

# 2018 Engagement Survey Results

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**City of Columbia**

**2/1/2019**



# Background

- ◆ This report summarizes the overall results from the City of Columbia employee engagement survey.
- ◆ The survey was conducted by the Institute for Public Sector Employee Engagement, a division of CPS HR Consulting, an independent government agency.
- ◆ The survey included 67 questions in 10 categories, 13 demographic questions, and 3 open-ended questions to share any comments about working for the City of Columbia.
- ◆ CPS HR administered the survey from Nov. 28 through Dec. 21, 2018.
- ◆ 62% (817) of employees responded to the survey.

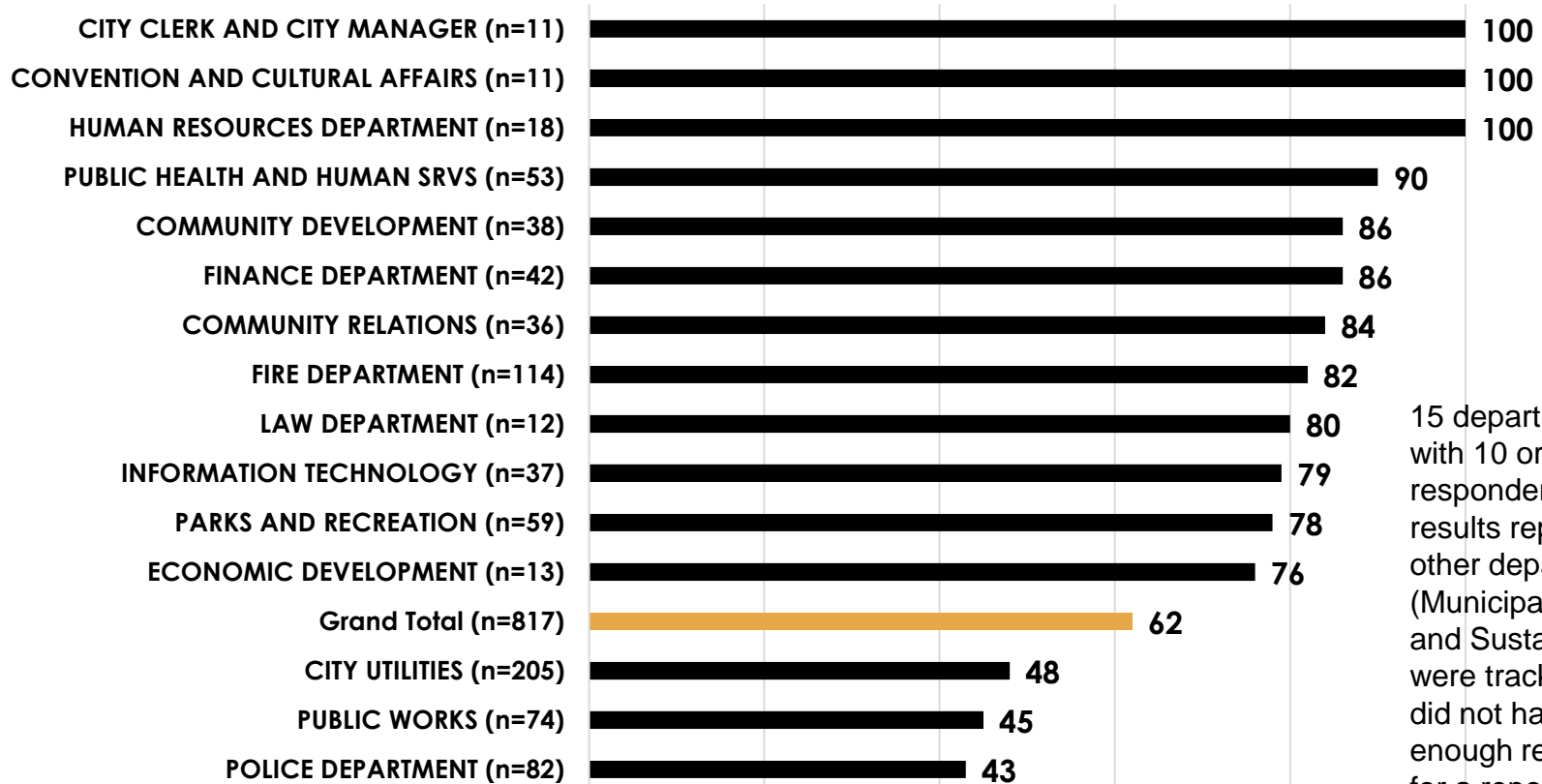


# Institute for Public Sector Employee Engagement Model



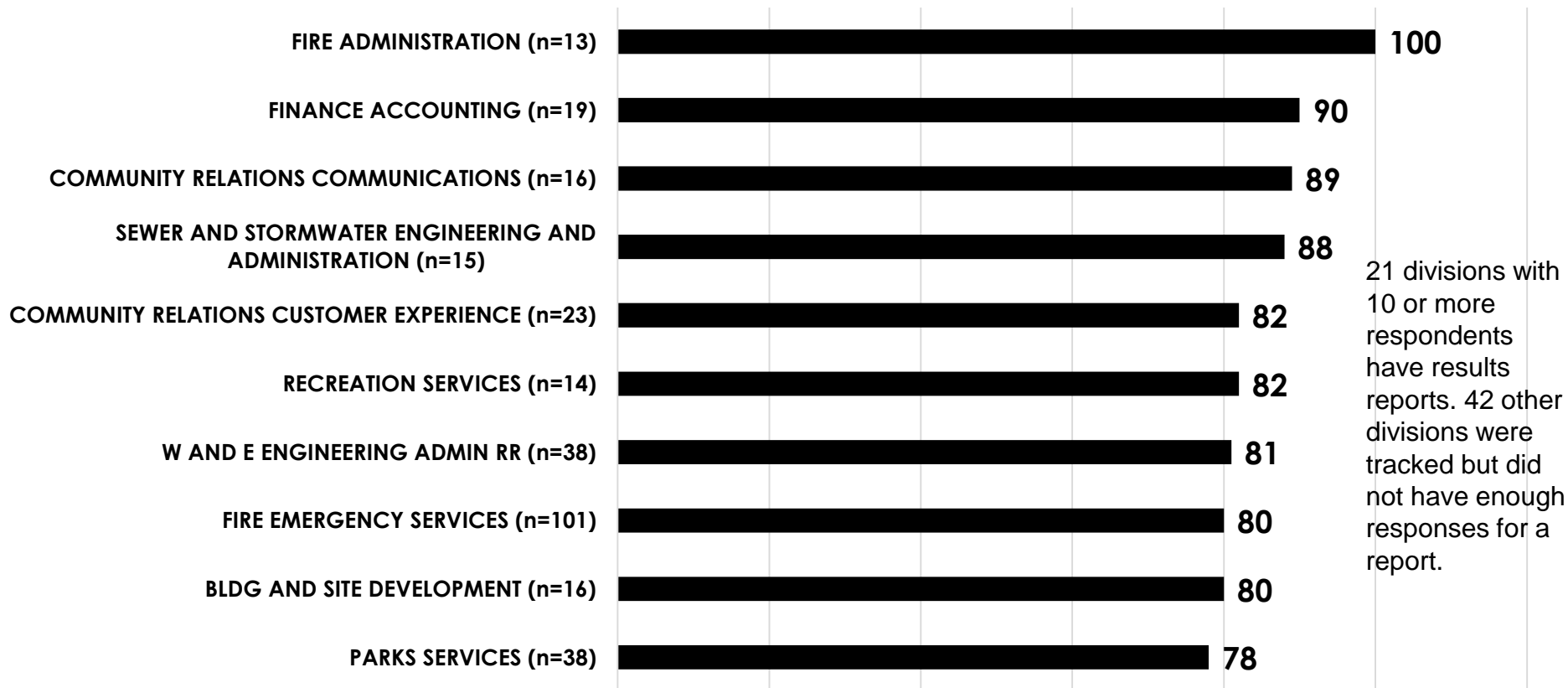
Adapted from *Engaging Government Employees* (American Management Association)  
by Bob Lavigna

# Response Rates (%) – Departments

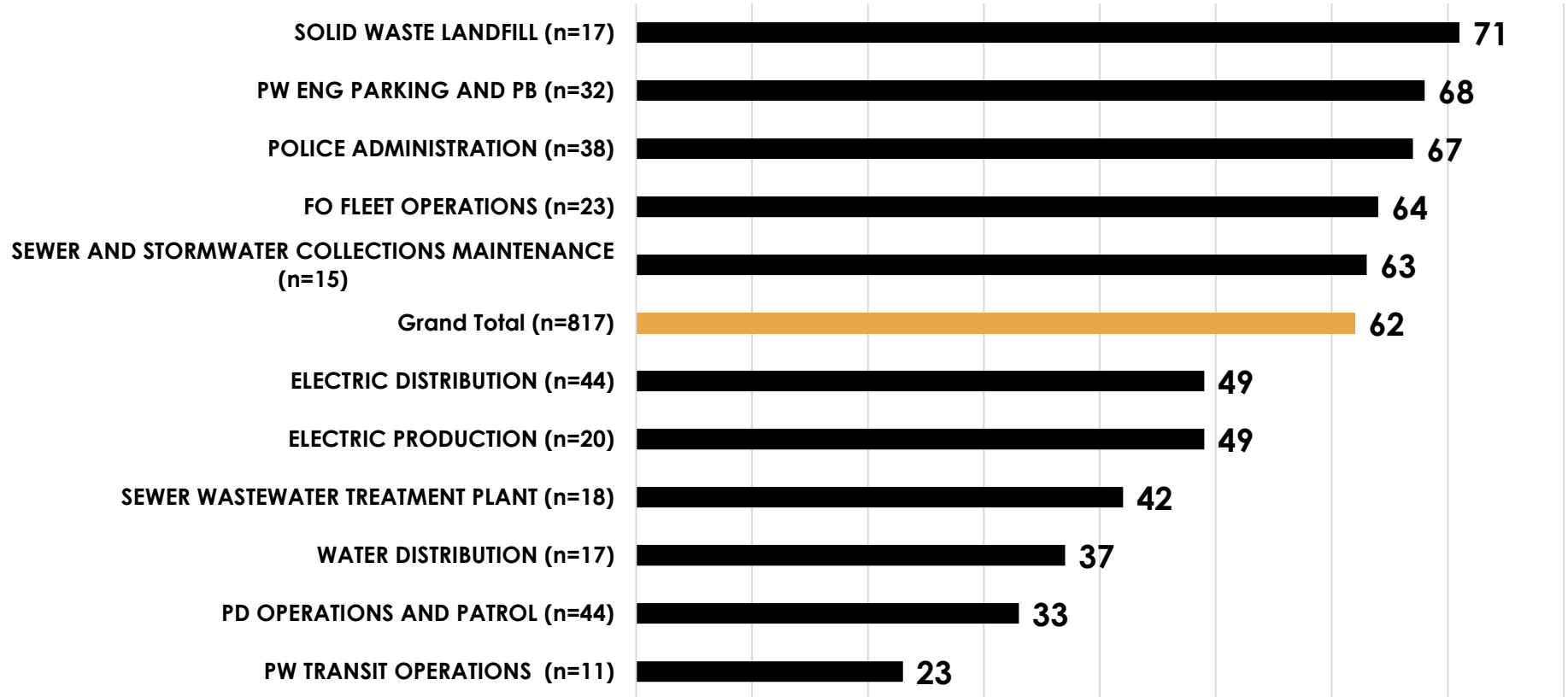


15 departments with 10 or more respondents have results reports. 2 other departments (Municipal Court and Sustainability) were tracked but did not have enough responses for a report.

