



CITY U

Employee Engagement Survey

City Council Presentation

2021



An Engaged Employee...

- **Willingly contributes and brings discretionary effort**
- **Believes they are part of a successful team**
- **Feels valued and has a collaborative and trusting relationship with their leader**
- **Is proud of their organization**
- **Has developed a passion for what they do**
- **Understands and actively supports the organization's strategy and mission**

Results Summary

- **Governance and Public Services increased or stayed the same on all 10 key metrics. Community Building increased or stayed the same on all metrics except Intent to Stay (-1). Admin & Support realized gains in many key metrics including a 7% increase in Employee Engagement**
- **Public Safety declined on 8 of the 10 key metrics**
- **Items in the Department Management scale declined, on average, 4 points across the City overall**
- **Fewer employees are satisfied at work (-8) or proud they work for the City of Durham (-5)**
- **More employees are satisfied with their benefits (+5) but fewer are satisfied with their pay (-6)**
- **Fewer employees agree that they rarely consider leaving the City (-9) or that they plan to stay with the City for 10 years or more (-5)**

Survey Participation

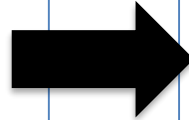
- **Survey Administration: 4/26/2021 – 5/20/2021**
- **Eligible Participants: 2421**
- **Two Surveys:**
 - **Part I – General Items (72%)**
 - **Part II – Leader Items (66%)**

Group	Completion Percentage (Previous)	Count (Previous)
The City of Durham	72% (74%)	1743 (1703)
Admin & Support	95% (93%)	124 (114)
Community Building	83% (84%)	211 (171)
Governance	88% (93%)	44 (37)
Public Safety	69% (71%)	719 (693)
Public Services	68% (72%)	645 (687)

Survey Content: Responses are Anonymous

Major Scales

- Employee Engagement
- City Management
- Department Management
- Team Member
- Job
- Satisfaction
- Direct Supervisor



Scale Measurement

- Composite of index specific items
- Scored from 0% to 100%
- Measures the % of employees engaged
- Employee engaged if average rating of index items is 3.65 or above

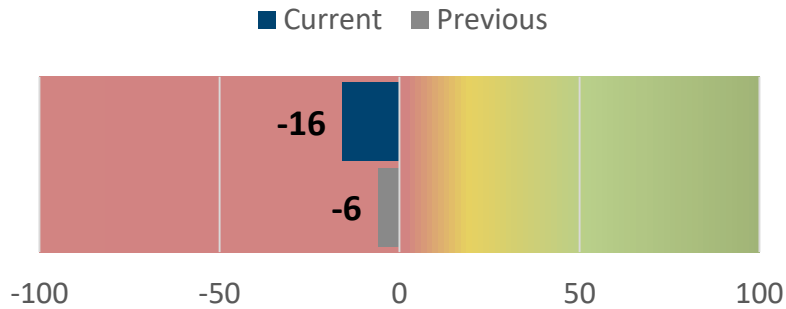
Other Measures

- Satisfaction Change
- Intent to Stay
- Employee Net Promoter Score (ENPS)
- Equity
- Free Responses

Key Metrics – Page 4

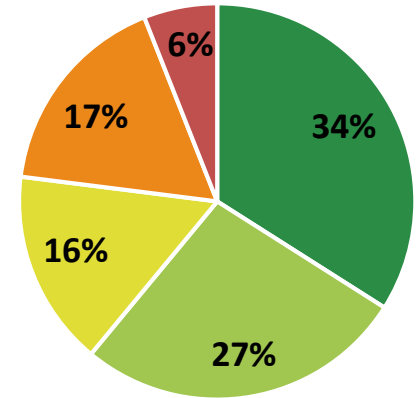
Employee Net Promoter Score

Recommend as a Good Place to Work



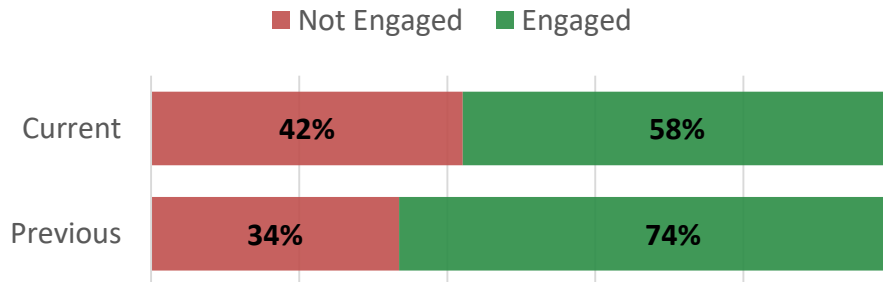
Intent to Stay

- More than 10 years (-5)
- 5 to 10 years (+1)
- 3 to 5 years (+2)
- 1 to 3 years (+1)
- Less than 1 year (n/c)

