

2019



Employee Climate Survey

Presented to:
Mecklenburg Board of County Commissioners

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October 8, 2019

Presentation Agenda

- **Overview** (Background, Timeline, Response Rates, Demographics)
- Enterprise Index Results
- Items of Interest
- Business Support Items
- Final Highlights
- Communicating Results with Employees



Background & Methodology

17th
Year

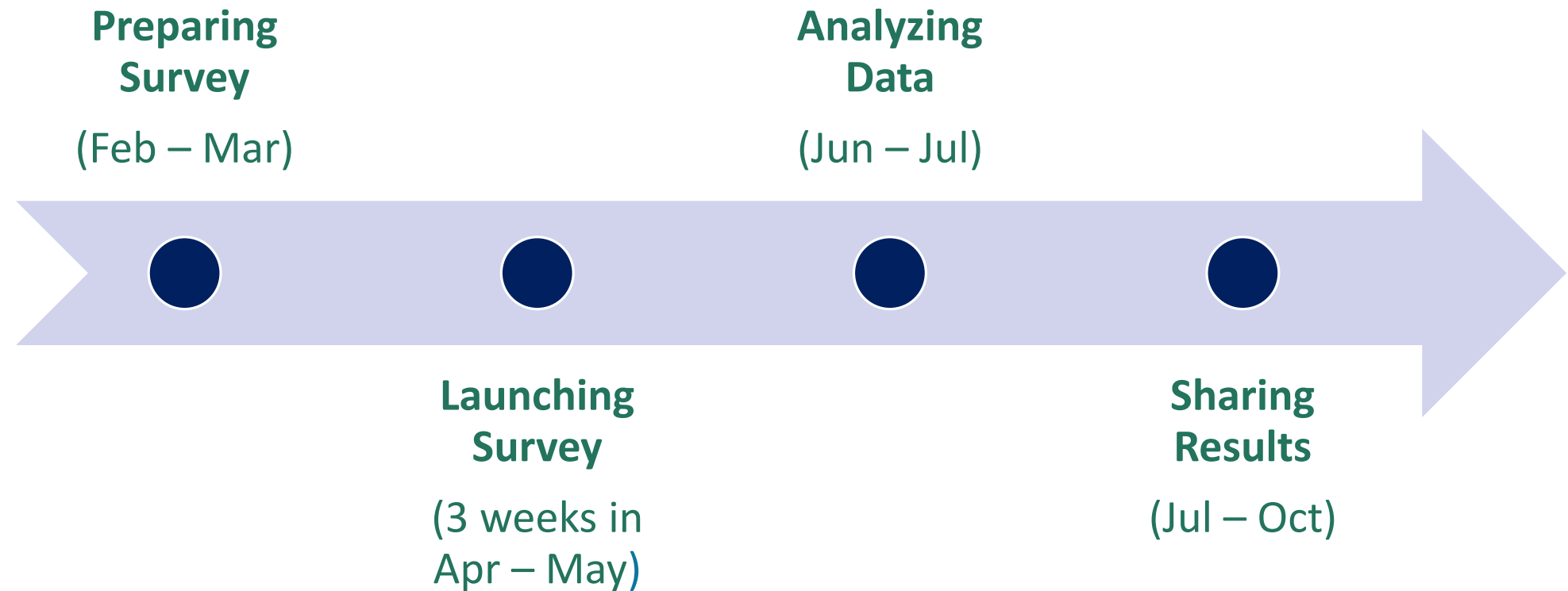
Purposes of the Employee Climate Survey (ECS):

1. Assess employee motivation and satisfaction (11 measures) and employee development (5 measures)
2. Assess progress toward performance management goals
3. Identify employee perceptions of business support services
4. General sentiments from employees

Methodology:

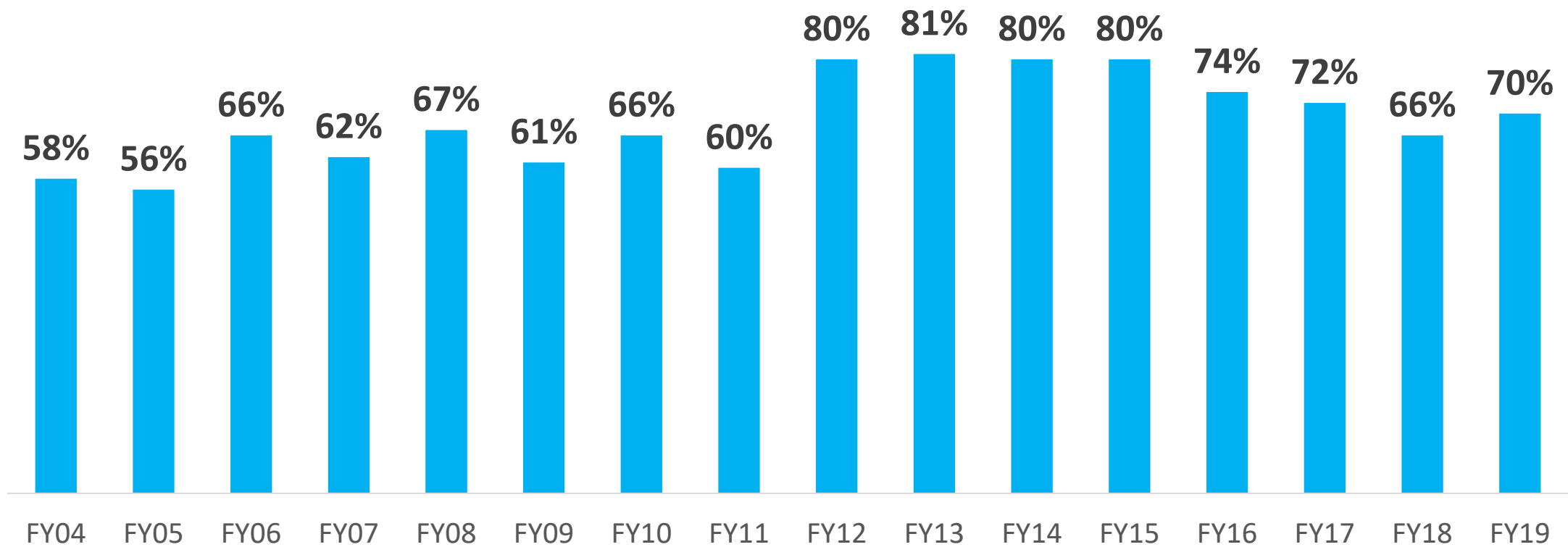
1. Administered online using Qualtrics software from April 22 – May 13
2. All full-time, part-time and limited part-time employees received the survey
3. Assessed approximately 60 corporate items and various department-specific questions
4. Majority of the results shown reflect the percent of respondents that select “agree” or “strongly agree”

Employee Climate Survey Project Timeline



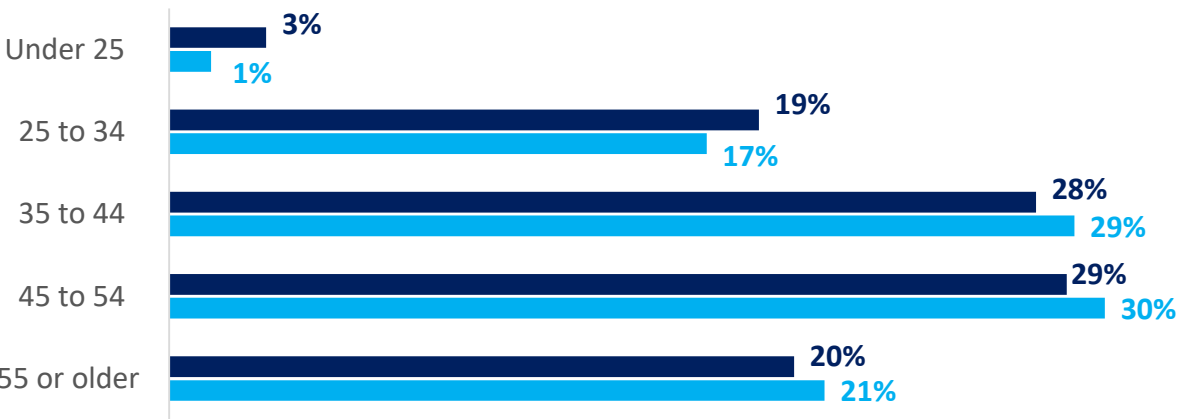
Response Rate (FY2004-2019)

