



City of Santa Clara Employee Survey

Presented October 8, 2019

Methodology

- ▶ Email-to-web survey of City of Santa Clara employees
 - Link also made available to City employees without employee email addresses
- ▶ Survey conducted May 23 - July 3 2019
- ▶ 575 interviews; overall margin of error ± 4.09 percentage points
- ▶ Email response rate: 45% Overall, 49% for Regular and 33% for Temporary Employees
- ▶ Data was weighted to be representative to the City of Santa Clara's employee population on department and classification.

Please note that due to rounding, some percentages may not add up to exactly 100%.

Key Findings

- ▶ For the most part, employees are satisfied with the City as an employer.
- ▶ People feel their jobs support the work of the City, and most feel the City plays an important role in the community.
- ▶ The performance of direct supervisors and peer coworkers get the best marks.
- ▶ Improving communication from the top down or between departments is the greatest opportunity to improve
 - Employees are highly interested in coordinating across departments.
- ▶ Allowing for more innovation and opportunities to give input are also opportunities to improve.

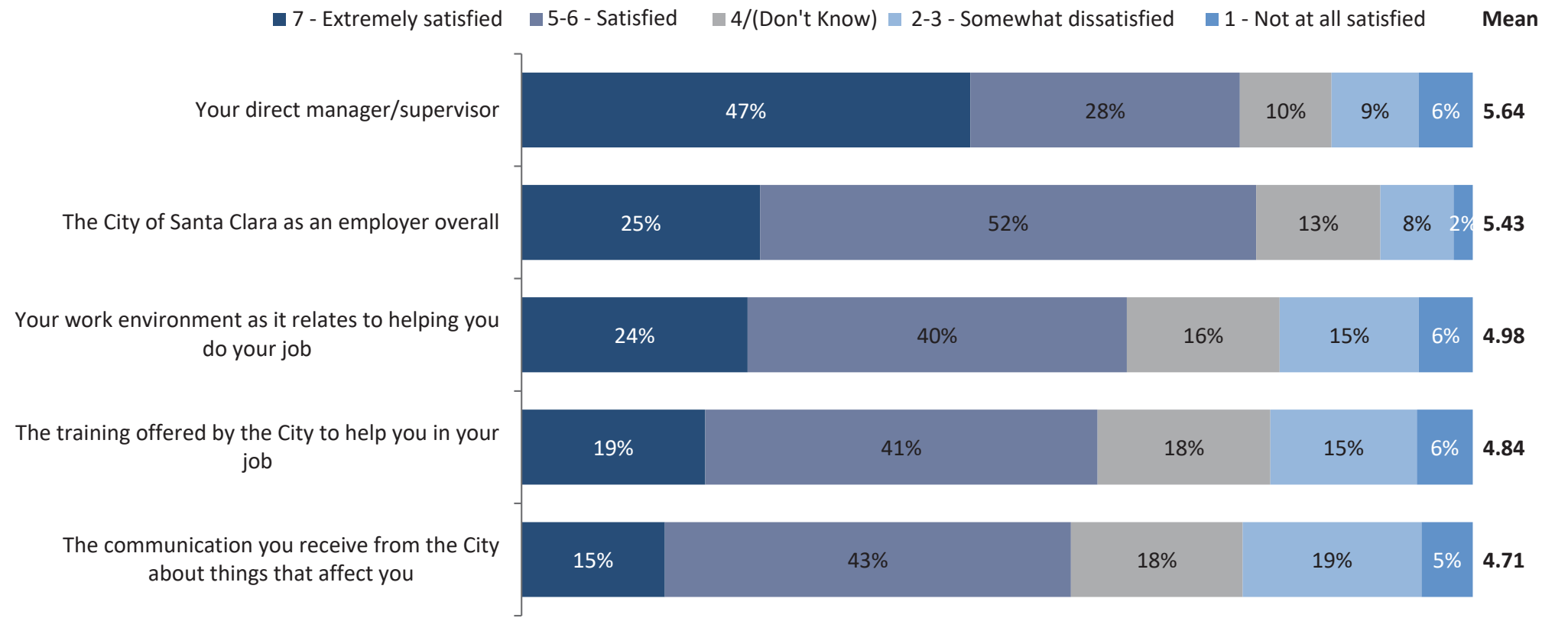


**Overall Impressions of
Employer**

Satisfaction Ratings



In general, employees are more satisfied than dissatisfied with the City as an employer. Nearly half are “7 – Extremely Satisfied” with their direct supervisor. Communication from the City has the lowest satisfaction rating, but it is still more positive than negative.