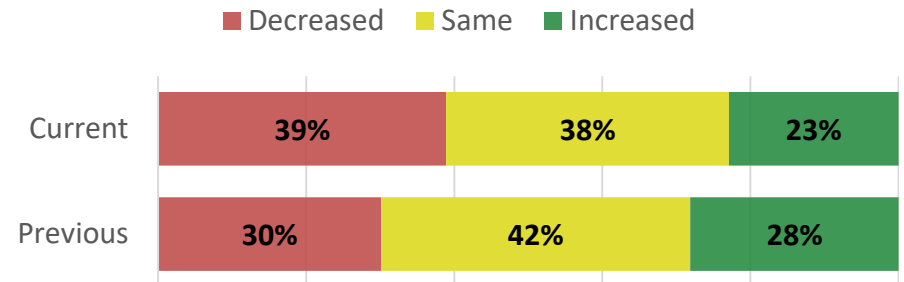


Satisfaction

Overall Satisfaction

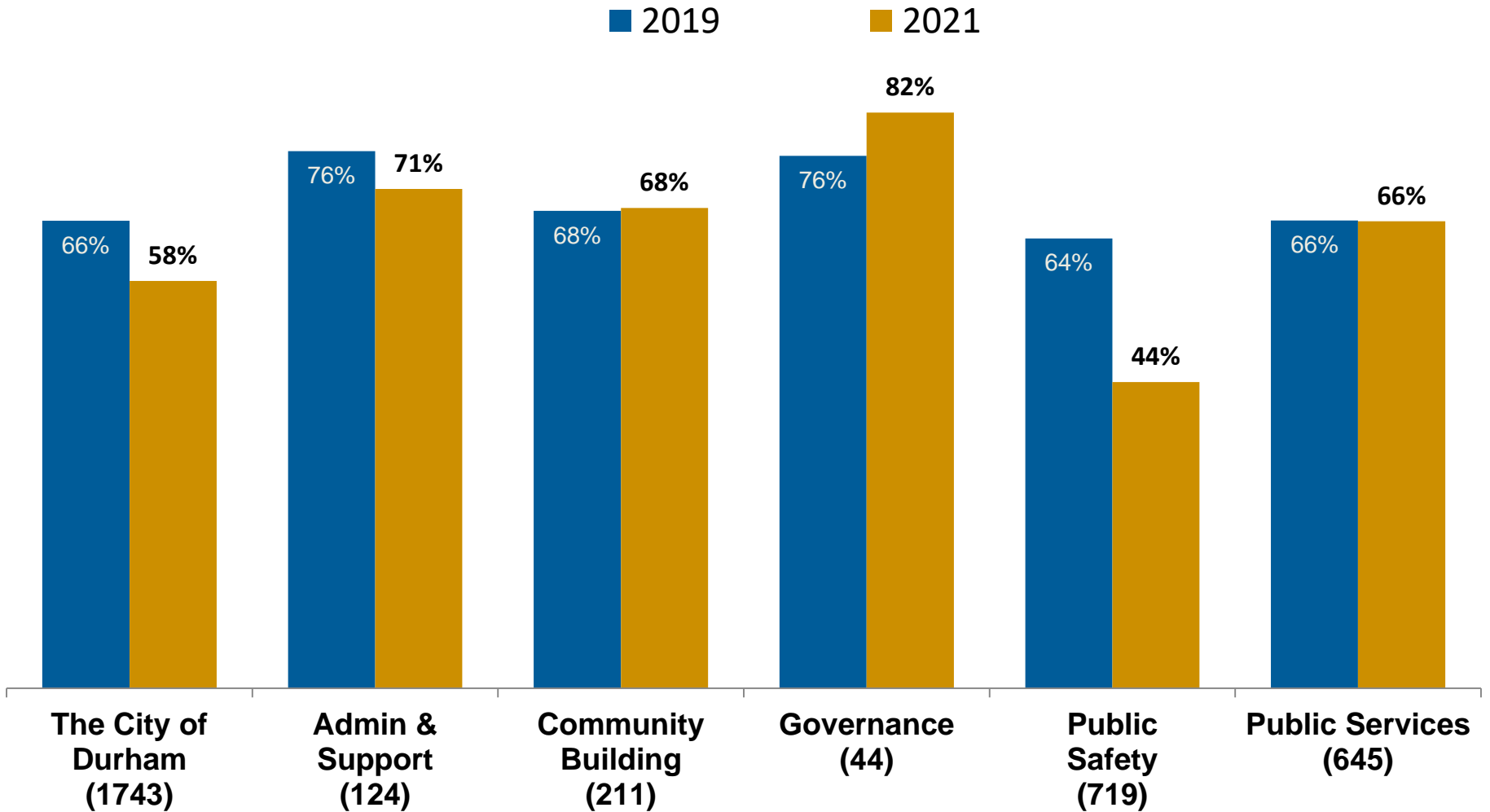


Satisfaction Change



Satisfaction at Work Scale – Page 6

Percent Engaged



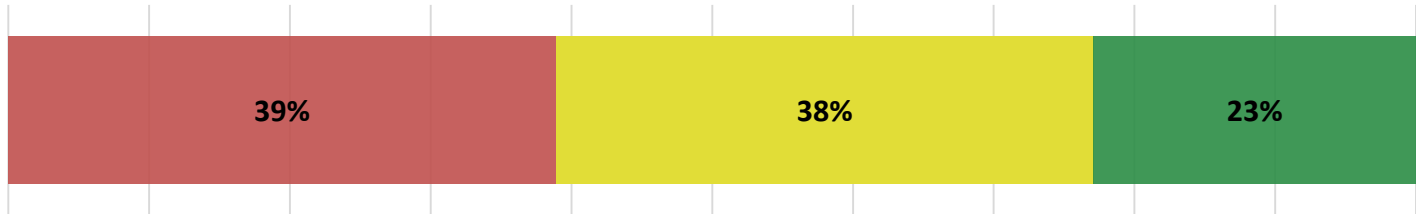
Satisfaction at Work Scale – Page 6

	2021	2019
	58%	66%
* I am willing to put in a great deal of effort beyond what is normally expected of me.	87%	91%
I have a good friend at work.	76%	77%
Overall I am very satisfied at work.	57%	65%
* I rarely think about looking for a new job outside the City organization.	47%	56%

* Item also included in Employee Engagement Scale

Satisfaction Change – Down 5 Points – Page 7

■ Decreased ■ Same ■ Increased



Portfolio	Percent Increased
Admin & Support	45% (+20)
Community Building	37% (+13)
Governance	34% (+15)
Public Safety	9% (-21)
Public Services	28% (n/c)

Intended Length of Stay – Page 7

403 employees within high or very high risk leave categories

	Very Low Risk Stay for more than 10 years	Low Risk Stay for 5 to 10 years	Moderate Risk Stay for 3 to 5 years	High Risk Stay for 1 to 3 years	Very High Risk Stay for less than 1 year
The City	34% (600)	27% (465)	16% (275)	17% (303)	6% (100)
Admin & Support	25% (31)	37% (46)	17% (21)	15% (18)	7% (8)
Community Building	31% (65)	30% (63)	15% (31)	16% (33)	9% (19)
Governance	27% (12)	34% (15)	30% (13)	5% (2)	5% (2)
Public Safety	31% (221)	24% (169)	16% (117)	23% (168)	6% (44)
Public Services	42% (271)	27% (172)	14% (93)	13% (82)	4% (27)

Employee Net Promoter Score (ENPS) – Page 8

- Measures employees' willingness to recommend the organization as a good place to work
- Scale: (negative) -100 to (positive) +100

ENPS Calculation = (Promoters – Detractors) ÷ Total # of Respondents

Detractors

1-6 Rating

- Negative referral & feedback
- Reduce motivation & pride
- Diminished loyalty

Passives

7-8 Rating

- Rarely recommend
- Passively satisfied
- Loyalty unstable & short-term

Promoters

9-10 Rating

- Proud to recommend
- Enthusiastic
- Loyal

Willingness to Recommend as a GOOD Place to Work

Goal: 30 or higher; Moderate: 1-30; Focus: 0 or below

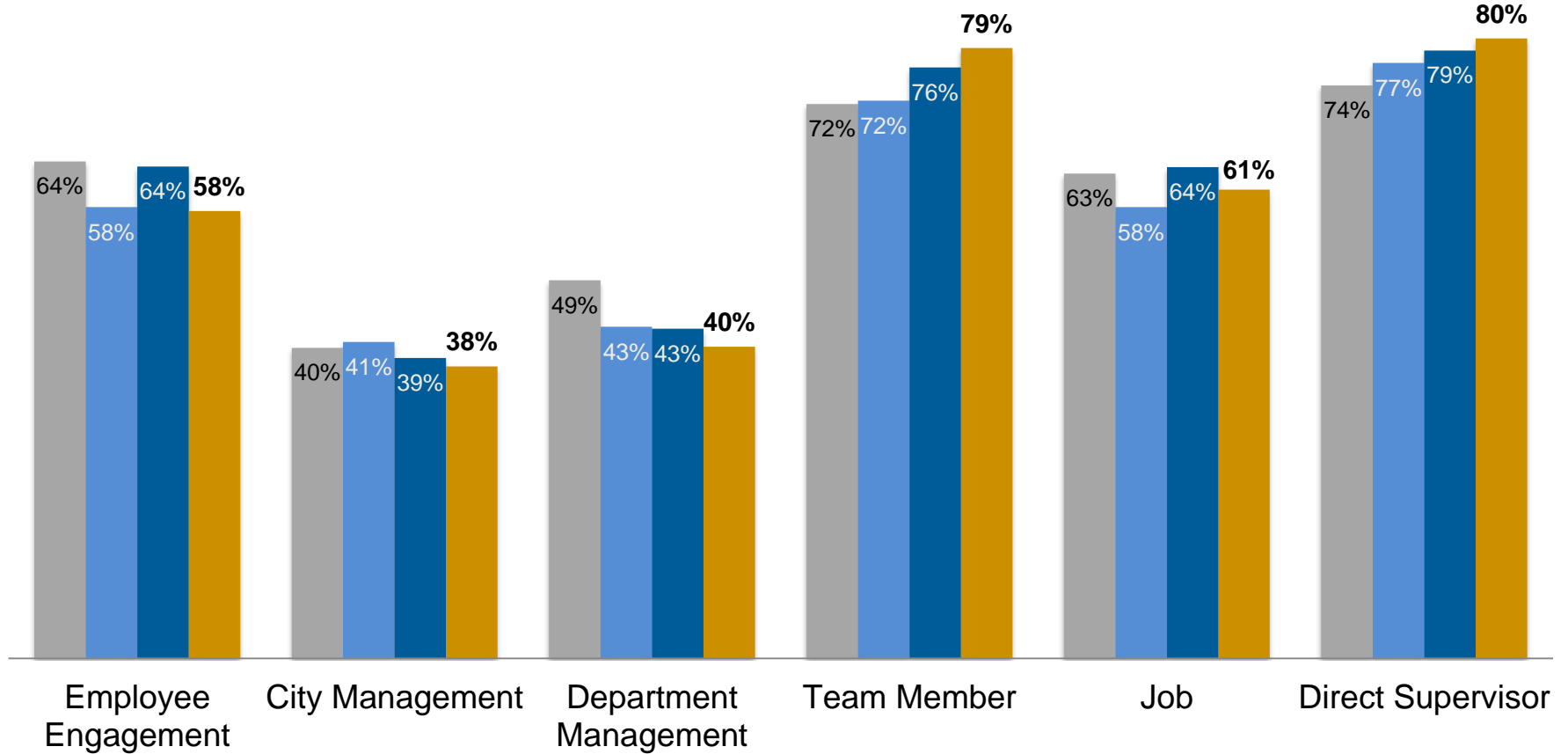
<i>How likely are you to recommend the organization as a good place to work?</i>	ENPS (-100 to 100)		Detractor Count	Passive Count	Promoter Count
	Current	Previous	Current	Current	Current
The City of Durham	-16	-6	747	524	472
Admin & Support	27	16	24	42	58
Community Building	33	14	38	65	108
Governance	48	14	5	13	26
Public Safety	-61	-19	500	158	61
Public Services	6	-2	180	246	219

