

2024
City of North
Richland Hills
Employee
Engagement
Survey Report



Conducted by:
National Service Research
September 12, 2024



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Experience and Background

- ✓ Project Team: National Service Research (NSR)
- ✓ NSR, a full-scope market research firm headquartered in Fort Worth, Texas and founded in 1989, has worked with numerous public and private entities conducting effective employee and customer satisfaction surveys.



Purpose and Objectives

- ✓ To get a snapshot of the overall health of the City of North Richland Hills (NRH).
- ✓ To provide an honest assessment of staff satisfaction and engagement within the City of North Richland Hills.
- ✓ To gain an understanding of the City's strengths and areas of improvement at the department and City-wide level.



Methodology

- ✓ The City of North Richland Hills developed the 2022 survey tool which was the first year the City of North Richland Hills has conducted an employee survey.
- ✓ 2024 is the second year of the survey.
- ✓ Survey Features:
 - ✓ Confidentiality of individual responses.
 - ✓ The City sent the proprietary survey link to all employee email addresses. Several reminders were sent to all email addresses during the data collection period.
 - ✓ Additional computer stations were available for employees with limited online access.
- ✓ The survey was conducted August 15 through September 10, 2024
 - ✓ 2022 survey - 404 completed surveys, 540 employees, 75% response rate.
 - ✓ 2024 survey – 355 completed surveys, 540 employees, 66% response rate.

Survey Focus Areas

- ✓ The primary areas of focus for the 2024 Employee Engagement Survey:
 - ✓ Authority and Empowerment
 - ✓ Clear and Promising Direction
 - ✓ Collaboration
 - ✓ Confidence in Leaders
 - ✓ Employee Enablement
 - ✓ Employee Engagement
 - ✓ Performance Management
 - ✓ Quality and Customer Focus
 - ✓ Resources
 - ✓ Respect and Recognition
 - ✓ Training and Development
 - ✓ Work Environment
 - ✓ Work Structure and Process
- ✓ Survey Rating Scale – Strongly Agree, Agree, Somewhat Agree, Somewhat Disagree, Disagree, Strongly Disagree
 - ✓ AGREE includes Strongly Agree, Agree, Somewhat Agree
 - ✓ DISAGREE includes Somewhat Disagree, Disagree and Strongly Disagree

Summary

- ✓ 93% of employees believe that the City of North Richland Hills will be successful over the next 2-3 years (up from 91% in 2022).
- ✓ 97% feel proud to work for the City of North Richland Hills (up from 94% in 2022).
- ✓ Overall employee satisfaction scores among:
 - ✓ Federal government employees – 66%*
 - ✓ Private sector firms worldwide - 91%*
 - ✓ **City of North Richland Hills – 90%***
- ✓ *Overall satisfaction scores above 75% are considered “very favorable”, according to Sirota, an employee engagement survey research organization.*

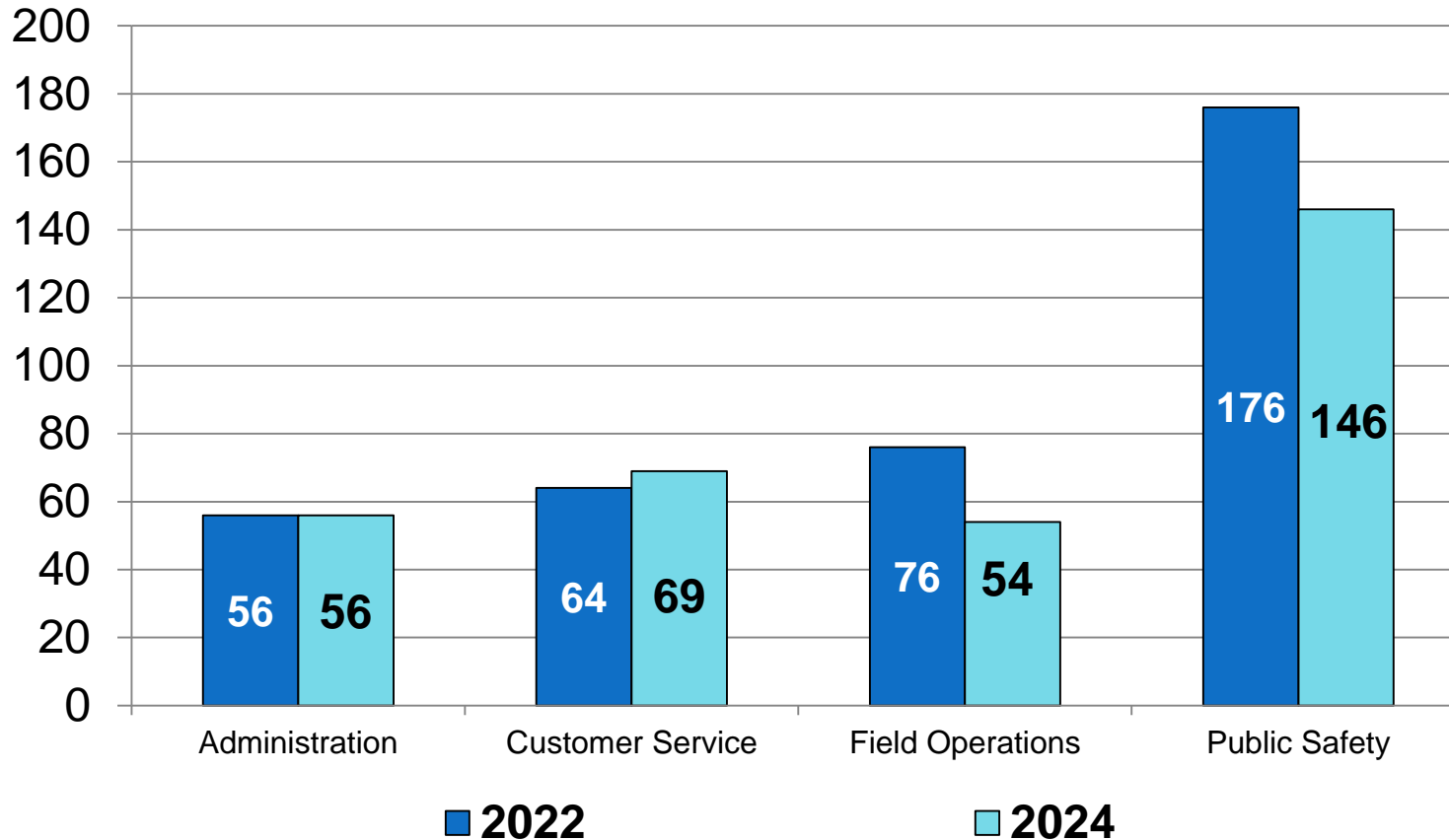
*Refer to page 40-41 for employee satisfaction score sources

Source: National Service Research – 2024 City of North Richland Hills Employee Engagement Survey – September 2024

Survey Overview – Department Response



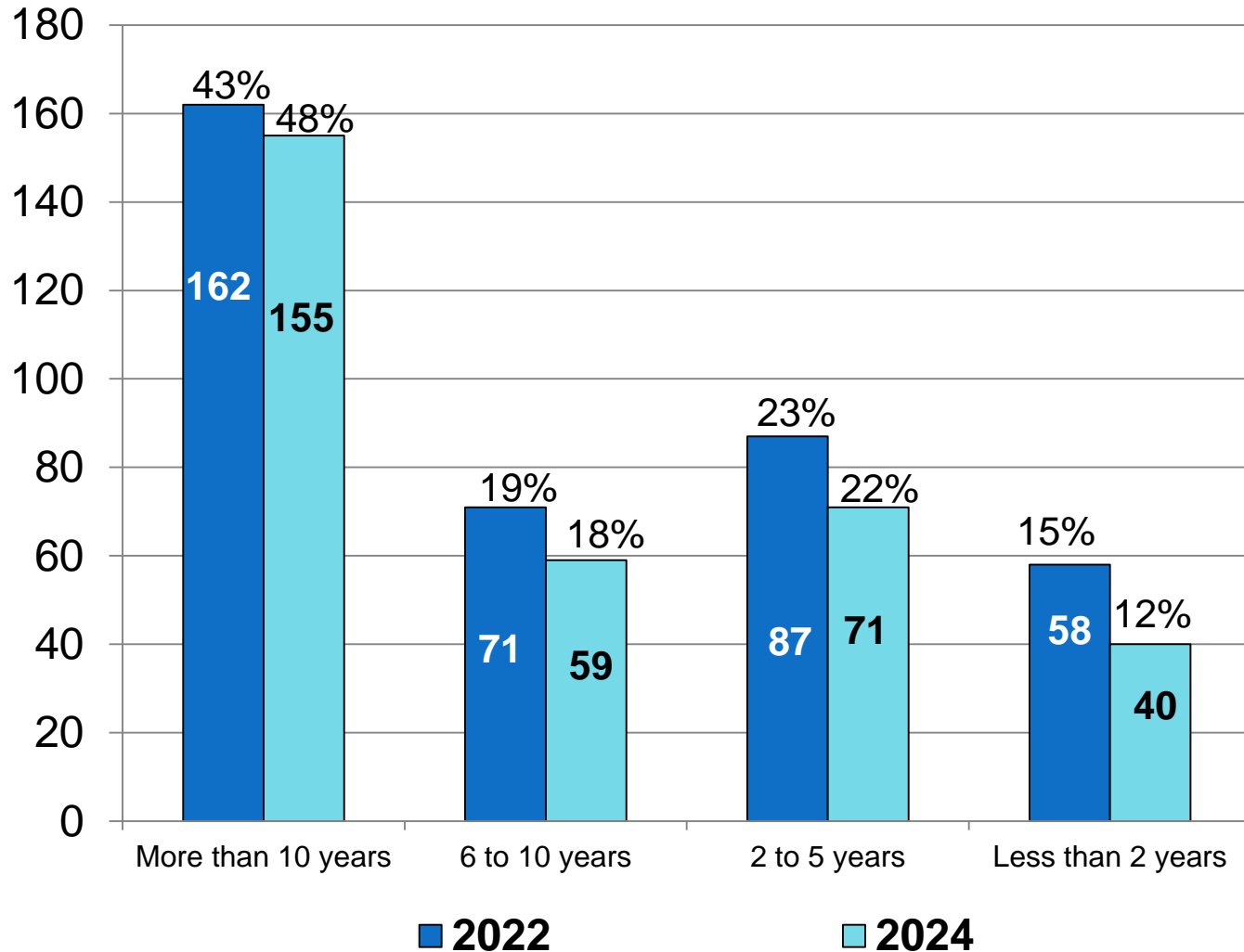
Number of Responses by Department Group



A total of 372 employees answered this question.

