

California Legislature



Climate Survey Results

April 2018 Survey Administration



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Agenda

Purpose, Process & Outcomes

Employee Engagement and
Building a Fair & Inclusive Climate

Climate Survey Results

Recommendations

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Purpose

- Create a fair, accepting & open culture; free from discrimination and harassment
- Measure organizational climate, identify strengths and opportunities
- Recommend actions to improve climate and reduce instances of reported harassment

Building a Fair & Inclusive Climate



Employee Engagement

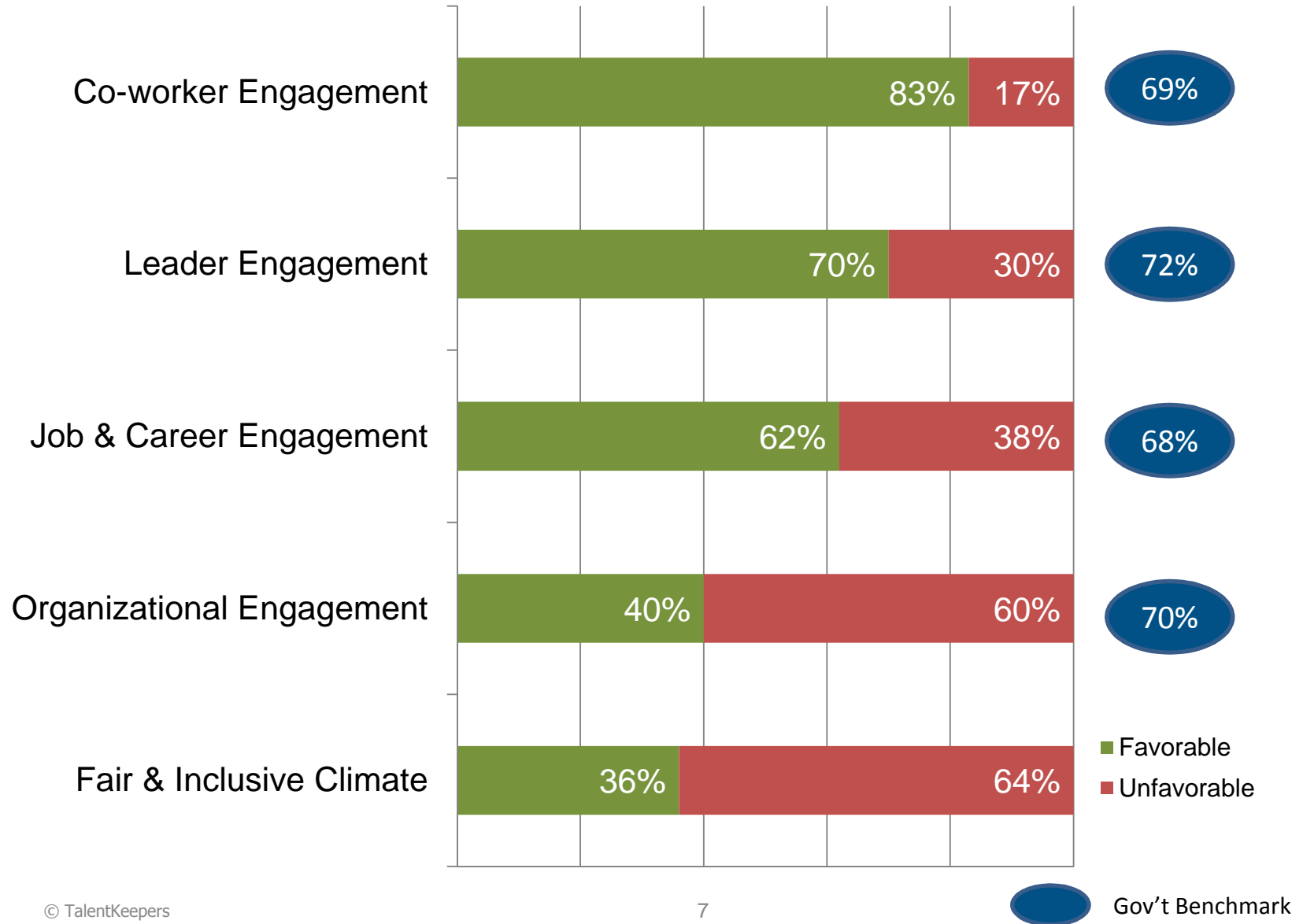


Climate Survey Participation

- **Survey Administration: 4/18/2018 - 5/11/2018**
- **Eligible Participants: 2,661**
 - Includes: All benefits eligible employees; legislators; volunteers

| Group | Completion Percentage | Count |
|----------------------------|-----------------------|--------------|
| Legislature Overall | 46% | 1,220 |
| Assembly | 49% | 751 |
| Senate | 42% | 469 |

