



Employee Engagement Survey 2013

Conducted by the City of El Paso's
Human Resources Department

July 8, 2013



Purpose of the Survey

- Provide employees the opportunity to share their employment experience with the City
- Evaluate the alignment of people resources with the goals of the organization, to include year over year survey results
- Identify current and future needs affecting the workforce (i.e. succession planning, training and development)
- Seek opportunities to continuously improve our “brand” and services to the community



Overview of Survey

- Conducted during April of 2013
- Response rate: Approximately 45%
- Participants: 2,864
- 86 questions; four (4) “open ended questions” and six (6) demographic questions
- 750 respondents did not identify their department. (26%)



Improvements from Last Survey

- Higher participation -- up 20%
- Administered in-house utilizing Survey Monkey
- Introduced 29 new questions and included broader stakeholder involvement
- Continue gathering workforce planning information
- Compared to 2009 survey results



Where We Rock!

- I will go beyond what is expected of me to ensure that the City is successful. (91.4%)
- I understand how my work directly contributes to the overall success of the City. (90.9%)
- I have an annual set of performance standards that I am expected to meet. (89.4%)
- I understand the public service goals of my department. (88.6%)
- I value my pension plan as an important benefit for retirement. (87.2%) *

* New question for 2013



Where We Rock! (cont)

- My job is a good fit with my skills and interests. (85.8%) *
- I plan to be working for the City of El Paso a year from now. (84.1%)
- My job gives me a strong sense of personal satisfaction. (83.2%)
- My immediate supervisor treats me with respect. (82.4%)
- My immediate supervisor is available when I have questions or need help. (82.3%)

* New question for 2013



Areas for Improvement

- There is adequate communication between departments regarding changes or decisions that affect employees. (46.0%)
- Overall, I am satisfied with the total compensation (wages plus benefits) I receive. (44.3%) *
- I would prefer a 5-day work week instead of a 4-day work week. (42.3%) *
- The City of El Paso maintains salary levels that compare well to other employers in the area. (40.8%)
- Promotions are given to the most qualified employees. (38.2%)

* New question for 2013



Areas for Improvement (cont)

- My department prepares internal candidates for promotional opportunities. (36.1%)
- My job does not cause me too much stress. (35.9%)
- People with different ideas are valued. (31.5%)
- Overall, I am satisfied with how management (one or more levels above my immediate supervisor) communicates with employees. (31.3%) *
- During the last six (6) months, my supervisor or manager has communicated with me about my development. (29.4%)

* New question for 2013



Areas of Uncertainty

- I am satisfied with the 4/10 work schedule. (44.6%) *
- I am satisfied with the frequency of training classes offered. (34.5%)
- I am satisfied with the variety of training classes offered. (32.9%)
- I would prefer a 5-day work week instead of a 4-day work week. (32.7%) *
- I believe development opportunities are distributed fairly in my department. (32.0%)

* New question for 2013



Open Ended Questions

- *Considering the entire amount of time you have been employed with the City of El Paso, what do we do best?*

1,358 comments

- *The one thing I like best about working for the City of El Paso is:*

1,625 comments



Open Ended Questions (cont)

- *The one thing the City of El Paso should do to make it a better workplace, is:*

1,579 comments

- *If you could change one thing about the City of El Paso, as it relates to your employment:*

1,498 comments



Themes to Open Ended Questions

What We Do Best

- Vague references such as “everything”
- Customer/Public Service
- Benefits (pension, vacation & sick)
- Growth & development
- Job security



Themes to Open Ended Questions

The one thing I like best...

- Benefits
- Job security
- Serving the public
- Work schedule
- Miscellaneous
- People I work with
- Career growth & development



Themes to Open Ended Questions

What Would Make Us Better

- Increase employee compensation
- Miscellaneous responses
- Employee relations (rewards, recognition, fairness/equality)
- Increase career growth & development opportunities
- Better communication
- Improve work environment & equipment



Themes to Open Ended Questions

One Thing I Would Change

- Increase employee compensation
- A change in management
- Miscellaneous responses
- Increase career growth & development opportunities
- Better or cheaper benefits



Workforce Information

- Sixty-two percent of respondents would like to be coached, mentored or otherwise helped more in their careers
- 4.1% (N=104) plan to retire in the next 12 months; up from 2.75% in 2009. 5.1% plan on retiring in the next two years (N=130)
- 84.1% plan to continue working for the City “a year from now”



Workforce Information (cont)

- There is less confidence in the “fair” distribution of development opportunities in departments. (Q72)
- Thirty-two percent of respondents believed that internal candidates are being prepared for promotional opportunities; down from 41% in 2009. (Q64)



Employee Engagement

Research shows that engaged employees are more productive employees. They are more profitable, more customer-focused, safer and more likely to withstand temptations to leave the organization.

