



# 2021 EMPLOYEE ENGAGEMENT SURVEY - Results -

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## HUMAN RESOURCES DEPARTMENT

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# 2021 Employee Engagement Survey Results



## OVERVIEW

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

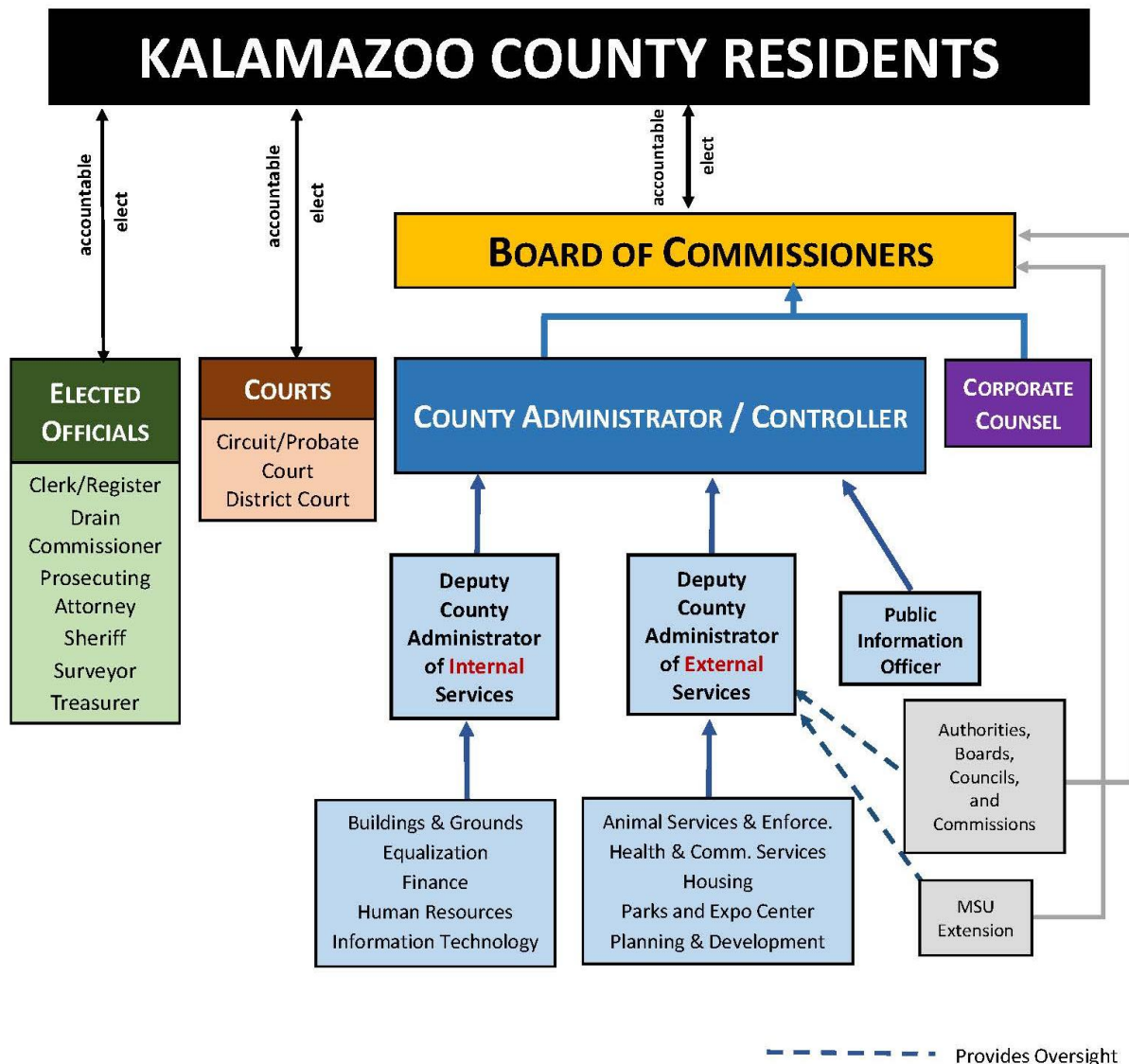
1. **Measure Employee Engagement:** The primary reason for issuing engagement surveys is to measure the engagement level of our employees. Measuring the key drivers of engagement within our organization will allow leaders to assess whether our employees are engaged or disengaged.
2. **Give Employees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



# 2021 Employee Engagement Survey Results



## ORGANIZATIONAL CHART



Of the total County employees (900+):

- **36% report to an Elected Official.**
- **30% report to the Courts.**
- **32% report up to the County Administrator.**
- **2% report to "Other" (Airport, MSU Extension, and Corporate Counsel)**

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## SURVEY TRENDS

The results from the 2021 survey are below, 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.  
94% agree or strongly agree – ↑ 1% change from 2015.

**Question #2:** I know what is expected of me in my job.  
97% agree or strongly agree – ↑ 5% from 2015.

**Question #3:** I have all the necessary tools needed to be successful in my current position.  
68% 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.\*  
\*NOTE: This question was not included in the 2015 survey.

**Question #5:** My work gives me a feeling of accomplishment.  
79% agree or strongly agree – ↑ 6% from 2015.

**Question #6:** There are people at work who care about me as a person.  
81% agree or strongly agree – ↑ 2% from 2015.

**Question #7:** The supervisors/managers listen to employees.  
67% agree or strongly agree – ↑ 9% from 2015.

**Question #8:** The supervisors/managers lead by example and serve as role models for employees.  
65% agree or strongly agree – ↑ 14% from 2015.

# 2021 Employee Engagement Survey Results



**Question #9:** The supervisors/managers treat everyone fairly.  
56% agree or strongly agree – ↑ 7% from 2015.

**Question #10:** The supervisors/managers support employee attendance at training opportunities.  
74% agree or strongly agree – ↑ 15% from 2015.

**Question #11:** The supervisors/managers support employee wellness efforts.  
60% agree or strongly agree – ↑ 6% from 2015.

**Question #12:** My direct supervisor respects my ideas.  
81% agree or strongly agree – ↑ 8% from 2015.

**Question #13:** My relationship with my immediate supervisor is:  
78% reported “good or excellent” – ↑ 6% from 2015.

**Question #14:** I have the opportunity to use my skills and experience in my current position.  
85% agree or strongly agree – ↑ 6% from 2015.

**Question #15:** I am aware of how I can advance within Kalamazoo County Government.  
64% agree or strongly agree – ↓ 2% from 2015.

**Question #16:** Kalamazoo County Government offers a comprehensive benefits package, including health, dental, vision, disability, life, flexible spending account, and deferred compensation.  
80% agree or strongly agree – ↑ 3% from 2015.

**Question #17:** I feel that I am adequately compensated/paid for the work that I perform on a daily basis.  
40% agree or strongly agree – ↓ 1% from 2015.

**Question #18:** Overall, I am satisfied with my employment within Kalamazoo County Government.  
66% agree or strongly agree – ↓ 5% from 2015.

