

Countywide Responses

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**2011 SAN MATEO COUNTY  
EMPLOYEE ENGAGEMENT SURVEY**

**TOPICS**

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- ✘ Survey background
- ✘ Respondent demographics
- ✘ Numerical responses
- ✘ Narrative themes
- ✘ Analysis and observations
- ✘ Small group discussion

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**SURVEY BACKGROUND**

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- ✘ County priority to promote workplace culture that supports employee engagement
- ✘ Survey developed by cross-department team
- ✘ Focused on engagement, not satisfaction
  - + Emotionally and intellectually committed to help organization succeed and line of sight to know what to do
  - + Willing to put in discretionary effort (brainpower, extra time, energy)

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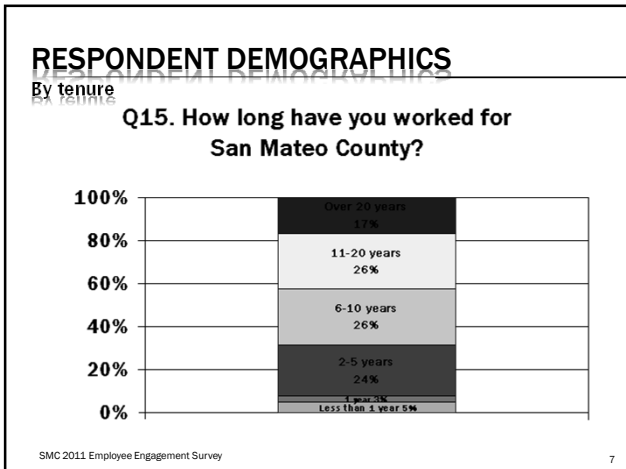
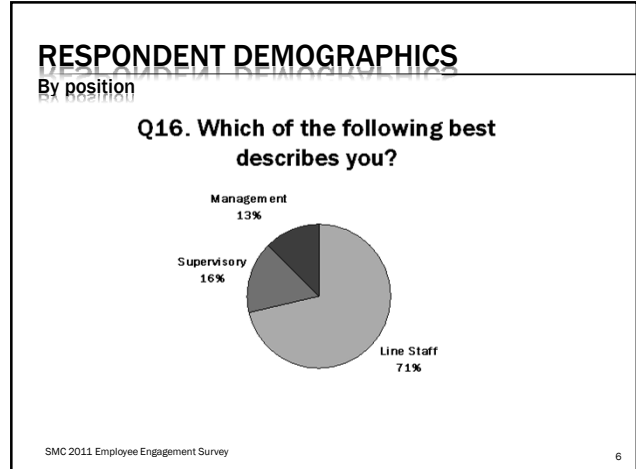
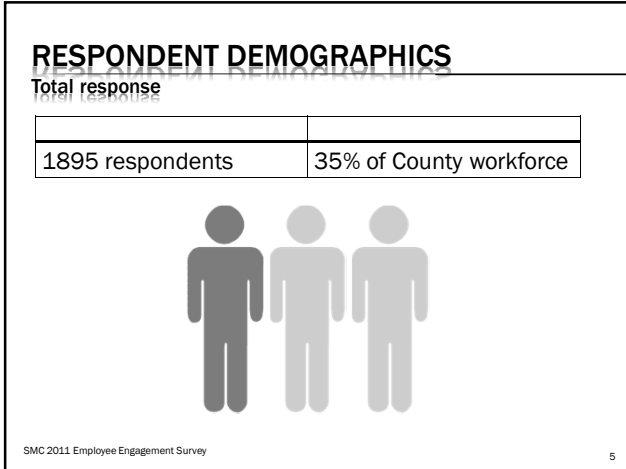
**SURVEY BACKGROUND**

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- ✘ Questions based on Gallup Q12 and SMMC employee survey
  - + Data-driven to measure engagement and its impacts on organizational performance
  - + Opportunity to benchmark County against national norms
- ✘ Survey distributed online 9/19-10/3/11

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### NUMERICAL RESPONSES

Feelings about own work

Question	Agree / Strongly Agree	Rating Average
<b>Q1.</b>		
a. My work gives me a feeling of accomplishment.	78%	3.97
b. I have the tools (materials or equipment) to do my work.	70%	3.68
c. Overall I am satisfied with my current job.	71%	3.73
<b>Q3.</b>		
My job contributes to the County's ability to serve San Mateo County's community.	93%	4.47

