



Total Rewards
Final Report



for

Eau Claire, Wisconsin

September 2024



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Introduction

McGrath Human Resources Group, Inc., an organization that specializes in public sector consulting, was commissioned by the City of Eau Claire to conduct a Total Rewards Study. Attraction, motivation, engagement and retention are critical issues facing all employers. Successfully addressing these issues begins with, at a minimum, having a strategy that aligns certain elements of the employment experience with the goals and objectives of the employer. A Total Rewards model encompasses specific employment elements to drive performance and a positive employment experience, which should then help to promote retention. A Total Rewards strategy includes compensation, benefits, wellbeing, professional development, and recognition opportunities. This model provides a framework for employers to assess, design, and implement future offerings to help make the employment experience better for employees. It is important that organizations focus on what is valued and important to their employees. This project inventoried the City's current Total Rewards offerings (excluding compensation which was last updated in 2022), in addition to surveying the value of existing benefits to find future opportunities for the City's consideration.

In total, 64 opportunities have been initially identified for the City. These opportunities will need to be further considered by City and may require additional information from the employees. It will be important for the City to communicate with employees the areas of exploration and outcomes going forward, so employees know what has come out of this exercise. In addition, the opportunities identified are not all-inclusive. They are, however, the first to be considered.

The Consultants would like to extend appreciation to the City Manager, Human Resources Director, Department Directors, and especially the employees for their time, cooperation, and sharing of information and perceptions with McGrath Human Resources Group. The employees who took the time to complete the survey were very honest and forthcoming with their responses in an effort to help the City improve the employee experience through a total rewards lens.

Methodology

The project involved several steps: collection of documents and data, interviews, and analysis. The first step of this involved gathering of benefits documents that pertain to current City offerings.

The Consultant was then onsite to meet with Administration, HR staff, and Departments. The following were interviewed either individually with the department director, in small representative employee groups, or both.

Table 1: Participating Departments

❖ City Administration
❖ City Attorney
❖ City Clerk
❖ City Engineer
❖ Community Development
❖ Community Services
❖ Finance
❖ Fire Department
❖ Human Resources/Risk Management
❖ Information Technology
❖ Police Department

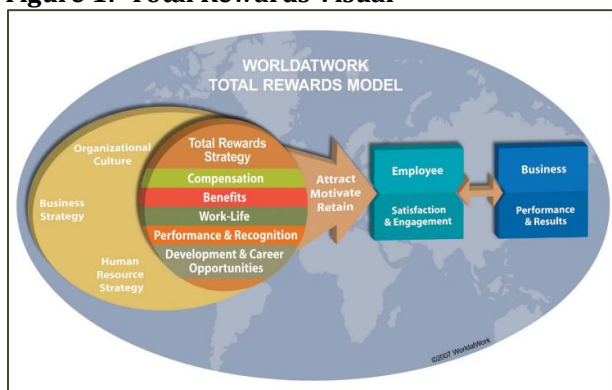
The meetings included perspectives on topics that identified City strengths, challenges, and opportunities, as they pertain to Total Reward topics.

Finally, a Total Rewards survey was sent out to employees for additional insight on a variety of topics including Health Insurance, Time Off Benefits, Wellness/Wellbeing, Recognition, Performance, Talent Development and Other. In total, 56 questions were asked to City employees. An examination of all responses was conducted to understand what current employees find valuable.

Total Rewards Overview

A Total Rewards model encompasses specific employment elements to drive performance and a positive employment experience, which should then promote retention. A Total Rewards model considers compensation, benefits, well-being, talent development, and recognition. A Total Rewards model encompasses these five (5) areas to motivate and engage employees.

Figure 1: Total Rewards Visual



City's Total Reward Inventory

The following is an inventory of the City's current compensation, benefits, and related opportunities provided to its employees, based on the Total Rewards Model. It should be noted that not all employees qualify for all offerings, but it is based on current and historical collective bargaining units:

Wages (Base Pay and Variable Pay). *Pay provided by an employer for services rendered. This includes both fixed pay and variable pay.*

- Base Wages
- Shift Differential
- Call-in
- Overtime Pay
- Holiday Overtime
- Additional pay related to individual collective bargaining agreements

The Consultants acknowledge this is a part of the Total Rewards, however, want to reiterate that wages were not included in the scope of work.

Benefits. *Programs an employer uses to supplement the cash compensation that employees receive. These include health, income protection, retirement programs that provide security for employees and their families, etc.*

- Social Security - mandatory
- Medicare - mandatory
- Workers Compensation - mandatory
- Unemployment compensation - mandatory
- Health insurance multiple options
- Vision insurance
- Dental insurance
- Life insurance
- Long-Term Disability
- Wisconsin Retirement Plan
- Deferred Compensation Plan (457)
- Roth IRA
- Retiree Insurance
- Flexible Spending Account
- Vacation, sick, and executive leave benefits
- Maternity and Paternity Leave
- Military, Bereavement, and Unpaid Leave

- Observed and floating holidays
- Clothing, Tools and Safety Equipment Allowances for specific positions

Well-being. *Organizational practices, policies and programs that help employees achieve success both at work and outside of work.*

- Equity, Diversion, and Inclusion Initiatives
- Employee Achievement Program
- Wellness Opportunities (biometrics, tobacco free campaign, preventative screening)
- Job Sharing
- Breastfeeding Friendly Workplace
- Telecommuting Options
- Dress for your Day Policy
- Light Duty Policy

Talent Development. *Provides the opportunity and tools for employees to advance their skills and competencies in both short- and long-term careers.*

- Training and development courses
- On-the-job training
- CDL reimbursement
- Education Incentive
- Performance Management Feedback (when tied to wage adjustments)
- Outlined Promotional Processes

Recognition. *Acknowledgement of employee behaviors/outcomes that support the organization's success. Recognition programs can be formal or informal and do not need to have a financial component.*

- Longevity in collective bargaining agreements

Summary. Because of the drastic changes in the labor market over the last few years, the City should be focusing on building a robust model that can positively influence the culture of the organization and the employees that make up the organization. This review should help the City as it considers new Total Reward opportunities for employees, to provide a balanced and engaging employment experience to its employees when it is not able to provide the highest wages in the region. Compensation is not the only driving factor for recruitment and retention. Benefit choice and the personalization of those benefits to address employees' unique needs also matters in the current labor market. The City should be looking at what their employees want today, in addition to what they will need in the future; and consider the options to best fit the varying needs of the workforce.

Current Employee Demographics

In order to better understand what is important to employees, the City needs to understand the demographics of the current City workforce.

The tenure of the organization ranges from new hire – 34 years. The overall tenure average of the employees is 8.4 years. The national average in the public sector is currently 6.9 years (Local Government-Bureau of Labor Statistics, September 2022), showing the City is above average in overall tenure, which is positive. In order to have a full picture of the City, one needs to explore these demographics further. These findings are in the following Figures.

Figure 2: Employee Demographics by Years of Service

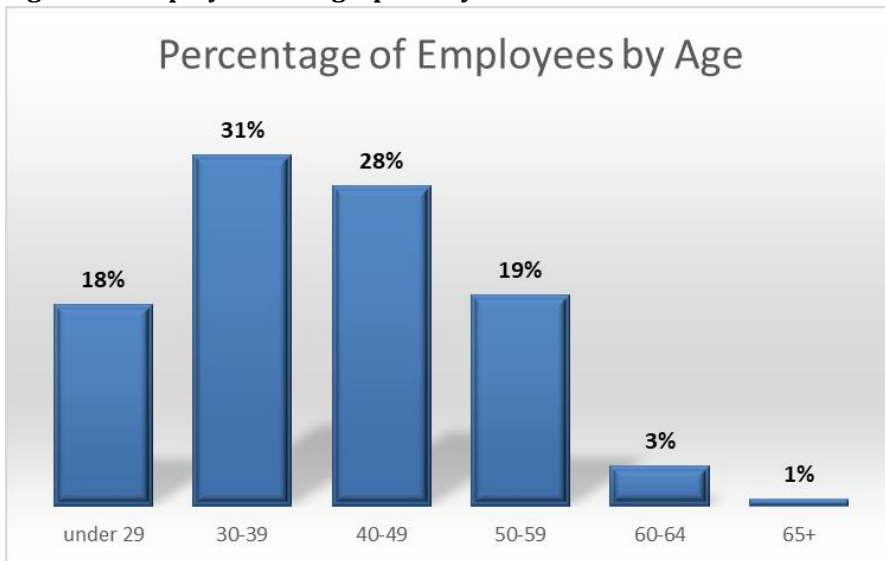
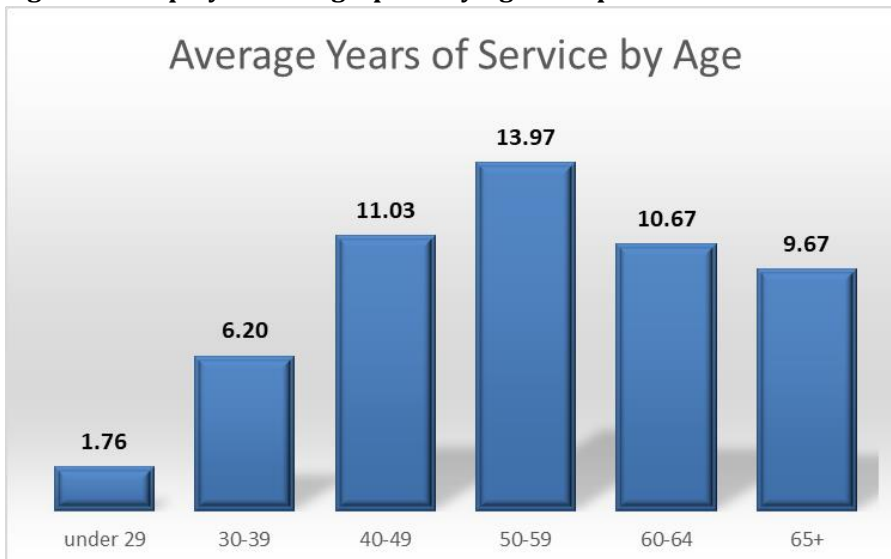


Figure 3: Employee Demographics by Age Group



The City should expect some turnover simply due to retirements over the next decade, as 23% of the workforce is aged 50+. These individuals may have differing needs than employees in other age bands with focus on health coverage and retirement options. Another significant finding is the City's demographics illustrate that 49% of the workforce is under age 39, and this is likely the cross-section of employees who are seen as more mobile in today's workforce, focus heavily on work/life balance, and time-off. The City is recommended to monitor its demographics periodically to properly respond to shifts within the organization as needed.

Employee Survey

The Consultants provided a voluntary survey for employees to gather opinions on the benefits and rewards the City offers. The topics focused on benefits, personal wellness/wellbeing, talent development, and recognition. The Questions are provided as Appendix A. In total, 212 employees (respondents) participated. Of the respondents, 97% are full-time and 88% are non-union. Respondents came from every department and all job types were represented in the responses. The following is the demographic makeup of respondents.