2015: -1; 2017: -8

Engagement Scales

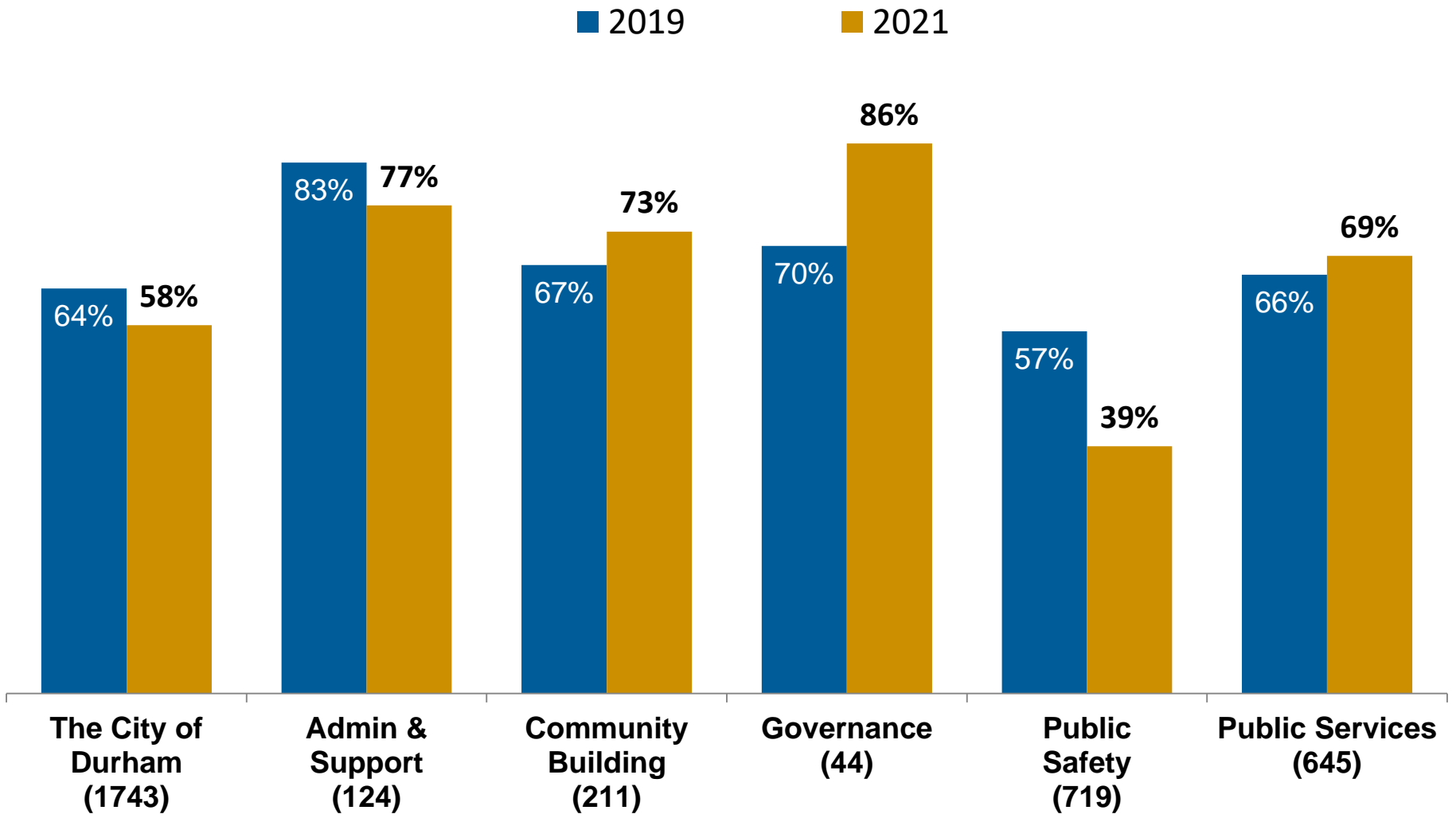
Percent Engaged Displayed

■ 2015 ■ 2017 ■ 2019 ■ 2021



Employee Engagement Scale – Page 10

Percent Engaged

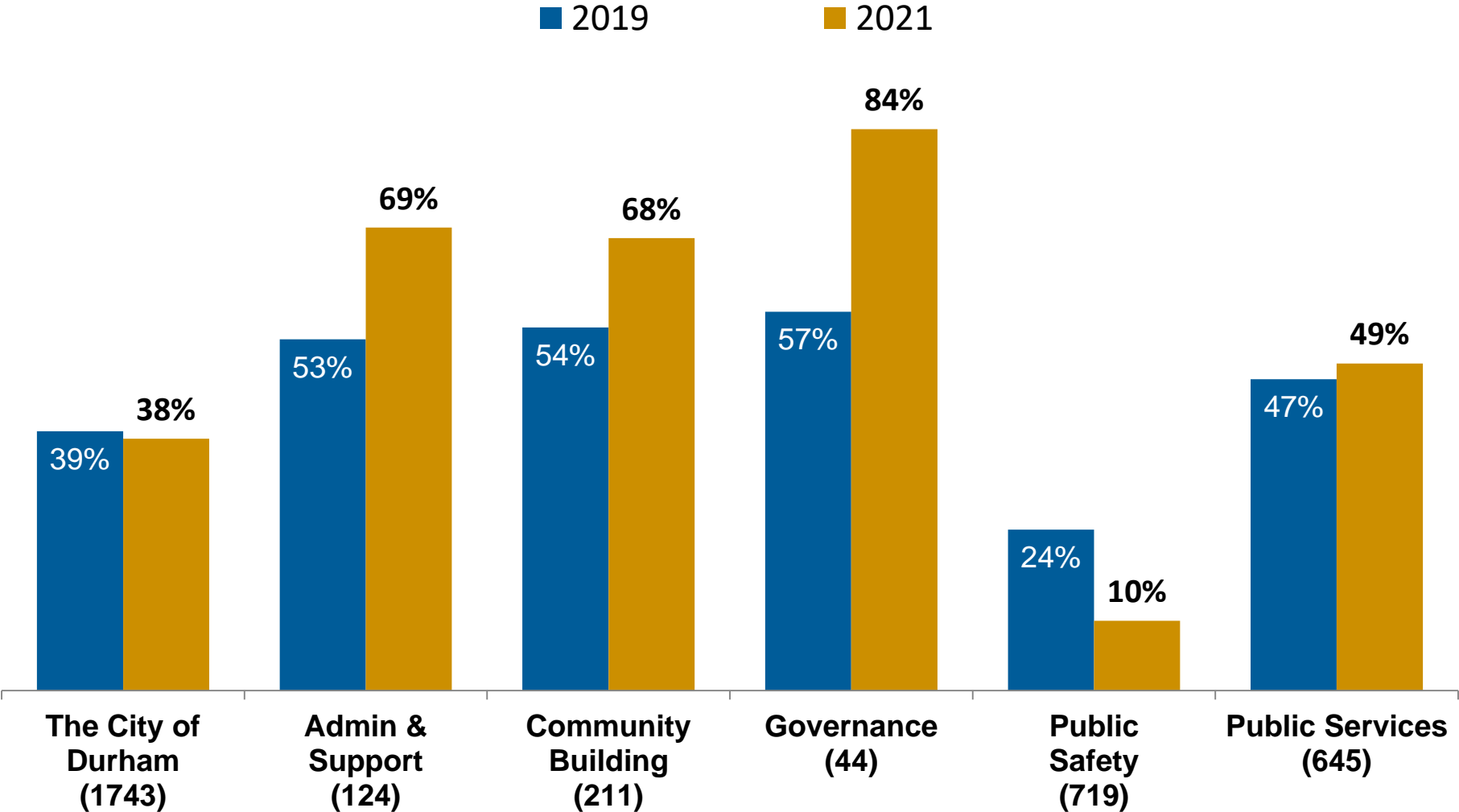


Employee Engagement – Page 10

	2021	2019
	58%	64%
At work, I have the opportunity to do what I do best every day.	75%	75%
I receive the materials, equipment, and technology I need to do my job well.	69%	69%
I am willing to put in a great deal of effort beyond what is normally expected of me.	87%	91%
I rarely think about looking for a new job outside the City organization.	47%	56%
When I tell my friends where I work, I feel proud.	64%	69%

