City of Sandy 2018 Employee Engagement Results

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Sandy
HEART OF THE WASATCH

Agenda

Overall state of engagement

Strengths and opportunities
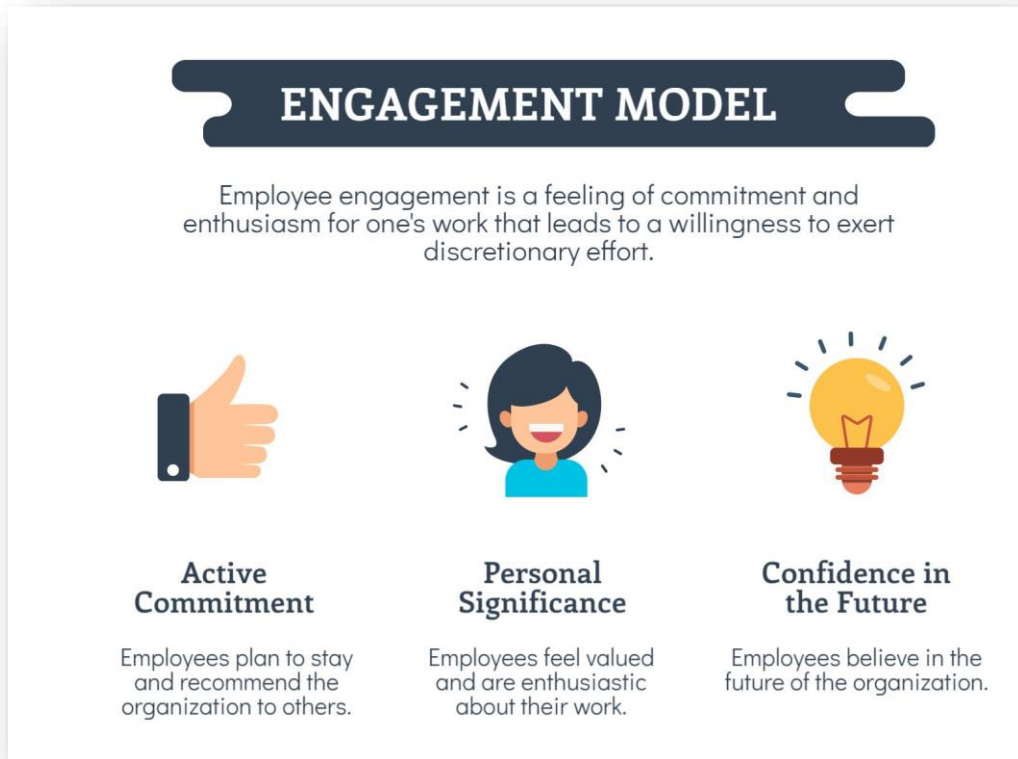
Engagement by key demographics

