



# SANDY CITY ENGAGEMENT SURVEY RESULTS

November 2019

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## AGENDA

- 01 Overall state of engagement at Sandy City
- 02 Strengths and opportunities
- 03 Engagement by demographics
- 04 Where to focus
- 05 Key findings

## WHAT IS EMPLOYEE ENGAGEMENT?

A feeling of commitment and enthusiasm for one's work that leads to a willingness to exert discretionary effort.



### ACTIVE COMMITMENT

Employees plan to stay and recommend the organization to others



### PERSONAL SIGNIFICANCE

Employees feel valued and are enthusiastic about their work



### CONFIDENCE IN THE FUTURE

Employees believe in the future of the organization.

## BUSINESS IMPACT

\*TOP QUARTILE TEAMS HAVE:



37% LOWER ABSENTEEISM



25% LOWER TURNOVER



48% FEWER SAFETY INCIDENTS



10% HIGHER CUSTOMER METRICS



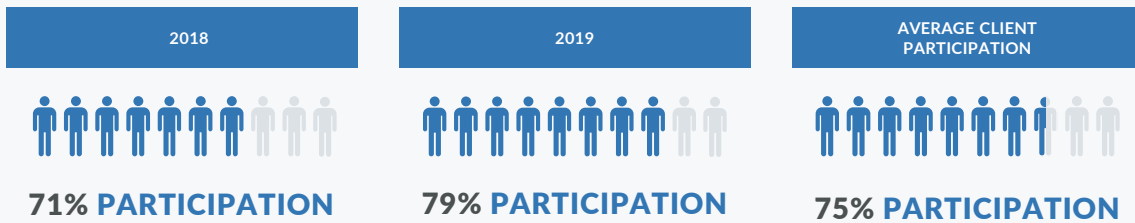
21% HIGHER PRODUCTIVITY



22% HIGHER PROFITABILITY

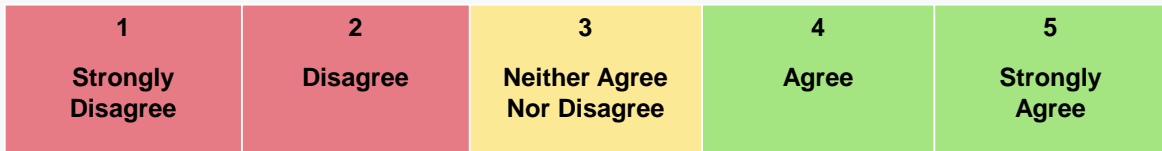
\*Research by the Gallup organization

## 2019 PARTICIPATION INCREASED



YOU CAN BE **99% CONFIDENT** THAT SURVEY SCORES ARE WITHIN **+/- 3 POINTS** OF WHAT THEY WOULD BE IF EVERYONE TOOK THE SURVEY

## SURVEY SCALE



% FAVORABLE

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## PUBLIC SECTOR BENCHMARK

**42**  
ORGANIZATIONS

**281,000**  
SURVEY RESPONSES

**5**  
YEARS OF DATA

### COMPARISON TO THE BENCHMARK



**6** ITEMS ARE ABOVE THE BENCHMARK



**2** ITEMS ARE BELOW THE BENCHMARK



**0** ITEMS ARE AT THE BENCHMARK

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## ENGAGEMENT INCREASED SIGNIFICANTLY SINCE 2018

**06** Points change or greater

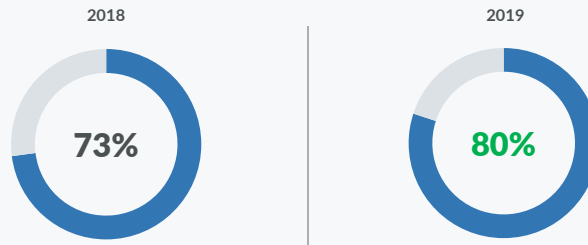
Is statistically significant when comparing between years at the city-wide level

**92nd** Percentile

As compared to the Public Sector Benchmark; 42 organizations and 281,000 individual survey responses.

### ENGAGEMENT INDEX

Monitor Engagement Index over time as the best indication of engagement trending



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## START WITH THE END IN MIND: IMPROVE ENGAGEMENT OVER TIME

The engagement index is the single best indicator of engagement.

### PUBLIC SECTOR BENCHMARK

Represents 42 organizations and 281,000 individual survey responses.

Engagement is strong and significantly higher relative to 2018. Employee feel like their **roles have purpose** and are significantly more favorable regarding **intent to stay** and **feeling valued**. While **confidence in achieving career goals** increased significantly, at 68% favorable this may be a relative opportunity for the City.