Figure 4: Respondents by Years of Service

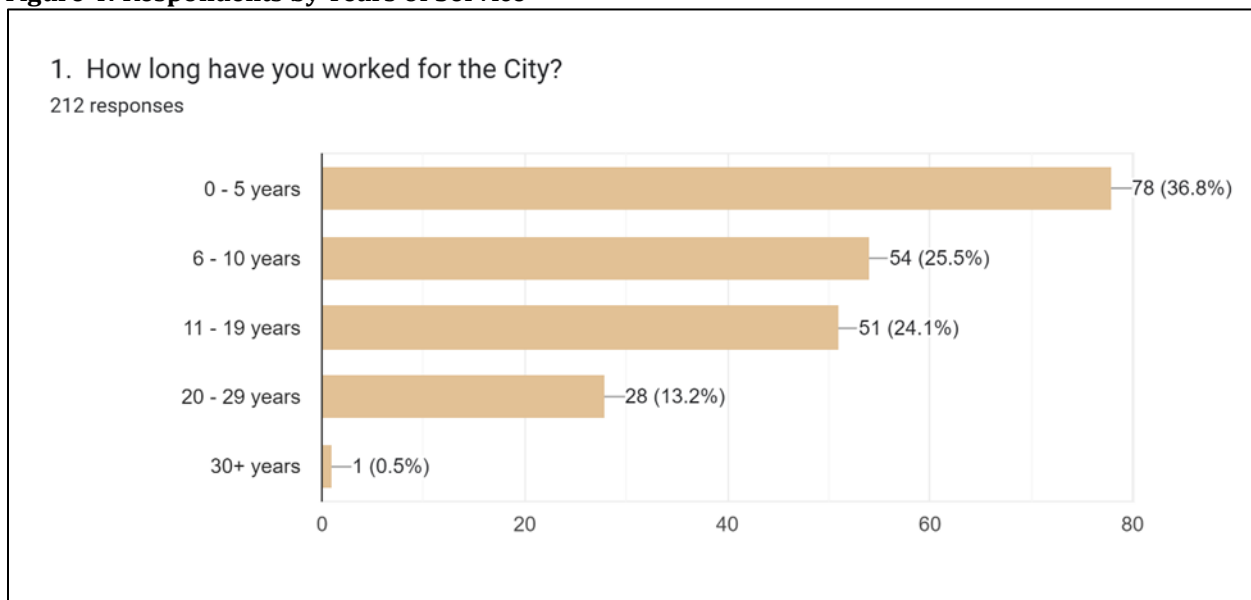
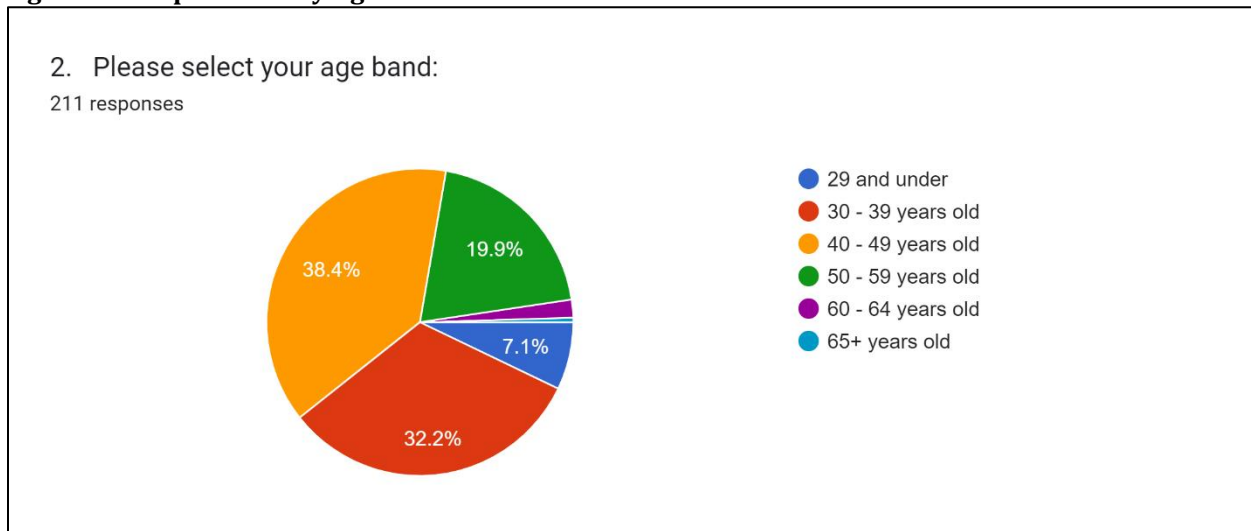


Figure 5: Respondents by Age



The survey outcomes will be presented in the relevant upcoming sections based on each topic covered. The Consultants analyzed each dataset for trends/themes and have summarized major findings per question.

Total Rewards: Benefits

The Consultants received information relating to current benefits offered and current collective bargaining agreements. Fourteen (14) different non-union fringe benefits sheets were provided along with an additional four (4) union benefits sheets. Employees know and understand that differing benefit options are being offered to different employee groups. These employee groups appear to have been developed prior to Act-10, and continue to exist a decade later. Employees have a strong desire to equalize benefit offerings, and feel the inconsistency of benefits is unfair and inequitable.

The following is an overview of benefit offerings by the City, in addition to feedback on the benefits offered by employees.

Access and Understanding Benefits

Employees were asked to rate the following benefit questions between strongly disagree to strongly agree as it pertains to benefit offerings.

1. *My benefits meet my (and my family's if applicable) needs well.* 65% of respondents agree or strongly agree with this statement.

2. *I understand our benefits program.* 74% of respondents agree or strongly agree with this statement.
3. *I know who to talk to if I don't understand my benefits.* 75% of respondents agree or strongly agree with this statement.
4. *Accessing and using my benefit package is a simple and straightforward process.* 45% of respondents agree or strongly agree with this statement. Additional feedback was provided in subsequent questions with a recurring trend on major challenges the employees are having with the current provider network as it pertains to claims processing, coverage, pre-authorizations, and denial of coverage.
5. *I believe more education is needed to understand the benefits available to me.* 41% of respondents agree or strongly agree with this statement. Although this is not an overwhelming percentage, additional feedback was provided in subsequent questions indicating re-education would be appreciated by employees.

Benefits Overview

Employees were asked what they believe the best part of their benefits package is. Three (3) top benefits were identified:

1. Health Insurance coverage (52%)
2. Retirement under the WRS (29%)
3. Time-off program (10%)

When asked what employees feel the City needs to offer that they currently do not to be an employer of choice, or to make working for the City easier or more valuable, the top responses (non-compensation) in order of frequency are:

1. Better and more affordable dental services with equity in premium cost (15%)
2. Health insurance opportunities, inclusive of plan design/coverage changes, HSA options, retiree coverage, additional networks, provider changes (14%)
3. Payout changes/enhancements (11%)
4. Remote work or non-traditional work schedules (11%)
5. Additional paid time off (10%)
6. Better and more affordable vision services (4%)
7. The opportunity for equitable voluntary benefit enrollment for long-term disability and short-term disability for all employees (3%)
8. Gym memberships or related discounts (3%)
9. Childcare assistance (2%)
10. Longevity recognition (2%)

Health Insurance

The City offers three (3) health plan designs summarized as follows:

Table 2: Health Plan Summary

PLAN DESCRIPTION	DEDUCTIBLE AMOUNTS	MONTHLY EMPLOYEE CONTRIBUTION (S/F)
Direct Primary Care (DPC)	\$1650/\$3300	\$153.26/\$396.98
HMO	\$1900/\$3800	\$154.75/\$400.86
POS- Tier 2 HMO	\$1900/\$3800	\$160.72/\$416.33

Most organizations have been forced to add higher deductibles and coinsurance limits onto health plans to push costs back onto the end users/consumers, which is now a standard across the nation. The City of Eau Claire is no exception. Offering multiple plan options gives employees the opportunity to select the coverage that best matches their personal situation, which is a positive attribute to the benefits package. Eligibility for reduced deductibles (to \$0) can occur based upon employee and covered spouse participation and successful completion of the City’s health promotion program. This is not included in the following tables, due to employees needing to take active engagement to obtain this, but is noted.

The City also has a retiree health insurance program that is grandfathered for some long-term employees.

Premiums

It is extremely difficult to compare health insurance, as the number of plans and the plan designs are significantly different among organizations. What can be compared is the amount the employee contributes toward the cost of that insurance. As the City is aware, the cost of health insurance is a large budget item for any organization. Health insurance is often the single largest benefit looked at by potential new hires, so a review by the City of employee contributions to this benefit is imperative for offering a comprehensive benefit package.

The Consultants reviewed the City’s 2024 health plan.

Table 3: Single Plan Premium

PLAN DESCRIPTION	SINGLE MONTHLY PREMIUM	DEDUCTIBLE*
DPC	\$153.26	\$1,650.00
HMO	\$154.75	\$1,900.00
Tier 2 HMO	\$160.72	\$1,900.00

*Eligibility for reduction based upon participation in health promotion program.

Table 4: Family Plan Premium

PLAN DESCRIPTION	FAMILY MONTHLY PREMIUM	DEDUCTIBLE*
DPC	\$396.98	\$3,300.00
HMO	\$400.86	\$3,800.00
Tier 2 HMO	\$416.33	\$3,800.00

*Eligibility for reduction based upon participation in health promotion program.

Expected Employee Cost

Calculating the cost of the monthly premium plus the deductible reveals a clearer look at the expected employee cost.

Table 5: Single Plan Comparable Review

PLAN DESCRIPTION	ANNUAL PREMIUM	DEDUCTIBLE*	EXPECTED ANNUAL RISK TO EMPLOYEE
DPC	\$1,839.12	\$1,650.00	\$3,489.12
HMO	\$1,857.00	\$1,900.00	\$3,757.00
Tier 2 HMO	\$1,928.64	\$1,900.00	\$3,828.64

*Eligibility for reduction based upon participation in health promotion program.

Table 6: Family Plan Comparable Review

PLAN DESCRIPTION	ANNUAL PREMIUM	DEDUCTIBLE*	EXPECTED ANNUAL RISK TO EMPLOYEE
DPC	\$4,763.76	\$5,300.00	\$8,063.76
HMO	\$4,810.32	\$5,800.00	\$8,610.32
Tier 2 HMO	\$4,995.96	\$7,800.00	\$8,795.96

*Eligibility for reduction based upon participation in health promotion program.

A final look at the City in relation to out-of-pocket maximums, follows.

Maximum Employee Cost

The following tables show employees who experience a major medical event that exceeds the deductible costs and what their highest annual risk will be.

Table 7: Single Plan Maximum Risk Comparative Review

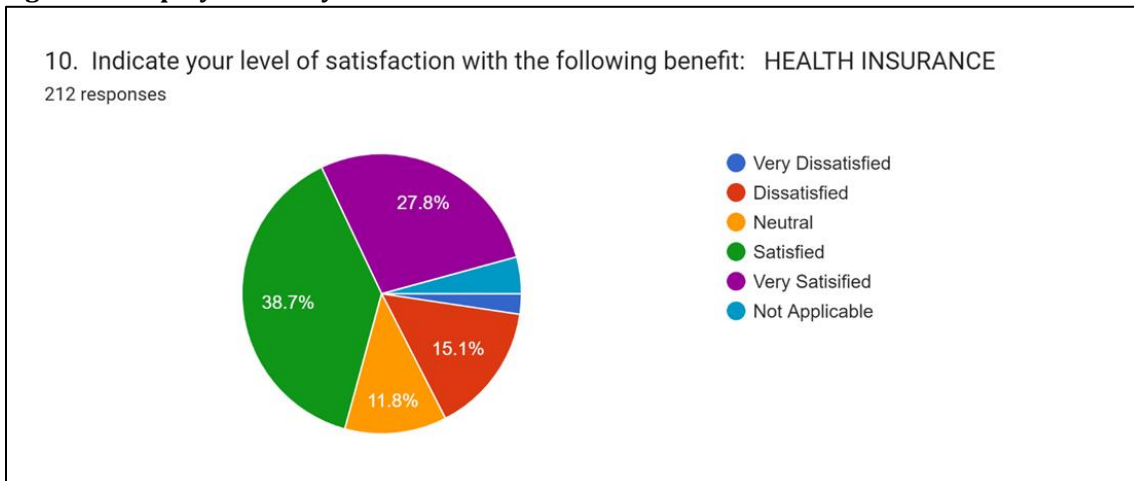
PLAN DESCRIPTION	ANNUAL PREMIUM	OUT-OF-POCKET MAXIMUM AMOUNT	HIGHEST ANNUAL RISK TO EMPLOYEE
DPC	\$1,839.12	\$2,650.00	\$4,489.12
HMO	\$1,857.00	\$2,900.00	\$4,757.00
Tier 2 HMO	\$1,928.64	\$3,900.00	\$5,828.64

Table 8: Family Plan Maximum Risk Comparative Review

PLAN DESCRIPTION	ANNUAL PREMIUM	OUT-OF-POCKET MAXIMUM AMOUNT	HIGHEST ANNUAL RISK TO EMPLOYEE
DPC	\$4,763.76	\$5,300.00	\$10,063.76
HMO	\$4,810.32	\$5,800.00	\$10,610.32
Tier 2 HMO	\$4,995.96	\$7,800.00	\$12,795.96

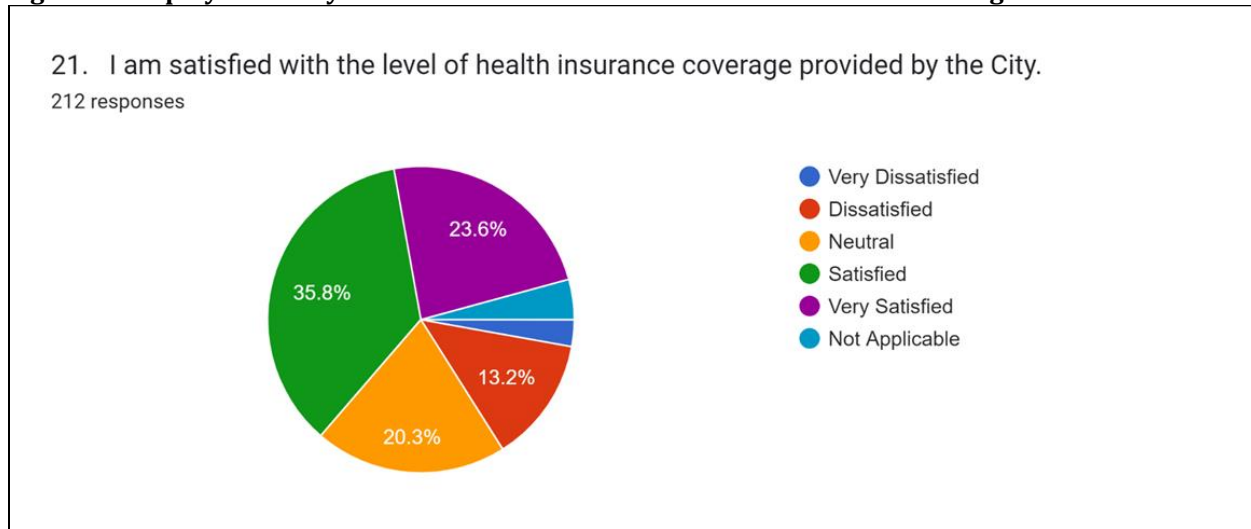
When surveyed, over 59% of employees indicated that they were either satisfied or very satisfied with the City’s health insurance benefit.

