



Study and Formulating Committee

Summary Results of Workforce Insight Surveys

September 2020

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Overview and Summary

Overview

During the summer and fall of 2019, Metro HR, in partnership with Deloitte Consulting, provided benefit-eligible employees the opportunity to participate in two surveys. The survey results are available for the future planning of employee well-being, benefits, training, and development programs (“programs”).

Survey 1 Objectives



Understand the everyday fears and pressures employees face



Identify the challenges that may not be directly related to an employee’s work, but could be impacting their performance



Determine if there are ways to deliver more value through Metro’s programs by addressing some of these needs

Survey 2 Objectives



Measure employees’ satisfaction with program features and the level of importance employees place on each benefit program



Identify gaps in programs to determine the biggest opportunities for driving value



Uncover opportunities for future program design

Survey 1 Overview

Respondents participated in a series of questions where they were asked to indicate their biggest and smallest concerns faced in their everyday lives. A total of **19 attributes** were tested.

Attributes Tested (in alphabetical order)
Career advancement (e.g., learning, career growth opportunities)
Child care (e.g., reliable, affordable or quality care)
Chronic pain
Debt (e.g., credit cards, mortgage, auto loan, student loans)
Elderly / adult dependent care (e.g., reliable, affordable or quality care)
Fitness and healthy living (e.g., exercise, nutrition, healthy living)
Home improvements / maintenance for my home
Job security (e.g., losing your job)
Lack of time in a day
Medical illness or disease (e.g., myself, family members)
Mental health / addiction for me or my family members
My ability to retire (e.g., saving sufficiently)
Personal safety (e.g., safety for myself or for my family)
Pet care and expenses
Relationship problems (e.g., at home, at work, or in the community)
Social good (e.g., time or opportunities to contribute to the greater good)
Tuition / education (e.g., for me or my family members; current or in the future)
Work (e.g., responsibilities, expectations, purpose)
Workplace environment and culture

33% of Metro's employees completed the survey

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Workforce Insights: Part 1

Below is a list of concerns that may worry you and potentially keep you up at night.

Considering only the list below, which is your biggest concern and which is your smallest concern?

If you are viewing on a mobile device, please turn the screen horizontally for the best view.

(1 of 12)

	Biggest Concern	Smallest Concern
Child care (e.g., reliable, affordable or quality care)	<input type="radio"/>	<input type="radio"/>
Tuition / education (e.g., for me or my family members; current or in the future)	<input type="radio"/>	<input type="radio"/>
Workplace environment and culture	<input type="radio"/>	<input type="radio"/>
Career advancement (e.g., learning, career growth opportunities)	<input type="radio"/>	<input type="radio"/>
Relationship problems (e.g., at home, at work, or in the community)	<input type="radio"/>	<input type="radio"/>

←
→

Survey 2 Overview

Provided insights into the relationship between the value employees place on benefit program features and program effectiveness. A total of **14 attributes** were tested.

23% of Metro's employees completed the survey

Attributes Tested in Part 2 (in alphabetical order)

1	Basic Life & AD&D Insurance
2	Career Growth and Advancement
3	Dental Benefits
4	Disability Insurance (STD/LTD)
5	Financial Well-Being Support
6	Longevity Pay
7	Medical Benefits
8	MetroMax 457 Deferred Compensation Plan
9	Paid Family Leave
10	Pension Plan
11	Retiree Life Insurance
12	Training and Development
13	Vacation
14	Vision Benefits

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Workforce Insight: Part 2

Below are five benefits provided to you by Metro.

Considering only the list below, which of the following is most important to you and which is least important to you?

(1 of 10)

	Most Important	Least Important
Disability Insurance (STD/LTD)	<input type="radio"/>	<input type="radio"/>
MetroMax 457 Deferred Compensation Plan	<input type="radio"/>	<input type="radio"/>
Vision Benefits	<input type="radio"/>	<input type="radio"/>
Retiree Life Insurance	<input type="radio"/>	<input type="radio"/>
Vacation	<input type="radio"/>	<input type="radio"/>

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Workforce Insight: Part 2

Below are five benefits provided to you by Metro.