Name	Responses	Distribution ▾	2018	Benchmark
Engagement Index		80% 12% 7%	+7	-
I feel like my role here has a purpose.	402	90% 7%	+2	+5
I intend to stay at Sandy City for at least the next 12 months.	402	87% 8%	+7	-
I feel valued at work.	402	77% 12% 11%	+10	+11
I am confident I can achieve my career goals at this organization.	400	68% 22% 11%	+8	-

Change of 6 points or greater is statistically significant when comparing between years at the city-wide level

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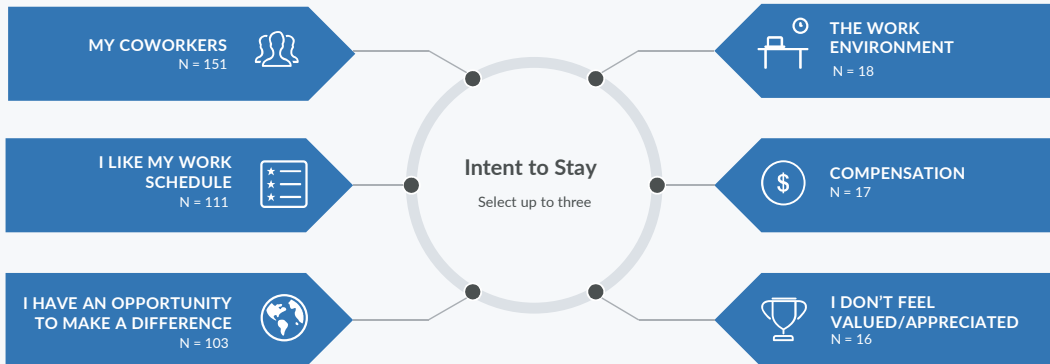
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## INTENT TO STAY: FOLLOW-UP

Respondents were asked a follow-up question based on their response to the item, "I intend to stay at Sandy City for at least the next 12 months."

### FAVORABLE RESPONSE (87%; N=346)

What are the most important reasons you continue to work for Sandy City? (select up to 3)



### UNFAVORABLE/NEUTRAL RESPONSE (13%; N=56)

Please indicate the top reasons why you may leave Sandy City within the next year. (select up to 3)

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## BIGGEST CHANGES SINCE 2018

Perceptions toward 15 items increased significantly since 2018. In particular, perceptions toward **City and department leadership** are significantly more favorable. As a likely result, employees feel more valued. While perceptions toward **external pay equity** improved significantly, only 57% feel their pay is competitive.

## 06 Points or greater

Is statistically significant when comparing between years at the city-wide level

QUESTION	2019	2018	NORM
City leadership contributes to a positive work culture.	76%	+16	--
I feel my pay is competitive relative to those in similar positions at similar organizations.	57%	+15	--
My department senior leadership is open and responsive to ideas from employees.	71%	+14	--
The senior leadership of my department is effective.	75%	+14	--
The leadership of the City supports employees to perform their jobs effectively.	79%	+14	--
City leadership is open and responsive to ideas from employees.	64%	+13	--
I have the opportunity to develop my skills at Sandy City.	77%	+11	+10
I feel valued at work.	77%	+10	+11
My department senior leadership effectively communicates the information I need to know.	68%	+10	--
I feel valued and respected by the leadership of the City.	72%	+9	--

- Department Senior Leadership: your department head, assistant/deputy department head and division managers/command staff
- City Leadership: is the Mayor, Deputy Mayor, the City Manager (CAO), and Deputy City Manager (Deputy CAO)

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## HIGHEST SCORING ITEMS

Similar to 2018, employees feel like their **work is challenging** and their **roles have purpose**. They also perceive **interactions with members of their departments as positive** and feel **coworkers treat each other with respect**. As a likely result, employees intend to stay at the City for at least 12 months. This assertion is supported by follow-up responses to "I intend to stay...." Coworkers and making a difference were among the top three reasons for staying.

Question	Responses	Distribution	2018	Benchmark
My work is challenging and interesting.	400	90% 8%	+1	-
I feel like my role here has a purpose.	402	90% 7%	+2	+5
My interactions with other members of my department are positive.	402	90% 9%	+3	-
I intend to stay at Sandy City for at least the next 12 months.	402	87% 8%	+7	-
My coworkers treat each other with respect.	402	83% 12%	+3	-

Change of 6 points or greater is statistically significant when comparing between years at the city-wide level

## STRENGTH: MY DEPARTMENT

In addition to **positive and respectful interactions** with coworkers, employees feel supervisors set **clear goals and expectations** and senior departmental leadership is effective.

Name	Responses	Distribution	2018	Benchmark
My Department		81% 14%	+6	-
My interactions with other members of my department are positive.	402	90% 9%	+3	-
My coworkers treat each other with respect.	402	83% 12%	+3	-
My supervisor sets clear goals and expectations.	401	77% 17%	+4	-3
The senior leadership of my department is effective.	402	75% 16% 8%	+14	-

Change of 6 points or greater is statistically significant when comparing between years at the city-wide level

## COMMENT THEMES: WHAT DO YOU ENJOY THE MOST ABOUT WORKING FOR THE CITY?

Themes and sample comments



### COWORKERS, POSITIVE ENVIRONMENT

Sample comments

"The people in that I work with in my department and our city administration is awesome"

"Being trusted and valued by both the administration and coworkers is a good feeling."

"The positivity of staff and leadership, as well as the respectful and professional attitudes of my fellow employees."



### LEADERSHIP

Sample comments

"Finally working for a city that it's management cares about its employees and actually shows it. Thanks mayor and your staff."

"Finally feeling valued by City Managers and the mayor for the first time in nearly 20 years. The new City Management has been exactly what this city has needed for YEARS."