Engagement Dashboard





Organizational Strengths

1. Employees are satisfied with their work duties and are committed to their work in public service
 - A. 70% are satisfied at work
 - B. Job duties are cited as the number one reason employees are staying
 - C. 78% of employees indicate they intend to remain employed with the Legislature for 3 years or more
 - D. Employees are satisfied with their health plans and believe the Legislature is committed to delivering high quality service to the public



Organizational Strengths

2. Results indicate strong relationships with co-workers and leaders
 - A. 83% of employees are engaged by their co-workers
 - B. 70% of employees are engaged by their direct/immediate supervisor
 - C. Over 80% of employees believe their supervisor is trustworthy, caring, and listens to ideas



Organizational Opportunities

1. Employees do not feel secure in their jobs and do not feel respected by the Legislature
 - A. Only 55% of employees believe individuals in positions of power support a harassment-free work environment
 - B. 38% do not believe victims or reporters of harassment are free from retaliation
 - C. 33% do not believe appropriate action will be taken after a complaint is made

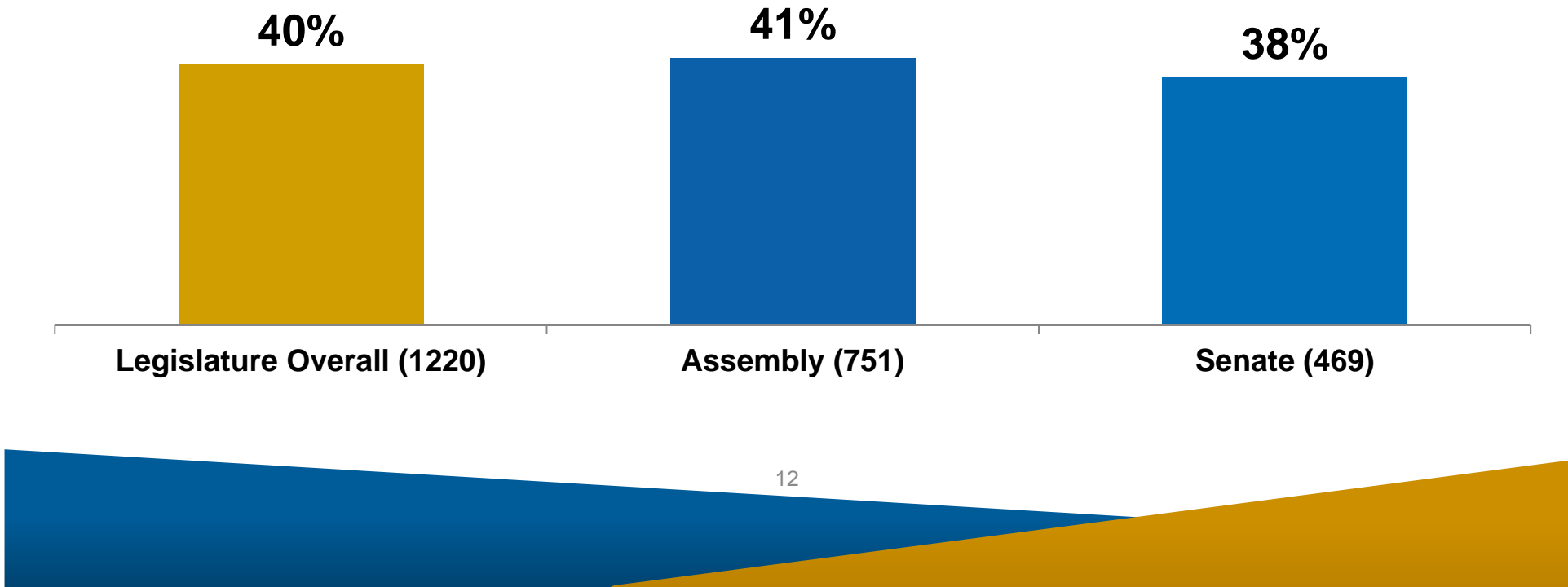


Organizational Opportunities

2. Of those who indicate they have experienced or witnessed harassment:
 - A. Females reported higher incidents of harassment than men
 - B. The percentage of Supervisors who report harassment is higher than that of non-supervisors, however, the number of non-supervisors reporting harassment is greater than that of supervisors
 - C. The most prevalent indication of harassment resulted from lobbyists/members of the public
 - D. Capitol employees reported higher incidents of harassment than those located in the districts

