

The big idea: leaders need to measure and manage organizational health with the same rigor as performance

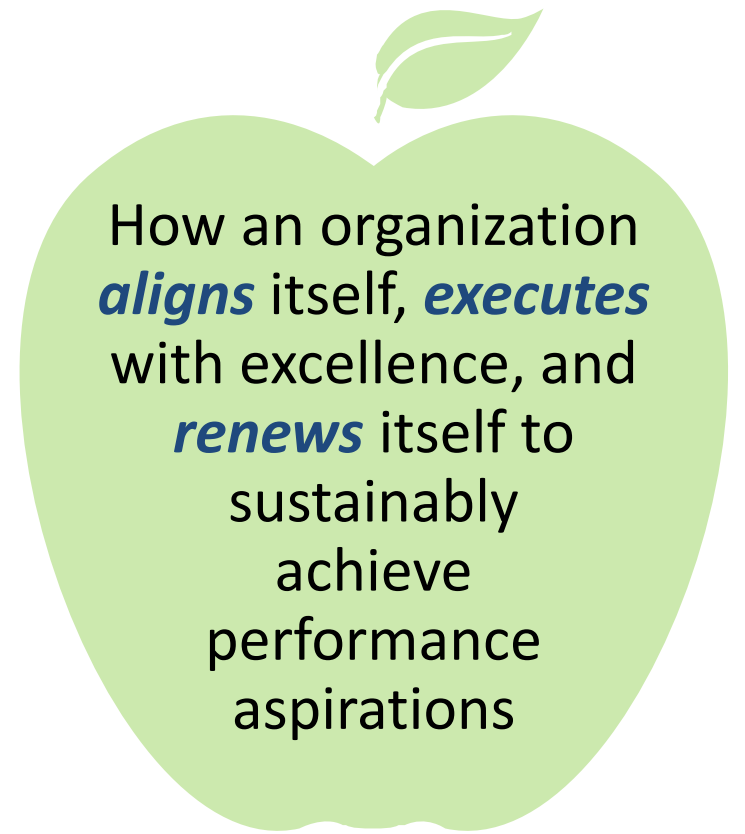
Performance



Health



Deliver Results



Run the Place

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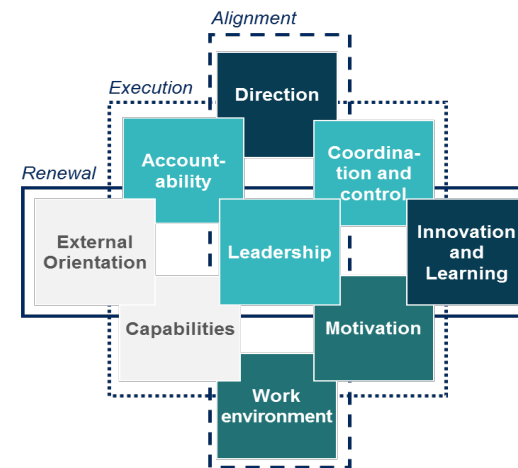
Along with overall health, the outcomes and practices create a common language to discuss “culture” and organizational health

Overall Health



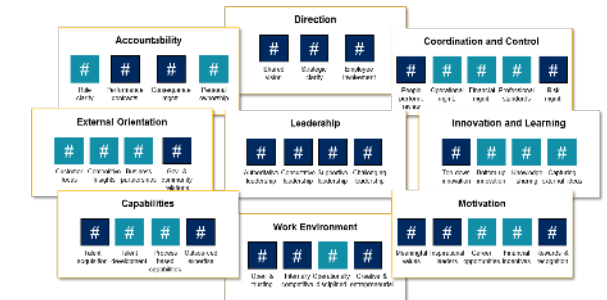
- An assessment of the overall health of the organization
- Color indicates health relative to other organizations in the OHI database

Outcomes



- “What you see” in an organization
- Based on questions asking whether respondents agree with certain statements about the organization
- Example: “Employees here are highly motivated”

Practices



- “What people do” – behaviors that drive each outcome
- Different questions from the outcomes, asking how often respondents see certain healthy behaviors done at the organization
- Example: “Managers in my company provide praise, thanks, or other forms of recognition to high performers”

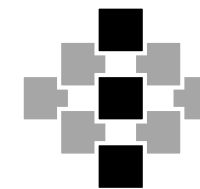
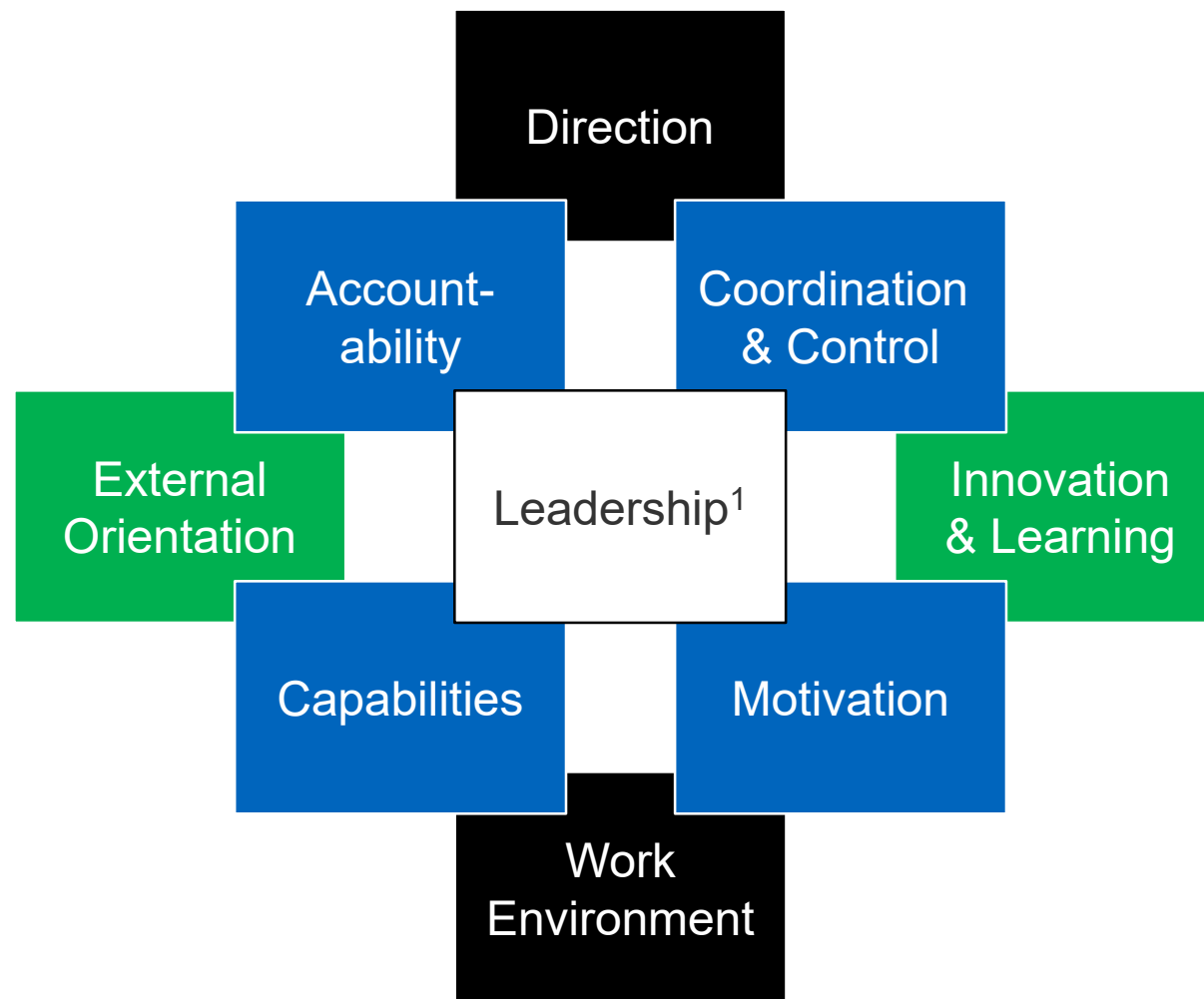
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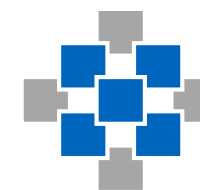
The nine outcomes measure the “soft” and “hard” building blocks of the organizational ecosystem across three dimensions

Measure agreement, from “strongly agree” to “strongly disagree”



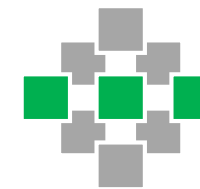
Alignment

Are people aligned around the organization’s vision, strategy, culture and values?



Execution

Can employees deliver on their roles with the current capabilities, processes and motivation level?



Renewal

How does the organization understand, interact, respond, and adapt to its situation and external environment?

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¹ Leadership, as a central component to organizational health, is part of all 3 dimensions of health

Definitions of the 9 OHI outcomes

	Outcomes	How effective and in what ways does the organization ...
Alignment	Direction	
	Leadership	
	Work Environment	
Execution	Accountability	
	Coordination & Control	
	Capability	
	Motivation	
Renewal	Innovation & Learning	
	External Orientation	

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NOTE: Leadership is shaded as part of the "alignment" dimension of the OHI.

