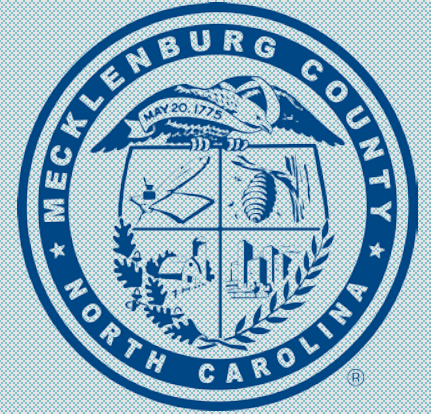


# 2016 Employee Climate Survey

Monica R. Allen, PhD

Presentation to Board of County Commissioners  
by Strategic Planning & Evaluation  
September 13, 2016



**THEME  
LEADING  
CHANGE**

# Overview

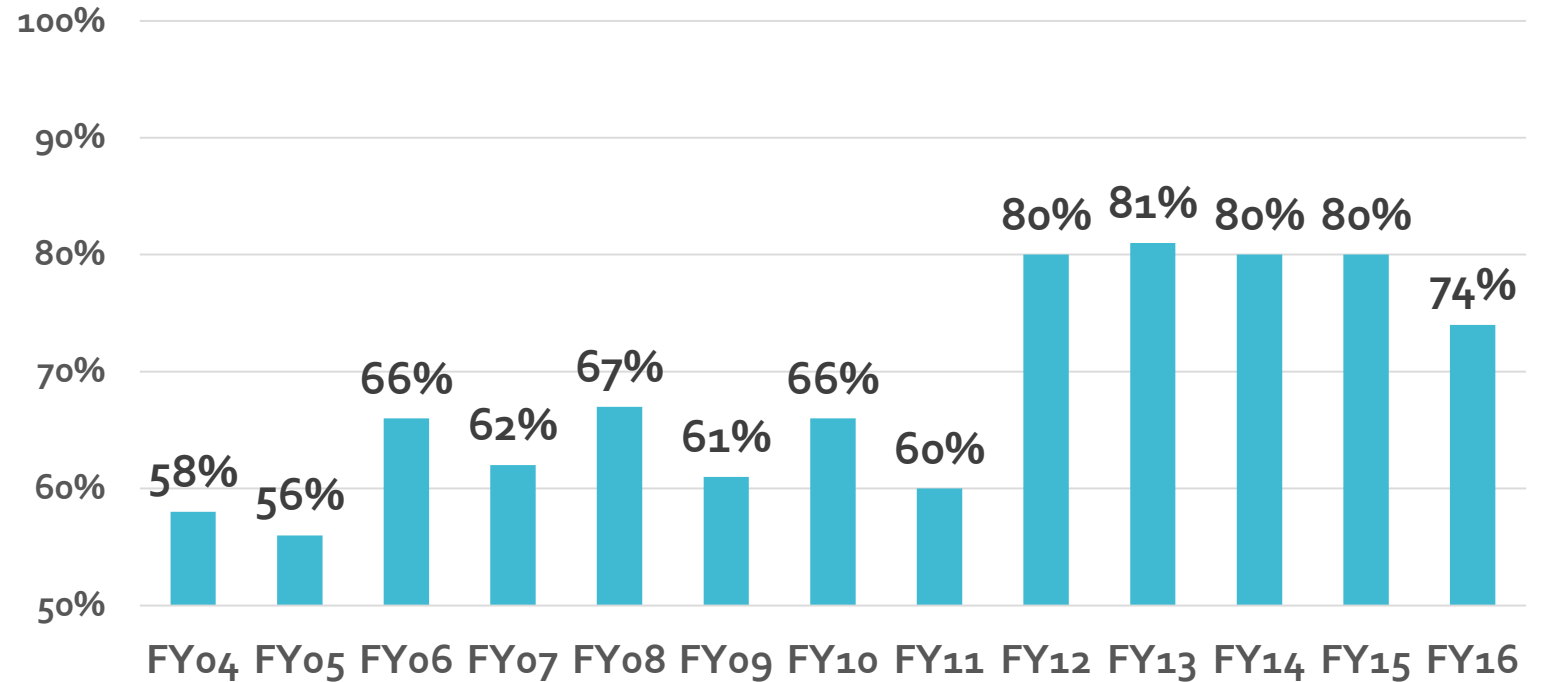
- Background, Purpose, and Methodology
- Survey Response
- Enterprise Trends
  - Motivation & Satisfaction
  - Board of County Commissioners values employees
  - Federal vs. State/Local Government
- Employee Comments (themes)
- Conclusion

# Background, Purpose, and Methodology

- 14<sup>th</sup> Year
- Purpose:
  1. Assess employee motivation and satisfaction (11 sub-measures)
  1. Assess progress toward performance management goals
  2. Identify employee perceptions of business support services
  3. General sentiments from employees
- Administered online using Qualtrics software
- Assessed 64 Corporate items and various Department-Agency specific questions
- Conducted for three weeks: April 4 – April 25
- Majority of the results are based on the percent of respondents that select agree or strongly agree

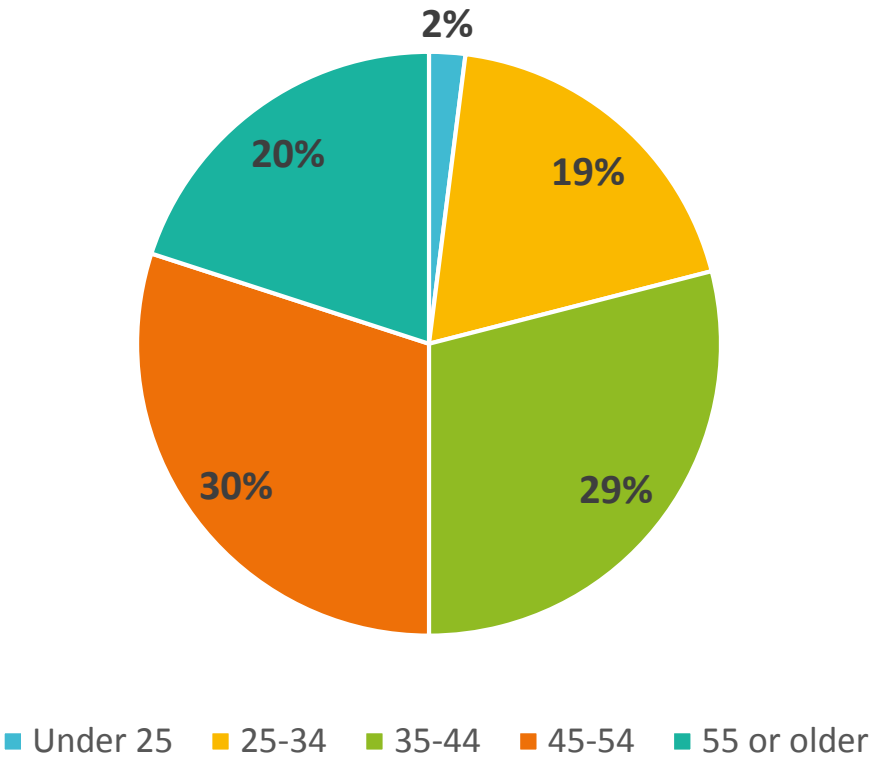
# Survey Response

- 3,792 out of 5,139 (full-time and part-time) employees (74% response rate)
- Representative sample of County employees