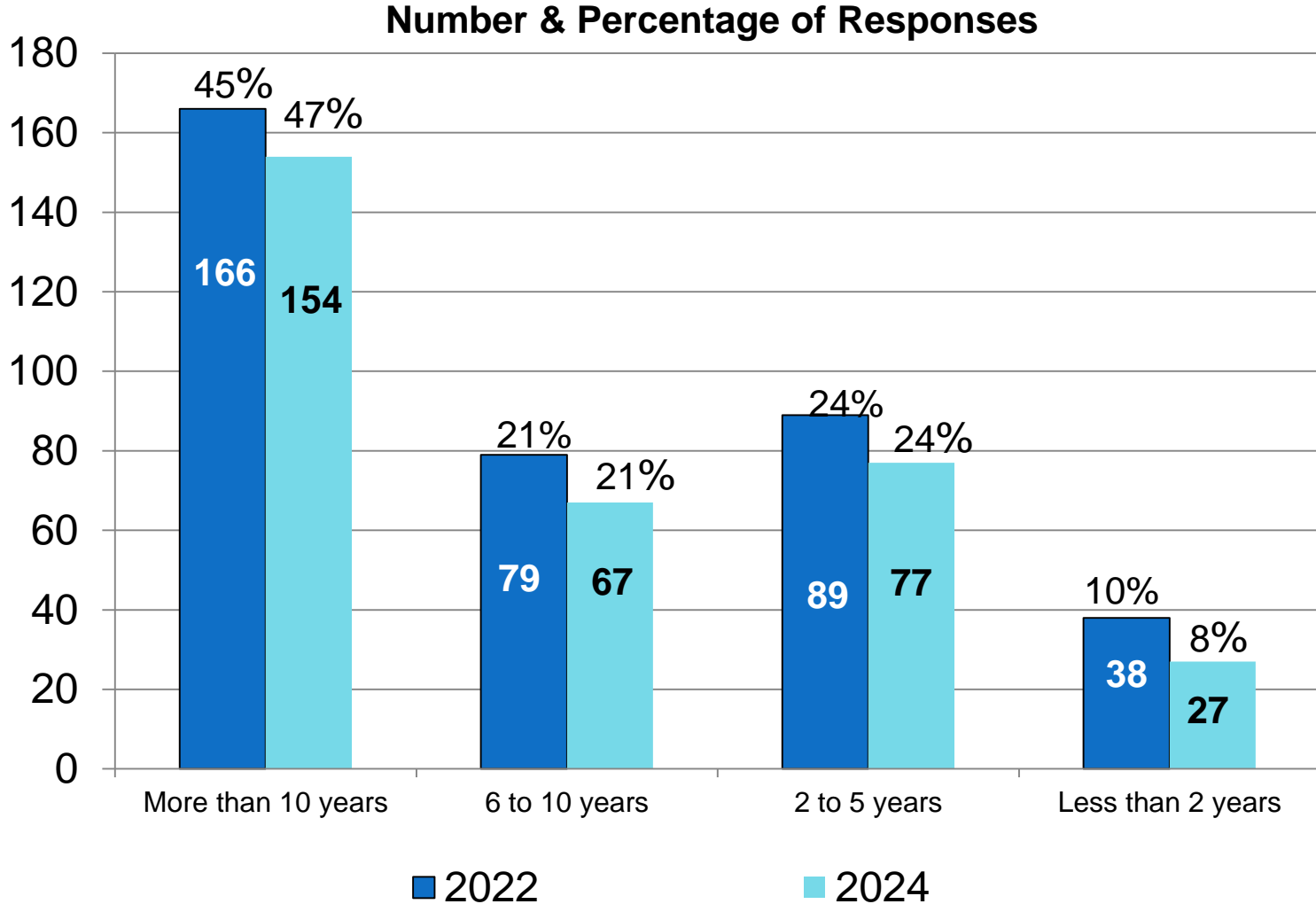
Survey Overview – Employee Tenure

Number & Percentage of Responses by Tenure



Survey Overview – Continue Working for NRH

Q. Given your choice, how long would you plan to continue working for the City of North Richland Hills?



Survey Overview – Highest Percentages

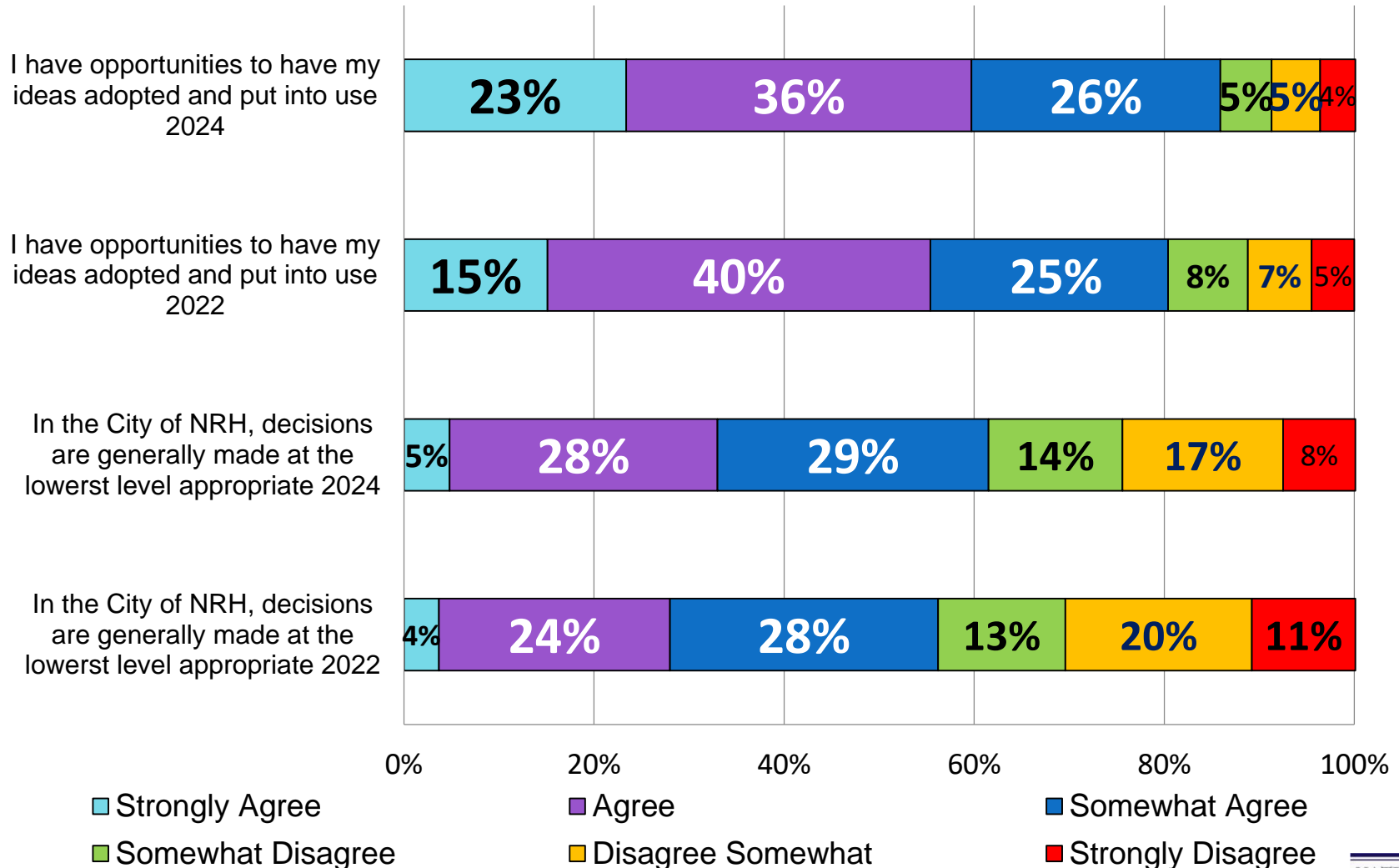
Question	Overall 2022	Overall 2024	Public Safety	Field Operations	Customer Service	Administration
	Agree	Agree	Agree	Agree	Agree	Agree
Employee Engagement: I know and understand the City's Core Values	99%	97%	97%	96%	100%	96%
Employee Engagement: The work I do makes a difference to the City of NRH	97%	98%	97%	96%	99%	100%
Performance Management: I understand the results expected of me in my job	98%	98%	99%	100%	96%	98%
Quality & Customer Focus: The City of NRH provides a high-quality customer experience	98%	98%	95%	100%	100%	100%
Quality & Customer Focus: The City of NRH provides high quality products and services	97%	98%	95%	100%	99%	100%
Employee Engagement: The work I do makes a difference to the City of NRH	97%	98%	97%	96%	99%	100%
Work Environment: My work area is safe	97%	96%	97%	89%	99%	100%

