

Public Records Request #2012

The following materials have been gathered in response to public records request #2012. These materials include:

- Employee Survey – February 2019

This information was provided as a response to a public records request on 3/28/19 and is current to that date. There is a possibility of more current information and/or documents related to the stated subject matter.

Further Information

For further information about this request or the Citywide Records Program, please contact:

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Good afternoon,

Recently the research company, SIR, shared employee survey results with the Queen's Team and an expanded group of city leaders. During these sessions, we had the opportunity to get valuable feedback. Here are some [key findings and discussion topics](#).

- **City of Charlotte is a good place to work.**
 - 62% of employees said the City of Charlotte is as a great place to work.
 - 65% of employees are more favorable about the City of Charlotte than other employers they've had in the past.
- **City employees are highly engaged.**
 - 72% say they are engaged today, with engaged defined as being enthusiastic about their work and dedicated to the ongoing success and positive reputation of the City of Charlotte.
 - Employees feel that work is rewarding and they can make a difference.
 - Co-workers give each other support and respect.
- **Consistent management communication and accountability identified as areas for improvement.**
 - Holding all employees, including supervisors, accountable.
 - Ensuring that there is clear, consistent communication from management.

Next Steps:

Right now a citywide action plan is being co-developed with department directors and the Queen's Team. Please share your ideas and suggestions with a Queen's Team representative today!

Best,

Sarah Hazel

Sarah Hazel

Assistant to the City Manager – Special Projects

[CITY OF CHARLOTTE](#)

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Employee Survey

February 2019

Today's Agenda



Our Goal and Planning Process



Survey Goals and Response



Insights From Last QT Meeting / Thought Starters



New Insights Today / Thought Starters



Next Steps



**I.
Our Goal
and
Planning
Process**



Our Goal

**Becoming One of The
“Best Places To Work”**



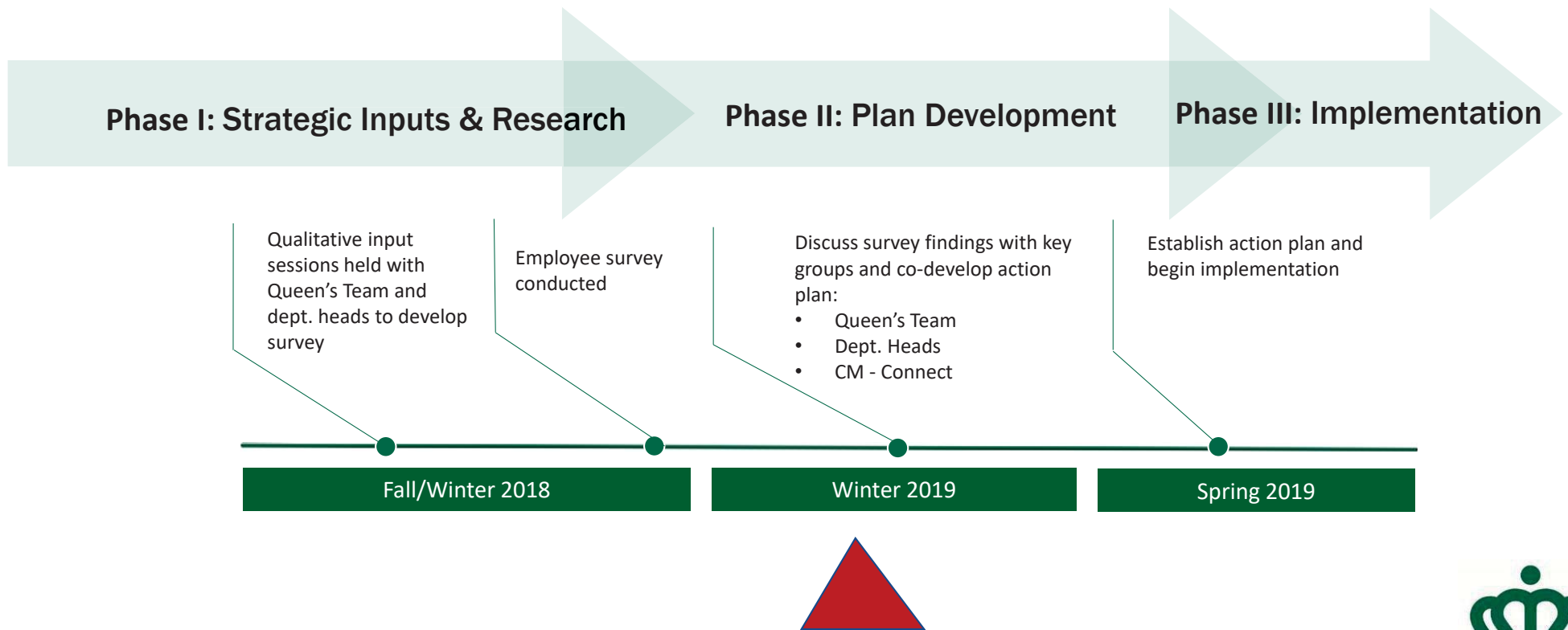
What Does Being “A Best Places To Work” Mean?