### REWARDING & CHALLENGING WORK

Sample comments

"Having a job that is rewarding and fulfilling. To be able to look at things in the city that make measurable differences in residents lives, and knowing I had a part in making those things happen, is very rewarding"

"The "extra" things that the city does that add to the flavor of my job. I love to do things that allow a little variety with the job instead of the mundane day-to-day duties."



### THE BENEFITS

Sample comments

"Sandy has amazing benefits and it is overall an environment of love."

"Health benefits are awesome! The PTO program is SO MUCH BETTER!"



### WORK-LIFE BALANCE, FLEXIBILITY, SCHEDULE

Sample comments

"Flexibility to handle family issues during work hours and the trust of supervisors to get my job done without micromanaging"

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## LOWEST SCORING ITEMS

While perceptions toward each of the following items are significantly more favorable compared to 2018, there is opportunity to improve **two-way communication with City and department leadership**. Additionally, there is opportunity to boost **confidence in achieving career goals**. Lastly, 23% of employees feel their **pay is not competitive** and 21% are neutral toward pay equity.

Items with large percentages of neutral (> 20%) represent areas of opportunity.

Question	Responses	Distribution ▲	2018	Benchmark
I feel my pay is competitive relative to those in similar positions at similar organizations.	402	57% 21% 23%	+15	-
City leadership effectively communicates the information I need to know.	401	60% 32% 8%	+7	-
City leadership is open and responsive to ideas from employees.	402	64% 29% 7%	+13	-
My department senior leadership effectively communicates the information I need to know.	401	68% 17% 15%	+10	-
I am confident I can achieve my career goals at this organization.	400	68% 22% 11%	+8	-

Change of 6 points or greater is statistically significant when comparing between years at the city-wide level

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## COMMENT THEMES: HOW CAN CITY LEADERSHIP HELP IMPROVE YOUR WORK EXPERIENCE?

Themes and sample comments



### MORE OF THE SAME

Sample comments

"Continue with communication, it has been a great step in the right direction."

"I think our city administration does a great job helping our department get what it needs to be successful. The fact that the mayor knows me by name, as well as my wife's, really makes me feel valued here."

"Him going out and doing days with different crews within the city is awesome and really shows the city leadership wants our departments to have great work experiences"



### IMPROVE TECHNOLOGY & TOOLS

Sample comments

"The city is rapidly moving forward with advances in technology. It still takes me 25 minutes to log in to my computer."

"Continue to update equipment and technology, this will really make a difference. It has already."

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### TWO-WAY COMMUNICATION

Sample comments

"The annual survey has been great, our Department head listened to employees and addressed most all concerns. Continue to invite feed back through surveys and employee groups."

"Be seen go out and visit the employees. Let them know you care about them and know their names."

"Continue to have open communication and try to consider all requests when making decisions."



### CROSS DEPARTMENT COLLABORATION

Sample comments

"Departments need to be open and receptive to suggestions to improve all aspects of the city and not protecting their "turf" from outside departments' influence. We need to be more collaborative in decision making and less territorial."

"Help create a culture within the city that helps people feel included in what is going on and give employees opportunities to interact with people from other departments."

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## COMMENT THEMES: WHAT ONE SPECIFIC SUGGESTION DO YOU HAVE TO IMPROVE YOUR WORK?

(MAKE IT MORE EFFICIENT, REDUCE PAIN POINTS, MAKE IT MORE ENJOYABLE, ETC.)?

Themes and sample comments



### TRAINING

Sample comments

"Make newly promoted managers and supervisors take some actual training off site by a third party instructor on how to manage."

"many people in the department feel we don't have the quality time to train or to get the mandatory training done because most of our time and departments emphasis is making sure we accomplish two of the departments other programs that are secondary to our career/jobs. building and fire hydrant inspections are important. we understand the importance of them. but many of us feel that our time is better spent getting good and efficient training(both in house and external)."



### MORE FLEXIBLE WORK OPTIONS

Sample comments

"A 4/10 schedule would be hugely beneficial. I feel it would improve morale, more work could be done more efficiently, and less PTO would be used."

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### IMPROVE TECHNOLOGY & TOOLS

Sample comments

"Either remove the thin client system and go back to desktops, or find a way to allocate more memory and speed to the thin client system. It bogs down and locks up all to frequently, and having to data dump everything every three months is crazy. Just give us more memory. Some in my department run our larger programs on personal laptops because thin client can't handle the software and processing required."



### WORKLOAD

Sample comments

"To keep hiring full time employees vs Seasonal employees To help with our workload you're around."

"The city has done a great job in improving our department this past year, but the thing we have, are, and need to continue to improve is our staffing. I don't have a job where low staffing will make my production slow, in our job low staffing gets people killed."

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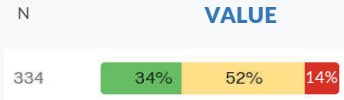
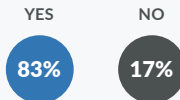


## MAYOR'S COMMUNICATIONS

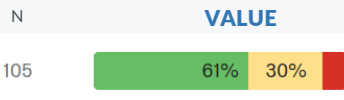
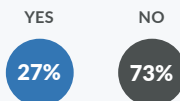
Employees were asked to indicate if they had watched the "Mayor's Minute" videos and/or attended the Mayor's Town Hall Meetings. If they gave a "yes" response to either, they were asked to indicate how valuable they found these communication efforts.

