

# Denver Employee Survey 2008

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Citywide Summary

# Introduction

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Frequently Asked Questions, Key Findings

- The 2008 Denver Employee Survey was conducted as a web survey between September 30 and October 31.
- The purpose of the research is to support Denver's strategic goal to make Denver a "Better Place to Work". The survey measured employee opinions on aspects of their job, management, work climate etc.
- Denver ensured employee anonymity by using an external firm to host the survey; thereby eliminating the possibility of tracing individual responses.
- 3558 employees participated in the survey resulting in a 42% response rate (compared with 2007 response rate of 45%).

## **What did the survey measure?**

- The 2008 Denver Employee Survey measured areas that have consistently been measured by the City including: Employee Satisfaction, Employee Commitment, Employee Morale and Social Environment.
- In addition to the items that remained the same from 2007, some additional areas were also explored including: “Better place to work” and related outcomes (Productivity, Motivation and Preparedness), Likelihood to Recommend working for the City, Strength of the Workforce (Gallup), Citywide Communication and Denver’s Strategic Framework (awareness/understanding of). Questions were also added to the analysis for Department, Senior Leadership, and Supervisor.

## **What will be done with the results?**

- The results are reported to the Mayor and his cabinet, City Council, the CSA Board, and agency leadership. A department specific report will be delivered to agencies and for some will result in working with CSA HR to develop and action plan.

### **How did the City insure anonymity?**

- The 2008 Denver Employee Survey was launched via a third party vendor to make it impossible to track individual results via an IP address. Also, the Workforce Planning team has committed to only giving departmental results when ALL respondents can remain confidential (i.e., demographic results will NEVER be delivered if employees are at risk of being identified).
- The City also has a strict confidentiality policy in regards to respondent anonymity and use of the survey data.

### **Who can I contact if I have further questions?**

- For additional information on the survey, please contact Workforce Planning Analyst, Lisa Herrera-Hodges at [lisa.herrera-hodges@denvergov.org](mailto:lisa.herrera-hodges@denvergov.org) or at 720-913-5650.

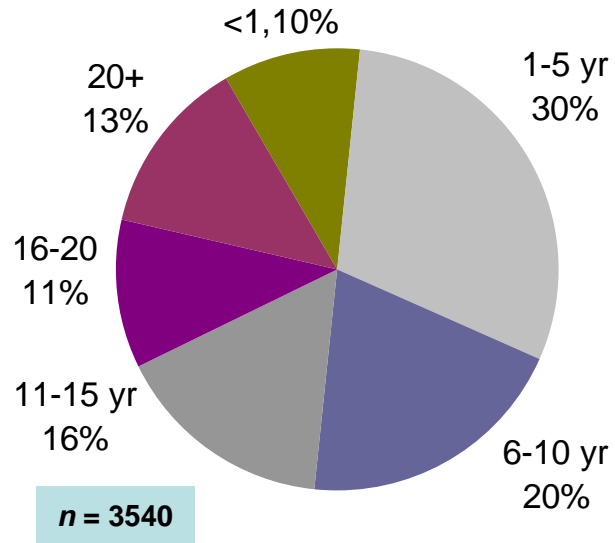
- Denver's Citywide Employee Attitude Survey was retooled and redesigned for 2008
  - CSA invested in new software
    - Key Survey (a third-party vendor) to launch a customized web based survey
      - Increase confidence in anonymity
      - Allows for real-time results and customized reports
    - SPSS Text Analysis Software – allows automated techniques for categorizing or “coding” open-end survey responses
    - WinCross Software – allows for tests of statistical significance between groups (e.g., between departments, gender, etc.)
  - The 2008 Denver Employee Survey (DES) was renamed and strategically redesigned to align to and measure Denver's Strategic Framework goal of “Better place to work” and the outcomes. Specifically, questions related to Productivity, Motivation and Preparedness were added.
  - Questions were also added to perform more in-depth advanced Satisfaction, Commitment and other analyses.
  - Comparable questions were added from the 2008 State of Colorado employee survey to allow for benchmarking comparison.
  - Twelve questions developed by the Gallup Organization were added that have been proven to measure the strength of an organization's workplace. These questions were identified after 25 years of research and can be considered valid and reliable. These are areas in which an organization needs to score high in order to attract and keep top performers (i.e., those who are most engaged - loyal and productive).
  - Additional open-ended questions were added to allow for more actionable results.
  - Although the Denver employee survey was revised, many questions from 2007 were kept for year/year analysis.
  - Based on a more advanced driver analysis, the survey will be more actionable and will provide recommendations on where and how the City should invest it's resources to make Denver a “Better Place to Work”.