SOURCE: Organizational Health Index, Organization Practice, McKinsey

The 37 practices offer tactical insights by looking at the behaviors, actions, and processes that create these healthy building blocks

Practices (Measure frequency, from “often” to “rarely”)

Direction

1. Shared Vision
2. Strategic Clarity
3. Employee Involvement

Accountability

4. Role Clarity
5. Performance Contracts
6. Consequence Management
7. Personal Ownership

Coordination & Control

8. People Performance Review
9. Operational Management
10. Financial Management
11. Professional standards
12. Risk Management

External Orientation

13. Customer Focus
14. Competitor Insights
15. External Partnerships
16. Gov’t & Community Relations

Leadership

17. Authoritative Leadership
18. Consultative Leadership
19. Supportive Leadership
20. Challenging Leadership

Innovation & Learning

21. Top-Down Innovation
22. Bottom-Up Innovation
23. Knowledge Sharing
24. Capturing External Ideas

Capabilities

25. Talent Acquisition
26. Talent Development
27. Process Based Capabilities
28. Outsourced Expertise

Work Environment

29. Open and Trusting
30. Performance Transparency
31. Operationally Disciplined
32. Creative & Entrepreneurial

Motivation

33. Meaningful Values
34. Inspirational Leaders
35. Career Opportunities
36. Financial Incentives
37. Rewards & Recognition

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Definitions of the 37 OHI outcomes (1/3)

Outcome	Practice	Description
Direction	1. Shared Vision	
	2. Strategic Clarity	
	3. Employee Involvement	
Leadership	4. Authoritative Leadership	
	5. Consultative Leadership	
	6. Supportive Leadership	
	7. Challenging Leadership	
Work Environment	8. Open & Trusting	
	9. Performance Transparency	
	10. Operationally Disciplined	
	11. Creative & Entrepreneurial	

NOTE: Leadership is shaded as part of the “alignment” dimension of health but technically is part of all three dimensions (alignment, execution, renewal)

SOURCE: Organizational Health Index, Organization Practice, McKinsey & Co.

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Definitions of the 37 OHI outcomes (2/3)

Outcome	Practice	Description
Accountability	12. Role Clarity	[Redacted]
	13. Performance Contracts	
	14. Personal Ownership	
	15. Consequence Management	
Coordination & Control	16. People Performance Review	[Redacted]
	17. Operational Management	
	18. Financial Management	
	19. Professional Standards	
	20. Risk Management	
Capabilities	21. Talent Acquisition	[Redacted]
	22. Talent Development	
	23. Process Based Capabilities	
	24. Outsourced Expertise	

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Definitions of the 37 OHI outcomes (3/3)

Outcome	Practice	Description
Motivation	25. Meaningful Values	
	26. Inspirational Leaders	
	27. Career Opportunities	
	28. Financial Incentives	
	29. Rewards & Recognition	
Innovation & Learning	30. Top-down Innovation	
	31. Bottom-up Innovation	
	32. Knowledge Sharing	
	33. Capturing External Ideas	
External Orientation	34. Customer Focus	
	35. Competitive Insights	
	36. External Partnerships	
	37. Business & Community Relations	

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JEA employees were also asked to assessed practices that drive performance and organizational health in public institutions

What is the Public & Social Sector OHI Module?

- Core OHI practices apply to all organizations – however governments, inter-governmental organizations, non-profits, and other public institutions often face complex and unique challenges requiring different solutions
- A set of additional sector-specific practices are tailored to the behaviors and actions most linked to performance in non-commercial entities¹
- Complementing the core OHI with these practices can allow public & social sector entities to identify tailored insights relevant to them, and the right path to their own health aspirations
- The Public & social Sector module questions are not benchmarked and “quartiled” like the core OHI questions – their results are shown as numbers and are incorporated into the themes

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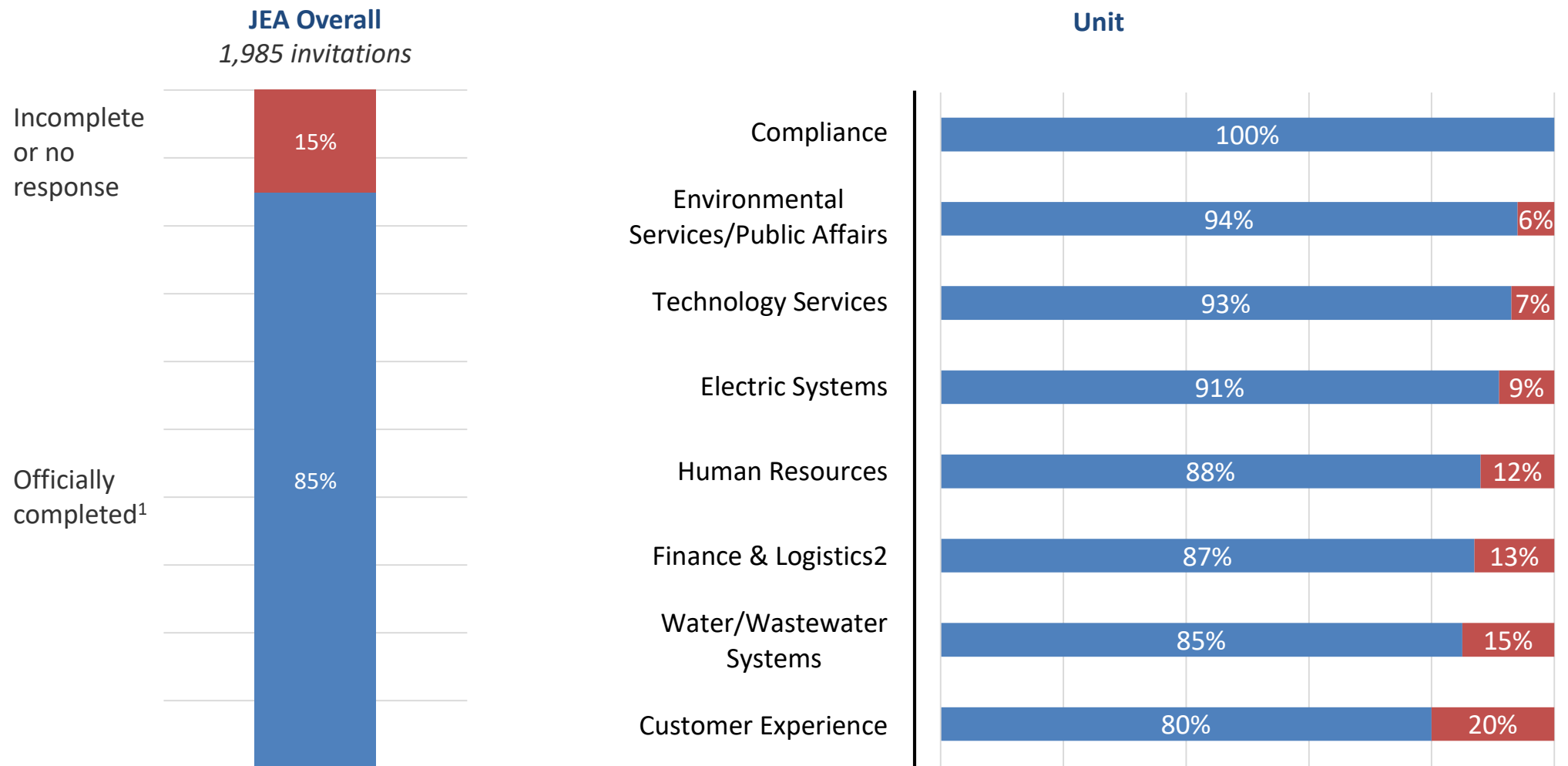


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¹ New PSS practices were designed based on extensive SME interviews, literature reviews, and feedback from multiple pilots

JEA's response rates – overall and by unit – were well above average, indicating strong engagement and successful deployment by the JEA team

Breakdown of completed responses



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¹ "Finance" and "Logistics Services" were merged for the purposes of reporting, as these two units were recently separated and respondents may have identified themselves as part of the other unit incorrectly in the survey. ² In total 87% of recipients completed the survey but 2% were removed for responses that were flagged as potentially inaccurate (e.g., completing the survey in less than 2 minutes)

JEA has an overall health in the bottom quartile compared to the OHI global database

Overall health



- JEA is in the bottom quartile of organizational health relative to the 2019 OHI global database
- The global database includes nearly 900 organizations across industries and geographies that have completed the OHI in the last 5 years

Benchmark: ■ Top Decile ■ Top Quartile ■ Second Quartile ■ Third Quartile ■ Bottom Quartile

SOURCE: JEA (n=1685); Organizational Health Index Global Database, McKinsey & Company