City Management Scale – Page 11

Percent Engaged



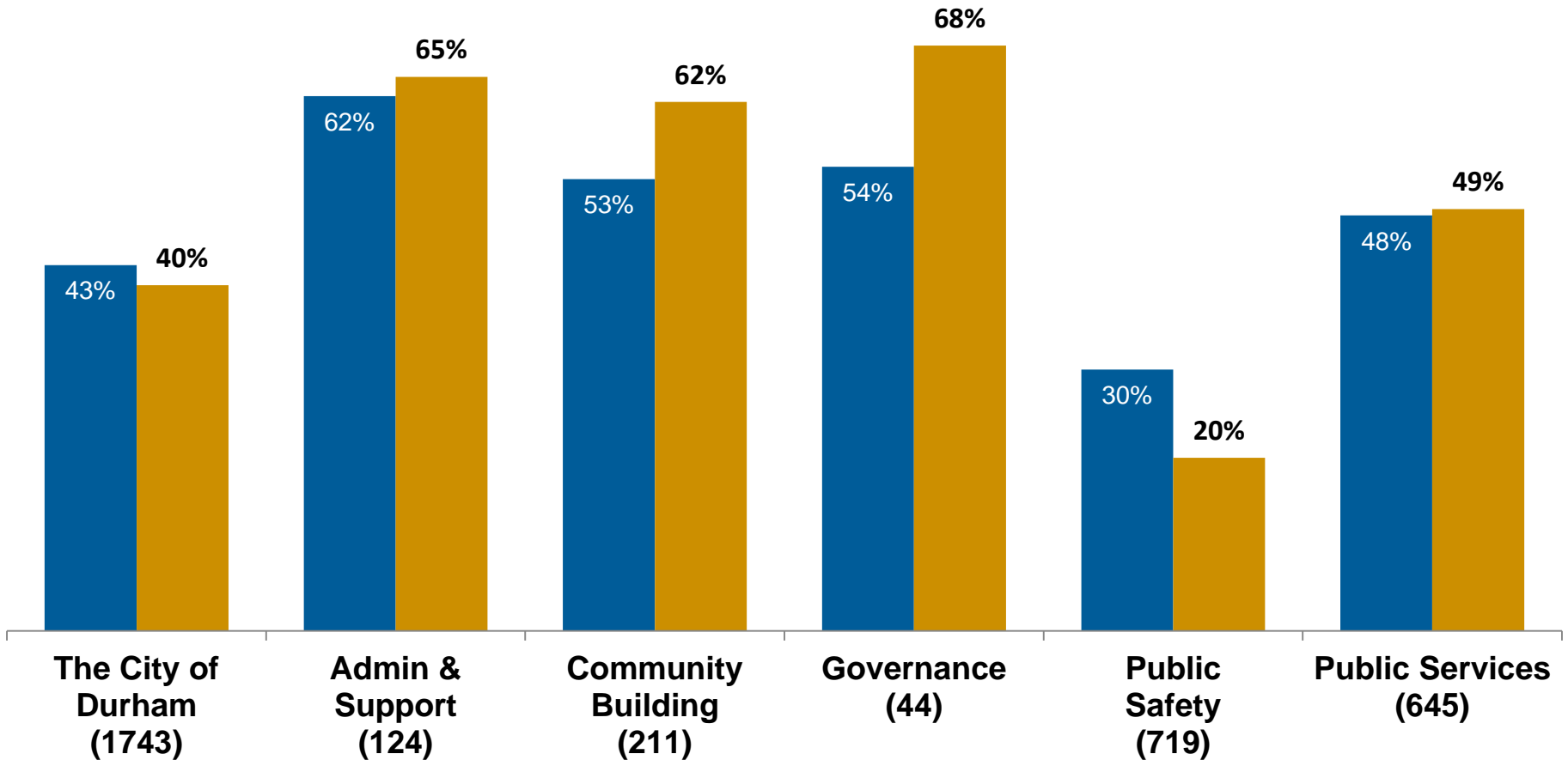
City Management – Page 11

	2021	2019
	38%	39%
City Management consistently demonstrates delivering quality customer service is a high priority.	53%	55%
City Management shows respect for employees.	52%	54%
I trust City Management to make decisions that are in the best interest of the organization.	44%	43%
City Management is open, honest, and transparent.	43%	41%
My opinions matter to City Management.	33%	34%
I believe the City Council appreciates me.	31%	34%

Department Management Scale – Page 12

Percent Engaged

■ 2019 ■ 2021



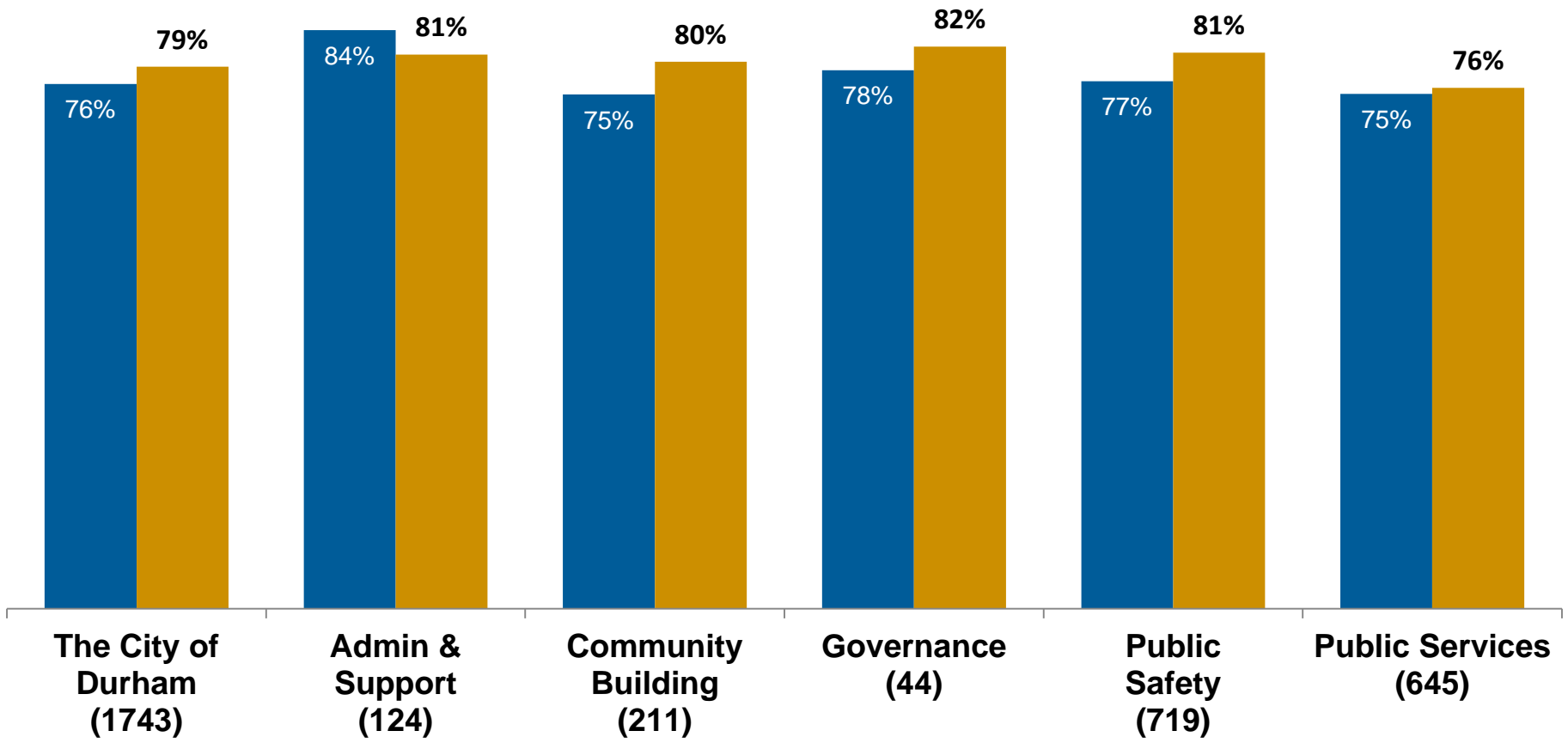
Department Management – Page 12

	2021	2019
	40%	43%
My Department Management demonstrates a commitment to diversity and inclusion.	68%	69%
My Department Management respects me.	59%	64%
My Department Management supports a balance between work and personal life.	58%	60%
My Department Management recognizes strong job performance.	52%	54%
My Department Management encourages me to come up with new and better ways of doing things.	51%	58%
In my Department, I feel I can question a policy or practice, without fear of being penalized.	50%	51%
My Department Management does a good job of communicating and keeping us informed.	50%	54%
I trust my Department Management to make decisions that are in the best interest of the Department.	49%	53%
In my department, supervisors and employees regularly discuss the ethical behaviors and anti-fraud expectations at the City.	48%	49%
My Department Management treats everyone fairly.	45%	49%
I am satisfied with the process my Department Management uses to determine promotions and pay increases.	36%	38%
I feel my Department Management addressed issues indicated in the previous Employee Opinion Survey.	34%	42%

