



Metro

EMPLOYEE ENGAGEMENT SURVEY FINDINGS 2023

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Section 1: Survey Methodology

Project Team

The Engagement and DEI findings featured in this report stem from data collected by Gallup, Inc. via the 2023 Employee Engagement Survey. The 2023 survey was successfully conducted through efforts by the Human Resources team, Internal Communications team, and the DEI Department. Lexicon and Line President/Principal Investigator Mary Johnstun led the reporting, analysis, and consultation components of the project. Team members Dr. Dana Krueger, and Julia Schildwachter supplied analysis, consultation, research, and recommendations.

Survey Administration

Gallup's Employee Engagement survey officially opened the morning of July 28th and closed August 11th. Employees were provided web access to the survey. Metro Leadership offered full support and encouragement for the survey. Furthermore, the Metro Employee Experience project group and their networks supported the survey by sharing information and encouraging participation in remote and onsite meetings and events.

Gallup supplied final aggregate data (for Metro as a whole, by department, and by key demographics) for the Q¹² and other survey items. Gallup also calculated the Q¹² mean scores and overall engagement mean scores. These final, aggregate data were supplied to Ms. Johnstun at Lexicon and Line for overall reporting and for additional Employee Engagement and DEI-focused data analysis. Additional analysis involved the creation of the following: Overall Mean Agreement scores from DEI-focused agreement questions, Overall Mean Reporting Confidence scores from questions centered on employee confidence in reporting procedures, and a revised DEI-focused (i.e., harassment, discrimination, or ethics reporting) Reporting Confidence Means. Additional study was completed to carefully compare 2023 data to previous data (from 2018, 2019, and 2021) across all subgroups, as well as study the data from the perspective of statistical significance. Specific study of the percent of change was conducted to identify data changes of significance.

Survey Participants

Participation was successful for the 2023 Metro Employee Engagement Survey, with 920 employees (68% of the employee population) participating. This participation rate was more comparable to pre-pandemic administrations of the survey. An overview of participation across all demographic categories is provided on the following pages. Note that data for demographic groups/subgroups with six or fewer participants are not featured in this report.

It is important to note, when comparing 2021 and 2023 data, that the 2021 survey was conducted when some departments were not yet at full operating capacity due to the COVID-19 pandemic. While the 2023 Survey participation represents departments at full capacity, some departments' 2021 and 2023 data might not be directly comparable. For these departments, comparisons from 2019 to 2021 should be approached with caution. Departments are encouraged to study their subgroup-level participation to better understand how their data from 2021 compare to those of previous administrations of the survey. For example, in 2021, 34 individuals from Oregon Convention Center participated in the survey, and in 2023, participation increased to 96. Likewise, for Portland's, 2021 participation nearly doubled -- 35 in 2021 and 68 in 2023.

Table 2 presents survey participation across the Metro Employee Engagement Survey's nine additional demographics items: race/ethnicity, gender identity, sexual orientation, disability status, employment status, job type, compensation status, work unit, and work location. Two years of data are available by work location. In 2021, 36% of employees were working onsite, 55% working remotely, 4% working in a hybrid capacity, 3% working as new hires, and 2% preferring not to respond. In the latest 2023 data, those working arrangements shifted to 52% onsite, 33% remote, 12% hybrid, 2% working as new hires, and 2% preferring not to respond.

The 2023 survey demographics were similar to those found in 2021. There were increases in the numbers of variable hour employee participating participation (8.6% of participants in 2021, 14.6% of participants in 2023), which can be attributed to the differences in the sample population at the time of the 2021 survey and at the time of the 2023 survey.

Table 1: Agency and Department-level Participation

	2018	2019	2021	2023		
	# of Survey Respondents	# of Survey Respondents	# of Survey Respondents	# of Survey Respondents	Employee Counts at the Time of the Survey	% of Employee Population Surveyed
Metro Agency Overall	874	994	629	920	1359	68%
Capital Asset Management	—	—	21	31	34	91%
Communications	30	26	22	13	32	41%
Council Office/COO/GAPD	27	33	29	31	42	74%
Diversity Equity & Inclusion	—	—	—	7	8	88%
Portland Expo Center	16	21	6	18	23	78%
Finance and Regulatory Services	39	42	40	47	71	66%
Housing	—	—	—	15	17	88%
Human Resources	21	23	23	28	28	100%
Information Services	19	21	15	27	34	79%
Office of Metro Attorney	13	9	14	17	18	94%
Oregon Convention Center	94	151	34	96	134	72%
Oregon Zoo	222	246	125	195	286	68%
Parks and Nature	88	93	75	93	141	66%
Planning	47	32	57	56	80	70%
Portland's Center for the Arts	76	125	35	68	201	34%
Waste Prevention and Environmental Services	161	149	115	152	210	72%
Prefer not to respond	—	—	—	27	—	—

Table 2: Participant Demographics

Please note: Due to non-responses and/or rounding, percentages/numbers provided will not always add to the sum of 920 participants and 100%.

	2018		2019		2021		2023	
	N	% of Survey Population	N	% of Survey Population	N	% of Survey Population	N	% of Survey Population
Metro Agency Overall	874	100%	994	100%	629	100%	920	100%
Race/Ethnicity								
Asian or Asian American	24	2.80%	22	2.20%	18	2.90%	34	3.70%
Black or African American	34	3.90%	50	5.00%	26	4.10%	48	5.22%
Hispanic or Latino/a/x	48	5.50%	47	4.70%	42	6.70%	66	7.17%
Native American, American Indian or Alaska Native	*	*	8	0.80%	8	1.30%	11	1.20%
Native Hawaiian or Pacific Islander	*	*	*	*	*	*	*	*
White	608	69.70%	674	67.90%	440	70.00%	604	65.65%
I identify with more than one option listed	53	6.10%	58	5.80%	29	4.60%	55	5.98%
Prefer not to respond	91	10.40%	130	13.10%	64	10.20%	98	10.65%
Gender Identity								
Woman	439	50.30%	485	49.20%	332	52.80%	473	51.41%
Man	348	39.90%	394	40.00%	230	36.60%	319	34.67%
Non-Binary gender, genderqueer or third gender	14	1.60%	14	1.40%	16	2.50%	29	3.15%
Transgender	*	*	*	*	*	*	7	0.76%
Gender not listed	*	*	*	*	*	*	8	0.87%
Two Spirit	---	---	---	---	---	---	*	*
Prefer not to respond	63	7.20%	92	9.30%	49	7.80%	77	8.37%
Sexual Orientation								
Asexual	29	3.30%	25	2.50%	14	2.20%	27	2.93%
Bisexual	35	4.00%	54	5.40%	38	6.00%	58	6.30%
Gay/Lesbian	46	5.30%	49	4.90%	43	6.80%	61	6.63%
Heterosexual	578	66.10%	648	65.30%	407	64.70%	572	62.17%
Pansexual	14	1.60%	26	2.60%	19	3.00%	38	4.13%
Sexuality not listed	17	1.90%	13	1.30%	11	1.70%	11	1.20%
Prefer not to respond	155	17.70%	178	17.90%	97	15.40%	153	16.63%
Disability Status**								
Yes, Indicated having a disability	119	13.80%	150	15.10%	56	8.90%	175	19.02%
No, Indicated presently not having a disability	623	71.50%	715	72.50%	523	83.10%	649	70.54%
Prefer not to respond	129	14.8	121	12.30%	50	7.90%	97	10.54%

(Continued on page 5)

*Demographics-level findings for subgroups with six or fewer participants have been removed from this report in order to protect the confidentiality and anonymity of participants.

**2018 and 2019 Surveys used a demographics item for Disability that listed separate disability types. Because the 2021 and 2023 surveys merely provided participants with three options — Yes, No, and Prefer not to respond — the 2018 and 2019 demographics data have been rolled up for comparison.

Table 2: Participant Demographics

Please note: Due to non-responses and/or rounding, percentages/numbers provided will not always add to the sum of 920 participants and 100%.

	2018		2019		2021		2023	
	N	% of Survey Population	N	% of Survey Population	N	% of Survey Population	N	% of Survey Population
Employment Status								
Regular or Part-time employees who have worked at least 600 hours over the past 12 months	675	77.20%	769	77.40%	547	87.00%	749	81.41%
Variable hour employees who have worked more than 600 hours over the past 12 months	94	10.80%	101	10.20%	22	3.50%	70	7.61%
Variable hour employees who have worked less than 600 hours over the past 12 months	105	12.00%	124	12.50%	32	5.10%	64	6.96%
Prefer not to respond	—	—	—	—	28	4.50%	38	4.13%
Job Type								
Manager/Supervisor	176	20.10%	199	20.00%	150	23.80%	182	19.78%
Non-Manager/Non-Supervisor	698	79.90%	795	80.00%	454	72.20%	690	75.00%
Prefer not to respond	—	—	—	—	25	4.00%	49	5.33%
Compensation status								
Hourly	517	59.20%	613	61.70%	274	43.60%	446	48.48%
Salaried	357	40.80%	381	38.30%	332	52.80%	433	47.07%
Prefer not to respond	—	—	—	—	23	3.70%	42	4.57%
Work Location								
Onsite, at one of Metro's facilities	—	—	—	—	228	36.20%	475	51.63%
Remote, not at a Metro facility	—	—	—	—	347	55.20%	301	32.72%
I evenly split my time between working remotely and onsite	—	—	—	—	24	3.80%	111	12.07%
I did not work here last year	—	—	—	—	19	3.00%	15	1.63%
Prefer not to respond	—	—	—	—	11	1.70%	19	2.07%

Questionnaire

This report focuses largely on data from the 2018, 2019, 2021, and 2023 administrations of the Metro Employee Engagement Survey, though data from 2017 and prior are included when available. Before 2018, the Metro Employee Engagement Survey and Metro's diversity, equity, and inclusion (DEI) survey were administered separately. In 2018, the Metro Employee Engagement Survey began to include both employee engagement and DEI items on one survey form. The 2023 questionnaire received minimal changes to the demographics questions included in the form: department titles were updated/added as needed, and reporting confidence items were decreased from 12 items (2019, 2021) to 6 items, by keeping safety reporting questions as-is, but grouping discrimination, harassment, and unethical behavior into one set of questions.

The survey utilizes Gallup's Q¹² scale to measure employee engagement through one overall satisfaction item and 12 items across four themes: basic needs, teamwork, accomplishment, and growth. For DEI data collection, 13 agreement/knowledge statements related to DEI understanding, buy-in, and support are included in the survey, along with 6 confidence statements related to reporting confidence (three of these questions specifically related to reporting of harassment and discrimination). Three open-ended questions regarding DEI and one open-ended question regarding engagement are included at the end of the survey.

Analysis of Mean Scores

The data of this report largely focus on the analysis of mean scores. A majority of quantitative questions on the survey asked employees to express their level of agreement on a 5-point Likert scale where 5 meant "Strongly Agree" and 1 meant "Strongly Disagree." Questions regarding reporting confidence used a 5-point Likert scale where 5 meant "Confident" and 1 meant "Not confident." Additionally, there was one 5-point knowledge scale that was used to determine employee knowledge of Metro's Strategic Plan to Advance Racial Equity, Diversity, and Inclusion. Mean scores for all of these items have been created, as well as categorical "overall" mean scores for the following:

1. All Q¹² questions and the four Q¹² level categories, referred to as the "Q¹² mean" in this report
2. All DEI-focused items, referred to as "DEI mean agreement" in this report
3. All reporting confidence items, referred to as "Overall reporting confidence" in this report
4. DEI-focused reporting confidence items (harassment and discrimination only)

The analyses in this report focus on the data for the Agency as a whole, by Department, and by demographics subgroup. Data were not analyzed for demographic groups totaling 6 or fewer participants in order to protect employee confidentiality and anonymity.

Section 2: Findings

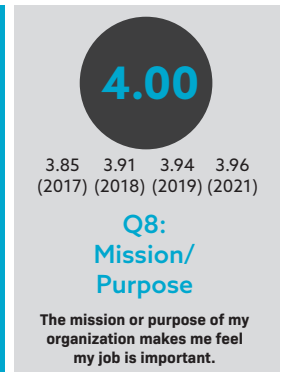
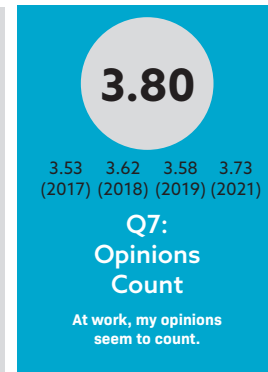
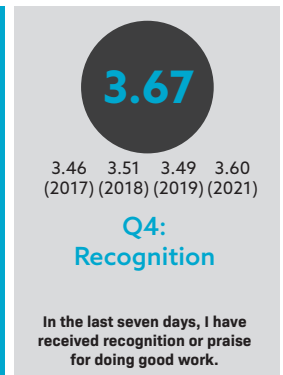
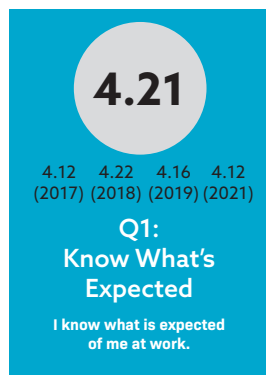
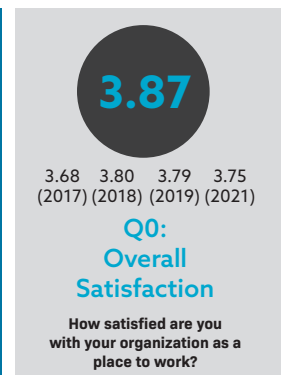
Metro's overall Q¹² Employee Engagement score showed an increase from 2021 to 2023.

Metro has seen significant gains in employee engagement and job satisfaction since 2017 when it began to use Gallup's Q¹² question set to measure engagement. Metro's Q¹² engagement mean score increased from 3.7 in 2017 to 3.92 in 2023, and the mean score for Overall Satisfaction increased from 3.68 in 2017 to 3.87 in 2023. From 2021 to 2023, Metro's Q¹² Engagement Mean increased significantly from 3.83 in 2021 to 3.92; and overall satisfaction increased from 3.75 in 2021 to 3.87 in 2023.

Four items showed notable increases (of 0.1 point or more):

- Q3: Opportunity to Do My Best (3.70 mean in 2021, 3.92 in 2023).
- Q6: Development (3.82 mean in 2021, 3.93 in 2023).
- Q7: Progress (3.50 mean in 2021, 3.76 in 2023).
- Q9: Learn and Grow (3.72 mean in 2021, 3.94 in 2023).

No items showed a significant decrease (i.e., a decrease of 0.1 or more), and the only Q12 items to show any decrease at all was Best Friend at Work (decreased from 3.2 in 2021 to 3.16 in 2023).



