EMPLOYEE SENTIMENT WORKFORCE REPORT

A review of the City's employee sentiment program, results from Calendar Year 2021, and recommendations to move the City towards being the employer of choice in the San Diego region.

Prepared as a collaboration between Human Resources, Personnel, and the Performance & Analytics Department.

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Why Measure Employee Sentiment?

Each day, the mission of City of San Diego is to serve communities in ways that make San Diego **not just a fine city, but a great City**. Our vision as a City is to provide opportunity in in every neighborhood and excellent service for every San Diegan. By gathering and understanding employee sentiment, City leadership is primed to support each employee as they interact with residents. Great service delivery begins in the workplace, and without understanding the people who make up our outstanding workforce, we would be unable to achieve any of the other goals laid out in our City Strategic Plan.

At the City of San Diego, we value data and the insights it provides into the employee experience. **Customer service** begins with designing policies and solutions that put employees first. We promote **empowerment and engagement** with our staff by giving them a direct voice in how they want to enact change in their day-to-day work. We support **equity and inclusion** by conducting surveys that reach all employees and by expanding our survey portfolio to tackle important topics like race and equity. Finally, we honor our commitment to **transparency and trust** by communicating survey results to employees and residents, soliciting feedback, and making actionable change.

Putting people first starts with understanding what employees need—from competitive pay and upgraded facilities to compassionate leadership and inclusive policies. Without an understanding of employee sentiment, the City would be unable to address gaps in our employees' experiences. The City cannot support our people and our mission without first knowing where we are falling short as an employer of more than 11,000 people.

Looking forward, how does the City become the employer of choice in the San Diego region? To attract and retain top talent, the City needs to develop and market its brand identity and culture—essentially: what does it mean to be a City employee and why should people strive to work here? Brand identity begins with understanding the employee experience and promoting what we do well. Developing a brand identity begins with listening to current employees and publicly recognizing our strengths.

This report brings together insights from one full year of employee sentiment data. The three broad recommendations in this report are intended to provide a roadmap for propelling the City forward as an employer and as a service provider to our residents.

First, this report will detail how we are measuring employee sentiment and how we have updated the Employee Sentiment program in recent years. Next, the report will discuss the results of the highest importance metrics, with detailed information regarding differences among employee groups. Continuing, the report will connect our new Strategic Plan objectives with the related Employee Sentiment survey metrics to gauge progress on meeting our strategic goals and identify areas for targeted improvements. The final discussion section covers Human Capital Management metrics such as vacancies and turnover, with some connections drawn between vacancies and overall employee satisfaction. Finally, the report closes with our recommendations for the coming year and a look forward into our plans for expanding the Employee Experience program. An annex includes detailed tables and other data not included in the full report.

How Do We Measure Employee Sentiment?

As of Fall 2020, the City uses Medallia (a third-party employee and customer engagement tool) to conduct rapid, frequent, and highly analyzable surveys with employees. These surveys are collectively known as the "Employee Engagement program."[1] Within this program is a standard employee sentiment survey, as well as, the capability to craft topic-specific rapid ("pulse") surveys. Beginning in early January 2021, Performance and Analytics began conducting quarterly employee sentiment surveys. The Fall 2021 (from October 6 to November 3) survey was the fourth and final survey of calendar year 2021.

The purpose of the Employee Engagement program is to gauge employee sentiment and collect actionable feedback for managers, Directors, and Executive Team members. Leadership is expected to use these insights to craft more relevant employee-focused policies, which drives meaningful change within the organization. Over time, these changes will be measured as increases in the likelihood that an employee would recommend the City as a place to work, employee satisfaction overall, and Citywide retention and vacancy rates. In time, we expect that a more engaged and empowered workforce will provide higher quality services to our residents.

Prior to adopting Medallia as the City's primary survey tool, two Employee Sentiment surveys had been conducted via an independent survey firm. These bi-annual surveys collected similar information about the employee experience, but they failed to provide a platform for analysis and deeper insights beyond department-level summary statistics. These reports served as a snapshot into how employees felt without providing an understanding of the root causes for low satisfaction scores. After successfully piloting a Medallia-built survey during the first year of the COVID-19 pandemic, the Performance and Analytics team chose to develop an Employee Engagement program in Medallia. The two pervious employee sentiment surveys can be found on the [Performance & Analytics department webpage](.).

Before discussing the results of the employee sentiment surveys, it should be noted that the new employee sentiment survey was launched during the COVID-19 pandemic. Measures to contain the spread of the pandemic brought many significant changes to employees' lives—both inside and outside of the workplace. Some employees moved to remote work and needed to adjust quickly to working from their homes, while many employees remained in the field and/or interacting directly with the public. Team members were asked to balance their regular work demands alongside transitioning to working from home, concerns about safety, extra difficulties for dependent care, and other wide-ranging anxieties. Broadly, all employees were under considerable stress in 2020 and 2021. Given these substantial and unexpected changes, employee feedback should be viewed through the lens of these pandemic stressors.

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[1] The Performance & Analytics team also runs a Customer Experience program through Medallia, intended at gauging customer satisfaction with City services.

Overall Satisfaction

> *"...Knowing that I am a part of connecting people to our parks system and them having a positive experience is extremely satisfying."*

Included in the City's Strategic Plan is a focus on the City as a regional employer. A priority outcome of the plan is to promote a culture of leadership, diversity, appreciation, and growth. To do so, **the City aims to attract, hire, and retain a diverse workforce** that is representative of the community that it serves, and provide training and educational opportunities for employees to advance and develop their careers. Given these goals, Employee Sentiment Survey results are being examined through the lens of achieving these outcomes.

As of 2020, the City is the fourth largest employer in San Diego county. With over eleven thousand budgeted employees, the City employs nearly twice as many people as the next largest employer in the region.

Ten Largest Employers in San Diego County[2]		
	2019	**2020**
U.C. San Diego	35,847	35,802
Sharp Healthcare	18,700	19,468
County of San Diego	18,025	17,954
City of San Diego	**11,545**	**11,820**
General Atomics (and affiliated companies)	6,777	6,745
San Diego State University	6,371	6,454
Rady Children's Hospital-San Diego	5,541	5,711
San Diego Community College District	6,805	5,400
Sempra Energy	4,741	5,063
YMCA of San Diego County	5,517	5,057

Evaluating the City's desirability as a regional employer starts with understanding baseline levels of satisfaction. Sentiment around satisfaction is captured in our Employee Sentiment Surveys using two industry-standard 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 1 through 6 ("detractors") from the percentage of employees who scored the question a 9 or 10 ("promoters"). Overall Satisfaction 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. For both NPS and OSAT, a **higher score** indicates **greater satisfaction**.

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[2] Source: https://www.sandiegocounty.gov/content/dam/sdc/cto/budget/sdcounty_facts_figures.pdf

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The City's NPS scores were not consistent over the course of the year. As the chart below demonstrates, a negative NPS score indicates that **there are more employees who would *not* recommend the City as a place to work than employees who *would* recommend the City to their friends and family.** The third quarter (Q3) increase and the fourth quarter (Q4) decrease in NPS are both statistically significant changes from the prior quarter.

Net Promoter Score
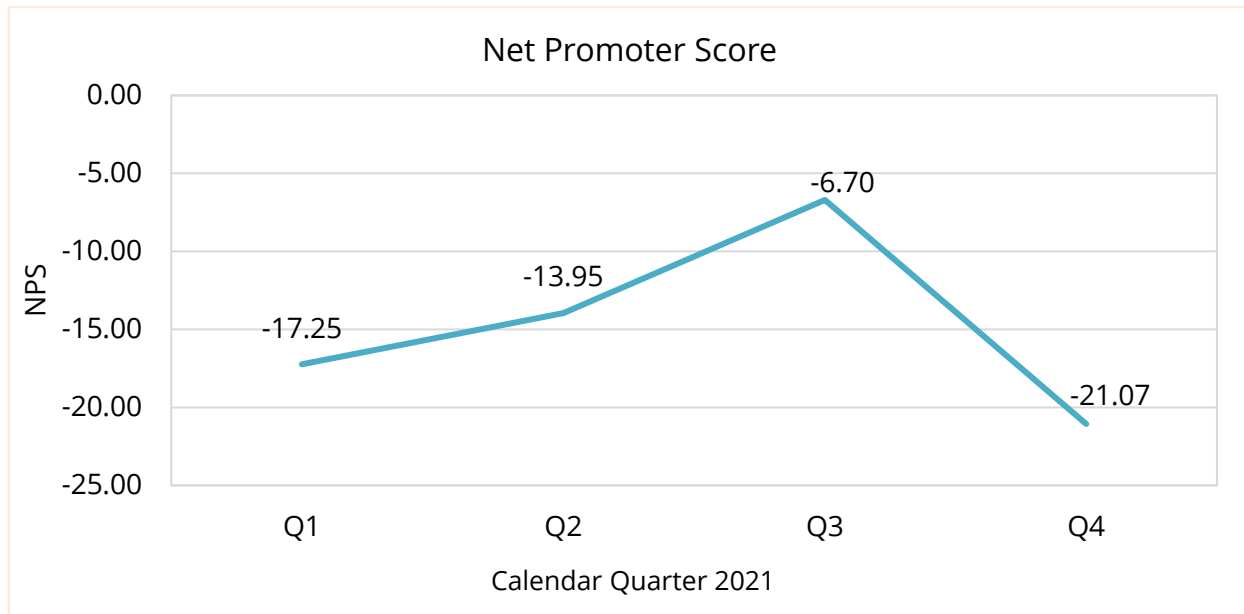
Overall satisfaction scores remained fairly constant throughout the year. There was a statistically significant increase in satisfaction in Q3, which we can somewhat attribute to finalized pay negotiations taking effect for many employees. However, in Q4, overall satisfaction returned to the Q1 and Q2 levels. We cannot attribute the decline to one specific cause, but it is normal for scores to return to their usual average.

Overall Satisfaction Score
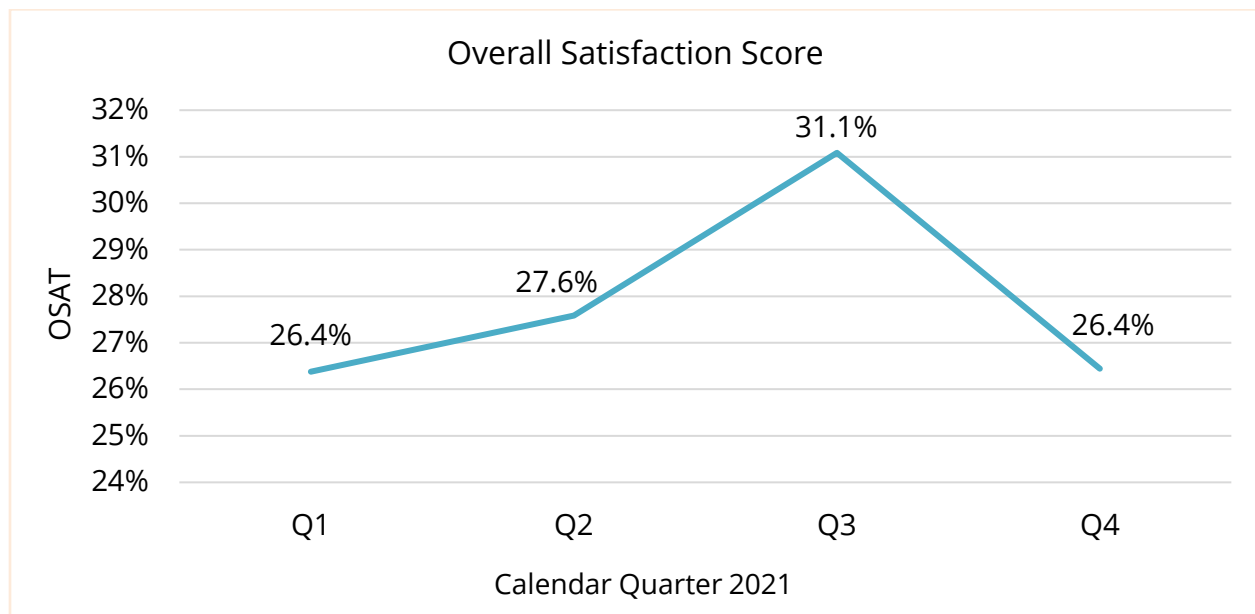
Tracking these broad measures is important because it helps City and department leadership understand the general trend of employee sentiment as new policies or programs are implemented. These broad measures allow City leadership to track progress over time and department leadership to compare their teams' satisfaction to overall City sentiment.

Additionally, using these two standard measurements also allows the City to compare itself to other employers in the region, as well as other public service employers. For example, when compared to the Federal Employee Viewpoint survey (a measure of employee satisfaction across the Federal Government), the City of San Diego (CoSD) scores slightly lower on overall satisfaction but slightly higher in likelihood to recommend.[3] Among employers in San Diego County, only one of the top ten largest employers publicly post their employee satisfaction scores. Compared to UC San Diego, employees at the City are less satisfied overall. UC San Diego does not publish a Net Promoter Score.

Metric	CoSD	Federal	UC San Diego[4]
Overall Satisfaction / *Considering everything, how satisfied are you with your job?*	63.5	72	74
Likelihood to Recommend / *I recommend my organization as a good place to work.*	73.9	71	**n/a**

Improving NPS and OSAT scores Citywide is key goal for the Employee Experience program. Results from 2021 indicate that significant changes (upwards or downwards) in NPS and OSAT are possible from quarter to quarter; but, **sustained upward trends may be a challenge**. Given the variety of employee job types and work environments across the City, identifying policies or strategies that will consistently improve NPS and OSAT will require analysis at the department, division, and employee group level.

Department Satisfaction

Throughout the course of the year, there was a wide range of satisfaction scores across departments—from very highly satisfied to very unsatisfied. However, departments tended to stay around the same level of satisfaction each quarter. The overall top five most satisfied departments (Risk Management, Department of IT, SDCERS, City Council, and Personnel) tended to remain in or near the top five over the course of the year, even as their satisfaction varied. The same trend was present for the five least satisfied departments (Purchasing and Contracting, Parks and Recreation, Planning, Police, and Fire-Rescue).[5]

The graph below shows the average satisfaction score for Departments over the course of the year. Understanding the variation in department satisfaction is important because it highlights the different

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[3] A full description of the methodology used to compare surveys and the full list of compared metrics is available in the Annex.
[4] UC San Diego score source: https://tritonlytics.ucsd.edu/_files/StaffatWork%20Infographic%202021.pdf
[5] Departments with fewer than 40 total survey responses (10 per quarter) were excluded from this analysis. A full table of department satisfaction scores is available in the annex.

experiences that employee groups are having. **Leadership at the branch level should work to understand the root causes of satisfaction variation across their departments**. Department Directors should work with branch leadership to determine lessons from highly satisfied departments and identify possible strategies to apply to less satisfied departments.

Satisfaction by Department

Department Name	Average OSAT in 2021
Fire-Rescue	6%
Police	18%
Planning	20%
Parks and Recreation	22%
Purchasing and Contracting	22%
Real Estate and Airport Management	23%
Public Utilities	27%
Communications	28%
Storm Water	28%
Department of Finance	29%
Environmental Services	30%
Economic Development	30%
Transportation	31%
Development Services	33%
City Attorney's Office	35%
Office of the City Clerk	38%
Library	38%
Office of the City Treasurer	39%
Sustainability and Mobility	39%
Engineering and Capital Projects	40%
General Services	41%
Personnel	42%
City Council	45%
SDCERS	48%
Information Technology	50%
Risk Management	55%

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[6] Departments with fewer than 40 responses (10 per quarter) were excluded from this analysis

Position Satisfaction

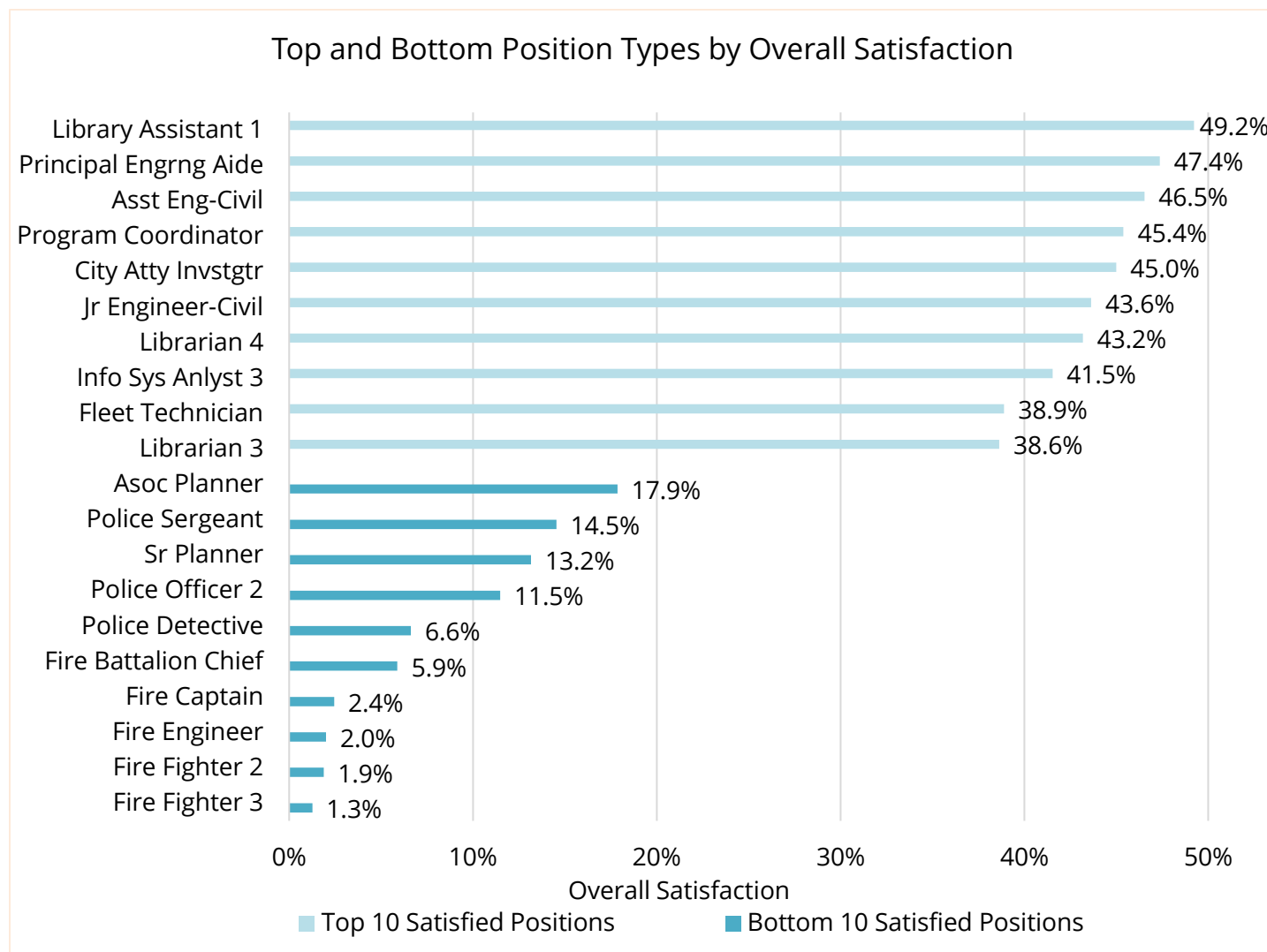Satisfaction across positions varied in a similar manner to departments: a wide range of satisfaction scores highlights the diversity of sentiment, work conditions, and job types across the City. The overall top ten positions were located primarily in the Library and Engineering & Capital Projects departments. The overall bottom ten positions were located in the Planning, Police and Fire-Rescue Department.[7] The gap between the most and least satisfied positions is over forty percentage points—nearly half of Library Assistant 1 employees reported a 9 or 10 level of satisfaction, while the most satisfied Fire-Rescue position reported only 5% of 9 or 10 scores.