- The 2008 Denver Employee Survey yielded a sample that represents the City's workforce based on employee demographics (gender, ethnicity, generation, etc.). When examining the data by department, the Sheriff's Department was the only underrepresented department in the survey.
- Employee Satisfaction, Morale and Motivation have all increased as compared to 2007; and they are at the highest percentage rates since the first administration of the survey in 2001.
- 72% of the City's workforce are overall satisfied with their job.
- When asked about their team, 76% of City employees say their co-workers are committed to doing quality work.
- When asked about Overall Satisfaction with Your Team, Your Supervisor and Senior leadership:
  - 71% said they are "Completely Satisfied or Satisfied" with their Team
  - 68% said they are "Completely Satisfied or Satisfied" with their Supervisor
  - 41% said they are "Completely Satisfied" with Senior Leadership
- When asked where they first hear information that affects them as a City employee, 47% said from a supervisor. Information received from supervisors is ranked as the most timely, the most accurate and the most useful.
- 27% of the City's workforce say that the City is a better place to work compared to 12 months ago.
- When asked to compare working for the City to other working experience, 55% of the City's workforce say that the City is "the best" or "better than most".
- Although some departments have employees that are more stressed than others, Work Related Burnout and Job Stress are a citywide concern.

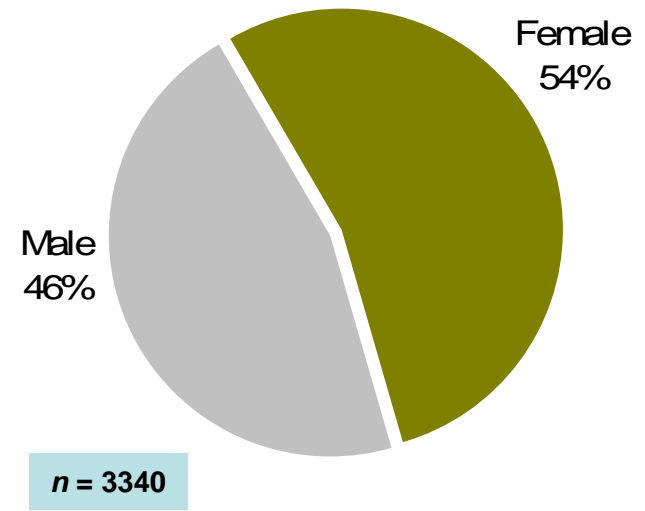
# Employee Demographics

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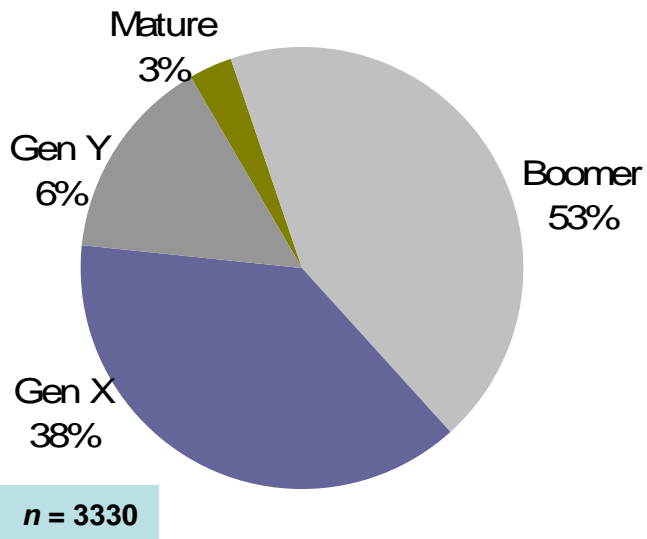
**Tenure**