- An organization that people want to work for.
- An organization that has a reputation for being a great place to work.
- This reputation comes from the people who work there.
- When an organization becomes one of the best work place, the best talent comes to them . . .
- And, people want to stay there – to make their career there.




City of Charlotte's Best Places To Work Initiative

Goal: Make the City of Charlotte one of Charlotte's best places to work.





City of Charlotte Employee Survey



**II.
Survey Goals,
Approach, and
Response**

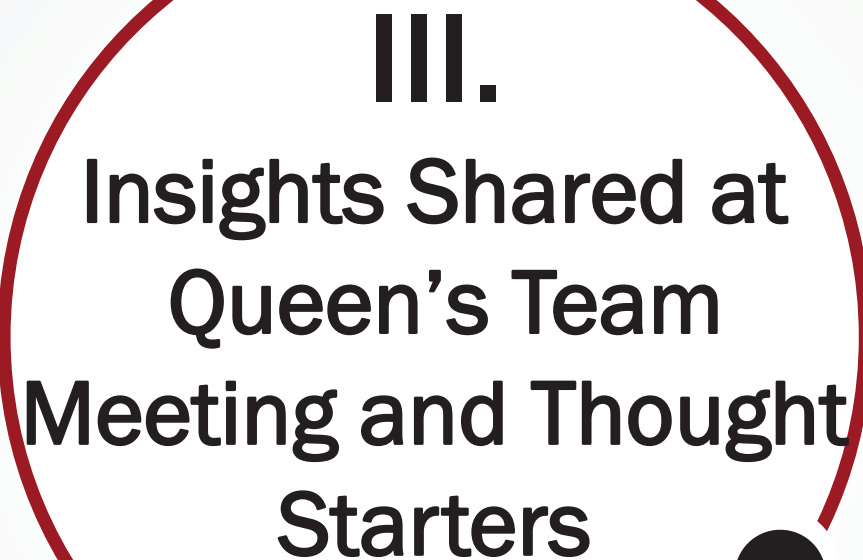
Survey Goals and Approach

GOALS

- Assess the level of employee satisfaction and engagement and identify key drivers
- Assess employee expectations and city performance on personal and organizational attributes related to employment and identify gaps
- Establish performance benchmarks and measure improvement over time
- Inform the development of a plan to become one of the “Best Places To Work.”

APPROACH

- Online and paper surveys
- Survey conducted starting in November 2018 and collected through early January 2019
- Confidential - By design, there is no way to attach any name to a completed survey
- **2,405** employees in total participated in the survey