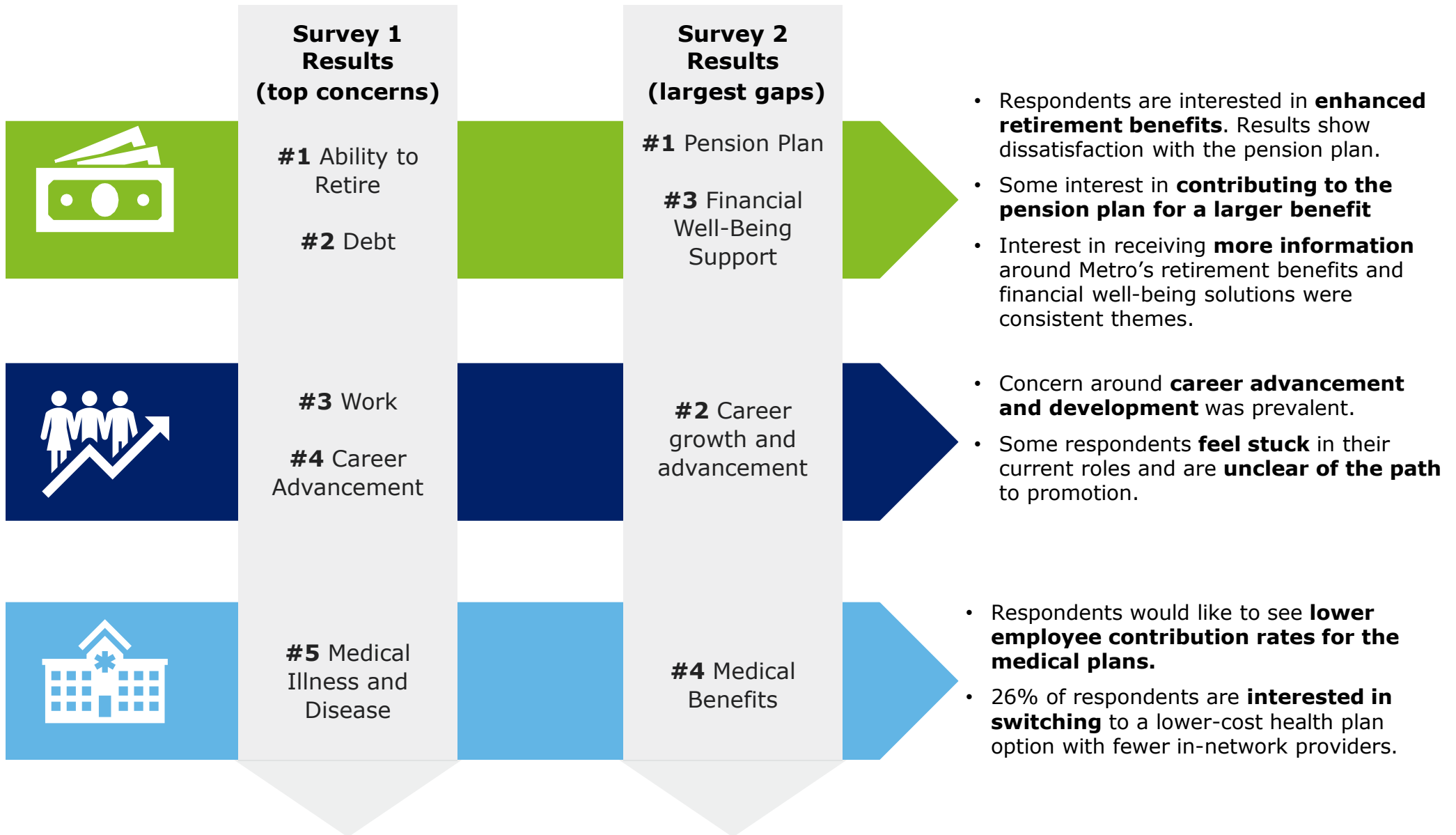
Considering only the list below, which of the following are you most satisfied with and which are you least satisfied with?

(1 of 10)

	Most Satisfied	Least Satisfied
Disability Insurance (STD/LTD)	<input type="radio"/>	<input type="radio"/>
MetroMax 457 Deferred Compensation Plan	<input type="radio"/>	<input type="radio"/>
Vision Benefits	<input type="radio"/>	<input type="radio"/>
Retiree Life Insurance	<input type="radio"/>	<input type="radio"/>
Vacation	<input type="radio"/>	<input type="radio"/>

Executive Summary

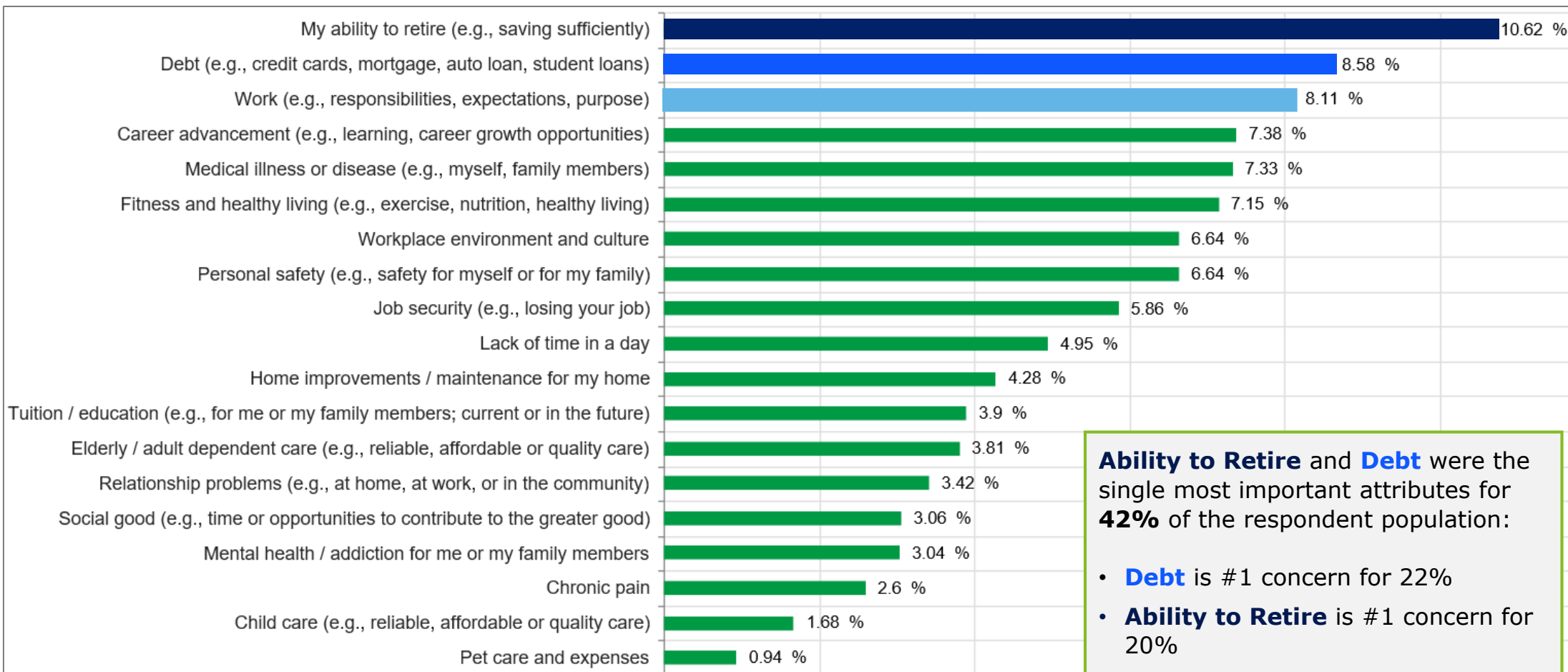
Overview of results from both surveys



Survey 1 Results

Employees' Challenges in Rank Order

Respondents indicated that **ability to retire**, **debt**, and **work** are the greatest challenges they face, relative to the other attributes tested.