# Response Rates (%) – Divisions (1 of 2)



# Response Rates (%) – Divisions (2 of 2)



# Levels of Engagement

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



# Calculating Engagement Levels

We then calculated the percentage of employees at each engagement level



## **Fully Engaged**

Mean score 4 or above on the six engagement questions



## **Somewhat Engaged**

Mean score between 3 and 4 on the six engagement questions

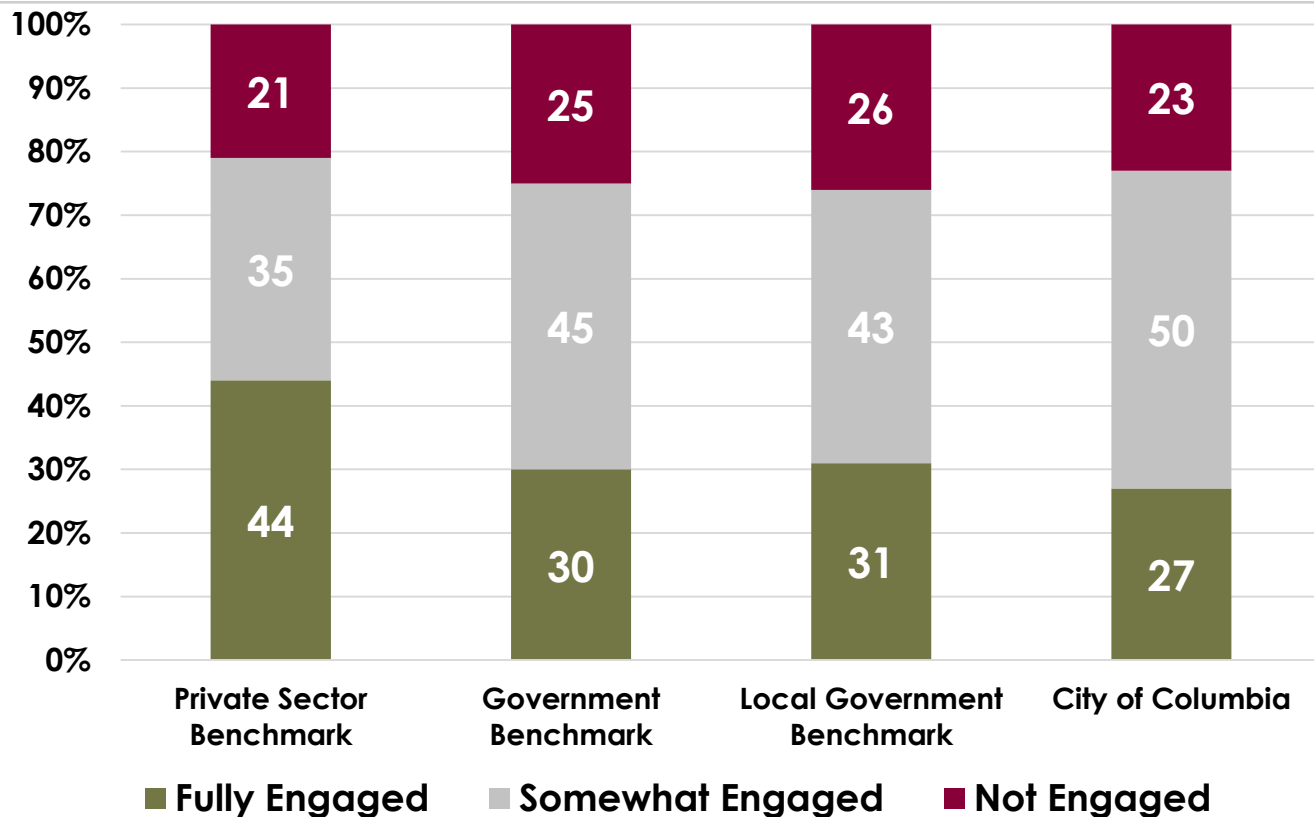


## **Not Engaged**

Mean score 3 or below on the six engagement questions



# Overall Engagement Levels



The fully engaged score for City of Columbia employees (27%) is below our benchmarks.

The City's somewhat-engaged score (50%) is above all benchmarks.

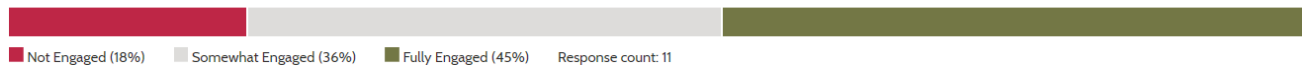
# Levels of Engagement

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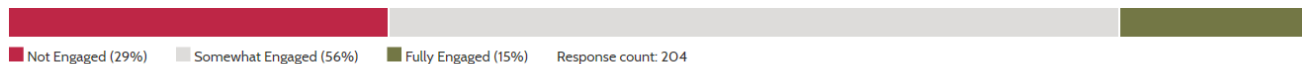


# Engagement Levels by Department (1 of 3)

## CITY CLERK AND CITY MANAGER



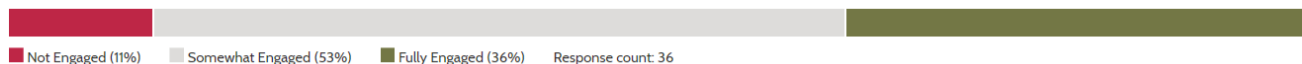
## CITY UTILITIES



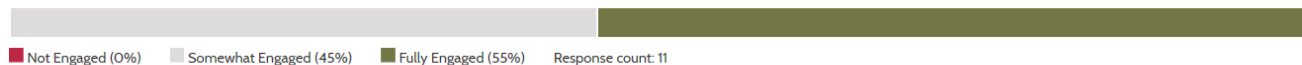
## COMMUNITY DEVELOPMENT



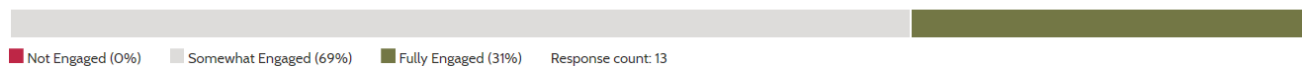
## COMMUNITY RELATIONS



## CONVENTION AND CULTURAL AFFAIRS



## ECONOMIC DEVELOPMENT





# Engagement Levels by Department (2 of 3)

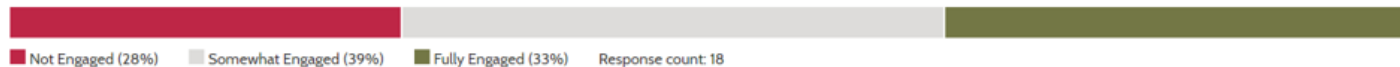
## FINANCE DEPARTMENT



## FIRE DEPARTMENT



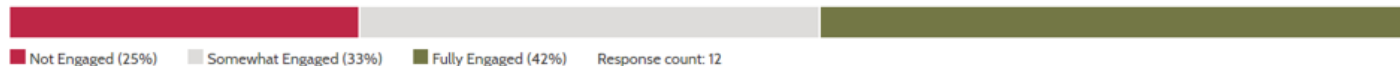
## HUMAN RESOURCES DEPARTMENT



## INFORMATION TECHNOLOGY



## LAW DEPARTMENT





# Engagement Levels by Department (3 of 3)

## PARKS AND RECREATION



■ Not Engaged (5%) ■ Somewhat Engaged (49%) ■ Fully Engaged (46%) Response count: 59

## POLICE DEPARTMENT



■ Not Engaged (43%) ■ Somewhat Engaged (41%) ■ Fully Engaged (16%) Response count: 81

## PUBLIC HEALTH AND HUMAN SRVS



■ Not Engaged (10%) ■ Somewhat Engaged (48%) ■ Fully Engaged (42%) Response count: 52

## PUBLIC WORKS



■ Not Engaged (23%) ■ Somewhat Engaged (53%) ■ Fully Engaged (24%) Response count: 74



# Engagement Levels by Division – City Utilities (1 of 2)

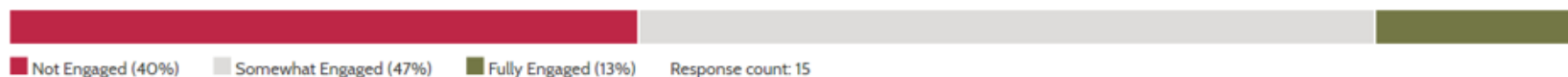
## ELECTRIC DISTRIBUTION



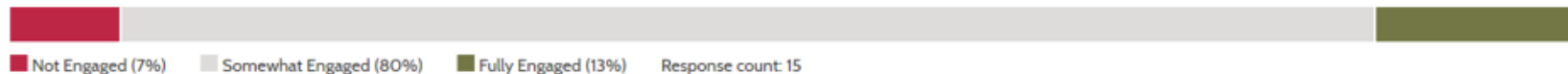
## ELECTRIC PRODUCTION



## SEWER AND STORMWATER COLLECTIONS MAINTENANCE



## SEWER AND STORMWATER ENGINEERING AND ADMINISTRATION





# Engagement Levels by Division – City Utilities (2 of 2)

## SEWER WASTEWATER TREATMENT PLANT



## SOLID WASTE LANDFILL



## W AND E ENGINEERING ADMIN RR



## WATER DISTRIBUTION

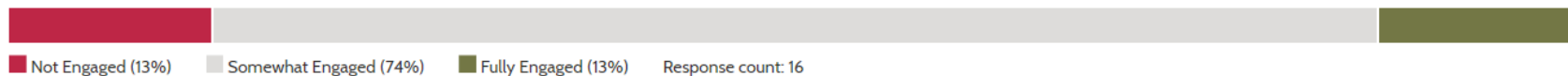




# Engagement Levels by Division

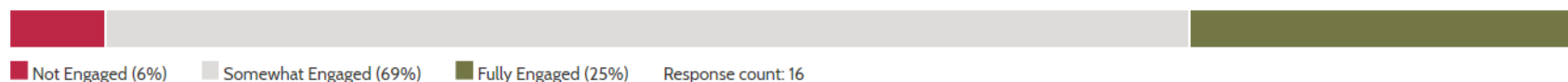
## Community Development

### BLDG AND SITE DEVELOPMENT



## Community Relations

### COMMUNITY RELATIONS COMMUNICATIONS



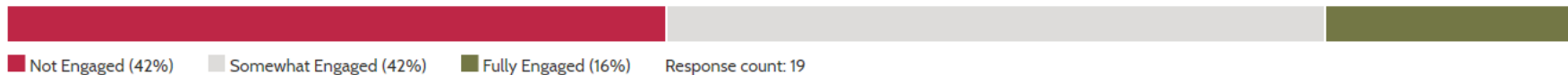
### COMMUNITY RELATIONS CUSTOMER EXPERIENCE