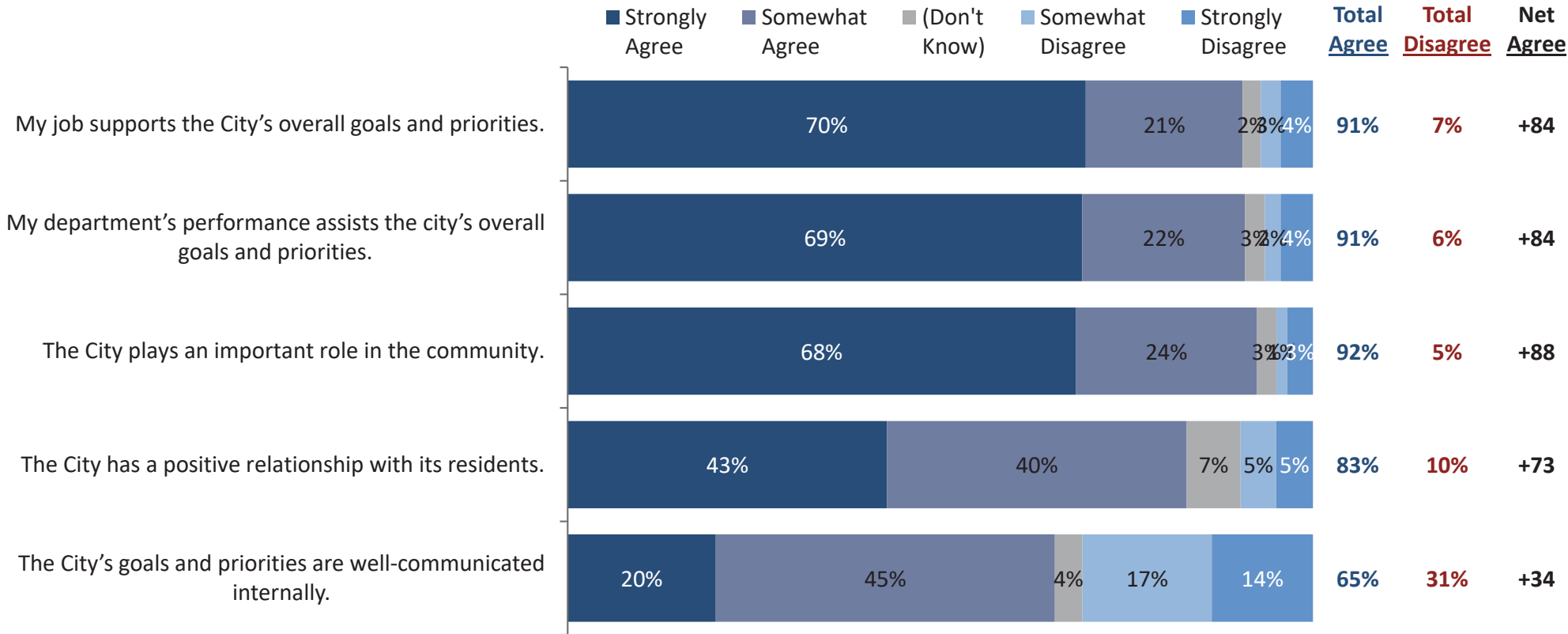


Perceptions of City As Employer

Working at the City Agree Statements



Two-thirds strongly agree that their job and their department support the City’s goals, and that the City plays an important role in the community. While the City’s internal communication shows the strongest disagreement, more than half still agree with this statement.