Q¹² Hierarchy: Improvements at All Levels of Employee Engagement

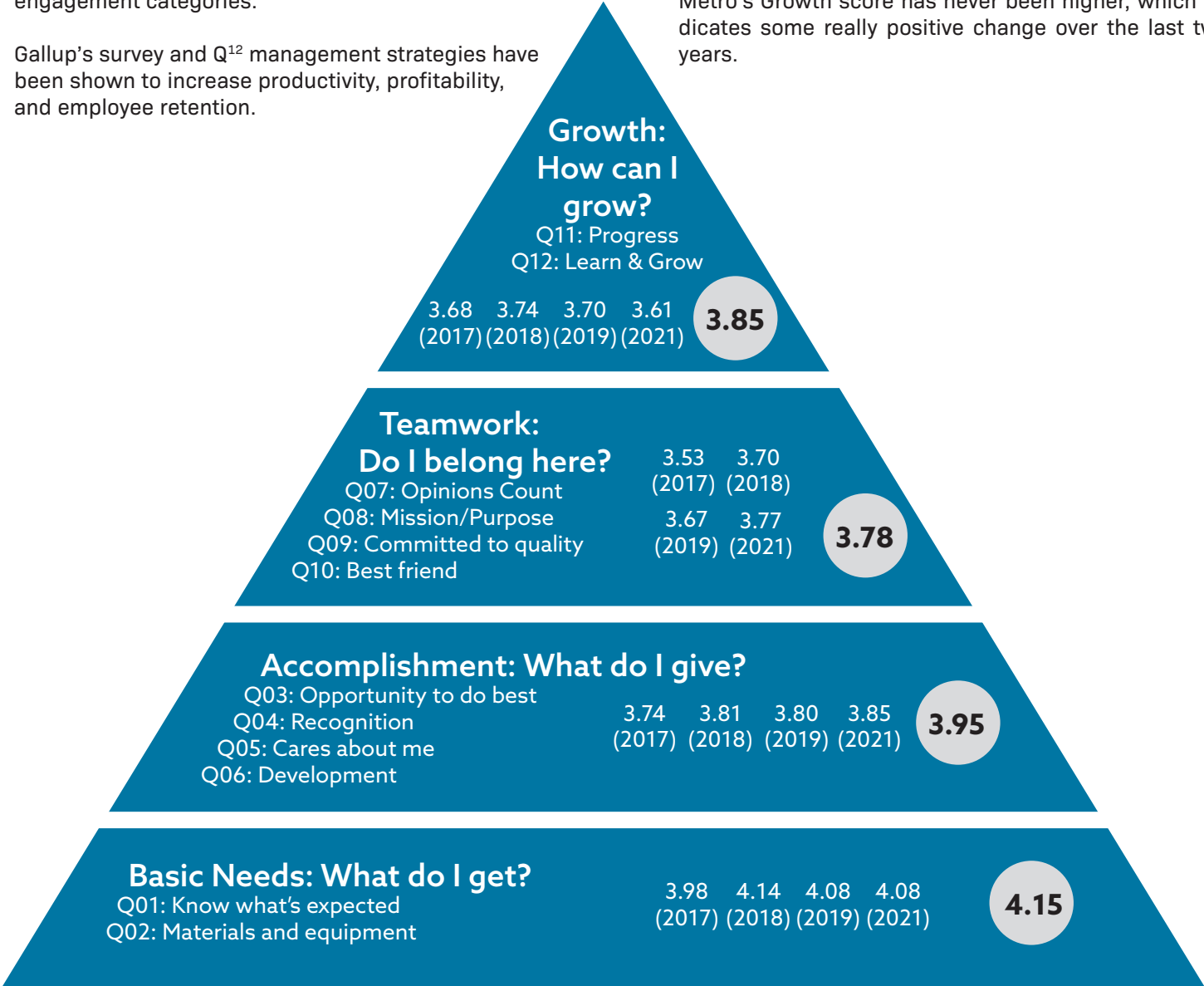
The Gallup Q¹² Survey is based on 30 years of scientific research with more than 35 million employees. To determine what employees require for growth, Gallup interviewed more than 1 million managers to identify the highest predictors of team and employee performance.

From this research, Gallup was able to determine 12 unique items which represent four fundamental employee engagement categories: (1) Basic Needs (*What do I get?*), (2) Accomplishment (*What do I give?*), (3) Teamwork (*Do I belong here?*), and (4) Growth (*How can I grow?*). The triangle below demonstrates the hierarchy of these four engagement categories.

Gallup's survey and Q¹² management strategies have been shown to increase productivity, profitability, and employee retention.

The image below displays Metro data from 2017 to present across the Gallup Q¹² four hierarchical levels.

- **Basic Needs** showed an insignificant increase (4.08 in 2021 to 4.15 in 2023), but it has increased significantly since 2017.
- **Accomplishment** showed a significant increase (3.85 in 2021 to 3.95 in 2023) and is significantly higher than where it began in 2017 (3.74).
- **Teamwork** showed an insignificant increase from 3.77 in 2021 to 3.78 in 2023 (an increase of .25 since 2017).
- **Growth** showed the most significant increase since the last administration (3.64 in 2021, 3.85 in 2023). Metro's Growth score has never been higher, which indicates some really positive change over the last two years.



See Section 4 for Key Themes related to Q¹² means and findings.

Q¹² Comparing Shifts in Ranking

The tables below rank each Q¹² each question in order from greatest satisfaction to least satisfaction by administration year. The 2023 Survey showed a significant positive shift in rankings for with Q¹² **Learn and Grow** and **Progress**, which place these rankings more in-line with pre-pandemic/2019 rankings. Make no mistake — each of these questions/concepts is an important component of the Q¹² Model. This ranking comparison merely allows us to identify star performers and key shifts in employee engagement at Metro over time.

2017 Q ¹² Rankings			2018 Q ¹² Rankings			2019 Q ¹² Rankings			2021 Q ¹² Rankings			2023 Q ¹² Rankings							
1	Q1	4.12	I know what is expected of me at work.	1	Q1	4.22	I know what is expected of me at work.	1	Q1	4.16	I know what is expected of me at work.	1	Q5	4.28	My supervisor, or someone at work, seems to care about me as person.	1	Q5	4.30	My manager, or someone at work, seems to care about me as a person.
2	Q5	4.12	My supervisor, or someone at work, seems to care about me as person.	2	Q5	4.18	My supervisor, or someone at work, seems to care about me as person.	2	Q5	4.15	My supervisor, or someone at work, seems to care about me as person.	2	Q9	4.17	My colleagues are committed to doing quality work.	2	Q1	4.21	I know what is expected of me at work.
3	Q9	3.9	My colleagues are committed to doing quality work.	3	Q9	4.07	My colleagues are committed to doing quality work.	3	Q9	4.00	My colleagues are committed to doing quality work.	3	Q1	4.12	I know what is expected of me at work.	3	Q9	4.18	My colleagues are committed to doing quality work.
4	Q8	3.85	The mission or purpose of my organization makes me feel my job is important.	4	Q2	4.06	I have the materials and equipment I need to do my work right.	4	Q2	3.98	I have the materials and equipment I need to do my work right.	4	Q2	4.04	I have the materials and equipment I need to do my work right.	4	Q2	4.09	I have the materials and equipment I need to do my work right.
5	Q2	3.84	I have the materials and equipment I need to do my work right.	5	Q8	3.91	The mission or purpose of my organization makes me feel my job is important.	5	Q8	3.94	The mission or purpose of my organization makes me feel my job is important.	5	Q8	3.96	The mission or purpose of my organization makes me feel my job is important.	5	Q8	4.00	The mission or purpose of my organization makes me feel my job is important.
6	Q12	3.74	This last year, I have had opportunities at work to learn and grow.	6	Q12	3.86	This last year, I have had opportunities at work to learn and grow.	6	Q12	3.85	This last year, I have had opportunities at work to learn and grow.	6	Q6	3.82	There is someone at work who encourages my development.	6	Q12	3.94	This last year, I have had opportunities at work to learn and grow.
7	Q6	3.7	There is someone at work who encourages my development.	7	Q6	3.8	There is someone at work who encourages my development.	7	Q3	3.79	At work, I have the opportunity to do what I do best every day.	7	Q7	3.73	At work, my opinions seem to count.	7	Q6	3.93	There is someone at work who encourages my development.
8	Q3	3.68	At work, I have the opportunity to do what I do best every day.	8	Q3	3.75	At work, I have the opportunity to do what I do best every day.	8	Q6	3.77	There is someone at work who encourages my development.	8	Q12	3.72	This last year, I have had opportunities at work to learn and grow.	8	Q3	3.92	At work, I have the opportunity to do what I do best every day.
9	Q11	3.61	In the last six months, someone at work has talked to me about my progress.	9/10	Q7	3.62	At work, my opinions seem to count.	9/10	Q7	3.58	At work, my opinions seem to count.	9	Q3	3.70	At work, I have the opportunity to do what I do best every day.	9	Q7	3.80	At work, my opinions seem to count.
10	Q7	3.53	At work, my opinions seem to count.	9/10	Q11	3.62	In the last six months, someone at work has talked to me about my progress.	9/10	Q11	3.56	In the last six months, someone at work has talked to me about my progress.	10	Q4	3.60	In the last seven days, I have received recognition or praise for doing good work.	10	Q11	3.76	In the last six months, someone at work has talked to me about my progress.
11	Q4	3.46	In the last seven days, I have received recognition or praise for doing good work.	11	Q4	3.51	In the last seven days, I have received recognition or praise for doing good work.	11	Q4	3.49	In the last seven days, I have received recognition or praise for doing good work.	11	Q11	3.50	In the last six months, someone at work has talked to me about my progress.	11	Q4	3.67	In the last seven days, I have received recognition or praise for doing good work.
12	Q10	2.82	I have a best friend at work.	12	Q10	3.19	I have a best friend at work.	12	Q10	3.15	I have a best friend at work.	12	Q10	3.20	I have a best friend at work.	12	Q10	3.16	I have a best friend at work.

Q¹² Employee Engagement Department Highlights

This section features Q¹² Employee Engagement data by Department. Department-level analysis will consider both Gallup's Overall Satisfaction item and its 12 individual Q¹² items, with a focus on departments that are leading for each item in terms of presenting high scores, as well as those making notable gains in engagement from 2021 to 2023. As was discussed in Section 1: Survey Methodology, some departments showed a significant increase in employees/participants in the 2023 survey, in comparison to 2021 survey. Please study participation changes in Tables 1 and 2 to gain perspective on data changes from 2021 to 2023. The Office of the Metro Attorney and Council Office/COO/GAPD have historically been excluded from this highlights summary.

In terms of overall Q¹² engagement scores, department-level leaders were the following: Human Resources (4.48 Q¹² mean), Information Services (4.29 Q¹² mean), Capital Asset Management (4.25 Q¹² mean), and Capital Asset Management (4.25). Top scorers by individual Q¹² item are highlighted below.

- **How satisfied are you with your organization as a place to work?**
 - Leading departments include Capital Asset Management (4.39), Human Resources (4.38), and Information Services (4.37).
 - Notable gains (0.1 or more) from 2021 to 2023 were found in the following departments: Communications, Finance and Regulatory Services, Human Resources, Information Services, Oregon Zoo, Parks and Nature, Planning/Development/Research (PDR), Portland Expo Center, and Portland'5.
- **I know what is expected of me at work.**
 - Leading departments include Portland Expo Center (4.78), Finance and Regulatory Services (4.53), Human Resources (4.52), and Capital Asset Management (4.42).
 - Notable gains (0.1 or more) from 2021 to 2023 were found in the following departments: Communications, Finance and Regulatory Services, Information Services, Oregon Zoo, PDR, and Portland Expo Center.
- **I have the materials and equipment I need to do my work right.**
 - Leading departments include Finance and Regulatory Services (4.47), Human Resources (4.54), Information Services (4.44), Housing (4.33), and Planning/Development/Research (4.41).
 - Notable gains (0.1 or more) from 2021 to 2023 were found in the following departments: Finance and Regulatory Services, Information Services, Parks and Nature, PDR, and Portland Expo Center
- **At work, I have the opportunity to do what I do best every day.**
 - Leading departments include Portland Expo Center (4.41), Human Resources (4.37), Capital Asset Management (4.35), and Finance and Regulatory Services (4.34).
 - Notable gains (0.1 or more) from 2021 to 2023 were found in the following departments: Communications, Finance and Regulatory Services, Human Resources, Oregon Zoo, Parks and Nature, PDR, Portland'5 Center for the Arts
- **In the last seven days, I have received recognition or praise for doing good work.**
 - Leading departments include Human Resources (4.58), Portland Expo Center (4.57), DEI (4.14), and Housing (4.15).
 - Notable gains (0.1 or more) from 2021 to 2023 were found in the following departments: Finance and Regulatory Services, Information Services, PDR, and Portland Expo Center
- **My supervisor, or someone at work, seems to care about me as person.**
 - Leading departments include Communications (4.85), Human Resources (4.82), DEI (4.71), Housing (4.67), and Portland Expo Center (4.67).
 - Notable gains (0.1 or more) from 2021 to 2023 were found in the following departments: Finance and Regulatory Services, Information Services, PDR, and Portland Expo Center
- **There is someone at work who encourages my development.**
 - Leading departments include Human Resources (4.70), Portland Expo Center (4.53), Communications (4.38), Capital Asset Management (4.19), and Finance and Regulatory Services (4.17).
 - Notable gains (0.1 or more) from 2021 to 2023 were found in the following departments: Finance and Regulatory Services, Information Services, Oregon Zoo, Parks and Nature, and Waste Prevention and Environmental Services.
- **At work, my opinions seem to count.**
 - Leading departments include Human Resources (4.59), PDR (4.45), Capital Asset Management (4.45), Information Services (4.15), and Housing (4.07).
 - Notable gains (0.1 or more) from 2021 to 2023 were found in the following departments: Finance and Regulatory Services, Oregon Zoo, and PDR.
- **The mission or purpose of my organization makes me feel my job is important.**

- Leading departments include Housing (4.73), Human Resources (4.46), Capital Asset Management (4.45), PDR (4.29), and Parks and Nature (4.25).
- Notable gains (0.1 or more) from 2021 to 2023 were found in the following departments: Communications, Finance and Regulatory Services, Parks and Nature, PDR, and Portland's Center for the Arts.
- **My colleagues are committed to doing quality work.**
 - Leading departments include Housing (4.73), Human Resources (4.59), Information Services (4.59), PDR (4.57), DEI (4.57), Capital Asset Management (4.55), and Portland Expo Center (4.50).
 - Notable gains (0.1 or more) from 2021 to 2023 were found in the following departments: Communications, Information Services, and Parks and Nature.
- **I have a best friend at work.**
 - Leading departments include Portland Expo Center (3.80), Communications (3.73), Information Services (3.55), Oregon Zoo (3.52), and Human Resources (3.48).
 - Notable gains (0.1 or more) from 2021 to 2023 were found in the following departments: Finance and Regulatory Services, Information Services, Oregon Zoo, and Portland's Center for the Arts.
- **In the last six months, someone at work has talked to me about my progress.**
 - Leading departments include Human Resources (4.58), Information Services (4.50), DEI (4.29), Capital Asset Management (4.23), and Finance and Regulatory Services (4.22).
 - Notable gains (0.1 or more) from 2021 to 2023 were found in the following departments: Finance and Regulatory Services, Human Resources, Information Services, Oregon Zoo, Parks and Nature, PDR, Waste Prevention and Environmental Services.
- **This last year, I have had opportunities at work to learn and grow.**
 - Leading departments include Human Resources (4.50), Capital Asset Management (4.45), Information Services (4.41), DEI (4.29), and FSR (4.26).
 - Notable gains (0.1 or more) from 2021 to 2023 were found in the following departments: Finance and Regulatory Services, Information Services, Oregon Zoo, PDR, and Waste Prevention and Environmental Services.

Finance and Regulatory Systems showed a significant increase (i.e., increases of 0.1 or greater) in all Q12 items from 2021 to 2023. Other departments showing significant improvement across many engagement areas were Information Services (improvement for ten items), PDR (improvement for ten items), and Oregon Zoo (improvement for nine items). Lexicon and Line suggests careful study of all departments that showed sizable employee engagement gains to better identify the root causes of these successes.

Q¹² Employee Engagement Demographics Subgroup Highlights

Table 3 on the following page provides demographics-level findings for Q¹² Mean Employee Engagement scores. These scores represent an overall measurement of Employee Engagement across one job satisfaction item and 12 individual employee engagement items. Subgroups with six or fewer participants were eliminated from analysis to ensure anonymity in reporting. Takeaways and highlights are as follows.