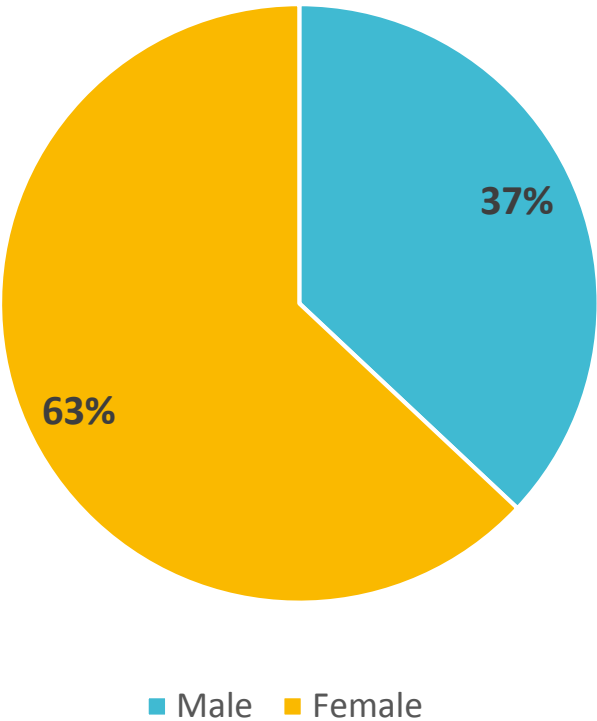


# Demographic Responses\*

% of County Respondents by **Age**



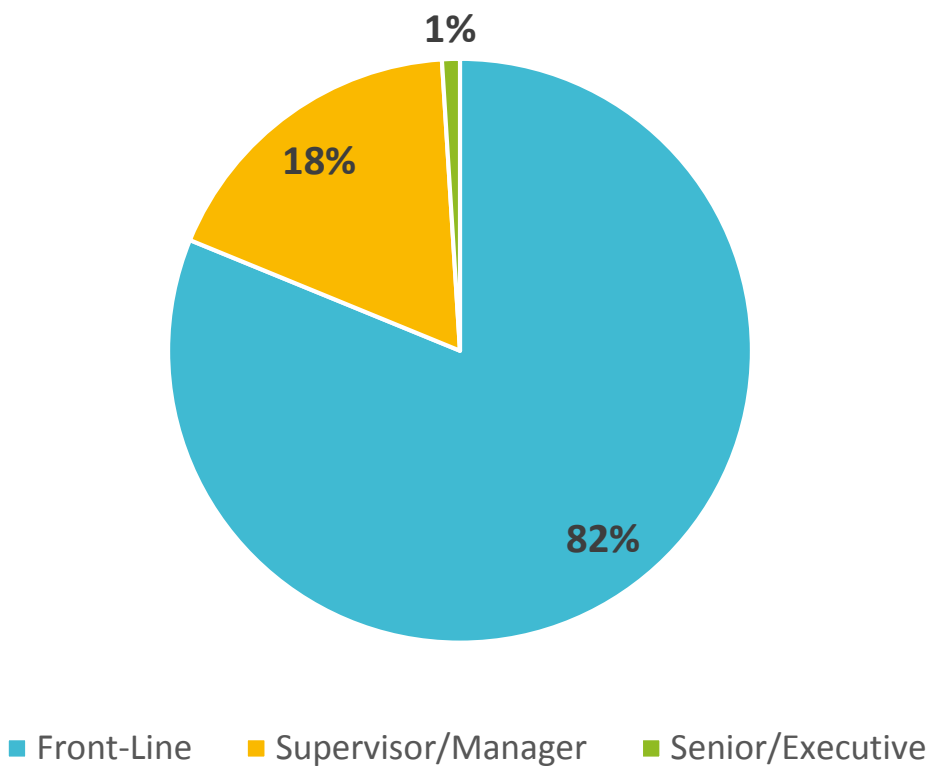
% of County Respondents by **Gender**



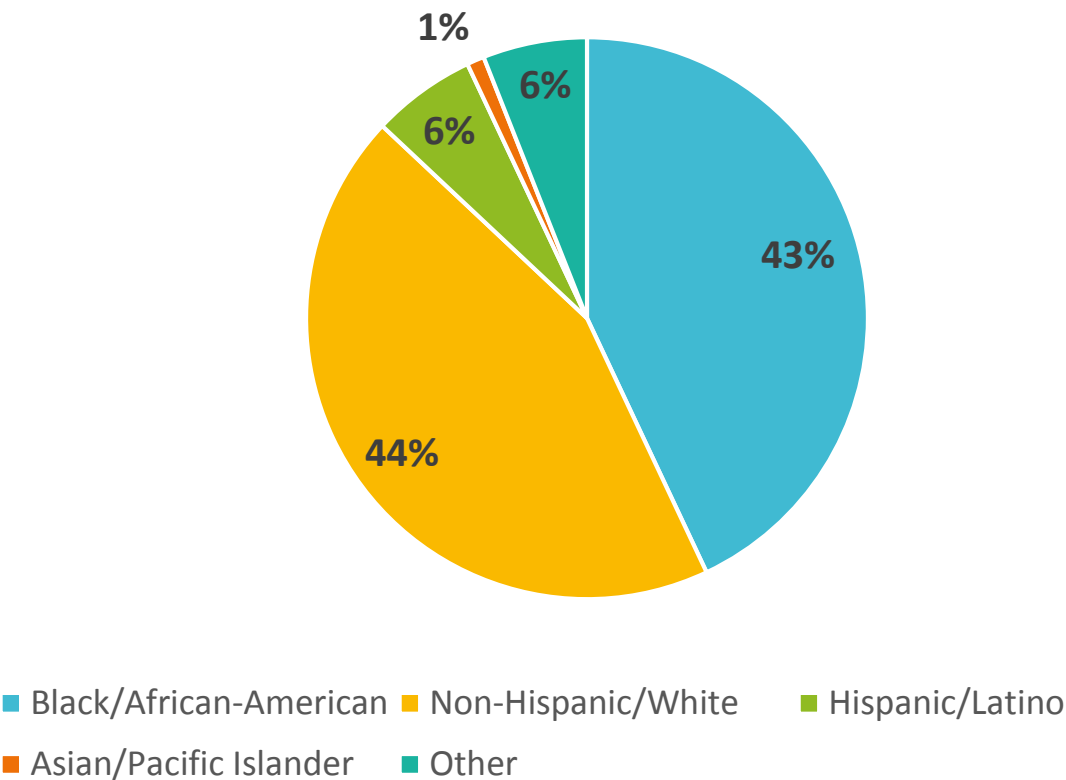
\*Respondents reflect a valid sample of the County government employee population <sup>5</sup>

# Demographic Responses\*

% of County Respondents by **Job-Level**



% of County Respondents by **Race/Ethnicity**

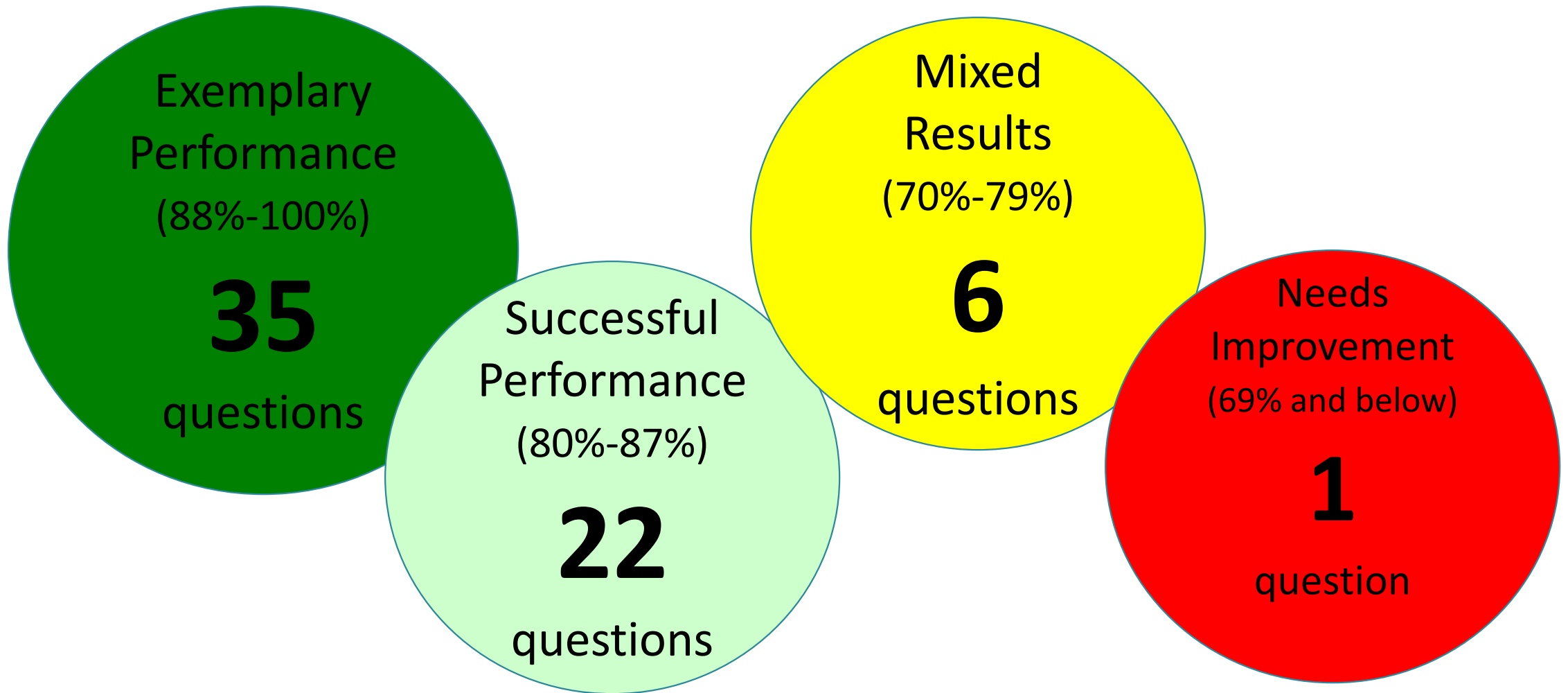


\*Respondents reflect a valid sample of the County government employee population <sup>6</sup>

# Enterprise Results

# Results by Performance Standards

## 64 Survey Items

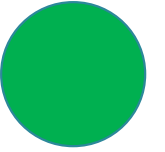


## Highest and Lowest Rated Items

**99%**

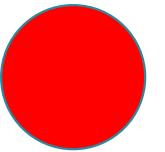
The work I do is important.

- Also the highest rated in 2015 (99%), 2014 (98%) and 2013 (98%)



**69%**

I am aware of the Mecklenburg County Leadership Competencies.



# Employee Motivation & Satisfaction

# Employee Motivation & Satisfaction Index

- Perceptions of County
- Supervisors
- Coworkers

## 11 Questions:

- I would recommend **Mecklenburg County** to others as a good place to work
- Most days I feel good about coming to **work**
- I am able to openly communicate concerns to my **supervisor**
- My **supervisor** provides the flexibility I need to balance work and personal life
- My **supervisor** encourages creative thinking
- My **supervisor** treats me with respect
- My **supervisor** encourages an open exchange of ideas
- My **supervisor** acknowledges my achievements
- My **supervisor** teams me fairly
- My **co-workers** are willing to assist each others
- My **co-workers** are respectful of one another

# Employee Motivation & Satisfaction Index

- Most important index for the County to use in understanding employee satisfaction in the workplace; provides for levels of accountability
- High employee satisfaction is correlated with lower turnover and higher job performance
- Research suggests that employee satisfaction is one of the largest predictors for customer satisfaction

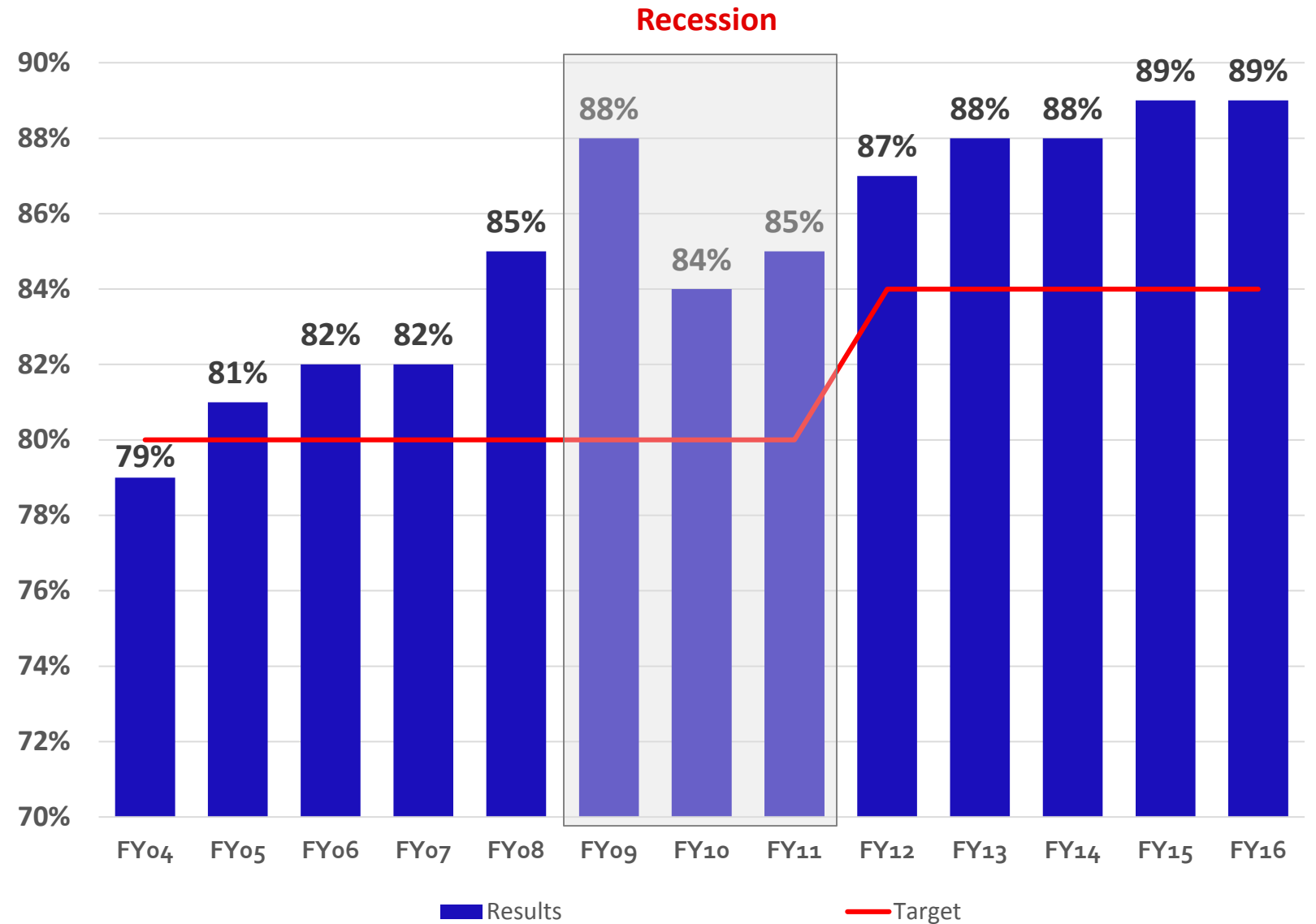
“If you improve employee motivation, engagement and satisfaction, you make it more likely that you’ll be able to build a stronger, more livable community.”