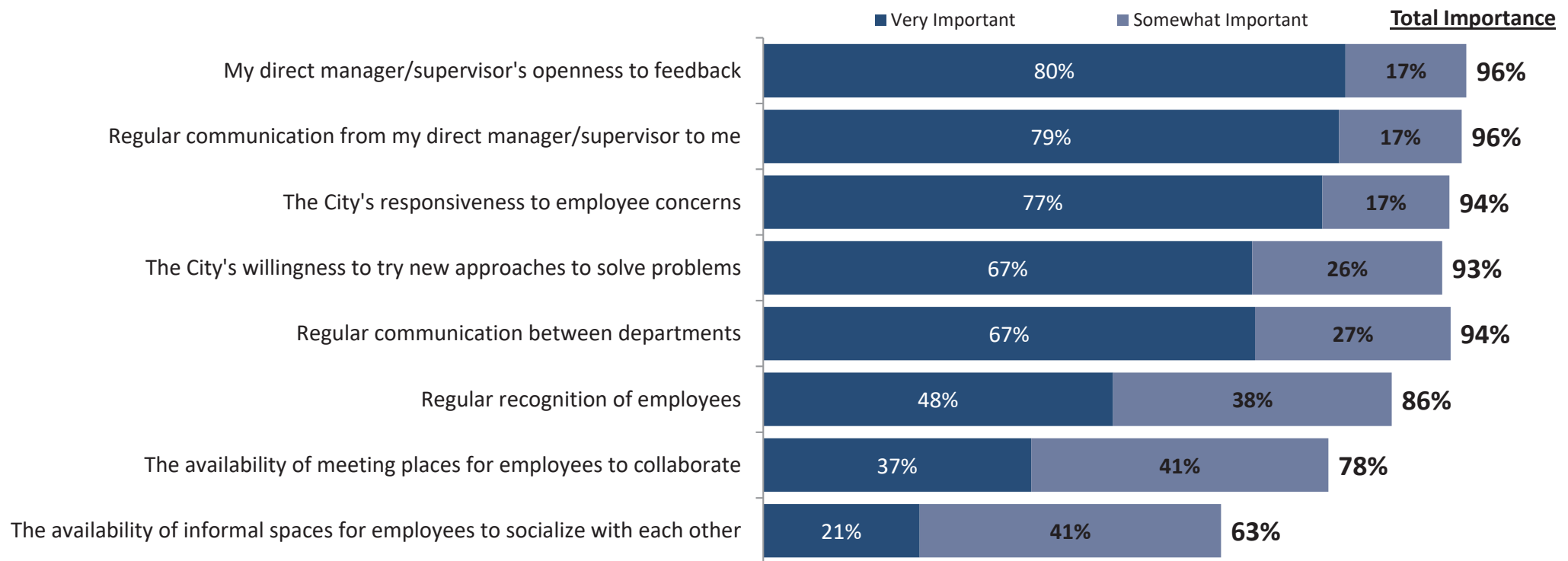




Employee Priorities

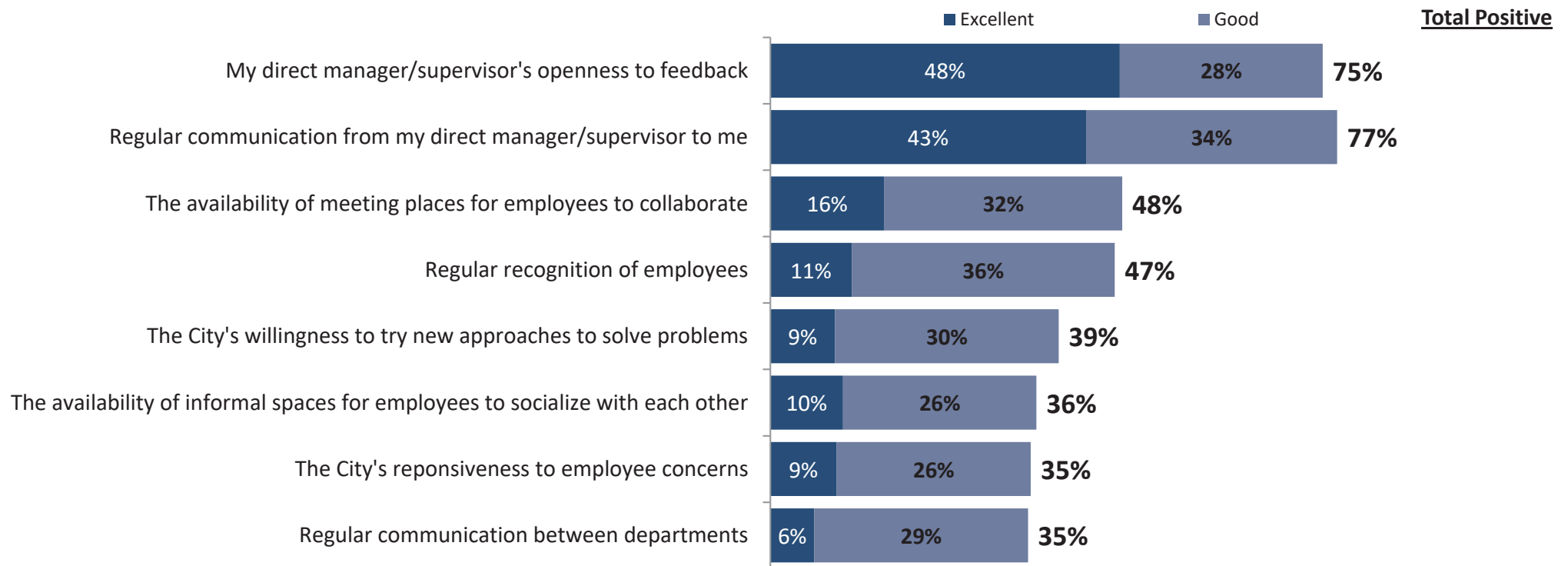
Importance of Key Employer Functions

All of these are important to employees, but receiving direct feedback, getting regular communication, and being responsive to employee concerns are of top importance.



Performance on Key Employer Functions

The only functions in which a majority give positive (good or excellent) ratings are related to direct supervisors, specifically direct manager's openness to feedback and the regularity of their communications. All other functions are rated less than positively by more than half of all employees.



