



2017 Employee Climate Survey

Presented to Board of County Commissioners

Monica R. Allen, PhD

Strategic Planning & Evaluation

September 26, 2017

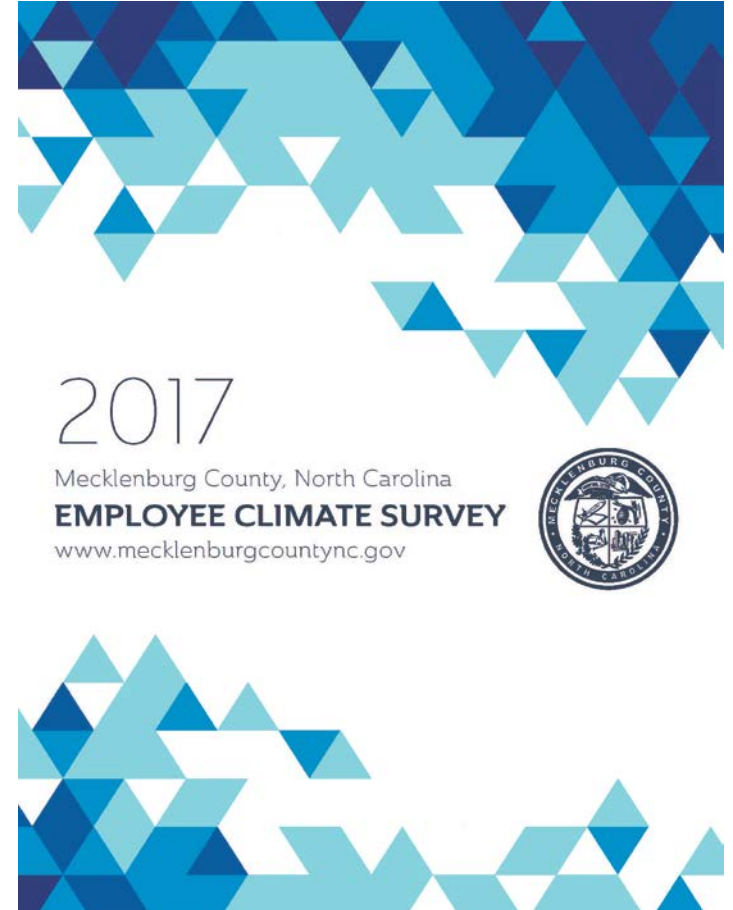


STRATEGY TO SUCCESS
— MECKLENBURG COUNTY —

Theme:
Your County,
Your Opportunity

Overview

- Background & Methodology
- Demographics
- Enterprise Results
- Employee Motivation & Satisfaction
- Noteworthy Improvements
- Area to Monitor
- Summary



Background & Methodology

Background

15th Year

Purpose

- Assess employee motivation and satisfaction (11 sub-measures) and employee development (5 sub-measures)
- Assess progress toward performance management goals
- Identify employee perceptions of business support services
- Identify general sentiments from employees

Methodology

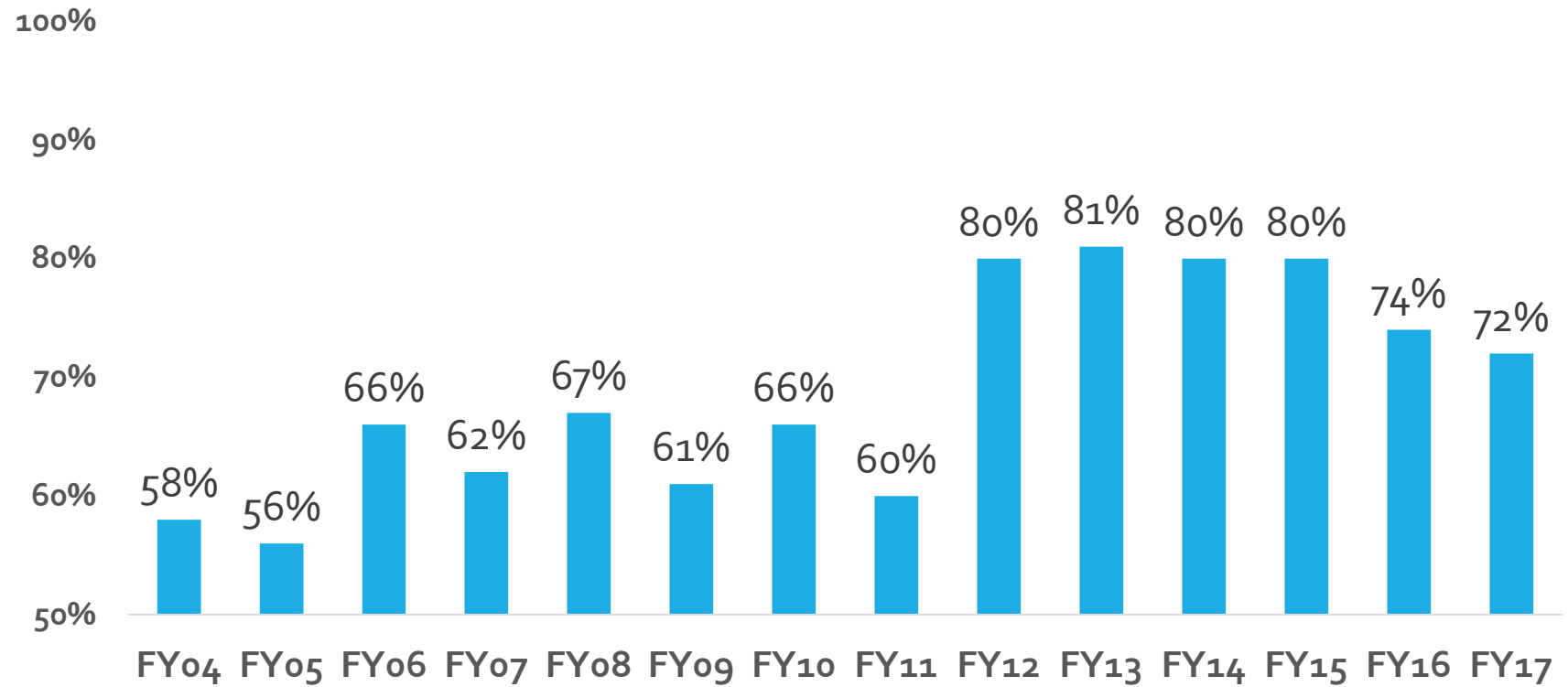
- Administered online using Qualtrics software
- Assessed **57** Corporate items and various Department-Agency specific questions
- Conducted for three weeks: **April 17 – May 8**
- Majority of the results shown reflect the percent of respondents that select “agree” or “strongly agree”

