

This summary document provides insights into employee sentiment within the City of San Diego. The purpose of employee experience (EX) surveys is to capture employee sentiment across a range of topics, throughout an employee's tenure at the City. The City leverages the Medallia platform to conduct quarterly Employee Satisfaction surveys, and as-needed Onboarding and Exit surveys. Together, these three surveys serve to inform leadership about employee sentiment regarding all aspects of their career with the City – from interviewing through separation. The 2021 Q1 Employee Sentiment survey responses were collected **from January 6 to February 6, 2021**, followed by the Q2 survey launch on April 7, 2021.

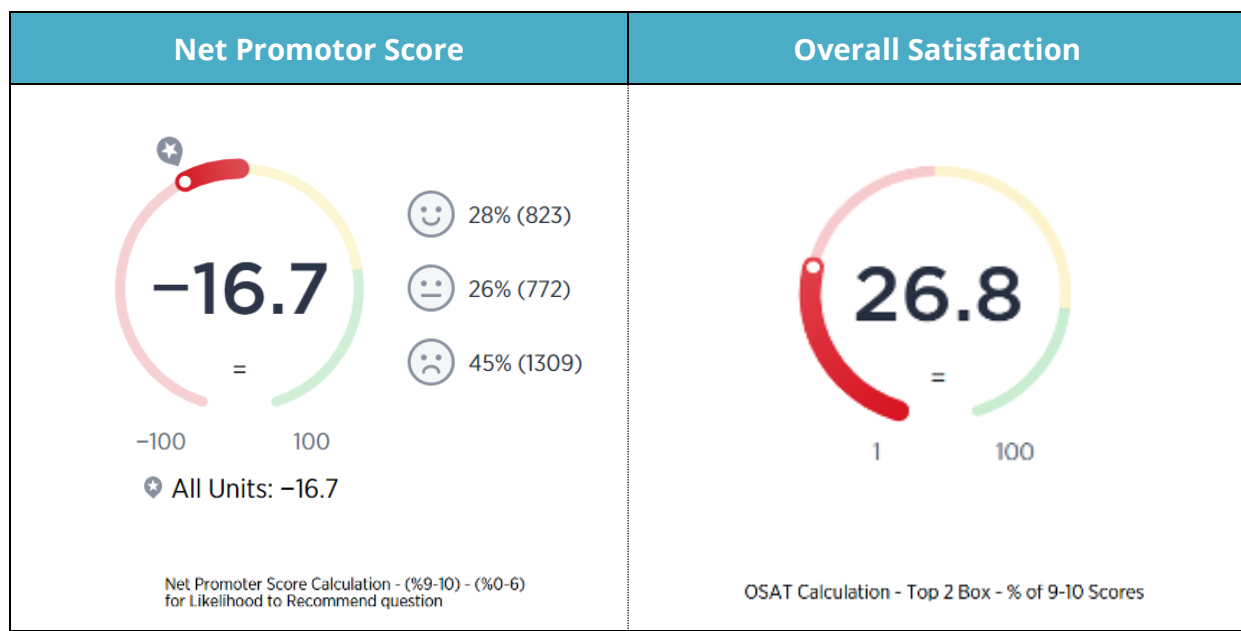
Top Motivators for Working at the City

1. Job stability
2. Public or community service
3. Working relationships with coworkers

The City has **11,206** budgeted full-time positions in FY2021; **2,904 employees** responded to the 2021 Q1 Employee Sentiment Survey (**26%** response rate).

Overall Satisfaction

Employee satisfaction is captured with two 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 0 through 6 ("detractors") from the percentage of employees who scored the question a 9 or 10 ("promoters"). OSAT 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.