Race/Ethnicity: The following are Q¹² Employee Engagement means, ranked highest to lowest, for race/ethnicity subgroups: Multiracial (4.13), Hispanic/Latino/a/x (4.11), Asian/Asian American (4.00), White (3.99), Black or African American (3.81), Native American/American Indian (3.75). Those marking “prefer not to respond” showed a slight decrease in engagement, while the Black/African American employee group showed no significant change.

Gender Identity: Q¹² Employee Engagement means, ranked highest to lowest for gender identity: women (4.04); men (3.90); transgender (3.90); non-binary, gender queer, or third gender (3.89); “prefer not to respond” (3.34); and gender not listed (3.08). Employee Engagement for women increased from 3.87 in 2021 to 4.04 in 2023; while engagement for non-binary employees decreased from 4.17 in 2021 to 3.98 in 2023.

Disability: Q¹² mean employee engagement was higher for those without a disability (4.04) compared to those reporting a disability (3.68). There was no change in overall employee engagement from 2021 to 2023 for employees with disabilities, but a positive change was seen for those without a disability.

Sexual Orientation: Q¹² Employee Engagement means, ranked from highest to lowest across six sexual orientation subcategories: Bisexual (4.12), Gay/Lesbian (4.06), Heterosexual (3.99), Asexual (3.98), Pansexual (3.96), Sexuality not listed (3.97), and “prefer not to respond” (3.52). Q12 mean scores increased from 2021 to 2023 for Asexual,

Pansexual, and “prefer not to respond” employees, but decreased for those marking “sexuality not listed”.

Job Type: Managers/Supervisors (4.11) indicated a higher level of employee engagement than non-managers/non-supervisors (3.92). Both groups saw an increase of 0.1 in mean score from 2021 to 2023. .

Employment Status: Variable hour employees who have worked less than 600 hours over the past 12 months indicated the highest Q¹² employee engagement mean score (4.12) compared to variable hour employees working more than 600 hours (3.64) and regular/part-time employees (3.95). An increase from 2021 to 2023 was found for variable hour employees working less than 600 hours (4.01 in 2021, 4.12 in 2023), and for regular/part-time employees (3.85 in 2021, 3.95 in 2023). Variable hour employees working 600+ hours indicated a slight decrease in engagement.

Compensation Status: Salaried employees scored higher in overall employee engagement (4.13) compared to hourly employees (3.77). Salaried employees showed a significant change in engagement (3.99 in 2021, 4.13 in 2023).

Work Location: Q¹² Employee Engagement means, ranked from highest to lowest across four work location categories: New employees (4.21), Remote (4.16), Hybrid (4.09), and Onsite (3.74). Most groups showed a significant increase from 2021 to 2023, with hybrid employees showing the biggest increase (3.71 in 2021, 4.09 in 2023), followed by onsite employees (3.59 in 2021, 3.74 in 2023), and remote employees (4.01 in 2021, 4.16 in 2023).

Table 3: Q¹² Overall Employee Engagement Mean Scores by Demographics

		Q12 Means				Change 2021—2023 (Changes of +/- 0.1 flagged as significant)
		2018	2019	2021	2023	
Metro Agency Overall		3.81	3.79	3.83	3.92	0.09
Race/Ethnicity	Asian or Asian American	3.46	3.74	3.68	4	0.32
	Black or African American	3.7	4.04	3.78	3.81	0.03
	Hispanic or Latino/a/x	3.93	3.9	3.94	4.11	0.17
	Native American, American Indian or Alaska Native	4.35	4.31	3.54	3.75	0.21
	White	3.88	3.87	3.89	3.99	0.10
	I identify with more than one option listed	3.86	3.74	3.93	4.13	0.20
	Prefer not to respond	3.36	3.26	3.39	3.33	-0.06
Gender Identity	Woman	3.85	3.91	3.87	4.04	0.17
	Man	3.87	3.81	3.87	3.9	0.03
	Non-Binary gender, genderqueer or third gender	3.88	3.69	4.17	3.89	-0.28
	Transgender				3.9	
	Gender not listed				3.08	
Disability	Prefer not to respond	3.28	3.16	3.24	3.34	0.10
	Yes	3.78	3.7	3.66	3.68	0.02
	No	3.6	3.6	3.88	4.04	0.16
	Prefer not to respond	3.4	3.47	3.42	3.56	0.14
Sexual Orientation	Asexual	3.87	3.53	3.42	3.98	0.56
	Bisexual	3.82	3.75	4.04	4.12	0.08
	Gay/Lesbian	4.06	3.9	4	4.06	0.06
	Heterosexual	3.89	3.89	3.91	3.99	0.08
	Pansexual	3.36	3.61	3.39	3.96	0.57
	Sexuality not listed	3.66	3.71	4.29	3.97	-0.32
	Prefer not to respond	3.5	3.51	3.42	3.52	0.10
Job	Manager/Supervisor	4.16	4.01	4.01	4.11	0.10
	Non-Manager/Non-Supervisor	3.73	3.74	3.82	3.92	0.10
	Prefer not to respond	-	-	2.9	3.24	0.34
Employment Status	Regular or Part-time employees who have worked at least 600 hours over the past 12 months	3.78	3.79	3.85	3.95	0.10
	Variable hour employees who have worked more than 600 hours over the past 12 months	3.87	3.76	3.7	3.64	-0.06
	Variable hour employees who have worked less than 600 hours over the past 12 months	4.01	3.86	4.01	4.12	0.11
	Prefer not to respond	-	-	3.22	3.45	0.23
Compensation Status	Hourly	3.64	3.68	3.71	3.77	0.06
	Salaried	4.06	3.97	3.99	4.13	0.14
	Prefer not to respond	-	-	2.82	3.32	0.50
Remote/Onsite	Onsite, at one of Metro's facilities	-	-	3.59	3.74	0.15
	Remote, not at a Metro facility	-	-	4.01	4.16	0.15
	I evenly split my time between working remotely and from onsite	-	-	3.71	4.09	0.38
	I did not work here last year	-	-	4.14	4.21	0.07
	Prefer not to respond	-	-	2.64	3.51	0.87

Additional Employee Engagement Data

The 2021 Employee Engagement Survey also collected other employee engagement data that have been gathered through previous Metro surveys since 2012. These additional questions focused on department leadership, department pride, work/life balance flexibility, and workload.

Additional Employee Engagement Items

As with Q¹² scores, additional employee engagement items showed slight decreases since 2018. Of the five questions featured below, “I am proud to work for my department” received the highest agreement mean (4.10). Key findings follow.

I have confidence that my department has the leadership in place to be successful.

- 2023 mean score is 3.70 (compared to 3.52 in 2017, 3.69 in 2018, 3.55 in 2019, 3.52 in 2021)
- Leading departments include Portland Expo Center (4.44), Human Resources (4.37), Capital Asset Management (4.35), Finance and Regulatory Services (4.30), and Information Services (4.26).
- Departments showing some of the biggest increases for this item from 2021 to 2023 were as follows: Finance and Regulatory Services, Information Services, Oregon Zoo, PDR, Waste Prevention and Environmental Services.
- By race/ethnicity, the following subgroups showed significant decreases from 2021 to 2023: Asian/Asian American (4.17 in 2021 to 3.97 in 2023) and “prefer not to respond” (2.83 in 2021 to 2.69 in 2023). All other race/ethnicity categories showed a significant increase of 0.1 or higher.
- By employee status, variable hour employees working less than 600 hours indicated the highest confidence (4.11), followed by regular/part-time employees (3.71). Variable hour employees working 600+ hours had the lowest confidence (3.36). All three of these employee status subgroups saw an increase in confidence from 2021 to 2023.
- When looking at these data by worker location, new employees scored the highest (4.20), followed by remote workers (4.03) and hybrid (3.88). Those working in a hybrid fashion saw the biggest shift from 2021 to 2023 (3.04 in 2021, 3.88 in 2023).

I am proud to work for my department.

- 2023 mean score is 4.20 (compared to 4.11 in 2017, 4.12 in 2018, 4.10 in 2019, 4.14 in 2021)
- Leading departments include Housing (4.73), Portland Expo Center (4.72), Human Resources (4.57), and Capital Asset Management (4.52)
- Departments showing some of the biggest increases for this item from 2021 to 2023 were as follows: Finance and Regulatory Services, Information Services, Oregon Zoo, PDR, Waste Prevention and Environmental Services
- By race/ethnicity, most subgroups saw positive changes from 2021 to 2023 for this item. For example, the Black/African American employee score increased from 4.00 in 2021 to 4.21 in 2023, the Hispanic/Latino/a/x score increased from 4.29 in 2021 to 4.45 in 2023, and the score for White employees increased from 4.19 in 2021 to 4.28 in 2023. That said, the Native American score decreased (4.43 in 2021, 4.00 in 2023).
- When looking at these data by worker location, new employees scored the highest (4.71, up from 4.37 in 2021), followed by remote workers (4.39, up from 4.27 in 2021). Those working in onsite scored the lowest of the four subgroups (4.07, up slightly from 4.0 in 2021).

I have enough flexibility in my job to maintain work/life balance.

- 2023 mean score is 4.07 (compared to 3.72 in 2017, 4.02 in 2018, 3.88 in 2019, and 3.90 in 2021)
- Leading departments were Information Services (4.78), DEI (4.57), Human Resources (4.46), Capital Asset Management (4.45), PDR (4.43), and FRS (4.40).
- This question showed some of the biggest changes by department from 2021 to 2023. Communications’ mean score increased from 4.05 in 2021 to 4.15 in 2023, Information Services’ score increased from 4.13 in 2021 to 4.78 in 2023, Oregon Zoo’s score increased from 3.20 in 2021 to 3.89 in 2023, Portland Expo’s score increased from 3.17 in 2021 to 4.12 in 2023, Portland’s score increased from 3.61 in 2021 to 4.16 in 2023, and WPES’ score increased from 3.76 in 2021 to 3.96 in 2023.
- By race/ethnicity, Native Hawaiian/Pacific Islander employees scored the lowest (3.80), followed by Black/African American employees (3.83). All race/ethnicity subgroups saw positive change or no change from 2021 to 2023 for this item. The biggest increases were found for multi-racial employees (3.97 in 2021, 4.33 in 2023), Black/African American employees (3.5 in 2021 to 3.83 in 2023), and Asian/Asian American (3.94 in 2021, 4.26 in 2023).
- When looking at these data by worker location, remote workers scored the highest (4.39 in 2023, up from 4.25 in 2023). Those working onsite scored the lowest of the four subgroups (3.85 in 2023, up from 3.38 in 2021).

Table 4: Additional Employee Engagement and Communication Items

		2012	2014	2017	2018	2019	2021	2023	Change from 2021 to 2023
Employee Engagement and Communication	I have confidence that my department has the leadership in place to be successful.	3.4	3.5	3.52	3.69	3.55	3.52	3.7	0.18
	I am proud to work for my department.	4.1	3.9	4.11	4.12	4.1	4.14	4.2	0.04
	I have enough flexibility in my job to maintain work/life balance.	3.7	3.8	3.72	4.02	3.88	3.9	4.07	0.17
	In general, the amount of work I am asked to do is reasonable.	3.7	3.7	3.7	3.87	3.84	3.53	3.89	0.36
	I feel informed about workplace events, policies, changes, budget or other Metro news.	-	-	-	-	-	3.84	3.89	0.05
Employee-Preferred Communication Tools	During a work week, how often do you have access to a computer and are provided paid time to read Metro email updates or access information on MetroNet.								
	I have regular access every week.	-	-	-	-	-	91%	87%	-4%
	I sometimes have access but not every week.	-	-	-	-	-	4%	6%	2%
	I do not have regular access.	-	-	-	-	-	5%	7%	2%
	How would you prefer to receive information about benefits, resources and updates about Metro? (Select all that apply)								
	Email Messages	-	-	40%	54%	48%	26%	54%	28%
	MetroNet	-	-	7%	5%	5%	9%	12%	3%
	Supervisor or Manager	-	-	16%	16%	18%	22%	20%	-2%
	Workplace bulletin board or handouts	-	-	-	-	-	20%	8%	-12%
	Text	-	-	-	-	-	16%	4%	-8%
	Other	-	-	9%	6%	7%	-	3%	-

In general, the amount of work I am asked to do is reasonable.

- 2023 mean score is 3.89 (compared to 3.7 in 2017, 3.87 in 2018, 3.84 in 2019, 3.53 in 2021)
- Leading departments include Capital Asset Management (4.48), Finance and Regulatory Services (4.17), Portland's (4.10), and Housing (4.07). Human Resources (3.83), Capital Asset Management (3.9)
- From 2021 to 2023, 9 of 13 departments reported decreases for this item; from 2021 to 2023, however, all but one department showed a significant improvement for this item. The OCC is the only department to show a decrease (from 3.82 in 2021 to 3.68 in 2023).
- By race/ethnicity, all subgroups showed significant increases in their scores for this item, with the biggest increase found for Hispanic/Latino/a/x employees (3.48 in 2021, 4.19 in 2023).
- When looking at these data by worker location, new employees scored the highest (4.27, down from 4.39 in 2021), followed by remote workers (3.95, up from 3.64 in 2021). Those working onsite scored the lowest of the four subgroups (3.85, up from 3.36 in 2021).

Employee Preferences for Communication and Learning

Metro earned positive gains in communication/listening-related Q¹² and DEI items from 2019 to 2021. This subsection discusses data gathered from the 2021 Employee Engagement Survey's additional communication items regarding employee access to Metro communications and their information sources.

During a work week, how often do you have access to a computer and are provided paid time to read Metro emails/updates or attend virtual town halls?

- In 2023, 87% of respondents reported "I have regular access every week," 6% reported "I sometimes have access but not every week," and 7% reported "I do not have regular access." When comparing 2021 and 2023 data, the percent of students reporting having regular access every week has decreased slightly (91% in 2021, 87% in 2023).
- By department, employees at the Oregon Zoo, the Expo Center, OCC, and Portland's were more likely to indicate that they either "sometimes have access" or "do not have regular access" (29% at the Expo Center, 26% at the Zoo, 22% at P's, 20% at the OCC).
- By race, Black or African American participants and Native Hawaiian/Pacific Islanders participants were more likely to indicate that they either "sometimes have access" or "do not have regular access" (17% of Black/African Americans, 20% of Hispanic/Latino/a/x participants).
- Looking at the data by gender, 21% of non-binary gender, genderqueer, or third gender employees reported "sometimes have access" or "do not have access" -- the highest reporting this of all gender identity groups.
- By sexual orientation, Asexual employees, Bisexual employees, and Gay/Lesbian employees reported the highest rates of having irregular or no access (26%, 16%, and 18% respectively).

How would you prefer to receive information about benefits, resources and updates about Metro?

Table 3 on the previous page reports response options for this item across several administrations of the survey. In 2023, respondents indicated getting information from the following sources:

- Email messages (54% in 2023, up from 26% in 2021)
- MetroNet (12% in 2023, up from 9% in 2021)
- Supervisor or Manager (20% in 2023, down slightly from 22% in 2023)
- Workplace bulletin board or handouts (8% in 2023, down from 20% in 2021)
- Text (4% in 2023, down from 16% in 2021)
- All departments reported a preference for email messages, with responses for this option ranged from as high as 75% for DEI to 46% for those in WPES. The second-highest information source was supervisor/manager (as high as 27% for Capital Asset Management to as low as 0% for DEI).
- By race/ethnicity, preference for email messages as their go-to for information ranged from as high as 57% for White employees and as low as 37% for Native American/American Indian, or Alaska Native employees.
- Nonbinary gender, genderqueer, and third gender employees indicate that email messages as their top option for receiving information (37%), with supervisor/manager as the second highest option (26%).
- Regardless of employee status, there is a preference to receive information via email (55% for regular/part-time employees, 50% for variable hour (600+) employees, 46% for variable hour (<600) employees, and 48% for those who prefer not to respond.

