CITY OF HAYWARD
EMPLOYEE ENGAGEMENT SURVEY RESULTS

CITY OF HAYWARD | JUNE 28th, 2016

WHY DID WE DO THE SURVEY?

- We wanted to hear from employees about their experiences in the organization.

- We want our current employees to feel valued and appreciated and we want to attract and retain talented employees.

- We really do care about what employees think and feel about the City of Hayward as a place to work.

NEED TO UNDERSTAND WHERE WE ARE…

…IN ORDER TO GROW AND IMPROVE IN PARTNERSHIP WITH OUR EMPLOYEES

- Hay Group's Employee Effectiveness Survey: measures both engagement and enablement

- Selected from 74 questions about communication, leadership, collaboration, development opportunities, etc.

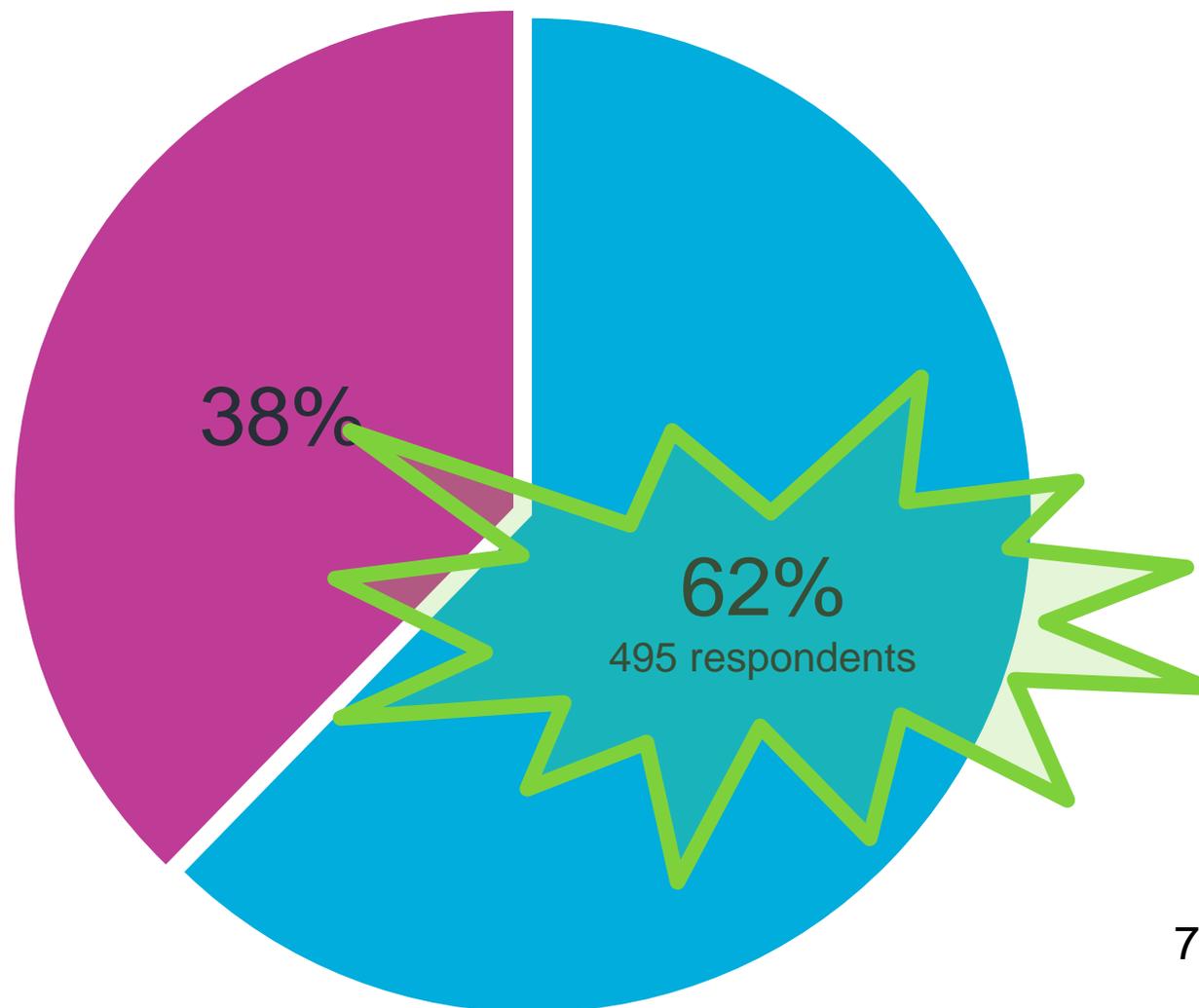- Survey open from October to December 2015

WHAT DOES THE SURVEY MEASURE?