Organization Engagement Index

Percent Engaged



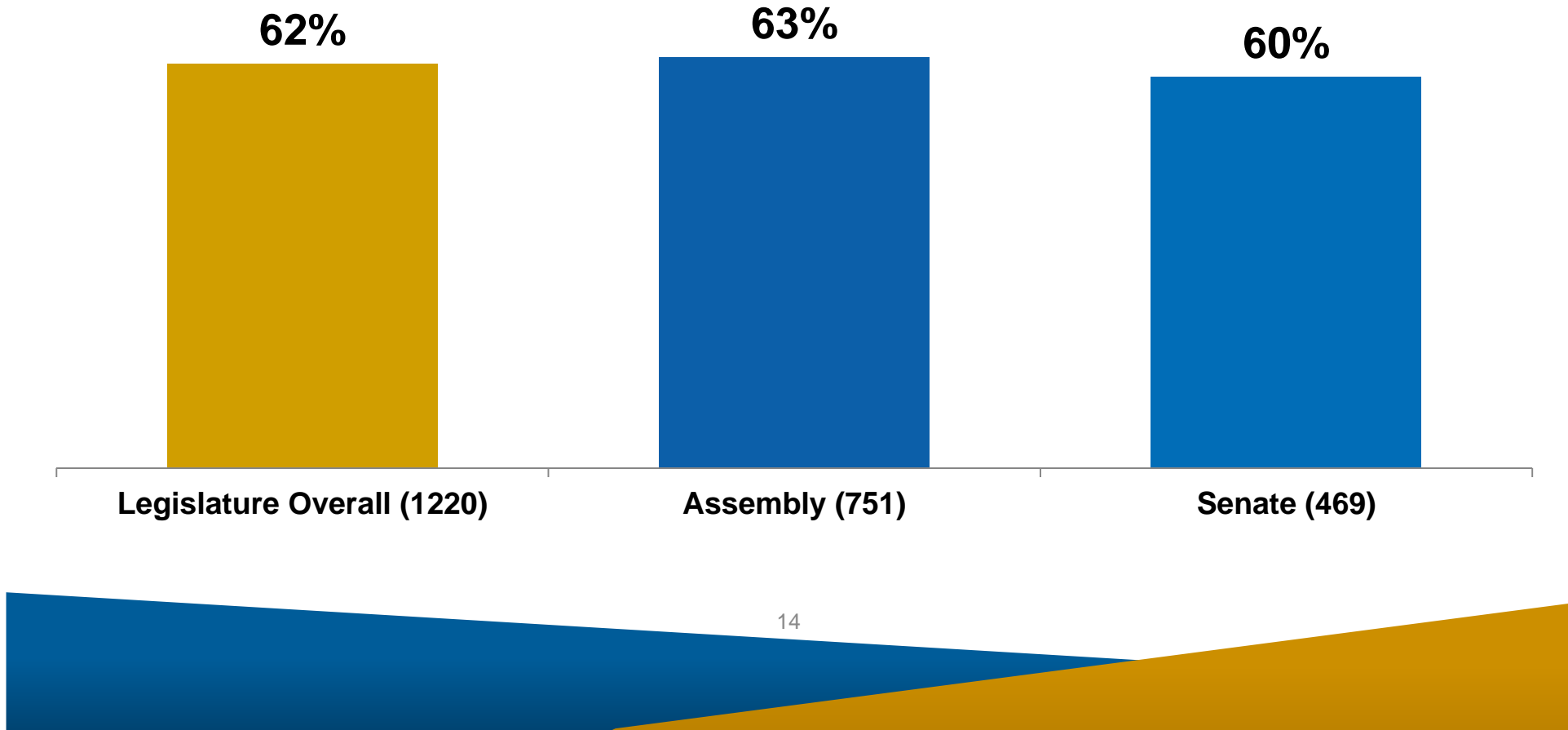
| Organization Engagement Items | Legislature Overall | Assembly | Senate |
|--|---------------------|------------|------------|
| OEI | 40% | 41% | 38% |
| The Legislature consistently demonstrates that delivering high quality service to the public is a high priority. | 69% | 68% | 69% |
| Managers are accessible and approachable when necessary. | 64% | 66% | 62% |
| The Legislature shows respect for employees. | 49% | 50% | 47% |
| I feel that I can question a policy or practice, without fear of being penalized. | 45% | 47% | 42% |
| My employer's process and procedures to evaluate and promote employees is fair. | 44% | 46% | 41% |

Engagement Index Calculation:

$$\frac{\text{\# of employees averaging 3.65 + across all questions}}{\text{\# of total respondents}}$$