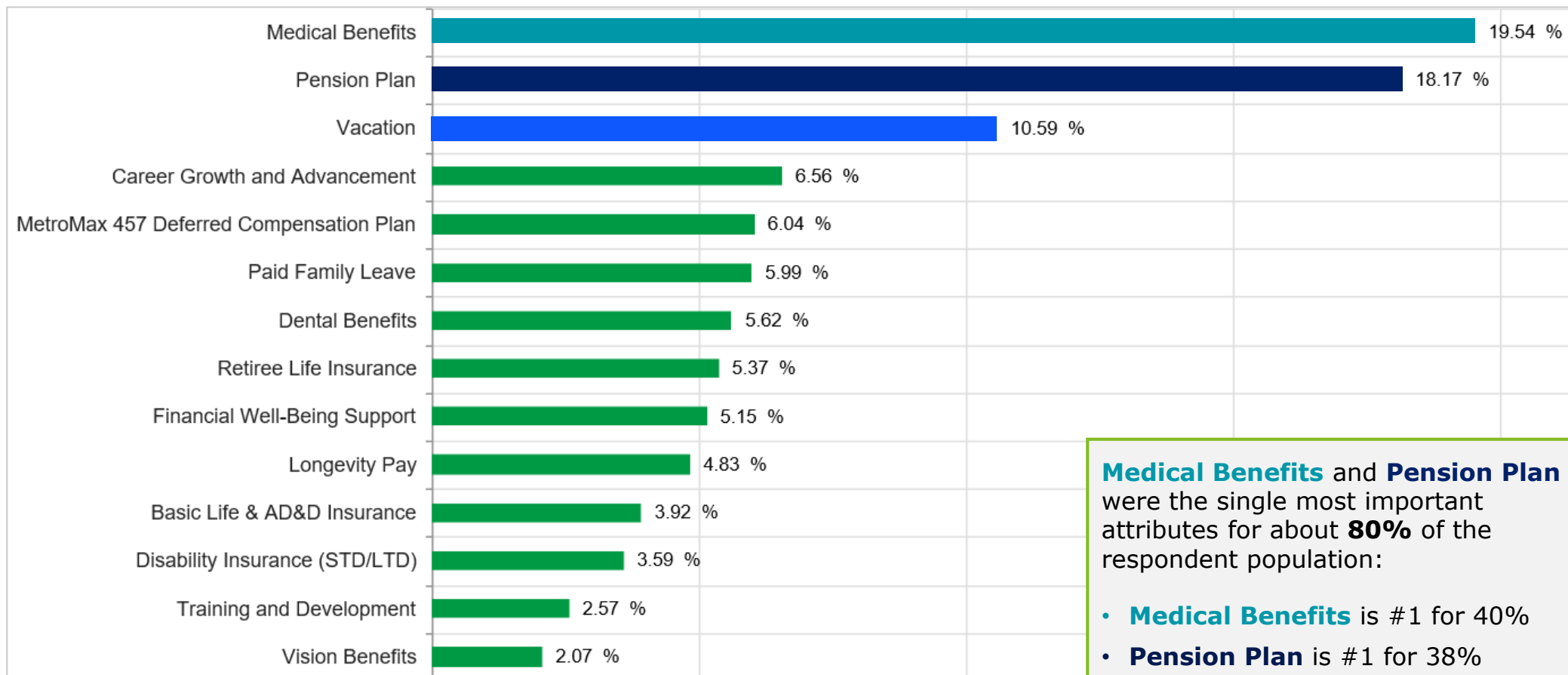


Note that the results are relative: The order of attributes represents the overall rank of concern (from 1 to 19) and the percentages indicate magnitude of concern (i.e., the degree to which work is more concerning than career advancement, personal safety, lack of time in a day, etc.).

Survey 2 Results

Relative Importance of Program Attributes

Of the **14** program attributes tested, respondents indicated that they find their **Medical Benefits** to be the most important relative to all other attributes tested. **Pension Plan** and **Vacation** are also areas of high importance.

