



# 2015 Employee Engagement Survey

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# 2015 EMPLOYEE ENGAGEMENT SURVEY



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## OVERVIEW

Conducting engagement surveys is a useful way of gathering insight into what is important to our employees. The results of this survey will help the County to:

1. **Measure Employee Engagement:** The primary reason for issuing engagement surveys is to measure the engagement level of our employees. Measuring the key drivers of engagement within our organization will allow leaders to assess whether our employees are engaged or disengaged.
2. **Give Employees a Voice:** Engagement surveys are crucial because they give employees a venue for open feedback. It is an opportunity to involve employees in the development process by giving them a direct voice to County leaders.
3. **Increase Employee Engagement:** Once we have assessed how engaged our employees are we can then create an action plan to increase engagement. The information obtained from the survey will allow us to identify strengths and opportunities for improving engagement in our organization.
4. **Direct Organizational Growth:** Knowing how the County measures on areas such as employee satisfaction, management/leadership effectiveness and working environment will give us tangible objectives for change.
5. **Benchmark Results:** Conducting employee engagement surveys will allow us to benchmark the data for comparison purposes. Benchmarking will allow us to identify whether any issues are specific to the County or are common across the nation.





## SURVEY FORMAT

The survey was conducted using Survey Monkey. Survey Monkey is an online survey company that provides customizable online surveys, data collection, and data analysis.

The survey questions were selected based on employee engagement surveys conducted in both the private and public sector. Responses are anonymous; however, the employee can select what specific Department they work in.

The 2015 Employee Engagement Survey Questions are below:

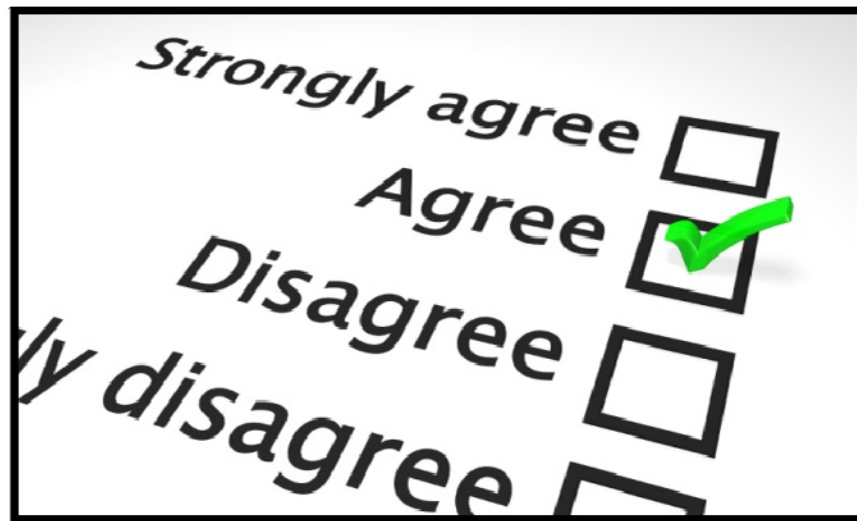
1. My job contributes to the County's ability to serve the community.
2. I know what is expected of me in my job.
3. I have all the necessary tools needed to be successful in my current position.
4. My work gives me a feeling of accomplishment.
5. There are people at work who care about me as a person.
6. I have the opportunity to influence policies and decisions that affect my work.
7. I am aware of advancement opportunities throughout the County.
8. My department's supervisors/managers really listen to employees.
9. My department's supervisors/managers lead by example and serve as a role model for employees.
10. My department's supervisors/managers treat everyone fairly.
11. My department's supervisors/managers provide training opportunities for staff.
12. My department's supervisors/managers support employee wellness efforts.
13. My immediate supervisor respects my ideas.

# 2015 EMPLOYEE ENGAGEMENT SURVEY



14. My relationship with my immediate supervisor is...
15. I have the opportunity to use my skills and experience in my current position.
16. Kalamazoo County Government offers a comprehensive benefit package, including health, dental, vision, disability, life, flexible spending account, and deferred compensation.
17. I feel that I am adequately compensated/paid for the work that I perform on a daily basis.
18. Overall, I am satisfied with my employment within Kalamazoo County Government.

Employees could select "Strongly Agree", "Agree", "Neutral/No opinion", "Disagree" and "Strongly Disagree". NOTE: For question number 14, respondents could select "Excellent", "Good", "Satisfactory", "Fair", and "Poor".





## SURVEY RESPONSE RATE

The survey was e-mailed to all employees on several occasions over a two-month period. In addition, paper copies of the survey were provided to select departments.

Of the 878 County employees, 427 employees responded to the survey... [a response rate of over 48%](#)

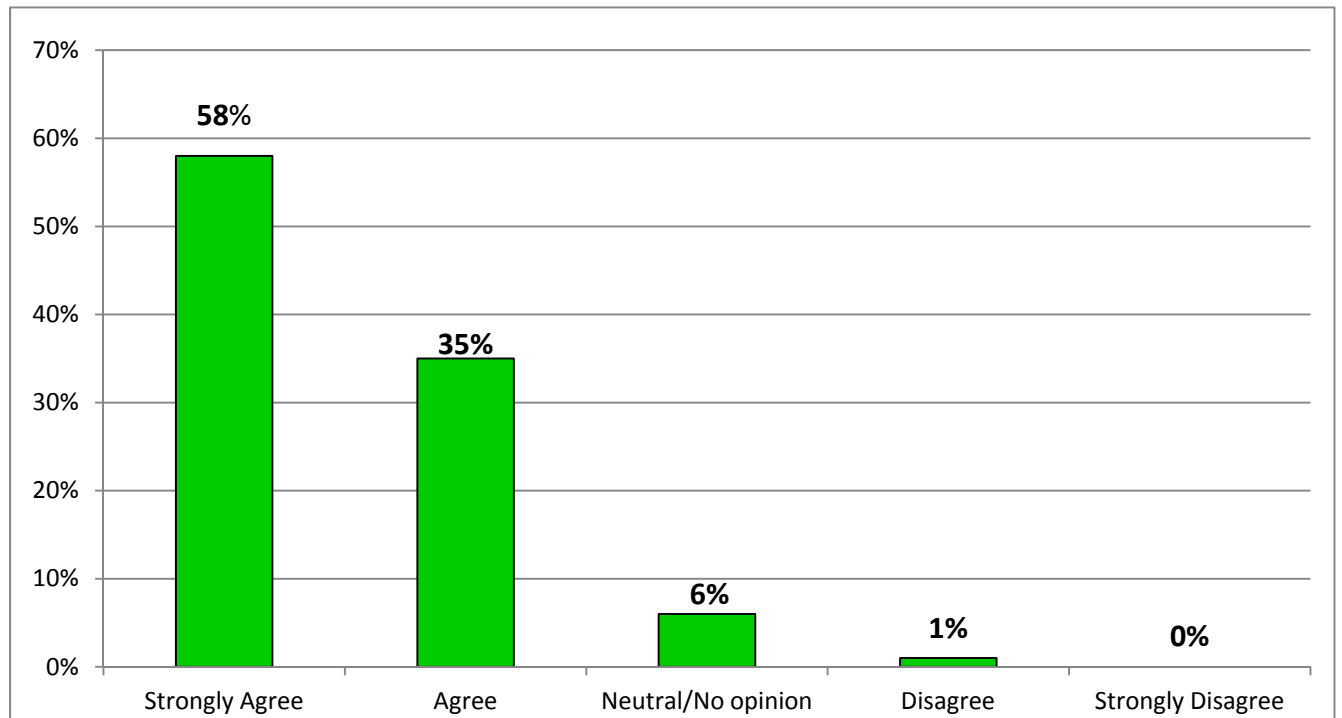
NOTE: Some respondents chose to skip questions. Therefore, the results for each question are based on those respondents who chose to answer that specific question.





## QUESTION #1

My job contributes to the County's ability to serve the community.