Job & Career Engagement Index

Percent Engaged



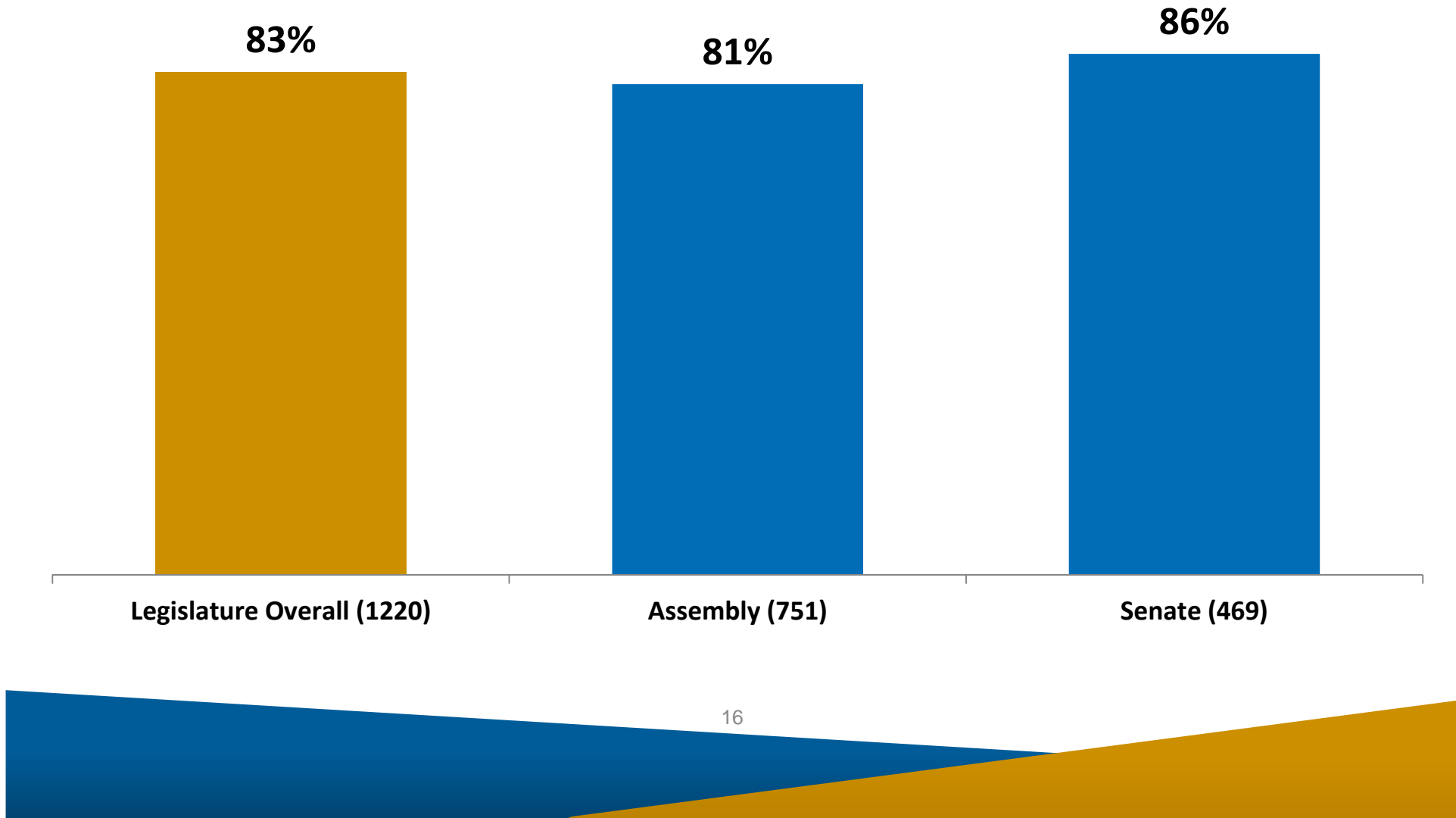
| Job & Career Engagement Items | Legislature Overall | Assembly | Senate |
|--|---------------------|------------|------------|
| JEI | 62% | 63% | 60% |
| This is a career that I love and believe in. | 82% | 80% | 86% |
| My decision-making authority is sufficient for me to perform my job effectively. | 78% | 76% | 82% |
| I have the information and resources needed to effectively get my work done. | 77% | 78% | 76% |
| I receive the training needed to perform my job effectively. | 67% | 68% | 65% |
| At work, I have sufficient opportunities for professional growth. | 54% | 56% | 51% |

