as a good place to work.</i>	55	65
The work I do is meaningful / <i>It is important to me that my work contribute to the common good</i>	85	91
The work I do is meaningful / <i>My work gives me a feeling of personal accomplishment.</i>	<b>85</b>	<b>71</b>
I Am Encouraged to Provide Ideas / <i>I feel encouraged to come up with new and better ways of doing things.</i>	56	64
Opportunities to Learn New Skills / <i>I am given a real opportunity to improve my skills in my organization.</i>	62	68
My Department Management Sets Clear Goals and Expectations / <i>I know what is expected of me on the job.</i>	61	81
I Regularly Use My Strengths / <i>My talents are used well in the workplace</i>	<b>69</b>	<b>63</b>
I Know How My Work Relates to City's Strategic Plan / <i>I know how my work relates to the agency's goals.</i>	64	84
I Have the Resources to do My Job Well /	54	79

<sup>60</sup> Source: <https://www.opm.gov/fevs/reports/governmentwide-reports/governmentwide-reports/governmentwide-management-report/2022/2022-governmentwide-management-report.pdf>

<i>My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</i>		
<i>My Supervisor Listens to Me / My supervisor listens to what I have to say.</i>	77	82
<i>Work Relates to Department's Mission / Managers communicate the goals of the organization.</i>	<b>79</b>	<b>64</b>
<i>I Receive Recognition / How satisfied are you with the recognition you receive for doing a good job?</i>	50	54
<i>I am Paid Fairly for the Work I Do / Considering everything, how satisfied are you with your pay?</i>	42	66

## Status of 2021 Workforce Report Recommendations

Recommendation Topic	Task	Responsible Party/ Lead	Actions Required	Timeline & Status
1 <b>Address Shortcomings in Growth, Learning, and Recognition</b>	Improve management's relationship with staff	HR	Implement a plan to develop and grow the leadership capacity of managers who need the most help	Done; Clifton strengths rolled out to most leadership
		HR	Encourage department leadership to increase appreciation and recognition efforts with low cost (or free) solutions to some of the stressors that employees are experiencing	In progress
	Rewards and Recognition program updates	HR	Update R&R Program, simplify the program and encourage more usage	Pilot in 2023
	Improve Career growth sentiment	HR	Find ways to promote upward career mobility for women and employees of color	No progress
2 <b>Implement Policy Changes &amp; Economic Benefits for Employees</b>	Increase Director engagement with ESS results	COO	Directors need to be expected and encouraged to look more closely at the variation in their employee's responses	No progress
	Implement Child/Dependent Care Policy	Dept of Youth and Child Success	Commit funding to developing child and dependent care options for employees	Pilot subsidy program launching Fall 2023
	Implement flex work policy	HR	Develop and implement flex work policy for employees	Telework policy in place
	Increase Director/Employee EX communication	DCOOs and Directors	Increase direct requests from department leadership to staff about participating in the ESS	No progress
More written communication from Directors to staff regarding ESS results			No progress	

		Implement Dept. specific policy changes	COO	Identify the least satisfied positions types in each department/division	No progress
				Help leadership locate positions most at risk for turnover or repeated vacancies and the service level impacts of these turnovers/vacancies	No progress
				Leadership at the branch level should work to understand the root causes of satisfaction variation across their departments and potential policies/strategies to improve	No progress
3	<b>Promote the City as a Top Regional Employer</b>	Website improvements/ Develop a City brand around core values/metric	Communications Dept	Hire 3rd party to develop branding strategy around high ranking sentiment metrics (ex. meaningful work, public service)	No progress
		Improve recruitment / make recruitment changes	HR/ Personnel	Improve hiring speeds	No progress
				Expand reach of recruitment efforts	Handshake launched in 2023 – direct recruitment at colleges and universities
4	<b>Address Vacancies and Turnover</b>	Increased analysis around vacancies	Panda	Performance & Analytics team will work with departments to determine the high vacancy position types with the most operational impact to City services.	No progress
		Improved polices/strategy around vacancies	HR/ Personnel	After determining the position types in most need of being filled, departments and Performance & Analytics will work with Human Resources and Personnel to develop a strategy for improving recruitment and/or retention in these critical roles.	No progress
		Improved policies/strategy around turnover	Directors	Department leadership should work with Performance & Analytics to identify high turnover positions within each department & service level effects of turnover	No progress
5	<b>Improved EX Analysis</b>	Add analysis to Workforce report	Panda	Data automation and merging key datasets	No progress



