

**CLERK OF THE BOARD OF SUPERVISORS
EXHIBIT/DOCUMENT LOG**

MEETING DATE & AGENDA NO. 02/28/2023 #22

STAFF DOCUMENTS (Numerical)

No.	Presented by:	Description:
1	Staff	19 Page Powerpoint

2

3

4

PUBLIC DOCUMENTS (Alphabetical)

No.	Presented by:	Description:
A	N/A	

A

B

C

D

E

F

G



BY CPS HR CONSULTING

2022 Engagement Survey Results

San Diego County Board of Supervisors

February 28, 2023

CPS HR  CONSULTING™



Background

- ◆ CPS HR administered the survey from September 12 through 30, 2022.
- ◆ 51% (6,608) of employees responded to the survey.



Calculating Engagement Scores

Survey respondents rated their level of agreement with 6 engagement questions, using the following scale:

- 1 = strongly disagree
- 2 = disagree
- 3 = neither agree or disagree
- 4 = agree
- 5 = strongly agree
- X = don't know or no basis to judge

Based on the responses to these questions, we then calculated a mean engagement score for each employee.

Note: We require responses to at least 4 of these statements to calculate a score.

Engagement Questions

1. I would recommend the County as a good place to work
2. I am proud when I tell others I am part of the County
3. I feel a strong personal attachment to the County
4. The County inspires me to do the best in my job
5. I feel comfortable being myself at work
6. The County motivates me to help achieve its mission