Response Rate

72%
Response Rate



3,694
Employee Responses

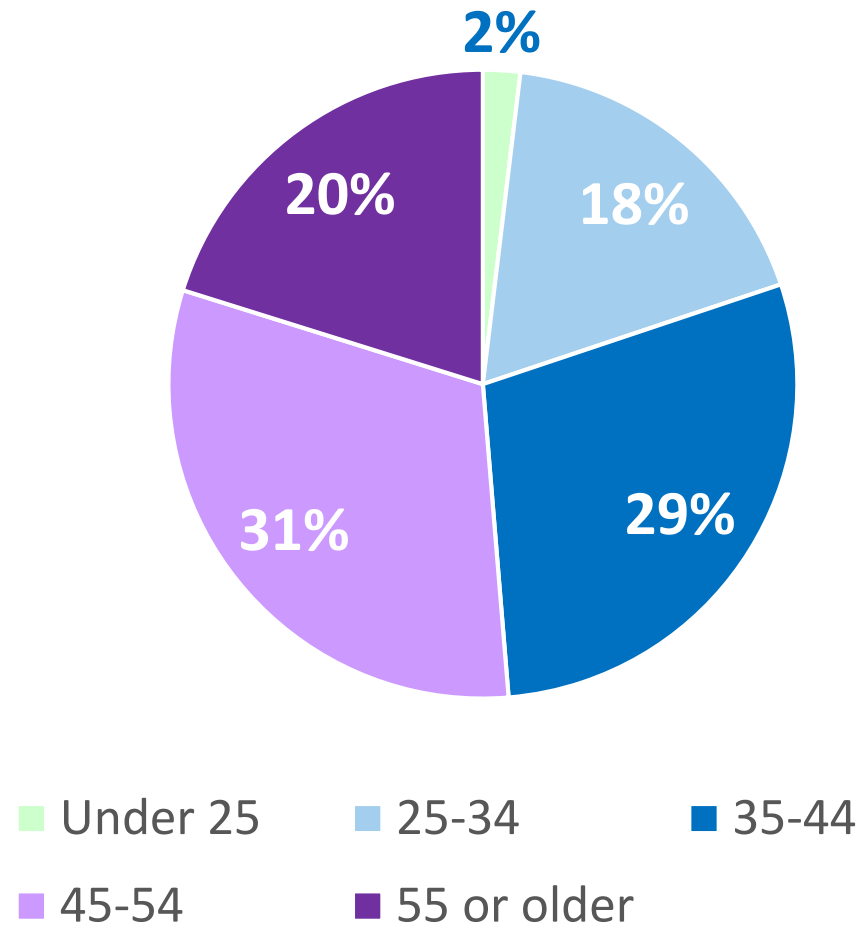


Demographics

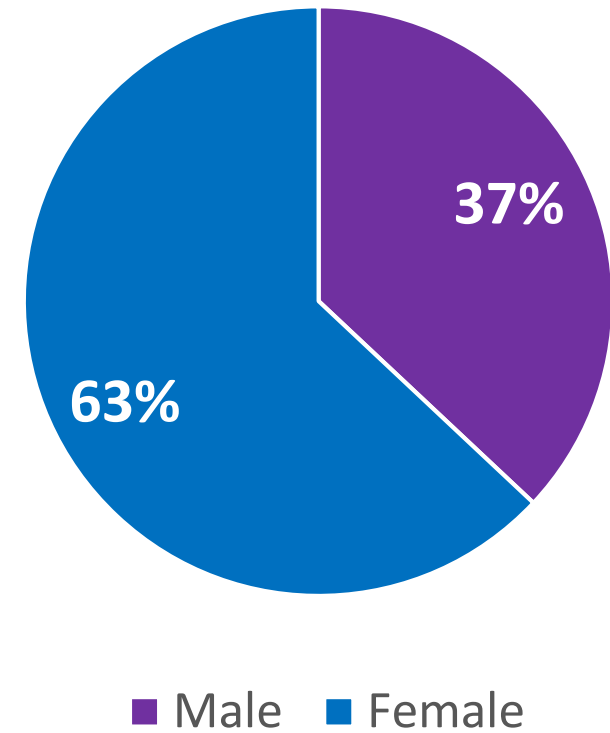
Age
Gender
Job-Level
Race/Ethnicity

Demographic Responses

% of County Respondents by **Age**



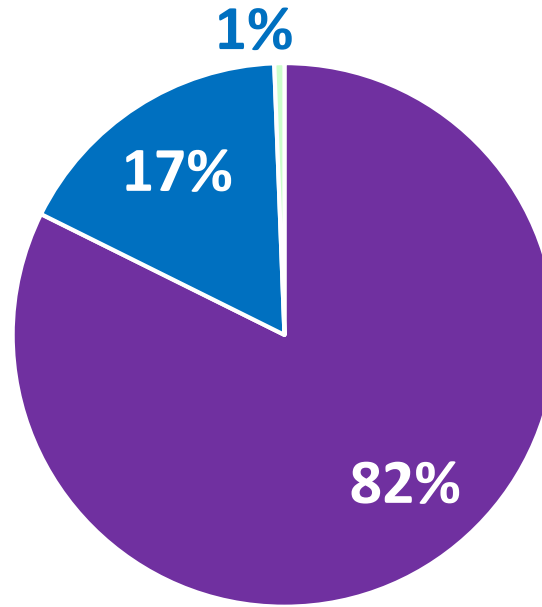
% of County Respondents by **Gender**



*Respondents reflect a valid sample of the County government employee population

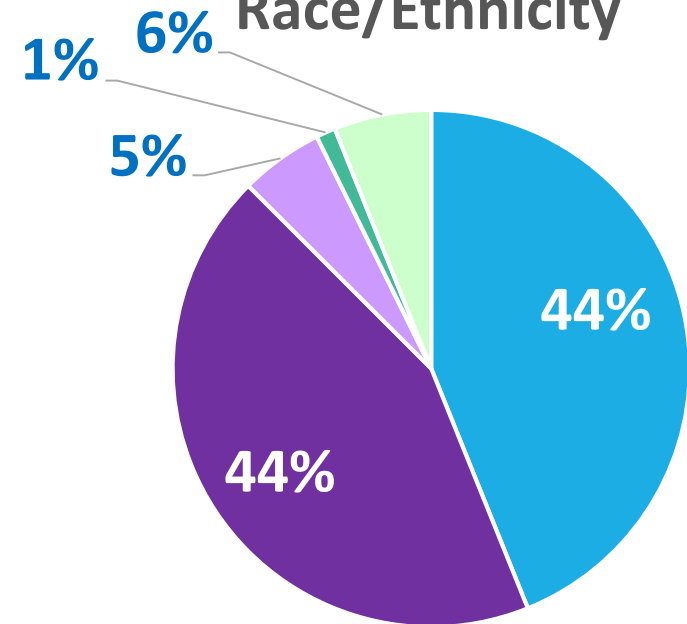
Demographic Responses

% of County Respondents by
Job-Level



- Front-Line
- Supervisor/Manager
- Senior/Executive

% of County Respondents by
Race/Ethnicity

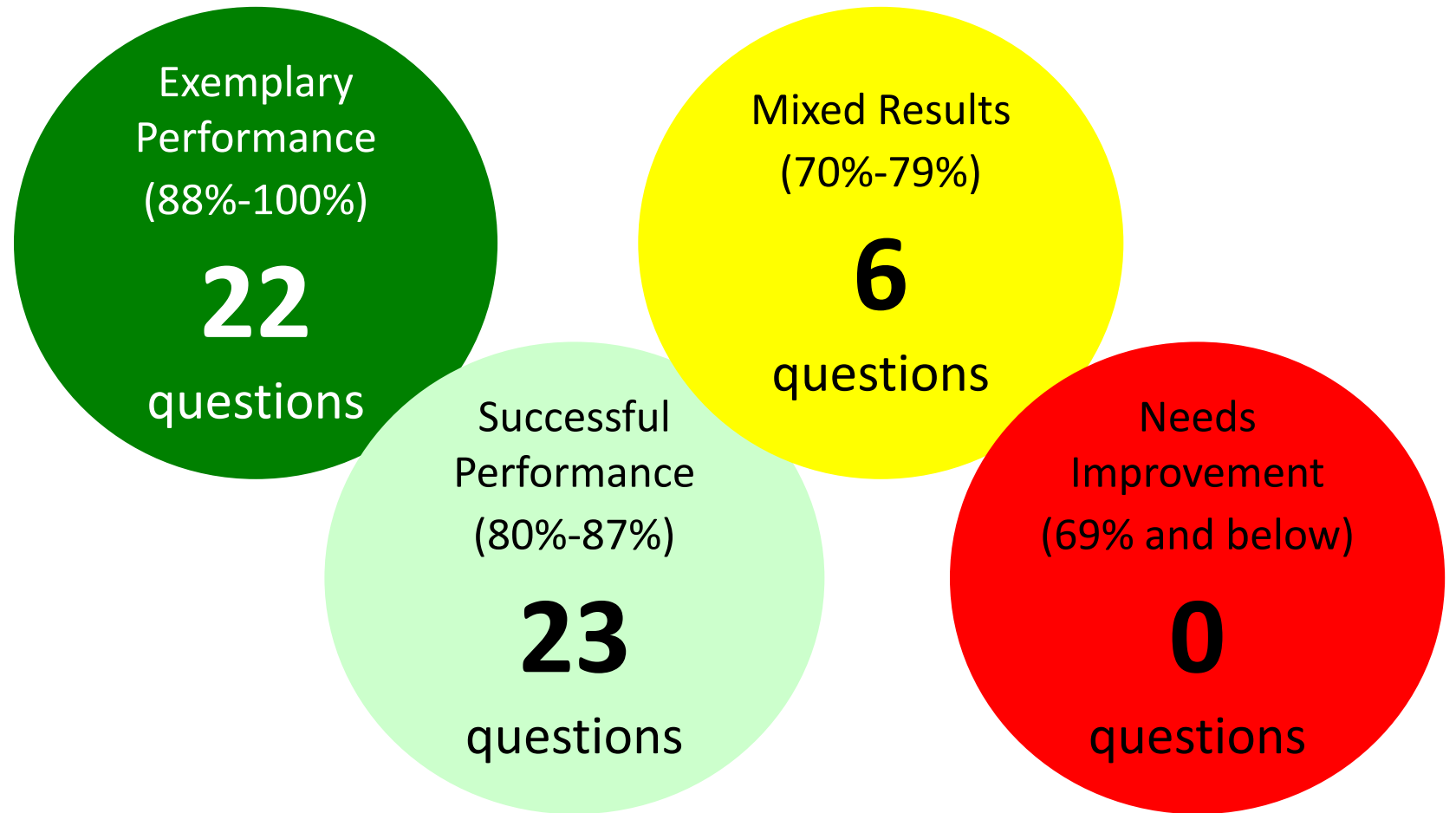


- Black/African-American
- Non-Hispanic/White
- Hispanic/Latino
- Asian/Pacific Islander
- Other

Enterprise Results

Performance Standards
Highest and Lowest Ratings

