

City of Wichita

Engagement Report



Personal Disposition

Emotional Outlook

State of Mind

Natural Tendencies

Retention Drivers

Compensation

Benefits

Work Life Balance

Working Environment

Engagement Drivers

Manager Relationships

Co-worker Relationships

Rewards and Recognition

Learning and Development

Employee Empowerment

Senior Management Relationships

Department Relationships

Customer Focus

Culture

Job Engagement

Organizational Engagement

Overall Engagement

SATISFIED

ENGAGED

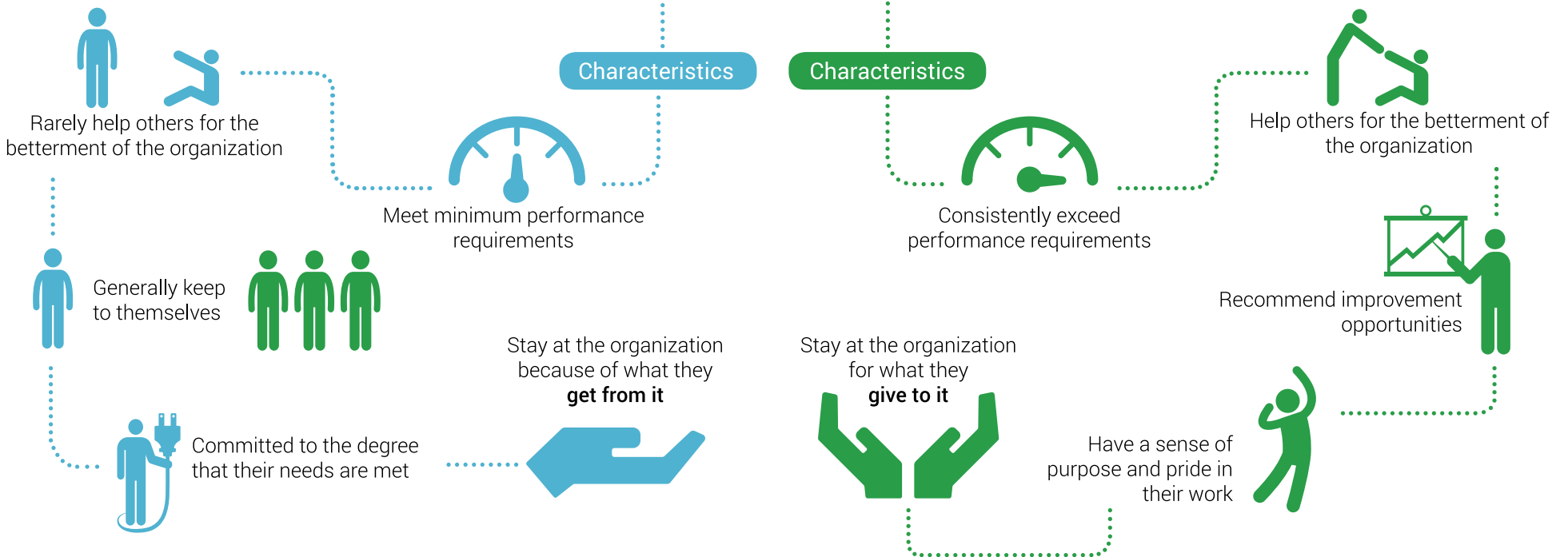
Satisfied employees feel comfortable and are generally happy that their needs are being met.

Engaged employees feel energized, passionate, and dedicated. They are highly involved with their work and the organization.



Average Performance

Optimal Performance

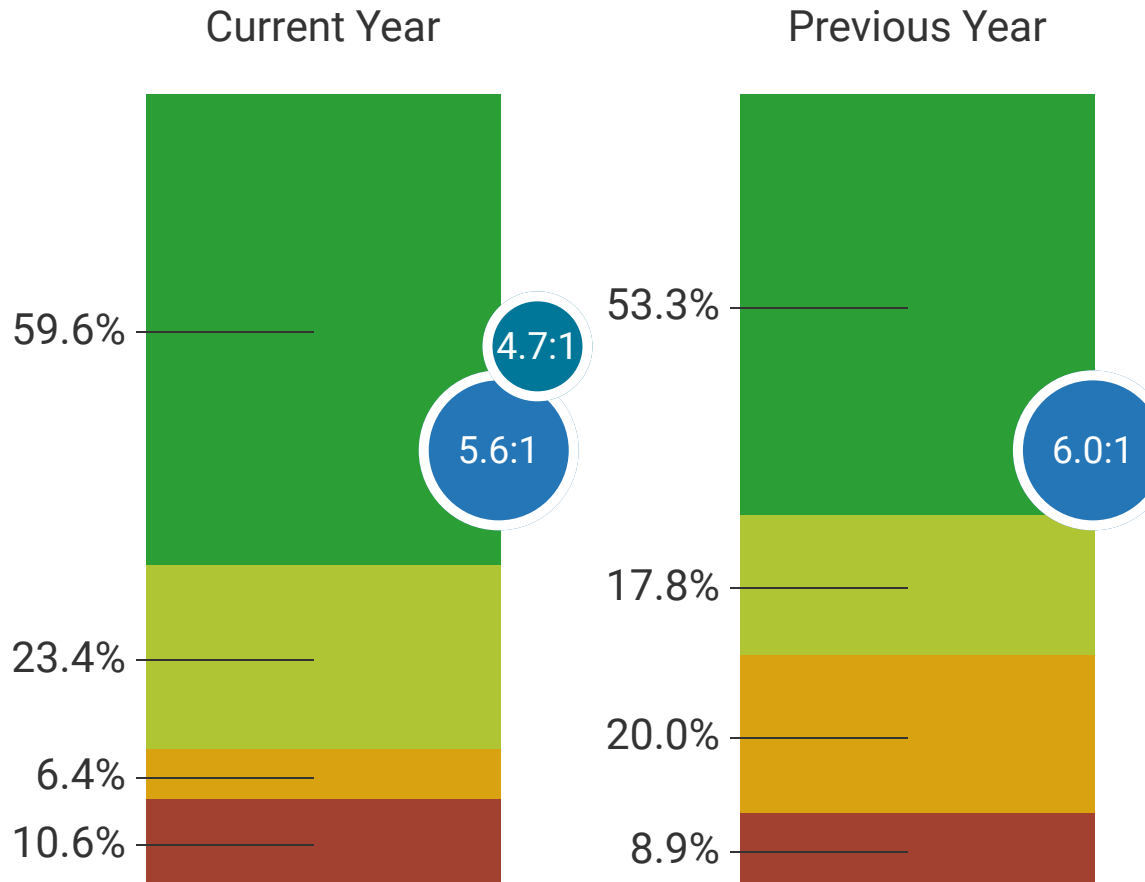


Overall Engagement Results

City of Wichita # of Employees 56
 Open Date: Jan 23, 2019 # of Responses 47
 Close Date: Feb 07, 2019 Response Rate 84%



See the [appendix](#) in this report for more information on our engagement calculation and benchmark.



ENGAGED
 Engaged employees consistently exceed expectations. They are energized and passionate about their work, leading them to exert discretionary effort to drive organizational performance.

ALMOST ENGAGED
 Almost engaged employees sometimes exceed expectations and are generally passionate about their work. At times they exert discretionary effort to help achieve organizational goals.

INDIFFERENT
 Indifferent employees are satisfied, comfortable, and generally able to meet minimum expectations. They see their work as “just a job”, prioritizing their needs before organizational goals.

DISENGAGED
 Disengaged employees usually fail to meet minimum expectations, putting in time rather than effort. They have little interest in their job and the organization and often display negative attitudes.

Benchmark Ratio of Engaged to Disengaged
 Organization's Ratio of Engaged to Disengaged

	ENGAGED	ALMOST ENGAGED	INDIFFERENT	DISENGAGED
Current Year	59.6%	23.4%	6.4%	10.6%
Previous Year	53.3%	17.8%	20.0%	8.9%
Benchmark	55.1%	22.2%	10.3%	11.6%

Engagement Question Scores

City of Wichita # of Employees
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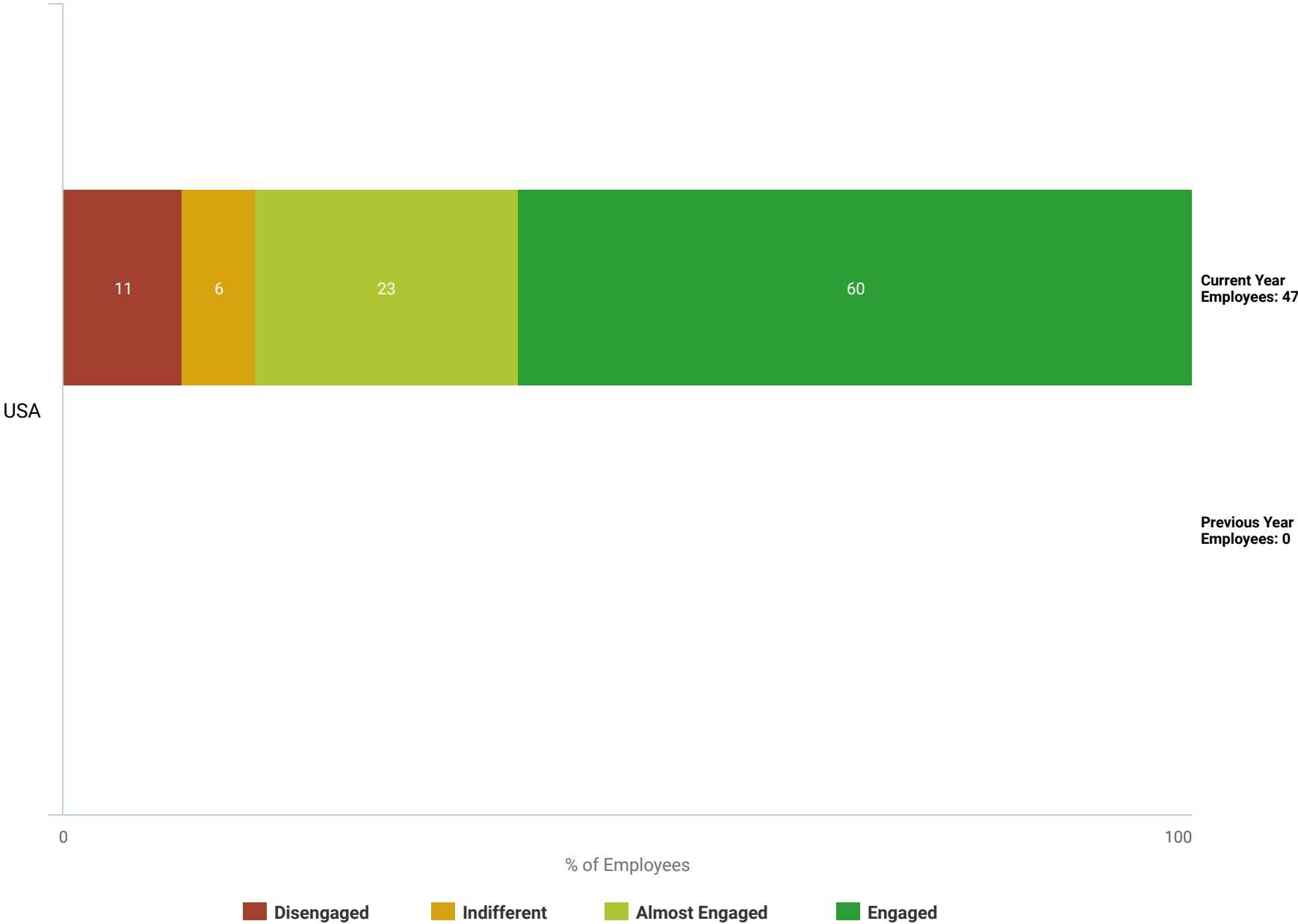
56
 47
 84%



