



BY CPS HR CONSULTING

2024 Engagement Survey Results



County of Sonoma

CPS HR  CONSULTING™



Sonoma County Strategic Plan (2021-26)

~Organizational Excellence 3.2

Racial Equity Action Plan (May 2024)

County of Sonoma Strategic Plan



Understanding Employee Engagement

“A heightened connection between the employee and their organization”

U.S. Merit Systems Protection Board

[*The Power of Federal Employee Engagement*](#)



Beyond Job Satisfaction



Personal Meaning



Discretionary Effort



Pride

Institute's Model



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Preview – Taking Action

Phase 1 Feb – May 2025	Phase 2 June-Aug 2025	Phase 3 Sept – Dec 2025	Phase 4 Jan –Dec 2026
<ul style="list-style-type: none">• Review County-wide results with departments, employees, and the Board of Supervisors• DH's review department level results• Conduct initial employee focus groups in May 2025	<ul style="list-style-type: none">• Complete additional analysis – disaggregate data and explore additional focus groups to identify areas for improvement• Work with Departments to develop and finalize a Survey Response Plan and collaborate with Core Team 2 to ensure alignment with the Racial Equity Action Plan	<ul style="list-style-type: none">• Communicate Response Plan• Begin Implementing actions	<ul style="list-style-type: none">• Continue implementation and monitoring• Conduct next survey (FY 2026-27)• Review and evaluate implementation actions• Report on successes and areas of improvement

Sonoma County's Survey

- The survey was conducted by the Institute for Public Sector Employee Engagement, a division of CPS HR Consulting, an independent government agency.
- The survey included multiple question formats:
 - Questions utilizing a 1-5 answer scale (“strongly disagree” to “strongly agree;” “don’t know or no basis to judge”)
 - Work experience questions (yes/no)
 - “About You” questions
 - Open-ended/free response question
- Department, division, and employment type were tracked for accurate reports. Reports contain aggregated data **only**.
- CPS HR administered the survey from November 4th through November 25th, 2024.
- 56% (2318) of employees responded to the survey.

Analytical Model

Analytical Model



Understand
Engagement Levels

Levels by Group
Benchmarks and Trends



Understand What
Drives Engagement
and Retention

Key Driver Analysis
Stay/Leave Reasons



Identify Priorities for
Action

Ask “Why”
Develop Action Plans

Levels of Engagement

Calculating Engagement Scores

Engagement Index Questions

- 1) I would recommend County of Sonoma as a good place to work
- 2) I am proud when I tell others I am part of the County of Sonoma
- 3) I feel a strong personal attachment to the County of Sonoma
- 4) The County of Sonoma inspires me to do the best in my job
- 5) I feel comfortable being myself at work
- 6) The County of Sonoma motivates me to help achieve its strategic goals

Survey respondents rated their level of agreement with 6 engagement questions, using the following scale:

1 = strongly disagree

2 = disagree

3 = neither agree or disagree

4 = agree

5 = strongly agree

X = don't know or no basis to judge

We then calculated a mean engagement score for each employee.