## Workforce Report 2022

				Analysis at the department, division, and employee group level	No progress
		Improve participation and representation in the ESS	Exec Team	Launch QR codes and other efforts to increase employee access to the ESS surveys	Launched in 2022
		Build workforce report dashboard	Panda, HR	Build workforce metrics into a dashboard (audit requirement)	No progress
6	<b>Increased Communications</b>	More timely comms around improvements from ESS	Office of the Mayor, Comms	Launch EX working group	No progress

## Regression Results

### Likelihood to Recommend Ordered Logistical Regression Results

Which key drivers are most influential on an employee's likelihood to recommend score (LTR)? To understand this, an ordered logistical regression model was used to examine at the three outcomes possible for LTR: detractor (outcome 1), passive (outcome 2), and promoter (outcome3). Based on this model, the three largest influences on LTR are: "I feel Inspired to reach my full potential", "I am paid fairly for the work I do", and "The City invests in training and development."

#### Ordered Logistic Regression Results

Likelihood to Recommend	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
Path for Career Advancement	.064	.011	5.74	0	.042	.086	***
<b>Feel Inspired to Reach my Potential</b>	<b>.268</b>	<b>.014</b>	<b>19.57</b>	<b>0</b>	<b>.241</b>	<b>.295</b>	<b>***</b>
Receive Recognition	.081	.012	6.88	0	.058	.104	***
<b>Paid Fairly</b>	<b>.257</b>	<b>.009</b>	<b>29.92</b>	<b>0</b>	<b>.24</b>	<b>.274</b>	<b>***</b>
Enjoy Working With My Team	.066	.016	4.11	0	.035	.098	***
My Department Provides High Quality Services	.077	.015	5.16	0	.048	.106	***
My Direct Supervisor Actively Listens to Me	-.07	.012	-5.59	0	-.094	-.045	***
My Department Manager Sets Clear Goals	.028	.013	2.09	.036	.002	.054	**
Have The Resources to Do My Job Well	.121	.012	10.11	0	.097	.144	***
<b>The City Invests In Training and Development</b>	<b>.147</b>	<b>.012</b>	<b>12.51</b>	<b>0</b>	<b>.124</b>	<b>.171</b>	<b>***</b>
Satisfied With The Physical Conditions of my Workplace	.108	.009	12.00	0	.09	.126	***

Constant	6.875	.136	.b	.b	6.609	7.142	
Constant	9.108	.149	.b	.b	8.817	9.399	
Mean dependent var	1.841		SD dependent var	0.845			
Pseudo r-squared	0.386		Number of obs	14109			
Chi-square	11635.322		Prob > chi2	0.000			
Akaike crit. (AIC)	18547.407		Bayesian crit. (BIC)	18645.617			
*** p<.01, ** p<.05, * p<.1							

The regression coefficients may be hard to interpret in this format, which merits an examination of the marginal effects. The marginal effects of each variable on the LTR outcomes can be interpreted as the percentage that a 1 unit increase in the independent variable (the Key Driver metric) has on the likelihood of selecting an outcome (detractor, passive, promoter).

Looking at the final table (labeled “Promoter”), it is noted that a 1 unit increase in *“Feel inspired to reach my full potential”* is associated with a 2.8 percent increase in the likelihood that someone is a Promoter. Similarly, a 1 unit increase in *“Paid fairly for the work I do”* is associated with a 2.7 percent increase in the likelihood that someone is a promoter. Bringing an employee from a 5 to a 10 on *“Feel Inspired...”* would be expected to increase their likelihood of being a “Promoter” by 13.5 percent.

The effects are stronger in the “passive” category, where one-unit increases in Full Potential and Paid Fairly are associated with increases above 3.5 percent.

