

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 July 6 to August 3, 2022**. The City had **9,970 filled positions** in July FY2022; **1,920 employees** responded to the 2022 Q3 Employee Sentiment Survey (**19.3% response rate**).

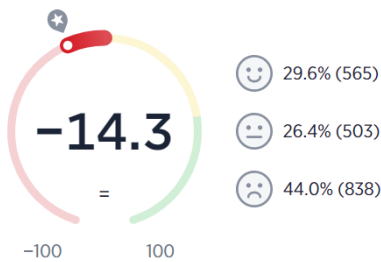
**Top Motivators for Working at the City**

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

### 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 Promoter Score



#### Last 4 Quarters to Date

	Q4 2021	Q1 2022	Q2 2022	Q3 2022
	2,254	1,910	1,275	1,906
	-20.6 (2,254)	-25.9 (1,910) ↓	-18.7 (1,275) ↑	-14.3 (1,906) ○

#### Overall Satisfaction



#### Last 4 Quarters to Date

	Q4 2021	Q1 2022	Q2 2022	Q3 2022
	2,254	1,910	1,275	1,906
	26.6 (2,254)	24.9 (1,910) ○	27.5 (1,275) ○	27.1 (1,906) ○

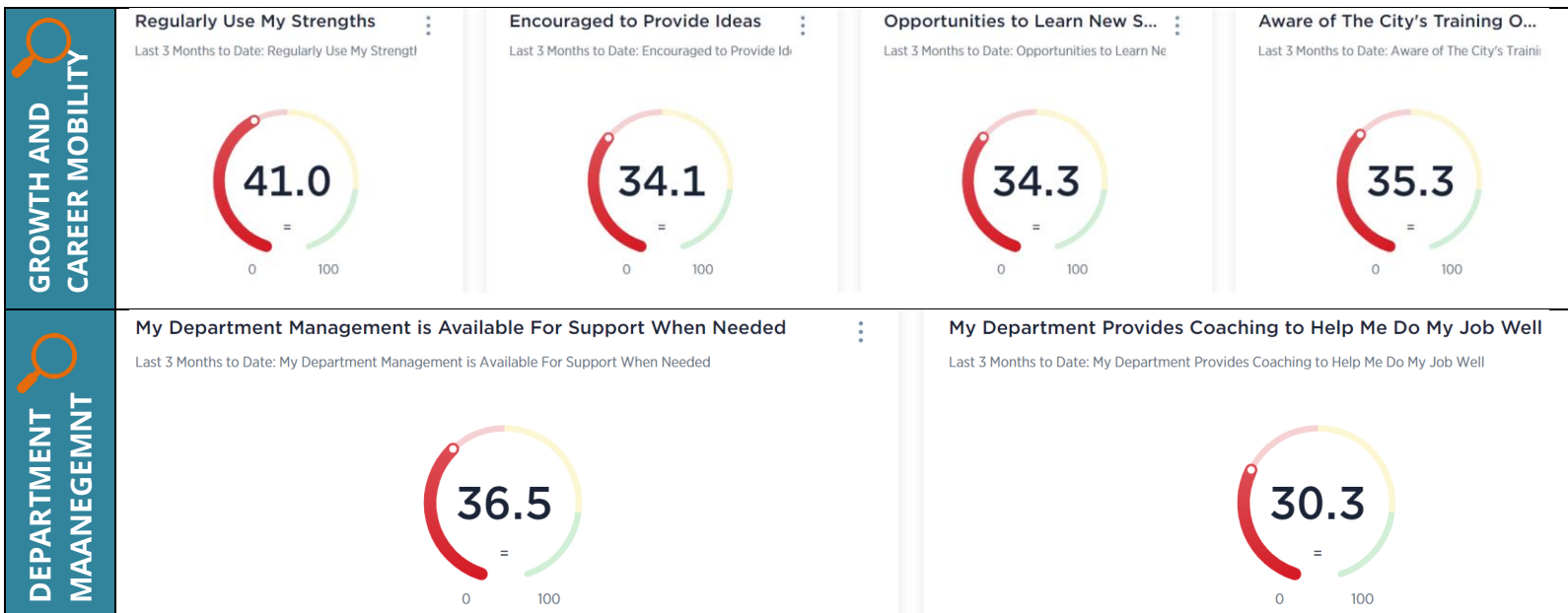
## Key Drivers

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	29.9
Feel Inspired to Reach My Full Potential	30.4
Receive Recognition	28.9
Paid Fairly for The Work I Do	18.2
Enjoy Working with My Team	58.0
My Department Provides High Quality Services	47.0
My Direct Supervisor Actively Listens to Me	58.5
My Department Management Sets Clear Goals and Expectations	34.9
Have the Resources to Do My Job Well	27.1
The City Invests in Training and Development	23.3
Satisfied with The Physical Conditions at Workplace	28.6

## 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.





## Demographics

- + Women are more likely to recommend the City as a place to work over men (NPS of 4.5 compared to -17.7), and there are significant differences in overall satisfaction between male and female City employees (32.2 and 25.9, respectively). Employees who opted to not select a gender, or provide a description that best fits them, had the lowest NPS and OSAT scores (-58.5 and 6.4).
- + Executive/Management employees showed higher levels of overall satisfaction (38.9) than other employee groups, especially compared to field employees (19.7)

- + Employees with less than two years of experience with the City were the most satisfied (44.2). Mid-career employees (between eleven and twenty years of experience) showed the lowest levels of overall satisfaction (18.7).
- + Employees who identified as Hispanic report the highest level of satisfaction (39.9), while Black or African American identifying employees report the lowest level of satisfaction (23.6). Employees who preferred not to answer the question about race reported the lowest level of satisfaction (9.4)
- + Employees under age 23 had the highest overall levels of satisfaction (42.1), while employees aged 24 to 38 reported the lowest satisfaction level (22.6).