Engagement is "want to"
Enablement is "can do"

PARTICIPATION RATE

■ Completed Survey

■ Did Not Complete Survey

38%

62%
495 respondents

We had a participation rate that was about average as compared with other organizations who have completed the survey for the first time.
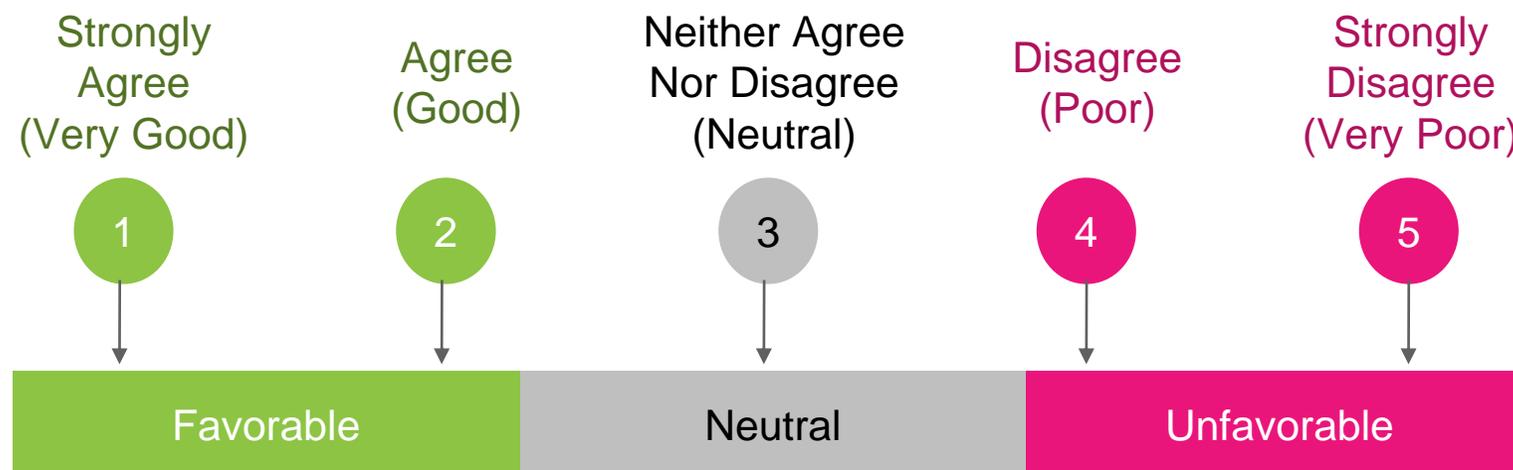
795 eligible participants

HOW TO READ THE RESULTS

For most questions, staff were asked to express their level of agreement with various statements

- Responses were on five-point scales

- Categorized into favorable, neutral or unfavorable categories

Example: "My job makes good use of my skills and abilities"

Strongly Agree (Very Good)	Agree (Good)	Neither Agree Nor Disagree (Neutral)	Disagree (Poor)	Strongly Disagree (Very Poor)
1	2	3	4	5