Survey Overview – Lowest Percentages

Question	Overall 2022	Overall 2024	Public Safety	Field Operations	Customer Service	Administration
	Agree	Agree	Agree	Agree	Agree	Agree
Authority & Empowerment In the City of North Richland Hills, decisions are generally made at the lowest level appropriate	56%	61%	60%	59%	59%	75%
Resources There are enough people to do the work in my work group	64%	66%	62%	69%	68%	70%
Performance Management Poor performance is addressed effectively in the City of NRH	69%	77%	71%	76%	81%	88%
Collaboration There is good communication between departments in the City of NRH	71%	76%	77%	80%	65%	80%
Collaboration: I have the opportunity to partner with co-workers outside of my group	80%	80%	82%	83%	70%	93%

Authority & Empowerment

All Employees



Authority & Empowerment

Question	Overall 2022	Overall 2024	Public Safety	Field Operations	Customer Service	Administration
	Agree	Agree	Agree	Agree	Agree	Agree
I have opportunities to have my ideas adopted and put into use	80%	86%	84%	91%	87%	98%
In the City of North Richland Hills, decisions are generally made at the lowest level appropriate	56%	61%	60%	59%	59%	75%
AVERAGE	68%	74%	72%	75%	73%	87%

✓ Survey Rating Scale – Strongly Agree, Agree, Somewhat Agree, Somewhat Disagree, Disagree, Strongly Disagree

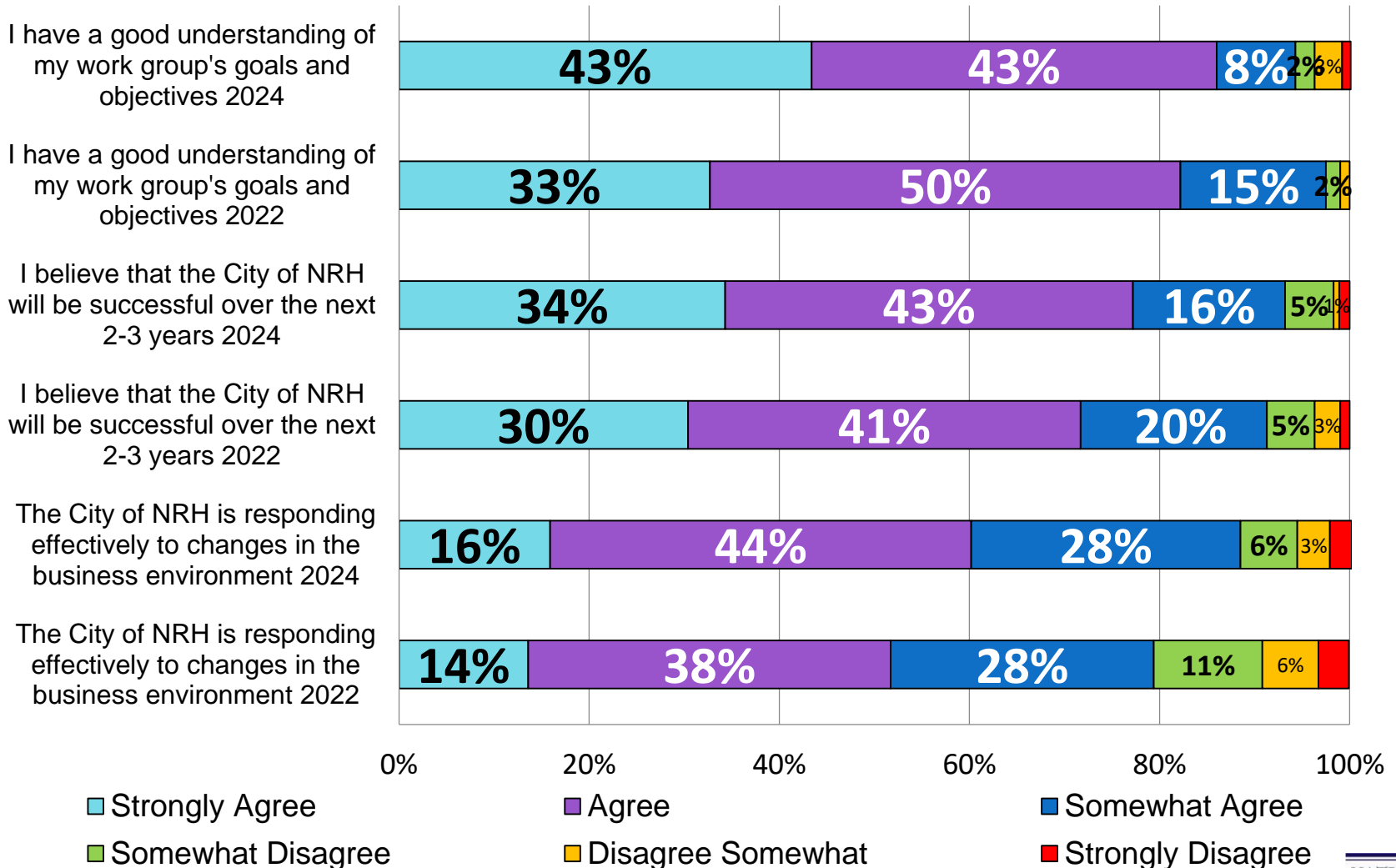
✓ AGREE includes Strongly Agree, Agree, Somewhat Agree

GREEN percentages indicate an overall INCREASE since 2022

RED percentages indicate in overall DECREASE since 2022

Clear and Promising Direction

All Employees

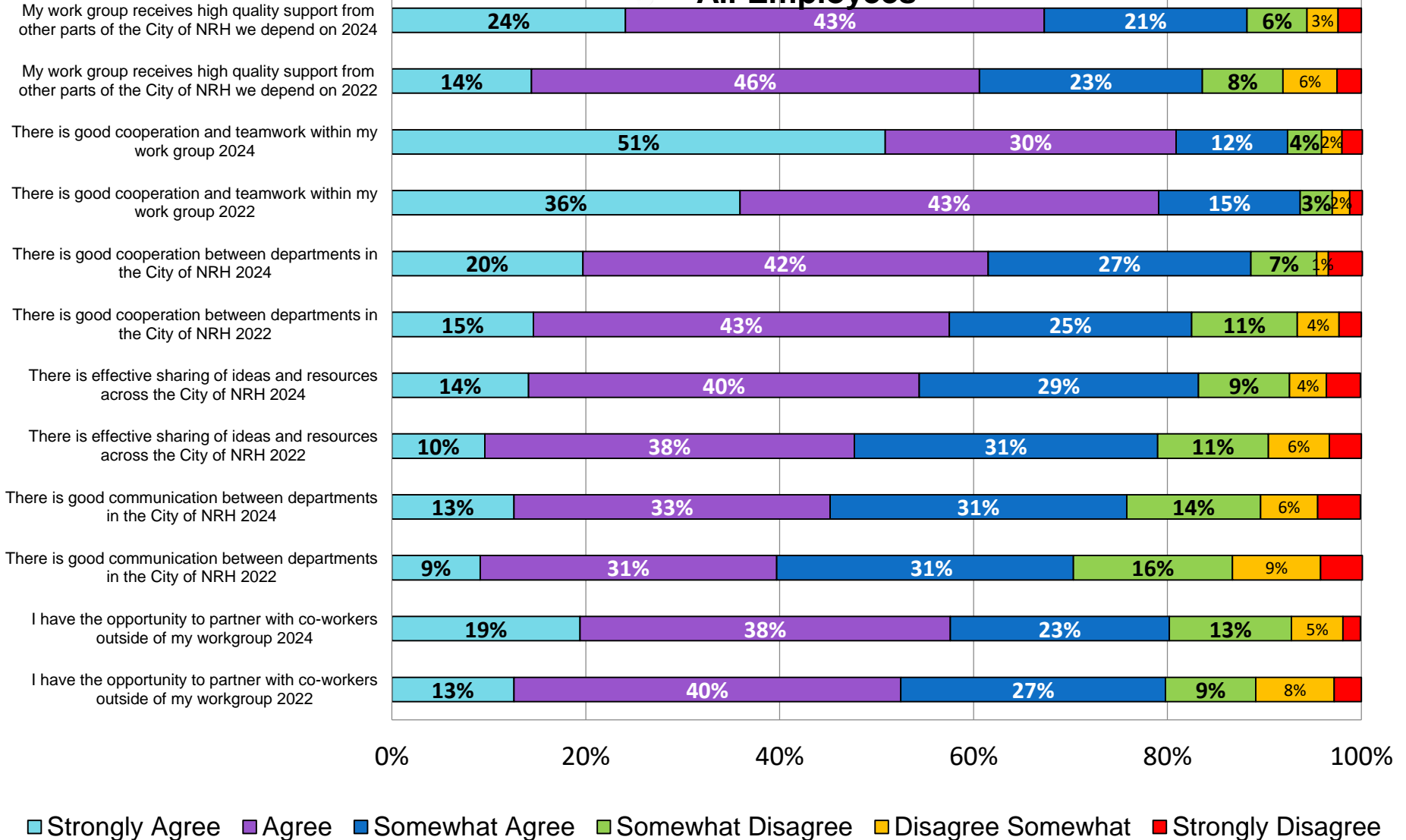


Clear & Promising Direction

Question	Overall 2022	Overall 2024	Public Safety	Field Operations	Customer Service	Administration
	Agree	Agree	Agree	Agree	Agree	Agree
I have a good understanding of my work group's goals and objectives	98%	94%	94%	98%	96%	95%
I believe that the City of NRH will be successful over the next 2-3 years	91%	93%	93%	89%	97%	98%
The City of NRH is responding effectively to changes in the business environment	80%	88%	85%	89%	91%	95%
AVERAGE	90%	92%	91%	92%	95%	96%

