



SAN DIEGO
HOUSING
COMMISSION

We're About People

San Diego Housing Commission (SDHC) Employee Engagement Survey Presentation to the SDHC Board of Commissioners July 21, 2023

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SDHC Employee Engagement Survey

Introduction

- Reasons for the survey:
 - Collect critical feedback from employees on areas such as manager quality, communications, recruitment, career development and engagement.
 - Measure employee perceptions of past events and future expectations.
 - Align SDHC practices with industry standards and create a highly motivated and high-performing workforce.
- SDHC contracted with Flex Surveys to conduct the survey.
 - Responses were confidential and anonymous.
 - Survey was conducted online.
 - Survey occurred March 27, 2023 – April 10, 2023.



SDHC Employee Engagement Survey Participation

Survey Period: **Mar 27 - Apr 10, 2023**

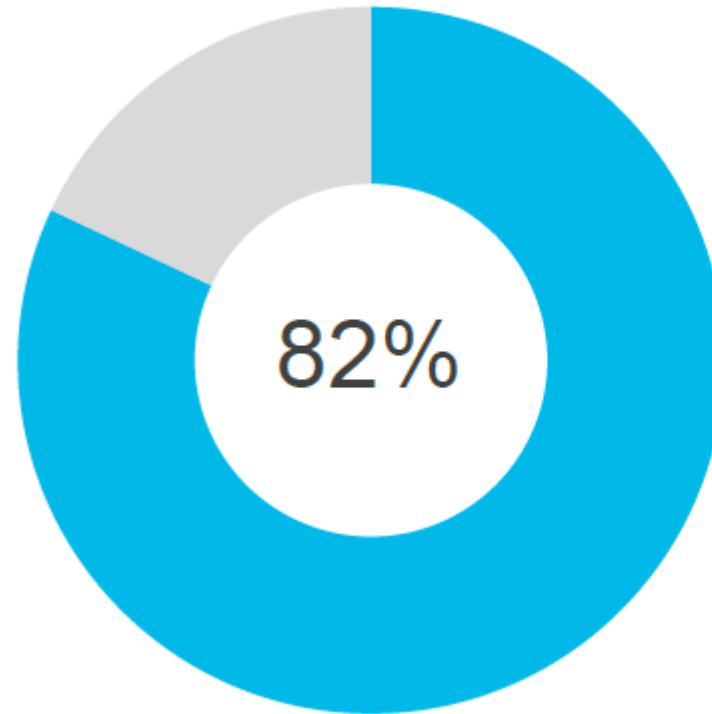
Survey Method: **Online**

Total Employees: **350**

Total Surveys: **287**

Minimum Sample: **5+**

Participation Rate

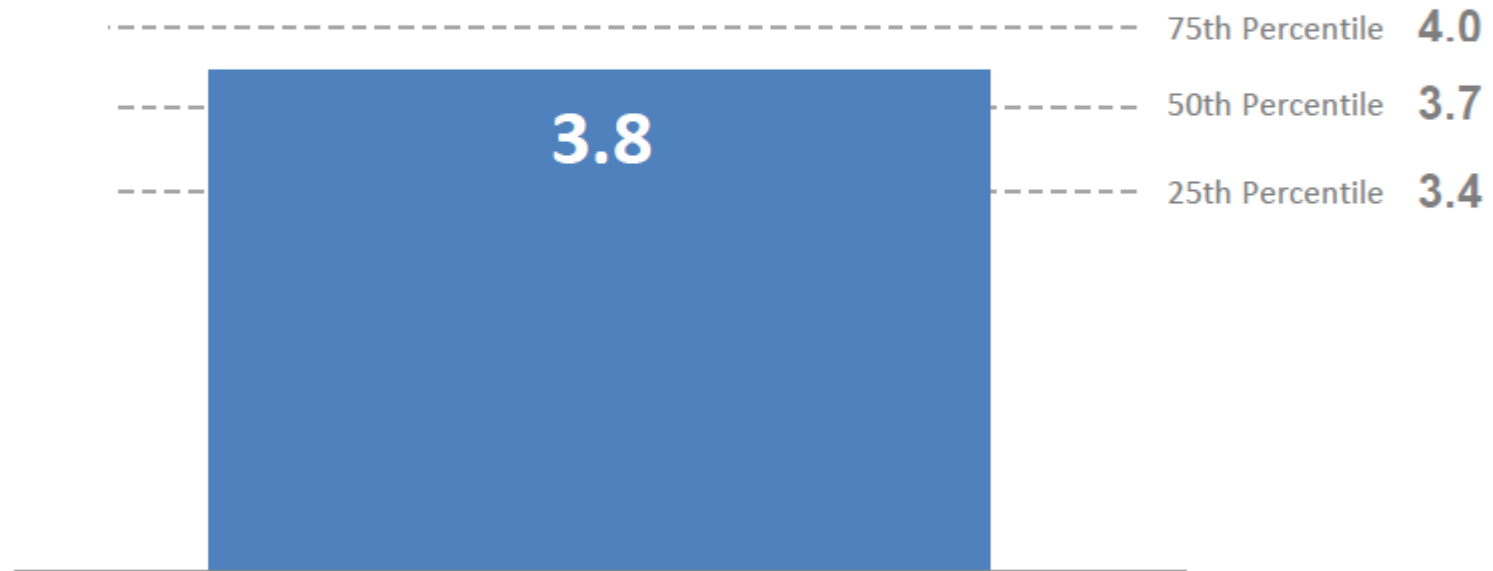


75th Percentile	86%
50th Percentile	78%
25th Percentile	65%



SDHC Employee Engagement Survey Results

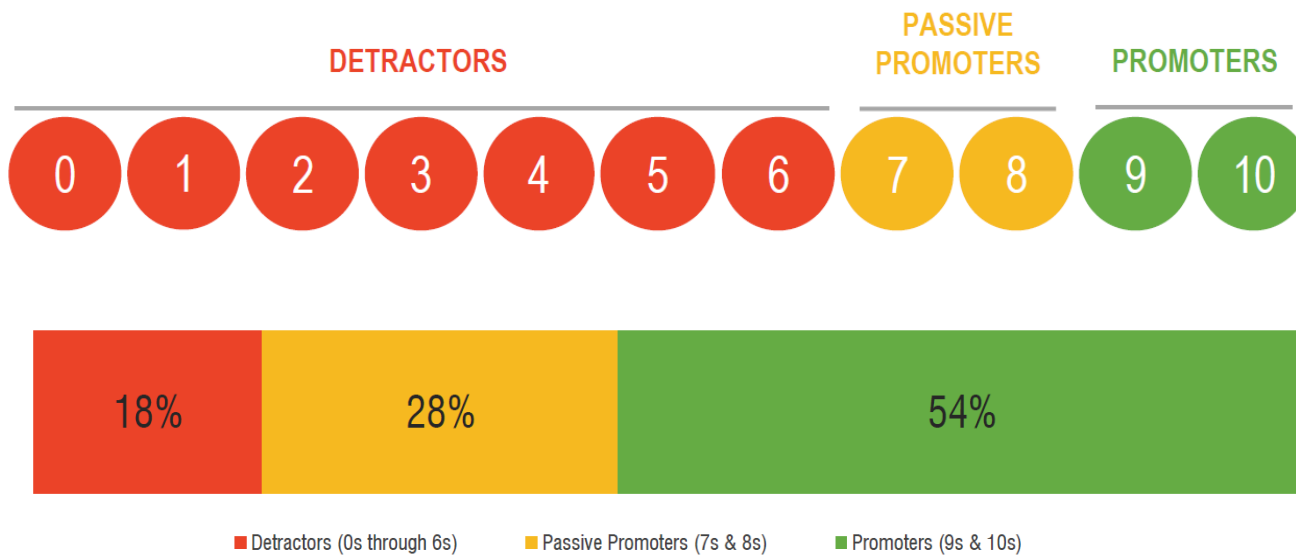
Overall Average
(Average Responses on 5 Point Scale)