Figure 6: Employee Survey – Satisfaction with Health Insurance



When surveyed, over 59% of employees identified they are satisfied or very satisfied with the level of health insurance coverage provided by the City.

Figure 7: Employee Survey - Satisfaction with Level of Health Insurance Coverage



49% of employees identified that accessing and using their health insurance is a simple and straight forward process. 46% of employees are confident the City's health insurance coverage will meet their future needs.

Figure 8: Employee Survey - Ease of Health Insurance Access and Use

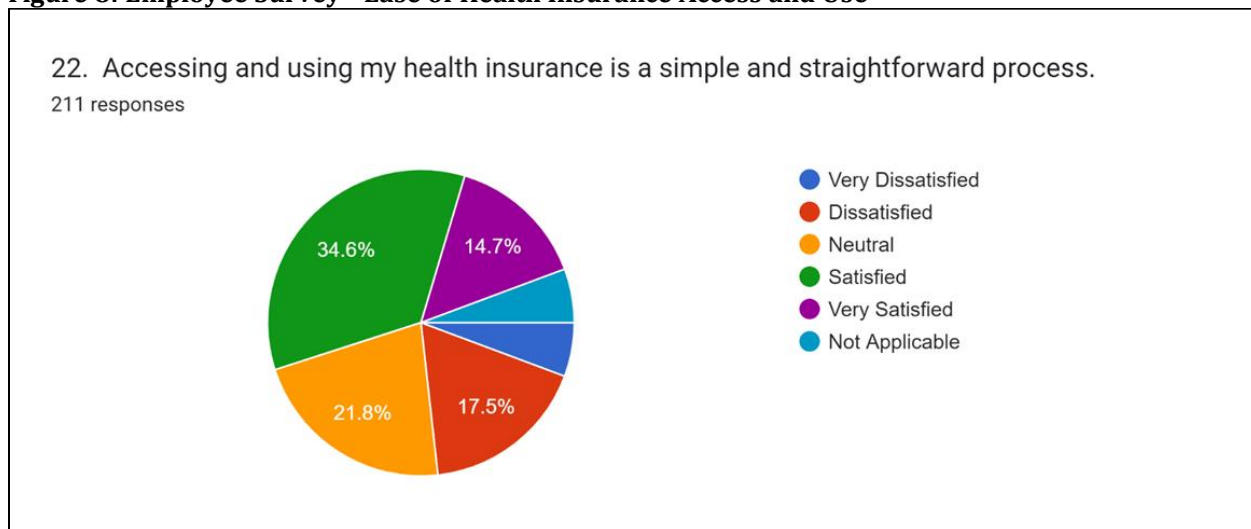
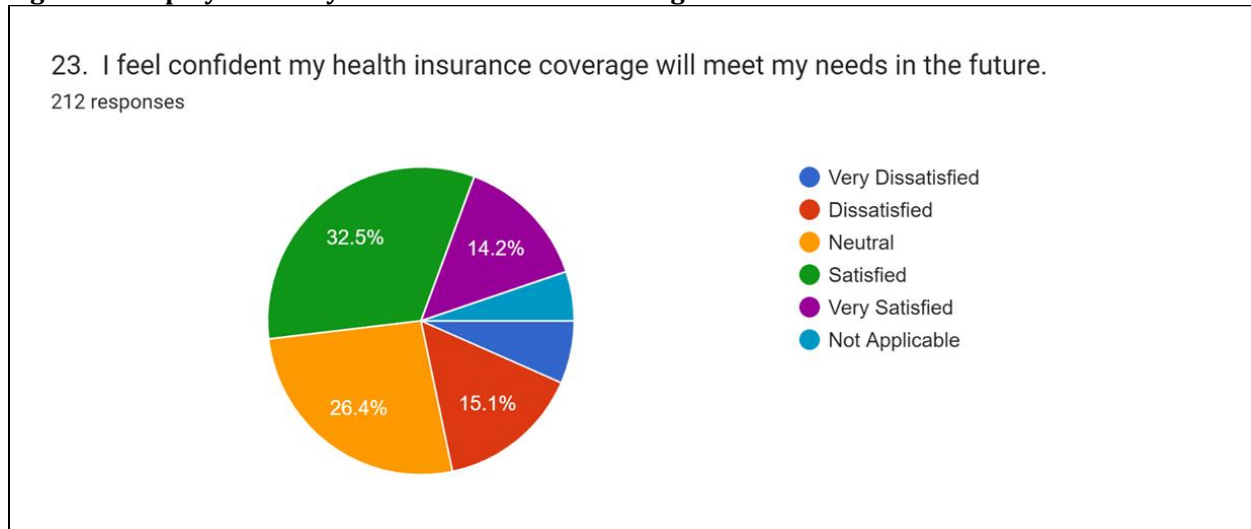


Figure 9: Employee Survey - Health Insurance Coverage for Future Needs



When asked about concerns with the current coverage, consistent responses included:

- Cumbersome health coaching requirements
- Desiring more robust mental health and related services
- Difficult appeal process for denial of coverage
- Difficult pre-authorization process
- Increasing premiums costs outpacing wage increases
- Prescription coverage does not have sufficient coverage and is a difficult process
- Provider customer service to discuss claims coverage
- Spousal coverage after retirement

When asked what recommendations employees have, consistent responses included:

- Better coverage for chiropractic services and weight loss
- Finding a different provider/carrier
- Offering a high deductible health plan (HDHP) with a health savings account (HSA) option
- Offering better prescription coverage
- Reduced deductibles
- Reduced premium rates, as current rates are not affordable
- Refresher employee meetings on access to health insurance and addressing claims issues

This additional insight may help the City understand the above health insurance responses.

In lieu of coverage

The City makes a contribution to employee deferred compensation accounts for some, but not all employee groups when the health insurance is declined. This amount varies between \$45-\$359.38

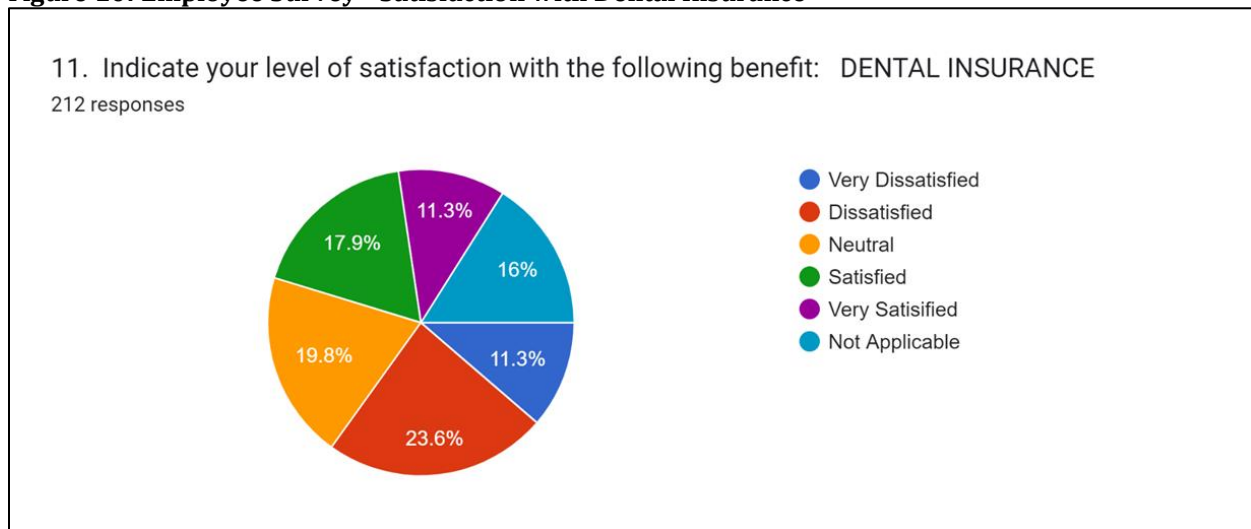
per month, while other employee groups do not receive any contributions. The employees did not provide consistent feedback on this item, but this will be discussed again in the recommendations section.

Dental Insurance

Currently the City offers one (1) dental plan and offers four (4) tiers of employee/dependent coverage through Delta Dental of Wisconsin, Inc.

When asked of the employee level of satisfaction with the dental benefit, only 29% stated they are satisfied or very satisfied. A reminder that when asked what employees feel the City needs to offer that they currently do not to be an employer of choice, or to make working for the City easier or more valuable, better and more affordable-- dental services with equity in premium cost was the most common response at (15%). This is a benefit that is not consistently administered across the City.

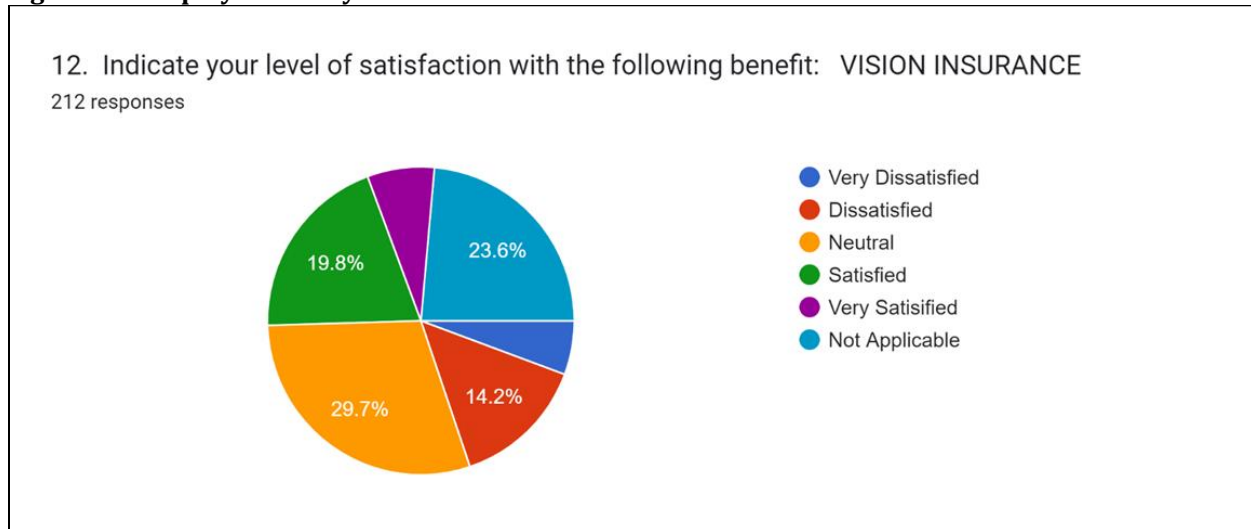
Figure 10: Employee Survey - Satisfaction with Dental Insurance



Vision Insurance

Vision insurance has a satisfaction rate of almost 27%. A reminder that when asked what employees feel the City needs to offer that they currently do not to be an employer of choice, or to make working for the City easier or more valuable-- better and more affordable vision insurance was a repeated response at 4%.