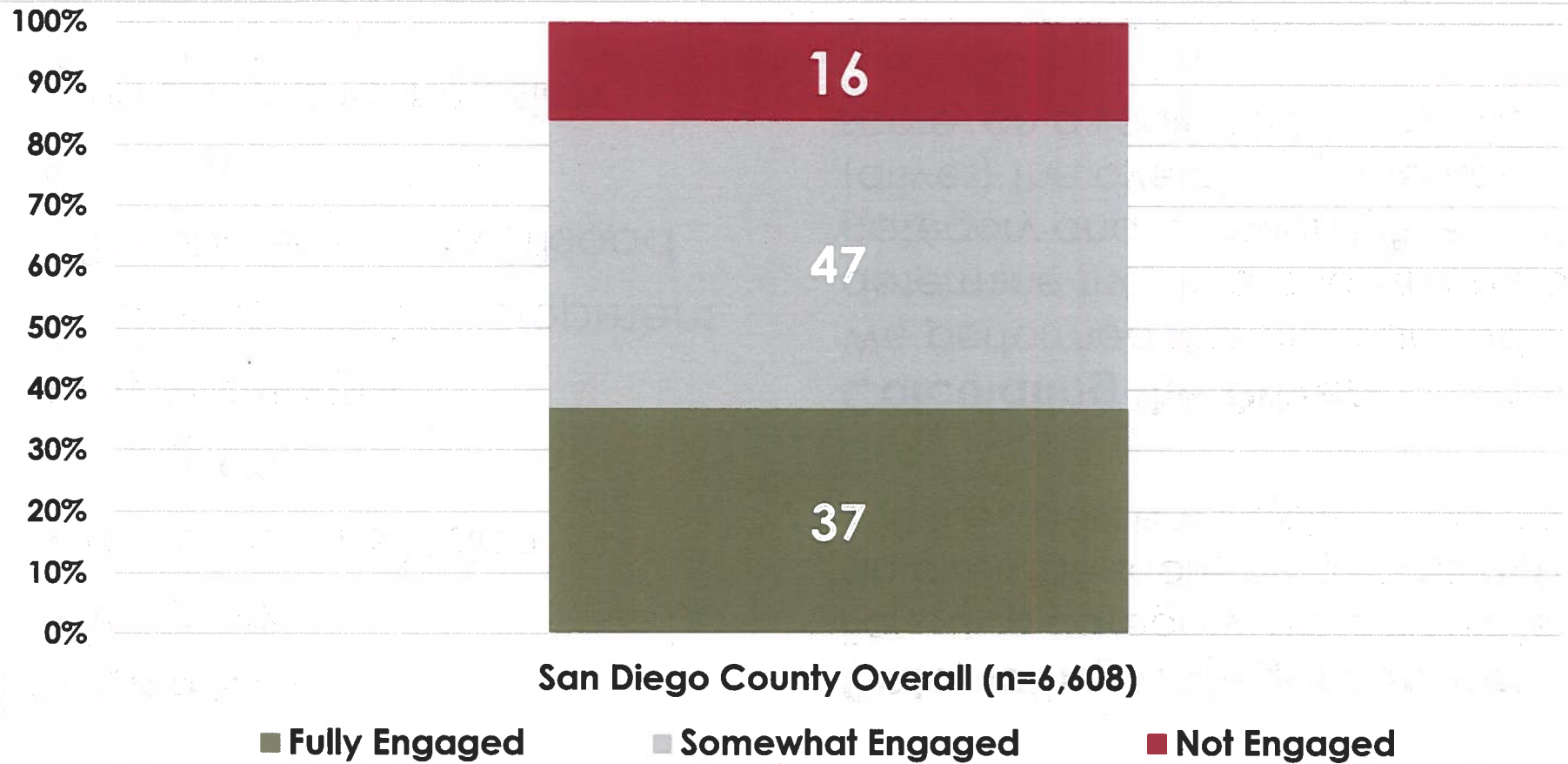


Calculating Engagement Levels

We then calculated the percentage of employees at each engagement level

	<p>Fully Engaged Mean score 4 or above on the six engagement questions</p>
	<p>Somewhat Engaged Mean score between 3 and 4 on the six engagement questions</p>
	<p>Not Engaged Mean score 3 or below on the six engagement questions</p>

Overall Engagement Levels





Key Drivers of Engagement

Categories

- ◆ My Work
- ◆ The County's Vision
- ◆ My Team
- ◆ My Supervisor
- ◆ Training and Development
- ◆ Resources and Workload
- ◆ Culture
- ◆ Diversity and Inclusion

Calculating Category Scores

For each category, we calculated an average score on a scale of 0-100 (i.e., percent positive responses).

Calculating the Drivers

We performed statistical analysis to determine the extent to which each category and question influences (drives) the overall engagement score, on a scale of 0-100 percent.

Only categories with four or more questions related to engagement are included in the key driver analysis. Negatively-worded or informational (non-engagement) questions are not included in the key driver analysis.