FY19: 3,717 out of 5,306 employees

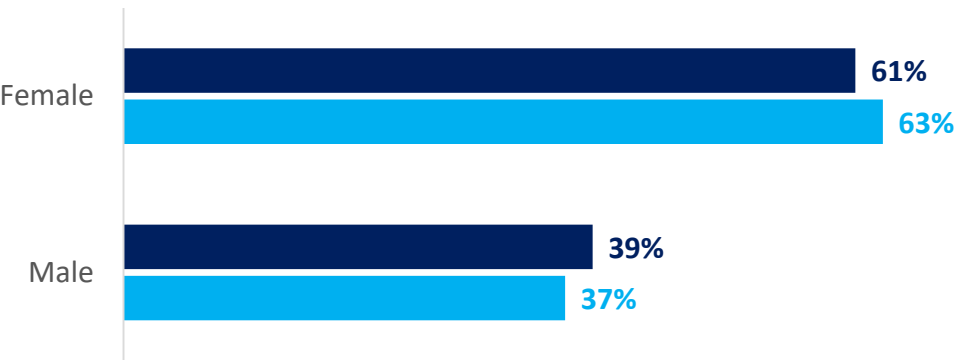


Demographics

Age: Employee Population vs. Survey Respondents



Gender: Employee Population vs. Survey Respondents



Race/Ethnicity: Employee Population vs. Survey Respondents





Photo by Stephen Dawson on Unsplash

Enterprise Index Results

- Employee Motivation & Satisfaction Index
- Employee Development Index

Enterprise Index Items

Employee Motivation & Satisfaction Index (11 items)

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

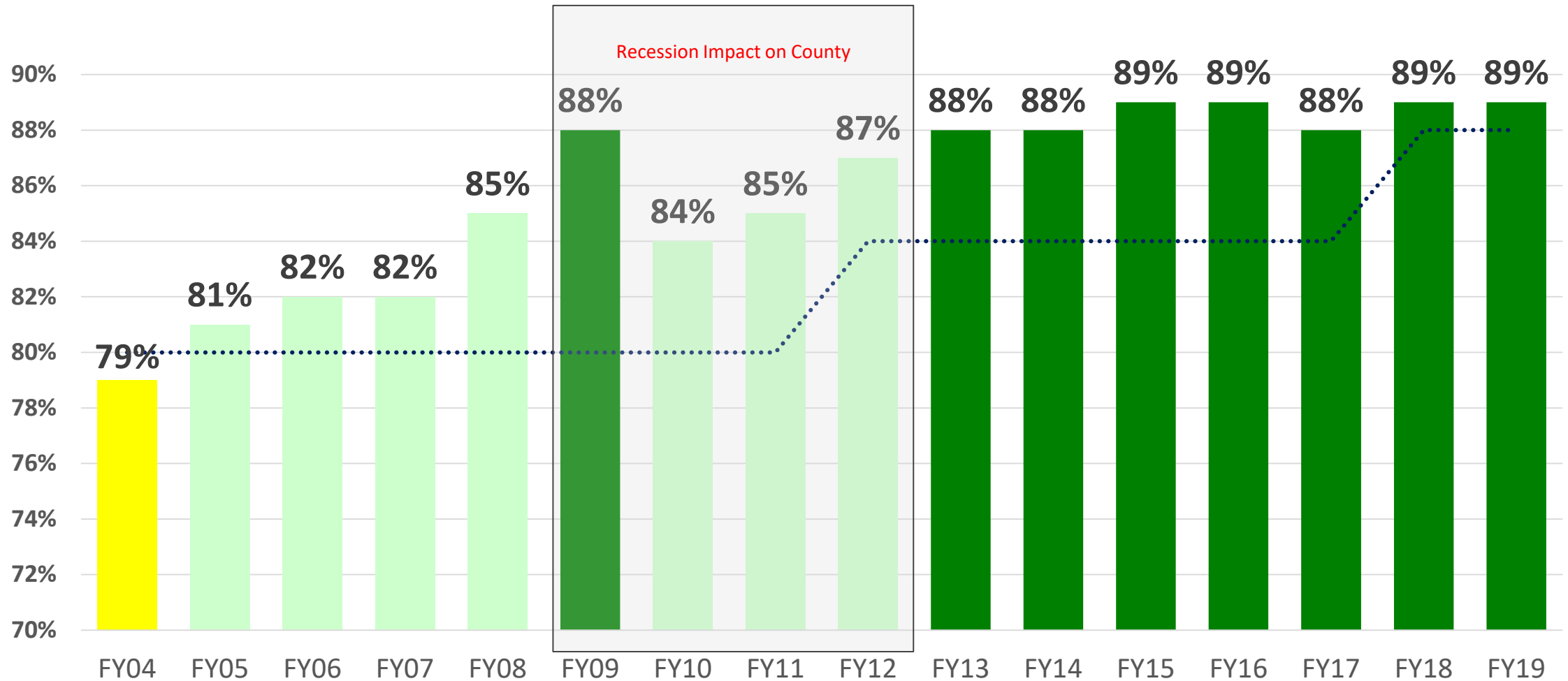
Employee Development Index (5 items)

- My supervisor supports my participation in professional development opportunities.
- My supervisor provides sufficient feedback regarding my performance.
- My supervisor provides timely feedback about my performance.
- My supervisor annually assesses progress on my individual development plan.
- I have a workplan that includes an individual development plan (IDP).

Employee Motivation & Satisfaction Index Results



Employee Motivation & Satisfaction Index



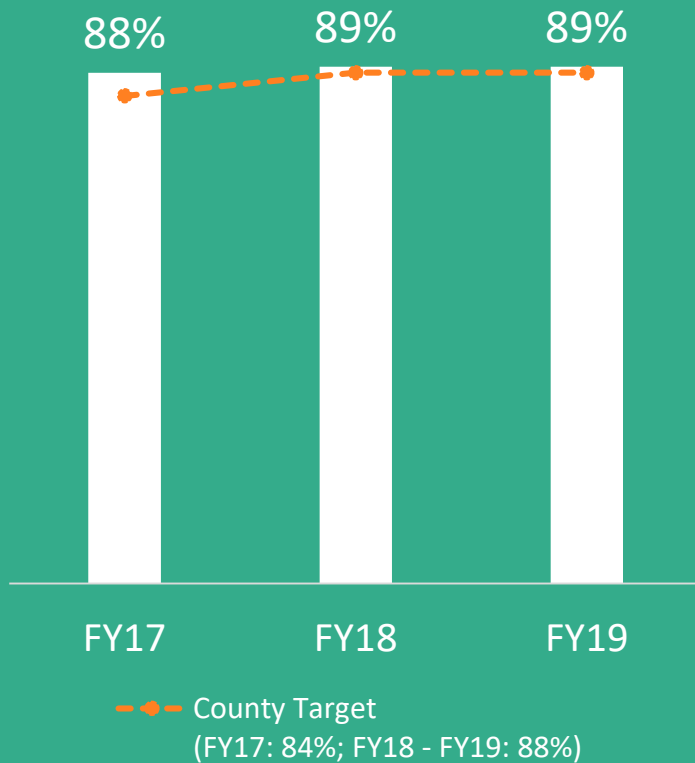
Results ■ = Exemplary performance ■ = Successful performance ■ = Mixed results ■ = Needs improvement