# Engagement Levels by Division

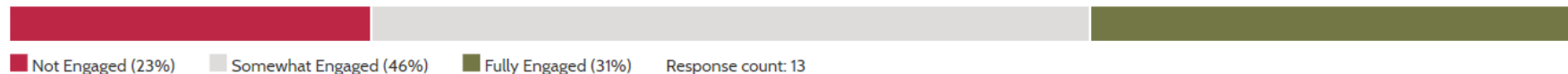
## Finance Department

### FINANCE ACCOUNTING

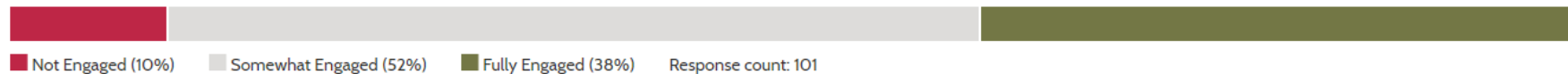


## Fire Department

### FIRE ADMINISTRATION



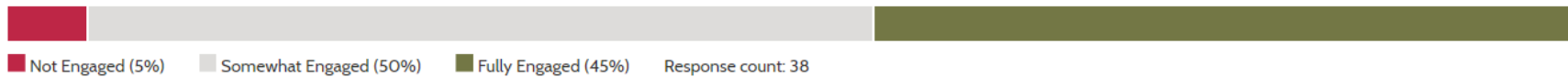
### FIRE EMERGENCY SERVICES



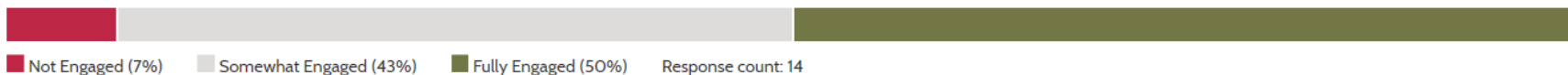
# Engagement Levels by Division

## Parks and Recreation

### PARKS SERVICES

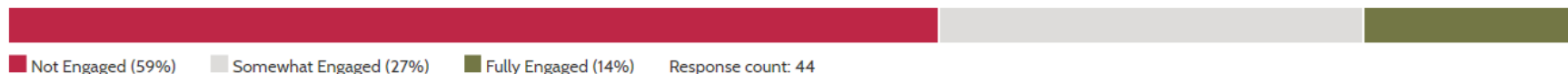


### RECREATION SERVICES

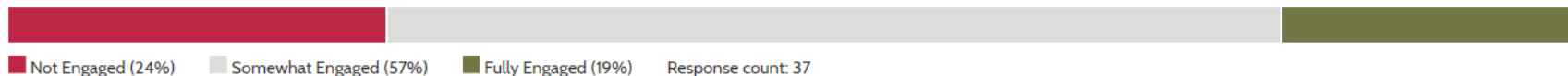


## Police Department

### PD OPERATIONS AND PATROL



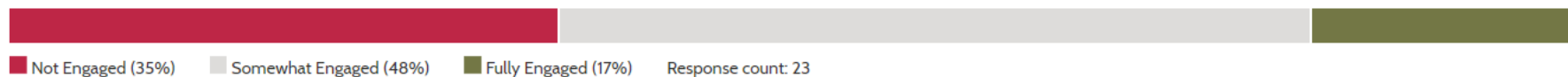
### POLICE ADMINISTRATION



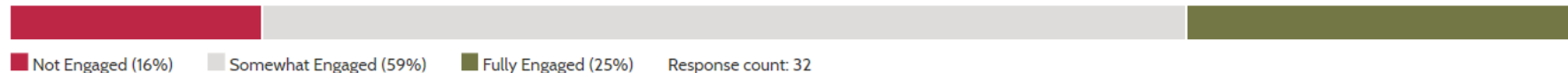


# Engagement Levels by Division – Public Works

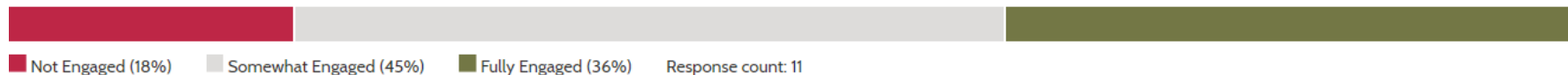
## FO FLEET OPERATIONS



## PW ENG PARKING AND PB



## PW TRANSIT OPERATIONS

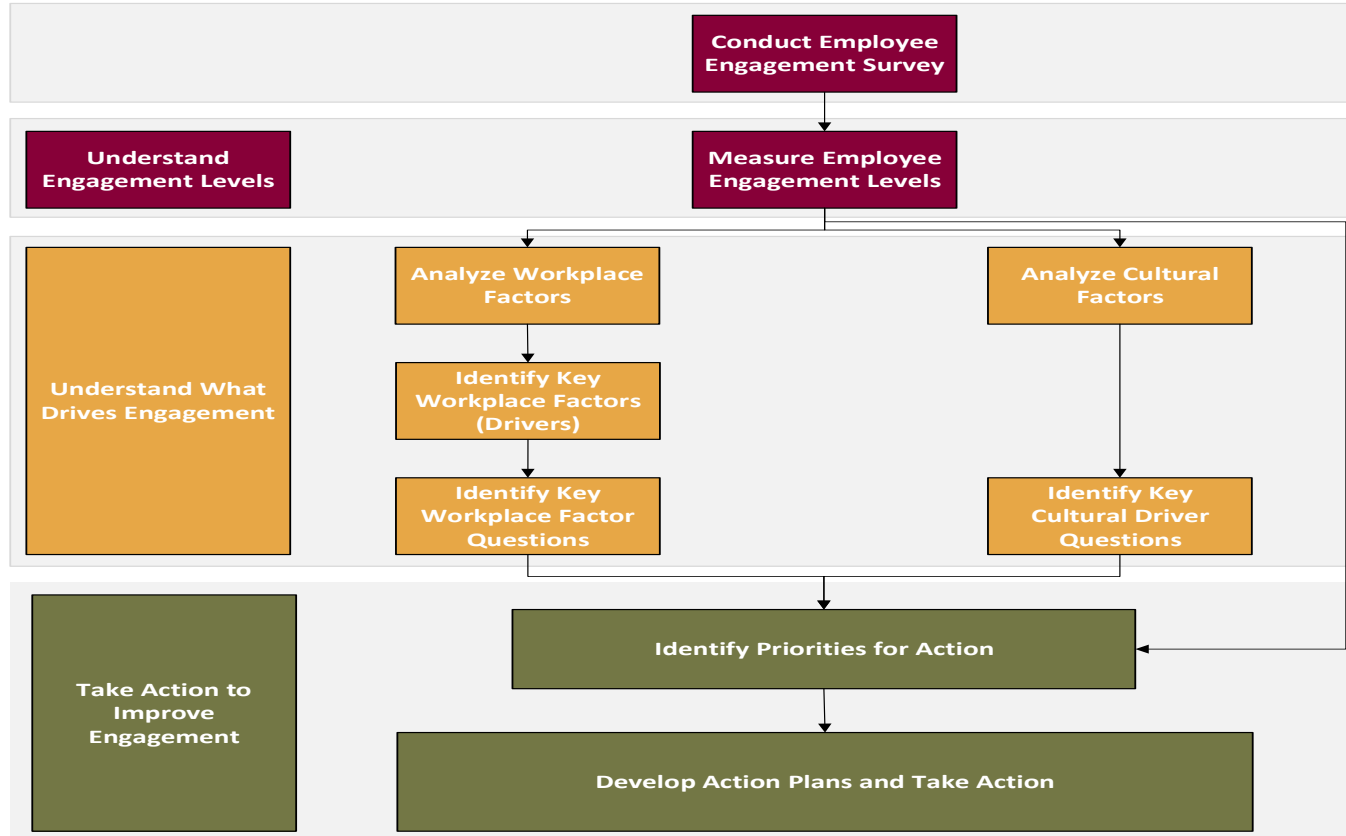


# Drivers of Engagement – Workplace Factors

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# Analytical Model





# Drivers of Engagement – Workplace Factors

## Workplace Factors

Previous research has found that these factors, or drivers, are related to employee engagement.

- ◆ My Work
- ◆ Mission
- ◆ My Team
- ◆ My Supervisor
- ◆ Leadership and Managing Change – City Management
- ◆ Leadership and Managing Change – Department Leaders
- ◆ Training and Development
- ◆ Resources and Workload
- ◆ Pay and Benefits

## Calculating Factor Scores

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



# Drivers of Engagement

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## Calculating the Drivers

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





# Drivers of Engagement

## Recommended Focus Areas

The following charts combine influence (relative weight from key driver analysis) and score (average % positive) to reveal the overall workplace areas – if maintained or improved – that are likely to have the biggest impact on the engagement score.