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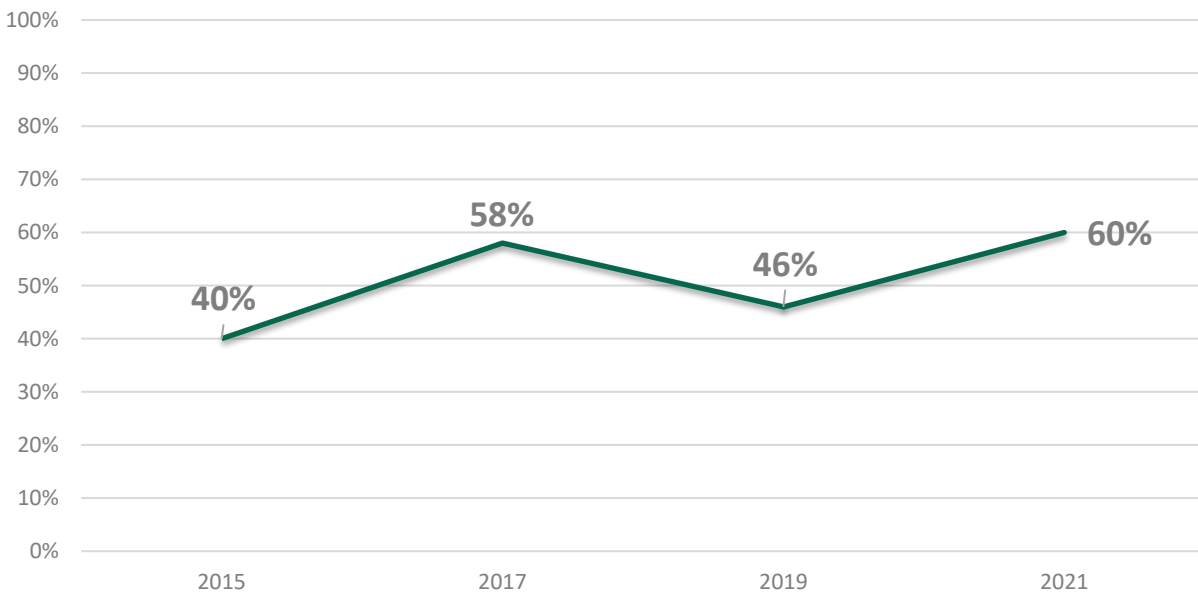
## SURVEY RESPONSE RATE

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

In 2015, only 40% of employees responded to the survey. In 2021, 60% of employees responded to the survey...a 20% increase in respondents!

**NOTE: This survey is completed every TWO years.**

Overall Employee Response Rate

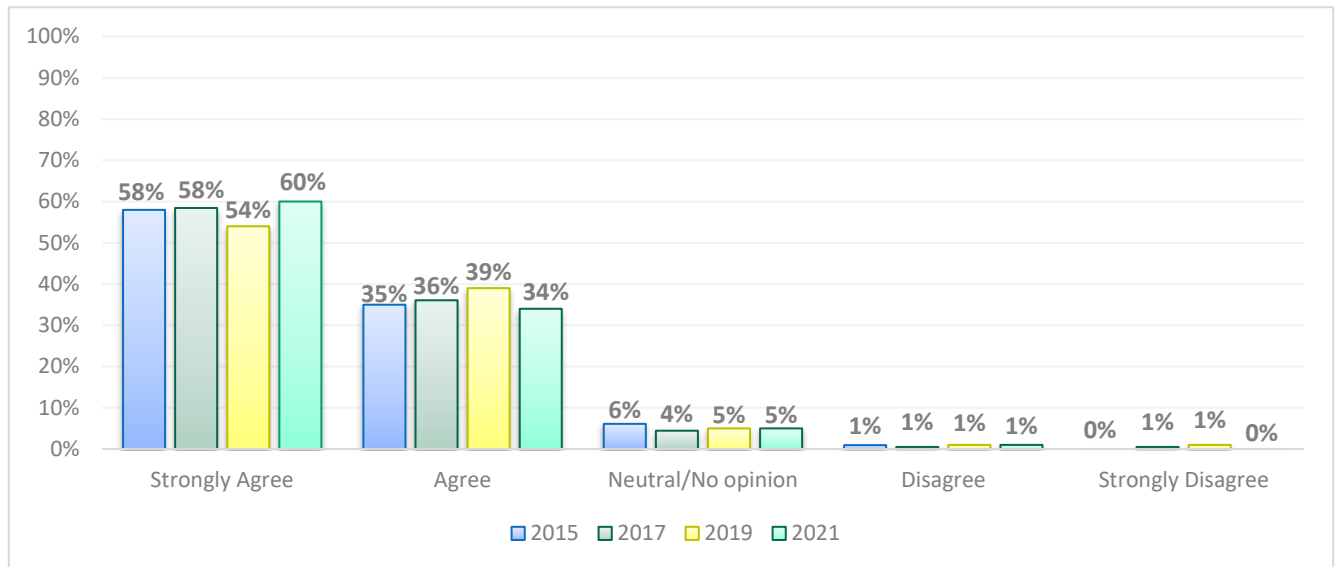


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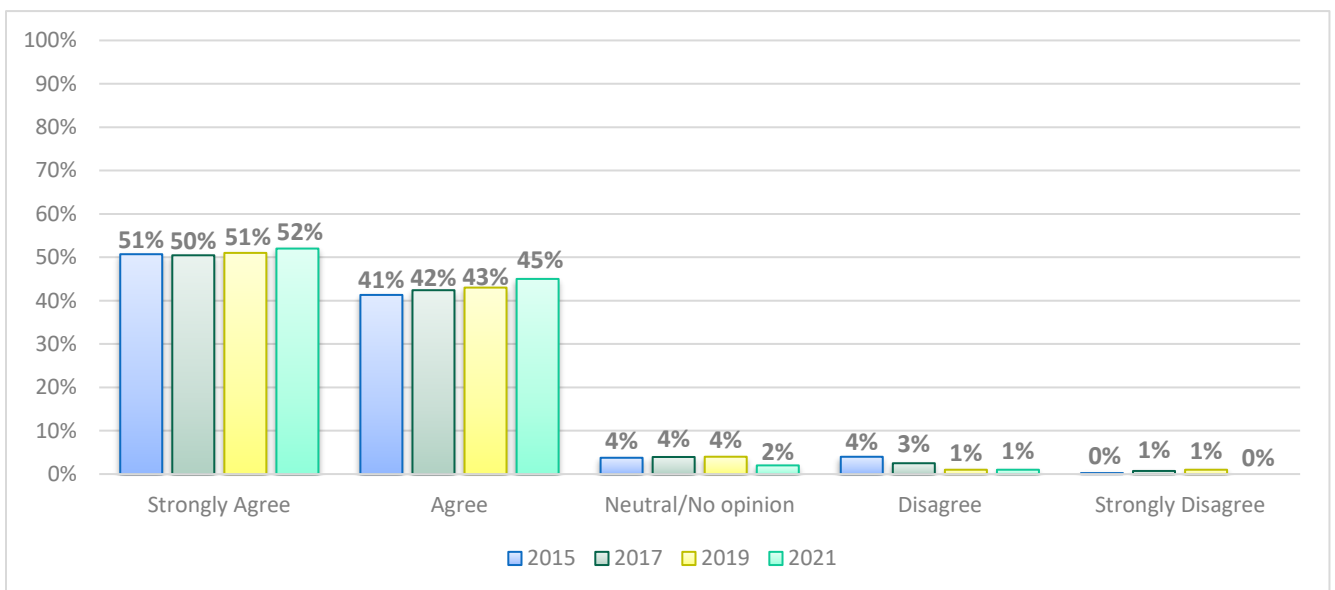
## QUESTION #1

