



# 2017 Employee Engagement Survey

Prepared by  
**Kristine D. Cunningham**  
Human Resources Director



# 2017 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.

We included most of the questions from the 2015 survey; however, we added a few new questions this year.

The 2017 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. On an annual basis, I meet with my direct supervisor to discuss my job performance.\*
5. My work gives me a feeling of accomplishment.
6. There are people at work who care about me as a person.
7. My department's supervisors/managers really listen to employees.
8. My department's supervisors/managers lead by example and serve as a role model for employees.
9. My department's supervisors/managers treat everyone fairly.
10. My department's supervisors/managers support employee attendance at training opportunities.\*
11. My department's supervisors/managers support employee wellness efforts.

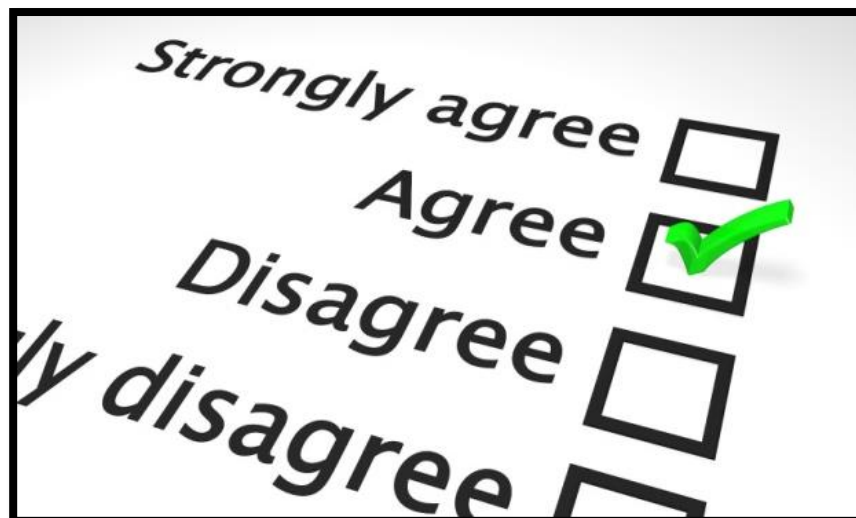
# 2017 EMPLOYEE ENGAGEMENT SURVEY



12. My immediate supervisor respects my ideas.
13. My relationship with my immediate supervisor is...
14. I have the opportunity to use my skills and experience in my current position.
15. I am aware of advancement opportunities throughout the County.
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. Human Resources provides valuable training programs for staff. \*
19. Overall, I am satisfied with my employment within Kalamazoo County Government.

## \* New question

For most questions, employees select "Strongly Agree", "Agree", "Neutral/No opinion", "Disagree" and "Strongly Disagree". NOTE: For question number 13, respondents could select "Excellent", "Good", "Satisfactory", "Fair", and "Poor".



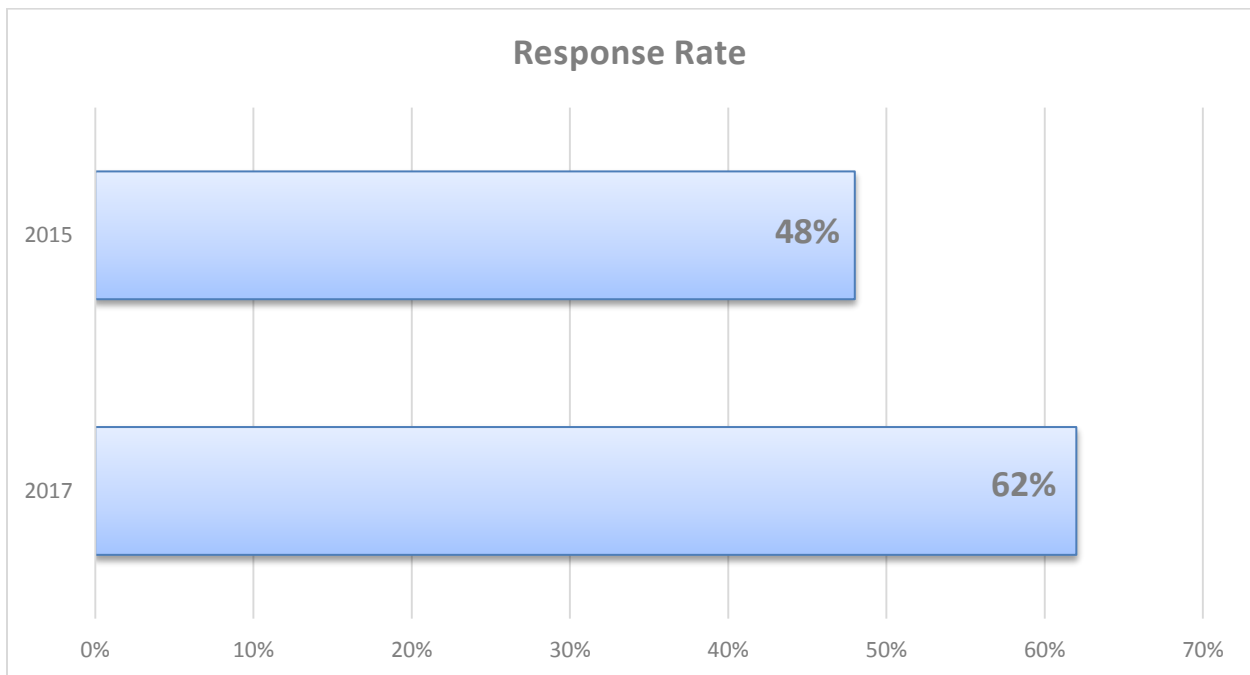


## SURVEY RESPONSE RATE

The survey was e-mailed to all employees on several occasions over a 30-day period. In addition, paper copies of the survey were provided to select departments.

Of the 910 County employees, 563 employees responded to the survey...[a response rate of over 62%](#)! This is a significant increase from the 2015 survey, in which only 427 employees completed the survey.