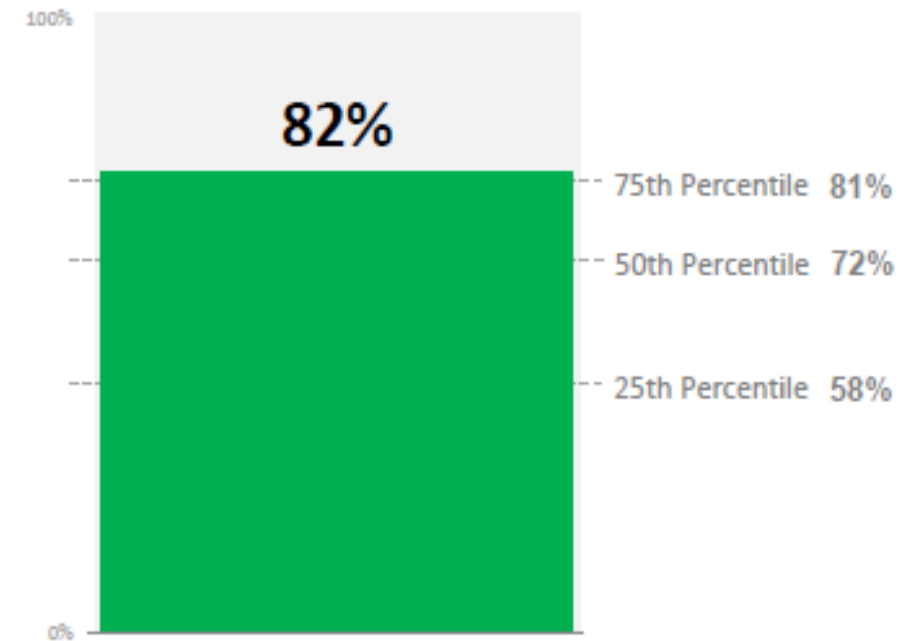
SDHC Employee Engagement Survey

Results – Engagement

What is the likelihood you would recommend SDHC as a place to work?



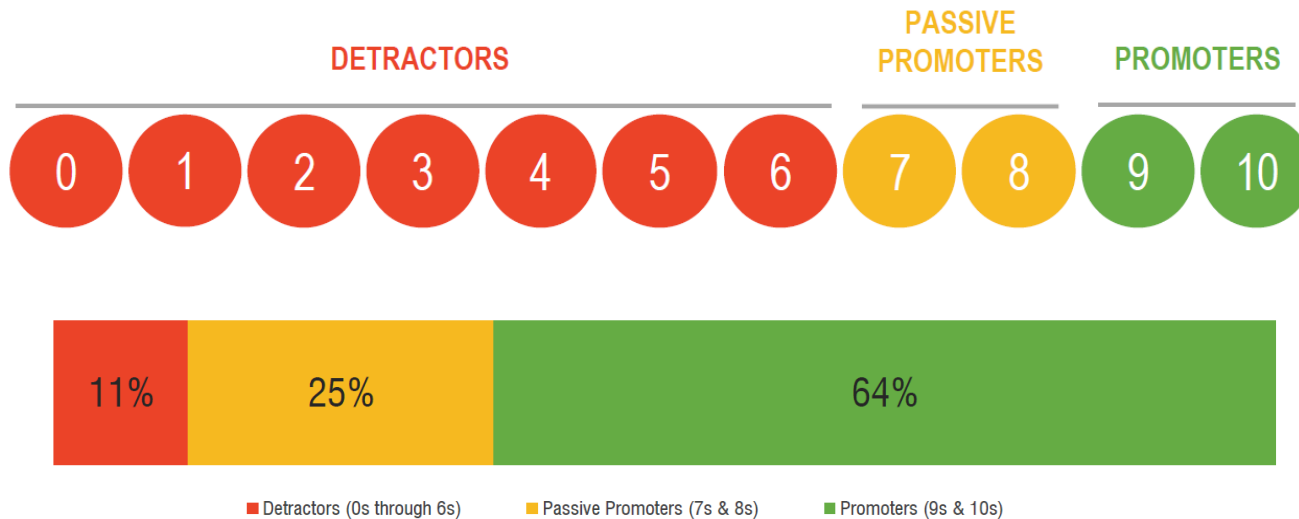
%Engaged
%Passive Promoters + %Promoters