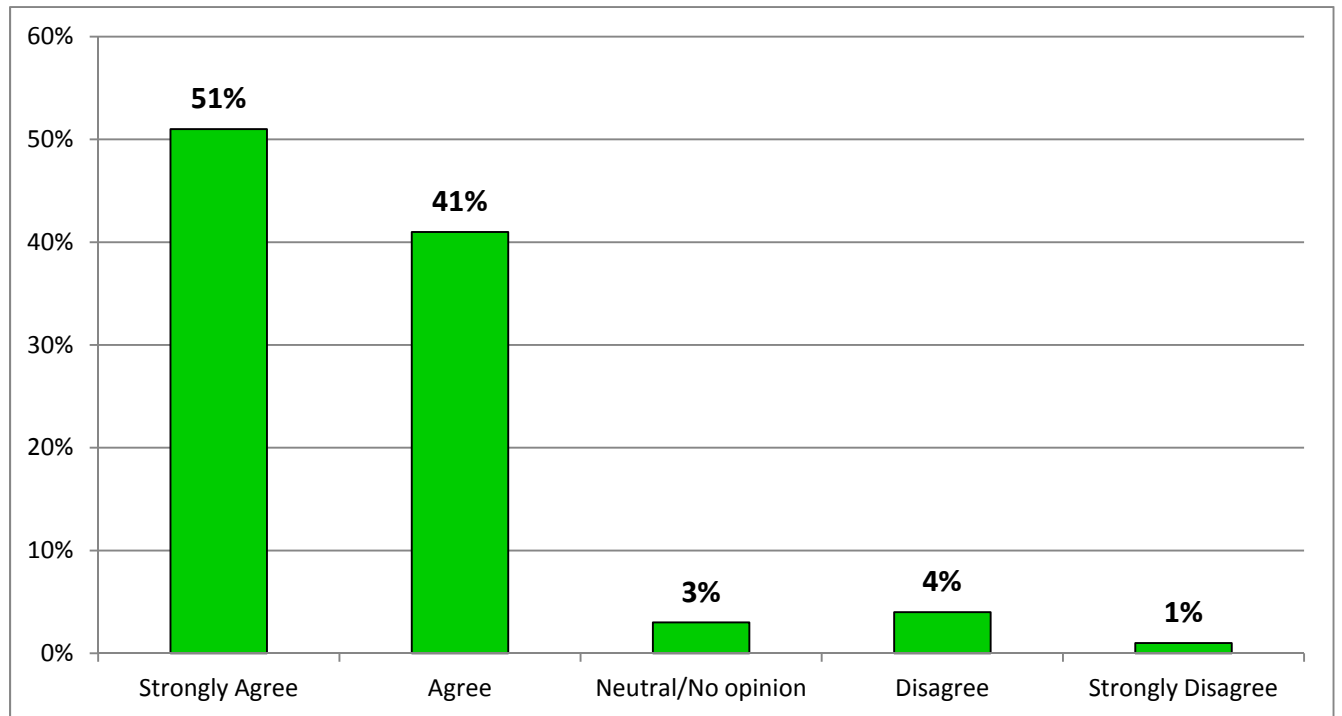
**93%**  
*Strongly Agree/Agree*





## QUESTION #2

I know what is expected of me in my job.

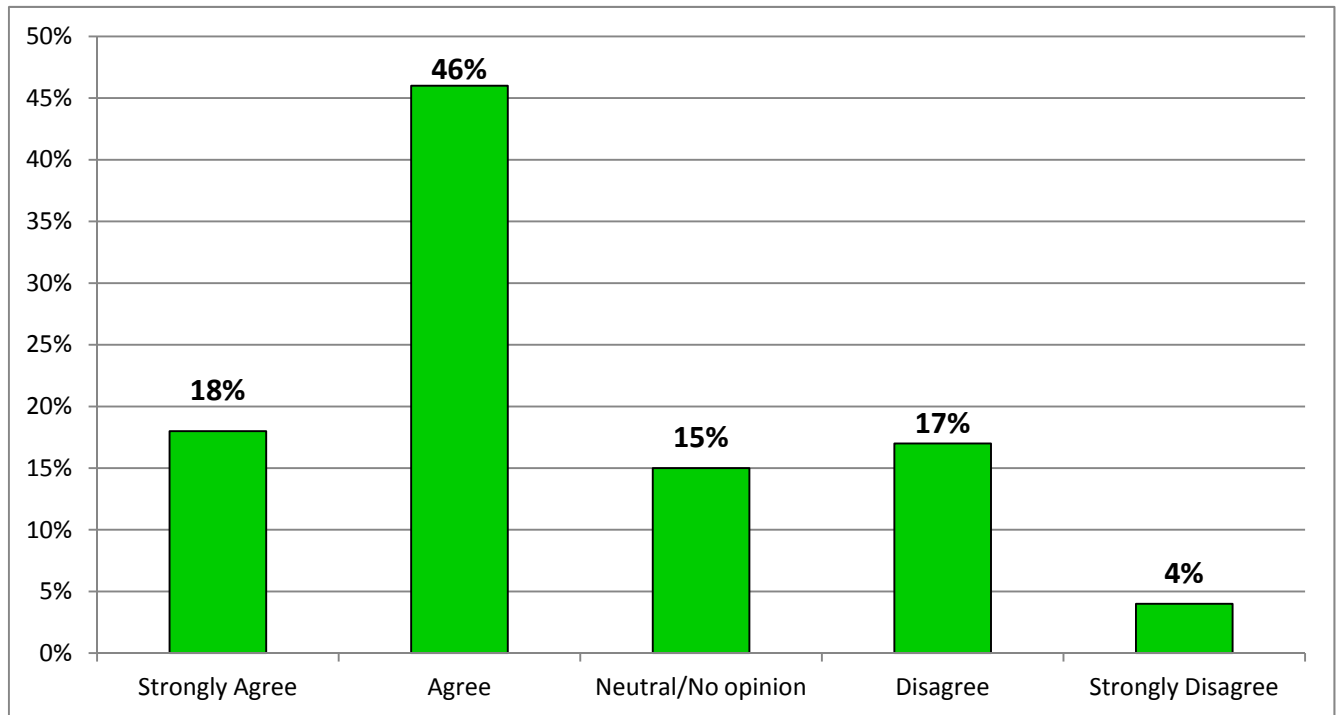


**92%**  
*Strongly Agree/Agree*



## QUESTION #3

I have all the necessary tools needed to be successful in my current position.

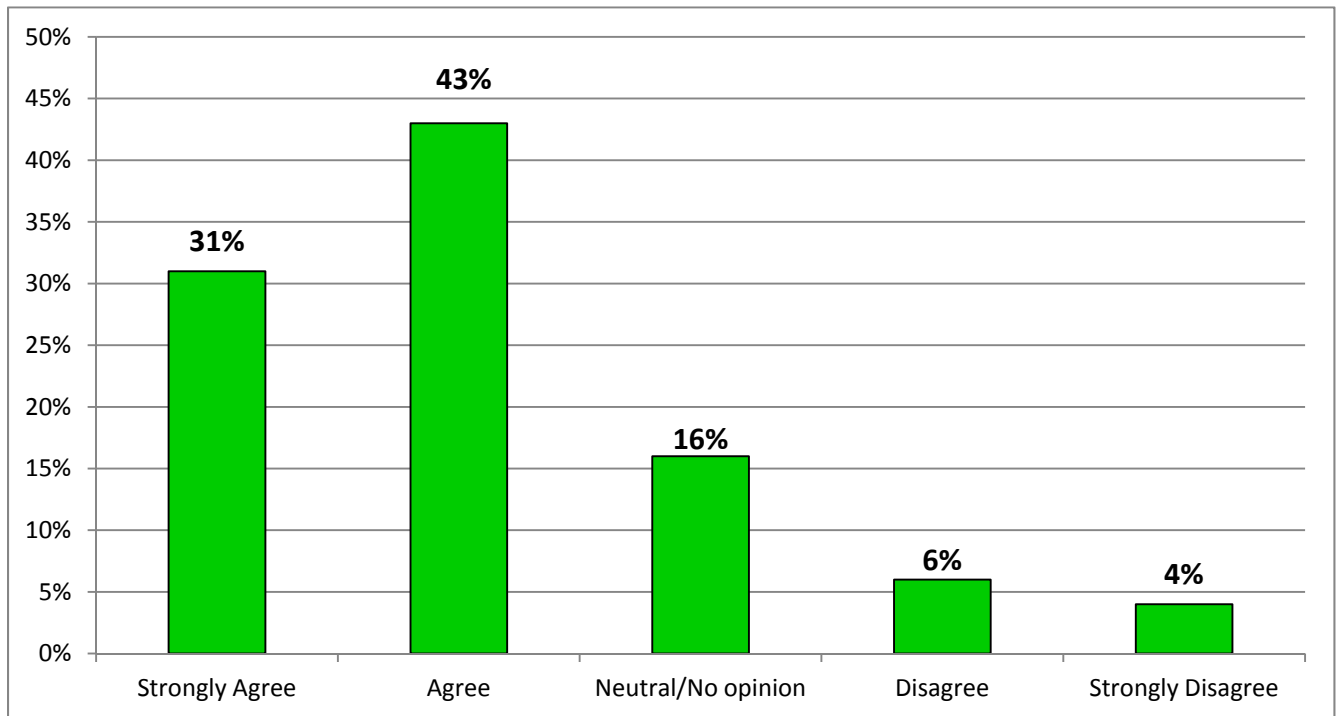


**64%**  
*Strongly Agree/Agree*



## QUESTION #4

My work gives me a feeling of accomplishment.

