

# EMPLOYEE SENTIMENT SURVEY

## 2023 Quarter 4 Update

PERFORMANCE & ANALYTICS DEPT.



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 (ESS), and as-needed Onboarding and Exit surveys.

### TOP MOTIVATORS FOR WORKING AT THE CITY

1. JOB STABILITY
2. HEALTH CARE BENEFITS
3. WORK/LIFE BALANCE

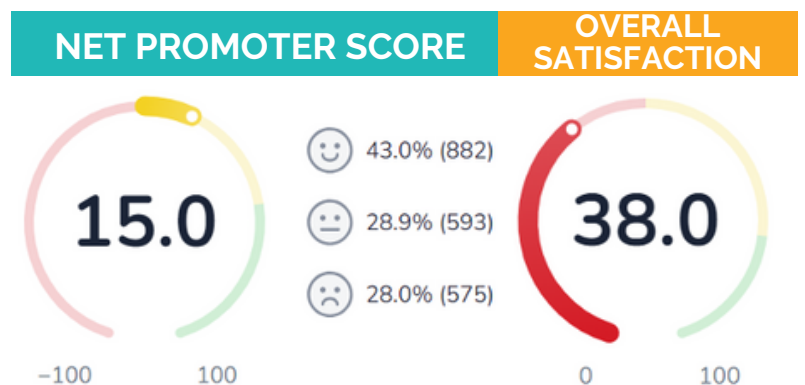
Together, these three surveys serve to inform leadership about employee sentiment regarding all aspects of their career with the City—from interviewing through separation. The 2023 Q4 Employee Sentiment survey responses were collected from October 4 to November 1, 2023.

The City had **12,824 occupied positions** in October 2023; **2,050 employees** responded to the 2023 Q4 Employee Sentiment Survey (**15.9% response rate**). This response rate is representative at the Citywide level at a **99% confidence level** and a **3% margin of error**. No departments had enough individual responses to be representative at the department level.

### 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.

Both NPS and OSAT scores improved between January and October survey rounds. In January, NPS was -3.5 and OSAT was 32.4. **This is the first time since the modern version of ESS launched in January 2021 that the Net Promoter Score has been a positive number, indicating more employees would recommend the City as a place to work than employees who would not recommend the City.**



## Key Drivers

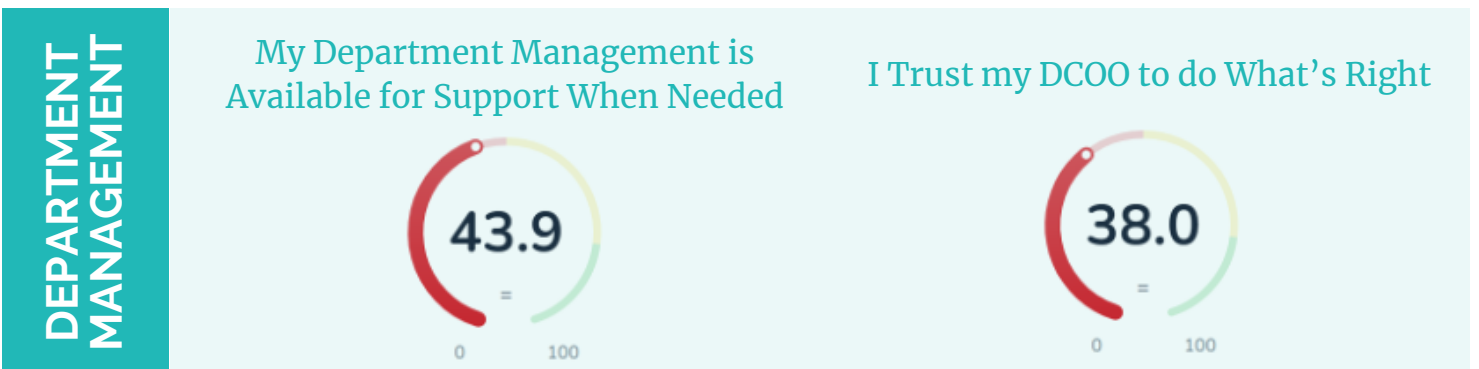
After the top-level satisfaction and Net Promoter questions, the survey asked employees eleven “Key Driver” questions; these questions are intended to measure sentiment around key themes. Below are the results for the Key Driver questions.