Team Member Scale – Page 13

Percent Engaged

■ 2019 ■ 2021

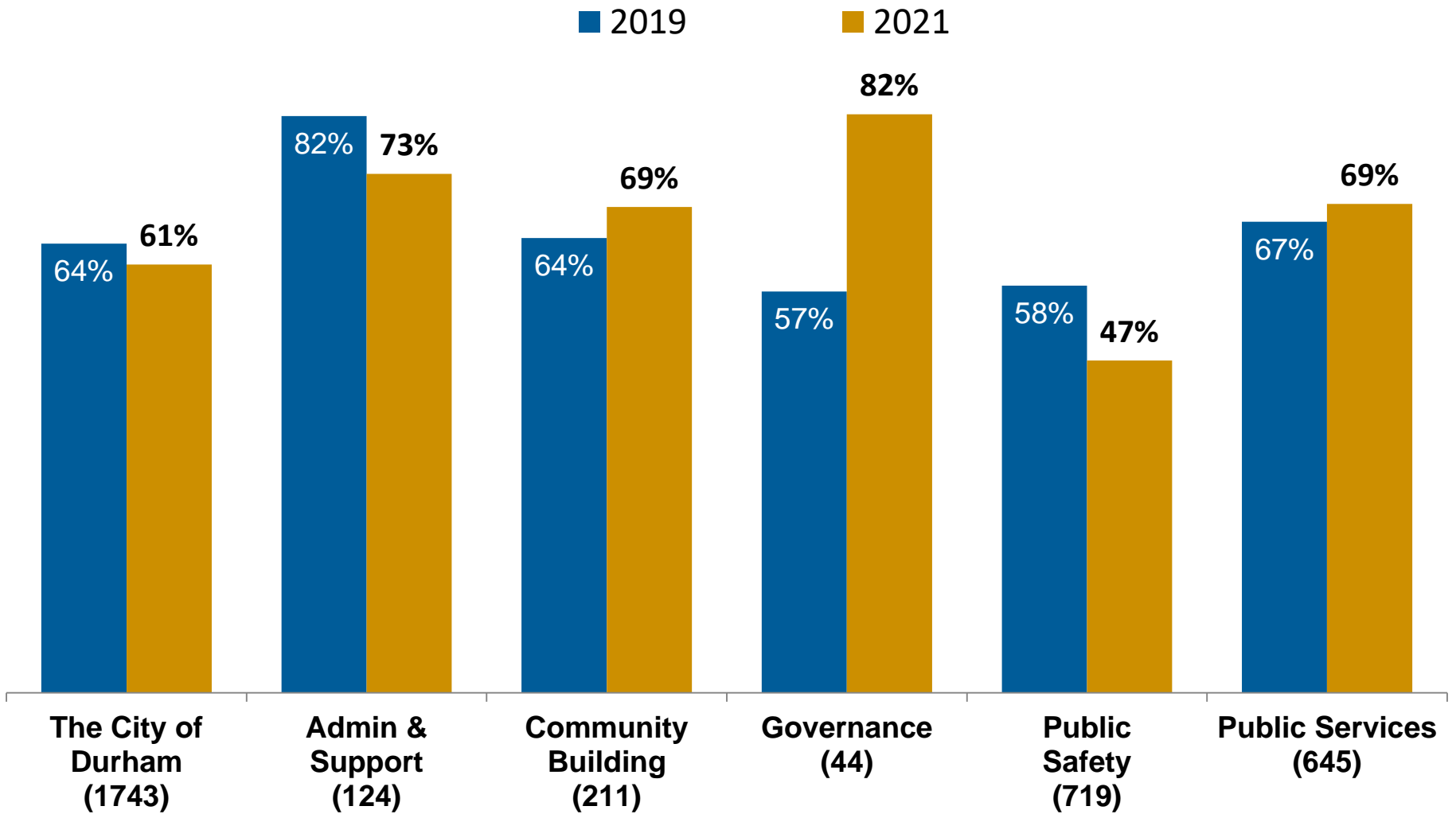


Team Member – Page 13

	2021	2019
	79%	76%
My team members deliver quality work and put forth extra effort to help our organization succeed.	86%	83%
My team members communicate effectively with me.	85%	83%
My team members demonstrate and support a strong ethical culture in the workplace.	83%	82%
My team members demonstrate interest and concern for my personal well-being.	82%	82%
My team members value and support my work and career goals.	82%	81%
My team members provide the support I need to be able to succeed.	81%	80%
While working on assigned tasks, my team members do not just participate; they seem engaged in their tasks.	80%	81%
I understand how my team contributes to the Department Strategic Plan.	74%	75%
When there are problems or issues in my team, my team members discuss them without blaming others.	74%	70%
I understand how my team contributes to the City Strategic Plan.	72%	73%

Job Scale – Pages 14 & 15

Percent Engaged



Job – Pages 14 & 15 (Slide 1)

	2021	2019
	61%	64%
My job is challenging and interesting.	87%	86%
I understand what is expected of me at work.	85%	87%
I would report a perpetrator of unethical behavior without regard to their position, performance or length of service.	83%	83%
My job makes good use of my skills and abilities.	81%	81%
I feel physically safe in my work environment.	77%	80%
* At work, I have the opportunity to do what I do best every day.	75%	75%
I feel empowered to make decisions to perform my job effectively.	73%	77%
I understand how my work contributes to the Department Strategic Plan.	72%	75%
I am satisfied with the benefits (health insurance, etc.) I have working with the City.	71%	66%
I receive clear instructions and the information I need to perform my job well.	71%	74%

* Item also included in Employee Engagement Scale

Job – Pages 14 & 15 (Slide 2)

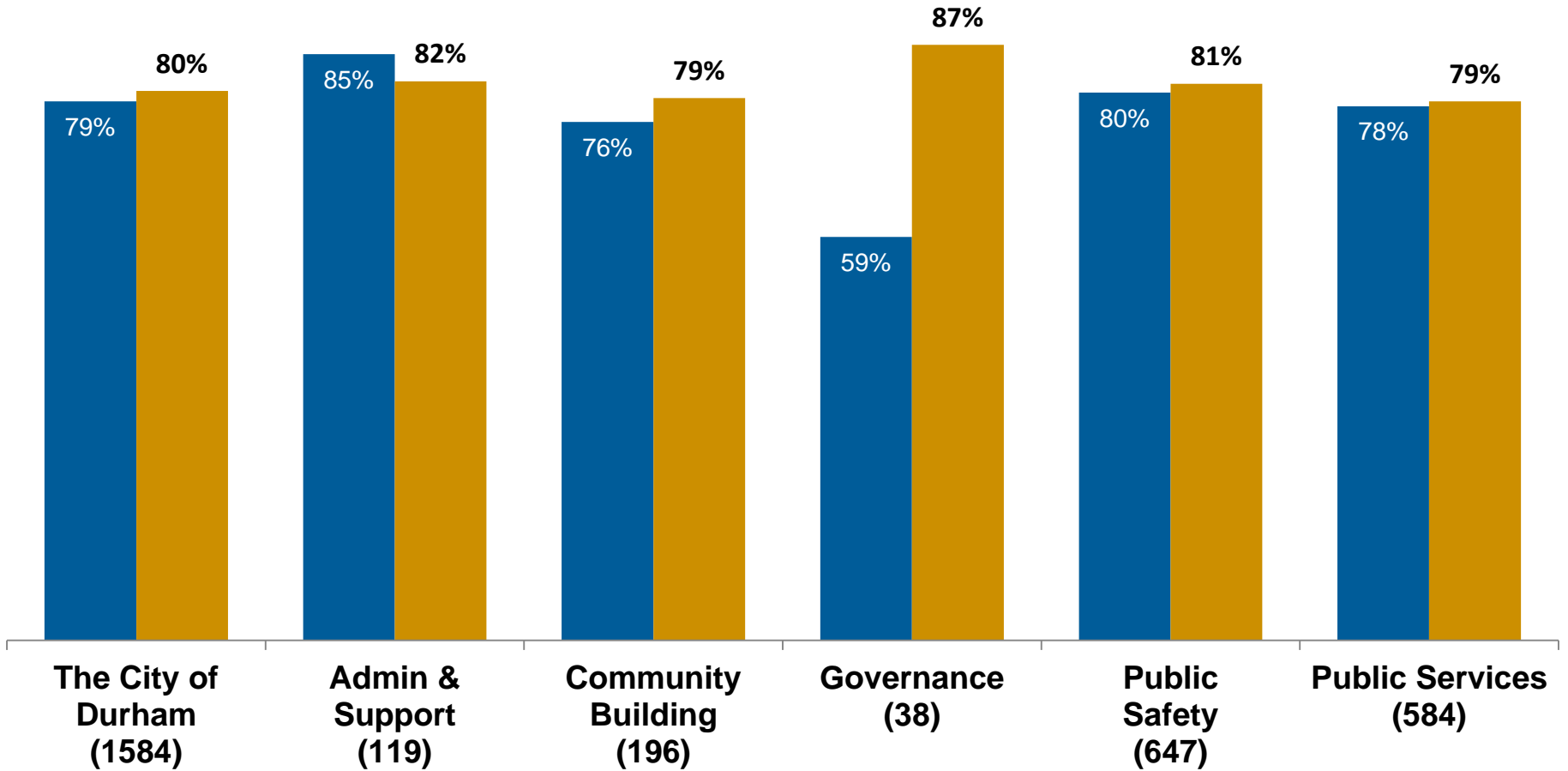
	2021	2019
	61%	64%
I receive the training needed to perform my job effectively.	70%	75%
I understand how my work contributes to the City Strategic Plan.	69%	71%
* I receive the materials, equipment, and technology I need to do my job well.	69%	69%
There is someone at work (besides my direct supervisor) who encourages my professional development.	64%	68%
At work, I have sufficient opportunities for professional development.	60%	63%
I have opportunities to advance within the organization.	55%	55%
My pay is proportional to the contributions that I make.	35%	41%