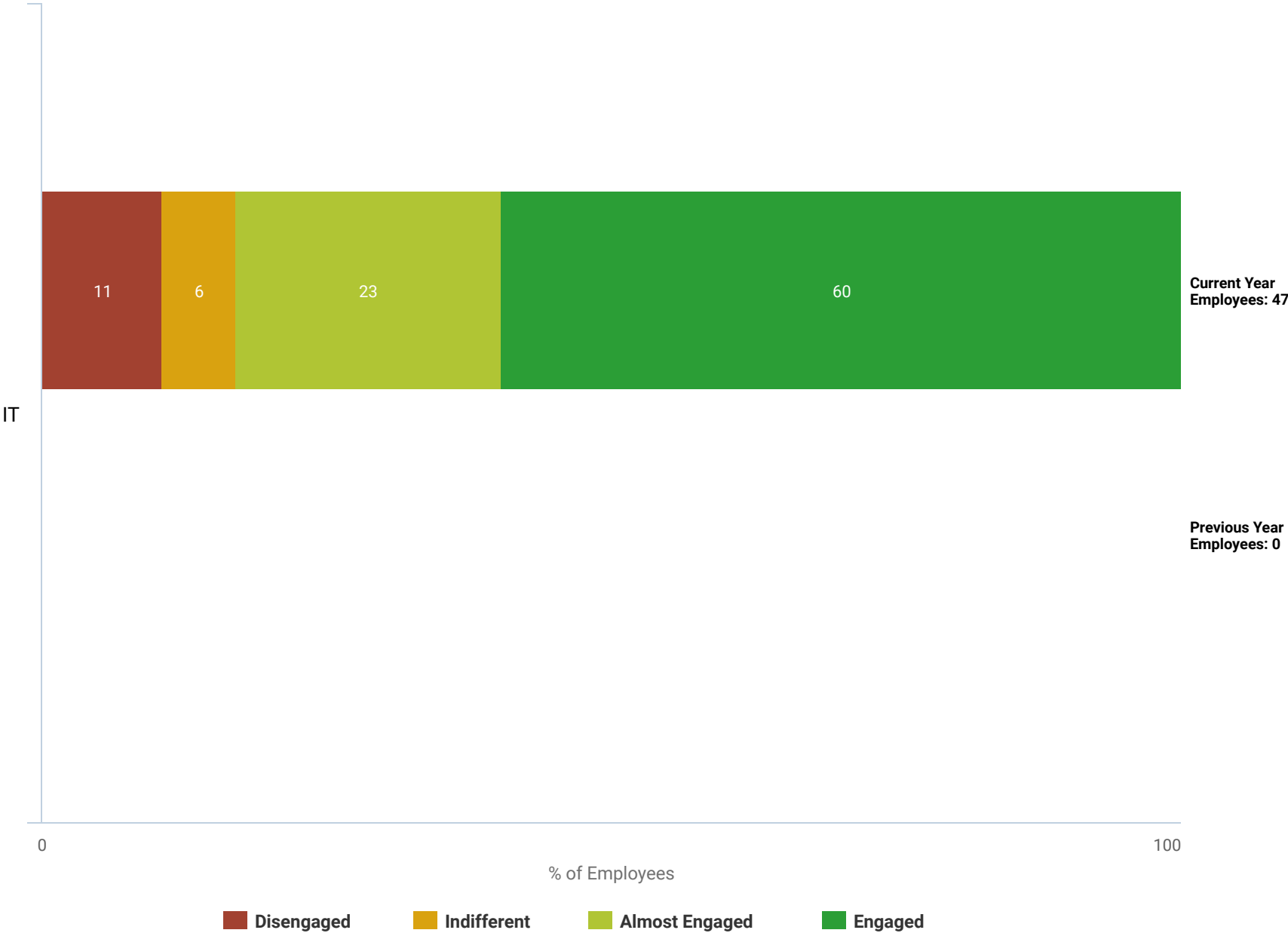
		Previous Year	Benchmark
I am very proud of the work I do.	94%	93% (+1)	85% (+8)
My contributions are important to the success of my department.	91%	73% (+18)	85% (+6)
I am very proud of the products and services the organization provides.	83%	68% (+15)	71% (+12)
My contributions are important to the success of the organization.	83%	78% (+5)	80% (+3)
I am very committed to this organization.	81%	80% (+1)	79% (+2)
Taking everything into account, I like my job.	81%	76% (+5)	74% (+7)
I regularly offer to help my colleagues at work.	80%	86% (-6)	88% (-8)
Taking everything into account, I like working at this organization.	79%	78% (+1)	74% (+5)
I am part of a team working towards a shared goal.	79%	68% (+11)	74% (+5)
I regularly accomplish more than what's expected in my role.	78%	73% (+5)	78% (+1)
I talk about my job in a positive light with family and friends.	76%	71% (+5)	67% (+9)
In the last year, I have made recommendations for organizational improvements.	71%	61% (+10)	62% (+9)
I regularly choose to put in extra hours to improve my results.	68%	65% (+3)	73% (-5)
I often look forward to coming to work.	65%	62% (+3)	62% (+3)