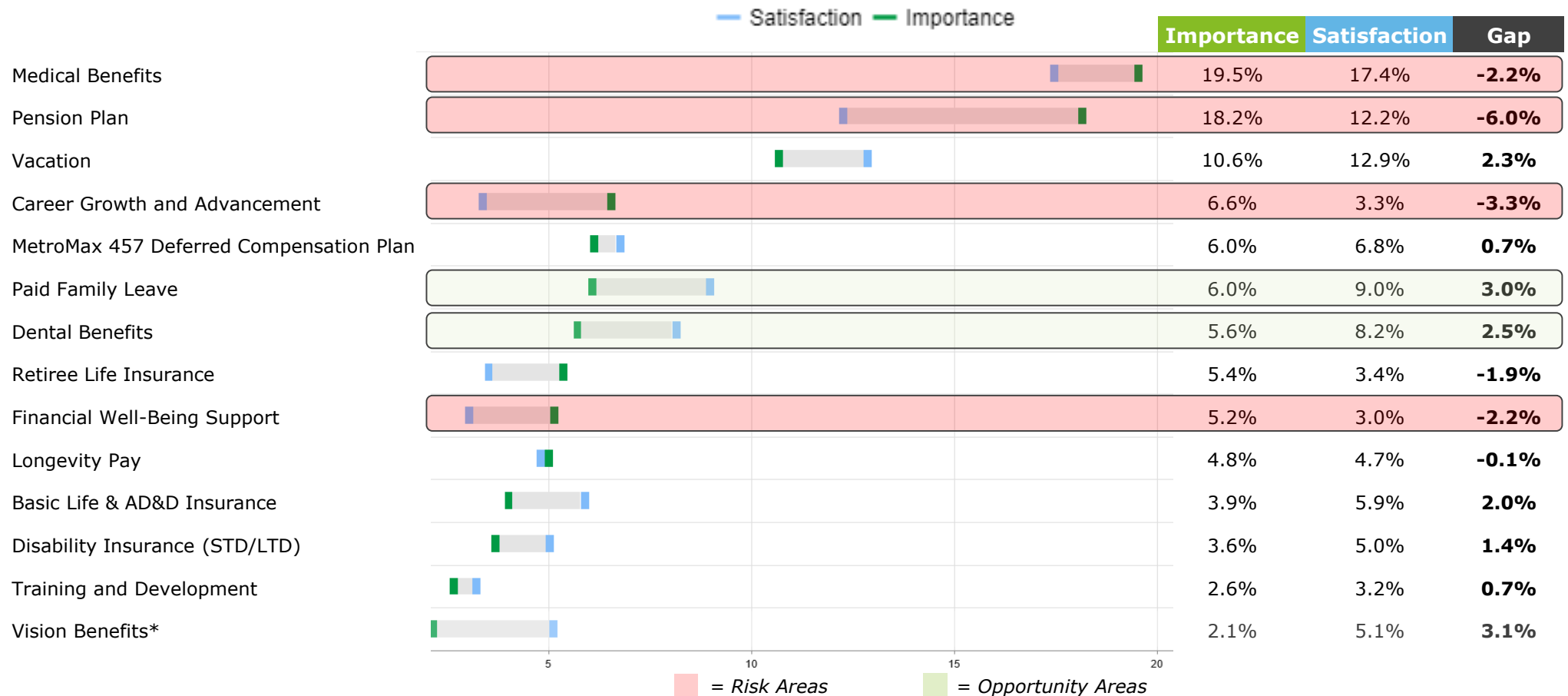


Note: Results are relative: the order of attributes represents the overall rank of importance (from 1 to 14) and the percentages indicate magnitude of importance.

Survey 2 Results

Gaps in Importance vs. Satisfaction

- Positive gaps indicate areas where satisfaction exceeds the importance that respondents place on a program.
- Negative gaps are areas where the importance exceeds the satisfaction. These are areas of risk that can be addressed through communication and/or program analysis.
- Gaps in satisfaction are shown in the following chart based on the order of importance.



Considerations and Recommendations

Based on results from both surveys, Deloitte has identified five considerations for Metro.

Alternative Health Plans

Overview of need: Medical illness and disease were a top concern; additionally, medical benefits were deemed most important in the benefits program. Allowing flexibility in health plan choices can show employees that Metro is dedicated to providing a personalized experience that meets their needs.

Consideration: Offering alternative health plan(s) could be attractive, especially for younger employees (32% interested in this option).

Financial Wellness Strategy

Overview of need: Ability to retire and debt were the largest concerns for Metro's workforce; additionally, the pension plan and financial well-being support had large gaps based on the respondents' responses.

Consideration: Develop a holistic Financial Well-being Strategy that engages employees through targeted education and integrated tools and technology to promote adequate savings and budgeting.

Retirement Programs Assessment

Overview of need: Ability to retire was the largest concern of employees, and the pension plan had the largest gap in satisfaction relative to importance. In contrast, Metro's retirement programs in aggregate rank well above market.

Consideration: Consider an assessment of the current retirement programs (pension, retiree health, 457). It would be helpful to understand, for example, 457 participation among employees interested in enhancing retirement income thru contributions. This supports financial wellness, engages employees to take part in their retirement, and may alleviate top concerns of the workforce.

Considerations and Recommendations continued

Employee Development

Overview of need: Career growth and advancement was one of the largest gaps identified by employees. Deloitte research indicates the need to create an enhanced experience to differentiate for the future workforce. *"Organizations with dynamic career models outperform their peers by providing continuous learning opportunities and a deeply embedded culture of development."* – Bersin by Deloitte

Consideration: Evaluate career management strategy (e.g. leadership development, career management, performance management, and succession planning) to attract and retain key talent. Metro HR will be evaluating possible next steps with the appropriate parties.

Total compensation statements

Overview of need: About half of the respondent population understands their benefits. Themes from open-ended commentary noted that employees want more communication around Metro's benefits, particularly their retirement benefits. Many respondents indicated that they are not aware of all benefits offered to them.

Consideration: Consider providing total compensation statements to employees. This will show employees the true value of compensation and benefits provided by Metro, as well as provide the information in a centralized communication.

Enhanced communications can assist Metro in increasing value across all gap areas. **Only 42% of respondents agree frequency and content of communication is appropriate.**