Results by Performance Standards

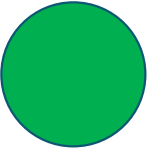


Highest and Lowest Rated Question

99%

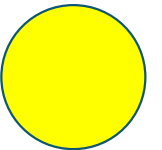
The work I do is important.

- Also the highest rated in 2016 (99%), 2015 (99%), 2014 (98%) and 2013 (98%)



73%

The Board of County Commissioners values County employees.



Highest and Lowest Rated Question

99%

The work I do is important.

- Also the highest rated in 2016 (99%), 2015 (99%), 2014 (98%) and 2013 (98%)

"We are given an opportunity to impact the community in a positive way."

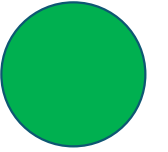
"I love the work I do, I love the opportunity I have to affect change in families I work with and never take my authority in their lives lightly."

"I enjoy working in Drug Court. It has been very rewarding and a great opportunity to serve our community."

"Very fulfilling as I feel that I'm contributing and making a difference in my community and Mecklenburg County."

73%

The Board of County Commissioners values County employees.



Highest and Lowest Rated Question

99%

The work I do is important.

- Also the highest rated in 2016 (99%), 2015 (99%), 2014 (98%) and 2013 (98%)

"I am very discouraged and angry regarding the lack of support from the County Commissioners during recent county crisis (Health Department, IT, CMO). Their actions and statements do anything but motivate me to try to meet their expectations."

"To see the BOCC publicly condemn us and accuse us of systemic misconduct made me very disappointed in what I thought was a professional, respectful, and supportive relationship."

73%

The Board of County Commissioners values County employees.