■ < 40% Low Performing
 ■ 40%-60% Average Performing
 ■ > 60% High Performing

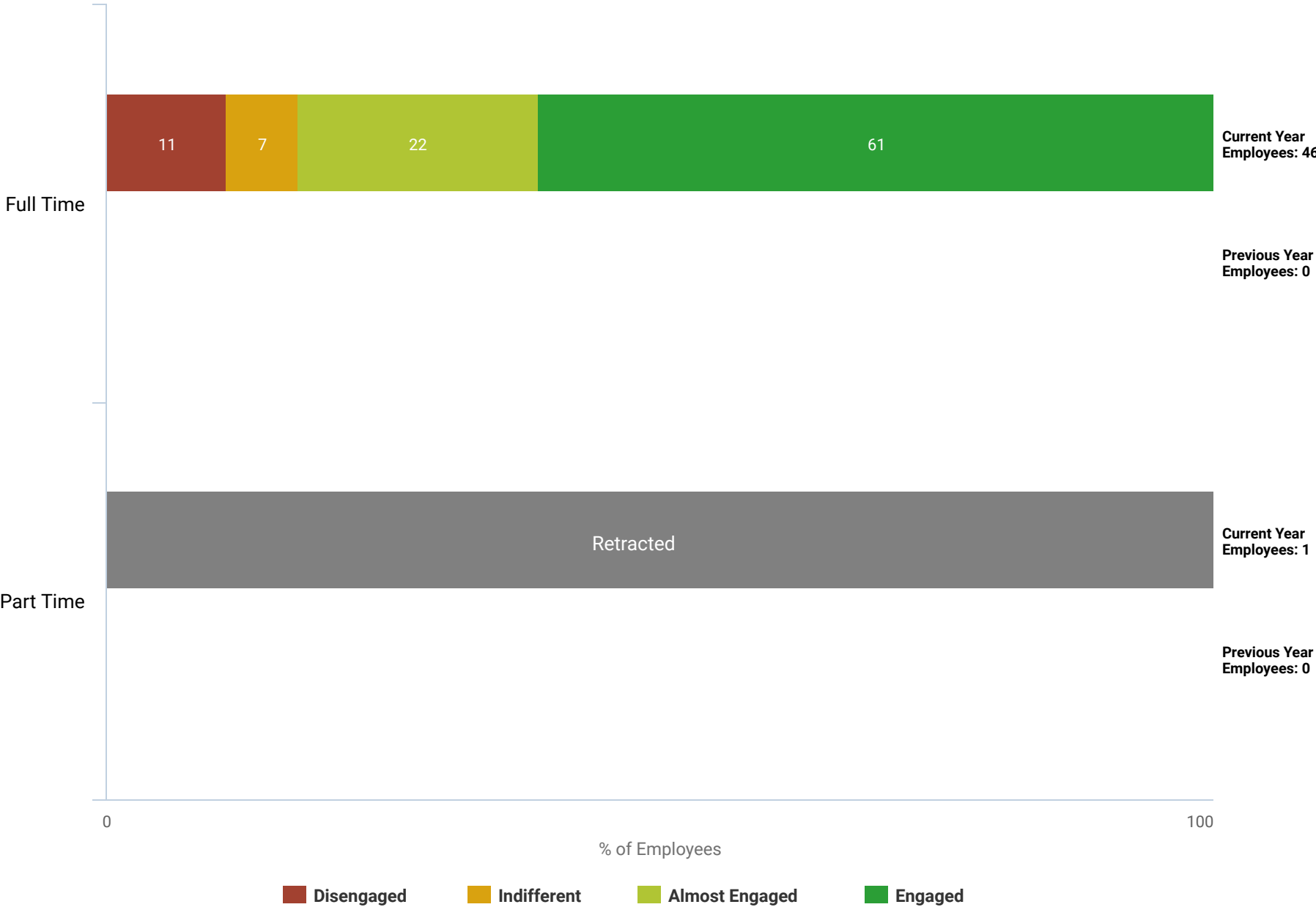
Engagement by Country



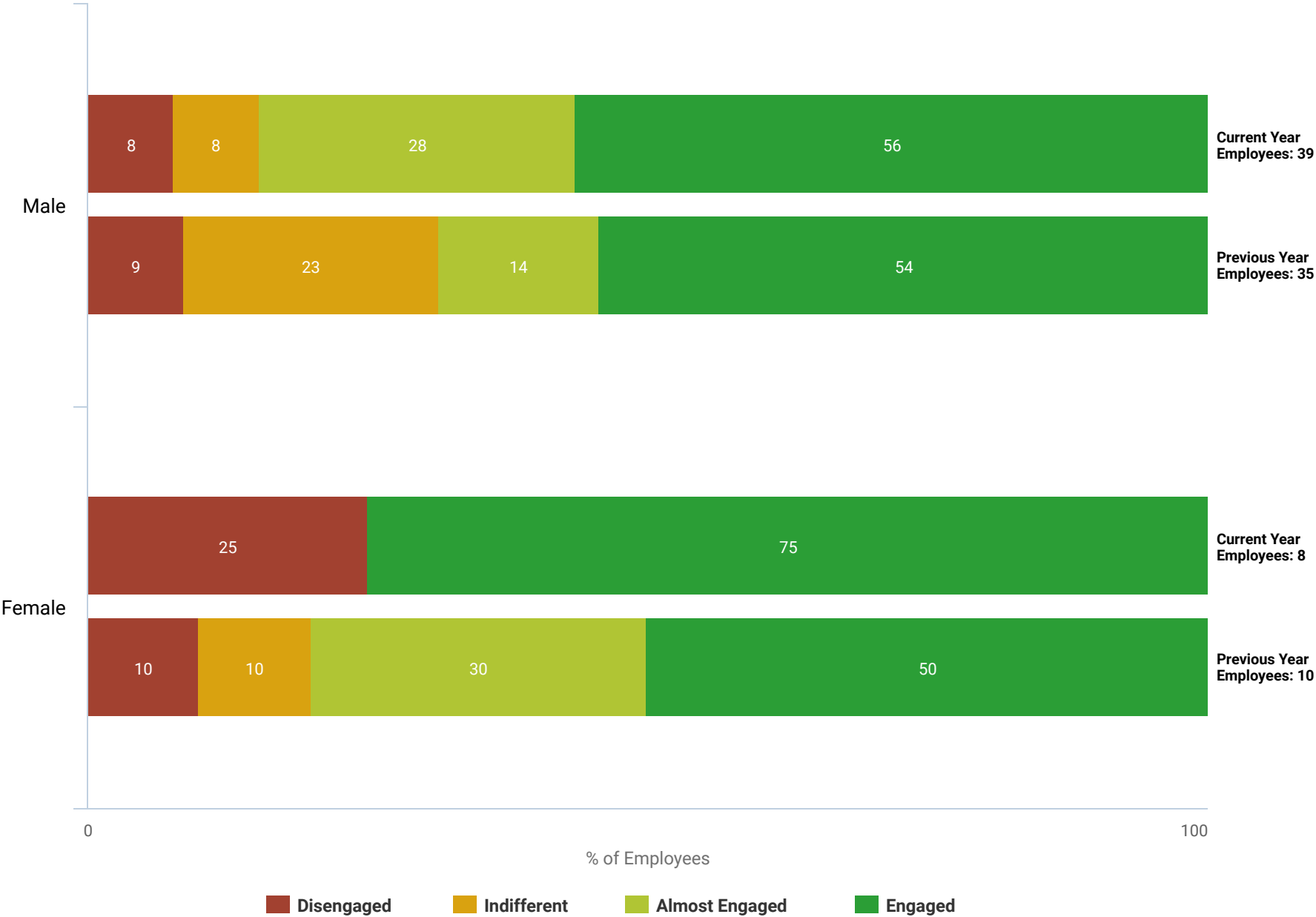
Engagement by Department



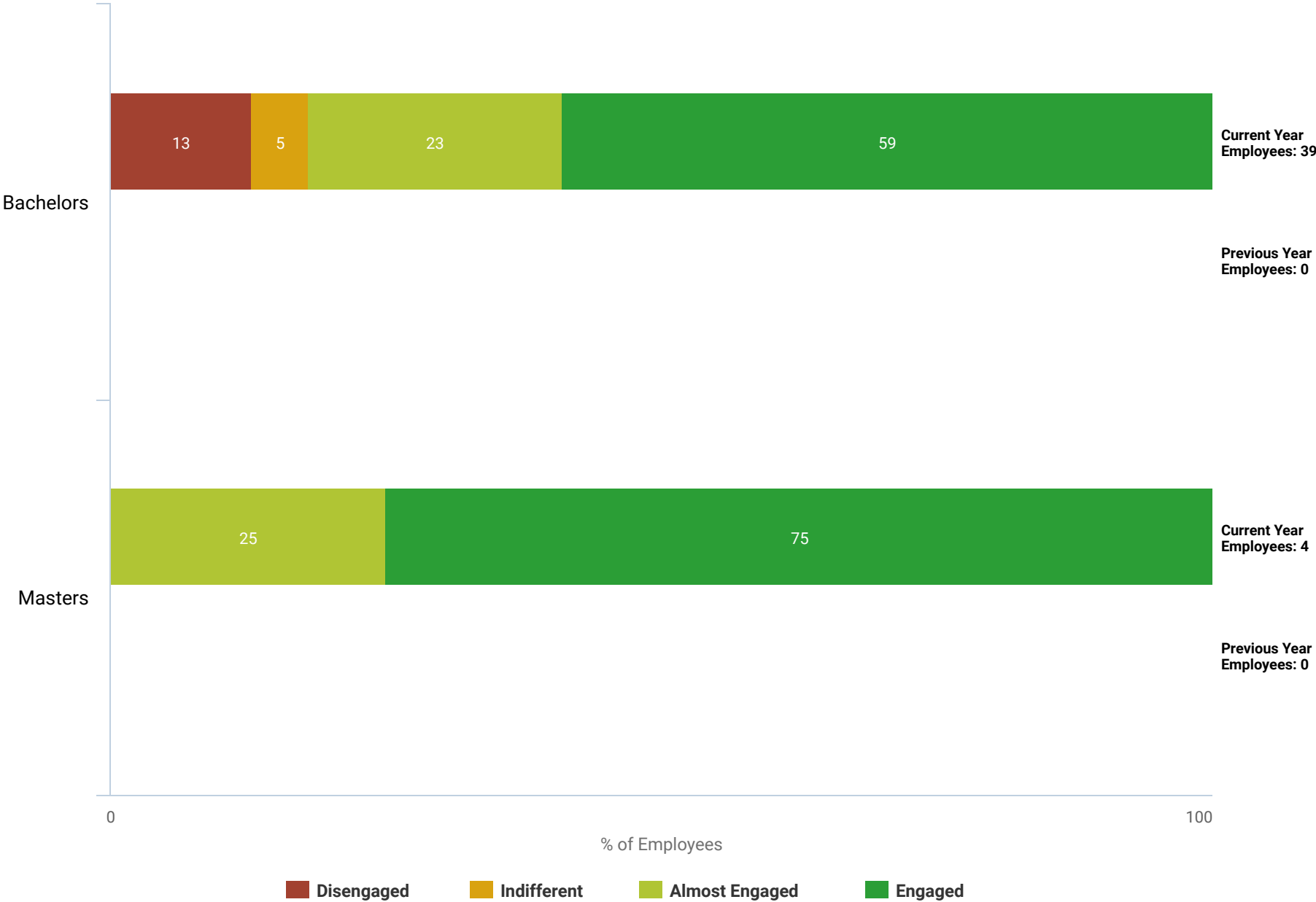
Engagement by Employment status



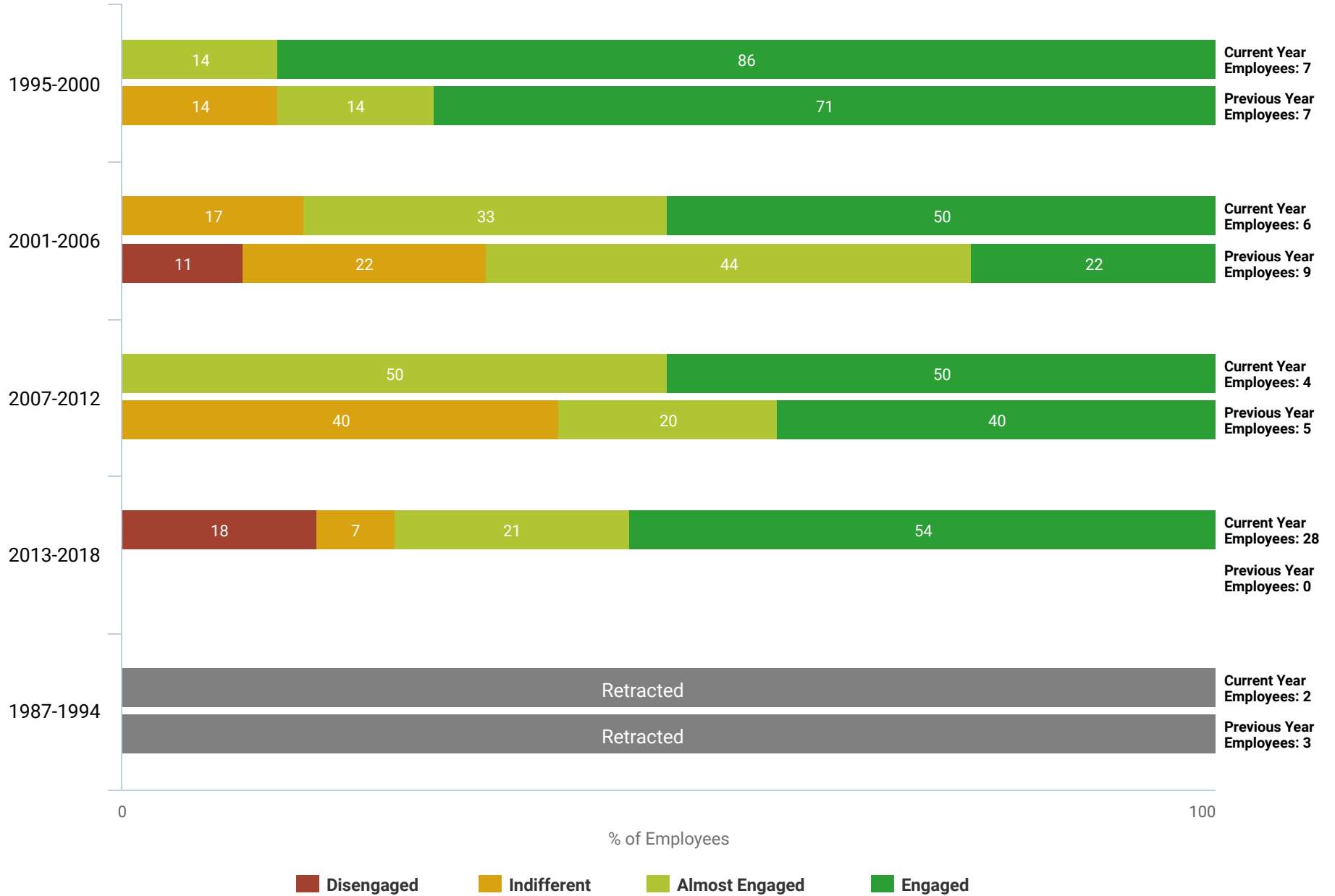
Engagement by Gender



Engagement by Highest education



Engagement by Years of service



Employee Experience Question

How likely would you be to recommend this organization to a qualified friend or a family member as a great place to work?

Employee Experience Breakdown



DETRACTORS Answered 0-6		# of Respondents	12	25.5%	PASSIVES Answered 7-8		# of Respondents	21	44.7%	SUPPORTERS Answered 9-10		# of Respondents	14	29.8%
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Employee Experience Score

4.3

Previous Score

6.7

Benchmark Average

1.8

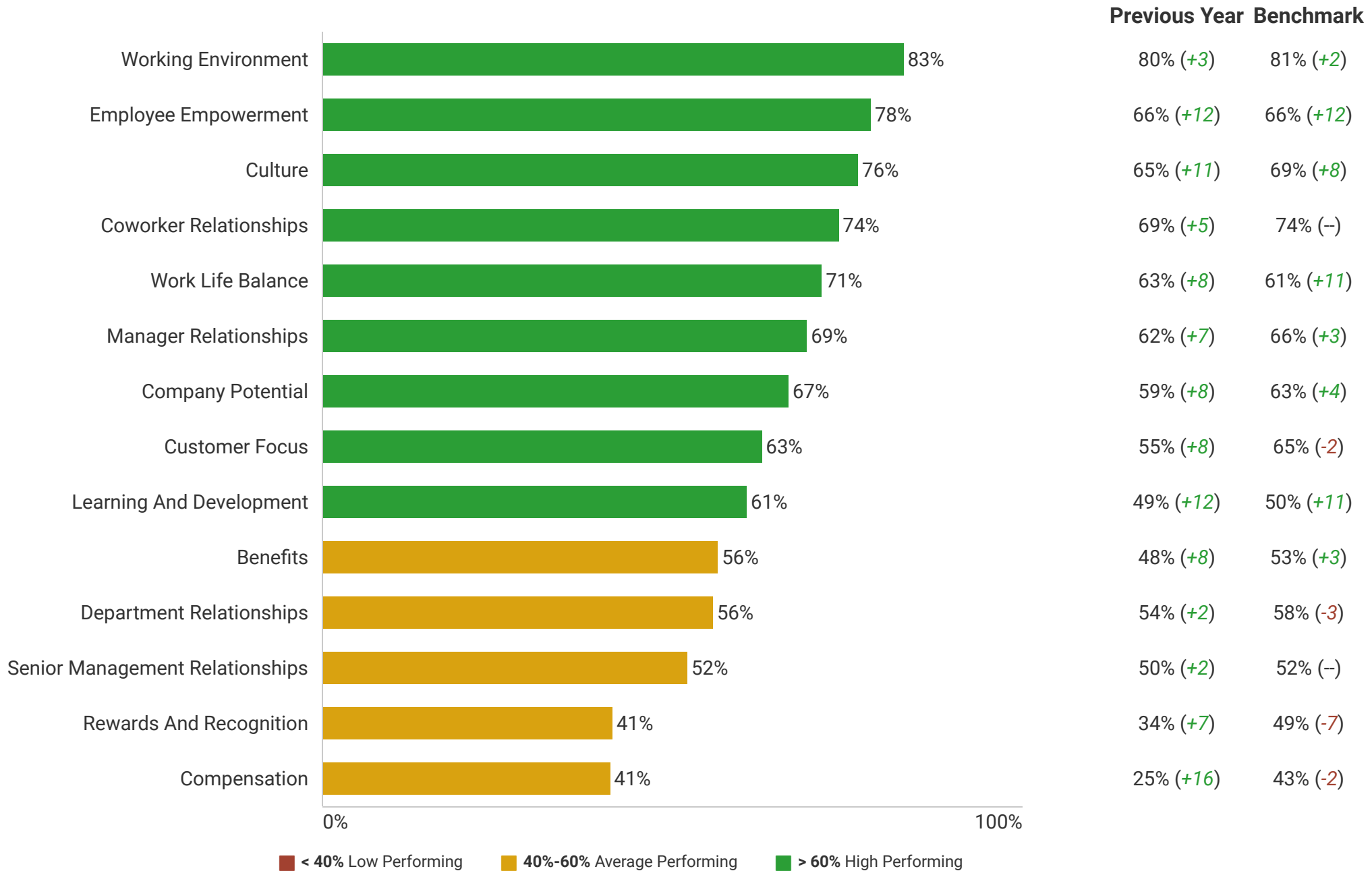
Employee Experience Score = % Supporters - % Detractors

Driver Results

City of Wichita
 Open Date: Jan 23, 2019
 Close Date: Feb 07, 2019

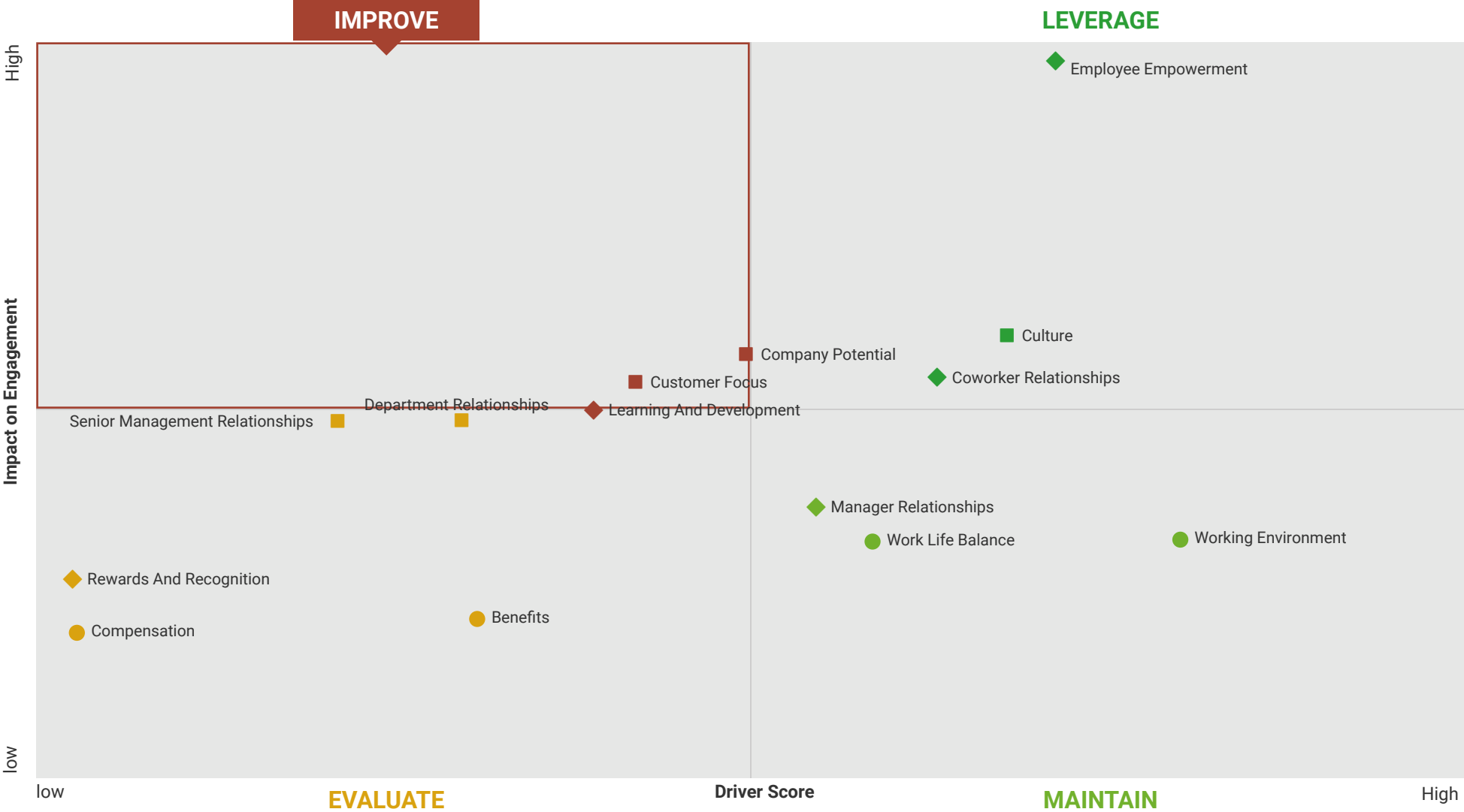
of Employees
 # of Responses
 Response Rate