The table below shows the ten top and bottom ranked positions by overall job satisfaction. While the least satisfied ranked positions are all located within the lowest ranked department (Fire-Rescue), the top satisfied positions come from departments *not* ranked near the top of overall satisfaction. The Library Department ranks tenth in overall satisfaction while Engineering and Capital Projects ranks seventh.

Top and Bottom Position Types by Overall Satisfaction

Position	Overall Satisfaction
Library Assistant 1	49.2%
Principal Engrng Aide	47.4%
Asst Eng-Civil	46.5%
Program Coordinator	45.4%
City Atty Invstgtr	45.0%
Jr Engineer-Civil	43.6%
Librarian 4	43.2%
Info Sys Anlyst 3	41.5%
Fleet Technician	38.9%
Librarian 3	38.6%
Asoc Planner	17.9%
Police Sergeant	14.5%
Sr Planner	13.2%
Police Officer 2	11.5%
Police Detective	6.6%
Fire Battalion Chief	5.9%
Fire Captain	2.4%
Fire Engineer	2.0%
Fire Fighter 2	1.9%
Fire Fighter 3	1.3%

Legend: ■ Top 10 Satisfied Positions   ■ Bottom 10 Satisfied Positions

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[7] Positions with fewer than 40 total survey responses (10 per quarter) were excluded from this analysis.

Examining the positions with the highest satisfaction helps department leadership identify teams that are working well, acknowledge and reward supervisors who are demonstrating excellent leadership skills, and determine which policies are working best. Conversely, **identifying the least satisfied positions helps leadership dig deeper into their teams and locate positions most at risk for turnover or repeated vacancies.** Broadly, developing an understanding that there is nuance within departments will help leadership craft specialized action plans to address their employees' concerns at a more personal level.

Turning briefly to employee retention—it is valuable to explore if any relationship exists between overall satisfaction and the average availability rate. The availability rate is calculated as the percentage of positions filled, on average, over the course of the year.[8] When comparing the availability rate of the most and least satisfied positions, the data is interesting: the least satisfied positions have a higher availability rate than the most satisfied positions (92.0% and 86.9% in 2021, respectively). This is likely due to the bottom ten positions being primarily located in public safety departments who must maintain a minimum staffing level. The 2021 average availability rate (filled positions) Citywide was 87.5%, and the average vacancy rate (unfilled positions) was 12.5% in 2021. There is a more detailed discussion of retention and vacancies later in this report.

Availability Rate of Least Satisfied Positions

Year	Unfilled Positions	Filled Positions
2017	9.3%	90.7%
2018	9.7%	90.3%
2019	9.0%	91.0%
2020	8.6%	91.4%
2021	8.0%	92.0%

Availability Rate of Most Satisfied Positions

Year	Unfilled Positions	Filled Positions
2017	8.2%	91.8%
2018	11.5%	88.5%
2019	12.6%	87.4%
2020	12.4%	87.6%
2021	13.1%	86.9%
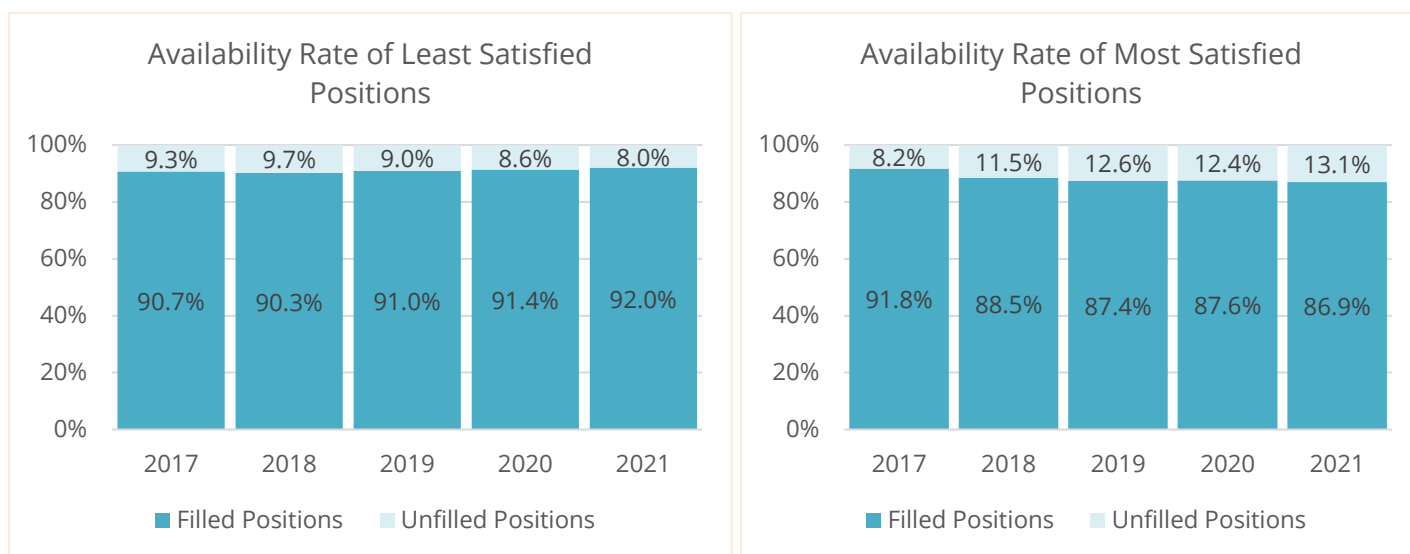
Given the variation in sentiment across departments and within teams, it is clear that one-size-fits-all approaches will not be effective at addressing employee concerns. **In the next year, Directors will be expected and encouraged to look more closely at the variation in their employee's responses**. Within Medallia, department leadership has the ability to sort and filter their teams' results by position, demographics, and facility (among other filters). Additionally, text analytics tools allow for directors to look broadly at written themes and topics that have the strongest effect on satisfaction and other metrics. Using these tools, Directors will be expected to understand the problem areas in their department and craft

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[8] Vacancy data is collected as point-in-time data on a monthly frequency. A detailed discussion of availability rate is presented later in this report.

actionable responses to issues. Executive leadership should hold Directors accountable for understanding their teams by adding employee experience-related metrics to Director performance plans. As a group, **branch leadership and directors need to work together to implement change** and/or provide recommendations for new citywide policy.

Participation

A survey's results are only as good as its participation rate. To encourage a high participation rate, the Employee Sentiment survey is distributed to employees in two ways: feeded and feedless. Feeded surveys are delivered to an employee's inbox on the day of survey launch and include and personalized message. Within Medallia, data from SAP is combined with an employee's responses, which allows for analysis by department and position without adding additional questions for the survey taker. For employees who do not frequently use their City email address, a "feedless" link is available on Citynet during the duration of the survey. Any employee can use this link to participate in the survey. The feedless survey is not linked to SAP data and therefore some employee information is lost. For both surveys, employees have the option to provide their gender, age group, tenure, and veteran status.

Participation in the Employee Sentiment survey was not consistent over the course of the year. A rise in Spring survey participation was followed by a decline in Summer and Fall survey rounds. Despite a drop in participation, each round provided enough responses for statistically significant representation at the Citywide level. This means that each survey round had a sample size of enough responses to allow for policy decisions at a Citywide level. However, participation was not consistent across employee groups, including: department, gender, race, ethnicity, or type of work. Given these inconsistencies, there are no statistically significant sample sizes across employee groups and policy decision at these levels are not recommended.[9]

Response Rate by Quarter

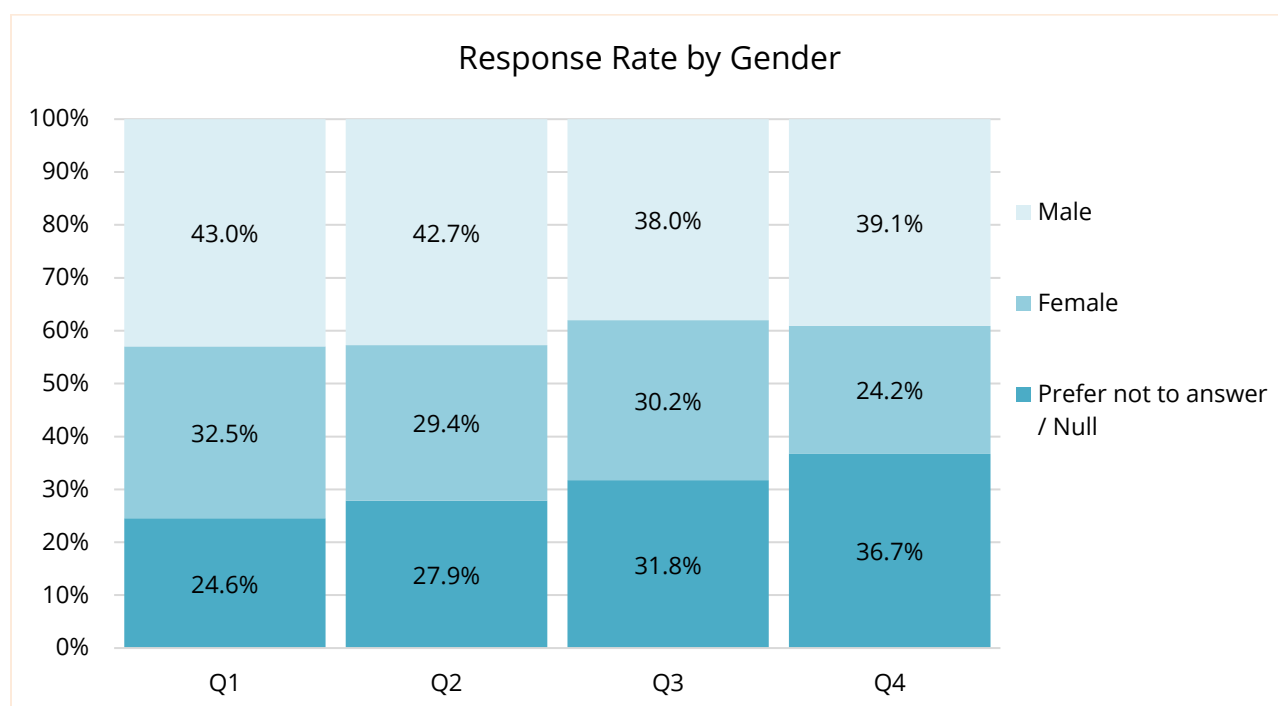| Quarter	Responses
Q1	2,847
Q2	3,125
Q3	2,223
Q4	2,212

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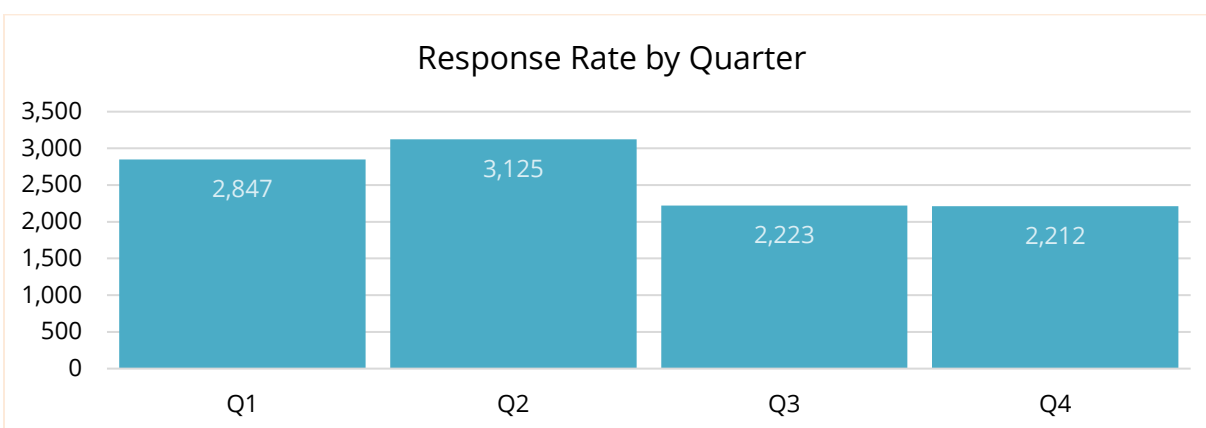
[9] For example, because survey responses by job type are not proportional to the actual number of employees in those job types at the City, responses may be skewed in ways that we cannot understand or correct for. Creating a policy based on responses from the underrepresented field workers may result in a policy that does not reflect the actual sentiment of most field workers.

The last set of questions in the Employee Sentiment Survey are the self-reported demographic questions: age range, race and ethnicity, veteran status, job type, and tenure at the City. All of these questions are voluntary.
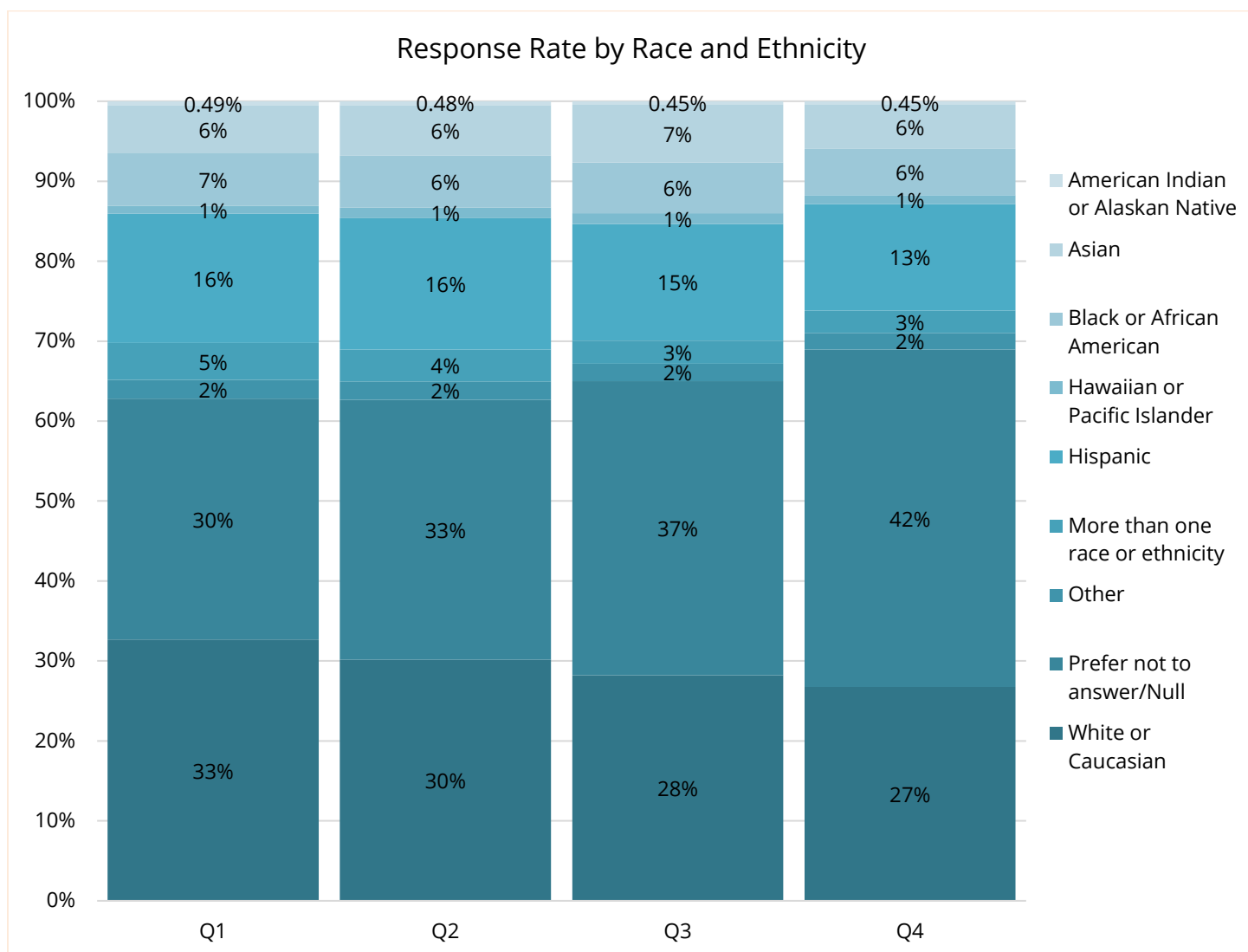
Many employees chose not to provide their gender and the percentage who opted out of providing a gender grew over the course of the year—either passively (by not selecting an option) or actively (by choosing to opt out). As of the 2020 Civil Service Commission Report[10], the percentage of women in the City workforce is 33.7 percent. In the Employee Sentiment surveys, the percentage of female respondents varied from 32.5 to 24.2 percent, meaning women are either slightly underrepresented in the survey, and/or they are electing to not report their gender. Male employees appear more likely to be unwilling to report their gender—the Civil Service Commission reports that 66.3 percent of the City workforce is male, but the Employee Sentiment survey shows that between 43.0 and 39.1 percent of the responses are from men. This suggests that more men are choosing to not provide their gender in the voluntary question. Given these large gaps in gender data, is not possible to determine the exact amount of over- or under-representation for either gender. Additionally, the Employee Sentiment survey allows employees to describe their gender in their own terms. At most, six employees chose to utilize the "Prefer to describe as:" option each quarter.