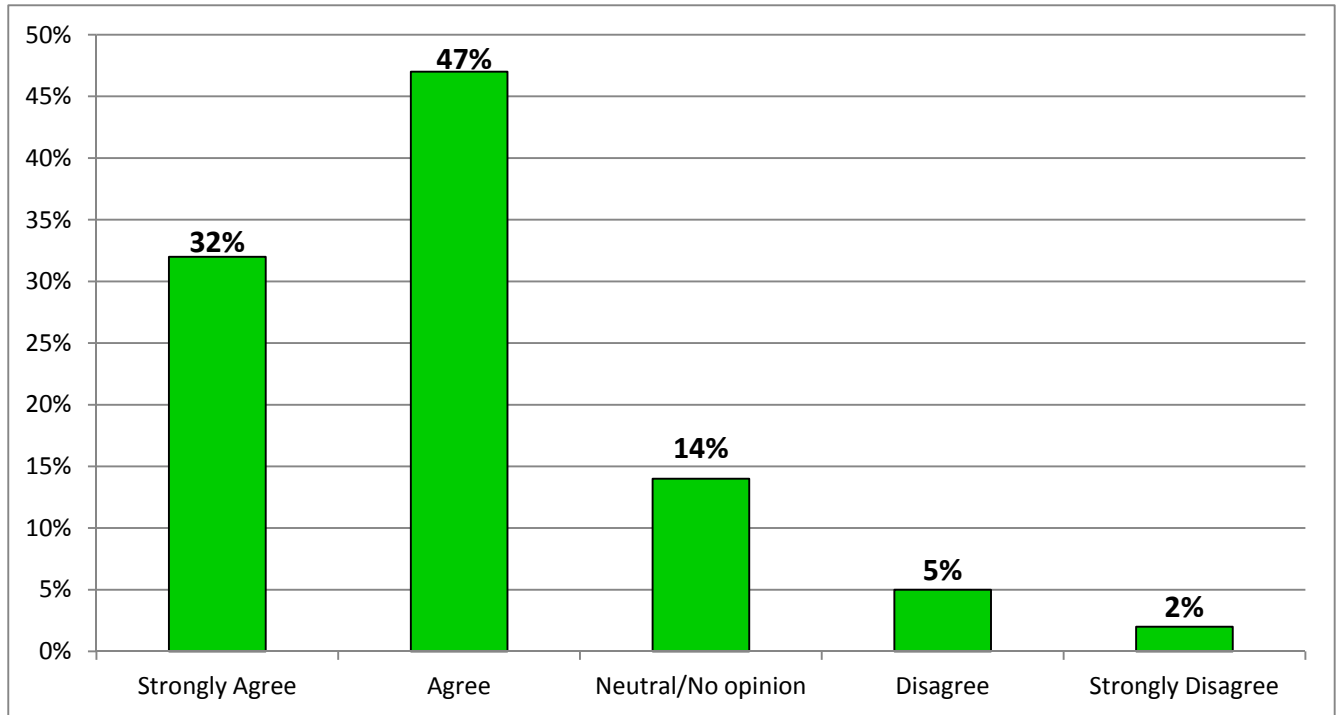


**74%**  
*Strongly Agree/Agree*



## QUESTION #5

There are people at work who care about me as a person.

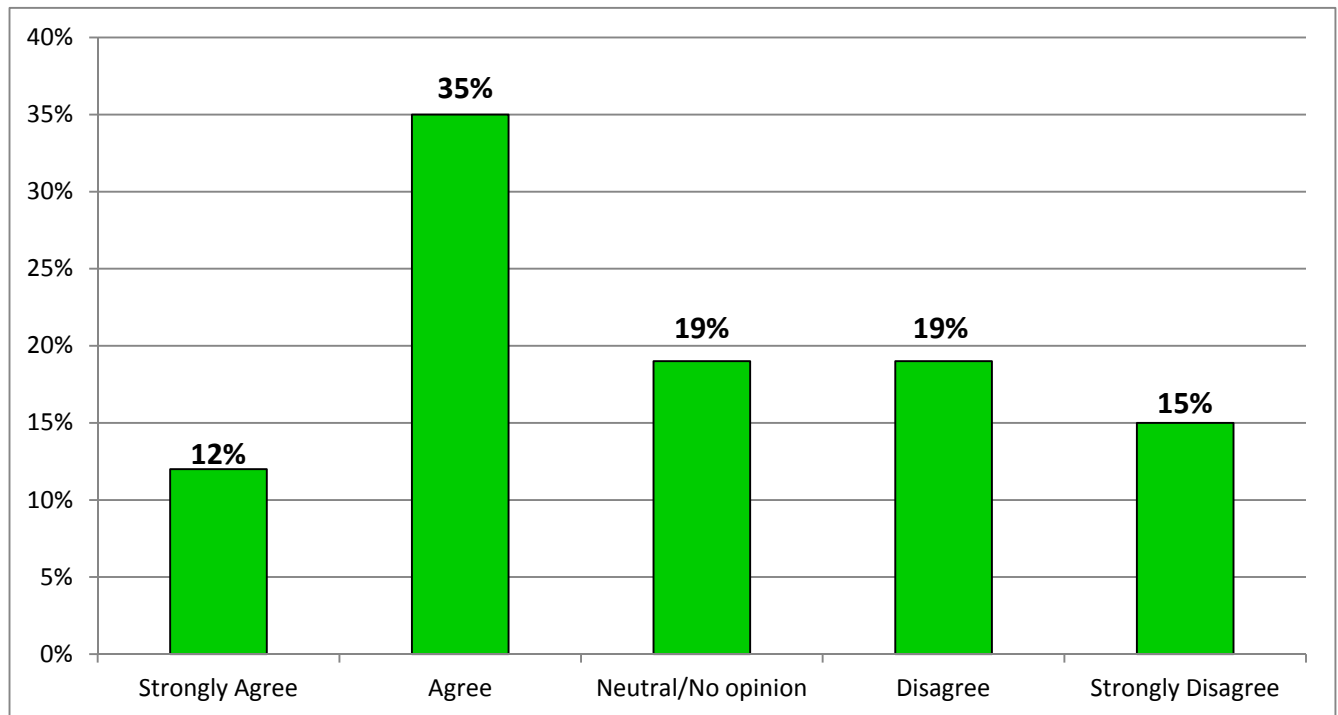


**79%**  
*Strongly Agree/Agree*



## QUESTION #6

I have the opportunity to influence policies and decisions that affect my work.

