



2019 Employee Engagement Survey Results

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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:

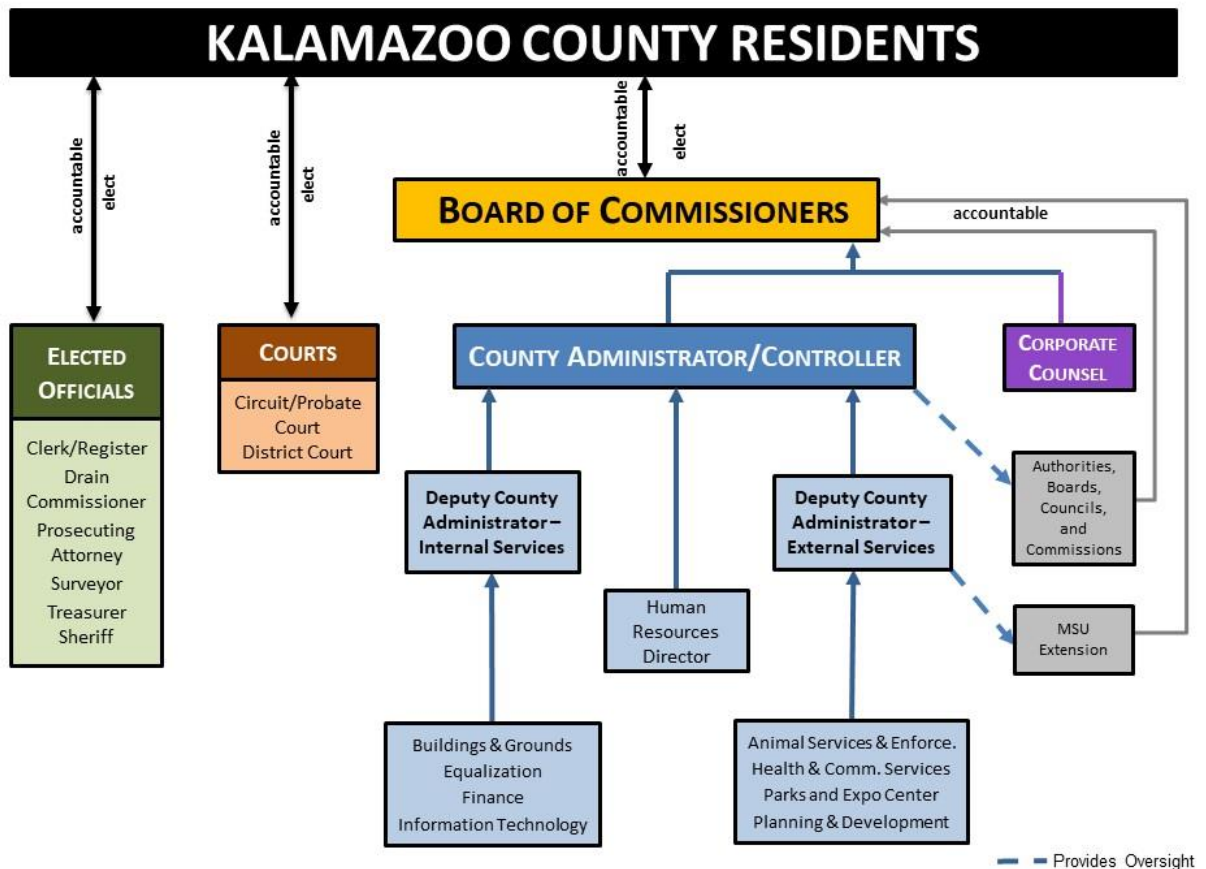
1. **Measure Employee Engagement:** The primary reason for issuing engagement surveys is to measure the engagement level of our employees. Measuring the key drivers of engagement within our organization will allow leaders to assess whether our employees are engaged or disengaged.
2. **Give Employees 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.



2019 Employee Engagement Survey Results



ORGANIZATIONAL CHART



Of the total County employees (900+):

- **36% report to an Elected Official.**
- **31% report to the Courts.**
- **31% report up to the County Administrator.**

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SURVEY TRENDS

The results from the 2019 survey, including a comparison to the original survey in 2015.

NOTE: Due to rounding, some percentage totals will differ slightly from the results within individual graphs and previous reports.

Question #1: My job contributes to the County's ability to serve our community.
93% agree or strongly agree – 0% change from 2015.

Question #2: I know what is expected of me in my job.
94% agree or strongly agree – ↑ 2% from 2015.

Question #3: I have all the necessary tools needed to be successful in my current position.
67% agree or strongly agree – ↑ 4% from 2015.

Question #4: On an annual basis, I meet with my direct supervisor to discuss my job performance.
84% agree or strongly agree – ↑ 3% from 2017.*

Question #5: My work gives me a feeling of accomplishment.
78% agree or strongly agree – ↑ 5% from 2015.

Question #6: There are people at work who care about me as a person.
80% agree or strongly agree – ↑ 2% from 2015.

Question #7: The supervisors/managers in my Department/Court/Elected Office really listen to employees.
62% agree or strongly agree – ↑ 4% from 2015.

Question #8: The supervisors/managers in my Department/Court/Elected Office lead by example and serve as a role model for employees.
61% agree or strongly agree – ↑ 10% from 2015.

* This question was not included in the 2015 survey.

** This question was not included in the 2015 or 2017 survey.

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Question #9: The supervisors/managers in my Department/Court/Elected Office treat everyone fairly.

56% agree or strongly agree – ↑ 7% from 2015.

Question #10: The supervisors/managers in my Department/Court/Elected Office support employee attendance at training opportunities.

79% agree or strongly agree – ↑ 20% from 2015.

Question #11: The supervisors/managers in my Department/Court/Elected Office support employee wellness efforts.

67% agree or strongly agree – ↑ 13% from 2015.

Question #12: My direct supervisor respects my ideas.

77% agree or strongly agree – ↑ 5% from 2015.

Question #13: My relationship with my immediate supervisor is:

81% reported “good or excellent” – ↑ 8% from 2015.

Question #14: I have the opportunity to use my skills and experience in my current position.

82% agree or strongly agree – ↑ 2% from 2015.

Question #15: I am aware of how I can advance within Kalamazoo County Government.

65% agree or strongly agree – ↓ 1% from 2015.

Question #16: Kalamazoo County Government offers a comprehensive benefit package, including health, dental, vision, disability, life, flexible spending account, and deferred compensation.

83% agree or strongly agree – ↑ 6% from 2015.

Question #17: I am satisfied with the County’s health benefits.

68% agree or strongly agree**

* This question was not included in the 2015 survey.

** This question was not included in the 2015 or 2017 survey.

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Question #18: I am satisfied with the County's vision benefits.

62% agree or strongly agree**

Question #19: I am satisfied with the County's dental benefits.

69% agree or strongly agree**

Question #21: I feel that I am adequately compensated/paid for the work that I perform on a daily basis.

50% agree or strongly agree – ↑ 9% from 2015.

Question #22: Human Resources provides valuable training opportunities for staff.

63% agree or strongly agree – ↑ 4% from 2017.*

Question #23: Overall, I am satisfied with my employment within Kalamazoo County Government.

79% agree or strongly agree – ↑ 9% from 2015.

* This question was not included in the 2015 survey.