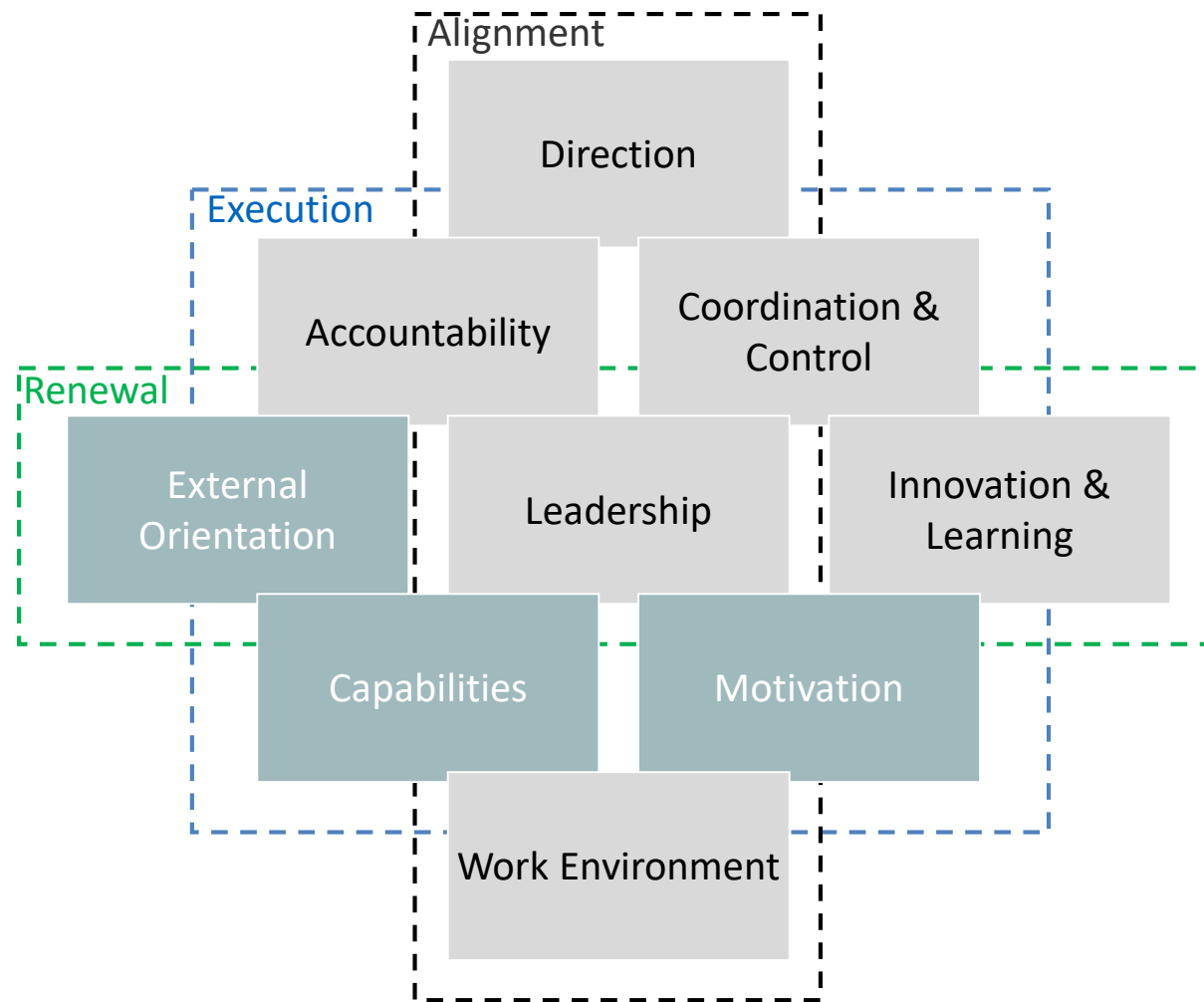
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All of JEA's health outcomes are below the global database's median, with three in the third quartile and six in the bottom quartile

Percentage of respondents who selected 'agree' or 'strongly agree'



- All three outcomes in the **alignment axis are in the bottom quartile** (Direction, Leadership and Work Environment) for JEA
 - That axis might be the first and most critical place for JEA to focus to improve its health
- Two of JEA's healthier outcomes are Capabilities and Motivation – indicating employees believe they have the **right “raw people materials” to work with**
- **External Orientation is strong for JEA** relatively, not surprising given its relationship with the community it serves

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Benchmark: ■ Top Decile ■ Top Quartile ■ Second Quartile ■ Third Quartile ■ Bottom Quartile

SOURCE: JEA (n=1685); Organizational Health Index Global Database, McKinsey & Company

When compared with peers groups who also tend to have weaker health, JEA's health is still low – especially relative to other utilities

Percentage of respondents who selected 'agree' or 'strongly agree'

JEA results



Benchmark: ■ Top Decile ■ Top Quartile ■ Second Quartile ■ Third Quartile ■ Bottom Quartile
Peer Group Difference: ■ Significantly Stronger¹ ■ Comparable ■ Significantly Weaker¹

1 - The significance level is at p = .05. Statistical significance is calculated based on practice distribution, size of population and size of point difference

SOURCE: JEA (n=1685); Organizational Health Index Global Database, McKinsey & Company

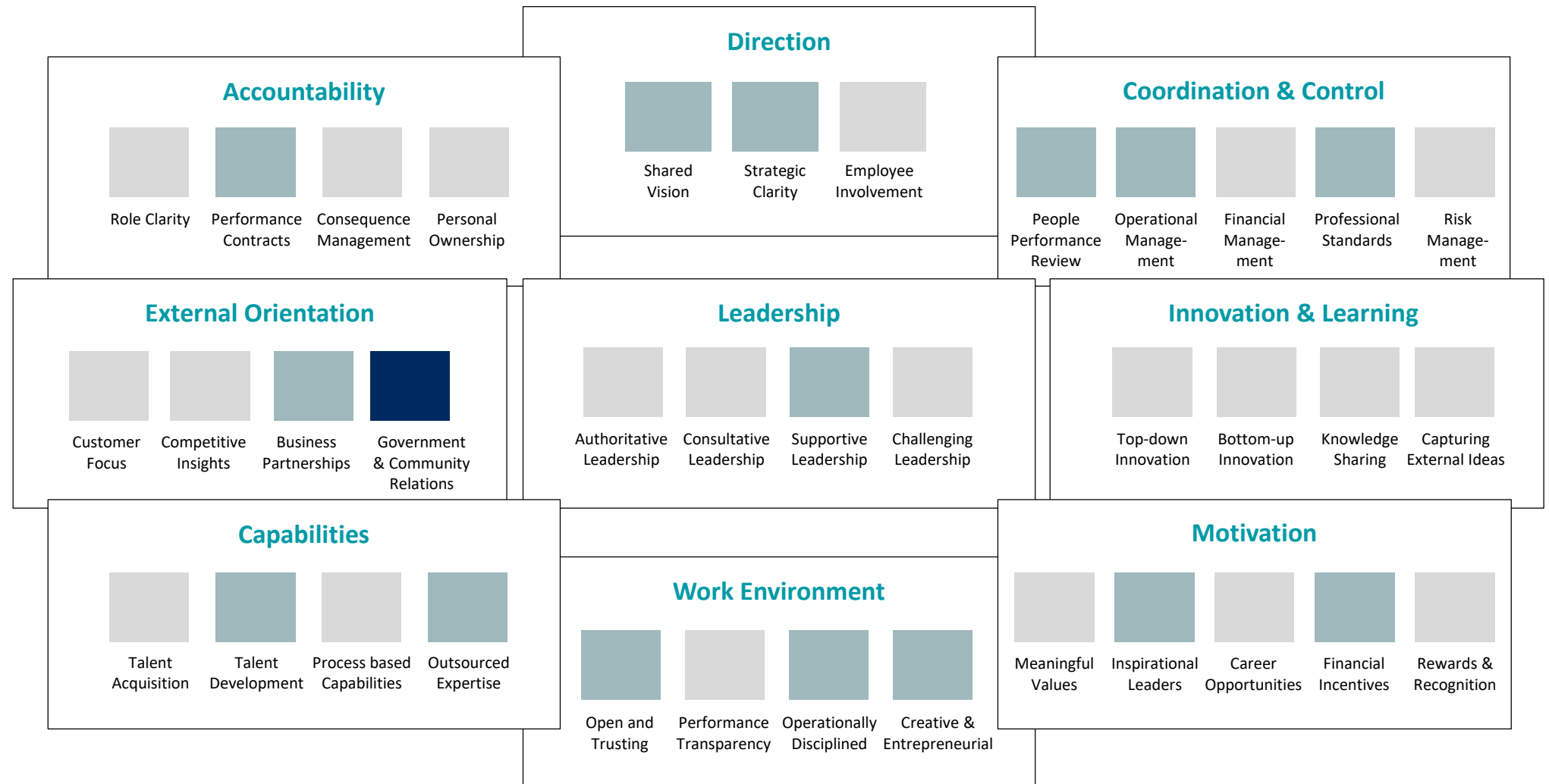
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JEA's practices are primarily in the 3rd and bottom quartile, with one – Government & Community Relations – in the top quartile

Percentage of respondents who selected 'often' or 'almost always'



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Benchmark: ■ Top Decile ■ Top Quartile ■ Second Quartile ■ Third Quartile ■ Bottom Quartile

SOURCE: JEA (n=1685); Organizational Health Index Global Database, McKinsey & Company

Themes that emerge from JEA's practices

- 1** Employees perceive JEA prioritizes actively engaging its partners and other players in the market in order to serve the community
- 2** Employees say JEA has a relatively open and supportive culture, but say a sense of belonging and healthy work environment aren't there yet
- 3** JEA maintains clear performance standards and trainings to achieve them, however employees want coaching and personal development
- 4** Employees don't see a clear strategy at JEA – they want leaders to set the direction, and decisively push themselves & the organization to get there
- 5** There's an opportunity to bring in new ideas from outside JEA, and establish processes to share those ideas across the organization
- 6** Employees currently lack clarity around how JEA is structured, what is expected of them, and what authority they have to make decisions
- 7** OHI results suggest a need to better motivate people, especially high performers, using multiple methods to drive sustained performance

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A summary of JEA's organizational health today

Overall Health



- JEA has an **overall health is in the bottom quartile** compared to the current OHI global database of nearly 900 organizations
- All of JEA's health outcome **are below the global database's median**, with three in the 3rd quartile and six in the bottom quartile
- JEA's **practices are primarily in the 3rd and bottom quartiles**, with 15 in the former and 21 in the latter, with just one – Government & Community Relations – in the top quartile

Outcomes & Practices

Direction	Shared Vision	Accountability	Role Clarity	Motivation	Meaningful Values
	Strategic Clarity		Performance Contracts		Inspirational Leaders
	Employee Involvement		Consequence Management		Career Opportunities
Leadership	Authoritative Leadership	Coordination & Control	Personal Ownership	Innovation & Learning	Financial Incentives
	Consultative Leadership		People Performance Review		Rewards & Recognition
	Supportive Leadership		Operational Management		Top-down Innovation
	Challenging Leadership		Financial Management		Bottom-up Innovation
Work Environment	Open and Trusting	Capabilities	Professional Standards	External Orientation	Knowledge Sharing
	Performance Transparency		Risk Management		Capturing External Ideas
	Operationally Disciplined		Talent Acquisition		Customer Focus
	Creative & Entrepreneurial		Talent Development		Competitive Insights
			Process Based Capabilities		External Partnerships
			Outsourced Expertise		Business & Community Relations

Benchmark: ■ Top Decile ■ Top Quartile ■ Second Quartile ■ Third Quartile ■ Bottom Quartile

SOURCE: JEA (n=1685); Organizational Health Index Global Database, McKinsey & Company

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Organizations should pick a set of priority practices to work on to improve their health – the OHI provides principles to determine your short list



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¹ OHI research identifies four “recipes” that health organizations typically follow – selecting a recipe aligned to the organization’s strategy is one way to select priority practices that should help fast-track health improvements

SOURCE: Organizational Health Index, Organization Practice, McKinsey & Co.

