

StaffPOV Dashboard

City of Orem
2023



Background

Timing: June 27th through July 18, 2023.

Participants: 434 full-time employees (response rate of 95%)
54 part-time or seasonal employees
488 total participants

Topics covered:

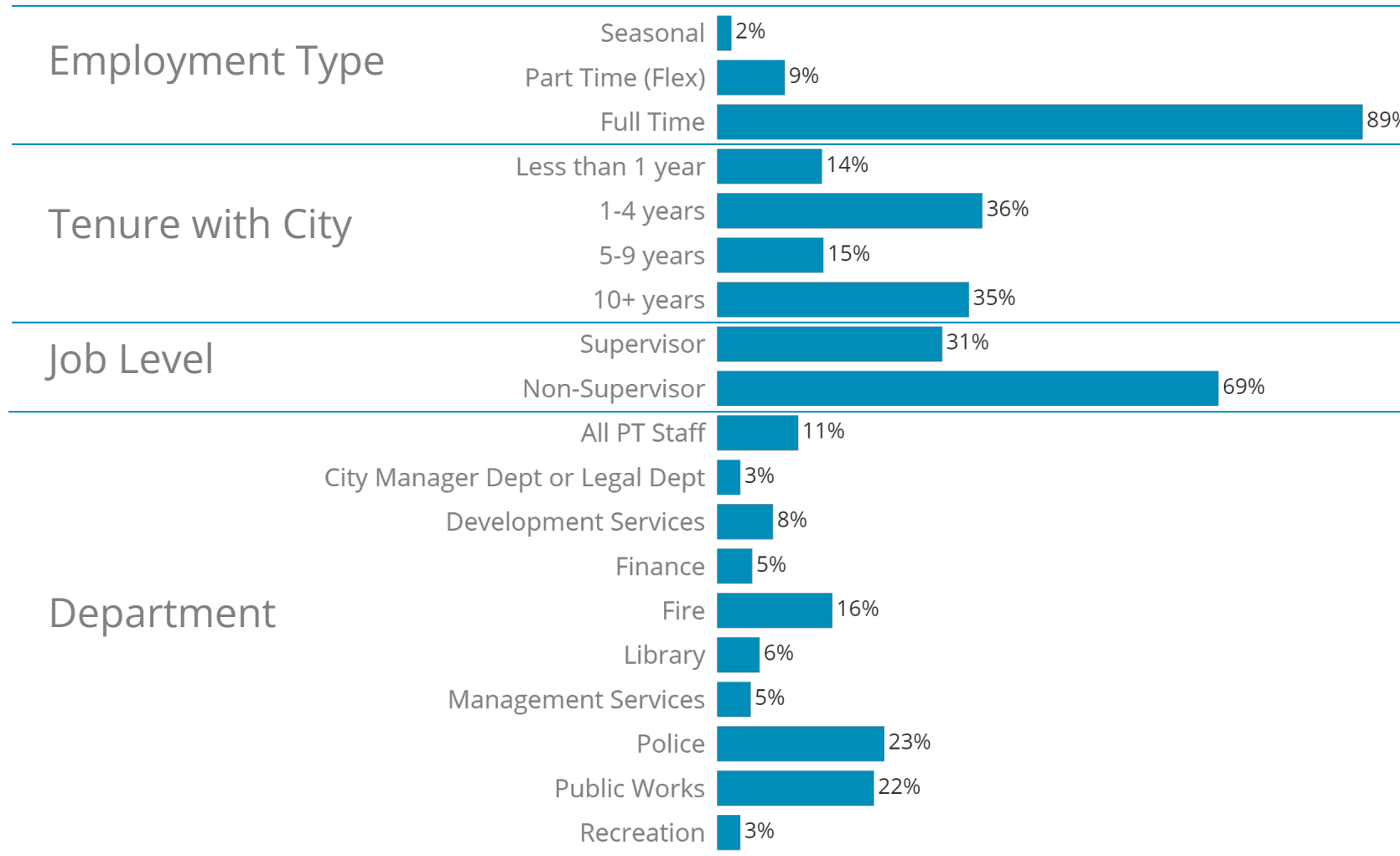
- Opinions about the mood, vibe, or feeling of working in the city
- Intent to stay & staff motivation
- Engagement & Meaning priorities
- Welcoming and Safe priorities
- Growth & Autonomy priorities
- Teamwork & Work/Life/Harmony priorities
- Supervisor evaluations
- Evaluations of all important attributes, with a GAP analysis
- Demographics

Observations

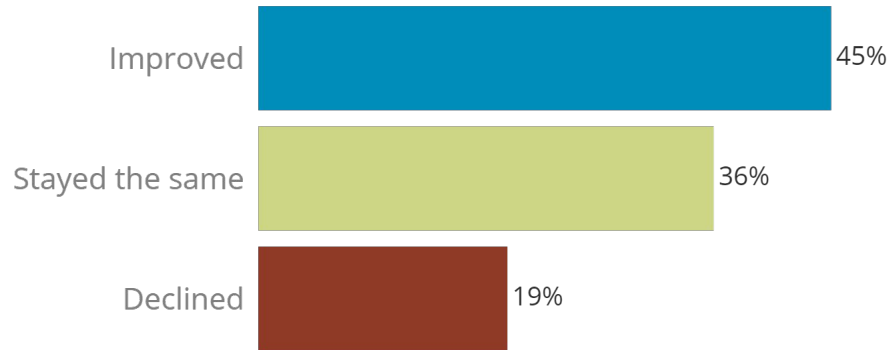
There are several characteristics to note about the staff participants:

- Most are full-time employees
- Tenure is balanced, with a good group of long and short-term employees
- About 1/3 are supervisors
- Each department or group has at least 15 participants
- All part-time and seasonal employees were grouped together to preserve their anonymity.

