



NEW BRAUNFELS
UTILITIES

NBU Employee Engagement Surveys



Employee Check-ins

- Two Covid-19 Pulse Surveys (Anonymous - Gallup Platform)
 - April 2020
 - August 2020
- One Manager engagement survey (3rd party conducted - ME360)
 - October 2020
- One Gallup all employee engagement survey (Anonymous - Gallup Platform)
 - November 2020

Pulse Survey Purpose

- Quantify the effects of Covid-19 and how changes to the business environment were affecting employees
- Capture ideas from employees on suggestions that could be made to help employees
- Quantify if employees felt informed with shifts to workplace

COVID Pulse Surveys

251 or 78.4 % of employees responded

	Strongly Disagree - 1	2	3	4	Strongly Agree - 5
Q1. My employer has communicated a clear plan of action in response to COVID-19	2%	3%	10%	25%	60%
Q2. I feel well prepared to do my job	2%	2%	14%	31%	52%
Q3. My Immediate Supervisor keeps me informed about what is going on at my company	3%	4%	10%	25%	58%
Q4. My company cares about my overall well-being	3%	4%	9%	21%	63%






Future WFH Sentiment

Q6. Once restrictions are lifted on business and school closures, if the option remained, which would you prefer?






	Recent Results	Change from last Survey
Continue working from home as much as possible	29%	👉 0%
Continue working from home a few hours/days per week	25%	👇 -3%
Return to my NBU or work location	28%	👇 -1%
Do not know/Does not apply	18%	👆 5%

Impact of Covid-19 and Stress

Q7. Which of the following has impacted you the most during this pandemic?

	Recent Results	Change from last Survey
Adjusting to a new work environment	51%	 -2%
Understanding job expectations	37%	 4%
Financial concerns	8%	 -3%
Dealing with my or a family member's illness	4%	 1%
Other	1%	 -1%

Q8. Which response best describes your current level of stress?

	Recent Results	Change from last Survey
Extremely stressed; have or considered seeking	51%	 -2%
High, but found coping strategies to manager	37%	 4%
Moderate, able to manage	8%	 -3%
Normal, much different than any other time	4%	 1%
Not feeling any stress	1%	 -1%