..... Target

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

Employee Motivation & Satisfaction Index Results

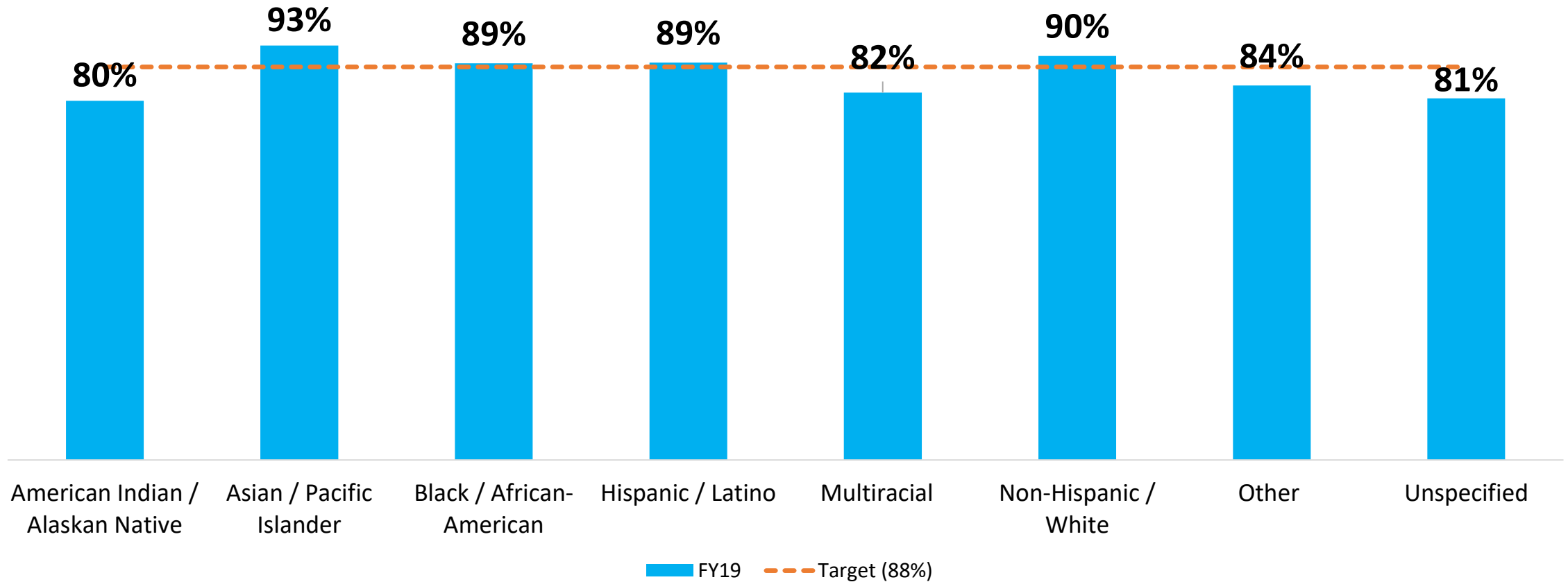
3-Year County-Level Trend



Items in the Motivation & Satisfaction Index	FY17	FY18	FY19
My supervisor provides the flexibility I need to balance work and personal life.	92%	93%	93%
My supervisor treats me with respect.	93%	94%	93%
My supervisor treats me fairly.	90%	91%	91%
My co-workers are willing to assist each other.	90%	90%	90%
My co-workers are respectful of each other.	88%	88%	88%
My supervisor acknowledges my achievements.	87%	88%	88%
I am able to openly communicate concerns to my supervisor.	87%	87%	88%
My supervisor encourages an open exchange of ideas.	86%	87%	87%
My supervisor encourages creative thinking.	85%	87%	87%
I would recommend Mecklenburg County to others as a good place to work.	85%	84%	85%
Most days I feel good about coming to work.	85%	85%	84%

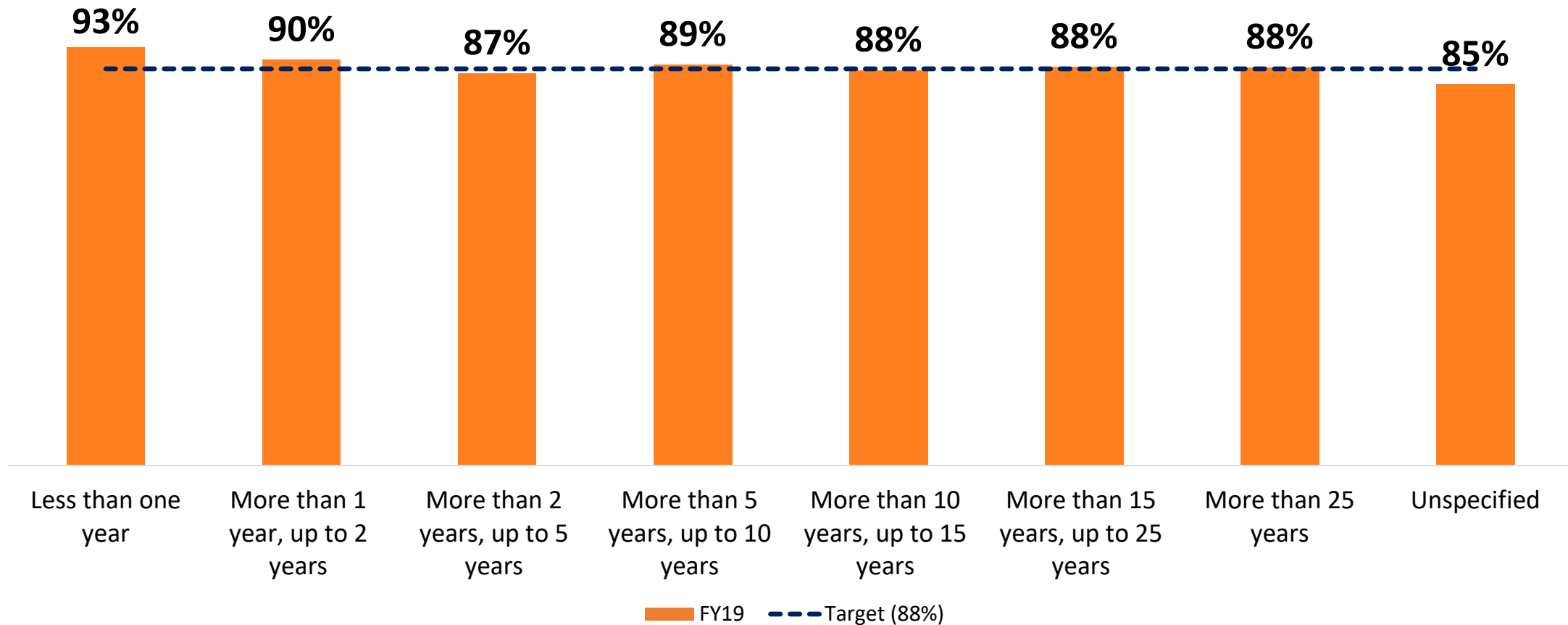
Employee Motivation & Satisfaction Index Results

(by race/ethnicity)



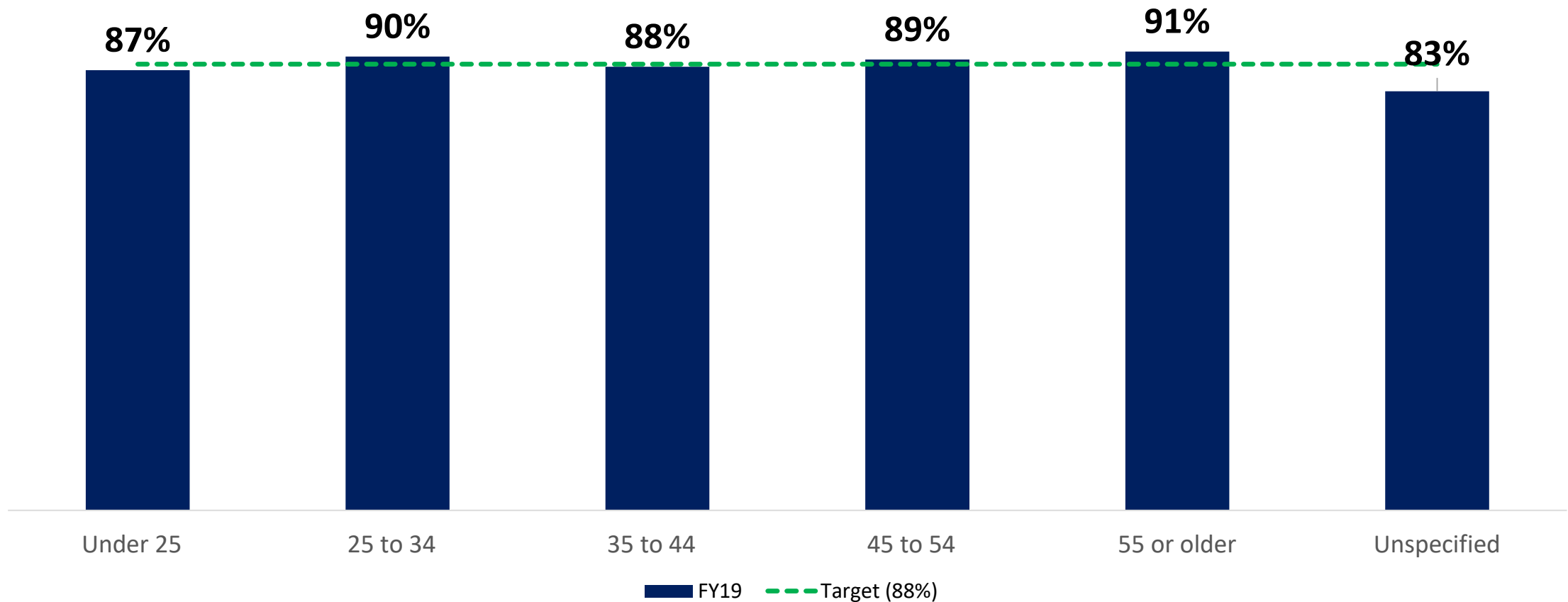
Employee Motivation & Satisfaction Index Results

(by tenure)



