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<i>CITY RECORDER USE ONLY:</i>	
AGENDA ITEM #:	<u>WORK SESSION</u>
MEETING DATE:	<u>06/08/2020</u>
FINAL ACTION:	<u>WORK SESSION</u>

CITY COUNCIL STAFF MEMORANDUM

TO: *City Council*

FROM: *Jesse VanderZanden, City Manager*

PROJECT TEAM: *Jesse VanderZanden, City Manager
Brenda Camilli, Human Resources Manager*

MEETING DATE: *June 8, 2020*

SUBJECT TITLE: *Presentation on results of City-wide Employee Survey*

ACTION REQUESTED:

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Ordinance	Order	X	Resolution	Motion	Informational

X all that apply

BACKGROUND:

In order to provide information about the engagement level of our employees, what the City is doing well and what can be improved, the City engaged the Institute for Public Sector Employee Engagement, a division of CPS HR Consulting, an independent government agency to conduct a confidential city-wide employee engagement survey. The survey was administered from Sept. 23 - Oct. 11, 2019. The results of the survey were received in November 2019 and have been presented to department directors and also during two group sessions for all City employees in March. This work session has been scheduled to present the results to the City Council.

City administration has and will continue to review the results of the survey both city-wide and on a departmental basis to address concerns brought forward through the survey, as well as continue and build upon the things employees indicated the City is doing well. Among other things that the City administration is following up that was brought to light by the survey, is recruitment and retention of employees on the defined contribution plan and succession planning, which the Council has been made of aware of through staff's recommendation to enroll new employees and current employees who are members of the defined contribution retirement plan into PERS.

STAFF RECOMMENDATION:

Information only.

FISCAL IMPACT:

None

ATTACHMENT(s):

Employee Survey Results Power Point Presentation



2019 Engagement Survey Results

City of Forest Grove, Oregon

June 8, 2020





Background

- ◆ This report summarizes the overall results from the City of Forest Grove employee engagement survey.
- ◆ The survey was conducted by the Institute for Public Sector Employee Engagement, a division of CPS HR Consulting, an independent government agency.
- ◆ The survey included 51 questions in 9 categories, 6 engagement-index questions, 5 demographic questions, 2 questions asking about plans to stay or leave, and 3 open-ended questions.
- ◆ CPS HR administered the survey from Sept. 23 - Oct. 11, 2019.
- ◆ 78% (128) of employees responded to the survey.