**NOTE: This survey is completed every TWO years; therefore, we have no data for 2016.**



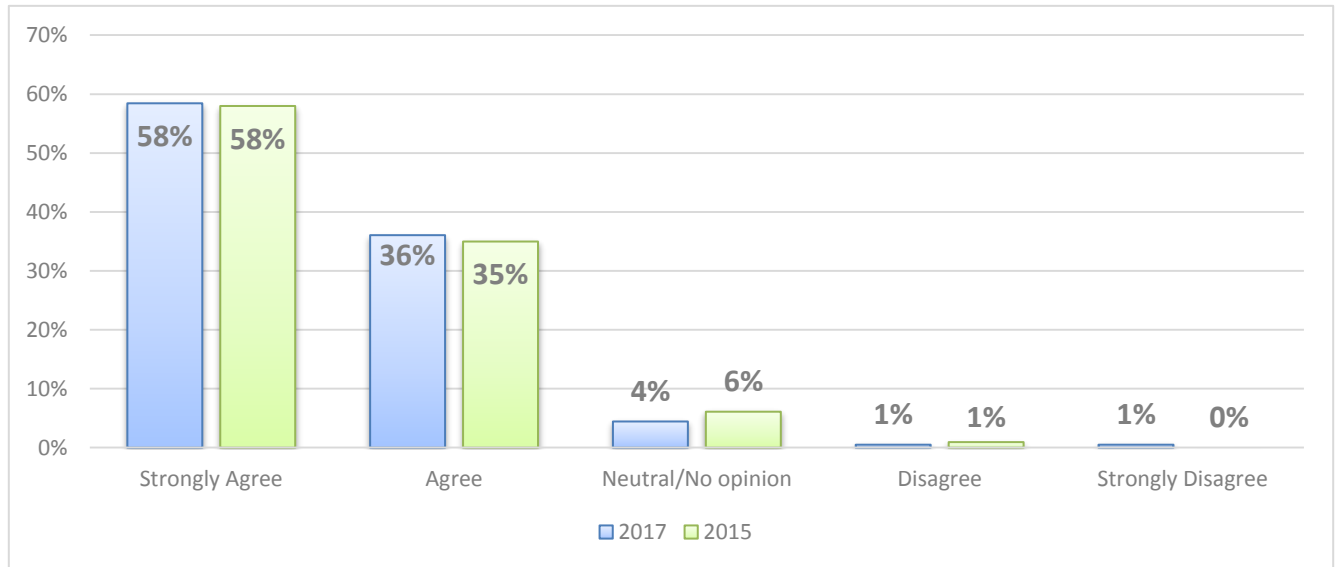
NOTE: Some respondents chose to skip questions. Therefore, the results for each question are based on those respondents who chose to answer that specific question.

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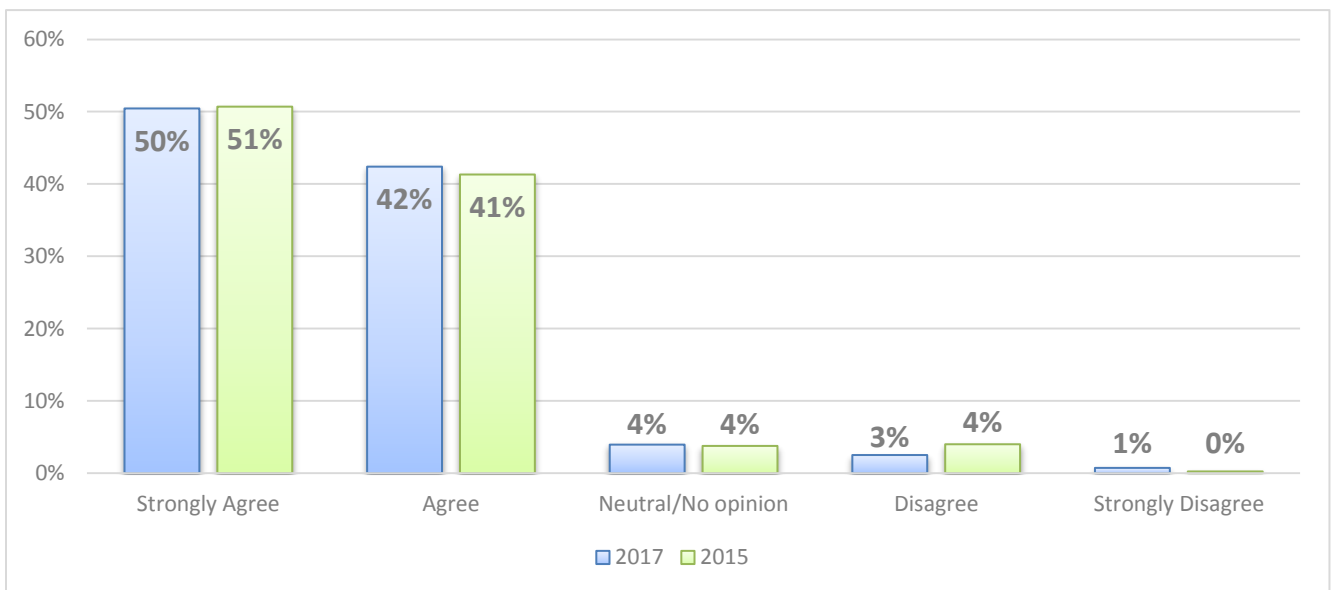
## QUESTION #1