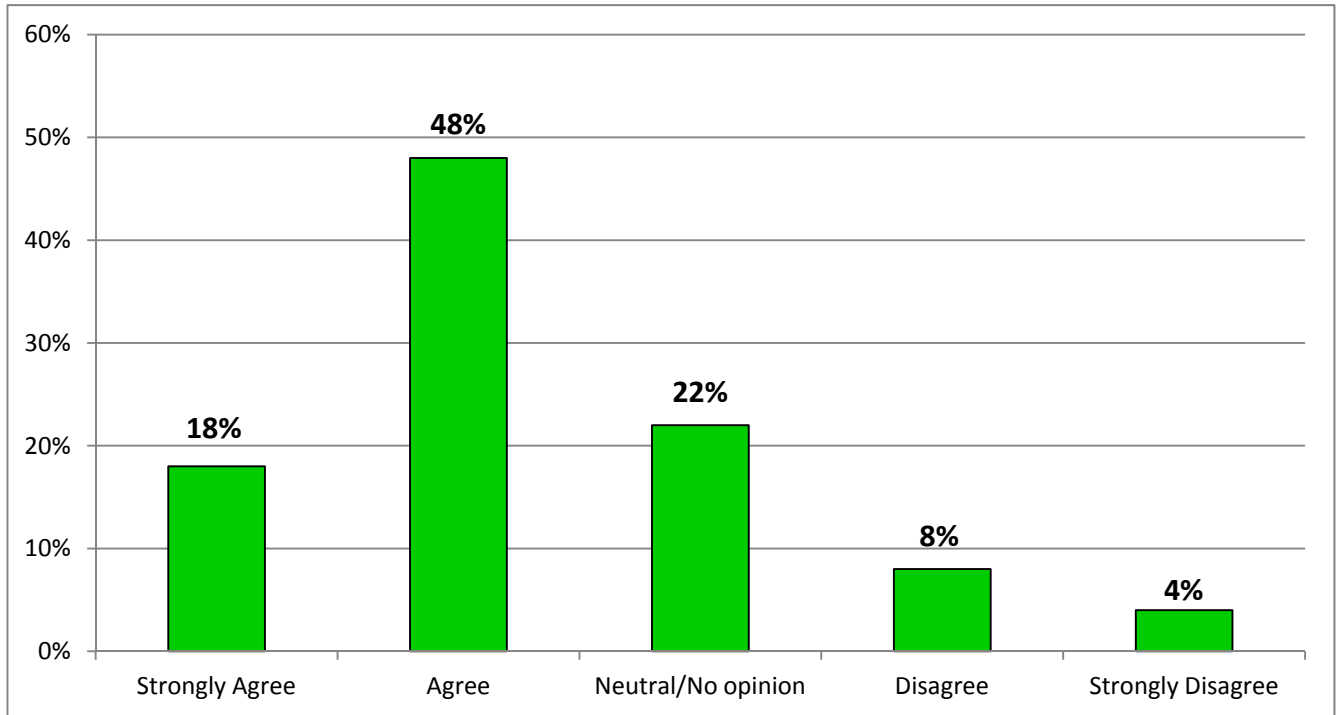


**47%**  
*Strongly Agree/Agree*



## QUESTION #7

I am aware of advancement opportunities throughout the County.

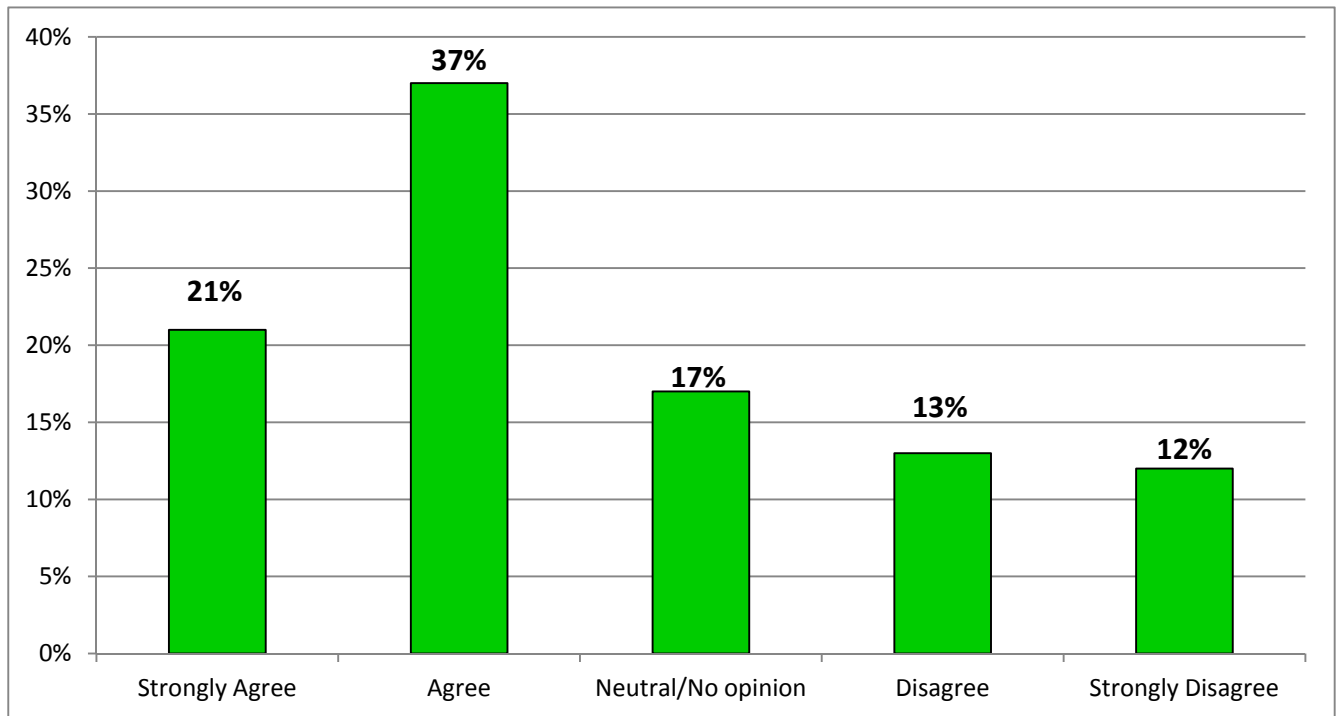


**66%**  
*Strongly Agree/Agree*



## QUESTION #8

My department's supervisors/managers really listen to employees.

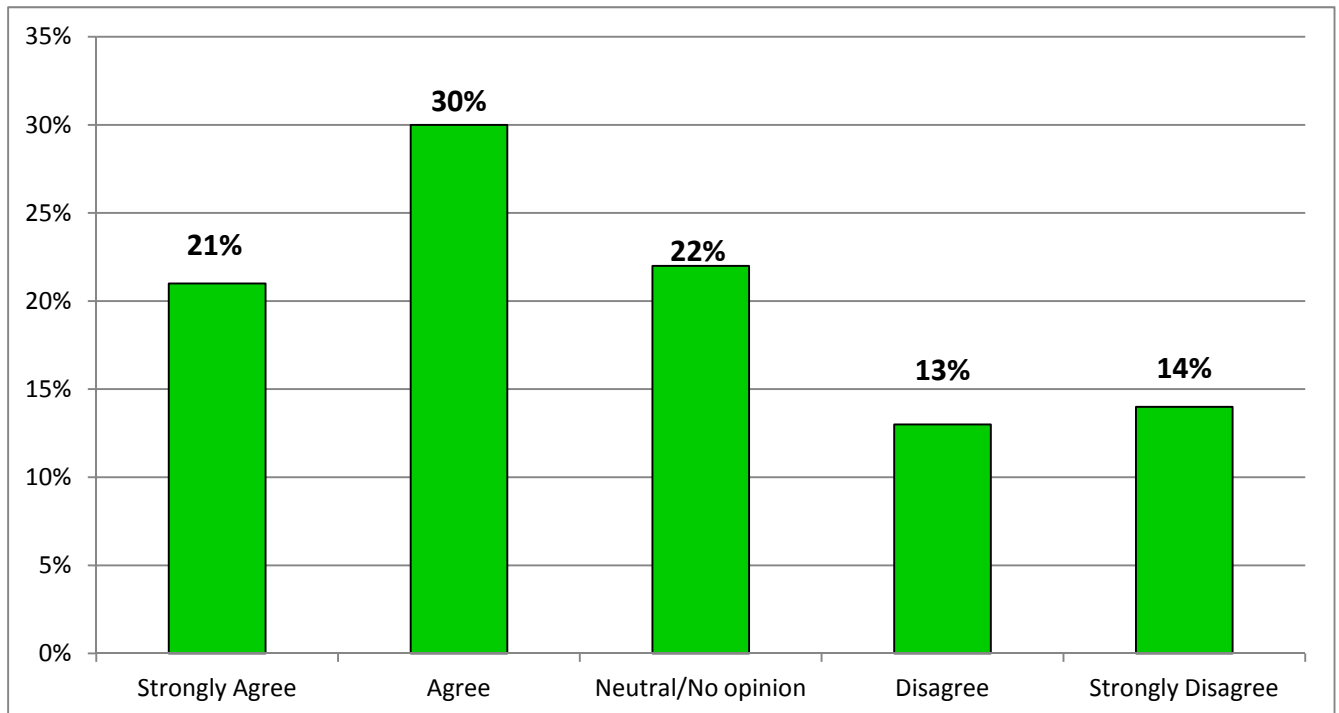


**58%**  
*Strongly Agree/Agree*



## QUESTION #9

My department's supervisors/managers lead by example and serve as a role model for employees.