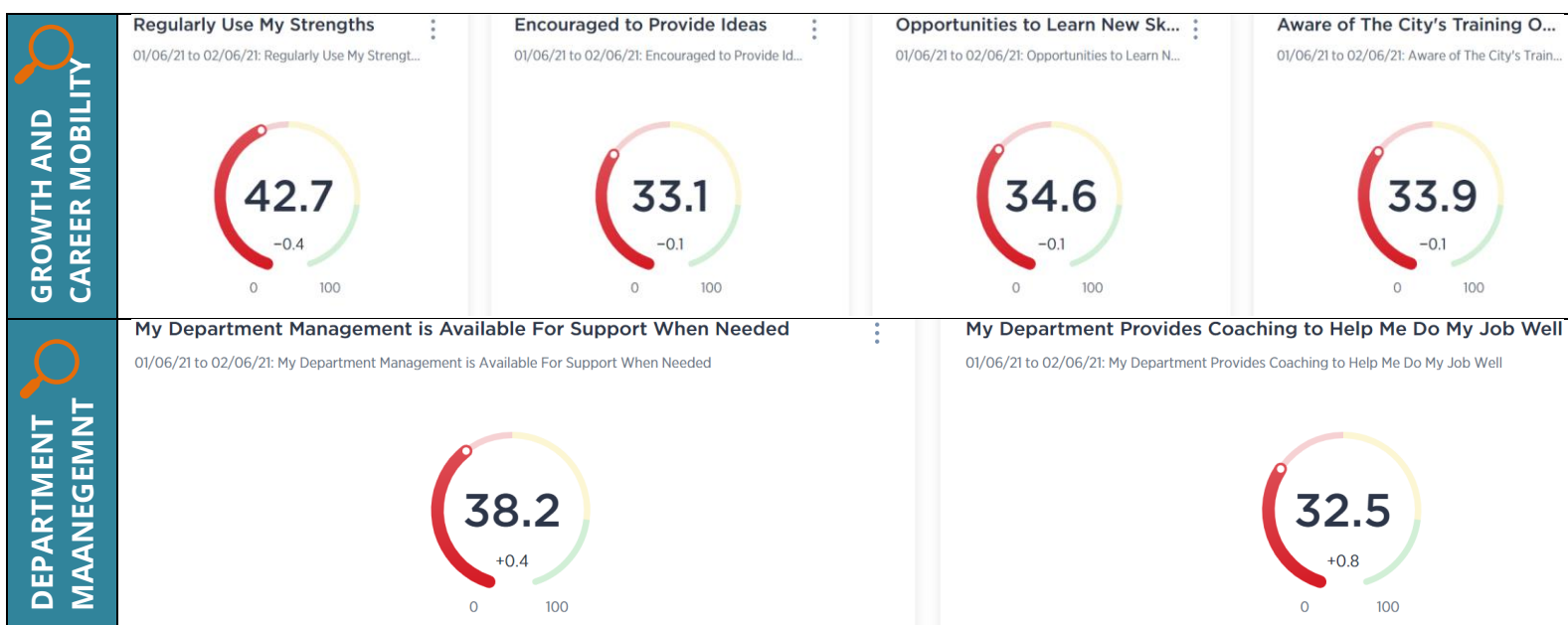
Key Drivers

After the top-level satisfaction and net promoter questions, the survey asked employees eleven “Key Driver” questions; these questions are intended to measure sentiment around key themes. Below are the results for the Key Driver questions.

Key Drivers	% Responses scored 9 or 10
Path for Career Advancement	30.8
Feel Inspired to Reach My Full Potential	30.8
Receive Recognition	26.8
Paid Fairly for The Work I Do	15.6
Enjoy Working with My Team	59.0
My Department Provides High Quality Services	56.1
My Direct Supervisor Actively Listens to Me	58.8
My Department Management Sets Clear Goals and Expectations	34.7
Have the Resources to Do My Job Well	29.6
The City Invests in Training and Development	22.1
Satisfied with The Physical Conditions at Workplace	27.7

Key Employee Attributes

The final group of sentiment questions were intended to go deeper into each attribute of the employee experience. The attributes are separated into six categories, each with at least two questions.





Key Employee Attributes

Demographics

- + Women are more likely to recommend the City as a place to work over men (NPS of -1.6 compared to -23.6), but there were no significant differences in overall satisfaction between male and female City employees (29.9 and 27.1, respectively). Employees who opted to not select a gender, or provide a description that best fits them, had the lowest NPS and OSAT scores (-51.0 and 6.8).
- + Executive/Management employees showed slightly higher levels of overall satisfaction (34.8) than other employee groups, especially compared to supervisor-level employees (20.3)
- + Employees with less than two years of experience with the City were the most satisfied (40.7). Mid-career employees (between six and 20 years of experience) showed the lowest levels of overall satisfaction (22.2).

- + Employees who identified as Hispanic report the highest level of satisfaction (36.8), while American Indian or Alaskan Native identifying employees report the lowest level of satisfaction (20.0). Employees who preferred not to answer the question about race reported the lowest level of satisfaction (11.1)
- + Employees aged 51 to 70 had the highest overall levels of satisfaction (39.9), while the remaining age categories had nearly identical satisfaction scores (between 21.9 and 25.0).