<b>Detractor (LTR Score 1 – 6):</b>						
Conditional marginal effects						
Number of obs = 14,109						
Model VCE : OIM						
Expression : Pr(ltr2==1),predict(outcome( <b>Detractor</b> ))						
<b>Key Drivers:</b>	Marginal Effect (dy/dx)	Std.Err.	z	P>z	[95%Conf.	Interval]
Path for Career Advancement	-0.016	0.003	-5.740	0.000	-0.021	-0.010
Feel Inspired to Reach my Potential	-0.066	0.003	-19.440	0.000	-0.073	-0.059
Receive Recognition	-0.020	0.003	-6.880	0.000	-0.026	-0.014

Paid Fairly	-0.063	0.002	-29.890	0.000	-0.067	-0.059
Enjoy Working With My Team	-0.016	0.004	-4.110	0.000	-0.024	-0.009
My Department Provides High Quality Services	-0.019	0.004	-5.150	0.000	-0.026	-0.012
My Direct Supervisor Actively Listens to Me	0.017	0.003	5.580	0.000	0.011	0.023
My Department Manager Sets Clear Goals	-0.007	0.003	-2.090	0.036	-0.013	-0.000
Have The Resources to Do My Job Well	-0.030	0.003	-10.100	0.000	-0.036	-0.024
The City Invests In Training and Development	-0.036	0.003	-12.500	0.000	-0.042	-0.031
Satisfied With The Physical Conditions of my Workplace	-0.027	0.002	-11.990	0.000	-0.031	-0.022

### Passive (LTR score 7 or 8):

Conditional marginal effects

Number of obs = 14,109

Model VCE : OIM

Expression :

Pr(ltr2==2),predict(outcome(**Passive**))

<b>Key Drivers:</b>	Marginal Effect (dy/dx)	Std.Err.	z	P>z	[95%Conf.	Interval]
Path for Career Advancement	0.009	0.002	5.680	0.000	0.006	0.012
Feel Inspired to Reach my Potential	0.038	0.002	17.110	0.000	0.033	0.042
Receive Recognition	0.011	0.002	6.780	0.000	0.008	0.015
Paid Fairly	0.036	0.002	23.930	0.000	0.033	0.039
Enjoy Working With My Team	0.009	0.002	4.090	0.000	0.005	0.014
My Department Provides High Quality Services	0.011	0.002	5.080	0.000	0.007	0.015
My Direct Supervisor Actively Listens to Me	-0.010	0.002	-5.520	0.000	-0.013	-0.006
My Department Manager Sets Clear Goals	0.004	0.002	2.090	0.037	0.000	0.008
Have The Resources to Do My Job Well	0.017	0.002	9.750	0.000	0.014	0.020

The City Invests In Training and Development	0.021	0.002	11.940	0.000	0.017	0.024
Satisfied With The Physical Conditions of my Workplace	0.015	0.001	11.480	0.000	0.013	0.018

<b>Promoter (LTR Score 9 or 10):</b>						
Conditional marginal effects						
Number of obs = 14,109						
Model VCE : OIM						
Expression : Pr(ltr2==3), predict(outcome( <b>Promoter</b> ))						
<b>Key Drivers:</b>	Marginal Effect (dy/dx)	Std.Err.	z	P>z	[95%Conf.	Interval]
Path for Career Advancement	0.007	0.001	5.710	0.000	0.004	0.009
Feel Inspired to Reach my Potential	0.028	0.001	19.240	0.000	0.025	0.031
Receive Recognition	0.009	0.001	6.850	0.000	0.006	0.011
Paid Fairly	0.027	0.001	27.040	0.000	0.025	0.029
Enjoy Working With My Team	0.007	0.002	4.100	0.000	0.004	0.010
My Department Provides High Quality Services	0.008	0.002	5.170	0.000	0.005	0.011
My Direct Supervisor Actively Listens to Me	-0.007	0.001	-5.580	0.000	-0.010	-0.005
My Department Manager Sets Clear Goals	0.003	0.001	2.090	0.037	0.000	0.006
Have The Resources to Do My Job Well	0.013	0.001	10.020	0.000	0.010	0.015
The City Invests In Training and Development	0.016	0.001	12.260	0.000	0.013	0.018
Satisfied With The Physical Conditions of my Workplace	0.011	0.001	11.790	0.000	0.009	0.013

## Multicollinearity Checks:

Multicollinearity checks are important in regression analysis because they assess the degree of correlation between independent variables (in this case, the key driver metrics), which helps ensure the reliability of statistical inferences made from the model. High multicollinearity can lead to inflated standard errors, making it difficult to interpret the individual effects of variables accurately.

The first step in checking for high multicollinearity is to look at the correlation between all the variables in the model. In this case, the dependent variable (Likelihood to Recommend) and the key driver metrics. The results are presented below.