Calculating Engagement Levels



Fully Engaged

Mean score 4 or above



Somewhat Engaged

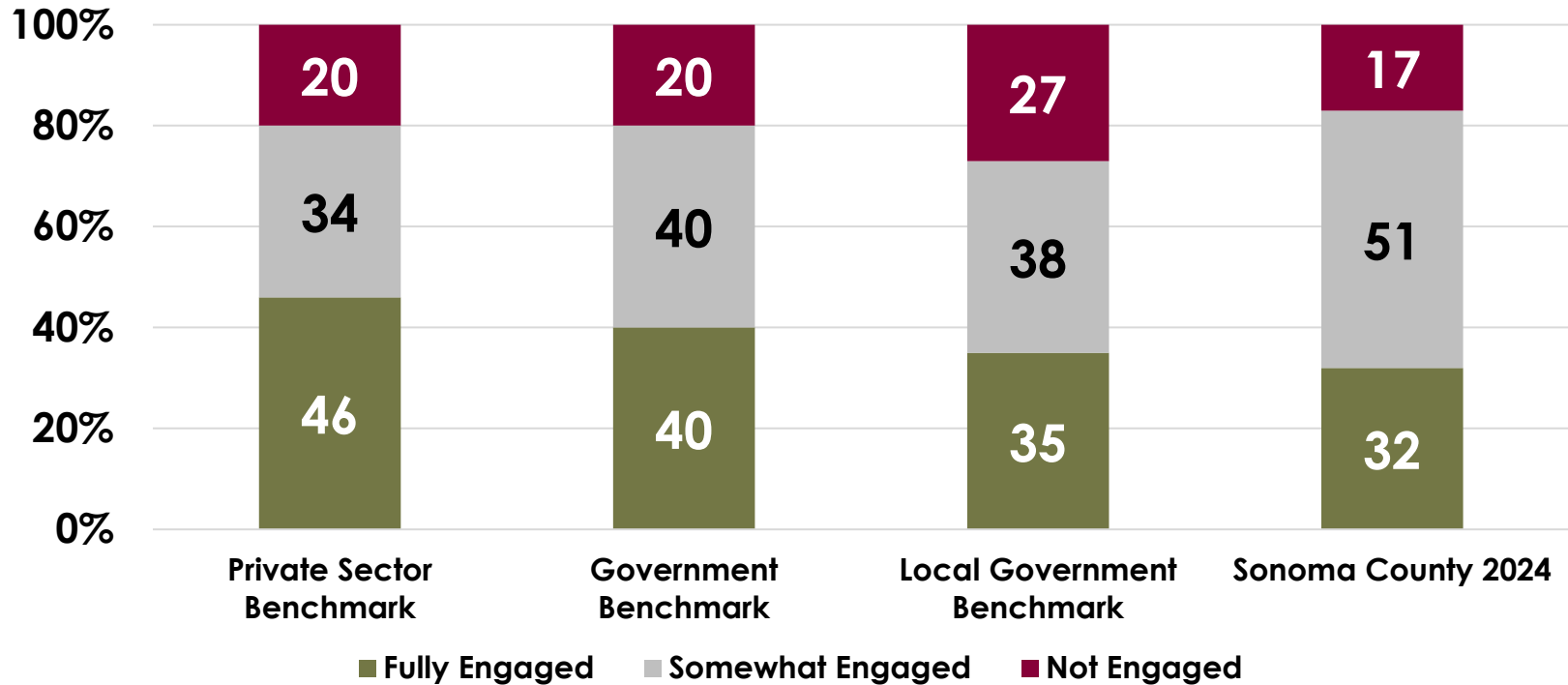
Mean score between 3 and 4



Not Engaged

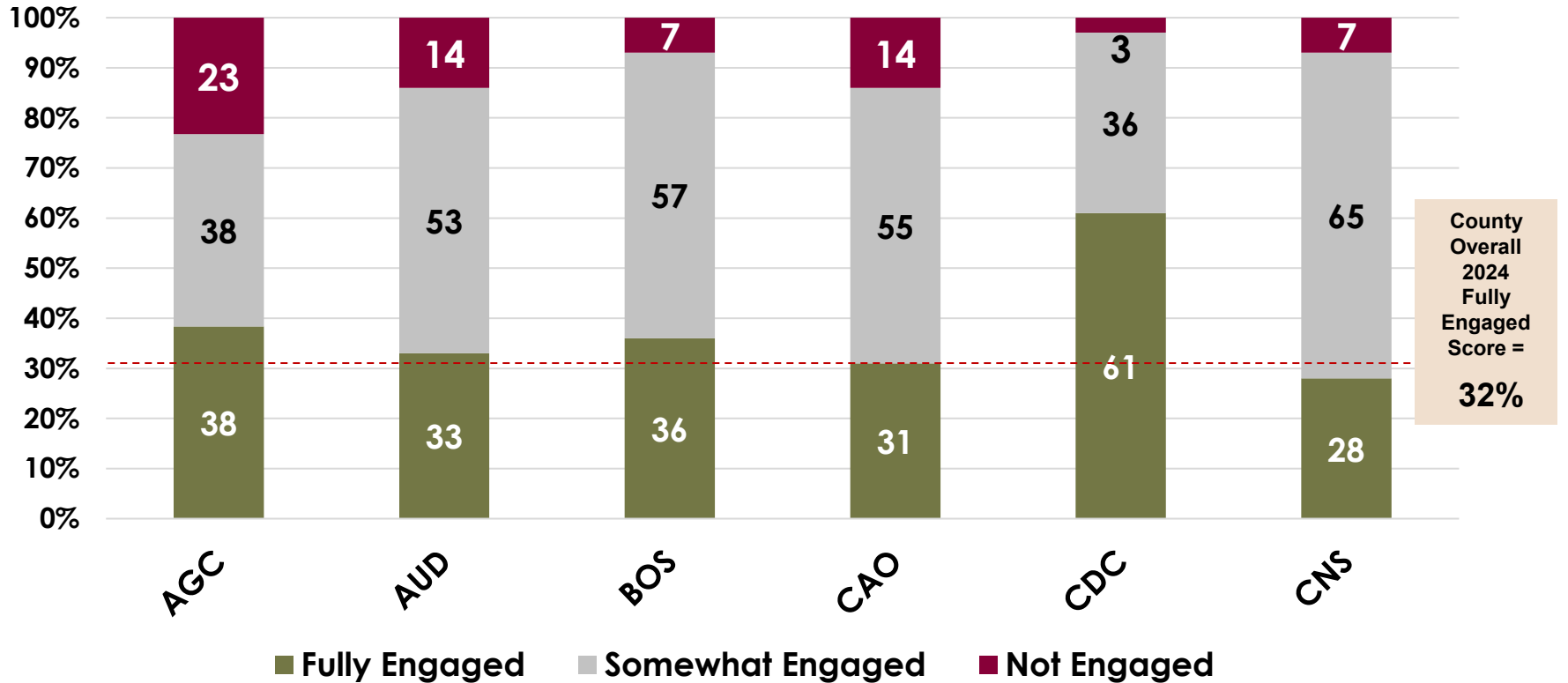
Mean score 3 or below

Overall Engagement Levels

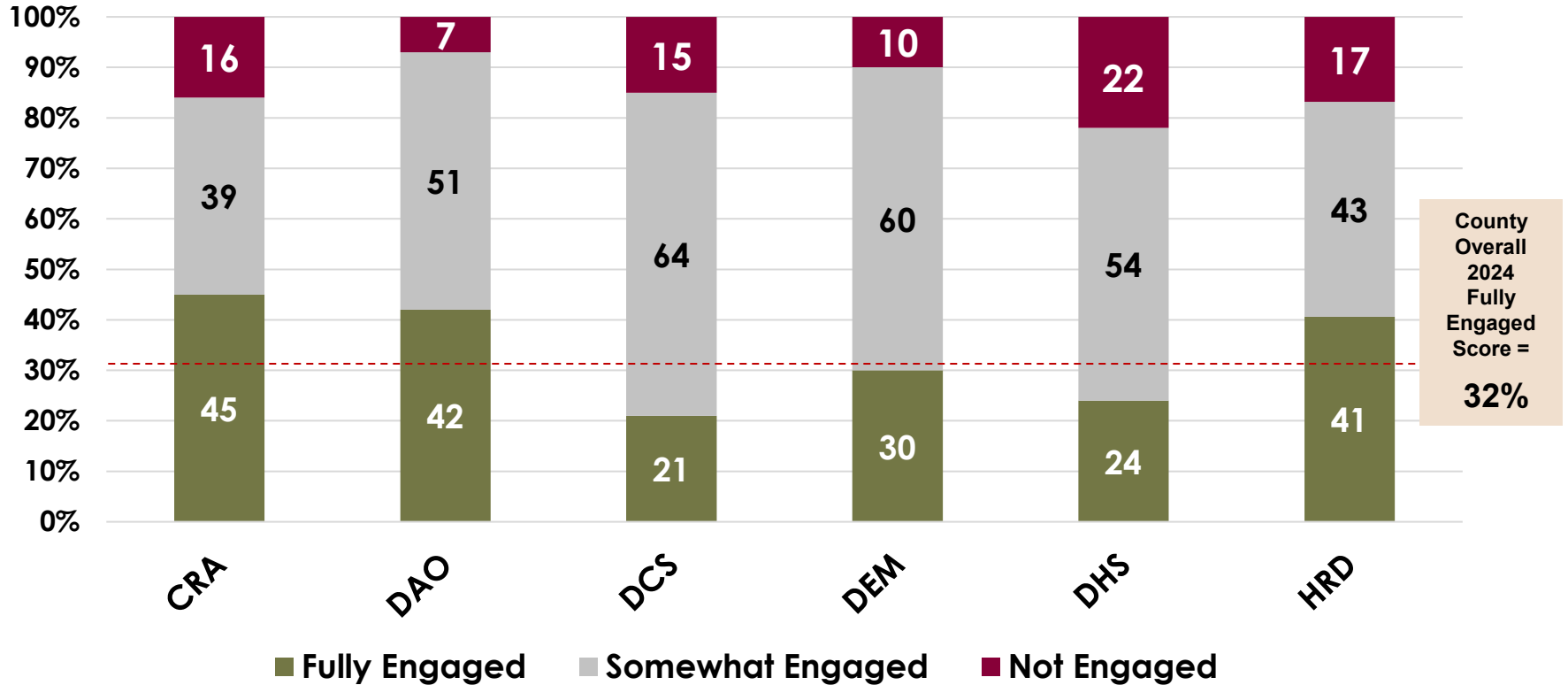


CPS HR's benchmarks are from a national poll designed to represent employees in the private sector, government sector, and each level of government (federal, state, and local) in a wide variety of industries. The most recent biennial poll was conducted in November 2023.