Favorable	Neutral	Unfavorable

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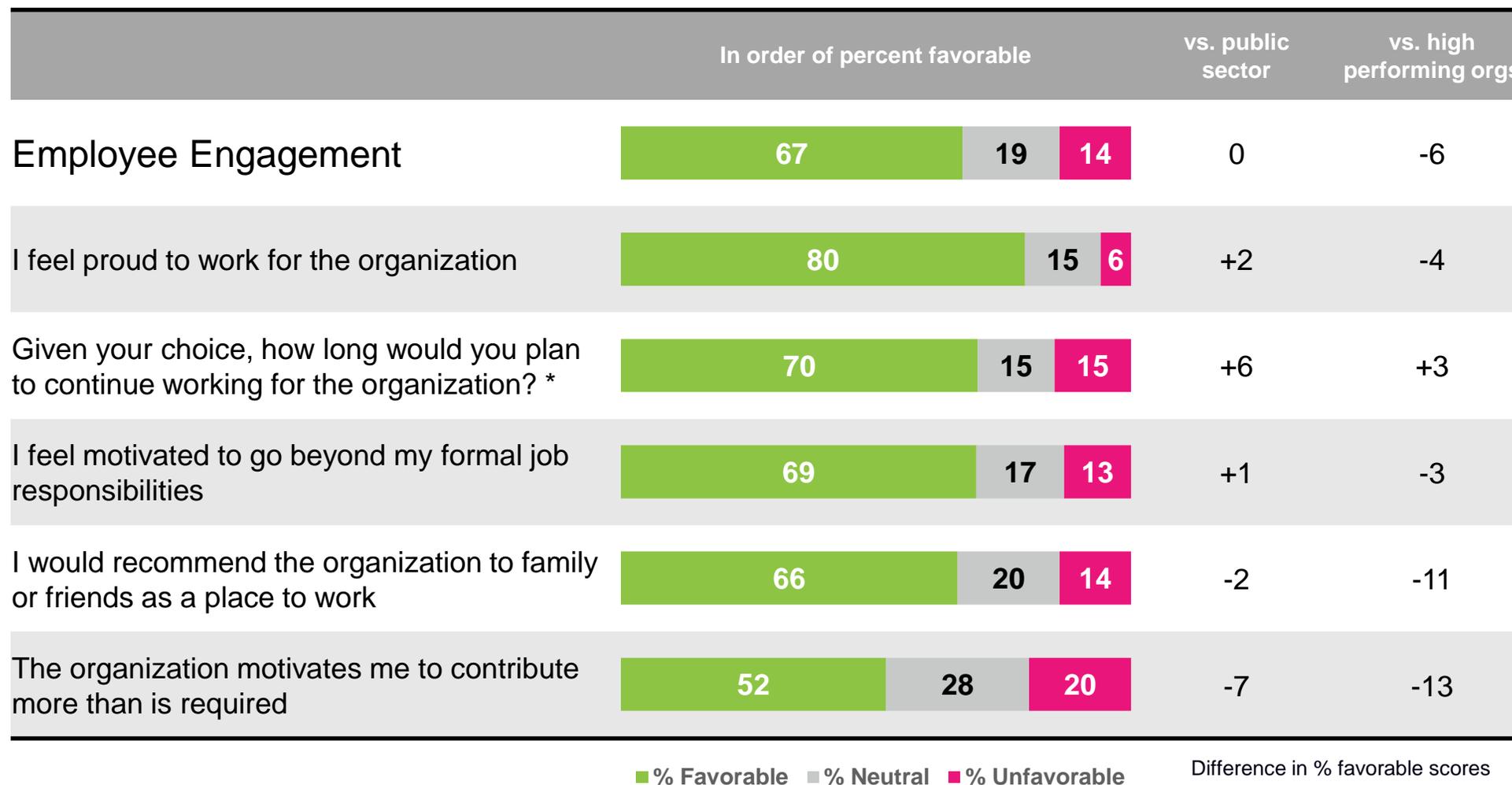# SCORES THEN TRANSLATE TO PERCENTAGE RATINGS:

The Hay Group has provided guidelines to help interpret percentage scores:

- Favorable rating of more than **75%** → **Clearly favorable**
- Favorable rating between **65%** and **75%** → **Moderately favorable**
- Favorable rating between **50%** and **60%** → **Warning sign**
- Favorable rating less than **50%** → **Red flag**

WHAT ARE OUR RESULTS?

WHAT ARE OUR RESULTS?