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



## QUESTION #2

**I know what is expected of me in my job.**

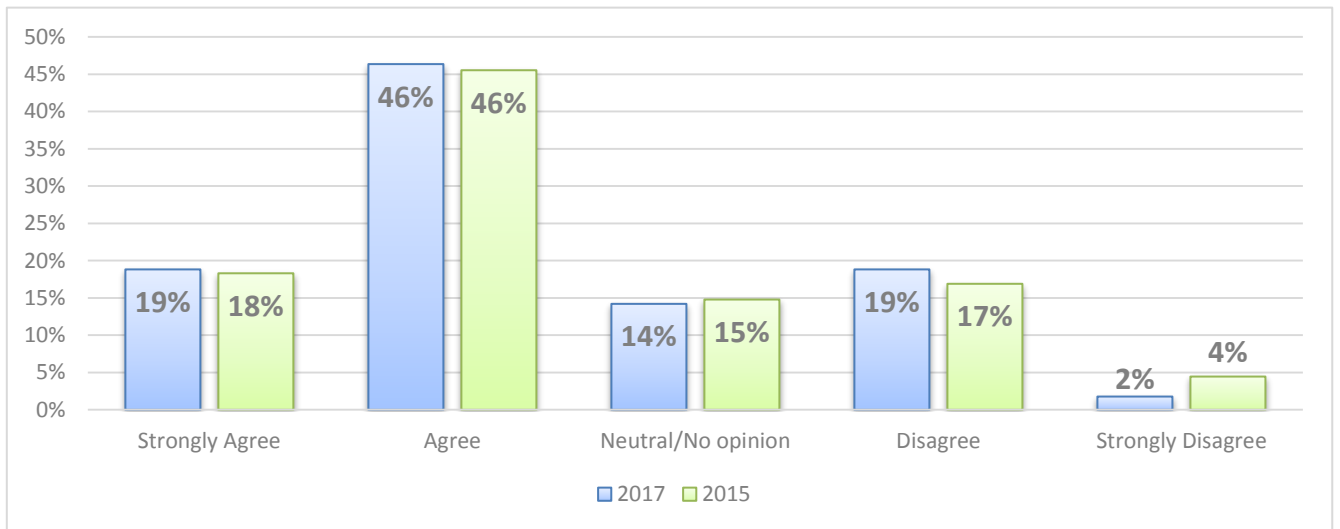






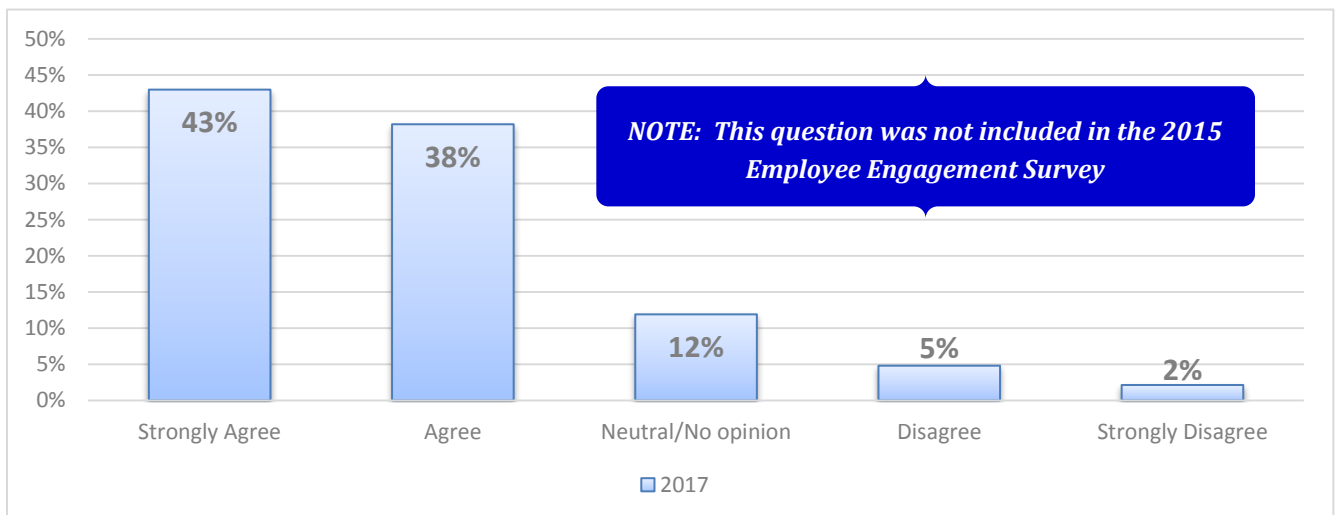
## QUESTION #3

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



## QUESTION #4

On an annual basis, I meet with my direct supervisor to discuss my job performance.

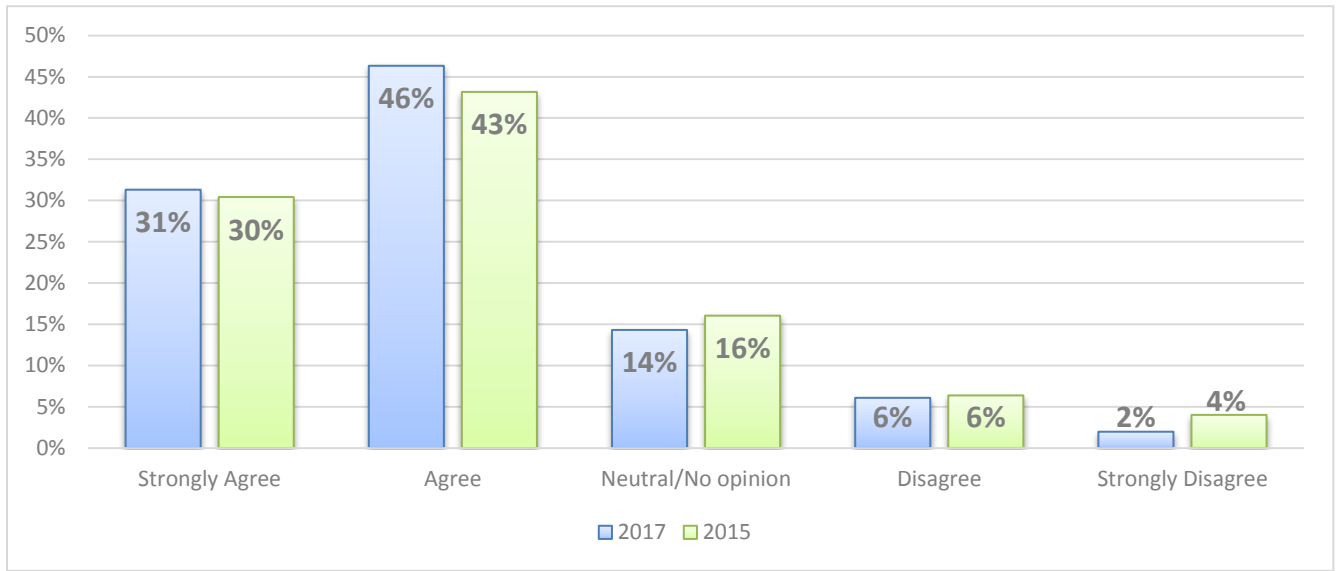


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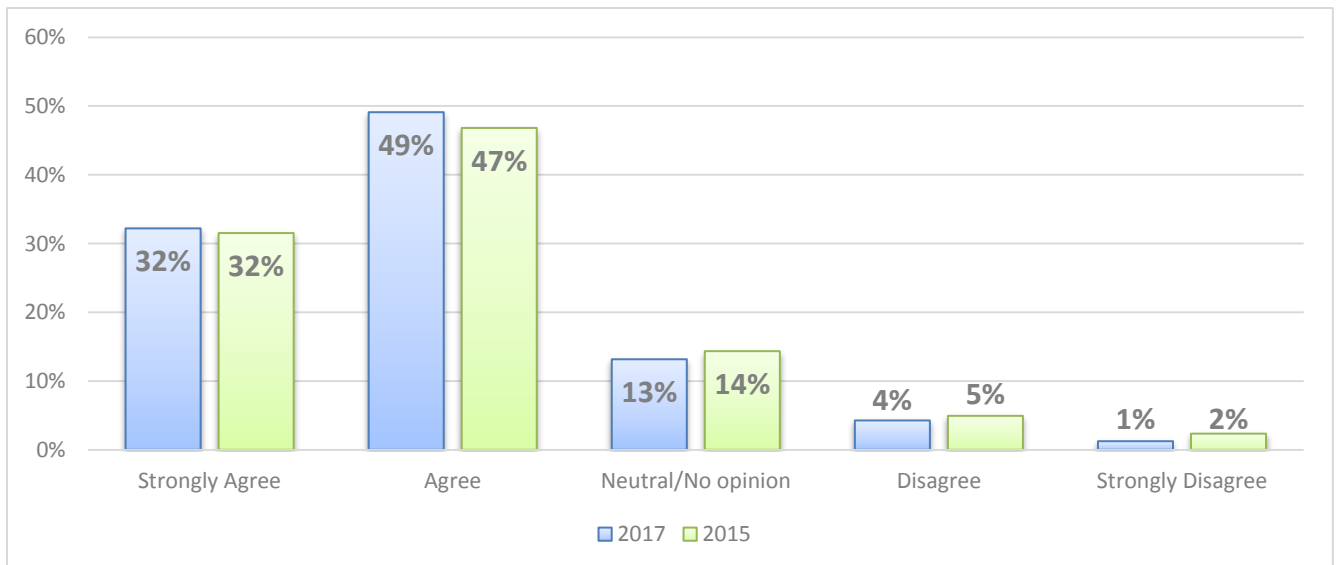
## QUESTION #5