Appendix – deep dives on practice rankings, themes, and results by demographic

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Practice ranking shows JEA prioritizes practices around “building a good community” externally and internally – and focuses less on direction, innovation, or rewards for high performers

Insights from JEA’s Practice Ranking

- Three of JEA’s Top 10 practices relate to working with the external environment
- Another 3 top practices focus on a positive internal culture
- The rest of the Top 10 are about ensuring people know how work should be done
- In contrast, JEA’s Bottom 10 practices suggest employees want more decisive leadership
- The Bottom 10 also includes practices around finding and sharing new ideas
- Finally, while the top practices indicate there are clear work standards, the bottom practices suggest there are few rewards for following them

Top 10 Practices

1	Business & community relations
2	Talent development
3	External Partnerships
4	Outsourced expertise
5	Performance contracts
6	People performance review
7	Operationally disciplined
8	Supportive leadership
9	Creative & entrepreneurial
10	Open and trusting

11	Inspirational leaders
12	Strategic clarity
13	Risk management
14	Operational management
15	Talent acquisition
16	Shared vision
17	Employee involvement
18	Financial incentives
19	Financial management
20	Bottom-up innovation
21	Personal ownership
22	Performance transparency
23	Role clarity
24	Competitive Insights
25	Consultative leadership
26	Rewards & recognition

Bottom 10 Practices

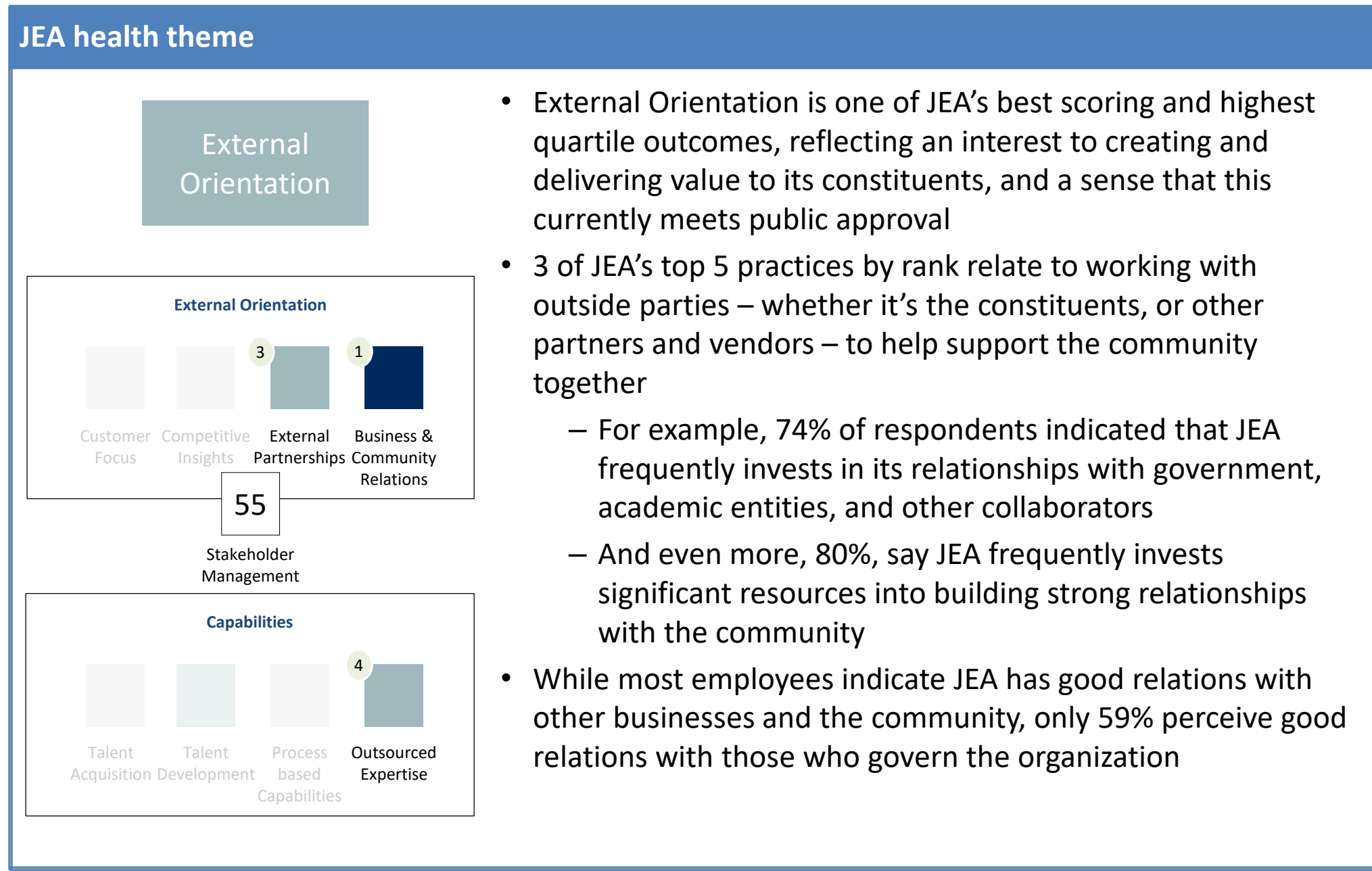
27	Capturing external ideas
28	Customer focus
29	Authoritative leadership
30	Process based capabilities
31	Challenging leadership
32	Consequence management
33	Meaningful values
34	Knowledge sharing
35	Top-down innovation
36	Career opportunities

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NOTE: Ranking is calculated using z-scores for 36 practices for the organization, which compares the organization’s health for each practice relative to the standard deviation in the database. (One practice, Professional Standards, is not quartiled as it’s considered important for all organization.) Ranking often correlates closely to quartile but is unique to each organization.
 SOURCE: JEA (n=1685); Organizational Health Index Global Database, McKinsey & Company

1 Employees perceive JEA prioritizes actively engaging its partners and other players in the market in order to serve the community



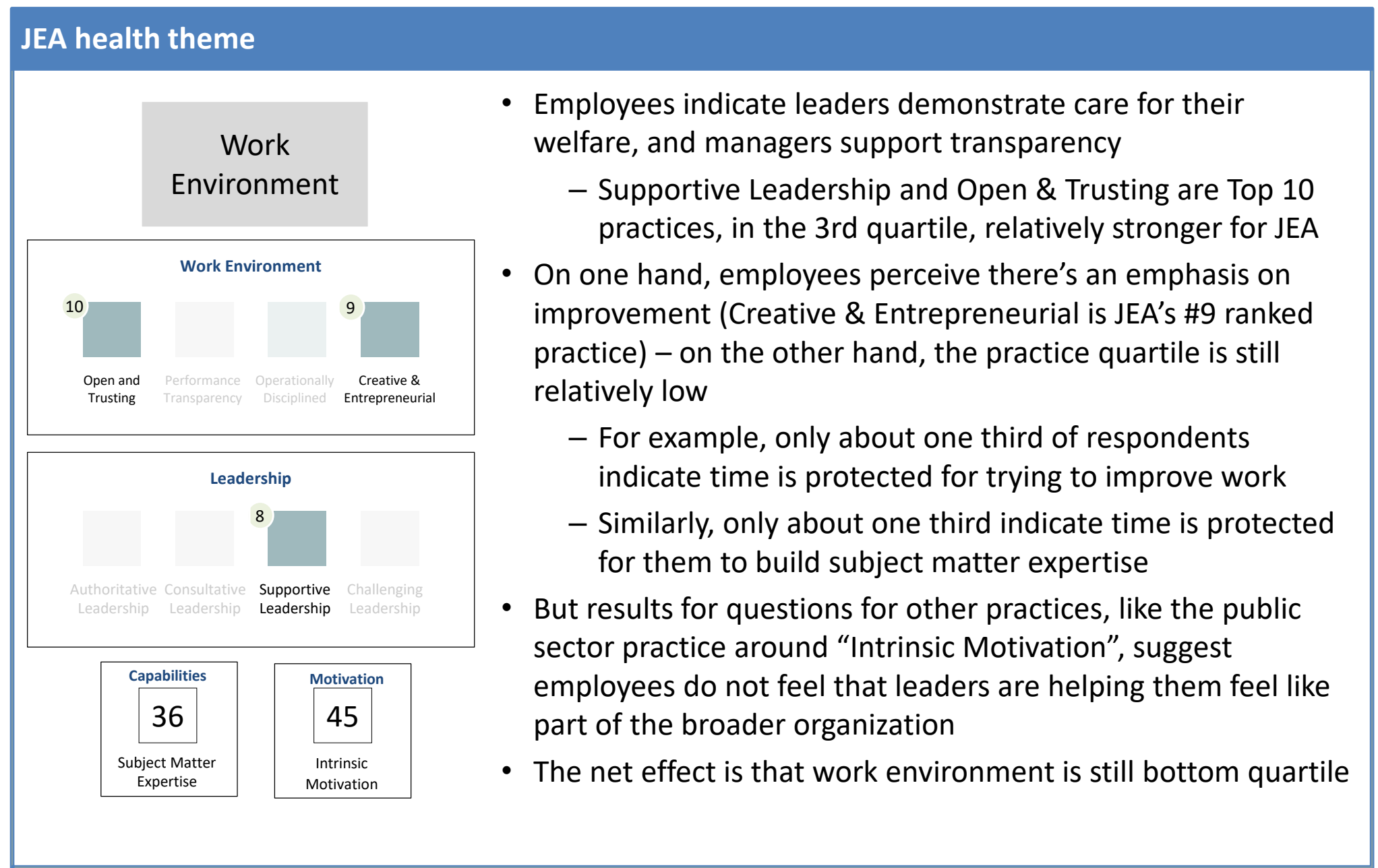
- External Orientation is one of JEA’s best scoring and highest quartile outcomes, reflecting an interest to creating and delivering value to its constituents, and a sense that this currently meets public approval
- 3 of JEA’s top 5 practices by rank relate to working with outside parties – whether it’s the constituents, or other partners and vendors – to help support the community together
 - For example, 74% of respondents indicated that JEA frequently invests in its relationships with government, academic entities, and other collaborators
 - And even more, 80%, say JEA frequently invests significant resources into building strong relationships with the community
- While most employees indicate JEA has good relations with other businesses and the community, only 59% perceive good relations with those who govern the organization