Engagement Index Calculation:

$$\frac{\text{\# of employees averaging 3.65 + across all questions}}{\text{\# of total respondents}}$$

Co-Worker Engagement Index

Percent Engaged

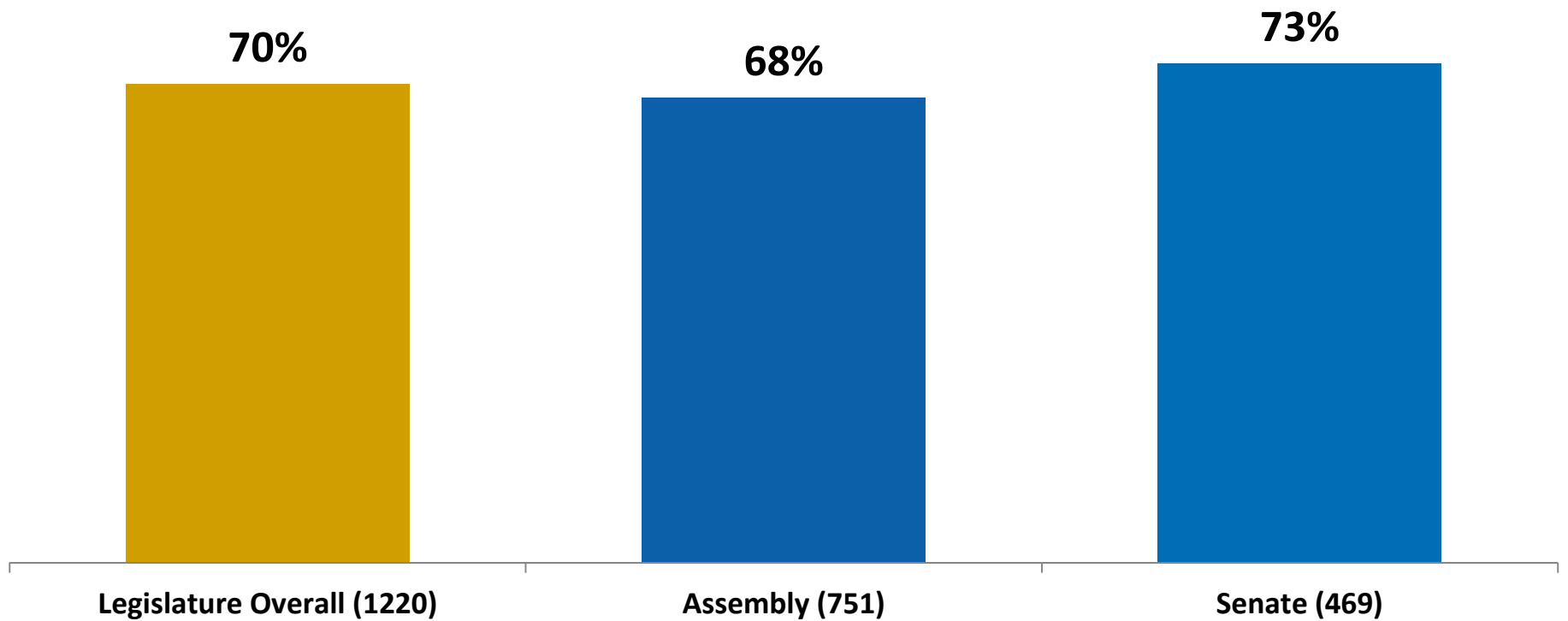


| Co-Worker Engagement Items | Legislature Overall | Assembly | Senate |
|--|---------------------|------------|------------|
| CEI | 83% | 81% | 86% |
| Most of my co-workers communicate effectively with me. | 84% | 82% | 88% |
| I receive the support I need to be able to succeed from most of my co-workers. | 84% | 82% | 88% |
| Most of my co-workers demonstrate interest and concern for my personal well being. | 84% | 82% | 86% |

Engagement Index Calculation:

$$\frac{\text{\# of employees averaging 3.65 + across all questions}}{\text{\# of total respondents}}$$

