

EMPLOYEE SENTIMENT SURVEY

2025 Quarter 4 Update

PERFORMANCE & ANALYTICS DEPT.

This summary document provides insights into employee sentiment at the City of San Diego (City). 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 the semi-annual Employee Sentiment Survey and as-needed onboarding and exit surveys. Together, these three surveys inform leaders about employee sentiment regarding all aspects of a team member's career with the City—from interviewing through separation.

TOP MOTIVATORS FOR WORKING AT THE CITY

1. Job Stability
2. Work/Life Balance
3. Pay

The 2025 Quarter 4 Employee Sentiment Survey (ESS) responses were collected from **October 1 – November 5, 2025**. The City delivered surveys to **12,786** active employees during this period; **3,397 employees** responded to the 2025 Q4 survey (**27% response rate**). This response rate is representative at the Citywide level at a **99% confidence level** and a **2% margin of error**.

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. ESS questions are on a scale of 1 (*strongly disagree*) to 10 (*strongly agree*).

NET PROMOTER SCORE Oct. 2025 | Citywide



OVERALL SATISFACTION Oct. 2025



The City's OSAT score *decreased* from 40.3 to 38.3 between the April 2025 and October 2025 survey round. The City's NPS *decreased* from 16.4 in April 2025 to 15.2 in October.

The top three motivators for working at the City of San Diego remain the same since October 2024: job stability; work/life balance; and pay.

Key Driver Metrics

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 key themes.

| Key Drivers | % Responses Scored 9 or 10 | | |
|---|----------------------------|-----------|-----------|
| | Oct. 2024 | Apr. 2025 | Oct. 2025 |
| Path for Career Advancement | 42.7 | 41.2 | 39.5 |
| Feel Inspired to Reach My Full Potential | 42.4 | 41.5 | 40.1 |
| Receive Recognition | 42.6 | 43.6 | 41.8 |
| Paid Fairly for the Work I Do | 33.4 | 36.4 | 36.1 |
| My Team Cares About Me | 55.5 | 57.2 | 55.5 |
| My Department Provides High Quality Services | 59.0 | 61.5 | 60.2 |
| My Direct Supervisor Actively Listens to Me | 65.4 | 65.4 | 65.2 |
| My Dept. Management Sets Clear Goals & Expectations | 44.2 | 45.0 | 43.6 |
| Have the Resources to Do My Job Well | 38.9 | 39.7 | 38.7 |
| The City Invests in Training and Development | 38.9 | 37.4 | 35.9 |
| Satisfied with the Physical Conditions at Workplace | 33.0 | 36.3 | 38.0 |

Survey responses: 2,480 in Oct. 2024; 2,241 in Apr. 2025; 3,397 in Oct. 2025

Key Employee Attributes

This group of sentiment questions is intended to go deeper into each attribute of the employee experience. The attributes are separated into five categories:

| Department Management | % Responses Scored 9 or 10 | | |
|--|----------------------------|-----------|-----------|
| | Oct. 2024 | Apr. 2025 | Oct. 2025 |
| My Dept. Management is Available for Support When Needed | 44.0 | 45.9 | 43.7 |
| I Trust my DCOO to do What's Right | 40.0 | 38.6 | 35.5 |

| Career Growth & Mobility | % Responses Scored 9 or 10 | | |
|--|----------------------------|-----------|-----------|
| | Oct. 2024 | Apr. 2025 | Oct. 2025 |
| Opportunities to Learn New Skills | 37.7 | 38.7 | 37.5 |
| Aware of the City's Training Opportunities | 44.4 | 46.9 | 43.8 |

| Employee Satisfaction | % Responses Scored 9 or 10 | | |
|---|----------------------------|-----------|-----------|
| | Oct. 2024 | Apr. 2025 | Oct. 2025 |
| Personal Accomplishment | 62.0 | 66.0 | 63.2 |
| Burnout | 18.2 | 16.3 | 18.9 |
| Turnover Risk | 17.3 | 16.9 | 17.1 |
| Work Relates to Department's Mission | 65.0 | 68.2 | 65.4 |
| Work Relates to the City's Strategic Plan | 50.4 | 54.9 | 52.5 |

| Direct Supervisor | % Responses Scored 9 or 10 | | |
|--|----------------------------|-----------|-----------|
| | Oct. 2024 | Apr. 2025 | Oct. 2025 |
| My Direct Supervisor Provides Me with Performance Feedback | 57.6 | 59.2 | 59.9 |
| My Supervisor Provides Opportunities Fairly to All Employees | 60.0 | 60.4 | 59.1 |

| Environment & Resources | % Responses Scored 9 or 10 | | |
|---|----------------------------|-----------|-----------|
| | Oct. 2024 | Apr. 2025 | Oct. 2025 |
| Technology in My Department is Up To Date | 25.3 | 27.9 | 27.3 |
| Would Take a Pay Cut to Continue Working Remotely | 8.0 | 9.3 | 8.0 |

Demographics

- Women are more likely to recommend the City as a place to work compared to men (NPS of 24.7 compared to 19.5, respectively).
- There is a very small difference in overall satisfaction (OSAT) between female and male City employees (45.1 and 43.6, respectively).
- Employees who opted to not select a gender had the lowest NPS and OSAT scores (-21.2 and 23.9). However, these numbers are slightly improved from April 2025 (-27.0 and 15.7).
- Employees with fewer than two years of experience with the City were the most satisfied (59.0). Mid-career employees (between 11 and 20 years of experience) showed the lowest levels of overall satisfaction (32.6).
- Employees 71 years and older had the highest levels of overall satisfaction (72.2), while employees between 39 and 51 years old reported the lowest overall satisfaction level (39.5).
- While OSAT for veterans (38.6) is only slightly lower than non-veterans (42.5), veterans are much less likely to recommend the City as a place to work (4.3 NPS) compared to non-veterans (18.5 NPS).
- Employee OSAT by race: Hispanic or Latino/a (54.3); Black or African American (47.8); Asian (46.4); Native Hawaiian or other Pacific Islander (41.1); White or Caucasian (38.0); Other (32.7); those who preferred not to answer (26.8); and Native American or Indigenous (22.0).
- Employee OSAT by role type: Management/Executive (49.5); Office Employee (43.8); Field Employee (40.9); Supervisor (35.9); and Other (35.1).