Diversity, Equity, and Inclusion (DEI)

DEI Agreement Across 13 Items: Agency

Starting in 2018, Metro's Employee Engagement survey began to include questions regarding diversity, equity, and inclusion (DEI), some of which were continued from the Cultural Compass Diversity Survey (CCDS, in 2013 and 2015). Means for these DEI findings are presented in Table 5 with trend data from previous administrations where available/comparable.

The 2023 DEI data (see Table 5 on the following page) present the 13 DEI-focused questions, as well as an overall DEI Agreement Mean. Metro's overall DEI Mean Agreement score for 2023 is 3.77, identical to what it was in 2021. In general, DEI data from 2021 to 2023 either changed little or showed small decreases.

This section highlights some key DEI findings from the 2023 survey.

Agreement Statements Ranked

The 13 DEI-focused agreement items are presented in ranked order (from highest mean to lowest) below.

- #1: DEI is a high priority for Metro. (4.13 in 2023, down from 4.30 in 2021)
- #2: Metro clearly communicates the importance of diversity, equity and inclusion (DEI) to the agency's mission (4.08 in 2023, down from 4.14 in 2021)
- #3: My immediate supervisor actively engages in advancement of DEI strategies. (3.97 in 2023, down from 3.98 in 2021)
- #4: My department's leadership actively engages in advancement of DEI strategies. (3.92 in 2023, down from 3.95 in 2021)
- #5: I understand how my role relates to the overall goals and directions of Metro. (3.94 in 2023, up from 3.85 in 2021)
- #6: I have clear and accessible avenues to get involved in work to advance DEI. (3.71 in 2023, down from 3.81 in 2021)
- #7: It is clearly communicated how recruiting and retaining a diverse workforce is important for the work of Metro. (3.72 in 2023, down from 3.78 in 2021)
- #8: I feel I've received an appropriate level of professional skills development to advance DEI in my own work. (3.72 in 2023, up from 3.68 in 2021)
- #9: There is a clear strategy to work on DEI within Metro. (3.58 in 2023, down from 3.64 in 2021)
- #10/11: I believe that Metro is living our values of Public Service, Excellence, Teamwork, Respect, Innovation and Sustainability on a daily basis. (3.61 in 2023, up from 3.56 in 2021)
- #10/11: How knowledgeable about the agency-wide strategic plan to advance racial equity, diversity, and Inclusion are you? (3.48 in 2023, down from 3.56 in 2021)
- #12: I feel informed about workplace events, policies, changes, budget, or other Metro news. (3.89 in 2023, up from 3.52 in 2021) NOTE: This question wording changed slightly in 2023. The original wording used in 2021 and before was "I feel informed about important issues within Metro."
- #13: Metro measures its progress on DEI effectively to improve its performance. (3.25 in 2023, up from 3.15 in 2021)

Nine of 13 items showed little/no movement (i.e., changes of 0.9 or less). The most significant changes in scores were found for four items: “DEI is a high priority for Metro” (decreased from 4.30 in 2021 to 4.13 in 2023), “I have clear and accessible avenues to get involved in work to advance DEI” (decreased from 3.81 in 2021 to 3.71 in 2023), “Metro measures its progress on DEI effectively to improve its performance” (increase from 3.15 in 2021 to 3.25 in 2023), and “I feel informed about workplace events, policies, changes, budget, or other Metro news.” (increased from 3.52 in 2021 to 3.89 in 2023).

That said, all DEI scores are still significantly higher than when this work first began (see Table 5); and we see these decreases more as being stalled, rather than as moving backwards. Likewise, the significant increases regarding Metro’s DEI measurement and employees feeling informed should be applauded, as those two metrics have been stagnant for some time.

The change in scores from 2021 to 2023 appear to be mostly insignificant, with 2 items increasing scores by a significant amount, and 2 items decreasing scores by a significant amount. DEI efforts are still paying off in significant ways in the form of employee understanding of DEI, employee observations of DEI in action, and employee DEI involvement and access.

Please see the Qualitative data section for more insights regarding DEI at Metro.

Table 5: Diversity, Equity, and Inclusion (DEI) Agreement Item Mean Scores (2012 to present)

Diversity, Equity, and Inclusion (DEI) Agreement Statements	2012	2014	2017	2018	2019	2021	2023	Change 2021— 2023 (Changes of +/- 0.1 flagged as significant)
I believe that Metro is living our values of Public Service, Excellence, Teamwork, Respect, Innovation and Sustainability on a daily basis.	3.5	3.4	3.48	3.6	3.56	3.56	3.61	0.05
Metro clearly communicates the importance of diversity, equity and inclusion (DEI) to the agency’s mission.	3.2	3.3	3.52	3.94	3.99	4.14	4.08	-0.06
My immediate supervisor actively engages in advancement of DEI strategies.	3.63	3.91	4.14	3.87	3.85	3.98	3.97	-0.01
My department’s leadership actively engages in advancement of DEI strategies.				3.84	3.82	3.95	3.92	-0.03
DEI is a high priority for Metro. (2013/2015 trend data reported here are from the CCDS)	3.65	3.72	-	4.08	4.08	4.30	4.13	-0.17*
I understand how my role relates to the overall goals and directions of Metro.	3.7	3.6	3.7	3.84	3.80	3.85	3.94	0.09
I have clear and accessible avenues to get involved in work to advance DEI.	3.3	3.3	3.64	3.63	3.66	3.81	3.71	-0.10*
I feel I’ve received an appropriate level of professional skills development to advance DEI in my own work.				3.48	3.49	3.68	3.72	0.04
How knowledgeable about the agency-wide strategic plan to advance racial equity, diversity, and Inclusion are you?				3.30	3.32	3.56	3.48	-0.08
There is a clear strategy to work on DEI within Metro. (2013/2015 trend data reported here are from the CCDS)	3.35	3.53	-	3.53	3.47	3.64	3.58	-0.06
It is clearly communicated how recruiting and retaining a diverse workforce is important for the work of Metro. (2013/2015 trend data reported here are from the CCDS)	3.48	3.63	-	3.63	3.60	3.78	3.72	-0.06
Metro measures its progress on DEI effectively to improve its performance. (2013/2015 trend data reported here are from the CCDS)	2.65	3.16	-	3.16	3.11	3.15	3.25	0.10
I feel informed about important issues within Metro.	3.2	3.3	3.42	3.42	3.33	3.52	3.89	0.19*
Overall DEI Agreement Mean	3.3	3.3	3.6	3.65	3.63	3.77	3.77	0.00
	(2013 CCDS)							

Diversity, Equity, and Inclusion (DEI)

DEI Agreement Across 13 Items: Department

Given the wealth of DEI questions, a simple way to assess Overall DEI understanding, buy-in, and support is through a look at an overall DEI Agreement Mean, which is an average of all 13 DEI items. This section focuses on these data at the department level.

For Overall Mean DEI Agreement, top scoring departments included Capital Asset Management (4.20), Information Services (4.20), Human Resources (4.19), Finance and Regulatory Services (4.19) and Council Office/COO/GAPD (4.08).

Question-by-question analysis by department also illustrated the following highlights and takeaways.

Of the 13 DEI items, the items that showed the greatest change (amount greater than 0.10) from 2021 across most departments were the following:

I believe that Metro is living our values of Public Service, Excellence, Teamwork, Respect, Innovation and Sustainability on a daily basis. (Significant increases in 8 departments and decreases in 2 departments)

I have clear and accessible avenues to get involved in work to advance DEI. (Significant increases in 3 departments and decreases in 6 departments)

There is a clear strategy to work on DEI within Metro. (Significant increases in 7 departments and decreases in 5 departments)

Metro measures its progress on DEI effectively to improve its performance. (Significant increases in 8 departments and decreases in 4 departments)

I feel informed about important issues within Metro. (Significant increases in 7 departments and decreases in 4 departments)

Table 6: Overall DEI Agreement Means by Department

	Overall DEI Agreement Mean				
	2018	2019	2021	2023	Change 2021—2023 (Changes of +/- 0.1 flagged as significant)
Metro Agency Overall	3.65	3.63	3.77	3.77	0.00
Asset Management and Capital Planning	-	-	4.00	4.20	0.20
Communications	3.86	3.76	3.75	3.53	-0.22
Council Office/COO/GAPD	4.08	4.29	3.99	4.08	0.09
Finance and Regulatory Services	3.82	3.63	3.90	4.19	0.29
Human Resources	3.38	3.06	4.30	4.19	-0.11
Information Services	3.87	3.69	3.52	4.20	0.68
Office of Metro Attorney	4.29	3.99	4.09	4.26	0.17
Oregon Convention Center	3.16	3.30	3.97	3.52	-0.45
Oregon Zoo	3.36	3.42	3.49	3.43	-0.06
Parks and Nature	3.78	3.81	3.82	3.81	-0.01
Planning	3.86	3.81	3.90	3.95	0.05
Portland Expo Center	3.86	4.02	3.97	3.93	-0.04
Portland's Center for the Arts	3.50	3.71	3.62	3.80	0.18
Waste Prevention and Environmental Services	3.97	3.87	3.74	3.78	0.04

Diversity, Equity, and Inclusion (DEI)

DEI Agreement Across 13 Items: Demographics Subgroups

Table 7 on the following page provides demographics-level findings for Metro's overall DEI mean agreement score, which accounts for employee responses across 13 DEI items. The higher the score, the greater the measurement of DEI understanding, buy-in, and support. Subgroups with six or fewer participants were eliminated from analysis to ensure anonymity in reporting. Takeaways and highlights are as follows:

Race/Ethnicity: The following are 2023 DEI agreement means, ranked highest to lowest, for race/ethnicity subgroups: Multiracial (3.91), White (3.86), Asian/Asian American (3.80), Native American/American Indian (3.78), Hispanic/Latino/a/x (3.77), Black or African American (3.55). Multiracial employees showed a significant increase in DEI understanding, buy-in, and support (3.56 in 2021 to 3.91 in 2023), as did Asian/Asian Americans (3.56 in 2021 to 3.80 in 2023). Most notably, Native American/American Indian employees saw the largest increase in over DEI agreement mean score (3.34 in 2021 to 3.78 in 2023). Only one subgroup showed significant decreases in overall DEI mean agreement from 2021 to 2023: Those preferring not to respond (3.51 in 2021 to 3.18 in 2023).

Gender Identity: Overall DEI Agreement means, ranked highest to lowest for gender identity are subgroups: women (3.88), men (3.78), non-binary, genderqueer, or third gender (3.59). Scores increased for women and men employees at an insignificant amount, while scores for non-binary, genderqueer, or third gender decreased significantly (3.90 in 2021, 3.51 in 2023).

Disability: Overall DEI Agreement was higher for those without a disability (3.89) compared to those reporting a disability (3.21). Individuals with a disability demonstrated a significant decrease in overall DEI means (3.61 in 2021 to 3.51 in 2023).

Sexual Orientation: Overall DEI Agreement means, ranked from highest to lowest across six sexual orientation subcategories: Sexuality not listed (3.90), Heterosexual (3.87), Asexual (3.87), Bisexual (3.80), Gay/Lesbian (3.74), Pansexual (3.59). The overall DEI Agreement mean increased significantly from 2021 to 2023 for those identifying as Asexual (3.30 in 2021 to 3.87) but decreased or increased for all other orientations by an insignificant amount.

Job Type: Managers/Supervisors (3.96) indicated a higher level of DEI understanding, buy-in, and support than non-managers/non-supervisors (3.75).

Employment Status: Variable hour employees who have worked less than 600 hours over the past 12 months indicated the highest DEI Agreement mean (4.03), followed by regular/part-time employees (3.80), and variable hour employees who have worked more than 600 hours over the past 12 months (3.43). Notable increases from 2021 to 2023 were found for variable hour employees who have worked less than 600 hours over the past 12 months (3.64 in 2021 to 4.03 in 2023).

Compensation Status: Salaried employees scored higher in overall DEI understanding, buy-in, and support (3.95) compared to hourly employees (3.60). The only significant increase in the overall DEI mean was from employees who chose not to respond with their compensation status (3.08 in 2021 to 3.49 in 2023).

Work Location: Overall DEI Agreement means, ranked from highest to lowest across four work location categories: New hires (4.06), hybrid workers (4.01), remote workers (3.99), onsite workers (3.55). The greatest increase in scores can be seen in hybrid workers (3.63 in 2021 to 4.01 in 2023), and new hires (3.83 in 2021 to 4.06 in 2023).

Table 7: Overall DEI Agreement Mean Scores by Demographic Subgroups

		Overall DEI Agreement Mean by Demographic Subgroups				
		2018	2019	2021	2023	Change 2021—2023 (Changes of +/- 0.1 flagged as significant)
Metro Agency Overall	Metro Agency Overall	3.65	3.63	3.77	3.77	0.00
Race/Ethnicity	Asian or Asian American	3.35	3.52	3.56	3.80	0.24
	Black or African American	3.45	3.72	3.56	3.55	-0.01
	Hispanic or Latino/a/x	3.71	3.68	3.71	3.77	0.06
	Native American, American Indian or Alaska Native	3.71	4.14	3.34	3.78	0.44
	White	3.72	3.73	3.86	3.86	0.00
	I identify with more than one option listed	3.80	3.47	3.56	3.91	0.35
	Prefer not to respond	3.10	3.06	3.51	3.18	-0.33
Gender Identity	Women	3.68	3.75	3.82	3.88	0.06
	Man	3.70	3.66	3.76	3.78	0.02
	Non-Binary gender, genderqueer or third gender	3.32	3.43	3.90	3.59	-0.31
	Prefer not to respond	3.04	2.91	3.51	3.21	-0.30
Disability	Yes	3.55	3.50	3.61	3.51	-0.10
	No	3.63	3.44	3.82	3.89	0.07
	Prefer not to respond	3.33	3.20	3.42	3.38	-0.04
Sexual Orientation	Asexual	3.67	3.43	3.30	3.87	0.57
	Bisexual	3.50	3.44	3.80	3.80	0.00
	Gay/Lesbian	3.75	3.73	3.79	3.74	-0.05
	Heterosexual	3.75	3.76	3.86	3.87	0.01
	Pansexual	3.02	3.56	3.51	3.59	0.08
	Sexuality not listed	3.53	3.52	3.90	3.92	0.02
	Prefer not to respond	3.33	3.20	3.49	3.39	-0.10
Job	Manager/Supervisor	4.06	3.91	4.00	3.96	-0.04
	Non-Manager/Non-Supervisor	3.54	3.55	3.73	3.75	0.02
	Prefer not to respond	-	-	3.13	3.28	0.15
Employment Status	Regular or Part-time employees who have worked at least 600 hours over the past 12 months	3.68	3.65	3.81	3.80	-0.01
	Variable hour employees who have worked more than 600 hours over the past 12 months	3.40	3.33	3.57	3.43	-0.14
	Variable hour employees who have worked less than 600 hours over the past 12 months	3.68	3.75	3.64	4.03	0.39
	Prefer not to respond	-	-	3.31	3.40	0.09
Compensation Status	Hourly	3.42	3.50	3.64	3.60	-0.04
	Salaried	3.95	3.83	3.92	3.95	0.03
	Prefer not to respond	-	-	3.08	3.49	0.41
Remote/Onsite	Onsite, at one of Metro's facilities	-	-	3.54	3.55	0.01
	Remote, not at a Metro facility	-	-	3.95	3.99	0.04
	I evenly split my time between working remotely and from onsite	-	-	3.63	4.01	0.38
	I did not work here last year	-	-	3.83	4.06	0.23
	Prefer not to respond	-	-	2.95	3.85	0.90

Employee Reporting Confidence

Reporting Confidence: Agency

This section discusses Metro employees' confidence regarding reporting 1) safety concerns and 2) harassment, discrimination, and unethical behavior. Metro's 2023 Employee Survey revised the way these topics were presented, decreasing the number of items from 12 to 6 — three questions on reporting knowledge, confidence in Metro's ability to handle reports appropriately, and confidence in reporting without receiving retaliation regarding safety concerns; and three similar questions related to reporting of harassing, discriminating, or unethical behavior. Changes between 2021 and 2023 safety reporting questions were minor and data should be comparable across all years. However, we suggest exercising caution in comparing 2023 and prior individual harassment, discrimination, and unethical behavior questions as those individual items are not directly comparable to older questions.