Collaboration

All Employees



0% 20% 40% 60% 80% 100%

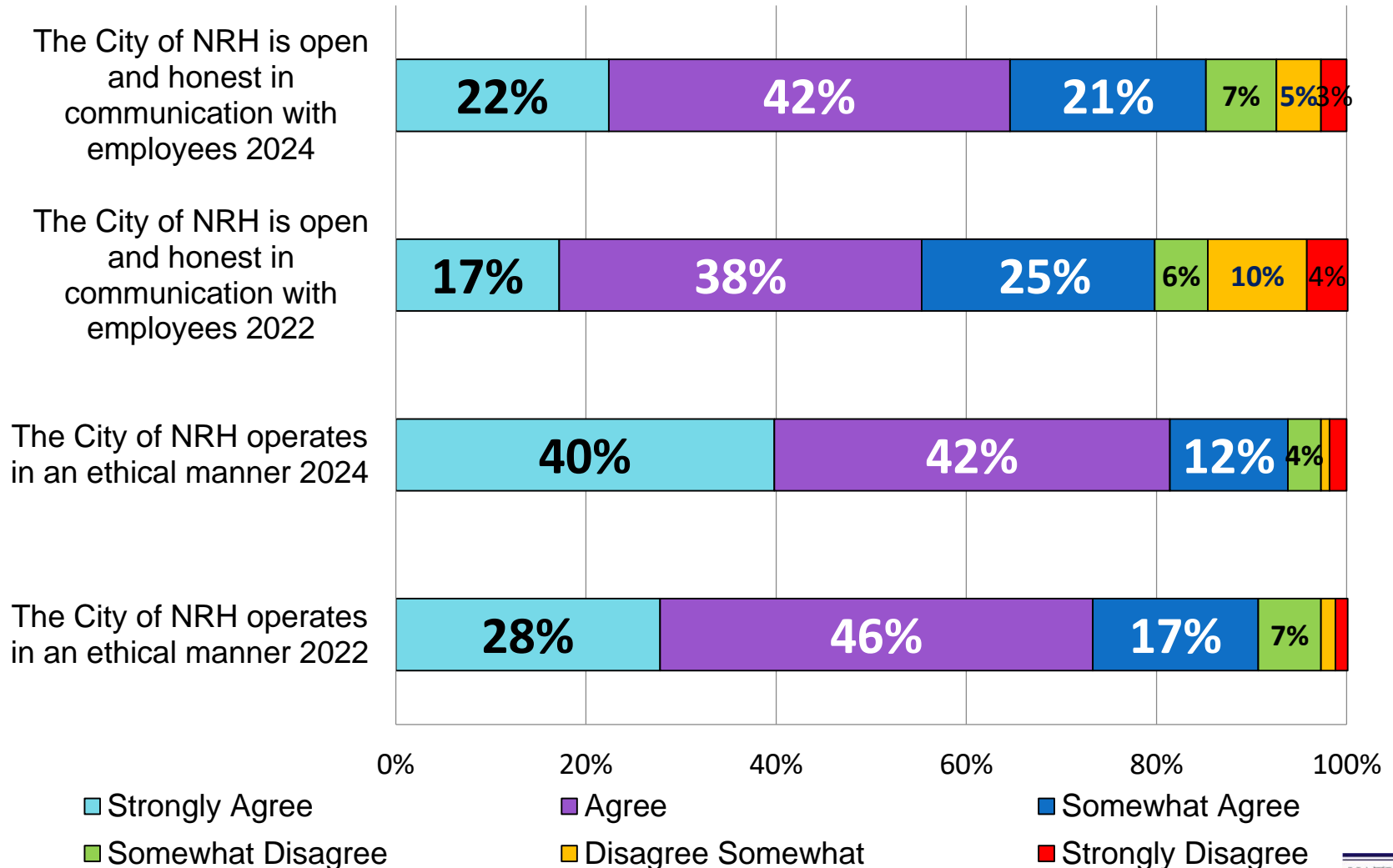
■ Strongly Agree
 ■ Agree
 ■ Somewhat Agree
 ■ Somewhat Disagree
 ■ Disagree Somewhat
 ■ Strongly Disagree

Collaboration

Question	Overall 2022	Overall 2024	Public Safety	Field Operations	Customer Service	Administration
	Agree	Agree	Agree	Agree	Agree	Agree
My work group receives high quality support from other parts of the City of NRH we depend on	83%	88%	92%	83%	86%	93%
There is good cooperation and teamwork within my work group	94%	92%	93%	89%	93%	96%
There is good cooperation between departments in the City of NRH	83%	89%	90%	85%	87%	91%
There is effective sharing of ideas and resources across the City of NRH	79%	83%	85%	87%	71%	91%
There is good communication between departments in the City of NRH	71%	76%	77%	80%	65%	80%
I have the opportunity to partner with co-workers outside of my group	80%	80%	82%	83%	70%	93%
AVERAGE	82%	85%	87%	85%	79%	91%

Confidence in Leaders

All Employees

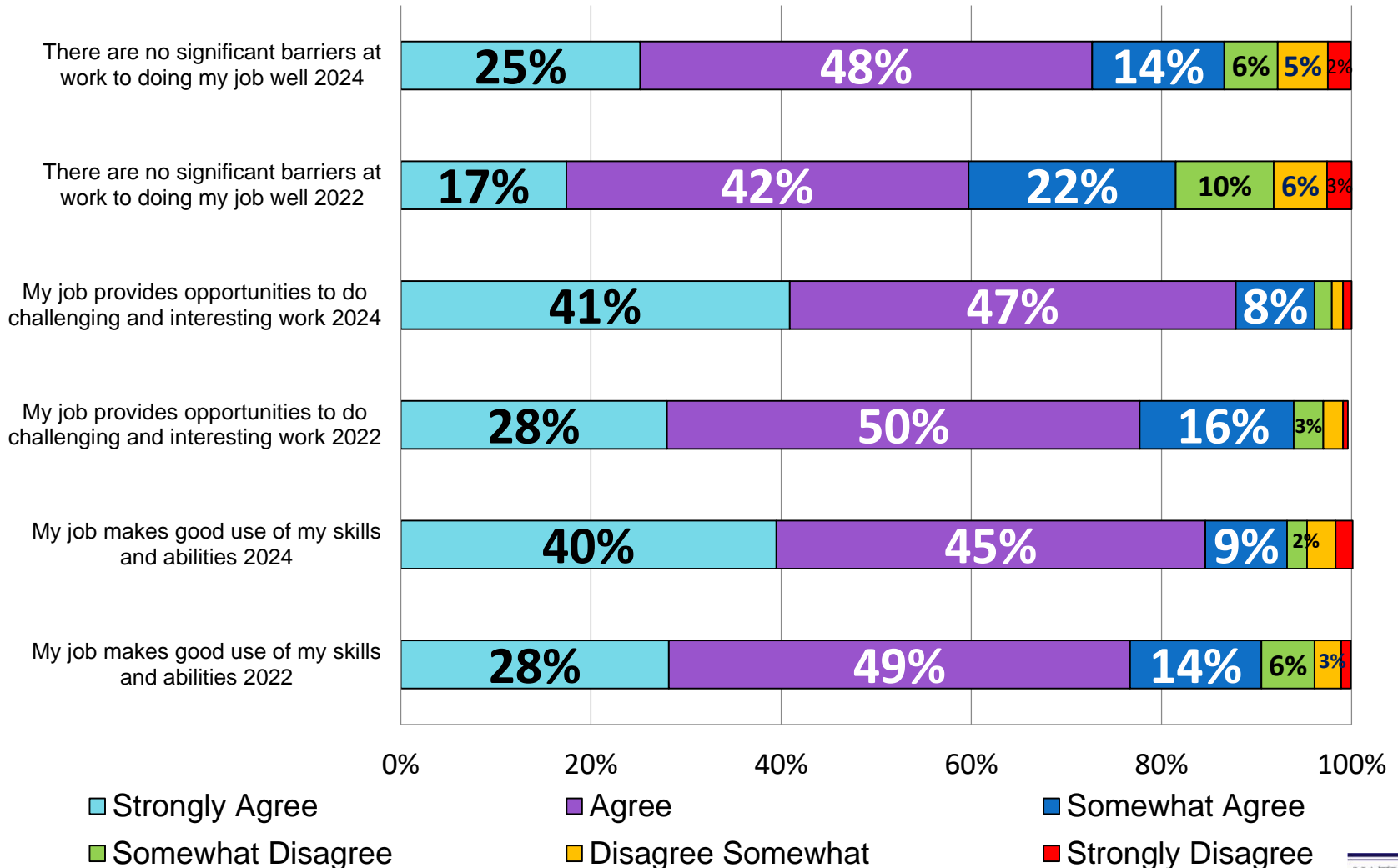


Confidence in Leaders

Question	Overall 2022	Overall 2024	Public Safety	Field Operations	Customer Service	Administration
	Agree	Agree	Agree	Agree	Agree	Agree
The City of NRH is open and honest in communication with employees	80%	85%	82%	85%	87%	91%
The City of NRH operates in an ethical manner	91%	94%	93%	93%	94%	98%
AVERAGE	86%	90%	88%	89%	91%	95%