Figure 11: Employee Survey - Satisfaction with Vision Insurance

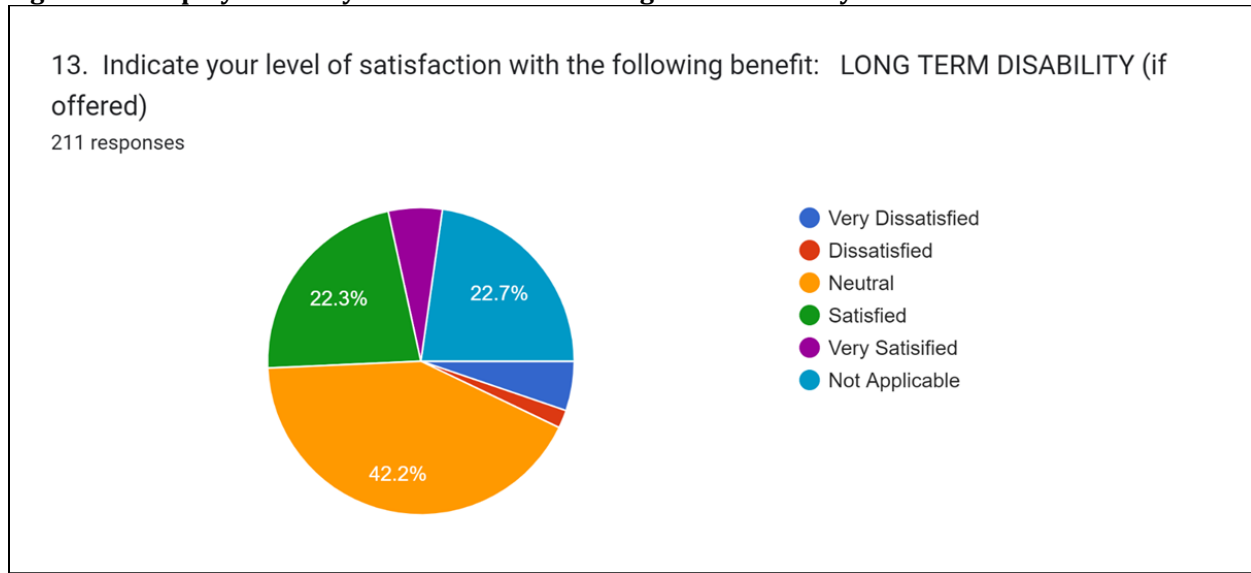


Long Term Disability Insurance

Long Term Disability (LTD) Insurance is currently provided to the following employee groups: Department Directors, Division Heads, Fire Command, FT Transit, Supervisory, full-time clerical group, technical and engineering, confidential, and telecommunications employees. Non-represented Labor & Trades and Police Command are excluded from the benefit. This plan is intended to protect the employee's income for a long duration of time after they have depleted short-term disability or any sick leave the City of Eau Claire offers. The monthly benefit for this plan covers 66.67% of the monthly salary up to \$6,000 per month. Lincoln Financial Group does have two (2) limitations on this benefit with mental illness and substance abuse being covered for 24 months each; specified illness has no limit.

LTD has a satisfaction rate of only 23%. A reminder that when asked what employees feel the City needs to offer that they currently do not to be an employer of choice, or to make working for the City easier or more valuable-- the opportunity for equitable voluntary benefit enrollment for long-term disability and short-term disability for all employees was included. This is a benefit that is inconsistently offered in terms of premium.

Figure 12: Employee Survey - Satisfaction with Long Term Disability Benefit



Retirement Contributions

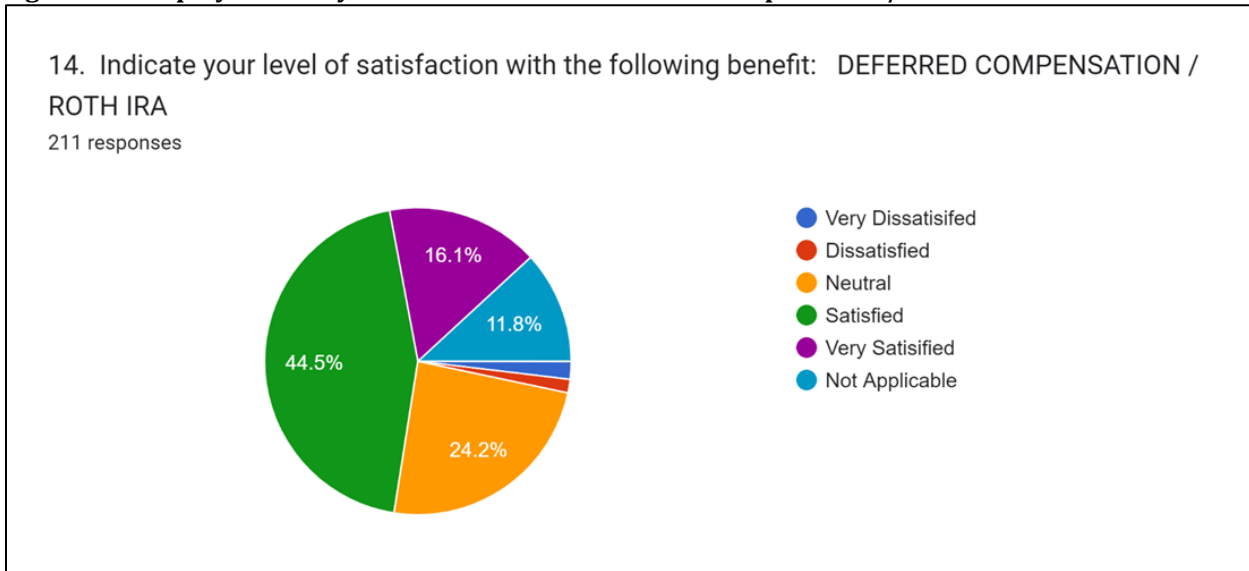
The City of Eau Claire contributes to the Wisconsin Retirement System (WRS) at either 6.90% (general employees), 14.30% (Protective with Social Security), or 19.10% (Protective without Social Security) to the employee's retirement pension fund. Contribution rates change from year to year, based on investment earnings and an actuarial analysis, over which the City has no control. The City currently offers Deferred Compensation 457(b) and Roth IRA voluntary retirement options for employees to enhance their financial portfolio based on their own contributions.

Deferred Compensation and Roth IRA

Some employee groups receive a payment into the deferred compensation accounts in lieu of taking health insurance. This is also discussed in the Health Insurance section of the report. Director-level positions also see an annual contribution to deferred compensation accounts not affiliated with insurance enrollment/declination. This is not as common in Wisconsin at the Director level as it is the Executive level, but occurs as part of total compensation packages.

The deferred compensation/Roth IRA results identify a satisfaction rate topping 60%. When asked, employees consistently identified that one of the best parts of the benefits package is the pension/retirement plan that is currently offered.

Figure 13: Employee Survey - Satisfaction with Deferred Compensation/Roth IRA Benefit



Other Benefit Opportunities

From predetermined benefit options, employees were asked what top five (5) benefit offerings would be important to them, if offered by the City. The results are provided in order of highest level of response to least response:

1. Post Employment Sick conversion at retirement
2. Employee Discount Program
3. Short Term Disability
4. Paid Parental Leave
5. Long Term Care Insurance
6. Cancer Insurance
7. Paid Time Off for Volunteering
8. Paid Elder/Caregiver Leave
9. Employer Contribution to an HSA for a HDHP
10. College Savings Plan
11. Pet Insurance
12. Identification Theft Protection
13. Financial Counseling

Also, through the feedback of various questions on the survey, this additional benefit concept was routinely brought forth, likely because the City has a grandfathered program:

14. Retiree health insurance options

This should be useful for the City when considering new benefit opportunities.

Time-Off Benefits

Time-off and work/life balance continue to be top areas candidates and employees look at when considering employment and retention. Therefore, the City's paid time-off benefits were also reviewed.

Holidays

Currently the City offers eight (8) observed holidays and between 1-3 floating holidays per year, depending on what employee group the employee is in. One collective bargaining group has up to five (5) floating holidays per year.

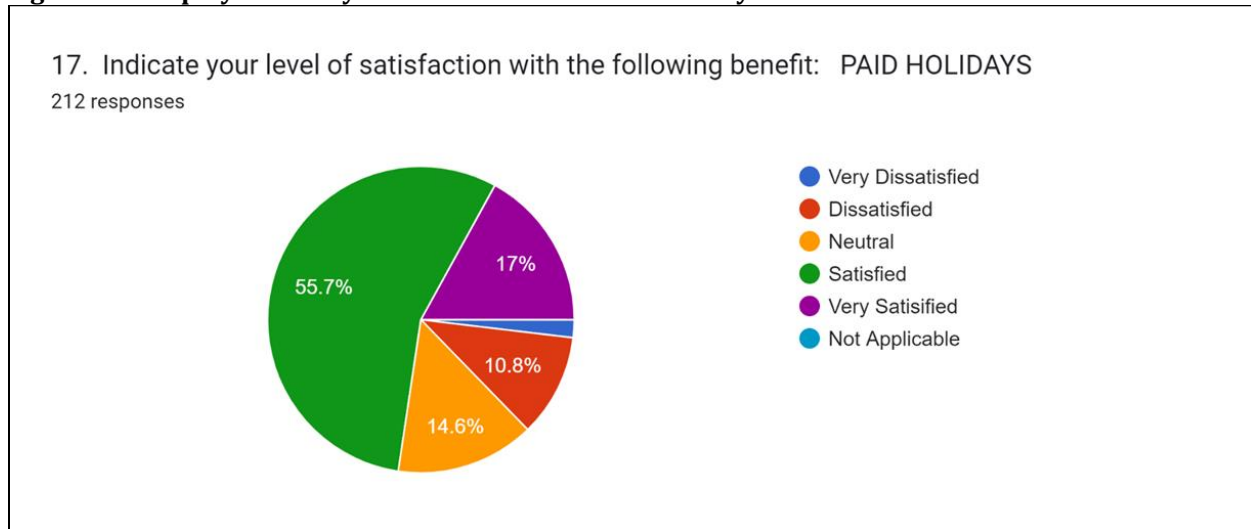
Holidays that are included in *most* of the employee groups are: New Year's Day, Memorial Day, Fourth of July, Labor Day, Thanksgiving Day, day after Thanksgiving, Christmas Eve, and Christmas Day. The City offers holidays inconsistently between employee groups.

When surveyed if there are other Holidays the employees would like to see recognized, the following were provided, of which many referred to the federal holidays:

- Easter Monday (Monday following Easter)
- Election Day
- Employee birthday
- Good Friday (Friday before Easter)
- Indigenous People Day or Columbus Day
- Juneteenth
- Martin Luther King Jr. Day
- New Year's Eve
- President's Day
- Veteran's Day

A common theme between the survey and in-person meetings is employees' desire for holidays across the City to be the same, although it is understood public safety will have exceptions. From the survey, nearly 73% of employees are satisfied with the paid holidays being offered.

Figure 14: Employee Survey - Satisfaction with Paid Holidays



Vacation

Employees have said time-off to spend with their families, or leisure activities, is very important to them. The City’s vacation benefit is complex because it has many different variations. Vacation time ranges from 72-96 hours and a maximum of 200-312 hours. The years to take to get to maximum accrual ranges between 14 - 24 years. The vacation models are summarized as follows:

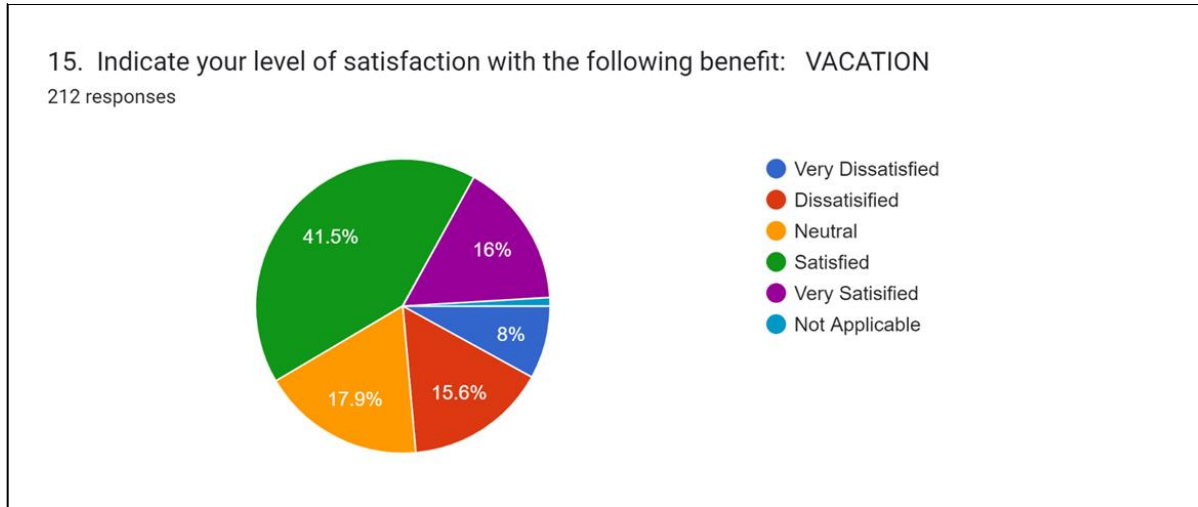
Table 9: Summary of City Vacation Schedules

