Employee Sentiment Survey
2022 Q1 Update

SD) PandA

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 2022 Q1 Employee Sentiment survey responses were collected **from January 5 to February 5, 2022.**

The City had **11,206** budgeted full-time positions in FY2021; **1,910 employees** responded to the 2022 Q1 Employee Sentiment Survey (**17%** 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.

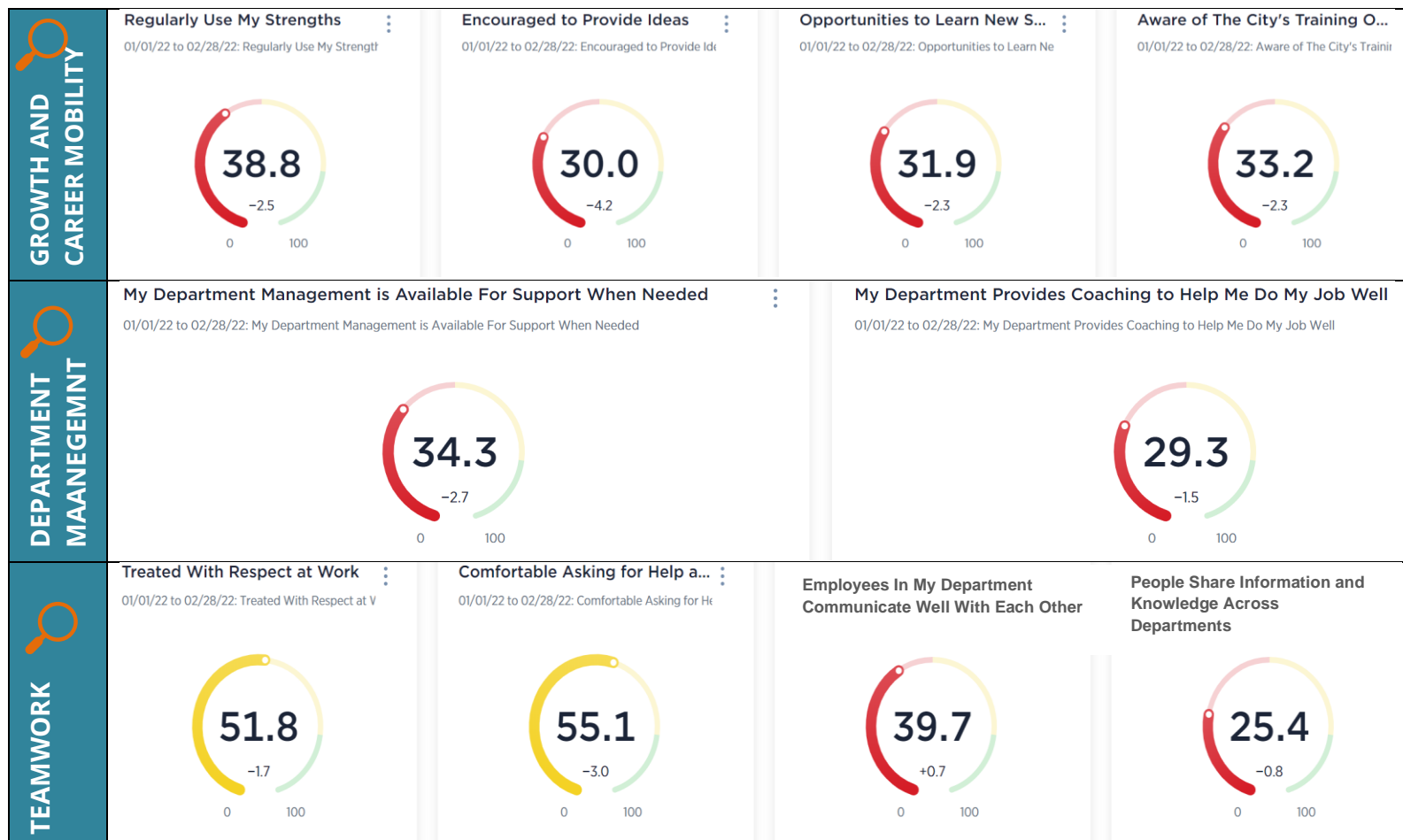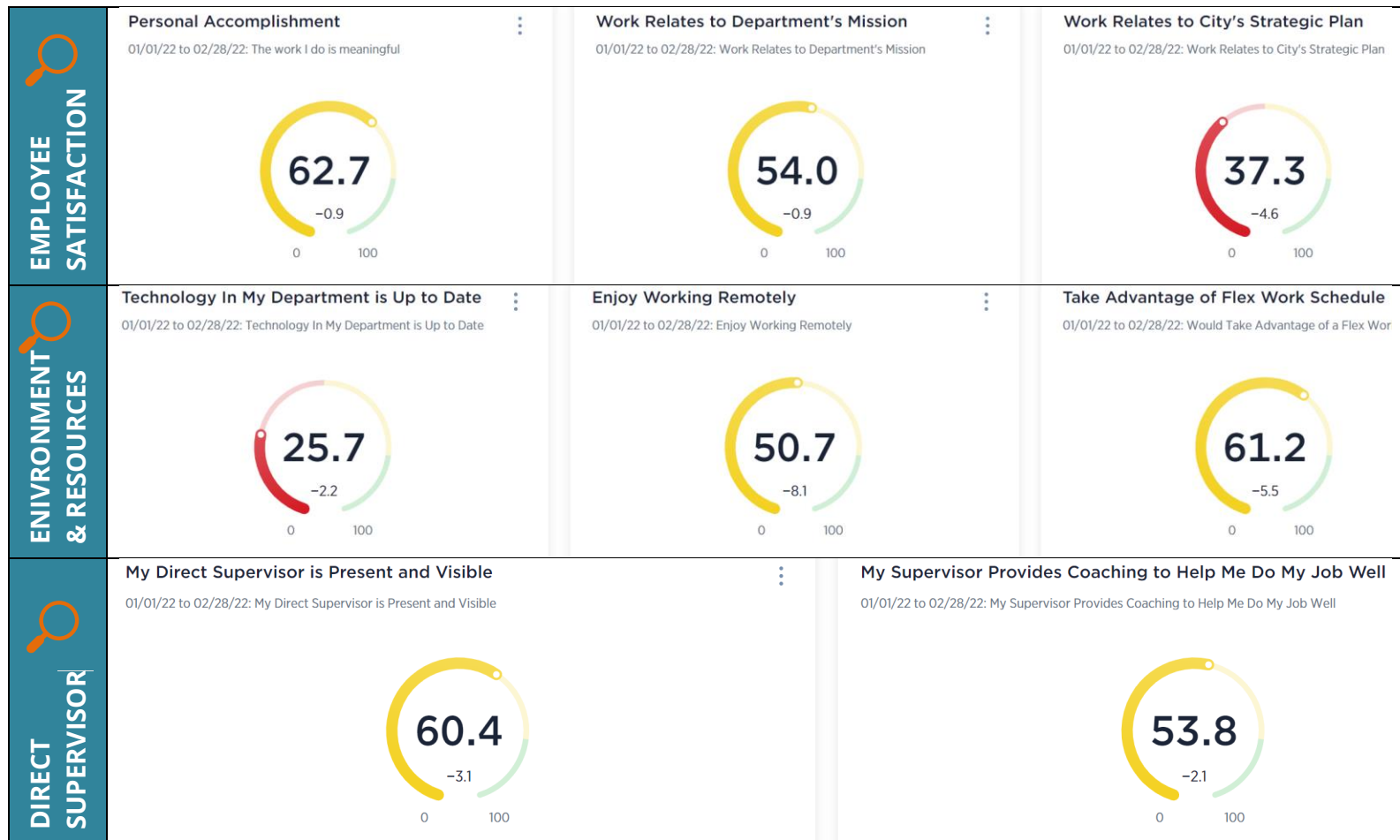| Net Promotor Score	Overall Satisfaction
−25.9 = −100 ⸱ 100 😊 26.3% (503) 😐 21.5% (410) ☹️ 52.2% (997)	**24.9** −2.4 0 ⸱ 100
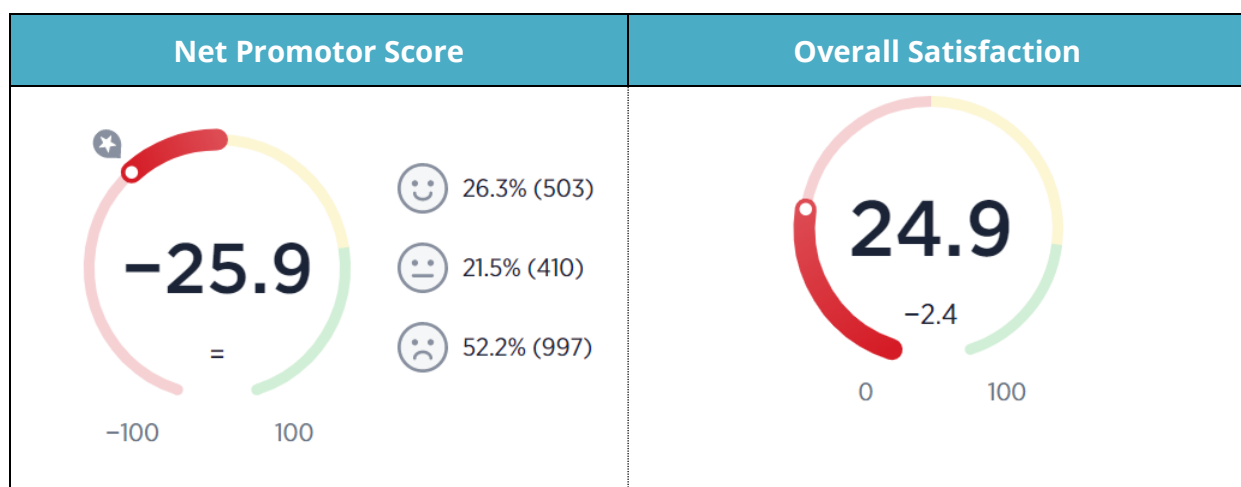
Key Drivers

