

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 attitudes 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 Summer Employee Sentiment survey responses were collected **from July 7 to August 4, 2021**. The Fall survey will launch on October 6, 2021.

Top Motivators for Working at the City

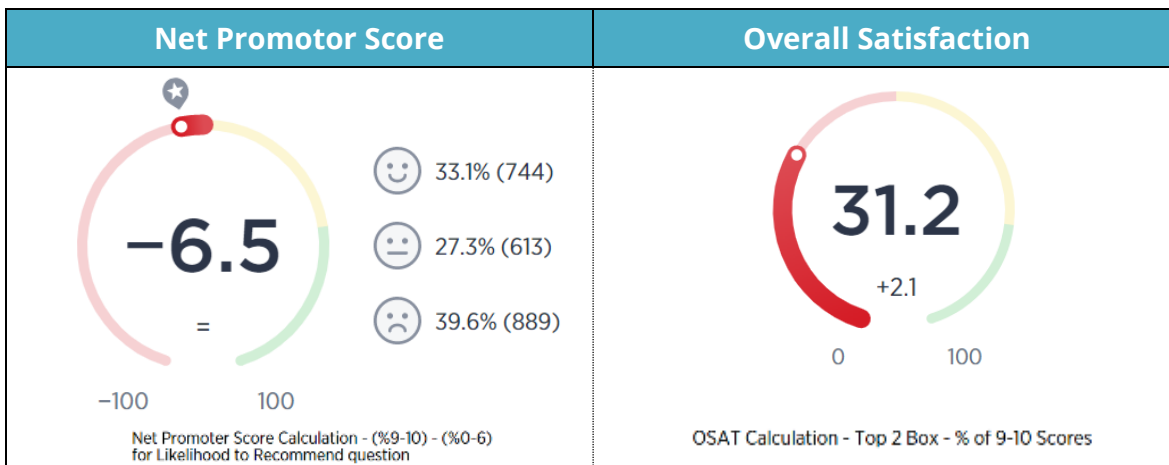
1. Job stability
2. Public or community service
3. Working relationships with coworkers

The City had **11,206** budgeted full-time positions in FY2021; **2,246 employees** responded to the Summer Employee Sentiment Survey (**20%** response rate). The response rate decreased by 8.7% percentage points over the Spring survey, where 3,222 employees responded; however, the response rate remains high enough to draw data-informed conclusions.

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 Spring and Summer survey rounds, there was a statistically significant improvement in both NPS and OSAT. Spring scores for NPS and OSAT were -13.7 and 27.8, respectively.