Where to focus
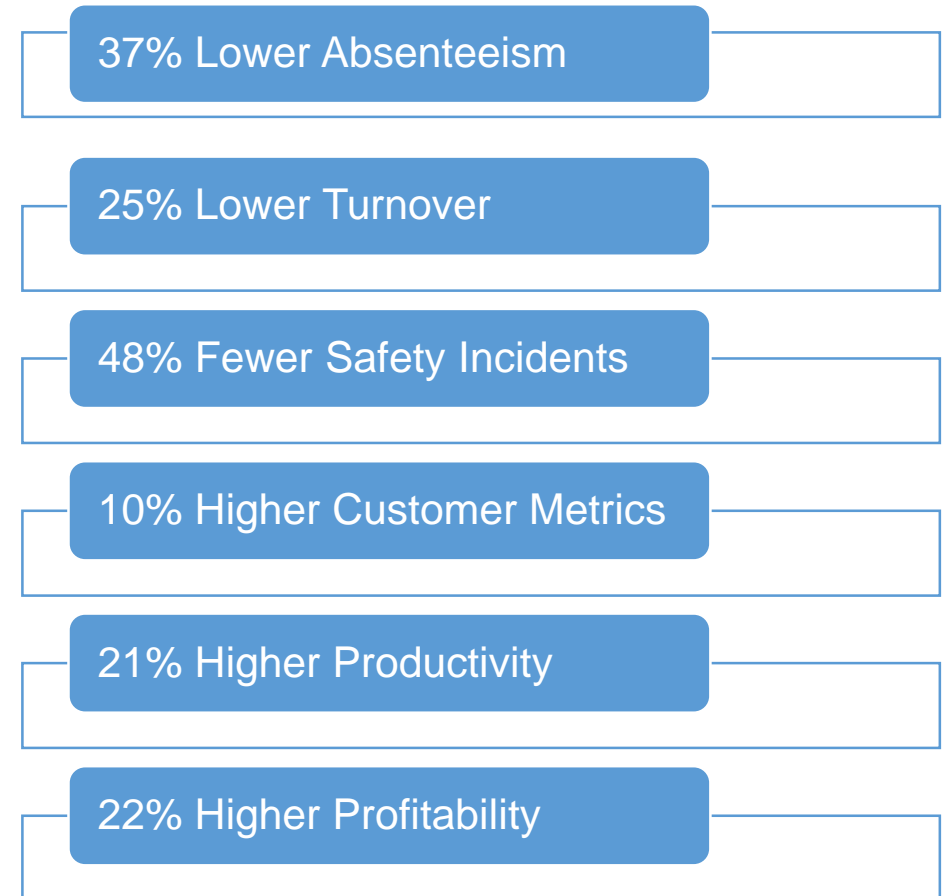
Next steps

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What is Engagement?

- More than happiness or job satisfaction
- Commitment and enthusiasm for one's work
- Willingness to go the extra mile (discretionary effort)

Business Impact

Top quartile engaged 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
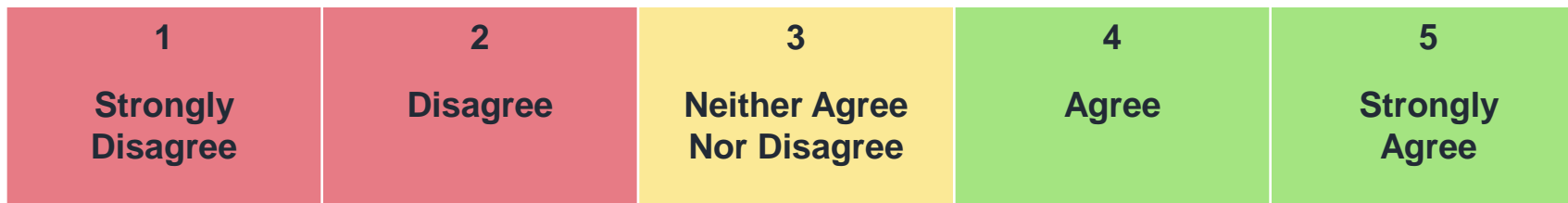
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Survey Participation

2018 Participation

71%

- Average client participation = 75%
- You can be 99% confident that the survey scores are within +/- 3.0 points of what they would be if the entire population responded

Survey Scale
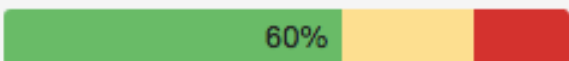
1	2	3	4	5
Strongly Disagree	**Disagree**	**Neither Agree Nor Disagree**	**Agree**	**Strongly Agree**

% Favorable

Start with the End in Mind: Improve Engagement Index Over Time

The Engagement Index is the single best indicator of engagement at City of Sandy.

Name	Distribution ▾	Company Overall	2018 Public Sector
⌄ Engagement	73%	73%	75%
I feel like my role here has a purpose.	88%	88%	84%
I intend to stay at Sandy City for at least the next 12 months.	79%	79%	-
I feel valued at work.	66%	66%	65%
I am confident I can achieve my career goals at this organization.	60%	60%	-

City of Sandy is at the **49th percentile** (based on these engagement items) as compared to the public sector industry. Benchmark data represents 42 organizations and 281,000 survey responses.

Follow Up: Reasons to Stay and Possibly Leave City of Sandy

Those who indicated they plan to stay (79%) were asked why. Respondents could select up to 3 items.   **N = 264**

I have an opportunity to make a difference	104
My coworkers	103
I like my work schedule	76

Those who indicated they may leave (21%) were asked why. Respondents could select up to 3 items.   **N = 68**