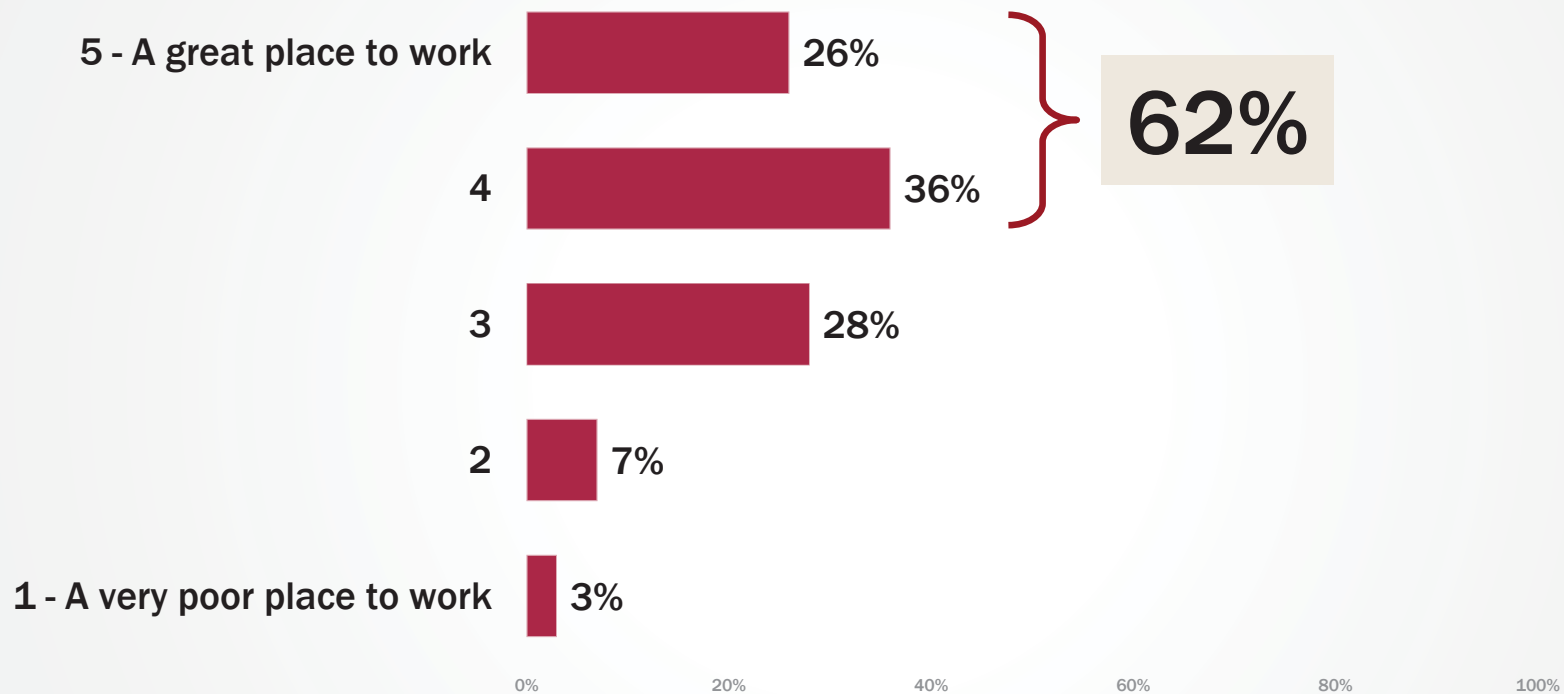
III.
**Insights Shared at
Queen's Team
Meeting and Thought
Starters**

1

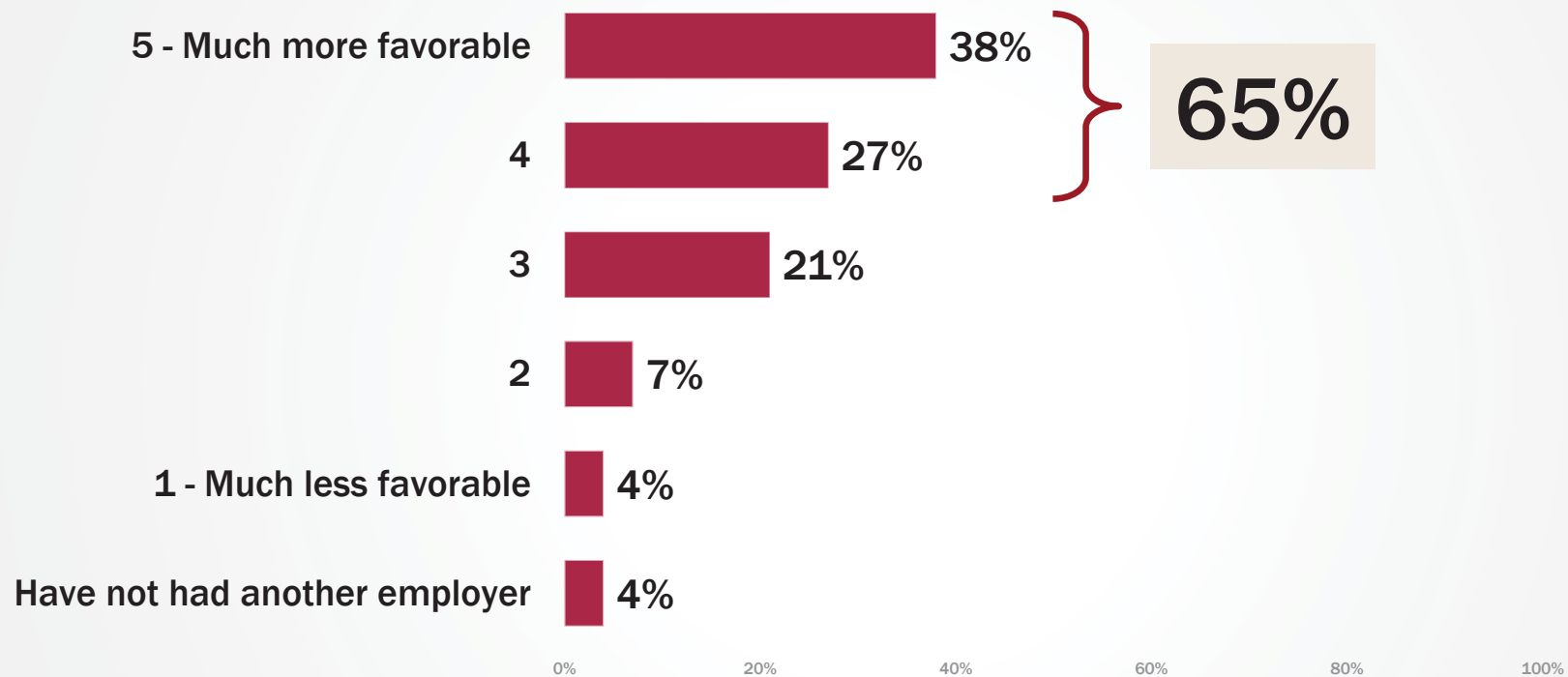
Overall, City of Charlotte employees give the organization strong scores and have generally positive things to say about the city as an employer.