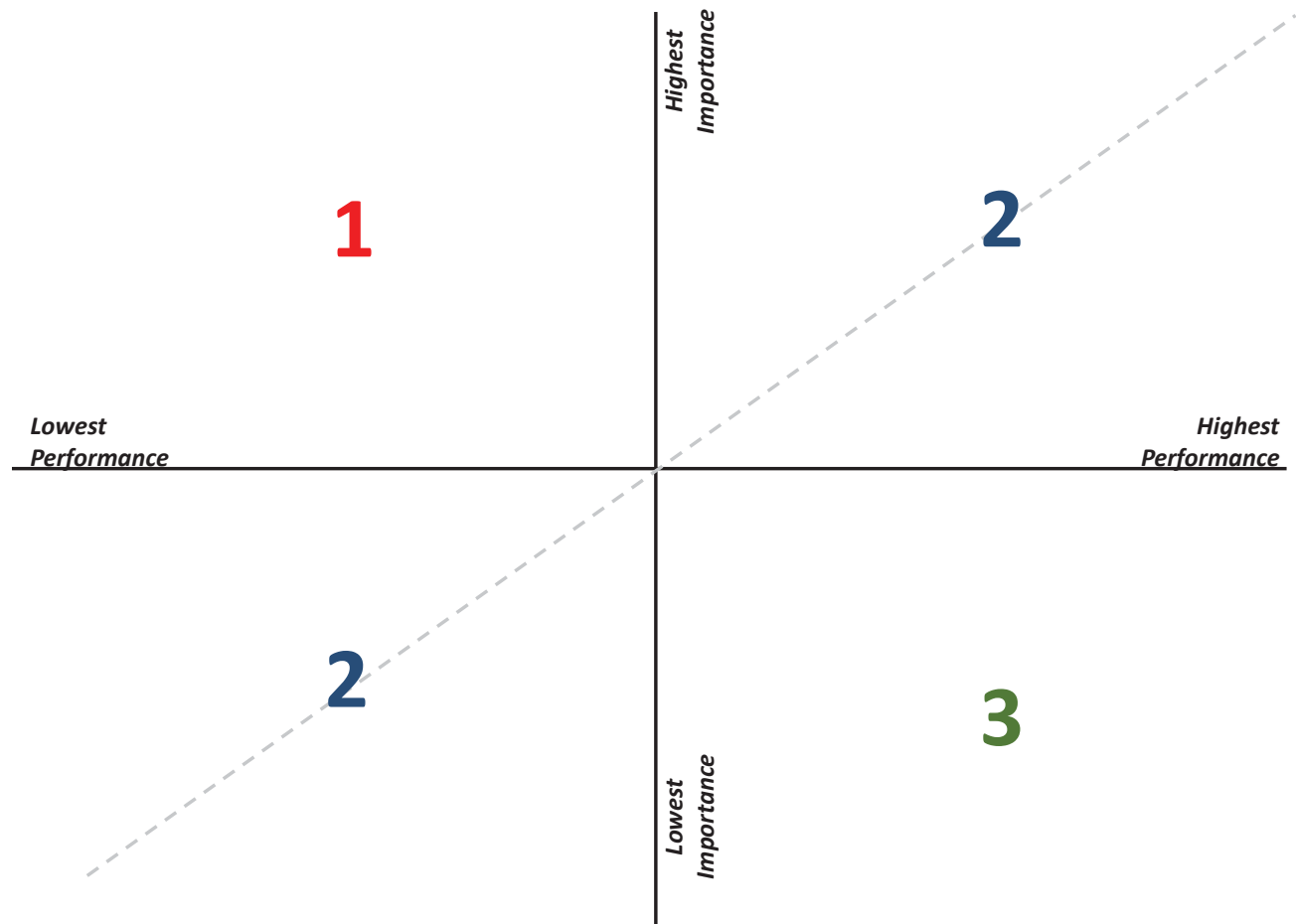
Q5a-5h. Using the scale below, please indicate how well you think the City of Santa Clara as your employer is doing in each of the following areas.

Quadrant Chart

1) High Importance, Low Performance (top-left quadrant) – Items falling into this category should be viewed as **opportunities for improvement**. These are the items that employees feel are very important but that the City could be doing a better job delivering. Improving the items in this quadrant are likely to have the greatest impact on improving employees' overall satisfaction with the City as an employer.

2) Importance & Performance Comparable (bottom-left and top-right quadrants) – Items in these two categories may be rated differently by employees; but in both scenarios, City performance for these items matches the importance that employees attribute to them.

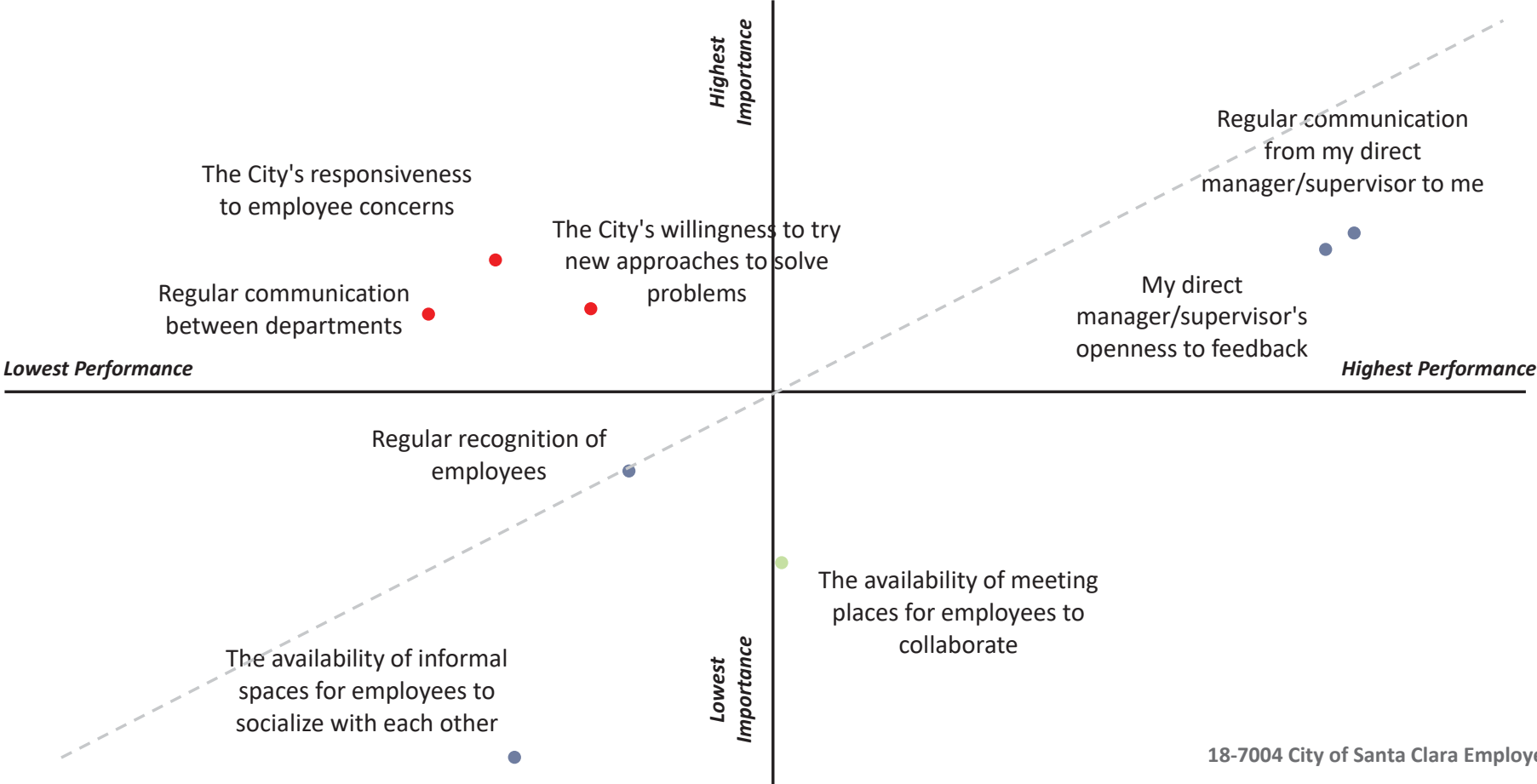
3) Low Importance, High Performance (bottom-right quadrant) – This quadrant represents items that employees think the City is doing very well with but are believed to be less important. While items in this quadrant can be considered successes with certain niche groups, for most employees, they are **not major drivers** of overall satisfaction with the City as an employer.