* Item also included in Employee Engagement Scale

Direct Supervisor Scale – Page 16

Percent Engaged

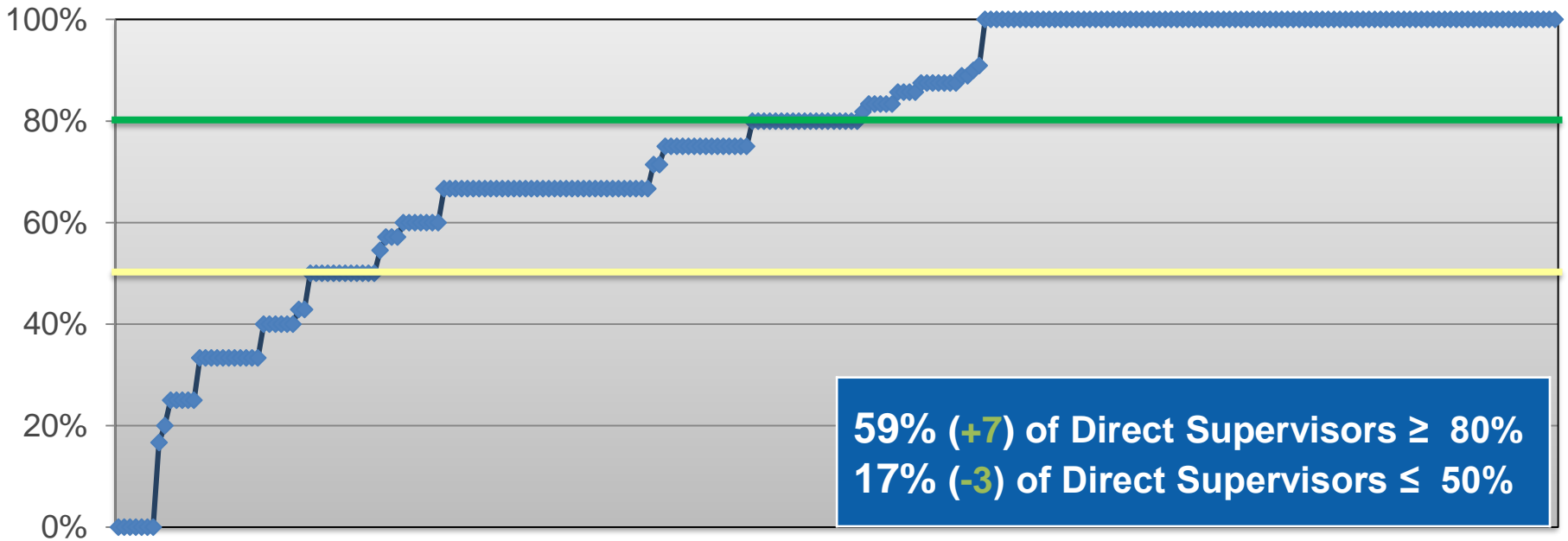
■ 2019 ■ 2021



Direct Supervisor – Page 16

	2021	2019
	80%	79%
My direct supervisor consistently demonstrates a commitment to quality work.	88%	87%
My direct supervisor provides me flexibility and choice in how I do my work.	87%	86%
My direct supervisor communicates changes that will affect my work and me.	85%	83%
My direct supervisor helps me to solve problems at work.	85%	82%
My direct supervisor demonstrates a commitment to diversity and inclusion.	85%	85%
My direct supervisor is caring and concerned for me as an individual.	84%	83%
My direct supervisor shows appreciation when I put in extra time and effort.	84%	82%
My direct supervisor accepts personal accountability for the performance and outcome of our work unit.	82%	80%
My direct supervisor provides guidance to me so I can improve my performance.	81%	80%
My direct supervisor follows through by implementing recommendations and feedback from employees.	80%	80%
My direct supervisor provides me with actionable suggestions on what I can do to improve.	78%	78%
My direct supervisor holds team members appropriately accountable for performance.	78%	78%
My direct supervisor is an effective coach and motivator who enables me to achieve the career and professional objectives I have set.	74%	75%

Direct Supervisor Scale Distribution



Leader Insights

- **71%** of direct supervisors improved or stayed at 80% or above (102 of 144)
- **29%** of direct supervisors declined or stayed below 80% (42 of 144)

I have the support I need from my coworkers.	82%
I can access the online systems I need to be effective in my position.	78%
I can send all of the information I need to be effective in my position.	74%
I have the equipment I need to be effective in my role.	74%
I have the support I need from my leader.	73%
I receive all of the information I need to be effective in my role.	73%
I have access to all of the training I need to be effective in my role.	72%
I can carry out my duties without concern for my health regarding the pandemic.	64%
I am not feeling more stressed in my role than before the pandemic.	52%
I am ready to return to the work setting I was in before the pandemic.	50%

Results Presentation Timeline



Appendix



Satisfaction at Work Scale – Page 6	The City	Admin & Support	Community Building	Governance	Public Safety	Public Services
	58% (-8)	71% (-5)	68% (n/c)	82% (+6)	44% (-20)	66% (n/c)
* I am willing to put in a great deal of effort beyond what is normally expected of me.	87% (-4)	95% (-1)	92% (n/c)	95% (+3)	81% (-5)	90% (-4)
I have a good friend at work.	76% (-1)	76% (-3)	70% (-4)	70% (-8)	82% (+1)	70% (-4)
Overall I am very satisfied at work.	57% (-8)	75% (-4)	74% (+4)	84% (+22)	37% (-23)	69% (+2)
* I rarely think about looking for a new job outside the City organization.	47% (-9)	59% (-6)	59% (-1)	68% (-5)	29% (-27)	59% (+7)

* Item also included in Employee Engagement Scale

Employee Engagement – Page 10

	The City	Admin & Support	Community Building	Governance	Public Safety	Public Services
	58% (-6)	77% (-6)	73% (+6)	86% (+16)	39% (-18)	69% (+3)
I receive the materials, equipment, and technology I need to do my job well.	69% (n/c)	85% (+1)	81% (+7)	82% (+6)	52% (-9)	79% (+7)
I am willing to put in a great deal of effort beyond what is normally expected of me.	87% (-4)	95% (-1)	92% (n/c)	95% (+3)	81% (-5)	90% (-4)
I rarely think about looking for a new job outside the City organization.	47% (-9)	59% (-6)	59% (-1)	68% (-5)	29% (-27)	59% (+7)
When I tell my friends where I work, I feel proud.	64% (-5)	81% (-2)	80% (+5)	84% (+8)	47% (-18)	73% (+3)
At work, I have the opportunity to do what I do best every day.	75% (n/c)	82% (-7)	79% (+3)	89% (+13)	70% (-1)	77% (n/c)

City Management – Page 11

	The City	Admin & Support	Community Building	Governance	Public Safety	Public Services
	38% (-1)	69% (+16)	68% (+14)	84% (+27)	10% (-14)	49% (+2)
City Management consistently demonstrates delivering quality customer service is a high priority.	53% (-2)	81% (+9)	78% (+8)	88% (+15)	28% (-14)	66% (+4)
City Management shows respect for employees.	52% (-2)	85% (+18)	79% (+11)	89% (+24)	26% (-17)	64% (+4)
I trust City Management to make decisions that are in the best interest of the organization.	44% (+1)	81% (+15)	73% (+15)	88% (+29)	14% (-13)	56% (+4)
City Management is open, honest, and transparent.	43% (+2)	76% (+26)	71% (+17)	86% (+37)	18% (-13)	52% (+5)
My opinions matter to City Management.	33% (-1)	64% (+18)	58% (+12)	77% (+26)	9% (-11)	43% (n/c)
I believe the City Council appreciates me.	31% (-3)	66% (+11)	53% (+4)	58% (+4)	8% (-9)	40% (-3)

Department Management – Page 12 (Slide 1)

	The City	Admin & Support	Community Building	Governance	Public Safety	Public Services
	40% (-3)	65% (+3)	62% (+9)	68% (+14)	20% (-10)	49% (+1)
My Department Management demonstrates a commitment to diversity and inclusion.	68% (-1)	77% (+2)	73% (-2)	93% (+23)	64% (-3)	68% (n/c)
My Department Management respects me.	59% (-5)	76% (-1)	73% (n/c)	89% (+24)	44% (-12)	65% (-4)
My Department Management supports a balance between work and personal life.	58% (-2)	78% (-1)	73% (+5)	93% (+12)	39% (-8)	67% (+1)
My Department Management recognizes strong job performance.	52% (-2)	70% (-2)	64% (+3)	84% (+16)	38% (-7)	57% (-1)
My Department Management encourages me to come up with new and better ways of doing things.	51% (-7)	82% (+4)	69% (-1)	84% (+19)	31% (-13)	61% (-5)
In my Department, I feel I can question a policy or practice, without fear of being penalized.	50% (-1)	68% (+3)	65% (+1)	80% (+18)	36% (-5)	54% (-2)
My Department Management does a good job of communicating and keeping us informed.	50% (-4)	78% (+2)	69% (+6)	75% (+13)	29% (-12)	60% (-1)
I trust my Department Management to make decisions that are in the best interest of the Department.	49% (-4)	72% (+4)	64% (-1)	82% (+20)	29% (-14)	58% (n/c)

