2019 EMPLOYEE ENGAGEMENT **FINDINGS REPORT**

A 21st CENTURY MINDSET:

Smart

Embracing a data-driven, strategic, technologically-oriented approach to facilitate and improve performance, customer experience, and service delivery.

Effective

Measuring performance, improvements, and results that are meaningful to our residents and customers.

Customer-centered

Putting our customers first in designing, accessing, requesting, and using St. Louis County information and services.

Equitable

Ensuring fairness and justice in managing operations, serving the public, distributing services, and implementing public policy.

Prepared August 2019

Gathering Input: by the numbers

Coordinated engagement events for St. Louis County employees were held beginning in April 2019, paralleling the rollout of an employee survey.

Employees were asked how to make St. Louis County both a stronger governing body and workplace. Employees had the chance to participate in the following ways:

- 2019 Employee Survey
- In-person listening sessions
- Existing staff meetings
- Pop-up tables and booths
- Website question prompts
- Webinar
- Drop boxes
- Dedicated email account
- Post-event evaluation surveys

In all, the employee engagement phase included 2,445 survey respondents and 44 events, with participant representation from all County departments.

1,793 Open-ended responses

17 Themes Identified

2,445 Survey Respondents (66% of FTE)

72 Webinar Attendees

1 Employee Video

Listening Sessions **22**

Engagement Events **44**

936 Engagement Attendees

24 Event Locations

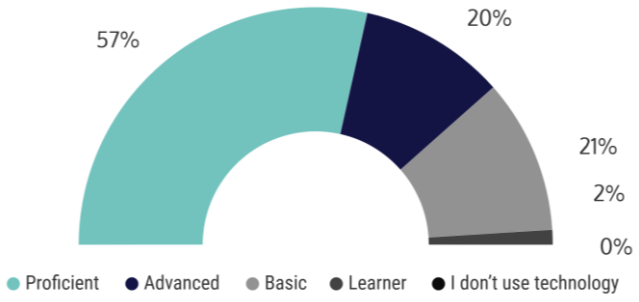
Survey Questions **37**

4,335 Total number of full-time and part-time St. Louis County Employees

SMART Government

WHAT WE DO WELL

When it comes to using technology at work, I would rate my skill level as:



57% of respondents consider themselves proficient in the technology required for their jobs (see chart at left). 74% of respondents believe that technology will make their jobs easier and more effective in the future.

Employees like the work they do but think St. Louis County government could find smarter ways to conduct business by simplifying cumbersome processes and deploying new technologies in a more consistent and collaborative manner.

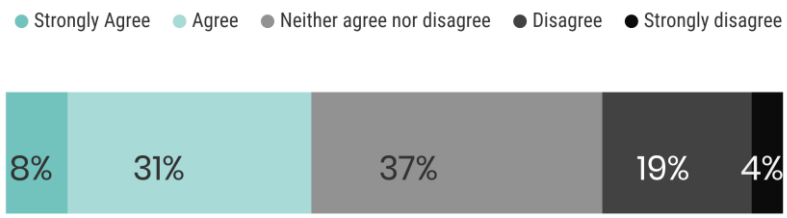
2020 UPDATE

Projects In Progress

- ✓ Countywide data strategy
- ✓ Data-sharing between departments
- ✓ Enhance buy-in for data analysis and services
- ✓ New, user-friendly website
- ✓ E-signatures
- ✓ Implement electronic document management
- ✓ Improve IT service delivery

WHAT WE CAN DO BETTER

I have the opportunity to regularly improve my technology skills.



What EMPLOYEES ARE SAYING

471 responses

Data (n=90)

- Create countywide data strategy
- Update systems and tools
- Increase communication and ability to share data between departments
- Enhance executive-level buy-in for data analysis & services

Technology (n=264)

- Build new, user-friendly website
- Allow e-signatures on documents
- Provide more online services like e-payment
- Update technologies like software and hardware
- Implement electronic document management
- Provide better IT service delivery

Budget & Funding (n=22)

- Raise taxes to increase funding for departments and services

Process Improvement (n=74) & Operational Restructuring (n=11)

- Streamline procurement process
- Create centralized databases
- Increase interdepartmental collaboration and resource sharing
- Create one IT department and one HR department

EFFECTIVE Government

2020 UPDATE

Projects Completed

- ✓ 2-weeks of paid family leave
- ✓ Minimum wage increase to $15/hour by 2022
- ✓ LinkedIn Learning professional development and online training
- ✓ Retained health insurance at no additional cost to employees

Projects In Progress

- ✓ Update of exiting policies
- ✓ Internal pay study

WHAT WE DO WELL

89% of employees surveyed are clear about their work priorities and like the work they do (88%). Happy employees equals happy customers.

WHAT WE CAN DO BETTER

Employee dissatisfaction comes from myriad sources, of which pay is only one component, though the extreme frustration over lack of fair cost of living increases comes through clearly in the comments. Feedback also showed that there is a lack of empathetic policymaking to support employees in ways other than pay. The absence of codified support for families was a recurrent theme. Almost as many employees requested a policy for family leave to care for older adults in the family as they did for new parents (mothers and fathers, both).