Value Scale: **Green** = % of "Very Valuable" or "Extremely Valuable" responses. **Red** = % of "Not at All Valuable" and "Not so Valuable" responses. **Yellow** = % of "Somewhat Valuable" responses.

### HAVE YOU WATCHED THE "MAYOR'S MINUTE" VIDEOS?



### HAVE YOU ATTENDED THE MAYOR'S EMPLOYEE TOWN HALL MEETINGS?



## COMMENT THEMES: WHAT SUGGESTIONS DO YOU HAVE TO IMPROVE COMMUNICATION?

Themes and sample comments



### FACE-TIME, FOLLOW-UP/ACCOUNTABILITY

Sample comments

"The town hall meetings seem to go very well, after the meetings not sure what's going on with those ideas ? Not sure if once they look into it the realize its not really possible and then things don't happen or what."

"Communication has gotten better, the mayors videos are a decent resource for information. It would be nice to have the town halls with each department individually, like the brown bag lunch the mayor did a while back."

"The employee town hall meetings should be recorded and made available to all, similar to the Mayor's minute. Many of us can not make these meetings, but would still love to see the information."

"Actually walk through the departments and say hi and get to know the people in the city. Not just the fun departments that you can post on social media."



### TWO-WAY COMMUNICATION

Sample comments

"My direct leadership needs to actually listen to his crew and make decisions based on their suggestions. Most of the time he asks what are needs are then just does what he wants."

"Open communication and brainstorm friendly environments stem from taking ideas seriously, giving credit where credit is due, and helping each other fulfill ideas."

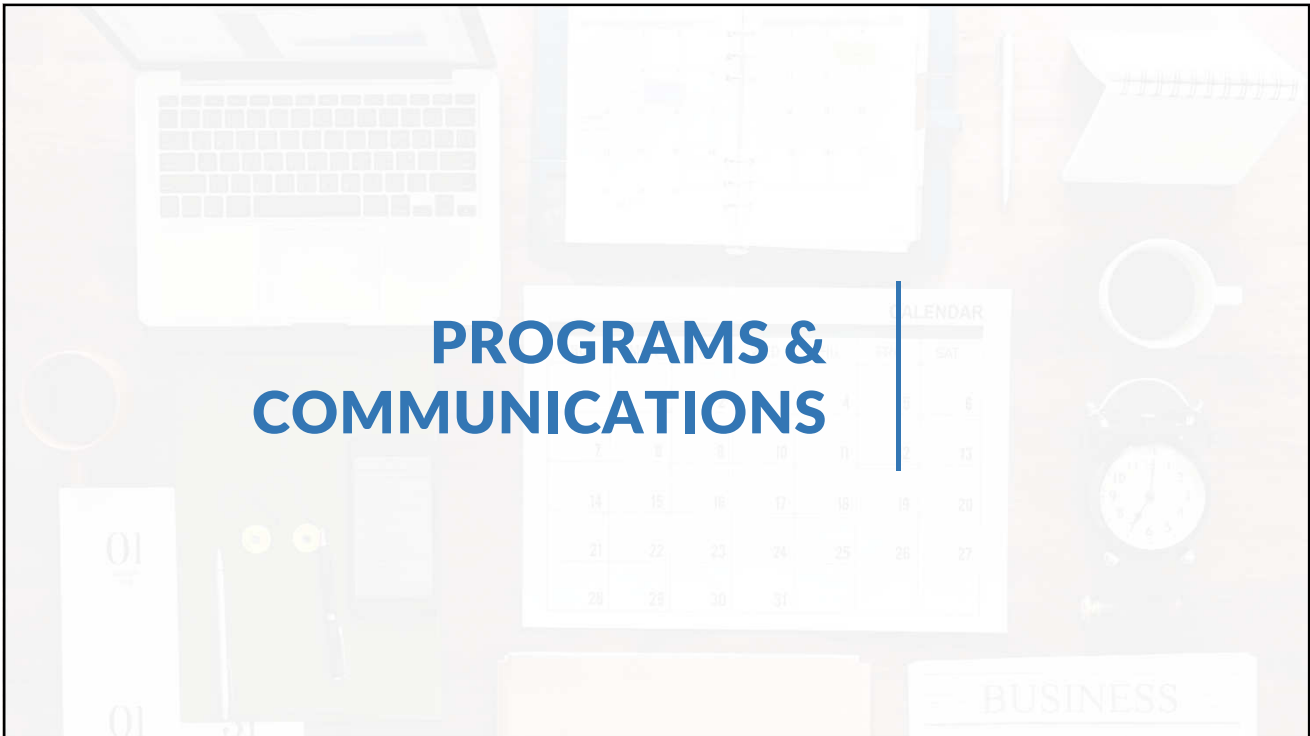
"In terms of communication in my department, if there is a change in procedure, even if we are not directly involved in it, it would still be helpful if that were communicated via email. We still need to know what is happening, especially if we are asked about it on the phone, in court, etc."