** This question was not included in the 2015 or 2017 survey.

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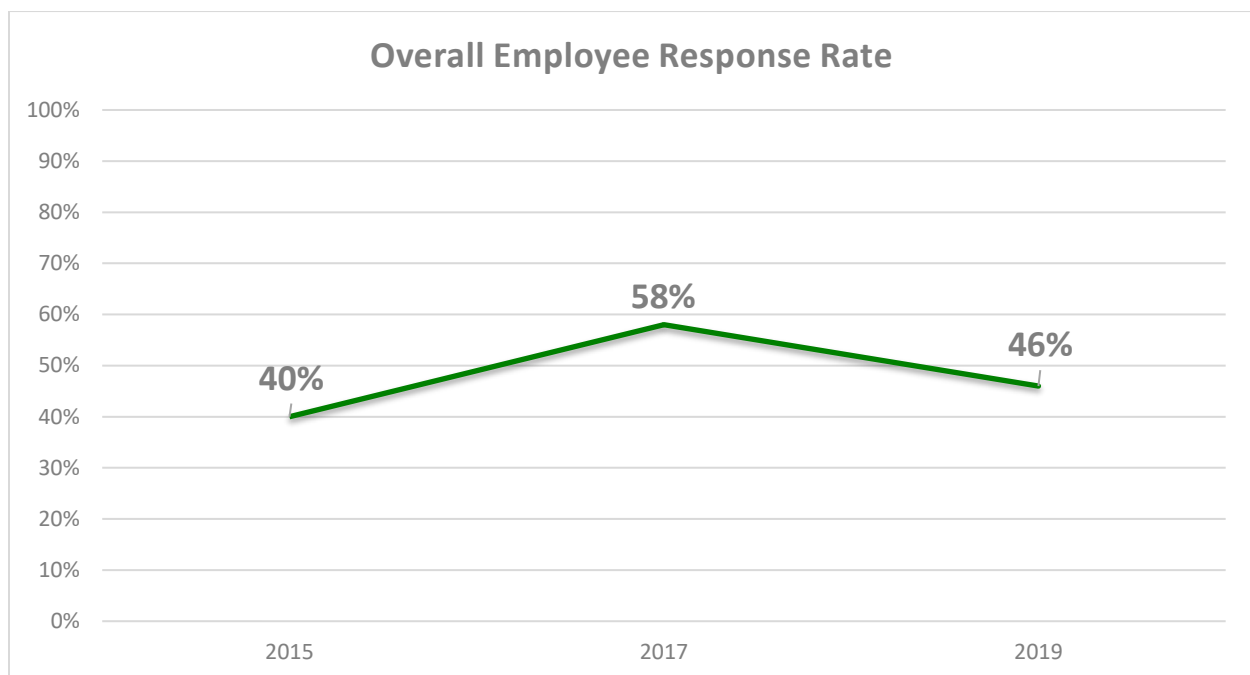


SURVEY RESPONSE RATE

The survey was e-mailed to all employees on at least three (3) different occasions over a 45-day period.

In 2019, 46% of employees responded to the survey. This is a decrease from 2017 but an increase from 2015.

NOTE: This survey is completed every TWO years.



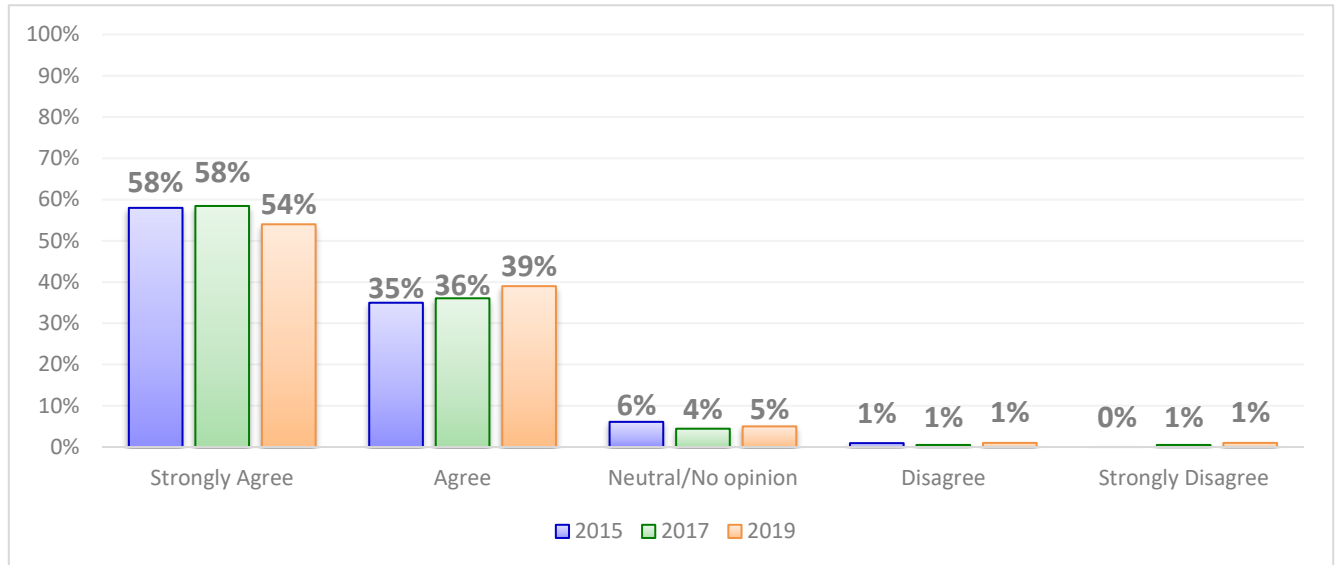
NOTE: Some respondents chose to skip questions. Therefore, the results for each question are based on those respondents who chose to answer that specific question.

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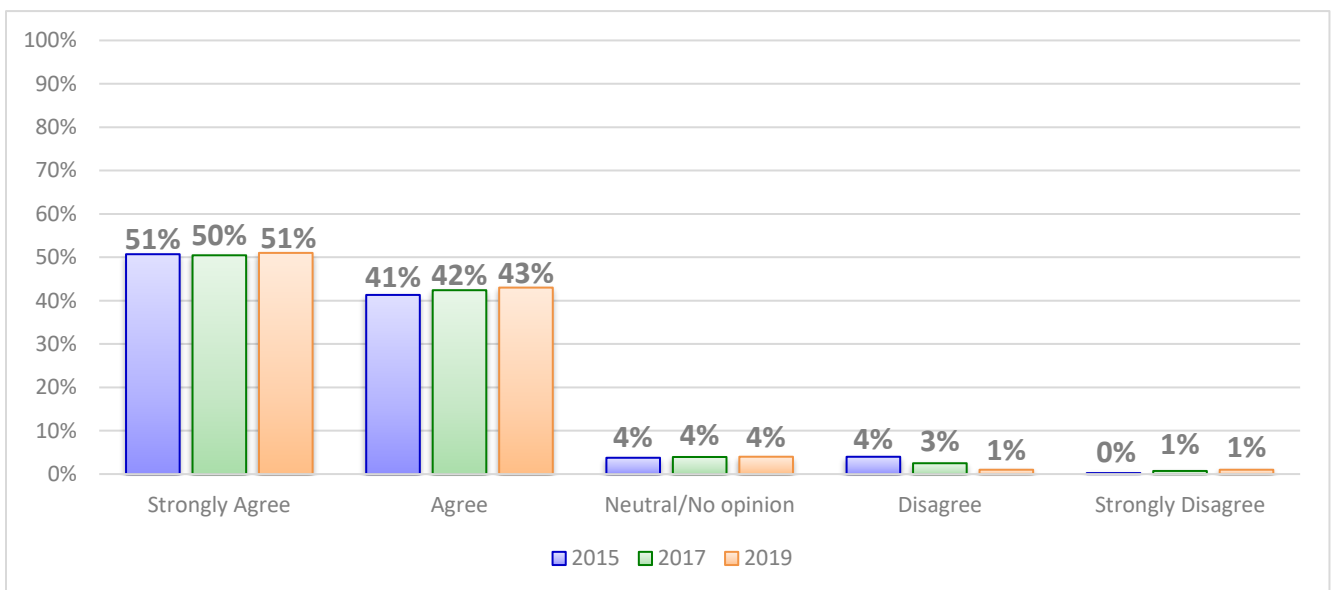
QUESTION #1

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



QUESTION #2

I know what is expected of me in my job.