**My work gives me a feeling of accomplishment.**



## QUESTION #6

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

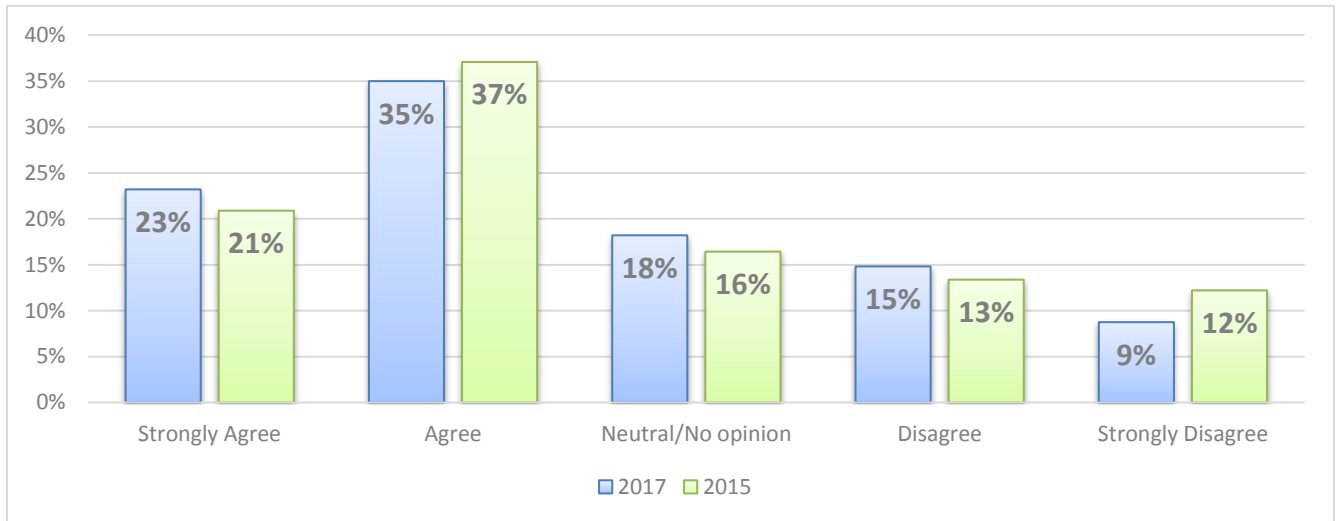


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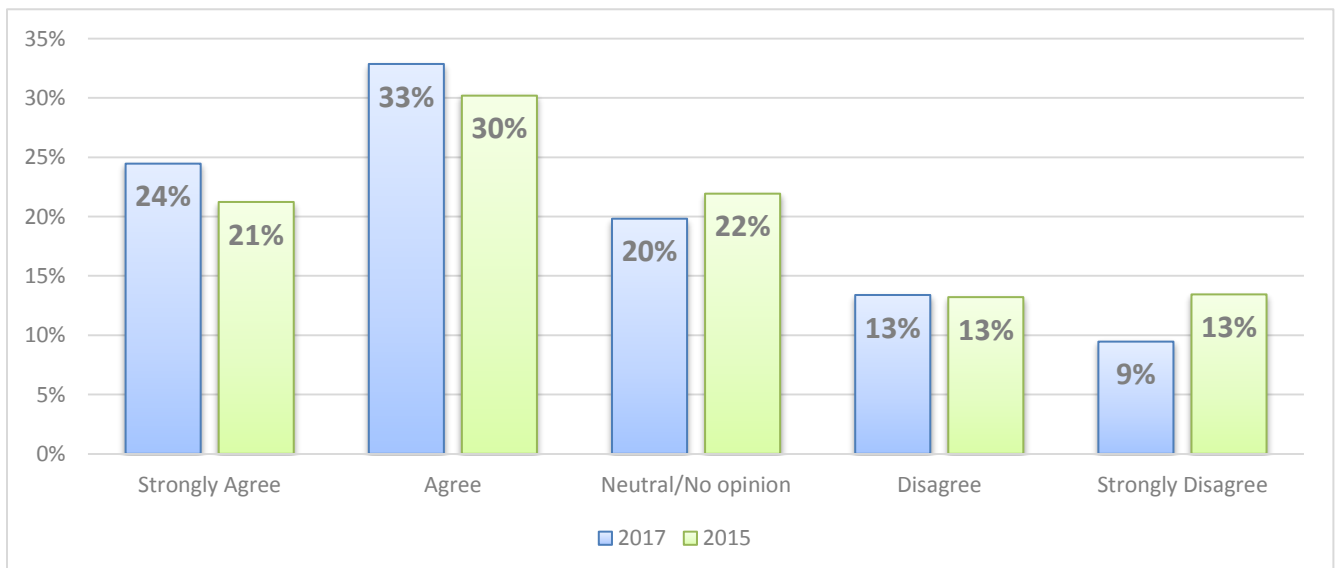
## QUESTION #7

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



## QUESTION #8

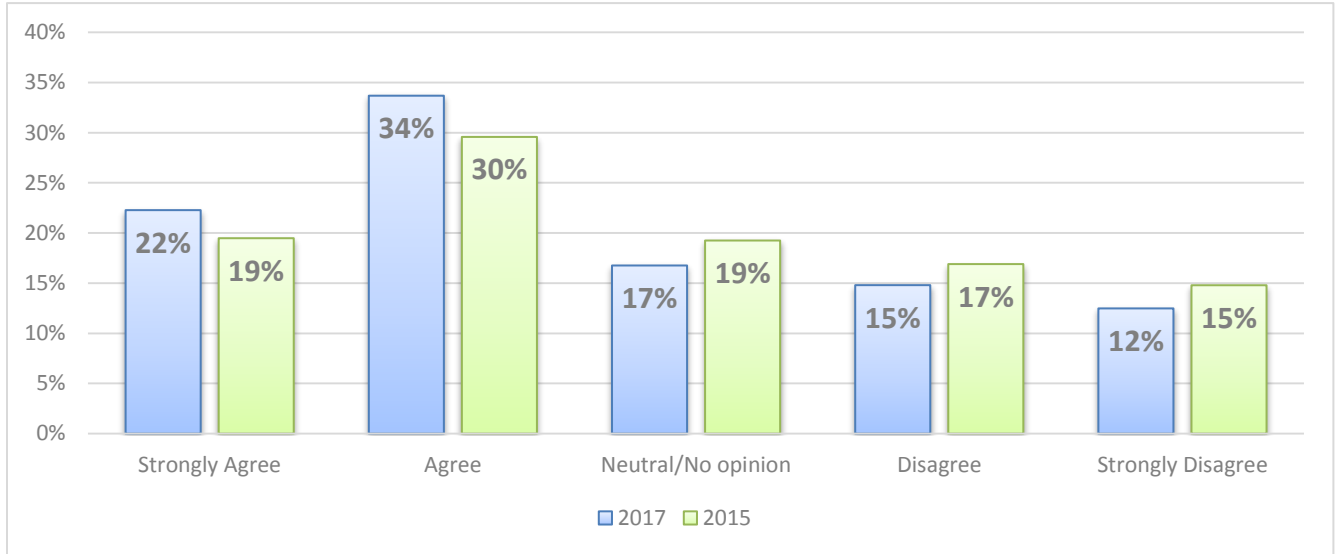
**My department's supervisors/managers lead by example and serve as a role model for employees.**