That said, we encourage data reviewers to consider comparing the "DEI Reporting Confidence" mean scores, which have historically rolled up like questions (in 2021 and prior, questions related to harassment and discrimination; and in 2023, questions regarding harassment, discrimination, and unethical behavior") into one DEI Confidence Mean.

Confidence in reporting safety concerns:

- *Knowing how to report:* Mean score of 4.27 in 2023 (down slightly from 4.31 in 2021) with 83% indicating they felt Confident/Very Confident.
- *Believing Metro will take appropriate action:* Mean score of 3.87 in 2023 (down from 4.29 in 2021) with 69% indicating they felt Confident/Very Confident.
- *Trusting they can make a report without encountering retaliation:* Mean score of 4.06 in 2023 (down from 4.22 in 2021) with 76% indicating they felt Confident/Very Confident.

Harassment, Discrimination, or Unethical Behavior reporting:

- *Knowing how to report:* Mean score of 4.17 in 2023 with 81% indicating they felt Confident/Very Confident.
- *Believing Metro will take appropriate action:* Mean score of 3.56 in 2023 with 59% indicating they felt Confident/Very Confident
- *Trusting they can make a report without encountering retaliation:* Mean score of 3.73 in 2023 with 66% indicating they felt Confident/Very Confident

Mean Reporting Confidence

As mentioned above, confidence mean scores were created across 1) all reporting topics, and 2) across only discrimination, harassment, or unethical behavior items. These mean scores allow us to get a sense of overall employee confidence. See Tables 8, 9, and 10 for these overall reporting confidence mean scores for the agency, by department, and by demographics categories.

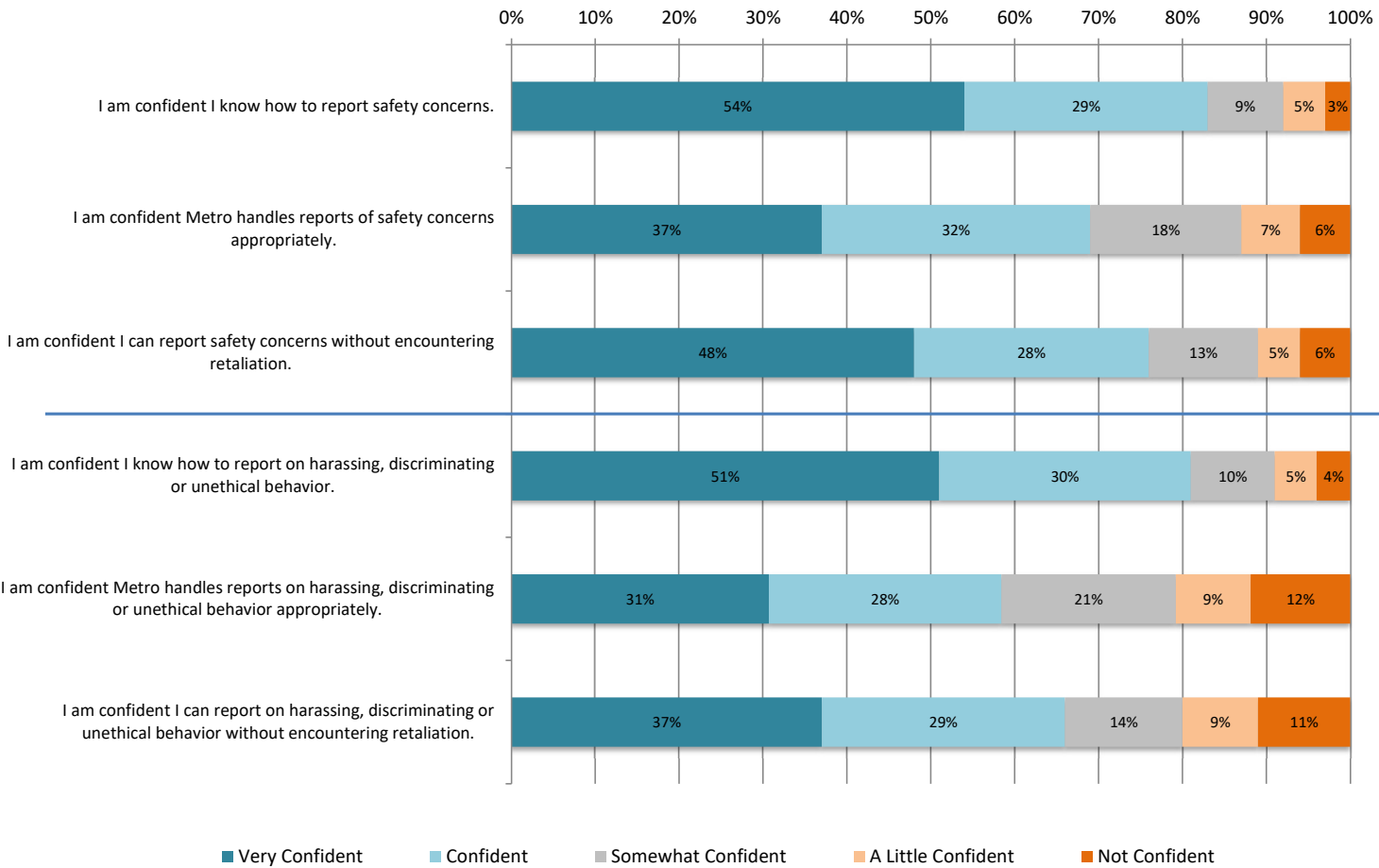
Overall reporting confidence increased from a 3.91 mean score in 2021 to 3.94 in 2023. DEI-focused reporting confidence decreased slightly from 3.91 in 2021 (mean score focused on discrimination and harassment only) to 3.82 in 2023 (mean score focused on discrimination, harassment, and unethical behavior). These findings suggest little change in the past two years, and there is still room for improvement, particularly when it comes to reporting confidence for minority and marginalized groups. See page 23 for more information.

Table 8: Reporting Confidence Items (2012 to Present)

	Reporting Confidence Questions	2012	2014	2017	2018	2019	2021	2023	Change 2021 to 2023 (Changes of +/- 0.1 flagged as significant)
Safety	I am confident I know how to report safety concerns. (2023) <i>I am confident I know how to report on physical/safety hazards. (2012-2021)</i>	3.75	3.8	3.72	4.23	4.23	4.31	4.27	-0.04
	I am confident Metro handles reports of safety concerns appropriately. (2023) <i>I am confident Metro takes appropriate action when dealing with problems reported involving physical/safety hazards. (2012-2021)</i>				3.78	3.81	4.29	3.87	-0.42
	I am confident I can report safety concerns without encountering retaliation. (2023) <i>I am confident I could report problems involving physical/safety hazards without encountering retaliation. (2012-2021)</i>				4.12	4.11	4.22	4.06	-0.16
Harassment, Discrimination, or Unethical Behavior	I am confident I know how to report on harassing, discriminating or unethical behavior. (2023)							4.17	-
	I am confident Metro handles reports on harassing, discriminating or unethical behavior appropriately. (2023)							3.56	-
	I am confident I can report on harassing, discriminating or unethical behavior without encountering retaliation. (2023)							3.73	-
Reporting Confidence Aggregates	DEI (Harassment and Discrimination) Reporting Confidence Mean (2018-2021)				3.7	3.68	3.87		-0.05
	DEI (Harassment, Discrimination, or Unethical Behavior) Reporting Confidence Mean (2023)							3.82	
	Overall Reporting Confidence Mean				3.8	3.74	3.91	3.94	0.03
Previously gathered individual harassment, discrimination, unethical behavior data	I am confident I know how to report on harassment. (2021)	4.1	4.1	3.96	4.08	4.05	4.29		
	I am confident I know how to report on discrimination. (2021)				4.02	3.95	4.22		
	I am confident I know how to report on unethical behavior. (2021)				3.95	3.92	4.14		
	I am confident Metro takes appropriate action when dealing with problems reported involving harassment. (2021)				3.49	3.45	3.61		
	I am confident Metro takes appropriate action when dealing with problems reported involving discrimination. (2021)				3.53	3.46	3.66		
	I am confident Metro takes appropriate action when dealing with problems reported involving unethical behavior. (2021)				3.39	3.34	3.5		
	I am confident I can report safety concerns without encountering retaliation. (2021)				3.64	3.58	3.7		
	I am confident I could report problems involving discrimination without encountering retaliation. (2021)				3.65	3.56	3.72		
	I am confident I could report problems involving unethical behavior without encountering retaliation. (2021)				3.53	3.42	3.62		

Figure 1:

2023 Reporting Confidence Items: Metro Agency



Employee Reporting Confidence

Reporting Confidence: Department

This subsection features a brief overview of 2023 reporting confidence (overall reporting confidence and harassment/discrimination reporting confidence) by Department. Departments are ranked in order from highest confidence to lowest confidence.

- Office of Metro Attorney (4.60 Overall, 4.59, DEI)
- Human Resources (4.51 Overall, 4.461, DEI)
- Capital Asset Management (4.48 Overall, 4.40, DEI)
- Information Services (4.29 Overall, 4.23, DEI)
- Portland Expo Center (4.28 Overall, 4.21, DEI)
- Planning, Development and Research (4.25 Overall, 4.23, DEI)
- Portland'5 Center for the Arts (4.18 Overall, 4.10, DEI)
- Council Office/COO/GAPD (4.09 Overall, 4.02, DEI)
- Finance and Regulatory Services (4.06 Overall, 3.95, DEI)
- Waste Prevention and Environmental Services (4.02 Overall, 3.92, DEI)
- Oregon Zoo (3.76 Overall, 3.56, DEI)
- Parks and Nature (3.73 Overall, 3.55, DEI)
- Oregon Convention Center (3.71 Overall, 3.60, DEI)
- Diversity, Equity and Inclusion (3.55 Overall, 3.48, DEI)
- Housing (3.52 Overall, 3.46, DEI)
- Prefer not to respond (3.35 Overall, 3.28, DEI)
- Communications (3.0 Overall, 2.71, DEI)

Table 9: Overall Reporting Confidence and DEI Reporting Confidence Mean Scores by Department

	Overall Reporting Confidence Mean Scores (Full Set) 2018-2021=12 Questions 2023=6 Questions				DEI Reporting Confidence Mean Scores 2018-2021=Harassment and Discrimination 2023=Harassment, Discrimination, & Unethical Behavior			
	2018	2019	2021	2023	2018	2019	2021	2023
Metro Agency Overall	3.79	3.74	3.91	3.94	3.74	3.68	3.87	3.82
Capital Asset Management	-	-	4.34	4.48	-	-	4.37	4.40
Communications	3.78	3.68	3.54	3.00	3.76	3.55	3.43	2.71
Council Office/COO/GAPD	4.01	4.06	3.78	4.09	3.92	3.98	3.72	4.02
Diversity, Equity and Inclusion	-	-	-	3.55	-	-	-	3.48
Finance and Regulatory Services	3.82	3.49	3.93	4.06	3.75	3.33	3.86	3.95
Housing	-	-	-	3.52	-	-	-	3.46
Human Resources	3.88	3.41	4.42	4.51	3.97	3.34	4.49	4.46
Information Services	3.89	4.02	3.84	4.29	3.82	3.98	3.87	4.23
Office of Metro Attorney	4.15	4.17	4.31	4.60	3.97	3.98	4.26	4.59
Oregon Convention Center	3.4	3.51	3.92	3.71	3.37	3.48	3.87	3.60
Oregon Zoo	3.64	3.61	3.7	3.76	3.58	3.56	3.62	3.56
Parks and Nature	3.8	3.84	3.9	3.73	3.75	3.75	3.84	3.55
Planning, Development and Research	4.07	3.74	4.1	4.25	4.03	3.65	4.08	4.23
Portland Expo Center	4.06	4.2	4.44	4.28	4.02	4.17	4.42	4.21
Portland'5 Center for the Arts	3.85	3.99	4.16	4.18	3.82	3.94	4.09	4.10
Waste Prevention and Environmental Services	3.96	3.82	3.91	4.02	3.9	3.75	3.89	3.92
Prefer not to respond	-	-	-	3.35	-	-	-	3.28

Employee Reporting Confidence

Reporting Confidence: Demographic Subgroups

Table 10 on the following page provides demographics-level findings for Metro's two reporting confidence mean scores. Overall Reporting Confidence mean accounts for the reporting of 1) safety concerns or 2) harassment, discrimination, and unethical behavior. Our "DEI Reporting Confidence Mean" covers only a limited set of confidence questions (related to harassment and/or discrimination in 2021; and harassment, discrimination, or unethical behavior in 2023). Subgroups with six or fewer participants were eliminated from analysis to ensure anonymity in reporting. Takeaways and highlights are as follows.

Race/Ethnicity: Both Overall Reporting Confidence and Limited/DEI Reporting Confidence follow the same ranking order for race/ethnicity subgroups: Multiracial (4.22 Overall Reporting Confidence, 4.12 DEI Reporting Confidence), Hawaiian/Pacific Islander (4.13 Overall reporting confidence, 3.95 DEI reporting confidence), White (4.06 Overall Reporting Confidence, 3.95 DEI Reporting Confidence), Asian/Asian American (3.90 Overall Reporting Confidence, 3.75 DEI Reporting Confidence), Hispanic/Latino/a/x (3.87 Overall Reporting Confidence, 3.68 DEI Reporting Confidence), Black or African American (3.86 Overall Reporting Confidence, 3.75 DEI Reporting Confidence), Native American/American Indian (3.37 Overall Reporting Confidence, 3.30 DEI Reporting Confidence). Multiracial, Asian or Asian American, Black or African American, and Hispanic/Latino/a/x employees showed an increase in both Overall Reporting Confidence and DEI Reporting Confidence from 2021 to 2023; whereas Native American/American Indian employees saw a decrease in both reporting confidence measures.

Gender Identity: Men were the most confident in reporting (4.12 Overall, 4.04 DEI Reporting Confidence), followed by women (3.99 overall, 3.87 DEI reporting confidence). Transgender and those marking "gender not listed" reported the lowest confidence (3.5 overall and 3.4 DEI for Transgender employees, 3.18 overall and 3.13 DEI for those marking "gender not listed"). Non-binary employees saw a decrease in reporting confidence from 2021 to 2023 (3.58 overall reporting confidence in 2021 to 3.43 in 2023; 3.39 DEI reporting confidence in 2021, 3.15 in 2023).

Disability: Individuals without disabilities have significantly higher reporting confidence scores (4.10 Overall, 4.00 DEI) compared to individuals with a disability (3.64 overall, 3.45 DEI).

Sexual Orientation: Reporting Confidence Means, ranked highest to lowest by sexual orientation are as follows: Heterosexual (4.07 Overall Reporting Confidence mean, 3.96 DEI Reporting Confidence mean), Bisexual (4.05 Overall, 3.96 DEI), Asexual (3.99 Overall, 3.92 DEI), Gay/Lesbian (3.92 Overall, 3.77 DEI), Pansexual (3.71 Overall, 3.49 DEI), and Sexuality not listed (3.51 Overall, 3.33 DEI). Most sexual orientation subgroups showed either positive change or no change from 2021 to 2023 for reporting confidence. Employees marking "Sexuality not listed" showed a decrease in overall reporting confidence from 2021 (3.94) to 2023 (3.51).