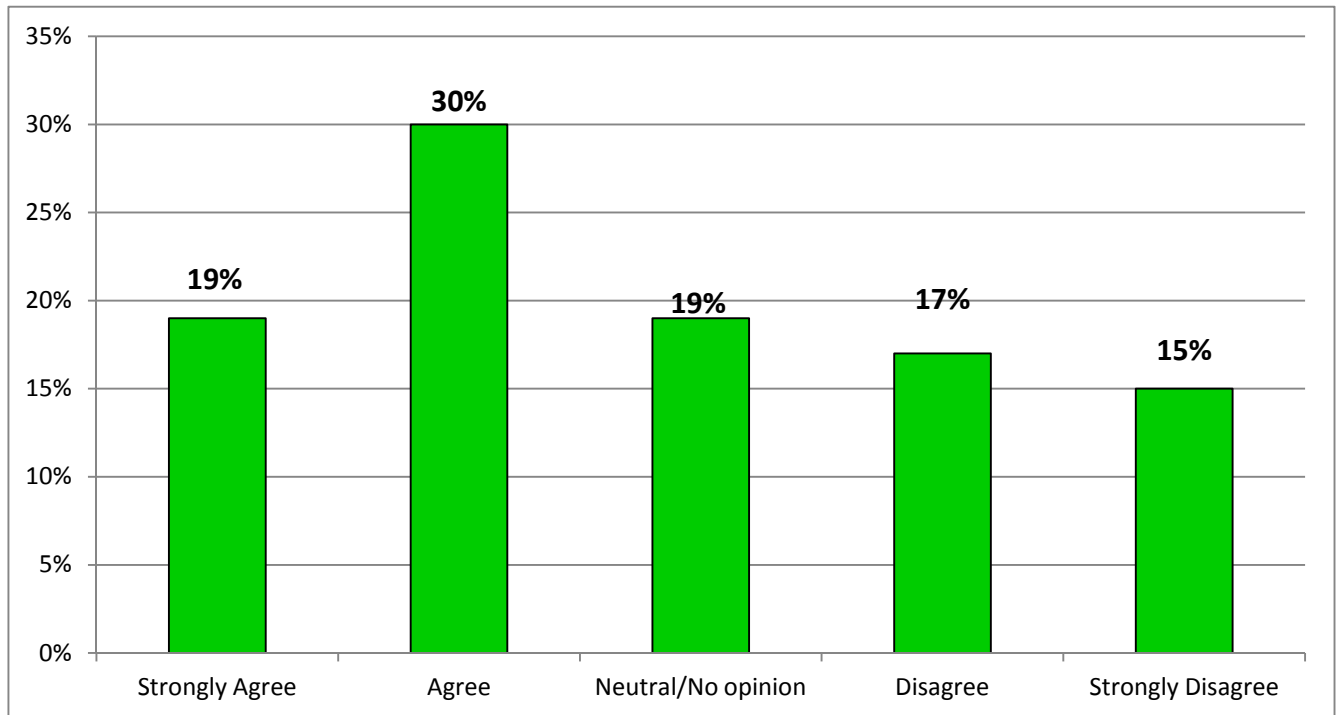
**51%**  
*Strongly Agree/Agree*





## QUESTION #10

My department's supervisors/managers treat everyone fairly.

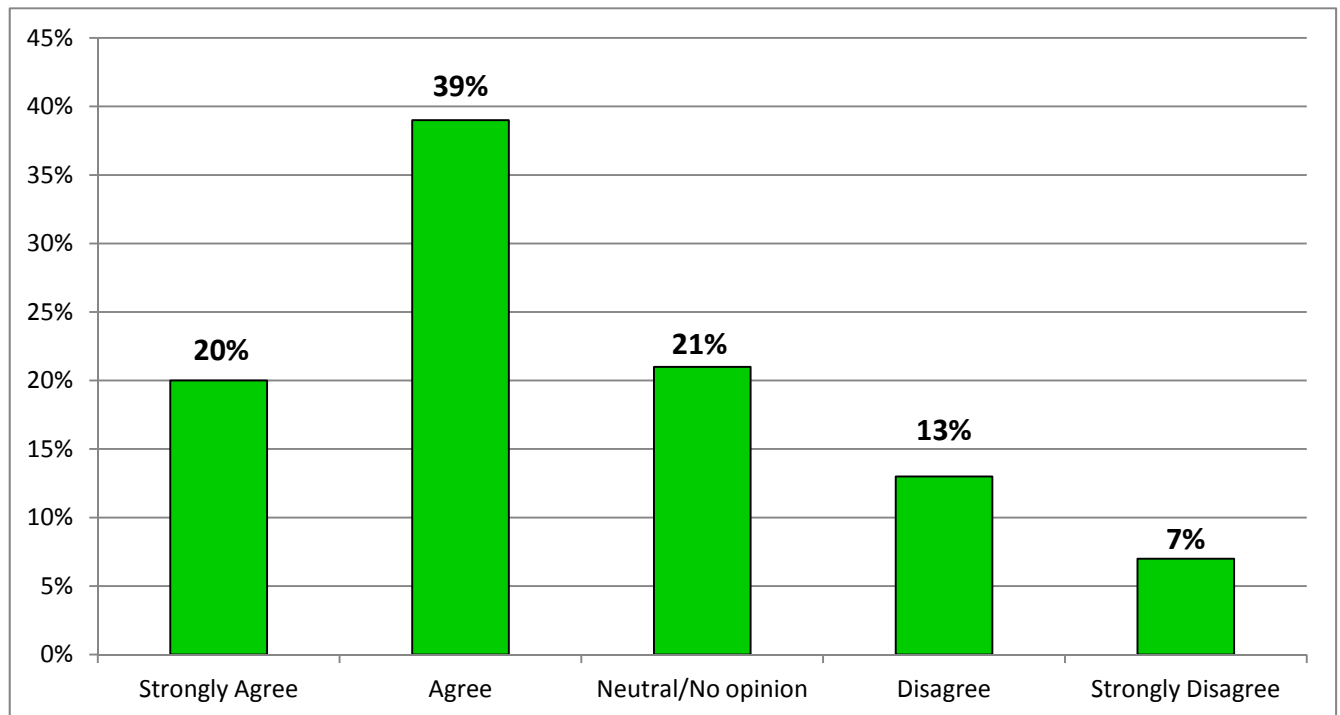


**49%**  
*Strongly Agree/Agree*



## QUESTION #11

My department's supervisors/managers provide training opportunities for staff.

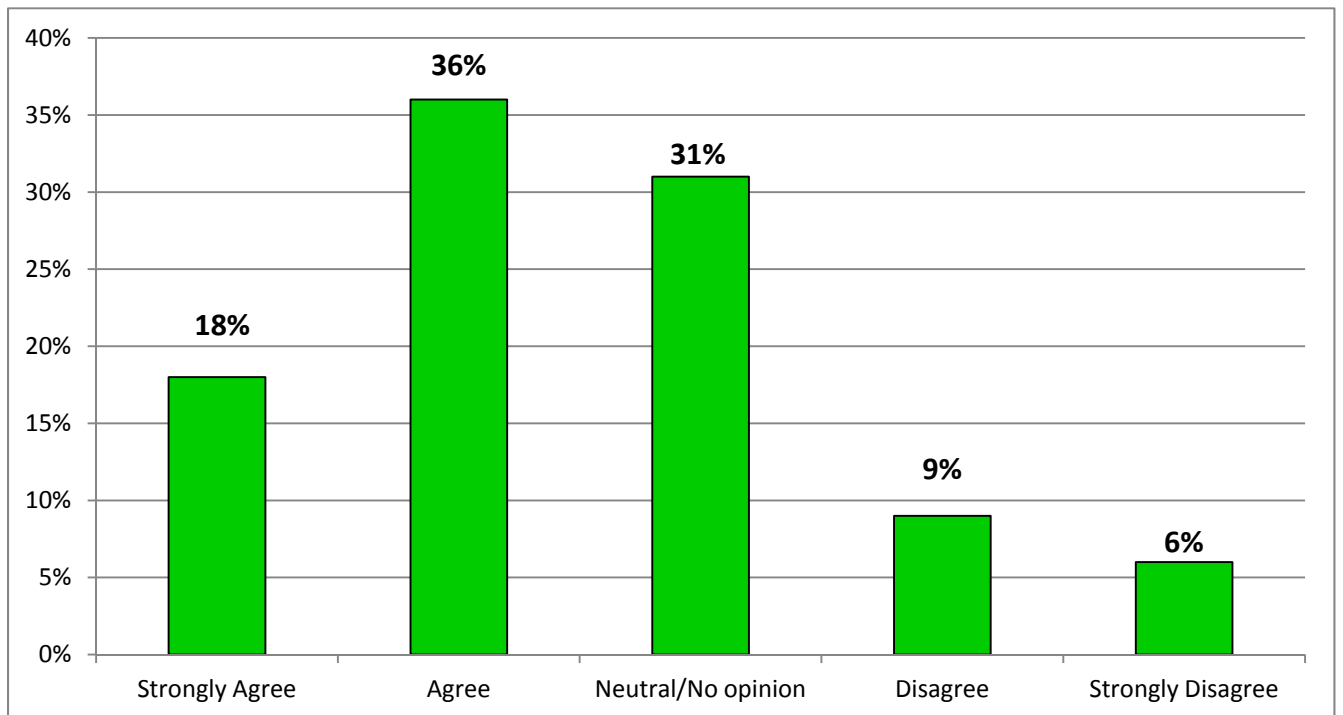


**59%**  
*Strongly Agree/Agree*



## QUESTION #12

My department's supervisors/managers support employee wellness efforts.