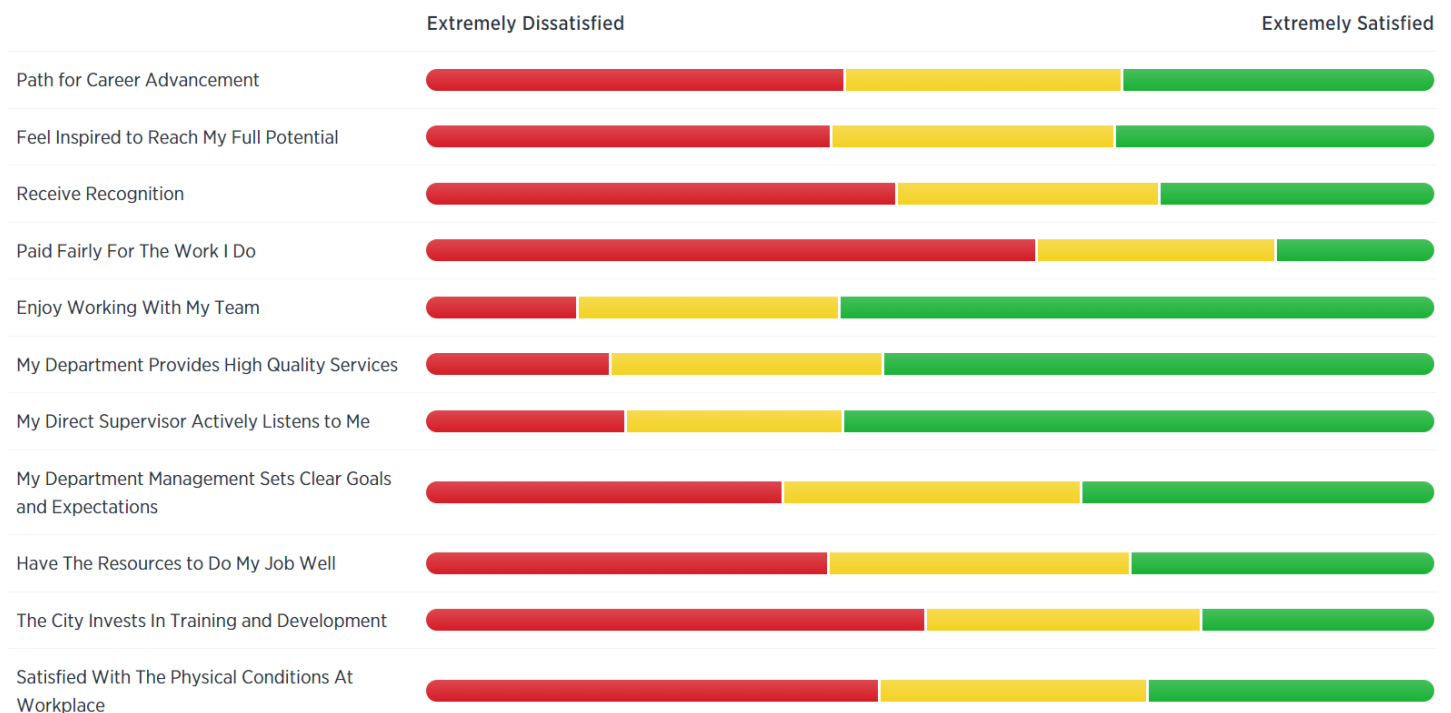
Key Drivers

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 Spring and Summer rounds of ESS, the only statistically significant score change was for the “Paid fairly for the work I do” metric.

Key Drivers	% Responses Scored 9 or 10	
	Spring	Summer
Path for Career Advancement	30.1	32.1
Feel Inspired to Reach My Full Potential	31.6	32.7
Receive Recognition	27.8	26.9
Paid Fairly for The Work I Do	14.7	17.2 ↑
Enjoy Working with My Team	58.6	59.4
My Department Provides High Quality Services	54.5	52.9
My Direct Supervisor Actively Listens to Me	58.6	58.2
My Department Management Sets Clear Goals and Expectations	35.0	35.4
Have the Resources to Do My Job Well	30.2	30.7
The City Invests in Training and Development	22.6	24.7
Satisfied with The Physical Conditions at Workplace	29.0	28.3

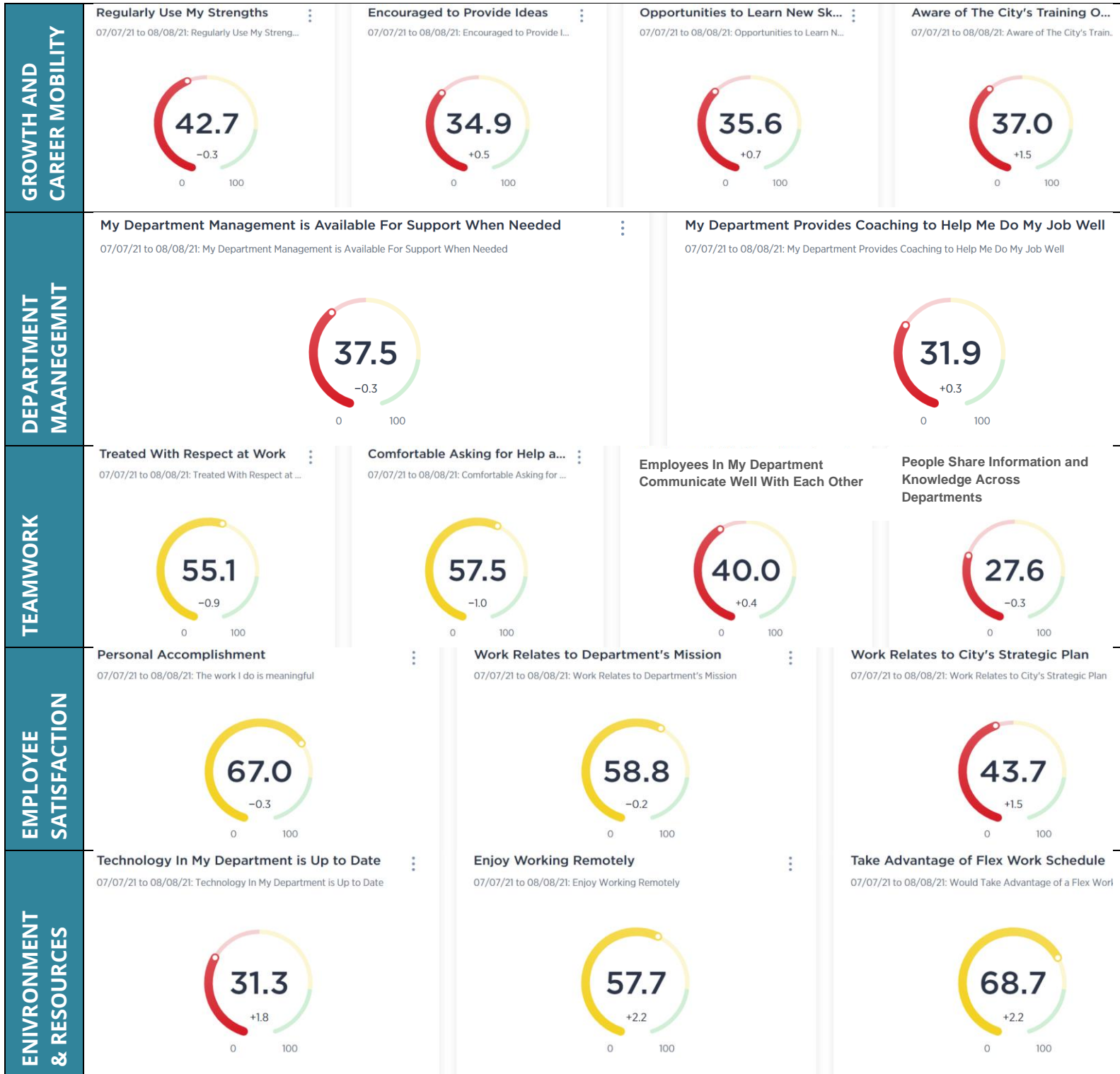
Distribution of Summer Key Driver Scores