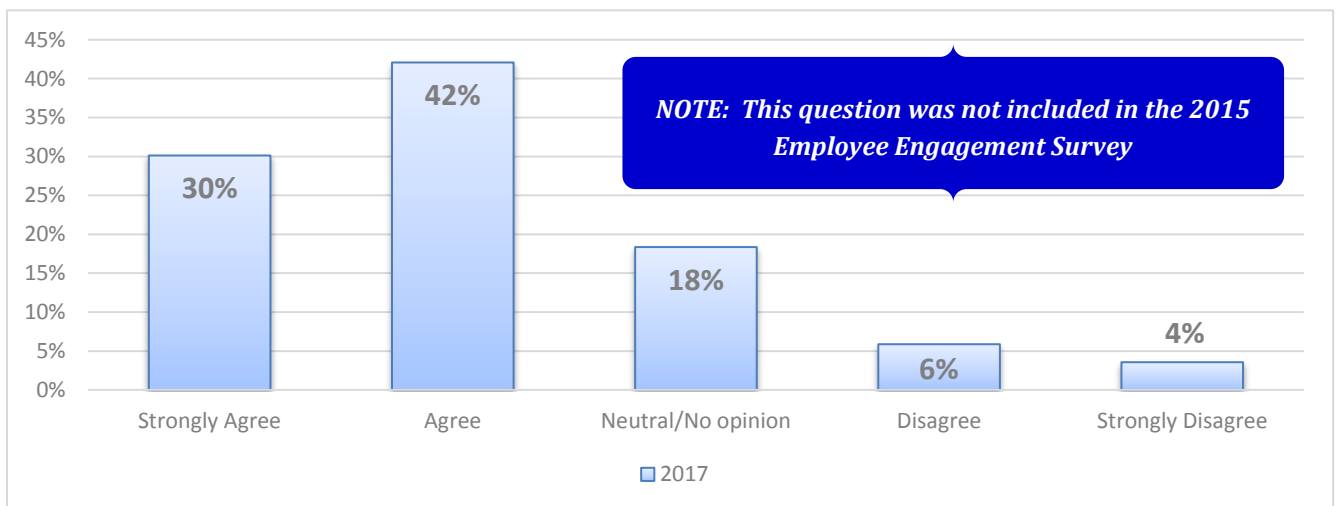
## QUESTION #9

**My department's supervisors/managers treat everyone fairly.**



## QUESTION #10

**My department's supervisors/managers support employee attendance at training opportunities.**

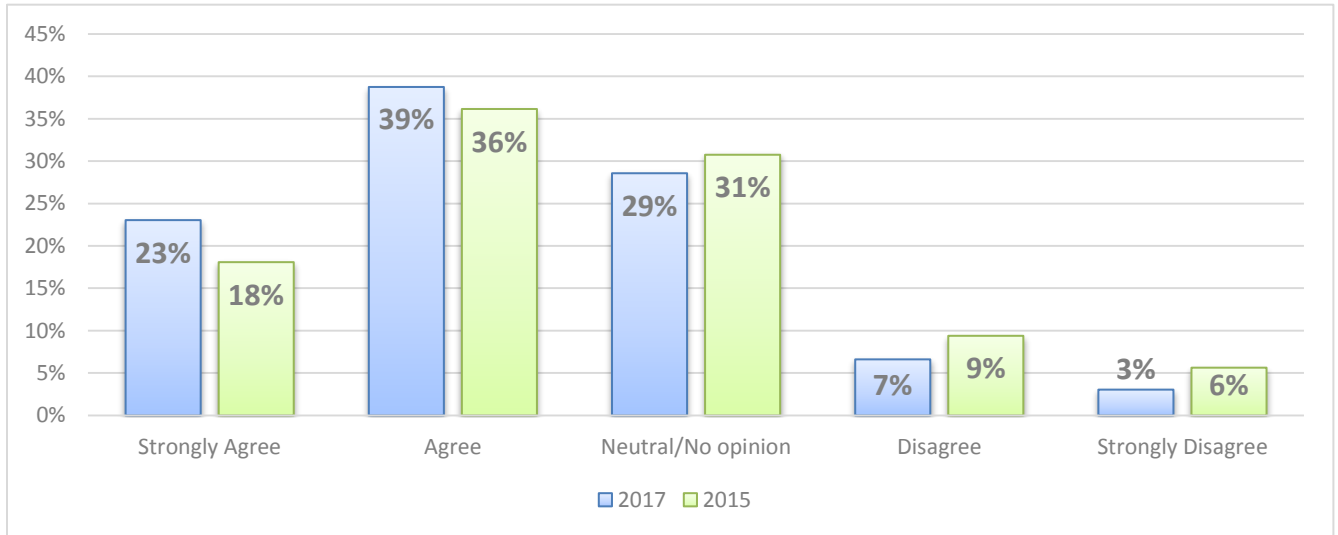


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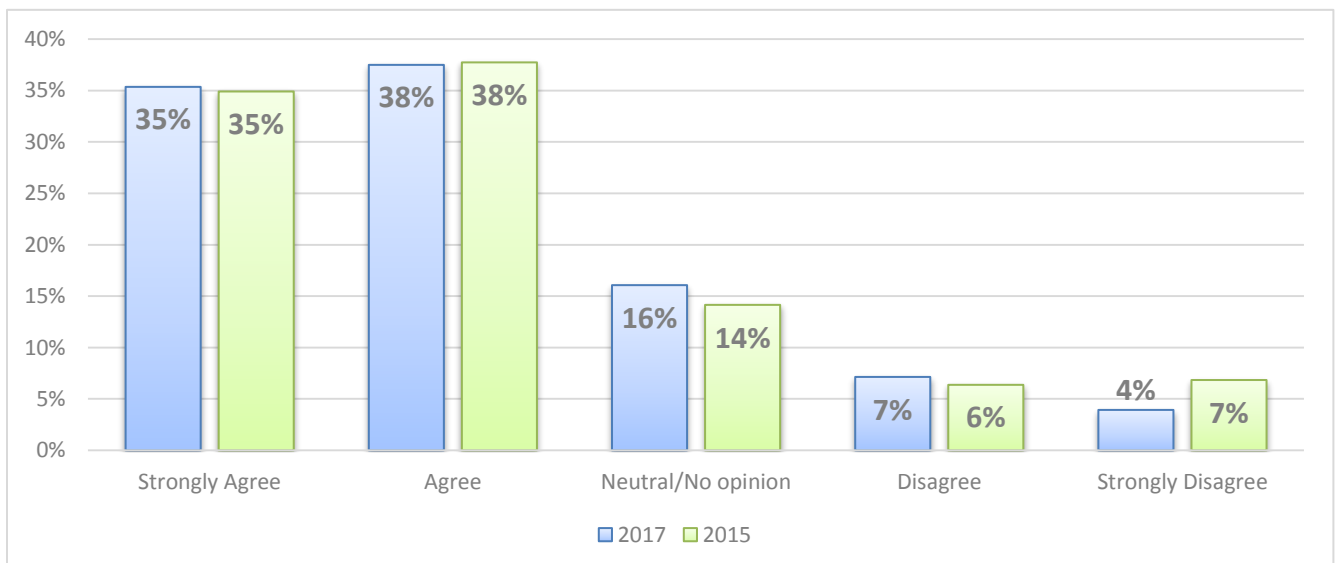
## QUESTION #11