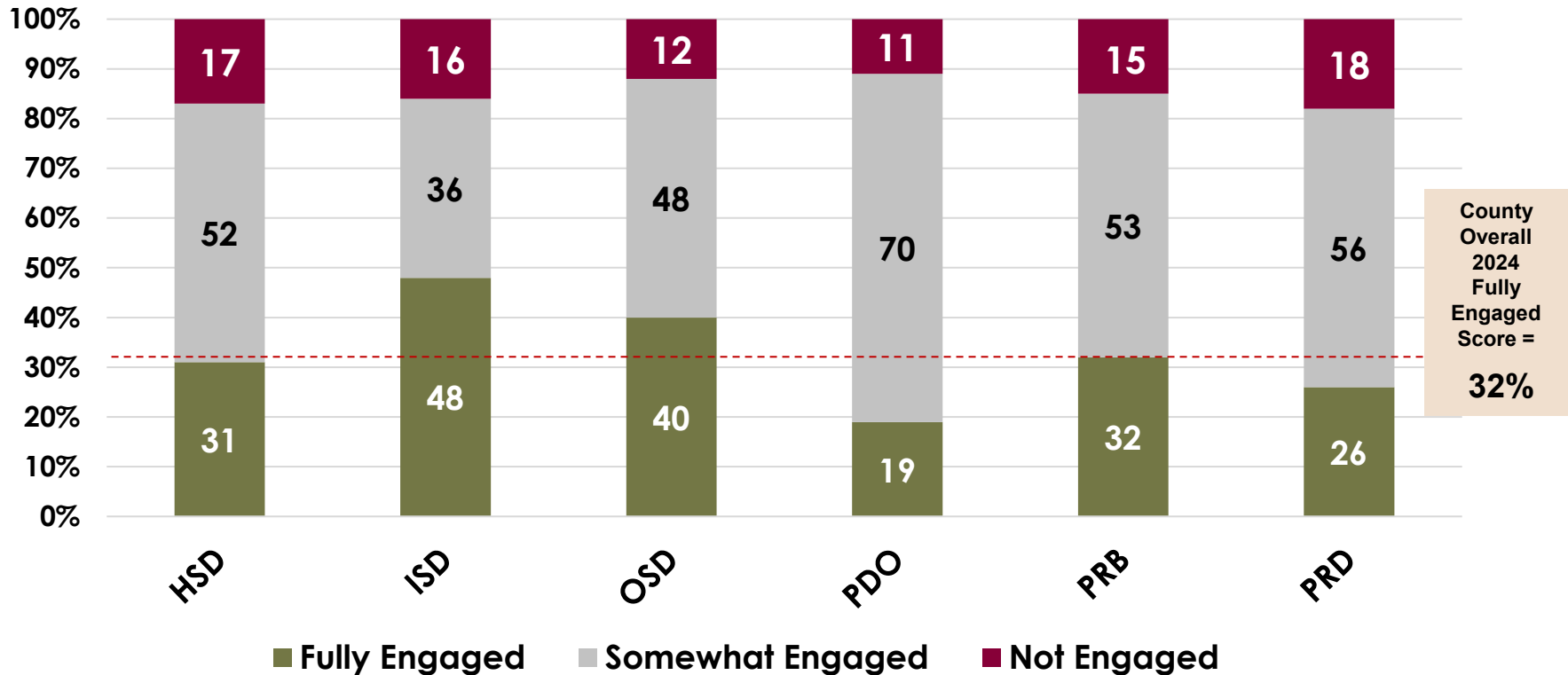
Engagement Levels by Department



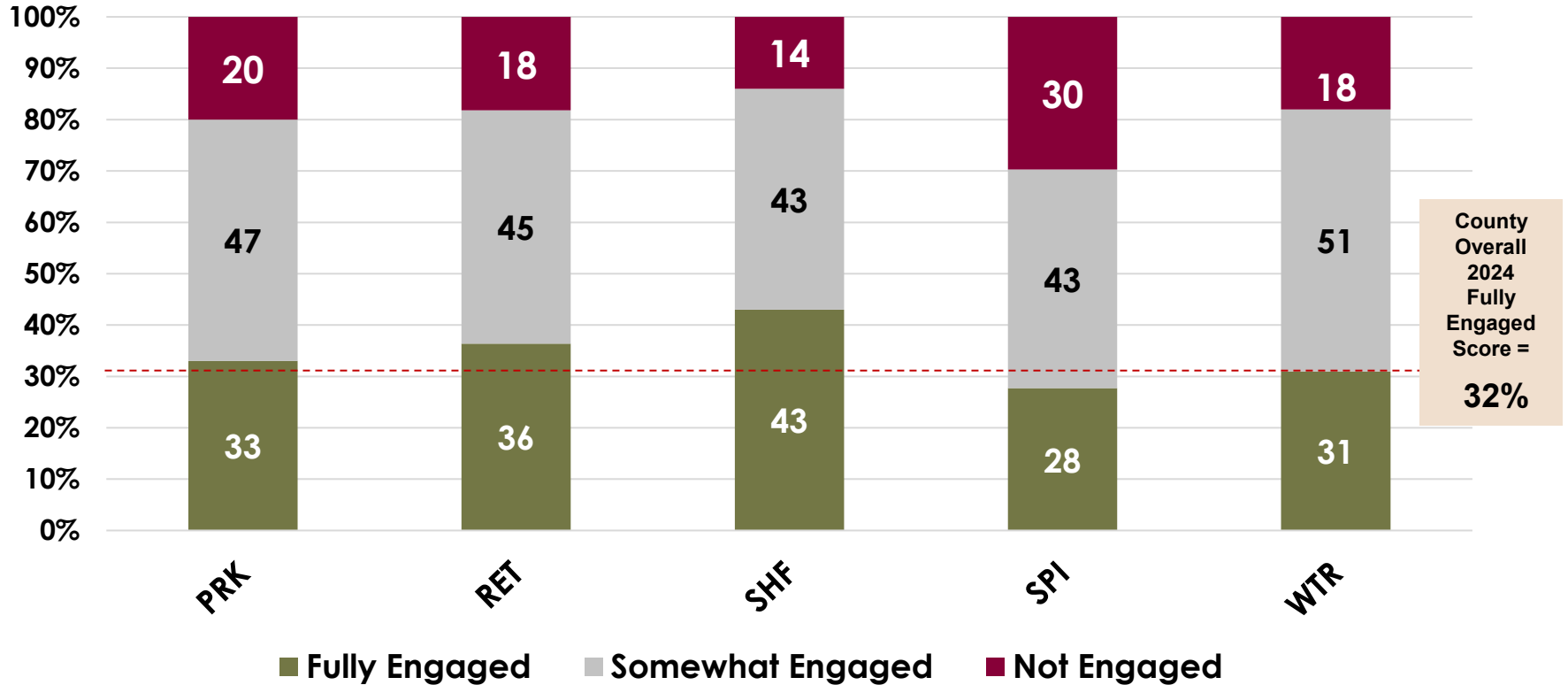
Engagement Levels by Department



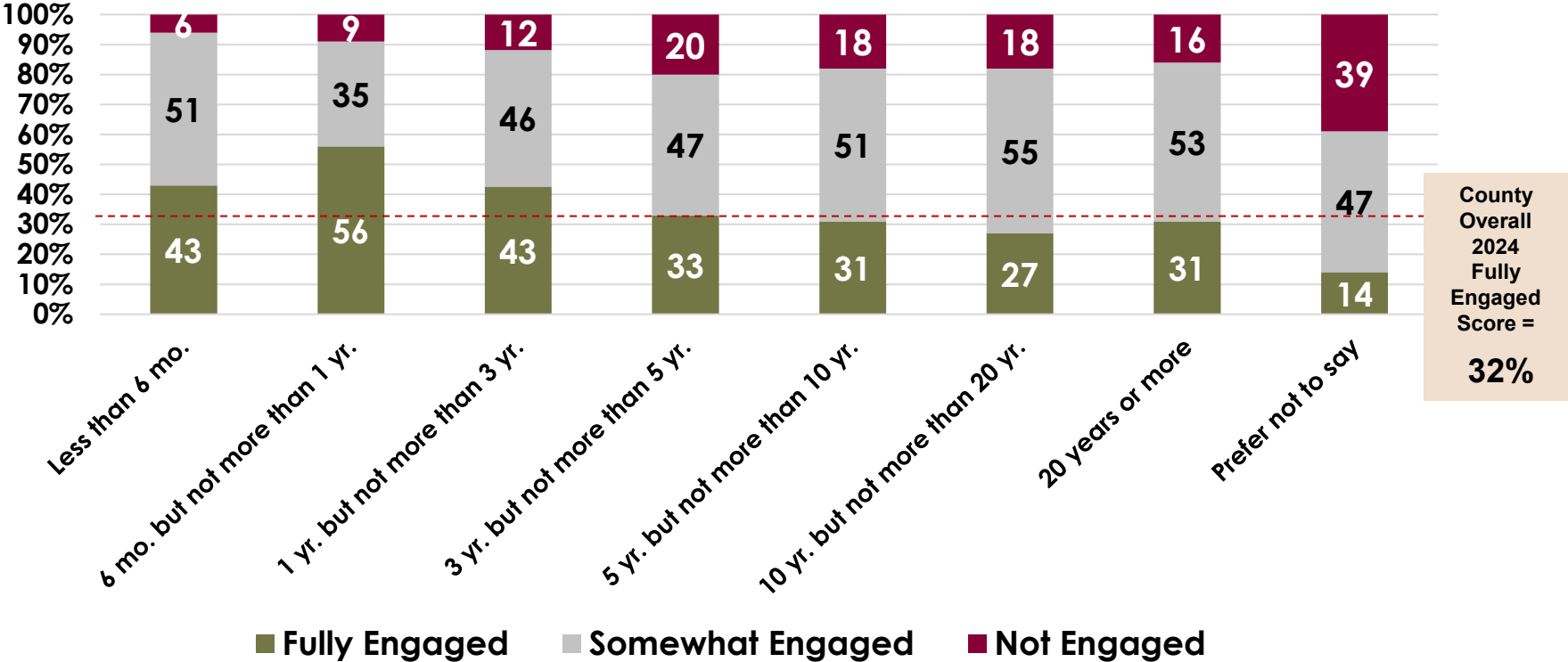
Engagement Levels by Department



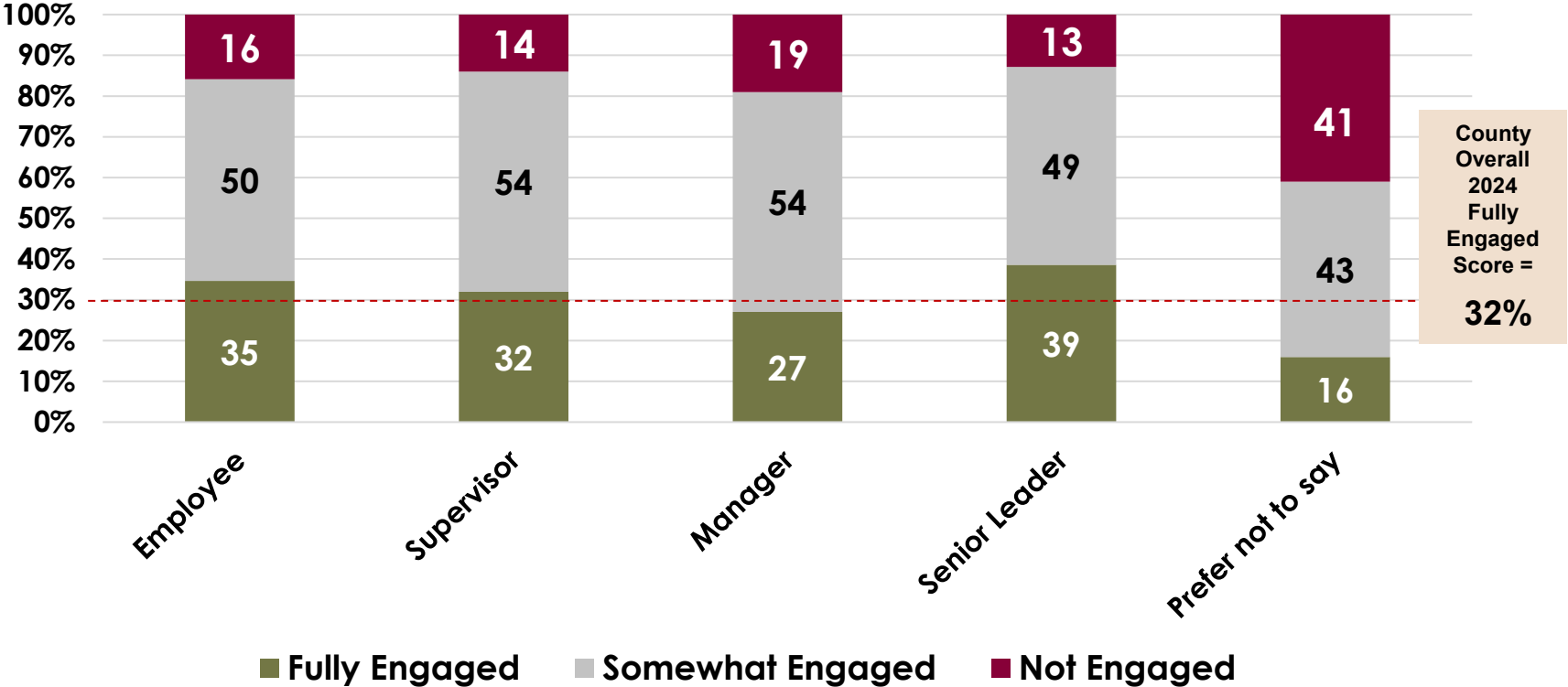
Engagement Levels by Department