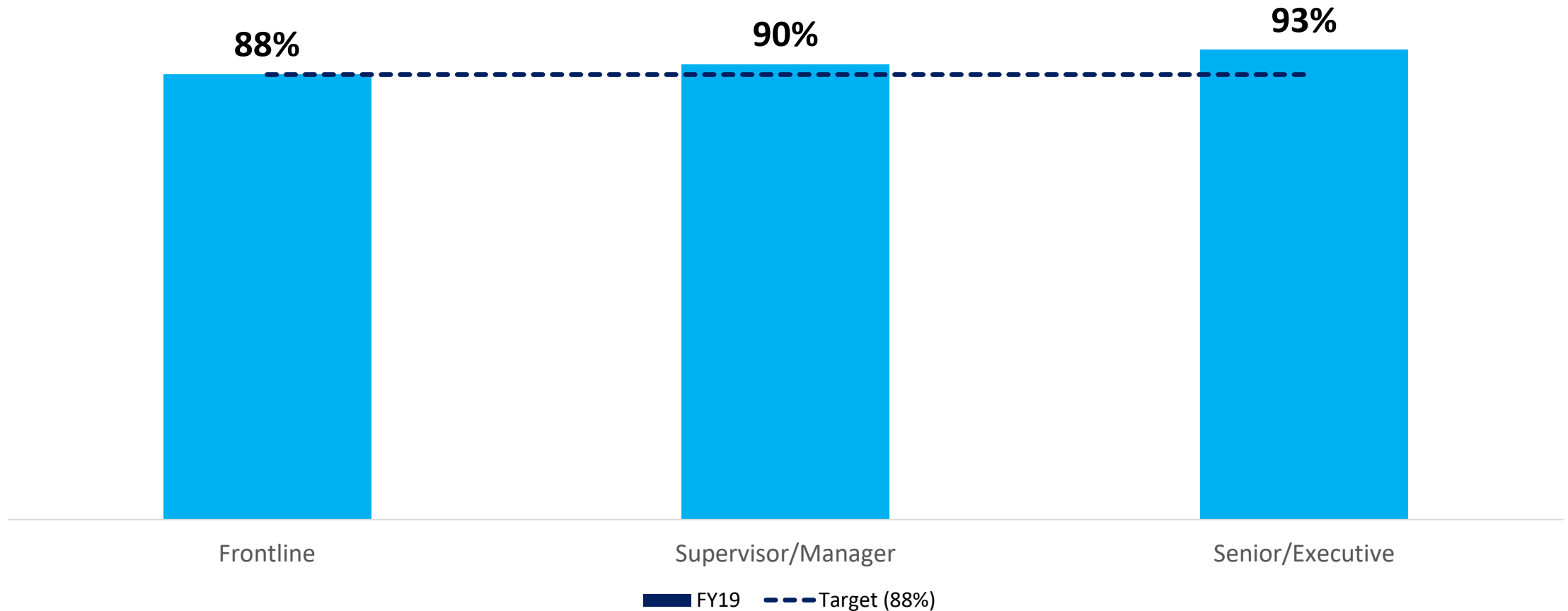
Employee Motivation & Satisfaction Index Results

(by age)



Employee Motivation & Satisfaction Index Results

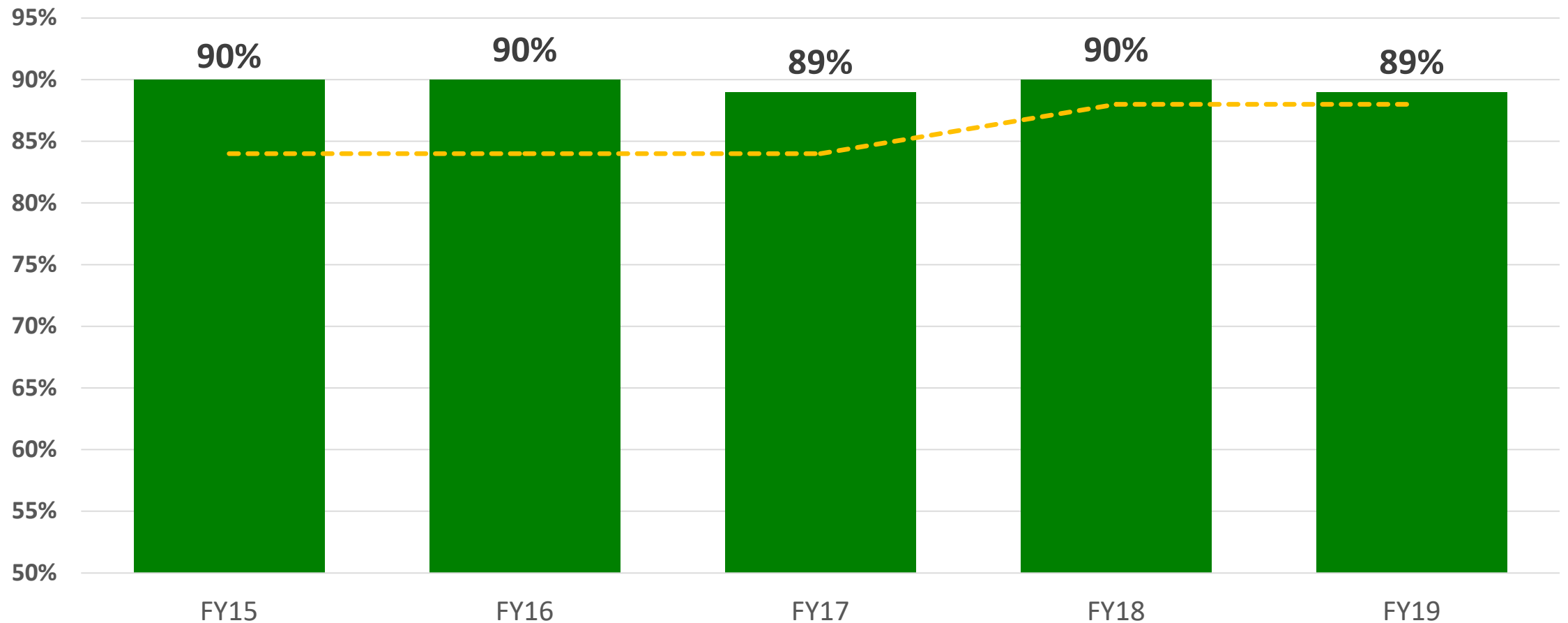
(by job level)



Employee Development Index Results



Employee Development Index



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

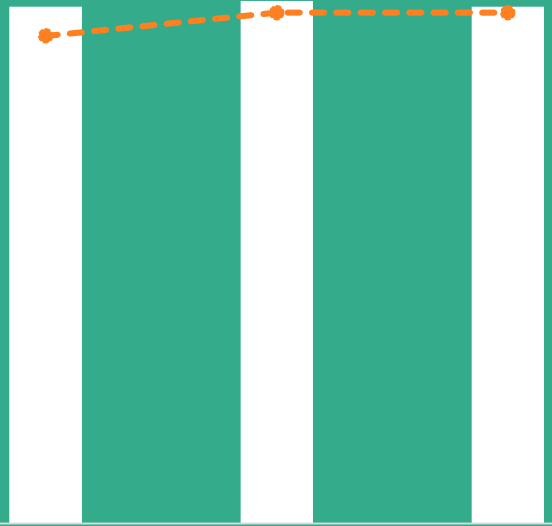
Results reflect % Strongly Agree/Agree responses, unless otherwise noted.

..... Target

Employee Development Index Results

3-Year County-Level Trend

89% 90% 89%



FY17 FY18 FY19

County Target
(FY17: 84%; FY18 - FY19: 88%)

Items in the Development Index	FY17	FY18	FY19
My supervisor annually assesses progress on my individual development plan.*	95%	95%	94%
My supervisor supports my participation in professional development opportunities.	92%	92%	92%
I have a workplan that includes an individual development plan (IDP).	88%	89%	87%
My supervisor provides sufficient feedback regarding my performance.	87%	87%	88%
My supervisor provides timely feedback about my performance.	86%	85%	86%

*Results reflect % Yes response to "I have a workplan that includes an individual development plan."

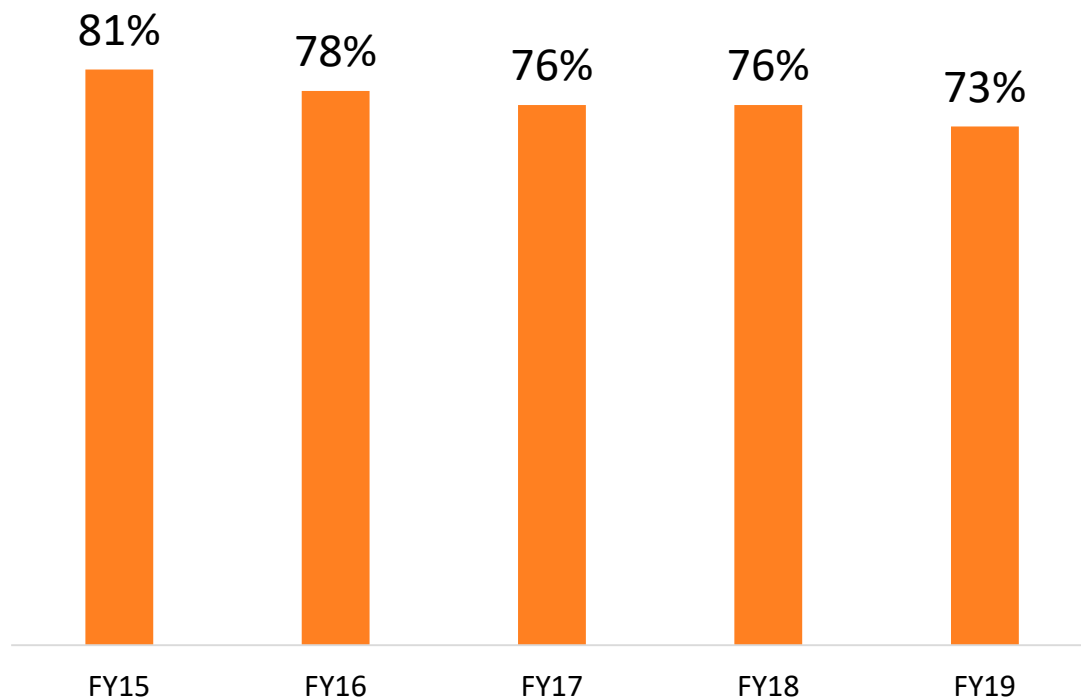


Items of Interest

- Perceptions of Workload
- Valuing County Employees

Perceptions of Workload

SURVEY ITEM: MY WORKLOAD IS REASONABLE



Responses reflect percent “strongly agree” and “agree”

EMPLOYEE COMMENTS:

“The workload is reasonable and manageable for the unit size we have.”