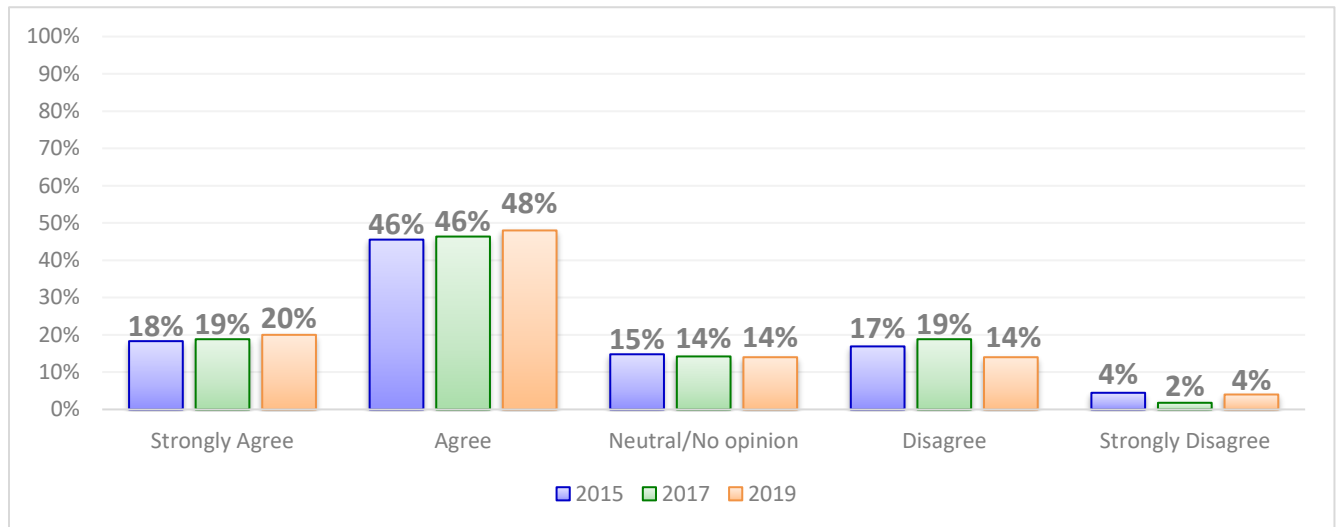


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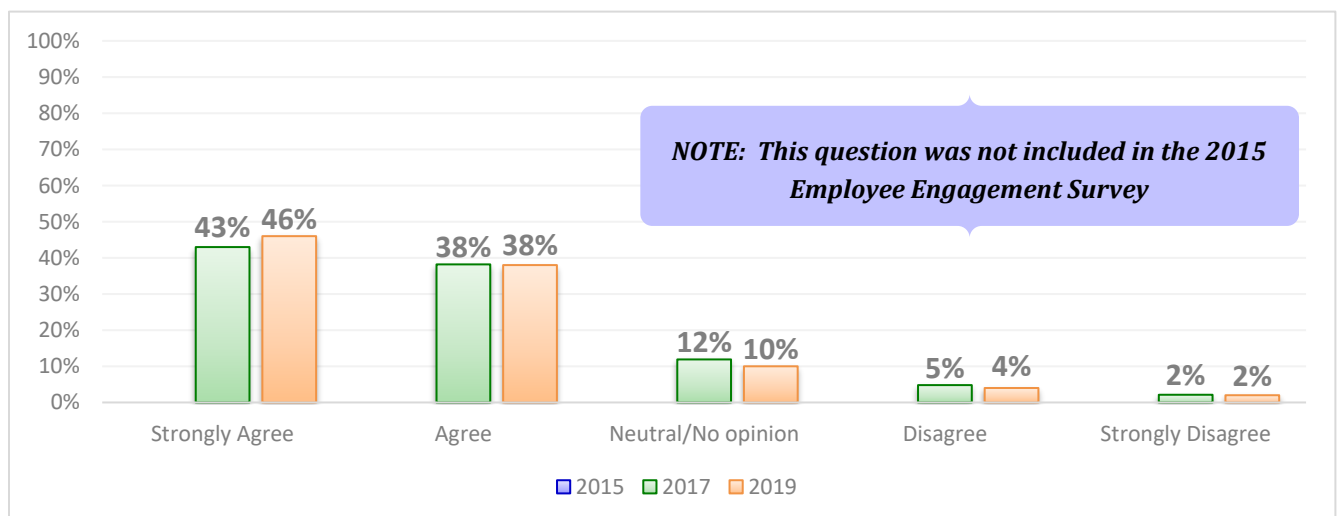
QUESTION #3

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.

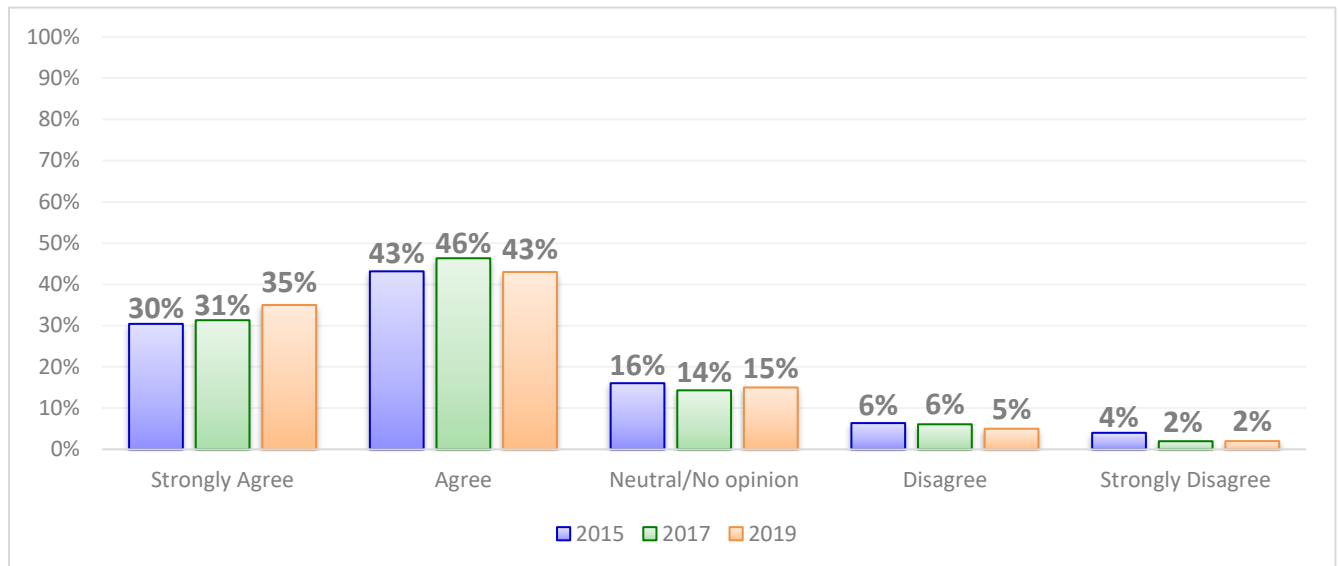


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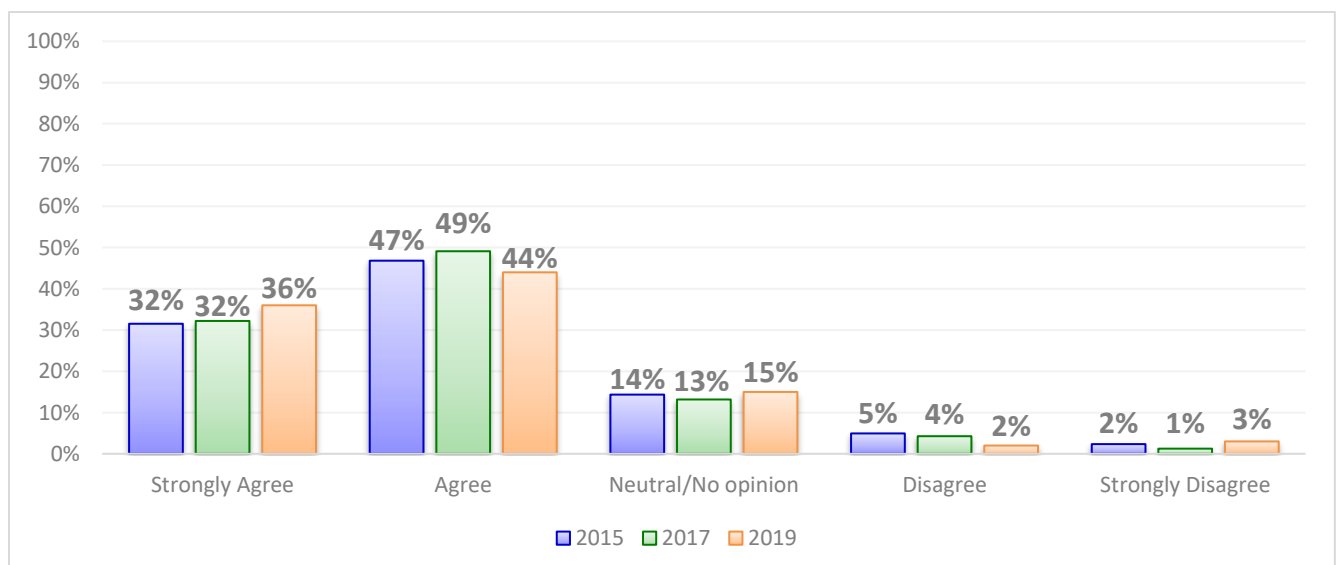
QUESTION #5

My work gives me a feeling of accomplishment.