Two-thirds of respondents rate the City of Charlotte as a great place to work

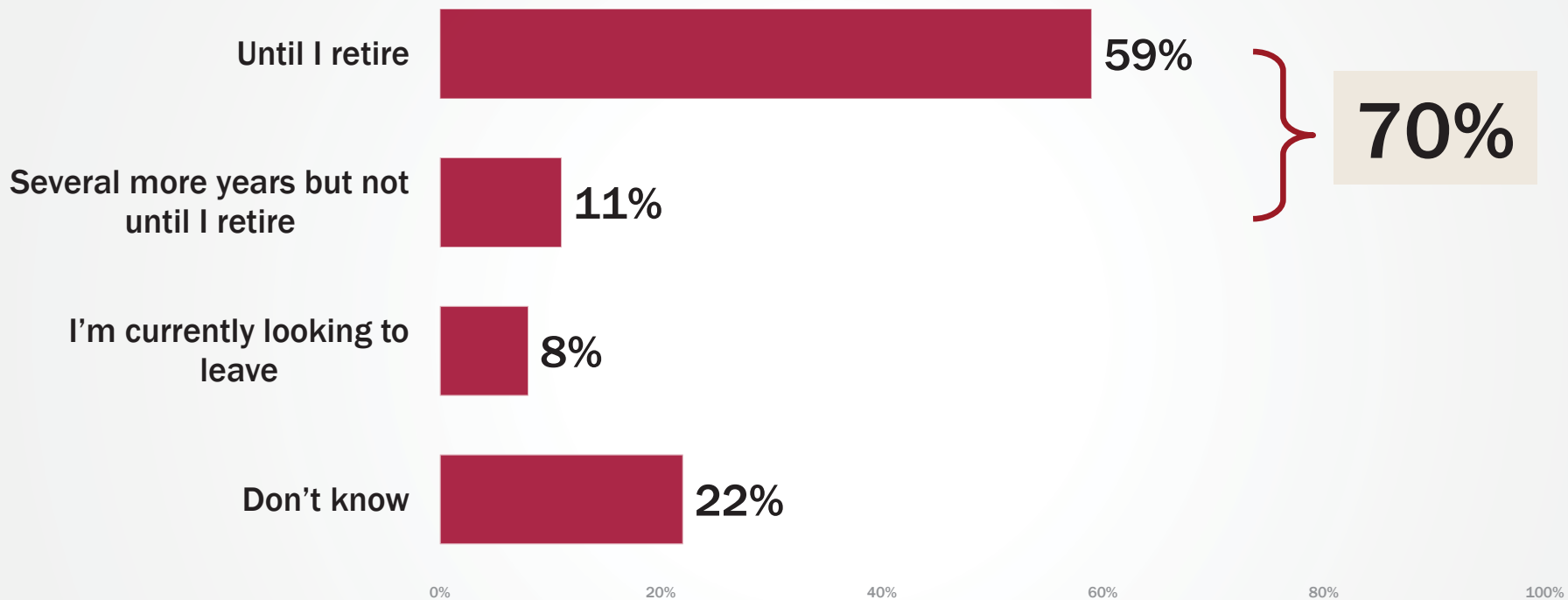


Two-thirds of respondents also rate the City of Charlotte more favorably than other employers they've had in the past



Q5. Overall, how would you compare the City of Charlotte to other employers you have had in the past? The City of Charlotte is...
Note: "Don't know" responses were removed from this data set.