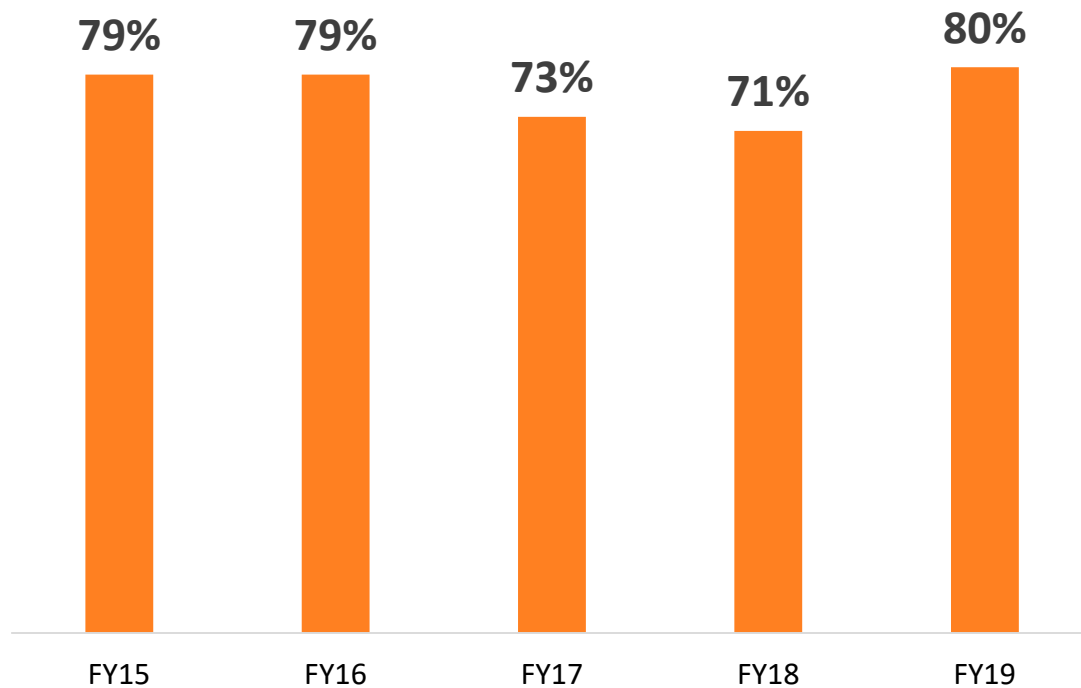
“Teamwork, teamwork, teamwork. The more people work together the easier the workload becomes.”

“Simply put, we need additional staff.”

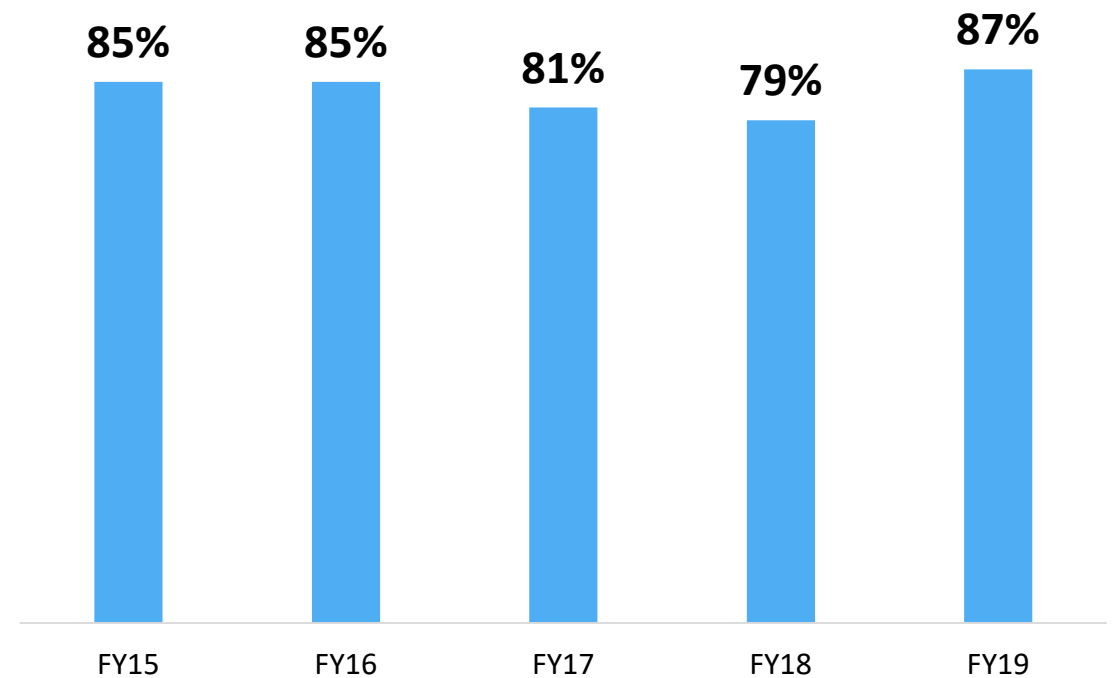
“It has been noted that the workload is not distributed equally. Some of the positions need to be re-evaluated because of the heavy load and some because of the extremely light workload.”

Valuing County Employees

SURVEY ITEM: THE BOARD OF COUNTY COMMISSIONERS VALUES COUNTY EMPLOYEES



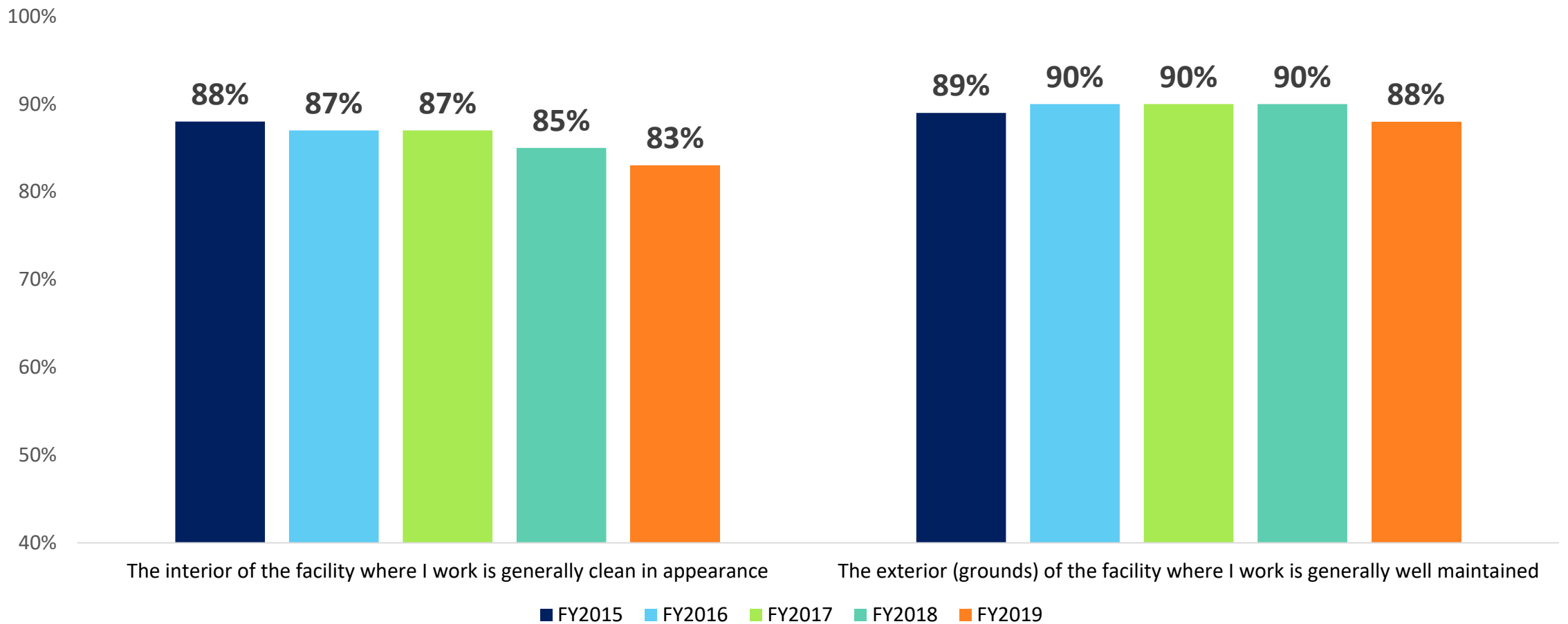
SURVEY ITEM: THE EXECUTIVE LEADERSHIP OF MECKLENBURG COUNTY VALUES COUNTY EMPLOYEES