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2 Employees say JEA has a relatively open & supportive culture, but say a sense of belonging & healthy work environment aren't there yet



- Employees indicate leaders demonstrate care for their welfare, and managers support transparency
 - Supportive Leadership and Open & Trusting are Top 10 practices, in the 3rd quartile, relatively stronger for JEA
- On one hand, employees perceive there's an emphasis on improvement (Creative & Entrepreneurial is JEA's #9 ranked practice) – on the other hand, the practice quartile is still relatively low
 - For example, only about one third of respondents indicate time is protected for trying to improve work
 - Similarly, only about one third indicate time is protected for them to build subject matter expertise
- But results for questions for other practices, like the public sector practice around "Intrinsic Motivation", suggest employees do not feel that leaders are helping them feel like part of the broader organization
- The net effect is that work environment is still bottom quartile

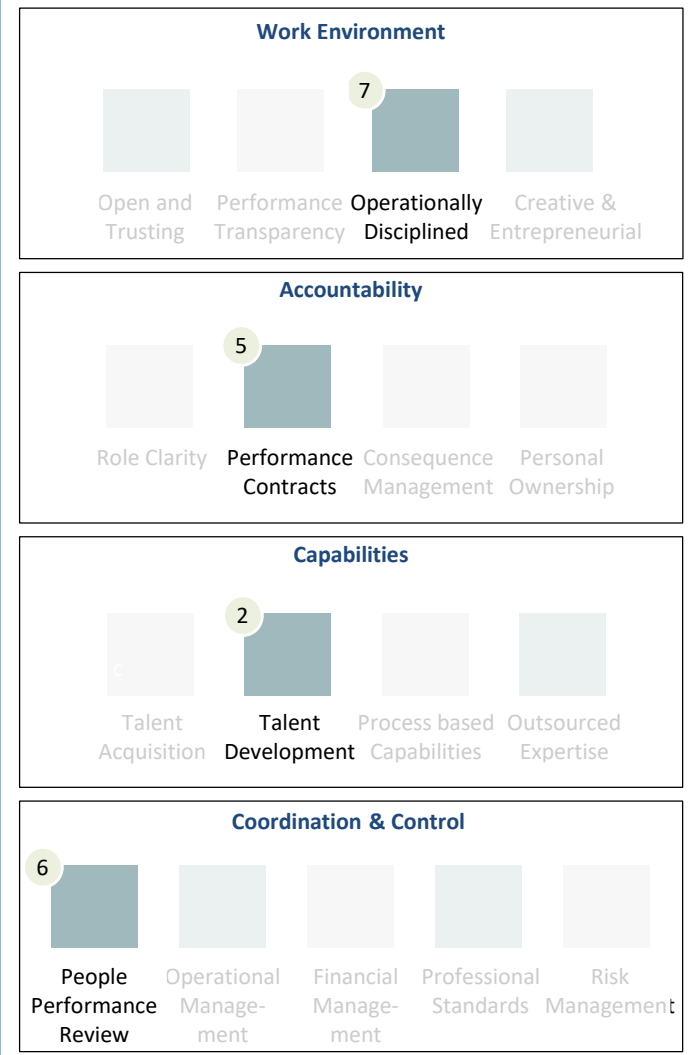
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3 JEA maintains clear performance standards and trainings to achieve them, however employees want coaching and personal development

JEA health theme



- Four of JEA's Top 10 practices by rank relate to establishing the right standards for work, training employees on them, and ensuring those standards are being met
- Not surprisingly, JEA has clear rules and formal training to instruct employees on how to operate – but employees indicate informal coaching is less frequent
 - For example, 57% of respondents said they frequently receive the training they need to be effective in their jobs
 - But in contrast, only 47% said that managers frequently provide helpful coaching
- Review processes at JEA ensure work standards are met, but they may not be providing useful feedback to help employees develop
 - For example, 61% of employees say the review process frequently tracks performance over time
 - But only 40% said it provides helpful feedback

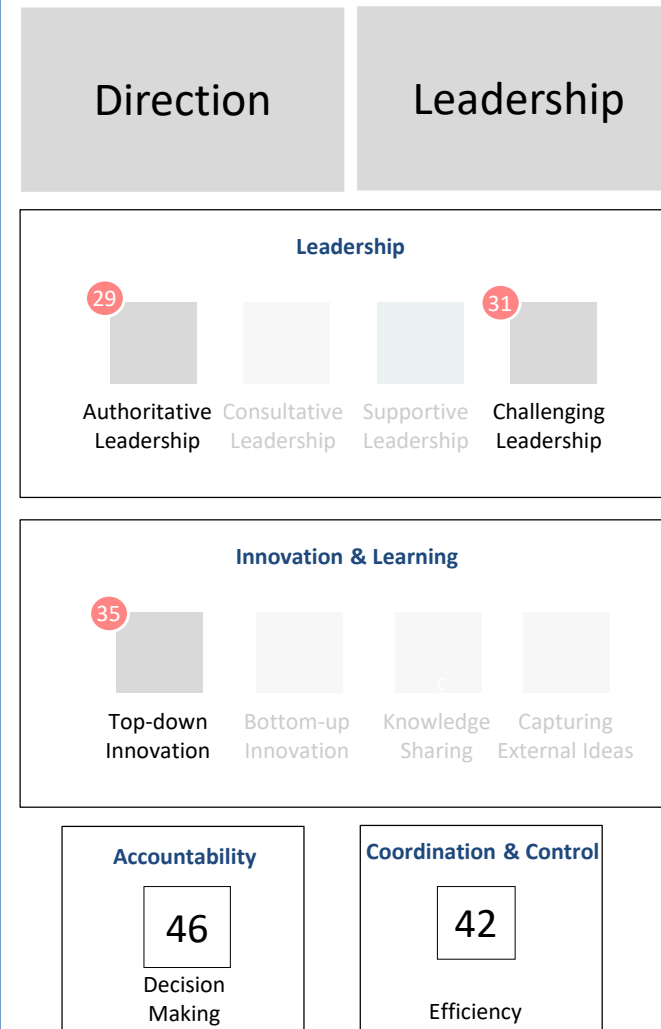
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4 Employees don't see a clear strategy at JEA – they want leaders to set the direction, & decisively push themselves & the organization to get there

JEA health theme



- The “alignment” axis of health outcomes – Direction, Leadership, and Work Environment – are all in the bottom quartile, the most noticeable weak spot for JEA
- Along with JEA’s low direction results, low quartiles and ranks for Authoritative and Challenging Leadership practices indicate employees want leaders to be more decisive in setting an ambitious agenda and directing people to what must be done
- Similarly, the low quartile and rank for Top-Down Innovation shows employees want leaders to be more visionary and innovative
- Furthermore, questions under the Decision Making and Efficiency public sector practices indicate decisions take too long and low-value activities still exist – suggesting employees want swifter, bolder moves
 - For example, less than half of respondents said that JEA frequently makes decisions on an appropriate timeline
 - For example, somewhere between one half and one third of respondents said JEA avoids low-value activities (suggesting that a new strategy could focus attention on better activities)