Quadrant Chart



Three items (being responsive to employee concerns, regular cross-departmental communication, and willingness to try new approaches) represent the best opportunities to make efforts to improve performance relative to employee expectations.



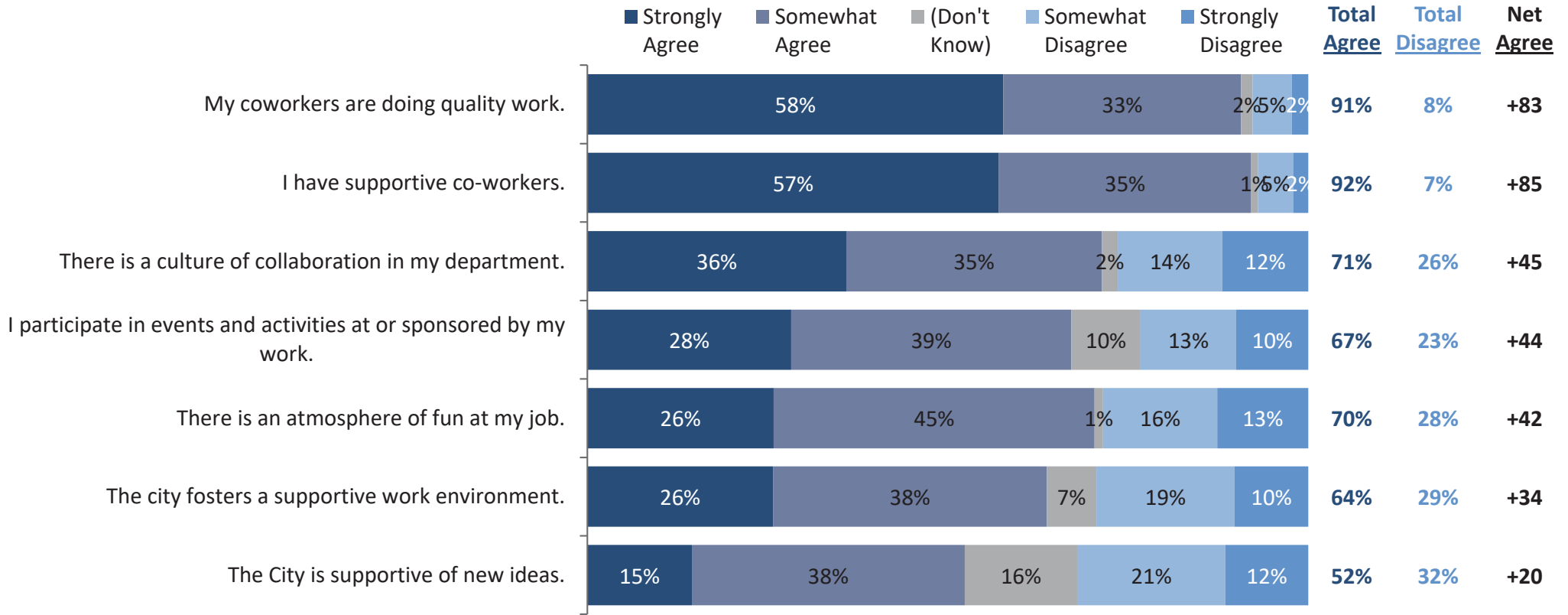


Evaluation of Environment

Culture

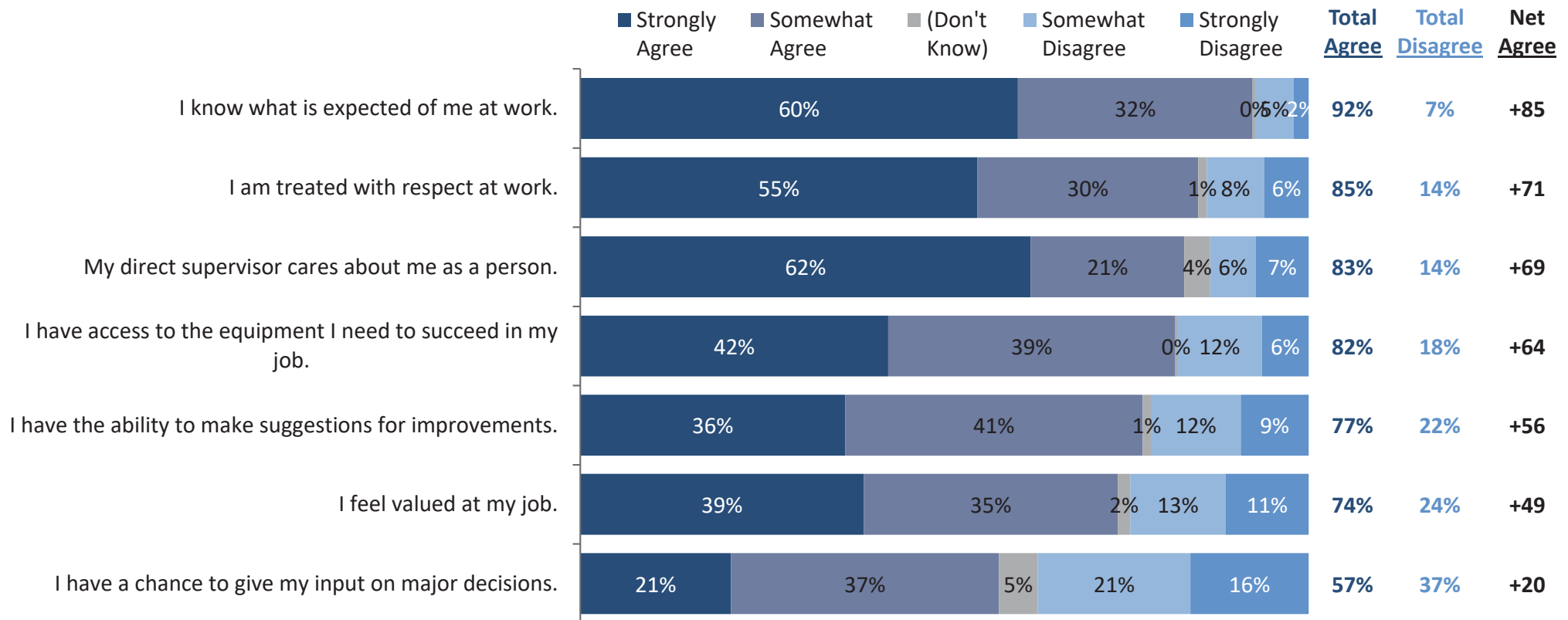