Job Type: Managers/Supervisors indicated higher Overall Reporting Confidence and DEI Reporting Confidence (4.29 and 4.16, respectively) than non-managers/non-supervisors (3.90 and 3.78, respectively). Managers/supervisors saw a slight decrease in DEI-related reporting confidence (4.29 in 2021, 4.16 in 2023).

Employment Status: Variable hour employees who have worked less than 600 hours over the past 12 months indicate the highest Overall Reporting Confidence (4.16) and DEI Reporting Confidence (4.16), followed by Regular/part-time employees (3.94 Overall Reporting Confidence, 3.82 and DEI Reporting Confidence, and Variable hour employees working less than 600 hours a year (3.93 Overall Reporting Confidence, 3.77 DEI Reporting Confidence).

Compensation Status: Salaried employees scored higher in Overall Reporting Confidence (4.12) and DEI Reporting Confidence (4.01) compared to hourly employees (3.84 Overall, 3.71 DEI).

Work Location: Reporting Confidence means, ranked from highest to lowest across four work location categories: Hybrid (4.22 Overall, 4.09 DEI), New employees (4.07 Overall, 3.95 DEI), Remote (4.00 Overall, 3.90 DEI), and Onsite (3.85 Overall, 3.71 DEI).

Table 10: Overall Reporting Confidence and DEI Reporting Confidence Means by Demographics Subgroups

		Overall Reporting Confidence Mean Scores (Full Set) 2018-2021=12 Questions 2023=6 Questions					DEI Reporting Confidence Mean Scores 2018-2021=Harassment and Discrimination 2023=Harassment, Discrimination, & Unethical Behavior				
		2018	2019	2021	2023	Change 2021— 2023 (Changes of +/- 0.1 flagged as significant)	2018	2019	2021	2023	Change 2021— 2023 (Changes of +/- 0.1 flagged as significant)
Metro Agency Overall		3.79	3.74	3.91	3.94	0.03	3.74	3.68	3.87	3.82	-0.05
Race/ Ethnicity	Asian or Asian American	3.56	3.69	3.54	3.90	0.36	3.43	3.61	3.44	3.75	0.31
	Black or African American	3.62	3.95	3.46	3.83	0.37	3.61	3.87	3.36	3.75	0.39
	Hispanic or Latino/a/x	3.79	3.57	3.61	3.87	0.26	3.72	3.48	3.58	3.68	0.10
	Native American, American Indian or Alaska Native	4.33	4.16	3.66	3.37	-0.29	4.33	4	3.65	3.30	-0.35
	Native Hawaiian or Pacific Islander	*	*	*	4.13	*	*	*	*	4.00	*
	White	3.88	3.87	4.05	4.06	*	3.84	3.82	4.02	3.95	-0.07
	I identify with more than one option listed	3.82	3.58	3.82	4.22	0.40	3.71	3.46	3.74	4.12	0.38
	Prefer not to respond	3.21	3.1	3.51	3.25	-0.26	3.15	3.03	3.44	3.09	-0.35
Gender Identity	Women	3.76	3.75	3.87	3.99	0.12	3.7	3.65	3.83	3.87	0.04
	Man	3.95	3.92	4.09	4.12	0.03	3.92	3.9	4.06	4.02	-0.04
	Non-Binary gender, genderqueer or third gender	3.41	3.53	3.58	3.43	-0.15	3.29	3.36	3.39	3.15	-0.24
	Transgender	*	*	*	3.50	*	*	*	*	3.40	*
	Gender not listed	*	*	*	3.18	*	*	*	*	3.13	*
	Prefer not to respond	3.14	3.02	3.5	3.25	-0.25	3.1	2.94	3.44	3.11	-0.33
Disability	Yes	3.7	3.51	3.6	3.64	0.04	3.57	3.44	3.47	3.45	-0.02
	No	3.49	3.48	3.99	4.10	0.11	3.44	3.35	3.96	4.00	0.04
	Prefer not to respond	3.5	3.29	3.45	3.43	-0.02	3.43	3.2	3.39	3.31	-0.08
Sexual Orientation	Asexual	3.94	3.67	3.52	3.99	0.47	3.95	3.62	3.51	3.92	0.41
	Bisexual	3.57	3.64	3.98	4.05	0.07	3.53	3.53	3.9	3.96	0.06
	Gay/Lesbian	3.84	3.84	3.81	3.92	0.11	3.77	3.76	3.78	3.77	-0.01
	Heterosexual	3.91	3.88	4.04	4.07	0.03	3.86	3.83	4.01	3.96	-0.05
	Pansexual	3.01	3.12	3.33	3.71	0.38	2.77	2.96	3.23	3.49	0.26
	Sexuality not listed	3.89	3.7	3.94	3.51	-0.43	3.87	3.52	3.85	3.33	-0.52
	Prefer not to respond	3.41	3.35	3.55	3.52	-0.03	3.36	3.27	3.48	3.36	-0.12
Job	Manager/Supervisor	4.28	4.14	4.32	4.29	-0.03	4.26	4.12	4.29	4.16	-0.13
	Non-Manager/Non-Supervisor	3.66	3.64	3.83	3.90	0.07	3.61	3.57	3.78	3.78	0.00
	Prefer not to respond	-	-	2.94	3.29	0.35	-	-	2.94	3.16	0.22
Employment Status	Regular or Part-time employees who have worked at least 600 hours over the past 12 months	3.78	3.71	3.92	3.94	0.02	3.73	3.64	3.88	3.82	-0.06
	Variable hour employees who have worked more than 600 hours over the past 12 months	3.77	3.76	4.05	3.93	-0.12	3.73	3.7	3.99	3.77	-0.22
	Variable hour employees who have worked less than 600 hours over the past 12 months	3.88	3.94	4.01	4.16	0.15	3.83	3.89	3.95	4.16	0.21
	Prefer not to respond	-	-	3.48	3.57	0.09	-	-	3.46	3.48	0.02
	Hourly	3.6	3.66	3.79	3.84	0.05	3.56	3.59	3.74	3.71	-0.03
	Salaried	4.05	3.88	4.08	4.12	0.04	4.01	3.82	4.05	4.01	-0.04
	Prefer not to respond	-	-	2.9	3.25	0.35	-	-	2.81	3.09	0.28
Remote/ Onsite	Onsite, at one of Metro's facilities	-	-	3.83	3.85	0.02	-	-	3.76	3.71	-0.05
	Remote, not at a Metro facility	-	-	3.99	4.00	0.01	-	-	3.96	3.90	-0.06
	I evenly split my time between working remotely and from onsite	-	-	3.86	4.22	0.36	-	-	3.78	4.09	0.31
	I did not work here last year	-	-	4.03	4.07	0.04	-	-	4.08	3.95	-0.13
	Prefer not to respond	-	-	3.02	3.78	0.76	-	-	2.91	3.79	0.88

Section 3:

Qualitative Findings

The 2023 Employee Engagement Survey had four open-ended questions, which allowed individuals to provide additional feedback on employee engagement suggestions, DEI challenges, DEI accomplishments, and DEI actions. Qualitative coding was completed in order to better understand general feedback themes and ideas. Open-ended responses are redacted to exclude any feedback that names individuals or identifies them by specific title/details.

Please provide us with any additional suggestions you have for increasing employee engagement here at Metro.

Table 11: Text Analysis

<i>Please provide us with any additional suggestions you have for increasing employee engagement here at Metro.</i>	Percent	Count
Improve Work Culture	20.60%	82
More Interaction through Events and Activities	19.50%	78
We Need a Sense of Unity/Too Much Division	17.80%	71
More Communication	16.30%	65
Need Stronger/Better Leadership	10.00%	40
More Recognition, Praise, and Inclusion	7.50%	30
More/better training/learning	7.30%	29
Better implementation of DEI work	6.00%	24
Need more Resources (support, finances, positions)	5.80%	23
We Need to Return to the Office	5.00%	20
Better Hiring Practices	4.30%	17
More Personal Development and Education Opportunities	4.00%	16
Need Less Emphasis on DEI	3.50%	14
Need Better Work/Life Balance	3.30%	13
Include Variable Hour Staff in Engagement Efforts/Services	3.00%	12
Better Reporting System Ensuring Safety and Accountability	1.50%	6
No suggestions- happy with DEI work	4.80%	19
Don't know/unsure	5.30%	21
N/A	7.50%	30

Key Takeaways

One in five comments (20.6%) wished to see an improvement in Metro's company culture. Additionally, 19.5% of comments related to a wish for more interaction with peers across departments and levels via events and activities. 17.8% focused on creating a sense of unity and overcoming barriers that divide Metro, and 16.3% of comments focused on a need for more communication. For example:

- *Listen to people of color, listen to women. Zero tolerance for workplace and sexual harassment and the "boys" club mentality.*
- *By fostering a culture of continuous learning and professional development, we can enhance employee engagement and overall organizational success.*
- *Require that departments/managers/supervisors connect regularly with their teams both in-person and hybrid. Establish a committee focused on workplace culture. Empower engagement team members to help lead engagement in their departments.*
- *Additional on site opportunities for staff to engage with leadership and build relationships and trust with leaders outside of their immediate circle will be invaluable in building a culture of accountability where staff feel empowered to take concerns to management and leadership. There are few resources for staff who are having issues with their immediate managers and don't have those connections to leadership beyond those managers and it's difficult to make sure that retaliation is not occurring in the form of reduced hours.*
- *Allocate resources judiciously, initiate true collaboration, and dissolve barriers. Only then can Metro overcome these frustrations, galvanize its workforce, and propel progress.*
- *I think it would be great to celebrate more employee work and functions across all of the departments. There are some teams I hear very little from or about and it would be great to magnify those voices and the importance of that work. I would also like more options to meet and collaborate with employees in other departments and groups in informal and fun settings.*

What do you believe Metro's greatest accomplishment has been in reaching goals related to DEI?

Table 12: Text Analysis

<i>What do you believe Metro's greatest accomplishment has been in reaching goals related to DEI?</i>	Percent	Count
Praise for Strategy and Commitment	27.50%	140
Great DEI Training/Education	23.10%	118
Nice Hiring Practices	20.60%	105
Specific Approval of Metro DEI Policy or Staff Member	20.00%	102
Negative Feedback	10.60%	54
Creating Positive Cultural Change at Metro	5.90%	30
Dedicated Resources for DEI	4.70%	24
Community Outreach	4.50%	23
Communication, Listening, and Valuing Feedback	4.30%	22
Don't know/unsure	11.40%	58
N/A	4.50%	23

Key Takeaways

Employees are taking notice of Metro's DEI efforts, with 24.9% of comments providing general praise for DEI's commitment to strategic DEI work, and 23.1% of comments praising DEI training and education efforts. Additionally, 20.0% of comments provided praise for specific Metro DEI policies or staff members. For example:

- I really think that the strategy has been helpful to employees that are interested in forwarding the work and I think there have been really great training opportunities provided to really support that as well.*
- Setting goals at a time when not many public agencies had made strong commitments to advancing DEI, back when the SPAREDI was approved. Metro has also made progress in advancing DEI internally by creating ERGs and other actions*
- Clear changes to recruiting processes for the long term are evident and show a real commitment to working to reach and recruit from a variety of communities and backgrounds. We aren't getting it 100% right yet, but the process has seen major changes and improves with time.*
- Metro has been great about educating employees on DEI! I've learned a lot and so have coworkers, and we can talk about things openly and gracefully, thanks to a lot of the trainings opening those doors and starting those conversations.*
- Integrating policy values like centering the voices of BIPOC and underrepresented communities into program decisions and implementation i.e. Parks and Nature Bond, SHS local implementation plans.*
- While only being able to speak for DEI at the Zoo, the ZAP program seems like the most tangible and least performative DEI accomplishment.*

What do you believe Metro's greatest challenges are in achieving goals related to DEI?

Table 13: Text Analysis

<i>What do you believe Metro's greatest challenges are in achieving goals related to DEI?</i>	Percent	Count
Leadership and Follow-Through	31.50%	165
Keep in mind Outside Influences	26.00%	136
Recruitment/Hiring/Retention	21.90%	115
DEI needs more Consistency and Coordination	17.20%	90
Bias/Discrimination/Exclusion	16.80%	88
Need More Training or Different/Better Training	16.40%	86
Negative feedback, in general, for DEI	10.30%	54
Need for Stronger Community Outreach	4.00%	21
Need Stronger Staff Buy-in, Safety, and Understanding	3.40%	18
Need to move faster	1.30%	7
Don't know/unsure	5.70%	30
N/A	4.20%	22

Key Takeaways

When asked to identify Metro's greatest challenge in achieving DEI goals, 31.5% of comments focused on the need for more leadership follow-through, less talk and more action, and stronger agency-level and department-level leadership. Additionally, 26.0% thought the greatest challenge to Metro's DEI goals were outside influences beyond Metro's control, including Portland not having a very diverse applicant pool, and systematic biases and stereotypes that get in the way of employee support of DEI initiatives. 21.9% discussed the challenges of recruiting diverse candidates, increasing diverse hiring, and retaining diverse hires. For example:

For example:

- *Not all managers are aware of the goals and do not keep them in mind during recruiting and/or communicating to employees.*
- *Metro's culture is very performative and centered around Portland politeness. This means that folks focus mostly on thinking or talking about DEI, but not actually implementing or doing. Furthermore, there are a lot of discretionary opportunities for management and leadership to interpret policies through a white supremacist lens and not carry out the DEI policies.*
- *Holding [redacted] leadership accountable because MERC isn't doing it. Are they holding to Metro's values? NO! I know three co-worker who are being bullied, intimidated and harassed for speaking out and they all are people of color.*
- *Follow-up and follow-through of feedback loops communicating out metro's progress on achieving goals, the steps being taken, decisions being made. Increased communication that allows us to feel like we are all moving together in this work.*
- *Metro is unwilling to hold leadership accountable for its DEI deficits and harmful practices.*
- *Unrealistic about the Portland market's ability to provide a diverse workforce or resource with the proper training and/or abilities. Goals with escalating metrics haven't been re-assessed post-COVID to account for shifts in the workforce and Portland market, thereby making it appear we may be underperforming.*
- *Helping everyone understand the importance of these goals and not alienating those who are not part of a marginalized community*
- *Instituting career development tracks rather than just offering jobs.*
- *Creative approaches to hiring a more diverse workforce. Where we post things, how we word job descriptions, and who is on the panel could be looked at especially for higher level positions.*

Please share one action you believe Metro needs to take to better address DEI moving forward

Table 14: Text Analysis

<i>Please share one action you believe Metro needs to take to better address DEI moving forward</i>	Percent	Count
Show Us: Stronger Measurements, Clarify Goals, Share Successes	15.50%	74
Need for Additional/Mandatory Training and Events	14.30%	68
Need for better Recruitment/Hiring/Retention Practices	14.30%	68
Employee Offered Own Unique Suggestions	13.00%	62
Need to get back to some DEI Foundational/Fundamentals	11.60%	55
Need More Listening and Inclusion of All Groups at the Table	9.20%	44
Need to Increase Funding, Support, and Reach	9.20%	44
Fix Company Culture/Fear of Retaliation	9.20%	44
Less Talk, more Action from All (Including Leadership)	7.80%	37
Need to open DEI up beyond Race/Avoid Exclusion	6.10%	29
Negative, in general (i.e. too much DEI focus, dislike DEI-centered hiring, etc.)	5.30%	25
Need more/Better Community Outreach	4.00%	19
No Advice/All is going well	3.40%	16
Greater Focus on Services for Part-Time/Temp Employees	2.50%	12
Don't know/unsure	8.00%	38
N/A	5.70%	27