Seven out of 10 respondents see themselves working for the city for the foreseeable future or until retirement



2

There's work to be done to shore up what the City of Charlotte delivers to workers on a personal and organizational level to better align with employees' expectations.

**ORGANIZATIONAL
ATTRIBUTES**

OPPORTUNITY MAP

GROWTH OPPORTUNITIES are important to respondents but not rated highly; this is where you focus for the greatest ROI.

IMPORTANCE

BEST GROWTH OPPORTUNITY

- All employees are held accountable, including supervisors
- There are positive management-employee relationships
- Employees are appreciated for work
- There is clear, consistent communication from management
- There's a culture of trust, respect, and integrity

REINFORCE

- The workplace has competitive pay and benefits
- Co-workers give each other respect
- There is a learning environment with training and development options
- Co-workers give each other support

VALUE-ADD SATISFIERS

- There is a clearly defined vision about the future of the organization
- There is an employee-focused organizational culture
- The organization has flexibility with policies

ALREADY WORKING

- There is a collaborative, team-based work environment
- The organization has a reputation as a good employer
- The workplace is inclusive and equitable
- The organization is focused on what's best for residents
- The workplace is diverse

PERFORMANCE



PERSONAL ATTRIBUTES OPPORTUNITY MAP

GROWTH OPPORTUNITIES are important to respondents but not rated highly; this is where you focus for the greatest ROI.

IMPORTANCE

BEST GROWTH OPPORTUNITY

- Work offers opportunities for career advancement
- Supervisors want and take feedback seriously
- People are valued and recognized for their contributions

REINFORCE

- People know what's expected of them and their position
- People have adequate resources to do the job
- Work is rewarding – a person can make a difference
- The culture offers work/life balance
- Work is challenging – a person can stretch and grow
- People trust each other

VALUE-ADD SATISFIERS

- Work offers opportunities to provide input on decision-making
- People are given feedback, both formal and informal
- Positions come with a clear career path or promotion path

ALREADY WORKING

- People support each other – they encourage and help one another
- People have opportunities to think creatively
- People have fun at work

PERFORMANCE



IMPLICATION

The Opportunity Map identifies where to improve the overall perceptions and rating of the City.

ORGANIZATIONAL

- Clear, consistent communication from management
- Positive management-employee relationships
- Employees are appreciated for their work
- Culture of trust, respect, and integrity
- All employees are held accountable, including supervisors

PERSONAL

- Work offers opportunities for career advancement
- People are valued and recognized for their contributions
- Supervisors want and take feedback seriously

Thought Starters – Potential Ideas

1. Career Opportunities for Employees Once on Our Team
2. Better Prepare Our Supervisors
3. Review Existing Performance Evaluation

What could these look like?





IV.
**New Insights
and Thought
Starters**

3

City employees report they are engaged and say they are more engaged today than two to three years ago.

Gauging and comparing engagement scores

Average scores range from 31 to 65 percent.

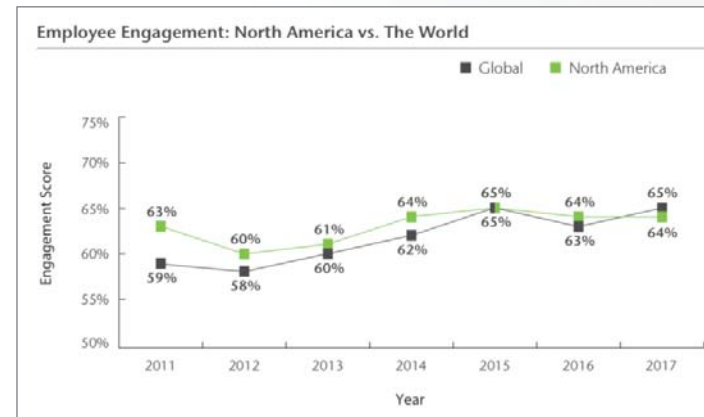
Many organizations track engagement using a wide range of survey instruments and questions. It is difficult to find identical methodologies to perform exact side-by-side comparisons. Two cross-industry and multi-category surveys that track scores over time are Gallup and AON, a global consultancy.