Department Management – Page 12 (Slide 2)

	The City	Admin & Support	Community Building	Governance	Public Safety	Public Services
	40% (-3)	65% (+3)	62% (+9)	68% (+14)	20% (-10)	49% (+1)
In my department, supervisors and employees regularly discuss the ethical behaviors and anti-fraud expectations at the City.	48% (-1)	64% (+6)	54% (-3)	57% (+19)	40% (-1)	51% (-4)
My Department Management treats everyone fairly.	45% (-4)	60% (-1)	63% (+5)	77% (+18)	30% (-9)	51% (-2)
I am satisfied with the process my Department Management uses to determine promotions and pay increases.	36% (-2)	50% (-4)	50% (+7)	66% (+17)	22% (-10)	42% (+2)
I feel my Department Management addressed issues indicated in the previous Employee Opinion Survey.	34% (-8)	65% (+5)	49% (-3)	67% (+14)	16% (-12)	42% (-7)

Team Member – Page 13

	The City	Admin & Support	Community Building	Governance	Public Safety	Public Services
	79% (+3)	81% (-3)	80% (+5)	82% (+4)	81% (+4)	76% (+1)
My team members deliver quality work and put forth extra effort to help our organization succeed.	86% (+3)	87% (-2)	87% (+3)	93% (+1)	86% (+3)	84% (+2)
My team members communicate effectively with me.	85% (+2)	86% (-3)	85% (+2)	89% (+3)	89% (+5)	81% (-1)
My team members demonstrate and support a strong ethical culture in the workplace.	83% (+1)	86% (-1)	84% (+2)	91% (-1)	86% (+2)	78% (-1)
My team members demonstrate interest and concern for my personal well-being.	82% (n/c)	81% (-9)	85% (+6)	84% (-2)	83% (+1)	79% (-1)
My team members value and support my work and career goals.	82% (+1)	82% (-1)	82% (-1)	84% (+8)	84% (+3)	78% (-2)
My team members provide the support I need to be able to succeed.	81% (+1)	84% (-1)	81% (+3)	82% (+1)	84% (+3)	78% (n/c)
While working on assigned tasks, my team members do not just participate; they seem engaged in their tasks.	80% (-1)	80% (-8)	79% (-1)	86% (+8)	81% (+1)	79% (-3)
I understand how my team contributes to the Department Strategic Plan.	74% (-1)	86% (+1)	79% (+1)	73% (+3)	69% (-1)	77% (-1)
When there are problems or issues in my team, my team members discuss them without blaming others.	74% (+4)	80% (+5)	77% (+4)	82% (+14)	77% (+6)	68% (-1)
I understand how my team contributes to the City Strategic Plan.	72% (-1)	86% (n/c)	77% (-3)	75% (+2)	63% (-2)	76% (n/c)

Job – Pages 14 & 15 (Slide 1)

	The City	Admin & Support	Community Building	Governance	Public Safety	Public Services
	61% (-3)	73% (-9)	69% (+5)	82% (+25)	47% (-11)	69% (+2)
My job is challenging and interesting.	87% (+1)	89% (-2)	88% (+4)	91% (+10)	88% (n/c)	86% (+1)
I understand what is expected of me at work.	85% (-2)	88% (-5)	86% (+2)	93% (+7)	82% (-2)	88% (-1)
I would report a perpetrator of unethical behavior without regard to their position, performance or length of service.	83% (n/c)	91% (+3)	80% (-1)	89% (+8)	83% (n/c)	80% (-2)
My job makes good use of my skills and abilities.	81% (n/c)	86% (-3)	82% (+4)	98% (+14)	77% (-3)	83% (+2)
I feel physically safe in my work environment.	77% (-3)	94% (+6)	83% (-5)	95% (+6)	68% (-8)	80% (n/c)
* At work, I have the opportunity to do what I do best every day.	75% (n/c)	82% (-7)	79% (+3)	89% (+13)	70% (-1)	77% (n/c)
I feel empowered to make decisions to perform my job effectively.	73% (-4)	80% (-6)	80% (-1)	93% (+9)	66% (-6)	76% (-4)
I understand how my work contributes to the Department Strategic Plan.	72% (-3)	84% (-3)	79% (+3)	80% (+12)	61% (-8)	78% (n/c)
I am satisfied with the benefits (health insurance, etc.) I have working with the City.	71% (+5)	91% (+2)	86% (+11)	93% (+4)	54% (-3)	80% (+13)

* Item also included in Employee Engagement Scale

Job – Pages 14 & 15 (Slide 2)	The City	Admin & Support	Community Building	Governance	Public Safety	Public Services
	61% (-3)	73% (-9)	69% (+5)	82% (+25)	47% (-11)	69% (+2)
I receive clear instructions and the information I need to perform my job well.	71% (-3)	77% (-5)	75% (+4)	89% (+19)	64% (-4)	75% (-3)
I receive the training needed to perform my job effectively.	70% (-5)	81% (-3)	72% (+5)	89% (+21)	63% (-10)	74% (-4)
I understand how my work contributes to the City Strategic Plan.	69% (-2)	85% (-2)	80% (+4)	80% (+15)	55% (-6)	78% (n/c)
* I receive the materials, equipment, and technology I need to do my job well.	69% (n/c)	85% (+1)	81% (+7)	82% (+6)	52% (-9)	79% (+7)
There is someone at work (besides my direct supervisor) who encourages my professional development.	64% (-4)	62% (-15)	64% (-4)	59% (+8)	65% (-3)	64% (-4)
At work, I have sufficient opportunities for professional development.	60% (-3)	77% (-1)	65% (+2)	68% (+9)	53% (-6)	63% (-1)
I have opportunities to advance within the organization.	55% (n/c)	52% (-1)	48% (+5)	48% (+18)	62% (+1)	49% (-5)
My pay is proportional to the contributions that I make.	35% (-6)	49% (-4)	55% (+5)	70% (+13)	15% (-21)	46% (+5)

* Item also included in Employee Engagement Scale

Direct Supervisor – Page 16

(Slide 1)

	The City	Admin & Support	Community Building	Governance	Public Safety	Public Services
	80% (+1)	82% (-3)	79% (+3)	87% (+28)	81% (+1)	79% (+1)
My direct supervisor consistently demonstrates a commitment to quality work.	88% (+1)	92% (-3)	89% (+6)	92% (+13)	87% (+1)	87% (n/c)
My direct supervisor provides me flexibility and choice in how I do my work.	87% (+1)	92% (-5)	88% (n/c)	95% (+19)	86% (-1)	86% (+1)
My direct supervisor communicates changes that will affect my work and me.	85% (+2)	90% (+2)	82% (+1)	92% (+27)	86% (+2)	84% (+1)
My direct supervisor helps me to solve problems at work.	85% (+3)	89% (+3)	85% (+2)	89% (+27)	86% (+2)	83% (+2)
My direct supervisor demonstrates a commitment to diversity and inclusion.	85% (n/c)	87% (-8)	83% (-1)	92% (+7)	85% (-1)	84% (+1)
My direct supervisor is caring and concerned for me as an individual.	84% (+1)	86% (-2)	85% (+1)	87% (+11)	84% (n/c)	83% (+3)
My direct supervisor shows appreciation when I put in extra time and effort.	84% (+2)	86% (-2)	84% (+5)	89% (+13)	85% (+1)	82% (+2)

Direct Supervisor – Page 16 (Slide 2)

	The City	Admin & Support	Community Building	Governance	Public Safety	Public Services
	80% (+1)	82% (-3)	79% (+3)	87% (+28)	81% (+1)	79% (+1)
My direct supervisor accepts personal accountability for the performance and outcome of our work unit.	82% (+2)	86% (n/c)	83% (+4)	84% (+13)	84% (+2)	79% (n/c)
My direct supervisor provides guidance to me so I can improve my performance.	81% (+1)	83% (-1)	82% (+4)	87% (+19)	83% (+2)	79% (n/c)
My direct supervisor follows through by implementing recommendations and feedback from employees.	80% (n/c)	82% (-5)	80% (+3)	89% (+33)	82% (+1)	77% (-2)
My direct supervisor provides me with actionable suggestions on what I can do to improve.	78% (n/c)	82% (-3)	78% (+4)	76% (+17)	79% (n/c)	77% (n/c)
My direct supervisor holds team members appropriately accountable for performance.	78% (n/c)	80% (n/c)	75% (-2)	84% (+22)	81% (n/c)	76% (-1)
My direct supervisor is an effective coach and motivator who enables me to achieve the career and professional objectives I have set.	74% (-1)	76% (-6)	71% (+1)	79% (+29)	76% (-1)	73% (-1)