It is not possible to know why employees became less willing to offer their demographic information over the course of the year, but the trend could indicate survey fatigue and/or a distrust that the survey results would remain anonymous.

Response Rate by Gender

	Q1	Q2	Q3	Q4
Male	43.0%	42.7%	38.0%	39.1%
Female	32.5%	29.4%	30.2%	24.2%
Prefer not to answer / Null	24.6%	27.9%	31.8%	36.7%

[10] Source: https://www.sandiego.gov/sites/default/files/csceeoreport.pdf

Similarly, the percentage of participation across racial and ethnic groups was not consistent with Civil Service Commission estimates. Based on 2020 estimates, about 43.72 percent of the City workforce are White or Caucasian, 11.77 percent are Black or African American, 29.82 percent are Hispanic, 11.13 percent are Asian, 2.62 percent are more than one race and/or ethnicity, and less than one percent are Native American, Alaskan Native, Pacific Islander, or Native Hawaiian. When compared to the Employee Sentiment survey responses, no group is represented at the same rates as the Civil Service Commission estimates. Additionally, the number of employees who opted to not provide a race or ethnicity was larger than the number of employees who opted not to provide a gender. Similar to gender, the percentage of those opting out of providing race and ethnicity information increased over the course of the year.

Response Rate by Race and Ethnicity

	Q1	Q2	Q3	Q4
American Indian or Alaskan Native	0.49%	0.48%	0.45%	0.45%
Asian	6%	6%	7%	6%
Black or African American	7%	6%	6%	6%
Hawaiian or Pacific Islander	1%	1%	1%	1%
Hispanic	16%	16%	15%	13%
More than one race or ethnicity	5%	4%	3%	3%
Other	2%	2%	2%	2%
Prefer not to answer/Null	30%	33%	37%	42%
White or Caucasian	33%	30%	28%	27%

The Employee Sentiment survey also asks employees to identify the type of work that they do: field, management, office, supervisor, or other. After matching those groups with the groups identified in the Civil Service Commission report, it is possible to *estimate* how well represented these groups are in the Employee Sentiment survey. For example, based on Civil Service Report estimates, we should expect to see

about 46.9 percent of survey responses coming from field employees, but the Employee Sentiment survey received only about 18.7 percent to 15.3 percent of responses from field workers. These estimates are not a precise measure, but anecdotal reports suggest that field employees have a harder time participating in the survey because they access their City email account less frequently and may not have dedicated time in their day to complete the survey.

Similar to gender and race/ethnicity reporting, the number of employees opting to not provide their type of work increases over the course of the year, although the percentage opting out remains below gender. This continues to suggest survey fatigue and/or concerns about anonymity.
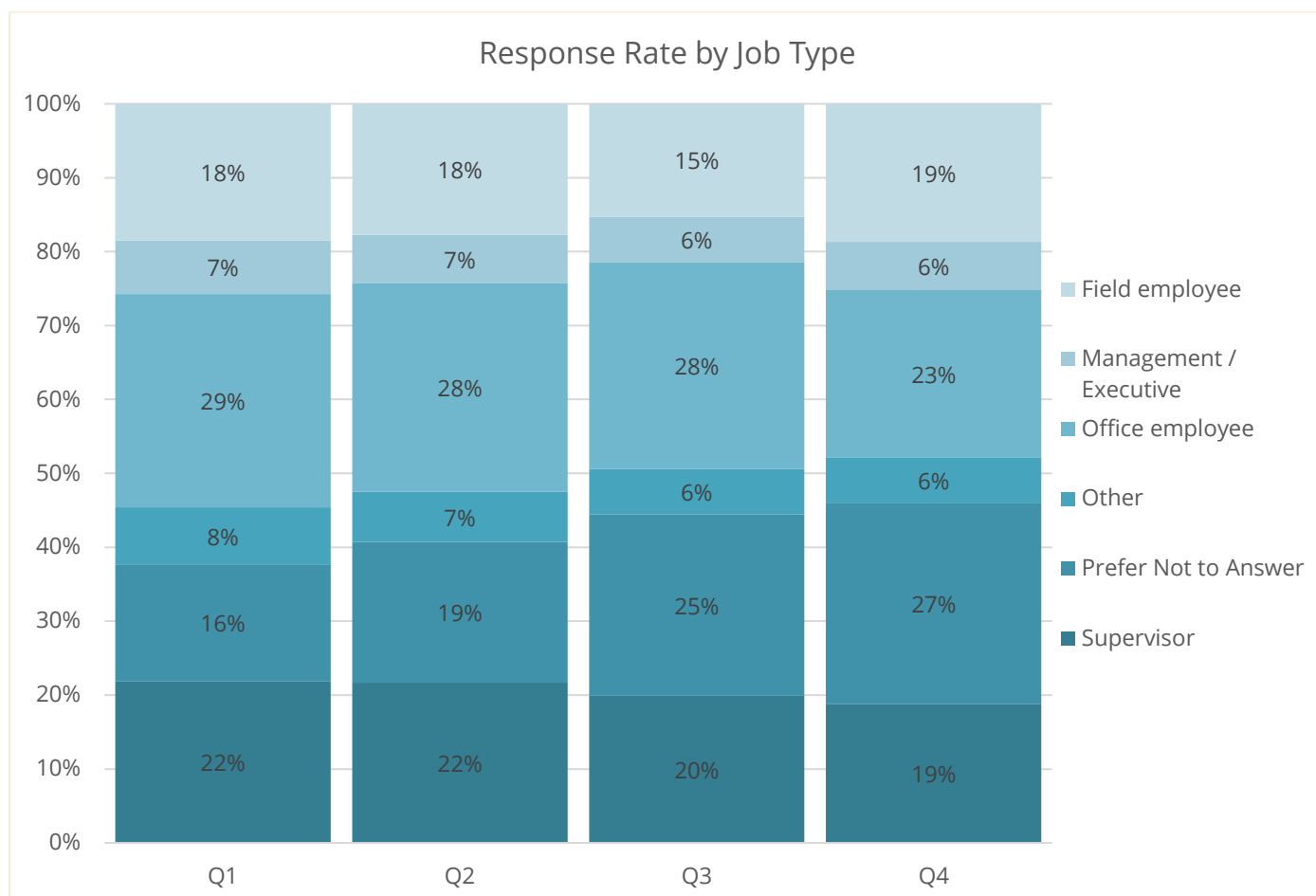
Maximizing participation across all employee groups is key priority for the Employee Sentiment program going forward. Two of the City's operating principles, "Customer Service" and "Trust & Transparency," highlight the importance of consistently hearing from all staff: **designing people-first, data-informed policies can only be achieved through representative input.** In the next year, we intend to launch additional ways to encourage more representative participation, such as QR codes in City vehicles, expanded language options, and increased direct communication from department leadership. We found in the Q3 survey that **direct requests from department leadership to take the survey increased participation** near the end of the open survey period. Additionally, communicating results back to

employees encourages future participation because employees understand that their input is being reviewed and internalized by leadership. Lastly, encouragement from department leadership to take the survey reassures employees that they may use City time to complete the survey without repercussions.

Our analytical capabilities are currently limited by a lack of demographic data. In the next year, we will work with Personnel to begin pulling gender, race, and ethnicity data from SAP into the Employee Satisfaction Survey records. These records can be anonymously attached to survey responses, which reduces the need for employees to self-report each quarter. Without adding this accurate demographic data, we will be unable to precisely identify how the employee experience differs between groups. This limits leadership's ability to design policies to correct imbalances, promote diversity and inclusion, and ensure that everyone's voice is being heard.

Key Drivers

"Many employees value their work atmosphere just as much,

if not more, than pay and benefits."

After the top-level net promoter and overall satisfaction questions, the survey asks employees eleven "Key Driver" questions. These survey questions represent industry best practices in measuring and improving employee engagement. "Employee engagement" is the level of commitment, passion, and loyalty an employee has toward their work and the City as an employer. How engaged a workforce is largely depends on how well City leadership acts on what is most important to employees.[11] Employee sentiment surveys provide indicators of what is most important at given moment in time. Essentially, the **key driver metrics represent the core ingredients for a positive work experience.**

Key driver metrics are measured using the same "top two" percentage as the overall satisfaction score: the numbers presented represent the percentage of employees who responded to the question with a 9 or 10 score—indicating that they "very strongly" agree with the statement.[12] Keep in mind that this is different than how Likert scores are typically presented.

Key Drivers Ranked

As the headline employee quote illustrates, much of the employee work experience depends on more than compensation. This sentiment is demonstrated in the consistently highest ranked key driver metrics: "I Enjoy Working with My Team," "My Direct Supervisor Actively Listens to Me," and "My Department Provides High Quality Services." These three metrics speak to the best parts of the employee experience at the City:

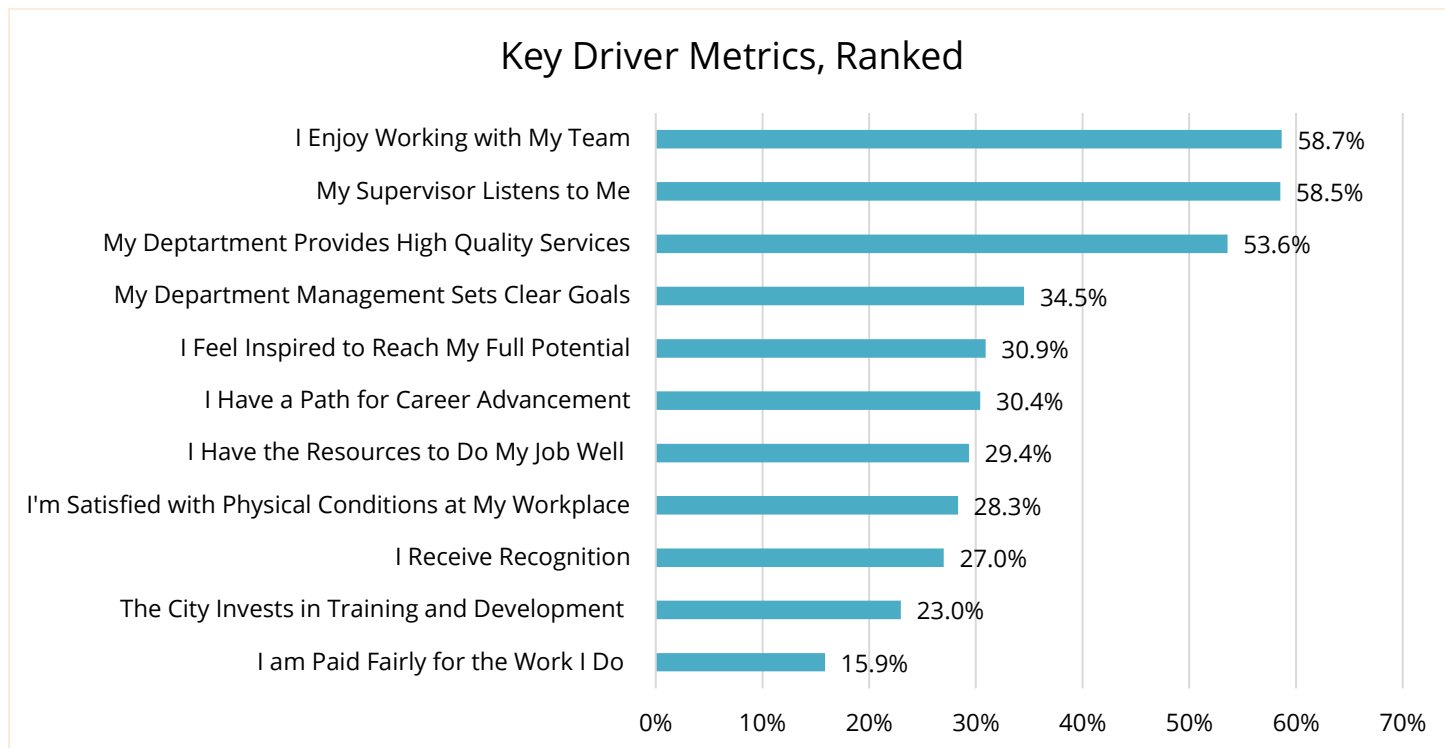[11] https://www.medallia.com/what-is-employee-experience/

[12] It is important to keep this measurement methodology in mind should you attempt to compare City results with other employer surveys.

our teams are strong; the relationship between employees and supervisors is healthy; and we pride ourselves in the services that we provide our customers, residents, and colleagues.

Focusing on where we are succeeding as an employer is important because it allows leadership to learn from high scoring departments and apply those successes across other teams. Going forward, Leadership needs to focus on communicating Employee Satisfaction survey results to their staff. Hosting open discussions regarding high and low scoring areas will help employees understand that they are being listened to, as well as provide insights into the data and solicit actionable improvement suggestions. **Incorporating employees in the process of improving their experience—a human centered approach—will capitalize on the City's teamwork strength.**

The lowest ranked key driver metrics tell another story: employees do not feel recognized for their work; training and development is not meeting their expectations; and low pay remains an issue. These lowest ranked key drivers provide leadership with high-level yet actionable feedback. Focusing on improvements around these three issues is likely to have a large impact on the City's Net Promotor Score and Overall Satisfaction rating. Sustained improvements in these satisfaction scores should result in higher quality candidates (as more people recommend the City as a place to work) and longer tenures for current employees (as employees train and promote into new roles rather than leave the City workforce).

Key Driver Metrics, Ranked

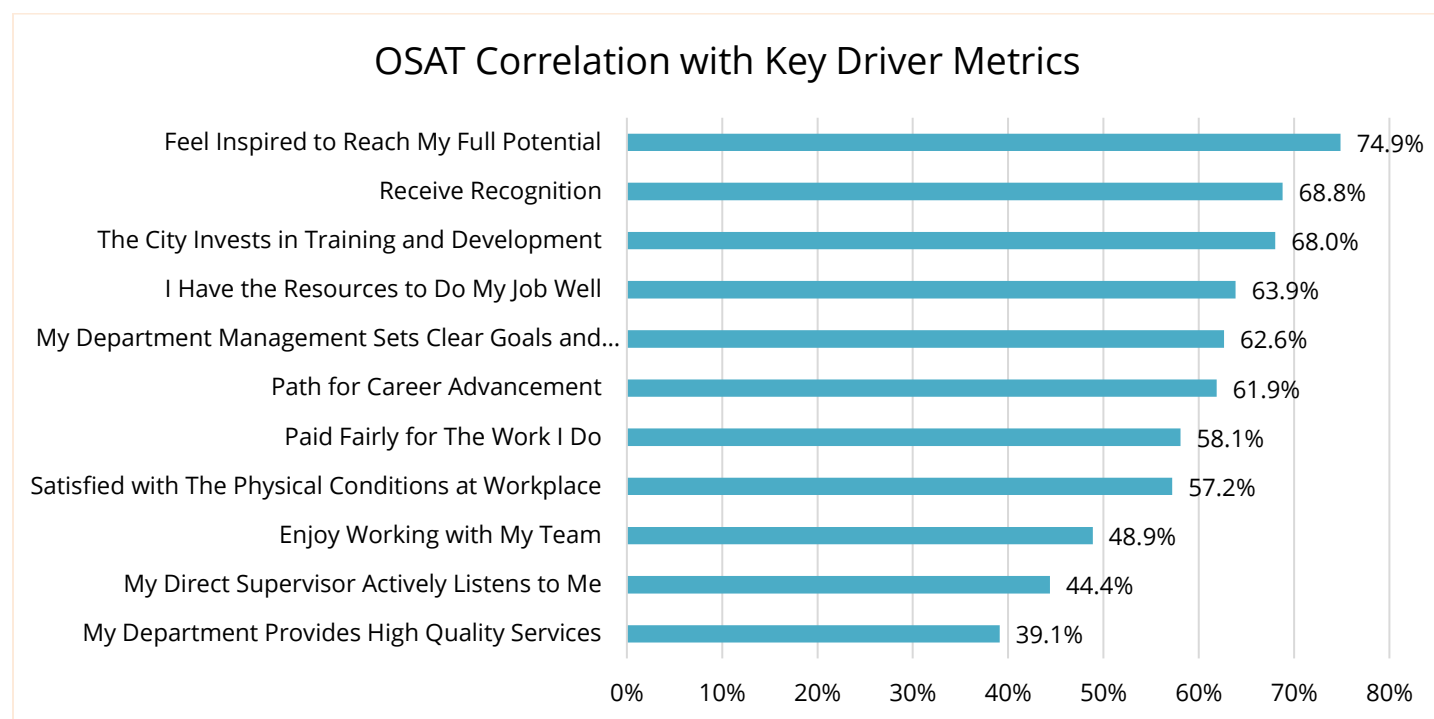| Metric	Value
I Enjoy Working with My Team	58.7%
My Supervisor Listens to Me	58.5%
My Deptartment Provides High Quality Services	53.6%
My Department Management Sets Clear Goals	34.5%
I Feel Inspired to Reach My Full Potential	30.9%
I Have a Path for Career Advancement	30.4%
I Have the Resources to Do My Job Well	29.4%
I'm Satisfied with Physical Conditions at My Workplace	28.3%
I Receive Recognition	27.0%
The City Invests in Training and Development	23.0%
I am Paid Fairly for the Work I Do	15.9%

Key Drivers & Overall Satisfaction

A simple ranking of the key driver metrics is helpful to explain broadly how employees feel about their experience at the City. But, digging deeper into the relationship between overall satisfaction and the key drivers provides insight into *how* the key driver metrics affect overall satisfaction.

