

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 2023 Q1 Employee Sentiment survey responses were collected **from January 4 to February 1, 2023**. The City had **10,306 full time, filled positions** in February 2023; **988 employees** responded to the 2023 Q1 Employee Sentiment Survey (**9.6% response rate**). While lower than other survey rounds, this response rate is still representative at the City level at a 99% confidence level and a 4% margin of error. No departments had enough individual responses to be representative at the department level.

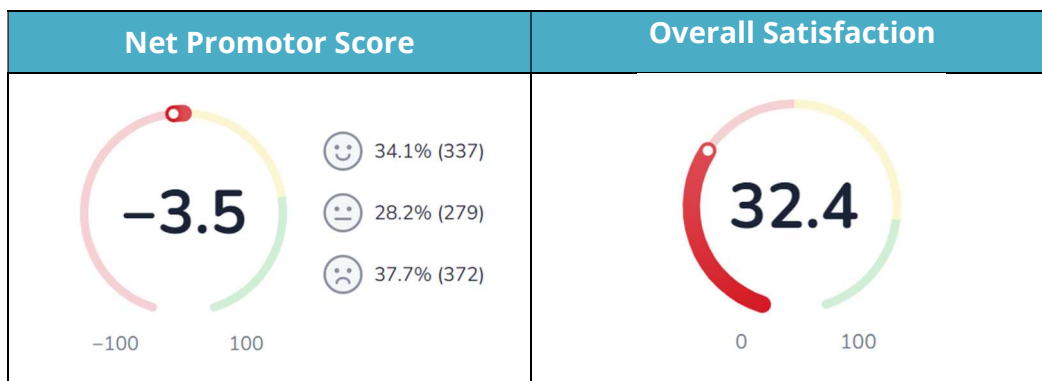
**Top Motivators for Working at the City**

1. Job stability
2. Health care benefits
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.

Both NPS and OSAT scores improved between the July 2022 and the January survey. However, this improvement might be caused by significantly fewer employees taking the survey in January than previous survey rounds.



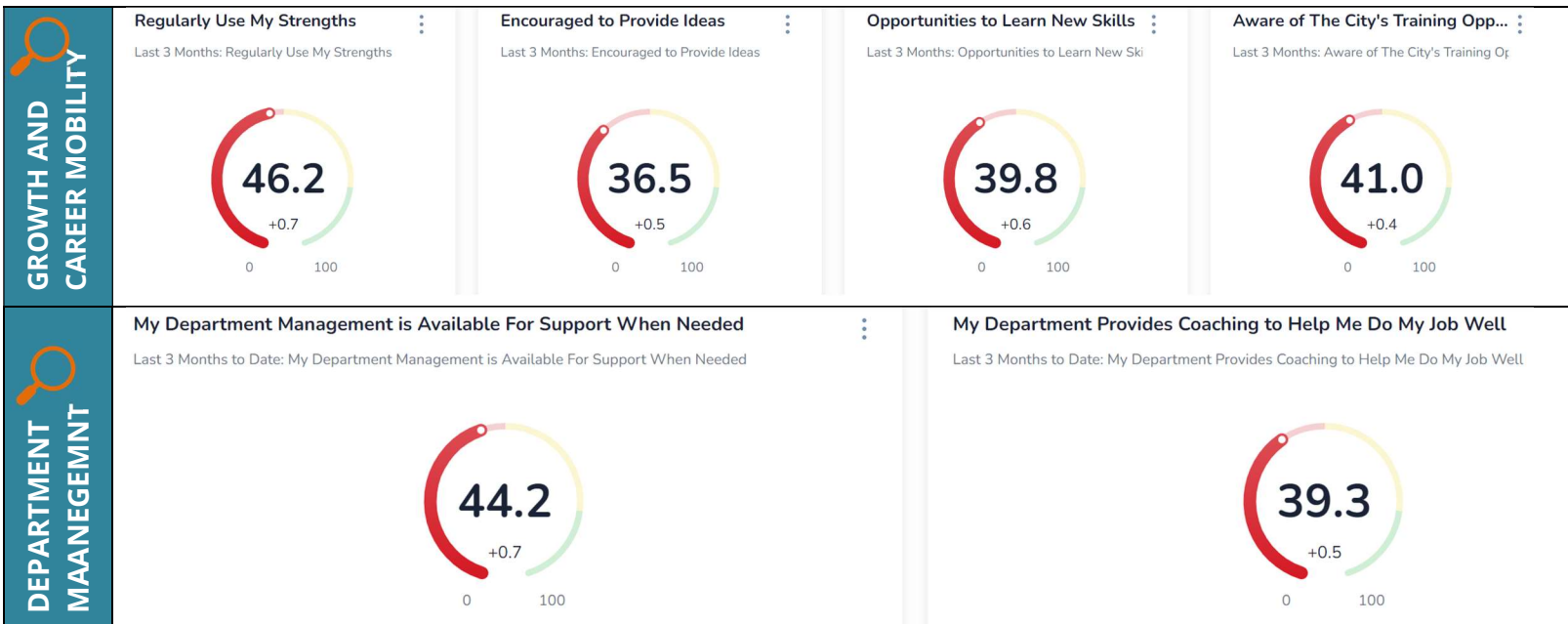
## Key Drivers

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	34.3
Feel Inspired to Reach My Full Potential	35.7
Receive Recognition	31.7
Paid Fairly for The Work I Do	20.8
Enjoy Working with My Team	60.5
My Department Provides High Quality Services	53.7
My Direct Supervisor Actively Listens to Me	63.4
My Department Management Sets Clear Goals and Expectations	41.3
Have the Resources to Do My Job Well	35.2
The City Invests in Training and Development	30.9
Satisfied with The Physical Conditions at Workplace	33.3

## 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 very slightly more likely to recommend the City as a place to work over men (NPS of 5.3 compared to 5.0), and there are slight differences in overall satisfaction between male and female City employees (34.3 and 37.7, respectively). Employees who opted to not select a gender or provide a description that best fits them had the lowest NPS and OSAT scores (-55.1 and 10.2).
- + Executive/Management employees showed higher levels of overall satisfaction (43.0) than other employee groups, especially compared to supervisors, who reported the lowest levels of satisfaction (21.5).

- + Employees with less than two years of experience with the City were the most satisfied (50.8). Mid-career employees (between six and ten of experience) showed the lowest levels of overall satisfaction (24.7).
- + Employees who identified as Hispanic report the highest level of satisfaction (47.1), while employees who selected “Other/More than one Race or Ethnicity” report the lowest level of satisfaction (30.8). Employees who preferred not to answer the question about race reported the lowest level of satisfaction (15.7).
- + Employees between 57 and 70 years old had the highest overall levels of satisfaction (43.4), while employees over 71 years old reported the lowest satisfaction level (25.0).