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<b>NUMERICAL RESPONSES</b>		
<b>Feelings about direct supervisor</b>		
<b>Question</b>	<b>Agree / Strongly Agree</b>	<b>Rating Average</b>
<b>Q4. My direct manager/supervisor . . .</b>		
a. Recognizes my good work.	69%	3.79
b. Supports me to be self-directed in fulfilling my job responsibilities.	73%	3.87
c. Offers me opportunities to do meaningful work.	64%	3.70
d. Works with me to set achievable goals.	55%	3.48
e. Communicates effectively.	60%	3.54
f. Makes suggestions for improvement when needed.	65%	3.67
g. Is easy to talk to about things that go wrong on my job.	63%	3.61

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<b>NUMERICAL RESPONSES</b>		
<b>Experience of recognition</b>		
<b>Question</b>	<b>Yes</b>	<b>No</b>
Q2. In the past 3 months, I have received recognition from someone at work.	67%	28%

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<b>NUMERICAL RESPONSES</b>		
<b>Feelings about work group</b>		
<b>Question</b>	<b>Agree / Strongly Agree</b>	<b>Rating Average</b>
<b>Q5.</b>		
a. There is good coordination of effort in my work-group.	61%	3.53
b. Members of my work-group treat one another with dignity and respect.	67%	3.70
c. I have opportunities to influence policies and decisions that affect my work.	49%	3.25
d. My fellow employees are committed to doing quality work.	70%	3.79
e. I have personal connections at work.	66%	3.70

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<b>NUMERICAL RESPONSES</b>		
<b>Feelings about department management team</b>		
<b>Question</b>	<b>Agree / Strongly Agree</b>	<b>Rating Average</b>
<b>Q7. My department's management team . . .</b>		
a. Does a good job of communicating major developments.	52%	3.29
b. Really listens to employees.	42%	3.07
c. Helps me understand how my work contributes to what the County is trying to accomplish and how the work I do fits into the organization's goals.	50%	3.34
d. Leads by example and serves as a role model for employees.	43%	3.11
e. Cares about me as an individual.	46%	3.22
f. Is open to my feedback and suggestions.	49%	3.26
g. Treats everyone fairly.	43%	3.08

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NUMERICAL RESPONSES		
Understanding of higher level goals		
Question	Good/ Very Good	Rating Average
<b>How would you rate your understanding of . . .</b>		
<b>Q6.</b> What your <i>immediate workgroup</i> is trying to accomplish (i.e., your workgroup's goals and priorities)?	75%	4.03
<b>Q8.</b> What your <i>department</i> is trying to accomplish (i.e., your department's goals and priorities)?	68%	3.83
<b>Q9.</b> What the <i>County</i> is trying to accomplish (i.e., Board and community's goals and priorities)?	59%	3.63

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NUMERICAL RESPONSES		
Overall experience		
Question	Good/ Very Good	Rating Average
<b>Q10.</b> How would you rate your overall experience working for the County so far.	73%	3.96

Question	Yes	No
<b>Q13.</b> I would recommend San Mateo County to a friend as a great place to work.	82%	18%

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NARRATIVE THEMES
<ul style="list-style-type: none"> <li>✘ Over 3000 responses to 3 open-ended questions                             <ul style="list-style-type: none"> <li>+ What one thing do you <u>like most</u> about working for San Mateo County? (65%)</li> <li>+ What one thing could the <u>County change</u> to help you do your job more effectively? (59%)</li> <li>+ Do you have any <u>other comments</u> you would like to share? (35%)</li> </ul> </li> </ul>

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NARRATIVE THEMES
<p><u>Like most</u></p> <ul style="list-style-type: none"> <li>✘ Public service mission</li> <li>✘ Co-workers</li> <li>✘ Benefits and pay</li> <li>✘ Specific aspects of the job</li> <li>✘ Training and development</li> </ul>

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**NARRATIVE THEMES**  
 One change

- ✘ Greater performance accountability/fairness
- ✘ More staffing/funding
- ✘ Reduced management/line staff disconnect
- ✘ Better communication
- ✘ Improved technology
- ✘ Improved supervisory skills

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**NARRATIVE THEMES**  
 Other comments

- ✘ Echo themes of other open-ended questions
- ✘ Roughly 2:1 negative : positive

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**ANALYSIS AND OBSERVATIONS**  
 Countywide total

- ✘ On average, overall assessment is positive
  - + **73%** rate experience working for County as Good or Very Good
  - + **82%** would recommend County as great place to work

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**ANALYSIS AND OBSERVATIONS**  
 By tenure