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	29.1
Feel Inspired to Reach My Full Potential	27.7
Receive Recognition	25.3
Paid Fairly for The Work I Do	16.4
Enjoy Working with My Team	54.9
My Department Provides High Quality Services	48.2
My Direct Supervisor Actively Listens to Me	57.0
My Department Management Sets Clear Goals and Expectations	33.2
Have the Resources to Do My Job Well	26.6
The City Invests in Training and Development	21.7
Satisfied with The Physical Conditions at Workplace	27.1

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
01/01/22 to 02/28/22: Regularly Use My Strength
38.8
−2.5
0   100

Encouraged to Provide Ideas
01/01/22 to 02/28/22: Encouraged to Provide Ide
30.0
−4.2
0   100

Opportunities to Learn New S...
01/01/22 to 02/28/22: Opportunities to Learn Ne
31.9
−2.3
0   100

Aware of The City's Training O...
01/01/22 to 02/28/22: Aware of The City's Trainir
33.2
−2.3
0   100

DEPARTMENT MAANEGEMNT

My Department Management is Available For Support When Needed
01/01/22 to 02/28/22: My Department Management is Available For Support When Needed
34.3
−2.7
0   100

My Department Provides Coaching to Help Me Do My Job Well
01/01/22 to 02/28/22: My Department Provides Coaching to Help Me Do My Job Well
29.3
−1.5
0   100

TEAMWORK

Treated With Respect at Work
01/01/22 to 02/28/22: Treated With Respect at V
51.8
−1.7
0   100

Comfortable Asking for Help a...
01/01/22 to 02/28/22: Comfortable Asking for He
55.1
−3.0
0   100

Employees In My Department Communicate Well With Each Other
39.7
+0.7
0   100

People Share Information and Knowledge Across Departments
25.4
−0.8
0   100

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EMPLOYEE SATISFACTION

Personal Accomplishment
01/01/22 to 02/28/22: The work I do is meaningful

62.7
−0.9
0   100

Work Relates to Department's Mission
01/01/22 to 02/28/22: Work Relates to Department's Mission

54.0
−0.9
0   100

Work Relates to City's Strategic Plan
01/01/22 to 02/28/22: Work Relates to City's Strategic Plan

37.3
−4.6
0   100

ENIVRONMENT & RESOURCES

Technology In My Department is Up to Date
01/01/22 to 02/28/22: Technology In My Department is Up to Date

25.7
−2.2
0   100

Enjoy Working Remotely
01/01/22 to 02/28/22: Enjoy Working Remotely

50.7
−8.1
0   100

Take Advantage of Flex Work Schedule
01/01/22 to 02/28/22: Would Take Advantage of a Flex Wor

61.2
−5.5
0   100

DIRECT SUPERVISOR

My Direct Supervisor is Present and Visible
01/01/22 to 02/28/22: My Direct Supervisor is Present and Visible

60.4
−3.1
0   100

My Supervisor Provides Coaching to Help Me Do My Job Well
01/01/22 to 02/28/22: My Supervisor Provides Coaching to Help Me Do My Job Well

53.8
−2.1
0   100

Demographics

+ Women are more likely to recommend the City as a place to work over men (NPS of -3.5 compared to -32.7), and there are significant differences in overall satisfaction between male and female City employees (29.2 and 23.2, respectively). Employees who opted to not select a gender, or provide a description that best fits them, had the lowest NPS and OSAT scores (-69.5 and 6.4).

+ Executive/Management employees showed higher levels of overall satisfaction (39.2) than other employee groups, especially compared to field employees (15.4)

+ Employees with less than two years of experience with the City were the most satisfied (44.6). Mid-career employees (between six and ten years of experience) showed the lowest levels of overall satisfaction (16.2).

+ Employees who identified as Asian report the highest level of satisfaction (36.8), while white or Caucasian identifying employees report the lowest level of satisfaction (21.9). Employees who preferred not to answer the question about race reported the lowest level of satisfaction (7.5)

+ Employees aged 51 to 70 had the highest overall levels of satisfaction (38.1), while employees aged 24 to 38 reported the lowest satisfaction level (17.0).