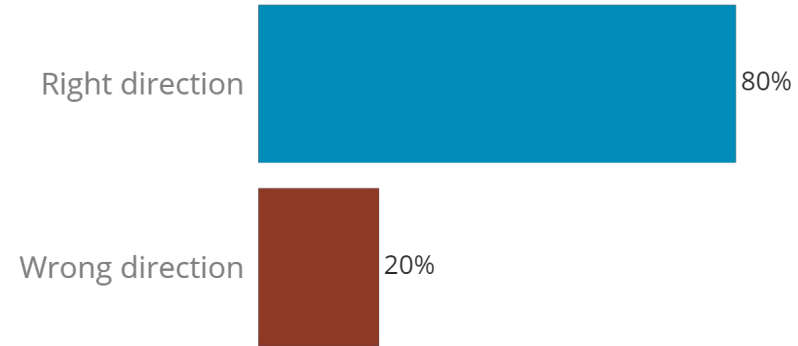
Sample Size: 488



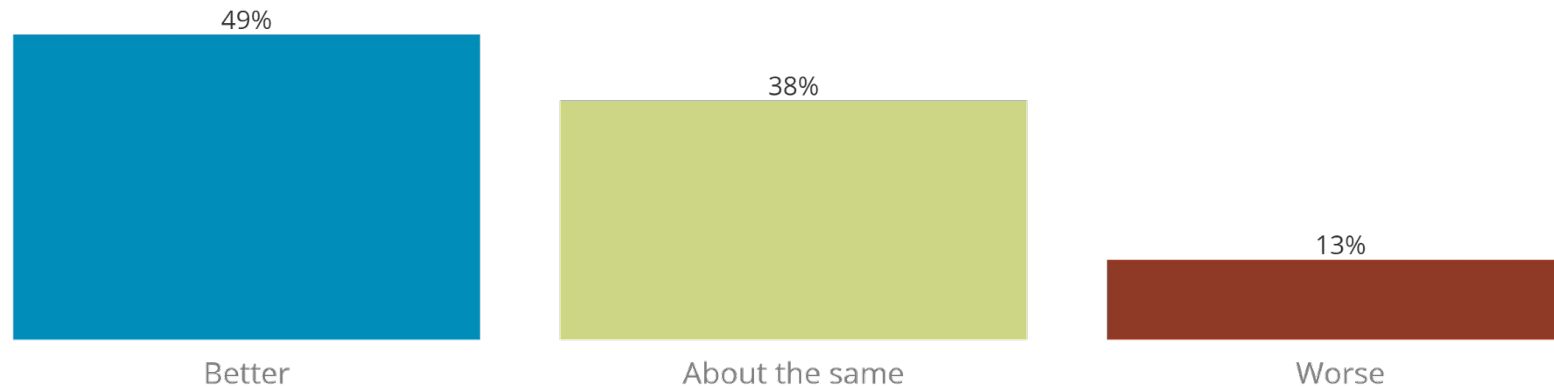
Vibe change in past 1-2 years



Direction of the city?



Compared to other cities



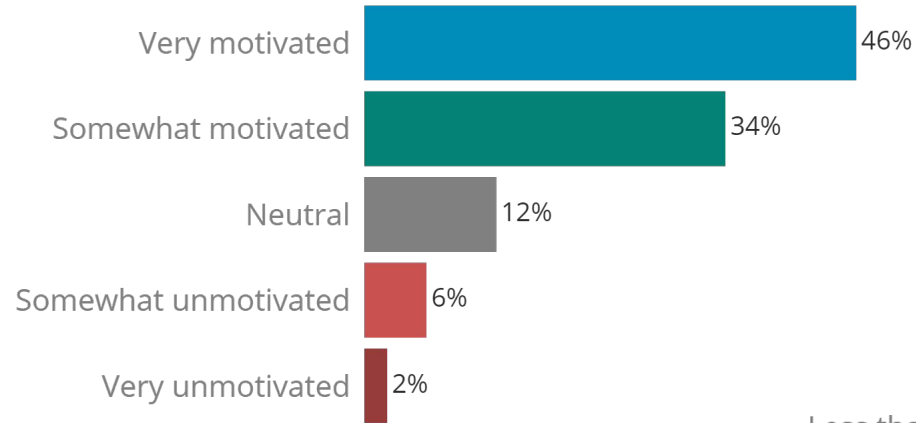
Observations

Employees responded positively about the direction of the city.

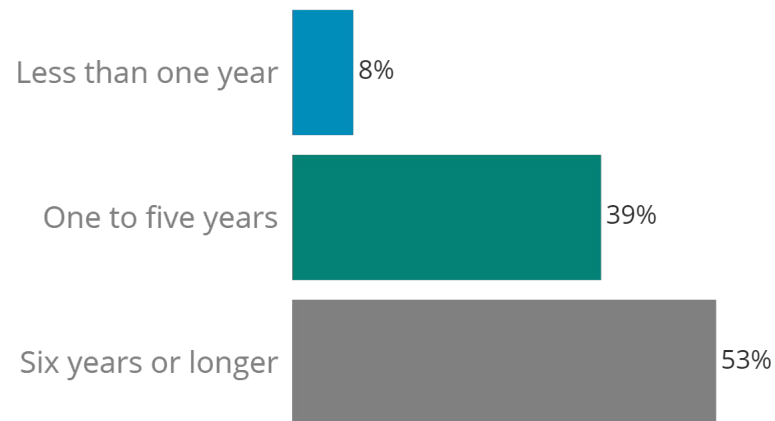
- Most feel the vibe has improved (45%). Many feel things have stayed the same
- Most feel it is going in the right direction as a workplace (80%)
- Most feel that working for the city is better compared to other nearby cities (49%), and few think it is worse (13%)

Sample Size: 488

Job motivation at start of each new day



I see myself working at the city ...



Observations

Job motivation is a vital topic. Unmotivated staff undermine the work to be done and rarely last for long.

- Most staff are motivated. 80% are very or somewhat motivated. Few Orem employees are unmotivated (8%)
- Most staff see themselves working for the city for at least one year or longer (92%). Few Orem employees see themselves working at the city for less than one year (8%)