Employee Enablement

All Employees

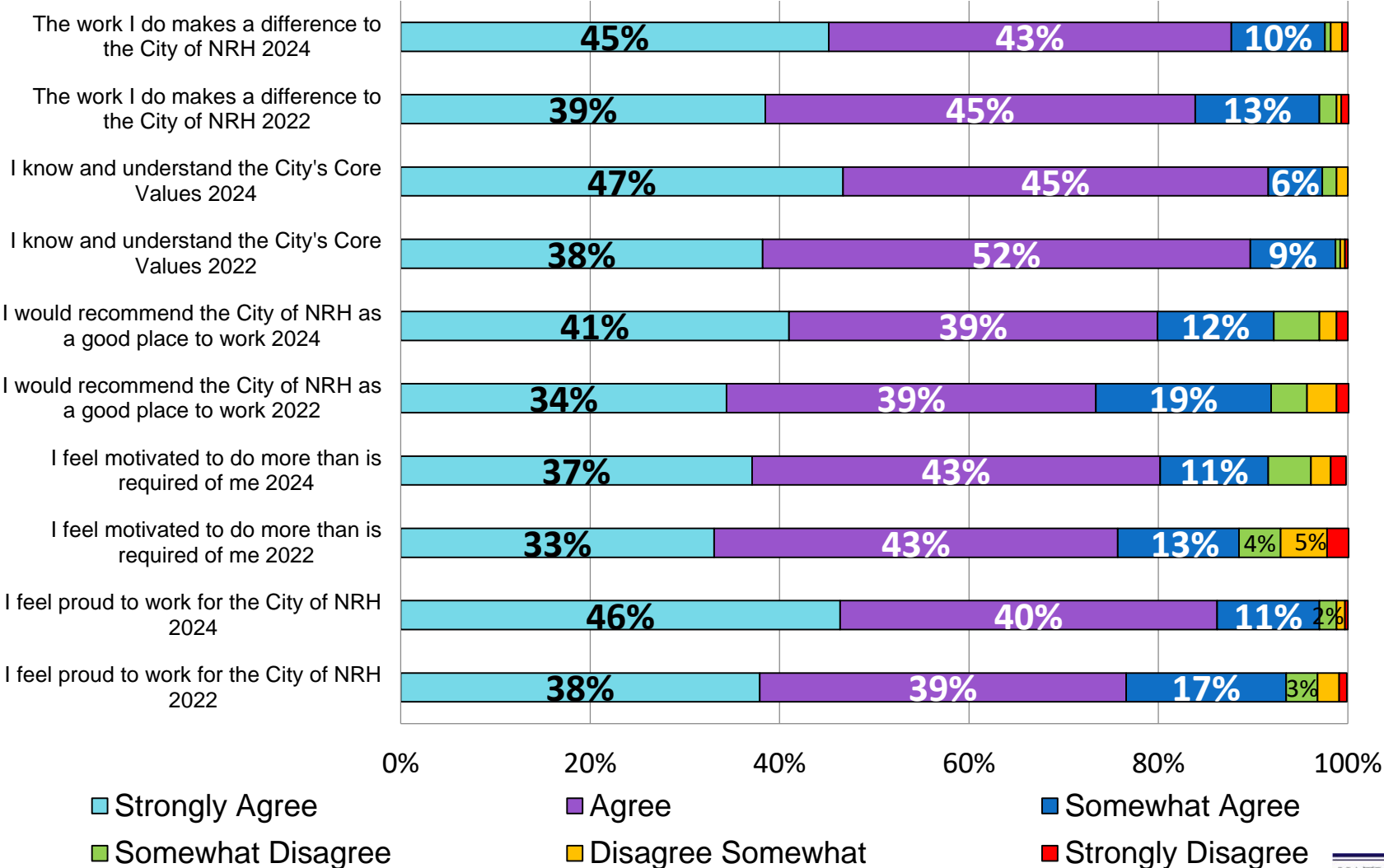


Employee Enablement

Question	Overall 2022	Overall 2024	Public Safety	Field Operations	Customer Service	Administration
	Agree	Agree	Agree	Agree	Agree	Agree
There are no significant barriers at work to doing my job well	81%	87%	87%	82%	86%	93%
My job provides opportunities to do challenging and interesting work	94%	96%	95%	96%	96%	98%
My job makes good use of my skills and abilities	91%	93%	93%	93%	94%	96%
AVERAGE	89%	92%	92%	90%	92%	96%

Employee Engagement

All Employees



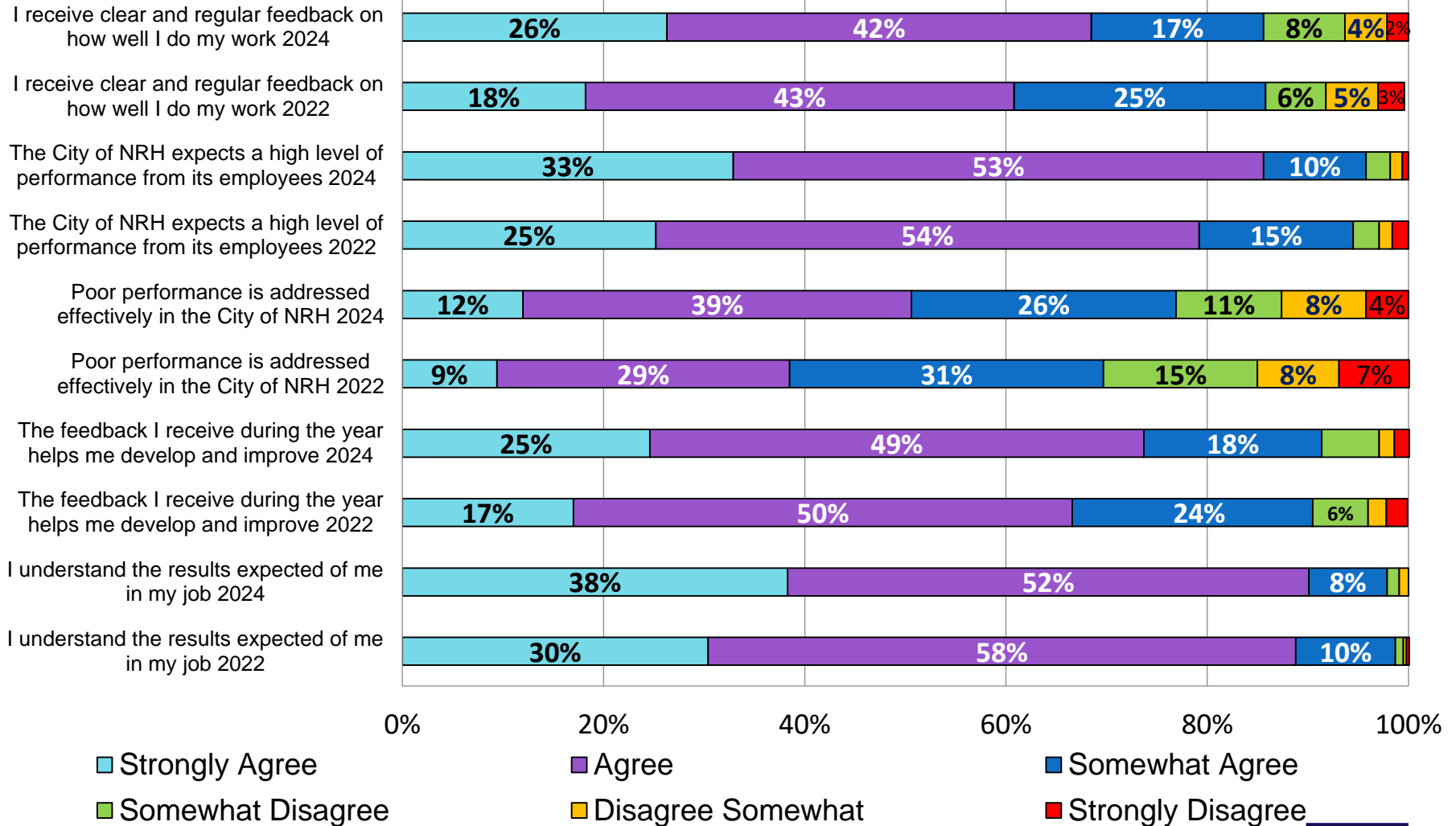
Source: National Service Research – 2024 City of North Richland Hills Employee Engagement Survey – September 2024

Employee Engagement

Question	Overall 2022	Overall 2024	Public Safety	Field Operations	Customer Service	Administration
	Agree	Agree	Agree	Agree	Agree	Agree
The work I do makes a difference to the City of NRH	97%	98%	97%	96%	99%	100%
I know and understand the City's Core Values	99%	97%	97%	96%	100%	96%
I would recommend the City of NRH as a good place to work	92%	92%	92%	83%	97%	95%
I feel motivated to do more than is required of me	89%	92%	88%	83%	99%	98%
I feel proud to work for the City of NRH	94%	97%	95%	98%	100%	98%
AVERAGE	94%	95%	94%	91%	99%	97%