Business Support Items

- Asset and Facilities Mgmt. (Maintenance + Security)
- Human Resources
- Information Technology Services
- Public Information



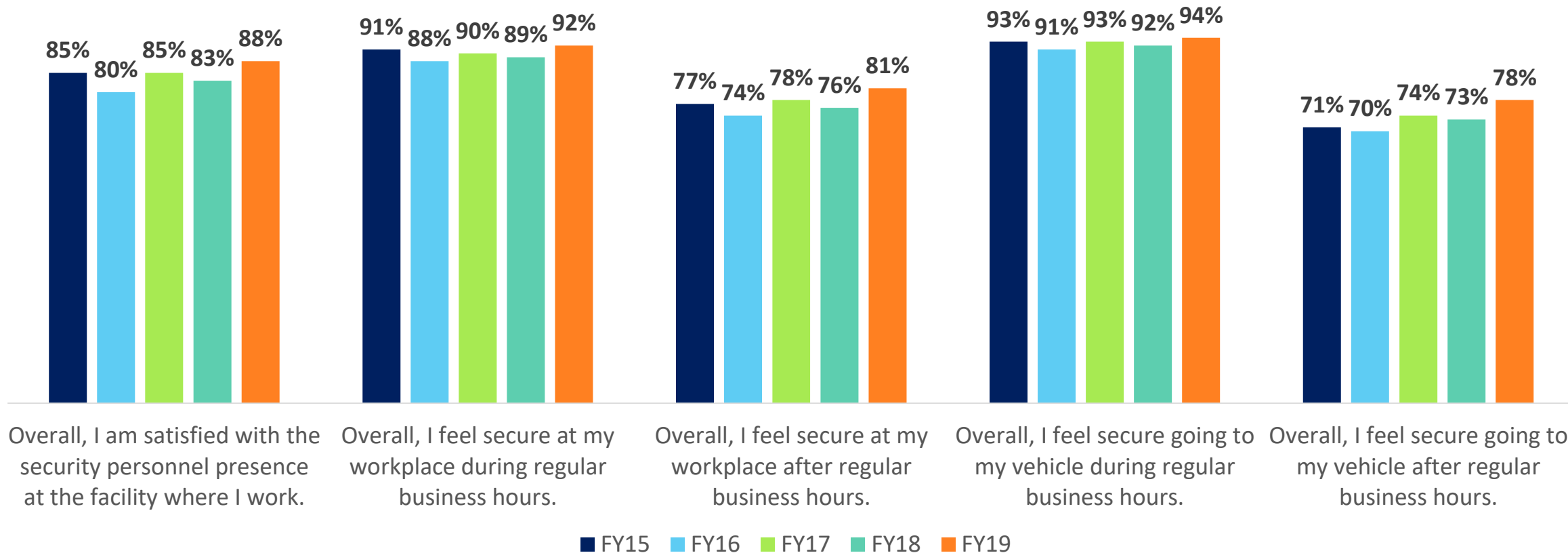
County Maintenance: Business Support Questions

County Maintenance: Business Support Comments

“VCW is always clean. The restrooms are cleaned multiple times a day. Even the kitchen with such a large staff is never lacking. The trash is always picked up. Even Facility Maintenance staff are always friendly.”

“If I could say anything to the maintenance team, it would be "Thank You" for an outstanding job!!!!!! The entire building is "Always" clean & fresh even during bad weather. This facility has a fantastic cleaning crew maintaining it inside as well as outside! The landscaping is also beautiful which is great to see when entering and exiting the facility.”

“Bathrooms never really clean. Lobby is not cleaned - tables not wiped down, stains on furniture, dust everywhere.”



County Security: Business Support Questions

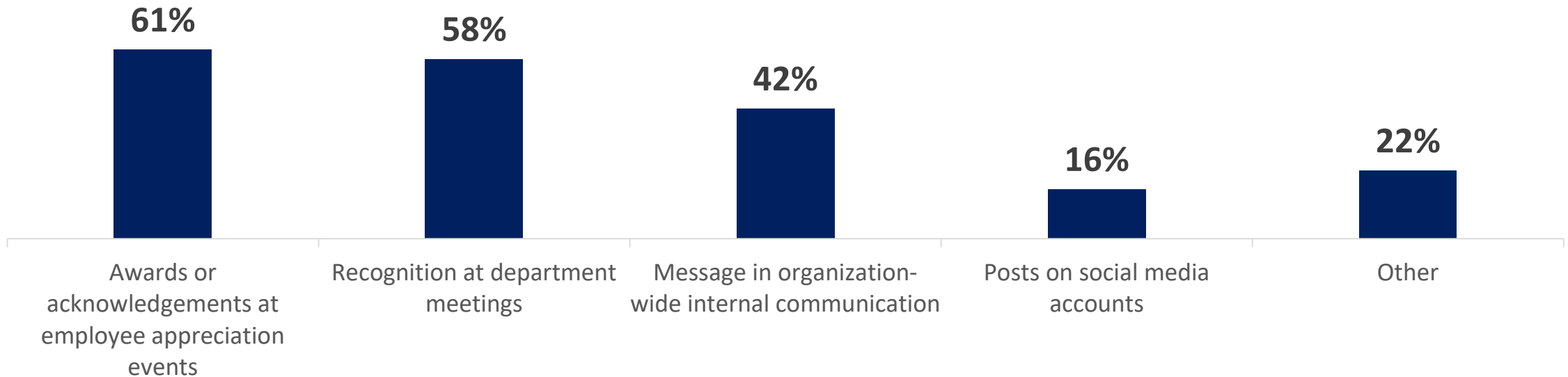
County Security: Business Support Comments

“I am ‘Thankful’ for the security we have in place now! Every Security Officer I have encountered has been extremely professional, visible for all to see and has made a big difference to the employees. Thank You to our County Manager for showing that you are concerned about the concerns of your employees!”

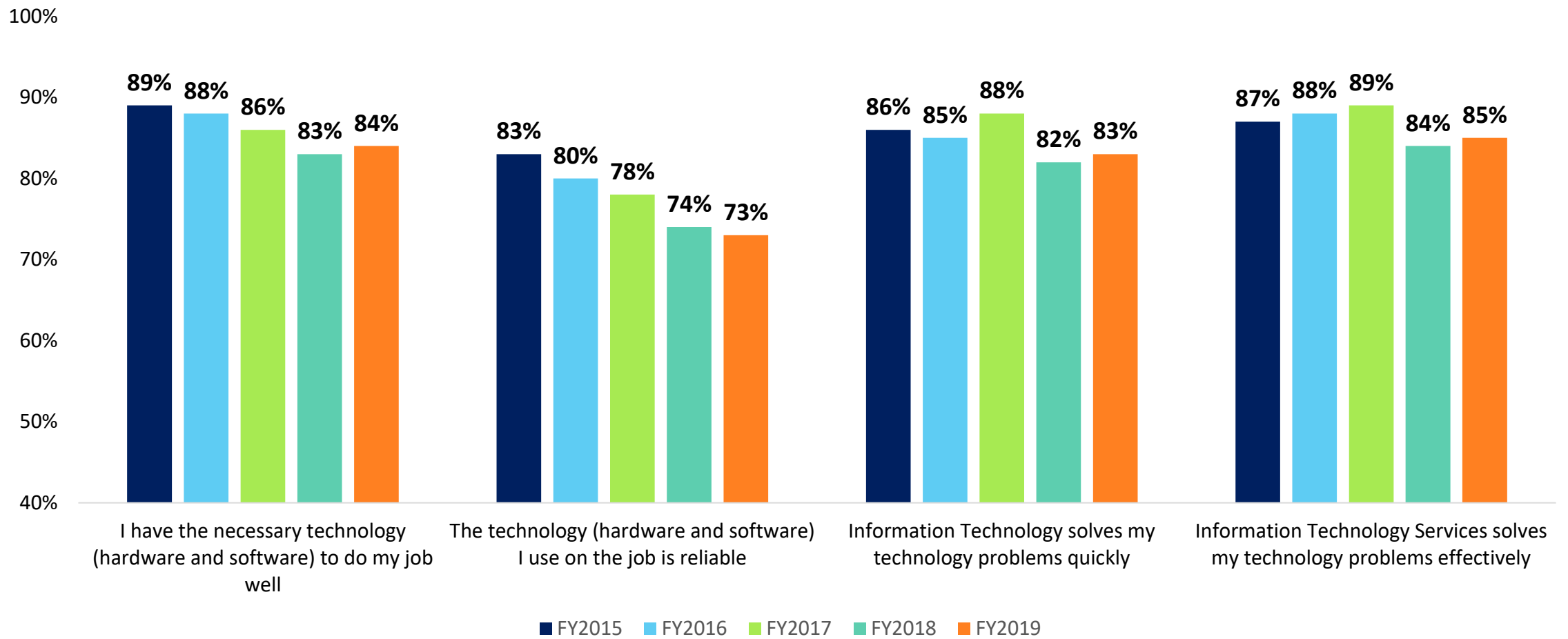
“I have full confidence in the officers that are present at my location in providing help if needed. Wearing a MCSO uniform always makes me watchful when in the public as there are those individuals who think they have valid grievances with any and all law enforcement employees.”