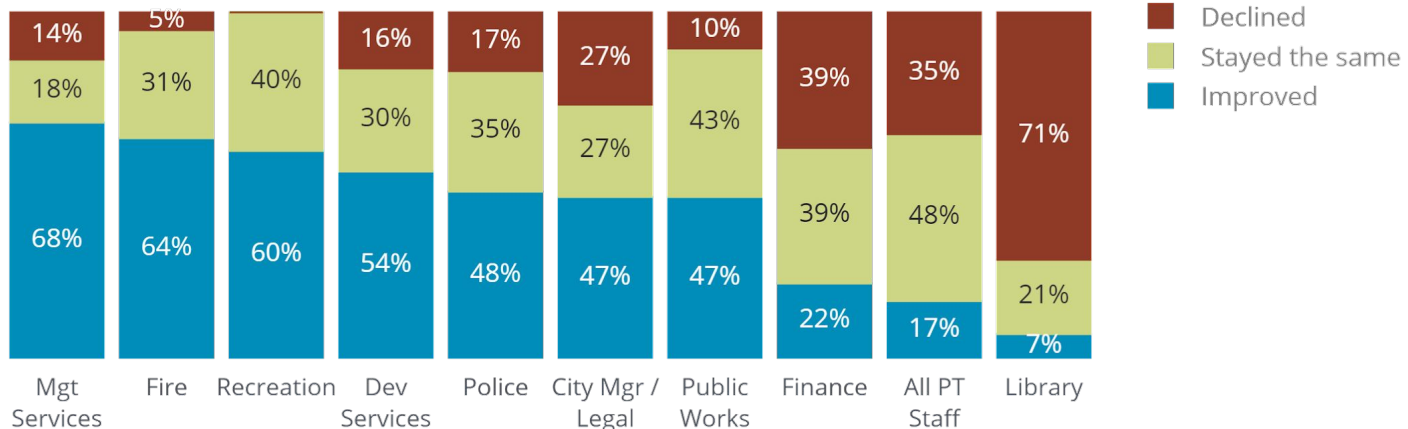
Sample Size: 488

Direction of the City by Demos

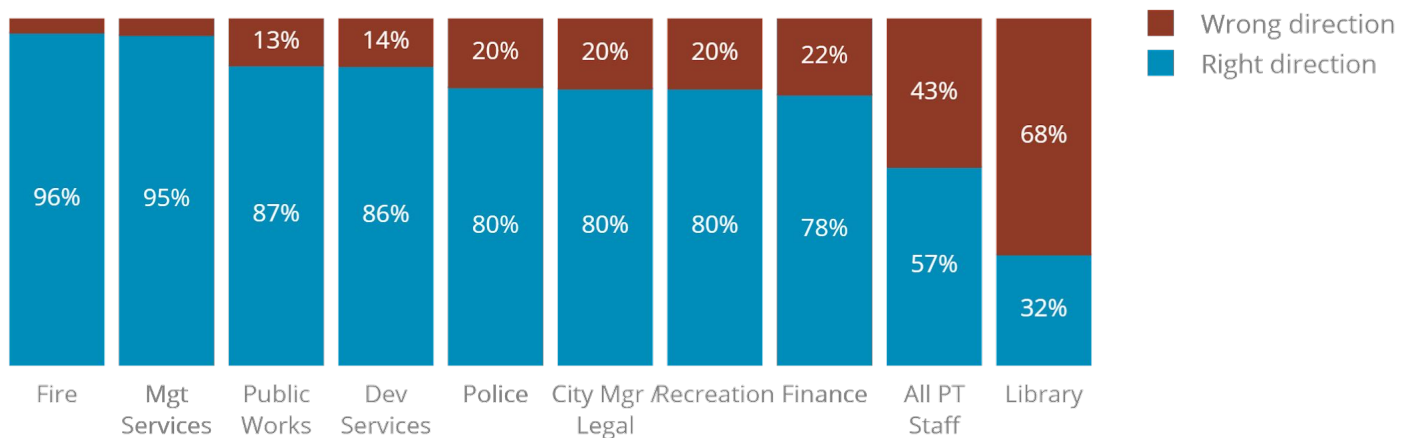
Dynamically change Tenure/Level

Department

Vibe change in past 1-2 years?



Headed in right/wrong direction?



Observations

Feelings about the direction of the city vary by department:

Concerns:

- All part-time and seasonal staff were grouped together, and they tend to feel the vibe has declined (35%)
- Library staff are most likely to feel the vibe and the direction of the library has declined. Note that library part-time staff are excluded from the library. They are combined with other PT staff.

Positives

- Staff from the Fire Department and Management Services have the most positive feelings about department vibe and direction.

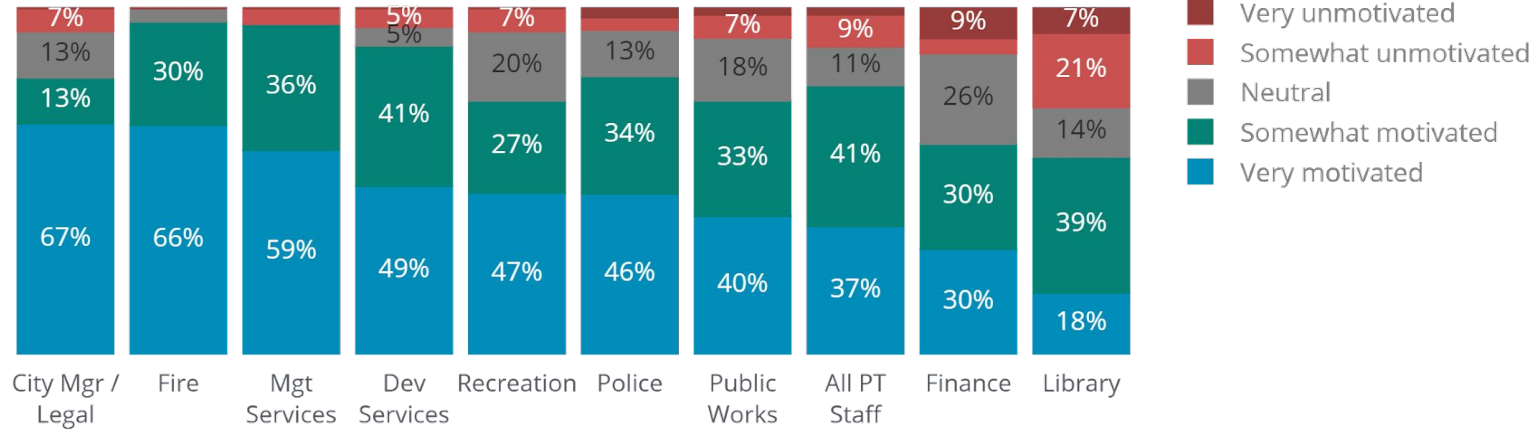
Sample Size: 488

Motivation/Intent to Stay by Demos

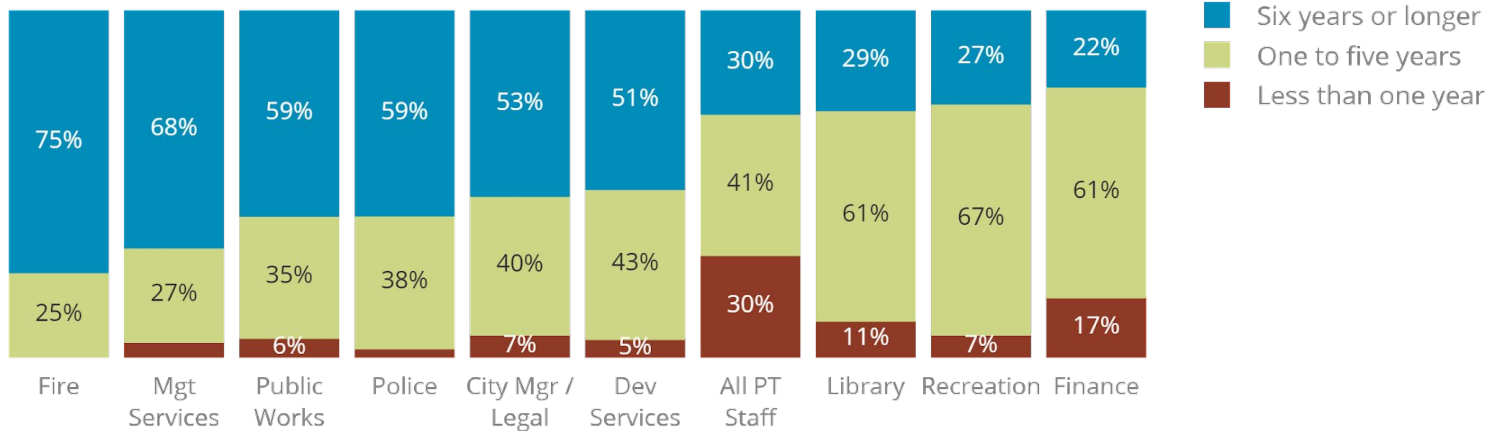
Dynamically change Tenure/Level

Department

Motivation



Intent to stay



Observations

Motivation varies by department. Those with lower motivation would do well to carefully analyze the pages that follow:

Lowest motivation (three lowest)

- Library
- Finance
- All Part-time Staff

Highest motivation (three highest)

- City Manager
- Fire
- Management Services

Sample Size: 488

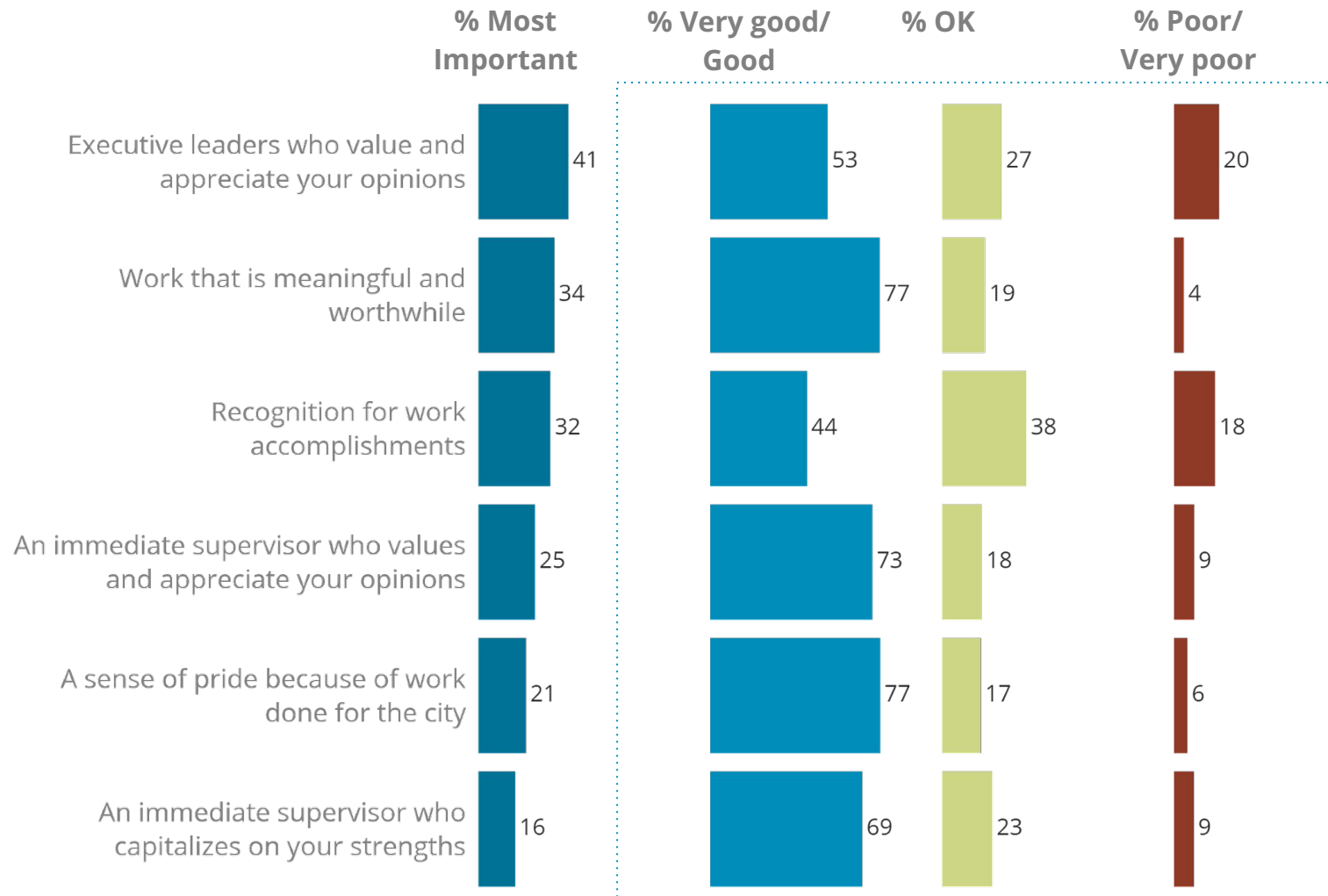
Observations

When it comes to **Engagement and Meaning**, employees care most about:

- having their **opinions valued** and appreciated
- Work that is **meaningful**
- **Recognition** for accomplishments

Some employees felt that executives could improve on valuing opinions.