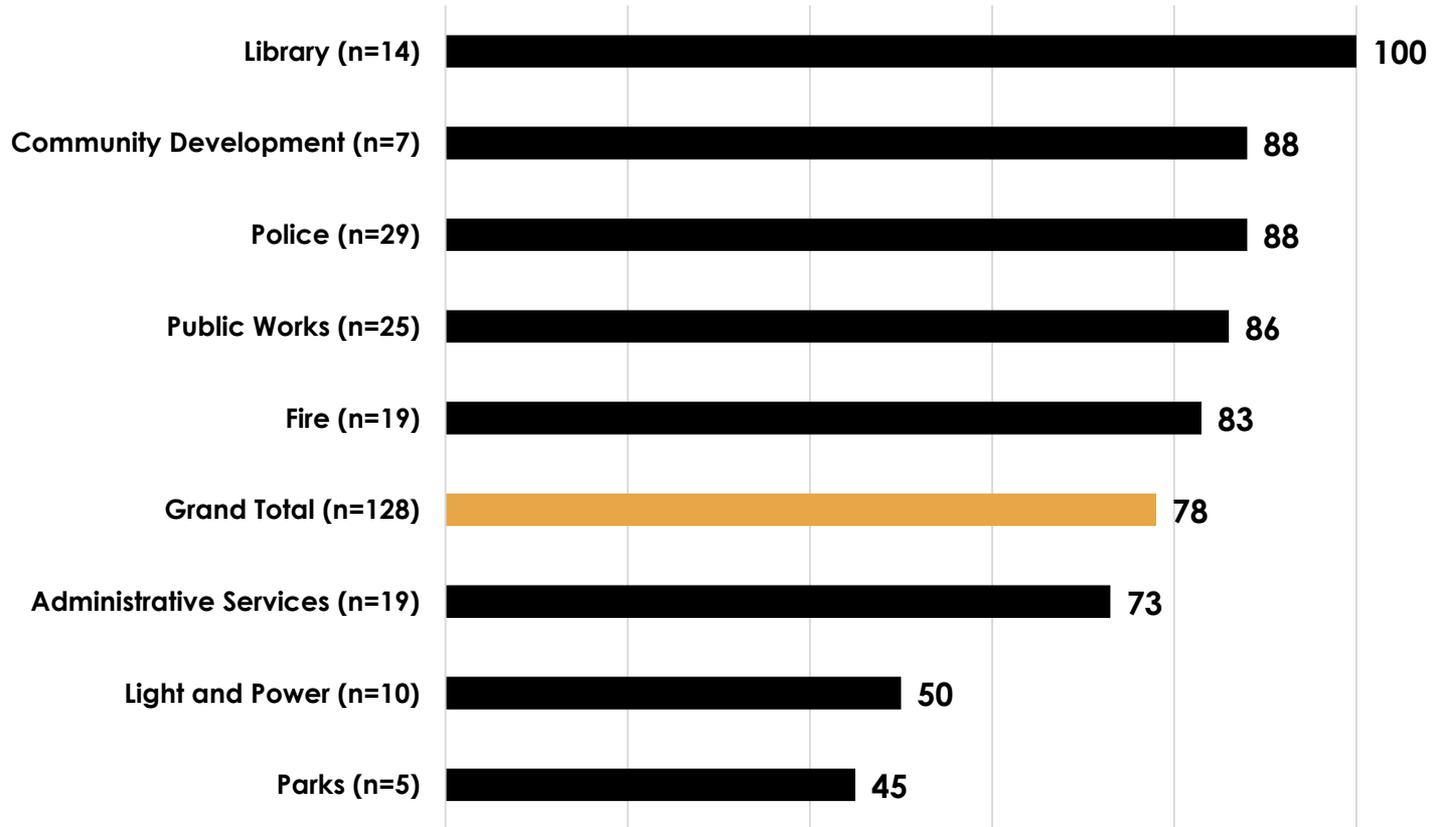


Institute for Public Sector Employee Engagement Model



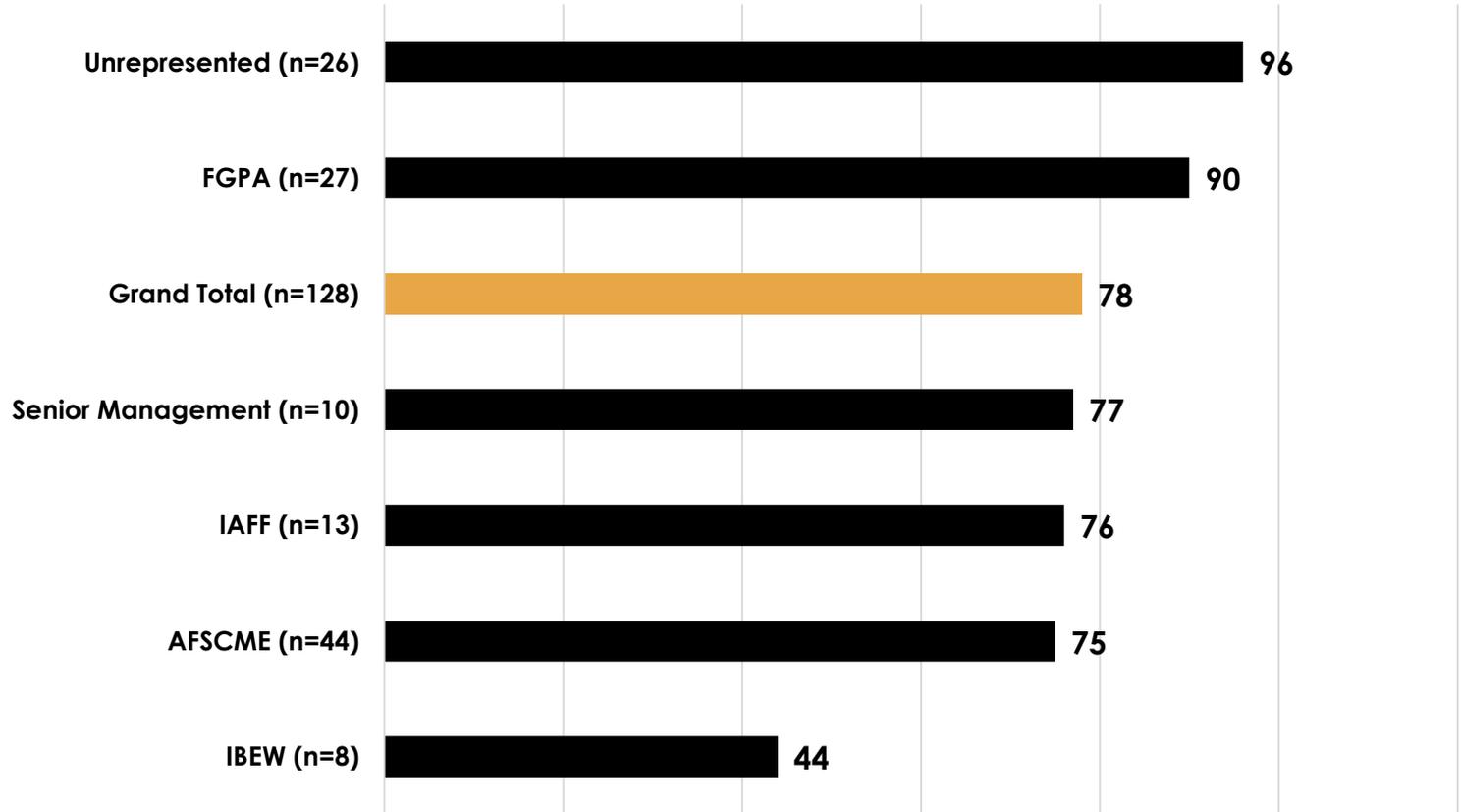
Adapted from *Engaging Government Employees* (American Management Association)
by Bob Lavigna

Response Rates (%) – Department





Response Rates (%) – Employee Group



Levels of Engagement

Calculating Engagement Scores

Survey respondents rated their level of agreement with 6 engagement questions, using the following scale:

1 = strongly disagree

2 = disagree

3 = neither agree or disagree

4 = agree

5 = strongly agree

X = don't know or no basis to judge

Based on the responses to these questions, we then calculated a mean engagement score for each employee.

Note: We require responses to at least 4 of these statements to calculate a score.

Engagement Questions

1. I would recommend my organization as a good place to work
2. I am proud when I tell others I am part of my organization
3. I feel a strong personal attachment to my organization
4. I feel comfortable being myself at work
5. My organization inspires me to do the best in my job
6. My organization motivates me to help achieve its objectives

Calculating Engagement Levels

We then calculated the percentage of employees at each engagement level

Fully Engaged

Mean score 4 or above on the six engagement questions

Somewhat Engaged

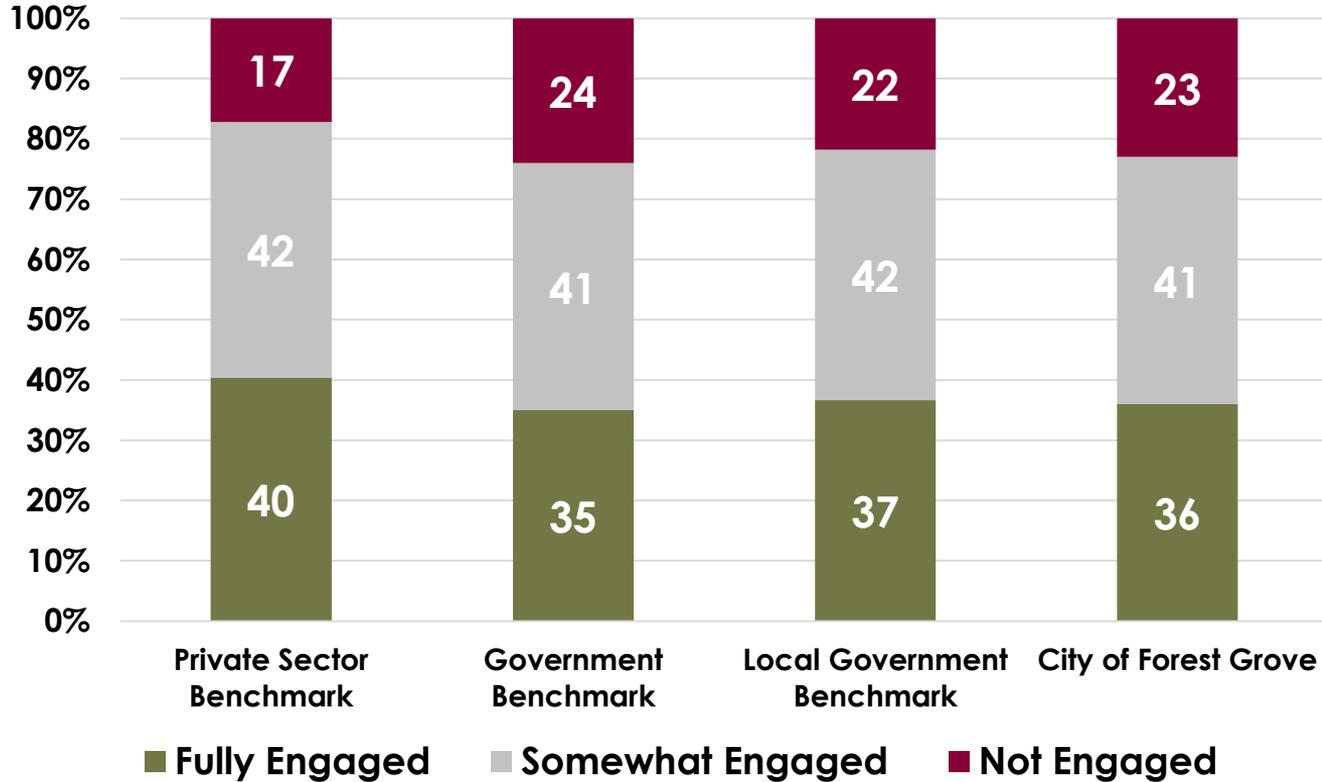
Mean score between 3 and 4 on the six engagement questions