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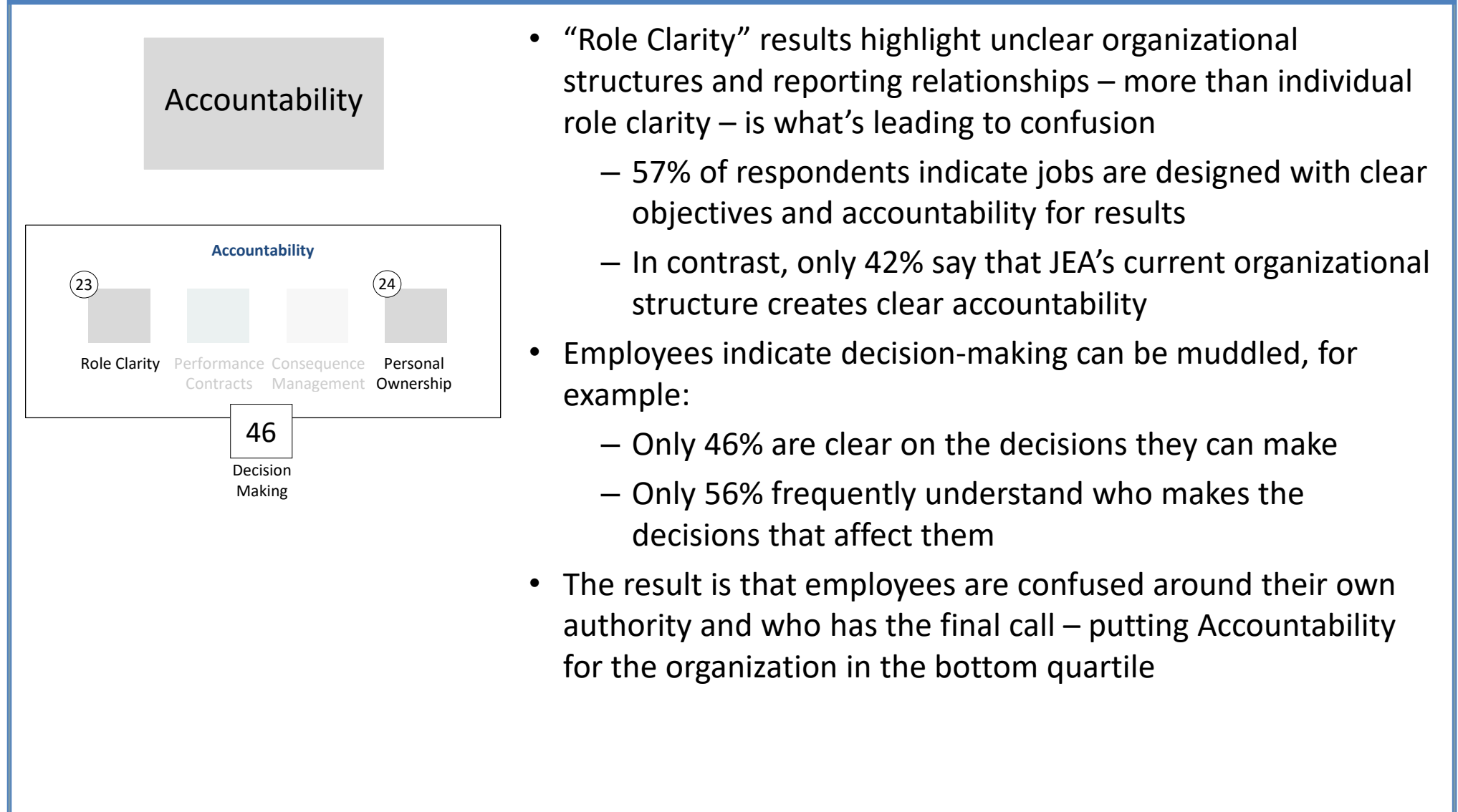
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Benchmark: ■ Top Decile ■ Top Quartile ■ Second Quartile ■ Third Quartile ■ Bottom Quartile ● JEA Top 10 Practices ● JEA Bottom 10 Practices

SOURCE: JEA (n=1685); Organizational Health Index Global Database, McKinsey & Company

5 Employees currently lack clarity around how JEA is structured, what is expected of them, and what authority they have to make decisions

JEA health theme



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Benchmark:



Top Decile



Top Quartile



Second Quartile



Third Quartile



Bottom Quartile



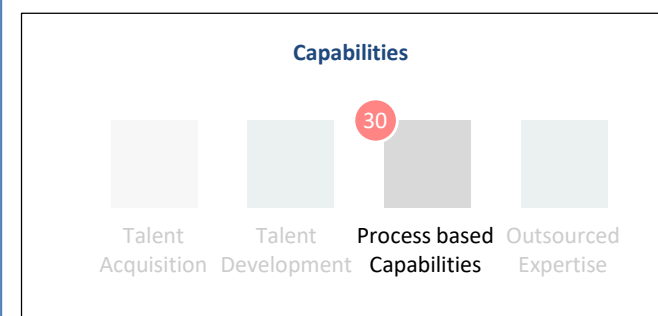
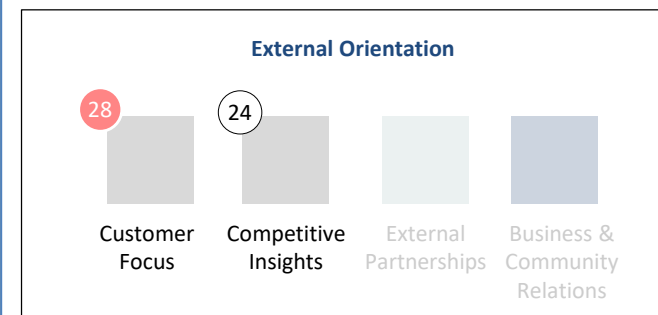
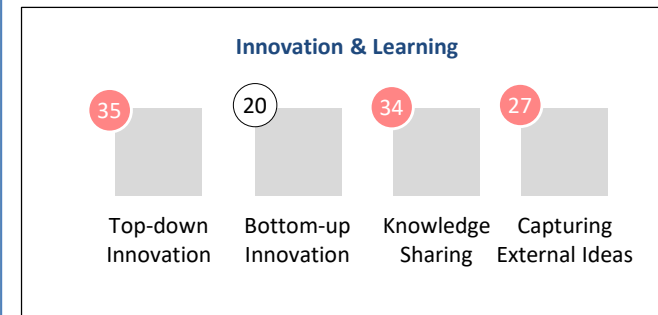
JEA Top
10 Practices



JEA Bottom
10 Practices

6 There's an opportunity to bring in new ideas from outside JEA, and establish processes to share those ideas across the organization

JEA health theme



- “Innovation & Learning” is the only outcome at JEA with all practices that rank low and are in the bottom quartile – another notable weak spot
- Employees say there’s a lack of knowledge management and idea generation systems and processes that could support innovation and a new direction
- JEA appears to not be frequently acquiring and using external information about from “competitors”, peers, or adjacent entities to inform business decisions
- Despite strong relationships with the community, employees say JEA is not leveraging customers feedback to effectively respond to their evolving needs
- A low score for the related public sector practice “Multiple Viewpoints” also suggests silo-ing may stifle innovation
 - For example, only 26% of employees indicate senior leaders (Directors and above) seek input from those with differing views

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Benchmark:



Top Decile



Top Quartile



Second Quartile



Third Quartile



Bottom Quartile



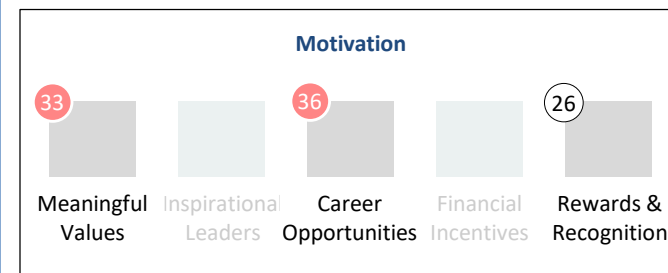
JEA Top
10 Practices



JEA Bottom
10 Practices

7 OHI results suggest a need to better motivate people, especially high performers, using multiple methods to drive sustained performance

JEA health theme



- While the link between performance and consequences is frequently established at JEA, employees they don't see that high performers are not rewarded effectively for meeting or surpassing those expectations
- This is true whether its explicitly part of the formal performance system, or implicitly through career opportunities or recognition for strong performers
 - Only 19% see JEA frequently providing attractive incentives to high performing employees
 - Only 22% say top performers get the most attractive career opportunities within JEA
- Furthermore, results for indicate other motivation methods – like using meaningful values to engage employees – are not being used currently, and could be a beneficial side effect of a new strategy

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Benchmark:



Top Decile



Top Quartile



Second Quartile



Third Quartile



Bottom Quartile



JEA Top
10 Practices



JEA Bottom
10 Practices

Outcomes by “Business Unit”

Percentage of respondents who selected 'agree' or 'strongly agree'

	N	OHI	Direction	Leadership	Work Environment	Accountability	Coordination & Control	Capabilities	Motivation	Innovation & Learning	External Orientation
JEA	1685										
Electric Systems	594										
Water/Wastewater Systems	412										
Customer Experience	245										
Compliance	34										
Finance & Logistics	167										
Human Resources	60										
Technology Services	114										
Environmental Services/Public Affairs	59										

Benchmark: ■ Top Decile ■ Top Quartile ■ Second Quartile ■ Third Quartile ■ Bottom Quartile

SOURCE: JEA (n=1685); Organizational Health Index Global Database, McKinsey & Company

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Practices by “Business Unit” (1/2)

Percentage of respondents who selected ‘often’ or ‘almost always’