Performance Management

All Employees



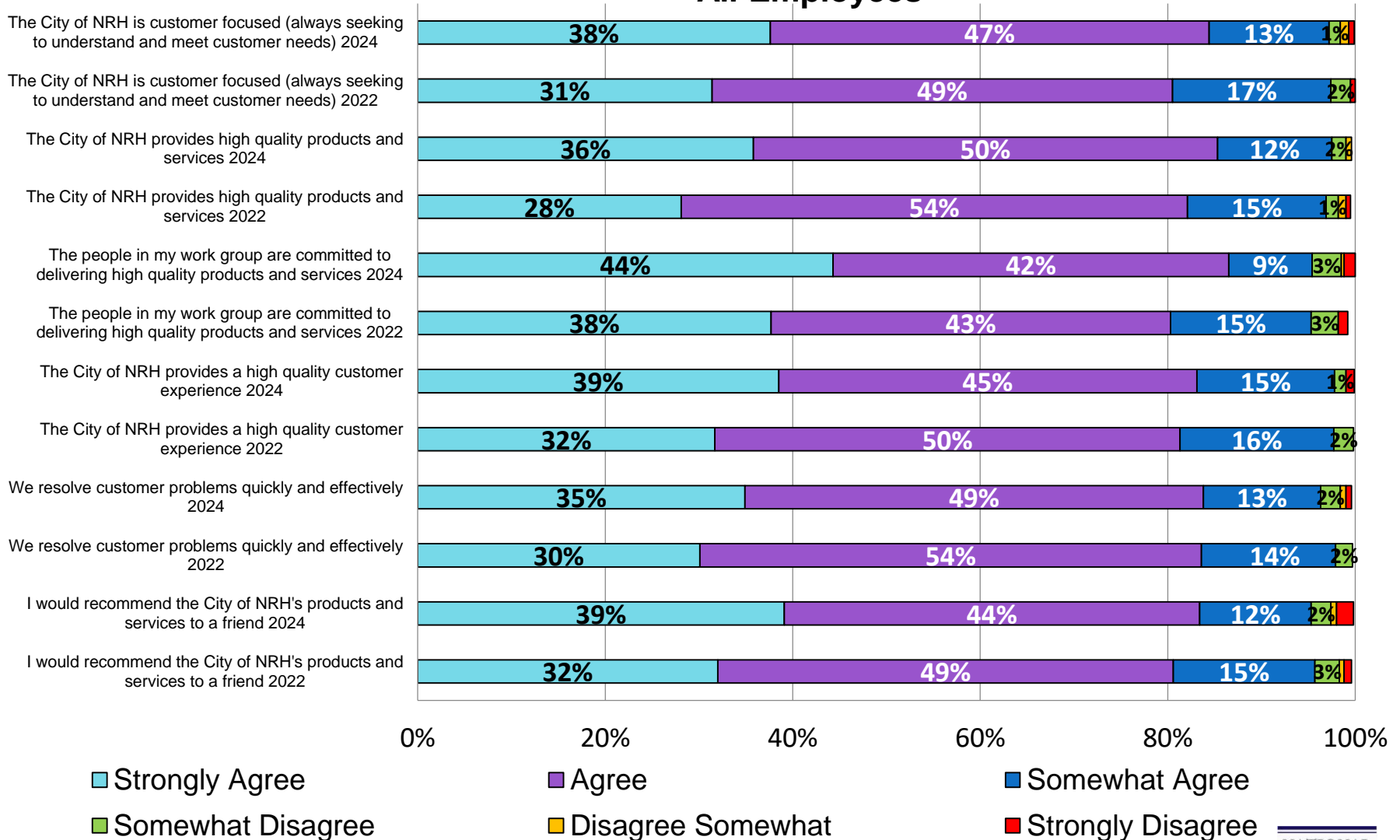
Performance Management

Question	Overall 2022	Overall 2024	Public Safety	Field Operations	Customer Service	Administration
	Agree	Agree	Agree	Agree	Agree	Agree
I receive clear and regular feedback on how well I do my work	86%	86%	85%	89%	84%	88%
The City of NRH expects a high level of performance from its employees	94%	96%	93%	96%	97%	100%
Poor performance is addressed effectively in the City of NRH	69%	77%	71%	76%	81%	88%
The feedback I receive during the year helps me develop and improve	91%	91%	88%	94%	94%	93%
I understand the results expected of me in my job	98%	98%	99%	100%	96%	98%
AVERAGE	88%	90%	87%	91%	90%	93%

Poor performance is addressed effectively in the City of NRH – 8% increase since 2022

Quality and Customer Focus

All Employees

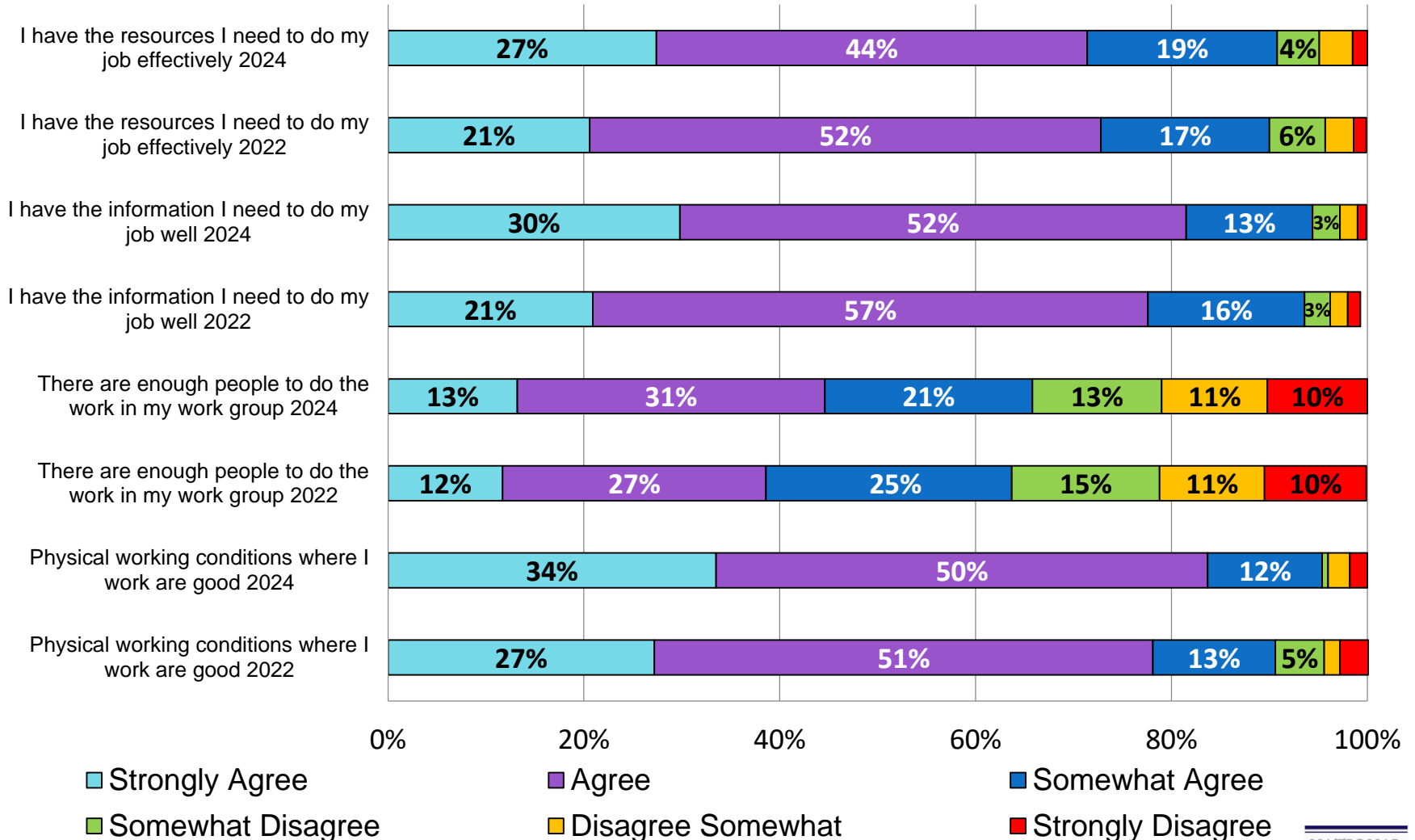


Quality and Customer Focus

Question	Overall 2022	Overall 2024	Public Safety	Field Operations	Customer Service	Administration
	Agree	Agree	Agree	Agree	Agree	Agree
The City of NRH is customer focused (always seeking to understand and meet customer needs)	97%	97%	95%	98%	100%	98%
The City of NRH provides high quality products and services	97%	98%	95%	100%	99%	100%
The people in my work group are committed to delivering high quality products and services	96%	95%	94%	94%	97%	98%
The City of NRH provides a high-quality customer experience	98%	98%	95%	100%	100%	100%
We resolve customer problems quickly and effectively	98%	96%	95%	100%	97%	96%
I would recommend the City of NRH's products and services to a friend	96%	95%	95%	91%	100%	96%
AVERAGE	97%	97%	95%	97%	99%	98%