~ *National Research Center Inc.*  
(March 2016)

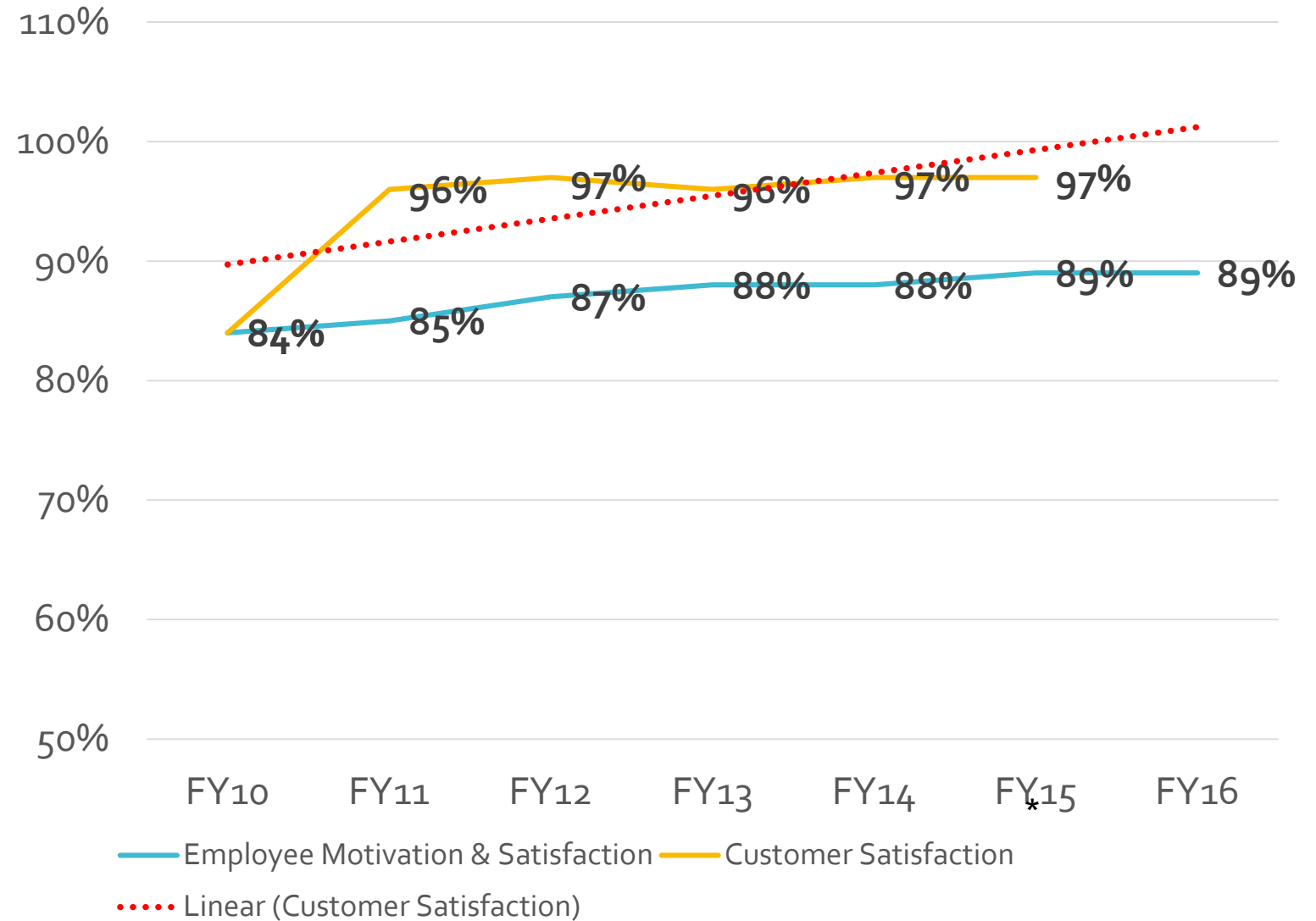


# Employee Motivation & Satisfaction Index

- Perceptions of County
- Supervisors
- Coworkers

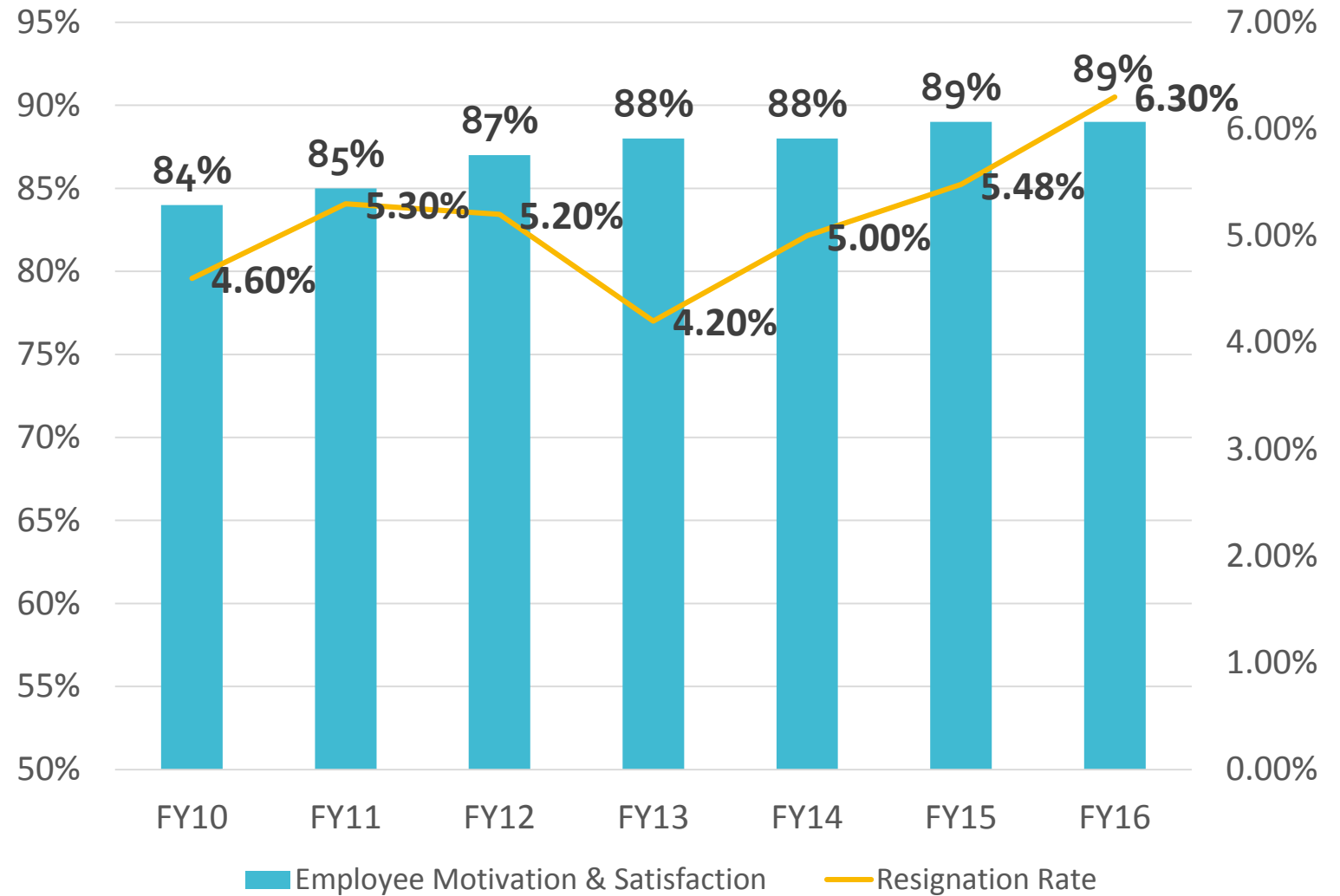


## Correlation between employee satisfaction and customer satisfaction

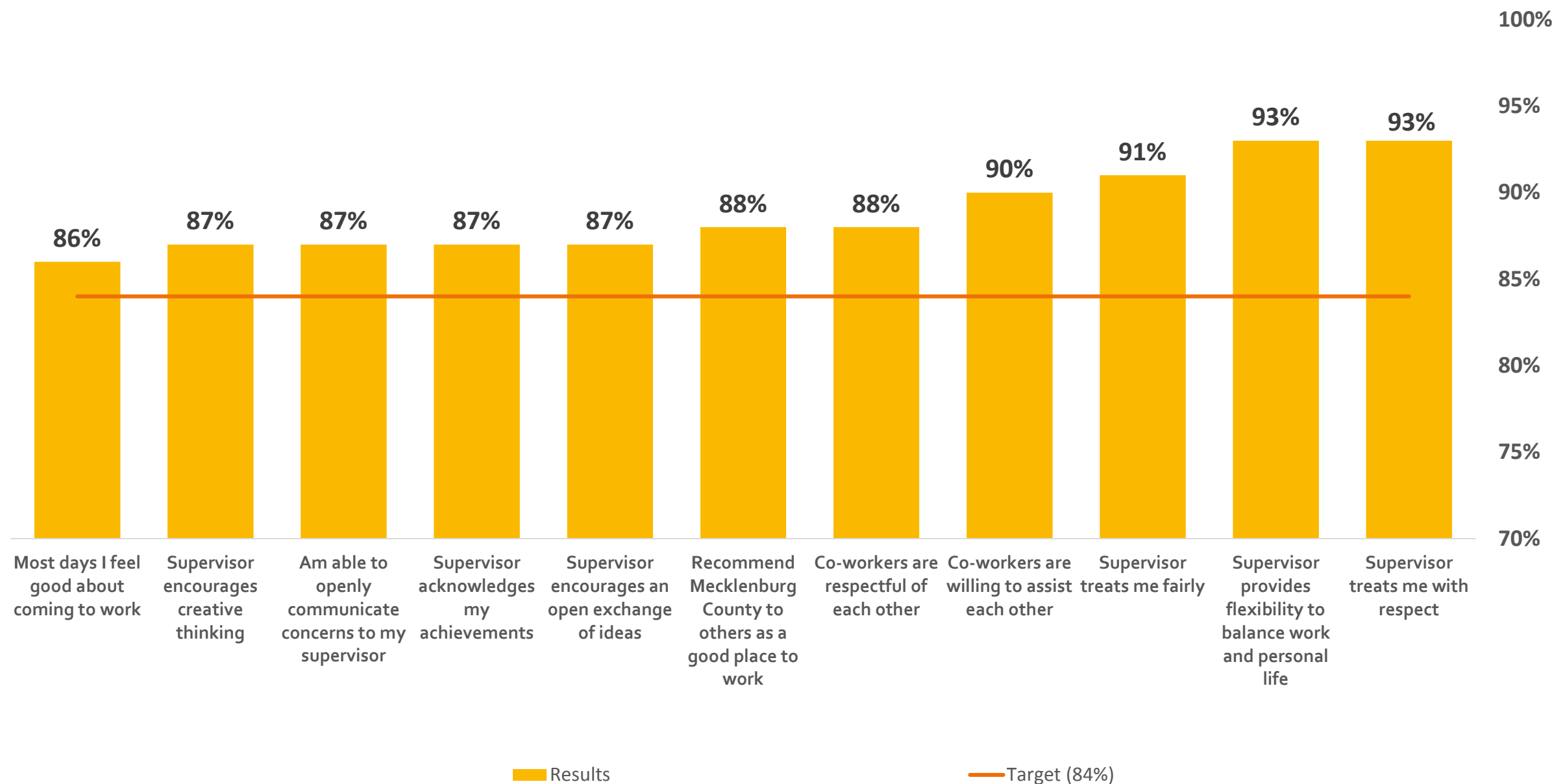


\* FY16 customer satisfaction data not yet final