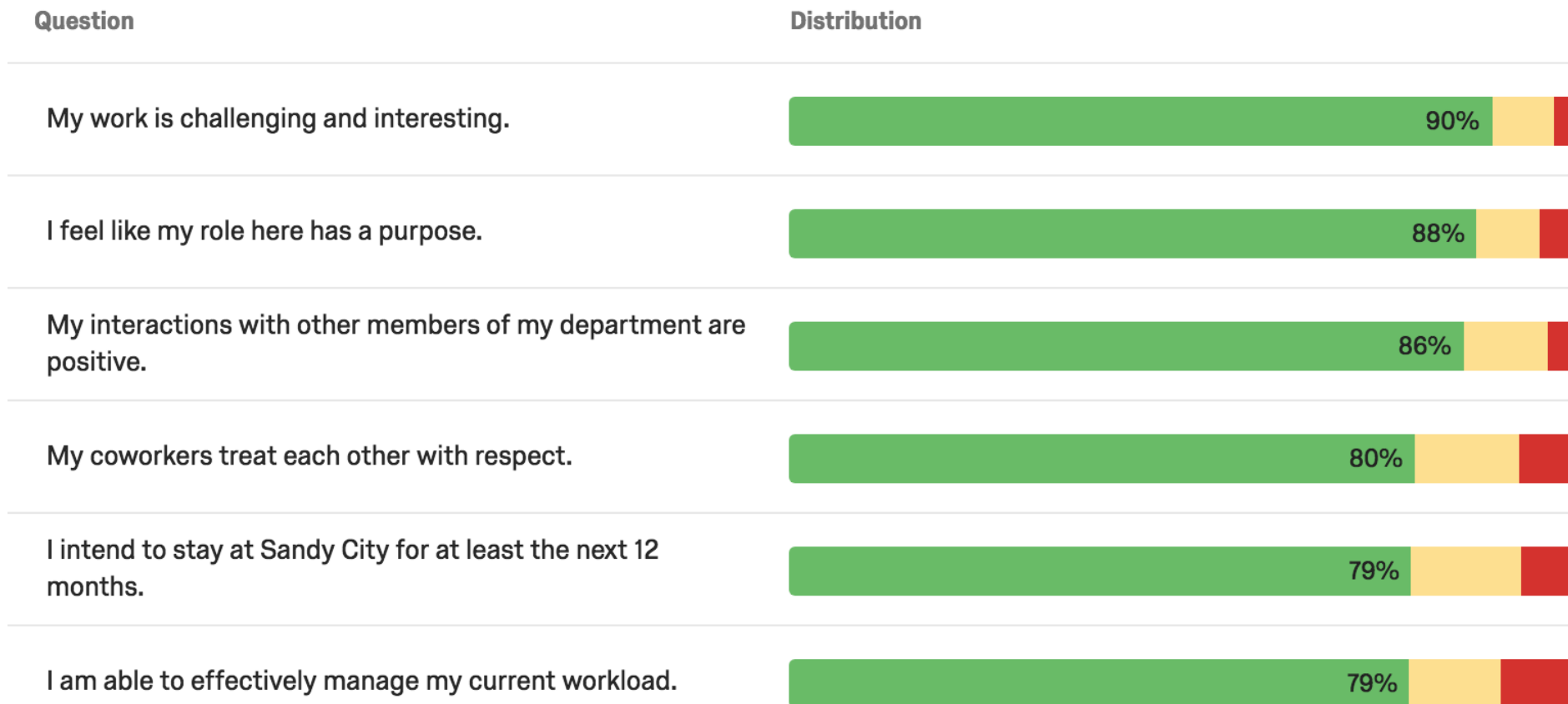|	
I don't feel valued or appreciated	30
The work environment	26
Compensation	25

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Biggest Strengths & Opportunities

Highest Scoring Items

City employees **find their work challenging**, feel a **sense of purpose**, and are able to manage their **workloads**. They also have **positive and respectful interactions** with their coworkers.

Question	Distribution
My work is challenging and interesting.	90%
I feel like my role here has a purpose.	88%
My interactions with other members of my department are positive.	86%
My coworkers treat each other with respect.	80%
I intend to stay at Sandy City for at least the next 12 months.	79%
I am able to effectively manage my current workload.	79%

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Strength: Two-Way Communication: Supervisor

Most City employees feel their **supervisors effectively communicate information** and are **open and responsive** to ideas.

Name	Distribution ▾	Company Overall	2018 Public Sector
⌄ Two-Way Communication: Supervisor	75%	75%	77%
My direct supervisor effectively communicates the information I need to know.	76%	76%	-
My direct supervisor is open and responsive to ideas from employees.	75%	75%	77%

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What do you enjoy most about working for the city?

The people

- Sample Comment: My peers are absolutely my family and there isn't anything I wouldn't do for them or them for me.

Our impact on the community

- Sample Comment: The opportunity to contribute to a smarter, more efficient, safer city. Seeing improvements in the real world is rewarding. Working with and solving resident issues always leads to a good day and a feeling of positive contribution to society.