Key Driver Results, by Department

Departments <small>(*too few responses)</small>	Key Driver Metrics										
	Enjoy Working With My Team	Feel Inspired to Reach My Full Potential	Have The Resources to Do My Job Well	My Department Management Sets Clear Goals and Expectations	My Department Provides High Quality Services	My Direct Supervisor Actively Listens to Me	Paid Fairly For The Work I Do	Path for Career Advancement	Receive Recognition	Satisfied With The Physical Conditions At Workplace	The City Invests In Training and Development
Citywide Average	63.4	34.8	35.6	43.7	63.0	63.2	19.8	30.7	35.2	32.7	24.9
Communications Department	52.4	38.1	23.8	52.4	66.7	61.9	9.5	19	38.1	33.3	4.8
Debt Management Department	37.5	50	50	50	75	37.5	12.5	37.5	62.5	37.5	25
Department of Cultural Affairs	75	37.5	37.5	75	87.5	87.5	12.5	12.5	50	50	25
Department of Finance	54.8	32.3	38.7	41.9	61.3	58.1	25.8	25.8	22.6	23.3	23.3
Department of Information Technology	84.6	51.3	61.5	69.2	82.1	82.1	15.4	43.6	51.3	41	46.2
Department of Sustainability	36.4	9.1	9.1	27.3	45.5	81.8	36.4	18.2	18.2	0	9.1
Development Services Department	64	40.4	32.9	38.1	56.8	63.9	18.4	38.3	33.3	17.1	28.5
Economic Development Department	66.7	33.3	27	22.6	52.4	52.4	22.2	22.2	16.7	39.7	14.3
Environmental Services Department	41.3	23.8	22.2	50	72.2	66.7	6.5	25.4	25.4	31.4	16.7
Fire-Rescue Department	59.6	18.8	20.4	25.3	66.6	54.1	2.2	26.5	12.8	12.4	10.1
Fleet Operations Department	72.7	50	25	36.4	54.5	52.3	13.6	47.7	34.1	30.2	20.5
Homelessness Strategies Department	100	50					0	50	50		
Human Resources Department	85.7	28.6	71.4	42.9	71.4	71.4	14.3	42.9	28.6	71.4	14.3
Library Department	58	33	34.3	40	65.2	60	27.2	34.8	34.4	36.7	29.6
Mobility Department	80	20	40	60	80	80	20	40	60	40	40
Office of the City Treasurer	55.8	53.5	47.6	51.2	55.8	61	32.6	37.2	44.2	34.9	35.7
Office of the Mayor	66.7	44.4	33.3	44.4	66.7	66.7	44.4	33.3	44.4	44.4	33.3
Parks and Recreation Department	52.4	27.2	25.7	31.6	49.7	55.3	12.6	22.1	22.6	30.9	22.1
Performance and Analytics Department	90.9	45.5	27.3	54.5	72.7	72.7	45.5	27.3	45.5	9.1	45.5
Planning Department	36	24	12	12.5	50	58.3	12	20	16	4	4.2
Police Department	61.5	25.4	20.1	30.8	42.3	57.4	16.8	26.4	20	18.6	13.2
Public Utilities Department	51.4	27.4	27.8	25.9	48.4	52.4	12.6	31.2	25.8	29.7	27.8
Engineering and Capital Projects	65.3	35.5	37.6	40.6	58.4	68.9	17.1	38.1	29.1	46.7	27.5
Purchasing and Contracting Department	50	18.2	9.1	27.3	45.5	63.6	4.5	9.1	22.7	36.4	4.5
Real Estate Assets Department	42.6	24.5	24.1	29.6	57.4	60.4	5.6	30.2	20.4	25.9	20.4
Risk Management Department	73.5	41.2	52.9	64.7	73.5	67.6	20.6	38.2	44.1	32.4	50
Storm Water Department	54.2	27.1	25	31.9	41.7	54.2	8.3	14.6	14.6	37.5	12.5
Transportation Department	58.4	37.1	31.5	30.7	43.2	55.1	18	29.2	31.5	25	20.7
Non Mayoral Departments											
City Attorney's Office	60.2	38.5	35	41.9	60.3	65.8	13.7	34.2	32.5	30.8	29.1
City Council	78.6	42.9	42.9	64.3	92.9	78.6	57.1	35.7	50	21.4	21.4
Office of the City Clerk	68.8	37.5	33.3	56.2	75	62.5	25	31.2	37.5	25	25
Office of the City Auditor	c	54.5	63.6	54.5	63.6	63.6	36.4	54.5	54.5	54.5	63.6
Office of the Independent Budget Analyst	100	0					0	0	50		
Personnel Department	72.2	58.8	66.7	61.1	72.2	61.1	44.4	50	38.9	38.9	27.8
SDCERS	50	38.5	65.4	57.7	73.1	50	30.8	26.9	50	69.2	30.8

Most Common Top and Bottom Key Drivers

