

# Your Voice Matters: 2019 Employee Experience Survey Results



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# Agenda

- **Survey Purpose**
- **Implementation**
- **Overview of Survey Scales**
- **Survey Results by Scale**
- **Survey Results by Category**
- **Emerging Themes**
- **Action Planning Next Steps**



# Survey Purpose

- **The survey provides an opportunity to look for ways to improve employee engagement and workplace satisfaction.**
- **Every organization has strengths and areas to improve upon.**
- **Engaged employees have more commitment to the organization, lower intentions to leave, and higher likelihood go the extra mile.**



# Survey Implementation

- **Survey administered August 30 – September 16, 2019**
- **Total of 52 items**
  - 49 items with a 1–5 rating scale
  - One multiple-choice item
  - Two open-ended items
- **Double rating scale: effectiveness and importance**
- **48 employees responded**
- **90% response rate in 2016** – in the top 10% of companies taking this survey
- **96% response rate in 2019** –the highest response rate ITS has had from any organization!

# SFHSS Engagement Survey Scales



**Alignment:** The extent to which the employee believes in and puts effort toward the organization's mission, values and results.

**Valuing:** The extent to which employees feel valued by the organization.

**Growth:** The extent to which employees feel supported to advance their career or develop personal skill sets within the organization.

**Team:** The extent to which the organization promotes a team based work style.

**Fit:** The extent to which the employee feel that they are in the right job and have the necessary skills, knowledge and abilities to adequately perform in their role.

**Employee Engagement Index:** The extent to which employees feel passionate about their jobs, are committed to the organization, put discretionary effort into their work and are willing to refer.

# Overall Results by Scale

	Effectiveness	Importance
Alignment	4.03	4.48
Valuing	3.63	4.53
Growth	3.30	4.47
Team	3.67	4.57
Fit	4.42	4.68
Employee Engagement	3.83	4.31

**Effectiveness**  
 The average rating of how positively staff feel each category is being carried out by SFHSS

**Importance**  
 The average rating of how important staff feel each category is to them

The goal is to have minimal differential between the effectiveness and important scores for each category. SFHSS has less than 1.0 point differential in supporting the categories of Alignment, Valuing, Team, Fit and Employee Engagement.

SFHSS has a 1.17 differential in supporting the category of Growth which is one area of focus for Employee Engagement Action Planning.

On the rating scale of 1-5, scores of 3 and higher are above average for any organization. SFHSS meets this threshold across all categories.

# Overall Results by Category

	Favorability 2016	Favorability 2019
Alignment	72.27%	73.40%
Valuing	52.03%	58.02%
Growth	46.20%	46.13%
Team	55.28%	59.50%
Fit	78.57%	88.54%
Employee Engagement	65.52%	63.32%

**Favorability**  
The average of respondents that rated *Agree* or *Strongly Agree*

Increases in favorability ratings were seen in the areas of Alignment, Valuing, Team, and Fit. Fit represented the highest increase at 9.97%.

Decreases in favorability ratings were seen in the areas of Employee Engagement and Growth. These minimal decreases ranged between 1-2%. These areas are also considered in relation to Employee Engagement Action Planning.

# Emerging Themes from Open-Ended Comments

## Theme I: Collaboration

Open Ended Comments

**Overall, employees feel that they are in the right job and have the necessary skills, knowledge and abilities to adequately perform in their role.**

**For the future, employees would like to work to enhance communication between departments and with management.**

## Theme II: Employee Recognition

Open Ended Comments

**Overall, HSS employees are committed to the mission and goals of the organization.**

**For the future, employees have expressed a desire to receive additional recognition of varying types so that they can better understand their value to the organization.**

## Theme III: Career and Employee Development

Open Ended Comments

**Employees recognize the value of their work and care about the results that the organization achieves.**

**For the future, employees are interested in seeking out more opportunities for professional development and growth.**



# Employee Engagement Action Planning: Next Steps based on Themes

## Action Plan: Collaboration

- Integrate LEAN 101 process improvement training into onboarding schedule for staff of all levels.
- Expand current SFHSS LEAN Leaders training program to tackle process improvement projects within and across divisions.
- Empower staff and management to analyze root cause, map process improvements, design their own innovations, and collaboratively manage change.

## Action Plan: Employee Recognition

- Continue diversified staff celebrations that support a culture of whole person health and well-being.
- Develop an interdivisional committee tasked with developing an ongoing Employee Recognition Program.
- Enhance employee performance appraisal process by incorporating opportunities for management to recognize and nurture professional development goals identified by staff.

## Action Plan: Career and Employee Development

- Complete baseline assessment of skill-level by position classification.
- Use this analysis to enhance skill-building pathways that improve effectiveness in staff's current role and that prime them with transferrable skills for advanced position within and outside of the department.
- Partner with Department of Human Resources to provide refresher education on trainings and professional development opportunities available to City and County staff, including career counseling and advisement.