My Supervisor and City Leadership

- Sample Comment: Great leadership and work environment. I have worked for other government entities in the past and Sandy City is the best one I have worked for. I think they truly care for their employees thanks to past and current administration.
- Sample Comment: I appreciate that my direct supervisor trusts me to do my job independently and also offers to let me to take on challenges. It truly makes you want to work harder, and better when your good work is acknowledged from direct supervisors to top leaders.

Work-Life Balance

- Sample Comment: The ability to balance work and life effectively

Benefits

- Sample Comment: I appreciate the health benefits and having the SCOPE Clinic right here. The HSA match is a big asset to my family.

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Five Lowest Scoring Items

There may be an opportunity for **city and department senior leadership** to **encourage new ideas** and **openly communicate information**. City employees feel their **pay is not competitive** with others in similar roles. Items with large percentages of neutral (> 20%) represent areas of opportunity.

Question	Distribution		
My department senior leadership is open and responsive to ideas from employees.	58%	20%	
My department senior leadership effectively communicates the information I need to know.	57%	16%	
City leadership effectively communicates the information I need to know.	53%	35%	
City leadership is open and responsive to ideas from employees.	51%	37%	
I feel my pay is competitive relative to those in similar positions at similar organizations.	41%	25%	

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What one specific suggestion do you have to improve your work (make it more efficient, reduce pain points, make it more enjoyable, etc)?

- **Increase staffing**
  - Sample Comment: Continue efforts to increase staffing in order to ensure that I can go home to my family safely at the end of each shift.

- **Increase pay**
  - Sample Comment: **...**keeping our wages competitive with neighboring cities.

- **Improve technology**
  - Sample Comment: We really need an IT upgrade. Engineering software runs slow, memory is always in short supply, and the cloud system has mixed reviews.

- **More training and development opportunities**
  - Sample Comment: Emphasize personal development with specific training and collaboration of job related skills

How can City leadership help improve your work experience?

- **Many positive comments about City Leadership and the Mayor**
  - Sample Comment: They already have. For the first time in a long time I feel the city is moving forward and doing some wonderful things. I hope it trickles down to the department heads. Part of why I love working for Sandy is the renewed energy I have for my job with this new administration.
  - Sample Comment: The new City leadership we are now experiencing has been very effective. I personally have appreciated the fact that Mayor Bradburn has kept his promises and continues to achieve his campaign goals. I understand that time is an issue, however, I strongly feel that it is very important that City Leadership continue to also hear from employees about work environment, needs, complaints, and concerns rather than solely relying on the Department Heads.

- **City Leadership to do more to get to know employees, their work, and listen to their ideas**
  - Sample Comment: Leadership could stop in at our staff meetings for 5 minutes once in a while to just say hello. They could stop by our office occasionally. Leadership could understand that our staff is not free to spend time in long lines at the city luncheons and that only half of our staff can attend at a time.
  - Sample Comment: Offer support of your staff/employees. Get to know their processes and their work environment and what they deal with day to day before making decisions that will impact them directly.

- **Improve technology**
  - Sample Comment: Increased technology - but that is already in the works, so I'm thrilled about that. It has been frustrating working with methods that should have been done away with ten years ago. Thanks for trying to catch us up!

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Where to Focus

Key Driver Analysis

Engagement drivers indicate the items that are most highly correlated with Engagement AND have lower % favorable scores.

Focus on Key Drivers for the Biggest Impact

Engagement drivers indicate the items that are most highly correlated with Engagement AND have lower % favorable scores.

Note: These are not necessarily the things you aren't doing well, they are the areas that will most improve engagement.