Variable Correlation Matrix:	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
1) Path for Career Advancement	1.000											
2) Feel Inspired to Reach my Potential	0.749	1.000										
3) Receive Recognition	0.688	0.765	1.000									
4) Paid Fairly	0.472	0.535	0.550	1.000								
5) Enjoy Working With My Team	0.515	0.557	0.523	0.324	1.000							
6) My Department Provides High Quality Services	0.513	0.572	0.537	0.330	0.548	1.000						
7) My Direct Supervisor Actively Listens to Me	0.490	0.517	0.540	0.306	0.604	0.518	1.000					
8) My Department Manager Sets Clear Goals	0.626	0.690	0.690	0.447	0.548	0.647	0.626	1.000				
9) Have The Resources to Do My Job Well	0.558	0.636	0.618	0.494	0.464	0.601	0.481	0.652	1.000			
10) The City Invests In Training and Development	0.629	0.702	0.689	0.546	0.441	0.559	0.459	0.659	0.708	1.000		
11) Satisfied With The Physical Conditions of my Workplace	0.467	0.547	0.542	0.458	0.374	0.492	0.377	0.537	0.630	0.616	1.000	
12) Likelihood to Recommend	0.567	0.650	0.618	0.592	0.412	0.455	0.383	0.553	0.583	0.637	0.533	1.000

Given that some of the variables are highly correlated, I conducted a Variance Inflation Factor (VIF) test. VIF is used to check for potential issues of multicollinearity in a statistical model. It measures how much the variance (or uncertainty) of the estimated coefficients of the independent variables is inflated due to their correlation with each other. High VIF values suggest that some independent variables are highly correlated, which can make it difficult to interpret the individual effects of each variable accurately.

How to interpret the results:

- VIF < 2: Generally, a VIF value less than 2 indicates low multicollinearity and is usually not a concern.

- $2 < VIF < 5$ : VIF values in this range are considered moderate, and while there might be some multicollinearity, it's typically not problematic in most cases
- $VIF > 5$ : VIF values above 5 or 10 are often considered indicative of high multicollinearity. This suggests that the variables are strongly correlated and might be causing instability in the coefficient estimates.

Many of the Key Drivers fall into the “moderate” category and were kept in the model. Below are the VIF results for Likelihood to Recommend:

<b>LTR: Variance inflation factor</b>	VIF	1/VIF
FeelInspiredtoReac	3.653	.274
ReceiveRecognition	3.165	.316
MyDepartmentManagement	3.006	.333
TheCityInvestsInTraining	2.978	.336
HaveTheResources	2.664	.375
PathforCareerAdvancement	2.58	.388
HighQualityServices	2.111	.474
MyDirectSupervisorListens	2	.5
EnjoyWorkingWithMyTeam	1.935	.517
SatisfiedWithThePhysical	1.914	.522
PaidFairlyForTheWorkIDo	1.63	.613
Mean VIF	2.512	.

## Overall Satisfaction Logit Regression Results & Robustness Checks

The tables below present the full regression and marginal effects tables for Overall Satisfaction.

### Ordered logistic regression

OSAT Top 2 Box	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
<b>Key Driver Metrics</b>							

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Path for Career Advancement	.107	.016	6.49	0	.075	.139	***
Feel Inspired to Reach my Potential	.35	.022	15.64	0	.306	.393	***
Receive Recognition	.05	.017	2.92	.003	.017	.084	***
Paid Fairly	.171	.012	14.66	0	.149	.194	***
Enjoy Working With My Team	.287	.03	9.41	0	.227	.347	***
My Department Provides High Quality Services	.145	.026	5.56	0	.094	.196	***
My Direct Supervisor Actively Listens to Me	-.027	.022	-1.22	.221	-.07	.016	
My Department Manager Sets Clear Goals	.049	.021	2.27	.023	.007	.091	**
Have The Resources to Do My Job Well	.138	.018	7.68	0	.103	.173	***
The City Invests In Training and Development	.113	.017	6.46	0	.078	.147	***
Satisfied With The Physical Conditions of my Workplace	.128	.013	9.82	0	.102	.153	***
<b>Year of survey (2022 or 2021)</b>							
2022	-.178	.079	-2.26	.024	-.332	-.024	**
<b>Which Best Describes Your Age:</b>							
24-38 years old	-.185	.342	-0.54	.588	-.855	.485	
39-51 years old	.361	.343	1.05	.293	-.312	1.034	
52-56 years old	.521	.35	1.49	.137	-.166	1.208	
57-70 years old	.733	.35	2.10	.036	.048	1.419	**
71+ years old	1.95	.57	3.42	.001	.834	3.067	***
Veteran Status (1= veteran)	.024	.123	0.20	.844	-.216	.265	
Employee Gender (female=1)	-.073	.071	-1.03	.304	-.211	.066	
<b>Which Role Best Describes Your Work</b>							
Management/Executive	.11	.128	0.86	.391	-.142	.362	
Office employee	.044	.098	0.45	.65	-.147	.236	
Other	-.134	.142	-0.94	.346	-.413	.145	
Supervisor	.037	.106	0.35	.73	-.171	.244	
<b>Number of Years at the City</b>							
Less than 2 years	.178	.128	1.39	.164	-.073	.428	