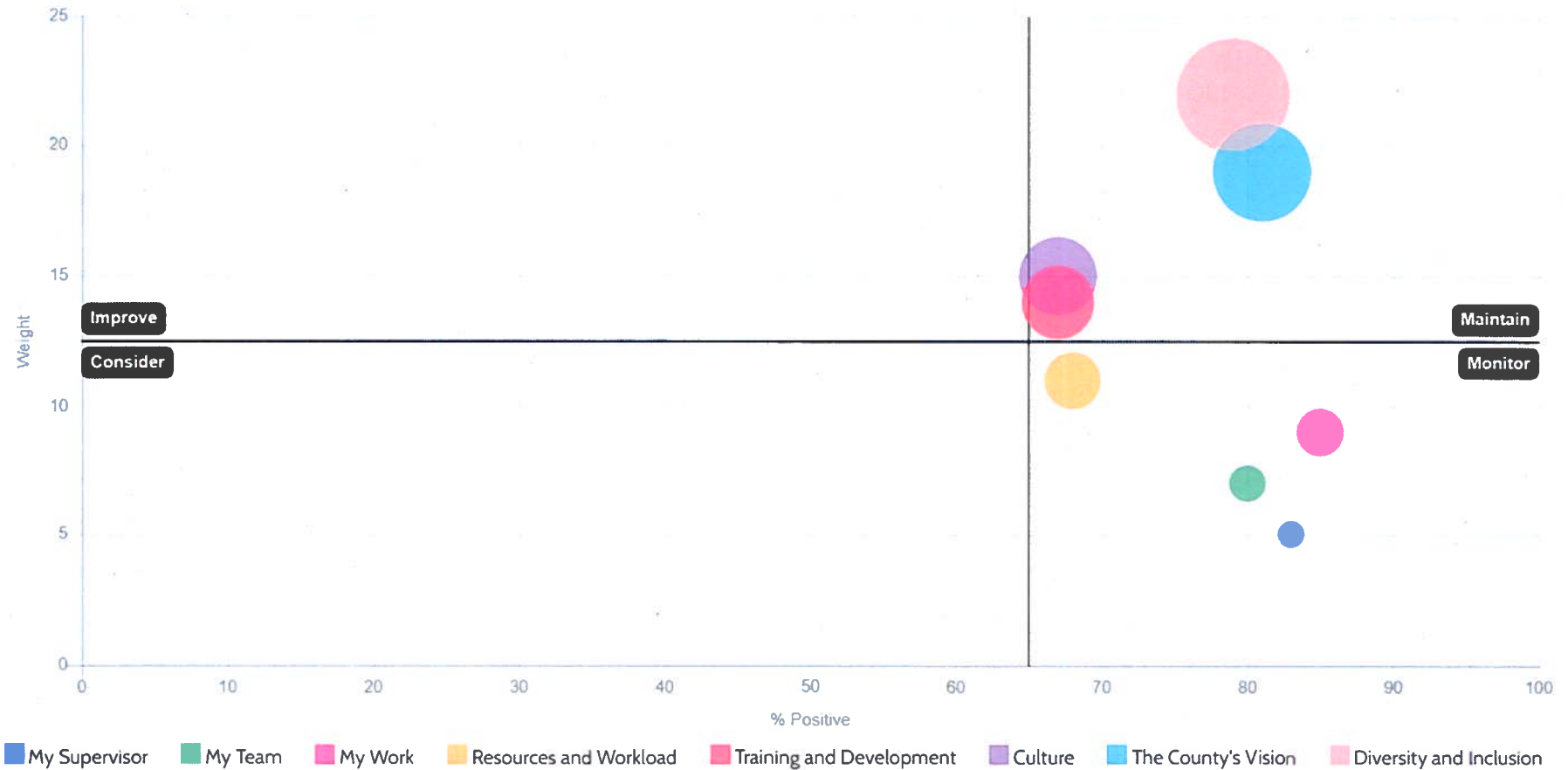
Quadrant Chart – Definitions

Below are the definitions of the four quadrants in the following charts. We suggest that you pay attention to the questions in the “Improve” and “Maintain” quadrants.

<p>IMPROVE High Influence / Low Score</p> <p>Focus on these low-scoring but high-influence questions because they have the greatest potential to improve the overall engagement score.</p>	<p>MAINTAIN High Influence / High Score</p> <p>Scores on these high-influence questions are already high. Therefore, continue to focus on these areas to maintain the engagement score.</p>
<p>CONSIDER Low Influence / Low Score</p> <p>Although these are low-influence questions, the relatively low scores suggest that they may be considered, but as lower priorities than the high-influence questions.</p>	<p>MONITOR Low Influence / High Score</p> <p>These are already high-scoring questions but are relatively lower in influence. Therefore, monitor these factors to assure the scores for these questions do not decline.</p>