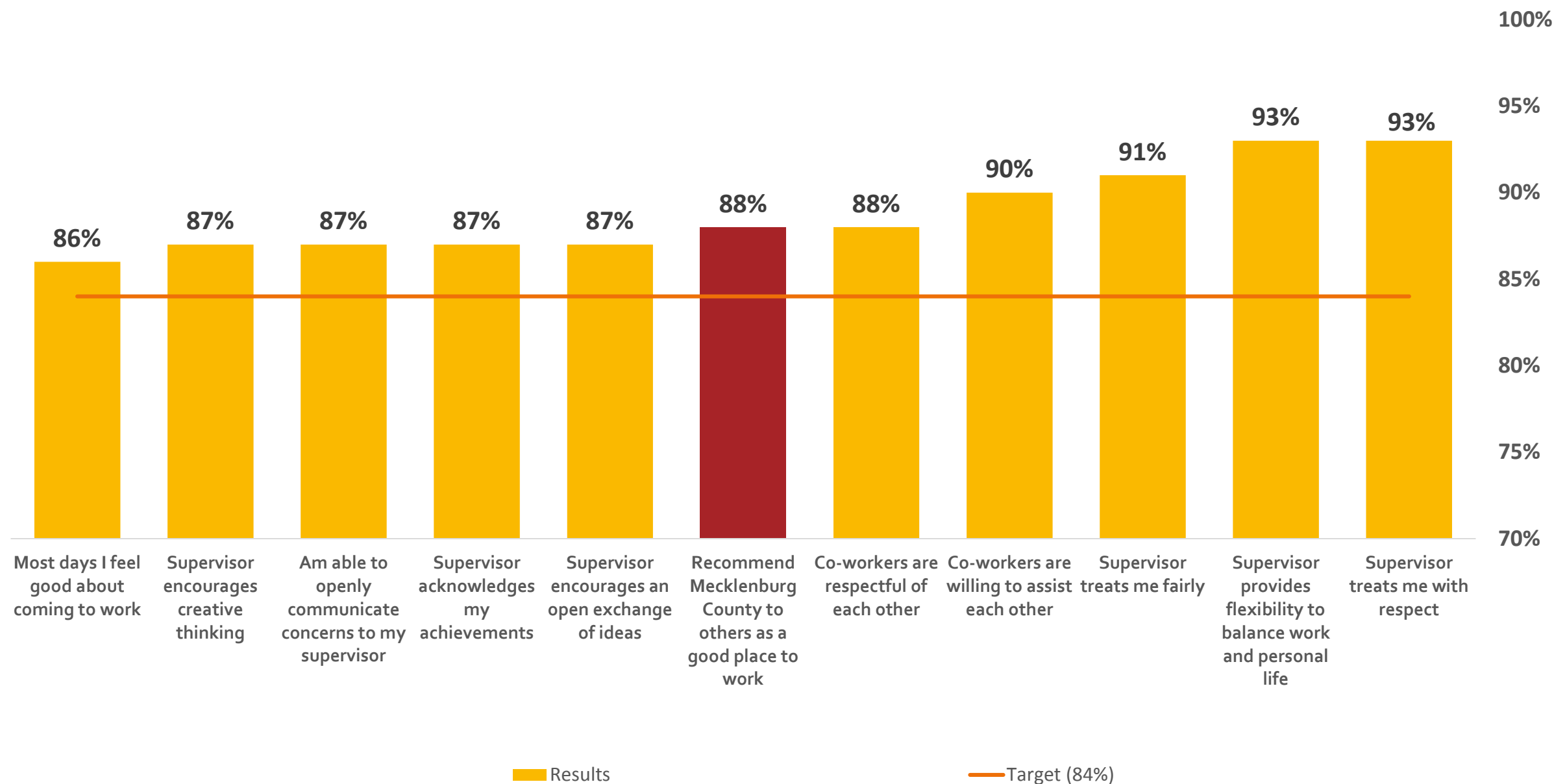
# Correlation between employee satisfaction and voluntary resignation rate



# Employee Motivation & Satisfaction Index



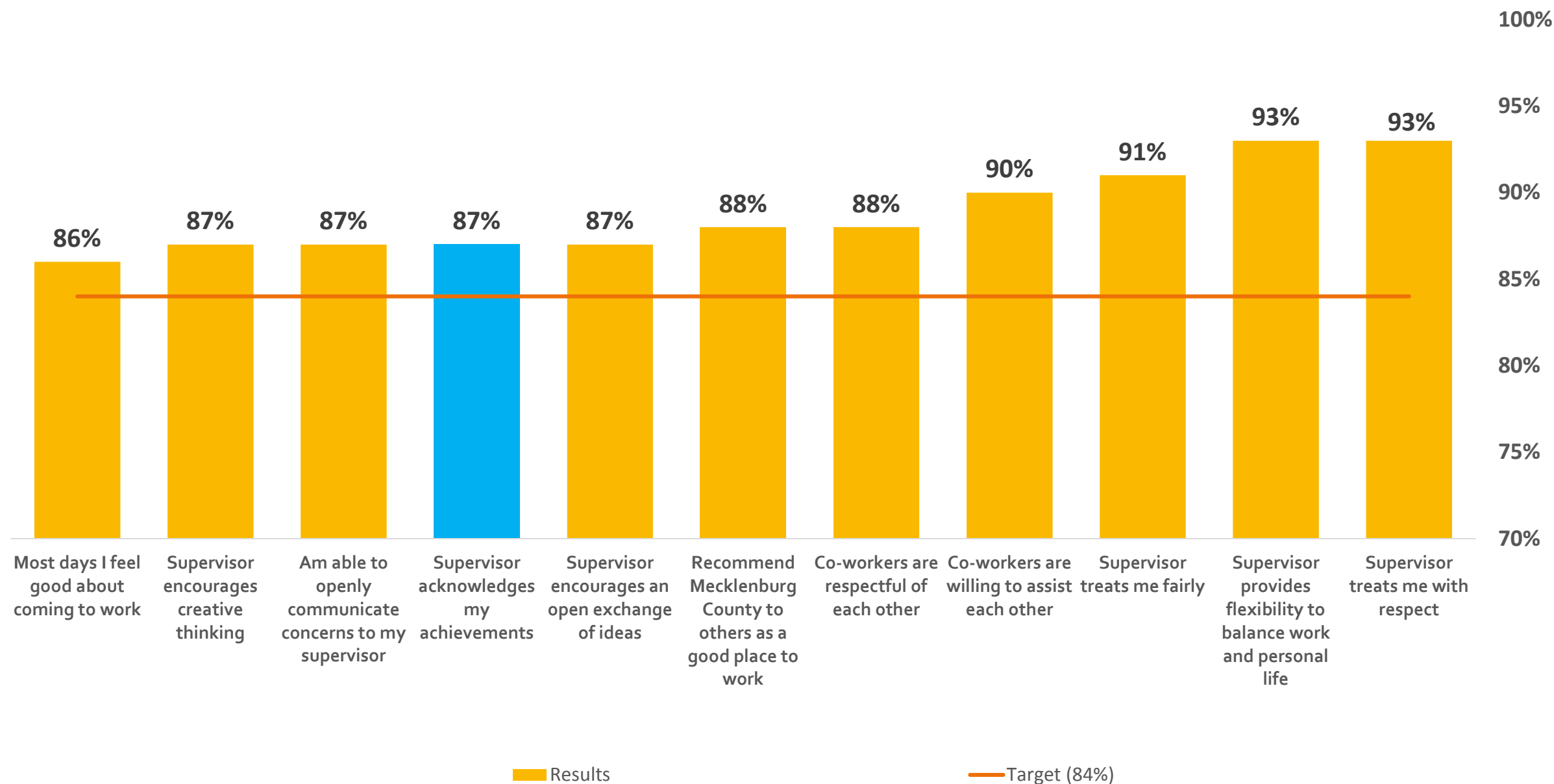
# Employee Motivation & Satisfaction Index



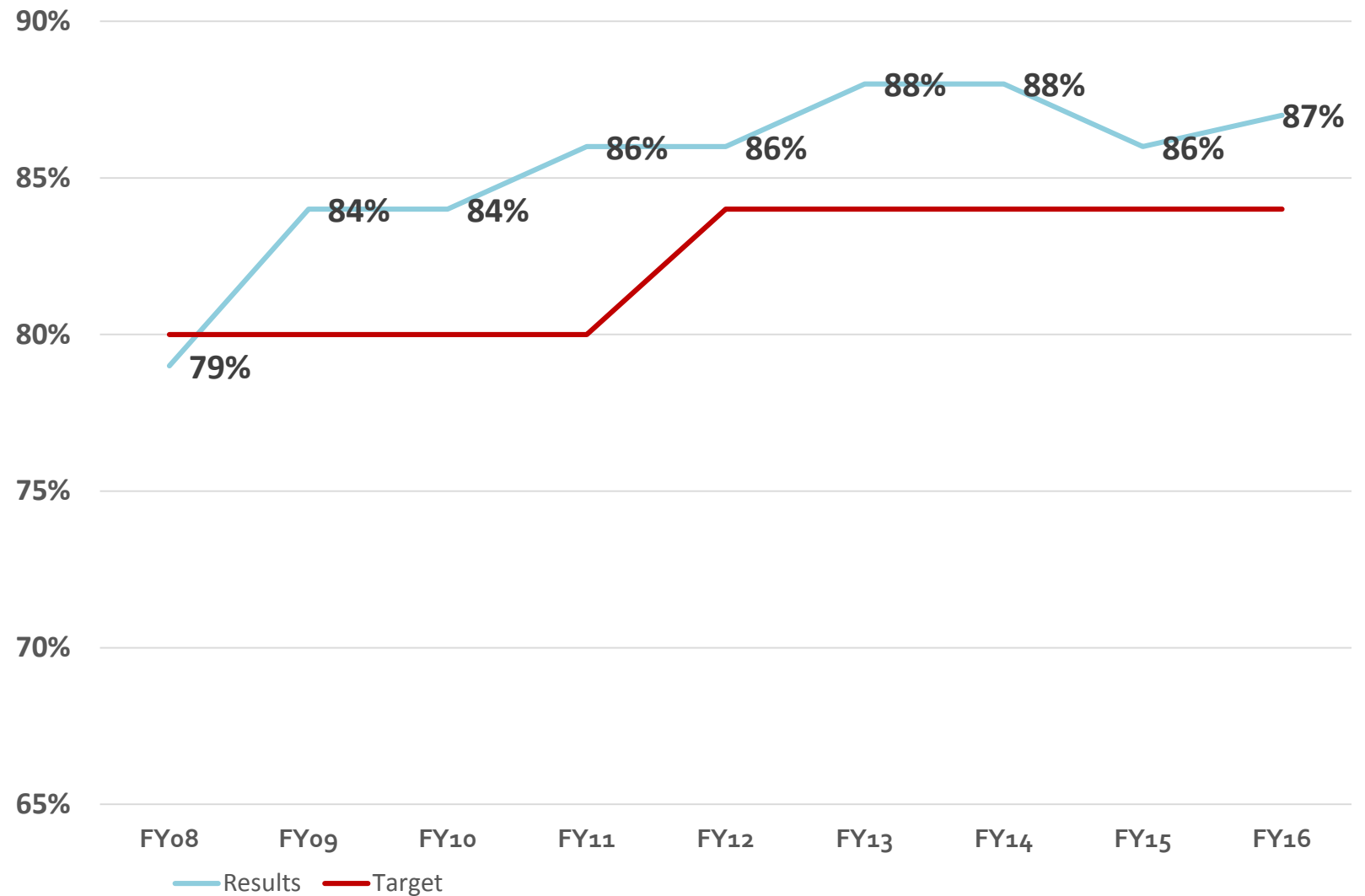
FY16, **88%**  
of Employees  
Indicated They Would  
“Recommend  
Mecklenburg County  
as a Good Place to  
Work”