“The security staff that work in this building are very kind and professional. However, I am concerned about their ability to handle an emergency at this location. Part of the issue is that we do not have sufficient policy and procedures in places to deal with unruly clients and emergencies.”

SURVEY ITEM: Please choose the option(s) for employee recognition that would mean the most to you (select all that apply).



Employee Preferences for Recognition



Information Technology: Business Support Questions

ITS: Business Support Comments

“Great to work with, very responsive.”

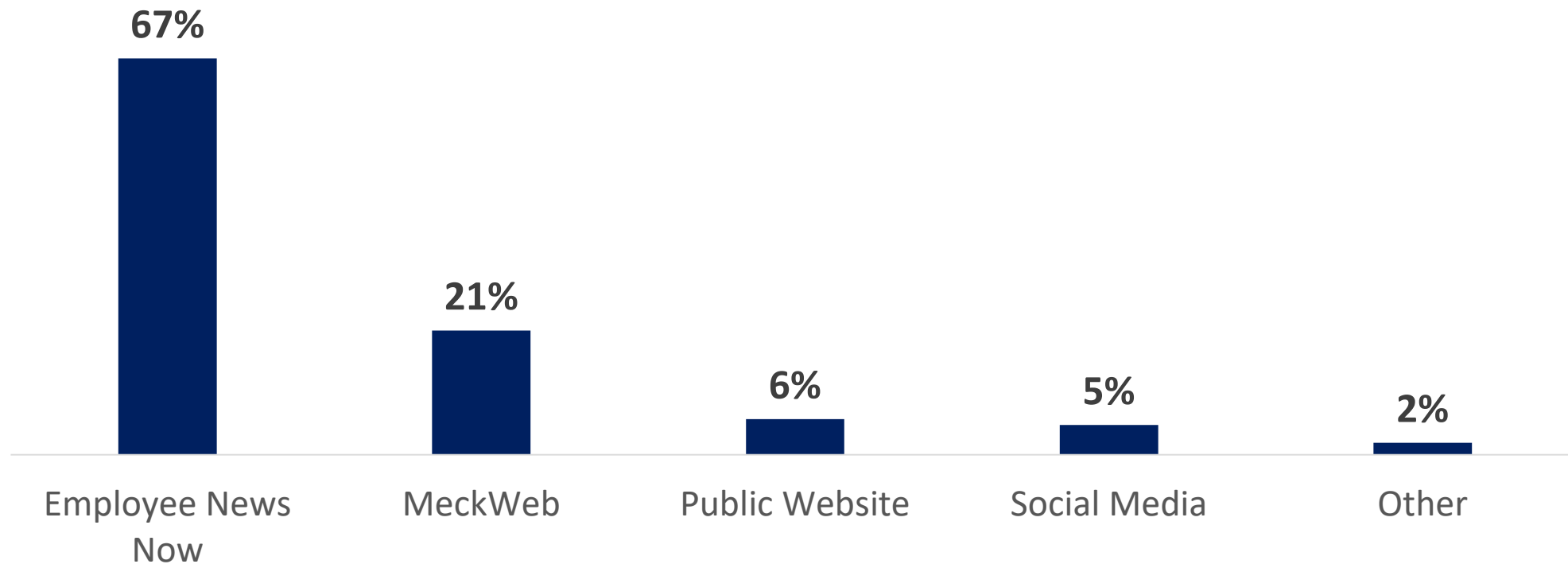
“Great job, well done.”

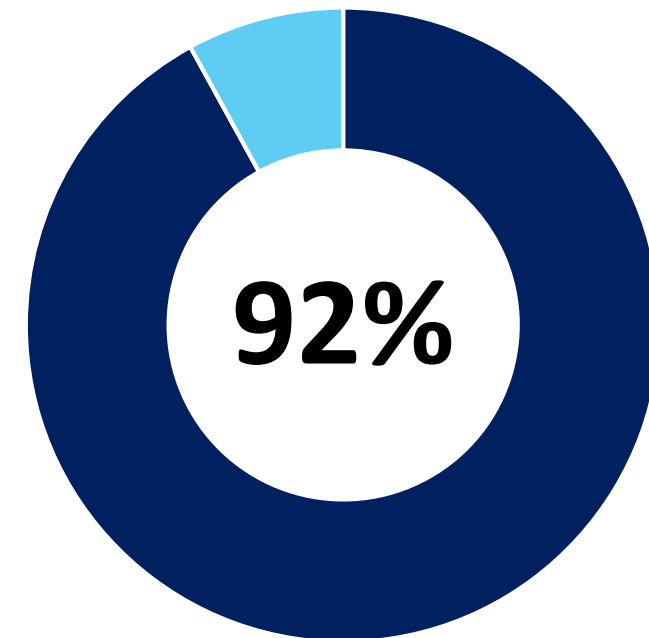
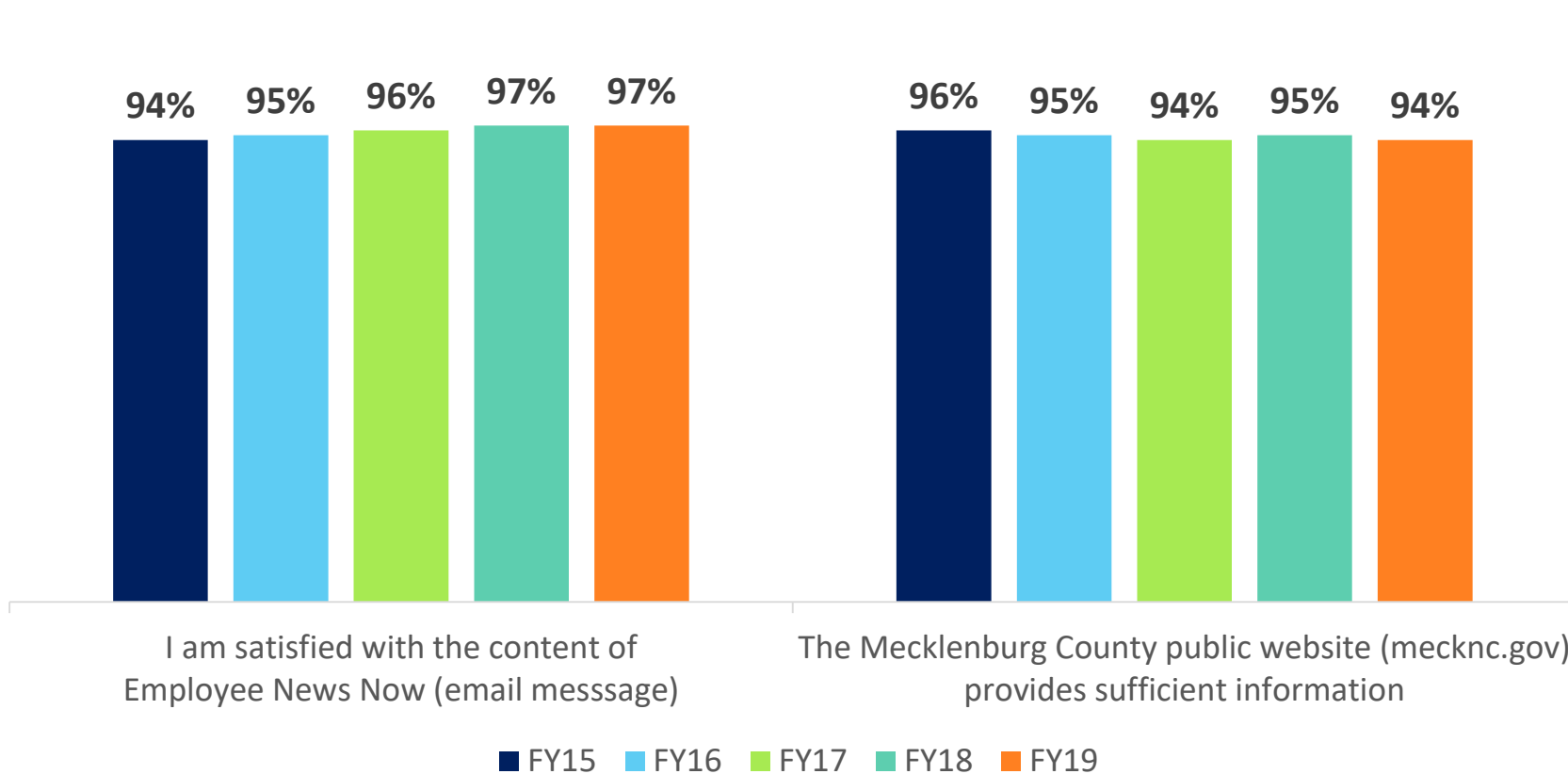
“IT gets a lot of grief but I find they fix my problems quickly, and if i ask, they will explain what they are doing so that i can try fixing them myself next time.”