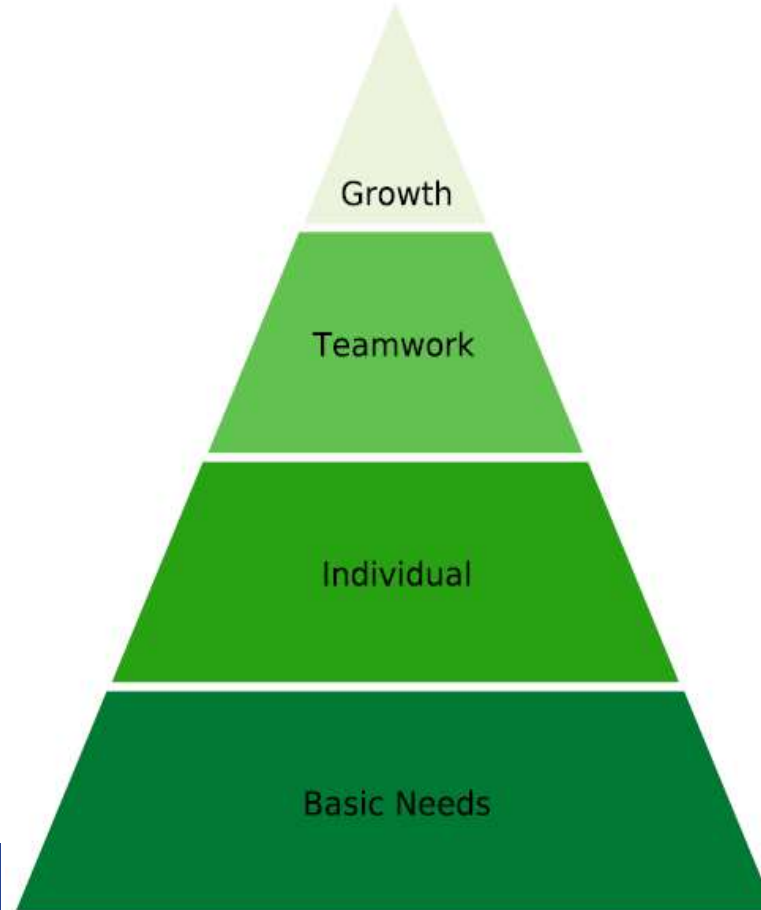
Employee Engagement Survey



About the Gallup Engagement Survey

- Developed through research of more than 2.7 million workers worldwide
- Gallup has identified 12 foundational elements of employee engagement that predict high team performance
 - The items give managers a framework to use to have more motivating conversations with employees
- NBU gets extensive database comparisons to know where we other businesses.

Engagement Hierarchy



Growth - How can I grow?

Employees need to be challenged to learn something new and find better ways to do their jobs. They need to feel a sense of movement and progress as they mature in their roles.

Teamwork - Do I belong here?

Employees need to feel like they belong and are a good fit with their team. They need to know they are part of something bigger than themselves. As a manager, encourage opportunities for teamwork and a sense of belonging.

Individual - What do I give?

Employees want to know about their individual contributions and their worth to the organization. Manager support is especially important during this stage because managers typically define and reinforce value.

Basic Needs - What do I get?

Employees need to have a clear understanding of what excellence in their role looks like so they can be successful. Groups with high scores on the first element are more productive, cost-effective, creative and adaptive.

Engagement Survey Notes

- 72.9% participation, 237 out of 325.
- Added ability to receive summary report at department level
- Last survey was April 2019
 - This survey is technically for FY 20



	Total N	Current Mean	Last Mean	Change	Company Overall Mean Percentile Rank - Gallup Overall	Frequency Distribution
						1 2 3 4 5
Q00: On a five-point scale, where 5 means extremely satisfied and 1 means extremely dissatisfied, how satisfied are you with your company as a place to work?	235	4.49	4.16	▲ +0.33	78	1:0% 2:0% 3:7% 4:36% 5:57%
Q01: I know what is expected of me at work.	237	4.57	4.46	0.11	57	1:0% 2:0% 3:7% 4:29% 5:64%
Q02: I have the materials and equipment I need to do my work right.	237	4.28	4.21	0.07	58	1:1% 2:3% 3:11% 4:37% 5:48%
Q03: At work, I have the opportunity to do what I do best every day.	234	4.38	4.19	0.19	65	1:0% 2:2% 3:11% 4:34% 5:53%
Q04: In the last seven days, I have received recognition or praise for doing good work.	231	4.00	3.41	▲ +0.59	64	1:6% 2:7% 3:13% 4:27% 5:47%
Q05: My manager, or someone at work, seems to care about me as a person.	237	4.46	4.19	▲ +0.27	60	1:0% 2:5% 3:8% 4:21% 5:65%
Q06: There is someone at work who encourages my development.	236	4.23	3.98	▲ +0.25	61	1:1% 2:6% 3:13% 4:28% 5:52%
Q07: At work, my opinions seem to count.	235	4.03	3.62	▲ +0.41	58	1:3% 2:4% 3:22% 4:28% 5:43%
Q08: The mission or purpose of my company makes me feel my job is important.	237	4.47	4.20	▲ +0.27	69	1:1% 2:2% 3:7% 4:29% 5:61%
Q09: My coworkers are committed to doing quality work.	235	4.31	3.96	▲ +0.35	59	1:0% 2:3% 3:12% 4:35% 5:50%
Q10: I have a best friend at work.	215	3.24	2.97	▲ +0.27	25	1:15% 2:13% 3:26% 4:23% 5:22%
Q11: In the last six months, someone at work has talked to me about my progress.	234	4.30	3.98	▲ +0.32	61	1:1% 2:4% 3:14% 4:24% 5:57%
Q12: This last year, I have had opportunities at work to learn and grow.	233	4.30	4.15	0.15	59	1:1% 2:3% 3:16% 4:24% 5:56%