QUESTION #6

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

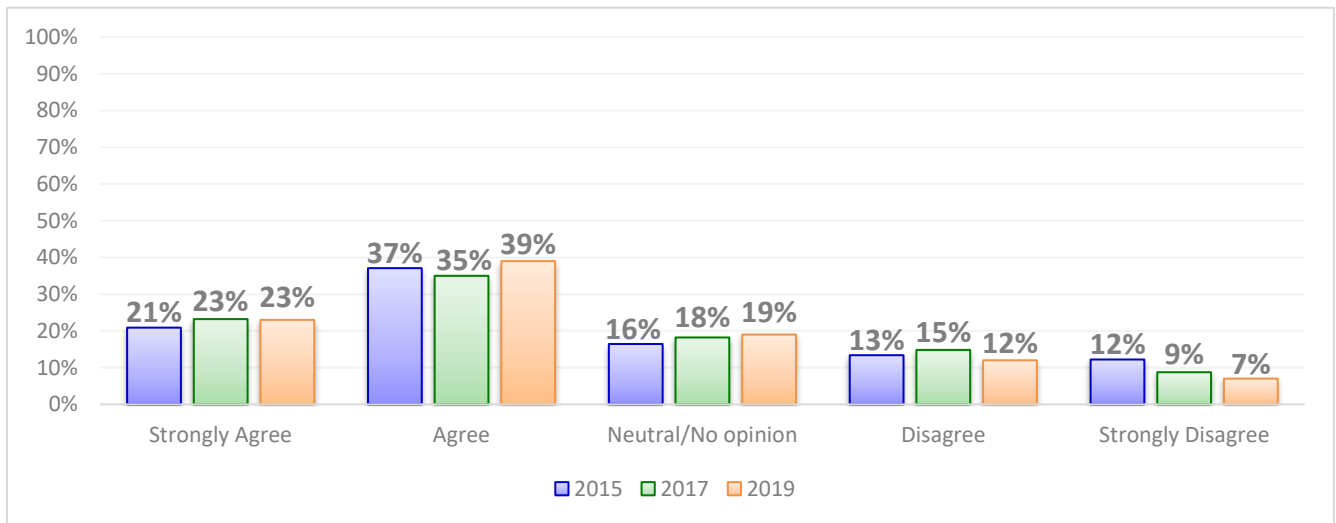


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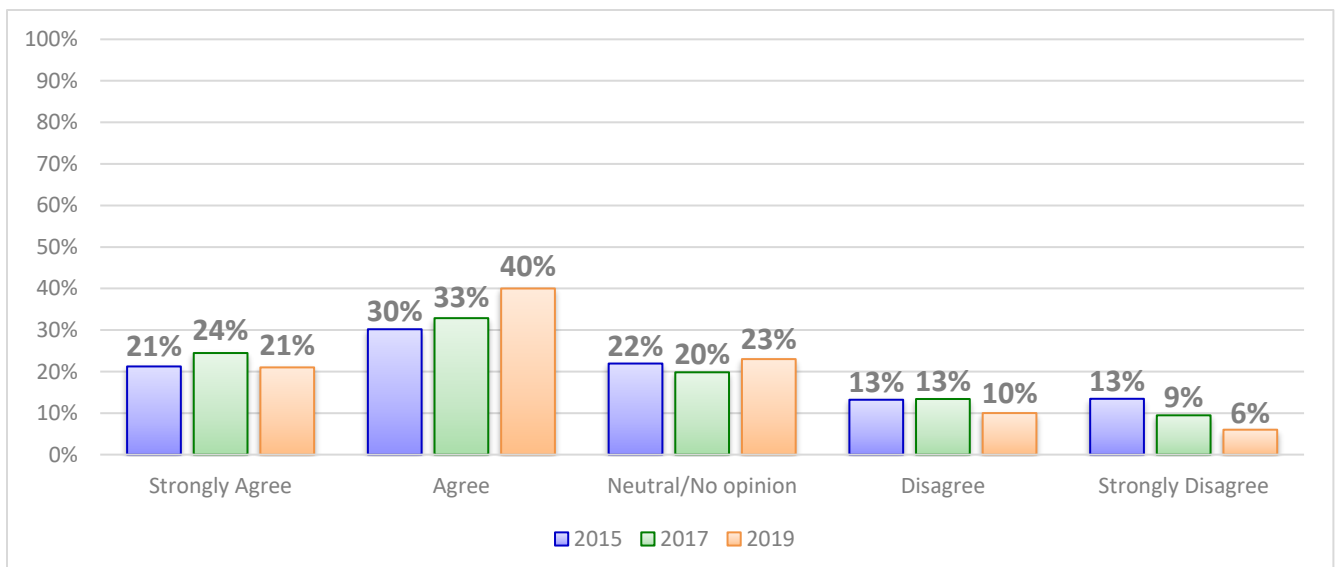
QUESTION #7

The supervisors/managers in my Department/Court/Elected Office really listen to employees.



QUESTION #8

The supervisors/managers in my Department/Court/Elected Office lead by example and serve as a role model for employees.