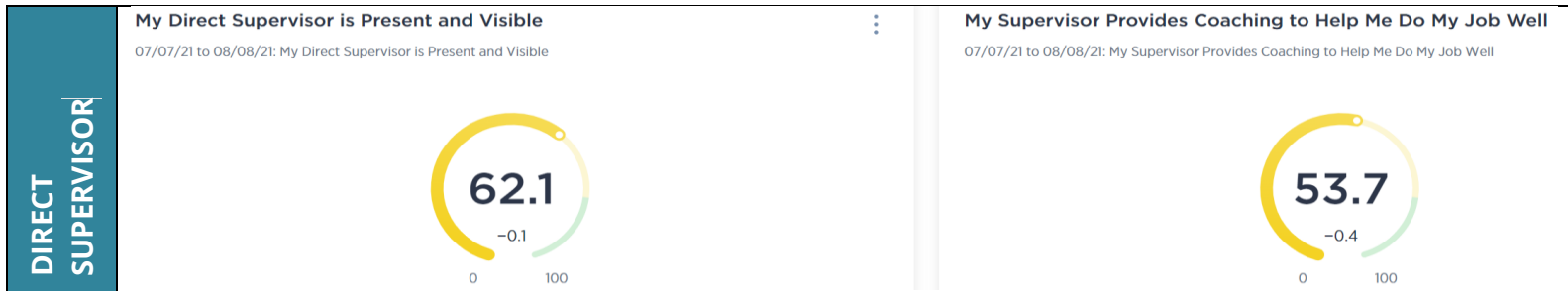
The table below shows the distribution of scores for each key driver metric. The red area represents scores from 0 to 6, the yellow represents scores of 7 and 8, and the green represents scores of 9 and 10.



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. No changes in these categories were statistically significant.





Demographics

- + Women are more likely to recommend the City as a place to work over men (NPS of 2.2 compared to -8.4), and they report very slightly higher overall satisfaction (32.1 and 31.7, respectively). Employees who opted to not select a gender had the lowest NPS and OSAT scores (-47.5 and 7.2).
- + Executive/Management employees showed slightly higher levels of overall satisfaction (37.7) than other employee groups, especially compared to field employees (22.3)
- + Employees with less than two years of experience with the City were the most satisfied (42.1). Mid-career employees (between 6 and 10 years of experience) showed the lowest levels of overall satisfaction (23.6).
- + Employees who identified as Asian report the highest level of satisfaction (41.4), while employees who selected Black or African American for their race report the lowest level of satisfaction (27.3). Employees who preferred not to answer the question about race reported the lowest level of satisfaction (10.0).
- + Employees aged 57 to 70 had the highest overall levels of satisfaction (43.2), while employees between 24 and 38 years old scored the lowest (23.6).