Source: Employee Engagement, *What's Your Engagement Ratio?*
Gallup Consulting 2010



Employee Engagement Approach

Definition - the extent to which employees commit to something or someone in their organization, how hard they work, and how long they stay as a result of that commitment.

Source: <http://www.shrm.org/>



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Q8. I will go beyond what is expected of me to ensure that the City of El Paso is successful and would recommend working for the City of El Paso to friends and family *(8 & 82)*

Q10. The work that I do is meaningful, it gives me a sense of personal satisfaction and I understand how it directly contributes to the overall success of the City of El Paso. *(5, 10 & 11)*

Q17. Overall, I am satisfied with the balance between my work and personal life.

Q25. People with different ideas are valued at the City of El Paso and every employee is treated fairly. *(25 & 57)*

Q29. My co-workers and I work well as a team.

Q39. My immediate supervisor treats me with respect and I have a positive working relationship with him/her. *(31 & 39)*

Q48. I am confident in the senior leadership of my department and am satisfied with how management (one or more levels above my immediate supervisor) communicates with employees. *(48 & 53)*

Q70. During the past 12 months, I have had the chance to improve my job-related skills.



Supervisory Relationships

How much contact do you have with your immediate supervisor?

	Response Percent	Response Count
Frequent	70.8%	1936
Occasional	19.0%	519
Infrequent	5.5%	151
Rare	4.0%	108
None	0.7%	19
	Answered question	2733
	Skipped question	131



Supervisory Relationships (cont)

- I have a positive working relationship with my immediate supervisor. (81.5%)
- I have opportunities to provide my immediate supervisor with input for decisions that will affect my work (73.9%)
- My immediate supervisor consistently holds people accountable. (63.4%)



Senior Leadership

How much contact do you generally have with senior leaders (department head and senior management) in your department?

	Response %	Total Responses
Frequent	19.8%	541
Occasional	32.5%	885
Infrequent	16.3%	444
Rare	22.9%	625
None	8.5%	232
	Answered question	2,727
	Skipped question	137



Senior Leadership (cont)

How much contact would you like to have with senior leaders (department head and senior management) in your department?

	Response %	Total Responses
More contact	41.5%	1,122
Less contact	6.7%	181
About the same	51.8%	1,398
	Answered question	2,701
	Skipped question	163



Senior Leadership (cont)

My contact with senior leaders (department head and senior management) in my department, has generally been positive. (59.7%)



Bottom Line

<i>City is a good place to work</i>	Response %	Total Responses
Strongly Agree	22.7%	604
Agree	53.6%	1,426
Neither Agree or Disagree	16.9%	451
Disagree	4.1%	108
Strongly Disagree	2.7%	72



Bottom Line (cont)

<i>Recommend working at the City</i>	Response %	Total Responses
Strongly Agree	18.6%	496
Agree	50.2%	1,338
Neither Agree or Disagree	20.3%	541
Disagree	6.7%	179
Strongly Disagree	4.1%	109



Bottom Line (cont)

<i>Overall satisfaction working for COEP</i>	Response %	Total Responses
Extremely Satisfied	16.8%	448
Very Satisfied	41.0%	1,092
Somewhat Satisfied	31.3%	834
Somewhat Dissatisfied	6.6%	175
Very Dissatisfied	2.3%	60
Extremely Dissatisfied	2.0%	54



Next Steps

- Offer three (3) presentations to employees in different parts of the City.
- Department Heads have received departmental results and are encouraged to address areas of improvement. HR is available to consult with departments to create interventions
- Citywide results will be posted on the HR web site.



Questions?



Contact Information

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