

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 Sentiment 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 Fall Employee Sentiment survey responses were collected **from October 6 to November 3, 2021**.

**Top Motivators for Working at the City**

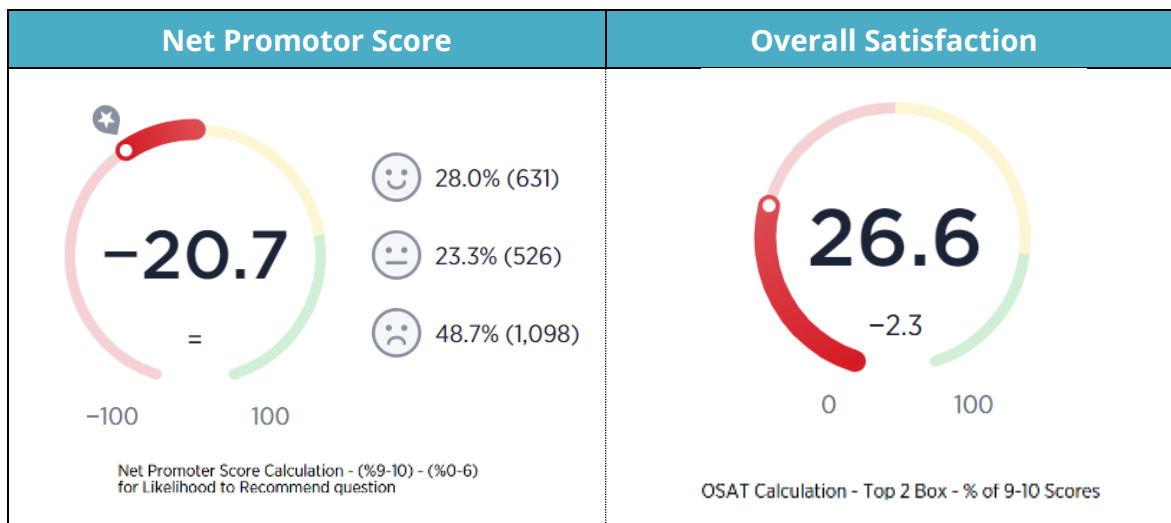
1. Job stability
2. Public or community service
3. Work/life balance

The City has **11,502** budgeted positions in FY2022. As of November 18<sup>th</sup>, 2021, 9,832 positions were filled; **2,252 employees** responded to the Fall Employee Sentiment Survey (**22%** response rate). The response rate was identical to the July survey round, where 2,252 employees also 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 1 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 Summer and Fall survey rounds, there was a statistically significant decrease in both NPS and OSAT. Summer scores for NPS and OSAT were -6.5 and 31.2, respectively.