# Employee Motivation & Satisfaction Index



FY16, **87%**  
of Employees  
Indicated “My  
Supervisor  
Acknowledges my  
Achievements”



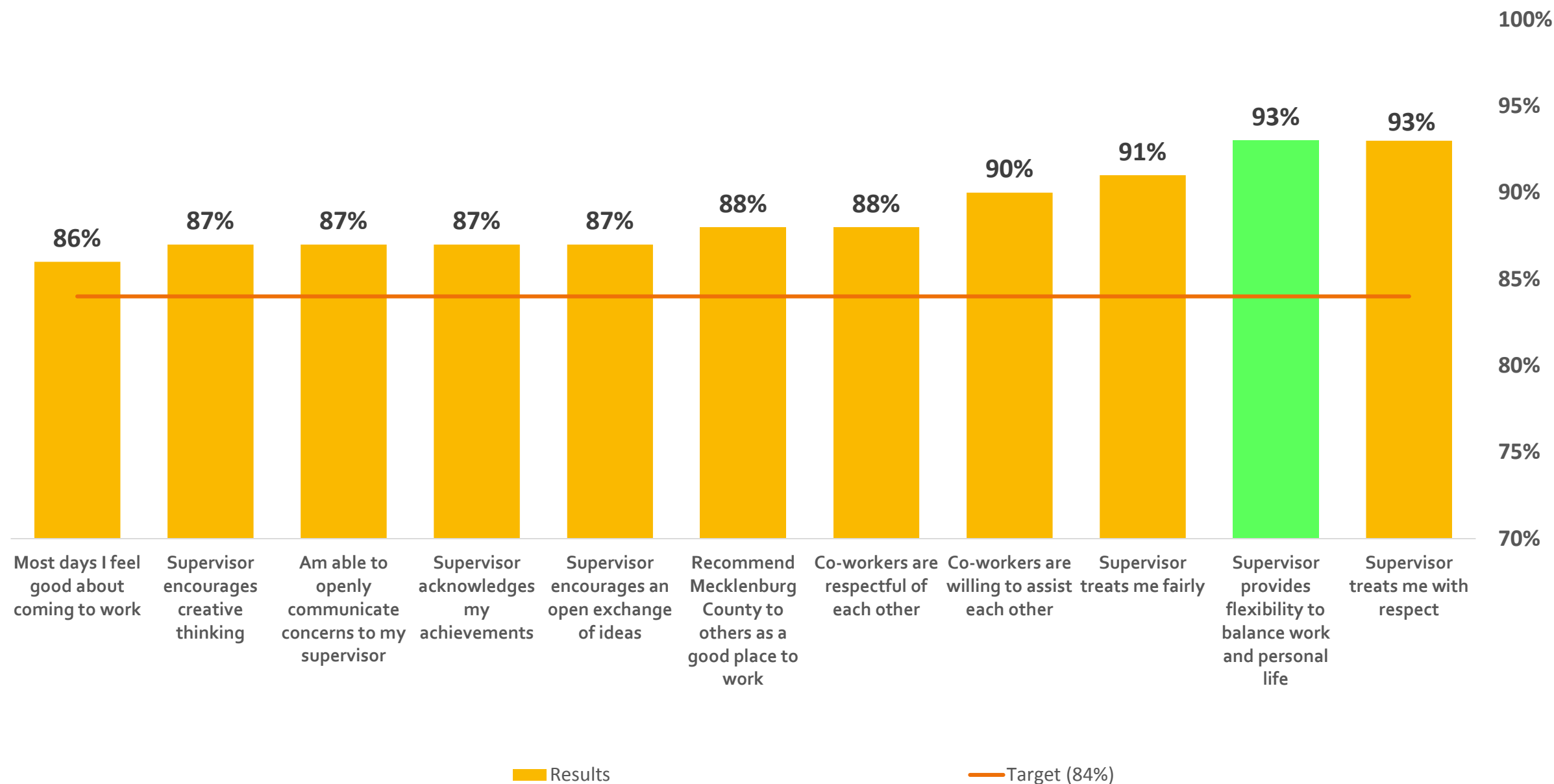
# Acknowledging employee achievements/ recognition

It matters?

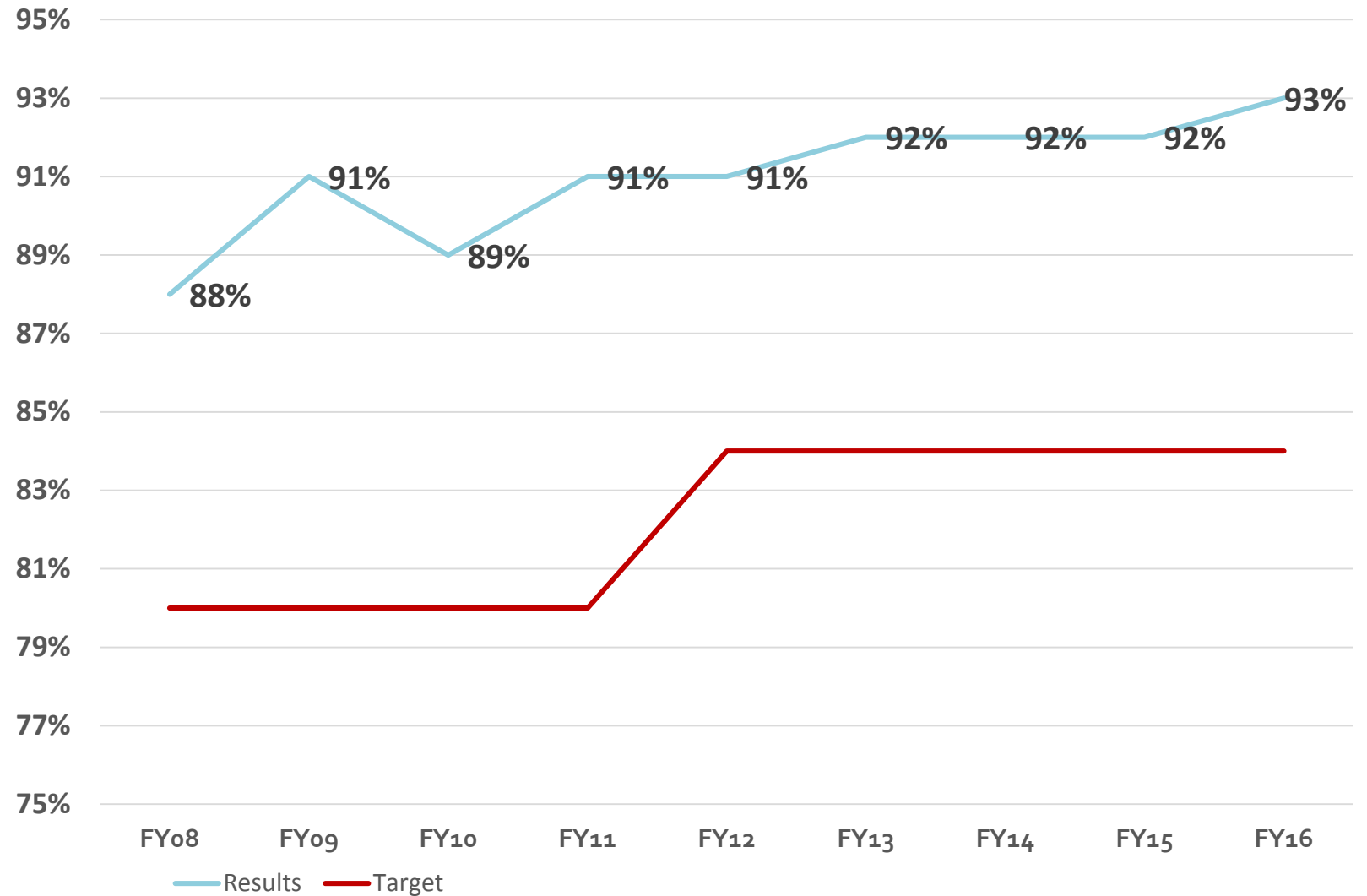
- Workplace recognition motivates, provides a sense of accomplishment and makes employees feel valued for their work.
- Recognition not only boosts individual employee engagement, but it also has been found to increase productivity and loyalty to the company, leading to higher retention.
- Acknowledging employees' best work can be a low-cost endeavor - it can be as small as a personal note or a thank-you card. But the key is to know *what* makes it meaningful and memorable for the employee, and *who* is doing the recognizing.

~ Gallup June 2016

# Employee Motivation & Satisfaction Index



FY16, **93%**  
of Employees  
Indicated “My  
Supervisor Provides  
me the Flexibility I  
Need to Balance Work  
and Personal Life”



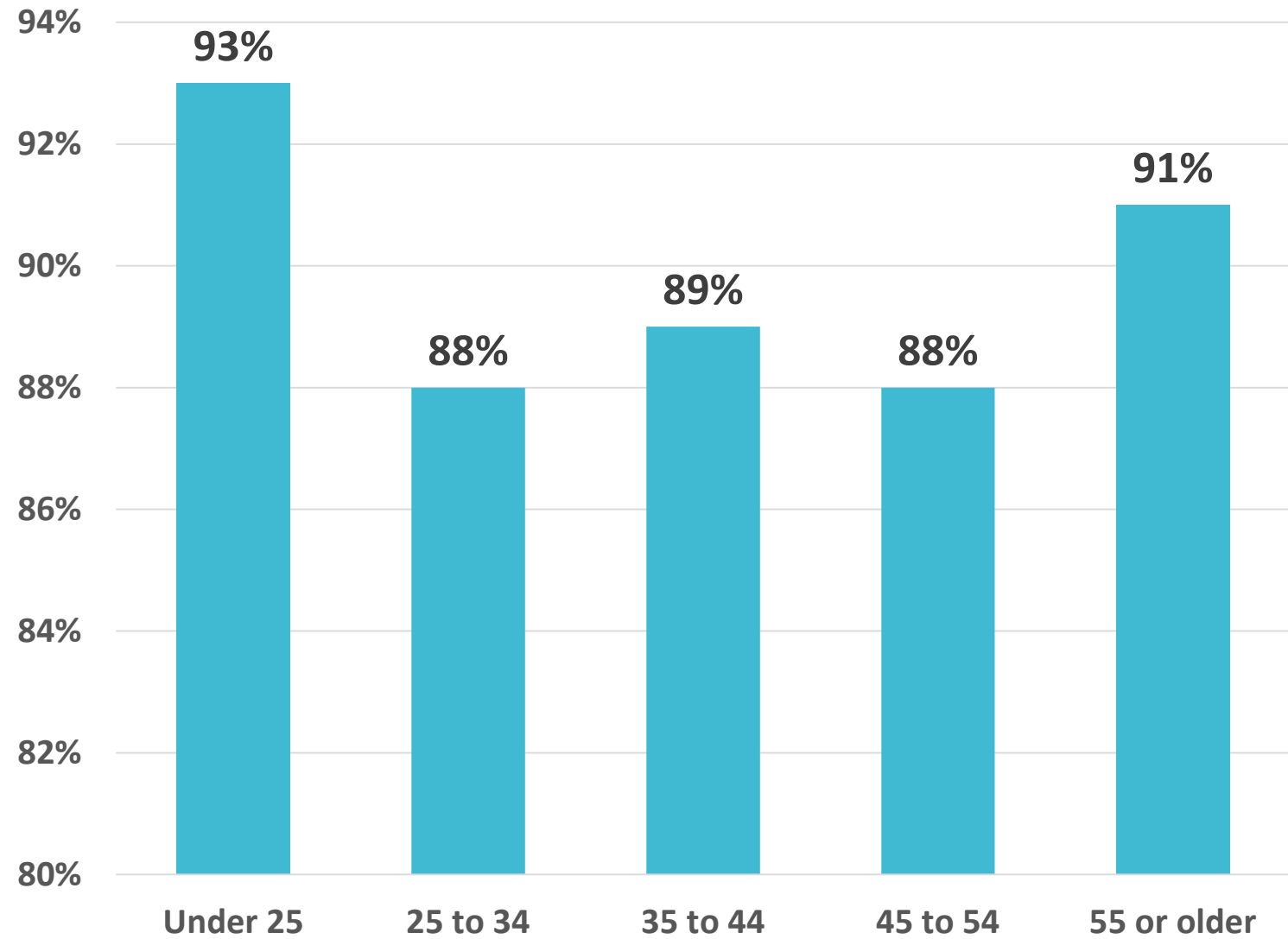
# Employee work and personal life balance

