

MEMORANDUM



TO: MAYOR FISCHER AND CITY COUNCIL
FROM: DANIELLE MAHONEY, ASSISTANT CITY MANAGER
SUBJECT: 2024 EMPLOYEE ENGAGEMENT SURVEY RESULTS
DATE: JANUARY 9, 2025

Overview

At the City of Novi, we believe our greatest strength is our people, and we are committed to fostering a workplace culture that supports every member of Team Novi. In alignment with this commitment, we recently conducted [employee engagement surveys](#) to better understand the perspectives, experiences, and needs of both administrative and union-represented employees. This memo outlines the survey process, key findings, and the rationale for conducting distinct surveys for each group, reflecting our dedication to listening to our employees and driving organizational success together.

Survey Process

- **Administrative Employee Survey:** Conducted from July 31 to August 14 with a response rate of **76%**.
- **Union Employee Survey:** Conducted from September 11 – September 25, with a response rate of **43%**
- Surveys were made available to full-time employees

Each survey focused on engagement areas such as people programs, leadership, career development, workplace culture, and overall satisfaction.

Key Insights

Below is a high-level summary of findings:

Administrative Employees

- **Strengths:**
 - High satisfaction with organizational pride, core engagement within departments, and role alignment,
 - Positive perceptions of professional development opportunities.
- **Opportunities for Improvement:**
 - Better alignment with modeling values and behaviors from senior leadership.
 - Concerns about workload distribution and resources.

Union Employees

- **Strengths:**
 - Strong camaraderie among team members.
 - Favorable views of role alignment and expectations.
- **Opportunities for Improvement:**
 - Concerns about transparency and communication from senior leadership.
 - Concerns about workload distribution and resources.

Why Conduct Two Separate Surveys?

Conducting two separate surveys for administrative and union-represented employees was intentional and necessary to ensure accurate representation of each group's unique needs and experiences:

1. **Distinct Work Structures:**
 - Administrative staff and union employees often have different job responsibilities, work environments, and reporting structures. A single survey would risk overlooking these nuances.
2. **Encouraging Honest Feedback:**
 - By separating the surveys, employees were more likely to feel comfortable providing candid input, knowing their feedback would be contextualized appropriately.
3. **Actionable Results:**
 - Separate data sets allow us to develop targeted recommendations and action plans that directly address the concerns of each group while identifying overarching themes for the entire organization.

Next Steps

- **Implementing Recommendations for Improvement:** Senior leadership is already implementing improvements outlined in the priority matrixes within each overview deck that include:
 - Implementing flexible and hybrid work schedules as appropriate.
 - Revamping the employee experience (onboarding, offboarding, and new employee orientation).
 - Fostering positive relationships between union leadership and City administration
 - Implementing a process for frequent feedback loops between staff and supervisors to ensure open, transparent communication.
- **Follow-Up Surveys:** The City will continue to conduct employee engagement surveys on an annual basis.

Conclusion

We recognize that employee engagement is essential to driving organizational success. This survey process reflects our ongoing commitment to listening to our employees, understanding their experiences, and taking meaningful action to build a workplace where everyone feels valued, supported, and empowered.

By considering the unique perspectives of both administrative and union employees, we are better equipped to implement thoughtful, targeted improvements that benefit not only our staff but the entire Novi community. Together, we will continue to foster a culture of collaboration, transparency, and respect that propels Team Novi forward.

Thank you for your time and consideration of these survey results. Should you have any questions or require additional information, please don't hesitate to reach out.