Key Takeaways

When asked to share one action they believe Metro needs to take to better address DEI moving forward, the responses were in line with the most commonly reported accomplishments and challenges. 15.5% expressed wanting to see stronger measurements, clearer goals, and sharing success stories of Metro DEI initiatives to better see progress. 14.3% focused on wanting to see Metro institute better recruitment, hiring, and retention practices, and 14.3% indicated a wish for more training events (and the desire to make this training mandatory). For example:

- *1) drawing connections from broader, agency-wide goals and outcomes to individual team's work and goals, and determining what compliance looks like for staff and leadership so as to provide progress markers; 2) holding teams and leadership accountable to those goals; 3) being transparent when individuals, teams, or divisions do not meet DEI goals or show satisfactory progress; 4) ensure critical DEI work is done with or lead by folks who have relevant experience in DEI.*
- *Measurable targets for progress for departments and deadlines to meet those targets*
- *Further expand recruitment strategies that encourage applicants of diverse backgrounds to apply. For example, recruiting in non traditional spaces, providing more training opportunities for staff to build upon interviewing skills or receive job coaching. Provide more job shadowing opportunities, particularly for frontline staff.*
- *Prioritize retention over recruitment. address inequity of pay for bipoc managers. i am not a manager but this inequity ensures that I will not apply for a management position. even if this is out of Metro's direct control, metro should be advocating statewide to address this.*
- *Metro is FAR more progressive than any other workplace I have experienced when it comes to gender inclusion (THANK YOU), however, I would like to see more progress made toward inclusivity to it's LGBTQ employees and community. Specifically, trainings and resources regarding unconscious bias toward gender identity, and sexual orientation. And addressing assumptions and stereotypes (whether conscious or unconscious) about gender expression.*
- *More mandatory DEI related training, especially in-person meetings because they have a bigger impact than online courses alone.*
- *More mandatory participation in workshops and team-by-team development based trainings*
- *Offer more training and information about "white fragility". I have noticed that many people verbally and (I believe) sincerely support DEI but are not prepared for what that looks like in the workplace. How that will impact their position, teams, etc...*

Section 4:

Key Themes

The 2023 Employee Engagement Survey produced another insightful, thoughtful set of Employee Engagement and DEI-focused data, both in the form of rich Agency- and Department-level quantitative data and enlightening qualitative data. The 2023 data represent 920 respondents, a majority of which completed the five open-ended survey items. This section attempts to boil this data down to four key Employee Engagement and DEI themes illuminated by the 2023 Survey.

This section will discuss four themes that were consistent throughout the data. These themes are not presented in any priority order:

Theme 1: Qualitative data suggest two compelling messages:

- When employees were asked about how Metro can improve engagement, addressing work culture and internal division were top-of-mind.
- Employees are hungry for more/different interactions and collaboration; while not every employee wants to have a best friend at work, the data suggest a desire to engage with each other and build relationships.

Theme 2: The data show unique findings for three key groups: remote/hybrid workers, onsite workers, and variable hour employees (working 600+ hours per year). This theme will explore the way engagement looks for these two groups.

Theme 3: In the past year, Metro made some strong gains in employee engagement, management, and development metrics, but there's still room for improvement

Theme 4: There appears to be some division about DEI, with more employees asking for either A) increased accountability or B) less DEI work.

Theme 1:

Qualitative data suggest three key messages:

- **When employees were asked about how Metro can improve engagement, addressing work culture and internal disconnects were top-of-mind.**
- **Employees are hungry for more/different interactions and collaboration; while not every employee wants to have a best friend at work, the data suggest a desire to engage with each other and build relationships.**
- **Employees are eager for pathways to become more closely involved in Metro's DEI work.**

At the end of the Employee Survey, employees were asked to provide additional suggestions for increasing employee engagement at Metro. The comments supplied there were coded by theme, redacted for identifying information, and are presented in this report in **Section 3: Qualitative Findings** and **Section 6: Full Qualitative Feedback**. For this question, many employees spoke to a desire for more improvements in workplace culture and conditions, as well as a desire for more/better interactions and relationship building in the workplace.

Of all employee comments, 20.6% of comments suggested improving workplace culture (compared to 15% in 2021), with 19.5% of comments specifically focused on a desire for more interaction with events and activities (compared to 15% in 2021). While in 2021, 1.2% of comments suggested a need for Metro to demonstrate more unity and less division, 17.8% of comments in 2023 suggest this theme.

We see this focus on work culture/conditions and engagement/relationship building across all race/ethnicity groups. About one in five Black/African American, Asian/Asian American, Native American/American Indian/Alaska Native,

Hawaiian/Pacific Islander, and Multiracial employee comments mentioned a need for more unity/less division (about 3% higher than White/Hispanic employees); while 1 in 4 employee of this race grouping suggested a need for more interactions through events, activities, and collaboration with other departments (about 8% higher than White/Hispanic employees).

Quantitative data align with these as quantitative findings as well. The Gallup **Best Friend at Work** item was the only Q12 item to show a decrease from 2021 (3.20) to 2023 (3.16). While both quantitative and qualitative data show employees have good access to, and perceptions of, DEI-related training, the open-ended feedback suggest employees are hungry for more interactions outside of DEI trainings and professional development.

Examples regarding Work Culture/Conditions feedback:

- *Staff here are incredibly passionate, but that can lead to overworking and burnout if we don't have a culture of work life balance. We have the tools in place, but not always the encouragement needed to use them.*
- *Safe spaces ought to mean that no one is tracking the discontented or the disenfranchised, and that when someone speaks up with a dissenting voice they are welcomed into the conversation as essential to the curing process of our collective improvement. Having dangerous or problematic information in a climate of fragility is stressful and un-nerving. Public agencies are far too often engaged in journeys of disappointment embarked upon by coalitions of the willing, led by people with best intentions who aren't willing to accept responsibility for the negative consequences of their supposed altruisms. "Do not print, store or copy this page," is a sinister way to end a difficult conversation and represents a truth that the individual is not protected from the institution.*
- *We need to not fill up all 40 hours of non-salaried staff's time. We need to prioritize connection to each other, the agency, etc. Let's make a commitment to frontline staff.*
- *Employee engagement can be fostered through greater ability to collaborate and individual autonomy in the workplace. Supervisors seem to be the biggest hurdle to change and engagement. Employees with greater autonomy to make changes in their work and "play with" ideas while trying them out in practice would improve how engaged we are with the work we do. In my own experience, my ideas have been shot down because of a fear that they might make others upset - those concerns are legitimate, and I should learn to better collaborate my work, but perhaps there's a way to create a playground where I can try out ideas without it impacting others immediately.*
- *Following our own approach to public engagement and making sure there is meaningful participation and engagement with employees that frames decision-making- like when thinking about how the office is remodeled and how we think about returning to the office (there are so many other ways to do this besides an arbitrary one day a week mandate for example that are more intentional/beneficial). Would also again say making sure employees aren't under water with work so there is time and space to engage too. That's only going to increase as we also start facing the outside pressures that are coming from rapidly rising inflation that have unfortunately erased the gains from the last contract.*
- *Increasing compensations across all employee categories proportionate to increases in the cost of living/interest rates/inflation so that we can continue to live in the communities that we serve.*

Examples regarding Employee Relationship Building/Interaction/Engagement:

- *Any continued assistance with building teams connections with one another, that includes helping managers build relationships within their own programs and outside of them.*
- *Metro is very siloed. There need to be more cross departmental teams and engagement opportunities during work hours.*
- *Remote employees should have the opportunity to work with team mates when performing tasks. Meet together to do tasks, not just a monthly or quarterly team meetings. Having more time together with collaboration on duties and using the time to develop skills and discuss ways to be more efficient. Accountability of communication should be a priority.*
- *Dept/site specific engagement like a BBQ, or Picnic, group gatherings that might be more informal for folks to get to engage each other in conversation.*
- *More opportunities that aren't so extrovert-forward like stressful large participatory group activities for engagement, but maybe some smaller, more self-selected opportunities to engage and make connection.*
- *Regular all staff meetings focused on instilling shared purpose (all Metro). Team engagement training for managers. Require that departments/managers/supervisors connect regularly with their teams both in-person and hybrid. Establish a committee focused on workplace culture. Empower engagement team members to help*

lead engagement in their departments.

- *I think more strategic in-person activities would be nice. I like the flexibility of remote work, but I also miss seeing my coworkers in-person. I don't want a mandatory return to office, but I would love to see more people in-person. Work is my primary source of socialization/interacting with folks I know/am friendly with, so while working remotely, it is very easy for me to not see people I know/am friendly with in-person for 3 - 4 days in a row.*
- *I think it would be great to celebrate more employee work and functions across all of the departments. There are some teams I hear very little from or about and it would be great to magnify those voices and the importance of that work. I would also like more options to meet and collaborate with employees in other departments and groups in informal and fun settings.*
- *Create more opportunities for collaboration and meeting people from other departments. For example, more lunch and learn opportunities about work in different parts of the agency, not just showing the good things, but also discussing challenges and learning opportunities. Could record presentations so that they are available to staff who are unable to attend or listen in. Even better: more lunch and learn events presenting the results and challenges of applying a racial equity lens to x and y program or policy.*

Examples regarding eagerness for pathways to become more closely involved in Metro's DEI work.

- *1) drawing connections from broader, agency-wide goals and outcomes to individual team's work and goals, and determining what compliance looks like for staff and leadership so as to provide progress markers; 2) holding teams and leadership accountable to those goals; 3) being transparent when individuals, teams, or divisions do not meet DEI goals or show satisfactory progress; 4) ensure critical DEI work is done with or lead by folks who have relevant experience in DEI.*
- *Focus on the totality of our constituents by engaging with other public works agencies in an open dialogue of what we need to work on together. A greater representation of our communities, clear access to affordable housing for our work force. The affect of gentrification has disproportionately affected BIPOC public employees from being able to afford to live in the communities of which they serve. There needs to be a study as to who and why public employees are not allowed to live in the communities of which they serve. This is a matter of building stronger communities of which our constituents can feel they are serviced and our colleagues can engage in a better work life balance.*
- *Require committees, advisory groups, etc. have representation from BIPOC/LGBTQI staff or if public, members of the public.*
- *The required online trainings were too basic to be of value. Many Metro employees are looking for meaningful ways to advance DEI and the trainings were not a good use of time.*
- *Being a white person, I don't feel there is an avenue that is clear for me to take to actively participate and help achieve meaningful goals. I can read and learn, but I am not always sure how I can translate that into my daily work.*
- *Of a department that is seemingly growing each year, there seems to be little direct face to face engagement w/ people at our facility. On-line classes/trainings are a great introduction to DEI import and simple steps for staff to engage in. But skilled and direct interaction/trainings directly w/ staff on 'real world' practice and techniques to enhance their day-to-day growth are rare.*

Theme 2:

Metro appears to be successfully building out the hybrid experience:

- Remote and hybrid employees are highly engaged, and hybrid employee engagement has increased substantially since 2021.
- On-site employee engagement increased as well, although overall engagement was lower than remote and hybrid employees.
- Engagement data for variable-hour employees (working more than 600 hours per year) continued to decrease from 2021 to 2023.
- Data for other subgroups showed some improvement from 2021.
- Engagement looks different for each group, and may require tailored approaches to address the needs of different employees across the organization.

Differing Engagement for Remote/Hybrid and Onsite employees:

Both 2021 and 2023 data demonstrate that remote and hybrid workers are more engaged than onsite workers. With the shifts of more workers to onsite or hybrid work, the 2023 data show some interesting insights that might allow Metro to pinpoint better support for employees based on where they work.

In 2023, remote and hybrid workers showed significantly higher Q12 engagement scores in comparison to onsite workers (4.16 mean Q12 score for remote workers, 4.09 for hybrid, and 3.92 for onsite), and all work location subgroups demonstrated an increase in Q12 engagement mean scores from 2021 to 2023. Hybrid workers showed the most significant positive changes across Gallup's Q12 scale items, for DEI items, and for reporting confidence items from 2021 to 2021. With more employees working in a hybrid capacity, these increases are great news for Metro, and speak to some success in building engagement for hybrid workers.

Q12 items where hybrid employees showed significant increases for Q12 items included increases for **Overall Satisfaction** (3.58 mean in 2021, 4.02 mean in 2023), **Materials and Equipment** (3.87 in 2021, 4.30 in 2023), **Opportunity to Do Best** (3.58 in 2021, 4.06 in 2023), **Opinions Count** (3.67 in 2021, 4.08 in 2023), **Mission/Purpose** (3.33 in 2021, 4.28 in 2023), **Commitment to Quality** (4.08 in 2021, 4.49 in 2023), **Best Friend at Work** (2.83 in 2021, 3.28 in 2023), **Progress** (3.5 in 2021, 3.93 in 2023), and **Learn and Grow** (3.52 in 2021, 4.18 in 2023). Hybrid employees saw significant increases in 7 of 12 DEI items as well.

It's important to note that the number of employees reporting hybrid work has significantly increased from 2021 to 2023, so these comparisons are not looking at a true apples-to-apples populations. That said, these data suggest some fine improvements for the hybrid experience for Metro employees and it will be interesting to see how this hybrid group of employees continues to show up in terms of engagement and interaction with DEI. Likewise, as organizations across the United States are working to make the best hybrid work environments they can (environments that work both for employees and the organization), it is interesting to note that Metro appears to be doing well here.

If hybrid is a future that Metro is committed to, the organization might choose to take a closer look at how they can improve the hybrid work experience for the following Q12 areas: **Know What's Expected**, **Recognition**, **Cares about Me**, and **Development** — four Q12 items that showed little/no change or negative change from 2021 to present. These could potentially be areas in which Metro could work to improve its hybrid experience. All four of these areas speak to building strong onboarding systems, stronger employee/manager communication and feedback loops, and stronger attention to making sure hybrid employees aren't missing out on development opportunities.

In contrast, Metro employees working **onsite** continue to indicate the lowest Q12 engagement of all work location types — scoring 3.74 for the Q12 overall engagement mean, compared to 4.16 for remote workers, 4.09 for hybrid workers, and 4.21 for new employees who did not work at Metro in the past year. That said, this group (along with all other subgroups) saw an increase in Q12 engagement, with their score increasing from 3.59 in 2021 to 3.74 in

2023. Despite this small (but significant) increase in overall engagement, onsite employees saw little change in data for many individual Q12 items, for DEI items, or for reporting confidence items.

Onsite employee's most significant positive changes for the Q12 scale were for **Progress** (3.15 in 2021, 3.51 in 2023) and **Learn and Grow** (3.29 in 2021, 3.70 2023). When we look at Gallup's benchmarking, onsite employees are scoring particularly low for the items **Know What's Expected of Me**, **Opportunity to Do Best**, and **Learn and Grow** -- all of which scored low in the 23rd percentile of the overall Gallup database. These low-performing items suggest that stronger management support and involvement, as well as employee development, could benefit this group of employees.

Likewise, it's interesting to note that onsite employees reported low scores (3.31 in 2023) for the additional engagement question ***I have confidence that my department has the leadership in place to be successful.*** When we consider this item with other management-related items, these data suggest employees could benefit from greater opportunities to get to know their leaders and stronger communication about the work being done at Metro and in their departments. Managers might also need management training to meets the needs of onsite employees working in post-pandemic times. As one onsite employee wrote when asked to provide advice about employee engagement, onsite employees can perceive a difference in the way they are engaged or treated:

We as an organization need to take care of our working class employees and what would traditionally labeled as "blue collar workers". We need to stop hiring variable hour employees and create permanent benefitted part-time, seasonal, and full-time positions. Because our work force is made up of community members, so when we prioritize them we prioritize our community.

To better engage onsite employees, consider ways to engage them differently in a way that meets them where they work onsite.