It matters?

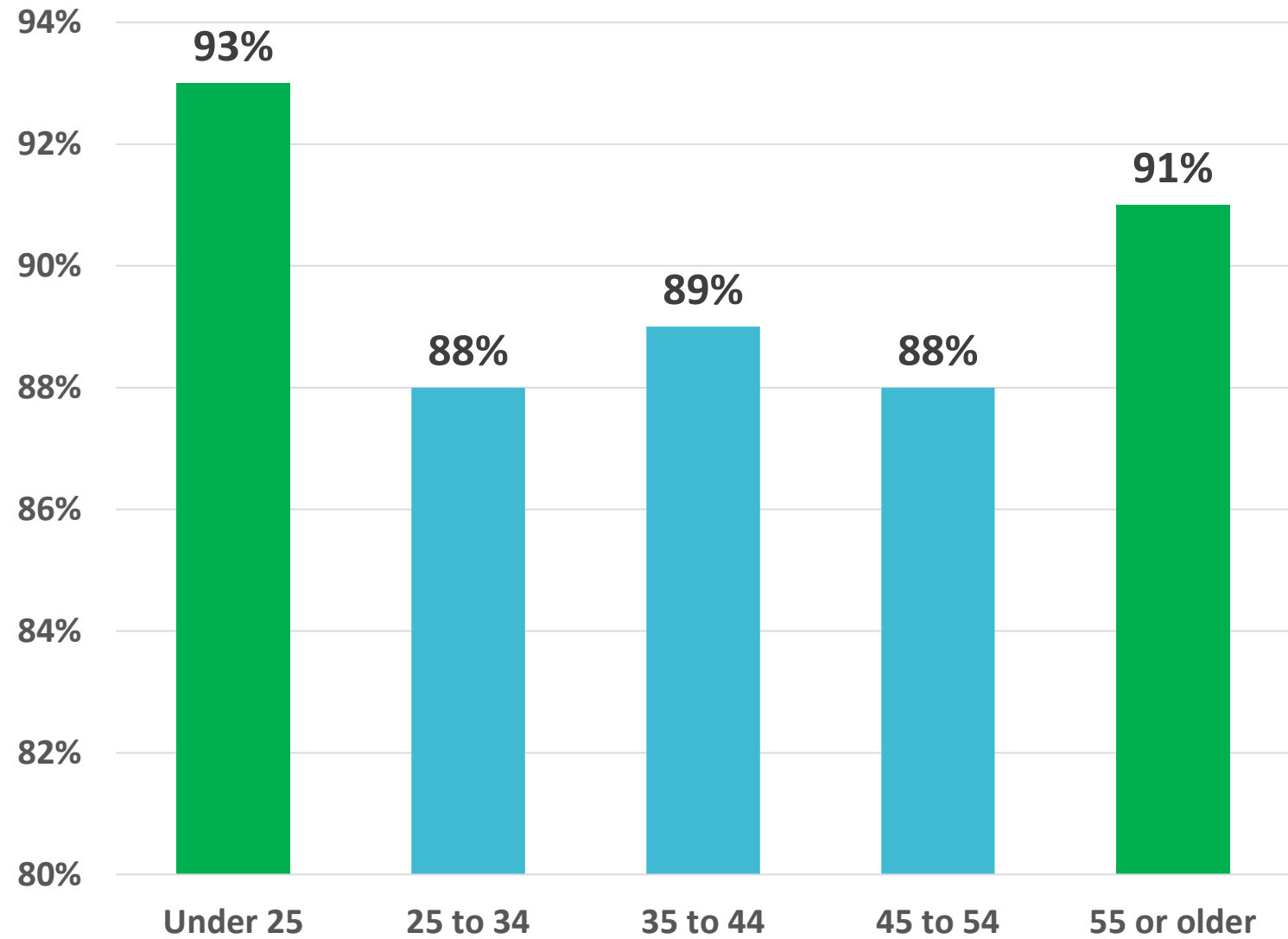
- Work-life balance ranks as the second most important workplace attribute behind compensation, according to research conducted by the Corporate Executive Board among more than 50,000 global workers.
  - Employees who feel they have a better work-life balance tend to work 21 percent harder than those that don't

