

# Welcome to Your Reports!

2015 Best Places to Work in Central Ohio

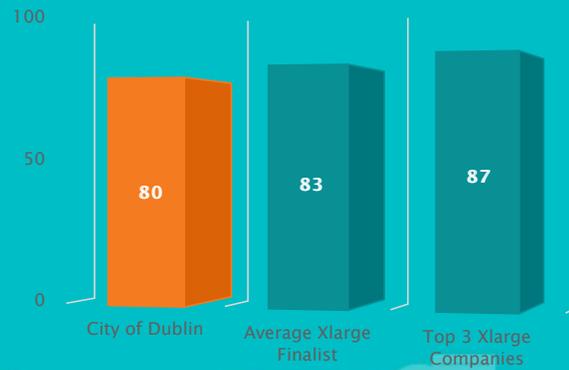
By participating in the Best Places to Work contest, you are demonstrating your commitment to employee engagement and creating an advantage over your competition.

This program measures employee engagement using a research validated survey process. Engagement represents the degree to which employees willingly go above and beyond in their work, advocate for the organization and intend to stay into the future.

This year, 206 of your employees completed the survey. The average of their responses creates your organization's engagement score. Employee engagement scores can range from 0-100 with 100 being the best possible score.

YOUR SCORE

**79.68**



**93**

**ENGAGED EMPLOYEES**

45.15% OF YOUR PEOPLE

**Your People**

**Engaged**

Highly Favorable, Advocate, Intend To Stay, High Discretionary Effort

**75**

**CONTRIBUTING EMPLOYEES**

36.41% OF YOUR PEOPLE

**Hostile**

Negative, Lack Commitment, Impact Productivity Of Others

**Contributing**

Moderately Favorable, Held Back, Opportunity For Increased Performance

**Disengaged**

Indifferent, Lack Motivation, At-Risk For Retention

**11**

**HOSTILE EMPLOYEES**

5.34% OF YOUR PEOPLE

**27**

**DISENGAGED EMPLOYEES**

13.11% OF YOUR PEOPLE

## For your information

The top scoring Best Places to Work have created a workplace where 97% of employees are engaged.

## Inside the Numbers

Ensuring that employees feel they have access to learning and development opportunities is vital to an engaged workplace.

Understanding how various groups within your workforce perceive development opportunities can reveal powerful insights. For example, this is the percentage of your male and female employees who agreed with one important survey item.

**52%**  
of men agree

**58%**  
of women agree

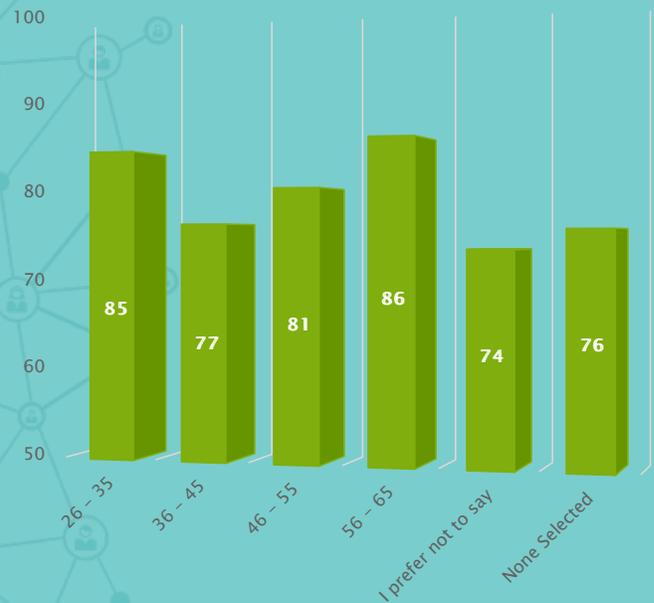
I see professional growth and career development opportunities for myself in this organization.

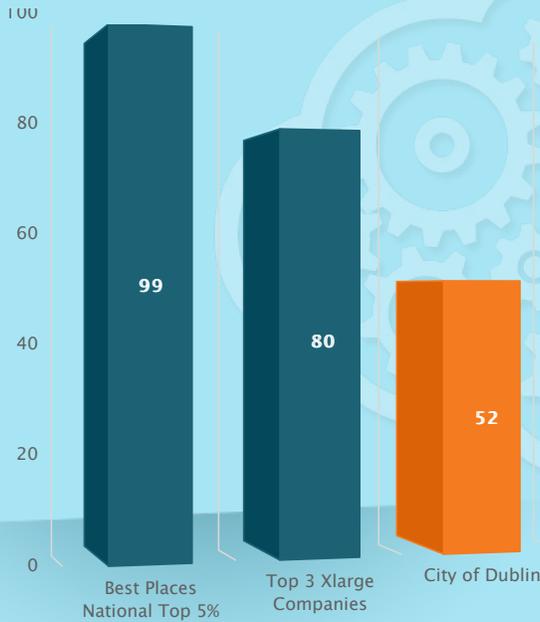


## Generations in your Workplace

Is City of Dublin's culture one that works better for the younger employees who are just beginning their career? Or do you unintentionally cater to a more mature workforce?