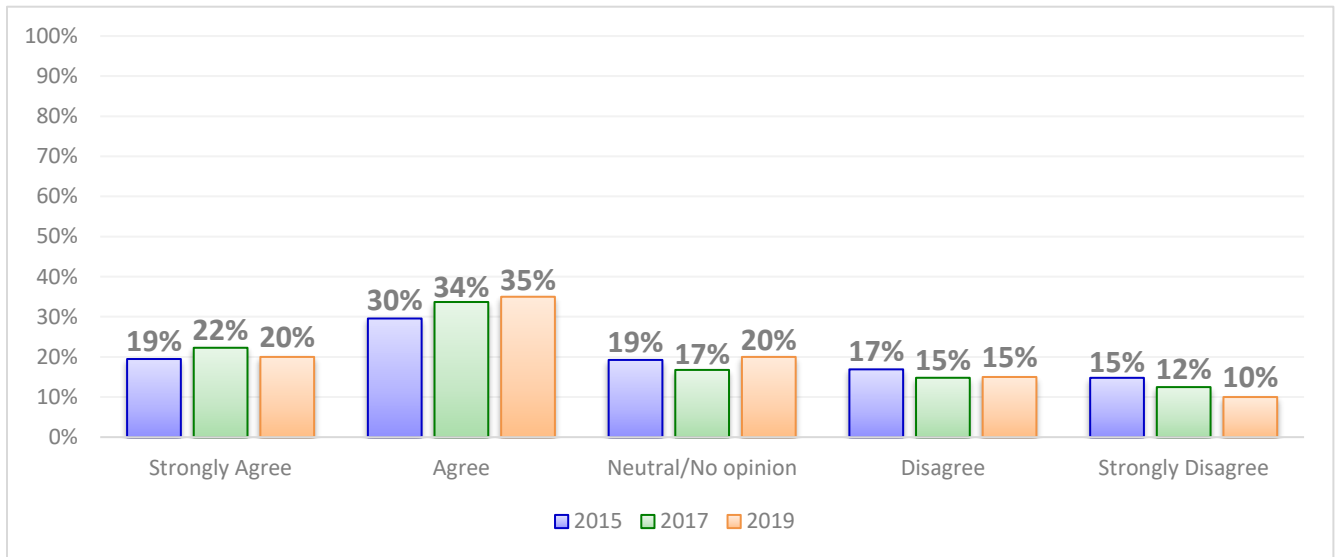


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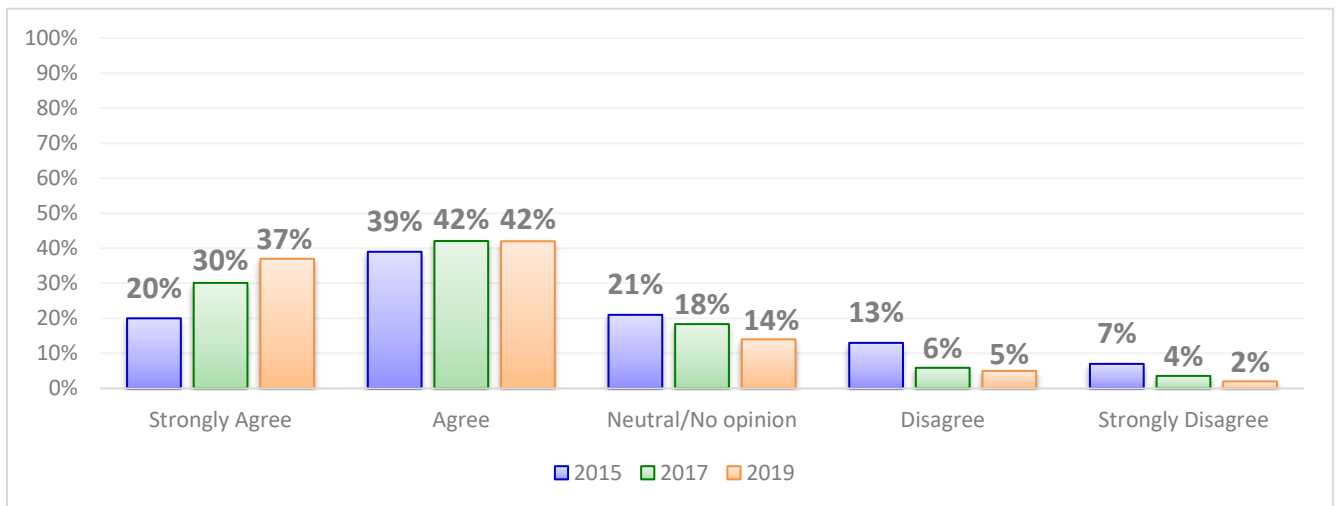
QUESTION #9

The supervisors/managers in my Department/Court/Elected Office treat everyone fairly.



QUESTION #10

The supervisors/managers in my Department/Court/Elected Office support employee attendance at training opportunities.

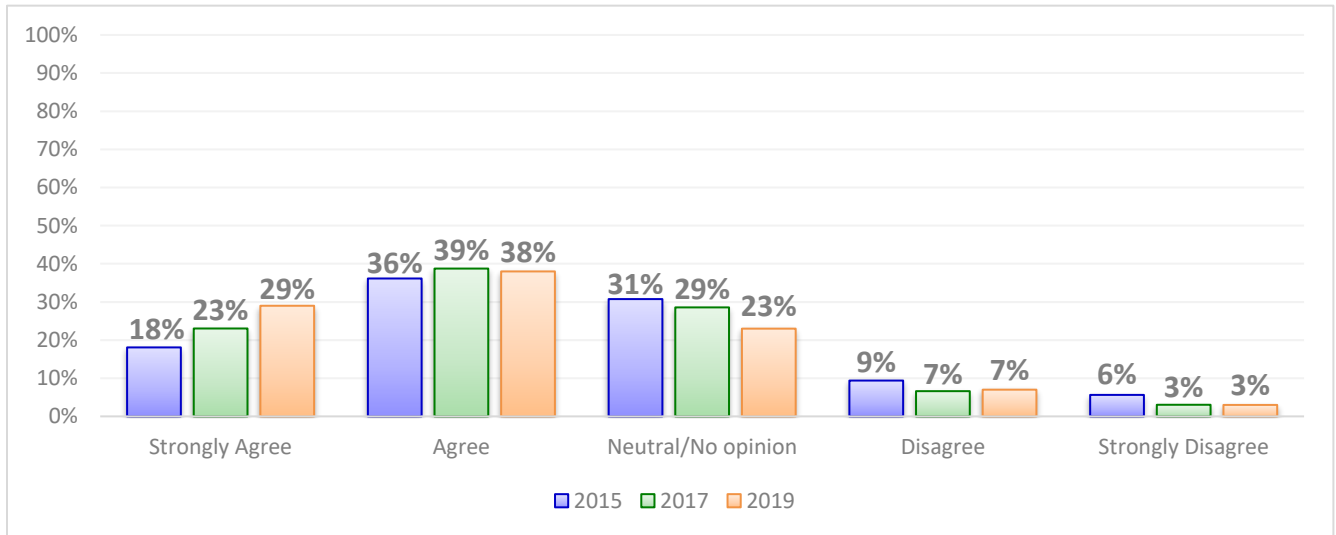


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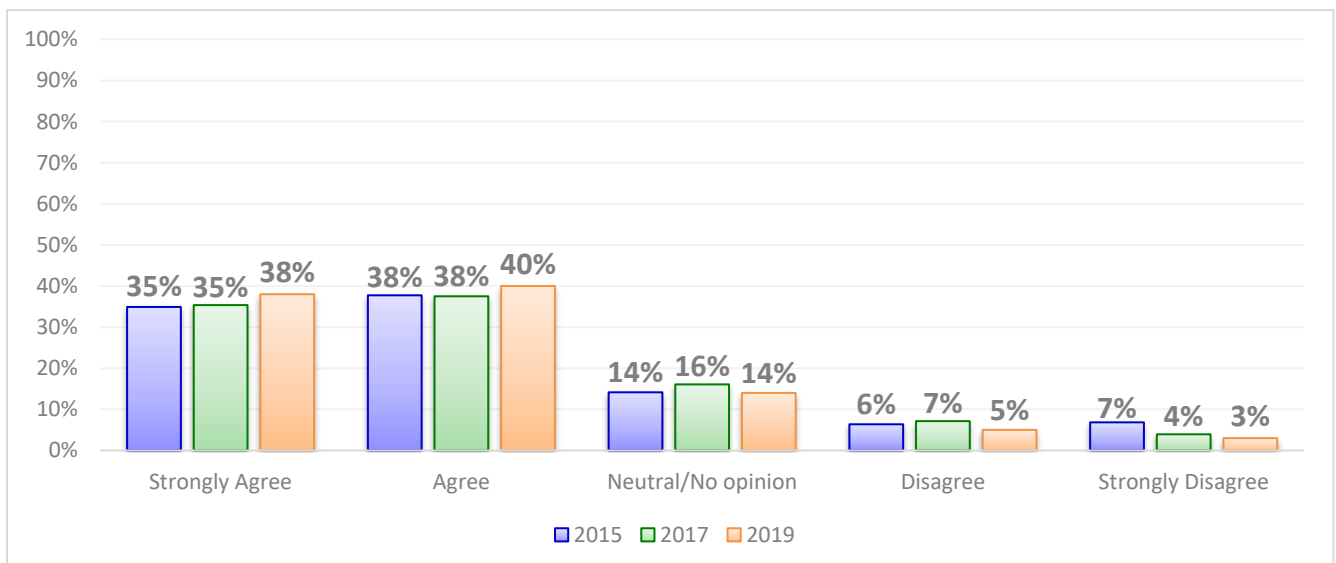
QUESTION #11

The supervisors/managers in my Department/Court/Elected Office support employee wellness efforts.



QUESTION #12

My direct supervisor respects my ideas.

