

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 Spring Employee Sentiment survey responses were collected **from April 7 to May 5, 2021**. The Summer survey will launch on July 7, 2021. The first EX survey on the Medallia platform was conducted between January 6 and February 3, 2021

Top Motivators for Working at the City

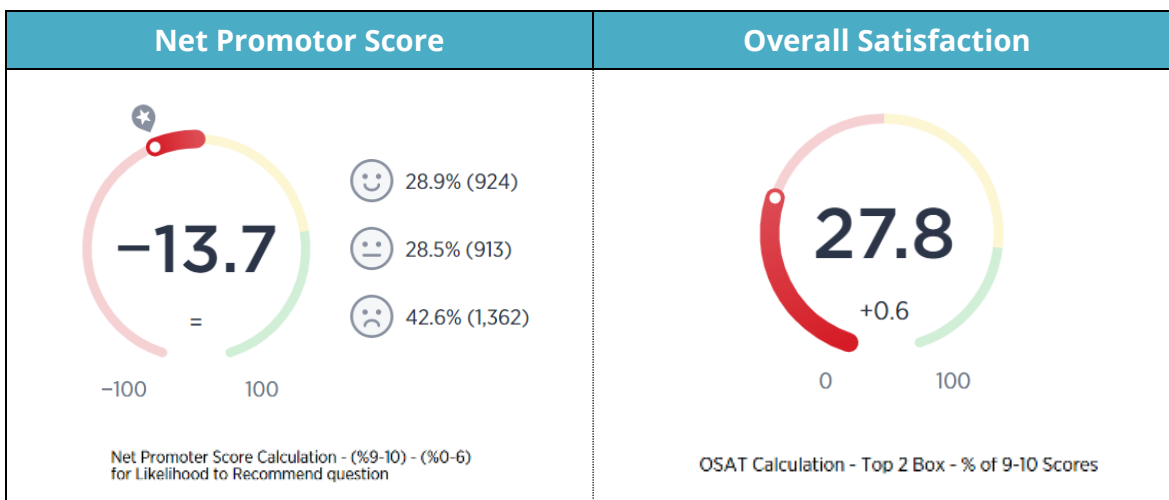
1. Job stability
2. Working relationships with coworkers
3. Public or community service

The City has **11,206** budgeted full-time positions in FY2021; **3,199 employees** responded to the Spring Employee Sentiment Survey (**28%** response rate). The response rate increased by 9.2% over the Winter survey, where 2,904 employees responded.

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.

Between Winter and Spring survey rounds, there was a slight improvement in both NPS and OSAT. Winter scores for NPS and OSAT were -16.7 and 26.7, respectively. The change is not statistically significant. These upward trends could be a result of increased employee participation.



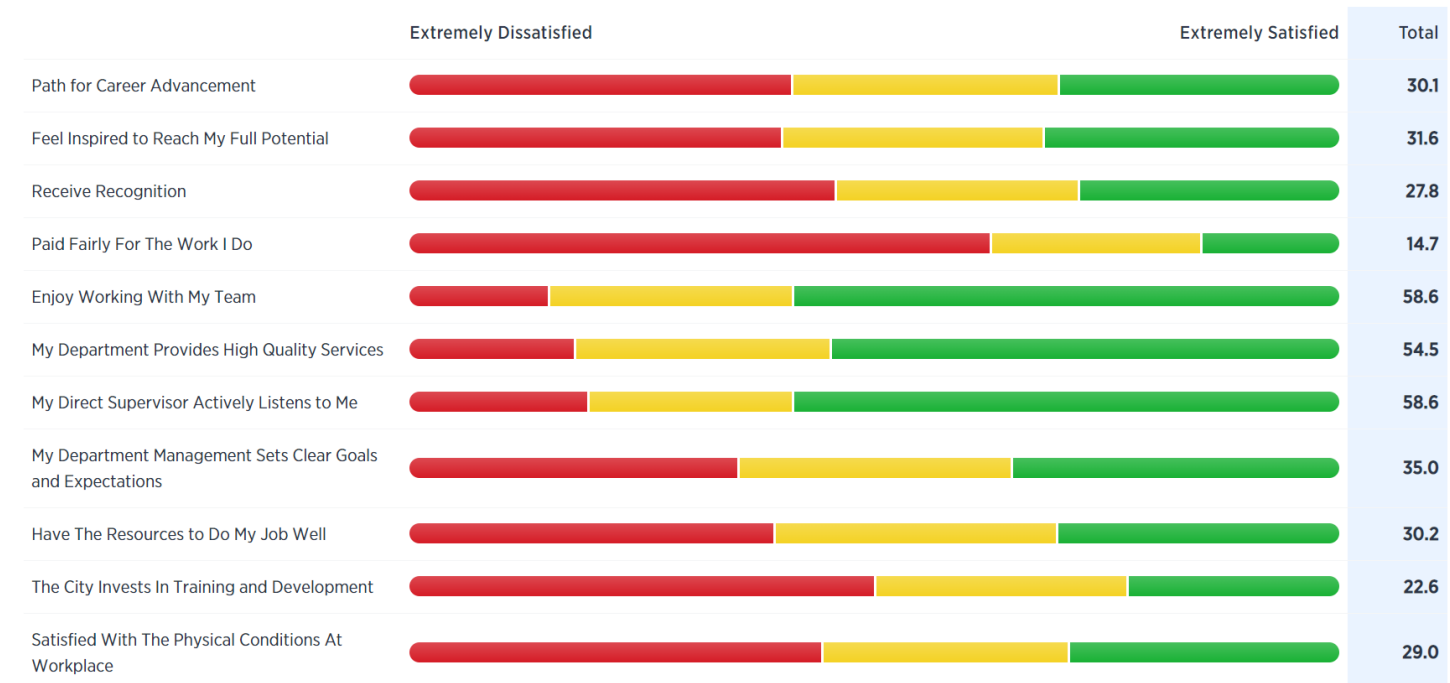
Key Drivers

After the top-level satisfaction and net promoter questions, the survey asks employees eleven “Key Driver” questions. These questions are intended to measure sentiment around broad employee experience themes. Below are the results for the Key Driver questions. Between the Winter and Spring rounds of ESS, there were no statistically significant differences in scores.