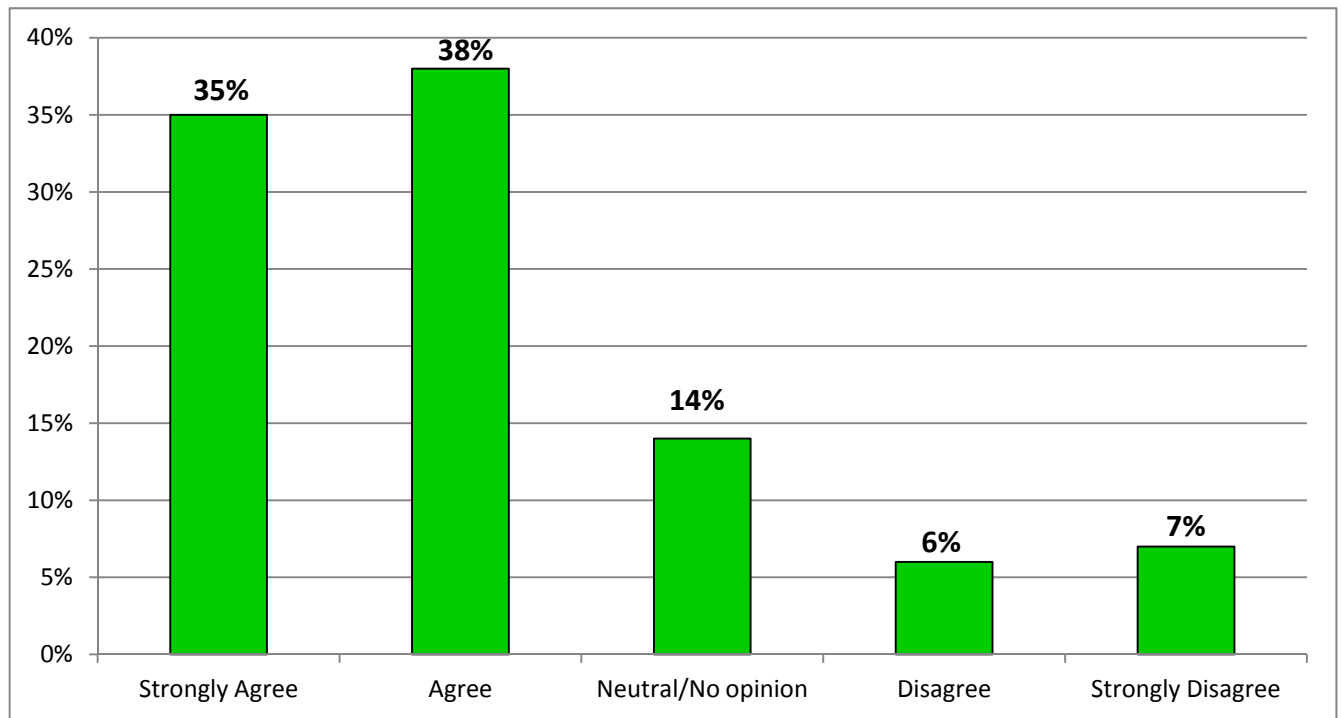


**54%**  
*Strongly Agree/Agree*



## QUESTION #13

My immediate supervisor respects my ideas.

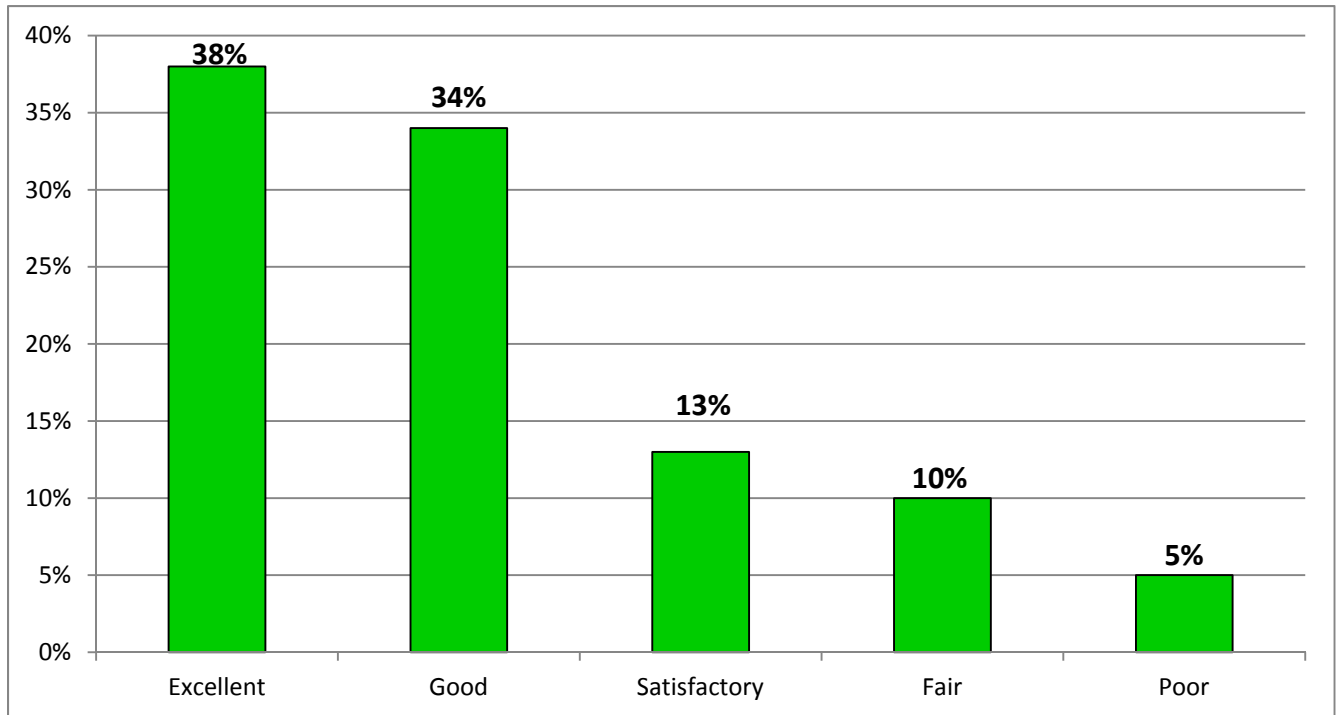


**73%**  
*Strongly Agree/Agree*



## QUESTION #14

My relationship with my immediate supervisor is...