The table below ranks the eleven key drivers by their correlation with overall satisfaction. While each key driver metric is positively correlated with overall satisfaction, "I Feel Inspired to Reach My Full Potential" is the most strongly correlated with OSAT. Meaning, employees who scored the highest on this key driver metric were most likely to also be highly satisfied; and, conversely, those who scored the lowest are mostly likely to be the least satisfied. This result suggests that employees who feel encouraged and empowered to achieve more in their career are more likely to be highly satisfied overall.[13]

Similarly, the "receive recognition" key driver is the second most highly correlated to overall satisfaction, suggesting that those employees who frequently receive recognition feel more satisfied in their job, while those who receive recognition less often are less satisfied.

OSAT Correlation with Key Driver Metrics

Key Driver	Correlation
Feel Inspired to Reach My Full Potential	74.9%
Receive Recognition	68.8%
The City Invests in Training and Development	68.0%
I Have the Resources to Do My Job Well	63.9%
My Department Management Sets Clear Goals and…	62.6%
Path for Career Advancement	61.9%
Paid Fairly for The Work I Do	58.1%
Satisfied with The Physical Conditions at Workplace	57.2%
Enjoy Working with My Team	48.9%
My Direct Supervisor Actively Listens to Me	44.4%
My Department Provides High Quality Services	39.1%

Of note is the correlation between OSAT and "Paid Fairly for the Work I Do" – a metric that is commonly associated with higher satisfaction. While the two measures are correlated, they are not the most strongly related; this suggests that increasing pay may not have the most impactful or long-lasting influence on

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[13] It's worth nothing that correlations can only tell us the *strength* of the relationship, but not the causation or direction of the relationship. We have no way of knowing if low OSAT drives low feelings of reaching their potential, or if low feelings of reaching potential is causing low OSAT. These rankings only provide insight on how key drivers and OSAT move (or don't move) together.

employee satisfaction. A hint of this was reflected in the NPS and OSAT scores over the year—the bump in positive sentiment after Q3 pay raises was not maintained into Q4.

The weakest correlation, "My Department Provides High Quality Services," suggests that **many employees feel strongly positive about value of their work while simultaneously feeling unsatisfied in general.**[14] The clearest example of this sentiment comes from the Fire-Rescue department, which has a low OSAT score (6.2) and a relatively high "My Department Provides High Quality Services" score (59.1). These results indicate that Firefighters take pride in the services they provide, but they are unhappy with the City as an employer. This conflict in sentiment is likely to lead to attrition and firefighters taking jobs with other jurisdictions who offer a better work environment.

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[14] Going forward, a better indicator of high-quality service will come from our customer experience scores, not just employees' perception of their work. As our employee experience and customer experience portfolio grows, we will be better able to connect the dots between employee satisfaction across key drivers and the service delivery that our customers receive.

Strategic Goals: Fostering Regional Prosperity

Fostering regional prosperity is a pillar of the [City's Strategic Plan](). To achieve this, City is actively taking steps to support a thriving regional economy and **develop the talented workforce needed to sustain economic opportunity in the future**. As one of the largest employers in San Diego county, the City plays a critical role in modeling the culture of leadership, diversity, appreciation, and growth that creates a work environment where employees thrive.
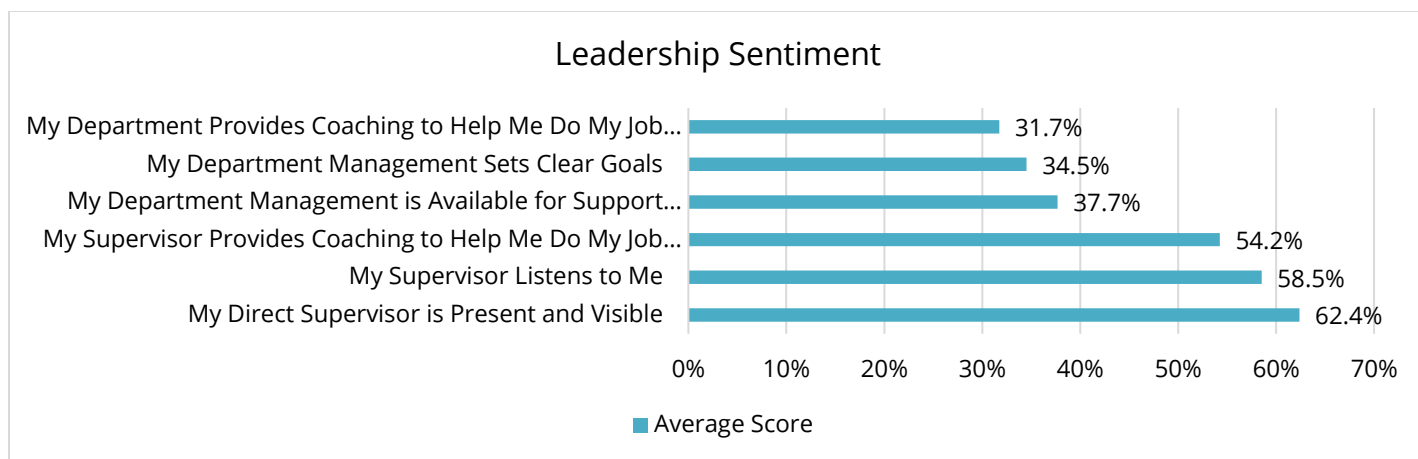
Leadership

> *"...With proactive leadership, Supervisors and Managers drive and steer a department towards its goals and create a positive work environment for its employees."*

City employees deserve to work in a culture of great leadership, appreciation, and acknowledgement. They also deserve and expect a variety of opportunities for learning and career development. Great leadership means that employees have clear expectations for the quality of their work, they have coaching and guidance to do their job well, and they feel that their leadership is available to provide support. Broadly, **a culture of great leadership ensures that employees feel that they are in a position to succeed.**

The following metrics capture employee sentiment around leadership at both the supervisor and department management levels:
+ My Department Provides Coaching to Help Me Do My Job Well
+ My Department Management Sets Clear Goals and Expectations
+ My Department Management is Available for Support When Needed
+ My Supervisor Provides Coaching to Help Me Do My Job Well
+ My Direct Supervisor Listens to Me
+ My Direct Supervisor is Present and Visible

Over the course of the year, scores related to leadership stayed nearly constant. There were no statistically significant changes between quarters for any of the metrics. The most positive leadership sentiment was related to supervisors—suggesting that supervisors and employees have a stronger relationship than employees and their department management.

Leadership Sentiment

Question	Average Score
My Department Provides Coaching to Help Me Do My Job…	31.7%
My Department Management Sets Clear Goals	34.5%
My Department Management is Available for Support…	37.7%
My Supervisor Provides Coaching to Help Me Do My Job…	54.2%
My Supervisor Listens to Me	58.5%
My Direct Supervisor is Present and Visible	62.4%

■ Average Score

Great leadership produces successful and confident employees. We expect that employees who feel successful and supported will chose to seek promotions within the City, and we expect that improving sentiment around leadership will result in increased retention. However, significant change in the retention rate for City employees is expected to take some time to develop.

In the next year, City leadership should work to identify the departments with the highest and lowest scores for Department Management sentiment, learn from the qualities and actions of successful managers, and **implement a plan to develop and grow the leadership capacity of managers who need the most help**.

> *"It would be great if we could create more of a culture that emphasizes appreciating, valuing, and rewarding employees. There is always a place for discipline, but excellent performance is often the by-product of leadership that values and appreciates employees and the "Rewards" portion of "Discipline and Rewards" needs to really be emphasized and taught to supervisors, especially those that are new to leadership. Whether folks admit it or not, people thrive on appreciation and recognition."*

Appreciation

> *"Getting recognize[d] by my immediate Supervisor for a job well done and by our Department management. A simple thank you, a note, goes a long way to feel appreciated and valued, it doesn't cost money."*

Employees who feel appreciated, utilized, valued, and recognized for their work are more likely to enjoy their job and provide higher quality customer service. Appreciation goes beyond recognizing good work—it means **demonstrating that employees are valued for more than their productivity**. Leadership can show appreciation by acknowledging the hard work of employees, listening to employee feedback, and promoting an environment that is open to new ideas and learning from failures.

Employee sentiment about appreciation is measured through three key metrics:
+ I Receive Recognition
+ I am Encouraged to Provide Ideas
+ I Regularly Use My Strengths

Appreciation Sentiment

Metric	Average Score
I Receive Recognition	26.9%
I am Encouraged to Provide Ideas	33.6%
Regularly Use My Strengths	42.5%

■ Average Score
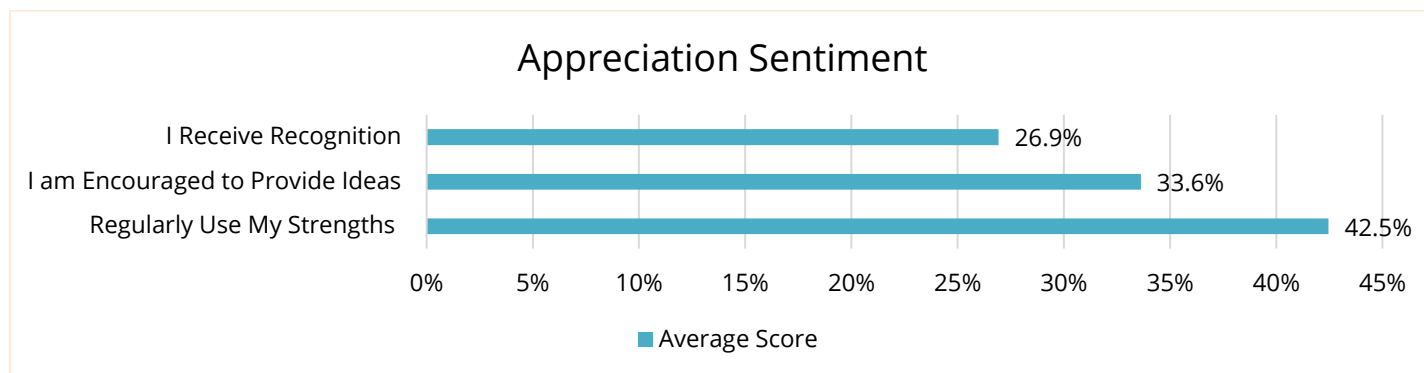
As the metrics illustrate, employees feel that their strengths are regularly utilized and valued, but they feel less strongly about their ability to provide new ideas. The metric, "I Receive Recognition" is strongly correlated with employee satisfaction overall, but employees score it the lowest among the appreciation metrics. **Improving sentiment around receiving recognition is expected to have a strong impact on overall employee satisfaction**.

"Immediate management remains disengaged from their subordinates and lack a clear sense of direction for the [division removed]. This has resulted in short-term, temporary solutions, low morale, a strong sense of under appreciation and an overall lack of engagement from the employees. Show an understanding and appreciation of the division's role to the department! Again, morale is the lowest it's been in a while, and it shows in the quality of work and high turn-over."

This employee quote highlights the link between employee engagement, appreciation, and leadership. Employees who feel underappreciated are more likely to seek work elsewhere, and a high turnover rate contributes to overwork and low morale within work groups. **Encouraging department leadership to increase appreciation and recognition efforts are low cost (or free) solutions to some of the stressors that employees are experiencing.** This is especially relevant given the challenges of the COVID-19 pandemic years.

Non-Monetary Benefits

"… working from home would be the most valuable non-monetary benefit for me hands down. It has changed my life for the better in so many ways."

The **non-monetary benefit most requested by employees is a flexible work schedule**. For each quarter in 2021, the second ranked metric across the full employee sentiment survey was, "I would take advantage of flex work schedule if it was offered to me.[15]" The Q3 score for this metric was 63.3; meaning, more than two-thirds of employees who responded selected a 9 or 10 in response to the question. The written responses to this question emphasize employees' strong sentiment about this non-monetary benefit. Implementing a flexible work schedule for employees in applicable departments would have an immediate and strong upward effect on employee sentiment.

Additionally, the City is currently working to expand non-monetary benefits to employees with children, such as launching the Office of Child and Youth Success. This office is aimed at making the lives of working parents easier and to close the "parenthood penalty" uncovered in the 2020 Pay Equity Study, which found that nearly all parents earn less as they have more children. Root causes of the penalty have not yet been studied but pay equity data suggests that parents work fewer overtime hours and may take fewer shifts than non-parents due to lack of childcare options. Implementing flexible schedules have been especially requested from employees with children, as a modified schedule would allow working parents to complete their work around their child's before or after school schedule. **Expanding childcare options for working parents could work to close the pay gap between parents and non-parents**.
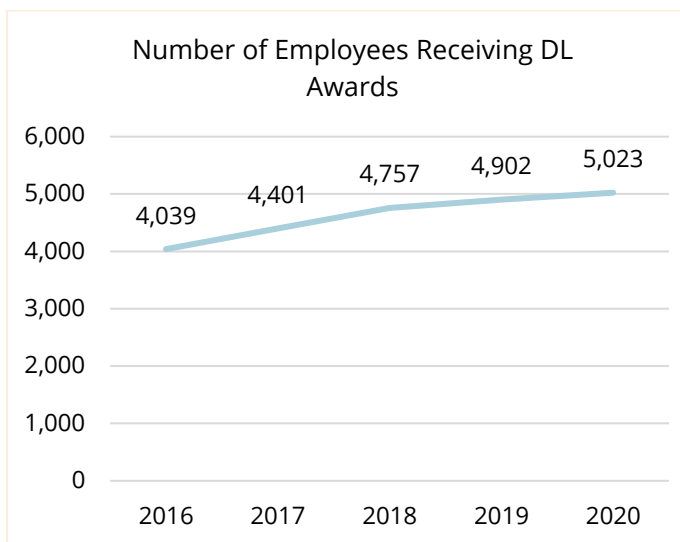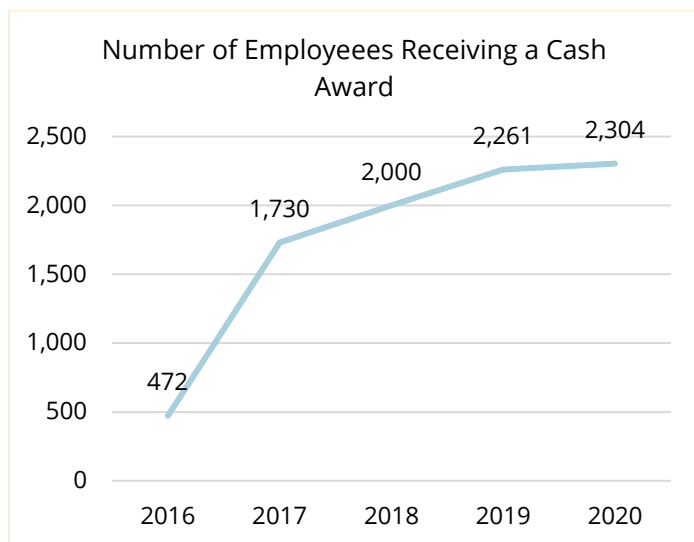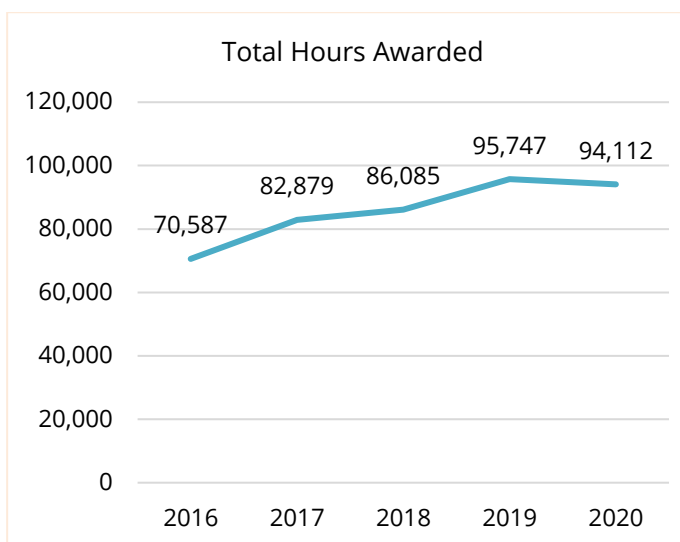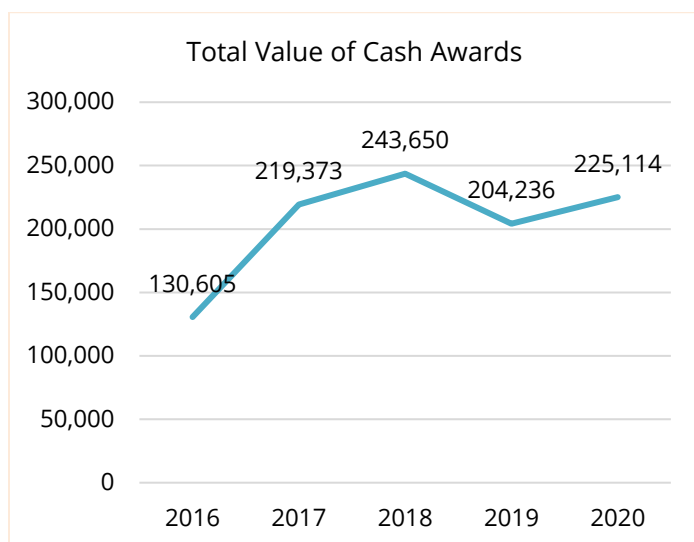
Parenthood Effect on Expected Non-Overtime Pay - Citywide