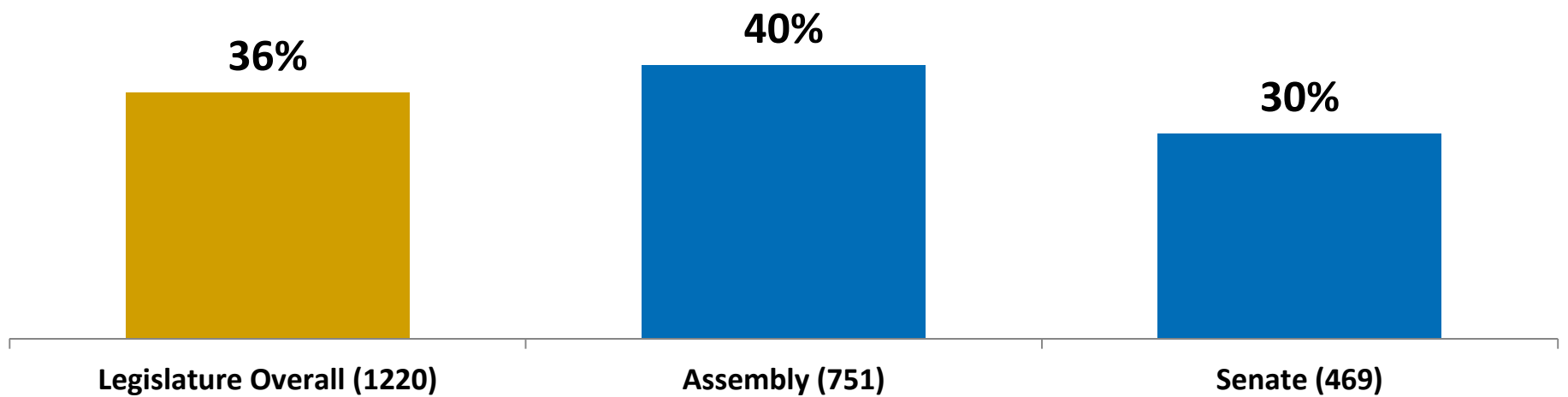
Leader Engagement Index Percent Engaged




18

| Leader Engagement Items | Legislature Overall | Assembly | Senate |
|--|---------------------|------------|------------|
| LEI | 70% | 68% | 73% |
| My direct/immediate supervisor is someone I can trust. | 82% | 79% | 87% |
| My direct/immediate supervisor listens when I have suggestions on how to do things better. | 81% | 80% | 83% |
| My direct/immediate supervisor is concerned for me as an individual. | 81% | 80% | 84% |
| My direct/immediate supervisor holds me and my co-workers appropriately accountable for performance. | 77% | 76% | 78% |
| The feedback my direct/immediate supervisor provides me helps me improve my performance. | 76% | 74% | 79% |
| My direct/immediate supervisor helps me feel empowered and creates an environment that encourages decision making. | 75% | 73% | 78% |
| My direct/immediate supervisor clearly communicates expectations and the reasons behind changing priorities. | 73% | 72% | 76% |
| My direct/immediate supervisor is aware of generational differences in the workplace and responds appropriately. | 72% | 71% | 72% |

Fair & Inclusive Climate Index Percent Engaged



20

| Fair & Inclusive Climate Items  | Legislature Overall | Assembly | Senate |
|--|---------------------|------------|------------|
| FIC | 36% | 40% | 30% |
| I understand my employer's sexual harassment prevention policy. | 86% | 88% | 82% |
| I am aware of my employer's complaint process. | 72% | 76% | 66% |
| Individuals in positions of power support a harassment-free work environment. | 55% | 58% | 51% |
| The Legislature has policies and practices that provide equal opportunity to staff regardless of membership in protected classes. | 54% | 56% | 50% |
| I believe that if I report harassment (witnessed or experienced) by following the complaint process, appropriate action will be taken. | 40% | 42% | 35% |
| I am confident that if I report harassment (witnessed or experienced) there is no risk for retaliation for myself or the victim. | 39% | 40% | 36% |
| I have heard others make jokes at work about protected classes. | 34% | 36% | 31% |

Note: Lower agreement on this question is preferred. Percentages shown are percent agreement

Employee Net Promoter Score (ENPS)

- Measures employees' willingness to recommend the organization as a good place to work
- Scale: (negative) -100 to (positive) +100