56
 47
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Priority Matrix

City of Wichita # of Employees 56
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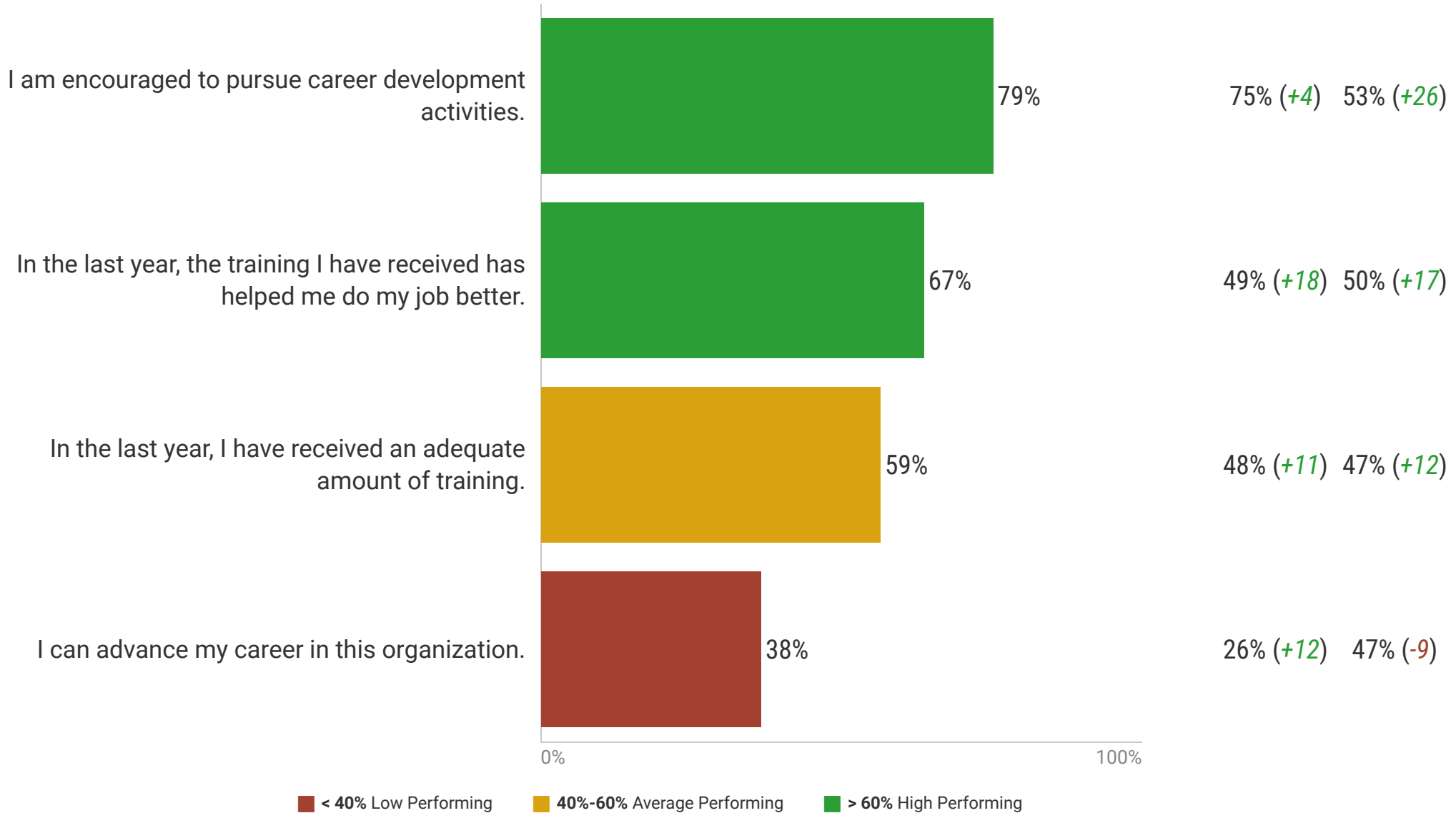