Not Engaged

Mean score 3 or below on the six engagement questions



Overall Engagement Levels



The fully engaged score for Forest Grove employees (36%) is below our private sector and local government benchmarks, but above the government overall benchmark.

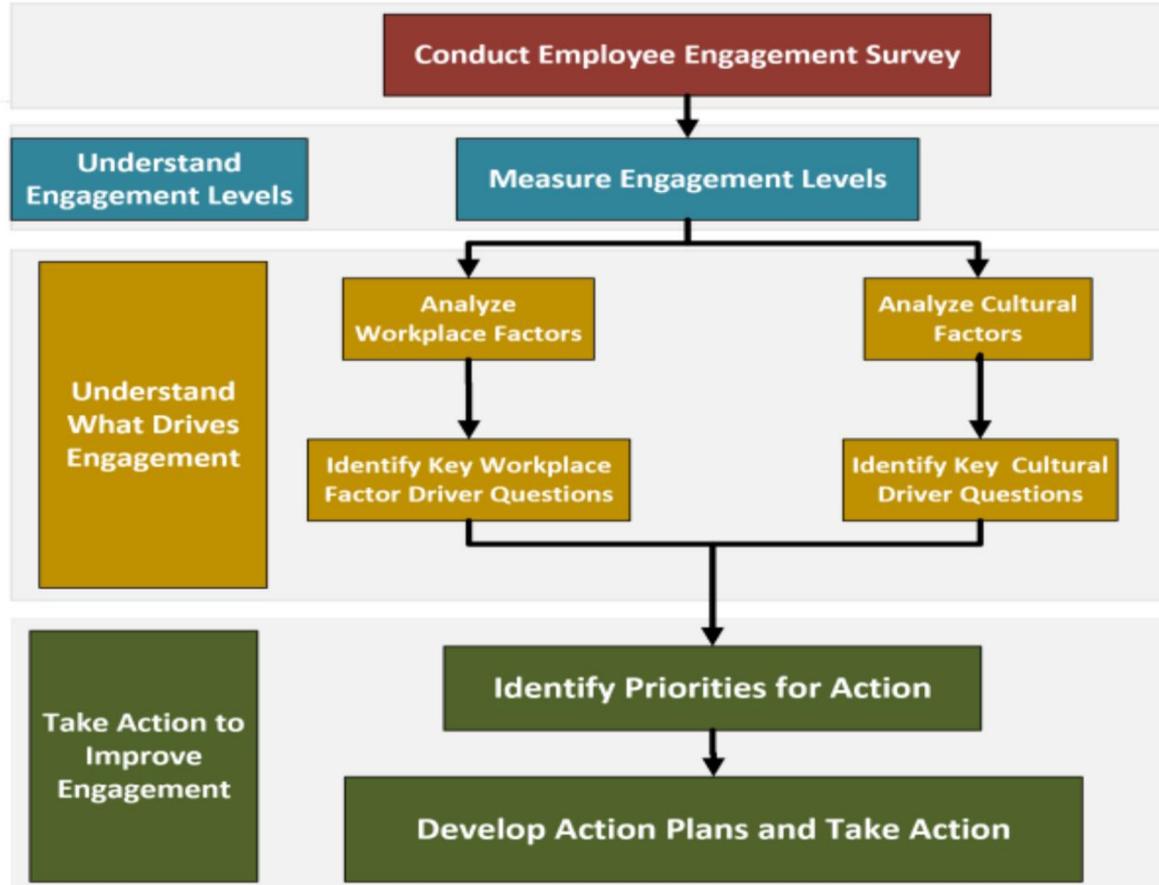
The City's somewhat-engaged score (41%) is on par with all benchmarks.

The not-engaged score (23%) is above our private sector and local government benchmarks, but below the government overall benchmark.

Drivers of Engagement – Workplace Factors



Analytical Model





Drivers of Engagement – Workplace Factors

Workplace Factors

Previous research has found that these factors, or drivers, are related to employee engagement.

- ◆ My Work
- ◆ Mission
- ◆ My Team
- ◆ My Supervisor
- ◆ Leadership and Managing Change
- ◆ Training and Development
- ◆ Resources and Workload
- ◆ Pay and Benefits

Calculating Factor Scores

For each factor, we calculated an average score on a scale of 0-100 (i.e., percent positive responses).



Drivers of Engagement

Calculating the Drivers

We performed statistical analysis to determine the extent to which each workplace factor and culture question influences (drives) the overall engagement score, on a scale of 0-100 percent.



Drivers of Engagement

Recommended Focus Areas

The following charts combine influence (relative weight from key driver analysis) and score (average % positive) to reveal the overall workplace areas – if maintained or improved – that are likely to have the biggest impact on the engagement score.