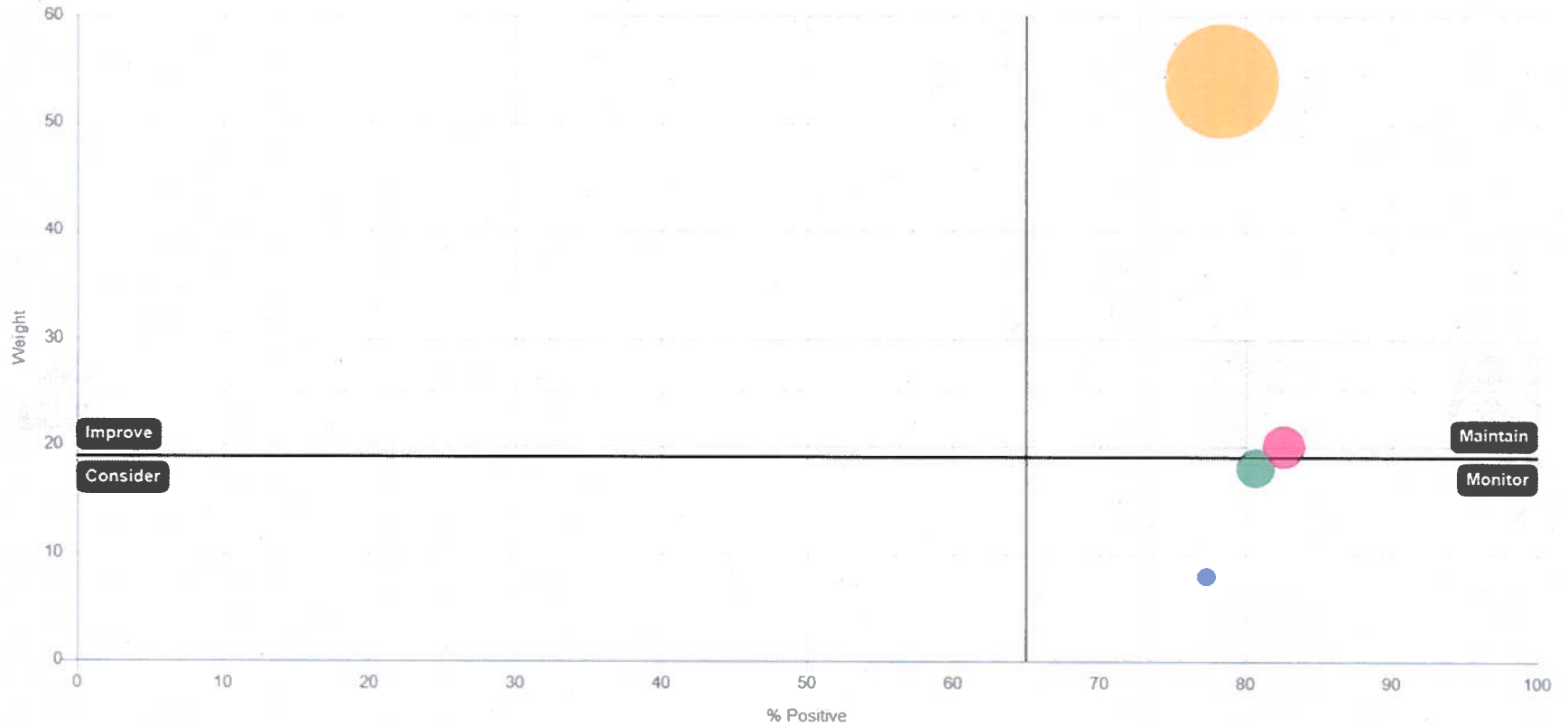


Key Drivers – Categories





Diversity and Inclusion



■ I actively seek out ideas and perspectives that are different from my own