### MORE OF THE SAME

Sample comments

"I think we are really doing well in this department in comparison to last year and even before last year. I would just continue doing what you're doing and continue to refine these avenues of communication as changes or suggestions come along."



## TOP PROGRAMS BY PARTICIPATION

Employees were asked to, "Please indicate both whether or not you participated in the following programs in 2019 and rate how valuable each of these programs are to you personally."

Value Scale: **Green** = % "Very Valuable" or "Extremely Valuable" responses. **Red** = % "Not at All Valuable" and "Not so Valuable" responses. **Yellow** = % "Somewhat Valuable" responses.  
 Participation Scale: **Green** = % "Yes" responses. **Yellow** = % "No" responses.

Program	PARTICIPATION		VALUE	
	N		N	
MAYOR'S HOLIDAY	401	90%	381	90%
TURKEY/HAM CERTIFICATES	401	89%	374	59% 33%
SAFETY AWARDS	401	82% 18%	362	77% 19%
EMPLOYEE LUNCHEONS	401	76% 24%	369	52% 35% 13%
BRADBURN BUCKS	401	58% 42%	330	37% 41% 22%

## TOP PROGRAMS BY VALUE

Employees were asked to, "Please indicate both whether or not you participated in the following programs in 2019 and rate how valuable each of these programs are to you personally."

Value Scale: Green = % "Very Valuable" or "Extremely Valuable" responses. Red = % "Not at All Valuable" and "Not so Valuable" responses. Yellow = % "Somewhat Valuable" responses. Participation Scale: Green = % "Yes" responses. Yellow = % "No" responses.

Program	N	VALUE			N	PARTICIPATION	
		Green	Yellow	Red		Green	Yellow
MAYOR'S HOLIDAY	381	90%			401	90%	
SAFETY AWARDS	362	77%	19%		401	82%	18%
TUITION REIMBURSEMENT <small>(increased to \$2,000 in 2019)</small>	277	69%	14%	17%	401	92%	
LONGEVITY AWARDS	308	60%	22%	18%	401	34%	66%
TURKEY/HAM CERTIFICATES	374	59%	33%		401	89%	

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## COMMENT THEMES: PLEASE DESCRIBE ANY SUGGESTIONS FOR NEW EMPLOYEE PROGRAMS OR INCENTIVES THAT WOULD BE OF VALUE TO YOU.

Sample comments



### WELLNESS PROGRAMS/INCENTIVES

Comment  
"Provide better information about the wellness reimbursement programs. I feel that they are not familiar to everyone."

"Expand wellness activity reimbursements to \$25 per family member with no limit rather than capping it at \$75. It is more money but it makes more sense to incentivize wellness activities for all family members rather than just for three."



### EASIER ACCESS

Comment  
"For those at other City buildings, it makes it hard to participate in some of the events, such as Food Truck Friday, maybe the locations can rotate."

"Need to have more programs that are available to those who work shift work. Even if we are on duty we cannot access many of the programs because we need to stay in our area to protect the citizens."



### BOWLING

Comment  
"Bring back bowling, it was something I looked forward too every year"

"Bowling Program was taken away and I feel that was a great way to team build and meet others outside of the work platform."

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## ENGAGEMENT BY DEPARTMENT

Engagement varies widely by department.

Police and Fire engagement increased significantly relative to 2018. What changed for these departments since last year? Is there anything we can learn from them?

There may be an opportunity within:

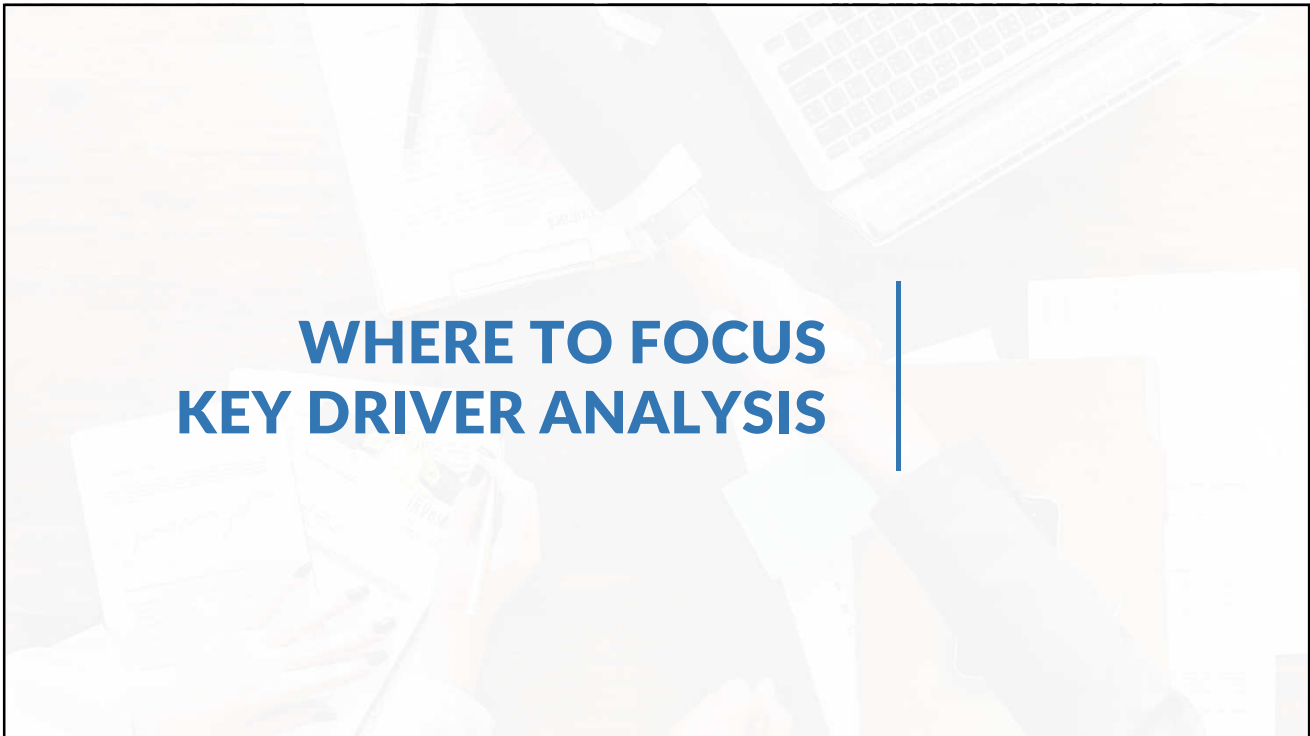
- Administrative Services
- Public Works
- Justice Court (increased since 2018)