2-5 years	.008	.106	0.07	.942	-.199	.215	
6-10 years	-.228	.109	-2.10	.036	-.441	-.015	**
21-30 years	-.052	.107	-0.49	.628	-.262	.158	
31 years or more	-.057	.161	-0.35	.725	-.373	.26	
Constant	345.698	158.714	2.18	.029	34.623	656.772	**
Mean dependent var	0.285		SD dependent var		0.451		
Pseudo r-squared	0.460		Number of obs		9044		
Chi-square	4968.001		Prob > chi2		0.000		
Akaike crit. (AIC)	5896.804		Bayesian crit. (BIC)		6102.990		
*** $p < .01$ , ** $p < .05$ , * $p < .1$							

## Multicollinearity Checks: OSAT

Variables	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)
(1) osatop2	1.000														
(2) PathforCareerA~t	0.466	1.000													
(3) FeellInspiredto~P	0.527	0.732	1.000												
(4) ReceiveRecogni~n	0.503	0.670	0.753	1.000											
(5) PaidFairlyForT~o	0.451	0.451	0.514	0.532	1.000										
(6) EnjoyWorkingWi~m	0.368	0.496	0.553	0.524	0.300	1.000									
(7) MyDepartmentPr~l	0.371	0.494	0.550	0.514	0.302	0.538	1.000								
(8) MyDirectSuperv~i	0.327	0.475	0.504	0.539	0.283	0.591	0.513	1.000							
(9) MyDepartmentMa~l	0.454	0.614	0.675	0.684	0.429	0.550	0.644	0.625	1.000						
(10) HaveTheResour~b	0.471	0.532	0.607	0.597	0.467	0.459	0.576	0.476	0.637	1.000					
(11) TheCityInvest~d	0.504	0.612	0.682	0.671	0.525	0.430	0.532	0.448	0.644	0.687	1.000				
(12) SatisfiedWith~n	0.428	0.434	0.514	0.512	0.425	0.352	0.456	0.357	0.510	0.602	0.585	1.000			
(13) gender2	0.047	0.010	0.083	0.083	0.149	-0.033	0.035	-0.010	0.046	0.098	0.107	0.082	1.000		
(14) year	-0.015	-0.011	-0.025	-0.007	0.049	-0.012	-0.073	-0.011	-0.017	-0.040	-0.020	-0.028	-0.008	1.000	
(15) vet	-0.024	-0.065	-0.072	-0.068	-0.030	-0.023	-0.058	-0.011	-0.046	-0.079	-0.078	-0.055	-0.201	0.012	1.000

	VIF	1/VIF
FeellInspiredtoReac~P	3.432	.291
ReceiveRecognition	3.061	.327

MyDepartmentManage~l	2.993	.334
TheCityInvestsInTr~d	2.796	.358
HaveTheResourcesto~b	2.502	.4
PathforCareerAdvan~t	2.461	.406
MyDepartmentProvid~l	2.049	.488
MyDirectSupervisor~i	1.974	.507
EnjoyWorkingWithMy~m	1.911	.523
SatisfiedWithThePh~d	1.786	.56
PaidFairlyForTheWo~o	1.604	.624
gender2	1.088	.919
vet	1.052	.951
year	1.014	.986
Mean VIF	2.123	.