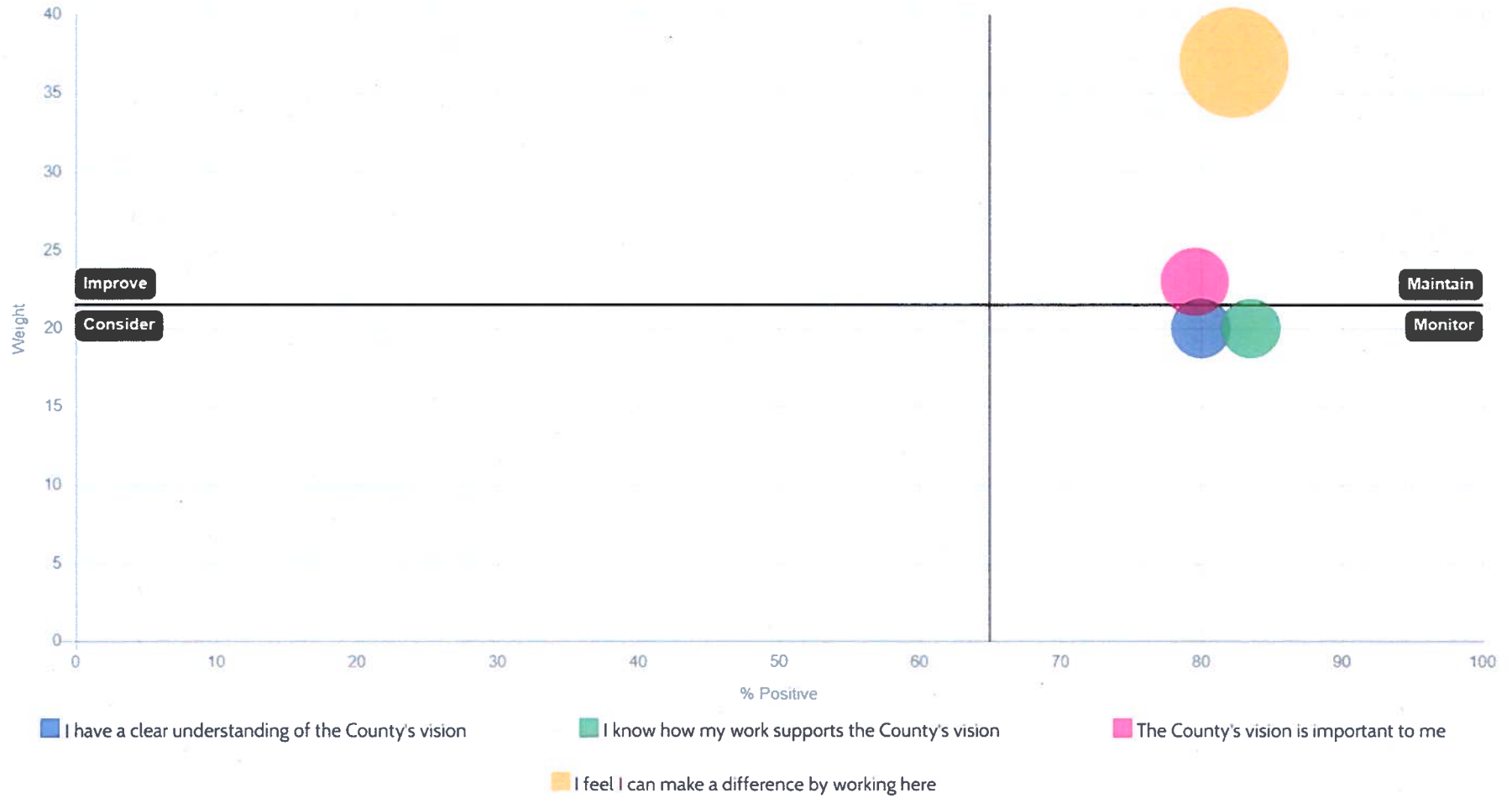
■ Individual differences are respected (e.g., cultures, working styles, backgrounds, ideas)