# 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><b>IMPROVE</b> <b>High Influence / Low Score</b></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><b>MAINTAIN</b> <b>High Influence / High Score</b></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><b>CONSIDER</b> <b>Low Influence / Low Score</b></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><b>MONITOR</b> <b>Low Influence / High Score</b></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>



# Overall Workplace Factors



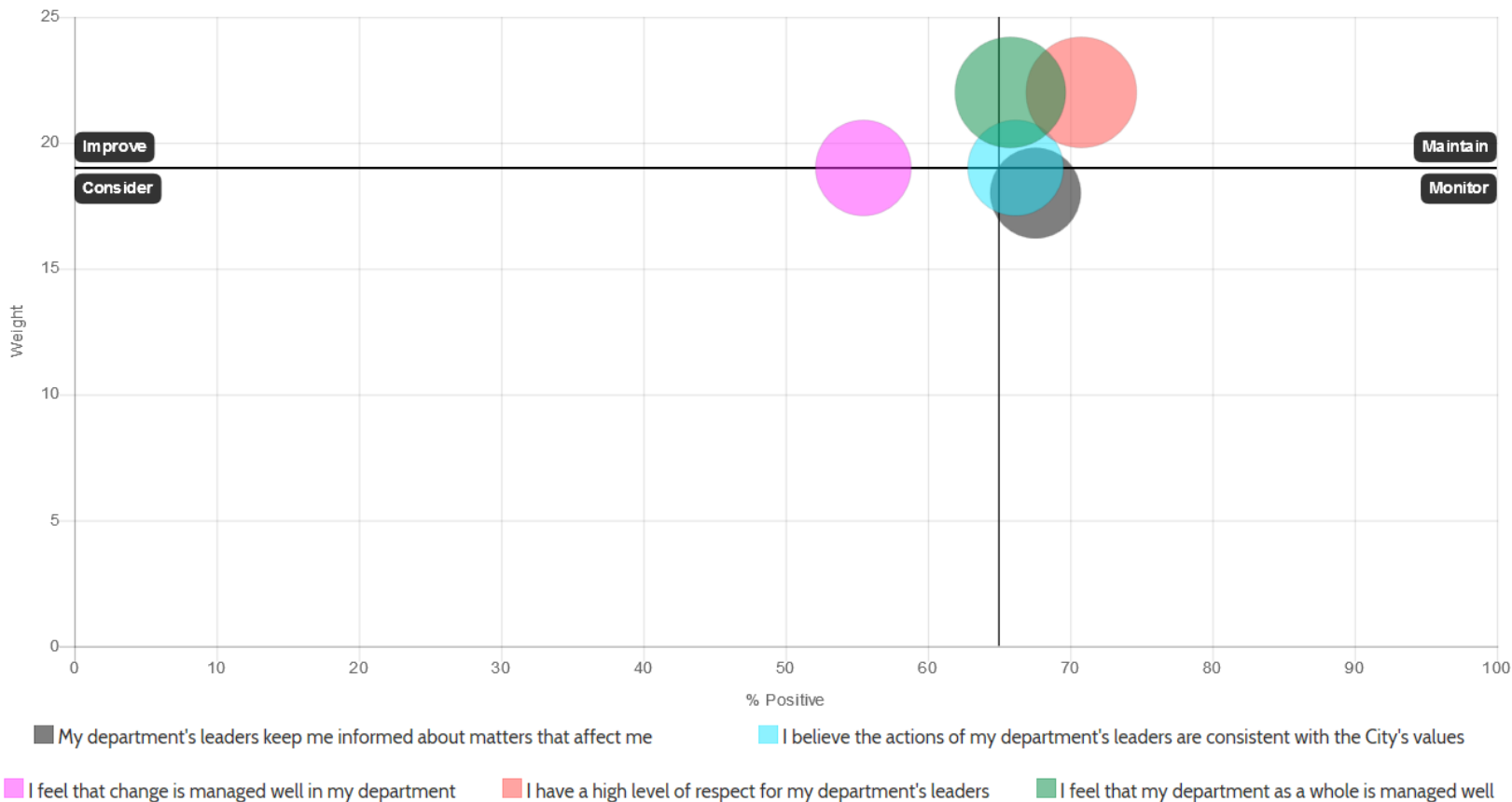
# Drivers of Engagement – Questions

## **Recommended Focus Areas – Question-Level**

The following charts combine influence (relative weight from key driver analysis) and score (% positive), for all employees, to reveal the questions – if maintained or improved – that are likely to have the biggest impact on the engagement score.

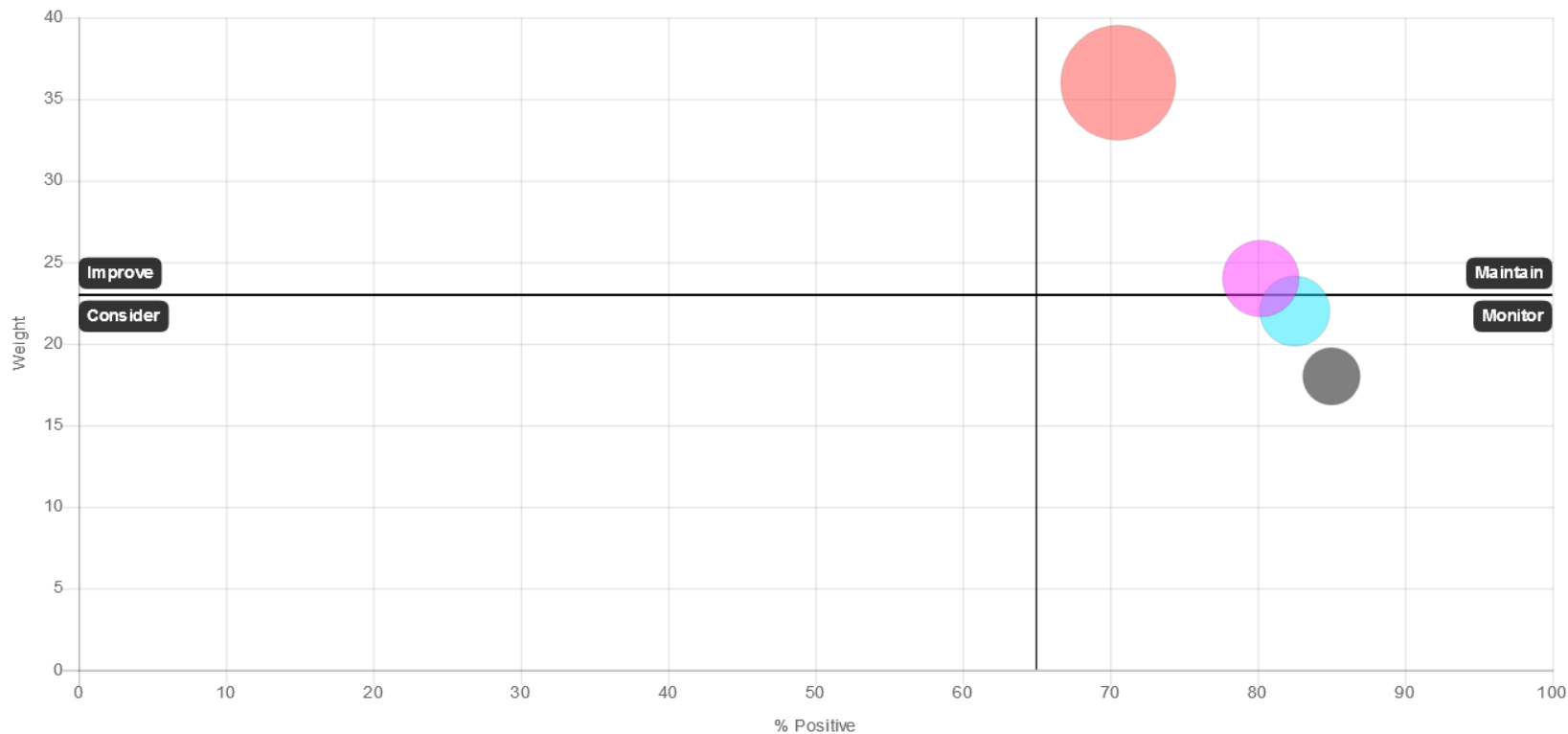


# Leadership and Managing Change – Department Leaders





# Mission



■ My department's mission is important to me

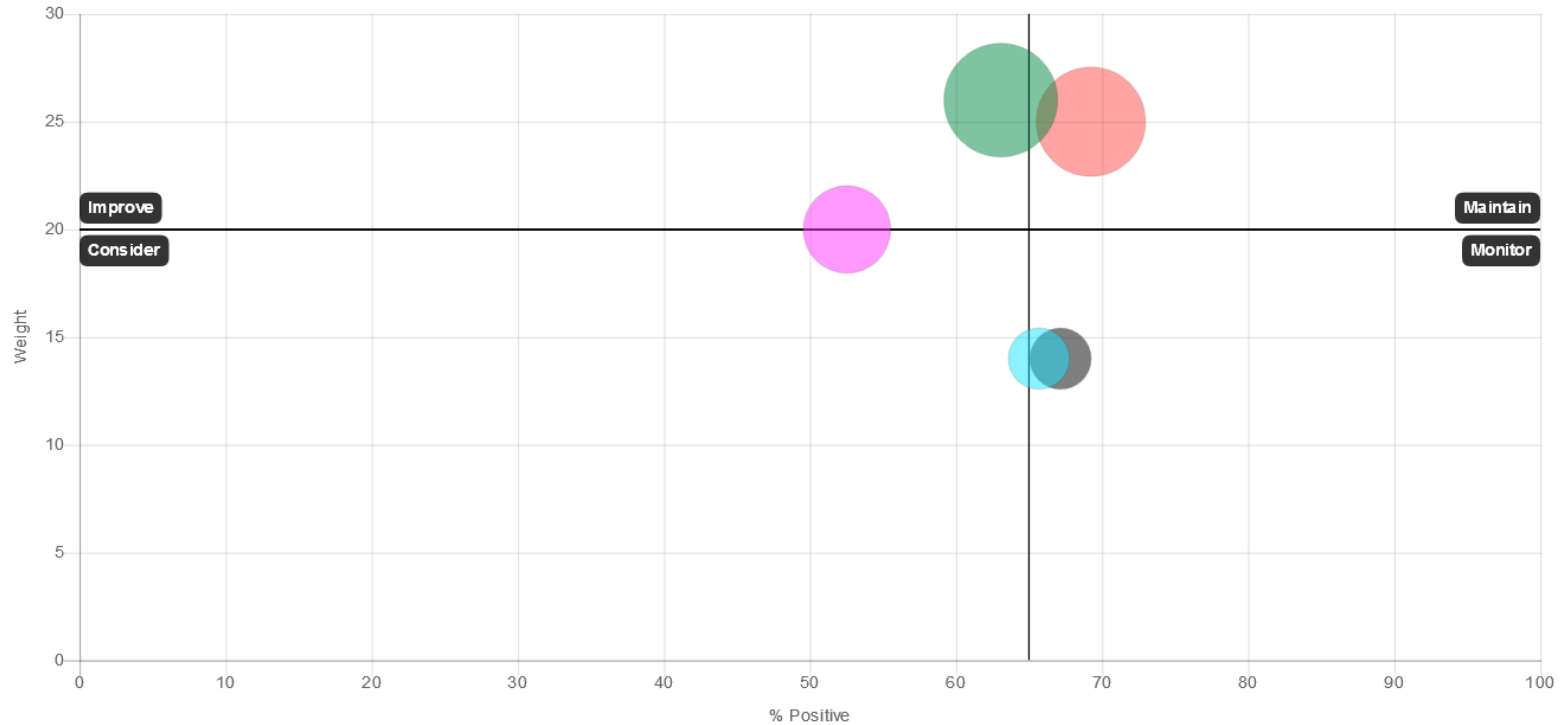
■ I know how my work supports my department's mission