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



## QUESTION #12

**My immediate supervisor respects my ideas.**

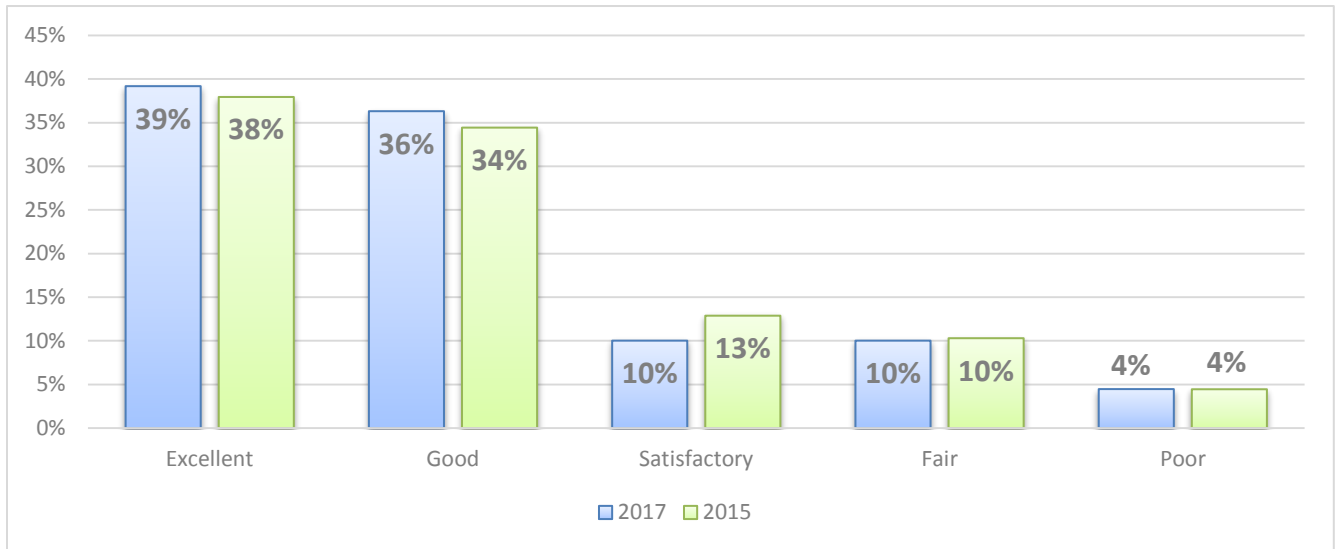


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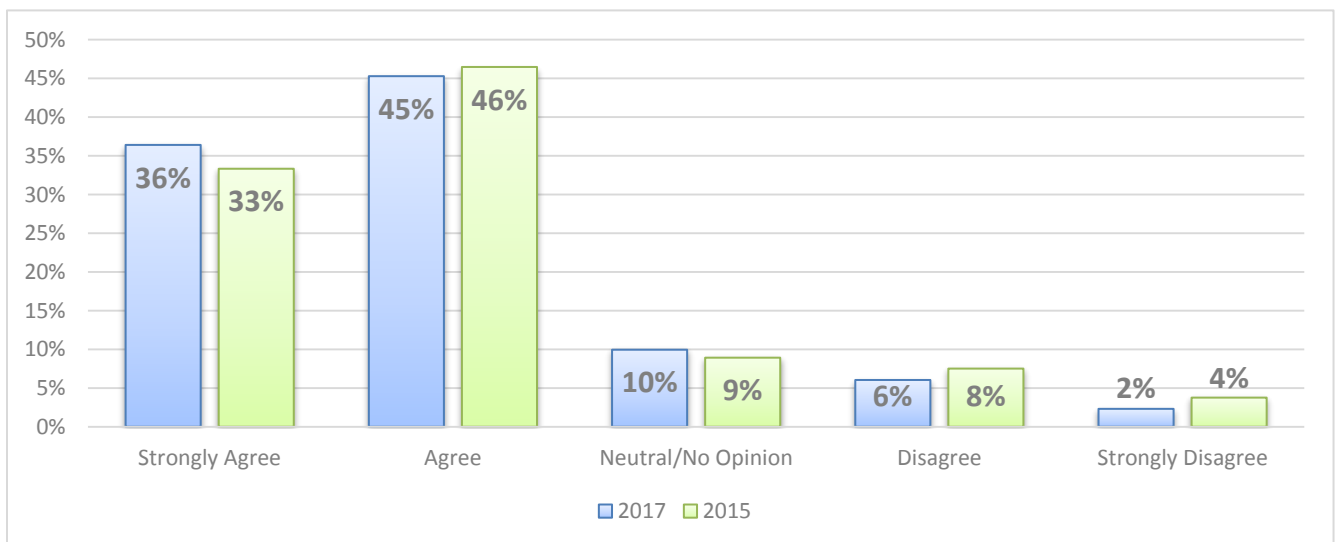
## QUESTION #13

My relationship with my immediate supervisor is...