◆ Job Driver ■ Organizational Driver ● Retention Driver

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: LEARNING AND DEVELOPMENT

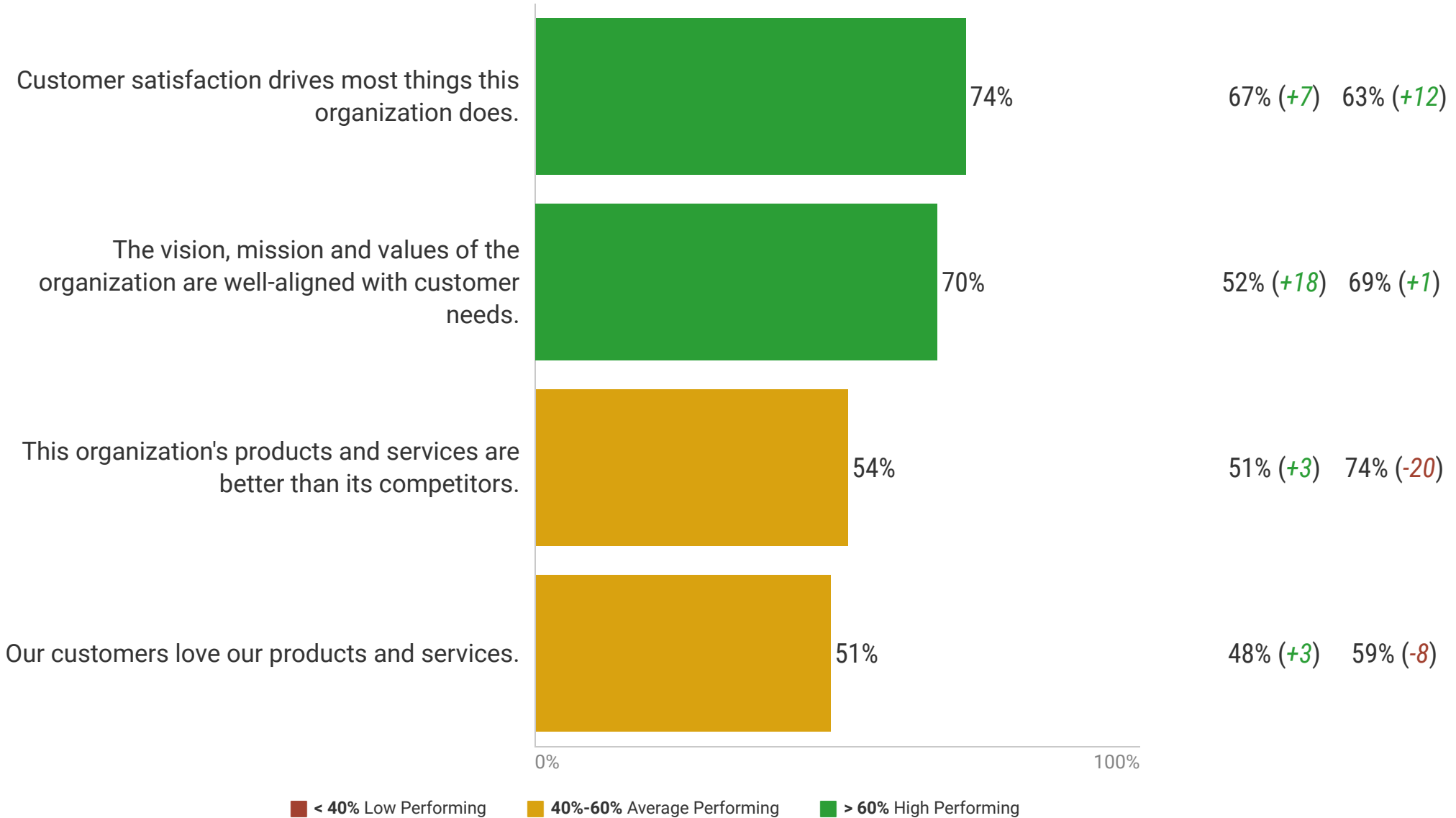
Previous Year Benchmark



IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

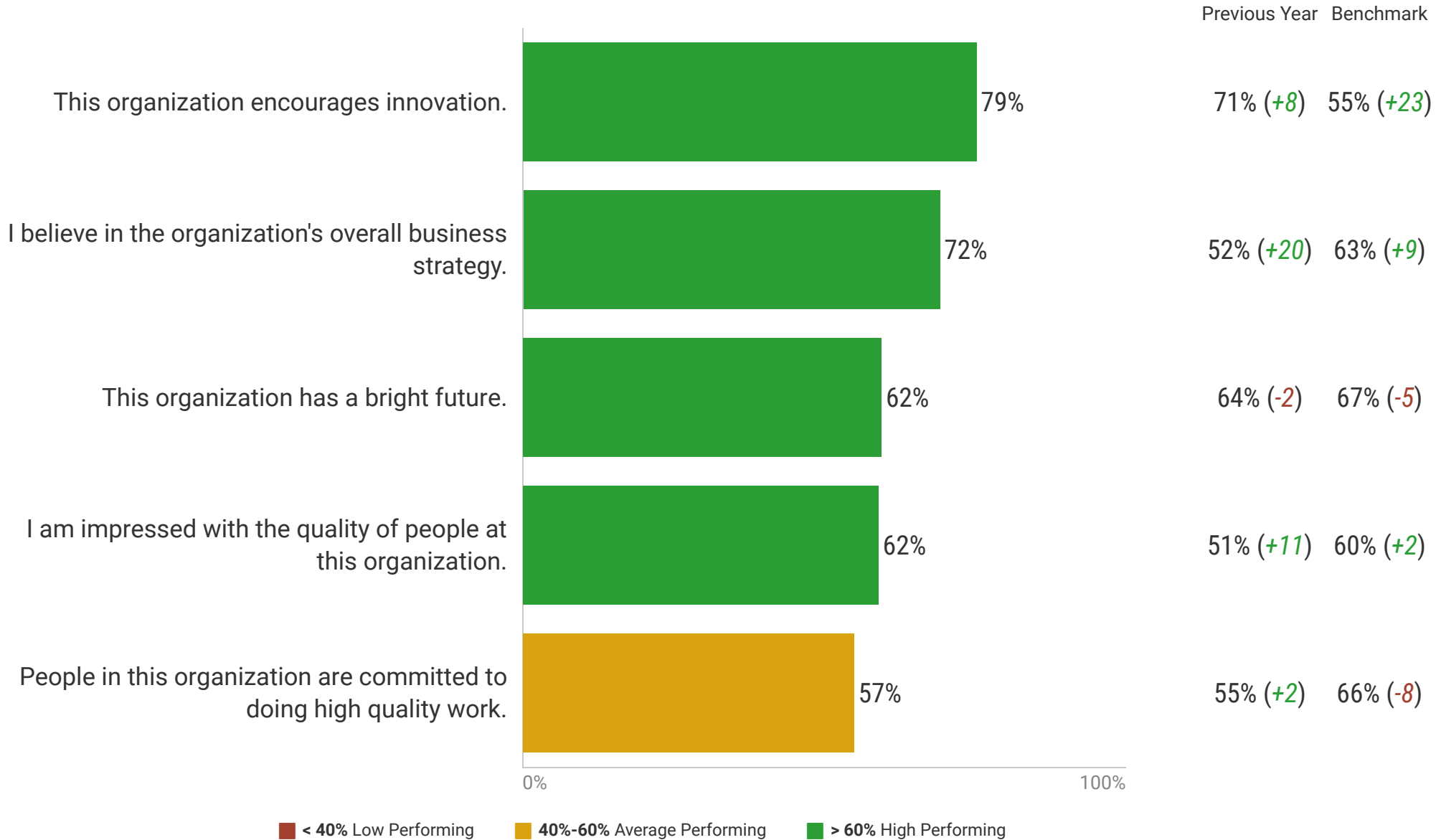
DRIVER: CUSTOMER FOCUS

Previous Year Benchmark



IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

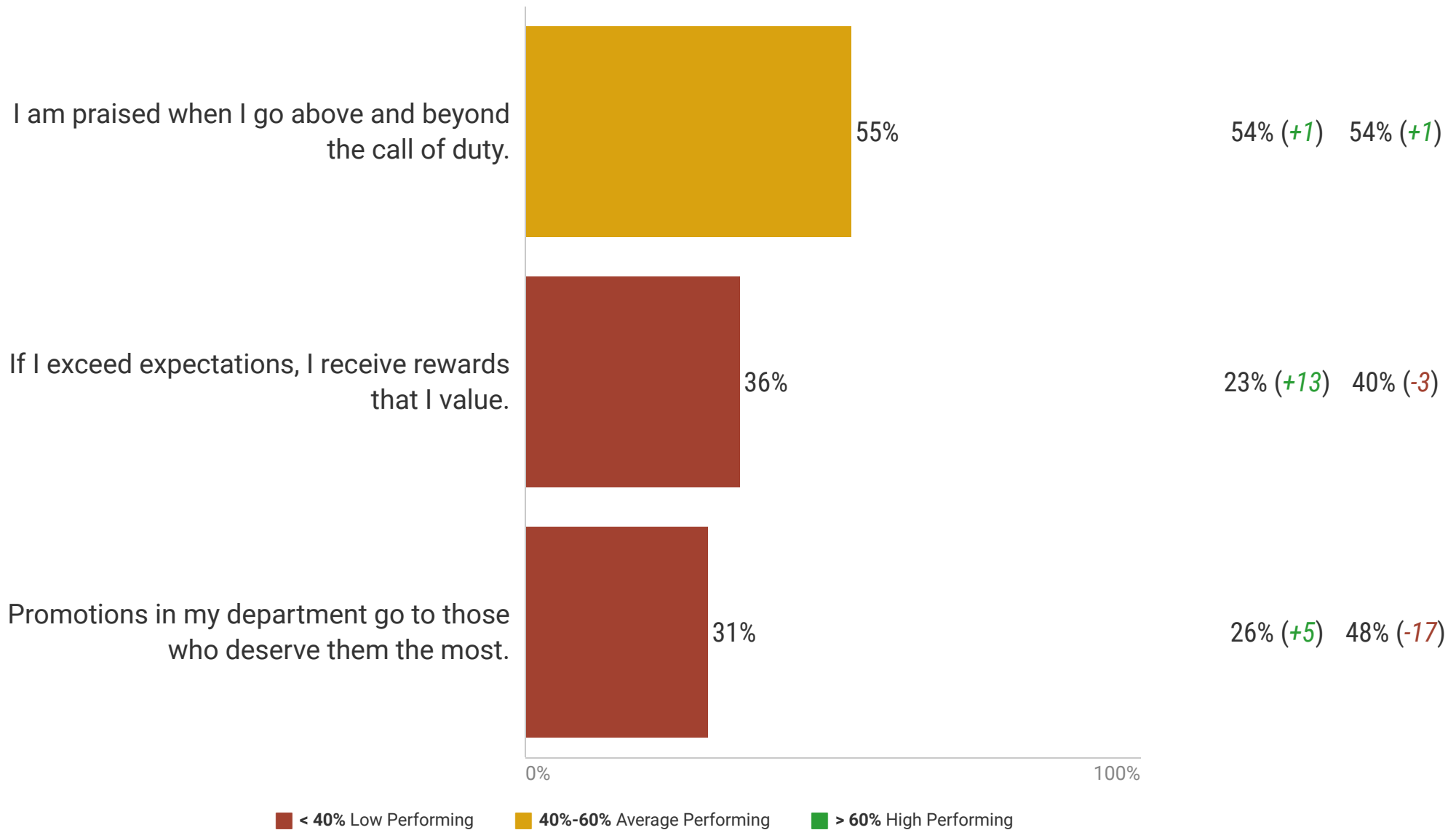
DRIVER: COMPANY POTENTIAL



IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: REWARDS AND RECOGNITION

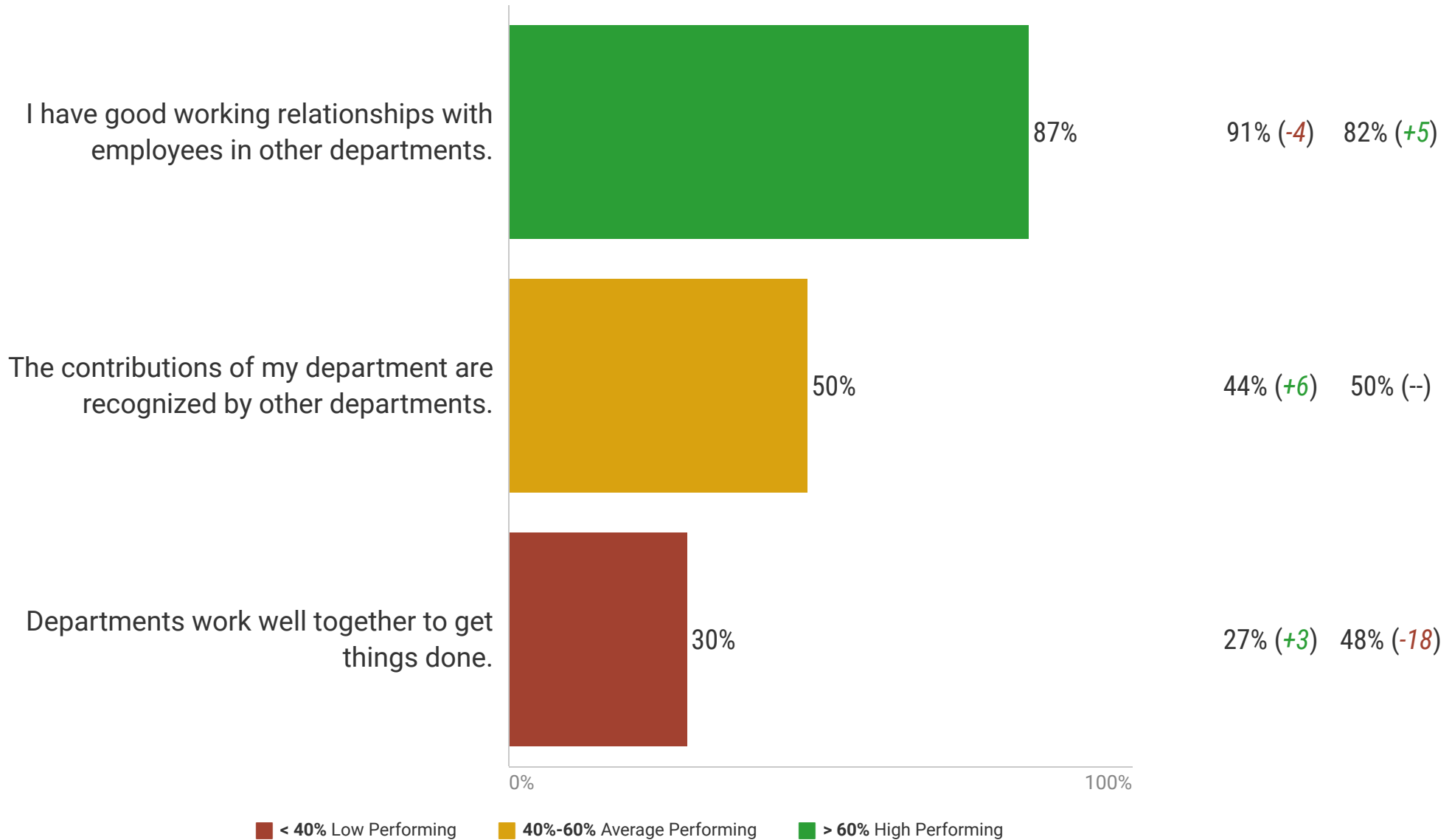
Previous Year Benchmark



IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

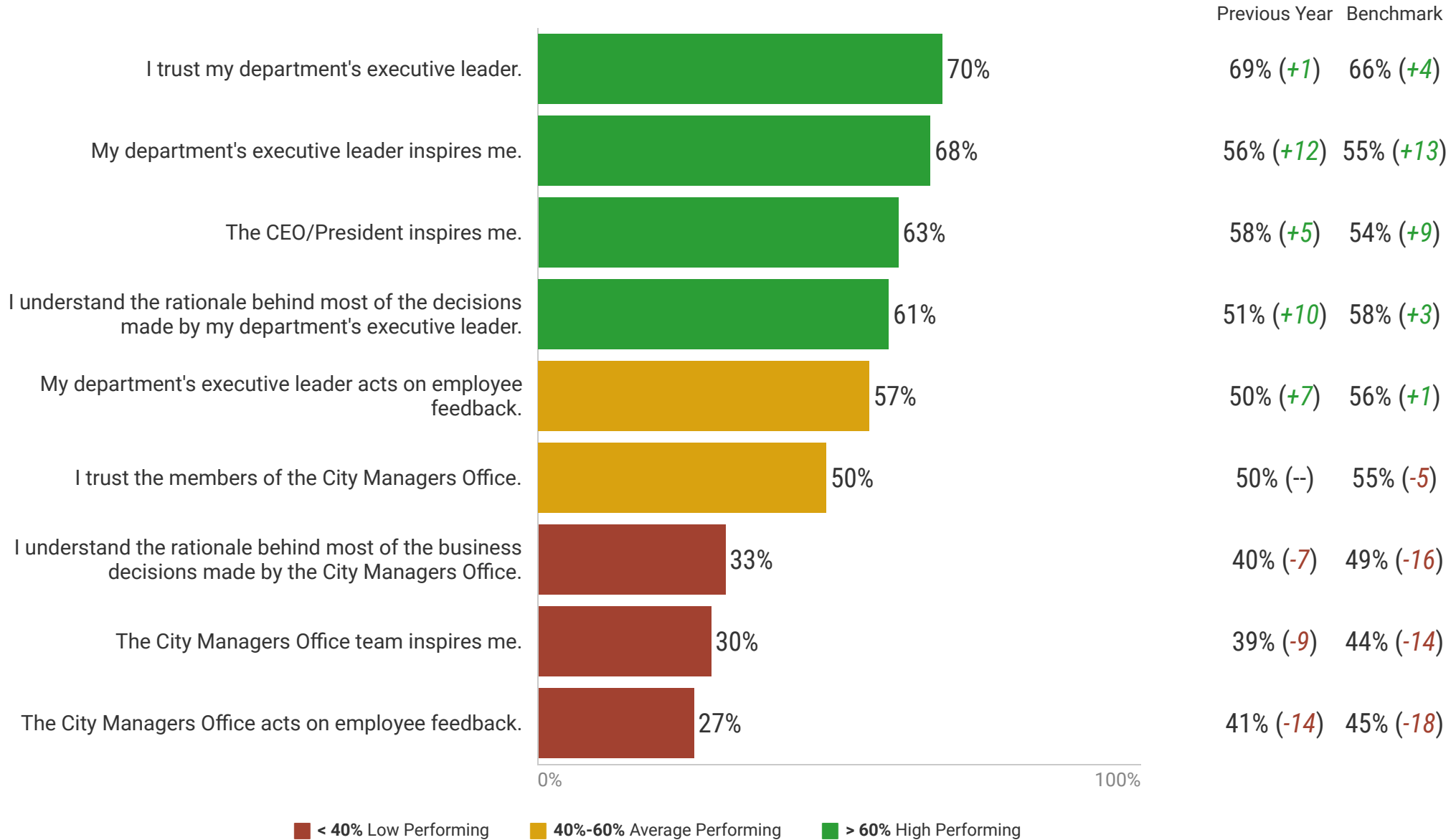
DRIVER: DEPARTMENT RELATIONSHIPS

Previous Year Benchmark



IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

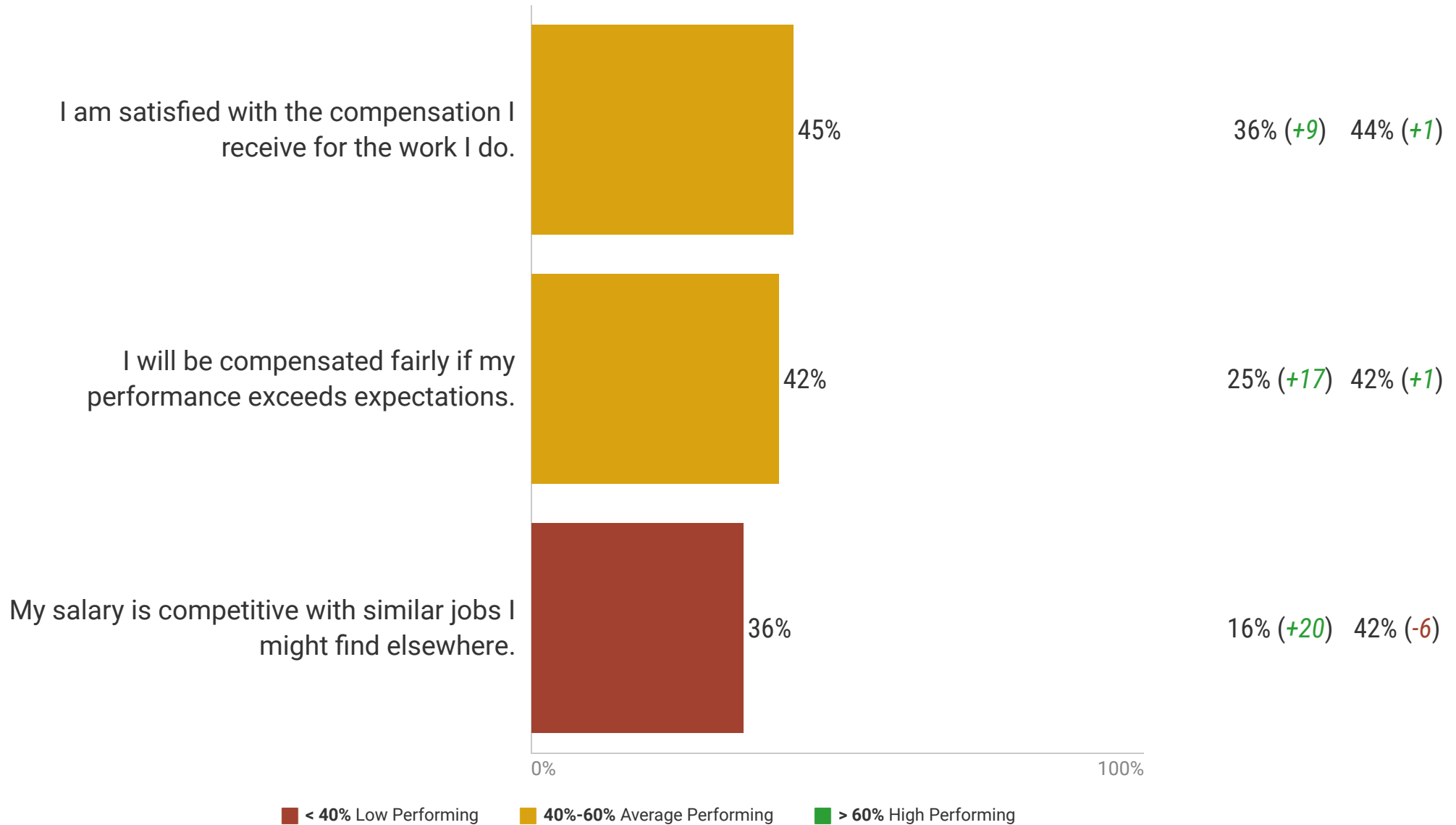
DRIVER: SENIOR MANAGEMENT RELATIONSHIPS



IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: COMPENSATION

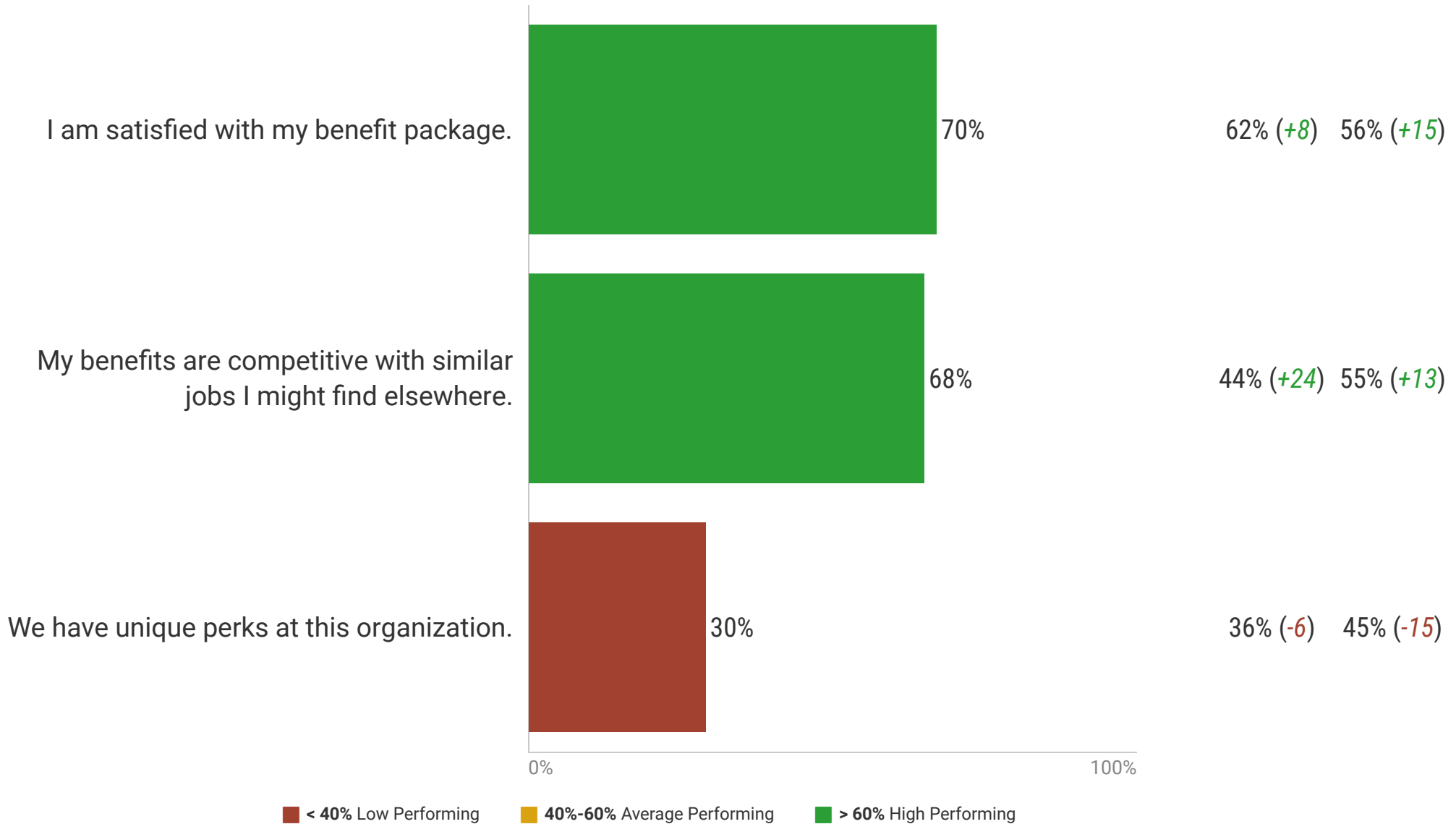
Previous Year Benchmark



IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

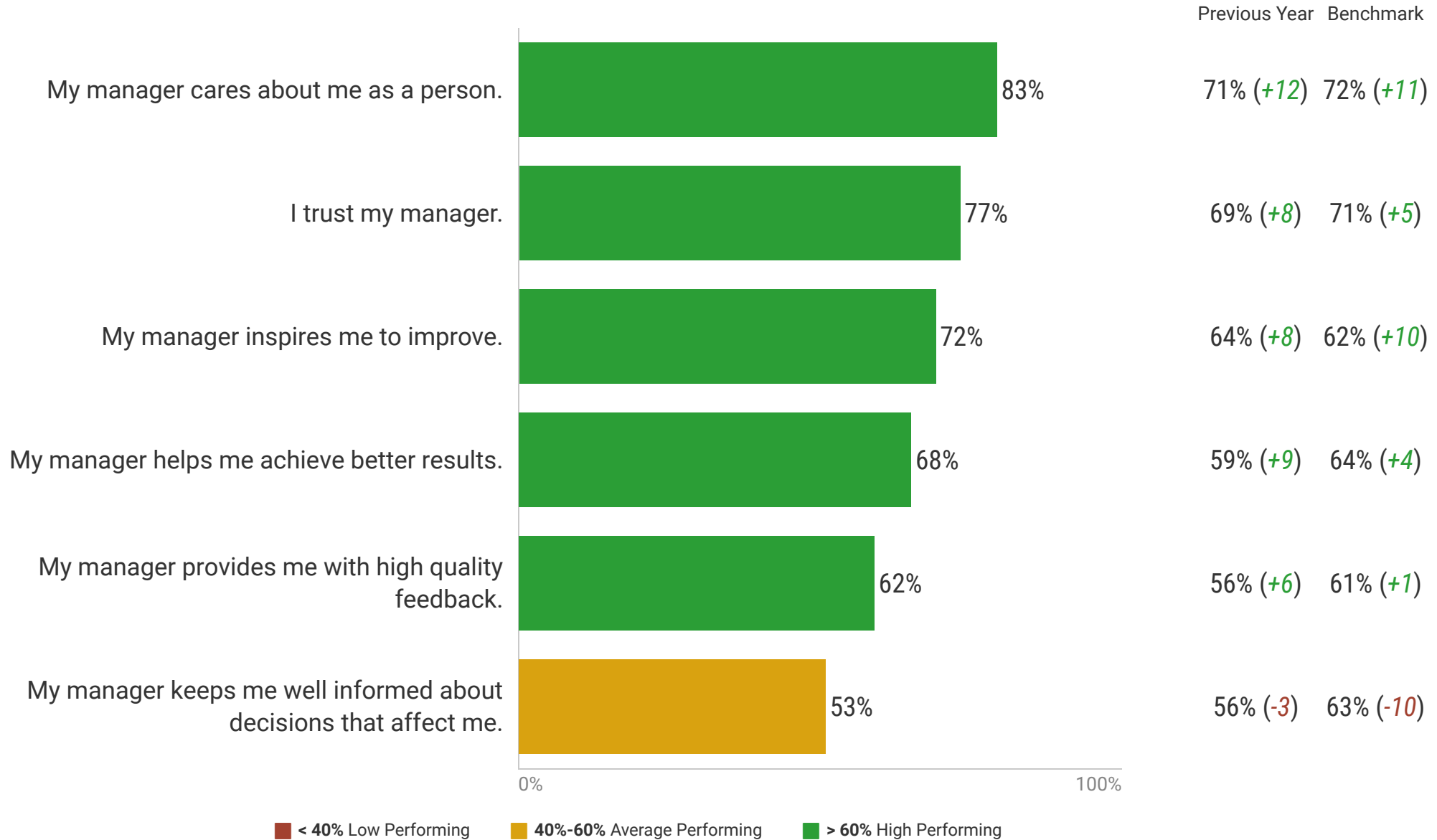
DRIVER: BENEFITS

Previous Year Benchmark



IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