Gallup engagement scores average 31% in the US in 2018. Larger employers score lower. It's been at these levels since 2000.

	Engaged 2016	Change Fom 2012
	%	pct. pts.
Less than 25 employees	41	+5
25 to less than 500 employees	31	+1
500 to less than 1,000 employees	33	-2
1,000 to less than 5,000 employees	30	—
5,000 or more employees	29	+1

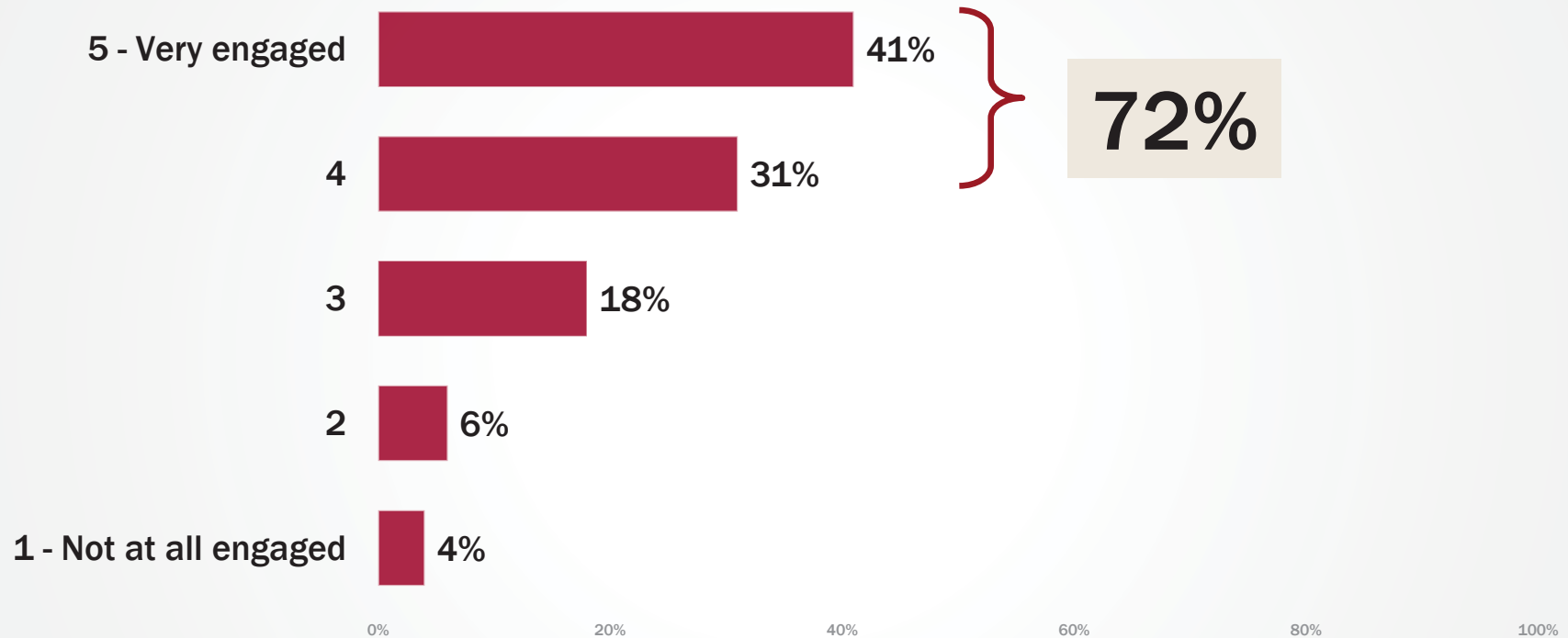
<https://www.gallup.com/workplace/236495/worldwide-employee-engagement-crisis.aspx>

AON uses a different methodology but reports overall engagement across large employers in North America at 65%.