Employee Motivation & Satisfaction

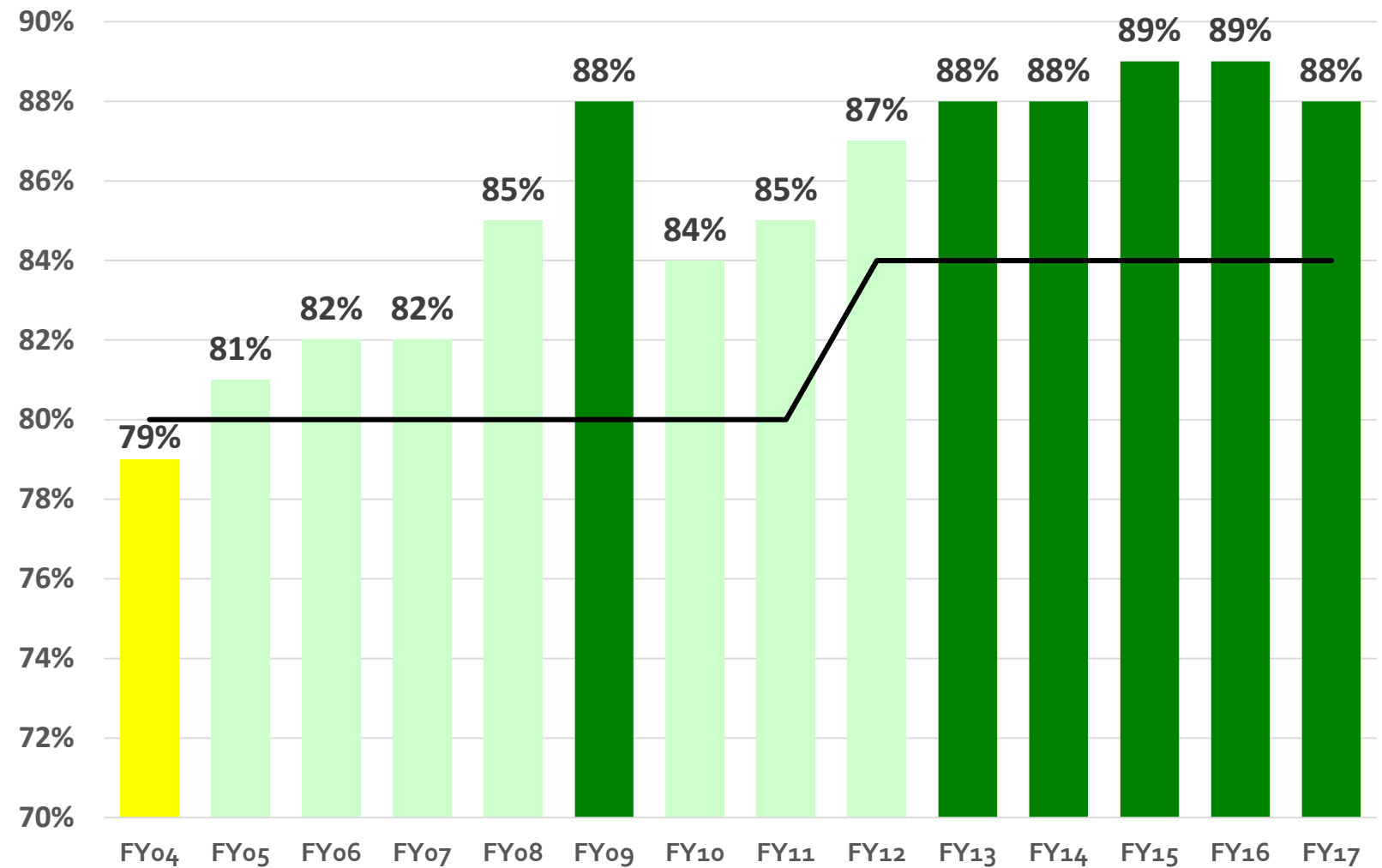
Perceptions of Mecklenburg County Government

Supervisors

Coworkers

Employee Motivation & Satisfaction Index

- Perceptions of County
- Supervisors
- Coworkers



Results ■ = Exemplary performance ■ = Successful performance ■ = Mixed results ■ = Needs improvement

— Target

Results reflect % Strongly Agree/Agree responses, unless otherwise noted.

Employee Motivation & Satisfaction Index

- Perceptions of County
- Supervisors
- Coworkers

Question	FY17 Results	FY16 Results
My supervisor treats me with respect.	93%	93%
My supervisor provides the flexibility I need to balance work and personal life.	92%	93%
My supervisor treats me fairly.	90%	91%
My co-workers are willing to assist each other.	90%	90%
My co-workers are respectful of each other.	88%	88%
I am able to openly communicate concerns to my supervisor .	87%	87%
My supervisor acknowledges my achievements.	87%	87%
My supervisor encourages an open exchange of ideas.	86%	87%
My supervisor encourages creative thinking.	85%	87%
I would recommend Mecklenburg County to others as a good place to work.	85%	88%
Most days I feel good about coming to work .	85%	86%
Employee Motivation & Satisfaction Index	88%	89%

Why Important?