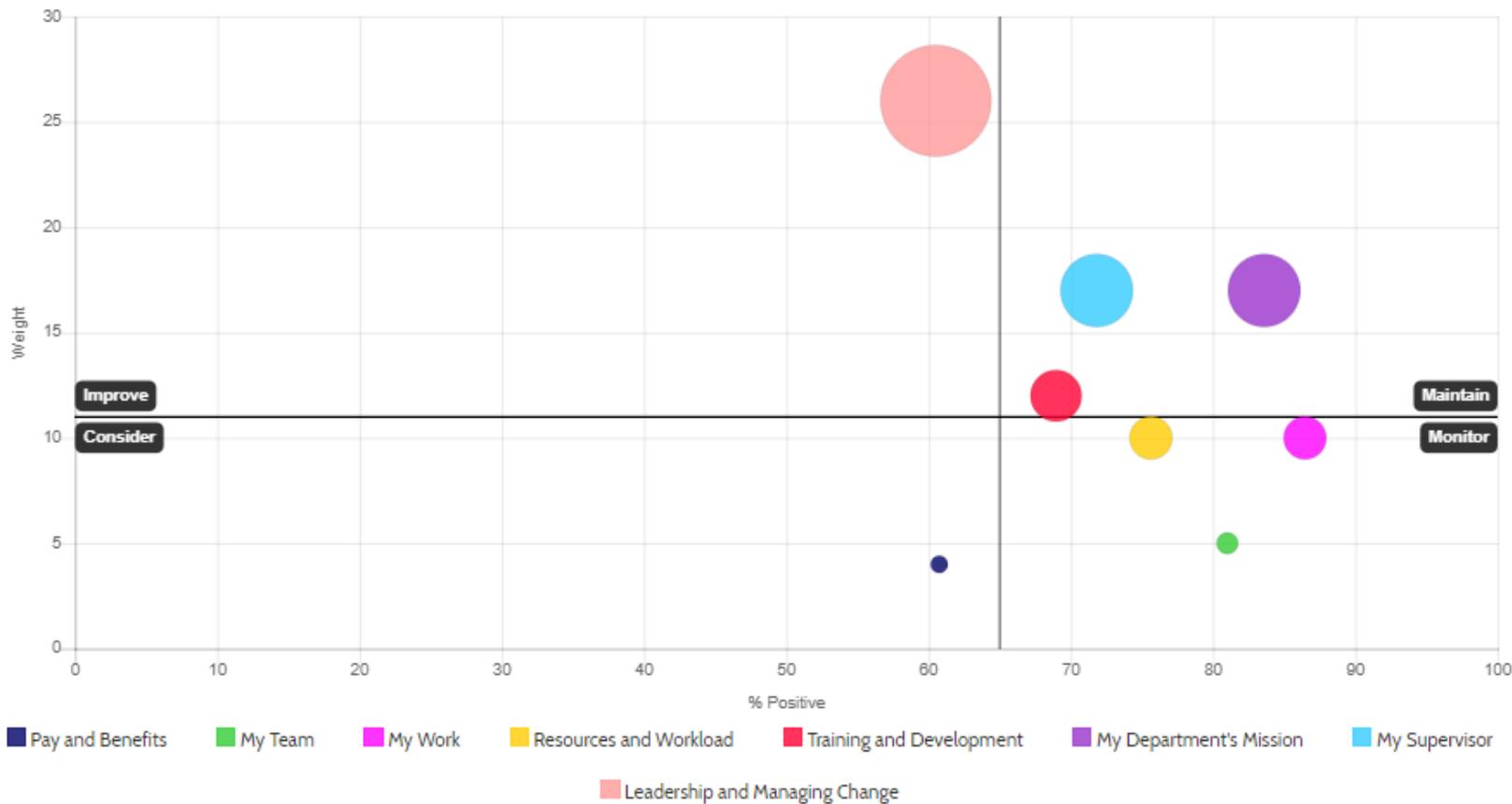
Quadrant Chart – Definitions

Below are the definitions of the four quadrants in the following charts. We suggest that you pay attention to the questions in the “Improve” and “Maintain” quadrants.

<p>IMPROVE High Influence / Low Score</p> <p>Focus on these low-scoring but high-influence questions because they have the greatest potential to improve the overall engagement score.</p>	<p>MAINTAIN High Influence / High Score</p> <p>Scores on these high-influence questions are already high. Therefore, continue to focus on these areas to maintain the engagement score.</p>
<p>CONSIDER Low Influence / Low Score</p> <p>Although these are low-influence questions, the relatively low scores suggest that they may be considered, but as lower priorities than the high-influence questions.</p>	<p>MONITOR Low Influence / High Score</p> <p>These are already high-scoring questions but are relatively lower in influence. Therefore, monitor these factors to assure the scores for these questions do not decline.</p>