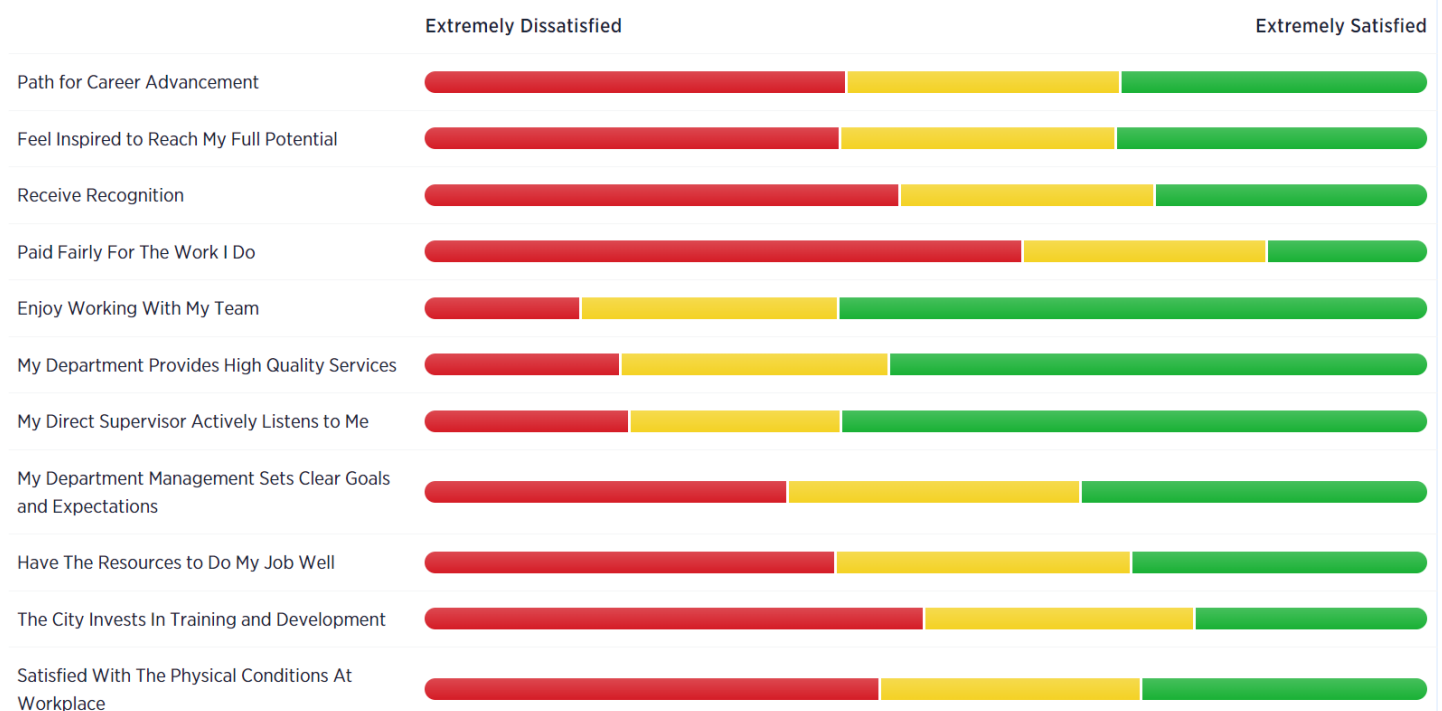
## Key Drivers

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 Summer and Fall rounds of ESS, four metrics had statistically significant changes: *Path for Career Advancement*, *Feel Inspired to Reach My Full Potential*, *My Department Provides High Quality Services*, and *I Have the Resources to Do My Job Well*.

Key Drivers	% Responses Scored 9 or 10	
	Summer	Fall
<b>Path for Career Advancement</b>	32.1	<b>29.4 ↓</b>
<b>Feel Inspired to Reach My Full Potential</b>	32.7	<b>28.6 ↓</b>
Receive Recognition	26.9	26.6
Paid Fairly for The Work I Do	17.2	16.9
Enjoy Working with My Team	59.4	57.4
<b>My Department Provides High Quality Services</b>	52.9	<b>49.9 ↓</b>
My Direct Supervisor Actively Listens to Me	58.2	57.9
My Department Management Sets Clear Goals and Expectations	35.4	32.9
<b>I Have the Resources to Do My Job Well</b>	30.7	<b>27.0 ↓</b>
The City Invests in Training and Development	24.7	23.3
Satisfied with The Physical Conditions at Workplace	28.3	28.8

## Distribution of Fall 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. The “Environment and Resources” category showed statistically significant declines from the Summer 2021 survey.



DIRECT SUPERVISOR

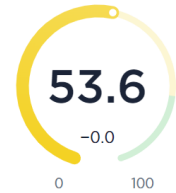
My Direct Supervisor is Present and Visible

Last 3 Months to Date: My Direct Supervisor is Present and Visible



My Supervisor Provides Coaching to Help Me Do My Job Well

Last 3 Months to Date: My Supervisor Provides Coaching to Help Me Do My Job Well



## Demographics

- + Women are more likely to recommend the City as a place to work over men (NPS of -3.2 compared to -26.6), and they report higher overall satisfaction (31.5 and 25.3, respectively). Employees who opted to not select a gender had the lowest NPS and OSAT scores (-57.4 and 7.7).
- + Executive/Management employees showed slightly higher levels of overall satisfaction (37.9) than other employee groups, especially compared to field employees (20.3)
- + Employees with less than two years of experience with the City were the most satisfied (49.1). Mid-career employees (between 6 and 10 years of experience) showed the lowest levels of overall satisfaction (17.3).
- + Employees who identified as Asian report the highest level of satisfaction (41.7), while employees who selected white or Caucasian for their race report the lowest level of satisfaction (23.2). Employees who preferred not to answer the question about race reported the lowest level of satisfaction (9.4).
- + Employees aged 57 to 70 had the highest overall levels of satisfaction (36.3), while employees between 24 and 38 years old scored the lowest (14.3).