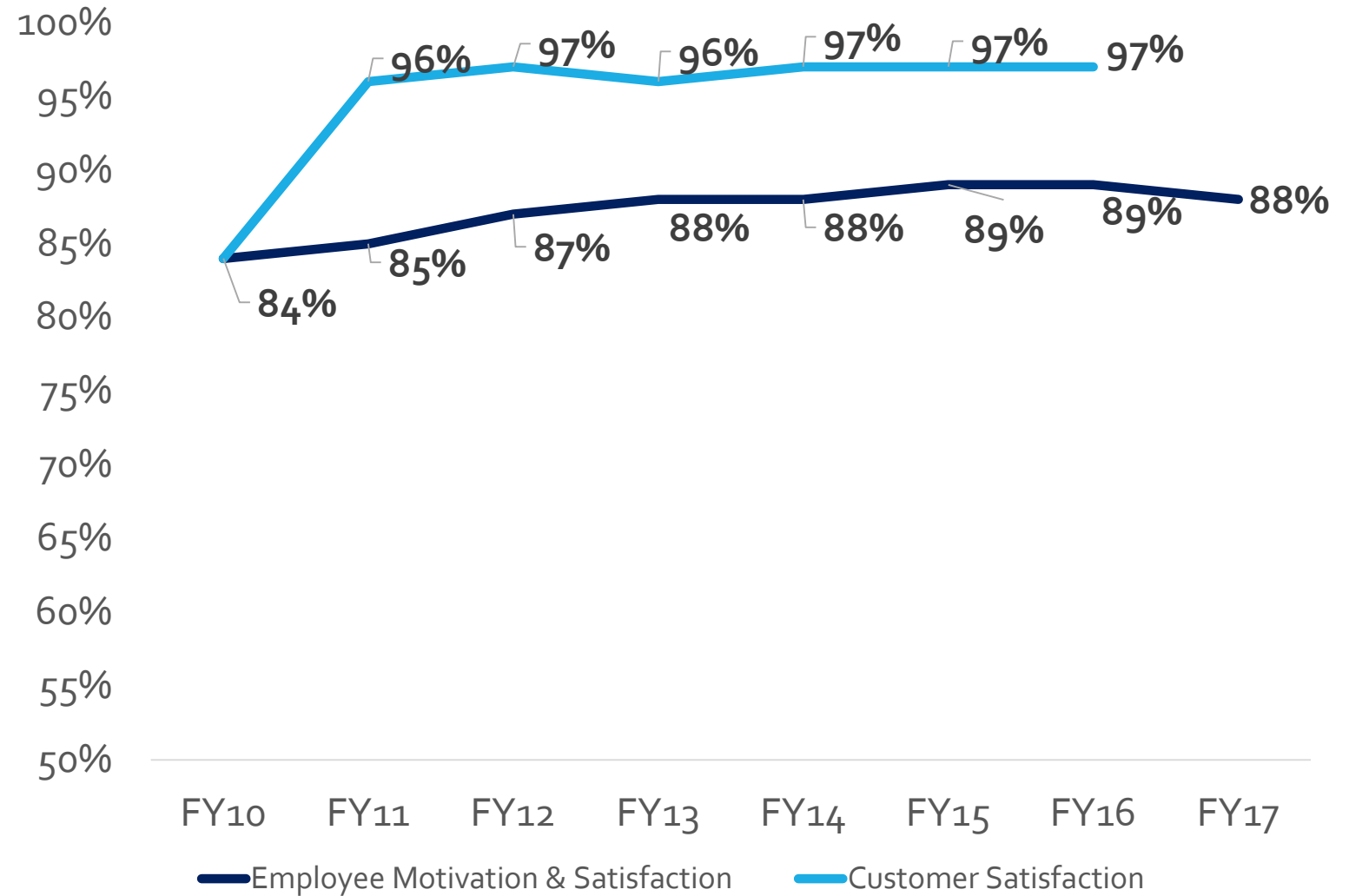
- High employee satisfaction is correlated with lower turnover and higher job performance
- Research suggests that employee satisfaction is one of the largest predictors for customer satisfaction

“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)

The relationship
between
Mecklenburg County
**Employee
Motivation &
Satisfaction** and
**Customer
Satisfaction** results

Corporate Trend



Supporting Research

31% of
U.S. employees
are engaged

(Gallup, Sept. 2017)

- Gallup Research: World-class organizations that make employee engagement a priority do the following:
 - ✓ **Strategy** – look objectively and rigorously at business problems and focus on finding the right employees and keep them engaged
 - ✓ **Accountability and Performance** – define and measure success at every level in the organization
 - ✓ **Communication** – have cultural alignment between employees and the company, paired with a strategic alignment between activities and company goals
 - Organizations use communication touchpoints to reinforce commitments to employees and customers
 - ✓ **Development** – have comprehensive leader and manager development programs and incorporate succession planning throughout the organization

These are aligned to Mecklenburg County's priorities

Noteworthy Improvements

Security
General

Security

Largest Positive Change

Notable Increases from 2016

Overall, I am satisfied with the security personnel presence at the facility where I work.

↑ 5
percentage points
80% ⇒ 85%

Overall, I feel secure going to my vehicle after regular business hours.

↑ 4
percentage points
70% ⇒ 74%

Overall, I feel secure at my workplace after regular business hours.

↑ 4
percentage points
74% ⇒ 78%

Overall, I feel secure going to my vehicle during business hours.