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



## QUESTION #2

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



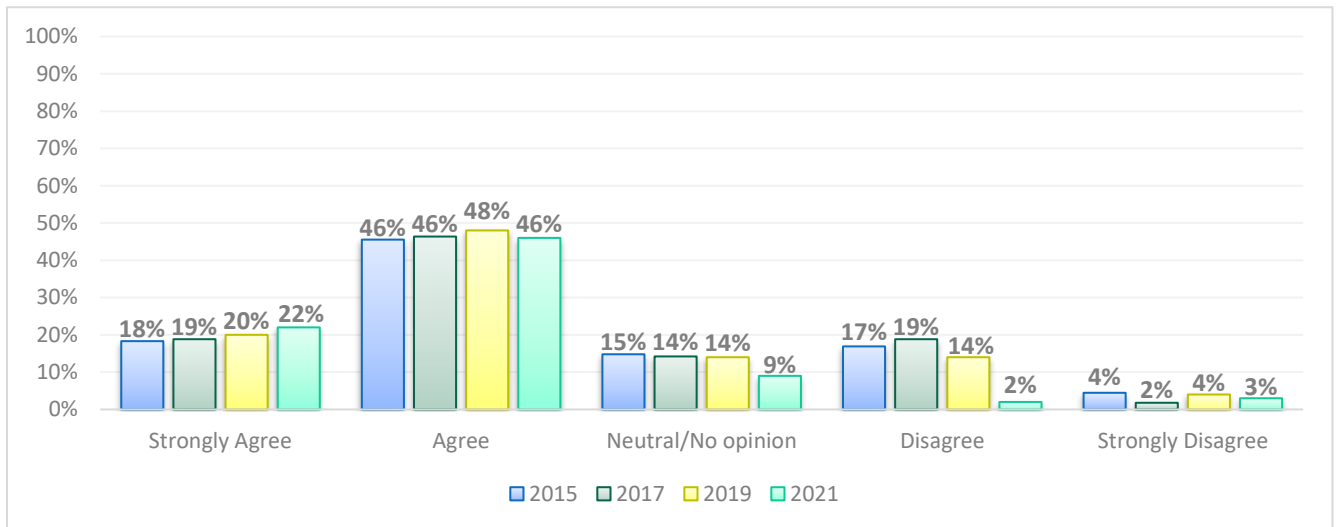


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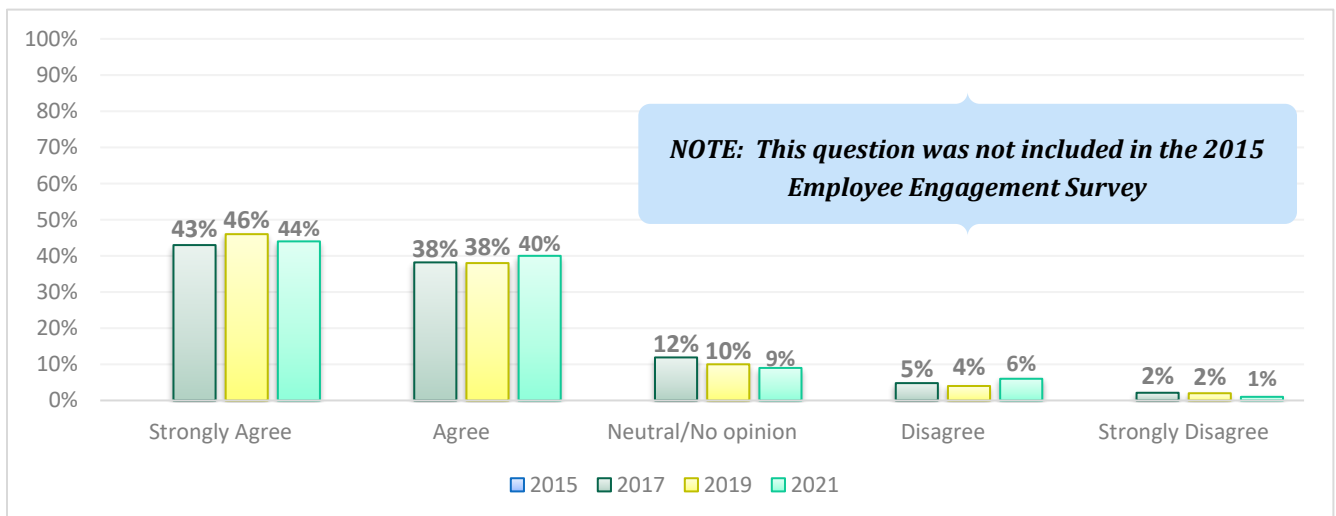
## QUESTION #3

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.