Department	Vacation Min	Vacation Max	Years to Max	Levels of Vacation
Clerical Employees, Technical/Engineering, Division Head, Confidential, Supervisory, Labor and Trade, Dept. Directors, Division Head	80	200	17	6
Telecommunicator	82.5	206.25	17	6
Police Command	80	200	14	4
Police Command - holiday consideration	82.5	206.25	14	4
Labor and Trade - shift schedule	96	240	17	6
Battalion Chief	72	312	24	9

In the survey, when asked if employees feel vacation is competitive with other employers, approximately 2/3 responded ‘yes.’ However, additional feedback provided on the vacation benefit included a historical waiting period to use vacation that no longer exists and a feeling that new hires received a better benefit than tenured staff, and the amount of time received annually should be improved, the number of years between accrual adjustments should be re-considered, and that a

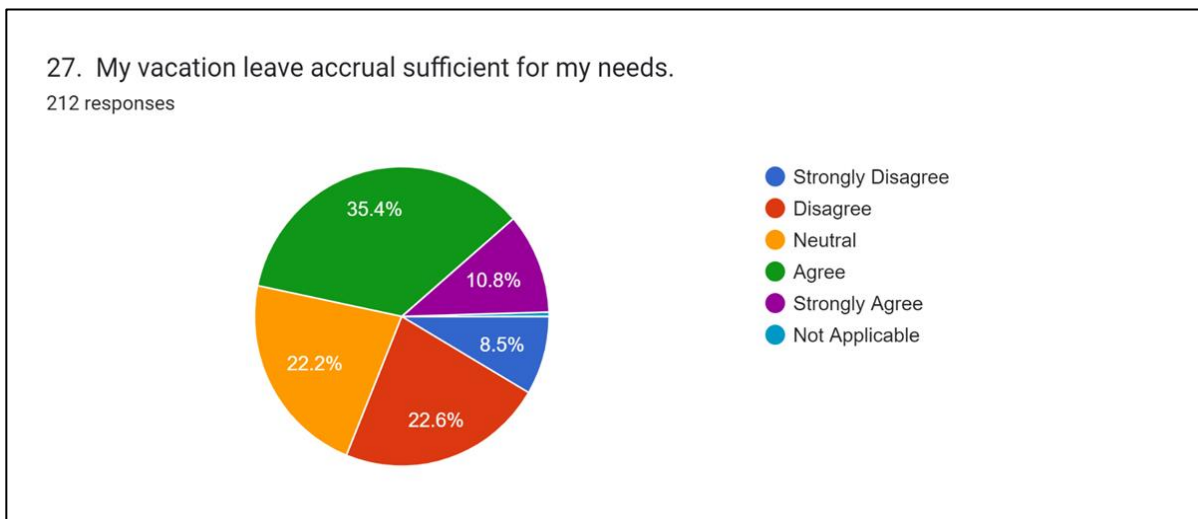
more flexible arrangement like Paid Time-Off would be supported. Others voiced concerns that taking time off is a challenge in general due to staffing levels, so it isn't a real benefit.

Figure 15: Employee Survey - Satisfaction with Vacation



When asked about the level of satisfaction with the vacation benefits, about 57% of respondents are satisfied or very satisfied. Additionally, only 46% of respondents feel the level of accrual provided is sufficient.

Figure 16: Employee Survey - Vacation Leave Accrual



Sick Leave

Except for one employee group, the City offers 12 sick days per year, which is a standard. With over a 50% satisfaction rate, one can see that most employees feel that the sick time currently offered to them is sufficient for their needs and they are satisfied with it.

When asked about the level of satisfaction with the sick benefit, about 68% of respondents are satisfied or very satisfied, and over 71% feel the sick leave accrual is sufficient as illustrated in the following graphs.

Figure 17: Employee Survey - Satisfaction with Sick Leave

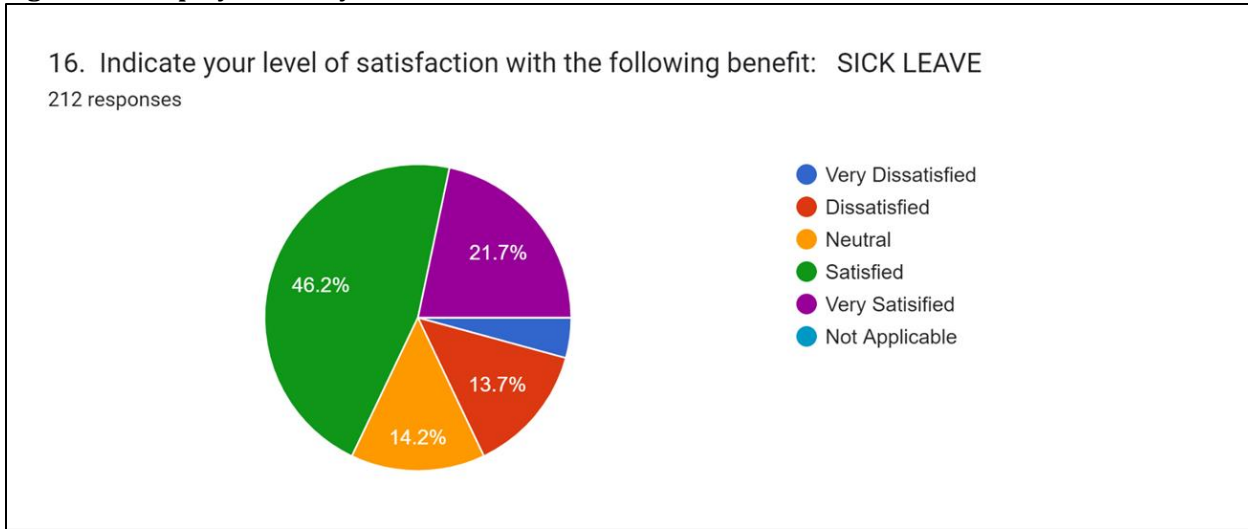
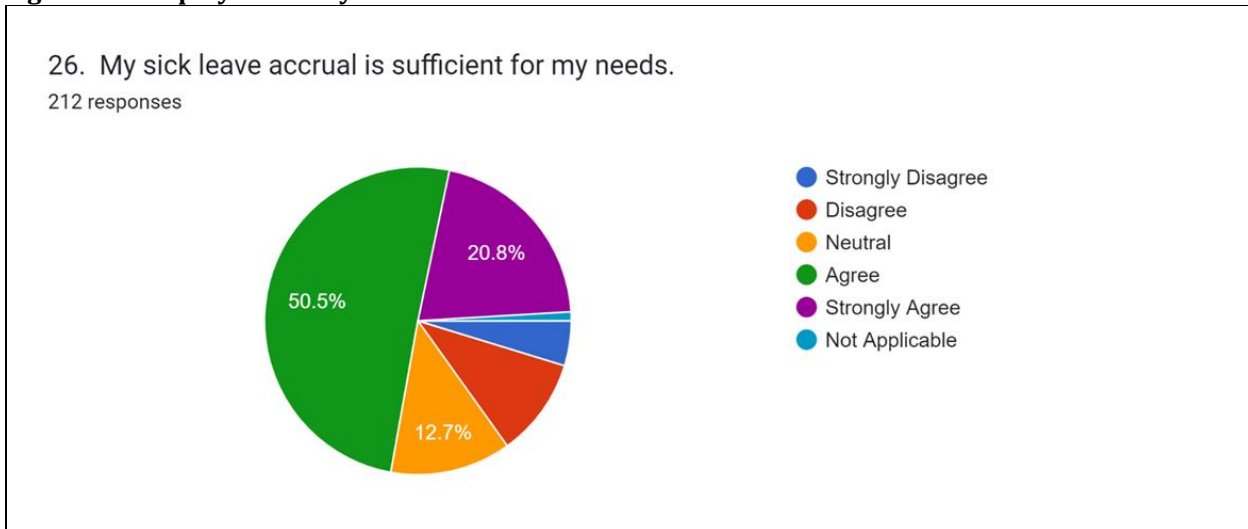


Figure 18: Employee Survey - Sick Leave Accrual



Parental Leave

Parental leave for employees who are new parents or will become parents is becoming a regular benefit. The City offers an unpaid Maternity/Paternity leave option for an employee to be granted up to six (6) months of leave, but can substitute available paid time, if the employee has it available.

This allows additional time-off above and beyond federal and state protected time-off under the FMLA.

As previously reported, employer paid parental leave and paid elder care leave is a benefit that was brought up throughout the survey process, as this is a benefit that is growing in popularity, whether due to individual state laws, or because employers are simply offering more time for competitive purposes.

Executive Leave

Certain employee groups qualify for executive leave, which is non-accumulating time-off for exempt level staff to compensate for additional after hours in meetings and other business matters that occurs outside traditional work hours. This is a common benefit found for Director and Executive level positions as part of a total compensation package. No specific feedback was provided on this time-off benefit.

Compensatory Time

The City's compensatory time policy states the amount earned is generally capped at 96 hours per year and all balances will generally be paid down to 24 hours on January 1st of each year. Employees may, with the supervisor approval, earn up to 40 hours of compensatory time per year when working for another department/division.

Feedback on the survey indicates it would be beneficial to allow more compensatory time to be carried over, and to retain the option to have compensatory time. There is a feeling that vacation balances are too low, so compensatory time helps provide time-off. Employees are concerned compensatory time may be eliminated for that reason.

Payout Provisions

The City currently has a payout provision for compensatory time and vacation time, but not sick time. The payout process is in the form of cash, or an employee could use the deferred compensation program, up to the IRS limits. Throughout the survey, employees brought forth the desire for new payout provisions, to be used for future insurance expenses, or other retirement options. Introducing sick time payouts was also routinely noted. These payouts would need to be recorded as liabilities on the City's financial statements.

Additional Time Off Opportunities

Employees were asked what suggestions they would offer for leave benefits. Common recurring responses include:

- Additional personal or mental health days
- Additional vacation for long-term employees
- Addressing staffing concerns to take unused paid time
- Consistent compensatory time accrual limits
- Faster/larger vacation accruals
- Incentives for not using sick time
- More bereavement time
- Paid family and elder care leave
- Paid Time-Off (PTO) program
- Providing more flexibility to how sick time can be utilized
- Short-term disability to assist with low balances of available paid time
- Sick time payout options at time of separation
- Time-off for volunteering

This should be useful for the City when considering new time-off opportunities.

Total Rewards: Wellness/Wellbeing

Today's employees are looking at the "big picture" when assessing where they want to work. Often, it extends beyond the traditional areas of compensation and benefits. Many organizations still consider elements of well-being, or work/life effectiveness, to be classified as benefits. For the purposes of the report, this area has been provided separately.

Well-being, or work/life effectiveness comes from a specific set of organizational practices, policies and programs plus a philosophy that actively supports efforts to help employees achieve success both at work and at home. This philosophy recognizes every worker's need to be appreciated as a contributor to the organization's success. Productivity is enhanced when the organization supports employees in their efforts to manage both work and personal responsibilities. This supportive environment leads to an improved ability to attract, motivate, engage and retain members of the workforce. The major areas to consider are how the City can support health and wellness, workplace flexibility, dependent care, financial support programs, community involvement programs, and culture change initiatives.

Wellness Initiatives

Wellness initiatives can be positive influences toward the work culture and health of the organization. The City provides employee wellness benefits. Employees can earn insurance premium discounts, as well as monies toward their deductible, by participating in a health assessment, health coaching, preventative screening, biometric measurements, and being a non-tobacco user. However, the process and requirements employees must go through to receive their wellness premium discounts etc., are perceived as punitive and a burden, rather than a benefit--which overshadows the intent.