Overall Workplace Factors



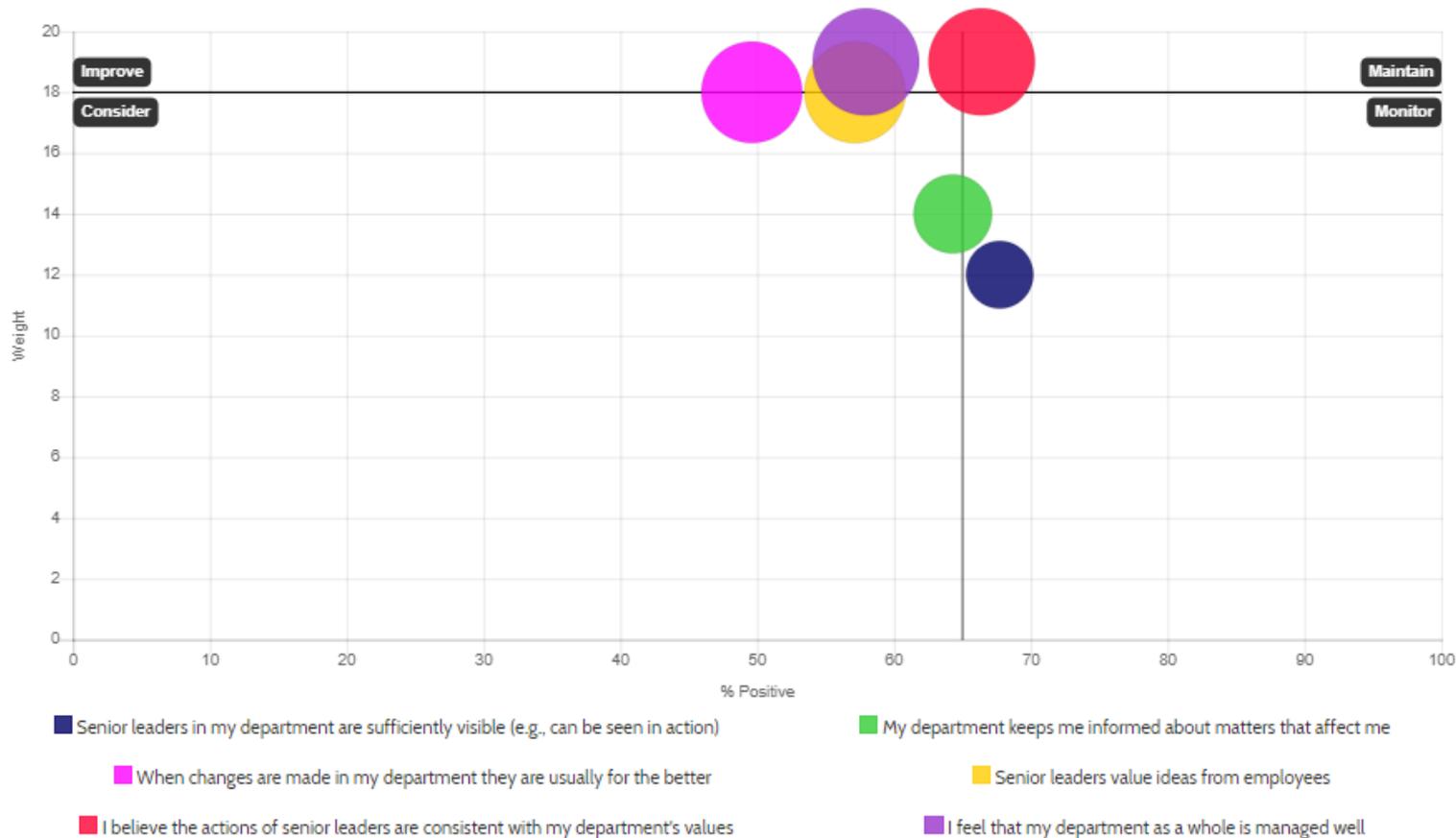
Drivers of Engagement – Questions

Recommended Focus Areas – Question-Level

The following charts combine influence (relative weight from key driver analysis) and score (% positive), for all employees, to reveal the questions – if maintained or improved – that are likely to have the biggest impact on the engagement score.



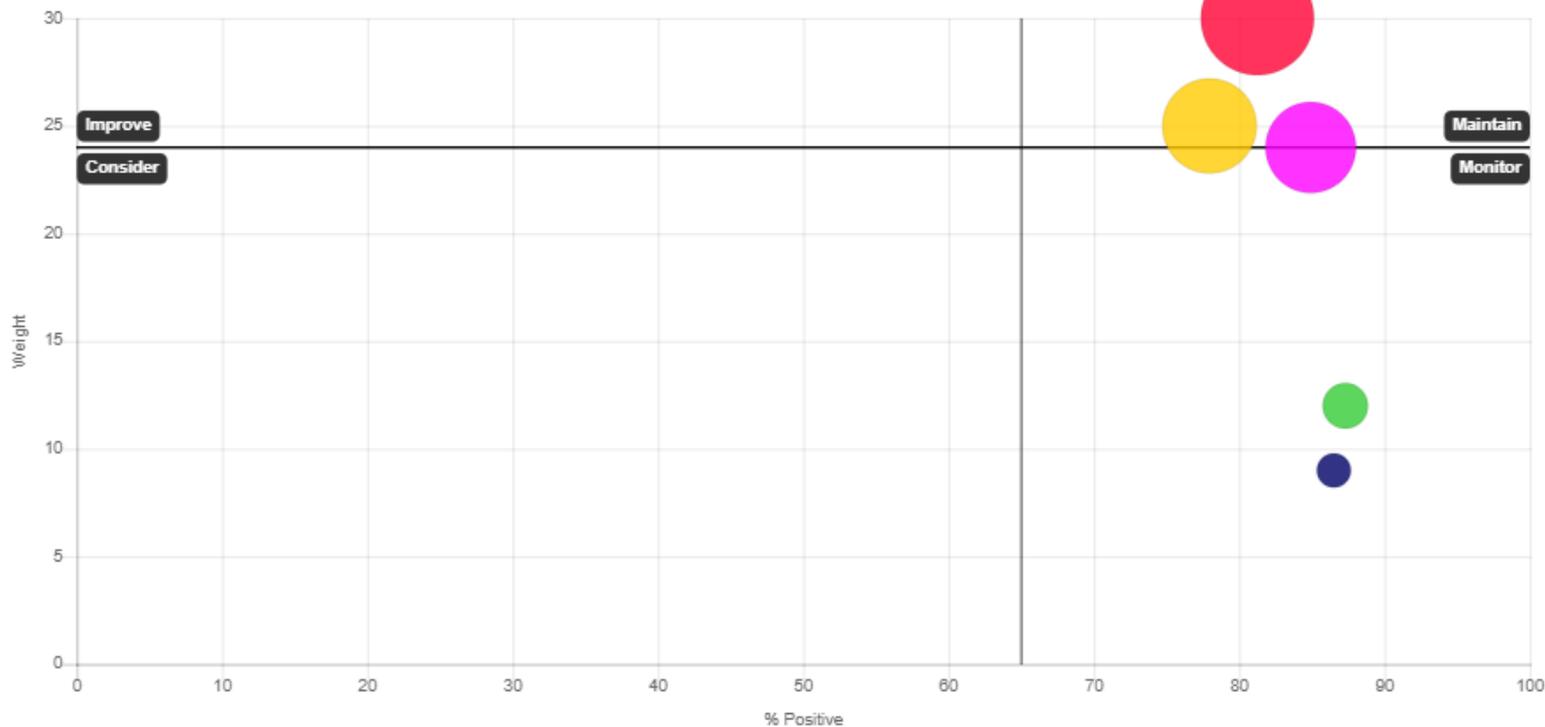
Leadership and Managing Change





My Department's Mission

Back



■ I feel that I personally contribute to my department's successes

■ My department's mission is important to me

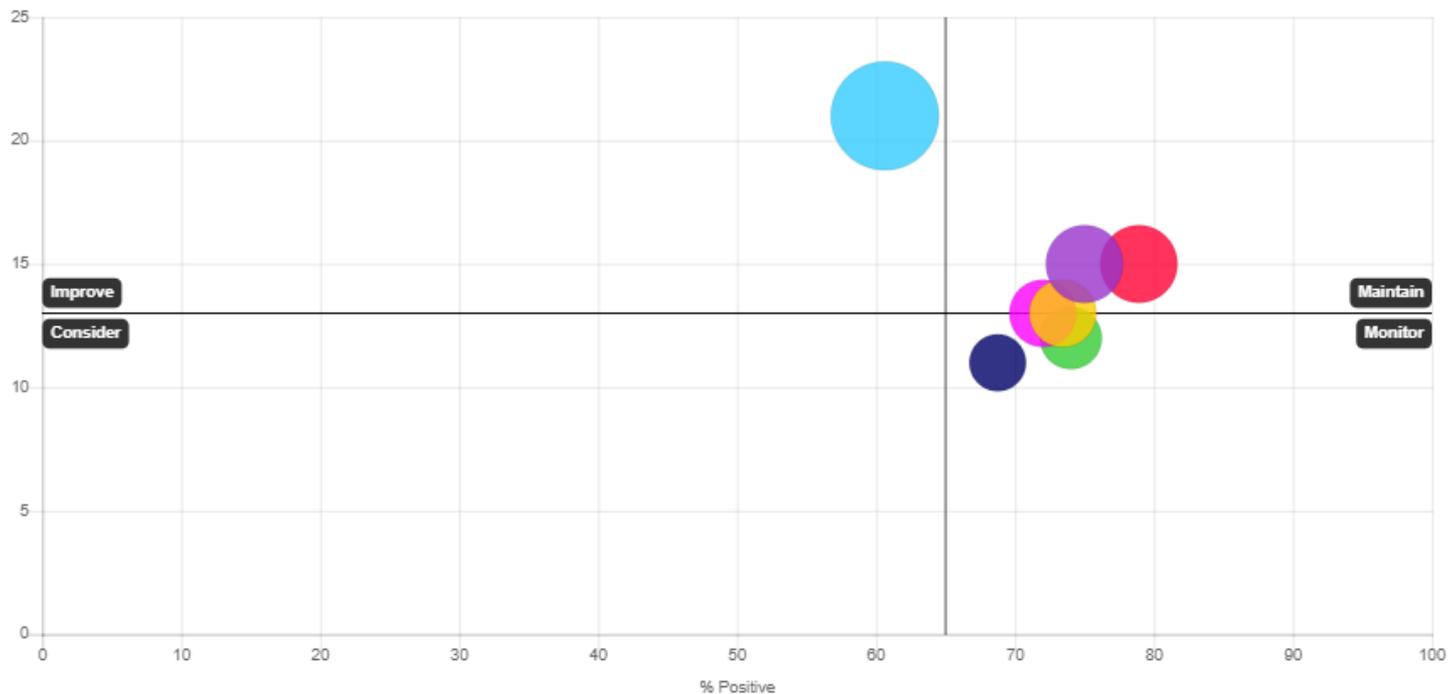
■ I know how my work supports my department's mission