Appendix: Additional Survey Details

Survey 1 Results

Highlights from Demographic Segmentation

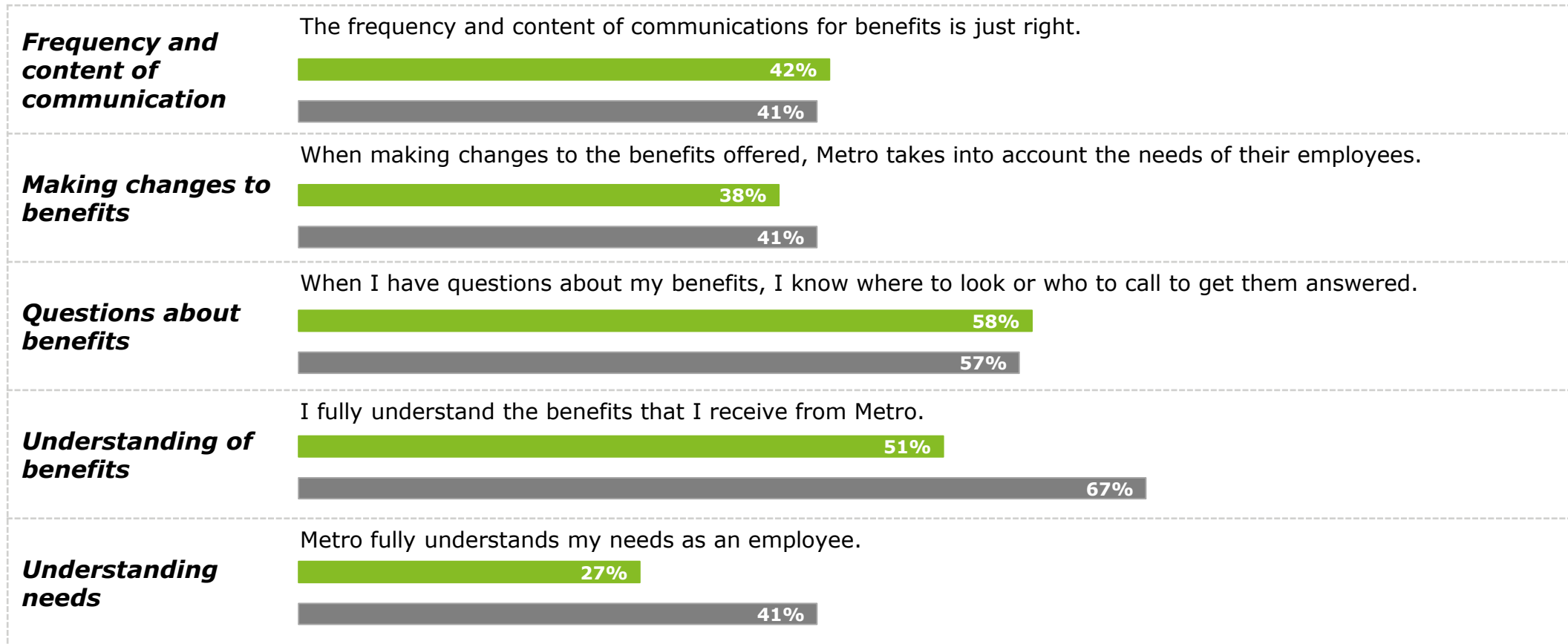
Survey responses can be viewed based on age, salary, service, gender, and department. Top concerns varied by age, salary, and departments; however, gender and service did not show variation to the overall survey responses.

 Age	<ul style="list-style-type: none">• Respondents under 35 years old are more concerned with debt and career advancement, rating career advancement as their top concern• Respondents over 55 years old are more concerned with their ability to retire, medical illness, elderly / adult dependent care, and chronic pain• Respondents over 65 years old are more concerned with fitness and healthy living and personal safety
 Annual Salary	<ul style="list-style-type: none">• Concern around debt is lowest for those making more than \$70,000; for this group, concern with work ranks higher than other age bands and was their second highest concern• Respondents earning under \$50k annually are more concerned with career advancement• The level of concern around lack of time in a day increases along with annual salary band
 Departments	<ul style="list-style-type: none">• Respondents who work in Fire and Sheriff are more concerned with personal safety and medical illness• Respondents working in Health and Sheriff departments are more concerned with debt• Respondents from the Police department are more concerned with career advancement and workplace environment and culture• Respondents working in the Public Library are more concerned with the lack of time in a day, relationship problems, and mental health / addiction for me or my family members

Survey 1 Results: Additional Employee Research Questions

This survey also included questions to gauge level of agreement with effectiveness of benefits communications and satisfaction with benefits, learning, and development opportunities.

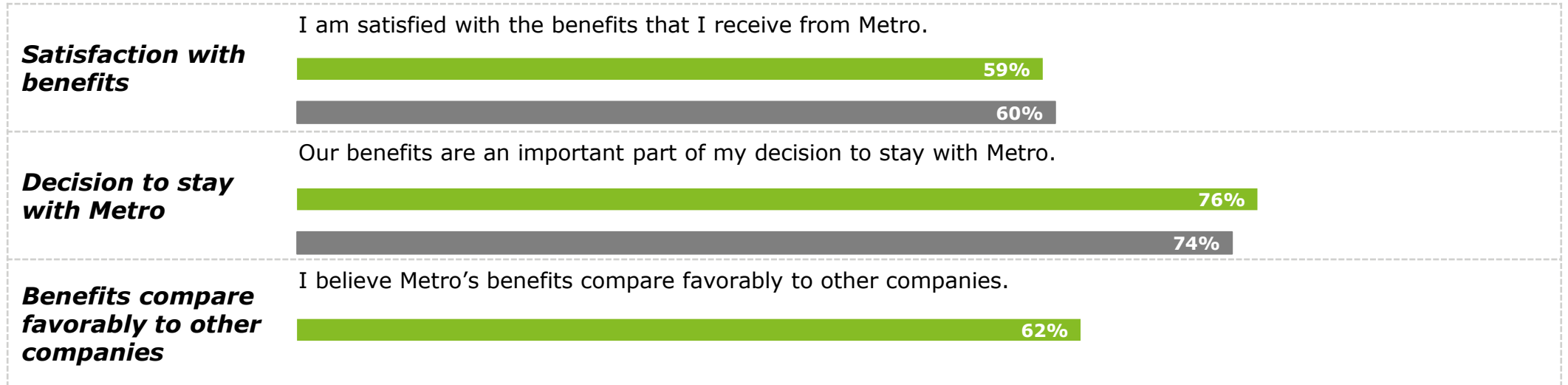
Overview of Results: Benefits Communications



About half of the respondent population understand their benefits.