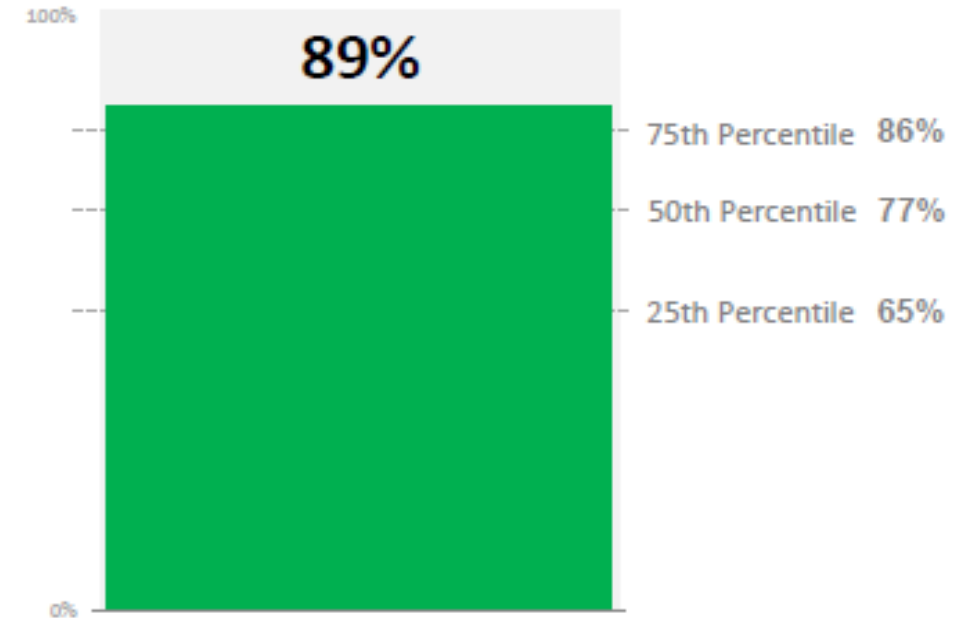
SDHC Employee Engagement Survey

Results – Endorsement

What is the likelihood you would recommend SDHC's Services?



%Endorse
%Passive Promoters + %Promoters



SDHC Employee Engagement Survey

External Benchmarks

Survey Categories	SDHC	Bench	+ / -
Workplace Satisfaction	3.9	3.7	+ .2
Company Culture	3.9	3.9	-
Staffing & Co-workers	3.6	3.5	+ .1
Communication & Teamwork	3.8	3.7	+ .1
Job/Role Clarity	3.9	4.0	- .1
Feedback & Recognition	3.8	3.6	+ .2
Manager Skills	4.2	4.0	+ .2
Senior Management	3.5	3.5	-
Training & Development	3.7	3.6	+ .1
Compensation & Benefits	3.9	3.6	+ .3
Job Commitment	4.0	3.9	+ .1
Overall Average	3.8	3.7	+ .1



SDHC Employee Engagement Survey

External Benchmarks (Continued)

	Benchmark Rank
1 I am proud to work at SDHC	75th
4 Over the past year, SDHC has improved for the better	50th
14 My fellow employees are committed to doing quality work	75th
15 I have close personal connections at work	50th
18 There is a strong sense of teamwork and cooperation within my immediate team	75th
21 I know what is expected of me at work	75th
25 I have the tools and resources I need to do my job well	75th
26 In my role, I have the opportunity to do what I do best every day	75th

	Benchmark Rank
27 Employee efforts and achievements are properly recognized at SDHC	50th
29 I receive regular constructive feedback on my overall job performance	75th
30 I have the opportunity to share my thoughts and ideas	75th
35 My manager has a sincere interest in my well-being	75th
40 Over the past year, I have had the opportunity to learn and grow	75th
42 Our organization provides opportunities for career advancement	50th
50 I plan on continuing my career with SDHC for at least 2 more years	75th



SDHC Employee Engagement Survey

Key Takeaways

Key Takeaways

I know how my **Job Contributes**

Proud to work at SDHC

Management **Availability**

Internal **Communication**

Job **Training & Development**



SDHC Employee Engagement Survey

Timeline of Next Steps

Owner	Action Item Timeline	Date
SDHC	All-Staff Communication	June 27 th
SDHC	All-Staff Presentation & Review	July 7 th
SDHC	Feedback from Board of Commissioners	July 21 st
Flex Survey	Training Webinar for Managers/Leaders	FY24 Quarter 1
Flex Survey	Distribute Reporting to all Leaders	FY 24 Quarter 1
Managers/Leaders	Finalize & Document Action Items	FY24 Quarter 3
Managers/Leaders	Meet with Teams to Discuss/Review Action Items	FY24 Quarter 3
Consultant/HR	Implement Agency-wide Focus Groups	18-24 months period



SDHC Employee Engagement Survey

Questions & Comments