ENPS Calculation = (Promoters – Detractors) ÷ Total # of Respondents

Detractors

1-6 Rating

- Negative referral & feedback
- Reduce motivation & pride
- Diminished loyalty

Passives

7-8 Rating

- Rarely recommend
- Passively satisfied
- Loyalty unstable & short-term

Promoters

9-10 Rating

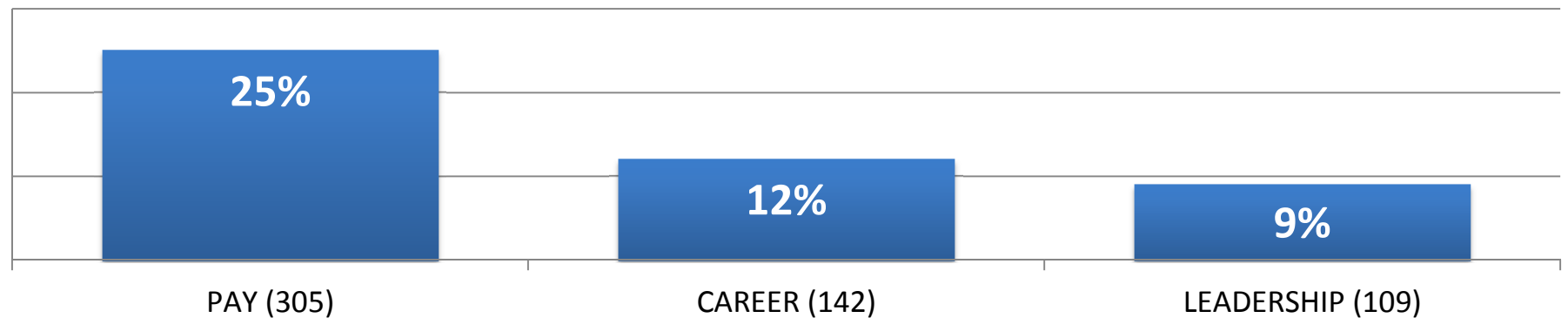
- Proud to recommend
- Enthusiastic
- Loyal

Willingness to Recommend as a GOOD Place to Work

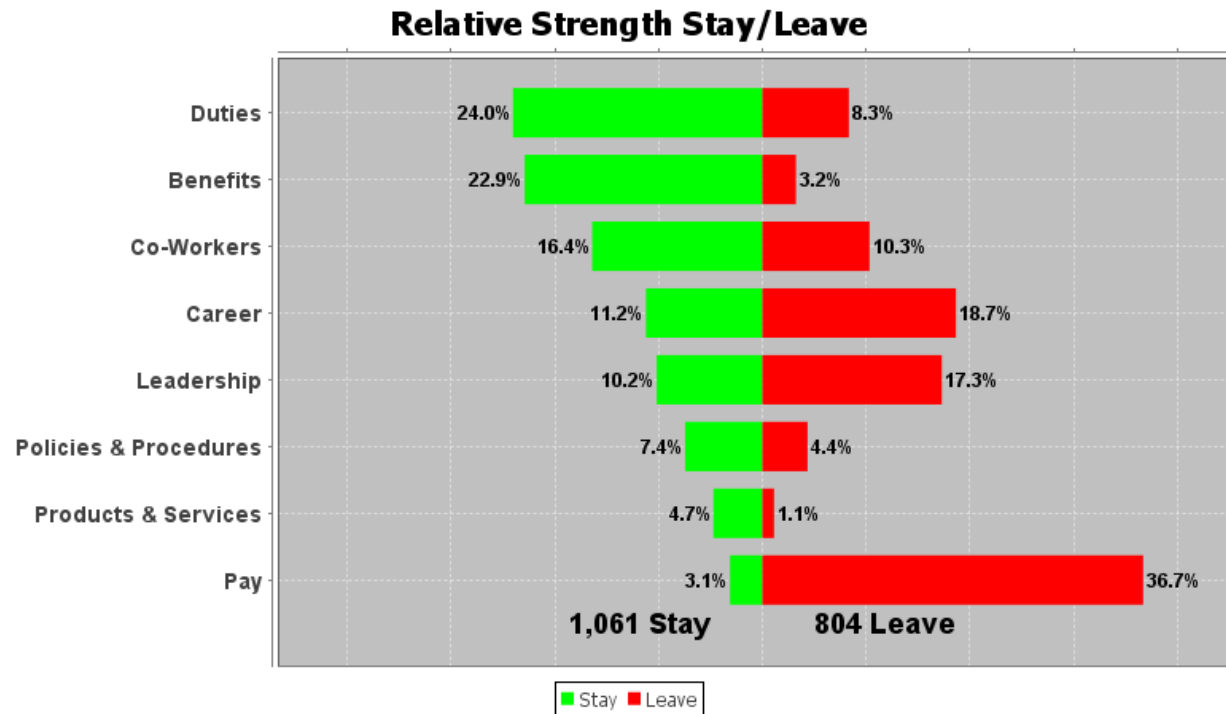
Goal: 30 or higher; Moderate: 1-30; Focus: 0 or below

| <i>How likely are you to recommend the organization as a good place to work?</i> | ENPS (-100 to 100) | Detractor Count | Passive Count | Promoter Count |
|---|-----------------------|--------------------|------------------|-------------------|
| Legislature Overall | -3 | 356 | 540 | 324 |
| Assembly | -3 | 215 | 340 | 196 |
| Senate | -3 | 141 | 200 | 128 |

What would increase your willingness to recommend as a good place work?