City employees rate their co-workers particularly highly, with over 90% agreeing that their co-workers are supportive and doing quality work.



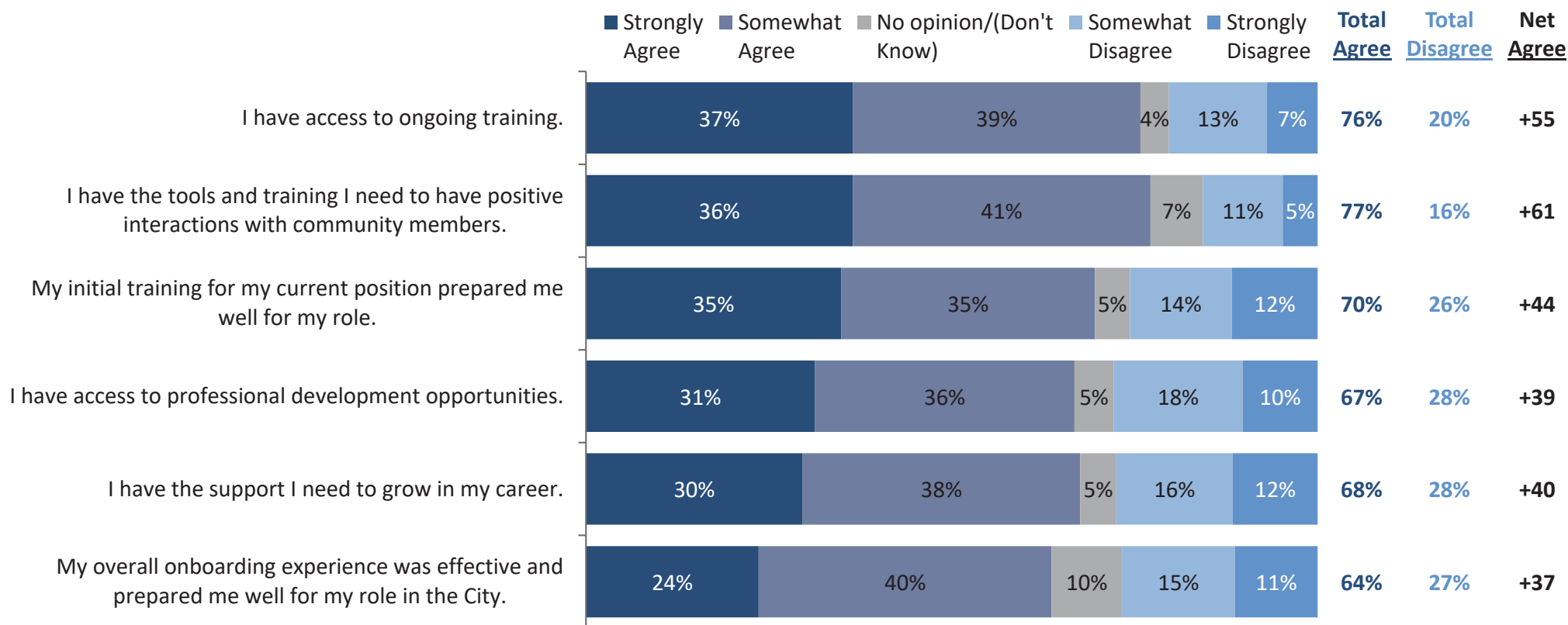
Expectations and Resources

More than half of all employees strongly agree that they know what is expected of them at work, that they are treated with respect, and that their direct supervisor cares about them. The chance to give input on major decisions has the most disagreement, but agreement is still net positive.