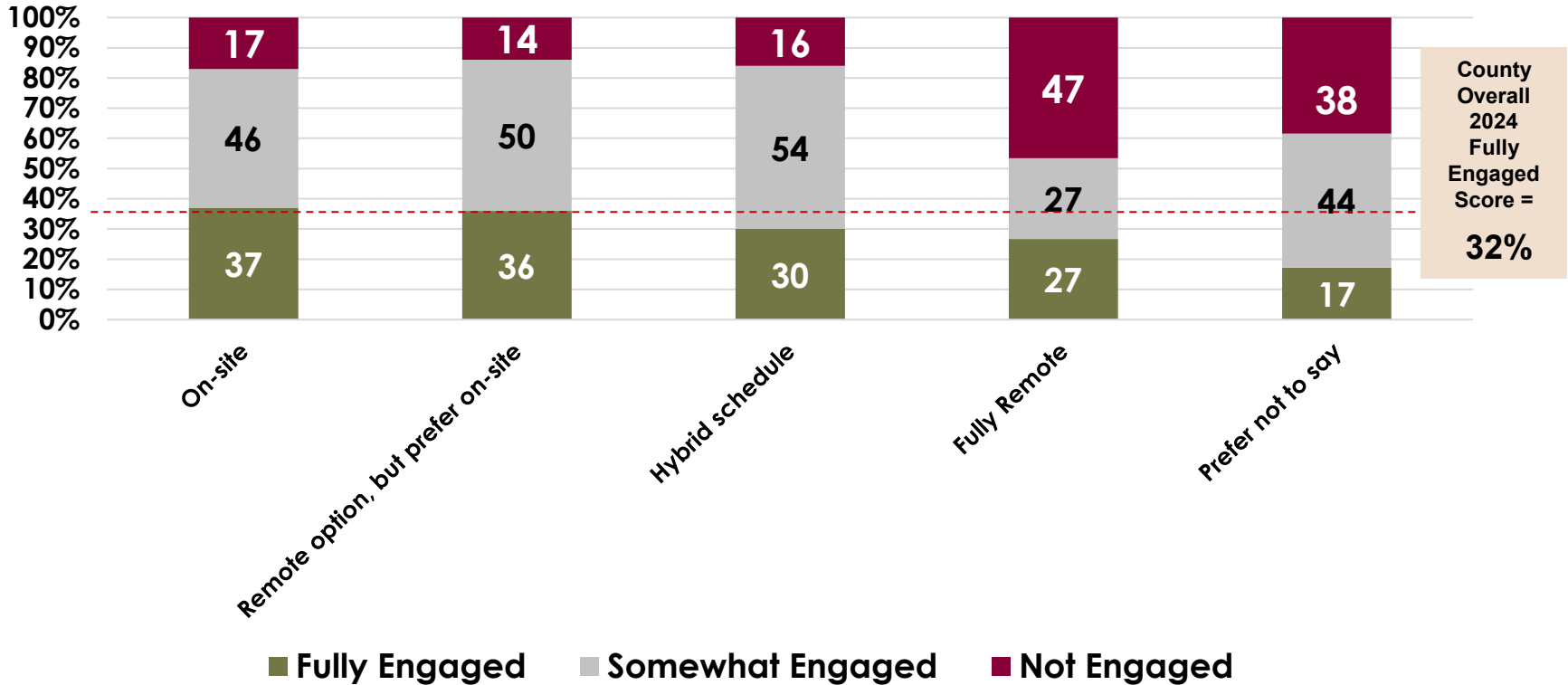
Engagement Levels by Tenure



Engagement Levels by Role



Engagement Levels by Work Situation



Drivers of Engagement

Drivers of Engagement

Categories

Previous research has found that these categories, or drivers, are related to employee engagement.