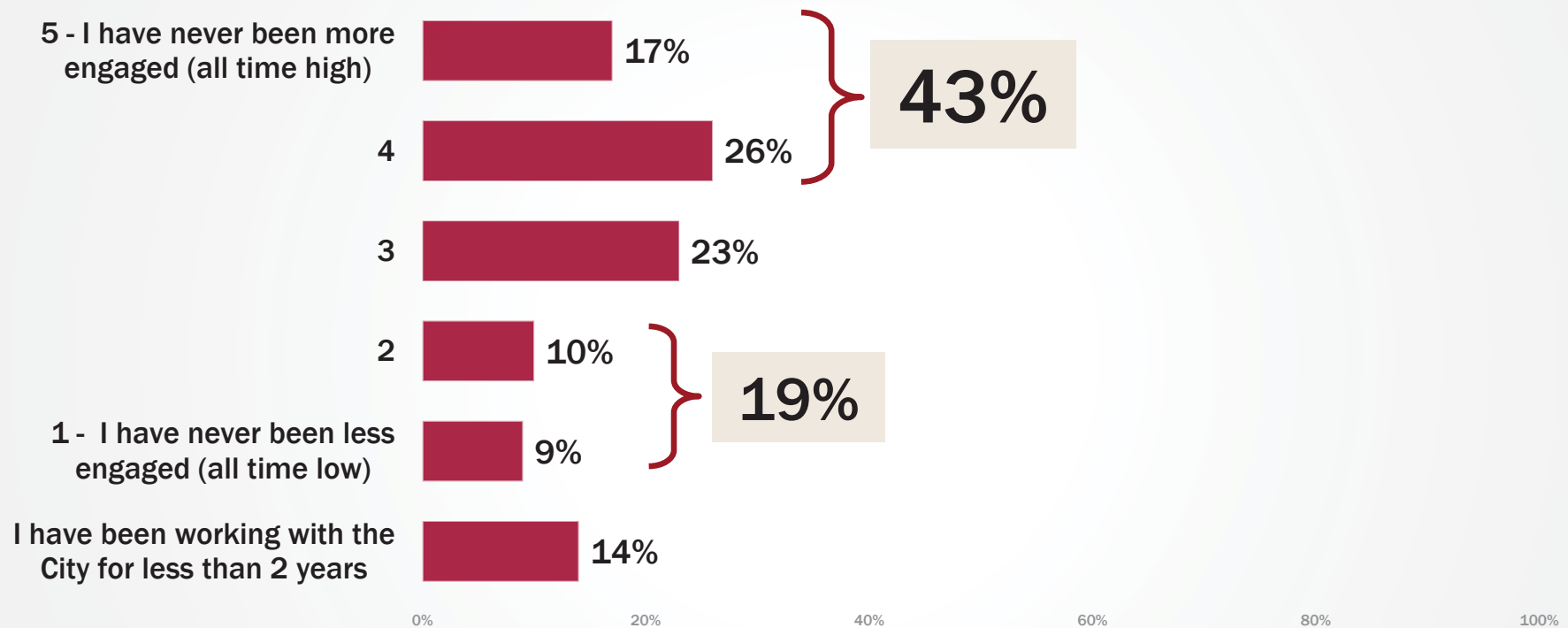
<http://www.aon.com/2018-global-employee-engagement-trends/index.html>

About three in four respondents say they are an engaged employee today



Q10. Overall, how engaged would you say you are as an employee today? By engaged we mean being enthusiastic about your work and dedicated to the ongoing success and positive reputation of the City of Charlotte. Average scores range from 31 to 65 percent.

More than twice as many people say they are a more engaged employee today than two to three years ago



IMPLICATION

Overall engagement scores are good for a large employer like the City of Charlotte. Focus on engagement as a key performance indicator.

4

Ratings of workplace attributes help point to areas for improvement.

EMPLOYER ATTRIBUTES OPPORTUNITY MAP

GROWTH OPPORTUNITIES are important to respondents but not rated highly; this is where you focus for the greatest ROI.



IMPLICATION

Growth areas center on these attributes:

- Delivers on promises
- Looks out for employees
- Communicates openly and transparently
- Meets commitments (does what they say they are going to do)

Thought Starters – Potential Ideas

1. Looks out for employees
2. Communicates openly and transparently
3. Delivers on promises - meets commitments

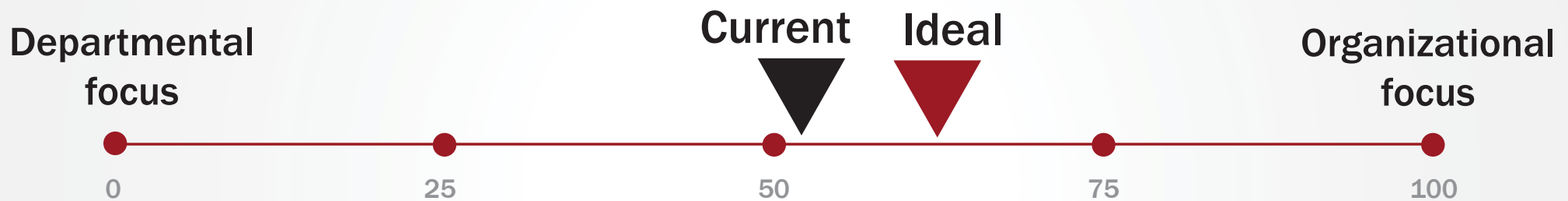
What could
improve
these
areas?