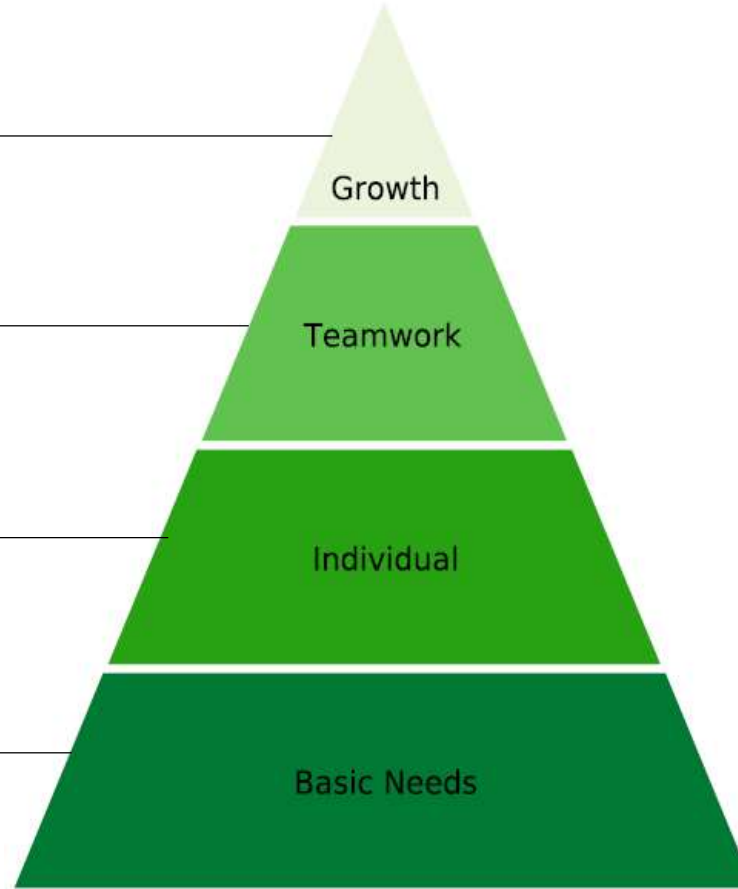
Engagement Hierarchy

Mean Percentile
4.42 57

Mean Percentile
4.27 63

Mean Percentile
4.01 49

Mean Percentile
4.30 60



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Engagement Index

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There is a powerful link between employees who are engaged in their jobs and the achievement of crucial business outcomes.

Engagement Index Ratio

29.00:1 29.00 engaged employees for each actively disengaged employee

	%		Past %
Engaged Engaged employees feel involved in and enthusiastic about their work and workplace; they are loyal and productive.	58%		40%
Not Engaged Not Engaged employees are less likely to put high energy and passion into their work and are less loyal and productive.	40%		51%
Actively Disengaged Actively disengaged employees are emotionally against the organization; they are not loyal and are likely to undermine the efforts of others.	2%		9%