“There needs to be more reliable equipment. If something malfunctions multiple times a day and the issue still doesn't get solved, then replace it with an item that does work or provide alternative locations to be able to work remotely when work is computer based.”

Public Information Business Response Results

My preferred source for County-wide news and announcements is:





The MeckWeb pages (The County's intranet site) provided me with useful information (new for FY19)

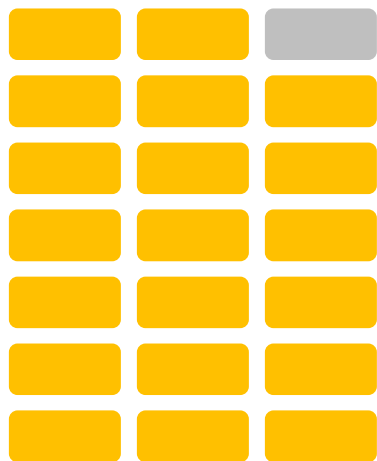
Public Information: Business Support Questions



Photo by [Joyce McCown](#) on [Unsplash](#)

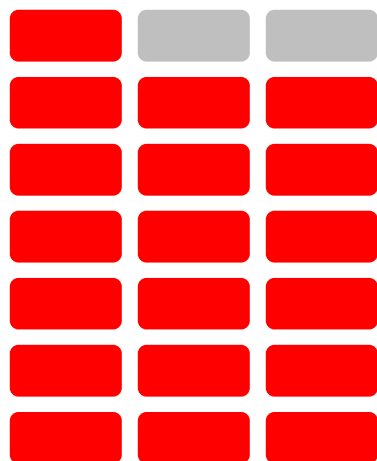
FINAL HIGHLIGHTS

Final Highlights



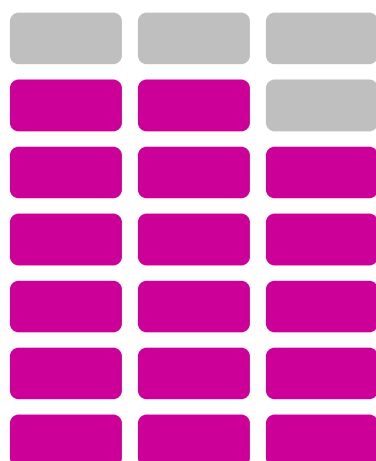
99%

The work I do is important



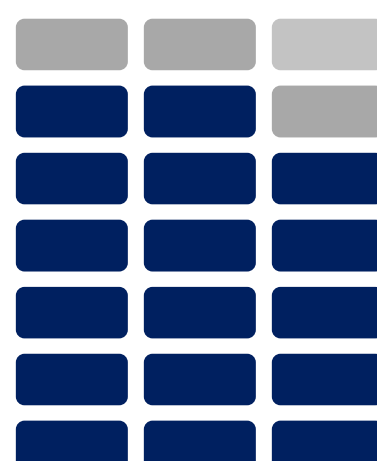
90%

My supervisor values me



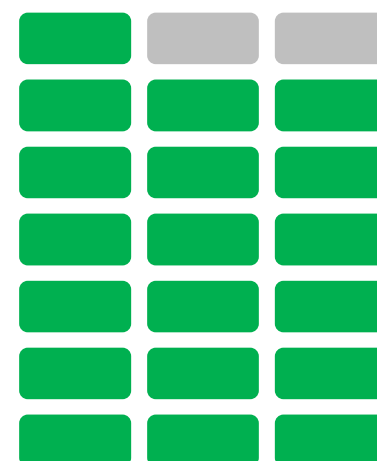
83%

My department director leads by example



81%

I am familiar with the goals and objectives outlined in my departments' strategic business plan



89%

The learning and development activities I have participated in at the County have enhanced my professional performance

Why is all this Important?

70%

of variance in employee engagement is accounted for by managers (Gallup, 2019)

29%

of workers are motivated by doing something meaningful followed by

25%

motivated by money and

17%

motivated by recognition (BNET, 2012)

87%

of employees are less likely to quit when they are motivated and engaged (Corporate Leadership Council, 2004)

According to the SHRM Retention Report, the top three specific reasons for employees to leave jobs in 2017 were: 1. **career development (21%)**, 2. **work-life balance (13%)**, and 3. **manager behavior (11%)** (SHRM, 2018)

% of employees say their manager consistently acknowledges them for good work (Qualtrics, 2017)



BNET (2012): www.fastcompany.com/3002877/employee-motivation-checklist

Corporate Leadership Council (2004): Driving performance and retention through employee engagement

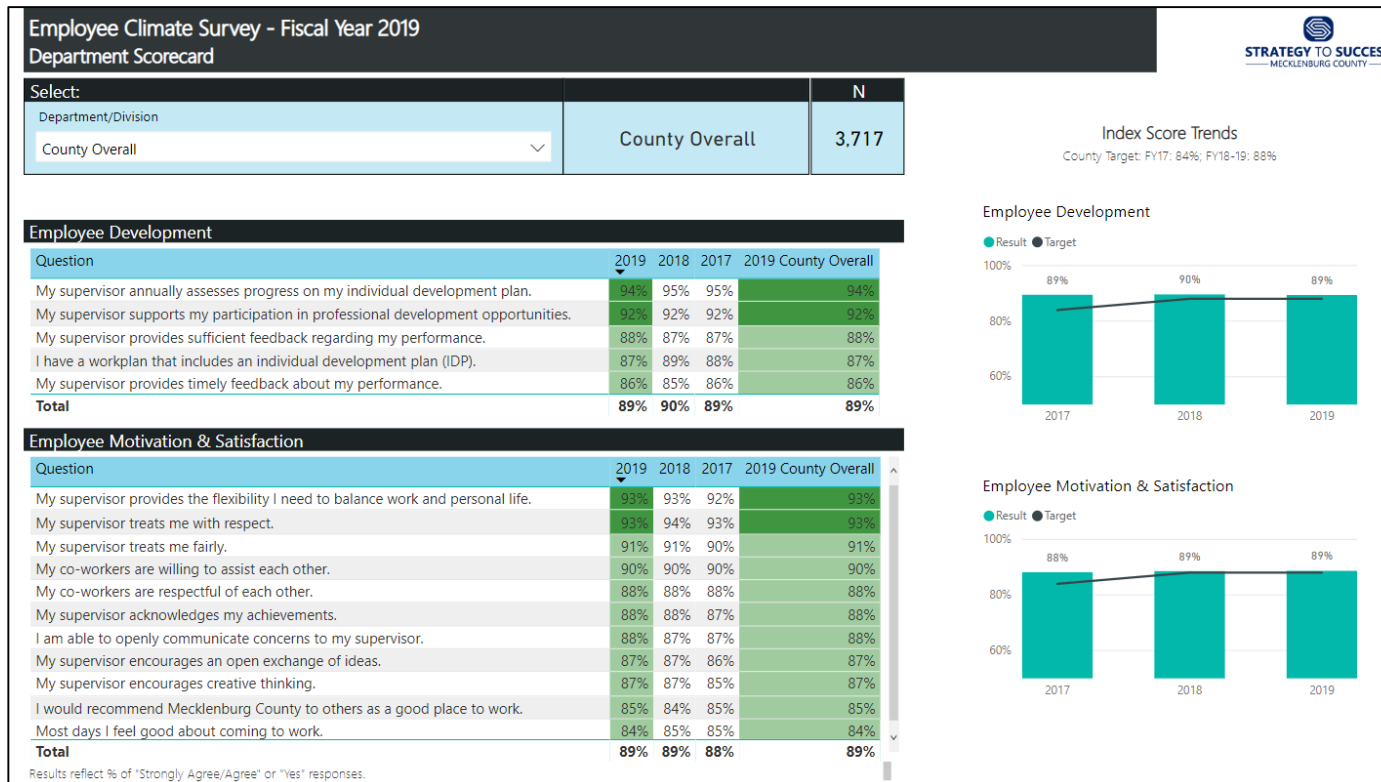
Gallup (2019): www.gallup.com/workplace/265835/supportive-managers-relieve-job-insecurity-increase-engagement.aspx

Qualtrics (2017): www.qualtrics.com/blog/employee-experience-stats/

SHRM (2018): <https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/how-to-reduce-employee-turnover-through-robust-retention-strategies.aspx>

Communicating ECS Results with Employees

Starting in FY2019, Strategic Planning & Evaluation published ECS results for all employees using a [Power BI Report](#) posted to the ECS SharePoint site.



2019



Employee Climate Survey

PRESENTED TO:
MECKLENBURG BOARD OF COUNTY COMMISSIONERS

MONICA R. ALLEN, PHD – DIRECTOR, STRATEGIC PLANNING & EVALUATION
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