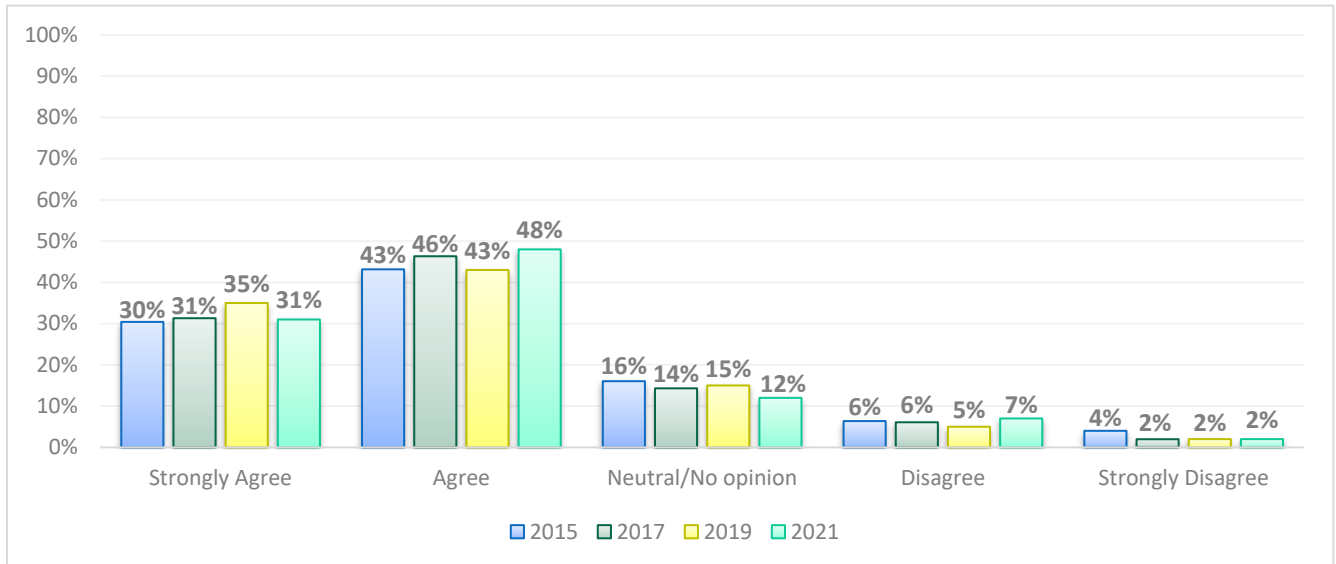


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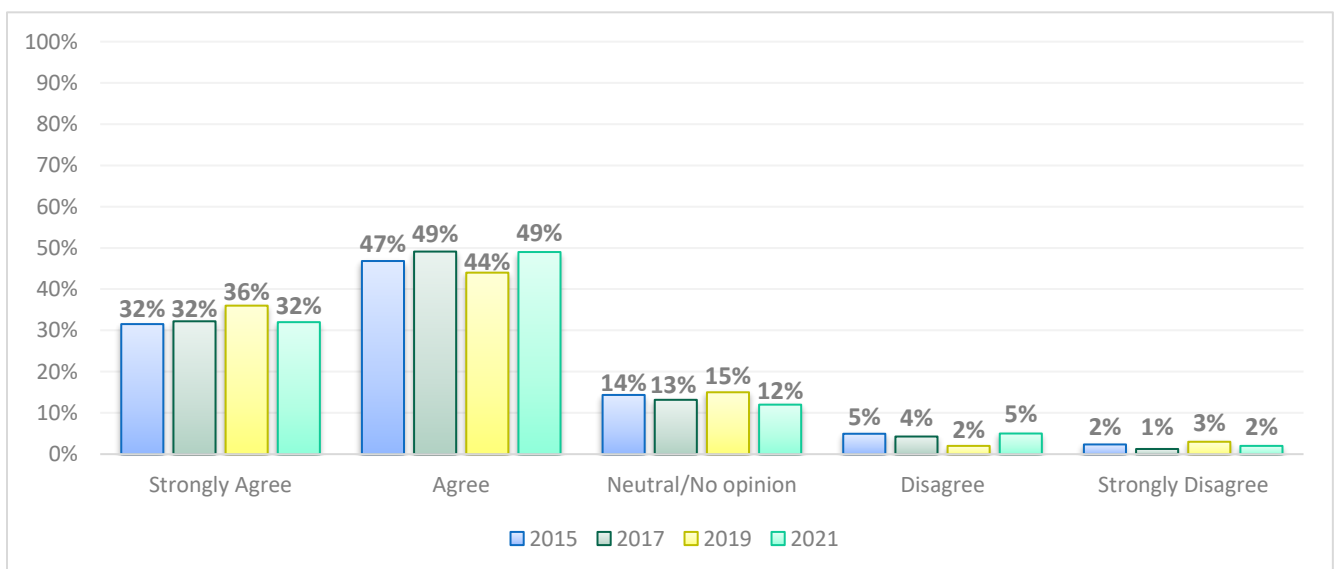
## QUESTION #5

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



## QUESTION #6

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

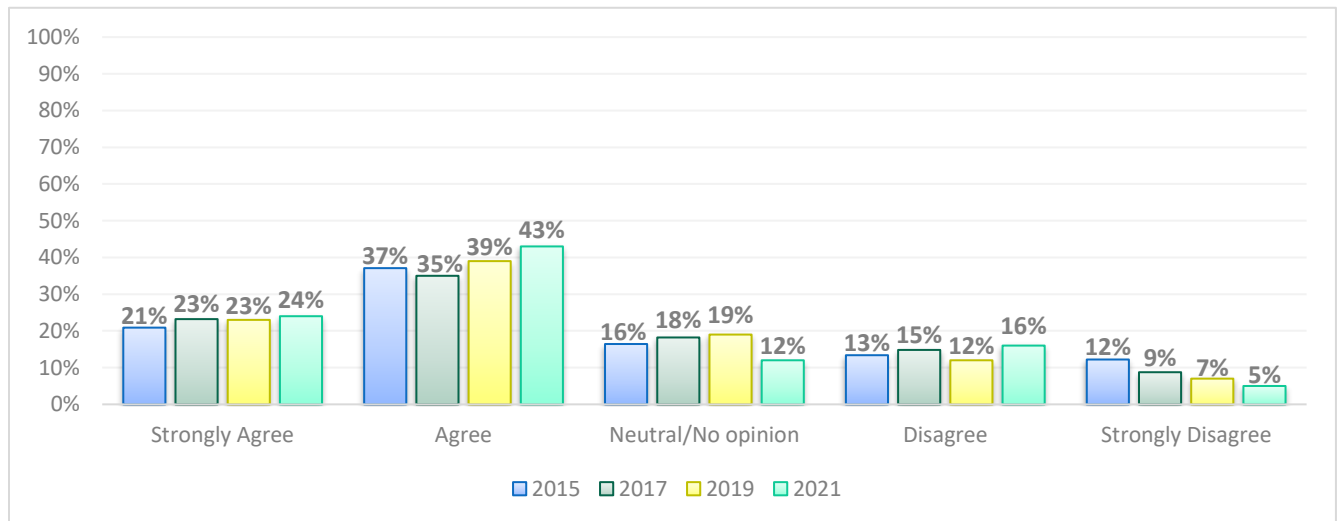


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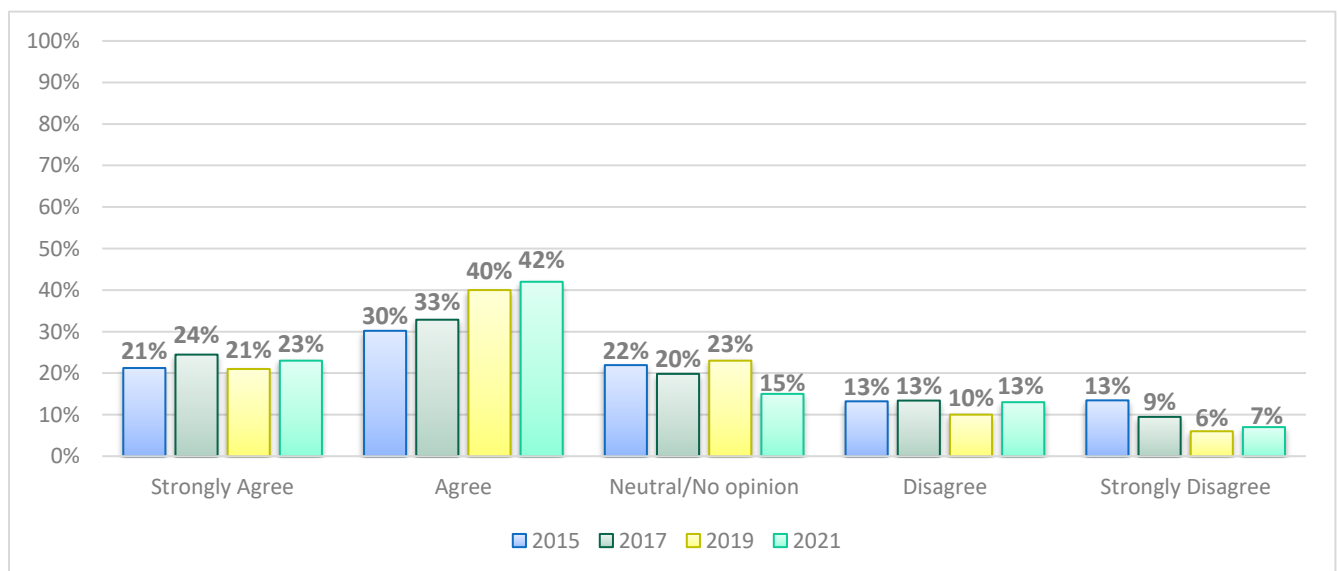
## QUESTION #7