- My Work
- My Department's Mission
- My Team
- My Supervisor
- Department Leadership and Managing Change
- Training and Development
- Resources and Workload
- Inclusion and Belonging
- Organizational Culture

Calculating Scores

The following charts combine influence (relative weight from key driver analysis) and score (average % positive) to reveal the overall categories and questions that – if maintained or improved – that are likely to have the biggest impact on the engagement score.

Quadrant Chart - Definition

Below are the definitions of the four quadrants in the following charts. We suggest that you pay attention to the questions in the “Improve” and “Maintain” quadrants.

Improve

High Influence / Low Score

Focus on these low-scoring but high-influence questions because they have the greatest potential to improve the overall engagement score.

Maintain

High Influence / High Score

Scores on these high-influence questions are already high. Therefore, continue to focus on these areas to maintain the engagement score.

Consider

Low Influence / Low Score

Although these are low-influence questions, the relatively low scores suggest that they may be considered, but as lower priorities than the high-influence questions.

Monitor

Low Influence / High Score

These are already high-scoring questions but are relatively lower in influence. Therefore, monitor these factors to assure the scores for these questions do not decline.

Overall Categories



Summary – Categories

- **Inclusion and Belonging – 73% positive**
 - Maintain
- **Department Culture – 67% positive**
 - Maintain/Improve
- **Department Leadership and Managing Change – 58% positive**
 - Improve
- **My Department's Mission – 82% positive**
 - Maintain

Question-level Data

Areas to Maintain

- **I feel like I belong in my department –**
76% agree or strongly agree
 - Inclusion and Belonging
- **I feel valued for the work I do –**
69% agree or strongly agree
 - Department Culture
- **My department is successful at accomplishing its mission –**
68% agree or strongly agree
 - My Department's Mission

Question-level Data

Areas to Improve

- **All employees have an opportunity to succeed here –**
64% agree or strongly agree
 - Inclusion and Belonging
- **My department keeps me informed about matters that affect me –**
60% agree or strongly agree
 - Department Leadership and Managing Change
- **Senior leaders create a positive culture in my department –**
56% agree or strongly agree
 - Department Leadership and Managing Change

Additional Question-Level Analysis

Highest-Scoring Questions (% Positive)

Employees were MOST positive (above 87%) on the following questions:

QUESTION	NEGATIVE	NEUTRAL	POSITIVE ▼
I like the kind of work I do	2.8%	5.2%	92%
I am aware of my employment conditions (e.g., vacation or leave options, flexible work arrangements)	4.8%	6.7%	88.5%
I feel that I personally contribute to my department's successes	3.1%	9.7%	87.2%

Lowest-Scoring Questions (% Positive)

Employees were LEAST positive (below 47%) on the following questions:

QUESTION	NEGATIVE	NEUTRAL	POSITIVE ▲
There are enough staff in my unit to get the work done	43%	15.4%	41.6%
I feel that change is managed well in my department	30%	24.5%	45.5%
I believe that senior leaders in my department will take action on the results from this survey	27.2%	26.2%	46.6%

Biggest Spread – Tenure

Questions with the greatest spread in percent positive.

	Less than 6 mo.	6 mo. but not more than 1 yr.	1 yr. but not more than 3 yr.	3 yr. but not more than 5 yr.	5 yr. but not more than 10 yr.	10 yr. but not more than 20 yr.	20 years or more
	n=51	n=118	n=330	n=247	n=466	n=553	n=423
The County of Sonoma motivates me to help achieve its strategic goals	79	68	60	48	48	45	48
My workload is reasonable	84	80	65	63	56	55	62
There are resources available in my department to help me resolve any conflict with my supervisor	82	69	62	57	54	56	54

Biggest Spread – Role

Questions with the greatest spread in percent positive.

	Employee	Supervisor	Manager	Senior Leader
	n=1551	n=300	n=227	n=89
Senior leaders value ideas from employees	53	55	54	88
Senior leaders in my department are sufficiently visible (e.g., can be seen in action)	62	63	58	91
I believe the actions of senior leaders are consistent with my department's values	64	68	58	89

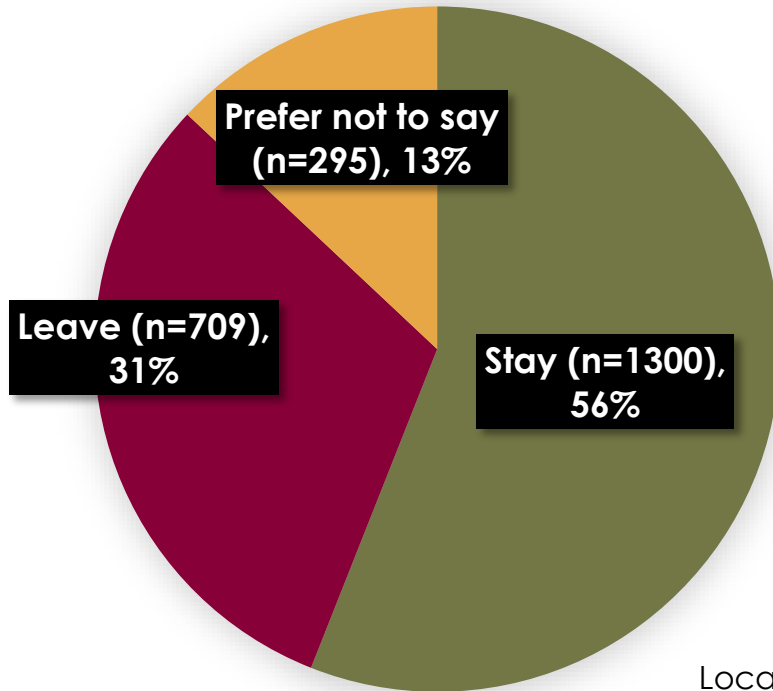
Biggest Spread – Work Situation

Questions with the greatest spread in percent positive.

	On-site	Remote option, but prefer on-site	Hybrid schedule	Fully Remote
	n=761	n=246	n=1192	n=15
All employees have an opportunity to succeed here	67	72	62	33
The County of Sonoma motivates me to help achieve its strategic goals	53	55	49	21
I believe the actions of senior leaders are consistent with my department's values	66	69	63	36