"Parenthood Penalty"

Women of Color
- No Children — $84,200
- 1+ Children — $78,000
- -$6,200 (-7.4%)

White Women
- No Children — $87,000
- 1+ Children — $82,900
- -$4,100 (-4.7%)

Men of Color
- No Children — $86,200
- 1+ Children — $83,600
- -$2,600 (-3%)

White Men
- No Children — $88,000
- 1+ Children — $88,100
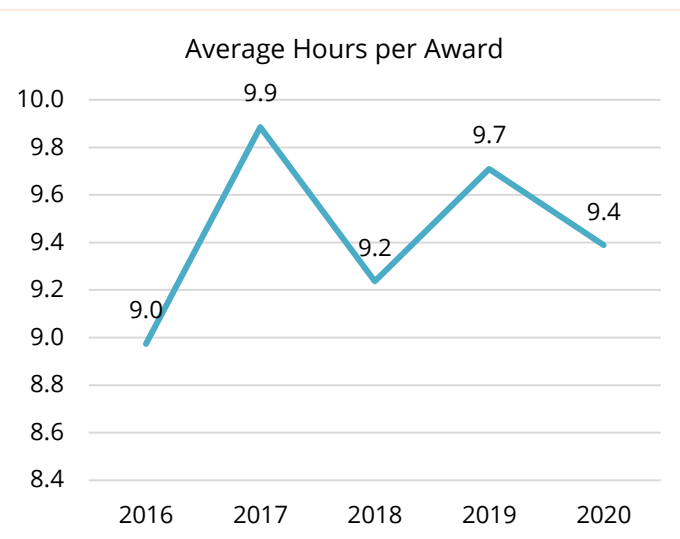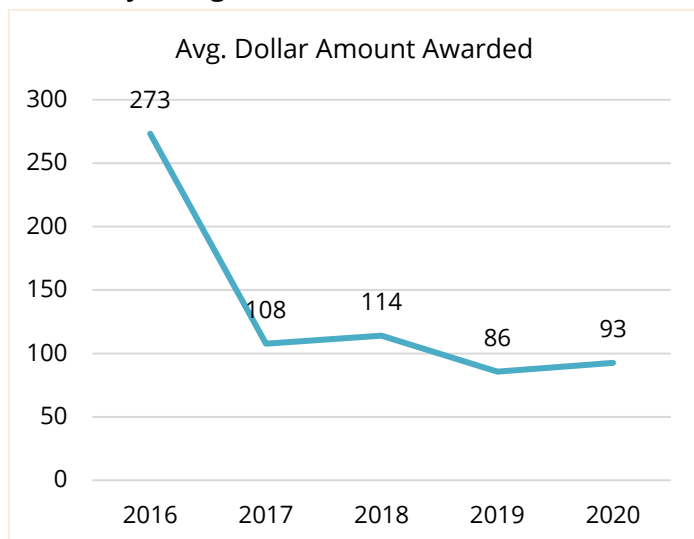- Statistically Insignificant Difference

*Expected pay is adjusted to control for differences in age, gender, tenure, and job type

Rewards and Recognition Program

Rewards and recognition data from 2016 through 2020 indicate that the total value of monetary and time-off awards has increased over time. More employees are receiving either cash ($92 on average in 2020) or

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[15] The top ranked metric was "The work I do is meaningful."

time off (9.4 hours on average in 2020). In 2016, just over 4,000 employees received discretionary leave (DL) and 472 received cash. In 2020, over 5,000 employees had received a DL award and 2,304 had received monetary recognition.

Avg. Dollar Amount Awarded

Values by year: 2016: 273, 2017: 108, 2018: 114, 2019: 86, 2020: 93

Average Hours per Award

Values by year: 2016: 9.0, 2017: 9.9, 2018: 9.2, 2019: 9.7, 2020: 9.4

Total Value of Cash Awards

Values by year: 2016: 130,605, 2017: 219,373, 2018: 243,650, 2019: 204,236, 2020: 225,114

Total Hours Awarded

Values by year: 2016: 70,587, 2017: 82,879, 2018: 86,085, 2019: 95,747, 2020: 94,112

Number of Employeees Receiving a Cash Award

Values by year: 2016: 472, 2017: 1,730, 2018: 2,000, 2019: 2,261, 2020: 2,304

Number of Employees Receiving DL Awards

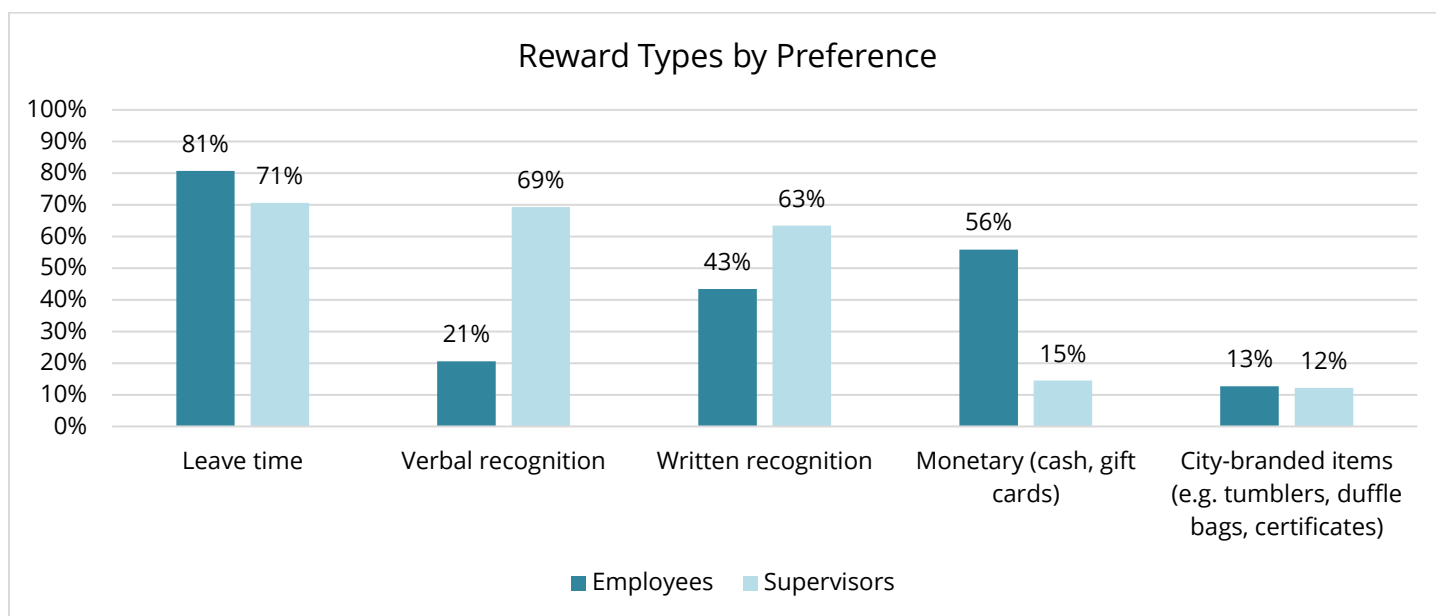Values by year: 2016: 4,039, 2017: 4,401, 2018: 4,757, 2019: 4,902, 2020: 5,023

Despite the increase in monetary and time off recognition awards, employees are still feeling as if they are not regularly recognized for their work. This sentiment echoes negative employee written feedback about the Rewards and Recognition program—specifically, that the program is hard to utilize and confusing to navigate. To dig deeper into this subject, the most recent Employee Satisfaction Survey (April 2022) focused solely on the Rewards and Recognition program. The survey split respondents into two groups: supervisors and employees; and each group was served specialized questions.

Supervisor Questions	Employee Questions
How familiar are you with the City's Rewards and Recognition program?	How familiar are you with the City's Rewards and Recognition program?
To approximately what percentage of your employees have you issued rewards or recognition in the last twelve months?	Have you received a reward or recognition in the past twelve months?
If you've issued rewards or recognition, what type of reward or recognition did you issue?	What types of reward or recognition are most important to you?
If you have not issued rewards or recognition, why haven't you?	How would you prefer to be recognized?
How might the City's Rewards & Recognition program be improved?	How might the City's Rewards & Recognition program be improved?

Results of the survey demonstrate the clear disconnect between supervisors and employees with regards to the Reward and Recognition program. While 43 percent of supervisors indicated that they felt very familiar with the Rewards and Recognition program, only 21.9 percent of employees felt very familiar. Overall, employees are much more likely to be unfamiliar with the Rewards and Recognition program, with 21 percent of employees reporting that they are not familiar at all with the program. While supervisors are responsible for administering rewards and recognition, it is nevertheless important that employees are familiar with the recognition options available at the City.

How familiar are you with the City's Rewards and Recognition program?

Additionally, supervisors and employees are not in sync on the *types* of recognition given out. When asked what recognition supervisors had given in the previous year, the most common responses were leave time and verbal recognition. When asked what types of recognition they would most like to receive, employees responded that leave time and monetary rewards were the most important to them. Verbal recognition ranked 4th among employee preferences.

Reward Types by Preference

	Employees	Supervisors
Leave time	81%	71%
Verbal recognition	21%	69%
Written recognition	43%	63%
Monetary (cash, gift cards)	56%	15%
City-branded items (e.g. tumblers, duffle bags, certificates)	13%	12%

Lastly, the April 2022 survey included space for supervisors and employees to provide written feedback on how the Rewards and Recognition program could be improved. The qualitative responses have not yet been analyzed, but this feedback will be critical to developing improvements to the program. In the next year, **the Human Resource team will work to develop ways to simplify the Rewards and Recognition program and will examine options for updating the program** to allow for more employees to feel recognized and appreciated for their high-quality work.

Growth

> *"I feel as though I'm at a standstill in my experience, I'd like to be able to broaden my experience by being mentored at a higher level."*

A key strategy of the "City as an Employer" strategic plan pillar is a focus on employee growth. This strategy outlines that the will City provide a clear, unified pathway for career growth and development with a focus on providing training and educational opportunities for employees to advance and develop in their careers. This strategy aligns closely with recommendations from the first Pay Equity study, which encouraged leadership to **find ways to promote upward career mobility for women and employees of color**.

Employee sentiment around growth and development is measured through four key metrics:

- + The City Invests in Training and Development
- + I Have a Path for Career Advancement
- + Opportunities to Learn New Skills
- + Aware of the City's Training Opportunities

Growth Sentiment

Category	Percentage
The City Invests in Training and Development	22%
I Have a Path for Career Advancement	30%
Opportunities to Learn New Skills	35%
Aware of The City's Training Opportunities	35%
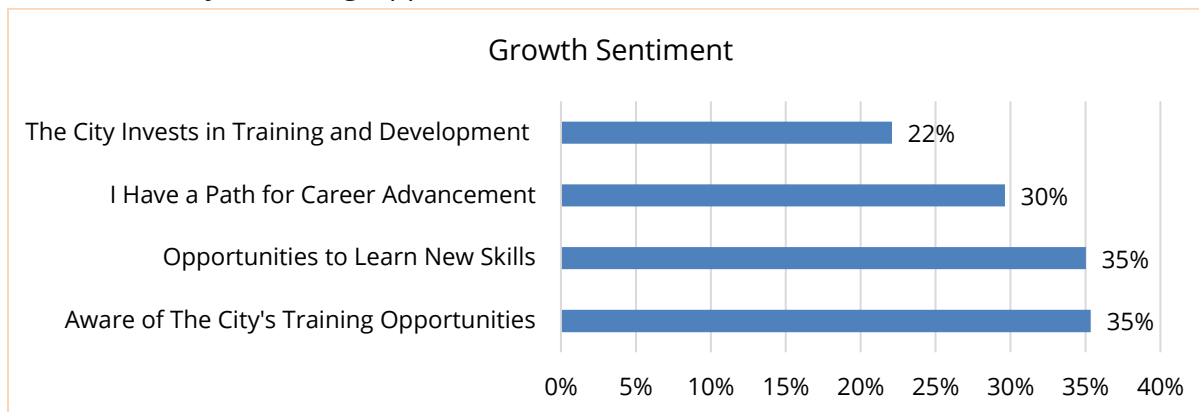
"Have more option[s] for lateral movement without going through the [hiring] process. Every time I think about applying for a new position I do not even expect to hear back from [Personnel] or be interviewed. I have been put on the waiting list for two advancement opportunities without ever being interviewed. It's very discouraging knowing that you can apply for a job and more than 6 months go by without any communication."

Mid-career employees (between six and 20 years of experience) were the least likely to recommend the City as a place to work and report the lowest overall satisfaction. This employee group is also the least likely to agree that the City invests in training and development, suggesting that mid-career employees feel like they are being underutilized or stuck in their career.

Growth Sentiment by Tenure
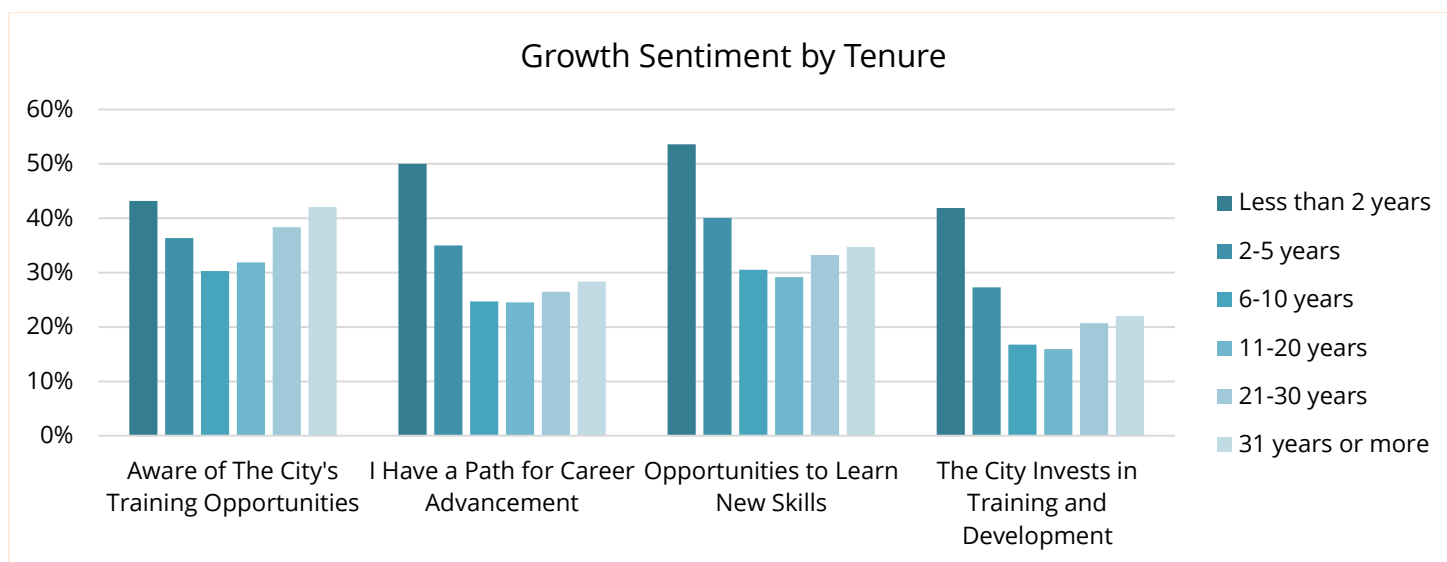
The dip in training and development satisfaction felt in mid-career employees suggests that leadership needs to target solutions by tenure because the training needs of mid-career employees will be different

from those just beginning their time at the City. **A better understanding of what support or training programs mid-career employees need is key: improving mid-career growth sentiment may have an impact on employee satisfaction and retention**, as employees who feel undervalued are more likely to look for a job outside the City in order to advance in their career.

Teams & Teamwork

"It takes teamwork to get things accomplished and working for the City of San Diego is like working with a great team."