The supervisors/managers listen to employees.



## QUESTION #8

The supervisors/managers lead by example and serve as role models for employees.

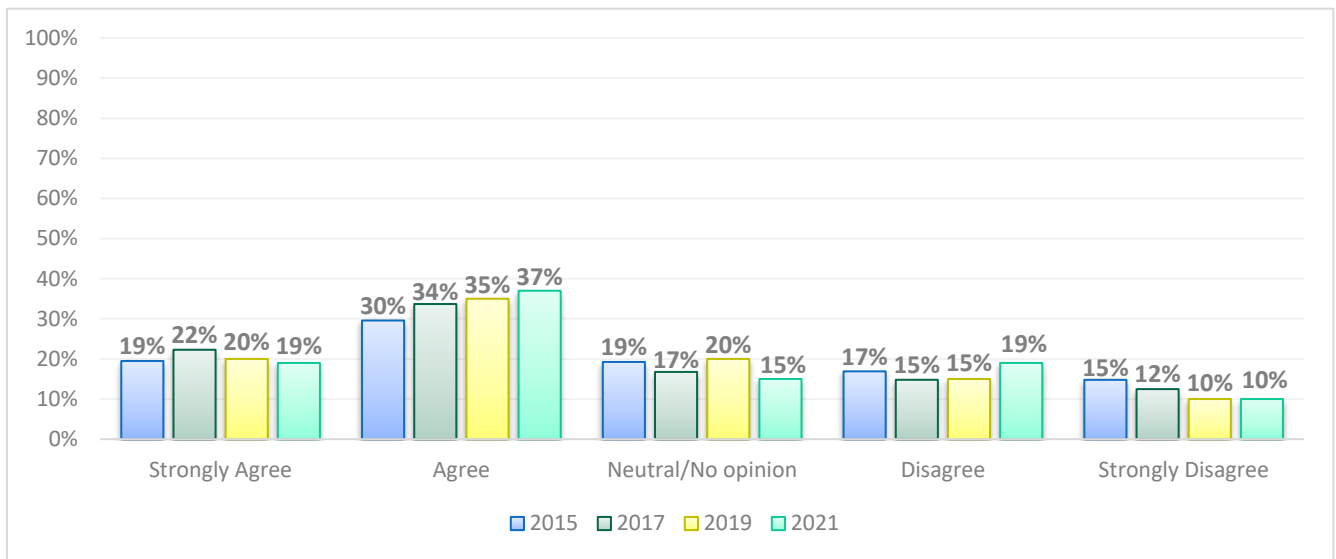


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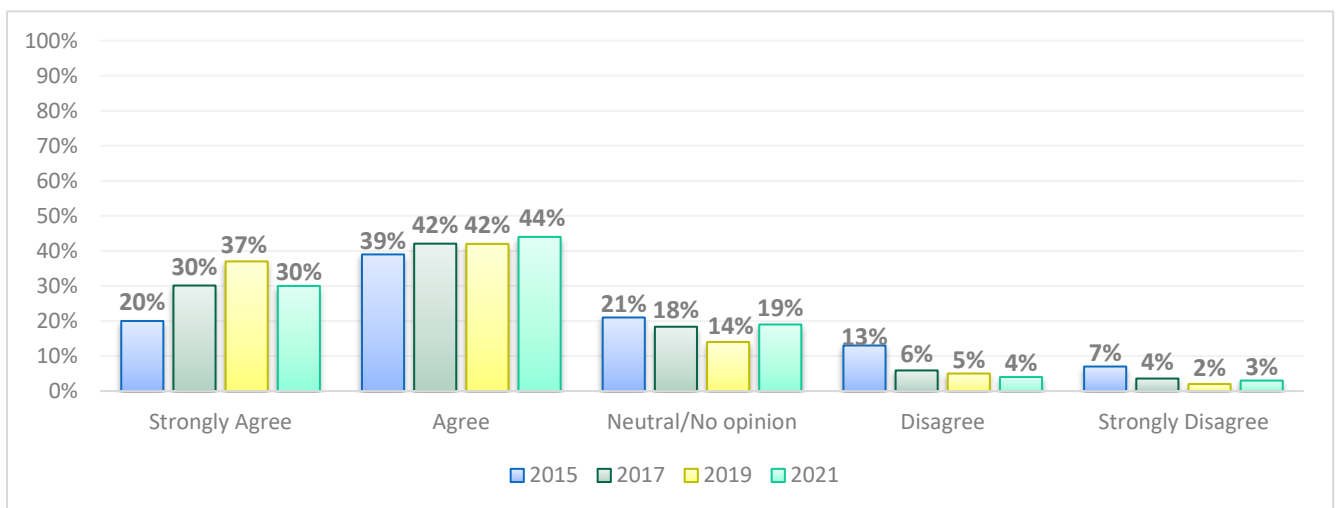
## QUESTION #9

The supervisors/managers treat everyone fairly.



## QUESTION #10

The supervisors/managers support employee attendance at training opportunities.