■ I have a clear understanding of my department's mission

■ I feel I can make a difference by working for the City



# Training and Development



■ I get the training I need to do my job well

■ Training activities I have completed in the past 12 months have helped to improve my performance

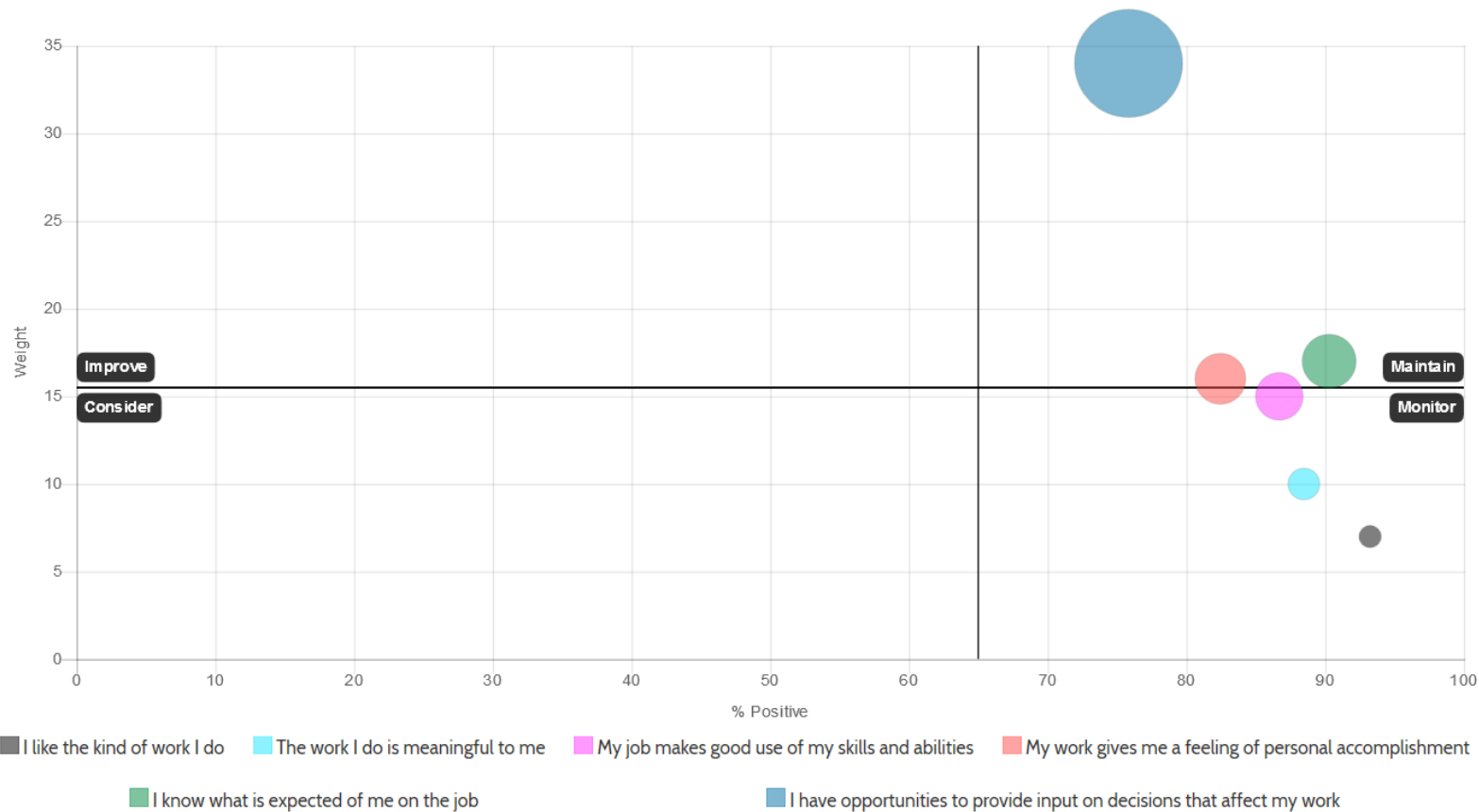
■ There are opportunities for me to develop my career in my organization

■ I get the information I need to do my job well

■ I am given a real opportunity to improve my skills in my organization



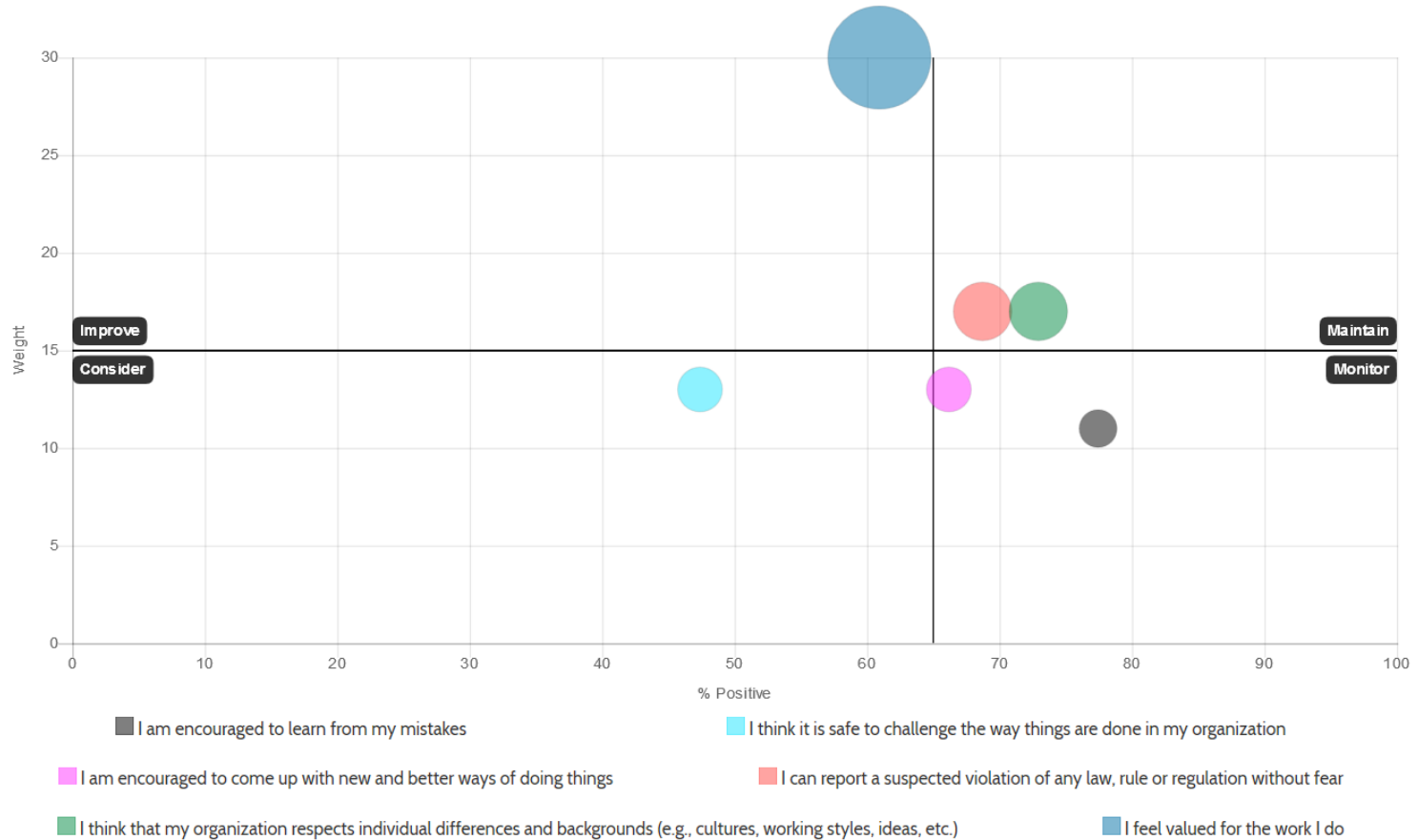
# My Work







# Organizational Culture





# Summary – Areas to Improve

- ◆ I am given a real opportunity to improve my skills in my organization
- ◆ I feel valued for the work I do
- ◆ I feel that change is managed well in my department
- ◆ There are opportunities for me to develop my career in my organization



# Summary – Areas to Maintain

- ◆ I have a high level of respect for my department's leaders
- ◆ I feel that my department as a whole is managed well
- ◆ I feel I can make a difference by working for the City
- ◆ I get the information I need to do my job well
- ◆ I have opportunities to provide input on decisions that affect my work
- ◆ I believe the actions of my Department's leaders are consistent with the City's values

# Additional Question-Level Analysis

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# Highest-Scoring Questions (% Positive)

Employees were MOST positive on the following questions:

QUESTION	NEGATIVE	NEUTRAL	POSITIVE ▼
I like the kind of work I do	3.3%	3.4%	93.2%
I know what is expected of me on the job	5.2%	4.5%	90.3%
The work I do is meaningful to me	3.2%	8.3%	88.5%
My job makes good use of my skills and abilities	7.3%	6%	86.7%
My department's mission is important to me	2.8%	12.1%	85%



# Lowest-Scoring Questions (% Positive)

Employees were LEAST positive on the following questions:

QUESTION	NEGATIVE	NEUTRAL	POSITIVE ▲
I feel that change is managed well in the City of Columbia	47.5%	33.4%	19.1%
I believe that City Management will take action on the results from this survey	51.4%	29.5%	19.1%
I feel that my pay adequately reflects my performance	58.8%	18.4%	22.7%
Compared to people doing a similar job in other organizations, I feel my pay is reasonable	59.6%	15.2%	25.3%
I feel that the City of Columbia as a whole is managed well	45.2%	29.4%	25.4%