Survey 1 Results: Additional Employee Research Questions (continued)

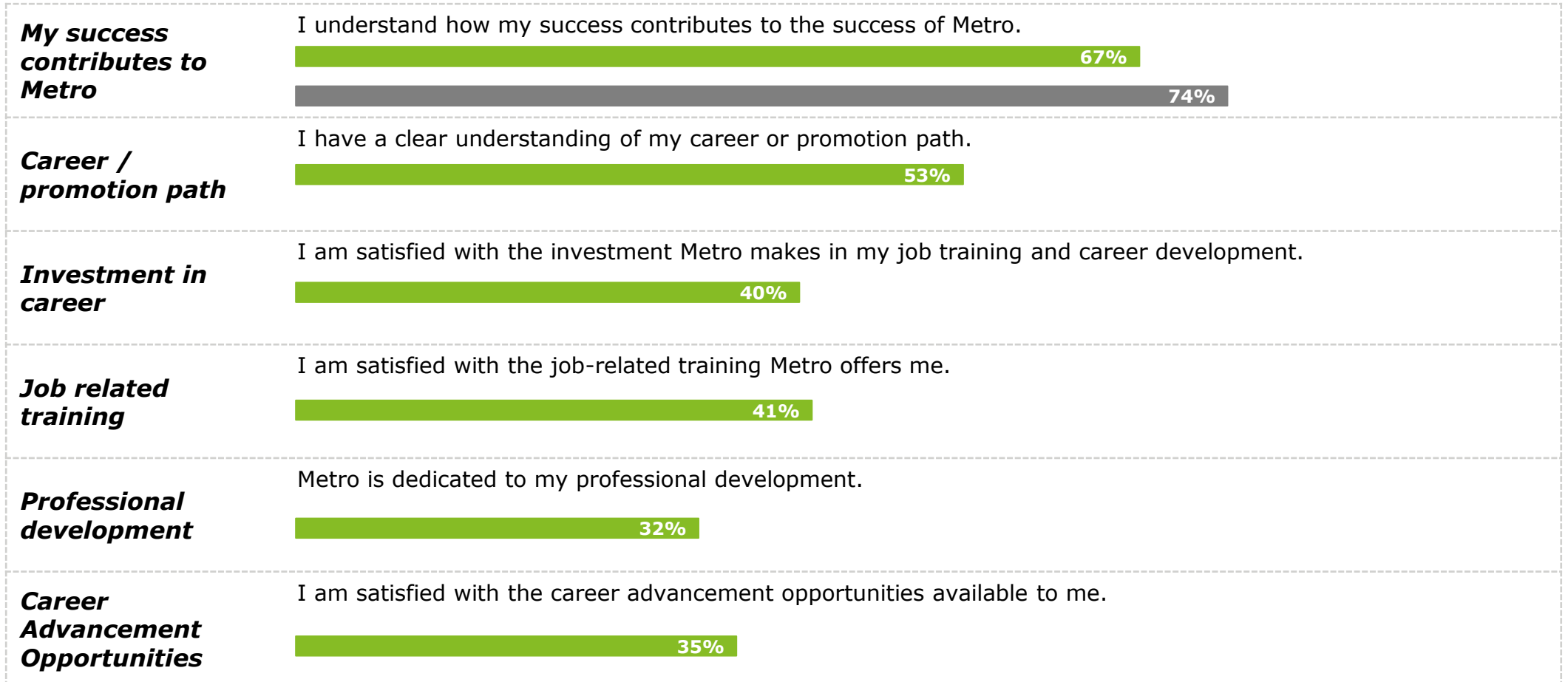
Overview of Results: Benefits



Respondents are generally satisfied with their benefits and view them as a reason to work for Metro.

Survey 1 Results: Additional Employee Research Questions (continued)

Overview of Results: Career Development



Respondents are not satisfied with professional development and career advancement opportunities.

 = Metro Results

 = Deloitte Benchmark

Survey 1 Administration and Logistics

- Survey links were distributed to a total of 8,273 employees – **2,759 surveys were completed**
- Tie-back data from the HRIS file was used to link employee demographic data to preferences for analysis; a summary of the demographic segmentation used in the analysis is shown below for the respondent and overall population

Demographic	Metro population	Total percentage of Metro population	Respondent Population	Respondent Percentage
Age				
Under 35 years old	2,129	26%	503	18%
35 to 44 years old	2,033	25%	670	24%
45 to 54 years old	2,206	27%	807	29%
55 to 64 years old	1,590	19%	657	24%
65 years and older	315	4%	122	4%
Service¹				
Less than 5 years	2,762	33%	866	31%
5 and less than 10 years	1,415	17%	409	15%
10 and less than 20 years	2,160	26%	767	28%
20 years and above	1,908	23%	717	26%
Gender				
Female	3,036	37%	1,312	48%
Male	5,237	63%	1,447	52%
Annual Salary²				
Less than \$40,000	1,736	21%	474	17%
\$40,000 to \$49,999	2,130	26%	591	21%
\$50,000 to \$59,999	1,926	23%	611	22%
\$60,000 to \$69,999	1,283	16%	457	17%
\$70,000 and above	1,198	14%	626	23%

¹Deloitte calculated service by taking the monthly service credit an employee has cumulated (provided by PeopleSoft) and dividing by 12

²Deloitte calculated annual salary by taking the hourly compensation rate (provided by PeopleSoft) * 40 hours/week * 52 weeks





Survey 1 Administration and Logistics (continued)

Demographic	Metro population	Total percentage of Metro population	Respondent Population	Respondent Percentage
Departments				
Circuit Court Clerk	108	1%	87	3%
Codes Administration	102	1%	34	1%
Emergency Communications Center	150	2%	45	2%
Fire	1,192	14%	214	8%
General Services	104	1%	94	3%
Health	461	6%	182	7%
Information Technology Service	124	1%	85	3%
Juvenile Court	139	2%	64	2%
Metro Action Commission	282	3%	90	3%
Parks	403	5%	158	6%
Police	1,793	22%	502	18%
Public Library	325	4%	193	7%
Public Works	394	5%	90	3%
Sheriff	762	9%	164	6%
State Trial Courts	128	2%	33	1%
Water Services	733	9%	271	10%
All Other Departments	1,073	13%	453	16%

Survey 2 Results

Highlights from Demographic Segmentation

Responses segmented and aligned to the attributes below provide additional survey insights, which can be used to determine potential benefit program changes that are responsive to employee preferences.