Key Drivers	% Responses Scored 9 or 10	
	Winter	Spring
Path for Career Advancement	30.8	30.1
Feel Inspired to Reach My Full Potential	30.8	31.6
Receive Recognition	26.8	27.8
Paid Fairly for The Work I Do	15.6	14.7
Enjoy Working with My Team	59.0	58.6
My Department Provides High Quality Services	56.1	54.5
My Direct Supervisor Actively Listens to Me	58.8	58.6
My Department Management Sets Clear Goals and Expectations	34.7	35.0
Have the Resources to Do My Job Well	29.6	30.2
The City Invests in Training and Development	22.1	22.6
Satisfied with The Physical Conditions at Workplace	27.7	29.0

Distribution of Spring Key Driver Scores

The table below shows the distribution of scores for each key driver metric. The red area represents scores from 0 to 6, the yellow represents scores of 7 and 8, and the green represents scores of 9 and 10.



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.

GROWTH AND CAREER MOBILITY	Regularly Use My Strengths <small>04/07/21 to 05/08/21: Regularly Use My Streng...</small>	Encouraged to Provide Ideas <small>04/07/21 to 05/08/21: Encouraged to Provide I...</small>	Opportunities to Learn New Sk... <small>04/07/21 to 05/08/21: Opportunities to Learn N...</small>	Aware of The City's Training O... <small>04/07/21 to 05/08/21: Aware of The City's Train...</small>
	43.2 +0.3	34.3 +0.7	34.6 +0.1	34.6 +0.3
	0 100	0 100	0 100	0 100
DEPARTMENT MAANEGEMENT	My Department Management is Available For Support When Needed <small>04/07/21 to 05/08/21: My Department Management is Available For Support When Needed</small>	My Department Provides Coaching to Help Me Do My Job Well <small>04/07/21 to 05/08/21: My Department Provides Coaching to Help Me Do My Job Well</small>		
	38.2 +0.1	31.6 -0.3		
TEAMWORK	Treated With Respect at Work <small>04/07/21 to 05/08/21: Treated With Respect at ...</small>	Comfortable Asking for Help a... <small>04/07/21 to 05/08/21: Comfortable Asking for ...</small>	Em <small>04/07/21 to 05/08/21: Employees In My Department Communicate Well With Each Other</small>	People Share Information and Knowledge Across Departments <small>04/07/21 to 05/08/21: People Share Information and Knowledge Across Departments</small>
	56.9 -0.1	59.5 +0.2	39.5 +0.0	28.2 +0.2
	0 100	0 100	0 100	0 100
EMPLOYEE SATISFACTION	Personal Accomplishment <small>04/07/21 to 05/08/21: The work I do is meaningful</small>	Work Relates to Department's Mission <small>04/07/21 to 05/08/21: Work Relates to Department's Mission</small>	Work Relates to City's Strategic Plan <small>04/07/21 to 05/08/21: Work Relates to City's Strategic Plan</small>	
	67.6 -1.3	59.3 -0.8	41.3 -0.7	
	0 100	0 100	0 100	
ENVIRONMENT & RESOURCES	Technology In My Department is Up to Date <small>04/07/21 to 05/08/21: Technology In My Department is Up to Date</small>	Enjoy Working Remotely <small>04/07/21 to 05/08/21: Enjoy Working Remotely</small>	Take Advantage of Flex Work Schedule <small>04/07/21 to 05/08/21: Would Take Advantage of a Flex Work Schedu...</small>	
	28.5 +1.3	54.3 +2.8	65.1 +0.8	
	0 100	0 100	0 100	
DIRECT SUPERVISOR	My Direct Supervisor is Present and Visible <small>04/07/21 to 05/08/21: My Direct Supervisor is Present and Visible</small>	My Supervisor Provides Coaching to Help Me Do My Job Well <small>04/07/21 to 05/08/21: My Supervisor Provides Coaching to Help Me Do My Job Well</small>		
	62.4 -0.3	54.5 +0.2		
	0 100	0 100		

Demographics

- + Women are more likely to recommend the City as a place to work over men (NPS of 4.8 compared to -21.8) and report higher overall satisfaction (31.5 and 26.7, respectively). Employees who opted to not select a gender had the lowest NPS and OSAT scores (-47.6 and 10.6).
- + Executive/Management employees showed slightly higher levels of overall satisfaction (39.2) than other employee groups, especially compared to supervisor-level employees (21.6)
- + Employees with less than two years of experience with the City were the most satisfied (46.9). Mid-career employees (between 11 and 20 years of experience) showed the lowest levels of overall satisfaction (21.2).
- + Employees who identified as Asian report the highest level of satisfaction (39.7), while employees who selected “other” for their race report the lowest level of satisfaction (22.6). Employees who preferred not to answer the question about race reported the lowest level of satisfaction (12.2).
- + Employees aged 57 to 70 had the highest overall levels of satisfaction (36.2), while employees between 24 and 38 years old scored the lowest (23.3).