Do these departments share commonalities? Challenges?

What are the highest scoring departments doing differently?

	Responses	2019	2018
<b>City Overall</b>	<b>402</b>	<b>80%</b>	<b>73%</b>
Community Development	27	92%	79%
Fire*	77	91%	71%
City Attorney	12	90%	83%
Administration	18	88%	84%
Parks and Recreation	35	85%	81%
Public Utilities	43	78%	84%
Police*	99	76%	62%
Administrative Services	43	75%	75%
Public Works	34	70%	74%
Justice Court	15	68%	60%

\* Indicates a statistically significant increase from 2018.  
 Differences from Overall of 5 or more are highlighted in pink/green.  
 Note: It is easier for smaller groups to get "extreme" scores



## WORK ON KEY DRIVERS FOR THE BIGGEST IMPACT

- ✓ Engagement drivers indicate the items most highly correlated with engagement AND have lower % favorable scores.
- ✓ These are not necessarily the things you aren't doing well; they are the areas that will most improve engagement.

WORK ON KEY DRIVERS...








TO IMPROVE ENGAGEMENT



## ENGAGEMENT DRIVERS

✓ Driver rank order is based on an algorithm that incorporates % favorable and correlation with the Engagement Index. It is suggested that Sandy City focuses in these areas to have the biggest impact on engagement.

	Responses	Distribution	2018
1. My department senior leadership is open and responsive to ideas from employees.	401	 71%	+14
2. My department senior leadership effectively communicates the information I need to know.	401	 68%	+10
3. The senior leadership of my department is effective.	402	 75%	+14
4. I have the opportunity to develop my skills at Sandy City.	402	 77%	+11
5. My supervisor sets clear goals and expectations.	401	 77%	+4

Note: Drivers 1, 2, 3, and 4 were also drivers in 2018.



## DRIVER TOPIC TWO-WAY COMMUNICATION

Improve two-way communication (encouraging ideas and sharing information) is likely to improve engagement. This is an opportunity for the City and especially within:

- Police
- Public Utilities
- Public Works
- Justice Court

What are the higher scoring departments doing differently? What can the lower scoring departments learn from them?

Do the lower scoring departments face similar challenges regarding two-way communication with department senior leadership?

	Responses	My department senior leadership is open and responsive to ideas from employees.	My department senior leadership effectively communicates the information I need to know.
<b>Sandy City Overall</b>	<b>402</b>	<b>71%</b>	<b>68%</b>
Community Development	27	100%	100%
City Attorney	12	100%	83%
Fire	77	90%	94%
Administration	13	77%	69%
Administrative Services	43	70%	72%
Parks and Recreation	35	63%	71%
Police	99	63%	45%
Public Utilities	43	60%	51%
Justice Court	15	53%	67%
Public Works	34	53%	56%

Differences from Overall of 10 or more are highlighted in pink/green.  
Note: It is easier for smaller groups to get "extreme" scores

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## DRIVER TOPIC SKILL DEVELOPMENT

Skill development is likely to improve engagement. This is an opportunity for the City and especially within:

- Public Works
- Police

What are the higher scoring departments doing differently? What can the lower scoring departments learn from them?