■ I have a clear understanding of my department's mission

■ I feel I can make a difference by working here



My Supervisor



■ My supervisor provides constructive feedback on my job performance

■ My supervisor is open to my ideas

■ My supervisor helps me to understand how I contribute to my department's mission

■ My supervisor recognizes when I have done my job well

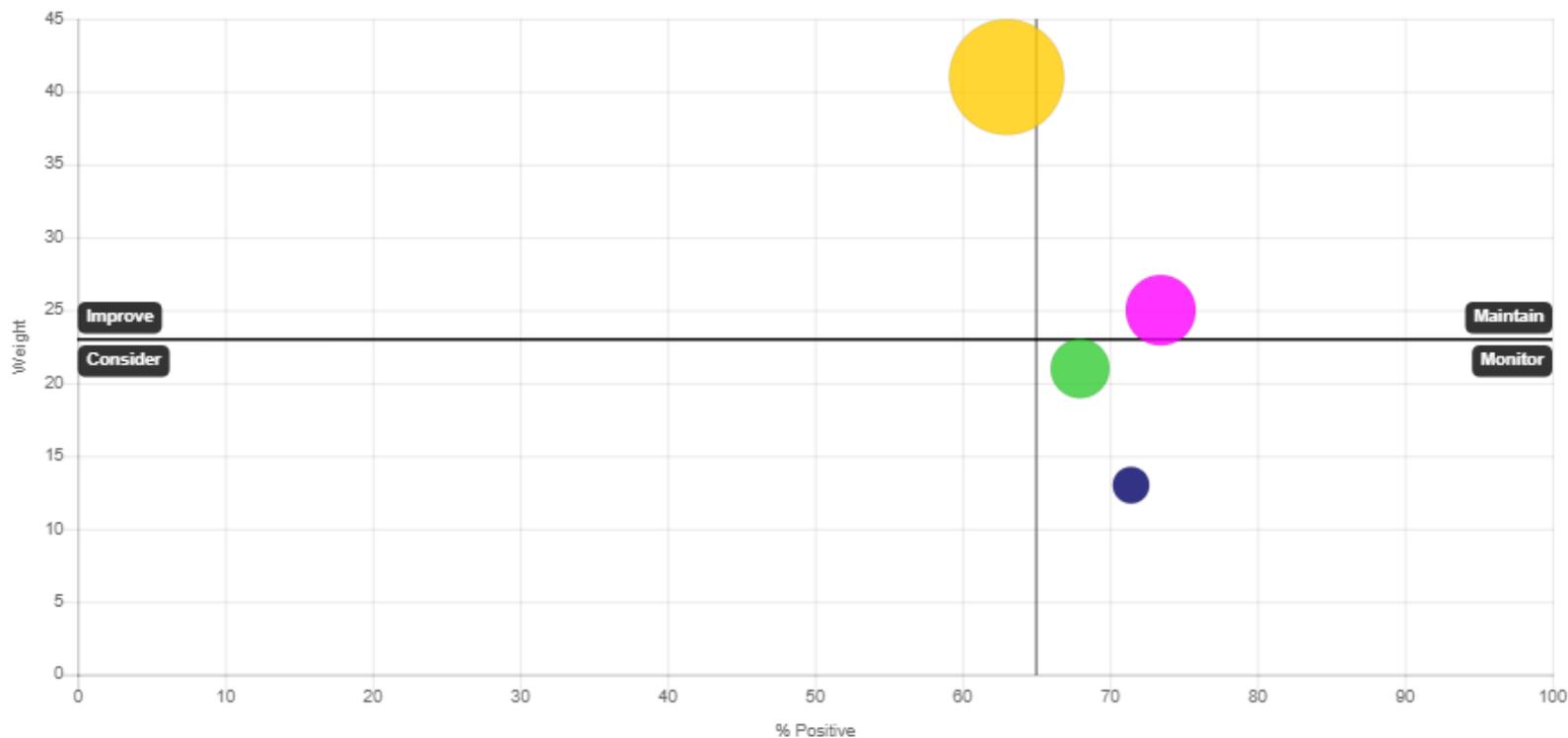
■ My supervisor keeps me informed about the issues affecting my work

■ My supervisor fosters a respectful and trusting environment

■ My supervisor motivates me to be more effective in my job



Training and Development



■ Training and development activities I have completed while working for my organization are helping me to develop in my career