Resources

All Employees

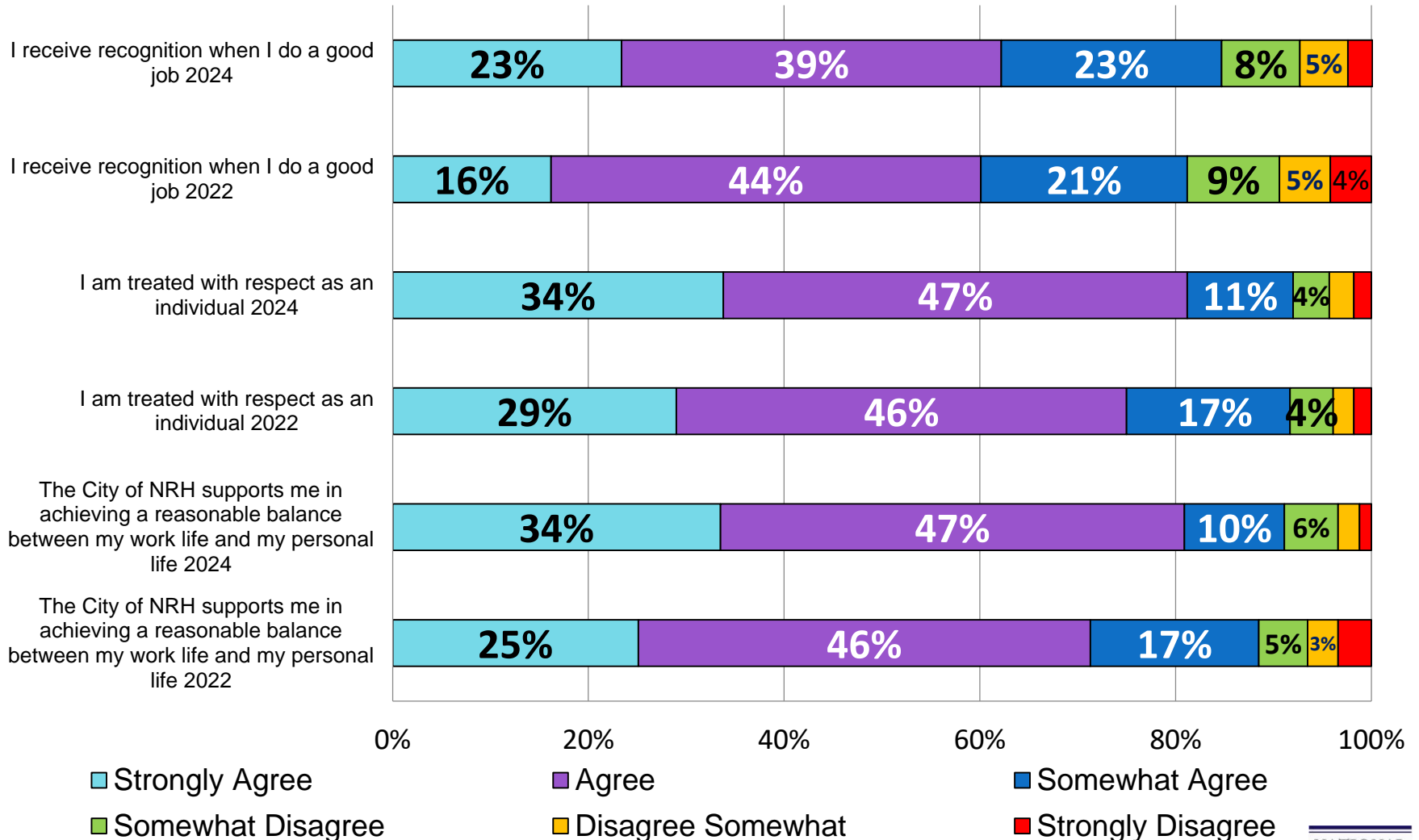


Resources

Question	Overall 2022	Overall 2024	Public Safety	Field Operations	Customer Service	Administration
	Agree	Agree	Agree	Agree	Agree	Agree
I have the resources I need to do my job effectively	90%	91%	91%	91%	90%	91%
I have the information I need to do my job well	94%	95%	93%	93%	99%	95%
There are enough people to do the work in my work group	64%	66%	62%	69%	68%	70%
Physical working conditions where I work are good	91%	95%	95%	91%	97%	100%
AVERAGE	85%	87%	85%	86%	89%	89%

Respect and Recognition

All Employees

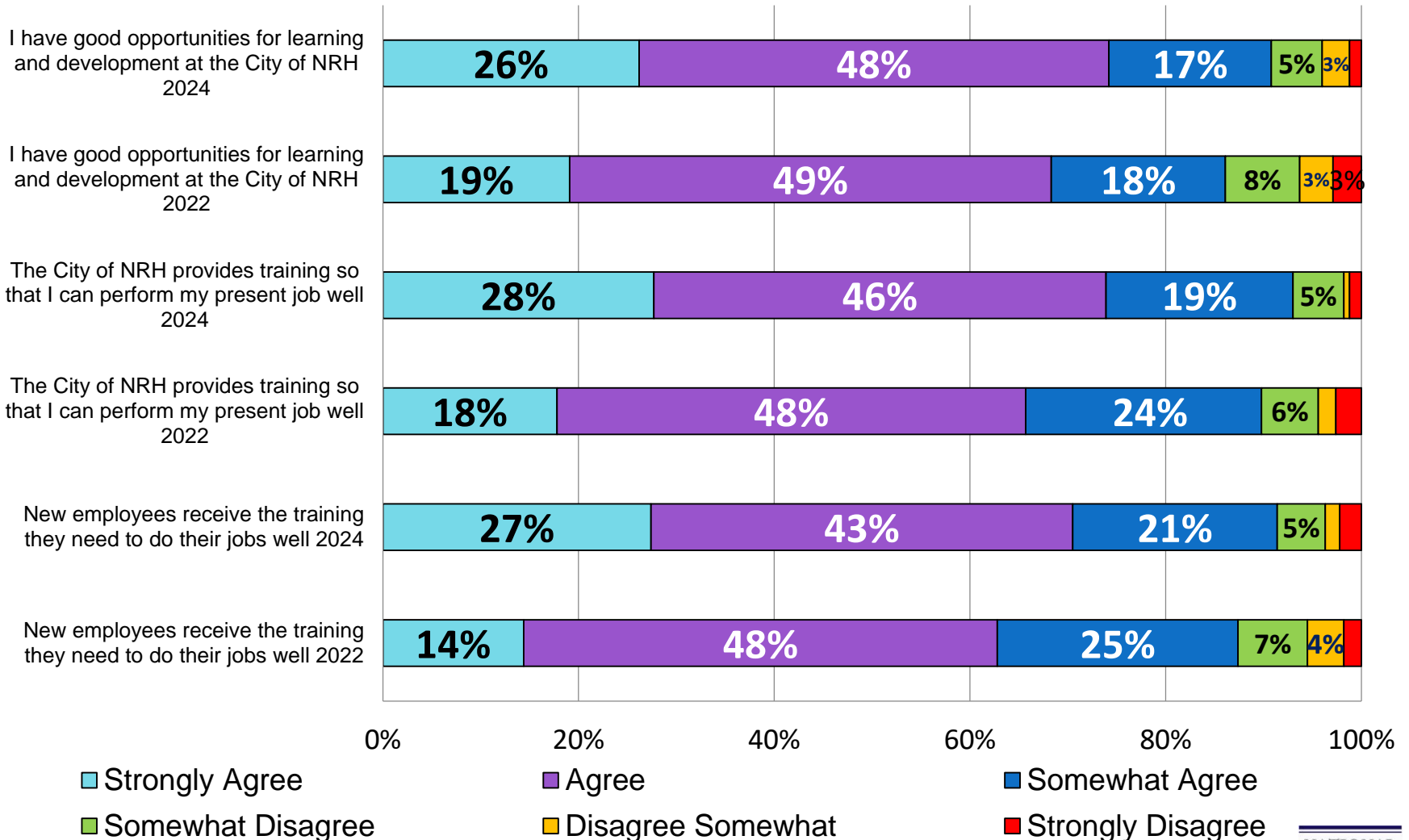


Respect and Recognition

Question	Overall 2022	Overall 2024	Public Safety	Field Operations	Customer Service	Administration
	Agree	Agree	Agree	Agree	Agree	Agree
I receive recognition when I do a good job	81%	85%	84%	89%	80%	89%
I am treated with respect as an individual	92%	92%	91%	87%	94%	96%
The City of NRH supports me in achieving a reasonable balance between my work life and my personal life	88%	91%	91%	91%	90%	93%
AVERAGE	87%	89%	89%	89%	88%	93%