■ The County values diversity, equity, and inclusion

■ I feel like I belong here working for the County of San Diego

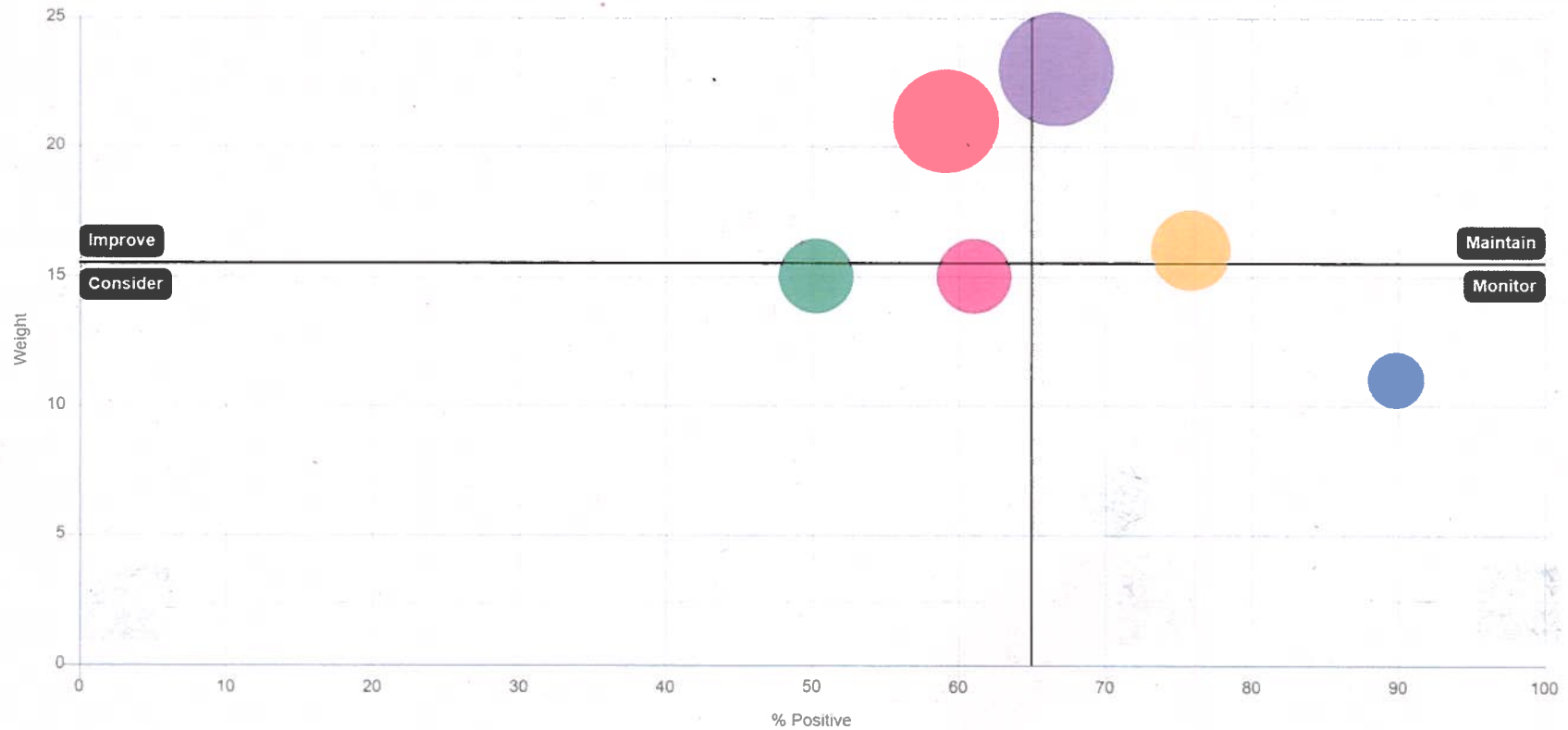


The County's Vision





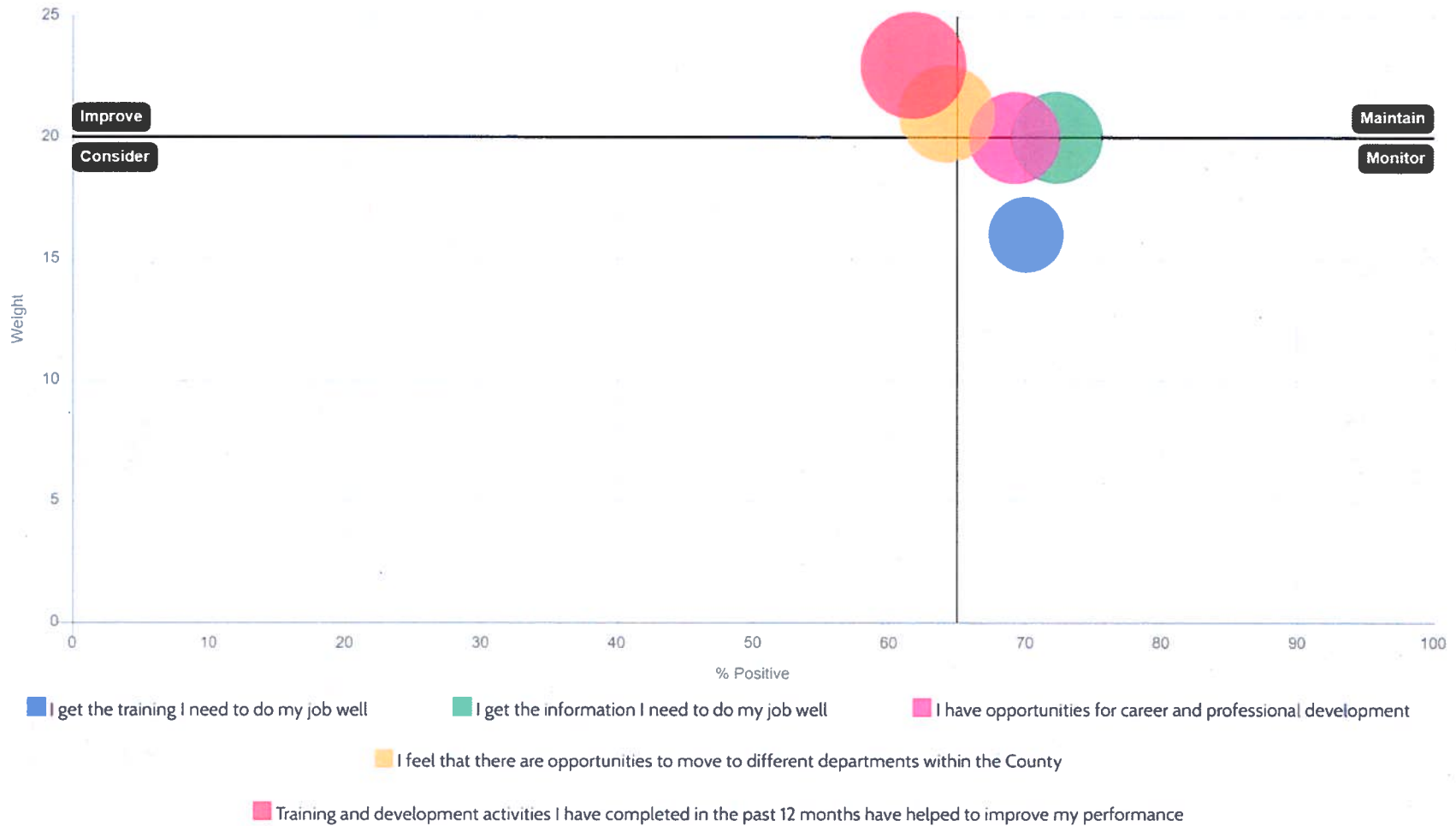
Culture



- There is at least one person at work I can rely on for guidance and support
- It is safe to challenge the way things are done
- I feel encouraged to come up with new and better ways of doing things
- I feel encouraged to learn from my mistakes at work
- Ideas from employees are valued
- I feel valued for the work I do



Training and Development





Summary – Areas to Maintain

- ◆ I feel like I belong here working for the County of San Diego
- ◆ I feel I can make a difference by working here
- ◆ I feel valued for the work I do



Summary – Areas to Improve

- ◆ Ideas from employees are valued
- ◆ Training and development activities I have completed in the past 12 months have helped to improve my performance
- ◆ I feel that there are opportunities to move to different departments within the County

Highest-Scoring Questions (% Positive)

Employees were MOST positive (above 85%) on the following questions:

QUESTION	NEGATIVE	NEUTRAL	POSITIVE ▼
There is at least one person at work I can rely on for guidance and support	4.6%	5.5%	89.9%
I know what is expected of me on the job	4.8%	5.7%	89.5%
I like the kind of work I do	4.2%	7%	88.9%
My supervisor is available when needed	5.8%	7.6%	86.5%