Variable Hour Employees (600+ hours) Employee Engagement Insights:

Gallup's Q12 **Overall Satisfaction** score for variable-hour employees working more than 600 hours (referred in this Key Themes section as "VHE 600+") has been steadily decreasing since 2019 (3.97 in 2019, 3.7 in 2021, 3.54 in 2023). Individual Q12 items have also been steadily trending downward from 2019 to present include the following: **Recognition and Praise** (3.64 in 2019, 3.55 in 2021, 3.35 in 2023), **Development** (3.83 in 2019, 3.76 in 2021, 3.60 in 2023), **Opinions Count** (3.55 in 2019, 3.38 in 2021, 3.29 in 2023), and **Learn and Grow** (3.70 in 2019, 3.50 in 2021, 3.33 in 2023). Of these flagged decreases, the most significant from 2021 to 2023 for VHE 600+ employees were the following: **Recognition** and **Progress**.

That said, VHE 600+ employees did show increases for additional engagement items like ***I have enough flexibility in my job to maintain work/life balance***, and ***In general, the amount of work I am asked to do is reasonable***. The mean scores for these two questions were higher than Part Time/Full-time employees, which suggest that VHE 600+ employees appreciate the workload/flexibility of their job.

VHE 600+ employee data also showed interesting changes overtime in DEI data. VHE 600+ employee data showed decreases from 2021 to 2023 in 10 of 13 DEI items (the greatest number of decreases across all employee status groups). Of the decreases flagged, the most significant DEI decreases from 2021 to 2023 for this group were as follows: ***Metro clearly communicates the importance of diversity, equity and inclusion (DEI) to the agency's mission***, ***My department's leadership actively engages in advancement of DEI strategies***, ***DEI is a high priority for Metro***, and ***There is a clear strategy to work on DEI within Metro***.

A working theory about the VHE 600+ experience could be that these employees might be devoting significant time to Metro, but might not quite be feeling fully "looped in," engaged, or developed at the same level of regular or part-time employees. Good first steps for Metro could be to identify who these employees are and understand the role they play in Metro's operations, and then build a plan for engaging them more specifically. As with onsite employees, the VHE 600+ data suggest that these employees are being engaged differently in a way that is not landing well with them. If Metro can find these employees and meet them where they are, the data could shift in the 2025 survey.

Theme 3: **Kudos to Metro, in particular, for gains in the realm of professional development and employee autonomy.**

- **Metro has some room to grow when it comes to setting clear work expectations; a return to improving onboarding systems, job descriptions, and ongoing goal setting could be helpful.**

Engagement in general increased across the Q12 scale and Metro's own engagement items, particularly for survey items related to management and development. In addition to agency-level positive change, many Metro demographics groups saw positive changes as well. This key theme will focus on notable areas of improvement for engagement, and areas of continued opportunity for focused work.

First, let's take a look at the biggest changes from 2021 to 2023 that stood out in the analysis:

- **Overall Q12 Agreement Mean**
 - 3.83 mean in 2021, 3.92 mean in 2023
 - Significant increases of .1 or more for Asian/Asian American employees, Hispanic/Latino/a/x employees, Native American/American Indian/Alaska Native employees, White employees, and Multiracial employees. Note: Black/African American employees saw a small increase from 3.78 to 3.81 for overall Q12.
 - Increased Q12 mean scores for women employees, asexual employees, pansexual employees, regular/part-time employees, variable hour (less than 600 hour) employees, and employees of all work locations
 - Some decreases noted for: non-binary gender, gender queer, or third gender employees and those who marked "sexuality not listed" for their sexual orientation
- **At work, I have the opportunity to do what I do best every day.**
 - 3.70 in 2021, 3.92 in 2023
 - Marked increase for Hispanic/Latino/a/x and multiracial employees, women employees, asexual employees, gay/lesbian employees, and pansexual employees, hybrid work location employees, and new employees
 - There were no marked decreases for any subgroup for this item.
- **There is someone at work who encourages my development.**
 - 3.82 in 2021, 3.93 in 2023
 - Marked increases for Native American/American Indian/Alaska Native employees, Hispanic/Latino/a/x employees, asexual employees, and pansexual employees
- **In the last six months, someone at work has talked to me about my progress.**
 - 3.50 in 2021, 3.76 in 2023
 - Marked increases for Asian/Asian American employees, Hispanic/Latino/a/x employees, women, asexual and pansexual employees, and onsite and hybrid employees
- **In the last year, I have had opportunities to learn and grow.**
 - 3.72 in 2021, 3.94 in 2023
 - Marked increases for Asian/Asian American employees, Hispanic/Latino/a/x employees, women, asexual and pansexual employees, and onsite and hybrid employees

There were also positive changes in additional employee engagement items such as:

- **I have enough flexibility in my job to maintain work/life balance.**
 - 3.90 in 2021, 4.07 in 2023
 - Marked increases for Black/African American employees, Asian/Asian American employees, multiracial employees, and all work locations
- **In general, the amount of work I am asked to do is reasonable.**
 - 3.53 in 2021, 3.89 in 2023
 - Marked increases for Hispanic/Latino/a/x employees, remote workers, and onsite workers.

These positive improvements aside, the following are general engagement areas related to management and development that continue to present opportunities for improvement:

- It is worth noting that **Black/African American engagement** metrics generally showed little movement from 2021. Given the positive changes seen for other groups, and the fact that engagement data fell significantly for this employee group from 2019-2021, there is opportunity to continue working on boosting engagement here.
- In Gallup's benchmarking for **Q01: I know what is expected of me at work**, Metro as an agency is ranked in the 26th percentile. While Gallup's overall database is made up on both private and public businesses, and therefore

not directly comparable, this low benchmark speaks to room for improvement, perhaps through stronger onboarding, goal-focused performance reviews and check-ins, and more clear job descriptions and instructions.

Theme 4: Quantitative results for DEI remained fairly consistent from 2021. However, qualitative results indicate a range of awareness and individual experience in this work while other Metro employees raised a range of challenges regarding Metro's prioritization of DEI.

- There needs to be a continued investment in training, coaching, communication and leadership modeling of DEI as a priority.

DEI quantitative data showed little change from 2021 to 2023, but qualitative sentiment from 2021 to 2023 suggest that employees might have increasingly different opinions about DEI initiatives.

The Overall DEI Agreement Mean score for both 2021 and 2023 was 3.77, and most of Metro's 13 DEI-centered items saw no significant change. Two items showed a positive increase: **Metro measures its progress on DEI effectively to improve its performance** (3.15 in 2021, 3.25 in 2023), and **I feel informed about important issues at Metro** (3.52 in 2021, 3.89 in 2023). Two items showed a significant decrease: **DEI is a high priority at Metro** (4.30 in 2021, 4.13 in 2023) and **I have clear and accessible avenues to get involved in work to advance DEI** (3.81 in 2021, 3.71 in 2023). For the latter question, Black/African American, Asian/Asian American, and Hispanic/Latino/a/x employees showed demonstrable decreases as well. DEI sentiment for those marking "prefer not to respond" to the race/ethnicity question showed marked decreases for 11 of 13 DEI items.

Likewise, there were some interesting shifts in thematically coded comments from the survey's three DEI-centered open-ended questions. Namely, there was an increase in negative feedback regarding DEI, and also a continued high number of comments about the need for more DEI (particularly more leadership follow-through). A look at some coded themes for each of the three DEI questions:

Regarding Metro's Greatest Challenge Related to DEI:

- In 2023, 31.5% of comments related to the challenge of leadership follow-through, compared to 28.7% in 2021.
- In 2023, 10.3% were comments that were negative toward Metro's DEI initiatives, compared to 5.4% in 2021.
- By race, in 2023, nearly 18% of comments from Black/African American, Asian/Asian American, Native American/American Indian/Alaska Native, and Multiracial employees reflected sentiment that Metro was not doing enough to see through the implementation of its DEI plan, and nearly 16% of comments for these individuals centered on a need for different or more effective training for employees.

Regarding Metro's Greatest Accomplishment Related to DEI:

- In 2023, 27.5% of comments related to praise for Metro's strategy and commitment to DEI, 24.6% to Metro's great DEI training/education, 20% to Metro's improved hiring practices, and 20% specific call-outs for various DEI initiatives and leaders.
- In 2023, 10.6% were comments that were negative toward Metro's DEI initiatives, compared to 7.5% in 2021.
- By race, in 2023, over 18% of comments from Black/African American, Asian/Asian American, Native American/American Indian/Alaska Native, and Multiracial employees reflected a lack of awareness about Metro's accomplishments and 10% indicated general pessimism about Metro's efforts.

Regarding Employee Ideas for One Action to Advance DEI:

- In 2023, 15.5% of comments related to employee desire for Metro to “show” more DEI work in terms of building stronger measurements, clarifying goals, and sharing successes; 14.3 wanted additional and/or mandatory DEI training and events, and 14.3% wanted stronger recruitment/hiring/retention practices.
- In 2023, 11.6% of comments suggested the need to focus on DEI foundational/fundamental practices (up from 2.7% in 2021).
- As with other questions, the number of negative comments increased slightly, from 2.4% of comments in 2021 to 5.3% in 2023.

To be very clear, the DEI qualitative data overwhelming lean toward positive perceptions about DEI and Metro's work there. The slight shifts evidenced in the in qualitative comments hint that Metro is doing amazing with DEI with some employees (who hunger for more), while slightly more employees are bringing negativity to the work.

Given these findings in a current political climate that is more negative toward DEI initiatives, it's important to stay the course for DEI initiatives, but L&L encourages Metro to stay curious in its DEI work, do more listening over the next two years, and consider looking at the agency's DEI strategy from a fresh 2023 angle. The next two years could provide a great opportunity for some out-of-the-box/innovative thinking about DEI with the aim of figuring out how to provide more opportunities for the employees that want to see DEI grow, while also building more buy-in from naysayers.

Section 5:

Recommendations

1) Regarding Theme 1: Responding to employee open-ended feedback about a desire for more interaction, agency unity, and DEI involvement

Lexicon & Line recommends Metro start with a thorough study the qualitative feedback offered by employees, as the feedback offers both interesting perspectives on DEI and employee engagement AND some great ideas for employee interactions, collaboration, and relationship building. Some ideas suggested by employees in their feedback include the following:

- Meals shared between management and employees
- More smaller events and opportunities to make connections and engage in smaller groups
- Creation of cross-departmental teams
- Host story telling events around DEI themes
- Return to hosting town halls
- Informal engagement events like BBQs or picnics
- Regular all-staff meetings
- Metro day of celebration
- Volunteer program offerings
- More interaction between MRC employees and venues
- Team building events
- Lunch and learn/ Grub and gather opportunities
- Pride parade representation
- More collaboration and interaction across departments
- A Metro Book Club
- Employee-led events such as Parks & Nature staff-led walks for staff; WPES Q&A on recycling, etc.
- More in-person gatherings and retreats in general
- Pizza Party Thursdays
- Continue/expand the Tuesday Coffee events
- Employee Night opportunities to engage outside of work
- Opportunities to connect employees with similar hobbies/interests (e.g., game nights, playing pickle ball or other team sports, schedule outdoor activities, knitting/crafting circles)

When employees feel listened to, they are significantly more likely to be engaged in the workplace. As Metro explores new ways to provide employees with opportunities to interact and form relationships, should you build off of any specific employee suggestions, we recommend making that specifically known when advertising those events.

Regardless of the type of events/engagements planned, work to make events as interactive as possible, especially getting individuals from different departments to interact with each other. Metro employees often voice concern that Metro is too “siloe” and seek more cross-departmental engagement. Also, employees appear to be especially seeking events that help them to make connections, build stronger teams, and establish relationships.

2) Regarding Theme 2: Exploring how Metro can engage employees differently based on work location and VHE/regular/part-time status

Onsite and variable hour (600+) employees are not engaged at the same level that remote/hybrid and regular/part-time employees are engaged. Employees that fall within the former categories voiced a desire to be engaged differently.

The Q12 data showed a particular need to address low scores for onsite/VHE employees for the following: **Know What’s Expected of Me**, **Opportunity to Do Best**, and **Learn and Grow**.

Know What's Expected of Me can be best addressed by reviewing onboarding systems, job descriptions, and regular employee review/goal-setting strategies. Departments with a significant number of onsite/VHE employees should critically review the protocols/practices in place for these across all employees and ask two key questions: 1) Are my onsite/VHE employees receiving significant/meaningful onboarding and goal setting? 2) How does onboarding and goal setting look/work differently from onsite/VHE employees in comparison to remote/hybrid and regular/part-time employees? Studying the difference in experience and the needs of this group can help you to build systems that are uniquely designed for onsite and VHE employees. As management is largely responsible for onboarding and goal-setting, consider providing training to managers about how to enhance those offerings.

Opportunity to Do Best most often speaks to employee autonomy, inclusion, and innovation. A good first step to address this is for managers to schedule one-on-ones with employees that are designed from a lens of curiosity, rather than critique. When managers work to understand the work employees are doing, their unique strategies for doing the work, and any areas in which employees feel they are being underutilized, they can better understand how to let employees shine.

Addressing **Learn and Grow** is fairly straightforward, and we recommend conducting an audit of onsite/VHE employee learning and development opportunities. Are these employees given equal/meaningful opportunities to continue to grow their skills and abilities? Are those opportunities to learn and grow offered during working hours? Are accommodations provided for joining in learning and development opportunities? Are managers building out growth/development goals and plans during regular performance reviews? We recommend Metro consider the areas in which learning and development offerings and systems are deficient for onsite and VHE employees and then work to correct those. Further, it's important to take into account the situations in which onsite/VHE employees work; for example, providing computer access to employees who do not work with a computer in their day-to-day work, providing desk space and access to meeting space for employees who don't have a desk or an office, providing time during their regularly scheduled working hours to participate in learning activities, etc.

Further, as a continuation of Theme 1's recommendations, we suggest looking for ways to interact with, collaborate with, and involve onsite/VHE workers differently. For example, consider hosting in-person opportunities to engage and interact with management and MRC staff or team-building events for onsite staff. For VHE employees, make certain to include these individuals in ALL Metro events.

3) Regarding Theme 3: Staying the course on engagement and working to build stronger onboarding and goal-setting

Addressing relatively low scores for **Know What's Expected of Me** is not only something that needs to be done for onsite and VHE employees -- Metro-wide attention and care to increasing this score is needed. As was suggested above, we recommend Metro take a critical look at whether its onboarding systems are thorough, engaging, memorable, and long-lasting (in terms of the number of months that onboarding lasts); whether its job descriptions are detailed and accurate; and whether regular performance reviews include meaningful goal-setting strategies and continuous improvement strategies. Communication plays a key role in this item as well, and it's important that managers develop the type of communication skills that will allow them to clearly express work expectations. As such, in addition to improving onboarding, job descriptions, and performance review processes, we would suggest providing management with ongoing communications training to continue developing their skills there.

4) Regarding Theme 4: Investing in DEI training, coaching, communication, and leadership modeling

Our recommendation for DEI is to stay the course in their work, but to work to look at existing DEI trainings, offerings, and opportunities for involvement with fresh eyes and out-of-the-box ideas. While some employees are hungry for new DEI offerings, others wish for existing trainings to be fine-tuned and improved. Making DEI trainings available to ALL employees is important, and as employees are also seeking more in-person interactions, aim to make new DEI trainings as interactive and collaborative as possible.

Likewise, employees continue to give feedback that they often see a disconnect between Metro's agency wide goals for DEI and how management is embracing those goals. Ongoing DEI training and coaching for management should be an agency goal, as not all management-level staff have a strong level of comfort in that area. Senior-level coaching for mid-level/low-level management would be beneficial and would provide new and rising managers with department-specific leadership on how to DEI should show up in their work and in their management. Given the increase in DEI-related push-back, it is more important than ever that leadership (at all levels) be modeling strong DEI practices.