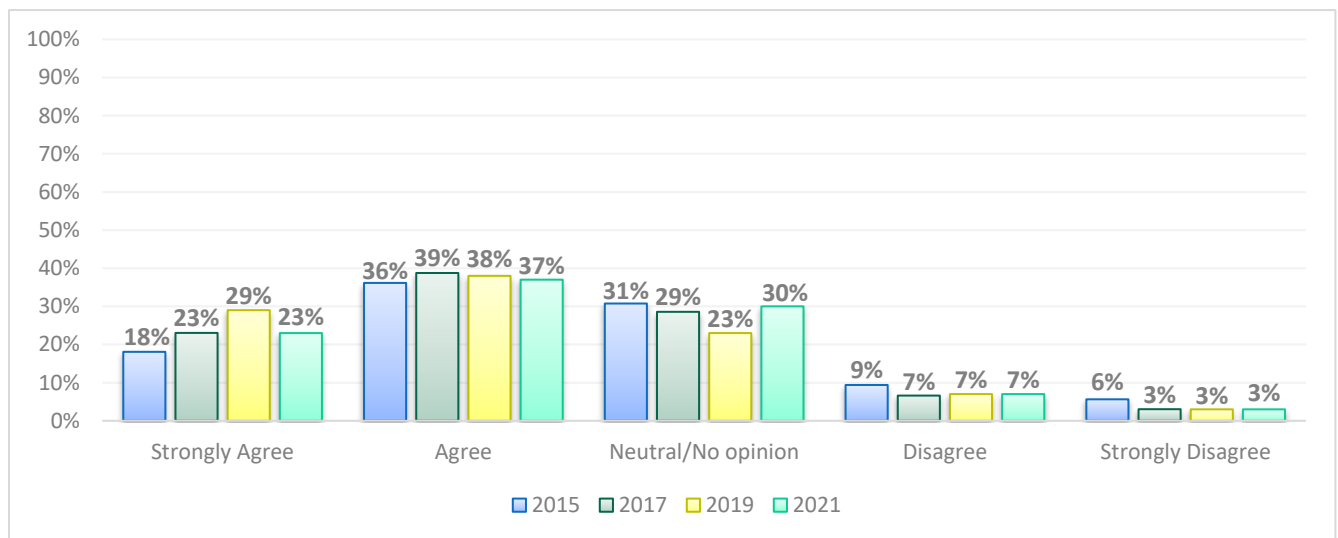


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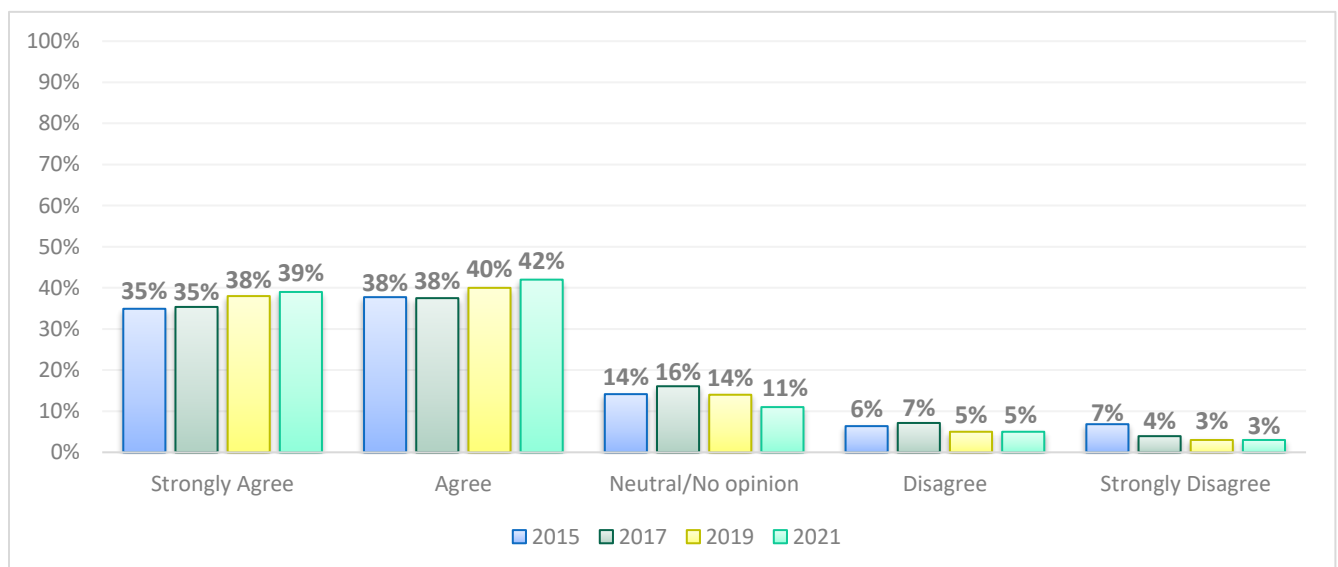
## QUESTION #11

The supervisors/managers support employee wellness efforts.



## QUESTION #12

My direct supervisor respects my ideas.