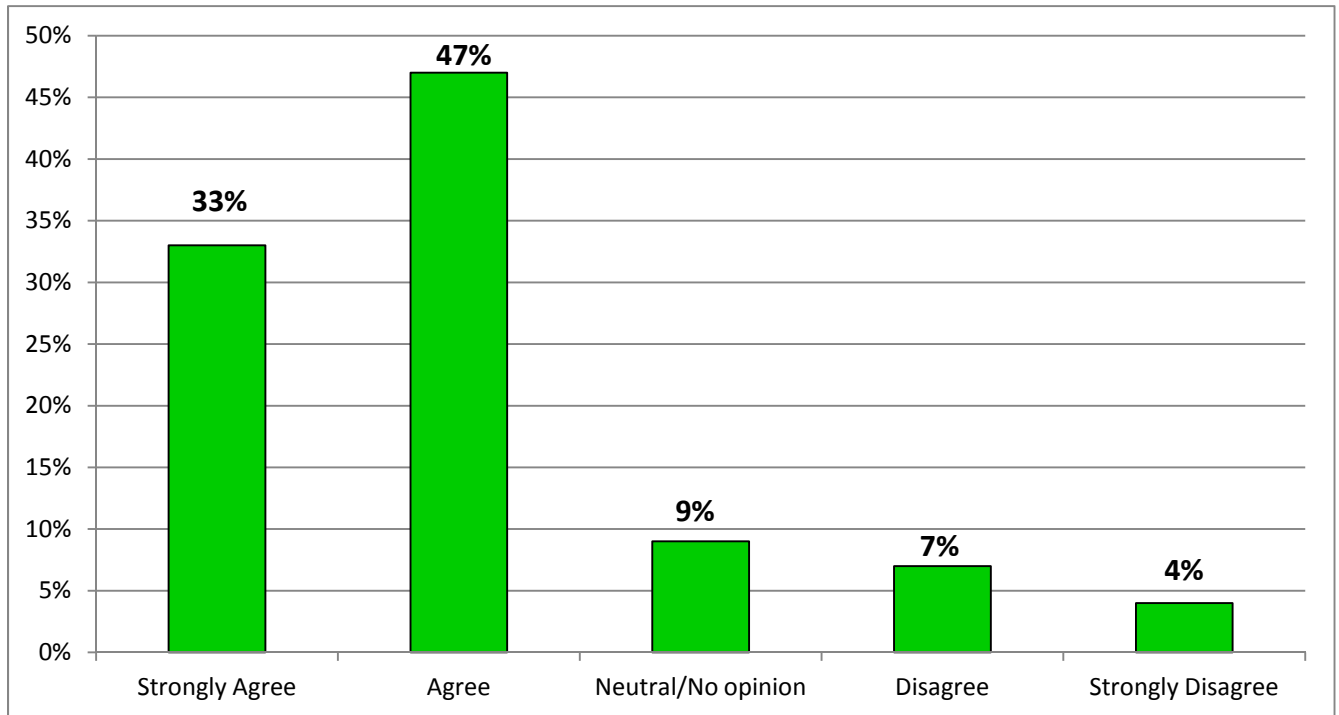


**72%**  
*Excellent / Good*



## QUESTION #15

I have the opportunity to use my skills and experience in my current position.

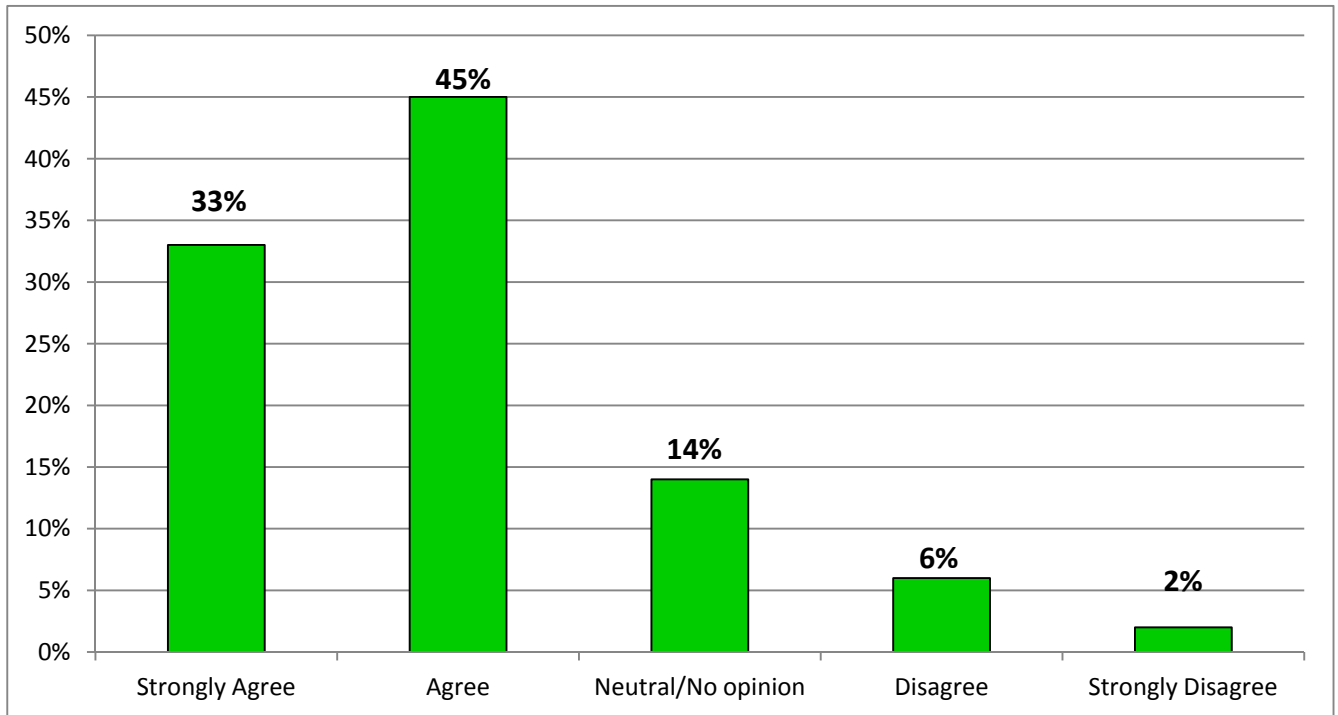


**80%**  
*Strongly Agree/Agree*



## QUESTION #16

Kalamazoo County Government offers a comprehensive benefit package, including health, dental, vision, disability, life, flexible spending account, and deferred compensation.

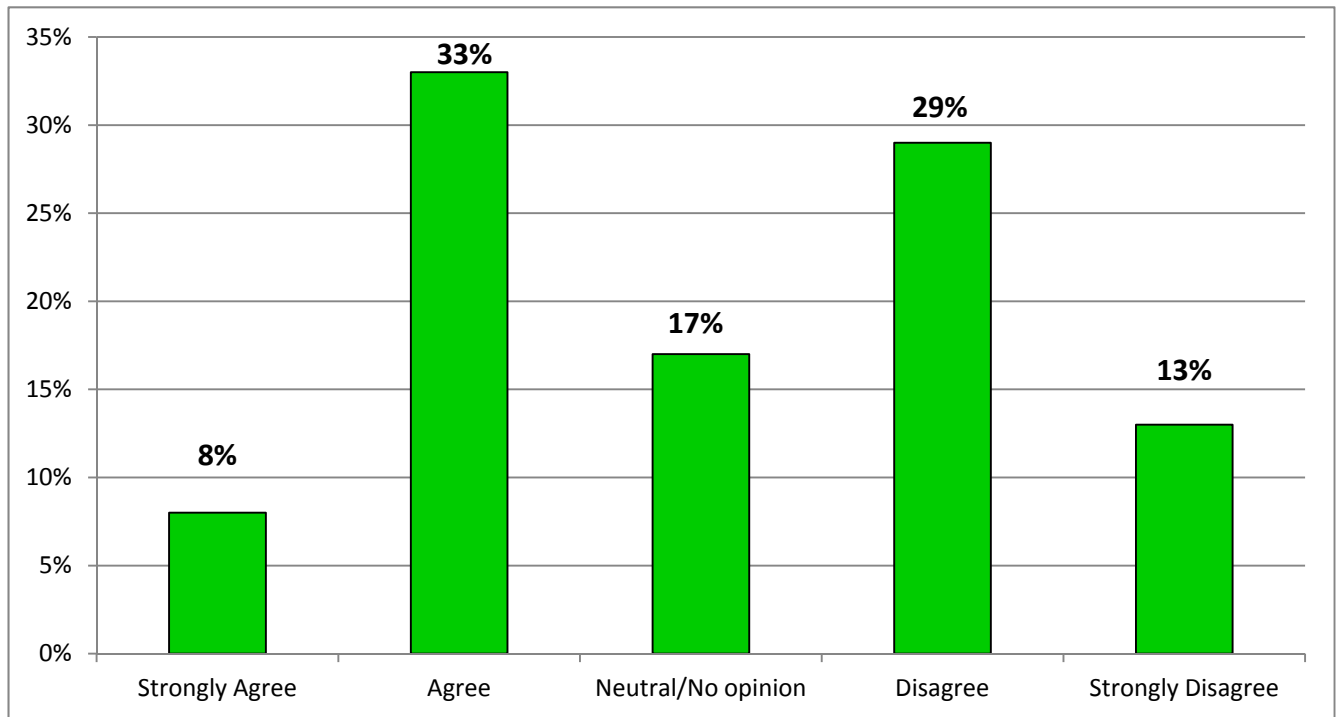


**78%**  
*Strongly Agree/Agree*



## QUESTION #17

I feel that I am adequately compensated/paid for the work that I perform on a daily basis.