Intent to Stay or Leave

Intent to Stay or Leave



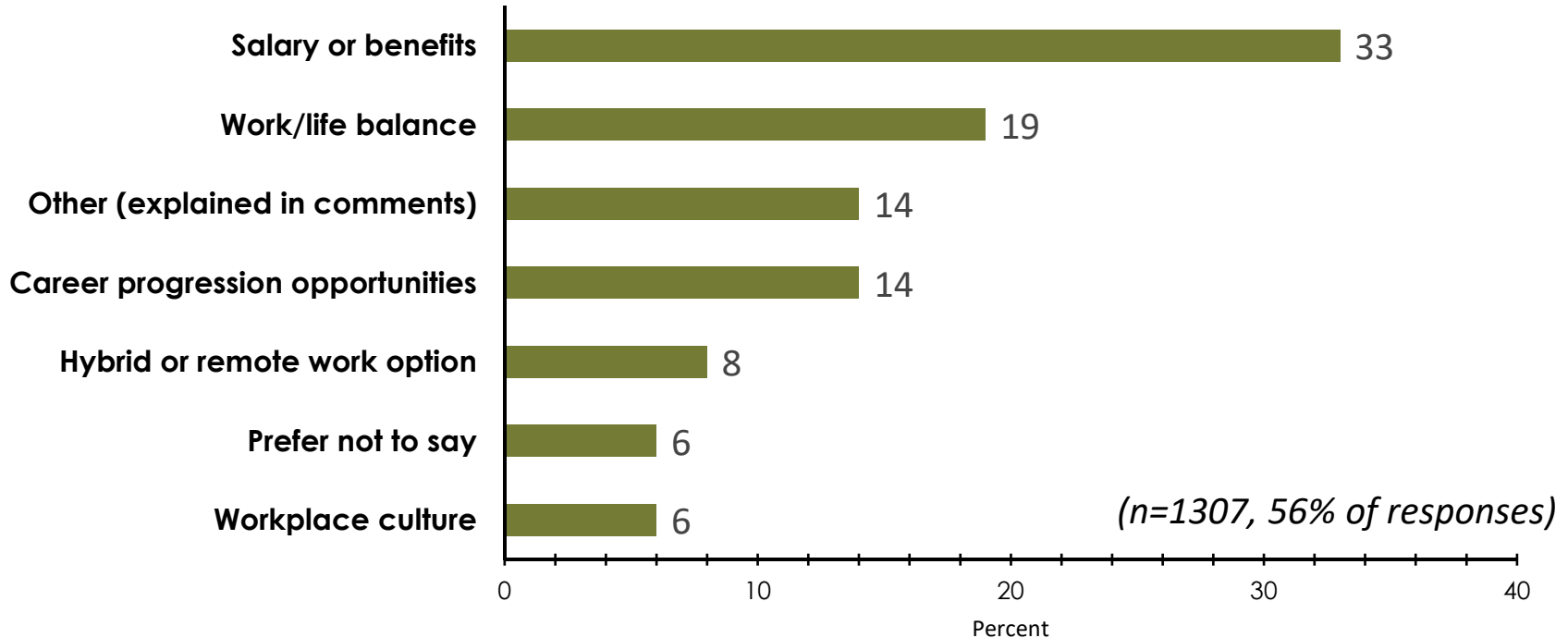
Are you considering leaving your current position within the next year, and if so, why?

- Stay (n=1300)
- Leave (n=709)
- Prefer not to say (n=295)

Local Government Benchmark – 73% plan to stay

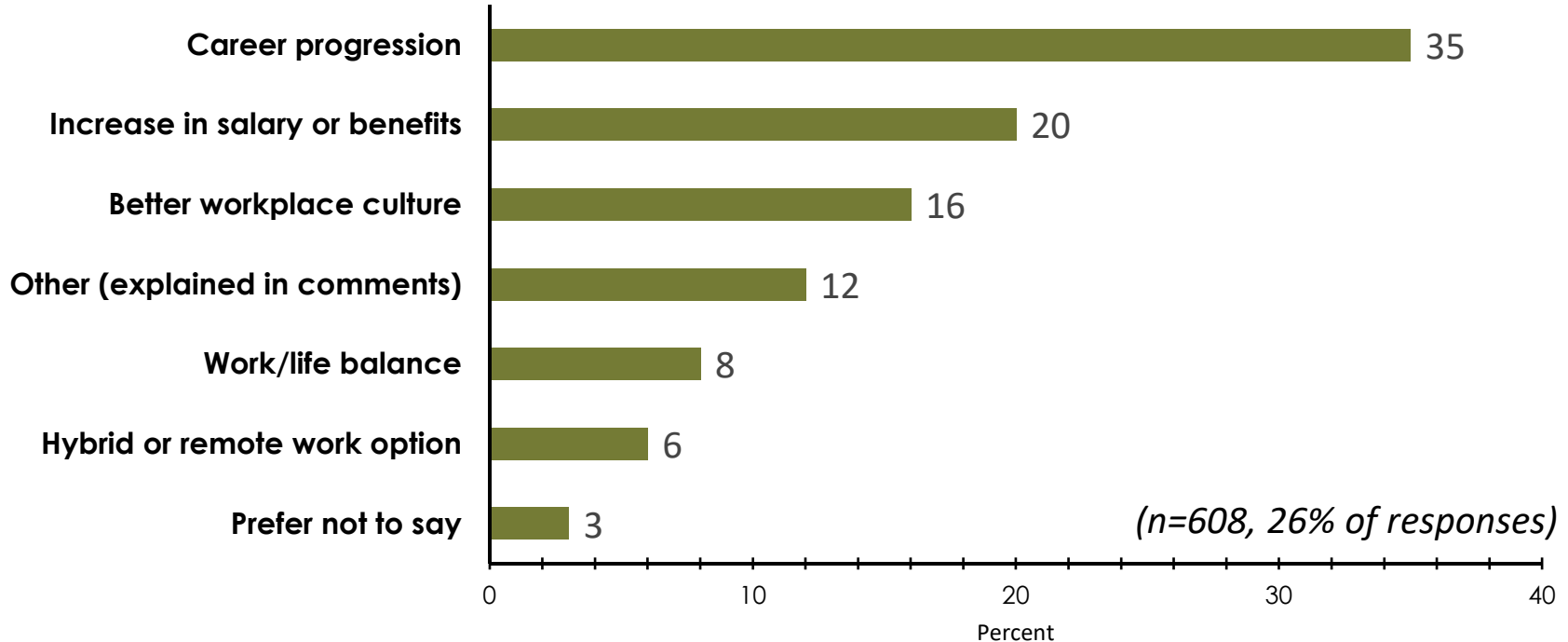
Follow Up Question: Decision to Stay

Which option best describes your decision to stay:



Follow Up Question: Decision to Leave

Which option best describes your decision to leave:



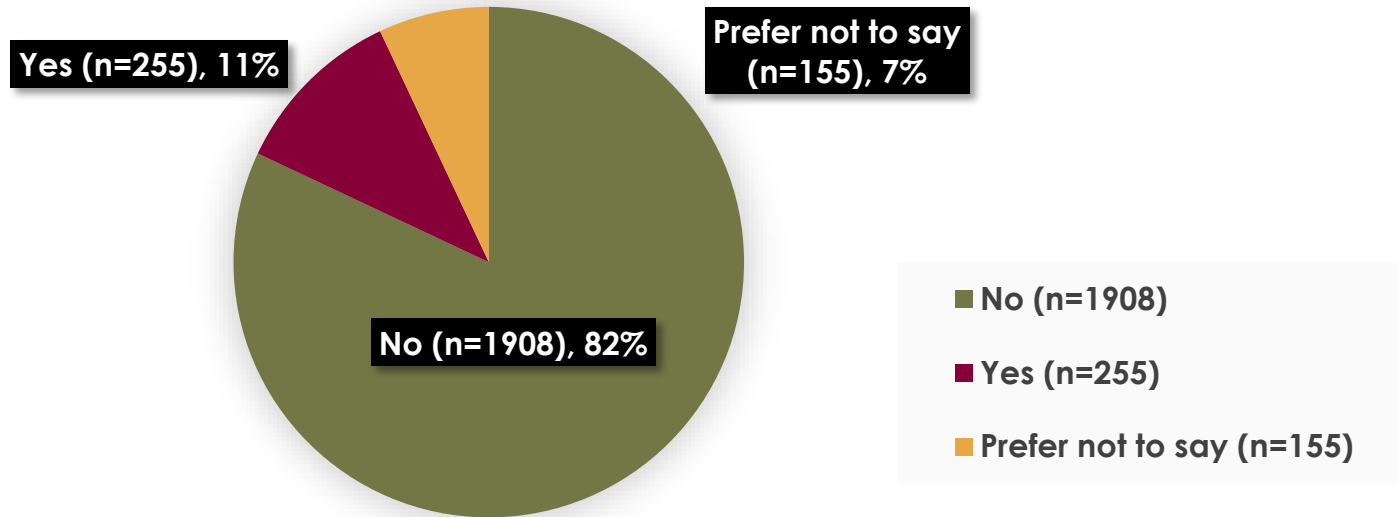
Adverse Work Experience Analysis

Discrimination Overall

Have you personally experienced discrimination at work in the past year?