# Largest Positive Gaps

Questions where employees were MORE positive than the local government benchmarks.  
“Gap” is percentage point difference (on positive responses) from local government benchmarks

QUESTION	NEGATIVE	NEUTRAL	POSITIVE	MEAN	GAP ▼
I have a high level of respect for my department's leaders	13.1%	16.1%	70.8%	3.85	21
My supervisor provides constructive feedback on my job performance	10.3%	13.5%	76.1%	3.94	20
My department's leaders keep me informed about matters that affect me	17.6%	14.8%	67.6%	3.61	18
I have a high level of respect for my supervisor	6.5%	13.8%	79.7%	4.16	17
My supervisor is available when I need him or her	5.6%	10.2%	84.2%	4.16	16



# Largest Negative Gaps

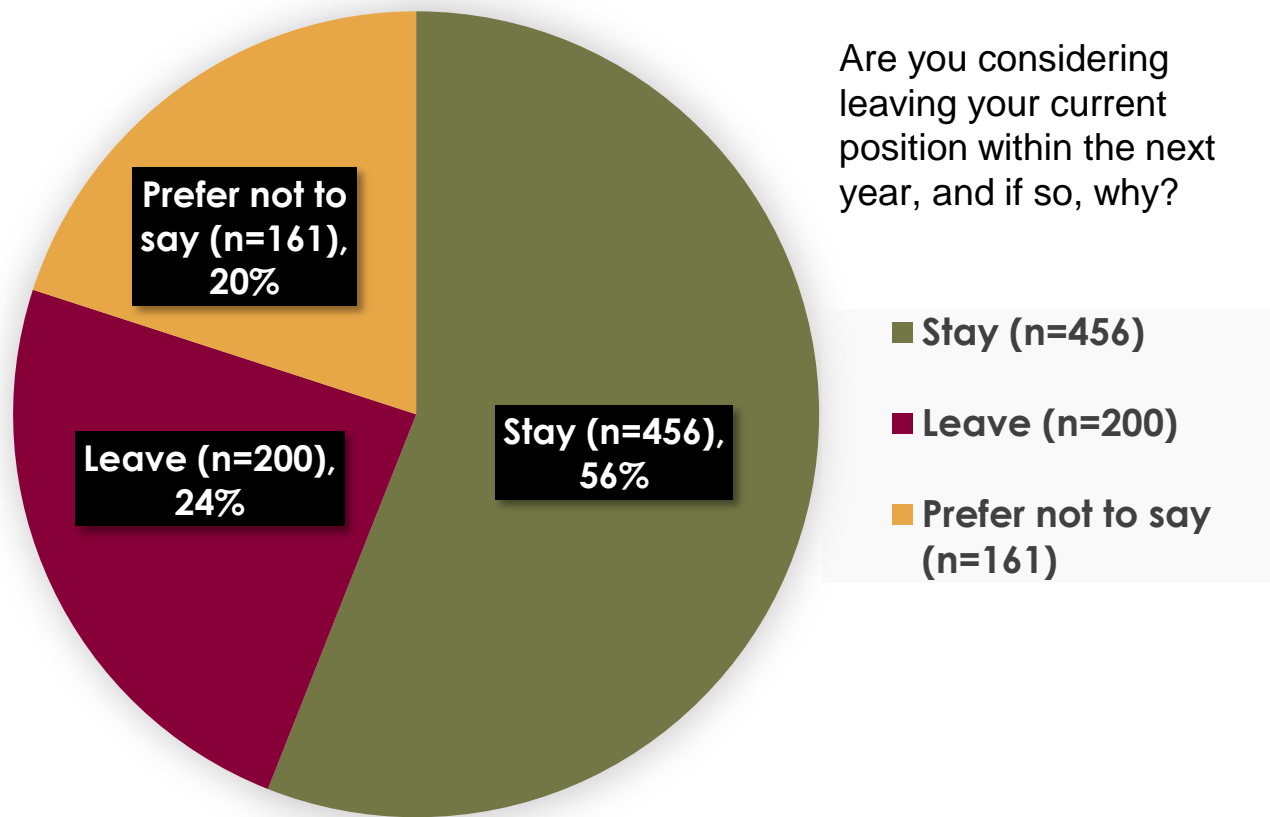
Questions where employees were LESS positive than the local government benchmarks.  
“Gap” is percentage point difference (on positive responses) from local government benchmarks

QUESTION	NEGATIVE	NEUTRAL	POSITIVE	MEAN	GAP ▲
I feel that my pay adequately reflects my performance	58.8%	18.4%	22.7%	2.44	-36
Compared to people doing a similar job in other organizations, I feel my pay is reasonable	59.6%	15.2%	25.3%	2.43	-34
I am paid fairly for the work that I do	49.8%	17.6%	32.6%	2.64	-28
I believe the actions of City Management are consistent with the City's values	37.9%	32.3%	29.8%	2.83	-27
I feel that the City of Columbia as a whole is managed well	45.2%	29.4%	25.4%	2.65	-27





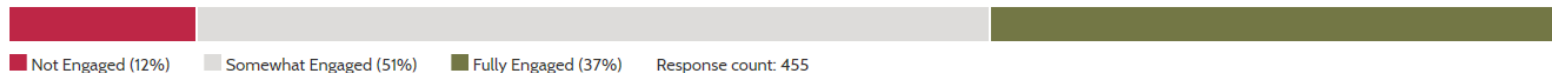
# Intent to Stay or Leave – All Employees



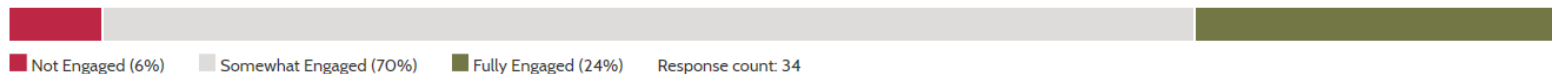


# Engagement Levels by Intent to Leave (1 of 2)

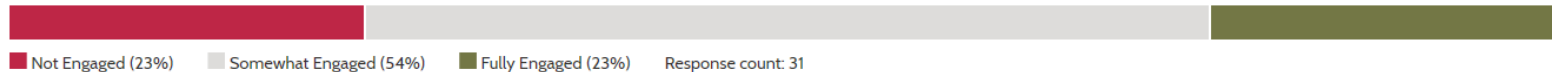
1. No



2. Yes, to pursue a different position within my current City of Columbia department



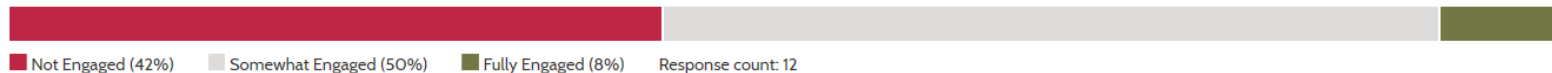
3. Yes, to pursue a position in another City of Columbia department



4. Yes, to pursue a position outside the City of Columbia – for a different local government (e.g., city or county)



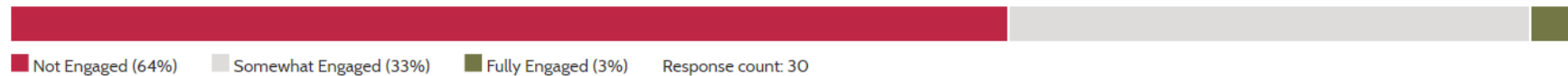
5. Yes, to pursue a position outside the City of Columbia – for a different government agency (e.g., state or federal government)



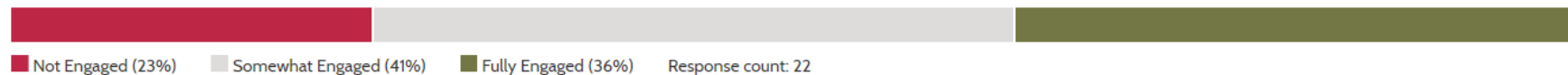


# Engagement Levels by Intent to Leave (2 of 2)

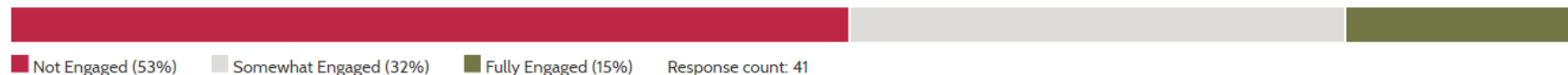
6. Yes, to pursue a position outside government (e.g., in a private-sector company)



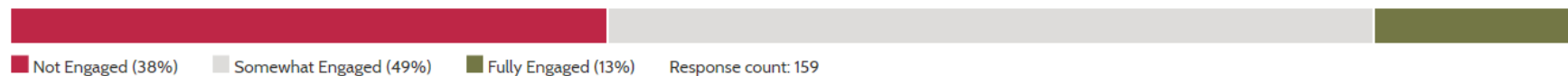
7. Yes, to retire



8. Yes, for other reasons



9. Prefer not to say

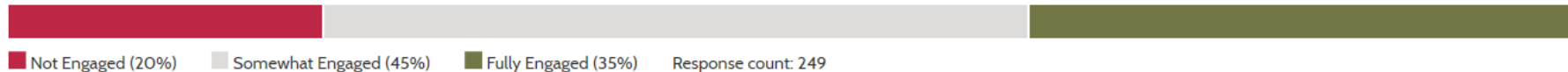


# Results by Demographic Segment

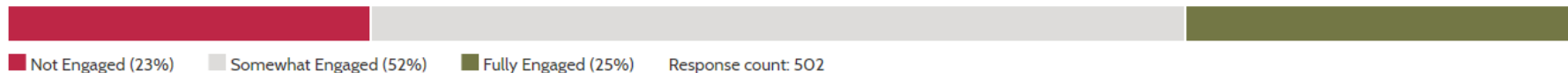
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# Engagement Levels by Gender