Pandemic Response Items	The City	Admin & Support	Community Building	Governance	Public Safety	Public Services
I have the support I need from my coworkers.	82%	85%	86%	89%	81%	81%
I can access the online systems I need to be effective in my position.	78%	94%	87%	91%	71%	78%
I can send all of the information I need to be effective in my position.	74%	88%	86%	91%	66%	77%
I have the equipment I need to be effective in my role.	74%	89%	83%	95%	61%	80%
I have the support I need from my leader.	73%	84%	78%	93%	68%	73%
I receive all of the information I need to be effective in my role.	73%	86%	83%	95%	62%	77%
I have access to all of the training I need to be effective in my role.	72%	89%	80%	95%	62%	76%
I can carry out my duties without concern for my health regarding the pandemic.	64%	89%	84%	93%	48%	69%
I am not feeling more stressed in my role than before the pandemic.	52%	61%	62%	66%	44%	54%
I am ready to return to the work setting I was in before the pandemic.	50%	27%	34%	39%	57%	52%

Employee Status

Scores in **Red** are below the organization's score

Employee Status	Employee Engagement Index	City Management Scale	Department Management Scale	Team Member Scale	Job Scale	Direct Supervisor Scale	Satisfaction Scale	Intent to Stay (High)	Employee Net Promoter Score (ENPS)
The City (1743)	58%	38%	40%	79%	61%	80%	58%	34%	-16
B (7)	71%	57%	71%	71%	71%	83%	71%	29%	57
F (1707)	58%	37%	40%	79%	60%	80%	58%	35%	-17
P (15)	80%	67%	80%	80%	60%	71%	87%	20%	40
P1 (8)	63%	38%	63%	88%	75%	75%	50%	25%	63
P3 (6)	50%	67%	33%	50%	67%	100%	50%	33%	0

Employee Type

Scores in **Red** are below the organization's score

Employee Type	Employee Engagement Index	City Management Scale	Department Management Scale	Team Member Scale	Job Scale	Direct Supervisor Scale	Satisfaction Scale	Intent to Stay (High)	Employee Net Promoter Score (ENPS)
The City (1743)	58%	38%	40%	79%	61%	80%	58%	34%	-16
EXECUTIVE (59)	90%	78%	92%	90%	90%	91%	80%	17%	54
EXEMPT (330)	68%	59%	54%	84%	68%	78%	65%	29%	11
FIRE DEPT (253)	43%	10%	18%	87%	48%	89%	51%	43%	-49
GENERAL EMPLOYEE (717)	68%	50%	48%	73%	66%	77%	66%	40%	8
PART TIME (36)	69%	58%	67%	75%	67%	79%	69%	25%	42
POLICE (346)	30%	3%	16%	79%	45%	80%	34%	25%	-85

Gender

Scores in **Red** are below the organization's score

Gender	Employee Engagement Index	City Management Scale	Department Management Scale	Team Member Scale	Job Scale	Direct Supervisor Scale	Satisfaction Scale	Intent to Stay (High)	Employee Net Promoter Score (ENPS)
The City (1743)	58%	38%	40%	79%	61%	80%	58%	34%	-16
F (527)	65%	50%	46%	78%	63%	75%	62%	27%	1
M (1216)	55%	32%	38%	79%	60%	82%	56%	38%	-23

Job Class

Scores in **Red** are below the organization's score

Job Class	Employee Engagement Index	City Management Scale	Department Management Scale	Team Member Scale	Job Scale	Direct Supervisor Scale	Satisfaction Scale	Intent to Stay (High)	ENPS
The City (1743)	58%	38%	40%	79%	61%	80%	58%	34%	-16
Admin Support (199)	72%	56%	48%	71%	63%	75%	67%	27%	16
Officials/Admin (155)	83%	64%	70%	88%	81%	80%	75%	27%	32
Paraprofessionals (76)	66%	61%	54%	78%	74%	79%	62%	28%	11
Professionals (300)	61%	51%	49%	81%	63%	81%	58%	25%	-1
Protect/Serve (493)	34%	5%	16%	81%	46%	84%	39%	35%	-74
Service / Maint (149)	62%	42%	43%	68%	62%	74%	64%	52%	-5
Skilled Craft (192)	69%	43%	47%	74%	68%	75%	67%	47%	8
Technicians (179)	63%	44%	43%	84%	61%	84%	68%	37%	-2

Pay Group

Scores in **Red** are below the organization's score

Pay Group	Employee Engagement Index	City Management Scale	Department Management Scale	Team Member Scale	Job Scale	Direct Supervisor Scale	Satisfaction Scale	Intent to Stay (High)	ENPS
The City (1743)	58%	38%	40%	79%	61%	80%	58%	34%	-16
<\$35k (7)	71%	29%	86%	86%	86%	83%	57%	29%	43
\$35-44k (420)	53%	33%	33%	75%	55%	79%	54%	47%	-22
\$45-54k (360)	57%	40%	41%	77%	61%	78%	56%	39%	-11
\$55-64k (344)	57%	36%	36%	80%	58%	80%	55%	31%	-25
\$65-79k (342)	55%	32%	38%	79%	58%	82%	61%	26%	-24
\$80-99k (171)	65%	43%	46%	85%	72%	83%	61%	26%	-7
>\$100k (99)	83%	72%	77%	89%	80%	80%	75%	20%	36

Race

Scores in **Red** are below the organization's score

Race	Employee Engagement Index	City Management Scale	Department Management Scale	Team Member Scale	Job Scale	Direct Supervisor Scale	Satisfaction Scale	Intent to Stay (High)	Employee Net Promoter Score (ENPS)
The City (1743)	58%	38%	40%	79%	61%	80%	58%	34%	-16
A (24)	71%	71%	63%	75%	67%	74%	67%	38%	8
B (612)	62%	47%	46%	74%	63%	77%	61%	34%	-1
H (78)	62%	50%	38%	78%	65%	79%	55%	36%	-10
I (3)	33%	0%	0%	67%	67%	33%	0%	67%	-100
W (1025)	55%	31%	37%	82%	59%	82%	56%	35%	-25

Rating

Scores in **Red** are below the organization's score

Rating	Employee Engagement Index	City Management Scale	Department Management Scale	Team Member Scale	Job Scale	Direct Supervisor Scale	Satisfaction Scale	Intent to Stay (High)	Employee Net Promoter Score (ENPS)
The City (1743)	58%	38%	40%	79%	61%	80%	58%	34%	-16
Effective (334)	51%	35%	30%	70%	50%	70%	50%	32%	-25
Exemplary (359)	65%	40%	48%	87%	69%	84%	65%	34%	-6
Highly Effective (900)	56%	36%	39%	80%	60%	82%	58%	34%	-20

Tenure Group

Scores in **Red** are below the organization's score

Tenure Group	Employee Engagement Index	City Management Scale	Department Management Scale	Team Member Scale	Job Scale	Direct Supervisor Scale	Satisfaction Scale	Intent to Stay (High)	Employee Net Promoter Score (ENPS)
The City (1743)	58%	38%	40%	79%	61%	80%	58%	34%	-16
<1 (43)	81%	58%	65%	74%	77%	90%	58%	42%	19
1-2 (144)	63%	59%	53%	70%	67%	80%	58%	39%	9
10-14 (268)	59%	35%	38%	82%	63%	84%	56%	44%	-19
15-20 (191)	56%	35%	41%	80%	61%	81%	61%	28%	-26
20-24 (217)	55%	23%	33%	80%	55%	80%	60%	10%	-32
25-29 (58)	60%	26%	36%	69%	66%	84%	71%	10%	-14
3-4 (419)	55%	37%	38%	78%	55%	78%	54%	42%	-14
30+ (31)	84%	71%	61%	87%	84%	77%	94%	19%	35
5-9 (372)	56%	39%	40%	81%	61%	78%	56%	40%	-20

Work Status

Scores in **Red** are below the organization's score

Work Status	Employee Engagement Index	City Management Scale	Department Management Scale	Team Member Scale	Job Scale	Direct Supervisor Scale	Satisfaction Scale	Intent to Stay (High)	Employee Net Promoter Score (ENPS)
The City (1743)	58%	38%	40%	79%	61%	80%	58%	34%	-16
Frontline Working (756)	46%	21%	27%	76%	50%	81%	49%	40%	-40
Mixed Work Types (280)	63%	38%	49%	85%	69%	84%	61%	30%	-20
Not Working (9)	67%	11%	22%	78%	67%	67%	67%	44%	-22
Onsite Working (256)	64%	39%	45%	77%	67%	74%	65%	36%	-5
Teleworking (441)	71%	66%	56%	80%	70%	79%	67%	27%	22