	Larger Gaps	Smaller Gaps
 Pension Plan	<ul style="list-style-type: none"> • Age: 45 to 54 years old • Department: Police, Sheriff, and some small departments (ER Comms) • Salary: \$60,000 to \$69,999 • Service: 20 years and above 	<ul style="list-style-type: none"> • Age: Under 35 and 65 years and older • Department: Health, Public Library, Water Service, and some small departments (Circuit Court, Codes Admin, IT, and State Trial Courts) • Salary: Less than \$40,000 • Service: Less than 5 years
 Career Growth and Advancement	<ul style="list-style-type: none"> • Age: 44 years and younger • Department: Health, Parks, and some small departments (General Services and IT) • Salary: Less than \$50,000 • Service: Less than 10 years 	<ul style="list-style-type: none"> • Age: 55 years and older • Department: Police, Sheriff, Public Works, and some small departments (Circuit Court, ER Comms, and State Trail Courts) • Salary: \$70,000 and above • Service: 20 years and above (<i>no gap identified for this group</i>)
 Financial Well-Being Support	<ul style="list-style-type: none"> • Age: Under 35 years old • Department: Police and some small departments (Circuit Court and Metro Action Commission) 	<ul style="list-style-type: none"> • Department: Public Library, and some small departments (Codes Admin, IT, and Juvenile Court)
 Medical Benefits	<ul style="list-style-type: none"> • Department: Fire and Police 	<ul style="list-style-type: none"> • Department: Health, Parks, and some small departments (Codes Admin, IT, Metro Action Commission, and State Trial Courts)

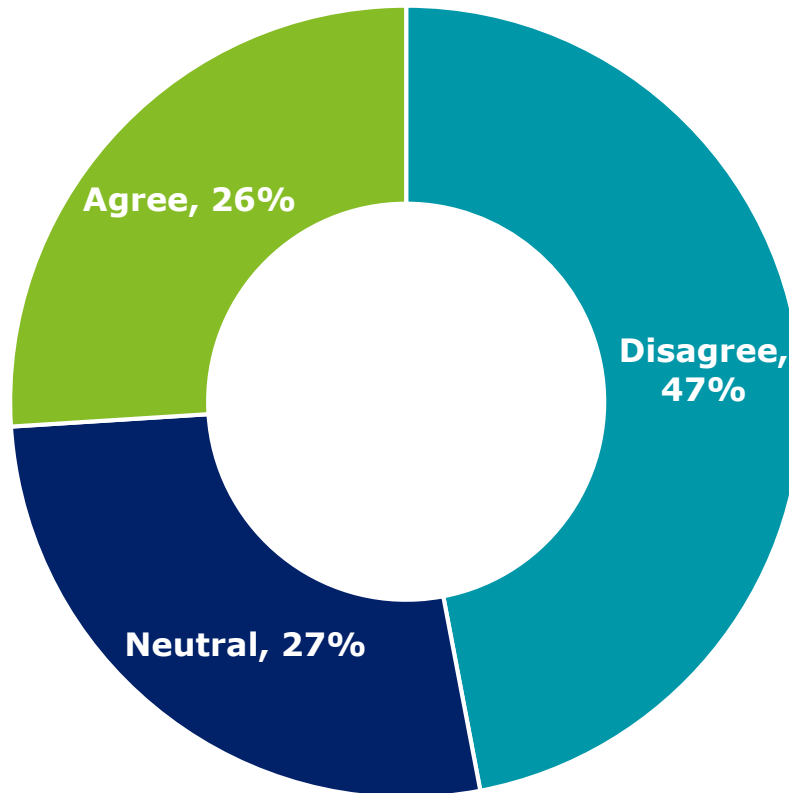
Note: Evaluated key demographics for gaps that varied +/- 1% from the overall population: age, department, salary, and service. Detailed demographic segmentation can be found on appendix slides 28-34.

Note: "Small Departments" groupings with less than 3% may not be large enough to support consistent themes for the overall segment

Survey 2 Results: Additional Employee Research Questions

Overview of Results – **Narrow Network**

We asked respondents: **I would be interested in a health plan option with fewer in-network providers where I would pay about \$20 less per month for single coverage and \$40 less per month for family coverage.**



Demographic Insights

- **Demographic groups more interested in a narrow network:**
 - Under 35 years old (32%)
 - 5 years or less of service (31%)
 - Annual salary, less than \$40,000 (44%)
 - Health and Parks (33%)
- **Demographic groups less interested in a narrow network:**
 - 65 years and older (21%)
 - Annual salary, \$70,000 and above (18%)
 - Fire (16%)