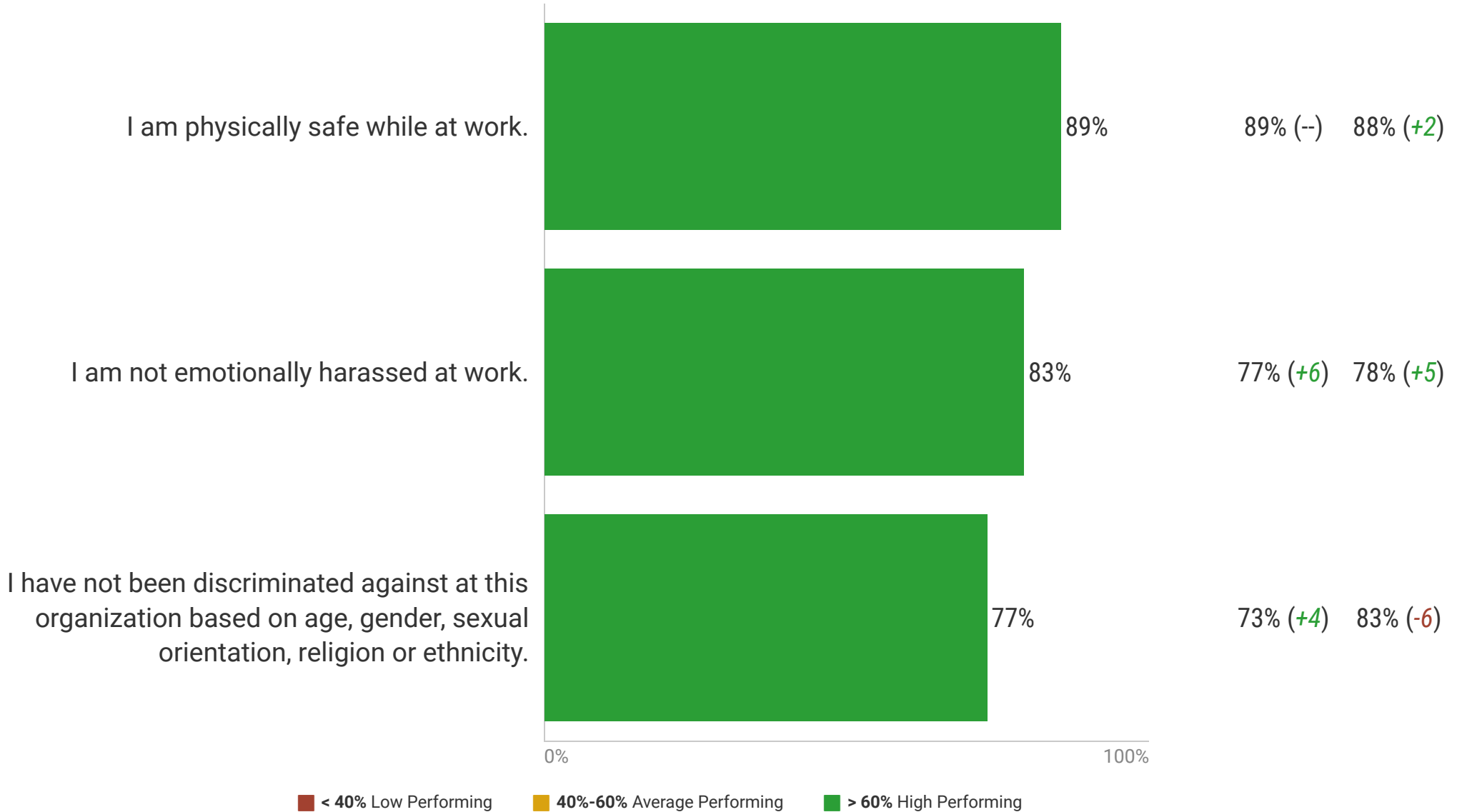
DRIVER: **MANAGER RELATIONSHIPS**



IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: WORKING ENVIRONMENT

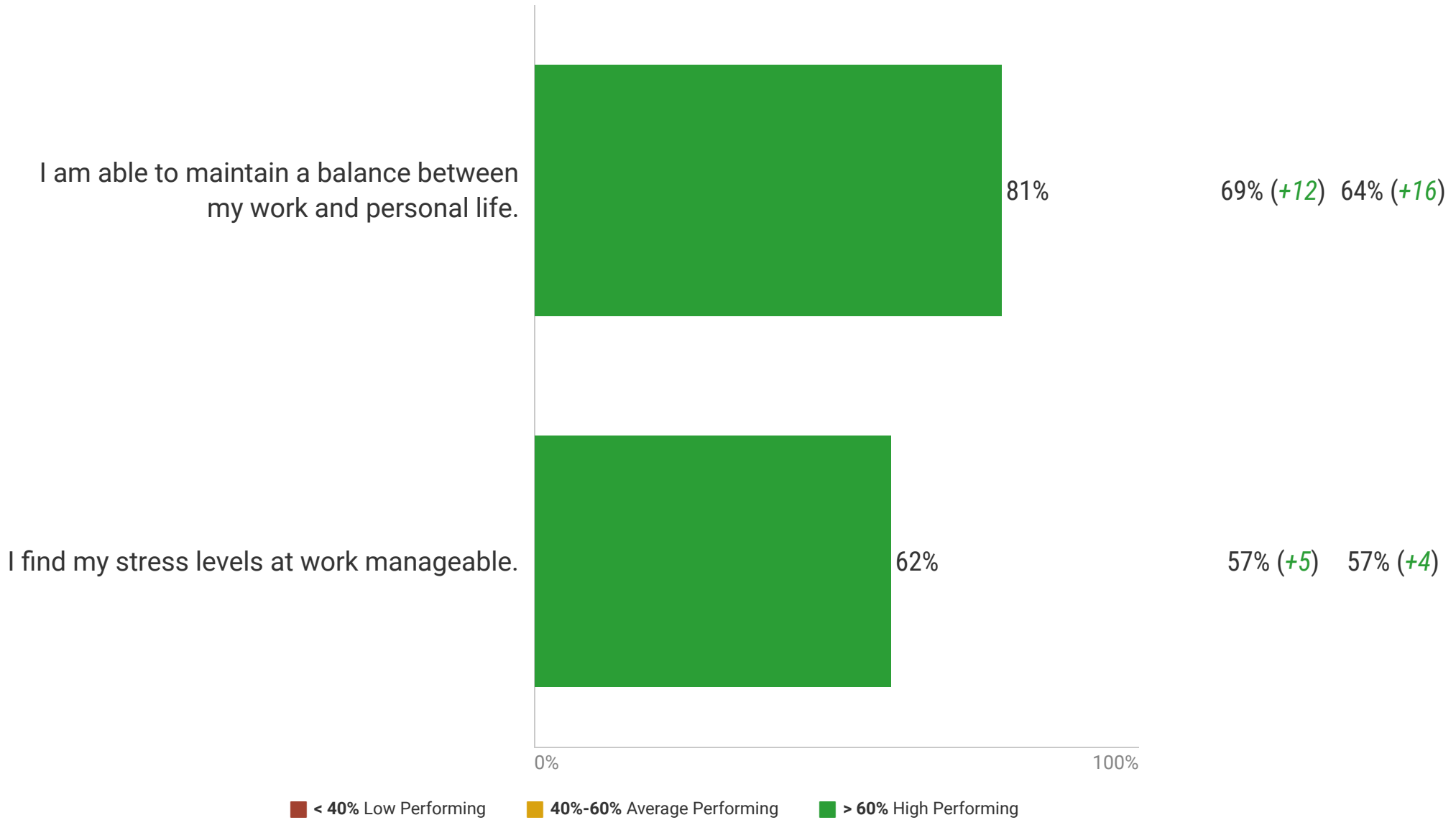
Previous Year Benchmark



IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

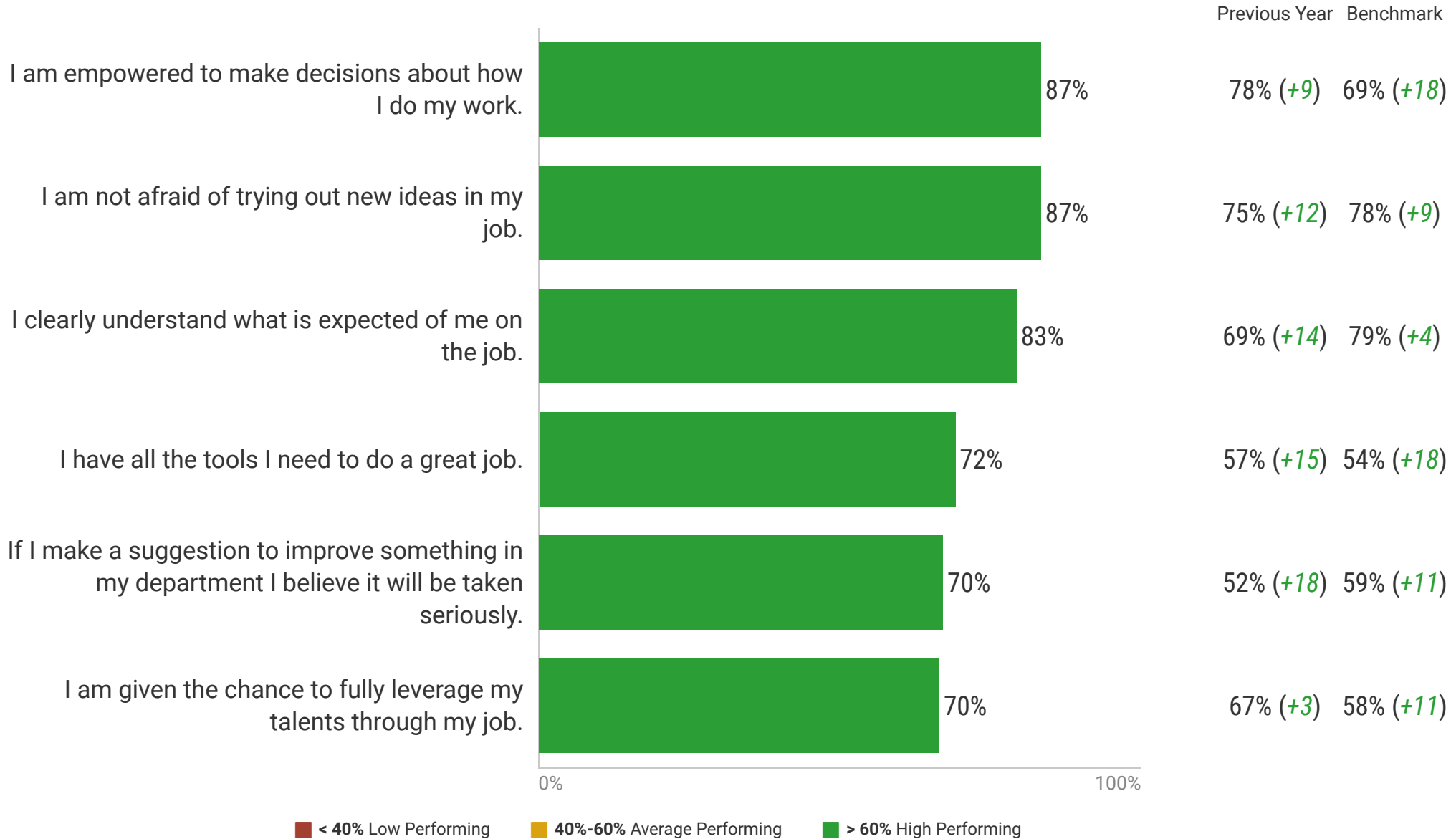
DRIVER: WORK LIFE BALANCE

Previous Year Benchmark



IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

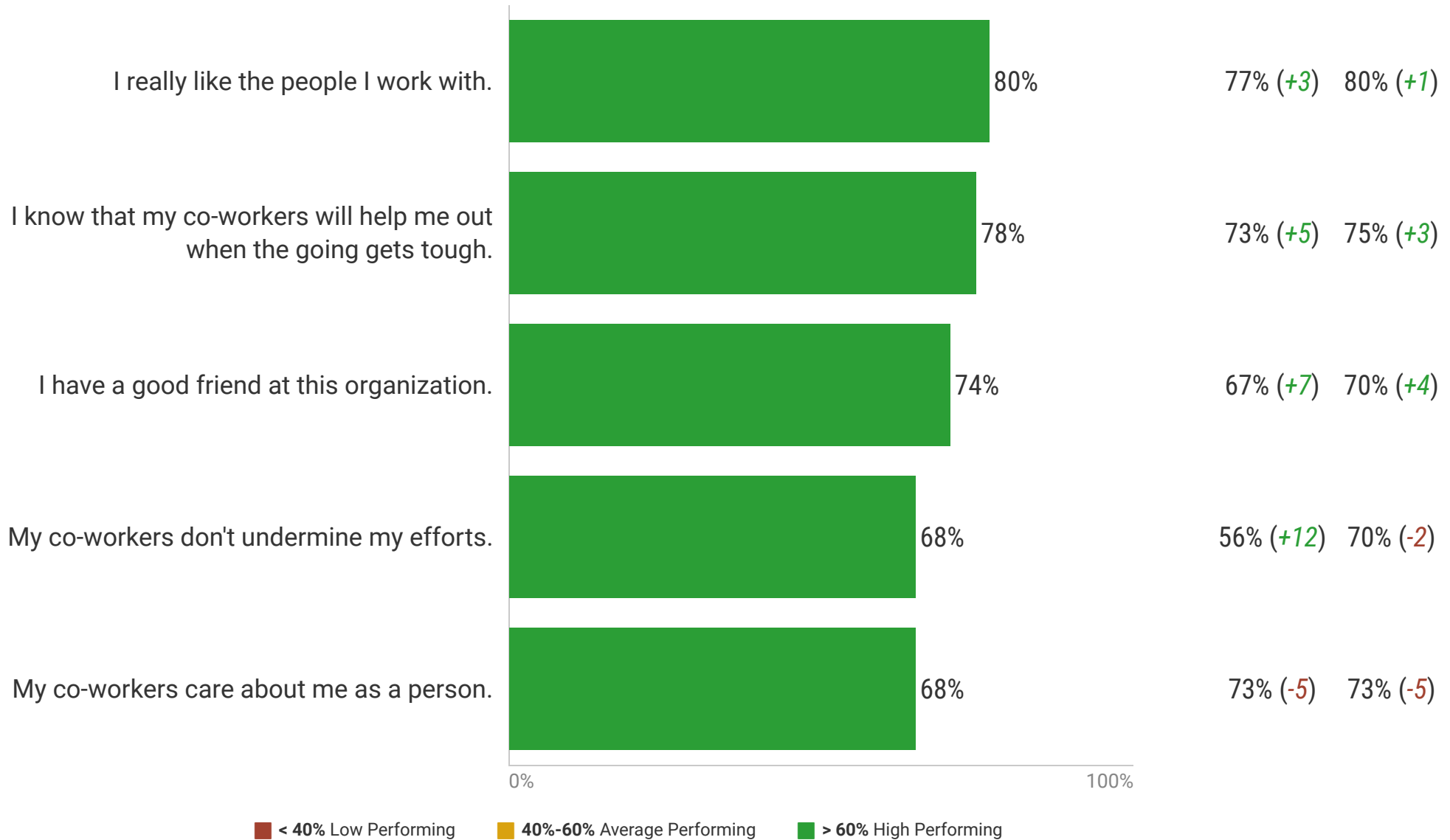
DRIVER: EMPLOYEE EMPOWERMENT



IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: COWORKER RELATIONSHIPS

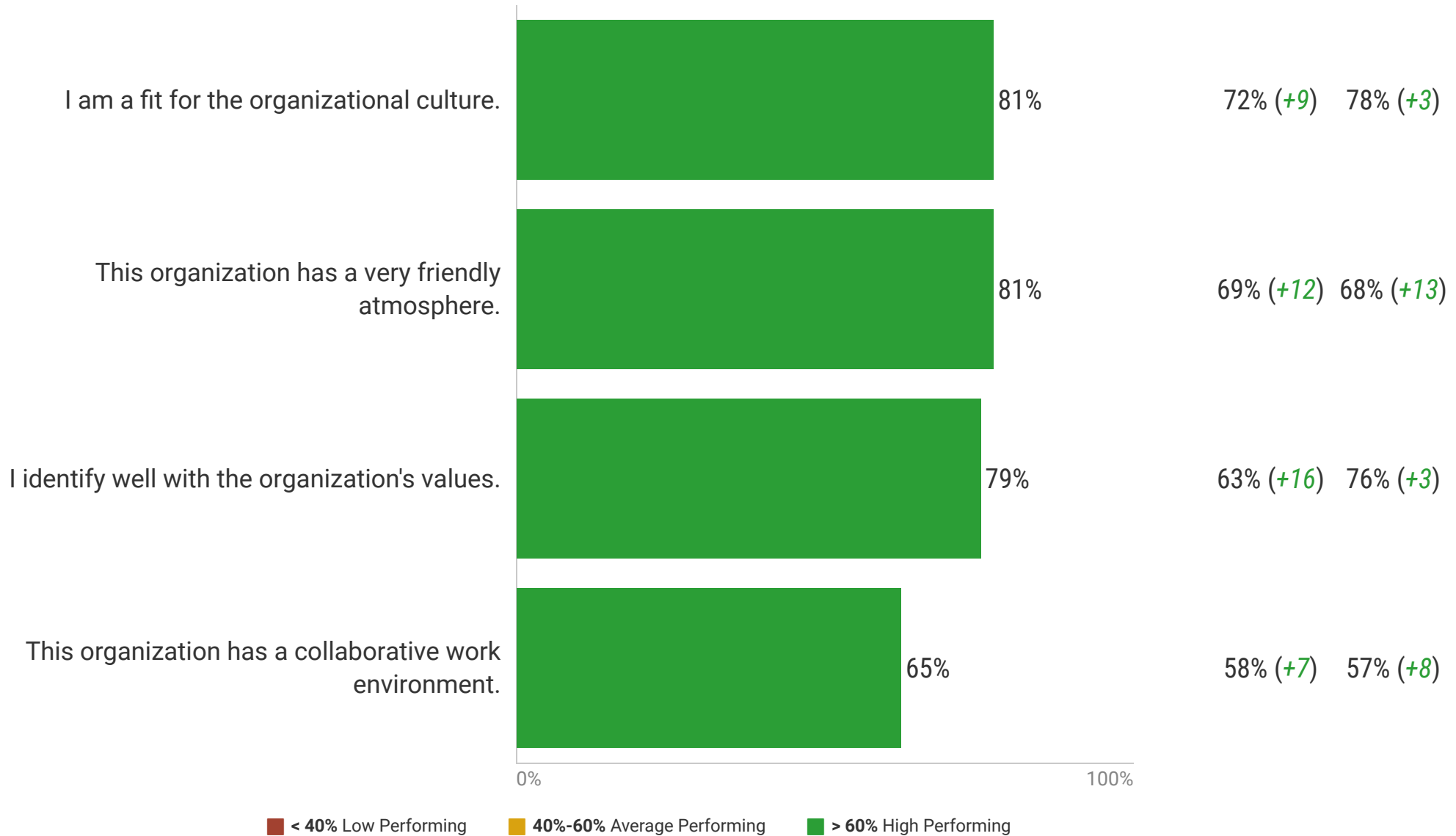
Previous Year Benchmark



IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: CULTURE

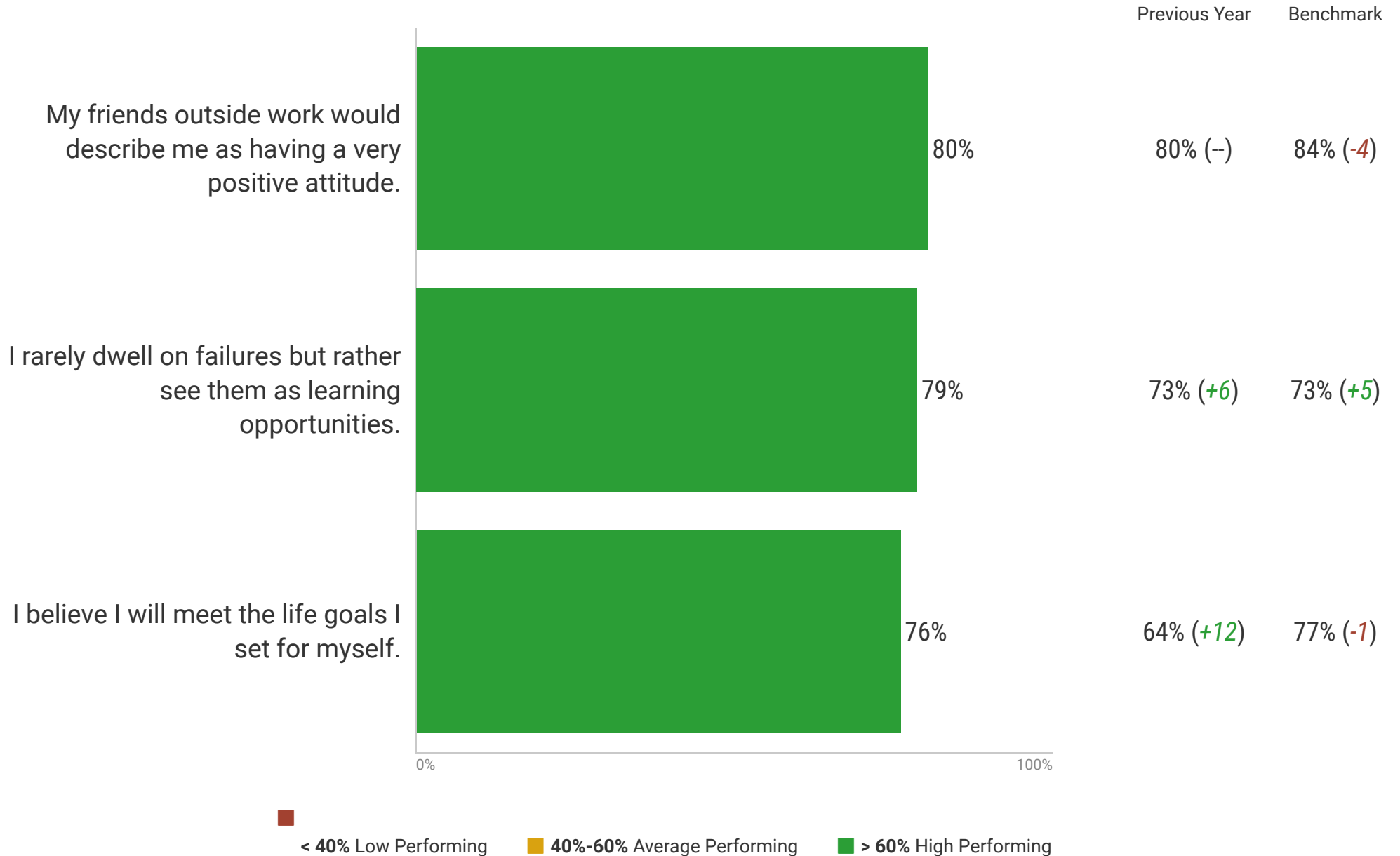
Previous Year Benchmark

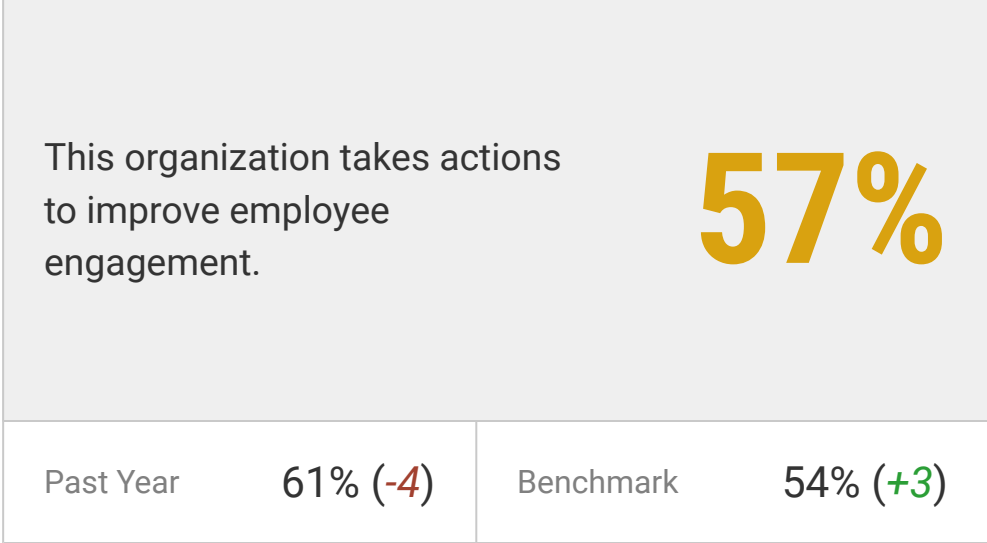
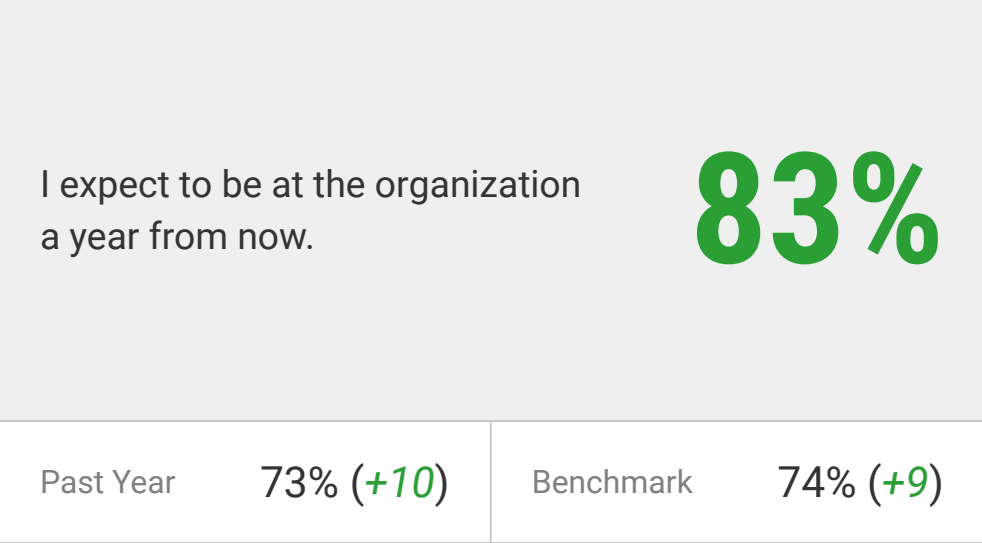
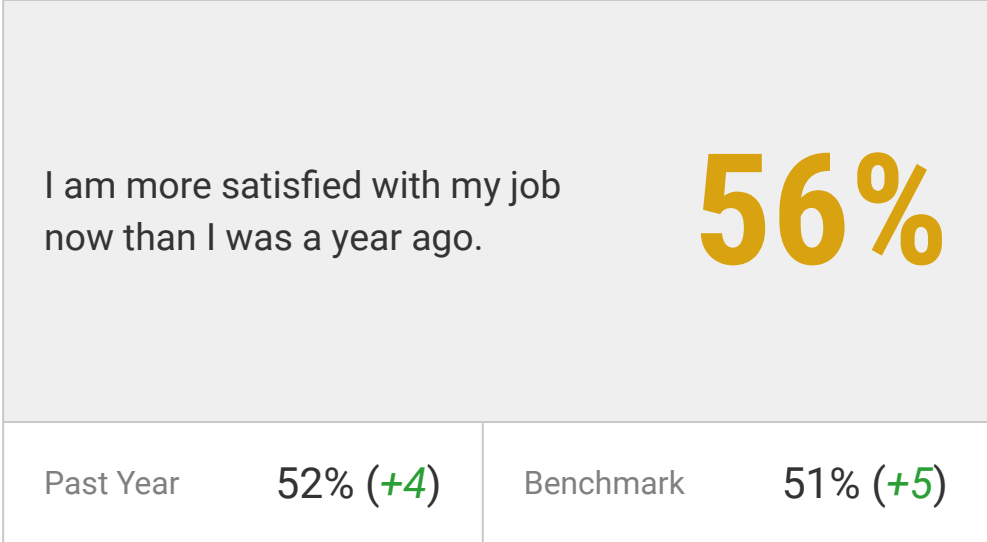
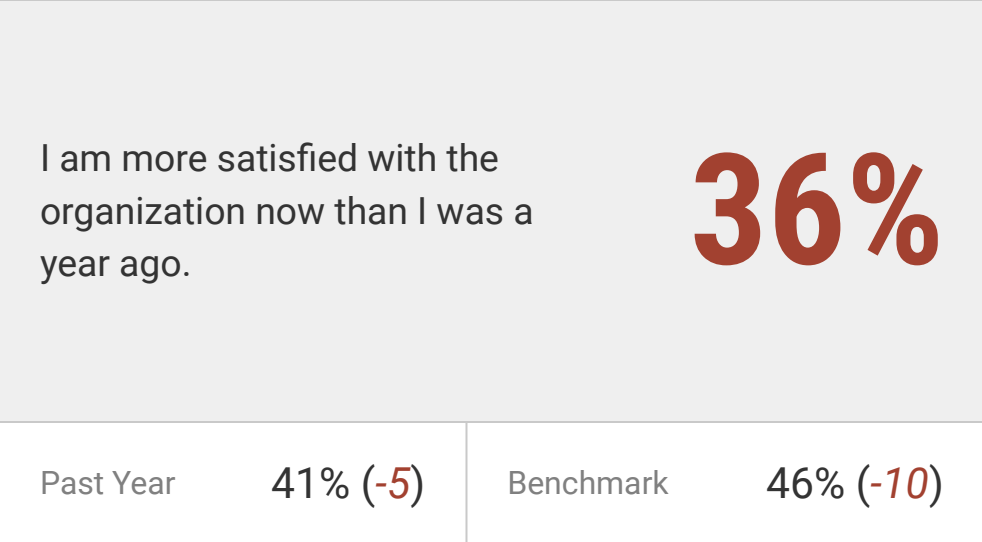


Employee Personal Disposition

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of Employees: 56
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Interpreting the Results

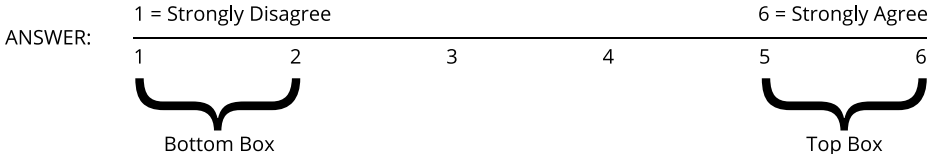
Engagement Calculation