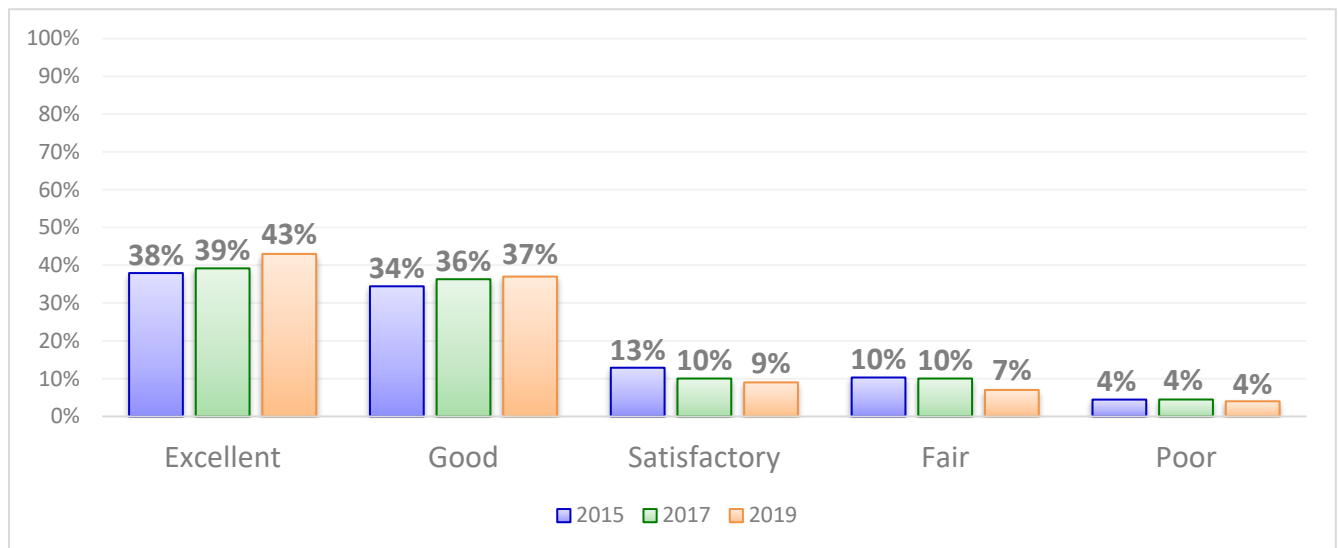


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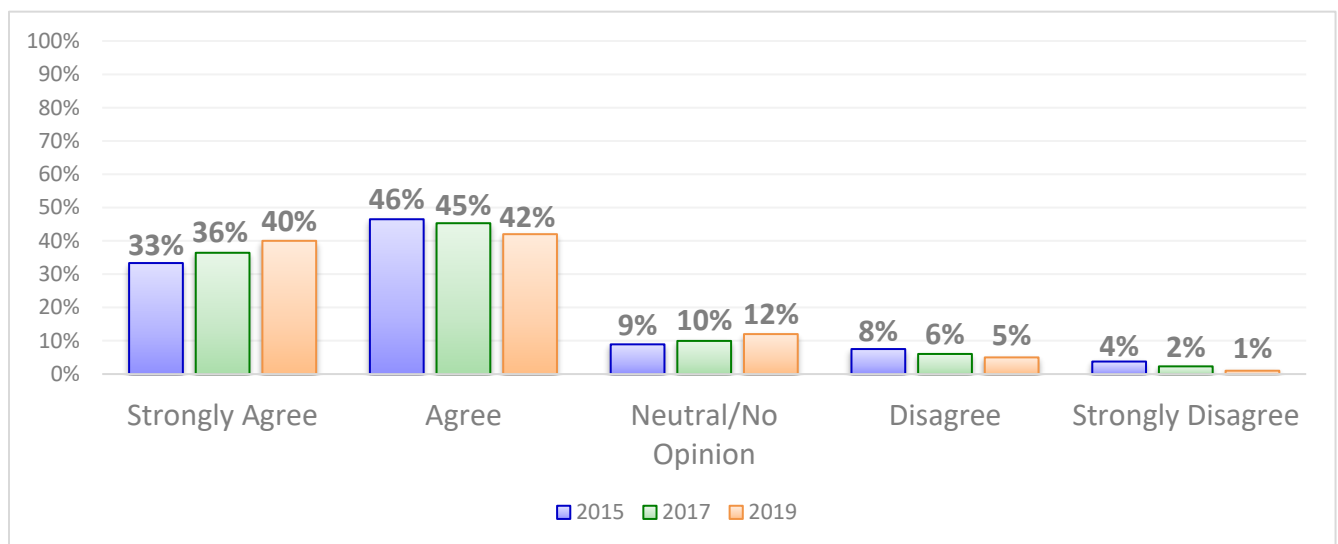
QUESTION #13

My relationship with my direct supervisor is...



QUESTION #14

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

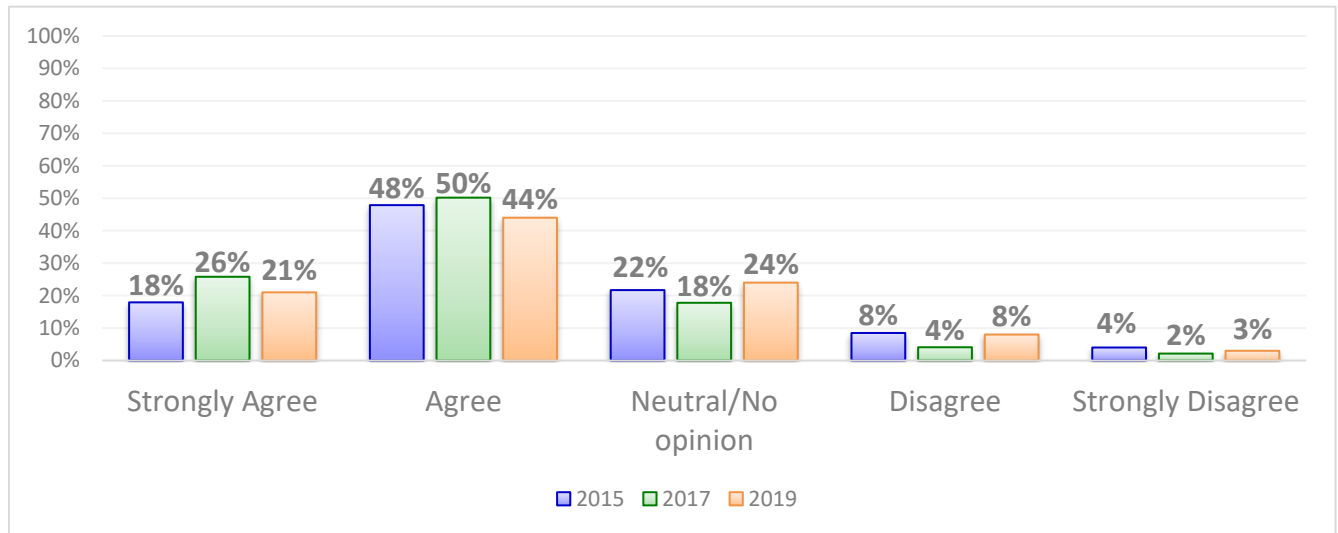


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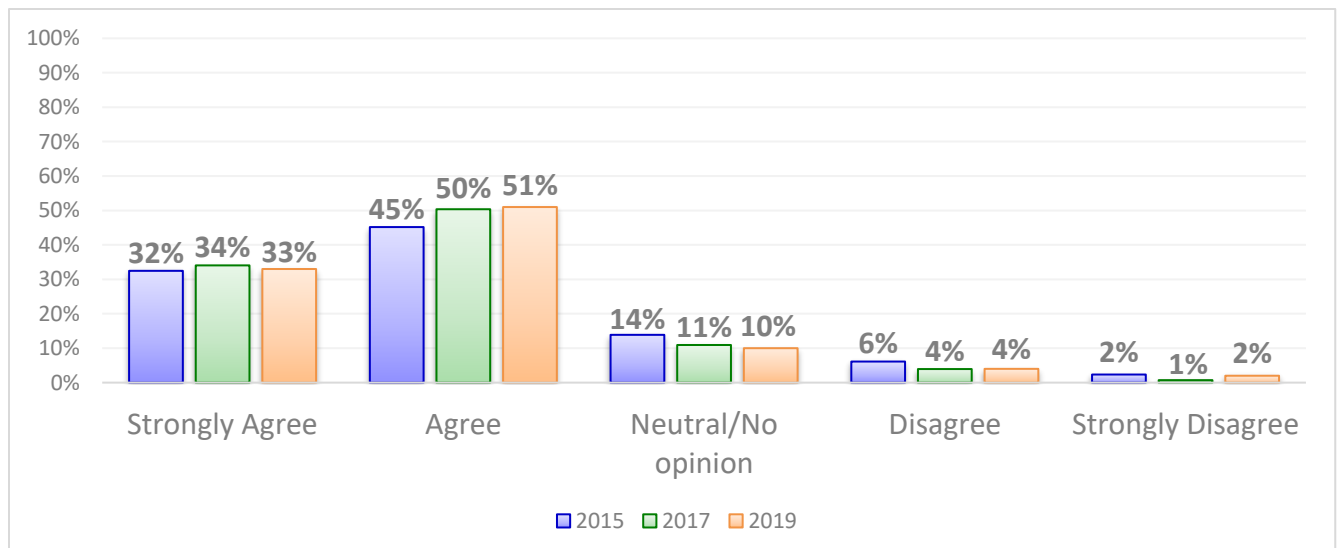
QUESTION #15

I am aware of how I can advance within Kalamazoo County Government.