- ✘ Assessment is more positive for newer employees

	All responses	< or = 1 year
Overall experience working for County (VG/G)	73%	84%
Would recommend County as great place to work (Y)	82%	91%

- ✘ This is consistent across all questions

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### ANALYSIS AND OBSERVATIONS

#### By position

- ✘ Assessment is less positive at the line level compared to supervisor and management

	Line	Supervisor	Management
Overall experience working for County (VG/G)	70%	80%	86%
Would recommend County as great place to work (Y)	80%	86%	88%

- ✘ This is consistent across all questions

### ANALYSIS AND OBSERVATIONS

#### By level of focus

- ✘ Assessment is less positive the further from the employee's own work
  - + Employee's work: 78%
  - + Supervisor level: 64%
  - + Workgroup level: 63%
  - + Department level: 46%

### ANALYSIS AND OBSERVATIONS

#### Key correlations

- ✘ Understanding of how work contributes correlates with higher levels of engagement

	All Responses	Understand how work contributes (SA/A)
Overall experience working for County (VG/G)	73%	93%
Would recommend County as great place to work (Y)	82%	95%

- ✘ This is consistent across all questions

### ANALYSIS AND OBSERVATIONS

#### Top 7 areas of strength

Question	Positive Rating
Job contributes to ability to serve community	93%
Feeling of accomplishment	78%
Understanding of workgroup goals	75%
Overall experience working for the County	73%
Supervisor support for self-direction	73%
Overall satisfaction with job	71%
Fellow employees committed to quality work	70%

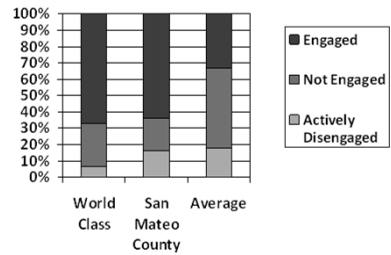
### ANALYSIS AND OBSERVATIONS

#### Bottom 7 areas

Question	Positive Rating
Department management team really listens	42%
Department management team leads by example	43%
Department management team treats everyone fairly	43%
Department management team cares about me	46%
Department management team is open to my feedback	49%
I have opportunities to influence policies and decisions	49%
Department management team helps me understand how my work contributes	50%

### ANALYSIS AND OBSERVATIONS

#### Comparison to Gallup research



### ANALYSIS AND OBSERVATIONS

#### Comparison to Gallup research

“Actively disengaged employees erode an organization’s bottom line, while breaking the spirits of colleagues in the process.”

Gallup

### ANALYSIS AND OBSERVATIONS

#### Comparison to Gallup research

Ratio of engaged to actively disengaged	
World class	9.57 : 1
San Mateo County	3.93 : 1
Average	1.83 : 1

**ANALYSIS AND OBSERVATIONS**

**Impact of budget challenge**

- ✘ The impact of the County’s budget challenges was an important, but not dominant, theme
- ✘ It was expressed directly and echoed in other themes
  - + Concern about service cuts and workload
  - + Worry about bumping and job loss
  - + Desire for better communication about changes
  - + Desire for more input
- ✘ Yet, a relative feeling of job security/stability still exists

**ANALYSIS AND OBSERVATIONS**

**Impact of budget challenge**

“The overall stability of employee engagement in the midst of the recession is an encouraging indicator of the capacity of well-functioning American workplaces to sustain the positivity and commitment of their employees under uncertain conditions.”

Gallup

**ANALYSIS AND OBSERVATIONS**

**Impact of public service mission and outcomes**

- ✘ Given the strength of the County’s public service mission as a driver of engagement, it is important to consider the long-term impact of service cutbacks
- ✘ Efforts to provide customer feedback and a clear understanding of the impact of the individual’s work could help sustain and enhance engagement

**ANALYSIS AND OBSERVATIONS**

**Connection to co-workers**

- ✘ Given the importance of personal connections, it may be helpful to consider greater opportunities for employees to recognize and be inspired by the dedication and accomplishments of co-workers



## ANALYSIS AND OBSERVATIONS

### Key role of supervisors and managers

- ✘ You all are central to the respondents' experience of engagement
- ✘ Critical elements include:
  - + Communication of purpose and connection
  - + Opportunity to do meaningful work
  - + Effective performance management
  - + Support for training and development

## SMALL GROUP DISCUSSION

- ✘ What did you find especially noteworthy about the survey findings?
- ✘ In your experience with the County, what has had the biggest impact (positive and negative) on engagement?
- ✘ How will you use the survey feedback to increase engagement in your team?
- ✘ What support do you need at the department or County level to improve engagement?