Comparing the engagement levels of employees by age group may highlight that your workplace is working better for some than others. Best Places to Work are diligent about fostering a culture that works for all employees.





## Knowing What Matters

When employees feel valued by their organization, they are far more likely to be engaged. Year after year, this single factor proves to be one of the largest drivers of employee engagement. How did **City of Dublin** stack up?

The leaders of the organization value people as their most important resource.

## Now What?

One of your organization's biggest opportunities for improvement was in the area of Manager Effectiveness. Below is one recommendation you can leverage to make your workplace better. Note: Our upgraded reports will provide six recommendations based on your category scores.

**Conduct one-on-one meetings (at least monthly) with each individual employee.**

Many argue that the relationship with their manager is the most important factor in employees' overall experience of work. Building a high-quality relationship requires a commitment to spending some time together. **Effective one-on-one meetings** are frequent, scheduled, and follow a consistent agenda. The best one-on-one's are employee driven, where the employee has ownership of what is discussed to ensure their most important concerns are addressed.

## Can you hear me?

Employees were invited to provide optional responses to several open-ended questions during the survey. Your employees shared 427 comments. Here is a random sampling of their responses:

We have supervisors who lie, who have mood swings that go on for days and they have their little tree house clubs who they play favoritism towards. If you look at our department, we have individuals who are retiring (who don't have to) but are leaving because of the toxic atmosphere. There are superiors who will walk past you without looking at you or even saying hello - they make you feel that they are too good and you are a nobody. The promotional process is worthless, especially when the chief gives the job to whomever he wants to. We have supervisors who will let one individual have all the OT they want and then other personnel have to show documentation as to what they are doing, how long it will take and if the job will be accomplished. Some favorites complain enough and get the positions they want while others are overlooked. The atmosphere in this department is awful - most would leave if they could but they cannot. It all starts at the top and filters down thru the ranks, they have made some very poor choices with who they hire and promote.

The City of Dublin COULD be a great place to work. I think it is making steps in the right direction with our new City Manager. However, awarding the city this honor at this point I think is premature and would be doing a disservice to many members of the staff who are still fighting to make it better. It is difficult to encourage management to make positive changes if we have been praised for arriving at our destination already. The report conducted by the Novak Consulting Group just over a year ago produced less than glowing results about culture after extensive employee surveying and meetings. To list the COD as a best place to work just a year later only serves to lessen the credibility of the list. I had to chase down members of our community relations and hr staff in order to be afforded the opportunity to take this survey, having been employed year round part time for the past 5 years.



Give employees opportunities for advancement. Give employees the opportunity for legitimate raises by changing the pay increase structure. Right now, the regular employee doesn't get a raise that will cover the Federal Cost of Living increase unless they are a new employee. Get a traditional health plan. The current health plan has continually decreased our available income over the years. Although I get a wonderful review every year, I have less available income now than I did 5 years ago. Talk to the 'worker bees'. The worker bees are only asked their opinion through their supervisors. This leads to incomplete and often erroneous information being sent to upper management.

There is a lot of corruption, dishonest and infidelities that goes on here. No leadership at all. There are some good people here, but some are caught up with the corruption that is happening. Most Supervisors close their eyes to what is going on, are only here for themselves and looking after their buddies. Sad place to work. They really need a total new crew of leaders, the current ones are absolutely TERRIBLE. People talk amongst themselves and seem shocked at how this place of business has turned out. It always starts with the top, and the top is full of people with titles who have no experience with leadership.



The City has taken a very different, but welcome, turn with Dana McDaniel as the City Manager. I see him as someone that has really started pulling all of us together under one "roof" in a very short period of time. He is a "do-er" not just a thinker. We need that in this organization. I am hopeful that with the huge turnover (retirement) in upper management, that new people will generate new, challenging ideas to help employees have a "spark" again. It is a great place to work, but there are still some challenges that need to be addressed to make it an amazing place to work.



# Questions? Comments? We're here to help!

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☎ Call us at 1-888-415-8302