A key strategy for fostering regional prosperity is to attract, hire, and retain a diverse workforce that is representative of the communities it serves. A diverse workforce is critical to fostering innovation and robust problem solving. Having diverse talent means that City employees bring a range of experiences, skills, and perspectives to each situation. In terms of service delivery to City customers, diverse workforces have higher productivity and would better serve San Diego communities.[16] **Teamwork and positive team dynamics are a strong point at the City—employees enjoy working with their teams and feel supported by their coworkers.**

The power of strong teams is most clearly demonstrated by the General Services Department. The department scores near the bottom on the metric "I am paid fairly for the work I do," but ranks near the highest in the City for net promoter score and overall satisfaction. General Services employees reported high levels of personal achievement and indicated that they understand how their daily work connects to their department's mission. Additionally, communication, feeling respected, and being comfortable asking for help all scored highly. These employee responses help confirm that a well-functioning team can feel satisfied in their work and will recommend City employment to their friends and family, despite their relatively low pay in relation to similar private sector jobs.
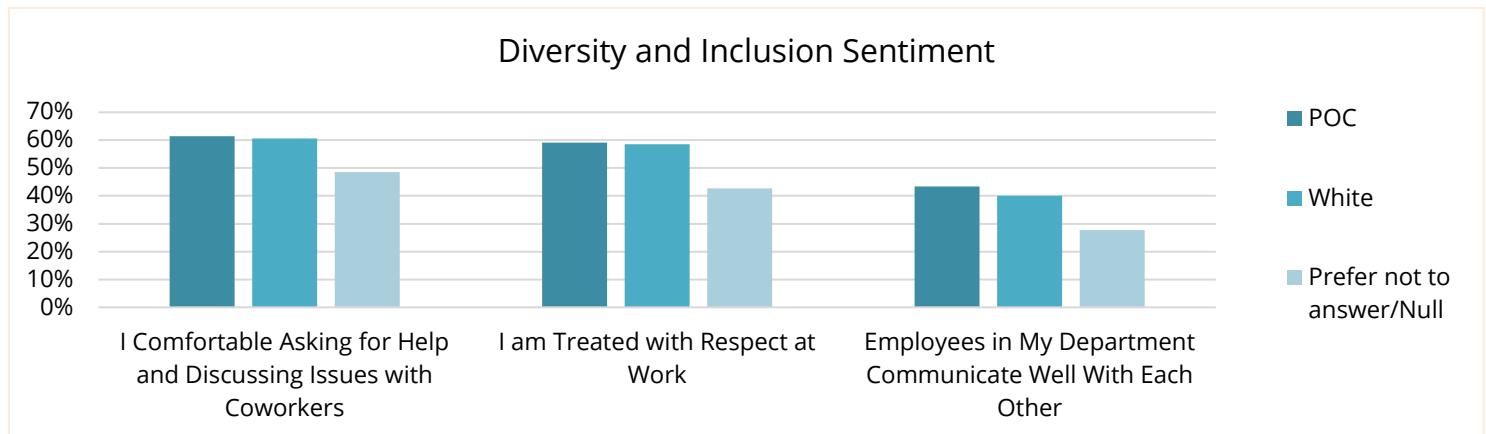
Diversity

The employee sentiment survey does not include direct questions related to diversity. Measuring quarterly sentiment around diversity and inclusion is achieved through three metrics:
+ I am Treated with Respect at Work
+ Employees in my Department Communicate Well with Each Other
+ I am Comfortable Asking for Help and Discussing Issues with Coworkers

The intent of these metrics is to understand how comfortable employees are with expressing themselves and asking for help. Overall, employees tend to feel that they can depend on their coworkers to ask for help and treat them with respect, but communication within departments could be improved. There were

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[16] https://hbr.org/2018/07/the-other-diversity-dividend

no statistically significant changes in these metrics between quarters and no significant differences between white employees and employees of color (represented as POC – people of color – below).

Diversity and Inclusion Sentiment

Outside of the quarterly employee sentiment survey, the City has also conducted a Diversity and Inclusion survey, with the intent of digging deeper into employee sentiment around inclusion and belonging at the City. An analysis of more than 2,000 employee survey responses shows that while the majority of employees feel a sense of inclusion and belonging at the City, the survey revealed significant differences in the sentiments of employees who belong to certain minority demographic groups.[17]

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[17] Full results of the survey can be found here:
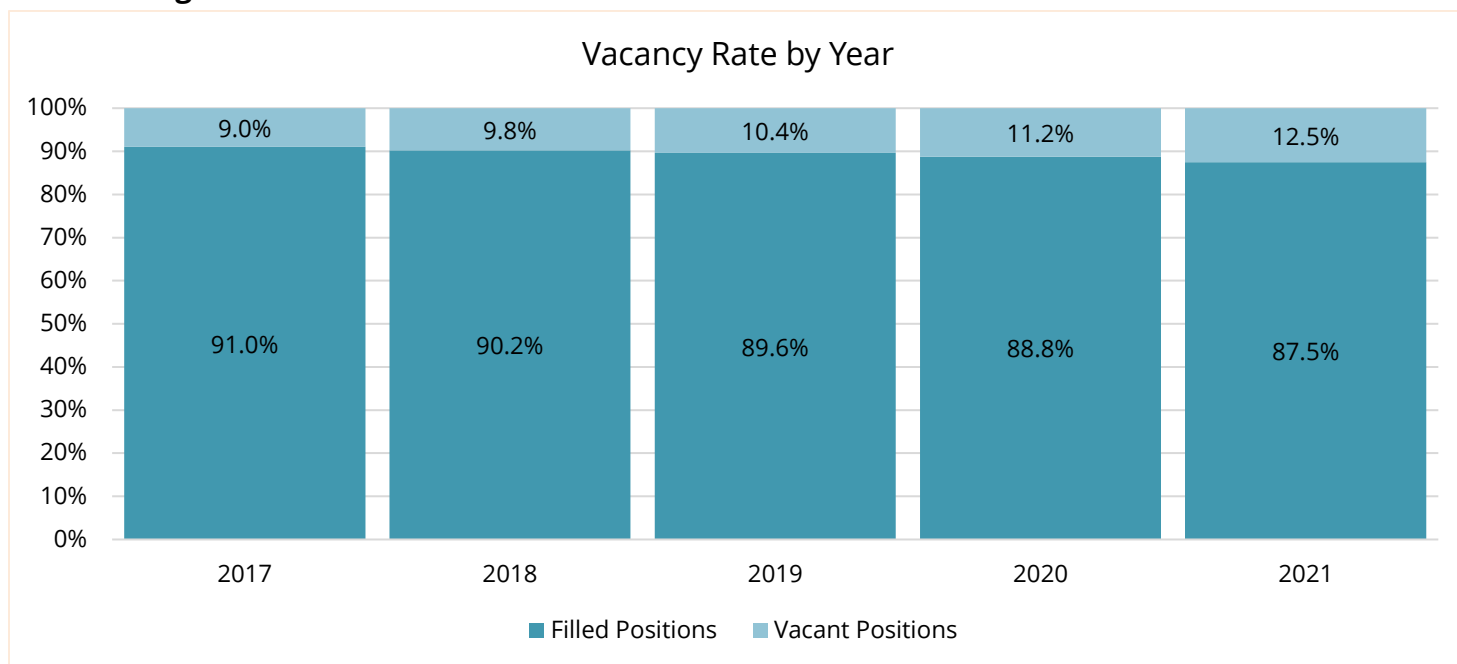https://www.sandiego.gov/sites/default/files/results_inclusion_belonging_pilot_pulse_survey.pdf

Human Capital Management Metrics

Vacancies & Retention

Retaining employees is a key priority for City leadership. Not only is hiring and training new staff costly and time consuming, but there is a significant, incalculable value that long-term employees bring to their role. Institutional knowledge and strong colleague networks allow longer-tenured employees to be more productive overall. The next four sections discuss vacancies and employee turnover at the City.
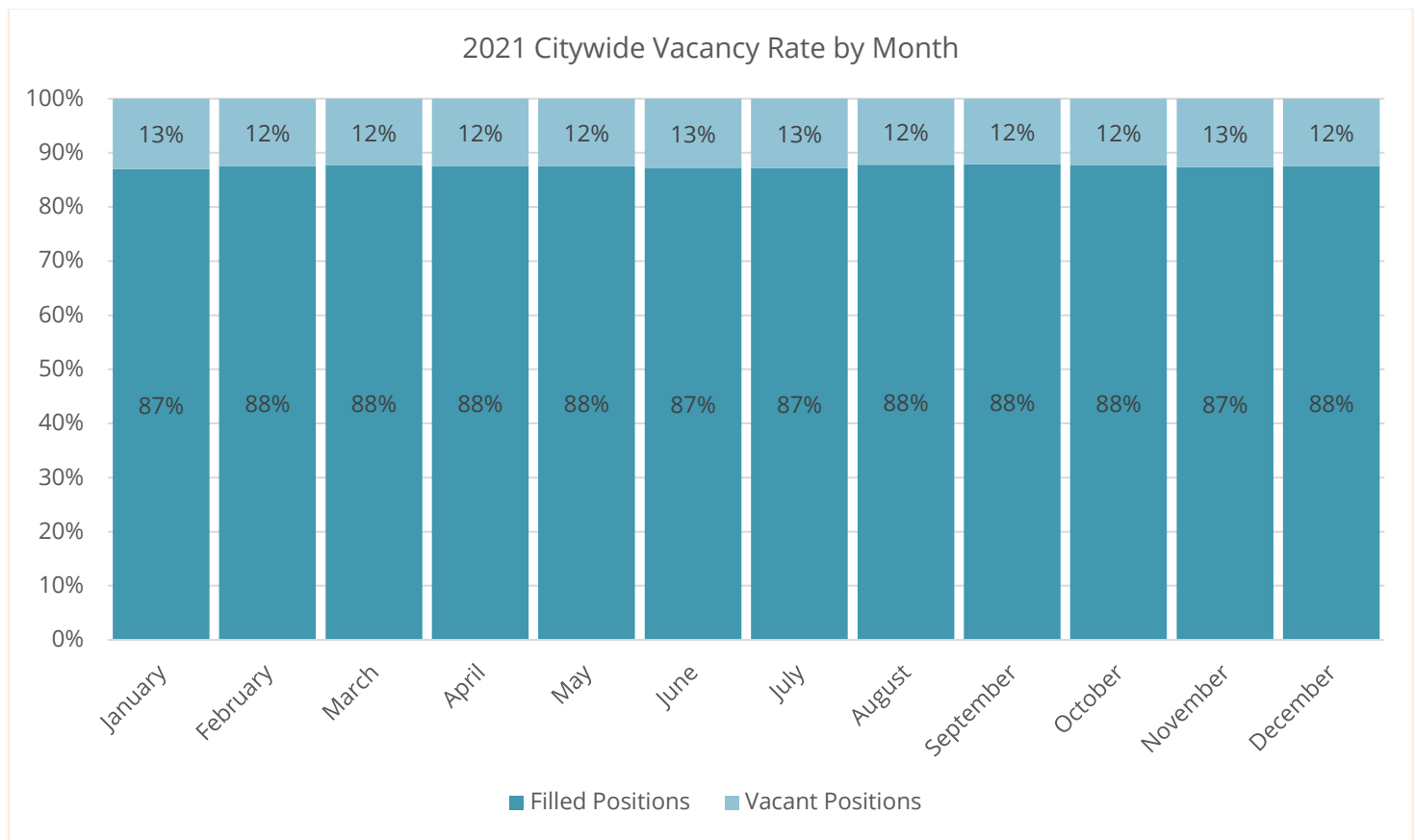
Vacancies Over Time

The vacancy rate among full-time employees (80- and 112-hour work schedules) has increased over the last five years from 9 to 12.5 percent between 2017 and 2021. The trend between 2017 and 2019 suggests that the vacancy rate was increasing prior to the COVID-19 pandemic, but **without comprehensive exit surveys, there is no way to discern if the increase in vacancies is due to the pandemic or other contributing causes**.

Vacancy Rate by Year

Year	Vacant Positions	Filled Positions
2017	9.0%	91.0%
2018	9.8%	90.2%
2019	10.4%	89.6%
2020	11.2%	88.8%
2021	12.5%	87.5%

■ Filled Positions   ■ Vacant Positions

Vacancies in 2021

Over the course of 2021, the City had an average of 1,449 vacant positions, per month among full-time employees. The average workforce availability rate for 2021 was 87.5 percent, based on an average of 11,592.6 budgeted full-time positions. As the chart below illustrates, the vacancy rate does not vary significantly from month to month. This suggests that **the City hires and loses about the same number of employees per month**.
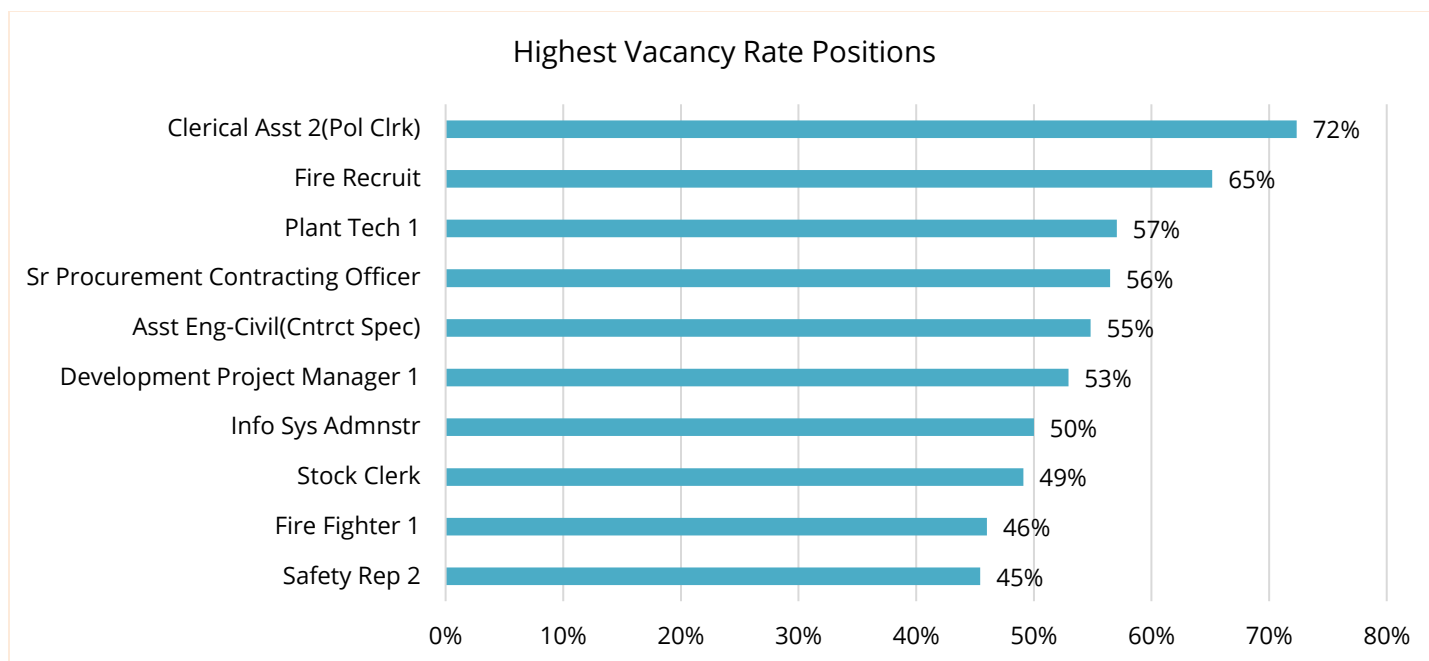
2021 Citywide Vacancy Rate by Month

Month	Vacant	Filled
January	13%	87%
February	12%	88%
March	12%	88%
April	12%	88%
May	12%	88%
June	13%	87%
July	13%	87%
August	12%	88%
September	12%	88%
October	12%	88%
November	13%	87%
December	12%	88%

■ Filled Positions ■ Vacant Positions

Vacancies by Position

By position, there were eleven position types that were vacant for all of calendar year 2021. Each of these vacant position types had only one Position ID associated with it (except for Organization Effectiveness Specialist 2, which has two positions), meaning each Position Type is filled by just one employee:

+ Principal Planner
+ Supervising Custodian
+ Senior Locksmith
+ Multimedia Production Specialist
+ Supervising Management Analyst (Supervising Homeland Security Coordinator)

+ Organization Effectiveness Specialist 2
+ Test Monitor 2
+ Deputy Planning Director
+ Cal-Id Technician
+ Haz Mat Program Manager
+ Asst Laboratory Tech

Among position types with five or more Position IDs assigned, the top ten positions with the highest vacancy rate in 2021 are presented in the chart below.[18] Nine of these ten positions types had vacancies for over half of the fiscal year. The most-vacant position type (Clerical Assistant 2) was vacant for nearly three quarters of the calendar year.

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[18] The position type "Fire Recruit" is intended to promote into Fire Fighter 1 at the end of their training and the position type has a 100 percent vacancy rate in July when Recruits complete their academy.

Highest Vacancy Rate Positions

Position	Vacancy Rate
Clerical Asst 2(Pol Clrk)	72%
Fire Recruit	65%
Plant Tech 1	57%
Sr Procurement Contracting Officer	56%
Asst Eng-Civil(Cntrct Spec)	55%
Development Project Manager 1	53%
Info Sys Admnstr	50%
Stock Clerk	49%
Fire Fighter 1	46%
Safety Rep 2	45%

This figure is calculated by measuring the number of months that each Position ID was vacant and dividing by the total number of months that each Position ID was active in SAP. These averages were then aggregated by Position Type. For example, in 2021 the Clerical Assistant 2 position type had eight position IDs and 47 months of active positions in SAP. Of those 47 available months, 34 of them were vacant.

Digging deeper into this position type indicates that five positions we added midway through calendar year 2021 and may have been vacant during the recruiting process. Further analysis is required to determine vacancy rates for positions not added mid-year.[19] Additionally, deeper analysis is required to determine why roles are remaining vacant for long periods of time and/or what is driving high quit rates among certain position types.