Training & Growth

While over two-thirds of employees feel they have access to ongoing training, professional development opportunities and general career support, about one in four feel that these opportunities are lacking for them.



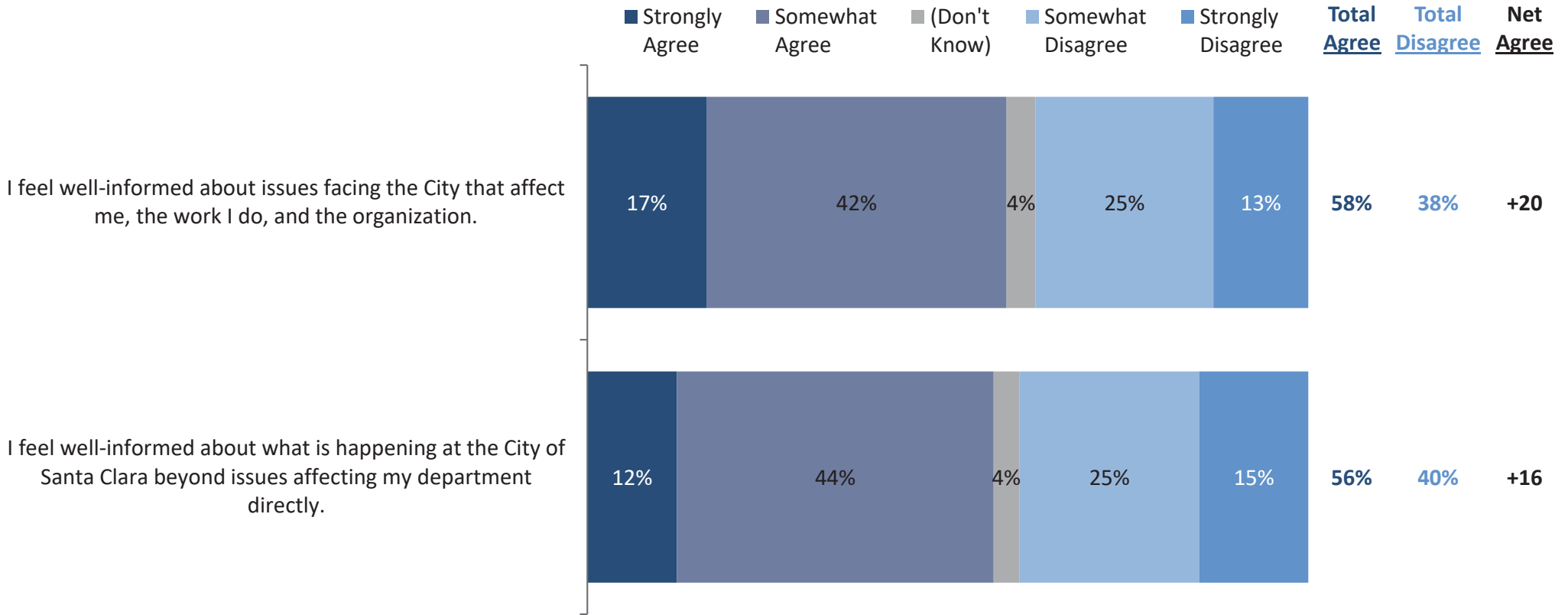
Q7. Please indicate whether you agree or disagree with each of the following statements.

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City Keeping Employees Informed



While a majority of employees agree that they are well-informed about issues affecting their jobs and their department, intensity is weak, with less than 1-in-five strongly agreeing with either of these statements.