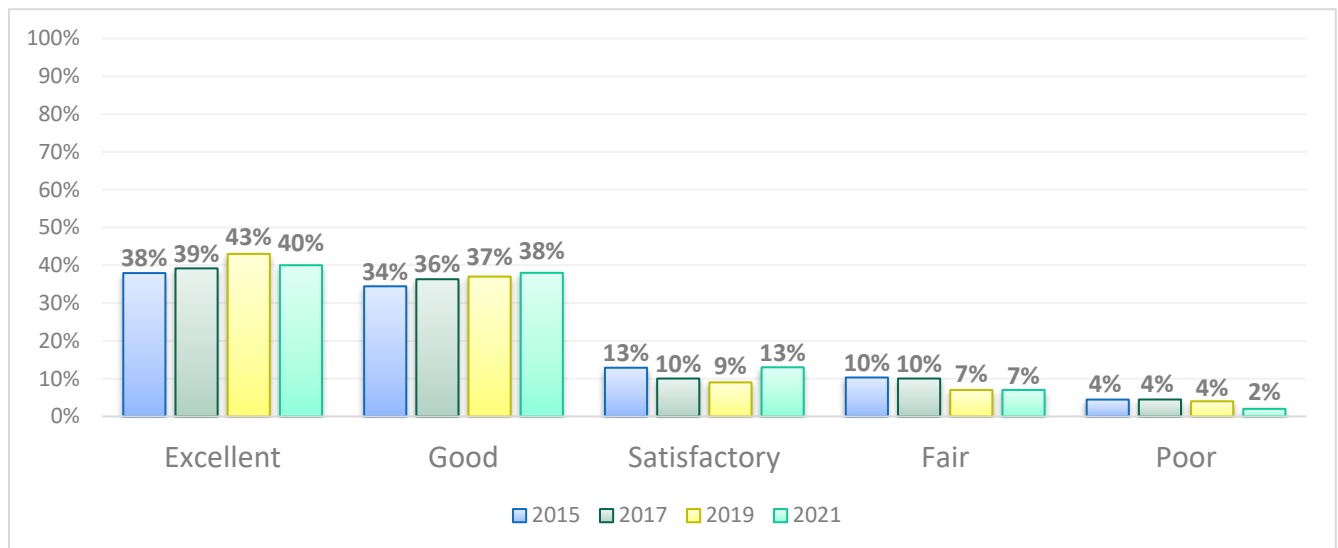


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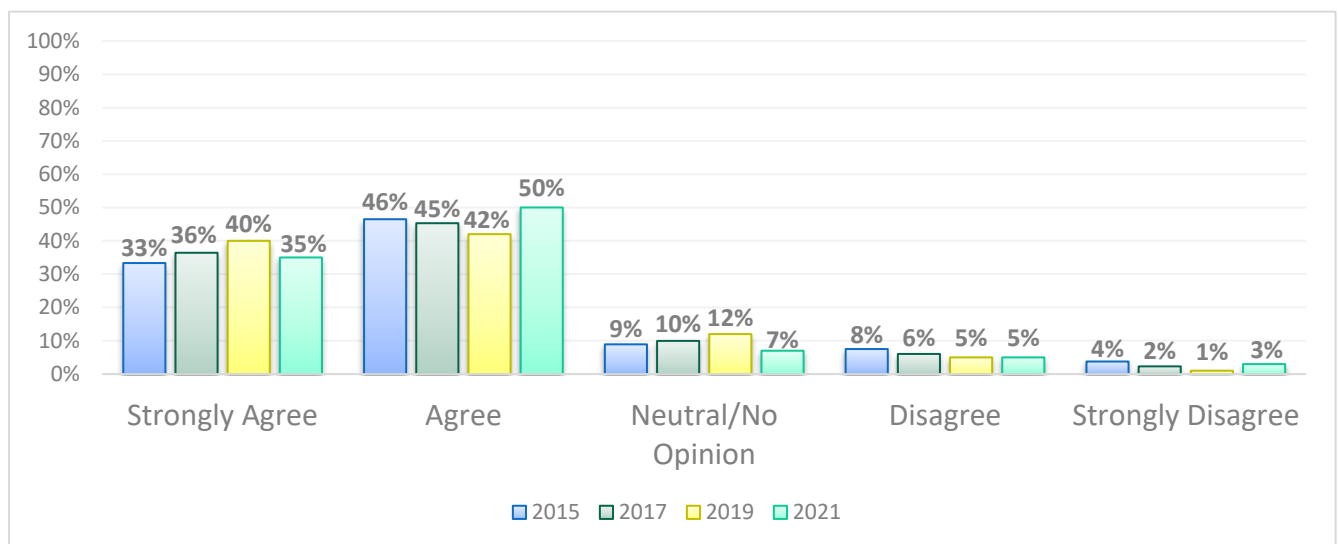
## QUESTION #13

My relationship with my direct supervisor is...



## QUESTION #14

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

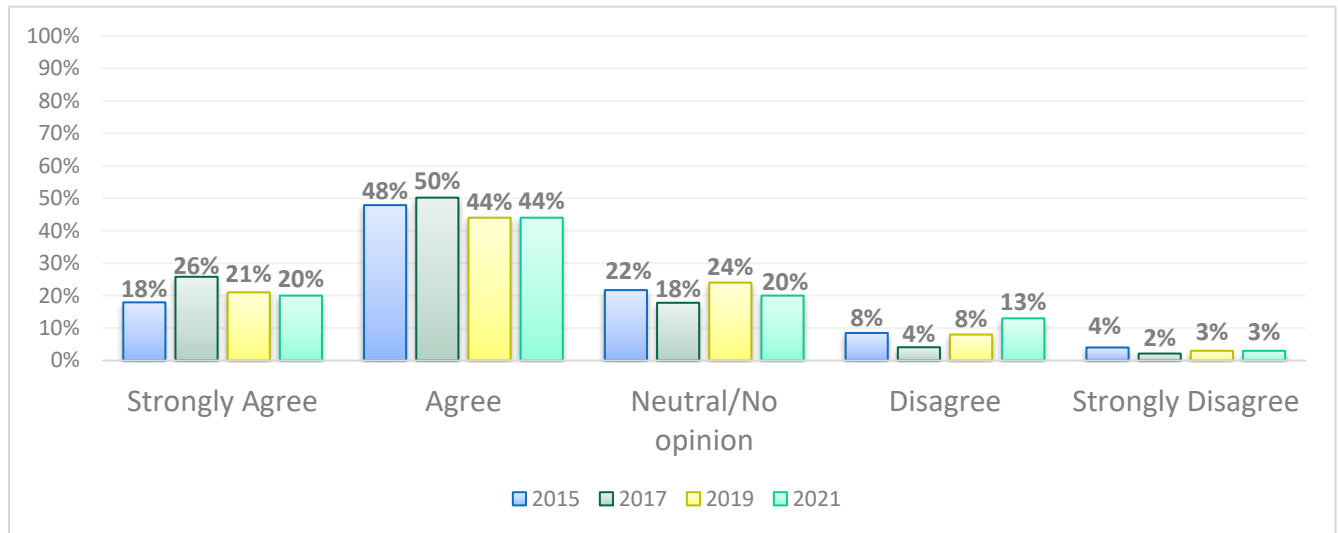


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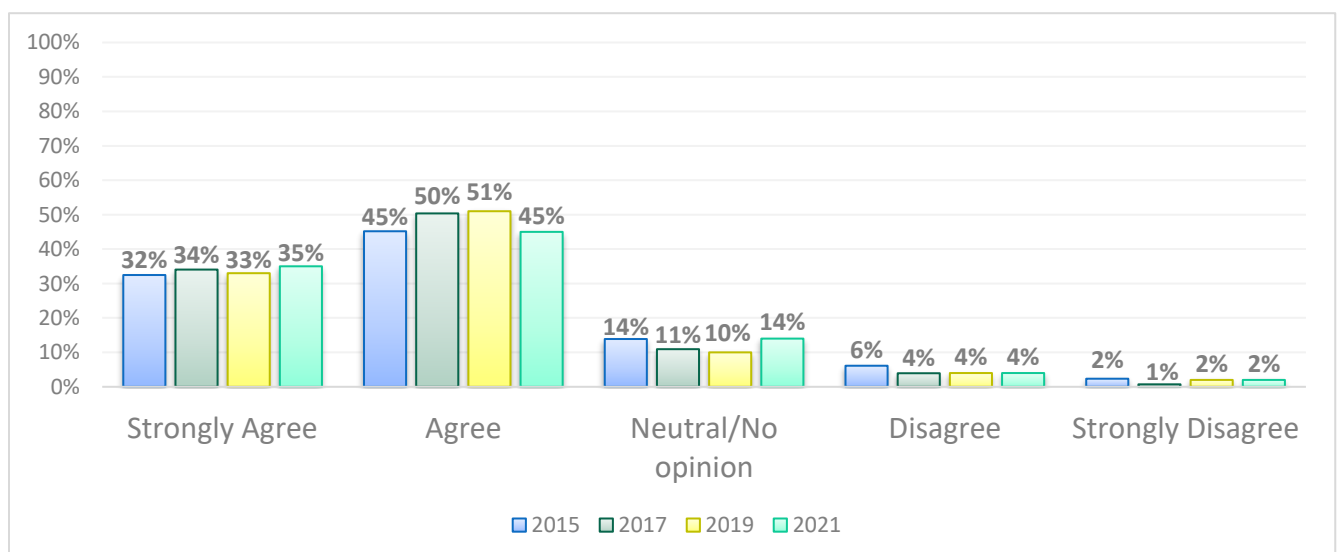
## QUESTION #15