Outcomes	Practice	Water/Wastewater					
		JEA 1685	Electric Systems 594	Systems 412	Customer Experience 245	Compliance 34	Finance & Logistics 167
Direction	Shared vision						
	Strategic clarity						
Leadership	Employee involvement						
	Authoritative leadership						
	Consultative leadership						
	Supportive leadership						
Work Environment	Challenging leadership						
	Open and trusting						
	Performance transparency						
	Operationally disciplined						
Accountability	Creative & entrepreneurial						
	Role clarity						
	Performance contracts						
	Consequence management						
Coordination & Control	Personal ownership						
	People performance review						
	Operational management						
	Financial management						
Capabilities	Professional standards						
	Risk management						
	Talent acquisition						
	Talent development						
Motivation	Process based capabilities						
	Outsourced expertise						
	Meaningful values						
	Inspirational leaders						
Innovation & Learning	Career opportunities						
	Financial incentives						
	Rewards & recognition						
	Top-down innovation						
External Orientation	Bottom-up innovation						
	Knowledge sharing						
	Capturing external ideas						
External Orientation	Customer focus						
	Competitive Insights						
	External Partnerships						
	Business & Community Relations						

Benchmark: ■ Top Decile ■ Top Quartile ■ Second Quartile ■ Third Quartile ■ Bottom Quartile

SOURCE: JEA (n=1685); Organizational Health Index Global Database, McKinsey & Company

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Practices by “Business Unit” (2/2)

Percentage of respondents who selected ‘often’ or ‘almost always’

Outcomes	Practice	JEA 1685	Technology Services 114	Environmental Services/Public Affairs 59
Direction	Shared vision	Third Quartile	Third Quartile	Third Quartile
	Strategic clarity	Third Quartile	Third Quartile	Third Quartile
	Employee involvement	Third Quartile	Third Quartile	Third Quartile
Leadership	Authoritative leadership	Third Quartile	Third Quartile	Third Quartile
	Consultative leadership	Third Quartile	Third Quartile	Third Quartile
	Supportive leadership	Third Quartile	Third Quartile	Second Quartile
	Challenging leadership	Third Quartile	Third Quartile	Third Quartile
Work Environment	Open and trusting	Third Quartile	Third Quartile	Third Quartile
	Performance transparency	Third Quartile	Third Quartile	Third Quartile
	Operationally disciplined	Third Quartile	Third Quartile	Third Quartile
	Creative & entrepreneurial	Third Quartile	Third Quartile	Third Quartile
Accountability	Role clarity	Third Quartile	Third Quartile	Third Quartile
	Performance contracts	Third Quartile	Third Quartile	Third Quartile
	Consequence management	Third Quartile	Third Quartile	Third Quartile
	Personal ownership	Third Quartile	Third Quartile	Third Quartile
Coordination & Control	People performance review	Third Quartile	Third Quartile	Third Quartile
	Operational management	Third Quartile	Third Quartile	Third Quartile
	Financial management	Third Quartile	Third Quartile	Third Quartile
	Professional standards	Third Quartile	Second Quartile	Second Quartile
Capabilities	Risk management	Third Quartile	Third Quartile	Third Quartile
	Talent acquisition	Third Quartile	Third Quartile	Third Quartile
	Talent development	Third Quartile	Second Quartile	Top Decile
	Process based capabilities	Third Quartile	Third Quartile	Second Quartile
Motivation	Outsourced expertise	Third Quartile	Third Quartile	Second Quartile
	Meaningful values	Third Quartile	Third Quartile	Third Quartile
	Inspirational leaders	Third Quartile	Third Quartile	Third Quartile
	Career opportunities	Third Quartile	Third Quartile	Third Quartile
Innovation & Learning	Financial incentives	Third Quartile	Third Quartile	Third Quartile
	Rewards & recognition	Third Quartile	Third Quartile	Third Quartile
	Top-down innovation	Third Quartile	Third Quartile	Third Quartile
	Bottom-up innovation	Third Quartile	Third Quartile	Third Quartile
External Orientation	Knowledge sharing	Third Quartile	Third Quartile	Third Quartile
	Capturing external ideas	Third Quartile	Third Quartile	Third Quartile
	Customer focus	Third Quartile	Third Quartile	Third Quartile
	Competitive Insights	Third Quartile	Third Quartile	Third Quartile
External Orientation	External Partnerships	Top Decile	Top Decile	Top Decile
	Business & Community Relations	Top Decile	Top Decile	Top Decile

Benchmark: ■ Top Decile ■ Top Quartile ■ Second Quartile ■ Third Quartile ■ Bottom Quartile

SOURCE: JEA (n=1685); Organizational Health Index Global Database, McKinsey & Company

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Outcomes by “Bargaining Unit”

Percentage of respondents who selected 'agree' or 'strongly agree'

	N	OHI	Direction	Leadership	Work Environment	Accountability	Coordination & Control	Capabilities	Motivation	Innovation & Learning	External Orientation
JEA	1685	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Third Quartile	Third Quartile	Bottom Quartile	Third Quartile
Appointed/M&C	295	Second Quartile	Third Quartile	Second Quartile	Third Quartile	Third Quartile	Second Quartile	Top Decile	Second Quartile	Third Quartile	Top Decile
PEA	212	Third Quartile	Bottom Quartile	Third Quartile	Bottom Quartile	Third Quartile	Bottom Quartile	Second Quartile	Third Quartile	Bottom Quartile	Second Quartile
AFSCME	128	Third Quartile	Third Quartile	Second Quartile	Bottom Quartile	Second Quartile	Second Quartile	Second Quartile	Third Quartile	Second Quartile	Second Quartile
JSA	109	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Third Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Third Quartile
IBEW	398	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile
LIUNA	210	Third Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Second Quartile	Third Quartile	Third Quartile	Second Quartile
I prefer not to disclose	333	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile

Benchmark: ■ Top Decile ■ Top Quartile ■ Second Quartile ■ Third Quartile ■ Bottom Quartile

SOURCE: JEA (n=1685); Organizational Health Index Global Database, McKinsey & Company

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Practices by “Bargaining Unit” (1/2)

Percentage of respondents who selected ‘often’ or ‘almost always’

Outcomes	Practice	JEA 1685	Appointed/M&C 295	PEA 212	AFSCME 128	JSA 109	IBEW 398	LIUNA 210
Direction	Shared vision							
	Strategic clarity							
	Employee involvement							
Leadership	Authoritative leadership							
	Consultative leadership							
	Supportive leadership							
	Challenging leadership							
Work Environment	Open and trusting							
	Performance Transparency							
	Operationally disciplined							
Accountability	Creative & entrepreneurial							
	Role clarity							
	Performance contracts							
Coordination & Control	Consequence management							
	Personal ownership							
	People performance review							
	Operational management							
Capabilities	Financial management							
	Professional standards							
	Risk management							
	Talent acquisition							
Motivation	Talent development							
	Process based capabilities							
	Outsourced expertise							
	Meaningful values							
Innovation & Learning	Inspirational leaders							
	Career opportunities							
	Financial incentives							
	Rewards & recognition							
External Orientation	Top-down innovation							
	Bottom-up innovation							
	Knowledge sharing							
External Orientation	Capturing external ideas							
	Customer focus							
	Competitive Insights							
	External Partnerships							
	Business & Community Relations							

Benchmark: Top Decile Top Quartile Second Quartile Third Quartile Bottom Quartile

SOURCE: JEA (n=1685); Organizational Health Index Global Database, McKinsey & Company

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Practices by “Bargaining Unit” (2/2)

Percentage of respondents who selected ‘often’ or ‘almost always’

Outcomes	Practice	JEA 1685	I prefer not to disclose 333
Direction	Shared vision	Third Quartile	Bottom Quartile
	Strategic clarity	Third Quartile	Bottom Quartile
	Employee involvement	Third Quartile	Bottom Quartile
Leadership	Authoritative leadership	Bottom Quartile	Bottom Quartile
	Consultative leadership	Bottom Quartile	Bottom Quartile
	Supportive leadership	Third Quartile	Bottom Quartile
	Challenging leadership	Bottom Quartile	Bottom Quartile
Work Environment	Open and trusting	Third Quartile	Bottom Quartile
	Performance Transparency	Bottom Quartile	Bottom Quartile
	Operationally disciplined	Third Quartile	Bottom Quartile
Accountability	Creative & entrepreneurial	Third Quartile	Bottom Quartile
	Role clarity	Bottom Quartile	Bottom Quartile
	Performance contracts	Third Quartile	Bottom Quartile
	Consequence management	Bottom Quartile	Bottom Quartile
Coordination & Control	Personal ownership	Bottom Quartile	Bottom Quartile
	People performance review	Third Quartile	Bottom Quartile
	Operational management	Third Quartile	Bottom Quartile
	Financial management	Bottom Quartile	Bottom Quartile
Capabilities	Professional standards	Third Quartile	Bottom Quartile
	Risk management	Bottom Quartile	Bottom Quartile
	Talent acquisition	Bottom Quartile	Bottom Quartile
	Talent development	Third Quartile	Bottom Quartile
Motivation	Process based capabilities	Bottom Quartile	Bottom Quartile
	Outsourced expertise	Third Quartile	Bottom Quartile
	Meaningful values	Bottom Quartile	Bottom Quartile
	Inspirational leaders	Third Quartile	Bottom Quartile
Innovation & Learning	Career opportunities	Bottom Quartile	Bottom Quartile
	Financial incentives	Third Quartile	Bottom Quartile
	Rewards & recognition	Bottom Quartile	Bottom Quartile
	Top-down innovation	Bottom Quartile	Bottom Quartile
External Orientation	Bottom-up innovation	Bottom Quartile	Bottom Quartile
	Knowledge sharing	Bottom Quartile	Bottom Quartile
	Capturing external ideas	Bottom Quartile	Bottom Quartile
External Orientation	Customer focus	Bottom Quartile	Bottom Quartile
	Competitive Insights	Bottom Quartile	Bottom Quartile
	External Partnerships	Third Quartile	Bottom Quartile
	Business & Community Relations	Top Decile	Second Quartile