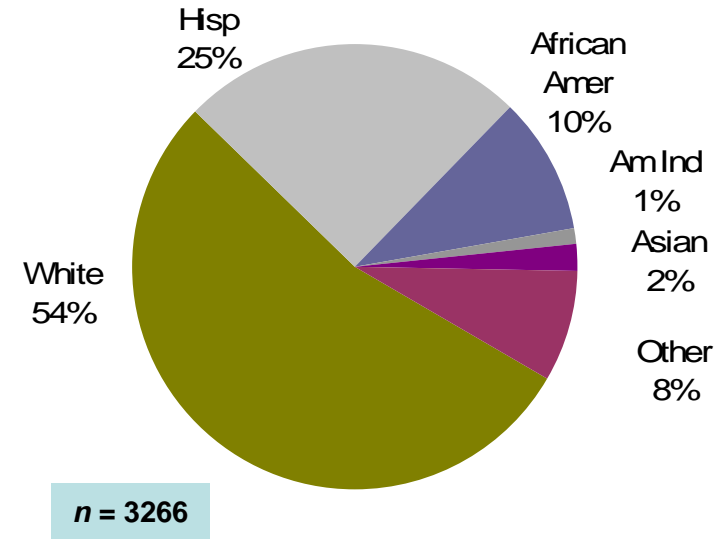
**Gender**



**Generation**

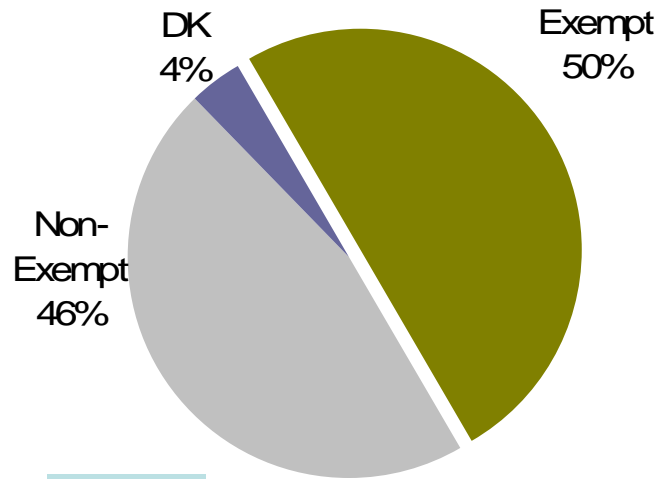


**Ethnicity**



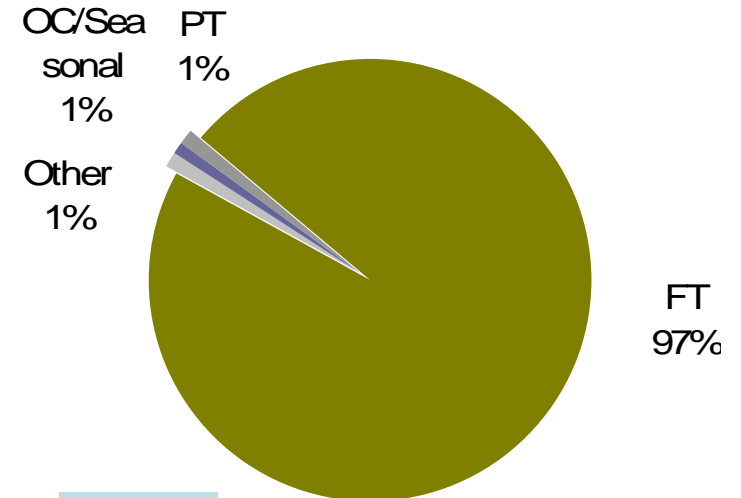
\*Gen Y = Born 1981-2000; Gen X = Born 1965-1980; Baby Boomers = Born 1946-1964; Matures = Born 1900-1945