# Demographic Results by Motivation & Satisfaction

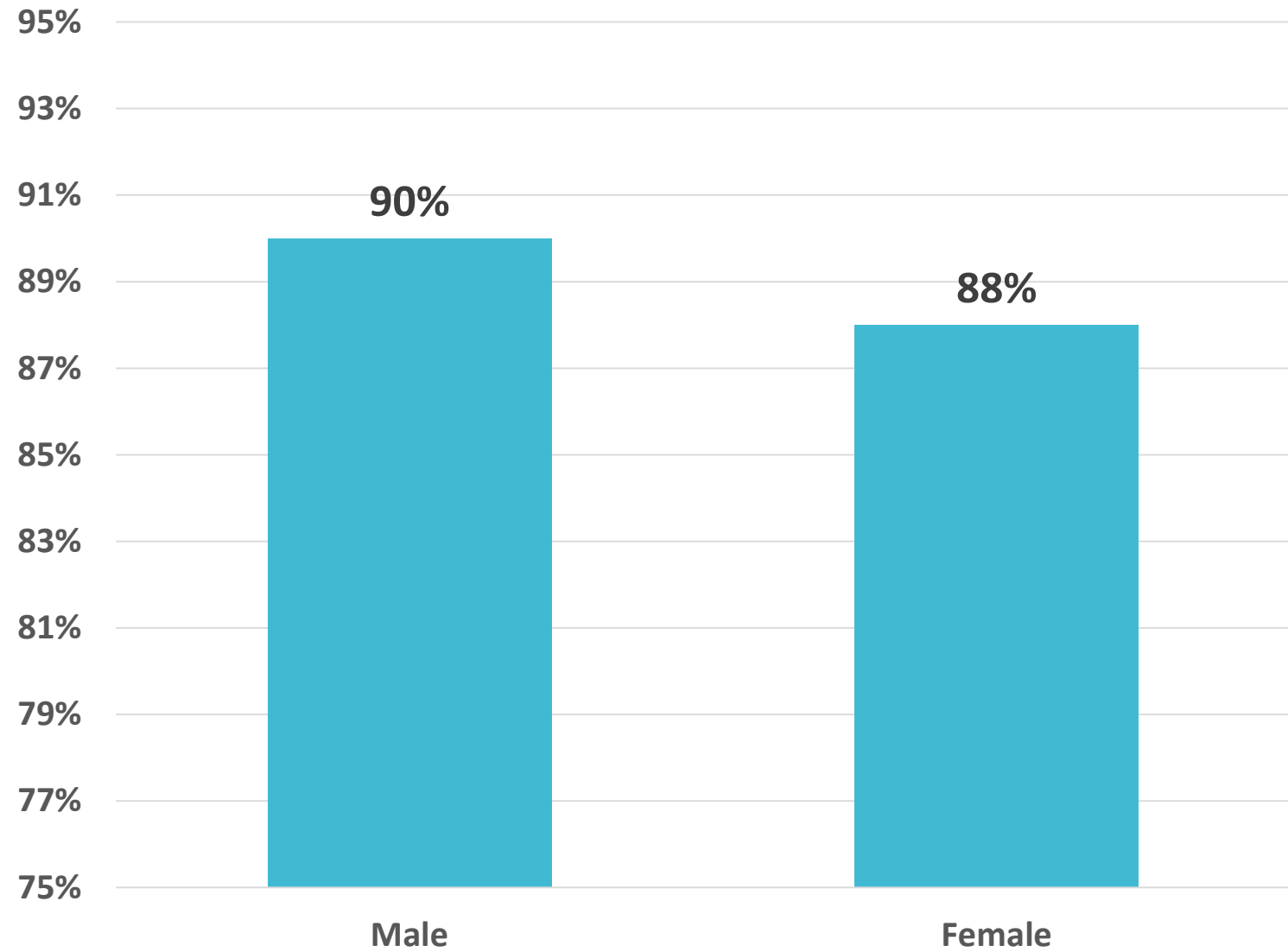
# Motivation & Satisfaction by AGE



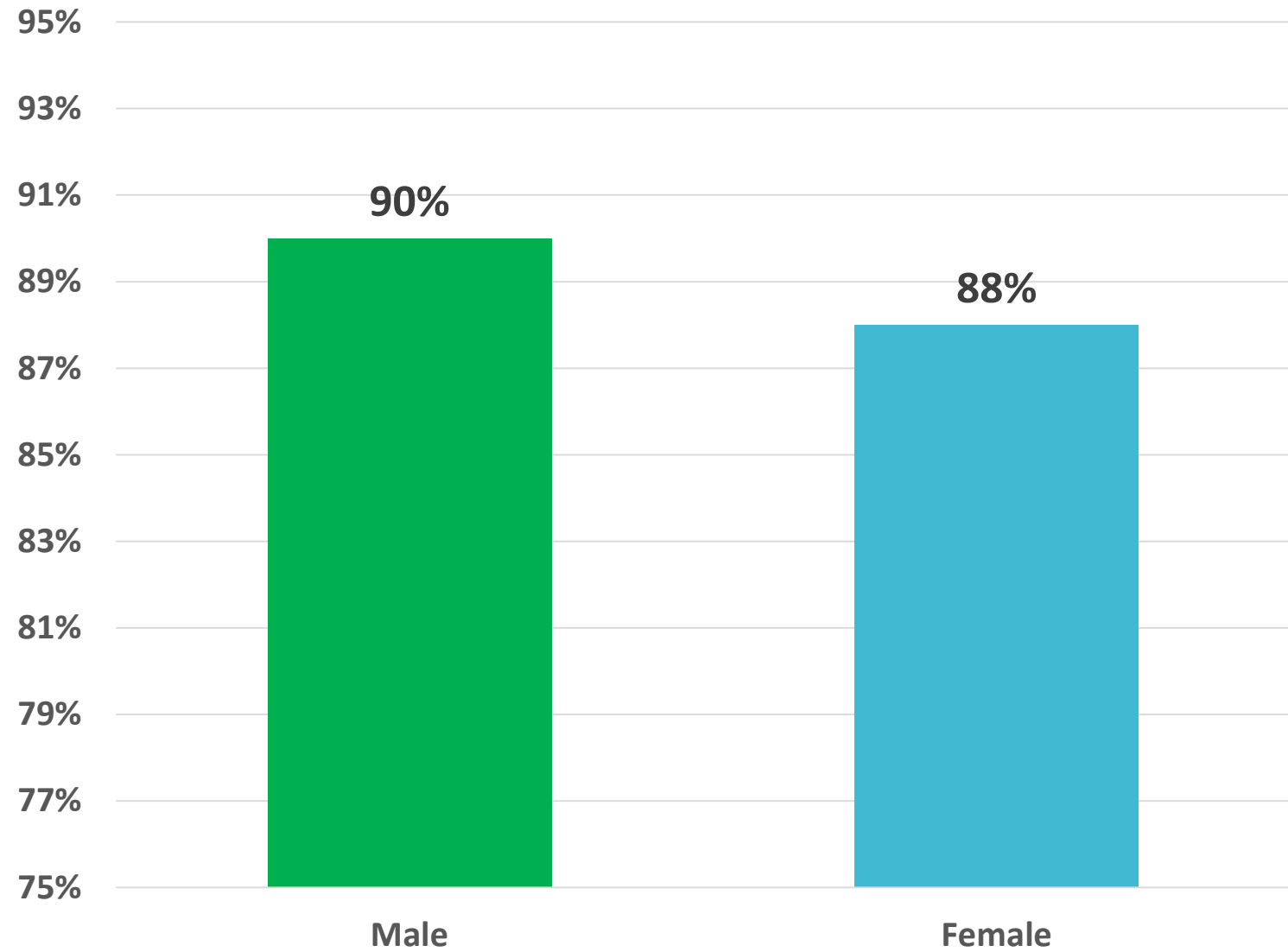
# Motivation & Satisfaction by AGE



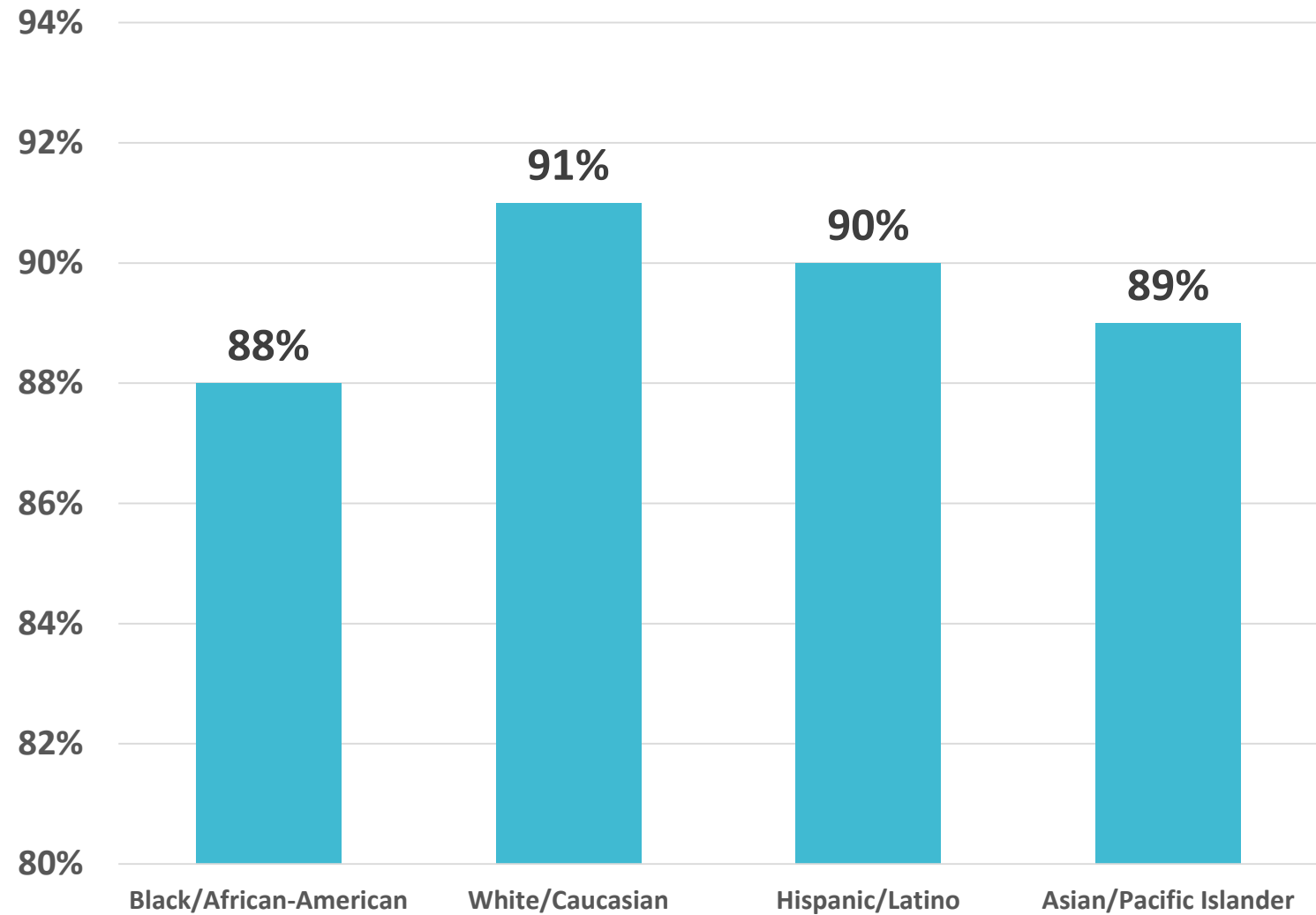
# Motivation & Satisfaction by GENDER



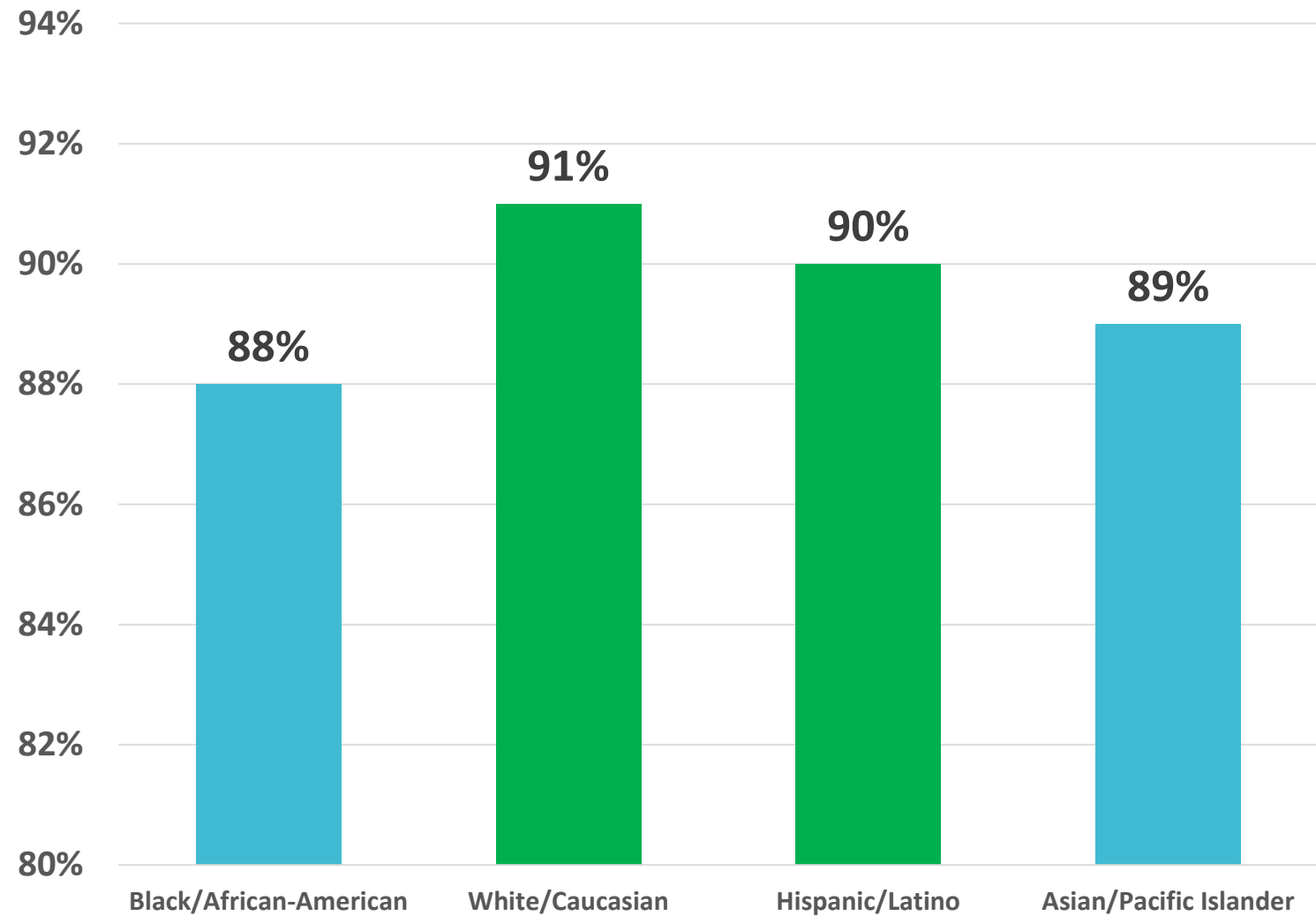
# Motivation & Satisfaction by GENDER



## Motivation & Satisfaction by RACE/ETHNICITY

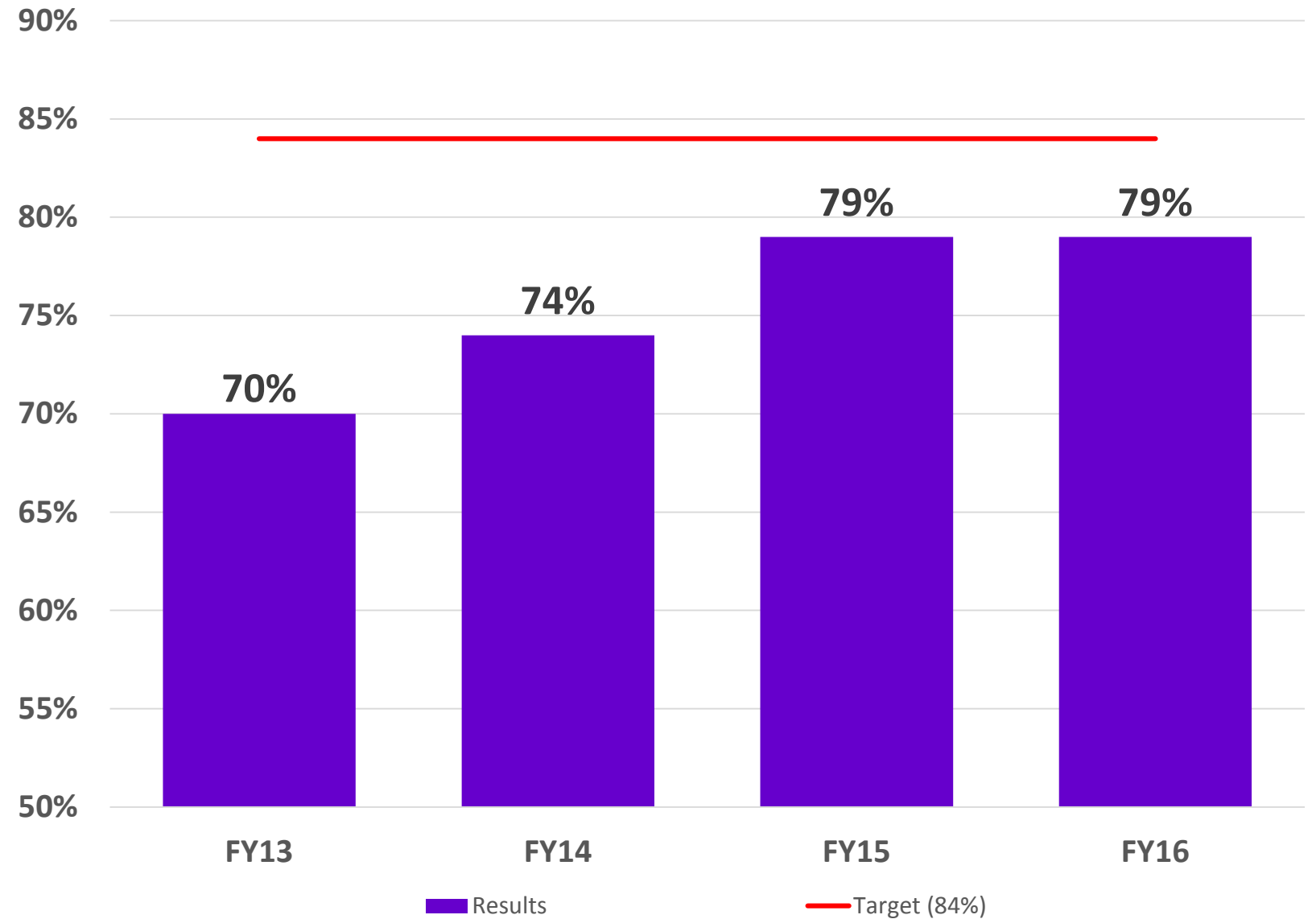


# Motivation & Satisfaction by RACE/ETHNICITY



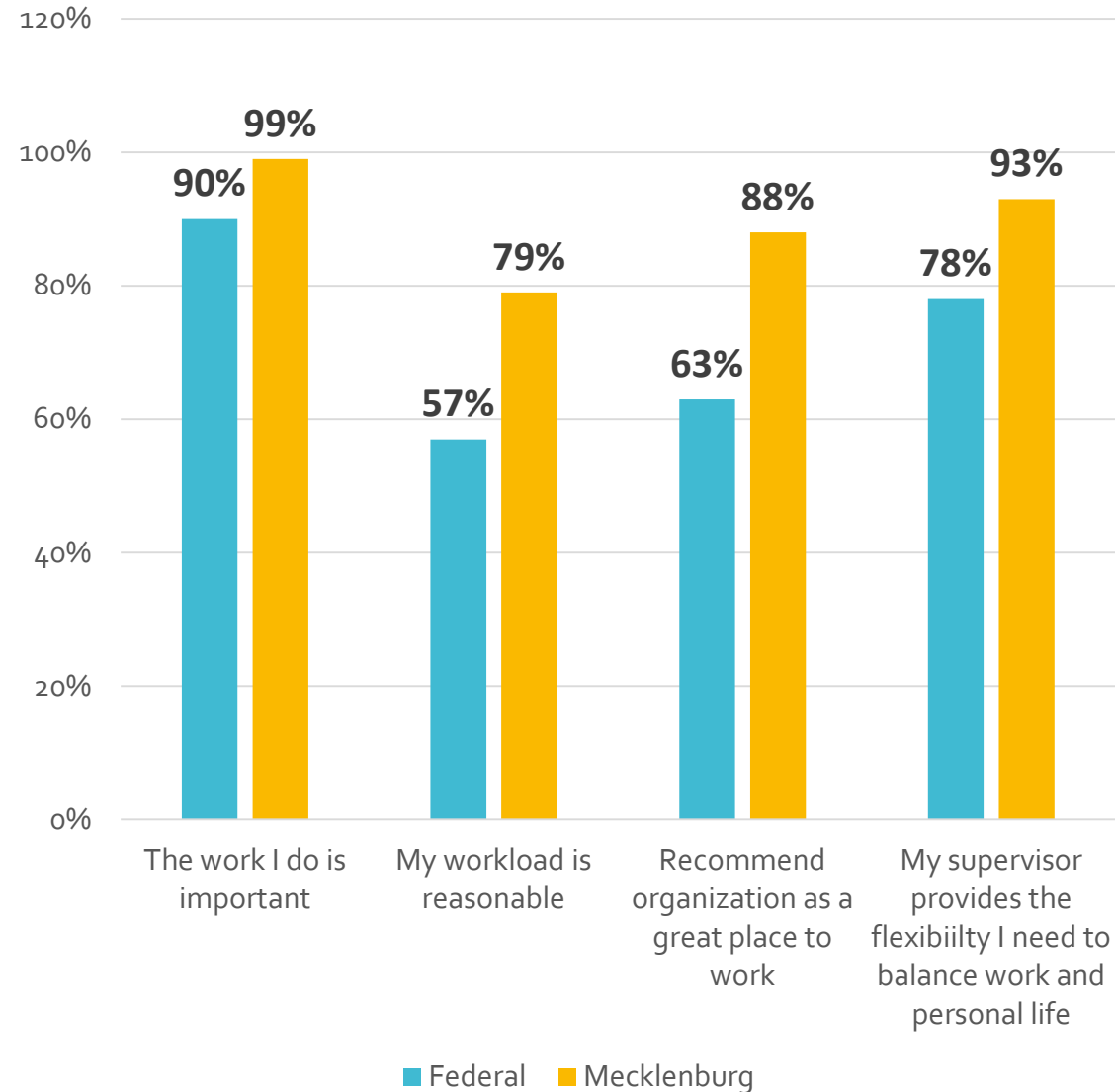
# Board of County Commissioners and Employees

FY16, **79%** of  
Employees Indicated  
“Board of County  
Commissioners values  
County Employees”