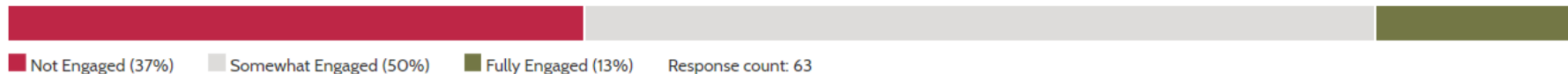
## 1. Female



## 2. Male



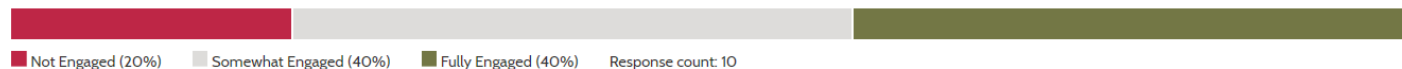
## 4. Prefer not to say



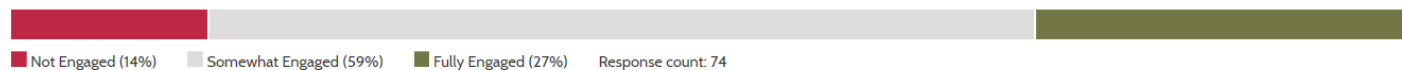
Note: No respondents selected "3. Other"

# Engagement Levels by Age (1 of 2)

B. 18 to 23 years old



C. 24 to 29 years old



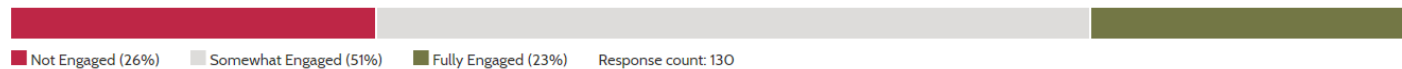
D. 30 to 35 years old



E. 36 to 41 years old



F. 42 to 47 years old

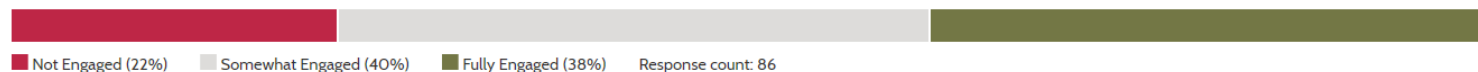


# Engagement Levels by Age (2 of 2)

G. 48 to 53 years old



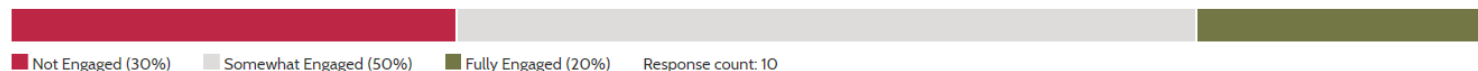
H. 54 to 59 years old



I. 60 to 65 years old



J. 66 or more

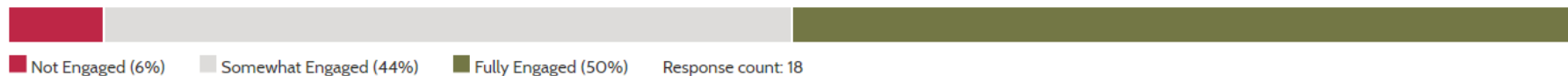


K. Prefer not to say

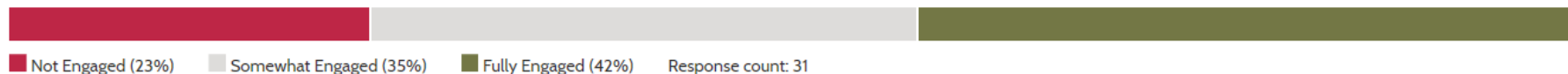


# Engagement Levels by Tenure (1 of 2)

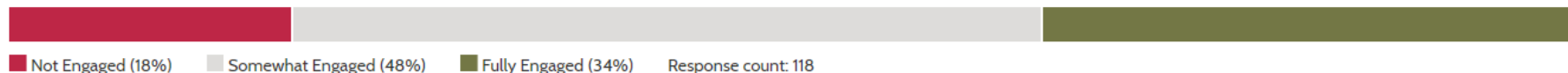
## 1. Less than 6 months



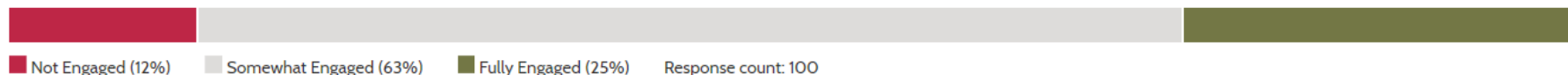
## 2. At least 6 months, but not more than 1 year



## 3. At least 1 year, but not more than 3 years



## 4. At least 3 years, but not more than 5 years



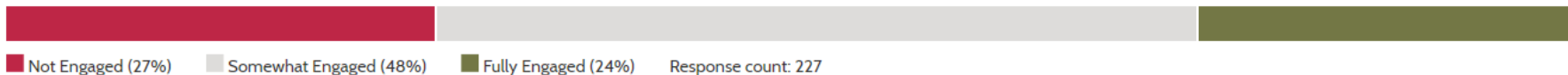


# Engagement Levels by Tenure (2 of 2)

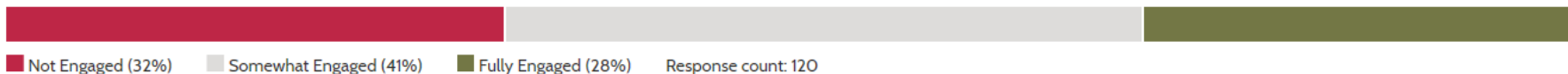
5. At least 5 years, but not more than 10 years



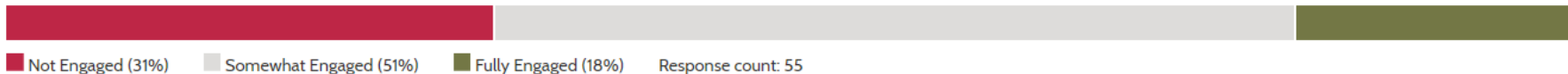
6. At least 10 years, but not more than 20 years



7. 20 years or more



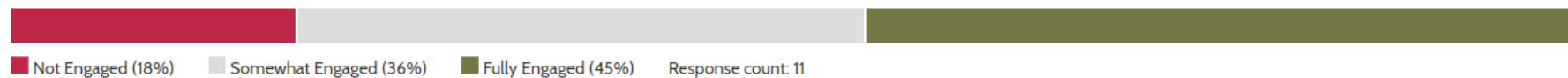
8. Prefer not to say



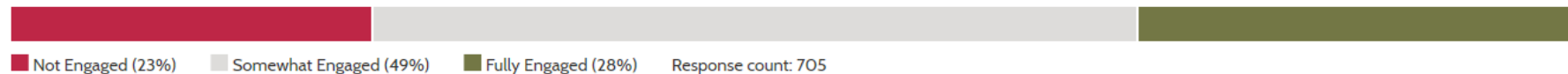


# Engagement Levels by Hispanic or Latino

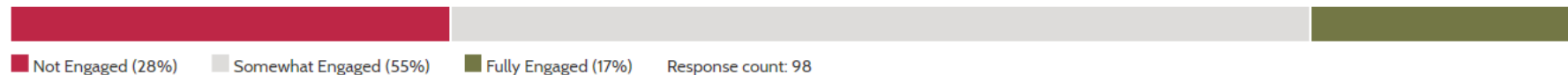
1. Yes



2. No



3. Prefer not to say





# Engagement Levels by Race/Ethnicity (1 of 2)

## 1. American Indian or Alaska Native

Not Available - There are not 10 or more responses for this group.

## 2. Asian

Not Available - There are not 10 or more responses for this group.

## 3. Black or African American



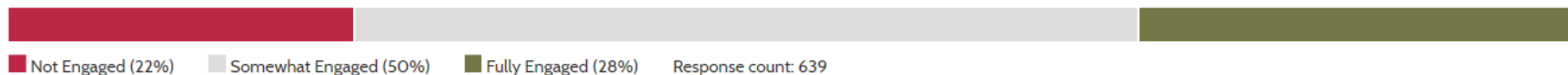
■ Not Engaged (18%) ■ Somewhat Engaged (42%) ■ Fully Engaged (39%) Response count: 38

Note: No respondents selected "4. Native Hawaiian or Other Pacific Islander"

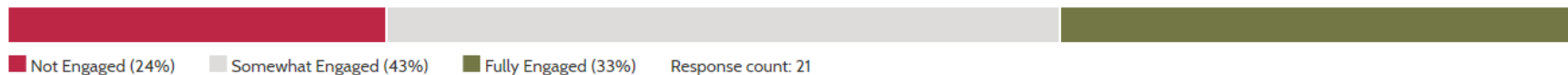


# Engagement Levels by Race/Ethnicity (2 of 2)

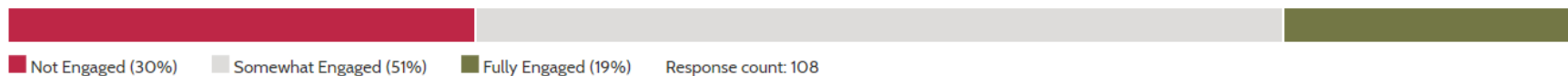
## 5. White



## 6. Two or more races



## 7. Prefer not to say



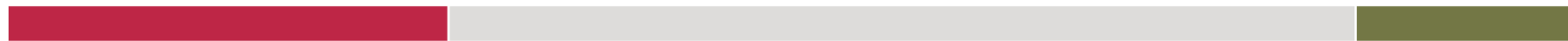


# Engagement Levels by Education (1 of 2)

## 1. Less than High School

Not Available - There are not 10 or more responses for this group.