## QUESTION #14

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

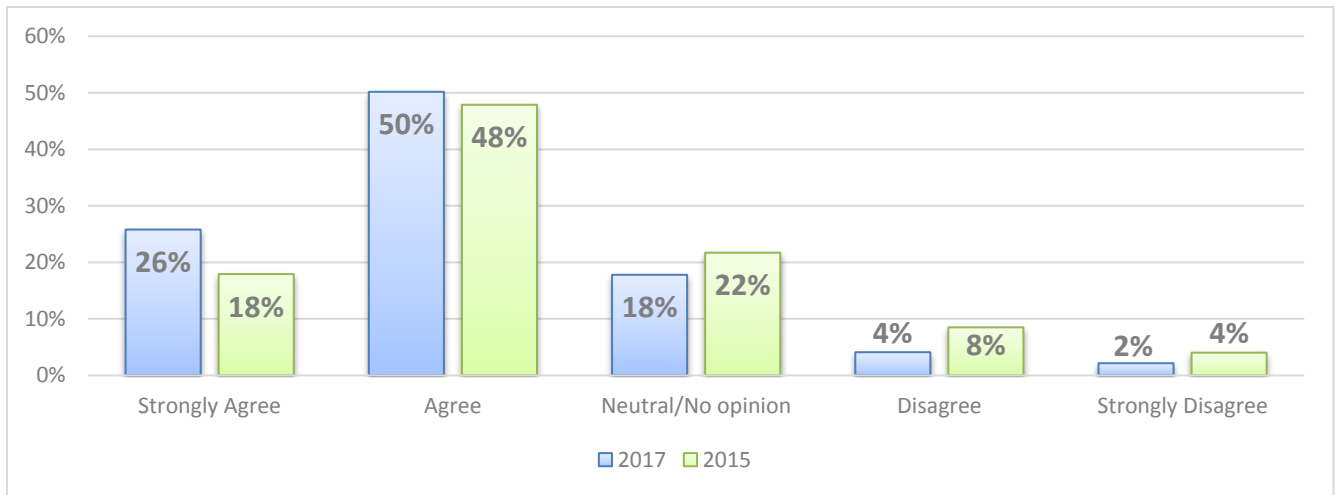


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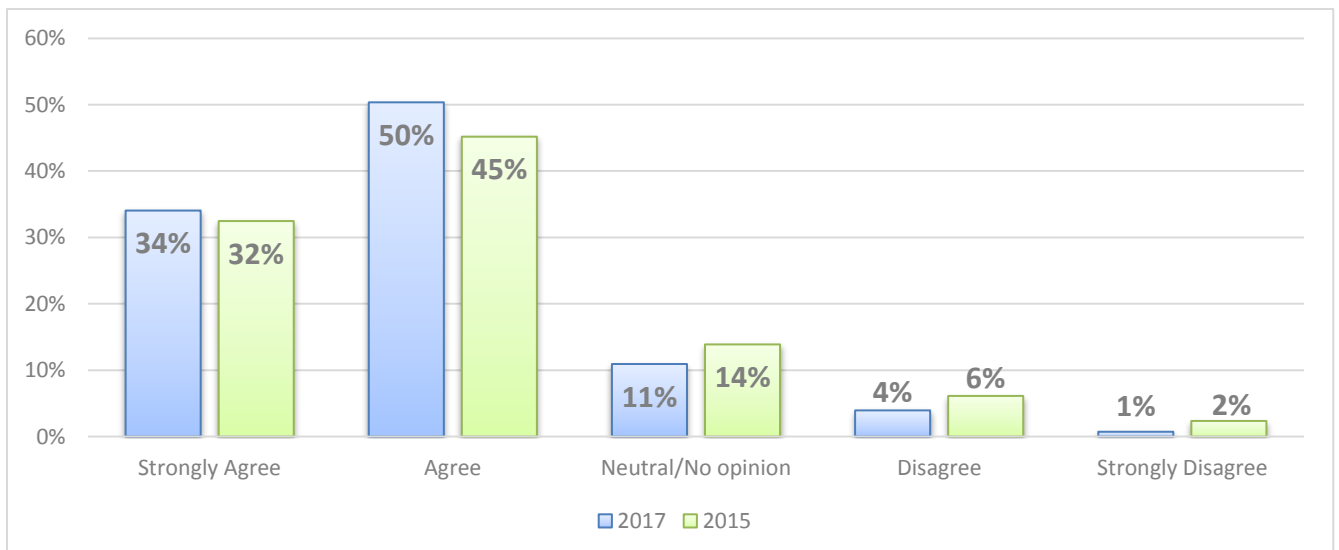
## QUESTION #15

I am aware of advancement opportunities throughout the County.



## QUESTION #16

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

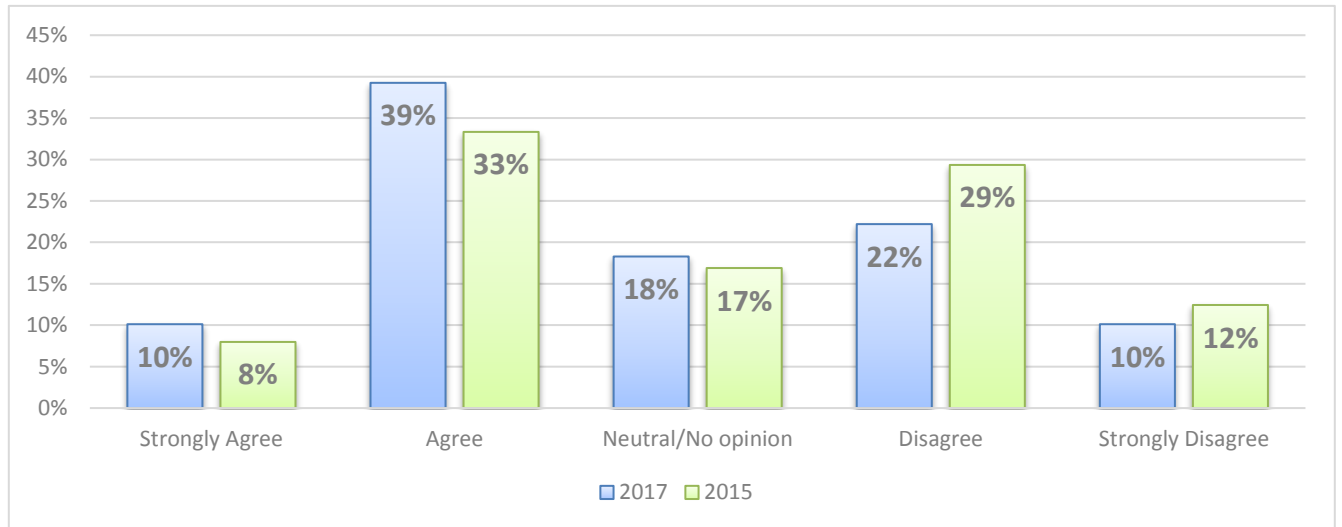


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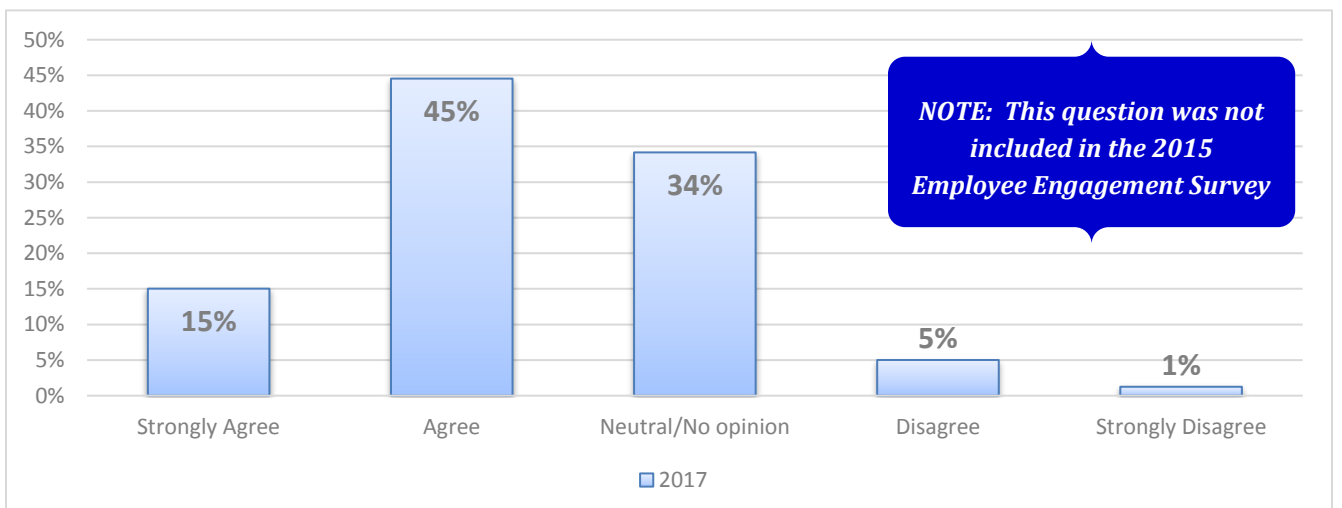
## QUESTION #17

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



## QUESTION #18

Human Resources provides valuable training programs for staff.