Key Drivers	% Responses scored 9 or 10	
	October Q4	January Q1
Path for Career Advancement	42.6 ↑	34.3
Feel Inspired to Reach My Full Potential	42.1 ↑	35.7
Receive Recognition	41.2 ↑	31.7
Paid Fairly for The Work I Do	29.6 ↑	20.8
Enjoy Working with My Team	56.8 ↓	60.5
My Department Provides High Quality Services	58.9 ↑	53.7
My Direct Supervisor Actively Listens to Me	63.5	63.4
My Department Management Sets Clear Goals and Expectations	43.5	41.3
Have the Resources to Do My Job Well	37.0	35.2
The City Invests in Training and Development	38.4 ↑	30.9
Satisfied with The Physical Conditions at Workplace	32.3	33.3

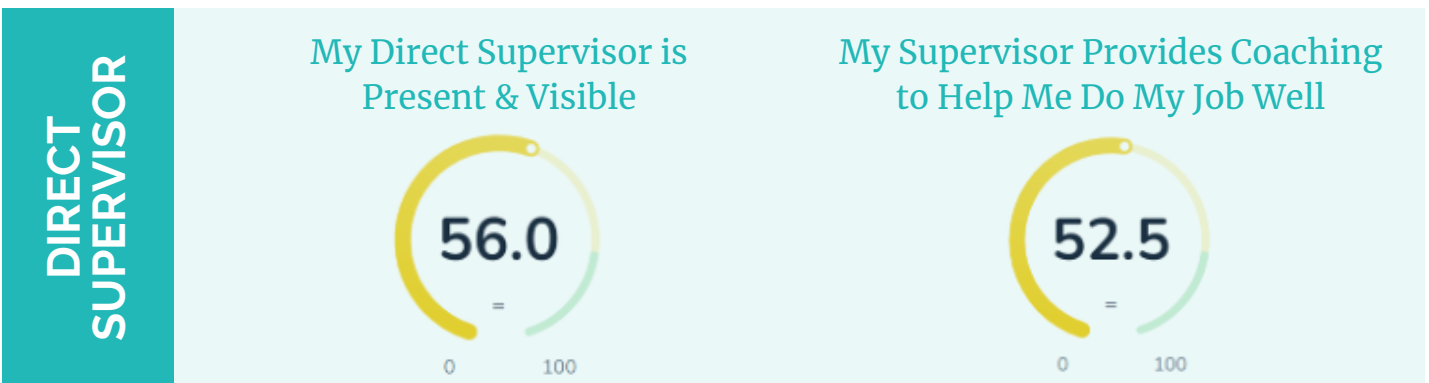
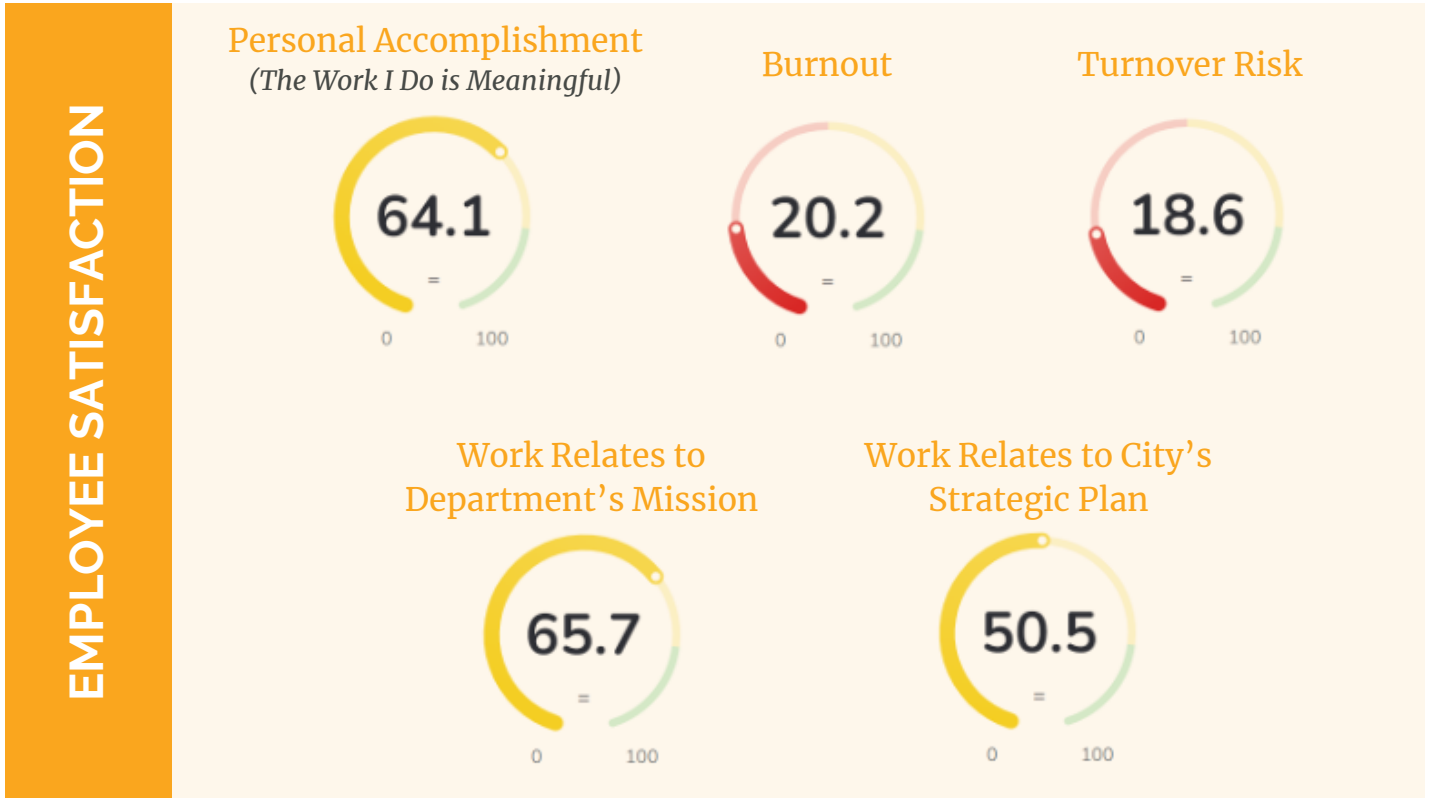
↓↑ indicate statistically significant change between survey rounds

## 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 five categories, each with at least two questions.



# Key Employee Attributes (continued)



## Demographics

- Women are very slightly more likely to recommend the City as a place to work over men (NPS of 22.5 compared to 18.1), and there are slight differences in overall satisfaction between female and male City employees (39.5 and 41.6, respectively). Employees who opted to not select a gender or provide a description that best fits them had the lowest NPS and OSAT scores (-19.9 and 17.8).
- Employees who selected “Other” as their role showed higher levels of overall satisfaction (41.6) than other employee groups, especially compared to supervisors, who reported the lowest levels of satisfaction (32.6).
- Employees with less than two years of experience with the City were the most satisfied (56.1). Mid-career employees (between 11 and 20 of experience) showed the lowest levels of overall satisfaction (27.8).
- Employees who identified as Hispanic report the highest level of satisfaction (49.7), while employees who selected Native American or Indigenous report the lowest level of satisfaction (28.6). Employees who preferred not to answer the question about race reported the lowest level of satisfaction (19.9).
- Employees between 23 years old and younger had the highest overall levels of satisfaction (61.5), while employees between 39 and 51 years old reported the lowest satisfaction level (35.7).