Benchmark: ■ Top Decile ■ Top Quartile ■ Second Quartile ■ Third Quartile ■ Bottom Quartile

SOURCE: JEA (n=1685); Organizational Health Index Global Database, McKinsey & Company

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Outcomes by "Location"

Percentage of respondents who selected 'agree' or 'strongly agree'

	N	OHI	Direction	Leadership	Work Environment	Accountability	Coordination & Control	Capabilities	Motivation	Innovation & Learning	External Orientation
JEA	1685							Third Quartile	Third Quartile		Third Quartile
Generation	214							Second Quartile			Third Quartile
Water Treatment	175	Third Quartile	Third Quartile	Third Quartile		Second Quartile		Top Decile	Second Quartile		Second Quartile
Service Center	279							Third Quartile			Third Quartile
Downtown	524	Third Quartile		Third Quartile	Third Quartile	Third Quartile		Second Quartile	Third Quartile		Second Quartile
Field	225							Third Quartile			Third Quartile
I prefer not to disclose	268										

Benchmark: ■ Top Decile ■ Top Quartile ■ Second Quartile ■ Third Quartile ■ Bottom Quartile

SOURCE: JEA (n=1685); Organizational Health Index Global Database, McKinsey & Company

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Practices by “Location”

Percentage of respondents who selected ‘often’ or ‘almost always’

Outcomes	Practice	JEA 1685	Generation 214	Water Treatment 175	Service Center 279	Downtown 524	Field 225	I prefer not to disclose 268
Direction	Shared vision	Third	Third	Second	Third	Third	Third	Third
	Strategic clarity	Third	Third	Second	Third	Third	Third	Third
	Employee involvement	Third	Third	Second	Third	Third	Third	Third
Leadership	Authoritative leadership	Third	Third	Second	Third	Third	Third	Third
	Consultative leadership	Third	Third	Second	Third	Third	Third	Third
	Supportive leadership	Third	Third	Second	Third	Second	Third	Third
	Challenging leadership	Third	Third	Second	Third	Third	Third	Third
Work Environment	Open and trusting	Third	Third	Second	Third	Second	Third	Third
	Performance Transparency	Third	Third	Second	Third	Third	Third	Third
	Operationally disciplined	Third	Third	Second	Third	Third	Third	Third
Accountability	Creative & entrepreneurial	Third	Third	Second	Third	Third	Third	Third
	Role clarity	Third	Third	Second	Third	Third	Third	Third
	Performance contracts	Third	Third	Second	Third	Second	Third	Third
Coordination & Control	Consequence management	Third	Third	Second	Third	Third	Third	Third
	Personal ownership	Third	Third	Second	Third	Third	Third	Third
	People performance review	Third	Third	Second	Third	Third	Third	Third
	Operational management	Third	Third	Second	Third	Third	Third	Third
Capabilities	Financial management	Third	Third	Second	Third	Third	Third	Third
	Professional standards	Third	Third	Second	Third	Third	Third	Third
	Risk management	Third	Third	Second	Third	Third	Third	Third
	Talent acquisition	Third	Third	Second	Third	Third	Third	Third
Motivation	Talent development	Third	Third	Second	Third	Third	Third	Third
	Process based capabilities	Third	Third	Second	Third	Third	Third	Third
	Outsourced expertise	Third	Third	Second	Third	Third	Third	Third
	Meaningful values	Third	Third	Second	Third	Third	Third	Third
Innovation & Learning	Inspirational leaders	Third	Third	Second	Third	Third	Third	Third
	Career opportunities	Third	Third	Second	Third	Third	Third	Third
	Financial incentives	Third	Third	Second	Third	Third	Third	Third
	Rewards & recognition	Third	Third	Second	Third	Third	Third	Third
External Orientation	Top-down innovation	Third	Third	Second	Third	Third	Third	Third
	Bottom-up innovation	Third	Third	Second	Third	Third	Third	Third
	Knowledge sharing	Third	Third	Second	Third	Third	Third	Third
	Capturing external ideas	Third	Third	Second	Third	Third	Third	Third
External Orientation	Customer focus	Third	Third	Second	Third	Third	Third	Third
	Competitive Insights	Third	Third	Second	Third	Third	Third	Third
	External Partnerships	Third	Third	Second	Third	Third	Third	Third
	Business & Community Relations	Top	Top	Top	Top	Top	Top	Top

Benchmark: ■ Top Decile ■ Top Quartile ■ Second Quartile ■ Third Quartile ■ Bottom Quartile

SOURCE: JEA (n=1685); Organizational Health Index Global Database, McKinsey & Company

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Outcomes by “Years of Service”

Percentage of respondents who selected 'agree' or 'strongly agree'

	N	OHI	Direction	Leadership	Work Environment	Accountability	Coordination & Control	Capabilities	Motivation	Innovation & Learning	External Orientation
JEA	1685										
0 to <5 years	373										
5 to <10 years	323										
10 to <15 years	331										
15 to <20 years	256										
20+ years	252										
I prefer not to disclose	150										

Benchmark: ■ Top Decile ■ Top Quartile ■ Second Quartile ■ Third Quartile ■ Bottom Quartile

SOURCE: JEA (n=1685); Organizational Health Index Global Database, McKinsey & Company

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Practices by “Years of Service”

Percentage of respondents who selected ‘often’ or ‘almost always’

Outcomes	Practice	JEA 1685	0 to <5 years 373	5 to <10 years 323	10 to <15 years 331	15 to <20 years 256	20+ years 252	I prefer not to disclose 150
Direction	Shared vision							
	Strategic clarity							
	Employee involvement							
Leadership	Authoritative leadership							
	Consultative leadership							
	Supportive leadership							
	Challenging leadership							
Work Environment	Open and trusting							
	Performance Transparency							
	Operationally disciplined							
Accountability	Creative & entrepreneurial							
	Role clarity							
	Performance contracts							
	Consequence management							
Coordination & Control	Personal ownership							
	People performance review							
	Operational management							
	Financial management							
Capabilities	Professional standards							
	Risk management							
	Talent acquisition							
	Talent development							
Motivation	Process based capabilities							
	Outsourced expertise							
	Meaningful values							
	Inspirational leaders							
Innovation & Learning	Career opportunities							
	Financial incentives							
	Rewards & recognition							
	Top-down innovation							
External Orientation	Bottom-up innovation							
	Knowledge sharing							
	Capturing external ideas							
	Customer focus							
	Competitive Insights							
	External Partnerships							
	Business & Community Relations							

Benchmark: Top Decile Top Quartile Second Quartile Third Quartile Bottom Quartile

SOURCE: JEA (n=1685); Organizational Health Index Global Database, McKinsey & Company

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Outcomes by “Generation”

Percentage of respondents who selected 'agree' or 'strongly agree'

	N	OHI	Direction	Leadership	Work Environment	Accountability	Coordination & Control	Capabilities	Motivation	Innovation & Learning	External Orientation
JEA	1685	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Third Quartile	Third Quartile	Bottom Quartile	Third Quartile
Mature/ Baby Boomer	475	Third Quartile	Bottom Quartile	Third Quartile	Bottom Quartile	Third Quartile	Third Quartile	Third Quartile	Third Quartile	Third Quartile	Top Decile
Generation X	527	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Top Decile	Third Quartile	Bottom Quartile	Top Decile
Generation Y/Millennial	223	Third Quartile	Bottom Quartile	Third Quartile	Bottom Quartile	Third Quartile	Third Quartile	Top Decile	Third Quartile	Bottom Quartile	Third Quartile
I prefer not to disclose	460	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile	Bottom Quartile

Benchmark: ■ Top Decile ■ Top Quartile ■ Second Quartile ■ Third Quartile ■ Bottom Quartile

SOURCE: JEA (n=1685); Organizational Health Index Global Database, McKinsey & Company

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Practices by “Generation”

Percentage of respondents who selected ‘often’ or ‘almost always’

Outcomes	Practice	JEA 1685	Mature/Baby Boomer 475	Generation X 527	Generation Y/Millennial 223	I prefer not to disclose 460
Direction	Shared vision					
	Strategic clarity					
	Employee involvement					
Leadership	Authoritative leadership					
	Consultative leadership					
	Supportive leadership					
	Challenging leadership					
Work Environment	Open and trusting					
	Performance Transparency					
	Operationally disciplined					
Accountability	Creative & entrepreneurial					
	Role clarity					
	Performance contracts					
	Consequence management					
Coordination & Control	Personal ownership					
	People performance review					
	Operational management					
	Financial management					
	Professional standards					
Capabilities	Risk management					
	Talent acquisition					
	Talent development					
	Process based capabilities					
Motivation	Outsourced expertise					
	Meaningful values					
	Inspirational leaders					
	Career opportunities					
	Financial incentives					
Innovation & Learning	Rewards & recognition					
	Top-down innovation					
	Bottom-up innovation					
	Knowledge sharing					
External Orientation	Capturing external ideas					
	Customer focus					
	Competitive Insights					
	External Partnerships					
	Business & Community Relations					

Benchmark: ■ Top Decile ■ Top Quartile ■ Second Quartile ■ Third Quartile ■ Bottom Quartile

SOURCE: JEA (n=1685); Organizational Health Index Global Database, McKinsey & Company

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