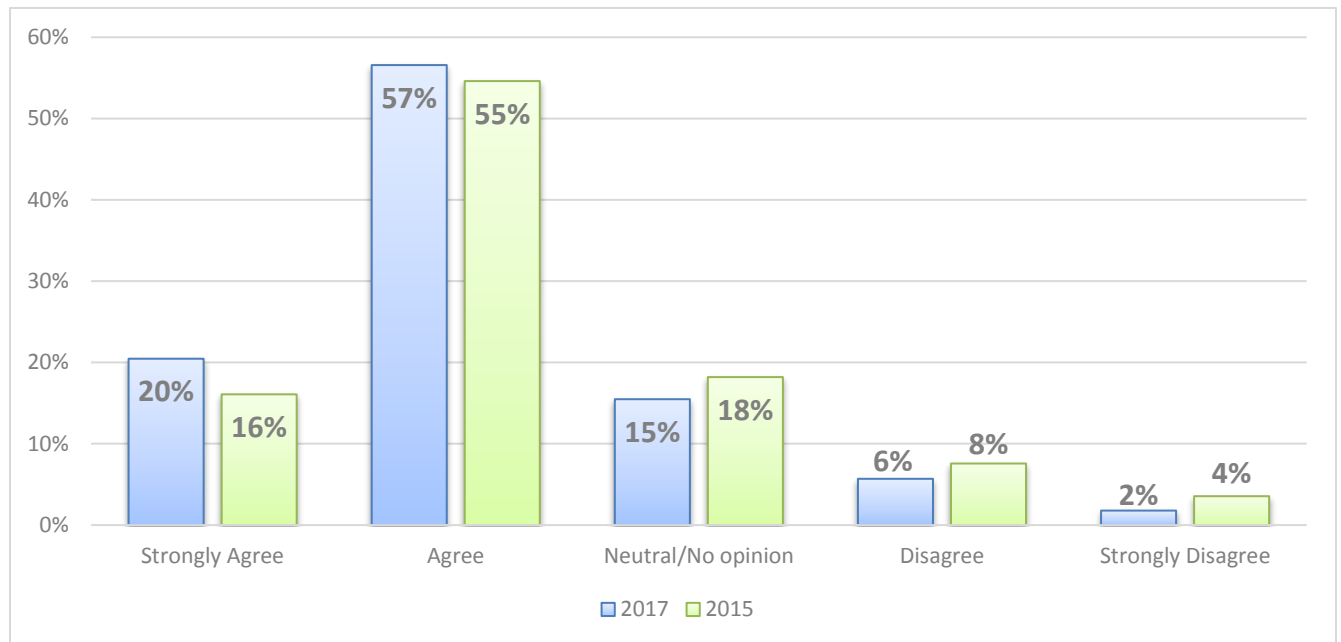


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## QUESTION #19

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

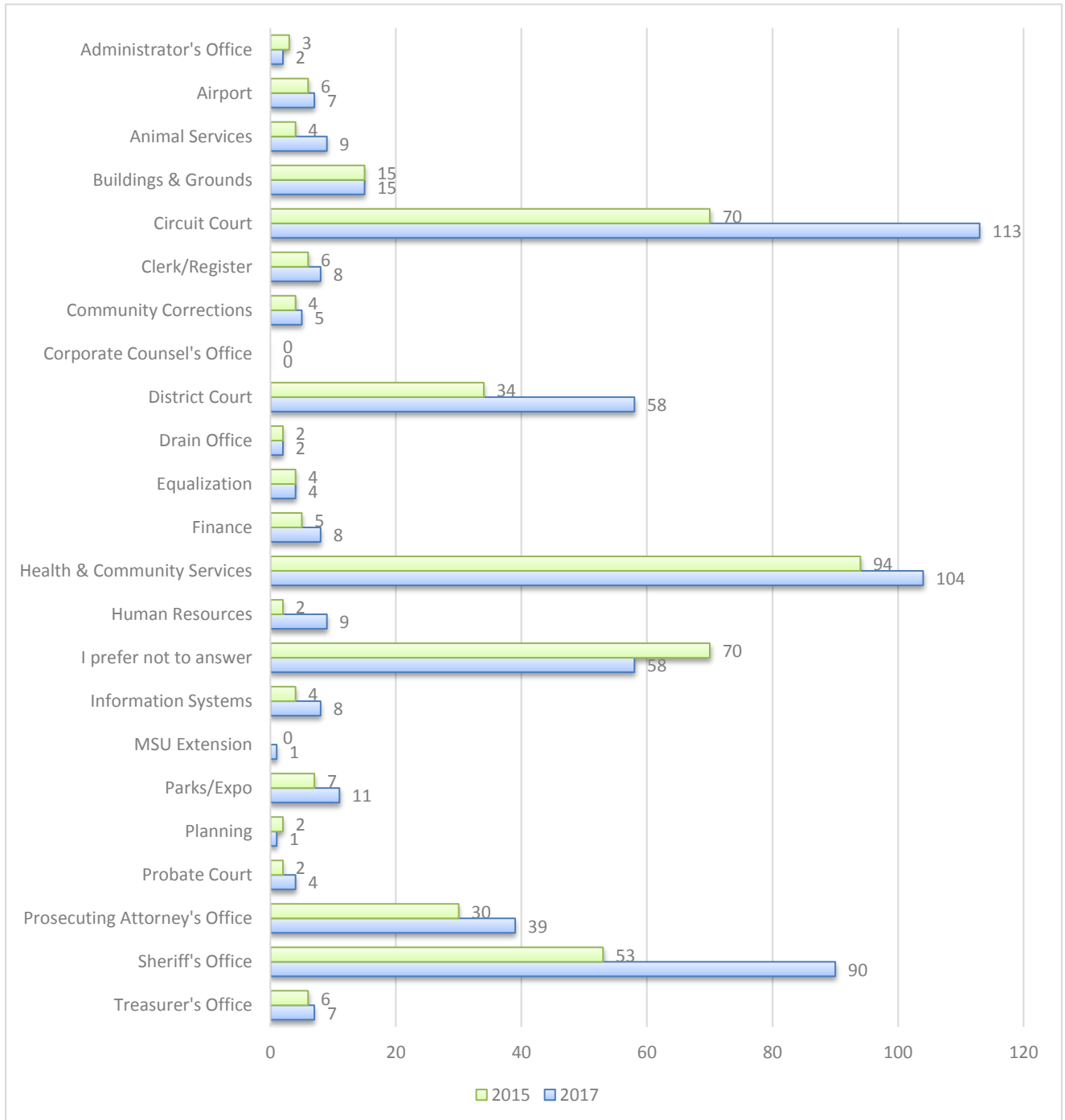


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## QUESTION #20

I work for the following Department/Court:





## RECOMMENDATIONS

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

- **Continue funding the Leadership Academy for all supervisors.** This Academy was highly rated and participants were very appreciative of the lessons learned. This Academy is key to helping our supervisors go beyond being managers and truly becoming leaders throughout our organization.
- **Create a Supervisors 101 all-day training.** This training would address a variety of important supervisory duties, employment law issues, performance evaluation and employee discipline principles, etc.
- **Continue to review vision and dental coverage.** Determine 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.
- **Explore additional training opportunities for employees related to cultural competency and implicit bias.** Explore additional training opportunities with new vendors related to cultural competency and implicit bias.
- **Explore additional training for supervisors related to coaching and emotional intelligence.** Provide training opportunities for supervisors on important supervisory skills such as coaching, emotional intelligence, etc.
- **Continue to 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, parameters when working under an elected official, etc.
- **Discuss the addition of separate leave time for bereavement.** Employees are requesting separate leave time for bereavement to ensure they are approved for time off when a death in their immediate family occurs.
- **Expand FMLA leave to employees that share a child.** Provide separate FMLA leave balances for employees that are married and share a child.