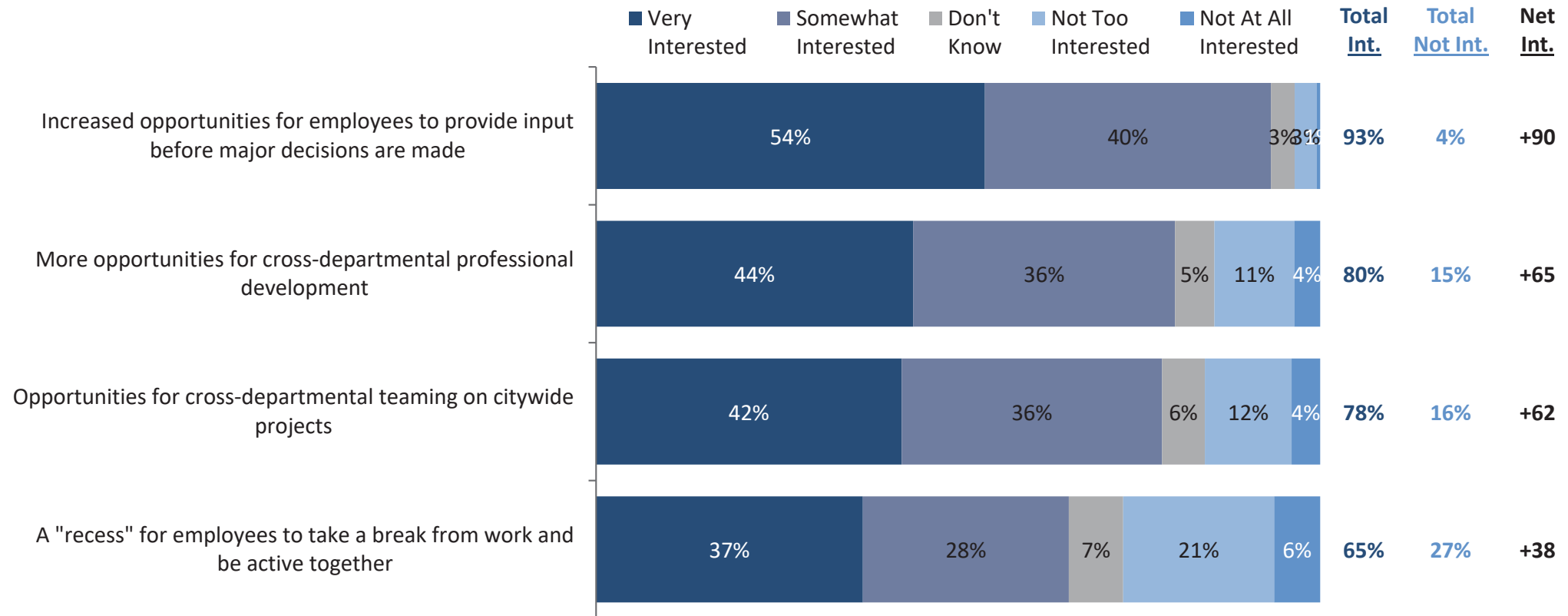




Interest in Future Workplace Initiatives

Changes in Policies And Organization

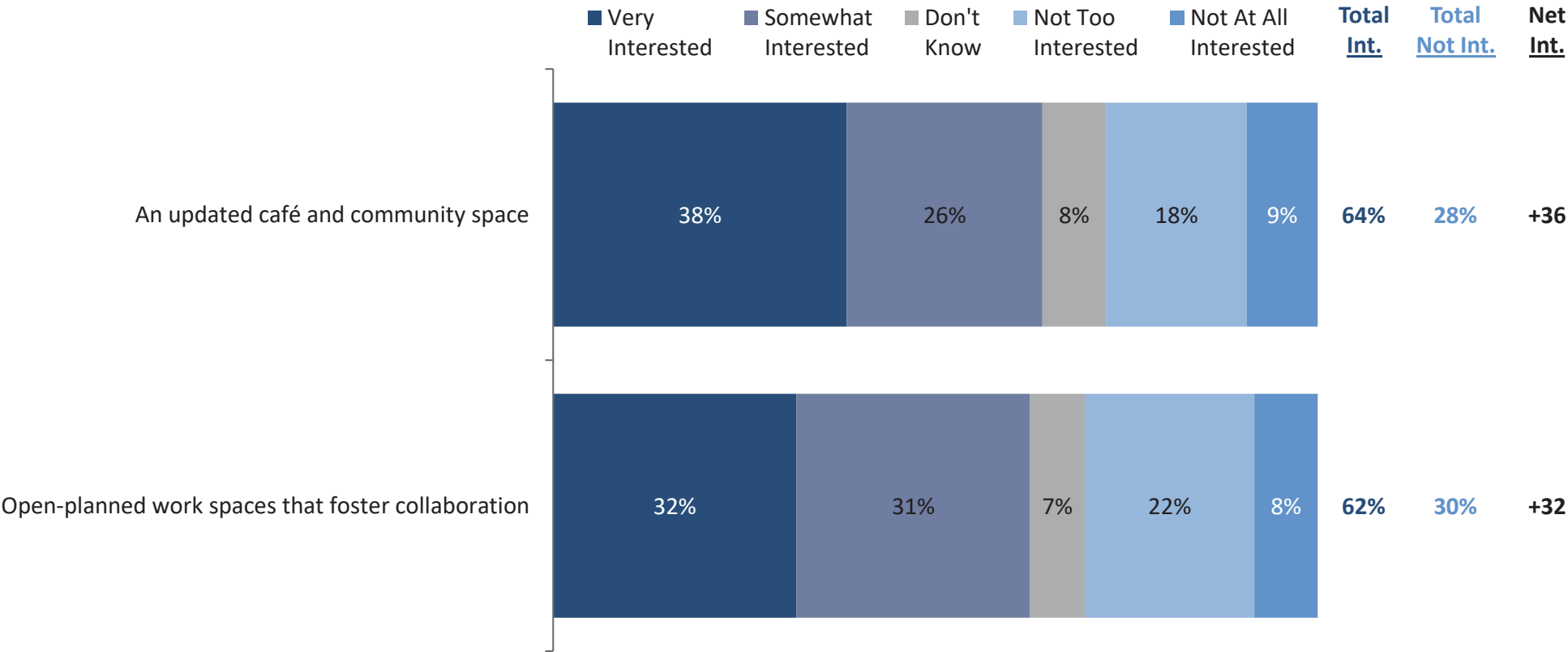
94% of City employees are interested in having the opportunity to provide input before major decisions are made, with over half reporting a high-intensity of interest in such an opportunity.



Changes in Workspaces



Employees are also interested in changes to their work spaces; compared to an interest in new opportunities for input and collaboration, though, interest in changes like open-planned offices or an updated café is less universal.





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