↑ 2
percentage points
91% ⇒ 93%

I feel secure at my workplace during regular business hours.

↑ 2
percentage points
88% ⇒ 90%

Security

Employee Voices

Notably fewer comments on security issues compared to FY16.

- “I appreciate the security guards patrolling the outside of building after business hours for persons who may be working overtime.”
- “My present officer is the best! He interacts with staff appropriately, and has created a positive relationship with customers, especially the teens and young adults.”
- “Feel much more secure since they have assigned more security to our building, and have maintained the parking lot lighting as well, as was very apprehensive this time last year and noted my concerns in my ECS this time last year.”

General Improvements

Corporate

- Restroom maintenance issues have generally improved, with “Restrooms are typically clean” up from **77% to 80%**, and “Restrooms are stocked with paper products and soap” up from **83% to 86%**
- Information Technology solves my technology problems quickly from **85% to 88%**
- Department Director clearly communicates what is going on in my department up from **78% to 80%**

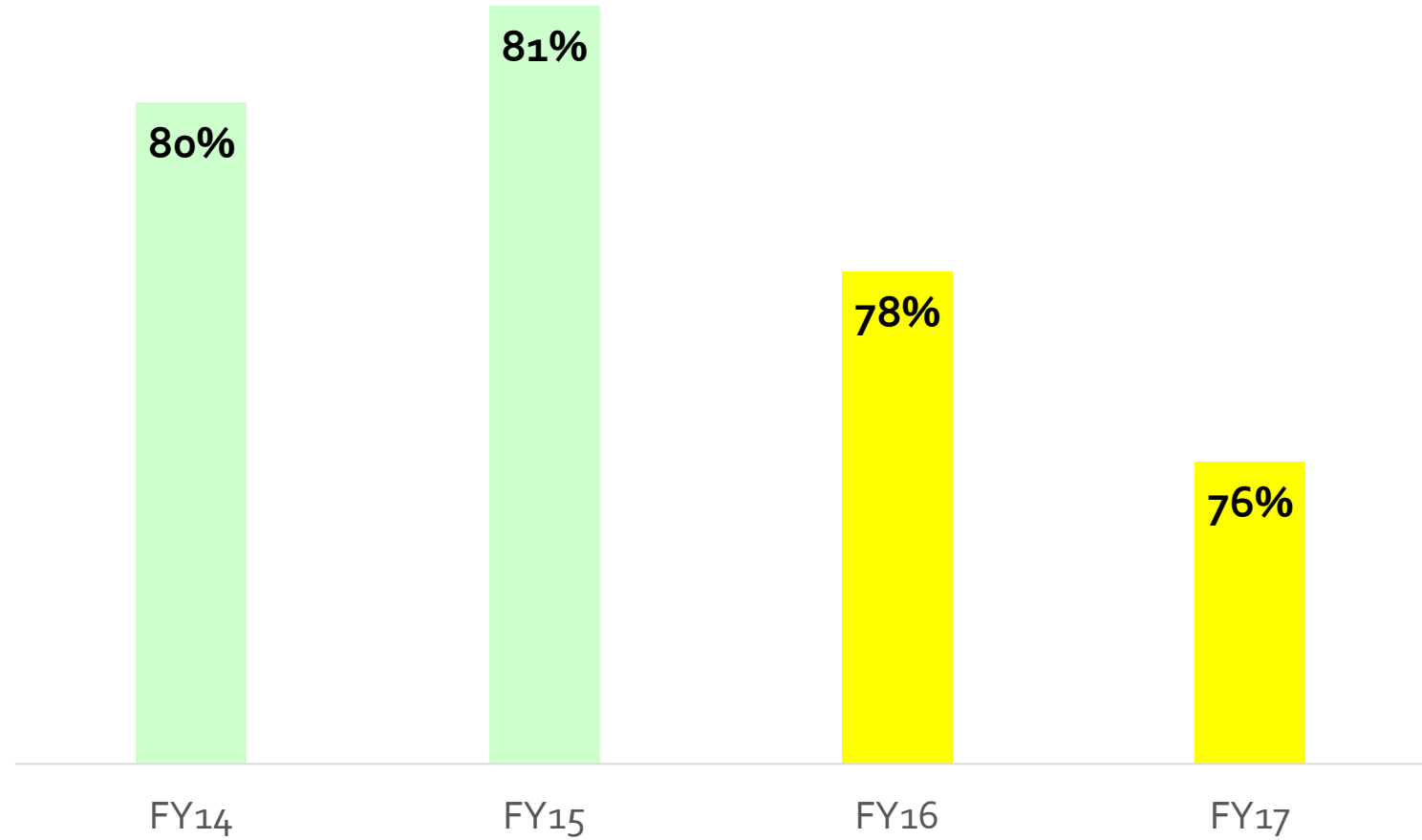
Area to Monitor

Employee Workload

Workload

Corporate

My Workload is Reasonable



Workload

Employee Voices

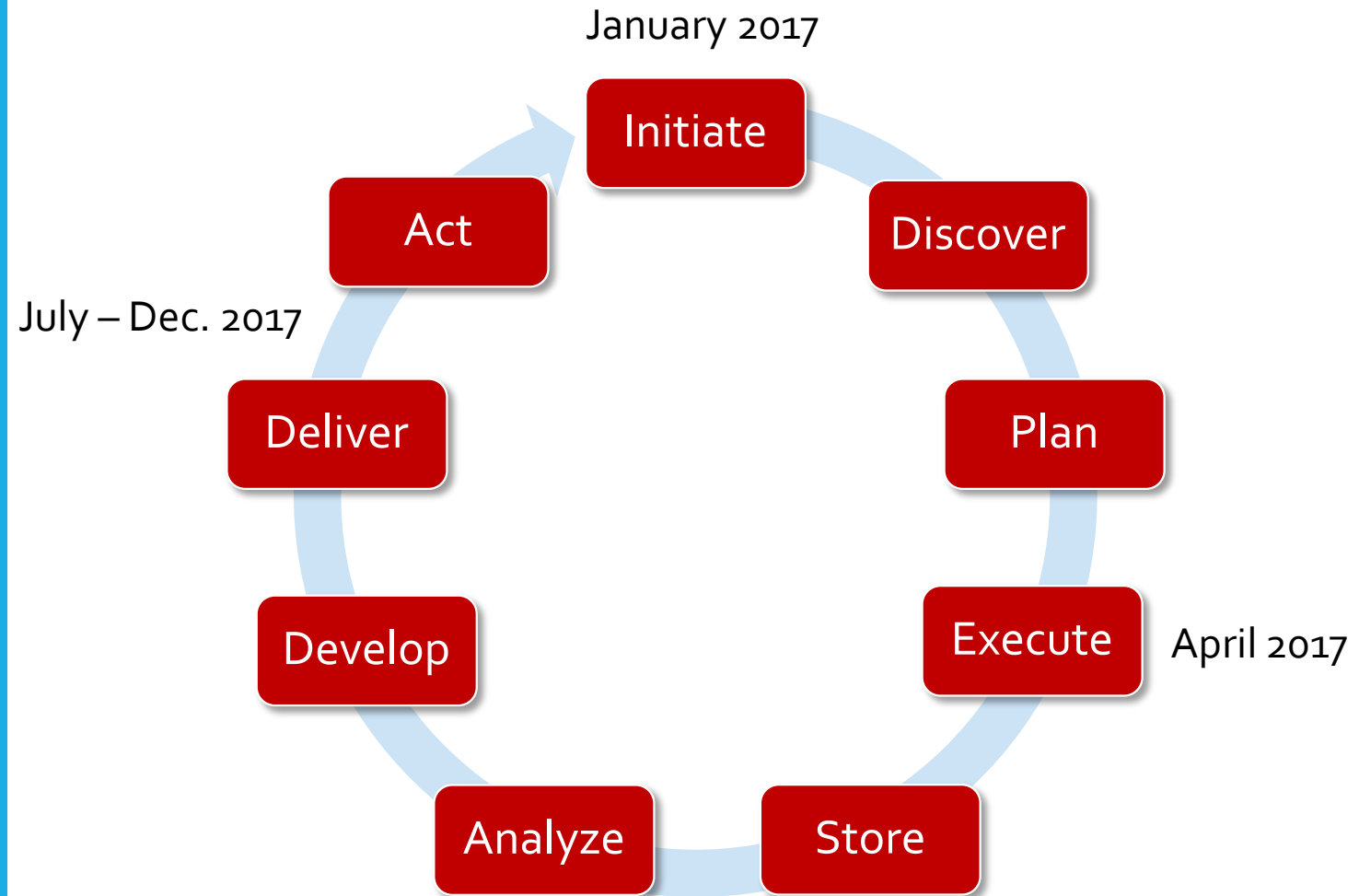
- "Hire more individuals and increase the salary to attract a higher caliber of employees and to promote retention that can support the overall success in managing the workload."
- "Figuring out how to retain employees and decreasing attrition rates would be a good start." (re: Managing Workload)
- "Some workers are given more because others do not carry their load. I do not mind being a team player or helping co workers ."
- "The workload is a lot - to the point that it is hard for us to manage our caseload appropriately and extremely difficult for us to provide the customer service that we would like to."

Summary

Summary

- Employees remain responsive to the survey and feel the work they do is important
- Additional investments/strategies drove improvements in Security and Maintenance scores
- Workload/Staffing/Work-Life Balance challenges
- Issue of some employees not feeling valued is emergent theme
 - Reflects employees' desire to feel understood and supported during challenging times (in some County departments)
 - “Value” questions correlated with higher resignation rate and a lower percentage recommending Mecklenburg County as a good place to work

Conclusion



Next Steps

- Post survey results on MeckWeb
- Continue to monitor trends and results in 2018



2017 Employee Climate Survey

Presented to Board of County Commissioners

Monica R. Allen, PhD

Strategic Planning & Evaluation

September 26, 2017



STRATEGY TO SUCCESS
— MECKLENBURG COUNTY —

Theme:
Your County,
Your Opportunity