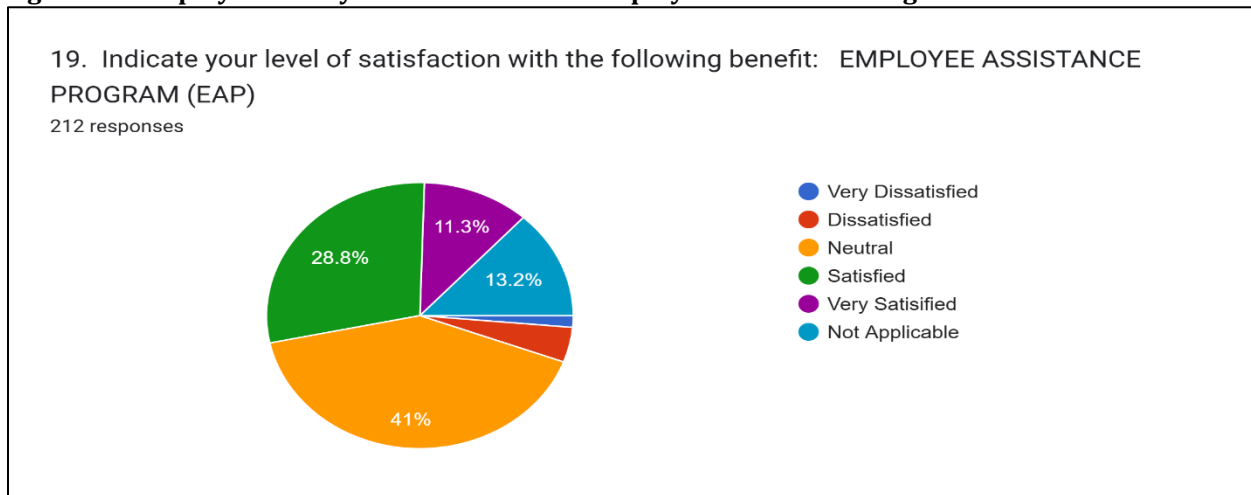
EAP Services/ Expanded Services

Mental health has been brought to the limelight of the all-encompassing employee wellness concept over the last few years, specifically with the COVID-19 pandemic in the forefront and the psychological well-being of all. Employee assistance programs are becoming more and more needed and wanted in order to best serve employees and their complexities. Standard Employee Assistance Programs typically provide free and confidential services to help deal with life's stresses.

From the survey, employees are looking for more EAP sessions when choosing to utilize this benefit. Expanded EAP Services provide assistance on a broader basis, to include services for the employees and their dependents, such as financial planning, credit counseling, estate planning, adoption assistance, wellness coaching, and assistance to find resources in the community for long term care needs, elder care support, etc. Often times, these expanded EAP services can provide literature, Lunch and Learn options, and even web or podcast access, etc., which can expand opportunities for employee utilization beyond what the behavioral health services provide through the onsite clinic.

81% of employees identified that they are either neutral with the service or satisfied/very satisfied. With the neutral responses calculating at 41% it must also be taken into consideration that those individuals may have not used this service.

Figure 19: Employee Survey - Satisfaction with Employee Assistance Program



Employees were also asked to rate the following wellness/wellbeing questions between strongly disagree to strongly agree.

1. *The City has expressed genuine interest in my health and wellness.* 55% of respondents agree or strongly agree with this statement. 28% declined to answer or answered neutrally.
2. *The wellness benefits offered by the City have improved my physical and/or mental health.* 33% of respondents agree or strongly agree with this statement. 37% declined to answer or answered neutrally.
3. *The process to use the wellness benefits is a simple and straightforward process.* 40% of respondents agree or strongly agree with this statement. 40% declined to answer or answered neutrally.
4. *I would prefer the City provide more/better wellness programs.* 43% of respondents agree or strongly agree with this statement. 46% declined to answer or answered neutrally.
5. *My manager encourages me to use our health and wellness programs.* 33% of respondents agree or strongly agree with this statement. 41% declined to answer or answered neutrally.
6. *Accessing and using the EAP program is a simple and straightforward process.* 29% of respondents agree or strongly agree with this statement. 54% declined to answer or answered neutrally.

These responses, although confidential, may have left some employees feeling vulnerable by answering the question. Ensuring resources are available, are accessible, and have no negative repercussions if utilized, is a cultural issue. For example, ensuring the wellbeing of public safety personnel is critical to every emergency responder's continued ability to be a productive, engaged, and healthy employee.

When asked what recommendations employees may have to improve wellness/wellbeing opportunities for employees, common recurring responses included:

- 24/7 gym access/fitness room access
- Additional no-cost EAP sessions
- Chaplain services
- Education on the benefits offered in this category
- Encouraging work/life balance at the leadership level
- Enhanced chiropractic care
- Ergonomic evaluations of workspace/furniture
- Financial planning training/opportunities
- Four-day work weeks
- Gym membership discounts/reimbursements
- More wellness challenges
- Yoga, boot camp, and other related classes before/after work

This should be useful for the City when considering new wellness/wellbeing opportunities.

Total Rewards: Talent Development

Training and professional development are critical elements that support sustaining a highly talented workforce. Offering ongoing training and professional development opportunities for all employees is critical so they may advance their skills and competencies in both their short- and long-term careers.

Talent development should be a shared responsibility by the City and employees. As an employer, the City must anticipate future workforce needs and provide training and learning opportunities to prepare employees for these roles. Employees should proactively take ownership of the development of their careers by knowing what skills and competencies are needed for advancement and actively seek out opportunities to gain them.

Strategically, each Department, with the support of Human Resources, should be identifying the skills, expertise, and competencies required for its current and future organizational needs so it can create training and development plans to prepare employees for higher level responsibilities and positions.

Training Opportunities

Employees were asked to rate the following performance and talent development questions between strongly disagree to strongly agree.

1. *I have a clear understanding of career progression opportunities with the city.* 67% of respondents agree or strongly agree with this statement.
2. *My supervisor and I discuss my professional goals and how they fit with the city.* 51% of respondents agree or strongly agree with this statement.
3. *My supervisor has a genuine interest in my career goals.* 56% of respondents agree or strongly agree with this statement.
4. *I am able to attend the training and opportunities that I request.* 68% of respondents agree or strongly agree with this statement.

Figure 20: Employee Survey – Relevant Training Opportunities



Almost 57% of respondents indicated supervisors offer relevant training opportunities.

Employees were also asked what training topics they would like to see. The following are regular recurring topics:

- Accountability and Respect
- Building Collaboration
- Coaching
- Cybersecurity and safety
- Effective communication
- Effective meeting strategies
- Empathy

- Equipment training and safety
- Ethics
- Finance 101
- Government 101
- Leadership
- Management 101
- Mental Health in the workplace
- Microsoft and other IT technologies
- Personal opportunities such as investments and financial growth
- Professionalism in the workplace
- Self-awareness and Emotional Intelligence
- Traffic safety
- Verbal Judo

It should also be mentioned that the recommendation to provide more education to the community was also shared.

The City does offer supervisor training, which is reported as attended by almost 100% of supervisory, manager, or director respondents, which is very positive.

Employees were also asked if barriers exist to receiving training. There were three (3) primary barriers:

- Funding
- Position coverage
- Scheduling conflicts

Tuition Reimbursement

The City has an Education Assistance policy to contribute to the cost of tuition or certification. The reimbursement is subject to the approval of the Department Director and Human Resources. There does not appear to be a specific dollar allocation per policy.

Figure 21: Employee Survey - Satisfaction with Tuition Reimbursement Benefit

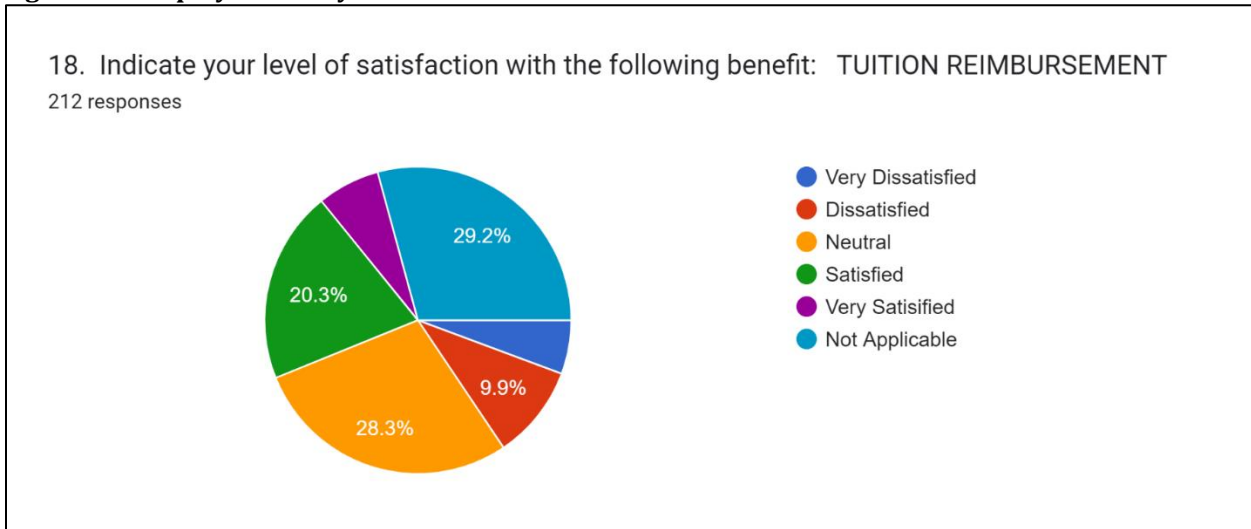
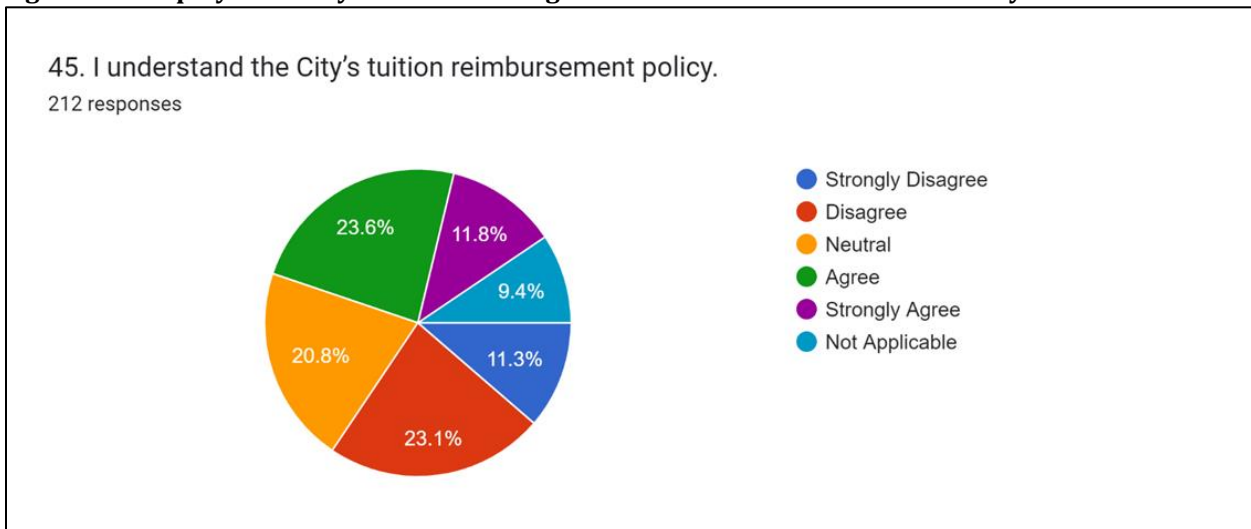


Figure 22: Employee Survey - Understanding of the Tuition Reimbursement Policy



When asked about the overall satisfaction of the tuition reimbursement benefit, 27% of respondents are satisfied, and only 35% indicate they understand the policy/program.

Performance Management

Traditional employee performance reviews by definition is a process that uses predetermined standards (i.e. job description) to evaluate the performance of an employee over a designated and established time period. The goal is for the employee's supervisor to provide a review, constructive feedback, and meaningful information on areas of needed improvement and to establish goals. Unfortunately, too often, performance evaluations have no clear purpose, and supervisors are

simply going through the motions because an evaluation is required but holds no internal value. The evaluations and the process are then seen as a formality that accomplishes little or nothing in the way of true feedback.

In today's work environment, an employee's evaluation should be specific to inform and guide the employee in the performance of his/her duties. Performance evaluation is one of the key processes that, when effectively carried out, provides a climate conducive to performance excellence, helps employees know their contributions are recognized and acknowledged, and provides guidance for career and professional development.

Employees typically desire honest and regular feedback, especially younger generations in the workforce. As a result, an effective performance management system should include regular communication between a supervisor and employee to ensure that employee's performance in all areas is reinforced and supported; identify and leverage opportunities to utilize the employee's greatest strengths, and address performance deficiencies and expectations immediately. In addition, effective performance management systems should incorporate goals that align with the strategic plan/vision of the organization so the employee sees the value in the role they provide to the organization; and provides an opportunity to discuss career and professional development opportunities which can also benefit the department for effective succession planning.

Employees were asked to rate the following performance management questions between strongly disagree to strongly agree.

1. *The existing evaluation process is effective in providing me meaningful and pertinent feedback from my supervisor.* 39% of respondents agree or strongly agree with this statement.
2. *The current evaluation process gives me frequent feedback from my supervisor.* 30% of respondents agree or strongly agree with this statement.