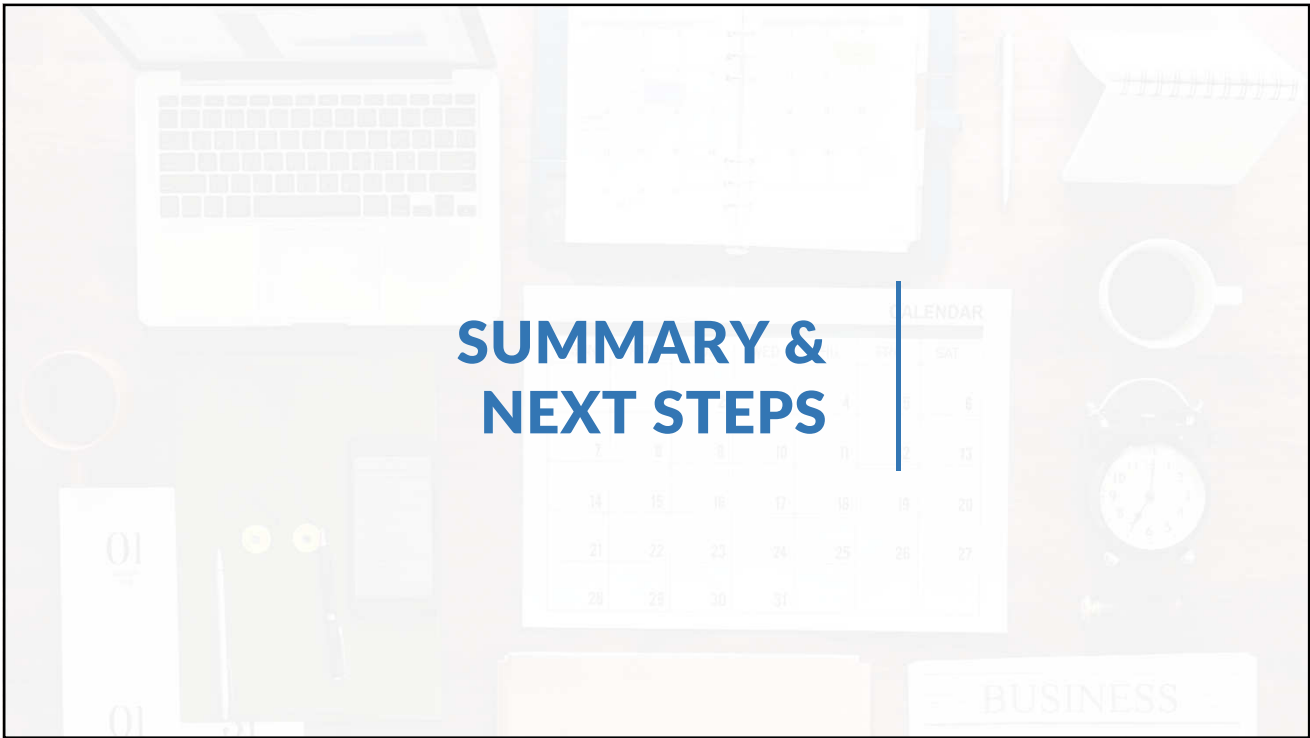
Do the lower scoring departments face similar challenges regarding opportunities for skill development? What obstacles may exist (e.g., time, resources, support)?

	Responses	I have the opportunity to develop my skills at Sandy City.
<b>Sandy City Overall</b>	<b>402</b>	<b>77%</b>
City Attorney	12	92%
Fire	77	87%
Public Utilities	43	84%
Parks and Recreation	35	83%
Justice Court	15	80%
Community Development	27	78%
Administration	13	77%
Administrative Services	43	77%
Police	99	70%
Public Works	34	50%

Differences from Overall of 10 or more are highlighted in pink/green.  
Note: It is easier for smaller groups to get "extreme" scores

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## KEY FINDINGS



### STRENGTHS

ENGAGEMENT IS STRONG AND INCREASED SIGNIFICANTLY SINCE 2018

EMPLOYEES HAVE POSITIVE AND RESPECTFUL INTERACTIONS WITH THEIR COWORKERS

LEADERSHIP IS PERCEIVED MORE FAVORABLY RELATIVE TO 2018



### OPPORTUNITIES

PERCEPTIONS OF EXTERNAL PAY EQUITY, (ALTHOUGH IMPROVED FROM 2018)