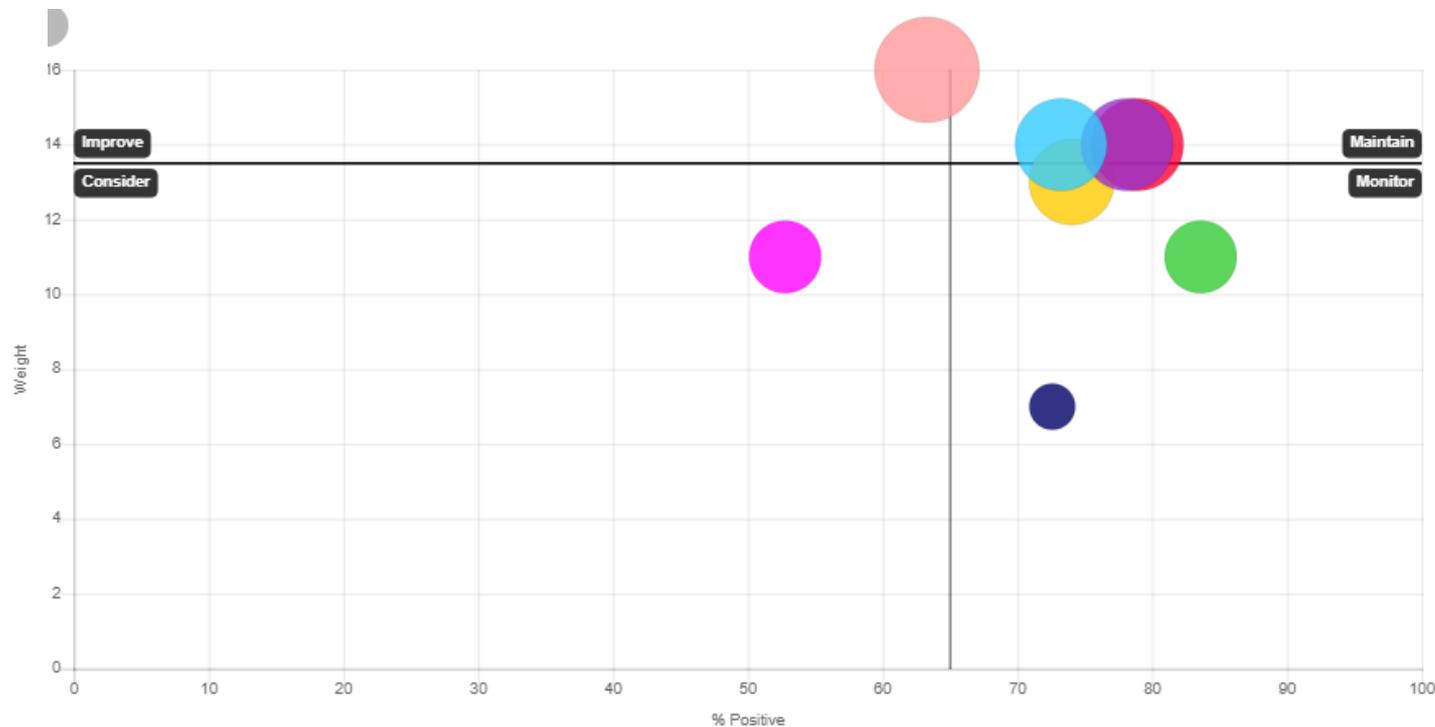
■ I get the training I need to do my job well

■ I get the information I need to do my job well

■ I am given a real opportunity to improve my skills in my organization



Organizational Culture



■ I can report a suspected violation of any law, rule or regulation without fear

■ I feel welcome in my department

■ I think it is safe to challenge the way things are done in my department

■ I think that my department respects individual differences (e.g., cultures, working styles, backgrounds, ideas)

■ I am treated fairly at work

■ I feel encouraged to learn from my mistakes at work

■ I feel valued for the work I do

■ I feel encouraged to come up with new and better ways of doing things

Summary – Areas to Maintain

- ◆ I believe the actions of senior leaders are consistent with my department's values
- ◆ I feel I can make a difference by working here
- ◆ I have a clear understanding of my department's mission
- ◆ I know how my work supports my department's mission
- ◆ My supervisor keeps me informed about the issues affecting my work
- ◆ My supervisor fosters a respectful and trusting environment
- ◆ I get the information I need to do my job well
- ◆ I am treated fairly at work
- ◆ I feel encouraged to learn from my mistakes at work
- ◆ I feel valued for the work I do

Summary – Areas to Improve

- ◆ I feel that my department as a whole is managed well
- ◆ When changes are made in my department, they are usually for the better
- ◆ Senior leaders value ideas from employees
- ◆ My supervisor motivates me to be more effective in my job
- ◆ I am given a real opportunity to improve my skills in my organization
- ◆ I feel encouraged to come up with new and better ways of doing things

Additional Question-Level Analysis



Highest-Scoring Questions (% Positive)

Employees were MOST positive on the following questions:

QUESTION	NEGATIVE	NEUTRAL	POSITIVE ▼
I like the kind of work I do	2.3%	4.7%	93%
I know what is expected of me on the job	2.3%	5.5%	92.2%
People on my team cooperate to get the job done	5.5%	7%	87.5%
My department's mission is important to me	4.8%	7.9%	87.3%
I feel that I personally contribute to my department's successes	5.6%	7.9%	86.5%



Lowest-Scoring Questions (% Positive)

Employees were LEAST positive on the following questions:

QUESTION	NEGATIVE	NEUTRAL	POSITIVE ▲
If I choose to apply, there is at least one other position in the City that I would be interested in applying for in the future	34.2%	31.7%	34.2%
I believe that senior leaders in my department will take action on the results from this survey	32.8%	26.2%	41%
When changes are made in my department they are usually for the better	21.6%	28.8%	49.6%
I think it is safe to challenge the way things are done in my department	29.9%	17.3%	52.8%
I feel that my pay adequately reflects my performance	30.2%	16.7%	53.2%



Largest Positive Gaps

Questions where employees were MORE positive than the local government benchmarks.
“Gap” is percentage point difference (on positive responses) from local government benchmarks

QUESTION	NEGATIVE	NEUTRAL	POSITIVE	MEAN	GAP ▼
Senior leaders value ideas from employees	26.2%	16.7%	57.1%	3.35	12
My supervisor helps me to understand how I contribute to my department's mission	14.4%	13.6%	72%	3.82	10
Senior leaders in my department are sufficiently visible (e.g., can be seen in action)	22.8%	9.4%	67.7%	3.55	10
My department keeps me informed about matters that affect me	19%	16.7%	64.3%	3.54	10
I feel that my pay adequately reflects my performance	30.2%	16.7%	53.2%	3.29	10
I feel a strong personal attachment to my organization	13.3%	18%	68.8%	3.83	10