Demographics

- 25 & under is most engaged age group

- Employees w>25 years of service least engaged

Variables	Variable Values	Q12 Mean	Q00. Overall Satisfaction	Q01. Know What's Expected	Q02. Materials and Equipment	Q03. Opportunity to do Best	Q04. Recognition	Q05. Cares About Me	Q06. Development	Q07. Opinions Count	Q08. Mission/Purpose	Q09. Committed to Quality	Q10. Best Friend	Q11. Progress	Q12. Learn and Grow
Overall		4.21	4.49	4.57	4.28	4.38	4.00	4.46	4.23	4.03	4.47	4.31	3.24	4.30	4.30
Demographic Data	25 and below	4.45	4.58	4.81	4.38	4.56	4.54	4.81	4.62	4.27	4.50	4.42	2.95	4.65	4.85
	26-39	4.22	4.44	4.48	4.17	4.31	3.99	4.52	4.30	3.99	4.40	4.33	3.34	4.42	4.39
	40-55	4.20	4.55	4.57	4.38	4.42	3.95	4.42	4.08	4.09	4.55	4.39	3.27	4.12	4.12
	55 and above	4.09	4.45	4.60	4.30	4.33	3.79	4.19	4.12	3.88	4.44	4.09	3.10	4.14	4.10
Length of Employment	1-2 years	4.22	4.54	4.47	4.11	4.39	3.95	4.46	4.39	4.11	4.53	4.33	3.02	4.44	4.49
	10-14 years	4.11	4.47	4.47	4.42	4.33	3.56	4.37	3.95	3.74	4.26	4.21	3.89	4.11	4.00
	15-19 years	4.19	4.42	4.64	4.40	4.52	4.12	4.44	4.00	4.00	4.40	4.32	3.13	4.28	4.08
	20-24 years	4.17	4.67	4.50	4.50	4.50	4.00	4.33	4.17	4.17	4.33	4.33	3.33	4.00	3.83
	25+ years	3.85	4.14	4.71	4.07	4.07	3.77	4.00	3.85	3.71	4.36	3.64	2.93	3.43	3.62
	3-5 years	4.16	4.39	4.57	4.27	4.23	3.93	4.41	4.07	3.98	4.55	4.41	3.14	4.09	4.27
	5-9 years	4.29	4.48	4.54	4.30	4.30	4.09	4.52	4.39	4.09	4.41	4.34	3.55	4.65	4.33
Less than 1 year	4.46	4.80	4.73	4.50	4.76	4.43	4.81	4.54	4.29	4.62	4.50	2.95	4.48	4.87	

Common Theme on Open Response

Areas for improvement or causing stress:

- Heavy workload
- Lack of staff
- Lack of communication across departments
- Purchasing process is long
- COVID-19
- Family issues
- Lack of training

Areas of success

- Leadership cares
- Communication
- NBU benefit package
- NBU's willingness to survey and listen to staff
- Focus on safety
- Team Work
- Family culture

Recommendations From Breakout Groups

- CEO or executive updates monthly
- Standing meetings for Executives to be in front of manager's teams on a regular basis. (not just the area's executive but all)
- Executive - employee round-tables
- Offer more leadership training available for all levels
- Manager meetings need to be more free flow

Recommendations From Breakout Groups cont.

- Create a mentoring program or a new career path for long tenured employees
- Relay positive accomplishments to teams from other departments, not just their own
- Managers are constantly in meetings, how can we reduce this (from staff level)

Manager Engagement Survey



Manager Engagement Survey

- Performed by ME360's Dr. Rob Konopaske

Areas Studied Include:

- The current NBU environment
- Internal communication
- Internal service across departments
- What it is like to be a manager today
- Challenges facing managers,
- Top leadership support
- positive and negative factors affecting support.

Repeating Positive Themes

- Grateful to be part of NBU
- **Very appreciative of caring support/treatment**
- Thrive on the challenge of being an NBU manager
- **Feel good about being part of a community-centered organization**
- Receive strong support from immediate supervisor
- **Impressed with quality and approachability of top leadership**
- Relate well to the people who work at NBU
- Fit well with culture

Repeating Negative Themes

- Frustration
- Uncertainty
- **Workload > people**
- Declining Trust
- Strained relationships
- **Fear of speaking up**
- Siloed
- Pressure to perform
- Shifting/unclear expectations
- Insufficient resources
- Email over reliance
- unpredictability
- **Lack of support from all top leadership**

Recommendations

- Facilitate meetings to develop team
- Engage in Non-business team building
- Provide training and development program
- Systemize project prioritization
- Develop “New Era” Communication best practices

Recommendations

- Schedule CEO Town Halls
- Hold manger only meetings
- Engage in constructive conflict in leadership team to vet ideas
- Executives/directors increase support of managers in other areas
- Celebrate Wins
- Involve managers earlier in decision making

Next Steps

- Implementation of Employee suggestions
- Working with ME360 to create NBU Employee Engagement Roadmap to include:
 - Definition of what employee engagement is to NBU at each level
 - Potential and new employee
 - Director and Manager
 - Employee
 - Executive
 - Definitions of NBU core competencies
 - Outlined skills/competencies required for leadership levels