QUESTION #16

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

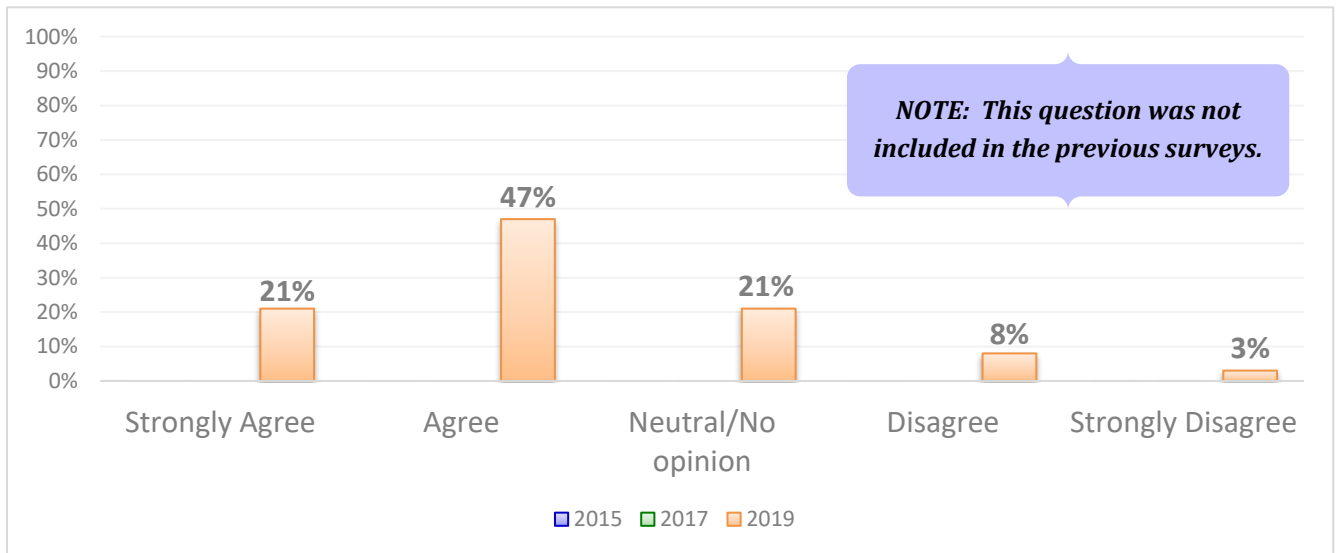


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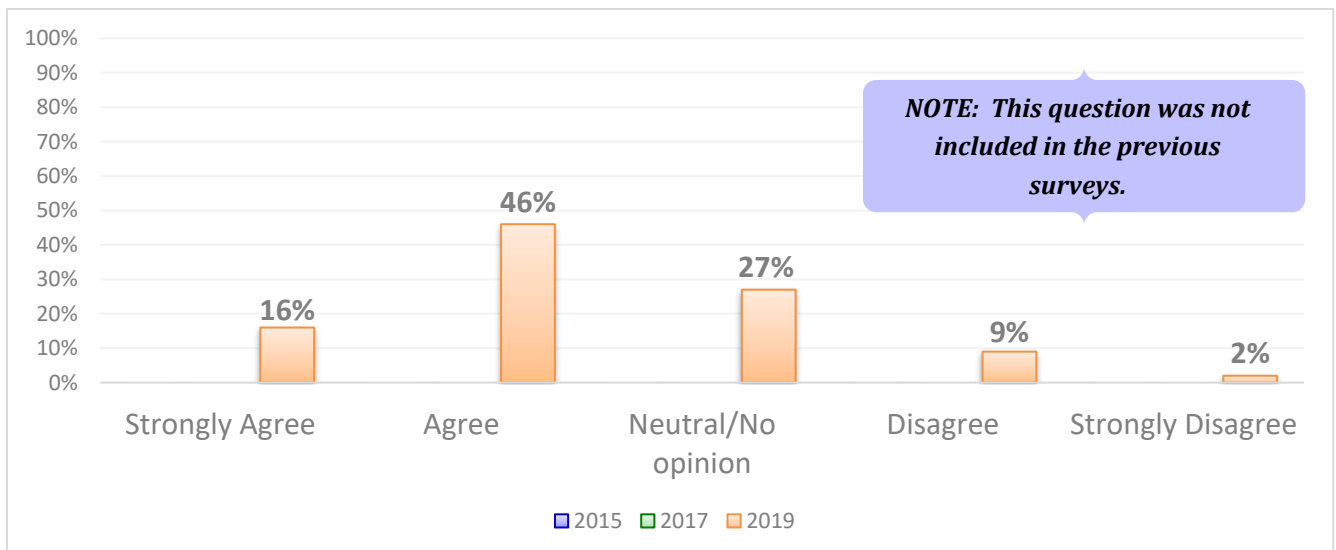
QUESTION #17

I am satisfied with the County's overall health benefits.



QUESTION #18

I am satisfied with the County's vision benefits.

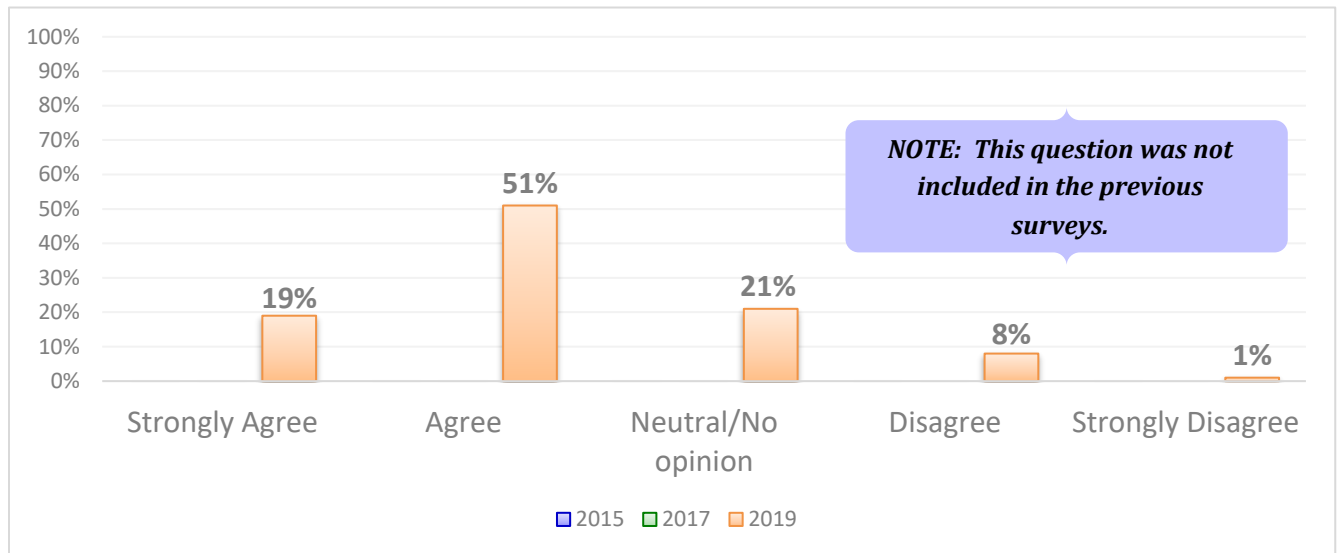


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QUESTION #19

I am satisfied with the County's dental benefits.