Discrimination is unjust treatment based on group, class, or other category to which one belongs or is perceived to belong. Someone who is discriminated against is treated unfairly based on certain characteristics or differences. Discrimination may occur in work-related decisions, including hiring, firing, promotions, work responsibilities, pay, availability of benefits, time off, or other work-related opportunities.

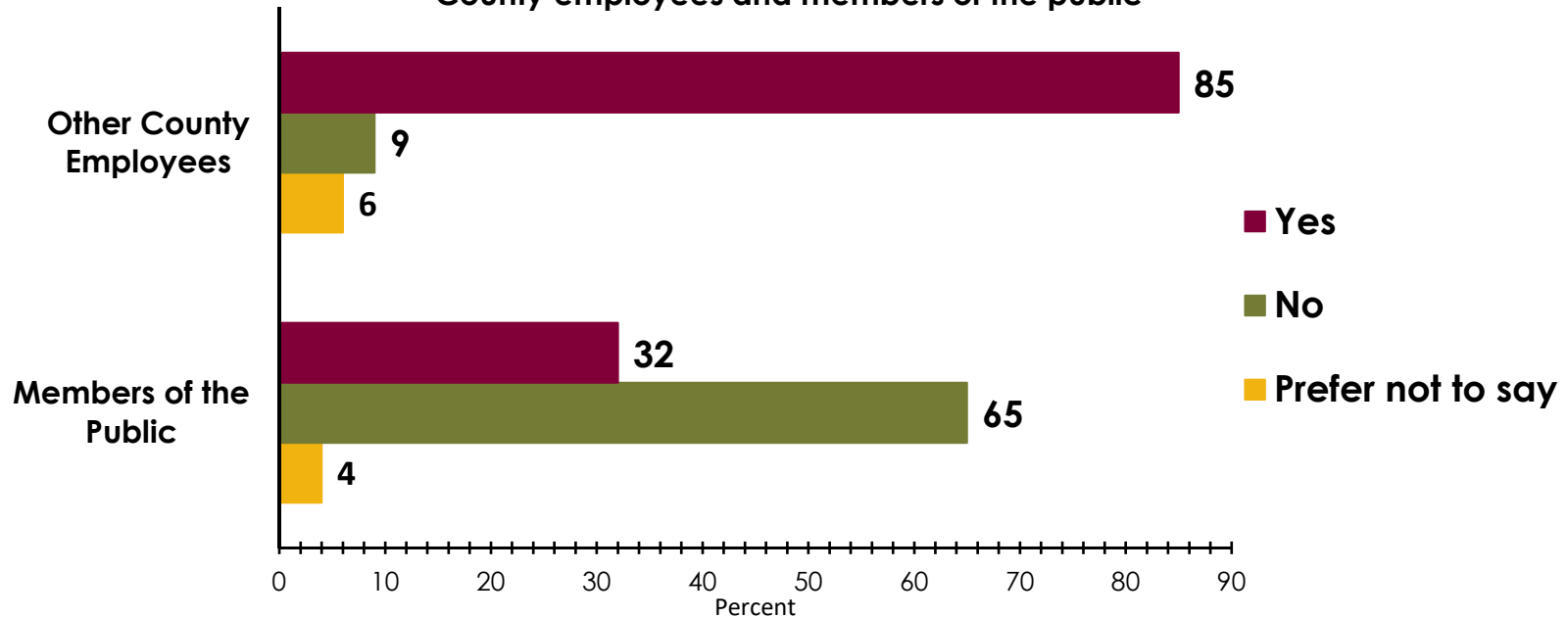
Local Government Benchmark – 11%



Who discriminated against you?

n=255, 11% of total responses

59 out of 255 employees (23%) reported being discriminated against by both other County employees and members of the public

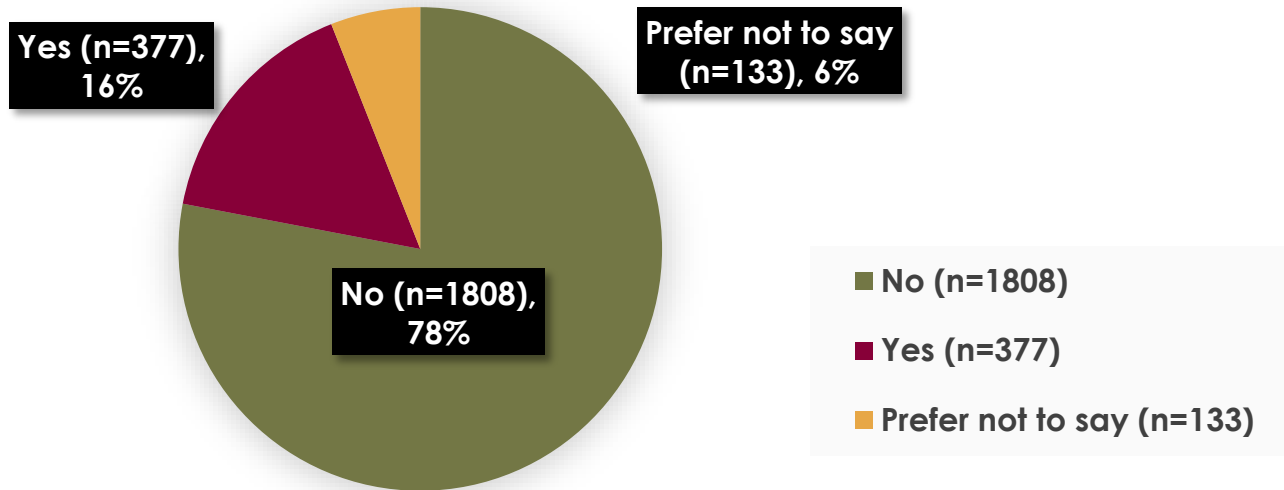


Bullying/Harassment Overall

Have you personally experienced bullying or harassment at work in the past year?

Bullying or harassment is hostile or intimidating behavior where a person (or group) may be singled out and subjected to unwanted experiences and is so severe and/or frequent that it negatively impacts the ability to work. It may include physical aggression (e.g., hitting or throwing an object), intimidating gestures, abusive language (e.g., name-calling), social exclusion or isolation, sabotage (intentional destruction) of work, or cyberbullying (using email or social media to threaten, embarrass, or cause damage to reputation).