# Federal vs. Local Government Employees

# Federal Government vs. Local Government employees



“The annual Federal Employee Viewpoint Survey found that local government employees were more satisfied with their jobs and more inclined to know what was expected from them.”

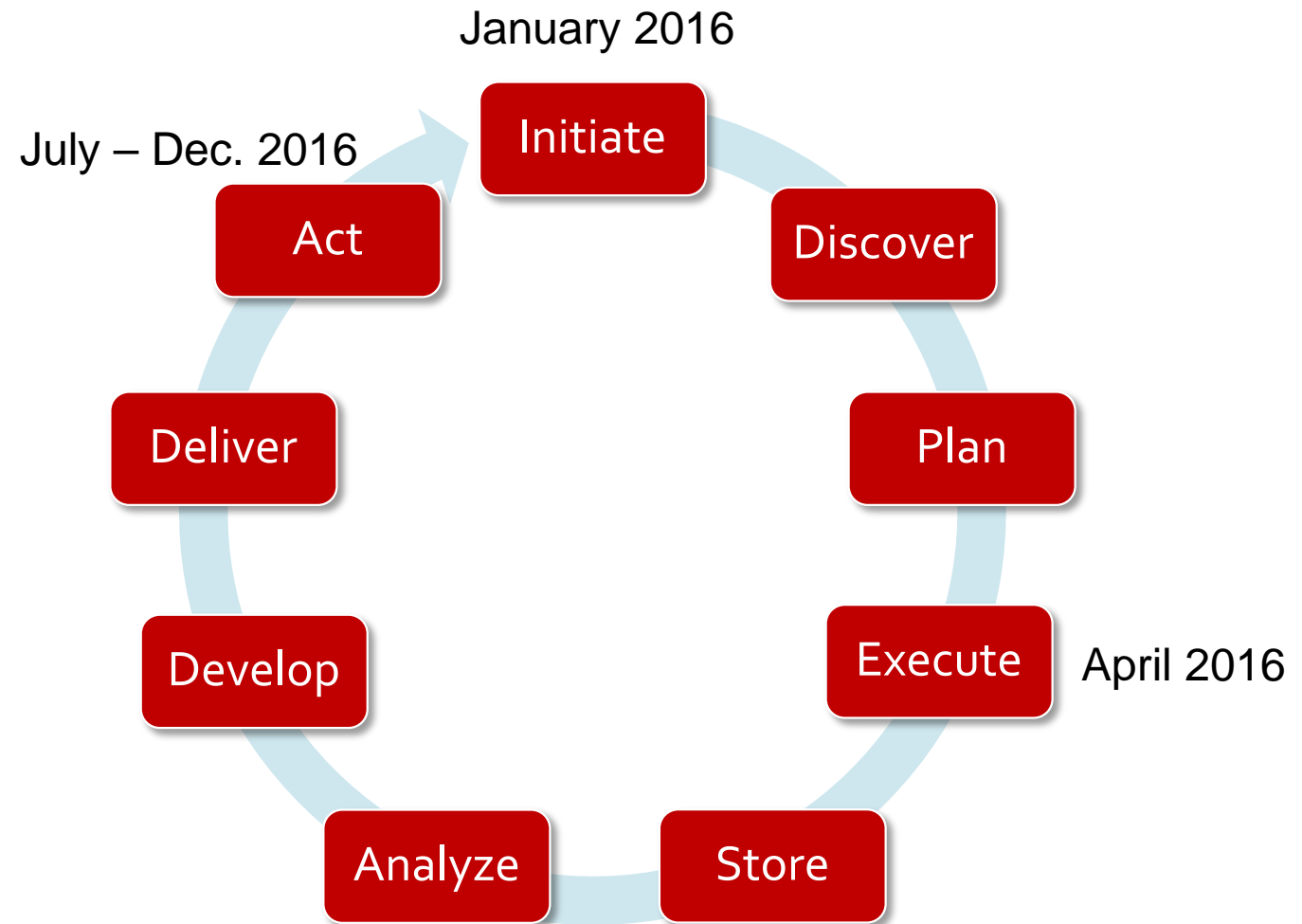
~ Governing 2016

# Employee Comments (Themes)

## Qualitative Themes from Employee Comments

- **Communication** on organizational and departmental matters
- Desire for employees to be more **involved** in decisions that affect them
- **Workload** (need for balance and adjustment based on demand for services)
- **Workplace security** (perceptions of security after work in office AND going to vehicle)

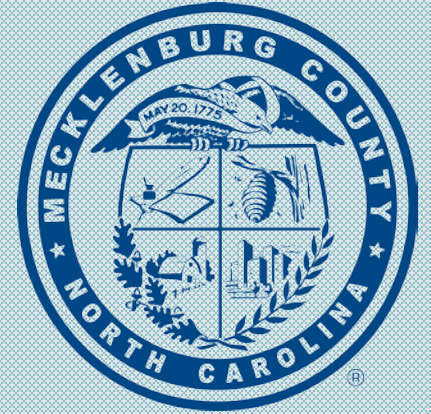
# Conclusion



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