**Focus on these
engagement drivers:**

**To impact
engagement:**

Key Drivers

- Feel Valued
- Meaningful Work
- Confidence in Career
- Intent to Stay

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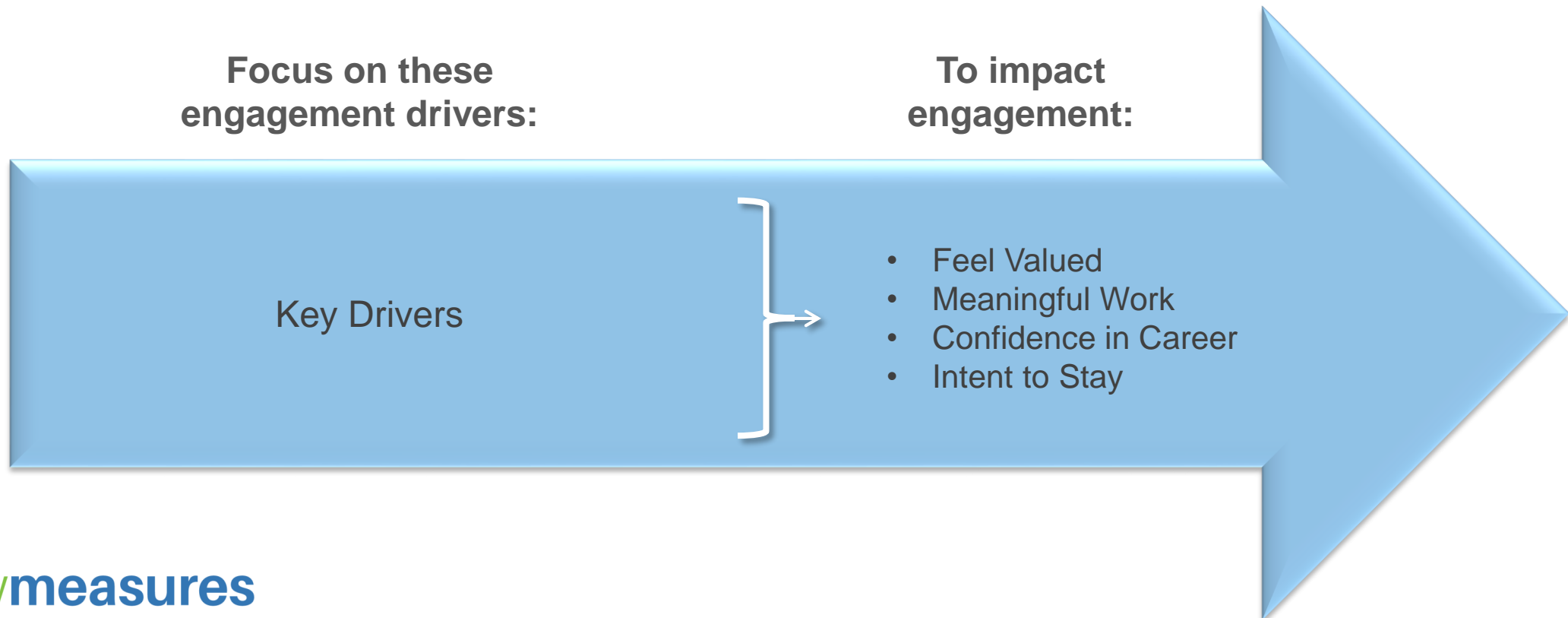
Engagement Drivers

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

		Responses	Distribution
1.	My department senior leadership is open and responsive to ideas from employees.	334	58%
2.	I have the opportunity to develop my skills at Sandy City.	336	66%
3.	My department senior leadership effectively communicates the information I need to know.	334	57%
4.	The senior leadership of my department is effective.	333	61%
5.	I feel valued and respected by the leadership of the City.	335	63%

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Key Findings

Bright Spots

- Established a baseline of engagement – employees especially feel like they have purpose within the City.
- Employees are able to manage their workloads.
- Employees have positive and respectful interactions with their coworkers.
- Supervisors foster positive 2-way communication within their teams.

Opportunities

- There may be an opportunity for city and department senior leadership to encourage new ideas and openly communicate information.
- As we typically see, employees view pay as an opportunity.

Where to Focus

- Strengthen 2-way communication, especially by encouraging new ideas
- Focus on skill development

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Strategic Action Planning

Survey feedback should not give you more work to do; it helps you do the work you are already focused on **BETTER.**

1. SHARE SURVEY RESULTS
Share top/bottom scoring items and engagement drivers

- -

3. CONNECT SURVEY TOPIC TO DAILY WORK
How can we address the feedback by applying it to the work we are already focused on?

- -

2. PICK ONE TOPIC TO FOCUS ON
What will have the biggest impact?

- -

4. CREATE A PLAN
What are the steps to improve, who is accountable, and how do we measure success?

- -

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Action Items

- **Completed Steps**
  - Departments have shared results with employees
  - Focus groups have been (or mostly) established by departments
    - 8-10 employees providing a broad representation
  - Training has been provided to department heads on conducting effective focus group meetings

- **Future Steps**
  - Hold focus group meetings (starting this week) to identify an action plan for key drivers
  - Meet periodically with focus groups to monitor progress
  - Perform small surveys after five or six months to evaluate the effectiveness of the action plans
  - Conduct the employee engagement survey again next year

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- Employee engagement
- Onboarding, exit & pulse surveys
- 360° Surveys
- Survey implementation
- Executive coaching

LEAD with **INSIGHT**

Questions?

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