When asked what could be changed about the performance evaluation process to make it more meaningful, employees provided the following:

- Align the process to be relevant to promotional processes
- Be consistent with ratings
- Do regular performance check ins at regular intervals, which may be as much as twice per year.
- Include goal setting
- Train supervisors/evaluators
- Understand the duties of the position being evaluated
- Update the process so it is meaningful
- Update the rating system

Total Rewards: Recognition

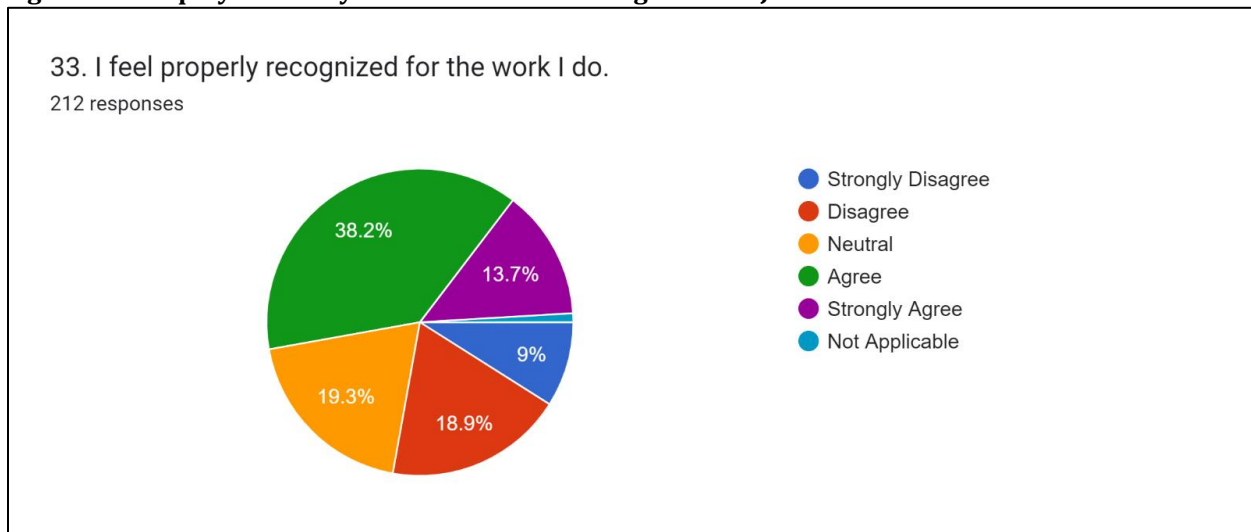
When employees feel valued at work, it typically increases engagement, satisfaction, and productivity. Recognition shows employees that they are valued by the organization. In order for that to be successful, recognition has to be done properly, and there isn't a one-size-fits-all approach. Some items to consider when developing the program include:

- Be genuine and authentic.
- Make it personal.
- Recognize behavior and effort as well as achievement.
- Recognize employees in the way that they prefer to be recognized.

The purpose of a recognition program acknowledges the exceptional work of employees who are striving to exceed their employment goals by accomplishing assignments that go above and beyond their traditional work efforts. Recognition does not need to be tied to compensation.

Only 52% of employees feel properly recognized for the work they do.

Figure 23: Employee Survey - Satisfaction for Recognition of Job Performance



Employees were then asked to rate the following recognition questions between strongly disagree to strongly agree.

1. *Staff are recognized for going above and beyond their regular duties.* 42% of respondents agree or strongly agree with this statement.
2. *I feel valued and appreciated by the City.* 43% of respondents agree or strongly agree with this statement.

3. *I feel valued and appreciated by my department.* 68% of respondents agree or strongly agree with this statement.

When asked to rank the importance of the efforts or achievement, from most important to least important, the rankings were as follows:

1. Major life safety event
2. Longevity with the City
3. Completion of a team project/goal
4. Promotion
5. Completion of an individual project/goal

When asked what other efforts or achievements deserve recognition, common recurring trends were as follows:

- Adaptability to change
- Attendance/reliability
- Department awards
- Birthdays and other personal days
- Community impacts
- Innovation/Process improvement
- Cost saving initiatives
- Covering extended vacancies
- Education achievements
- Volunteerism outside of work
- Peer recognition
- Retirements
- New hire
- Safety

To better understand what type of recognition employees value most, the Survey first asked employees to rate eight (8) items from least important to most important:

1. Employee of the Month/Parking Spot
2. Personal Written/Verbal Praise (notes and emails from management)
3. Public Written/Verbal Praise (city-wide emails and newsletter mentions; team or city public meeting mentions)
4. Edible gifts (going to lunch, chocolate, snacks)
5. Additional annual leave
6. Current recognition items (pen, clock etc.)

7. City swag (pins, lanyards, hats, shirts)
8. Chamber bucks

These eight (8) recognition options have been renumbered in order of greatest priority, according to the majority 'most important' responses of the survey.

1. Additional annual leave (68%)
2. Personal Written/Verbal Praise (notes and emails from management) (13%)
3. Public Written/Verbal Praise (city-wide emails and newsletter mentions; team or city public meeting mentions) (6%)
4. Chamber bucks (5%)
5. Edible gifts (going to lunch, chocolate, snacks) (2%)
6. Employee of the Month/Parking Spot (2%)
7. Current recognition items (pen, clock etc.) (1%)
8. City swag (pins, lanyards, hats, shirts) (1%)

Other types of recognition options provided by employees included:

- Gift cards
- Time off
- Longevity pay
- Gatherings after hours
- Monetary pay
- New equipment/facilities improvements
- Ribbon/medal for a uniform
- Membership discounts
- Car wash
- Staff/department meeting recognition
- Lunch with a supervisor/co-worker
- A simple 'thank you'
- Letter to the personnel file

It should be noted that although current recognition items and swag items were provided as options, and some employees feel these items are of value, much of the feedback provided identified there is little value placed on those items at this time, and is viewed as wasteful.

When asked how the city can simply recognize employees better aside from items mentioned, many internal cultural themes were presented, including:

1. Get to know the employees better
2. Adding photos to internal directory
3. Department luncheons/picnics
4. Give genuine credit/thank you when its due
5. Employee spotlight
6. Management reporting on staff achievements

Other Survey Feedback

Employee Priorities

To better understand areas that are important to the City's workforce, the Survey first asked employees to rate eight (8) items from least important to most important:

- Career development opportunities
- Challenging and Meaningful Work
- Co-workers/Camaraderie
- Flexible work hours
- Manager effectiveness/support/coaching
- Positive Work Environment
- Remote work
- Training/learning opportunities

These eight (8) have been renumbered in order of greatest importance, according to the majority 'most important' responses of the survey.

1. Positive Work Environment (24%)
2. Challenging and Meaningful Work (20%)
3. Flexible work hours (20%)
4. Co-workers/camaraderie (16%)
5. Manager effectiveness/support/coaching (9%)
6. Remote work (5%)
7. Career development opportunities (4%)
8. Training/Learning opportunities (2%)

So, while learning, professional development, and management oversight is important, it appears the respondents put more emphasis on the work environment, flexibility, and providing meaningful work to the organization/community. That is not to say these are not important elements of employment, but simply the order of priority.

Efficiencies/Opportunities

Employees were asked if there are any efficiencies/opportunities to make their position with the City more pleasant or rewarding. Employee responses are as follows, excluding operational/department based suggestions:

- Addressing staffing issues
- Altered work schedules
- Better Communication
- Better employee parking
- Better recognition
- Casual dress options
- Consolidating/fewer meetings
- Continuing education
- Don't forget the employees who work in other locations
- Eliminating paper timesheets
- Equipment updates
- Equity /not treating other differently
- Ergonomic furniture
- Flextime
- Internal job postings allowed prior to public recruitment
- Longevity
- Lunch break changes
- More training
- Paid time for volunteering
- Pay for performance
- Professional development opportunities
- Quiet work spaces/sound dampening for less distractions
- Remote work options
- Robust training/onboarding process
- Updated technologies

Having camaraderie and personal connections at work helps to support retention, so employees were asked what meaningful opportunities exist for employees to meet, get to know, and network with other employees in the City. The following are suggestions (to start and /or continue):

- After hour activities such as cookouts, socials, holiday gatherings, board games
- City sponsored sports teams for competitive or recreational play
- Citywide training events/ safety training

- Cornhole tournament
- Facility tours/open houses of all departments for all employees
- Fishing contest
- Golf outing
- Group wellness events, walking club
- Interdepartmental competitions as teambuilding exercises
- Job shadowing
- Luncheons, picnics, cookouts, holiday gathering, social events
- Retirement parties
- Volunteering events sponsored by the City
- Winter parade

It is important to remember that not all employees work normal office hours, so these opportunities should also occur in a manner for 24/7 operations. It is also important to remember varying dietary needs with food-focused events.

It was mentioned that activities should occur more than once per year.

Modified Work Schedule

Specific questions were asked to gain an understanding of the value of modified work schedules, which is a significant topic in Total Reward programs. Employees were asked to rate the following scheduling questions between strongly disagree to strongly agree.

1. *A modified year-round work schedule, such as a four- day work week, would be valuable to me.* 70% of respondents agree or strongly agree with this statement.
2. *A modified work schedule during the summer only would be valuable to me.* 52% of respondents agree or strongly agree with this statement.

Employees also suggested partial day Fridays as an alternative, if a 4-day workweek cannot be permanent.

Total Rewards: Wages

Although wages are excluded from this project, the topic of compensation came up in nearly every area of the survey, in addition to discussions during on-site meetings. Because this is a recurring trend that is undoubtedly having an impact on employees, it must be mentioned. It is concerning to see how inflation is impacting people's lives in such significant ways. When costs continue to rise but wages do not, it creates a significant strain on individuals and families. Employees find

themselves not being able to save for the future, which may lead to long-lasting consequences. Because of the stress of living paycheck to paycheck, one must certainly consider the possible effects on being an engaged and productive employee when these types of stressors exist.

Employers have a role to play in addressing this issue. Offering competitive wages that keep up with the rising cost of living is crucial not only for retaining employees but also for ensuring their well-being. It is important for both employers and employees to feel like they have some control over their financial situation, even in the face of broader economic challenges. Finding solutions to retention, wage increases, etc. will likely require a combination of efforts.

Appendix A: Survey Questions

Please Select the one category that best describes your position:

- a. Full- Time
- b. Part-Time Benefit Eligible
- c. Part-Time Not Benefit Eligible

GENERAL INFORMATION

1. How long have you worked for the City?
2. Please select your age band:
3. Please select **the one** (1) category that best describes your position:
 - a. Union
 - b. Non-Union
4. Please select **the one** (1) job type that best describes your position:
 - a. Administrative/Support/Fiscal – i.e. staff asst, receptionist, admin secretary, clerk
 - b. Trades – i.e. custodian, laborer, transportation, maintenance, mechanics
 - c. Technical – i.e. land use, IT, inspectors
 - d. Degree Professional (BA/MA required)
 - e. Public Safety – law enforcement, fire
 - f. Supervisor – first level of supervision
 - g. Manager – Asst. Director, superintendent, 2nd level of supervision supervisor w/ subordinate supervisors
 - h. Director – Department Head
5. Please select **the department** you work in:
 - a. Administration, et al (Administration, HR, Legal, EDI, IT, City Clerk)
 - b. Community Development
 - c. Community Services
 - d. Engineering
 - e. Finance
 - f. Fire
 - g. Police

6. Rate each of the following from most important to least important to you 1 = least important / 8 = most important:
 - a. Challenging and Meaningful Work
 - b. Positive Work Environment
 - c. Coworkers/Camaraderie
 - d. Career development opportunities
 - e. Training/Learning opportunities
 - f. Flexible work hours
 - g. Manager effectiveness/support/coaching
 - h. Remote Work

OVERALL BENEFITS

7. Rate each of the following from strongly agree to strongly disagree.
 - a. My benefits meet my (and my family's if applicable) needs well.
 - b. I understand our benefits program.
 - c. I know who to talk to if I don't understand my benefits.
 - d. I believe more education is needed to understand the benefits available to me.
 - e. Accessing and using my benefit package is a simple and straightforward process.
8. What do you believe is the best part of your benefits package and why? (short answer)
9. What do you feel the City needs to offer for benefits, that it currently does not, to be an employer of choice or that would make working here easier/more valuable? (short answer)
10. Indicate your level of satisfaction with the following benefit: (Very Dissatisfied to Very Satisfied) **HEALTH INSURANCE**
11. Indicate your level of satisfaction with the following benefit: (Very Dissatisfied to Very Satisfied) **DENTAL INSURANCE**
12. Indicate your level of satisfaction with the following benefit: (Very Dissatisfied to Very Satisfied) **VISION INSURANCE**
13. Indicate your level of satisfaction with the following benefit: (Very Dissatisfied to Very Satisfied) **LONG TERM DISABILITY (if offered)**

