

EMPLOYEE SENTIMENT SURVEY

2024 Quarter 4 Update

PERFORMANCE & ANALYTICS DEPT.



This summary document provides insights into employee sentiment at the City of San Diego (City). The purpose of employee experience (EX) surveys is to capture employee sentiment across a range of topics, throughout an employee’s tenure at the City.

The City leverages the Medallia platform to conduct semi-annual Employee Satisfaction surveys, and as-needed Onboarding and Exit surveys. Together, these three surveys inform leadership about employee sentiment regarding all aspects of the team member’s career with the City—from interviewing through separation.

TOP MOTIVATORS FOR WORKING AT THE CITY

1. Job Stability
2. Pay
3. Work/Life Balance

The 2024 Q4 Employee Sentiment survey responses were collected from October 2 to November 6, 2024. The City delivered surveys to **13,051** active employees in October 2024; and **2,480** employees responded to the 2024 Q4 Employee Sentiment Survey (19.0% response rate). This response rate is representative at the Citywide level at a **99% confidence level** and a **3% margin of error**. No departments had enough individual responses to be representative at the department level.

Overall Satisfaction

Employee satisfaction is captured with two metrics: **Net Promoter Score (NPS)** and **Overall Satisfaction (OSAT)**. NPS measures the likelihood that an employee would recommend the City as a place to work. It is calculated by subtracting the percentage of employees who scored the question a 0 through 6 (“detractors”) from the percentage of employees who scored the question a 9 or 10 (“promoters”). OSAT asks employees to rate their overall satisfaction with their experience at the City. The metric is calculated by totaling the percentage of 9 and 10 scores reported by employees.

Both NPS and OSAT scores improved between the April 2024 and October 2024 survey round. In April, the City’s Net Promoter Score was 12.8 and overall satisfaction was 36.7. The Net Promoter Score has remained positive since October 2023 and has continued to climb—indicating that there are increasingly more employees who would recommend the City as a place to work than employees who would not.



Key Drivers

After the top-level satisfaction and Net Promoter questions, the survey asked employees eleven Key Driver questions; these questions are intended to measure sentiment around key themes. Below are the results for the Key Driver questions.

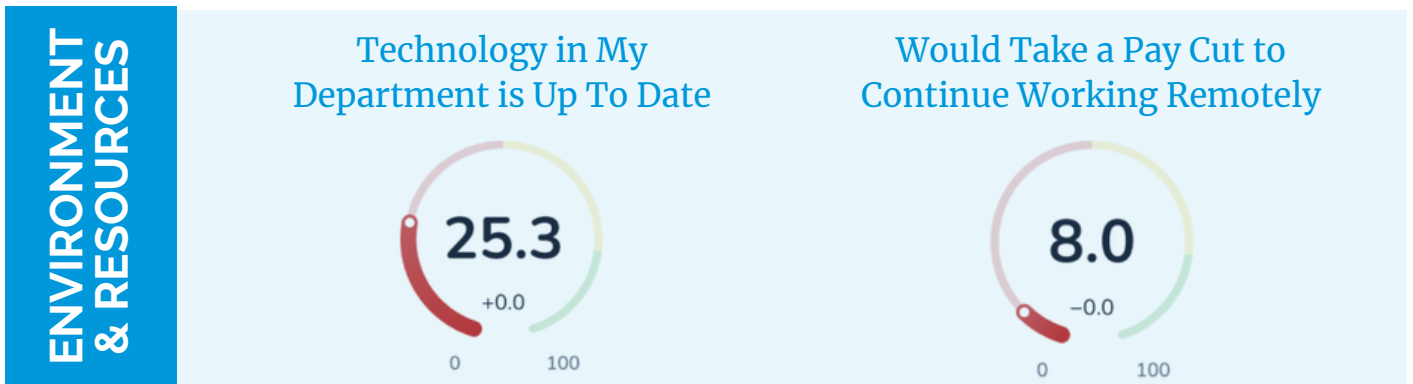
Key Drivers	% Responses scored 9 or 10	
	April 2024 Q2	Oct. 2024 Q4
Path for Career Advancement	41.3	42.7
Feel Inspired to Reach My Full Potential	39.6	42.4
Receive Recognition	39.5	42.6
Paid Fairly for The Work I Do	32.9	33.4
My Team Cares About Me	54.1	55.5
My Department Provides High Quality Services	56.7	59.0
My Direct Supervisor Actively Listens to Me	64.8	65.4
My Department Management Sets Clear Goals and Expectations	43.7	44.2
Have the Resources to Do My Job Well	37.3	38.9
The City Invests in Training and Development	37.4	38.9
Satisfied with The Physical Conditions at Workplace	34.6	33.0

Key Employee Attributes

The final group of sentiment questions were intended to go deeper into each attribute of the employee experience. The attributes are separated into five categories, each with at least two questions.



Key Employee Attributes (continued)



Demographics

- Women are very slightly more likely to recommend the City as a place to work over men (NPS of 27.0 compared to 23.9), and there are slight differences in overall satisfaction between female and male City employees (40.0 and 43.4, respectively). Employees who opted to not select a gender had the lowest NPS and OSAT scores (-11.0 and 23.6).
- Employees who selected “Management/Executive” as their role showed higher levels of overall satisfaction (49.3) than other employee groups, especially compared to supervisors, who reported the lowest levels of satisfaction (30.7).
- Employees with less than two years of experience with the City were the most satisfied (54.4). Mid-career employees (between 11 and 20 of experience) showed the lowest levels of overall satisfaction (32.0).
- Employees who identified as Hispanic report the highest level of satisfaction (50.4), while employees who selected “Other” report the lowest level of satisfaction (31.9). Employees who preferred not to answer the question about race reported the lowest level of satisfaction (26.2).
- Employees 23 years old and younger had the highest overall levels of satisfaction (46.3), while employees between 52 and 56 years old reported the lowest satisfaction level (36.6).