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



## QUESTION #16

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

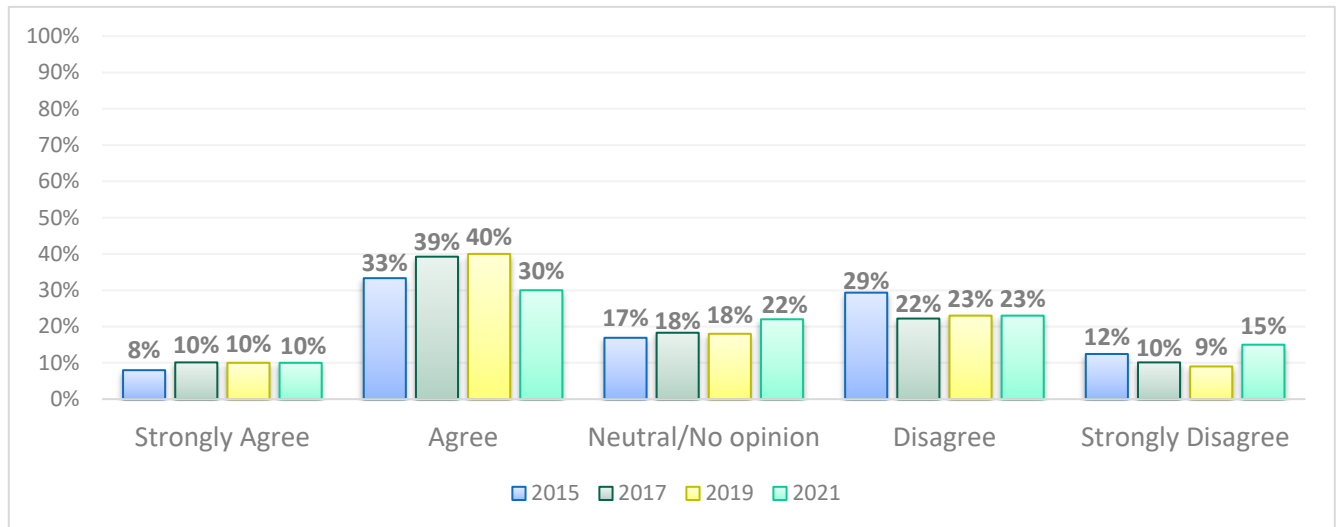


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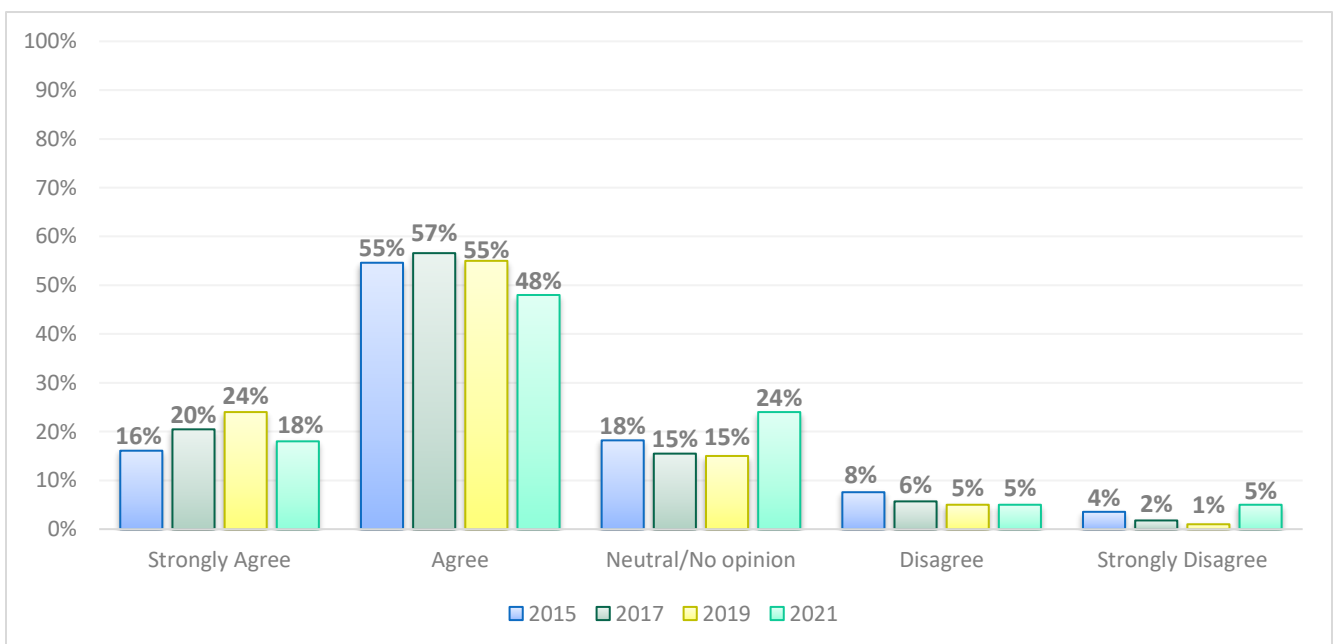
## QUESTION #17

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



## QUESTION #18

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





# 2021 Employee Engagement Survey Results



## RECOMMENDATIONS

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

- **Create new methods of communication regarding advancement opportunities throughout the County.** To promote succession planning and employee advancement within Departments and throughout the organization, Department Heads, Elected Officials, and Court Administrators should find new ways of communicating with their employees regarding career development and advancement within our organization. It is recommended that reviewing advancement opportunities should be included in every employee's annual performance review. Human Resources will add this to the current performance evaluation forms.
- **Provide leadership and supervisor training.** To ensure supervisors receive ongoing leadership skills training and basic supervision training, Human Resources will research and schedule training events specifically geared to leadership and supervision.
- **Continue to implement remote work for applicable positions.** During the pandemic, many employees were able to establish a remote work environment. During that time, employees demonstrated that their work can be completed successfully off-site, and working onsite was no longer required to perform the duties of their position. Consequently, remote work has become a desired employment benefit and is important to employee morale and recruiting. Where available, remote work should continue to be utilized.
- **Complete Compensation and Pay Equity Study.** The compensation study and pay equity study will involve the following components:
  - Conduct a pay equity analysis to determine adjusted and unadjusted gaps and examine the potential root causes of any statistically significant gaps that are identified. Using evidence from outside research, the Contractor will provide policy recommendations to correct any identified gaps.

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- Calculation of adjusted earnings gaps between employee groups, using appropriate analytical techniques such as multivariate regression analysis.
- Survey, analyze, and evaluate the County's competitiveness in the labor market by comparing the county's total employee compensation package (wages and benefits) to the compensation offered by comparable organizations and private sector employers in the region, for which Kalamazoo County Government competes for a labor supply.
- Develop new wage schedules for Union and Non-Union positions, including the financial impact of any proposed changes. Proposed salary schedules will start with a minimum salary of no less than \$15/hour.
- Develop a hierarchy of jobs and job titles, with distinctions among job levels based on minimum qualifications and job skills/competencies, as well as the essential functions of the positions.
- Review and convert job descriptions to a new format.
- Conduct a budget impact analysis showing the costs or the savings associated with changing overall compensation to make Kalamazoo County Government competitive at, above, and below current labor market levels.