## 2. High School or GED



■ Not Engaged (28%) ■ Somewhat Engaged (58%) ■ Fully Engaged (14%) Response count: 108

## 3. Some college



■ Not Engaged (19%) ■ Somewhat Engaged (51%) ■ Fully Engaged (30%) Response count: 166

## 4. Associate Degree

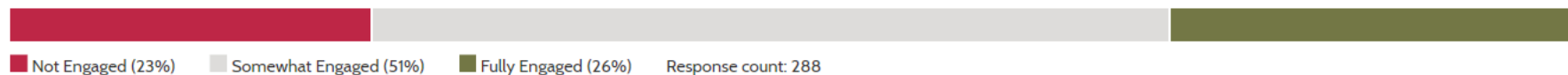


■ Not Engaged (26%) ■ Somewhat Engaged (48%) ■ Fully Engaged (26%) Response count: 89

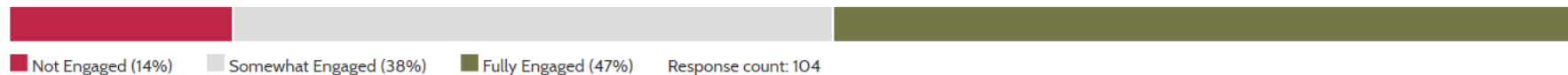


# Engagement Levels by Education (2 of 2)

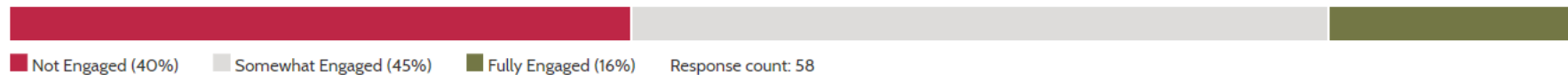
## 5. Bachelor's Degree



## 6. Master's Degree or higher



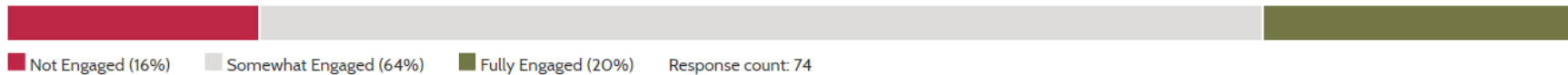
## 7. Prefer not to say



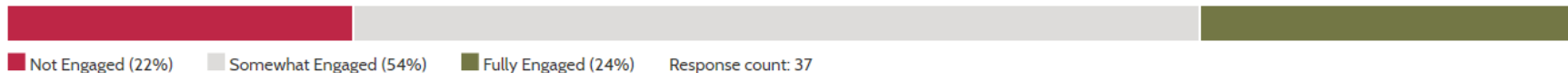


# Engagement Levels by Pay Band (1 of 2)

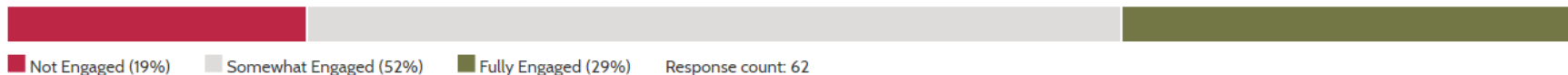
A



B



C



D





# Engagement Levels by Pay Band (2 of 2)

E



Not Engaged (10%) Somewhat Engaged (29%) Fully Engaged (61%) Response count: 48

F



Not Engaged (13%) Somewhat Engaged (57%) Fully Engaged (30%) Response count: 40

I don't know



Not Engaged (28%) Somewhat Engaged (46%) Fully Engaged (26%) Response count: 363

Prefer not to say



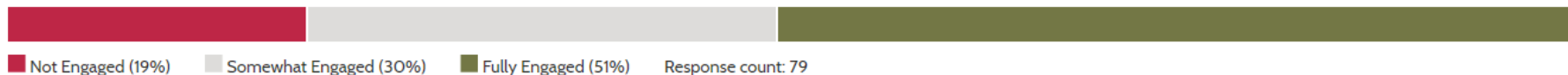
Not Engaged (27%) Somewhat Engaged (55%) Fully Engaged (18%) Response count: 119



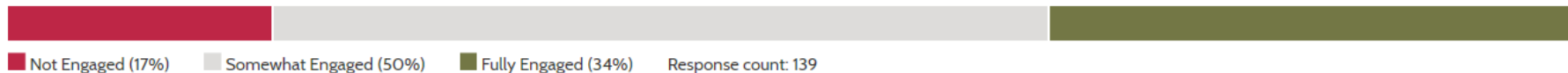


# Engagement Levels by Job Classification (1 of 2)

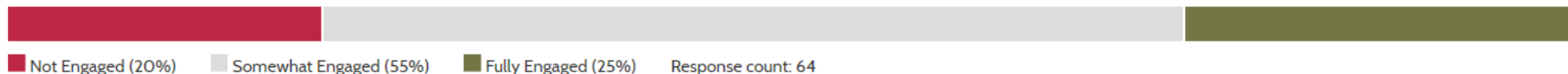
## 1. Official and Administrators (director, division chief, manager, etc.)



## 2. Professional (compliance officer, planner, systems analyst, registered nurse, etc.)



## 3. Technician (laboratory analyst, systems programmer, engineering aid, etc.)



## 4. Protective Service (airport safety officer, animal control officer, police officer, etc.)



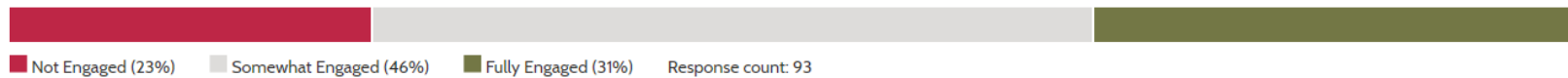


# Engagement Levels by Job Classification (2 of 2)

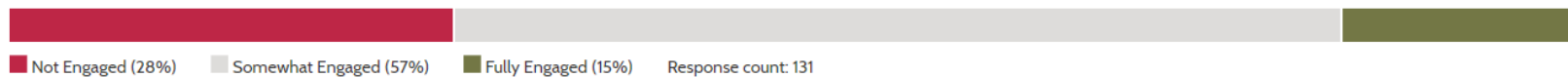
5. Para-professional (community service aid, probation officer, licensed practical nurse, etc.)

Not Available - There are not 10 or more responses for this group.

6. Administrative support (administrative assistant, cashier, clerical, customer service representative, etc.)



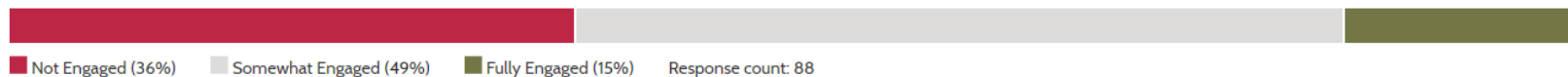
7. Skilled craft (building and grounds supervisor, electronic data specialist, line worker, public works supervisor, refuse collection supervisor, meter repair technician, etc.)



8. I don't know



9. Prefer not to say





# Engagement Levels by Status

## Permanent Full-time



■ Not Engaged (23%) ■ Somewhat Engaged (50%) ■ Fully Engaged (28%) Response count: 789

## Permanent Part-time

Not Available - There are not 10 or more responses for this group.

## Prefer not to say

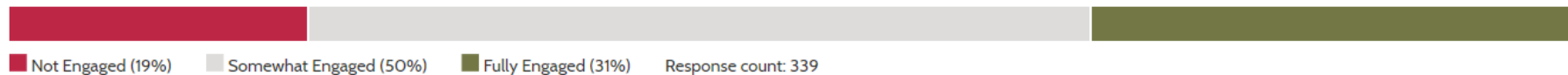


■ Not Engaged (44%) ■ Somewhat Engaged (39%) ■ Fully Engaged (17%) Response count: 18

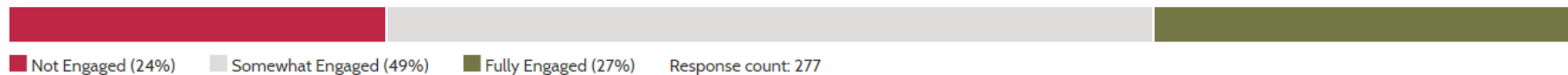


# Engagement Levels by Home Location

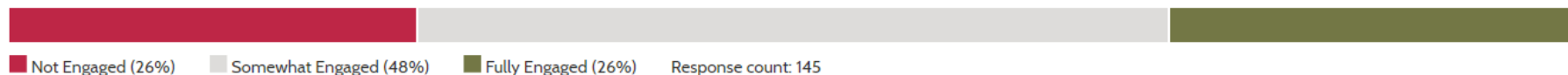
## 1. In the City of Columbia



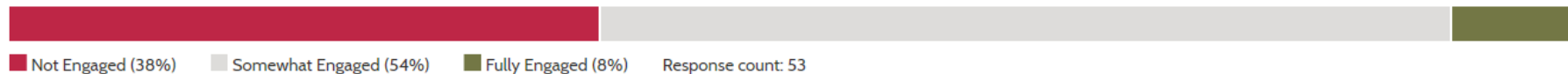
## 2. In Boone County



## 3. None of the above



## 4. Prefer not to say





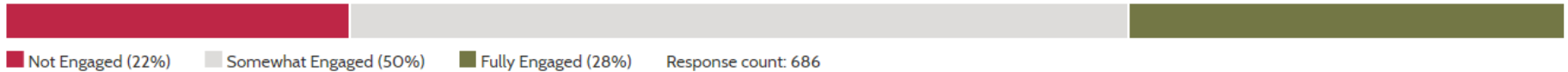
# Engagement Levels by Military Status

Do you currently serve in the military, or have you ever served in the military?

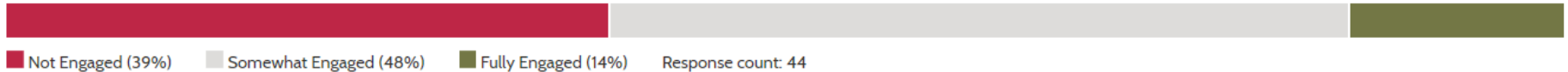
1. Yes



2. No



3. Prefer not to say

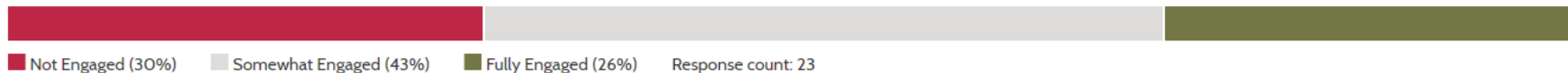




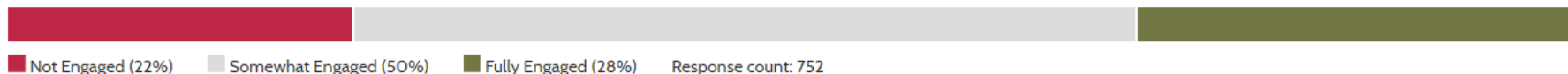
# Engagement Levels by Guard/Reserve

Do you currently serve in the National Guard or Army Reserves, or have you ever served in the National Guard or Army Reserves?

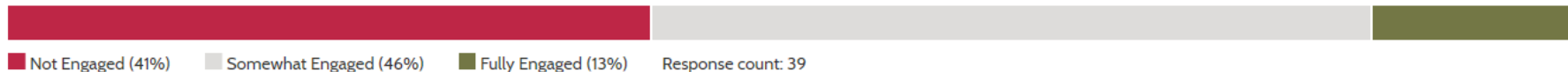
1. Yes



2. No



3. Prefer not to say





# Contact Information

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