	In order of percent favorable	vs. public sector	vs. high performing orgs
Employee Engagement	67 / 19 / 14	0	-6
I feel proud to work for the organization	80 / 15 / 6	+2	-4
Given your choice, how long would you plan to continue working for the organization? *	70 / 15 / 15	+6	+3
I feel motivated to go beyond my formal job responsibilities	69 / 17 / 13	+1	-3
I would recommend the organization to family or friends as a place to work	66 / 20 / 14	-2	-11
The organization motivates me to contribute more than is required	52 / 28 / 20	-7	-13

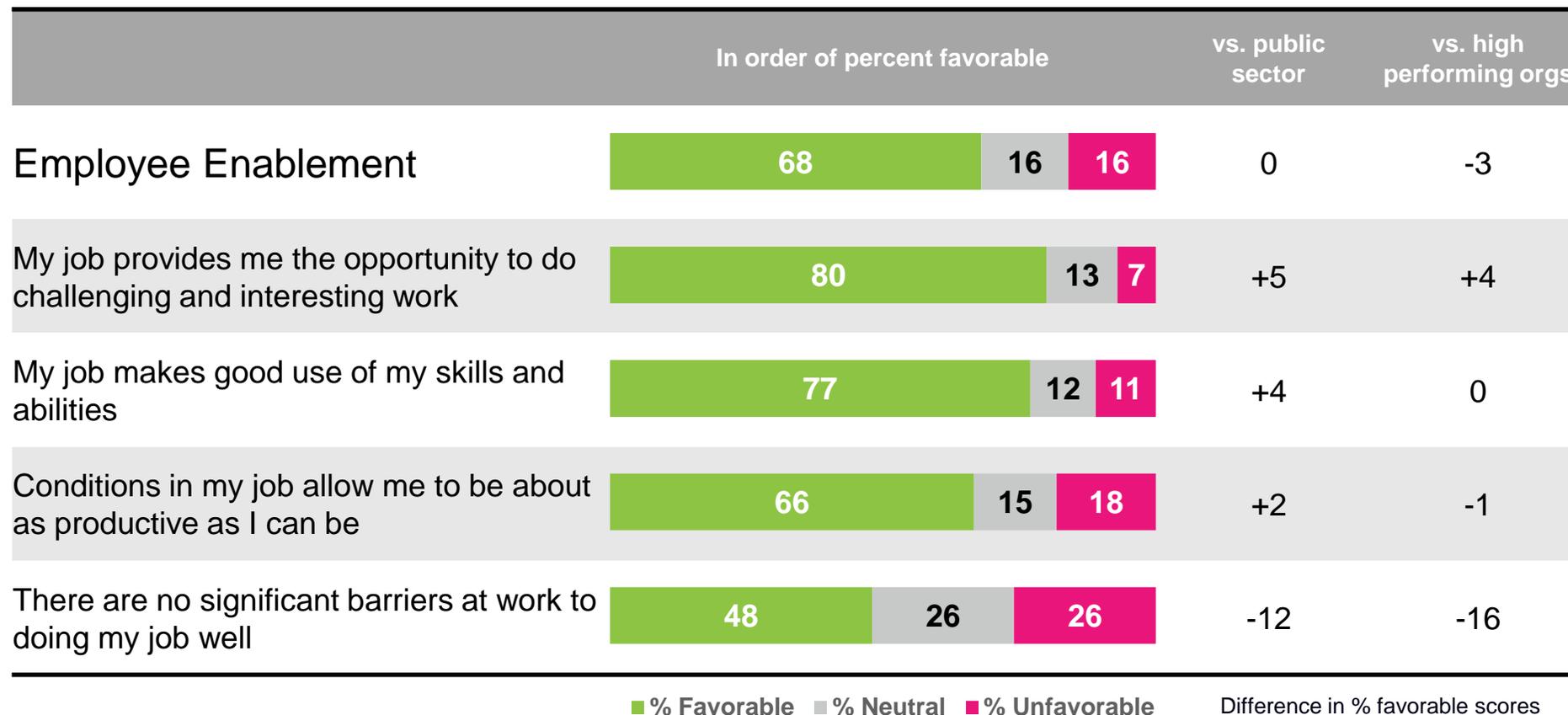■ % Favorable   ■ % Neutral   ■ % Unfavorable   Difference in % favorable scores

* A favorable score for this question is > 5 years, and an unfavorable score is 2 years or less.