5

Employees appreciate the “Team Charlotte” focus and feel the City of Charlotte is performing well here.

On average, respondents feel the ideal balance should trend slightly toward working as “Team Charlotte” versus departments



Q19. Please indicate what you feel is the IDEAL POSITION for the City of Charlotte to be most effective in delivering services and advancing the work of the municipal government.

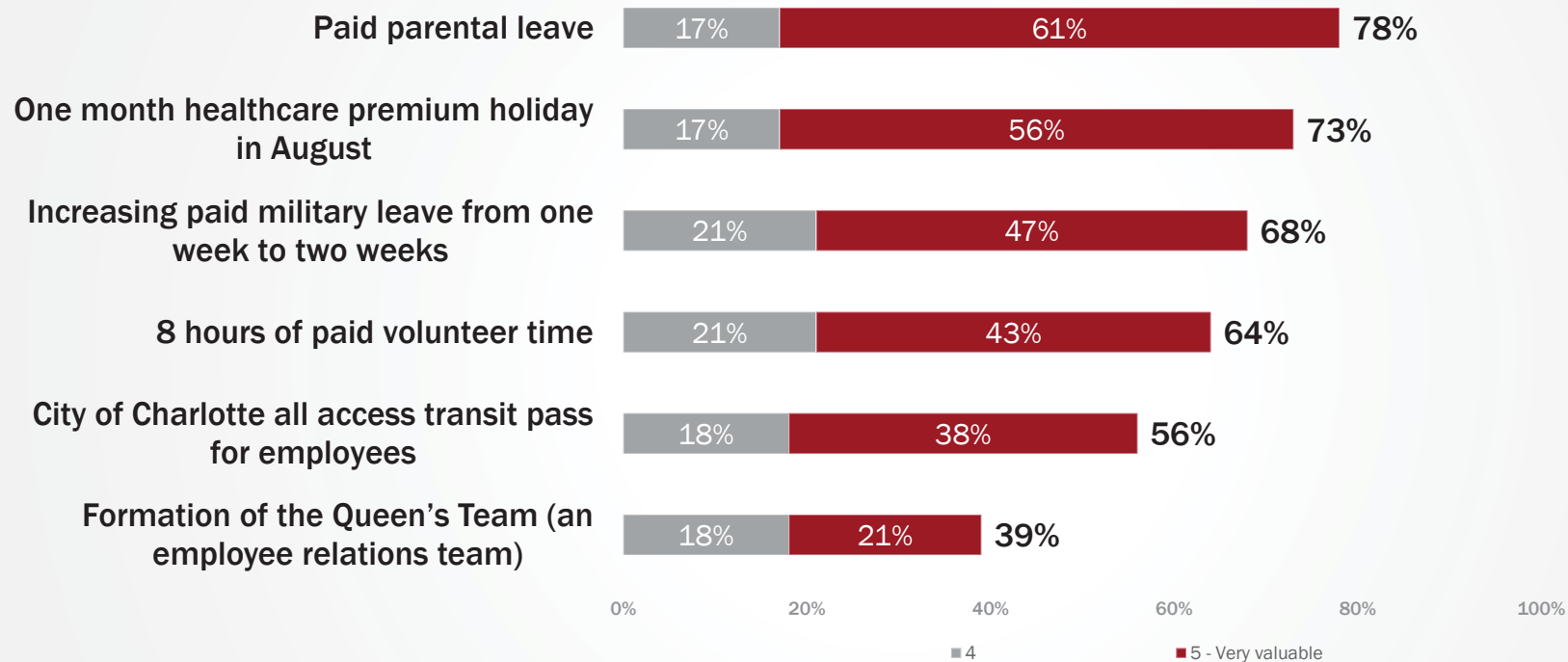
IMPLICATION

Keep working on and realizing the benefits of Team Charlotte, including providing consistency across departments.

6

**Respondents value the
new employee-related
initiatives.
The Queen's Team offers
even more opportunity.**

Paid parental leave and the healthcare premium holiday are the City of Charlotte's most valuable initiatives



IMPLICATION

Employees value the newer initiatives. The Queen's Team is perhaps undervalued or unknown.

Thought Starters – Potential Ideas

How can the Queen's Team
become more valuable?

What could
we improve
in this
area?