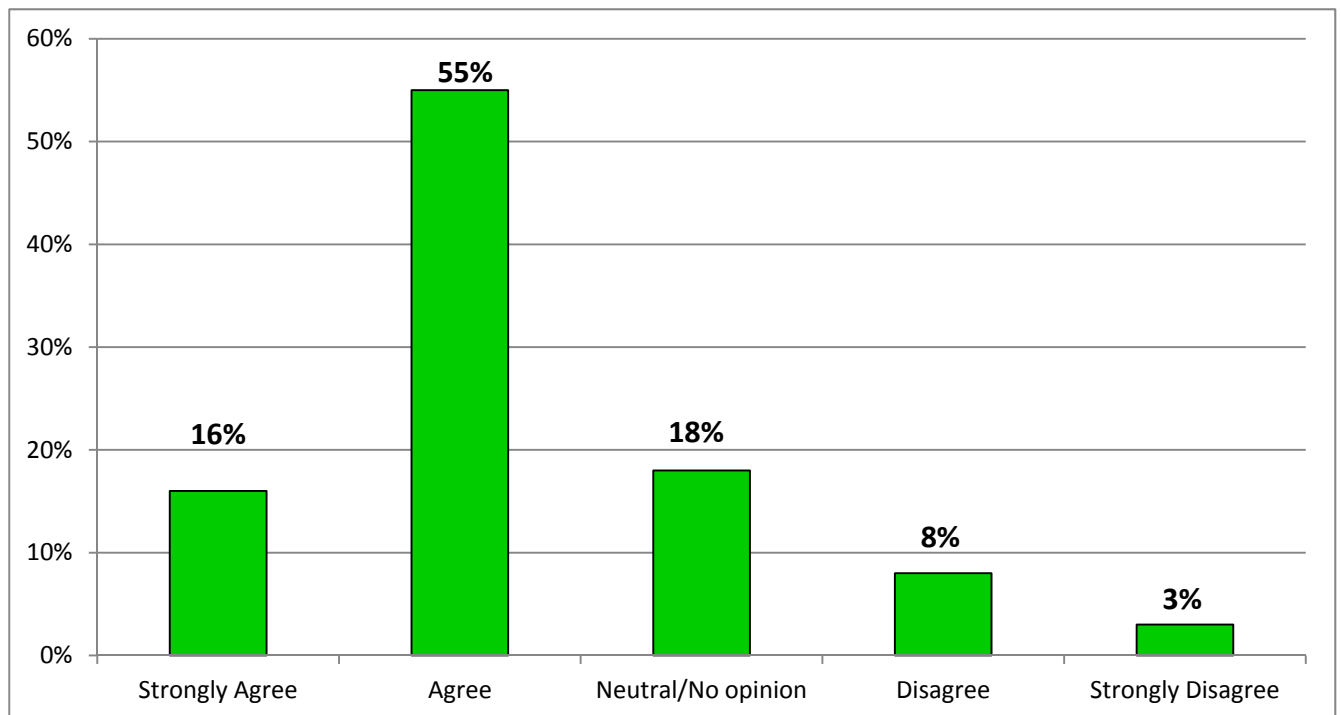
**41%**  
*Strongly Agree/Agree*





## QUESTION #18

Overall, I am satisfied with my employment within Kalamazoo County Government.

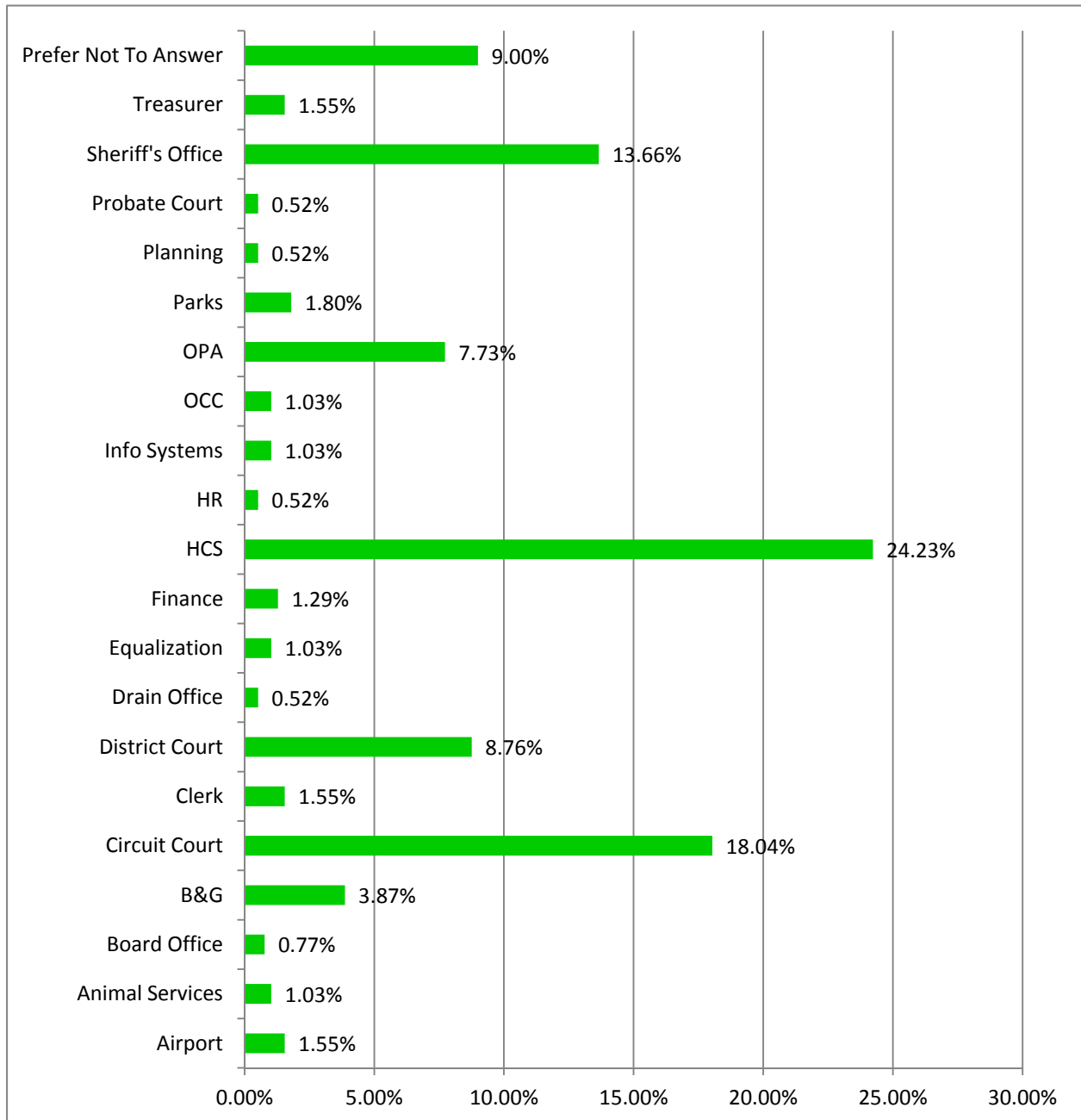


**71%**  
*Strongly Agree/Agree*



## QUESTION #19

I work for the following Department/Court:





## IDENTIFIED TRENDS/RECOMMENDATIONS

Based on the feedback and comments from employees, Human Resources recommends the following:

- **Develop and implement a Leadership Program for all supervisors.** This program could be based on programs implemented in Kent or Ottawa County. The program would be offered throughout the year and supervisors would sign up for various classes, including HR Law, Leadership Skills, Performance Evaluations, Succession Planning, etc. Initially, the classes would be taught by outside instructors (Labor Counsel, etc.). Eventually, it would be beneficial to employ a full-time trainer (similar to Kent and Ottawa County).
- **Require input from direct reports for all supervisor performance evaluations.** Many employees do not feel that they have a voice when they are struggling with a supervisor that may not be performing well. Encouraging input from direct reports would hold supervisors accountable to those they supervise and allow direct reports to have input in the evaluation process.
- **Require annual performance evaluations for all employees, even if they are no longer eligible for step increases.** While this may be a policy, it is not enforced. HR to explore methods to enforce this policy, especially for employees no longer eligible for a step increase.
- **Encourage employees to seek HR's assistance when facing difficulties in the workplace.** HR needs to explain how/when we can help, address confidentiality issues, etc.
- **Expand diversity training opportunities for staff.** Due to budget constraints, HR can only offer a few diversity training events per year. It would be beneficial if these trainings (and others) could be offered more often...to allow more employees to attend throughout the year.
- **Review vision and dental coverage.** If expanding/enhancing coverage is cost-prohibitive, HR should communicate that information to all employees (email or County Connection) so that they have a clearer understanding of why the County has chosen these benefits.