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WHAT ARE OUR RESULTS?

	In order of percent favorable			vs. public sector	vs. high performing orgs
Employee Enablement	68	16	16	0	-3
My job provides me the opportunity to do challenging and interesting work	80	13	7	+5	+4
My job makes good use of my skills and abilities	77	12	11	+4	0
Conditions in my job allow me to be about as productive as I can be	66	15	18	+2	-1
There are no significant barriers at work to doing my job well	48	26	26	-12	-16

■ **% Favorable**   ■ **% Neutral**   ■ **% Unfavorable**   Difference in % favorable scores

WHAT ARE OUR RESULTS?

Dimensions	In order of percent favorable			vs. public sector	vs. high performing orgs
Quality & Customer Focus	78	17	5	+7	-1
Clear & Promising Direction	69	21	9	-3	-11
Employee Enablement	68	16	16	0	-3
Authority & Empowerment	67	21	13	0	-7
Employee Engagement	67	19	14	0	-6
Respect & Recognition	66	21	13	-2	-6
Confidence in Leaders	65	18	16	+8	-7
Pay & Benefits	65	18	17	+10	+4
Collaboration	64	22	15	+4	-6
Training	63	21	16	+2	-4
Performance Management	63	19	18	-4	-11
Development Opportunities	59	26	15	+2	-4
Work, Structure, & Process	59	24	17	0	-7
Resources	56	17	27	-4	-12
Personalized Scored Categories					
Communication	51	26	23	--	--
General	67	22	12	--	--
Culture	51	29	19	--	--

■ % Favorable ■ % Neutral ■ % Unfavorable   Difference in % favorable scores

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WHAT ARE OUR STRENGTHS?

Strengths

Empowerment

Employees have the authority to do their job

Confidence in Leaders

Positive ratings of immediate managers

Leaders viewed as ethical in business dealings

Strategy and Goals

Employees understand the strategy and goals of the city and work group

Quality & Customer Focus

Understand and meet customers' needs

High quality customer support and services

Collaboration

Cooperation within teams

Respect

Employees treated with respect

Organization values differences among employees

Resources

Employees have the resources and information to be successful

Performance Management

Employees understand what's expected of them

High levels of performance expected

WHAT ARE OUR OPPORTUNITIES?

Opportunities

Performance Management

Link between pay and performance

Clear and regular feedback

Development

Opportunities to develop and advance

Unclear career paths

Immediate manager coaching

Communication

Open and honest communication to employees

Communication between groups

People

People resources on teams

Being innovative at work

Pay

Competitive and fair pay

Confidence in Senior Leaders

Lack of trust and confidence in city's senior management team

THEMES FROM FREE-FORM QUESTIONS

I want more pay and benefits.

I want to be recognized for the work I do – a party, an award, or a heartfelt thank you from my boss would make me feel more valued.