Sample Size: 488



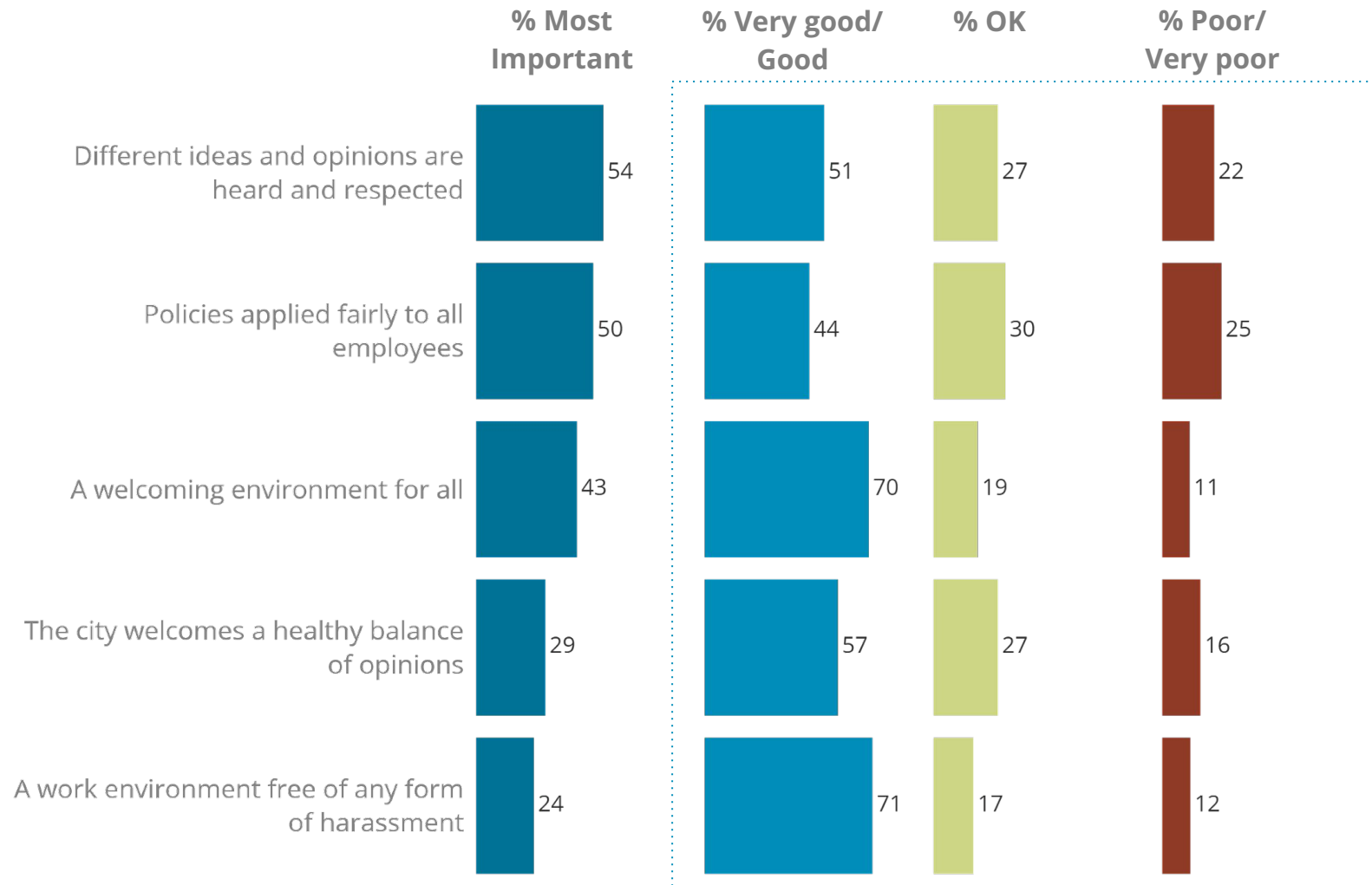
Observations

When it comes to having an atmosphere that is **Welcoming & Safe**, employees care most about:

- **Being heard** - having ideas and opinions heard and respected
- Assuring **policies are fairly applied**
- Assuring the environment is **welcoming to all**

Some employees felt there was room to improve in hearing and respecting ideas and applying policies fairly.

Sample Size: 488



The city desires all employees to work in a WELCOMING and SAFE environment. Of the statements below on the topic, which TWO are most important for city leaders to focus on now?

How is the city doing on these important issues?