In the coming year, the Performance & Analytics team will work with departments to determine the high vacancy position types with the most operational impact to City services. After determining the position types in most need of being filled, departments and Performance & Analytics will work with Human Resources and Personnel to **develop a strategy for improving recruitment and/or retention in these critical roles**.
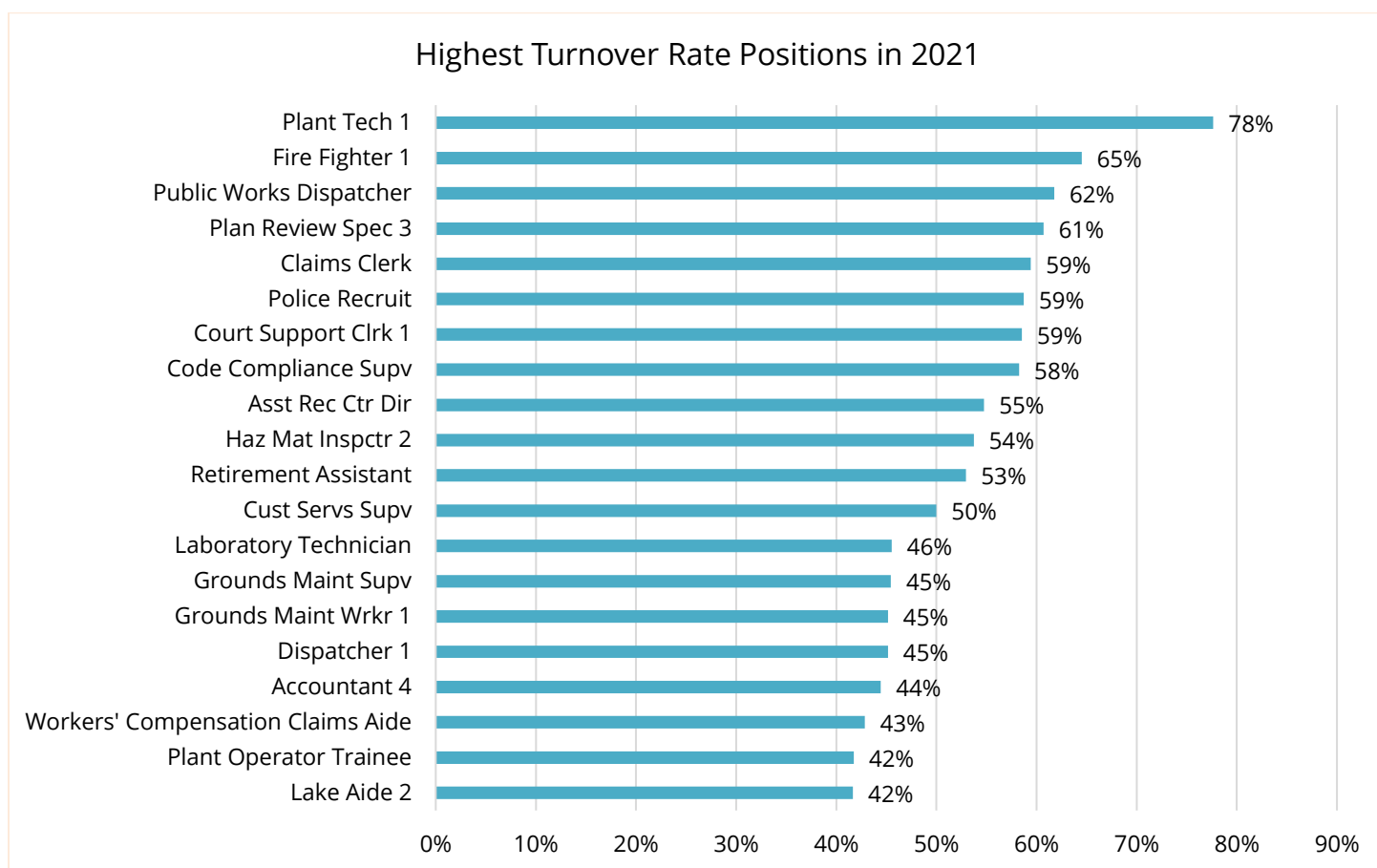
Turnover

Turnover is measured as the number of times a position or position type becomes vacant over a defined period of time. Turnover is not inherently bad—many job types are intended to be filled for a relatively short amount of time before the employee is promoted. For example, recruit positions within public safety frequently turn over, as graduating recruits are promoted into Police Officer 1 or Fire Fighter 1 positions.

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[19] A more detailed analysis of vacancy rates is currently underway.

Similar training roles, such as those positions in the Management Trainee series are intentionally designed to be positions where employees learn quickly and then move into new responsibilities.

However, outside of these training positions, high turnover is a negative for teams and departments. Frequently, vacant positions are a source of strain among current employees. Vacant roles add workload to other staff and, in some position types, increase the use of voluntary and mandatory overtime. The full-time position types with the highest turnover rate between 2017 and 2021 are presented below.[20] The turnover rate is calculated as the number of times a position type became vacant in calendar year 2021 divided by the total number of positions in that position type category. For example, the Plant Tech 1 position type had 14.2 full-time positions and the position type experienced 11 vacancies in 2021.[21] The number can be interpreted as 77.6 percent of Plant Tech 1 positions became vacant at least once over the course of the year.

Highest Turnover Rate Positions in 2021

Position	Turnover Rate
Plant Tech 1	78%
Fire Fighter 1	65%
Public Works Dispatcher	62%
Plan Review Spec 3	61%
Claims Clerk	59%
Police Recruit	59%
Court Support Clrk 1	59%
Code Compliance Supv	58%
Asst Rec Ctr Dir	55%
Haz Mat Inspctr 2	54%
Retirement Assistant	53%
Cust Servs Supv	50%
Laboratory Technician	46%
Grounds Maint Supv	45%
Grounds Maint Wrkr 1	45%
Dispatcher 1	45%
Accountant 4	44%
Workers' Compensation Claims Aide	43%
Plant Operator Trainee	42%
Lake Aide 2	42%

Reducing turnover in these frequently vacant positions will help increase institutional knowledge, reduce costs related to hiring and training, and may increase sentiment scores related to teamwork in the departments where these positions reside. In the next year, **department leadership should work with Performance & Analytics to identify high turnover positions within each department**. For example,

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[20] Excluded from this list are Fire Recruits and Sanitation Driver Trainees
[21] A decimal in the total position figure indicates that a position was added midyear.

automated dashboards with Medallia and SAP workforce data can be quickly developed for department directors. Dashboard in conjunction with text analytics from the Employee Sentiment surveys can provide detailed insights into employee sentiment at the position or job-type level. With this department-specific information, directors and the Performance & Analytics team can build a strategy to understand why these positions are frequently vacated and what might be done to better retain employees. Success in this effort will be demonstrated as reducing the turnover rate Citywide and for these identified high-turnover positions.

Recruitment

Presently, the City is unable to analyze recruitment data at the applicant level. In the coming year, the Human Resources and Personnel teams will work to set up a data collection system to allow for analysis of the quality of applicants for each role. The upcoming analysis will allow the City to understand how many highly qualified, qualified, minimally qualified, and not qualified applicants have applied to each position type. **Developing a better understanding of the quality of the applicant pool will help Human Resources, Personnel, and department leadership identify recruitment tactics that are in need of improvement**. Metrics around this effort will be developed in the next year and are likely to include:

+ Number of highly qualified applicants (by position type)
+ Percent of applicants deemed qualified (by job type)

Identifying the lowest performing recruitments will help Human Resources and Personnel determine changes that may need to be made to positions and/or position announcements in order to improve the number of qualified applicants.

Additionally, an analysis of recruitment data in regard to gender, race and ethnicity will be included in the upcoming Second Pay Equity Study. Consultants conducting the study will be expected to analyze (quantitatively and qualitatively) the following research questions:

+ How does the recruitment process affect who applies to City jobs?
+ How representative are City applicants of the population of San Diego?
+ What observable characteristics make an applicant more likely to be selected for a position at the City, if any?

The Second Pay Equity Study will be completed in FY23.

Recommendations

"I really hope that our answers to these surveys are considered and that action is taken to improve the work conditions in the City that we love."

Surveys are only as good as the action taken on them. The entire San Diego region stands to benefit from developing a thriving, skilled, and educated City workforce capable of meeting the challenges and opportunities of tomorrow. Taking action to improve the employee experience will directly impact the City's ability to recruit, develop, and retain high quality employees. Engaged and satisfied employees provide better services to all residents, visitors, and businesses—ensuring that investments in employee satisfaction provide returns for everyone in the city.

This workforce report covered an extremely wide range of employee topics. Each section in this report was only able to scratch the surface on the deeper issues. To properly learn from the data and move forward with impactful changes, **department leadership needs to take a stronger role in reviewing, analyzing, and absorbing employee sentiment data.** It is not possible for this report to capture all the relevant nuance and context of each department. Instead, the results presented in this report should be used to spark curiosity among City leaders. A close reading of these results should prompt more questions than it answers.

The following recommendations are derived from analyzing the full year of employee quantitative and qualitative feedback. Each data point (quantitative and qualitative) is first-hand feedback from a City employee. After providing their input each quarter for over a year, City leadership owes it to employees to address concerns, make visible change, and communicate results to employees.

1. Address Shortcomings in Growth, Learning, and Recognition

"...leadership doesn't have time to mentor or guide their employees. The turnover in my area has been particularly alarming and a sign that many employees leave this department because of the atmosphere."

Key shortcomings in management, communication, learning, and recognition need to be addressed quickly. Employees thrive when they know what is expected of them, what their potential career path looks like, and when they have access to the coaching and training to achieve their goals. Low scores for management, training, and recognition highlight that employees feel undervalued—and that culture translates into a poor working environment.

"I think the City does a great job providing resources to employees for development (tuition reimbursement, LinkedIn Learning, Success Factors courses, etc.) but sometimes it's hard for employees to make time to complete these trainings due to staffing issues."

With regards to learning, many employees feel that there is adequate training available to them, but that they are not provided the time to participate. Some of the time-related strain on employees is a result of understaffing but coaching and mentorship can also play a role in guiding employees towards setting and achieving training goals. The City should work to alleviate vacancies, which will give employees more time in their schedules to attend trainings. Next, department leadership needs to communicate that tools like LinkedIn Learning are a valuable use of time and will not be seen as time off-task. Encouraging more employees to include training-related goals in their performance plans could serve to communicate the importance of continued learning.

Still, **without a clear path for career growth, it can be unclear what the value of additional training provides.** Leadership needs to take a strong role in communicating the career paths available to employees. Visual tools (such as the diagrams created in the first Pay Equity Study) can serve to provide employees with guidance on which positions people in their current position tend to promote into. Human Resources and Personnel should use the Pay Equity diagrams and vacancy/quits data to investigate roles that appear to have little career growth and high levels of turnover. Employees in these role should receive attention and extra guidance from leadership.

> *"There are 13 rewards & recognition programs at the City but most employees, including supervisors, are not aware of them or which ones their department participates in."*

In addition to the low scoring key driver metric, many employees provided comments related to rewards and recognition. Employee feedback centered on the challenges for using the system, and its inflexibility when it comes to showing appreciation for consistent good work. **The City needs to update the rewards and recognition program to better align with how employees wish to be recognized.** In April 2022, the Performance & Analytics and Human Resources departments launched a short survey to ask employees how they would like to see the Rewards and Recognition program change. Recommendations from this April 2022 survey should be implemented quickly.

> *"Allow employees/supervisors to recognize consistent hard workers. Currently, the rules for the Employee of the Quarter (EOQ) are for someone who went above and beyond during a certain period, but what if I want to recognize someone who always has an exceptional work ethic?"*

Timeline

Updates to the rewards and recognition are already being investigated by the Human Resources team. Any changes to the program should be piloted in the next fiscal year. Continued monitoring of rewards and recognition metrics will help leadership understand if program changes are having an effect on employee sentiment.

2. Implement Department-Specific Changes

A theme of this report has been variation—employee feedback across departments is incredibly diverse. At the same time, satisfaction with department management is low scoring, suggesting that there is a disconnect between employees and their leadership. **Actions taken as a result of the Employee Sentiment results will have the most impact if they are identified and implemented by department leadership** instead of a top down approach.

> *"Work/life balance aspects are generally good; opportunities for growth are available; work is challenging and engaging. However, the work environment could be better if management's culture was more positive, encouraging, and involved with the staff. At times, it feels as if the immediate management (ADD/DD, and even AD/D) are not familiar with the staff's daily struggles, issues, or needs."*

The Medallia platform is a powerful tool for branch and department leaders to understand the specific issues impacting their teams. Consistent engagement with the Employee Sentiment results will yield insights for leadership that were previously unavailable with the biannual Employee Sentiment Survey. Management's role in enacting change is to better understand their department's needs and develop ideas that are people-driven and created with a human-centered design.

> *"Full time work from home would be the ultimate non-monetary incentive. I am much happier, more satisfied with my job, more physically active, less stressed, and more productive in my work because of these things. It has changed my life for the better."*

Employees want to feel heard. **The success of the Employee Sentiment program depends on employees knowing that their continued participation in the survey is making a difference**. For some departments, simple changes like finalizing a remote work policy would go far in demonstrating that leadership is actively listening to employee concerns and recommendations. For other departments, large, cultural changes will take time—but leadership needs to ensure that they are communicating their plans and engaging with employees about their feedback.

Timeline

Department leadership should begin discussing ESS results with their staff as soon as possible. The Performance & Analytics team has already developed shareable, quantitative ESS summary reports for each department. The report should be used to spark discussion among teams and demonstrate to employees that their feedback is being used to design change.

Immediately, Human Resources and Personnel should begin to write policy around flexible work schedules. **Employees from every non-public safety department have scored above 60 percent on the Flexible Work metric** since the beginning of the Employee Sentiment program**.** Flexible work schedules can be tailored to fit the requirements of each department and/or division and the requests from employees. Even

some amount of schedule flexibility is likely to have a strong, positive effect on employee satisfaction and retention.

NPS and Overall Satisfaction will continue to be measured each quarter and improvements in these scores should be expected by mid-2023.

3. Promote the City as a Top Regional Employer

"I love working at the City because…"

The final recommendation is centered around recruiting new employees to have a long career at the City. To achieve this, the City needs to develop a brand identity that promotes the City as a great place to work. As one of the largest employers in the region, with a wide range of job types available, and a desirable location live in, the **City should be a top choice for people seeking employment**. Instead, the City continues to have a chronically high vacancy rate. Our failure to fill vacancies has had a measurable impact on service delivery for residents and is likely contributing to employee burnout.[22] Improving the recruitment process and encouraging more applicants to City jobs should be a top priority in the next year.

In order to increase the number of high-quality applicants, the City needs to develop its brand identity. When prospective applicants visit our website, there is **a lack of information about the experience of being a City employee.** The City does many things very well when it comes to the employee experience: sentiment around teams is consistently highly ranked, the relationship between employees and supervisors is strong, and City employees take pride in providing high quality services. These high scoring metrics need to be highlighted across the City the website and in every job announcement. Applicants should understand that the "brand" of a City employee is someone who gets to work with a great group of people while giving back to their community. To attract top candidates and begin filling the backlog of vacant positions, the **City needs to promote its strengths as an employer**.

Timeline

Concurrent with developing a brand identity, becoming an employer of choice in the region will require **expanding the reach of our job announcements and improving hiring speeds**. The Human Resources and Personal departments are making progress on improving the hiring process. In June 2022, the City began surveying departments regarding their difficulties with the classified hiring process. Lessons from this survey will be used to make recommendations to Personnel. Action to expand job posting should be taken in the next year. Efforts to increase hiring speeds may take more than a year to develop and implement. Data on the number of qualified job applicants, hiring and onboarding speeds, and sentiment around hiring/onboarding should be collected to measure the effectiveness of new policies.

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[22] Example: Pool hour reductions due to lifeguard shortages. Source: https://www.kpbs.org/news/midday-edition/2021/09/21/its-hot-september-few-san-diego-pools-swim

Going Forward

As the City develops and expands its employee experience and customer experience programs, our vision is to measure the connection between employee sentiment and customer service delivery. In 2022, we will have a large enough volume of employee and customer feedback to begin to understand the relationship between how employees feel and the effects on customer satisfaction with City services. Our goal is to directly correlate our internal policy actions to the customer, resident, and visitor experience.

For example: how do changes in employee policies affect service delivery; which tweaks to employee life are most correlated with better outcomes for residents and visitors? We are striving to answer questions like the following:

+ If Library employees are happier with their training opportunities, do library patrons feel more satisfied with children's programming?
+ If our Development Services Department moves into upgraded facilities, do new building permits get processed faster?
+ If we improve communication between departments, how might that affect the volume of calls to our call centers?

Over time, a successful employee experience program will show improvements in employee retention and satisfaction. Key outcome metrics include:

+ Retention rate improving;
+ Vacancy rate declining;
+ Fewer 'voluntary quits'; and,
+ More employees choosing to take promotions within the City rather than moving to other jurisdictions.

Excellent customer service and service delivery begin with an excellent employee experience. The formula for improving the employee experience includes straightforward changes like pay increases and filling chronic vacancies, but it also includes more subtle approaches like opening up paths for career advancement and professional growth; improving rewards and recognition; and focusing on the relationships between City leadership, supervisors, and front line staff. Employees are the City's top asset and improving their experience should be the City's top priority. Taking action based on employee feedback is a key first step in demonstrating to employees that they are valued and critical to success in San Diego.

Annex:

Satisfaction and Participation

The following tables provide details on NPS, OSAT and participation, by quarter. Statistically significant changes between survey rounds (upwards or downwards) are marked with arrows. The "Overall" column represents the total score for 2021.