QUESTION #20

If I could change the health benefits, I would change them in the following order: priority:

- **1st choice: Do nothing and minimize increases to the employee's premium share.**
- **2nd choice: Increase dental coverage.**
- **3rd choice: Increase vision coverage.**
- **4th choice: Increase orthodontic coverage for children.**
- **5th choice: Add orthodontic coverage for adults.**

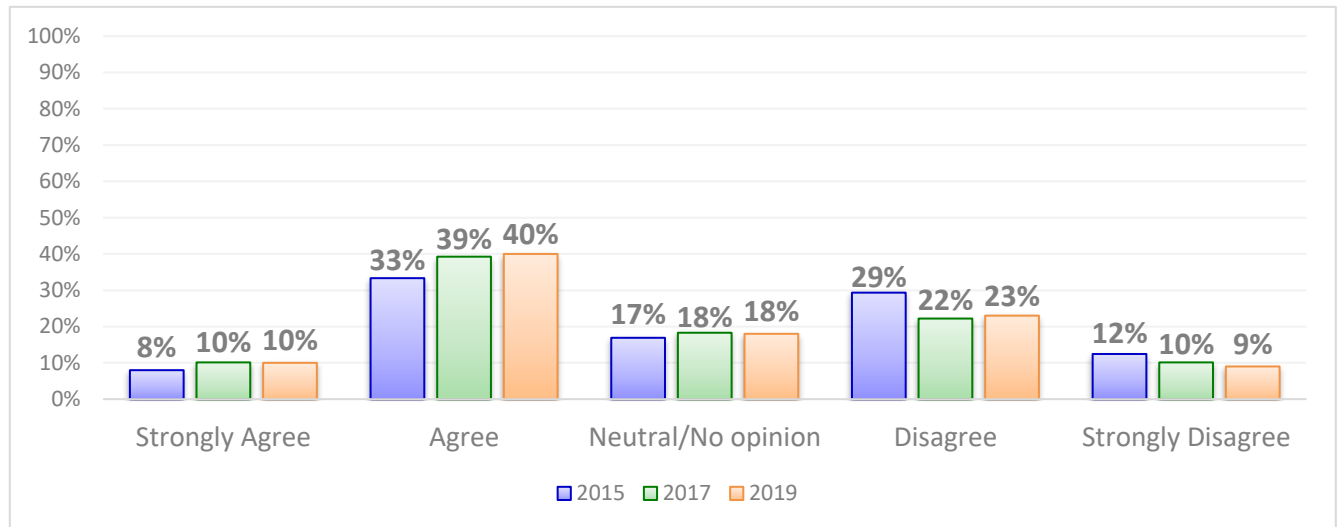
NOTE: This question was not included in previous surveys.

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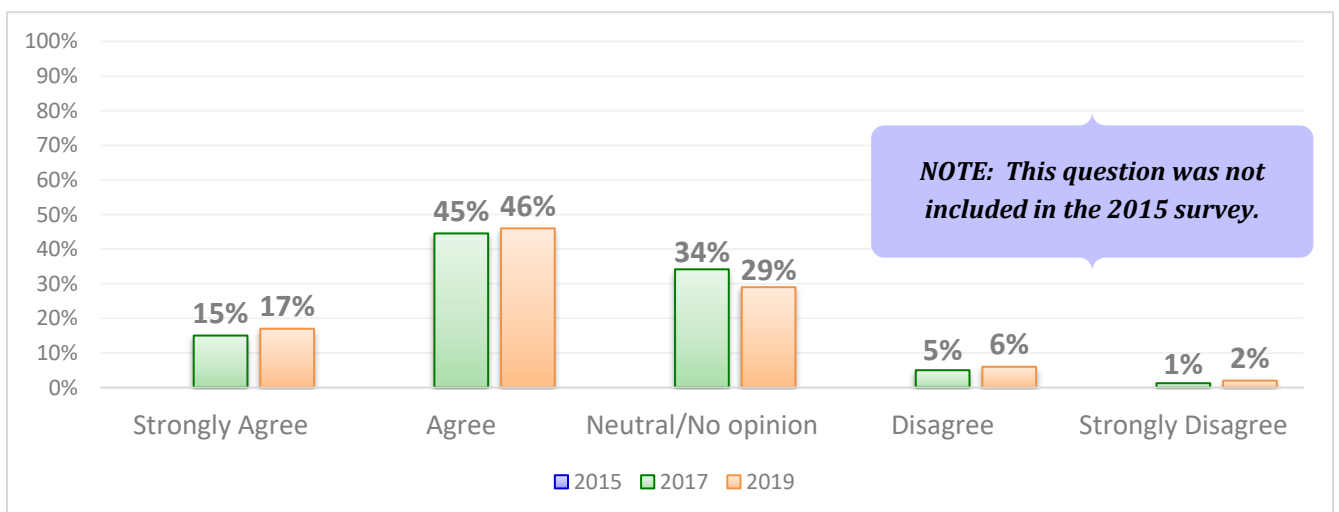
QUESTION #21

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



QUESTION #22

Human Resources provides valuable training opportunities for staff.

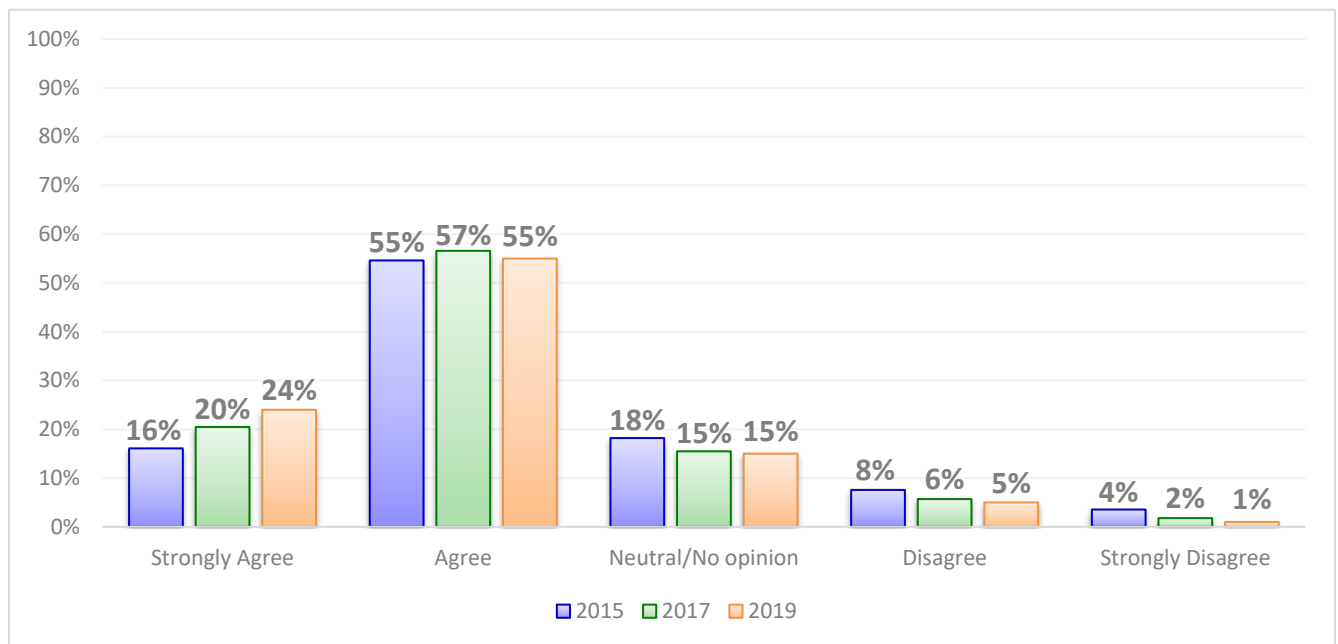


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QUESTION #23

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



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RECOMMENDATIONS

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

- **Create a benefits training for current employees.** In the survey, many employees expressed concern about not having specific benefits that are currently available in our benefit plan. HR will conduct multiple “Employee Benefits 101” sessions at various locations in order to increase awareness of our current benefit plan.
- **Create new methods of communication regarding advancement opportunities throughout the County.** In an effort to promote succession planning and employee advancement within Departments and throughout the organization, HR will explore new ways of communicating with employees regarding career development and advancement.
- **Explore adding Roth IRA benefits for employees.** In an effort to expand choices for employees to invest into their future, the County will explore the addition of a Roth IRA.
- **Continue funding the “Leadership Academy” and “Managing from the Middle” for all supervisors and employees demonstrating leadership abilities.** This Academy continues to be highly rated and participants are very appreciative of the lessons learned. In addition, based on the results of the survey, the relationship between employees and their supervisors appears to be improving. We are very pleased that this learning opportunity is helping our supervisors go beyond being managers and truly becoming leaders throughout our organization.
- **Continue to provide “Supervisor 101” all-day training.** This training addresses a variety of important supervisory duties, employment law issues, performance evaluation and employee discipline principles, etc. For many of our supervisors, this is their first training regarding these types of issues and it is critical to ensuring our employees receive a fair disciplinary process and the County is protected from liability.