The survey questions were developed by subject matter experts. The reliability of the overall engagement score was calculated using Cronbach's alpha. The reliability for engagement was found to be $\alpha = 0.92$. Engagement is calculated by averaging the responses to the engagement measure questions, for each employee. Average scores correlate to our four levels of engagement.

- Average scores between 5.01 – 6.00 = **Engaged**
- Average scores between 4.51 – 5.00 = **Almost engaged**
- Average scores between 4.01 – 4.50 = **Indifferent**
- Average scores less than 4.00 = **Disengaged**

Driver Calculation

McLean & Company uses a standardized 6-point scale for data collection. Respondents are asked to indicate the extent to which they agree with each statement by choosing a number between 1 and 6 on the scale. We display the results as a top box score, or the percentage of respondents who chose 5 or 6 (agree or strongly agree).



Benchmarks

McLean & Company offers clients a general benchmark to ensure the data has enough breadth and depth to maintain its integrity. The following industries are included in McLean & Company's engagement survey benchmark: Business Services, Financial Services, Not-for-profit, Manufacturing, Construction, Retail/Wholesale, Consumer Products, Energy, Health Care, Government, Education.

Ultimately the state of engagement at every organization is shaped by its people, culture, history, and other factors. Consequently, all decisions related to engagement initiatives must be based on your organization's results and unique needs. External comparisons – including benchmarks – should be used to provide context around your results rather than to make decisions.

Priority Matrix

The prioritization grid is created by plotting the top box scores for each driver on the horizontal axis and the impact of each driver on engagement on the vertical axis. The top box scores for each driver are calculated by taking the average top box score (% of respondents selecting 5 or 6) for each of the question that relates to the corresponding driver. The impact each driver has on engagement is determined by calculating the correlation between each driver and engagement and then multiplying this correlation score by the slope between each driver and engagement.

Respondent Breakdown

City of Wichita
 Open Date: Jan 23, 2019
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Demographics	# of Employees	# of Responses	Response Rate
Overall Organization	56	47	84%
IT	56	47	84%