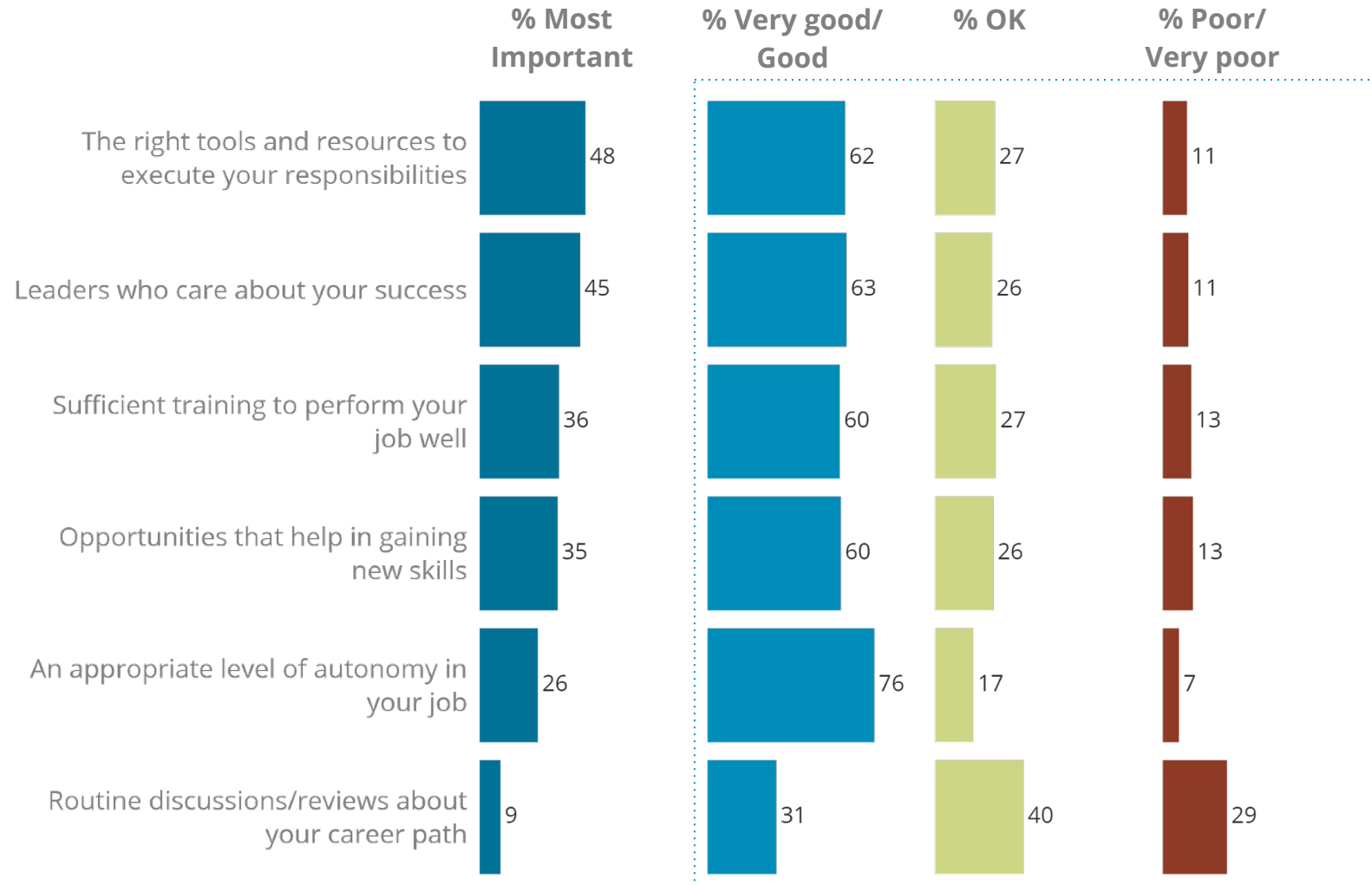
Observations

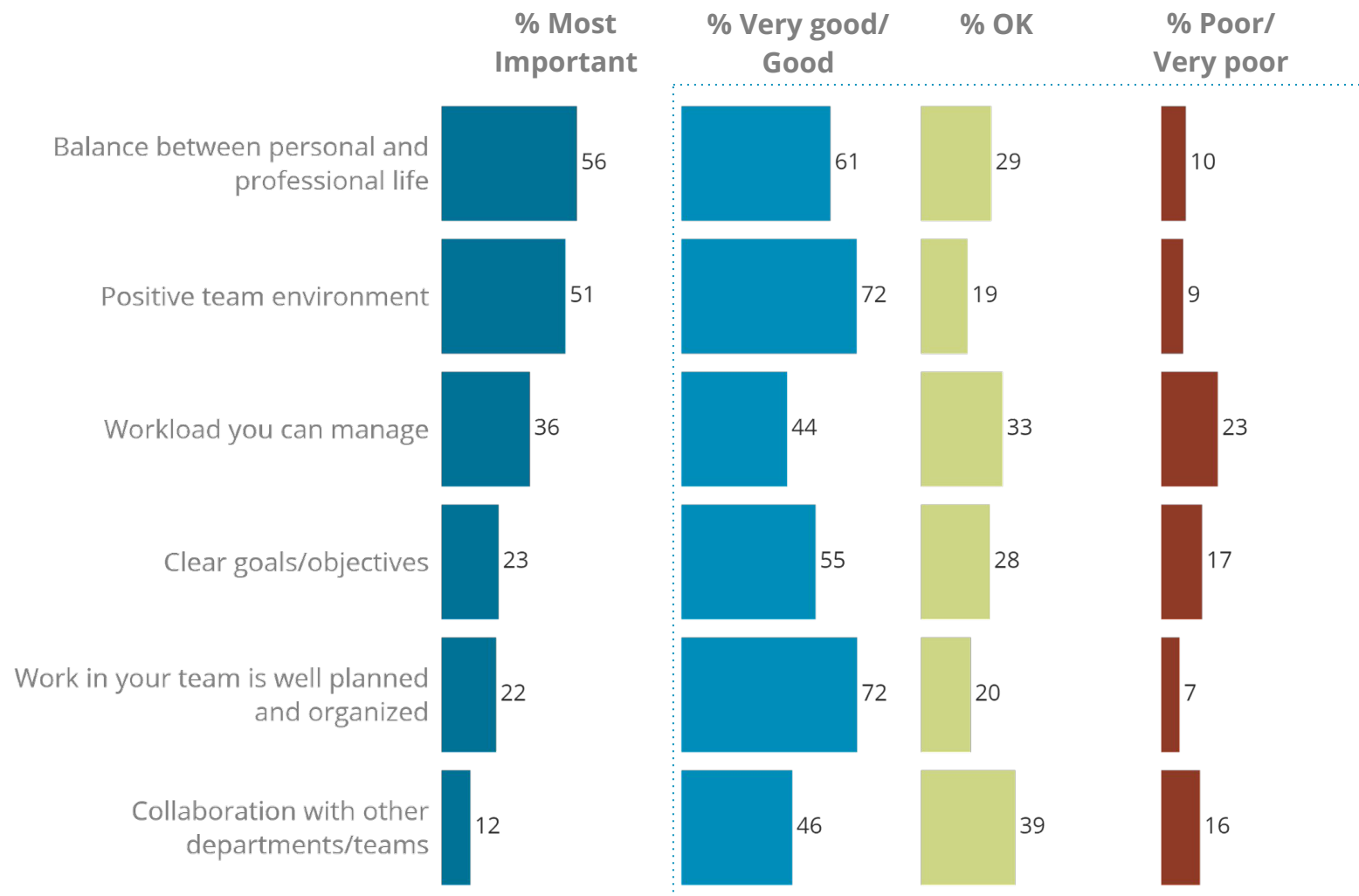
When it comes to **Growth and Autonomy** employees are most concerned with:

- having the **right tools**
- **leaders who care** about your success
- sufficient **training**
- **opportunities** to gain new skills

Orem is rated highly for nearly all of these growth and autonomy attributes.

Sample Size: 488





Observations

Regarding **Teamwork & Work Life Harmony** employees are most concerned with:

- **Balance** between personal and professional life
- A positive **team environment**
- A manageable **workload**

Orem was rated highly for most of these attributes, although some employees were concerned about the workload.

Sample Size: 488

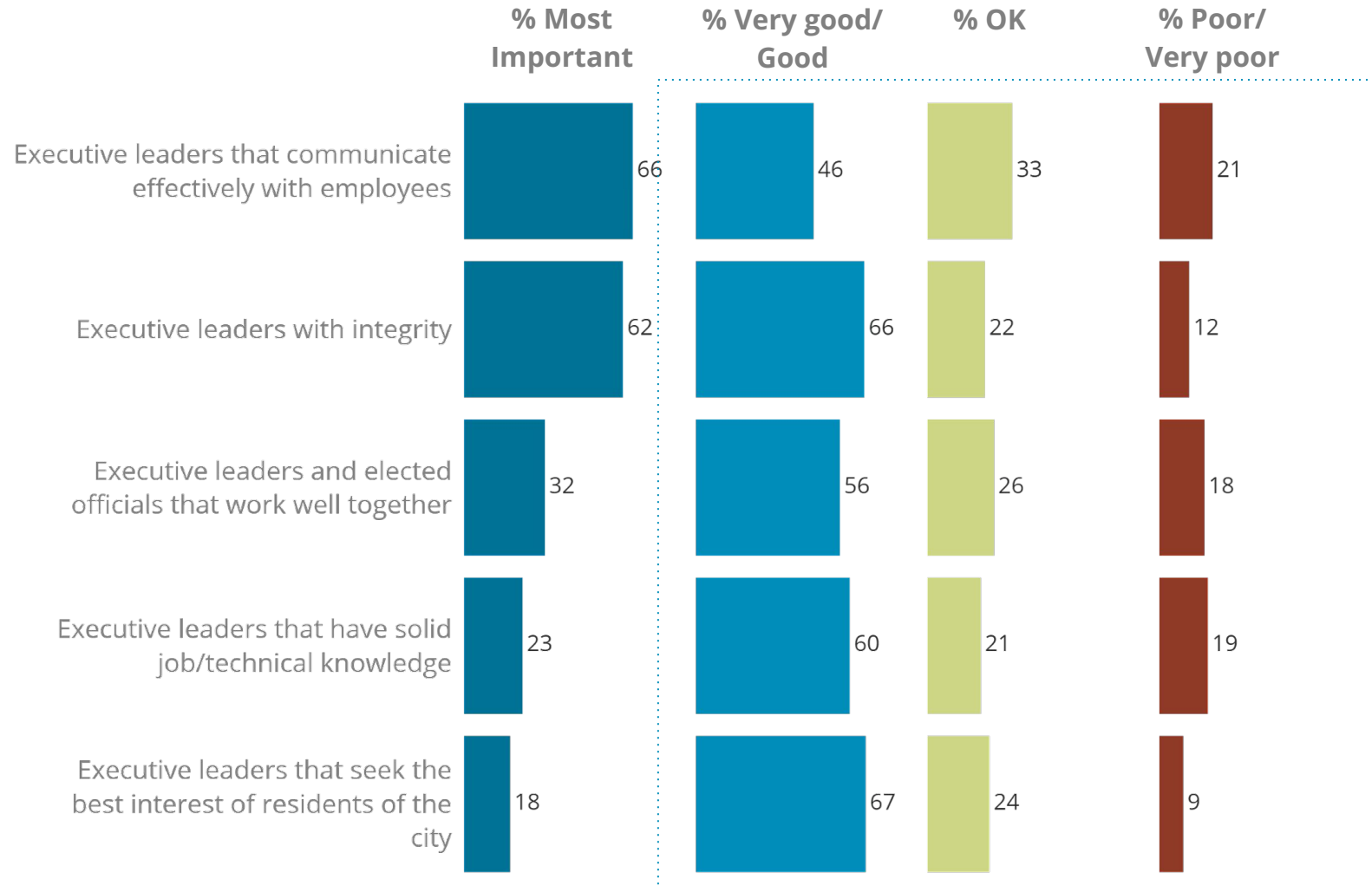
Observations

Regarding **Department Heads & Executive Leaders** employees felt it was important to prioritize:

- Better communication from executive leaders
- Leading with integrity.

