



Employee Engagement Survey

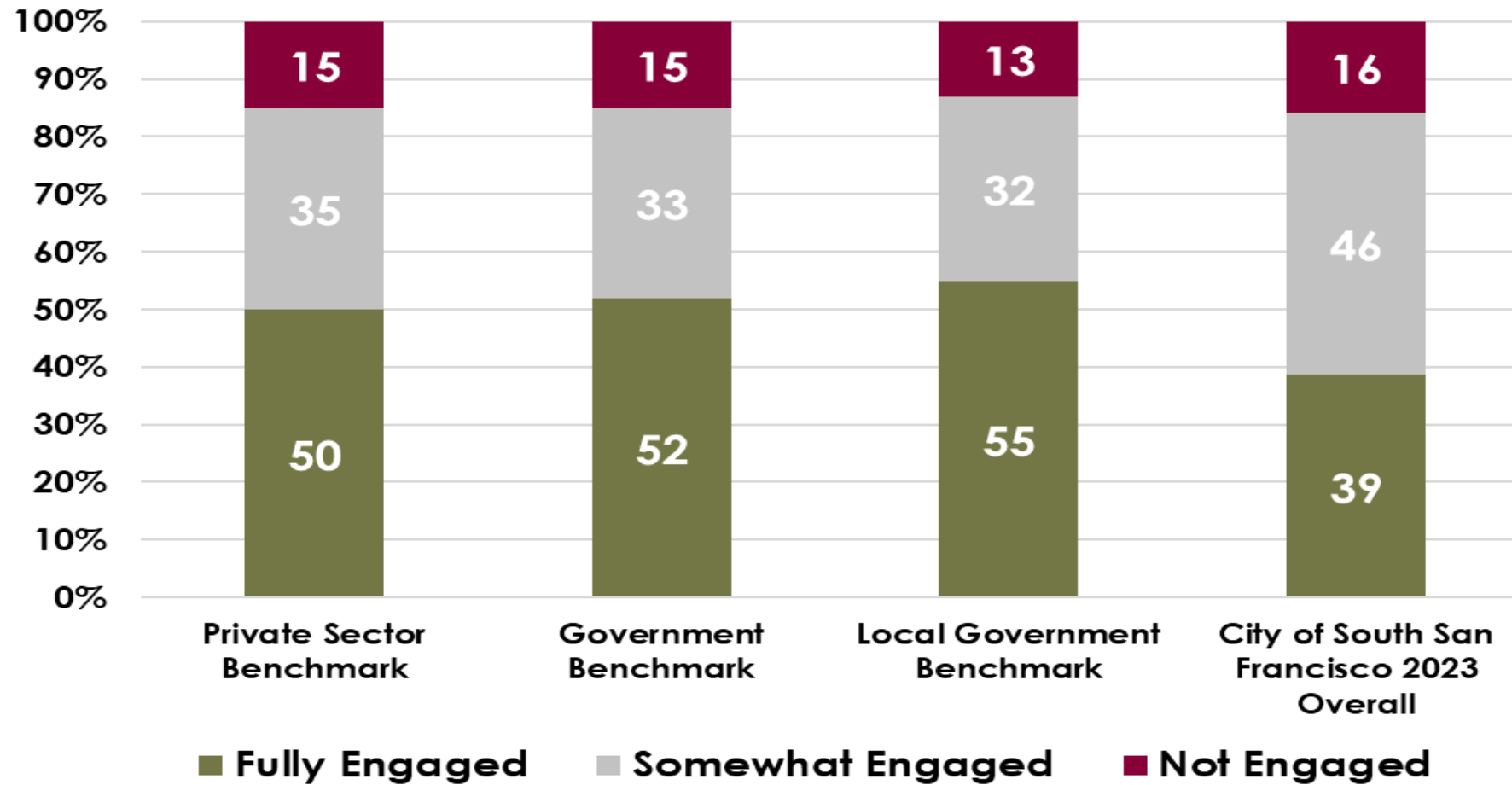
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Background



- Initiative started in 2023
- Many public agencies noticing elevated turnover and burnout post-pandemic (i.e. the “Great Resignation”)
- Goal is to improve employee retention, wellbeing, motivation and performance.
- First survey conducted by CPS-HR in Fall of 2023

Drivers of Engagement: First Survey Results



Strengths and Areas of Improvement

Strengths to be Maintained

- The City values Diversity, Equity and Inclusion
- Employees have opportunities to succeed
- Employees feel a sense of belonging in the workplace.
- Employees feel respected in the workplace

Focus Areas for Improvement

- Leadership communication/keeping employees informed.
- Improving trust in the City's decision-making to ensure fairness.
- Recognizing employees and valuing the work that they do.

Action Plan

- ✓ Bring Back in-person Employee Town Halls
- ✓ Enhance HR services with a focus on communication, transparency, and standardization
- ✓ Quarterly Management Forums to discuss topics of interest and build relationships
- ✓ Quarterly Administrative Partners meetings
- ❑ Expand Management and leadership training programs
- ❑ Employee Engagement and Recognition Committee to advise on events and recognition programs.

Recommendation

- Approve a Professional Services Agreement with CPS-HR to conduct a second survey in January, 2026 in order to compare with baseline results.
- Add a paper option to increase response rates for hourly employees.
- Move launch date from November to after the holidays to improve response rates.

THANK YOU



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City of South San Francisco