Management needs to listen to employees and let us know what's going on in the organization and why we're doing things a certain way.
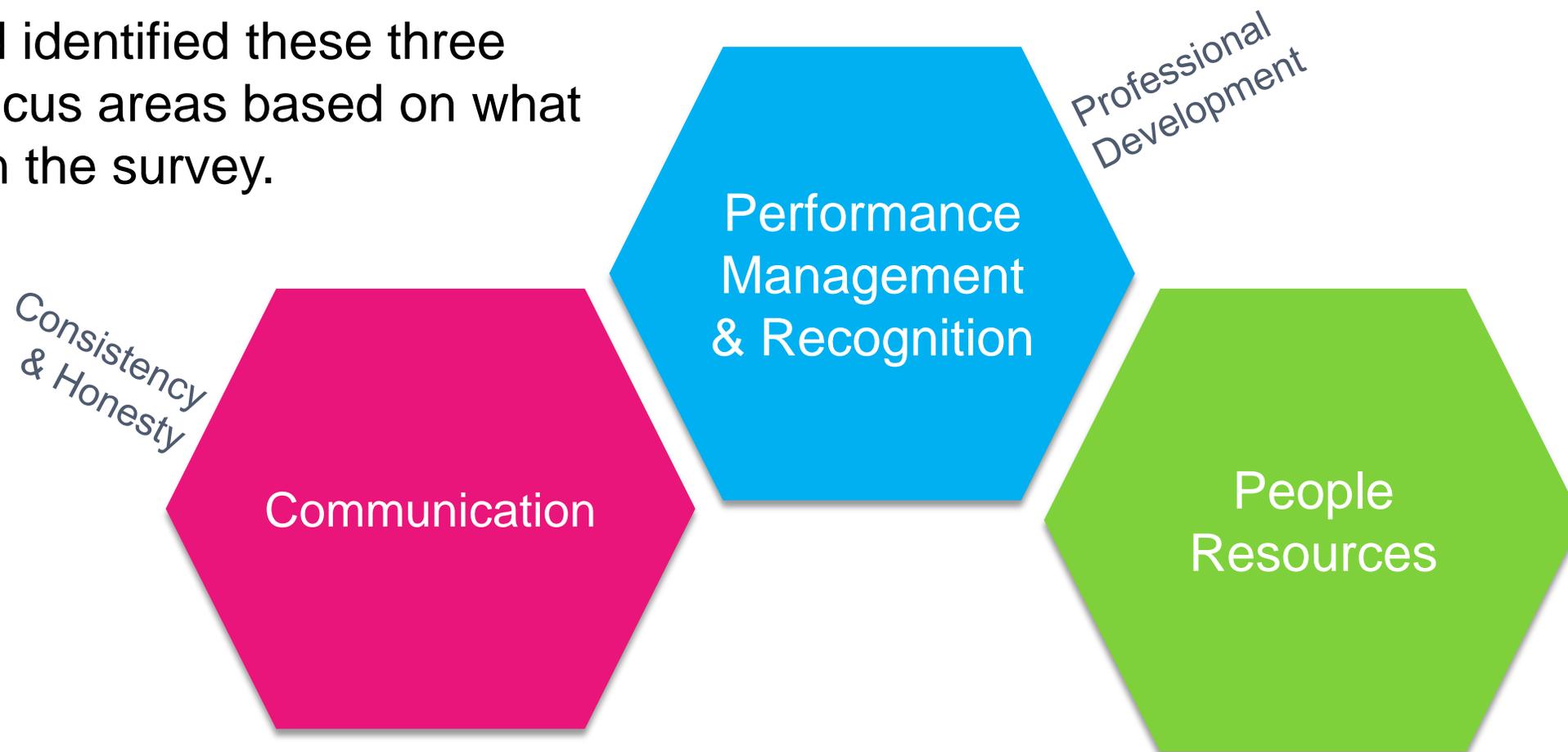
THEMES FROM FREE-FORM QUESTIONS

My workload is too heavy – in my office, we don't have enough staff and the work is unfairly distributed. I need better work-life balance. Flex schedules and telecommuting might help.

I am very proud of how well my team and we as a city serve, communicate, and connect with our residents.

I don't know who I should talk to about my ideas for the organization. Even if I did, my suggestions probably wouldn't go anywhere.

KEY PRIORITY AREAS

The Executive Team reviewed the results and identified these three possible focus areas based on what was said in the survey.

Professional Development

Consistency & Honesty

Performance Management & Recognition

Communication

People Resources

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SHARING THE RESULTS

- **Management Update**

  The City Manager and Assistant City Manager presented survey results to all managers at the 3/17 Management Update meeting.

- **Department-specific Conversations**

  Department directors have been tasked with discussing department-specific results with their employees.

- **Conversations with the City Manager**

  The City Manager held a total of 24 meetings at various worksites throughout the City to discuss survey results.

- **Lean Accelerator program & Game On**

  Lean innovation team followed up by interviewing staff and developing an initiative that pairs department directors with front line staff for conversation and a fun activity.

WHAT DO WE DO NEXT?

- Staff are a critical part of determining what we do next – sharing the results, confirming what we heard, and getting staff input.

- Lean innovation team will keep working with employees and trying out some suggested ideas as well as coming up with others.

- Partner with employees in developing and implementing action steps.

1
Administer Survey

2
Understand the Issues

3
Share Findings & Prioritize the Issues

4
Plan Actions

5
Implement Plans

6
Follow-up on Progress

QUESTIONS AND DISCUSSION