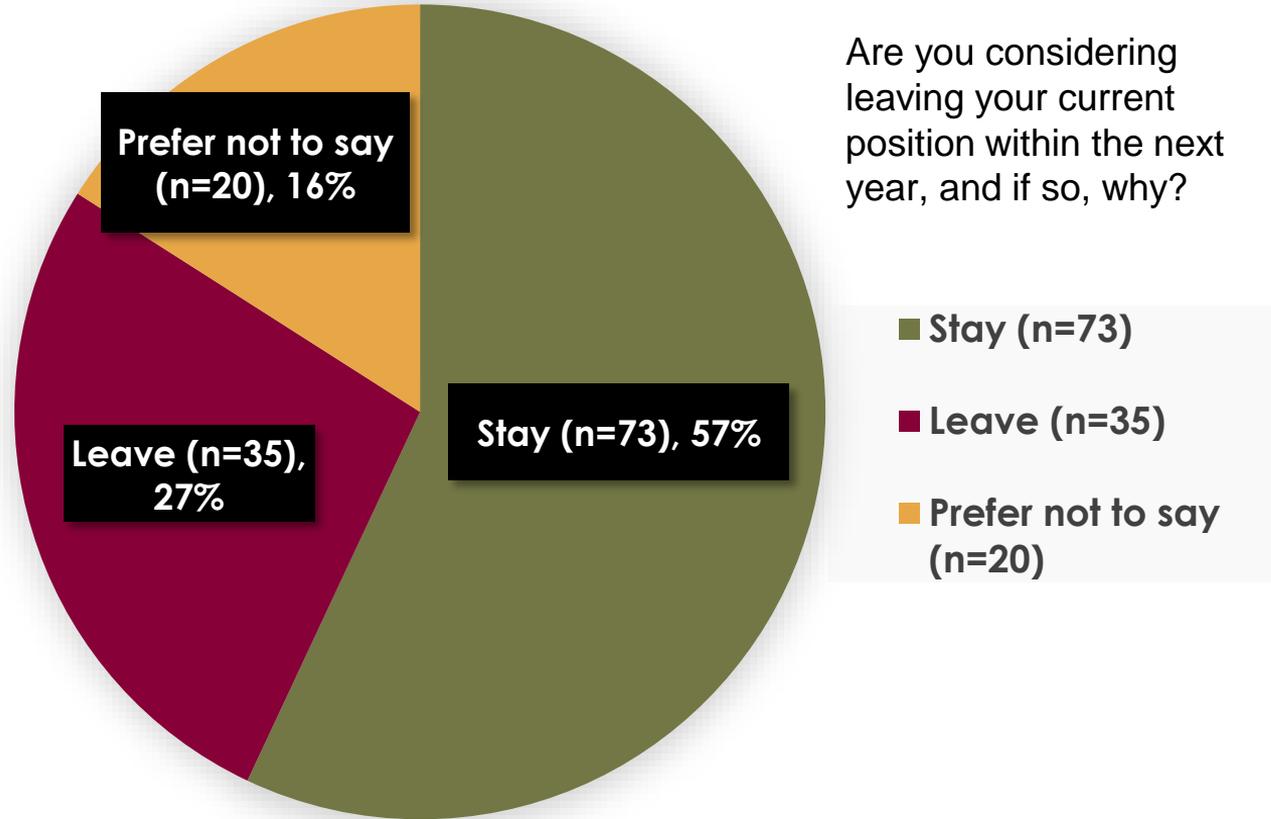
Largest Negative Gaps

Questions where employees were LESS positive than the local government benchmarks.
“Gap” is percentage point difference (on positive responses) from local government benchmarks

QUESTION	NEGATIVE	NEUTRAL	POSITIVE	MEAN	GAP ▲
I have a clear understanding of my department's mission	14.2%	7.9%	78%	3.97	-10
My department is successful at accomplishing its mission	18.5%	12.1%	69.4%	3.66	-9
I am satisfied with my employment conditions (e.g., vacation/leave options, flexible work arrangements)	19.5%	11.7%	68.8%	3.65	-9
My workload is reasonable	28.9%	9.4%	61.7%	3.31	-8
I am satisfied with my total benefits package (e.g., retirement, health insurance)	21.1%	14.1%	64.8%	3.51	-5



Intent to Stay or Leave – All Employees





Engagement Levels by Intent to Leave

01. No



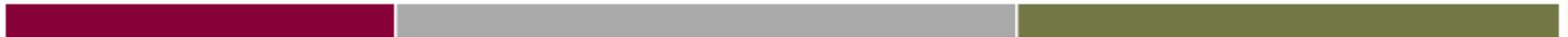
■ Not Engaged (7%) ■ Somewhat Engaged (49%) ■ Fully Engaged (44%) Response count: 73

04. Yes, to pursue a position outside of my organization -- in another government agency (e.g., city or county, state, or federal)



■ Not Engaged (66%) ■ Somewhat Engaged (17%) ■ Fully Engaged (17%) Response count: 18

08. Prefer not to say



■ Not Engaged (25%) ■ Somewhat Engaged (40%) ■ Fully Engaged (35%) Response count: 20

Categories with fewer than 10 respondents are not reported.

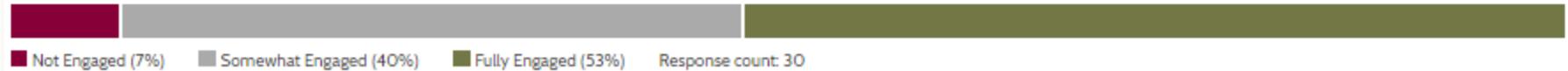
Results by Demographic Segment

Engagement Levels by Gender

01. Male



02. Female



04. Prefer not to say



Categories with fewer than 10 respondents not reported



Engagement Levels by Age

B. 25 to 34



C. 35 to 44



D. 45 to 54



E. 55 to 64



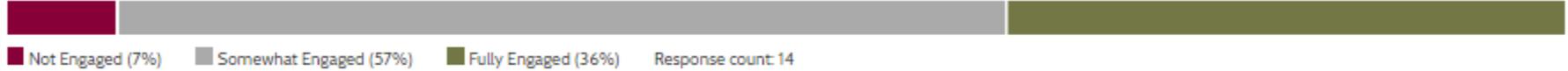
G. Prefer not to say



Categories with fewer than 10 respondents not reported

Engagement Levels by Tenure (1 of 2)

O3. At least 1 year, but not more than 3 years



O4. At least 3 years, but not more than 5 years



O5. At least 5 years, but not more than 10 years



Categories with fewer than 10 respondents not reported

Engagement Levels by Tenure (2 of 2)

O6. At least 10 years, but not more than 20 years



O7. 20 years or more



O8. Prefer not to say



Categories with fewer than 10 respondents not reported



Engagement Levels by Race/Ethnicity



Categories with fewer than 10 respondents not reported



Engagement Levels by Status

01. Employee: You do not supervise other employees



■ Not Engaged (28%) ■ Somewhat Engaged (41%) ■ Fully Engaged (31%) Response count: 75

02. Supervisor: You are a supervisor who may be responsible for one or more of the following: giving direction on work projects, performance reviews, and leave approval



■ Not Engaged (20%) ■ Somewhat Engaged (40%) ■ Fully Engaged (40%) Response count: 20

05. Prefer not to say



■ Not Engaged (16%) ■ Somewhat Engaged (52%) ■ Fully Engaged (32%) Response count: 19

Categories with fewer than 10 respondents not reported

1 Questions