Most employees rated city leaders high for having integrity, but felt there was room to improve in communication.

Sample Size: 488



Overall Importance/Performance (Top 20)

Observations

This page brings together the five topics of Engagement & Meaning through Department Heads & Leaders. It shows a **GAP Analysis** of the **most important attributes** overall and **their ratings**.

Rated high - with room to improve

- Leaders who communicate effectively
- Different ideas and opinions are heard and respected
- Applying policies fairly to all employees
- Workload you can manage

Most employees felt the city is doing well with each of these attributes, but some felt improvement was needed.

Sample Size: 488

Rating - if selected as Most Important



This list now combines all of the issues you selected as being MOST important. How is the City doing on these important issues? Which THREE do you feel are MOST important for city executive leaders to focus on now?

Note: The individual results of this question were shown previously, from ENGAGEMENT & MEANING to DEPARTMENT HEADS & EXECUTIVE LEADERS.

Comparison: Motivated/Unmotivated Staff

StaffPOV

Importance/Performance (Motivated Employees)

Very motivated and Somewhat motivated

Most Important Very good/ Good OK Poor/ Very poor



Importance/Performance (Unmotivated Employees)

Somewhat unmotivated and Very unmotivated

Most Important Very good/ Good OK Poor/ Very poor



Sample Size: 390

Observations: **Motivated staff prioritize:**

- Communication
- Leader Integrity
- Work/life balance
- The right tools
- A positive team environment

A little more communication may help, but the City is doing great with these employees.

Observations: **Unmotivated staff prioritize:**

- The right tools
- Leader integrity
- A workload they can manage
- Being heard and respected
- Work/life balance

There are few unmotivated staff, but there may be value exploring tool needs and finding out if some valuable opinions are not being heard.

Sample Size: 38



Observations

This page once again shows the ranking importance of attributes. However, it includes the topic category.

A review of the table shows:

- The top 2 issues are about leadership
- The Top 10 issues do not include Engagement & Meaning, but the other four attributes show up at least twice in the Top 10.

This chart suggests that the City needs to be balanced in their approach, as a spectrum of attributes is valued by employees.

20 Most Important Themes by Department

Three Most Important Attributes Overall - Department Comparisons

	All PT Staff n = 54	City Mgr / Legal n = 15	Dev Services n = 37	Finance n = 23	Fire n = 77	Library n = 28	Mgt Services n = 22	Police n = 112	Public Works n = 105	Recreation n = 15	NET n = 488
Execs communicate effectively with employees	28%	33%	16%	22%	36%	36%	32%	29%	23%	13%	27%
Executive leaders with integrity	26%	20%	24%	35%	27%	21%	23%	29%	16%	13%	24%
Balance between personal and professional life	9%	20%	16%	17%	36%	7%	27%	20%	25%	33%	22%
Right tools/resources to execute job	7%	33%	14%	26%	22%	25%	23%	21%	25%	7%	20%
Different ideas/opinions heard/respected	24%	0%	5%	13%	18%	36%	0%	20%	12%	13%	16%
Positive team environment	19%	20%	24%	30%	14%	4%	18%	11%	18%	13%	16%
Leaders who care about your success	19%	13%	16%	9%	19%	0%	14%	15%	18%	20%	16%
Policies applied fairly to all employees	9%	7%	5%	17%	14%	7%	18%	15%	18%	20%	14%
Sufficient training to perform your job well	13%	7%	14%	17%	10%	0%	23%	17%	14%	27%	14%
Workload you can manage	6%	27%	22%	17%	12%	7%	5%	13%	19%	13%	14%
Execs / elected officials work well together	13%	20%	30%	17%	13%	14%	14%	13%	6%	20%	13%
Recognition for work accomplishments	15%	0%	14%	9%	6%	4%	9%	11%	17%	33%	12%
Opportunities that help in gaining new skills	9%	0%	14%	9%	12%	7%	23%	13%	15%	0%	12%
Clear goals/objectives	7%	20%	11%	0%	10%	18%	18%	10%	9%	0%	10%
A welcoming environment for all	15%	7%	8%	4%	4%	25%	9%	9%	11%	0%	10%
Execs value/appreciate opinions	7%	7%	5%	13%	9%	14%	5%	5%	4%	13%	7%
Execs seek best interest for city residents	13%	13%	5%	4%	1%	4%	0%	6%	6%	13%	6%
Execs have solid job/technical knowledge	7%	7%	0%	4%	0%	21%	5%	4%	7%	7%	5%
Work in your team is well planned/organized	7%	13%	5%	9%	5%	7%	0%	3%	5%	0%	5%
Pride because of work done for city	6%	0%	0%	4%	3%	0%	5%	4%	10%	0%	5%

Observations

This heat map is **sorted in order by all responses**. Each column shows the priorities for city departments (and grouped PT staff).