logit post estimation tests:	
Log-likelihood : Model	-2919.402
Log-likelihood : Intercept-only	-5403.402
Deviance (df=9015)	5838.804
LR (df=28)	4968.001
p-value	0.000
McFadden	0.460
McFadden (adjusted)	0.454
McKelvey & Zavoina	0.762
Cox-Snell/ML	0.423
Cragg-Uhler/Nagelkerke	0.606
Efron	0.505
Tjur's D	0.499
Count	0.857
Count (adjusted)	0.498
AIC	5896.804
AIC divided by N	0.652
BIC (df=29)	6102.990

e	3.290
y-star	13.844

Logistic regression: Link Test	Number of obs = 9,044
	LR chi2(2) = 5021.77
	Prob > chi2 = 0.0000
Log likelihood = -2892.516	Pseudo R2 = 0.4647

osattop2	Coef.	Std.Err.	z	P>z	[95%Conf.	Interval]
_hat	1.109	0.028	40.220	0.000	1.055	1.163
_hatsq	0.056	0.006	9.040	0.000	0.044	0.069
_cons	-0.097	0.036	-2.700	0.007	-0.167	-0.026

## Key Driver Descriptive Statistics & T-Tests

Key Driver Descriptive Statistics	Observations	Mean	Std. Dev.	Min	Max
Path for Career Advancement	14417	6.451	2.945	1	10
Feel Inspired to Reach my Potential	14440	6.444	2.95	1	10
Receive Recognition	14452	6.118	3.014	1	10
Paid Fairly	14457	5.283	2.993	1	10
Enjoy Working With My Team	14448	8.252	2.162	1	10
My Department Provides High Quality Services	14396	7.894	2.437	1	10
My Direct Supervisor Actively Listens to Me	14415	7.99	2.634	1	10
My Department Manager Sets Clear Goals	14398	6.807	2.86	1	10
Have The Resources to Do My Job Well	14434	6.483	2.826	1	10
The City Invests In Training and Development	14412	5.97	2.937	1	10
Satisfied With The Physical Conditions of my Workplace	14396	6.185	3.035	1	10

A two-sample t-test is a statistical method used to determine if there is a significant difference between the means (average) of two independent groups, by comparing their means and accounting for the variability within each group. In these tests, the average key driver metric Top 2 Box scores between 2021 and 2022 are compared for all employees.

Two-sample t test with unequal variances	2021	2022	Mean 2021	Mean 2022	dif	St Err	t value	p value*	+ /-
Path for Career Advancement	10589	3828	0.305	.294	.011	.009	1.3	.199	
<b>Feel Inspired to Reach my Potential</b>	<b>10598</b>	<b>3842</b>	<b>0.309</b>	<b>.289</b>	<b>.019</b>	<b>.009</b>	<b>2.3</b>	<b>.022**</b>	↓
Receive Recognition	10604	3848	0.271	.271	0	.009	0	.989	
<b>Paid Fairly</b>	<b>10608</b>	<b>3849</b>	<b>0.159</b>	<b>.173</b>	<b>-.013</b>	<b>.007</b>	<b>-1.95</b>	<b>.052*</b>	↑
<b>Enjoy Working With My Team</b>	<b>10602</b>	<b>3846</b>	<b>0.586</b>	<b>.564</b>	<b>.022</b>	<b>.009</b>	<b>2.4</b>	<b>.017**</b>	↓
<b>My Department Provides High Quality Services</b>	<b>10567</b>	<b>3829</b>	<b>0.535</b>	<b>.476</b>	<b>.059</b>	<b>.009</b>	<b>6.3</b>	<b>0***</b>	↓
My Direct Supervisor Actively Listens to Me	10580	3835	0.584	.577	.007	.009	.8	.428	
<b>My Department Manager Sets Clear Goals</b>	<b>10590</b>	<b>3844</b>	<b>0.294</b>	<b>.268</b>	<b>.026</b>	<b>.009</b>	<b>3.1</b>	<b>.002***</b>	↓
Have The Resources to Do My Job Well	10565	3833	0.345	.338	.007	.009	.75	.441	
The City Invests In Training and Development	10574	3838	0.231	.225	.006	.008	.8	.429	
Satisfied With The Physical Conditions of my Workplace	10562	3834	0.285	.279	.006	.009	.7	.496	
*** $p < .01$ , ** $p < .05$ , * $p < .1$									

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