14. Indicate your level of satisfaction with the following benefit: (Very Dissatisfied to Very Satisfied) **DEFERRED COMPENSATION / ROTH IRA**
15. Indicate your level of satisfaction with the following benefit: (Very Dissatisfied to Very Satisfied) **VACATION**
16. Indicate your level of satisfaction with the following benefit: (Very Dissatisfied to Very Satisfied) **SICK LEAVE**
17. Indicate your level of satisfaction with the following benefit: (Very Dissatisfied to Very Satisfied) **PAID HOLIDAYS**
18. Indicate your level of satisfaction with the following benefit: (Very Dissatisfied to Very Satisfied) **TUITION REIMBURSEMENT**
19. Indicate your level of satisfaction with the following benefit: (Very Dissatisfied to Very Satisfied) **EMPLOYEE ASSISTANCE PROGRAM (EAP)**
20. The benefits below are not currently offered. If affordable to the City, choose the 5 most important benefits to you.
 - a. Cancer Insurance
 - b. Employee Discount Programs
 - c. Financial Counseling Services
 - d. Short Term Disability
 - e. Employer contribution to Health Savings Account (HAS) for use with High Deductible Health Plan
 - f. Post-employment sick conversion at retirement
 - g. Identify Theft Protection
 - h. Long Term Care Insurance
 - i. Pet Insurance
 - j. Paid Parental Leave
 - k. Paid Elder Caregiver Leave
 - l. Paid Time Off for Volunteerism
 - m. College Savings Plan

HEALTH INSURANCE

21. I am satisfied with the level of health insurance coverage provided by the City. (Very Dissatisfied to Very Satisfied)

22. Accessing and using my health insurance is a simple and straightforward process. (Very Dissatisfied to Very Satisfied)
23. I feel confident my health insurance coverage will meet my needs in the future. (Very Dissatisfied to Very Satisfied)
24. What concerns do you have about the current health insurance coverage? (short answer)
25. What recommendations do you have on how the City can improve their insurance program for employees/dependents? (short answer)

LEAVE PROGRAMS

26. My sick leave accrual is sufficient for my needs. (Strongly Disagree to Strongly Agree)
27. My vacation leave accrual sufficient for my needs. (Strongly Disagree to Strongly Agree)
28. Do you feel your vacation is competitive with other employers? If no, please explain. (short answer)
29. Please list any other suggestion you have for leave benefits. (short answer)
30. Are there any holidays you wish the City would observe? (short answer)

WELLBEING

31. Rate each of the following from strongly disagree to strongly agree.
 - a. The City has expressed genuine interest in my health and wellness.
 - b. The wellness benefits offered by the City have improved my physical and/or mental health.
 - c. The process to use the wellness benefits is a simple and straightforward process.
 - d. I would prefer the City provide (more/better) wellness programs.
 - e. My manager encourages me to use our health and wellness programs.
 - f. Accessing and using the EAP program is a simple and straightforward process.
32. What recommendations do you have on how the City can improve wellness/wellbeing opportunities for employees? (short answer)

RECOGNITION

33. I feel properly recognized for the work I do. (Strongly Disagree to Strongly Agree)
34. Rate each of the following from strongly disagree to strongly agree.

- a. Staff are recognized for going above and beyond their regular duties.
 - b. I feel valued and appreciated by the City.
 - c. I feel valued and appreciated by my Department.
35. Which efforts or achievements deserve recognition? Rank the following types in order of their value to you. (Select one rank per line.) 1 being least important 5 being most.
- a. Longevity
 - b. Promotion
 - c. Completion of a team project/goal
 - d. Completion of an individual project/goal
 - e. Major life safety event (saving lives, saving a building, etc.)
36. List other efforts or achievements (not included in the previous question) that deserve recognition. (short answer)
37. Do you feel recognition should be handled in the same way for all employees? If not, please explain why in the next box. (Yes or no)
38. I don't feel recognition should be handled in the same way for all employees because...(short answer)
39. What type of recognition would you value the most? Rank the following types in order of their value to you. 1 = least important / 8 = most important
- a. Employee of the Month Awards / Parking Spot
 - b. Personal Written/Verbal Praise (notes and personal emails from management)
 - c. Public Written/Verbal Praise (City-wide emails and newsletter mentions; team or City public meeting mentions)
 - d. Edible Gifts (going for lunch, chocolates, snacks)
 - e. Additional Annual Leave
 - f. Current recognition items (pen, clock etc.)
 - g. City Swag (pins, lanyards, hats, shirts)
 - h. Chamber Bucks
40. List desired types of recognition not included in the previous question. (short answer)
41. What recommendations do you have on how the City can recognize employees better. (short answer)

PERFORMANCE AND TALENT DEVELOPMENT

42. I find my job challenging and rewarding. (Strongly Disagree to Strongly Agree)
43. Rate each of the following from strongly disagree to strongly agree.
- a. I have a clear understanding of career progression opportunities with the City.
 - b. My supervisor and I discuss my professional goals and how they fit with the City.
 - c. My supervisor has a genuine interest in my career goals.
 - d. I am able to attend the training opportunities that I request.
44. My supervisor offers relevant training opportunities to me. (Strongly Disagree to Strongly Agree)
45. I understand the City's tuition reimbursement policy. (Strongly Disagree to Strongly Agree)
46. Do you attend the City's supervisory training program? (yes or no)
47. What training topics would you like the City to offer? (short answer)
48. Are there any barriers to training opportunities? (short answer)
49. Rate each of the following from strongly disagree to strongly agree.
- a. The existing evaluation process is effective in providing me meaningful and pertinent feedback from my supervisor.
 - b. The current evaluation process give me frequent feedback from my supervisor.
50. What is one thing you would change about the performance evaluation process to make it more meaningful? (short answer)

EFFICIENCIES

51. Are there any efficiencies/opportunities that could be offered to make your job more pleasant or more rewarding? Please describe.
52. A modified year-round work schedule, such as four-day work weeks, would be valuable to me. (short answer)
53. Rate each of the following from strongly disagree to strongly agree.
- a. A modified year-round work schedule, such as a four- day work weeks, would be valuable to me.
 - b. A modified Work Schedule during the summer only, would be valuable to me.

OTHER

54. What meaningful opportunities exist for employees to get to know other employees within the City? (short answer)
55. What are ways to allow employees to meet and network throughout the City that does not currently exist? (short answer)
56. Other than the topics already discussed on this survey, is there any other area related to Total Rewards that is important to you? Reminder: Please do not list compensation/wages. (List only one)

Appendix B: Summary of Initial Opportunities

AREA	OPPORTUNITIES PRESENTED
City's Total Reward Inventory	The City is recommended to approach its benefits with a Total Rewards perspective going forward. Personalization and options are key benefits trends in the existing market.
Employee Demographics	The City is recommended to monitor its demographics periodically to properly respond to shifts within the organization as needed. The current need is finding a blend of benefits for both younger employees and older employees.
Employee Demographics	The City is recommended to put emphasis internally on succession planning within departments. 23% of employees are aged 50 and above.
Benefits – Health	Reduce the variation of benefit offerings by eliminating fringe benefits based on employee groups. The City needs to retain collective bargaining differences and minor variations for department directors, but all other employees should be offered the same benefit offerings at the same premium rates.
Benefits – Health	Engage the workforce on insurance access challenges and then meet with the current insurance carrier to discuss claims processing, pre-authorization process, and denial of coverage process to understand the challenges the plan has experienced. This should also include prescription coverage and medical visits that are not being covered, and why.
Benefits – Health	Report back to employees the findings of the insurance challenges and any plan of action needed.
Benefits – Health	Develop regular education sessions on accessing and using the City's health insurance. This may be in person, or recorded sessions for future reference.
Benefits – Health	Change the wellness incentive so achieving it is not as cumbersome and it feels more like an incentive and less punitive.
Benefits – Health	Explore the viability of providing retiree health insurance coverage options.
Benefits – Health	Explore a high deductible health plan with Health Savings Account option.
Benefits – Health	Explore the option for enhanced chiropractic coverage, mental health and AODA services within the plan design.
Benefits – Health	Establish a consistent payment amount to the deferred compensation program for employees who decline health insurance coverage.
Benefits - Dental	Cover the same premium amounts on dental insurance for all non-union employees.

Benefits - Dental	Engage the workforce on dental plan coverage concerns and then explore dental plan design options to address employee concerns that the coverage is lacking and becoming more expensive.
Benefits - Vision	Engage the workforce on vision plan coverage concerns and then explore vision plan design options to address employee concerns that the coverage is lacking and expensive.
Benefits – LTD	Cover the same premium amounts on LTD for all non-union employees.
Benefits	Continue to work with benefits broker to establish competitive premium rates for health, vision and dental coverage, with consistent premiums across the non-union employees.
Benefits	Explore childcare assistance options, whether preferred centers for discount rates or reimbursement program. This, and other voluntary benefit offerings can tie into a Lifestyle Spending Account program.
Benefits	Explore the option of offering a Short-Term Disability (STD) plan.
Benefits	Explore voluntary national and local discount programs for employees.
Benefits	Explore voluntary long term care insurance for employees who are aging and need to consider the cost of private pay long term care.
Benefits	Explore other voluntary coverages such as cancer coverage.
Benefits	Explore a 529 College Savings Plan.
Benefits	Explore pet insurance.
Benefits	Explore identity theft protection and related coverage plans.
Time-off	Recognize Holidays consistently across the board for non-union employees. Additional considerations may need to be made for public safety but should also align with the general City holiday program.
Time-off	Have a single vacation schedule for all non-union employees. Additional considerations may need to be made for public safety but should also align with the general City vacation program. This single program should start with no less than 2 weeks in the first year, have regular intervals of vacation increases.
Time-off	Consider a Paid Time-Off program in lieu of traditional vacation and sick time.
Time-off	Consider City paid parental and elder care leave. This does not need to be a large benefit.
Time-off	Obtain additional employee feedback on compensatory time to consider a higher carry over amount annually.
Time-off	If sick time is retained, consider a conversion factor for low utilization.

Time-off	If sick time is retained, revisit how sick time can be utilized for better flexibility.
Time-off	If vacation is retained, consider a modest buy-back program for events when employees are unable to take sufficient time-off.
Time-off	Consider a percentage of sick time to be valued at time of separation.
Time-off	Consider alternative payout forms, in which the employee and employer will benefit from tax free opportunities, such as a medical trust.
Time-off	Consider a nominal paid volunteer program. These are typically no more than a half-day.
Benefits - wellness	Ensure employees understand how to request an ergonomic review of their workstations.
Benefits - wellness	Consider additional free EAP sessions.
Benefits - wellness	Consider EAP counselors with pre-approved providers, so when employees have to start paying, this provider is already covered and approved
Benefits – wellness	Offer a quiet space in each City work building.
Benefits – wellness	Discuss personal assistance education topics with the City’s EAP provider, such as credit counseling, estate planning etc.
Benefits – wellness	Explore chaplain services to be offered to employees through local community organizations.
Benefits – wellness	Reintroduce yoga and other related sessions.
Benefits – wellness	Explore gym membership discounts and explore on-site fitness areas for employees.
Benefits – wellness	Develop regular education sessions on accessing and using the City’s wellness services. This may be in person, or recorded sessions for future reference.
Talent Development	Establish an in-house training program specific to the needs of the people development, department needs, and City needs. Typical programs will categorize training into personal development, management development, and organizational development. This would expand the quarterly supervisory training program into multi facets. An initial list of topics desired by employees to start with has been provided in the report.
Talent Development	Commit funds annually for external training, professional development opportunities, and bringing educators in-house.
Talent Development	Establish a tuition reimbursement policy with a consistent reimbursement amount.
Talent Development	Schedule training opportunities appropriately to cover various work schedules and coverage needs.

Performance Management	Conduct performance evaluations at least annually, for all employees.
Performance Management	Consider looking at the City's performance management system as a whole for updates to include relevant evaluation areas, goal setting, self-reflection, and routine check-ins.
Performance Management	Provide management training in this area.
Recognition	Continue to encourage departments to recognize their staff efforts and accomplishments.
Recognition	Consider redefining what to recognize at the City level beyond longevity, based on employee feedback provided in the report.
Recognition	Continue to recognize longevity in some way.
Recognition	Eliminate the current swag and gifts and consider additional non-accumulating time off.
Recognition	Ask employees if they do want this public recognition on a case-by-case basis. Some may not.
Recognition	Ensure the City offers timely recognition, be sincere in the effort, and encourage an informal "thank-you" when its warranted.
Other	Continue to have City sponsored events such as the annual picnic. Do them more frequently, and expand events based on employee feedback provided in the report.
Other	Consider facility tours/open houses for departments.
Work Schedule	Consider a modified work schedule. Continue to offer remote work options where possible.

Nothing in this summary of opportunities is intended to imply any collective bargaining changes for the City.