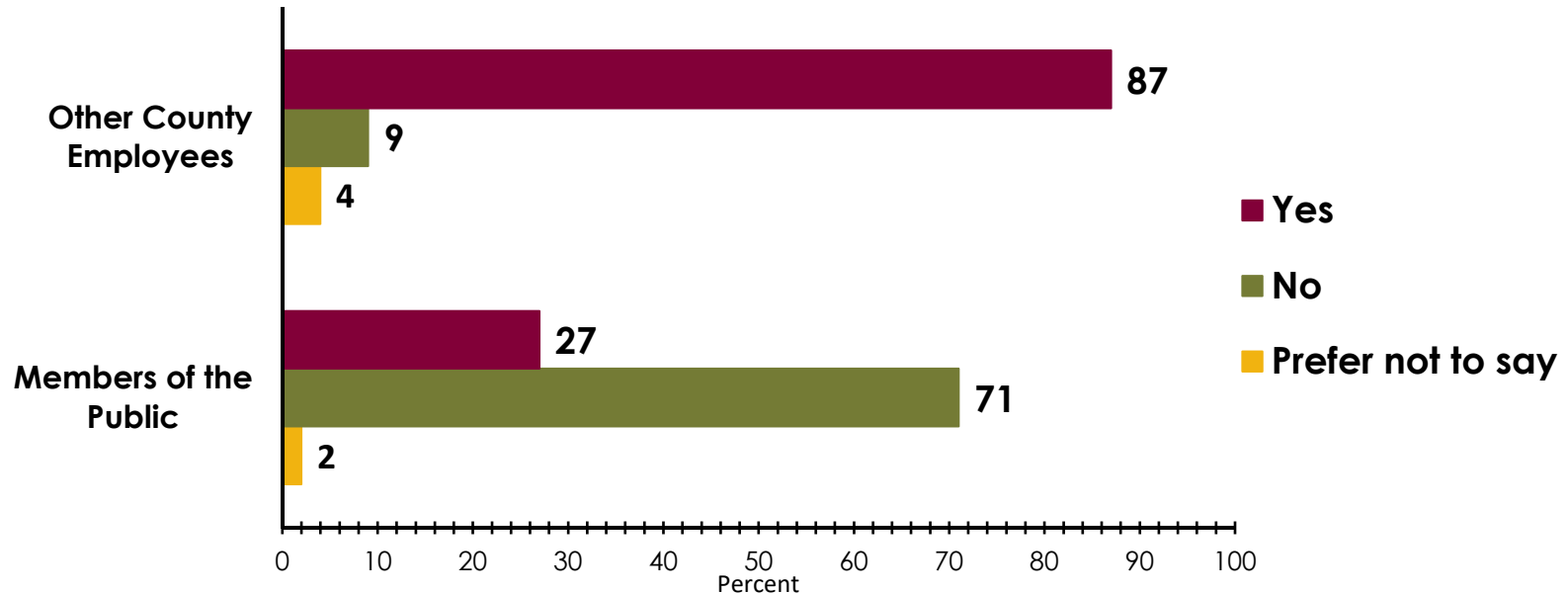
Local Government Benchmark – 15%



Who bullied or harassed you?

n=377, 16% of total responses

72 out of 377 employees (19%) reported being bullied or harassed by both other County employees and members of the public

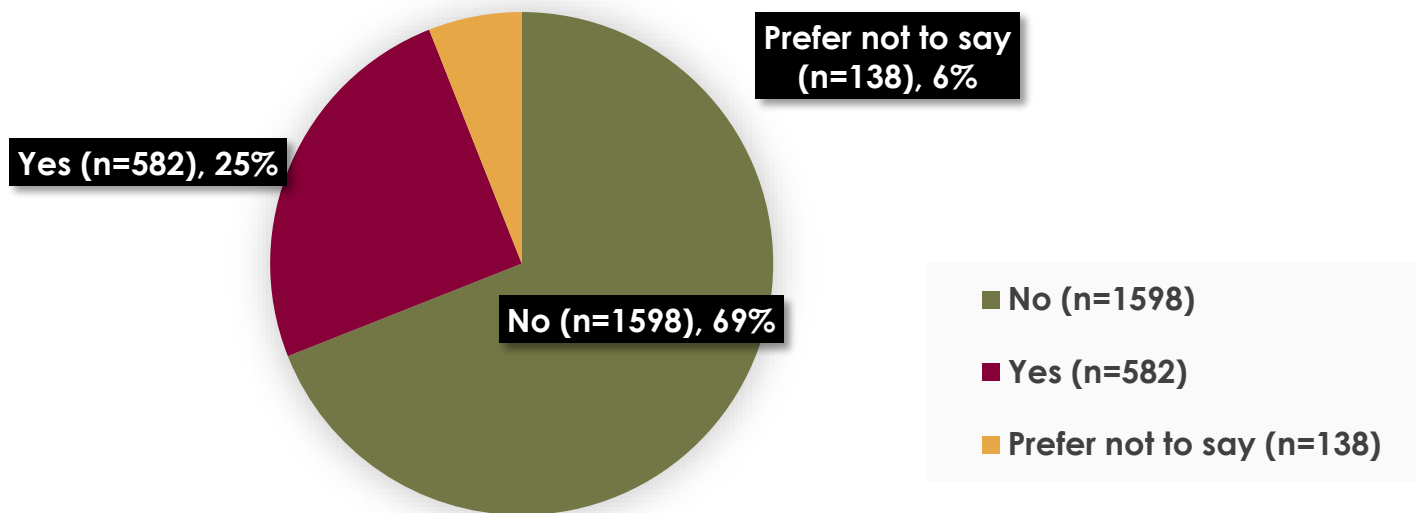


Microaggressions Overall

Have you personally experienced any microaggression(s) at work in the past year?

Microaggressions are subtle or indirect statements or behaviors that may be offensive or reinforce a negative stereotype of a certain group, class, or other category. They may be unintentional, accidental, or unconscious, but still have a hurtful or harmful effect on the person. They may include a comment, question, or joke that makes someone feel scrutinized, uncomfortable, or not fully accepted for who they are at work.

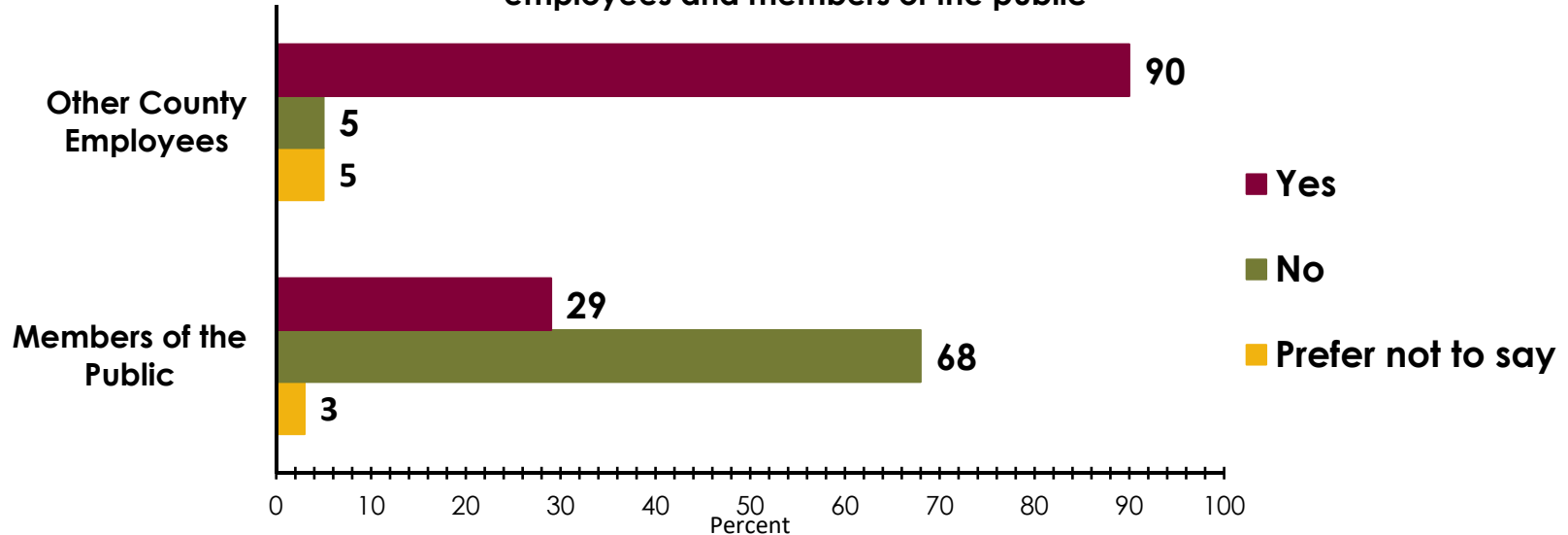
Local Government Benchmark – 21%



Who made any microaggression(s) toward you?

n=582, 25% of total responses

141 out of 582 employees (24%) reported microaggression(s) by both other County employees and members of the public



Recap – Next Steps / Taking Action

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Suggested Focus Areas

- **Inclusion and Belonging (Improve)**
 - All employees have an opportunity to succeed here
- **Department Culture (Maintain/Improve)**
 - I feel valued for the work I do
- **Department Leadership and Managing Change (Improve)**
 - My department keeps me informed about matters that affect me
- **My Department's Mission (Maintain)**
 - My department is successful at accomplishing its mission



Contact Information

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