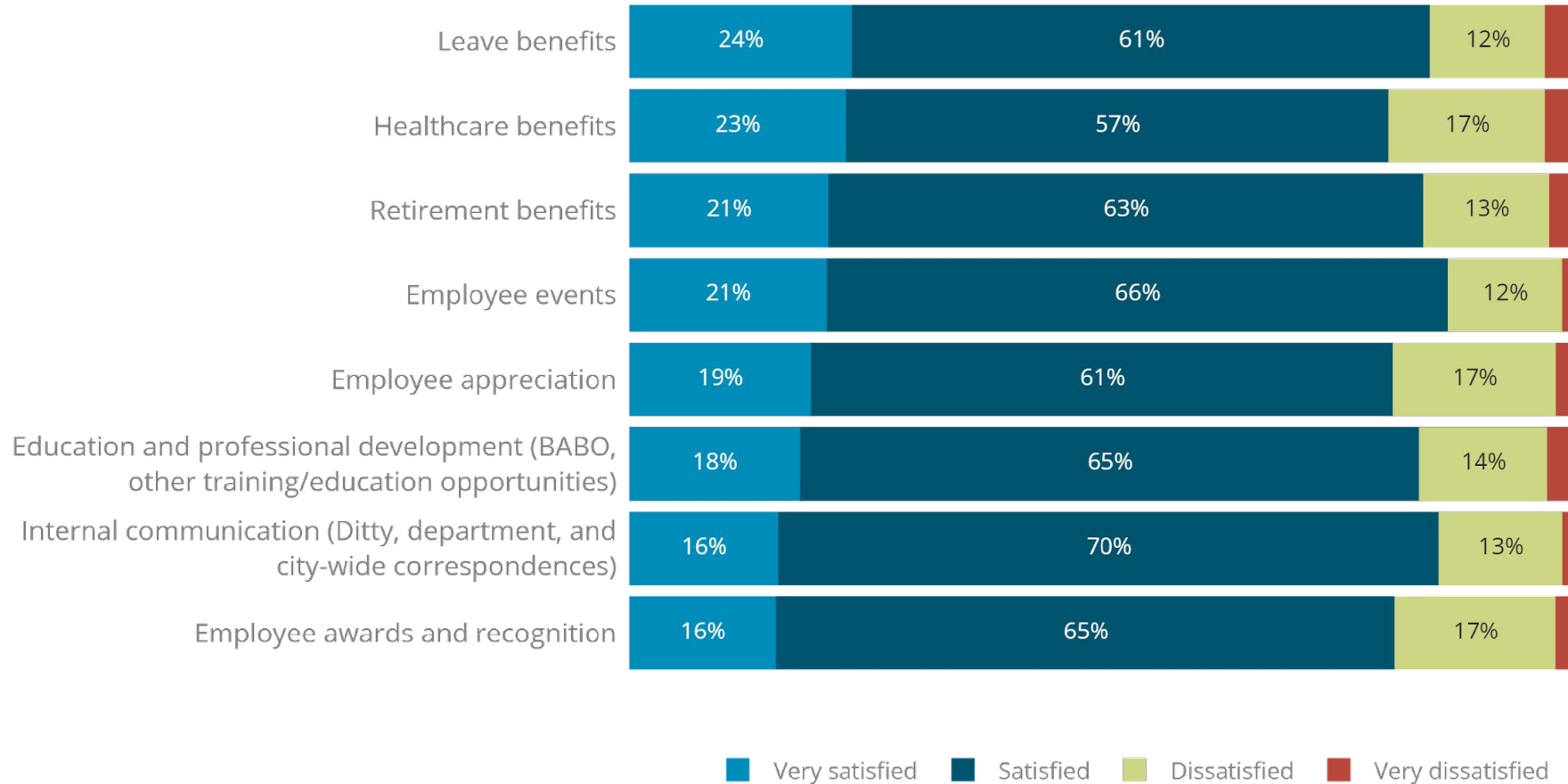
As an example...

Library staff prioritized the following as most important:

- **Communication** from execs
- **Opinions heard & respected**
- A **welcoming** environment
- **Technical knowledge** for execs

For each department, simply look for dark blue highlights to understand the priorities of department staff.

Compensation/Benefits



Observations

This series of questions was not prioritized, something we will do the next time.

Overall, staff tend to be satisfied with the compensation and benefits of Orem City.

Sample Size: 488

Orem City is in a strong position:

- 80% feel the city is heading in the **right direction**.
- 45% of employees feel the city **has improved** (45%) in the past 1-2 years.
- High **Motivation**, with 46% being very motivated and 34% being somewhat motivated.
- Very **few employees see themselves leaving** in the next year (8%).

Future focus areas are the following, which were prioritized highly AND rated somewhat lower (poor or very poor):

- Exec. leaders that **communicate effectively** with employees.
- Different ideas and **opinions are heard** and respected.
- Policies are **applied fairly** to all employees.
- A manageable **workload**.

The City is doing quite well in these areas that were prioritized highly AND rated highly (very good or good):

- Executive leaders with integrity**
- Balance between personal and professional life,**
- The right tools to execute responsibilities, and**
- Positive team environment.**

Compensation and benefits ratings indicate general satisfaction.



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OnPointe Insights is unique among research firms. We know research through personal application. Ron Gailey, founder and CEO spent over 15 years as a senior executive at Washington Mutual Bank (JPM Chase) and 8 years at Coca-Cola. He provided the research that peer executives used for strategy, planning, growth, marketing and more. Executives hated long reports, and they wanted clear insights they could trust. Ron developed competency providing what executive leaders needed.

Six years ago, Ron started his own research company serving clients like Coca-Cola, T-Mobile, KFC, 1800 Contacts, Kellogg's, and others.

Along the way, a city manager sought help with their resident survey. Ron designed an entirely new survey approach that simplified the survey for residents, but allowed for an analysis that was extremely intuitive and clear. They loved it! And Ron found a new passion.

OnPointe Insights is devoted to helping mayors, city managers, city councils, and other civic leaders with their challenges. It's his way of using his experience and skills to support the local community and to give back.

Our sincere thanks to the leadership team at QuestionPro, who provides meaningful technical and cost support. Their efforts allow OnPointe Insights to offer CityPOV to cities at reasonable and stable costs, despite large sample sizes.

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Orem employees tend to agree that the city is heading in the **right direction (80%)**. Also, 45% of employees feel the city has improved (45%) in the past 1-2 years, which is an excellent sign of positive progress. Compared to other cities, 87% said working for Orem was somewhat or much better, and no one said Orem was worse. **Motivation is high**, with 46% being very motivated and 34% being somewhat motivated. Few were unmotivated (8%). Also, **few employees see themselves leaving** in the next year (8%).

A deeper analysis reveals that Orem employees love working for the city. By addressing a few frustrations, their feelings would improve. This survey will help city leaders prioritize wisely.

- We asked employees to prioritize over 30 topics. They then rated their high priority topics. The following were prioritized highly AND rated somewhat lower (poor or very poor): **Exec. leaders that communicate effectively with employees, Different ideas and opinions are heard and respected, Policies are applied fairly to all employees, and Workload you can manage.** These attributes were rated as the Top 10 MOST IMPORTANT, and had Poor/Very Poor ratings of more than 20%.
- The following were prioritized highly AND rated Very Good or Good: **Executive leaders with integrity, Balance between personal and professional life, The right tools to execute responsibilities, and Positive team environment.** For each of these, good ratings were over 60%.
- A few employees indicated low motivation. What differentiates them from others?
 - More unmotivated staff are found in the Library, in Finance, and are employed part-time.
 - Unmotivated staff ranked the importance of attributes differently, prioritizing **The right tools, A workload they can manage, Being heard and respected, and Work/life balance** higher than motivated staff.
- Employees evaluated several attributes dealing with compensation and benefits. Ratings indicate general satisfaction with benefits and none of them was rated low. Next time this study is done, it would be wise to prioritize them.

A final exploration finds that the City will need to be balanced in their approach and not focus on any single area, such as Engagement & Meaning, Growth & Autonomy or Leadership. A spectrum of attributes is valued by employees.