Overall Satisfaction	Winter	Spring	Summer	Fall	Overall
Net Promoter Score	-16.9	-13.9	-6.6 ↑	-20.6 ↓	-14.6
Overall Satisfaction	26.7	27.6	31.2 ↑	26.6 ↓	27.9

Participation	Winter	Spring	Summer	Fall	Overall
Number of Responses	2,925	3,222	2,252	2,254	10,653

Key Drivers

The following tables provide details on Key Driver metric, by quarter. Statistically significant changes between survey rounds (upwards or downwards) are marked with arrows. The "Overall" column represents the total score for 2021.

Key Drivers	% Responses Scored 9 or 10				
	Winter	Spring	Summer	Fall	Overall
Path for Career Advancement	30.7	30	32.1	29.4	30.5
Feel Inspired to Reach My Full Potential	30.7	31.6	32.6	28.6 ↓	30.9
Receive Recognition	26.8	27.8	26.9	26.6	27.1
Paid Fairly for The Work I Do	15.5	14.6	17.3 ↑	16.8	15.9
Enjoy Working with My Team	58.9	58.6	59.4	57.4	58.6
My Department Provides High Quality Services	55.8	54.5	52.9	49.9 ↓	53.5
My Direct Supervisor Actively Listens to Me	58.6	58.6	58.1	57.9	58.4

My Department Management Sets Clear Goals and Expectations	34.6	34.9	35.3	32.9	34.5
I Have the Resources to Do My Job Well	29.5	30.1	30.6	27.0 ↓	29.4
The City Invests in Training and Development	22.2	22.6	24.7	23.3	23.1
Satisfied with The Physical Conditions at Workplace	27.7	29	28.3	28.7	28.4

The table below details the overall 2021 scores for each Key Driver metric, by Department. The top and bottom three metrics for each department have been highlighted and bolded.

Department	My Dept Mgmt Sets Clear Goals	I Enjoy Working with My Team	I Feel Inspired to Reach My Full Potential	My Dept Provides High Quality Services	I am Paid Fairly for the Work I Do	I Have a Path for Career Advancement	I Receive Recog.	I Have the Resources to Do My Job Well	Satisfied with Physical Conditions at My Workplace	My Supervisor Listens to Me	The City Invests in Training and Development
City Attorney's Office	43%	63%	38%	61%	16%	33%	31%	33%	31%	67%	27%
City Council	63%	76%	53%	86%	40%	27%	46%	45%	16%	71%	23%
Communications	44%	47%	26%	63%	6%	18%	28%	35%	28%	53%	11%
Compliance	71%	71%	57%	71%	43%	43%	57%	29%	71%	71%	43%
Debt Management	59%	69%	45%	82%	14%	41%	55%	34%	39%	52%	28%
Cultural Affairs	53%	60%	40%	80%	13%	13%	33%	33%	50%	67%	20%
Finance	38%	60%	35%	63%	28%	36%	32%	35%	28%	56%	22%
General Services	42%	65%	41%	57%	10%	41%	30%	24%	30%	56%	19%
Information Technology	63%	76%	50%	83%	23%	46%	53%	59%	46%	76%	44%
Real Estate and Airport Management	25%	44%	24%	43%	7%	21%	21%	18%	21%	55%	16%
Sustainability	29%	45%	29%	50%	39%	29%	23%	23%	14%	61%	20%
Development Services	37%	63%	39%	48%	17%	36%	32%	34%	16%	60%	28%
Economic Development	47%	64%	34%	76%	17%	27%	27%	35%	35%	74%	25%
Engineering and Capital Projects	44%	65%	39%	56%	22%	41%	34%	40%	50%	67%	32%
Environmental Services	34%	56%	33%	56%	13%	33%	32%	34%	41%	60%	25%
Ethics Commission	80%	83%	50%	100%	33%	33%	33%	17%	17%	100%	17%
Fire-Rescue	23%	56%	16%	59%	2%	22%	11%	17%	11%	54%	9%
Government Affairs	45%	82%	55%	64%	36%	45%	18%	55%	27%	55%	18%
Homelessness Strategies	27%	91%	45%	73%	27%	45%	45%	9%	18%	82%	0%
Human Resources	39%	76%	55%	76%	18%	36%	45%	55%	45%	79%	27%
Library	43%	62%	36%	66%	28%	35%	37%	37%	42%	61%	33%
Boards and Commissions	64%	27%	36%	55%	36%	45%	27%	45%	36%	82%	45%
Emergency Services	67%	100%	33%	67%	0%	33%	67%	33%	100%	67%	33%
City Auditor	54%	66%	54%	69%	49%	54%	51%	66%	56%	63%	54%
City Clerk	55%	64%	38%	75%	18%	33%	35%	41%	27%	62%	24%

Workforce Report 2021

Department	My Dept Mgmt Sets Clear Goals	I Enjoy Working with My Team	I Feel Inspired to Reach My Full Potential	My Dept Provides High Quality Services	I am Paid Fairly for the Work I Do	I Have a Path for Career Advancement	I Receive Recog.	I Have the Resources to Do My Job Well	Satisfied with Physical Conditions at My Workplace	My Supervisor Listens to Me	The City Invests in Training and Development
City Treasurer	50%	59%	46%	57%	26%	41%	41%	45%	41%	61%	38%
Independent Budget Analyst	25%	75%	0%	75%	0%	0%	25%	50%	0%	0%	25%
Mayor's Office	45%	77%	35%	77%	23%	35%	42%	42%	37%	71%	26%
Parks and Recreation	30%	53%	27%	47%	11%	25%	24%	24%	28%	54%	22%
Performance and Analytics	47%	84%	38%	69%	38%	28%	56%	50%	9%	84%	53%
Personnel	47%	68%	41%	69%	38%	39%	34%	54%	42%	69%	28%
Planning	14%	44%	22%	42%	15%	14%	12%	15%	4%	53%	5%
Police	29%	60%	22%	39%	17%	23%	18%	16%	14%	57%	11%
Public Utilities	27%	50%	29%	47%	14%	31%	26%	30%	34%	51%	28%
Purchasing and Contracting	22%	53%	21%	42%	12%	15%	19%	19%	33%	53%	14%
Risk Management	58%	75%	53%	73%	26%	45%	48%	56%	56%	74%	44%
SDCERS	64%	59%	41%	77%	32%	36%	49%	60%	74%	57%	36%
Special Events and Filming	75%	50%	25%	50%	25%	0%	50%	0%	75%	75%	0%
Storm Water	33%	57%	29%	44%	12%	23%	24%	25%	31%	54%	19%
Sustainability and Mobility	31%	63%	33%	53%	33%	37%	41%	27%	29%	62%	31%
Transportation	27%	57%	30%	44%	13%	28%	28%	26%	21%	54%	19%

Key Employee Attributes

The tables below detail the responses for each Key Employee Attribute metric across each survey round. Statistically significant changes between survey rounds (upwards or downwards) are marked with arrows. The "Overall" column represents the total score for 2021.

This final group of sentiment questions are intended to go deeper into each attribute of the employee experience. The attributes are separated into six categories, each with at least two questions. These questions provide the most insight into how well the City is achieving its strategic goals.

Key Employee Attribute Categories	% Responses Scored 9 or 10				
	Winter	Spring	Summer	Fall	Overall
Employee Satisfaction	58.0	56.0	56.3	53.4	56.1
Growth, Recognition and Career Mobility	36.0	36.6	37.5	35.9	36.5
Direct Supervisor	58.6	58.4	57.8	57.2	58.1
Department Management	35.2	34.8	34.6	33.3	34.6
Teamwork	45.9	45.9	44.9	44.3	45.4
Environment & Resources	45.8	48.9	52.2	46.5	48.2

The following tables provide data for each question of the Key Employee Attributes categories. Statistically significant changes between survey rounds (upwards or downwards) are marked with arrows.

Employee Satisfaction	% Responses Scored 9 or 10				
	Winter	Spring	Summer	Fall	Overall
The work I do is meaningful	70.3	67.6 ↓	66.8	64.0	67.5
Work Relates to Department's Mission	61.1	59.2	58.6	56.6	59.1
Work Relates to City's Strategic Plan	42.7	41.1	43.5	39.4 ↓	41.8

Growth, Recognition and Career Mobility	% Responses Scored 9 or 10				
	Winter	Spring	Summer	Fall	Overall
Regularly Use My Strengths	42.5	43.2	42.6	41.3	42.5
Encouraged to Provide Ideas	32.9	34.2	34.8	32.4	33.6
Opportunities to Learn New Skills	34.6	34.5	35.6	34.1	34.7
Aware of The City's Training Opportunities	33.9	34.6	36.9	35.8	35.1

Direct Supervisor	% Responses Scored 9 or 10				
	Winter	Spring	Summer	Fall	Overall
My Direct Supervisor is Present and Visible	63.0	62.4	62.0	60.7	62.2
My Supervisor Provides Coaching to Help Me Do My Job Well	54.1	54.5	53.6	53.7	54.0

Department Management	% Responses Scored 9 or 10				
	Winter	Spring	Summer	Fall	Overall
My Department Management is Available for Support When Needed	38.1	38.1	37.4	36.2	37.6
My Department Provides Coaching to Help Me Do My Job Well	32.3	31.5	31.8	30.4	31.6

Teamwork	% Responses Scored 9 or 10				
	Winter	Spring	Summer	Fall	Overall
Treated with Respect at Work	57.2	56.8	54.9	53.1	55.8
Comfortable Asking for Help and Discussing Issues with Coworkers	59.2	59.4	57.4	58.0	58.7
Employees in My Department Communicate Well With Each Other	39.4	39.4	39.9	37.9	39.2
People Share Information and Knowledge Across Departments	27.8	28.1	27.5	28.4	27.9

Environment & Resources	% Responses Scored 9 or 10				
	Winter	Spring	Summer	Fall	Overall
Technology in My Department is Up to Date	26.0	28.4	31.3 ↑	25.7 ↓	27.7
Enjoy Working Remotely	48.8	54.1 ↑	57.7 ↑	51.3 ↓	52.8
Would Take Advantage of a Flex Work Schedule, if offered	63.5	65.1	68.6 ↑	63.3 ↓	65.0

Top Motivators for Working at the City

Employees were asked to select their top three motivators for working at the City. The average NPS and OSAT for those who selected each motivation is available, as well. These NPS and OSAT scores show that those who selected these motivations are, on average, more likely to recommend the City as a place to work and are more satisfied overall. Employees who chose *Work/life balance* report some of the highest NPS and OSAT scores in the City.

Motivation	Number of selections	NPS	OSAT
Job stability	7,822	-2.3	31.9
Public or community service	4,941	-2.2	32.5
Working relationships with coworkers	4,892	2.8	36.0
Work/life balance	4,778	10.9	37.4
Health care benefits	4,659	3.2	33.3

Responses Rate by Department

The table below shows the number of employee responses by Department, by quarter. Quarter 1 represents January of 2021.

Responses (Department)

Department	Q1	Q2	Q3	Q4
Public Utilities Department	404	490	355	314
Fire-Rescue Department	359	427	259	287
Police Department	406	286	221	373
Engineering and Capital Projects	246	257	189	203
Development Services Departme..	228	275	188	144
Library Department	182	206	169	123
Parks and Recreation Department	191	191	126	109
City Attorney's Office	119	120	104	122
Transportation Department	89	102	79	74
Department of General Services	44	72	66	71
Environmental Services Departm..	66	87	54	45
Storm Water Department	48	80	40	40
Department of Information Tech..	39	59	41	38
Office of the City Treasurer	43	54	37	30
Department of Real Estate and Ai..	54	53	21	14
Risk Management Department	34	37	28	23
Department of Finance	31	48	26	15
Economic Development Departm..	36	23	20	34
Planning Department	25	38	23	12
SDCERS	26	27	15	13
Purchasing and Contracting Depa..	22	20	21	18
Personnel Department	18	21	22	13
Communications Department	21	28	12	11
Office of the City Clerk	16	18	10	12
Sustainability and Mobility Depa..	5	9	17	20
City Council	14	19	13	3
Office of the City Auditor	11	8	9	7
Human Resources Department	7	11	11	4
Performance and Analytics Depar..	11	7	8	6
Office of the Mayor	9	10	6	6
Department of Sustainability	11	16	1	3
Debt Management Department	8	8	7	6
Department of Cultural Affairs	8	4	2	1
Office of the Chief Operating Offi..	4	2	5	1
Office of Boards and Commissions	3	2	3	3
Homelessness Strategies Depart..	4	2	1	4
Government Affairs Department	1	4	3	3
Compliance Department			3	4
Ethics Commission	1	3	2	
Special Events and Filming			3	1
Office of the Independent Budget..	2	1	1	
Office of Emergency Services			1	2

Count of OSAT Top 2 for each Department broken down by Responsedate Quarter. The view is filtered on Department, which keeps 44 of 44 members.

Demographics

The end of the Employee Sentiment survey asks employees to voluntarily report their demographic information. This optional information allows us to understand how employee sentiment may vary across employee groups such as gender, age, and race/ethnicity. The data below represent the yearly average scores for NPS and OSAT. No statistical significance testing was performed on the demographic data presented below.

+ Women are more likely to recommend the City as a place to work over men (NPS of 0.8 compared to -20.8), and they report higher overall satisfaction (31.1 and 27.5, respectively). Employees who opted to not select a gender had the lowest NPS and OSAT scores (-50.9 and 8.1).

+ Executive/Management employees are more likely to recommend the City as a place to work (NPS 6.6) and showed slightly higher levels of overall satisfaction (38.3) than other employee groups, especially compared to field employees (NPS -33.5) and supervisors (OSAT 21.9).

+ Employees with less than two years of experience with the City are the most likely to recommend the City as a place to work (NPS 30.5) and were the most satisfied (44.3). Mid-career employees (between 11 and 20 years of experience) showed the lowest levels of NPS (-29.5) and those employees with between 6 and 10 years of experience report the lowest overall satisfaction (21.5).

+ Employees who identified as Asian report the highest NPS (11.5) and level of satisfaction (38.1), while employees who selected American Indian or Alaskan Native report the lowest NPS (-22.7). Employees who selected white or Caucasian for their race report the lowest level of satisfaction (24.9). Employees who preferred not to answer the question about race reported the lowest level of satisfaction (10.7).

+ Employees aged older than 71 years report the highest NPS (25.0) and the highest overall levels of satisfaction (58.3). Employees between 39- and 51-years old report the lowest NPS (-21.6) and employees aged 24- and 38-years old show the lowest level of satisfaction (22.2). Employee age is collected by age range to protect employee anonymity.

Job Type Alignment with Civil Service Commission

The following tables details the number of employees who fall into each category of the ESS job type categories and their alignment with the Civil Service Commission job type categories.

Job Type Alignment with Civil Service Commission[23]	Field	Management/ Executive/ PM/ PC	Office	Supervisor	Other
Officials and Managers		511			
Professionals			2,525		
Technicians	299				
Administrative Support			1,572		
Craft Workers	769				
Operatives	255				
Laborers and Helpers	1,178				
First Line Supervisor - Fire				283	
Fire Inspectors	36				
Fire Fighters	628				
First Line Supervisor - Police				345	
Detective and Criminal Investigators	247				
Police Officers	1,332				
Lifeguards and Other Protective Service Workers	554				
Service Workers					471
Exempt					283
Total	5,298 (46.9%)	511 (4.5%)	4,097 (36.3%)	628 (5.6%)	754 (6.7%)

Federal Comparison

The following table compares the overlapping Human Capital Management Metrics from the City of San Diego Employee Sentiment survey to the Federal Employee Viewpoint survey. The federal survey is conducted once a year and was completed between September 14 and November 5, 2020. To compare with a similar time frame, the results of the October 2021 ESS are being used.

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[23] https://www.sandiego.gov/sites/default/files/csceeoreport.pdf

A change in the calculation of the Employee Sentiment survey responses was necessary to compare accurately with the Federal results. The ESS data is collected on a 10-point Likert scale and the data is typically presented as a measure of the "Top Two Box" –which is calculated as the percentage of respondents who scored the question a 9 or 10. The Employee Viewpoint uses a 5-point Likert scale and reports the percentage of employees who scores the question a 4 or 5. The ESS data presented below has been converted into a 5-point scale and calculated as the percentage of 4 and 5 scores.

The Metric names vary slightly between the ESS and the Employee Viewpoint surveys. The first text is the CoSD metric and the italicized text following the forward slash is the Employee Viewpoint metric.

Metric	CoSD	Federal
Overall Satisfaction / *Considering everything, how satisfied are you with your job?*	63.5	72
Likelihood to Recommend / *I recommend my organization as a good place to work.*	73.9	71
I Am Encouraged to Provide Ideas / *I feel encouraged to come up with new and better ways of doing things.*	74.7	67
The work I do is meaningful / *My work gives me a feeling of personal accomplishment.*	92.9	75
Opportunities to Learn New Skills / *I am given a real opportunity to improve my skills in my organization.*	77.6	70
My Department Management Sets Clear Goals and Expectations / *I know what is expected of me on the job.*	77.3	83
I Regularly Use My Strengths / *My talents are used well in the workplace*	83.5	66
I Know How My Work Relates to City's Strategic Plan / *I know how my work relates to the agency's goals.*	64.5	87
I Have the Resources to do My Job Well / *My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.*	72.5	82
My Supervisor Listens to Me / *My supervisor listens to what I have to say.*	88.7	83
Work Relates to Department's Mission / *Managers communicate the goals of the organization.*	89.6	68
I Receive Recognition / *How satisfied are you with the recognition you receive for doing a good job?*	69.9	59
I am Paid Fairly for the Work I Do / *Considering everything, how satisfied are you with your pay?*	63.9	67