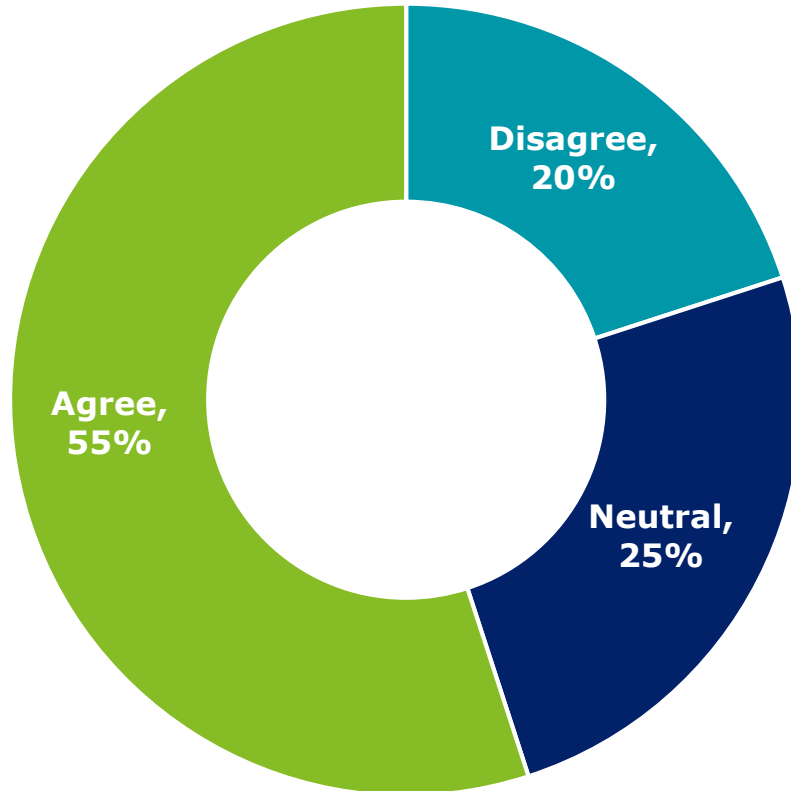
Nearly half of respondents are not interested in switching to a health plan option with fewer in-network providers.

Note: The question above was asked on a scale of 1-5, 1 being completely disagree and 5 being completely agree. The percentages for this statement shown represent the percent of the population that disagreed (those who choose a "1" or "2"), were neutral (those who choose a "3"), and agreed (those who choose a "4" or "5") with the statement.

Survey 2 Results: Additional Employee Research Questions

Overview of Results – **Contributing to Metro pension plan**

We asked respondents: **I would be interested in contributing a small percentage of my salary/wages into my Metro pension plan to have a higher benefit payment when I retire.**



Demographic Insights

- **Demographic groups more interested in contributing to their Metro pension plan:**
 - Police (60%)
- **Demographic groups less interested in contributing to their Metro pension plan:**
 - Fire (43%), Water Services (44%), Public Works (49%)






About half of the respondent population is interested in contributing to their Metro pension plan.

Note: The question above was asked on a scale of 1-5, 1 being completely disagree and 5 being completely agree. The percentages for this statement shown represent the percent of the population that disagreed (those who choose a "1" or "2"), were neutral (those who choose a "3"), and agreed (those who choose a "4" or "5") with the statement.

Survey 2 Results: Additional Employee Research Questions

Overview of Results – Retirement Support

We asked respondents: **Please indicate which of the following would help you feel more prepared for retirement if offered by Metro.**

		Additional Insights
Meetings to explain the Metro Pension benefit early in my career at Metro	 37%	<p>More interested:</p> <ul style="list-style-type: none"> • 35 to 44 years old (44%) • 5 and less than 10 years of service (42%) • Fire, Parks, and Sheriff (42%, 42%, and 43%, respectively)
More communication around Metro's retirement benefits	 35%	<ul style="list-style-type: none"> • As age and tenure increases respondents are more interested in receiving additional communications around their retirement benefits
Debt management services (including student loans)	 15%	<p>More interested:</p> <ul style="list-style-type: none"> • Under 35 years old (28%) • 5 years or less of service (23%) • Annual salary, less than \$40,000 (24%) • Health dept (22%)
None. I feel prepared for retirement.	 6%	
Other, please specify	 6%	<ul style="list-style-type: none"> • Respondents who selected "Other" typically wanted a mixture of options. • Many wanted a primary single point of contact, with the ability to contact specialized vendors directly, if needed.

Overall respondents are interested in receiving more information around their Metro retirement benefits.

Survey 2 Administration and Logistics

- Survey links were distributed to a total of 8,440 employees – **1,925 surveys were completed**
- Tie-back data from the HRIS file was used to link employee demographic data to preferences for analysis; a summary of the demographic segmentation used in the analysis is shown below for the respondent and overall population

Demographic	Metro population	Total percentage of Metro population	Respondent Population	Respondent Percentage
Age				
Under 35 years old	2,265	27%	327	17%
35 to 44 years old	2,085	25%	467	24%
45 to 54 years old	2,269	27%	599	31%
55 to 64 years old	1,543	18%	462	24%
65 years and older	278	3%	70	4%
Service¹				
Less than 5 years	2,959	35%	596	31%
5 to less than 10 years	1,418	17%	289	15%
10 to less than 20 years	2,168	26%	535	28%
20 years and above	1,895	22%	505	26%
Gender				
Female	3,117	37%	975	51%
Male	5,323	63%	950	49%
Annual Salary				
Less than \$40,000	1,279	15%	244	13%
\$40,000 to \$49,999	1,955	23%	389	20%
\$50,000 to \$59,999	1,713	20%	367	19%
\$60,000 to \$69,999	1,642	19%	309	16%
\$70,000 and above	1,851	22%	616	32%

¹Deloitte calculated service by taking the monthly service credit an employee has accumulated (provided by PeopleSoft) and dividing by 12

Survey 2 Administration and Logistics (continued)

Demographic	Metro population	Total percentage of Metro population	Respondent Population	Respondent Percentage
Departments				
Circuit Court Clerk	109	1%	66	3%
Codes Administration	105	1%	23	1%
Emergency Communications Center	150	2%	28	1%
Fire	1,214	14%	148	8%
General Services	106	1%	51	3%
Health	480	6%	147	8%
Information Technology Service	129	2%	49	3%
Juvenile Court	144	2%	56	3%
Metro Action Commission	292	3%	47	2%
Parks	399	5%	79	4%
Police	1,807	21%	316	16%
Public Library	327	4%	134	7%
Public Works	405	5%	97	5%
Sheriff	782	9%	130	7%
State Trial Courts	134	2%	21	1%
Water Services	763	9%	199	10%
All Other Departments	1,094	13%	334	17%



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