PERCEPTIONS OF CAREER/DEVELOPMENT OPPORTUNITIES

ENGAGEMENT VARIES BY DEPARTMENT

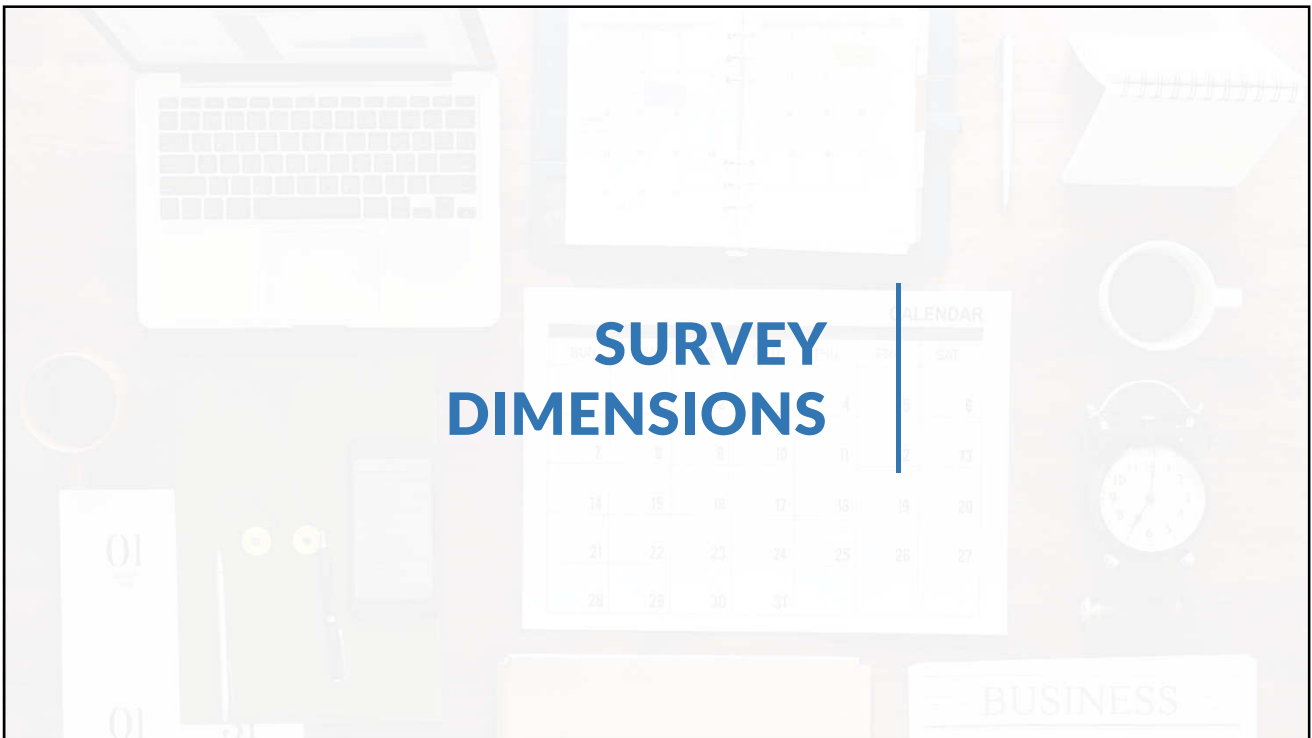


### WHERE TO FOCUS

CONTINUED FOCUS ON TWO-WAY COMMUNICATION

CONTINUED FOCUS ON HELPING EMPLOYEES UNDERSTAND HOW THEY CAN GROW THEIR SKILLS & CAREERS AT THE CITY





## CONDITIONS TO DO BEST WORK

Name	Responses	Distribution	2018	Benchmark
▼ Conditions to do Best Work		80% 13% 7%	+6	-
My work is challenging and interesting.	399	90% 8%	+1	-
I am able to effectively manage my current workload.	400	82% 9% 9%	+3	+23
I have the equipment and resources I need to do my current role.	400	77% 13% 10%	+8	+27
I have the opportunity to develop my skills at Sandy City.	401	77% 18%	+11	+10
I receive the training I need to do my job well.	401	73% 18% 8%	+6	+18

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## TWO-WAY COMMUNICATION: SUPERVISOR

Name	Responses	Distribution	2018	Benchmark
▼ Two-Way Communication: Supervisor		78% 13% 9%	+3	-
My direct supervisor is open and responsive to ideas from employees.	401	79% 14% 7%	+4	-1
My direct supervisor effectively communicates the information I need to know.	400	77% 12% 11%	+1	-

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## CITY LEADERSHIP

Name	Responses	Distribution	2018	Benchmark
City Leadership			+13	-
The leadership of the City supports employees to perform their jobs effectively.	401		+14	-
City leadership contributes to a positive work culture.	399		+16	-
I feel valued and respected by the leadership of the City.	401		+9	-

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## TWO-WAY COMMUNICATION: DEPARTMENT SENIOR LEADERSHIP

Name	Responses	Distribution	2018	Benchmark
Two-Way Communication: Department Senior Leadership			+12	-
My department senior leadership is open and responsive to ideas from employees.	400		+14	-
My department senior leadership effectively communicates the information I need to know.	400		+10	-

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## TWO-WAY COMMUNICATION: CITY LEADERSHIP

Name	Responses	Distribution	2018	Benchmark
▼ Two-Way Communication: City Leadership <div style="display: flex; justify-content: space-between; margin-top: 5px;"> <span>62%</span> <span>31%</span> <span>8%</span> </div>			+10	-
City leadership is open and responsive to ideas from employees.	401	<div style="display: flex; justify-content: space-between; margin-top: 5px;"> <span>64%</span> <span>29%</span> <span>7%</span> </div>	+13	-
City leadership effectively communicates the information I need to know.	400	<div style="display: flex; justify-content: space-between; margin-top: 5px;"> <span>60%</span> <span>32%</span> <span>8%</span> </div>	+7	-

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## LOWEST SCORING: PAY & PROGRAMS

Name	Responses	Distribution	2018	Benchmark
▼ Pay & Programs <div style="display: flex; justify-content: space-between; margin-top: 5px;"> <span>57%</span> <span>21%</span> <span>23%</span> </div>			+15	-
I feel my pay is competitive relative to those in similar positions at similar organizations.	401	<div style="display: flex; justify-content: space-between; margin-top: 5px;"> <span>57%</span> <span>21%</span> <span>23%</span> </div>	+15	-

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