What EMPLOYEES ARE SAYING

Pay (n=147)

- Provide consistent pay raises
- Update pay structure that is fair for all
- Offer competitive pay to market value
- Pay livable wages
- Reinstate pay raises that are merit-based
- Pay employees equitably

Benefits (n=77)

- Offer new benefits like family/caregiver/parental leave or daycare
- Provide tuition reimbursement
- Expand retirement services
- Provide cheaper health insurance
- Build employee amenities like a gym, cafeteria or quiet place

Communication (n=61), Engagement (n=24), & Leadership (n=19)

- Improve marketing to the public through social media
- Improve communication between departments
- Increase citizen engagement
- Improve internal communications between management and employees
- Exhibit more honest leadership
- Provide consistent communication from CE's office

Personnel (n=184)

- Offer promotional opportunities that are based on performance
- Establish better succession planning
- Improve the payroll system
- Staff adequately
- Allow for flexible work schedules and telecommuting
- Eliminate request to fill; onboarding takes too long
- Create an employee recognition program to celebrate successes
- Update or rewrite civil service rules

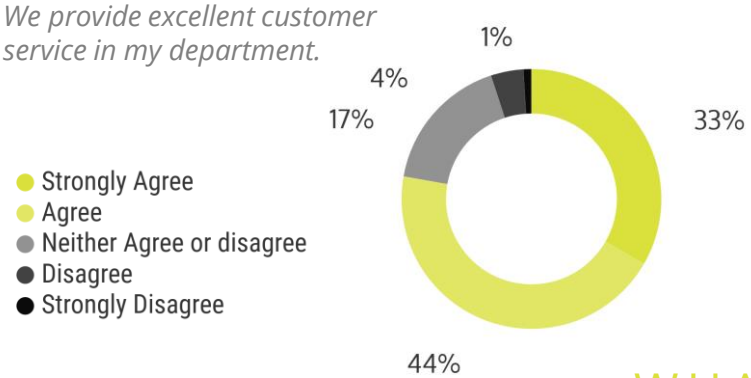
Training (n=71)

- Offer professional development
- Provide better training
- Allow for online training
- Train supervisors adequately in technology

CUSTOMER-CENTERED Government

Putting our customers first in designing, accessing, requesting, and using St. Louis County information and services.

We provide excellent customer service in my department.



WHAT WE DO WELL

Most respondents (77%) strongly agree/agree that their departments provide excellent customer service and that it is a central part of their job (see chart to the left).

WHAT WE CAN DO BETTER

Most employees indicated that their departments do not use customer feedback to improve services or processes (44% Strongly Agreed/Agreed) nor do they use technology to make it easier for customers to do business with us (44% Strongly Agreed/Agreed).

2020 UPDATE

Projects Completed & In Progress

- ✓ Create a comprehensive plan for facilities
- ✓ Create more employee-friendly spaces
  - ✓ Breast-feeding rooms
  - ✓ Quiet rooms
  - ✓ Changing stations in restrooms
- ✓ More online self-service tools
- ✓ Customer service representatives at the Administration building in Clayton

What EMPLOYEES ARE SAYING

165 responses

Engagement (n=24)

- Increase and improve citizen engagement
- Offer more self-service processes like e-pay or online ticket payment

Facilities (n=141)

- Better utilization of spaces for their function
- Reduce square footage to sustainable amount
- Replace aging facilities with modern structures
- Increase parking and make facilities ADA compliant

EQUITABLE Government

Ensuring fairness and justice in managing operations, serving the public, distributing services, and implementing public policy.

2020 UPDATE

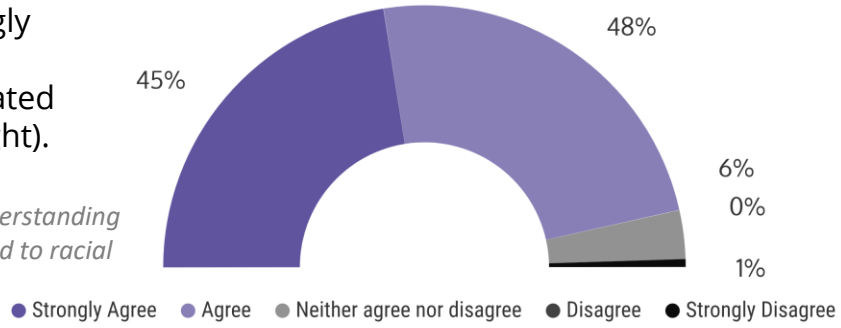
Projects Completed & In Progress

- ✓ Created the Office of Diversity, Equity and Inclusion
- ✓ Lunch 'n Learns
- ✓ Training opportunities
- ✓ Established the Minority and Women-Owned Business Enterprise Program

WHAT WE DO WELL

93% of employees surveyed Strongly Agree/Agree that they have a basic understanding of the concepts related to racial equity (see chart to the right).

I have a basic understanding of concepts related to racial equity.



WHAT WE CAN DO BETTER

I would become more active in advancing equity if…

Out of the 3,463 selections, 1,027 or 29.7% of respondents said they are happy with their current level of engagement. This option was the most often selected, suggesting the need to explore equity-related issues in more depth.

260 responses

Pay (n=32)

- Increase pay equity
- Eliminate compression issue where new hires make much more than tenured employees
- Distribute compensation uniformly

Benefits (n=12)

- Offer new benefits like family/caregiver/parental leave or daycare/childcare support
- Allow for flexible work schedules
- Maintain work/life balance

Communication (n=16) & Culture (n=54)

- Empower employees by listening to all voices
- Increase transparency
- Trust employees and treat all with respect
- Break down information silos
- Communicate openly and clearly

Personnel (n=51)

- Increase employee recognition
- Provide opportunities for advancement
- Expand recruiting efforts
- Hire intentionally to ensure diversity

Training (n=45)

- Provide anti-racism and/or unconscious bias training
- Improve training policies

Diversity & Inclusion (n=50)

- Ensure minority participation at higher management
- Hire employees that are reflective of the community served
- Value differences

What EMPLOYEES ARE SAYING