People on my team cooperate to get the job done	5.9%	7.8%	86.3%



Lowest-Scoring Questions (% Positive)

Employees were LEAST positive (below 55%) on the following questions:

QUESTION	NEGATIVE	NEUTRAL	POSITIVE ▲
I feel that I know enough about the work of other County departments to make a decision to move to another department	28.1%	26.9%	45.1%
I believe that information flows well from leadership to front line staff	28.3%	22.3%	49.4%
It is safe to challenge the way things are done	25.6%	24.1%	50.3%
I believe that information flows well from front line staff to leadership	22.9%	25.2%	51.9%
Departmental leadership values my ideas and input	20.6%	27.2%	52.2%

Engagement Levels by Work Location

Which statement best describes your current work assignment?

1. My job duties require me to be on-site



2. I have an option to work remotely, but I prefer to be on-site



3. I have a hybrid schedule, that allows me to work both remotely and on-site



4. I work remotely all of the time





Action to Date and Next Steps

- ◆ **Survey Results Presentations** to All Members of Senior Leadership (Nov – Dec 2022)
- ◆ **Interactive Online Reports**, Customized Action Plan Recommendations, and Sample Action Planning Framework Provided (Dec 2022)
- ◆ **Group Action Planning Conversations** (ongoing)
- ◆ **Diversity & Inclusion Townhall** (Mar 29, 2023)
- ◆ **One on One Department Action Planning Assistance** as Needed (Mar – May 2023)

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