Free Responses Themes



| STAY | | LEAVE | |
|------------|-----------------------------|------------|---------------------------------|
| Themes | Themes | Themes | Themes |
| Duties | Doing work that matters | Pay | Stagnant or low wages, inequity |
| Benefits | Good healthcare and pension | Career | Lack of growth and advancement |
| Co-workers | Great teamwork | Leadership | Hostile/unfair work environment |

Recommendations Summary

Change Management for Policies, Procedures & Processes

1. Policies and procedures assessment
 - A. *Review*: Assess policies and procedures and their relevance to the current climate. Are they out of sync with the culture? Are they clearly defined?
 - B. *Reset*: Educate employees on appropriate avenues to log complaints; be transparent about what happens once the complaint is made.
 - C. *Evaluate*: Frequently evaluate the usage, understanding, and execution of the policy/procedure/process.
 - D. *Enforce*: Balance confidentiality of process with transparency in investigation and follow-up with person reporting.

Recommendations Summary

Leverage Co-Worker Engagement

2. Educate all stakeholders on how to create a fair & inclusive climate
 - A. *Understand*: More employees reported witnessing harassment than employees reported experiencing harassment.
 - B. *Educate*: Train employees on how to anonymously report incidents they have witnessed, and encourage employees to make reports.

Transparency & Accountability

3. *Transparency*: Be very clear about the steps involved in the processes, including who will be handling complaints in order to mitigate fear of retaliation.
4. *Model*: Hold leaders accountable for following appropriate procedures and creating a fair and inclusive climate a priority
5. *Evaluate*: We will reassess these metrics with a follow-up survey to gauge progress.

Appendix



Harassment Definitions & Protected Class List

Verbal Harassment

- e.g., epithets; derogatory jokes or comments; slurs; innuendos; questions about a person's sexual practices; and, propositions or requests for sexual favors

Written Harassment

- e.g., suggestive, obscene, or derogatory notes, letters, e-mails, text messages, or social media postings or messages.

Visual Harassment

- e.g., derogatory, offensive, obscene or sexually-oriented posters, photography, calendars, cards, cartoons, drawings, or gestures; and, display of offensive, sexually-suggestive, or lewd objects.

Physical Harassment

- e.g., assault; unwanted touching or physical contact; intentionally blocking normal movement or interfering with work or movement; and, leering or staring.

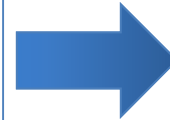
Protected Classes

- Race; Color; Religion (includes religious dress and grooming practices); Sex/gender (includes pregnancy, childbirth, breastfeeding and/ or related medical conditions); Gender identity, gender expression; Sexual orientation; Marital status; Medical Condition (genetic characteristics, cancer or a record or history of cancer); Military or veteran status; National origin (includes language use and possession of a driver's license issued to persons unable to provide their presence in the United State is authorized under federal law); Ancestry; Disability (mental and physical including HIV/AIDS, cancer, and genetic characteristics); Generic information; Request for family care leave; Request for leave for an employee's own serious health condition; Request for Pregnancy Disability Leave; Retaliation for reporting patient abuse in tax-supported institutions; Age (over 40)

Engagement Index Measures

Engagement Indices

1. Organization (OEI)
2. Job/Career (JEI)
3. Co-Worker/Team (CEI)
4. Leader (LEI)



Index Measurement

- Each index is a composite of specific items
- Employees rated items on a 5-point scale (1=strongly disagree; 5=strongly agree)
- Employee deemed engaged if average rating of index items is 3.65 or above
- Index represents the % of employees engaged
- Index score can range from 0% to 100%

Sample Calculation of Index

| Index | Survey Item #1 | Survey Item #2 | Survey Item #3 | Survey Item #4 | Survey Item #5 | Survey Item #6 | Survey Item #7 | Survey Item #8 | Avg Rating | Team Member Favorable at 3.65+ |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|------------|--------------------------------|
| Team Member 1 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3.0 | No |
| Team Member 2 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 3.6 | No |
| Team Member 3 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4.1 | Yes |
| Team Member 4 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 4.6 | Yes |
| Team Member 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5.0 | Yes |
| Total Team Members Responding Favorably to the Survey Item | 80% | 80% | 80% | 80% | 80% | 60% | 60% | 60% | | Index Score 60% |
| Average Item Rating | 4.4 | 4.2 | 4.2 | 4.2 | 4.2 | 3.8 | 3.8 | 4.0 | | |

It is harder to have a group favorable on every item in an index than to attain positive ratings on each individual item.