Training and Development

All Employees

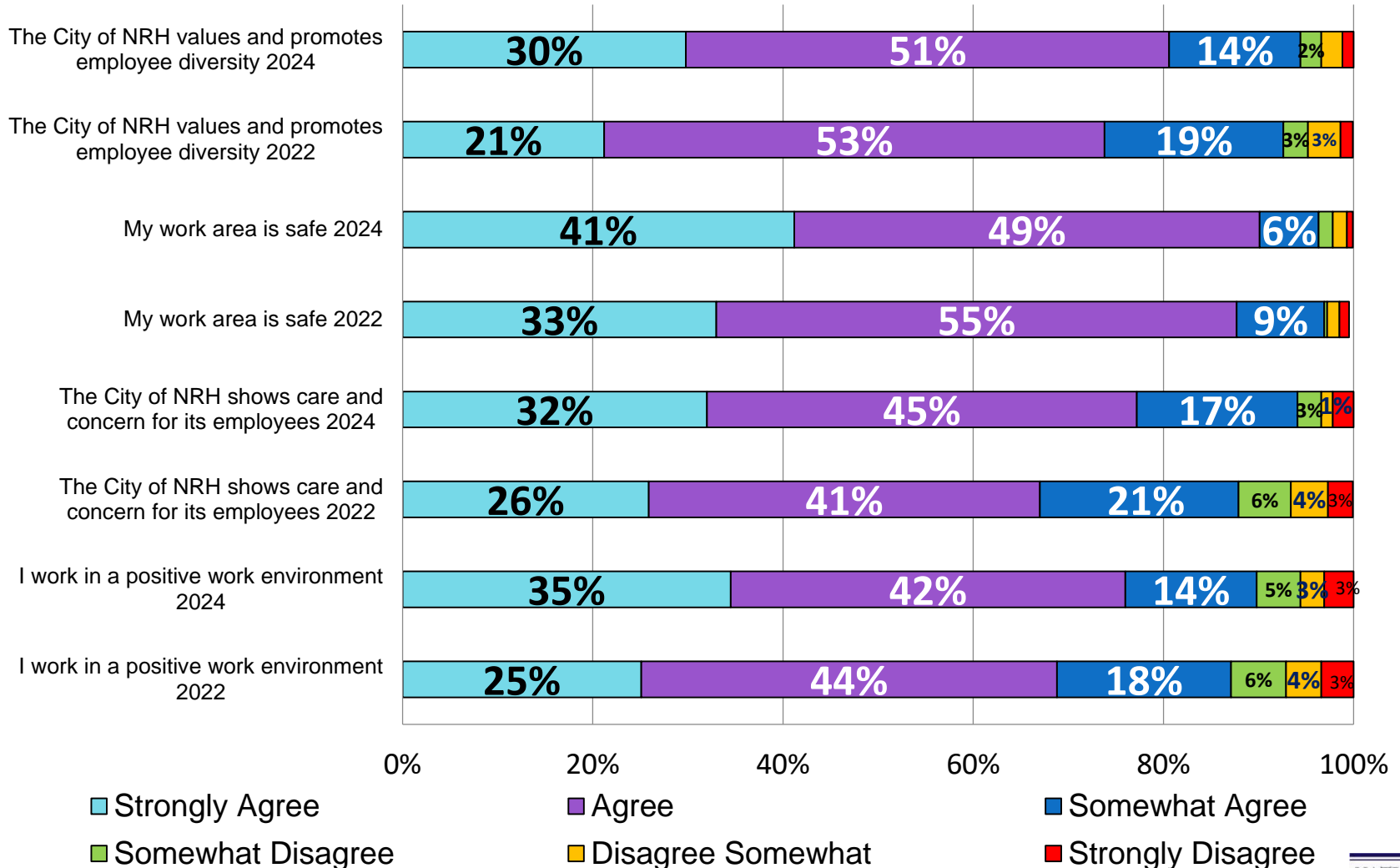


Training and Development

Question	Overall 2022	Overall 2024	Public Safety	Field Operations	Customer Service	Administration
	Agree	Agree	Agree	Agree	Agree	Agree
I have good opportunities for learning and development at the City of NRH	86%	91%	91%	89%	88%	95%
The City of NRH provides training so that I can perform my present job well	90%	93%	95%	89%	90%	95%
New employees receive the training they need to do their jobs well	87%	91%	95%	89%	84%	93%
AVERAGE	88%	92%	94%	89%	87%	94%

Work Environment

All Employees

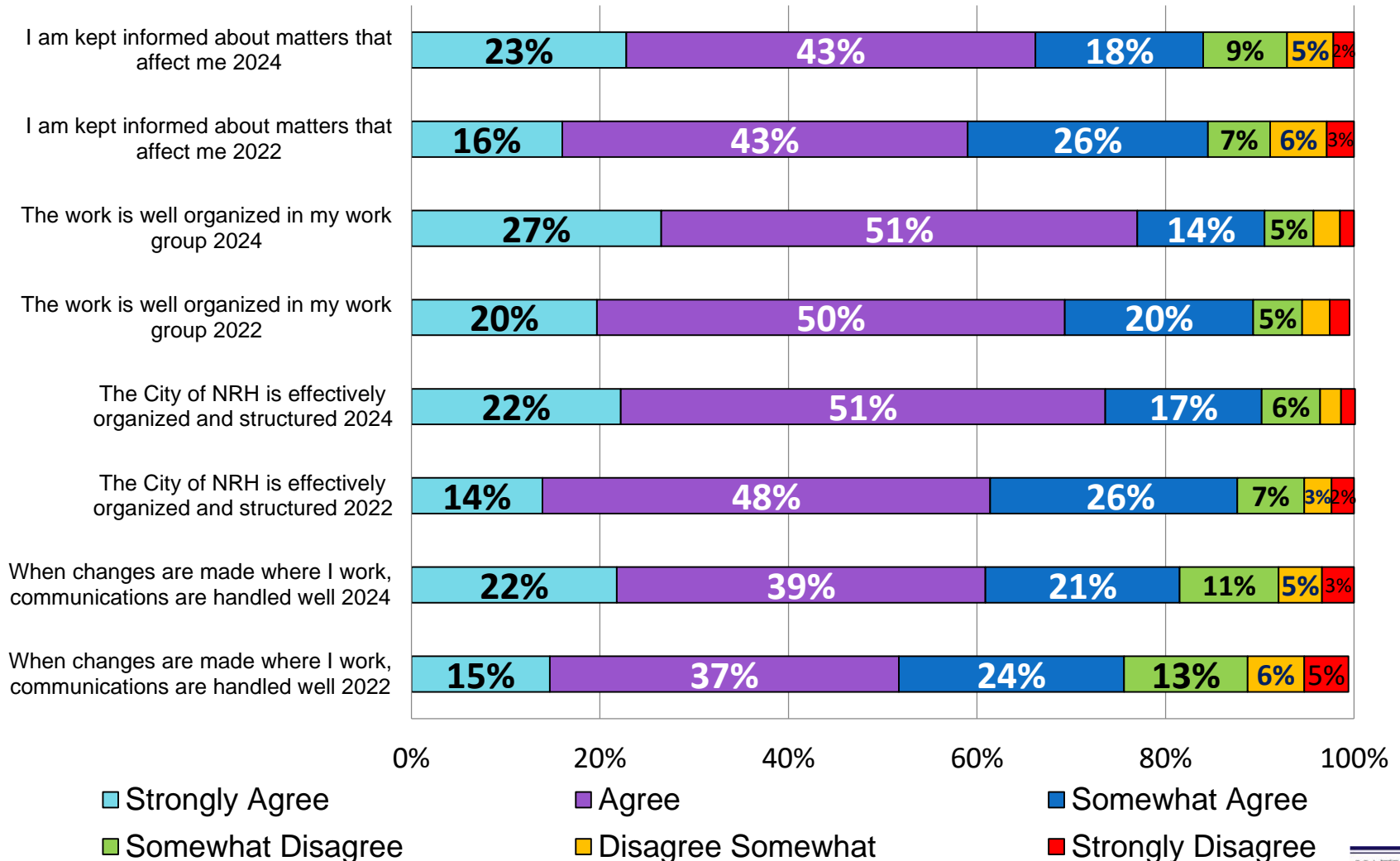


Work Environment

Question	Overall 2022	Overall 2024	Public Safety	Field Operations	Customer Service	Administration
	Agree	Agree	Agree	Agree	Agree	Agree
The City of NRH values and promotes employee diversity	93%	95%	96%	89%	93%	98%
My work area is safe	97%	96%	97%	89%	99%	100%
The City of NRH shows care and concern for its employees	88%	94%	93%	91%	99%	95%
I work in a positive work environment	87%	90%	88%	87%	91%	95%
AVERAGE	91%	94%	94%	89%	96%	97%

Work Structure and Process

All Employees



Work Structure and Process

Question	Overall 2022	Overall 2024	Public Safety	Field Operations	Customer Service	Administration
	Agree	Agree	Agree	Agree	Agree	Agree
I am kept informed about matters that affect me	85%	84%	84%	83%	80%	91%
The work is well organized in my work group	90%	91%	90%	89%	90%	93%
The City of NRH is effectively organized and structured	88%	90%	89%	85%	91%	96%
When changes are made where I work, communications are handled well	76%	82%	80%	85%	77%	88%
AVERAGE	85%	87%	86%	86%	85%	92%

Government and Private Sector Employee Satisfaction Score Sources

Overall, the 2023 Best Places to Work in the Federal Government rankings produced by the Partnership for Public Service. The Office of Personnel Management's Federal Employee Viewpoint Survey, report a government-wide job satisfaction score of 66 out of 100. This is based on the views of more than 600,000 civil servants across the federal government who participated in employee surveys.

According to Gallup, an employee engagement survey research organization, the 2023 employee satisfaction score for private sector employees is 91 out of 100. The private sector data is based on almost 1 million employee survey responses in a wide variety of industries. The question asked was, considering everything how satisfied are you with your job? 50% reported completely satisfied and 41% reported somewhat satisfied.

What is the index score?

The Best Places to Work index score is calculated using a proprietary weighted formula that looks at responses to three different questions in the federal survey.

I recommend my organization as a good place to work.

Considering everything, how satisfied are you with your job?

Considering everything, how satisfied are you with your organization?

Best in class private-sector organizations understand that improved employee engagement leads to better performance and improved outcomes.

An employee's satisfaction is priceless. The unsatisfied employees are less committed to the organization, which affects their performance and eventually the performance of the organization. Employee satisfaction is a key driver of company success.

NRH Overall Employee Satisfaction Scores 2022 & 2024

All Categories	Overall		Public Safety		Field Operations		Customer Service		Administration	
	2022	2024	2022	2024	2022	2024	2022	2024	2022	2024
Authority & Empowerment	68%	74%	61%	72%	79%	75%	73%	73%	85%	87%
Clear & Promising Direction	90%	92%	85%	91%	92%	92%	95%	95%	92%	96%
Collaboration	82%	85%	82%	87%	84%	85%	79%	79%	85%	91%
Confidence in Leaders	86%	90%	80%	88%	90%	89%	90%	91%	95%	95%
Employee Enablement	89%	92%	87%	92%	91%	90%	91%	92%	94%	96%
Employee Engagement	94%	95%	91%	94%	96%	91%	98%	99%	98%	97%
Performance Management	88%	90%	85%	87%	91%	91%	92%	90%	92%	93%
Quality & Customer Focus	97%	97%	96%	95%	98%	97%	100%	99%	98%	98%
Resources	85%	87%	82%	85%	84%	86%	88%	89%	91%	89%
Respect & Recognition	87%	89%	82%	89%	93%	89%	92%	88%	92%	93%
Training & Development	88%	92%	88%	94%	90%	89%	86%	87%	93%	94%
Work Environment	91%	94%	87%	94%	95%	89%	95%	96%	97%	97%
Work Structure & Process	85%	87%	81%	86%	90%	86%	85%	85%	92%	92%
AVERAGE	87%	90%	84%	89%	90%	88%	90%	89%	93%	94%

National Service Research

Contact Information/Background

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National Service Research (NSR), founded in 1989, is a full-service market research consulting firm and conducts market studies for the public and private sector. NSR conducts various types of consumer and business research including focus groups and surveys nationwide. NSR's owner and founder, Andrea Thomas, has twenty-two years of professional market research experience.