**FLSA**



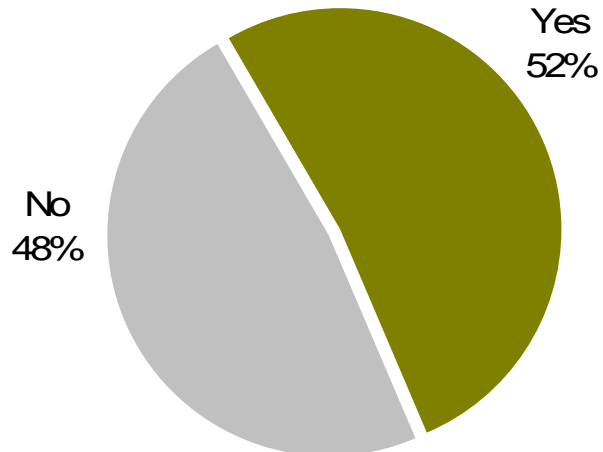
*n* = 3490

**Employment Status**



*n* = 3496

**Denver Resident**



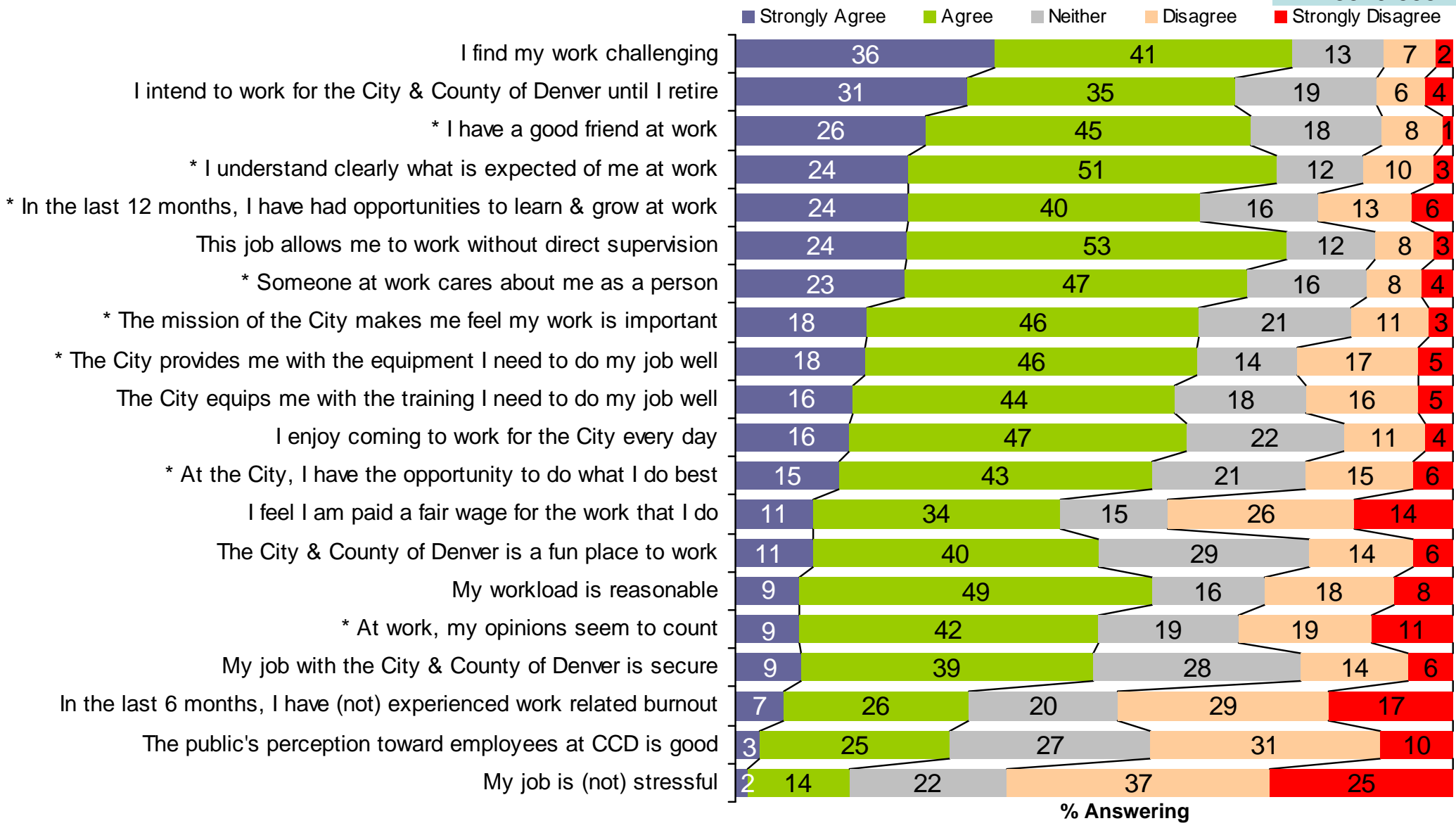
*n* = 3510

# You and Your Job

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**YOU AND YOUR JOB** Please rate your agreement with the following statements:

**n = 3510-3537**



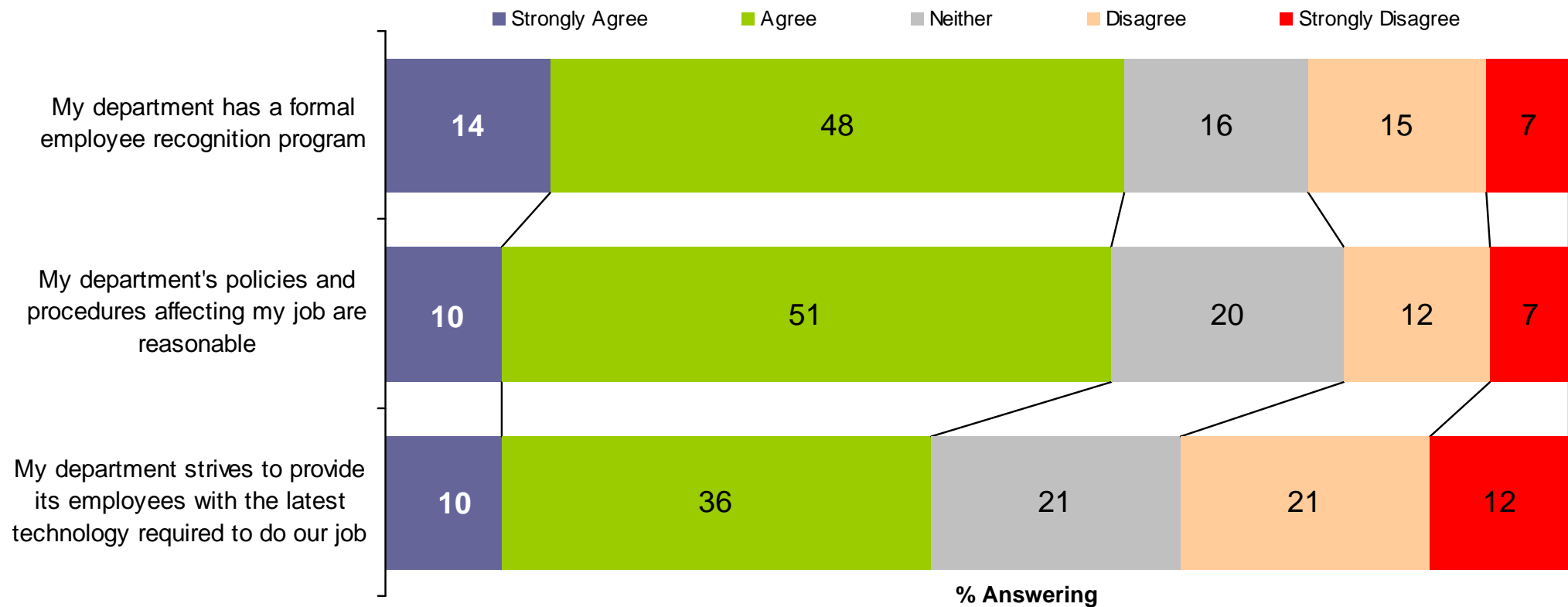
➤ Eight of the 12 Gallup questions are marked here with an “\*”.

# Your Department

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**YOUR CURRENT JOB** Please rate your agreement with the following statements:

*n* = 3344-3502

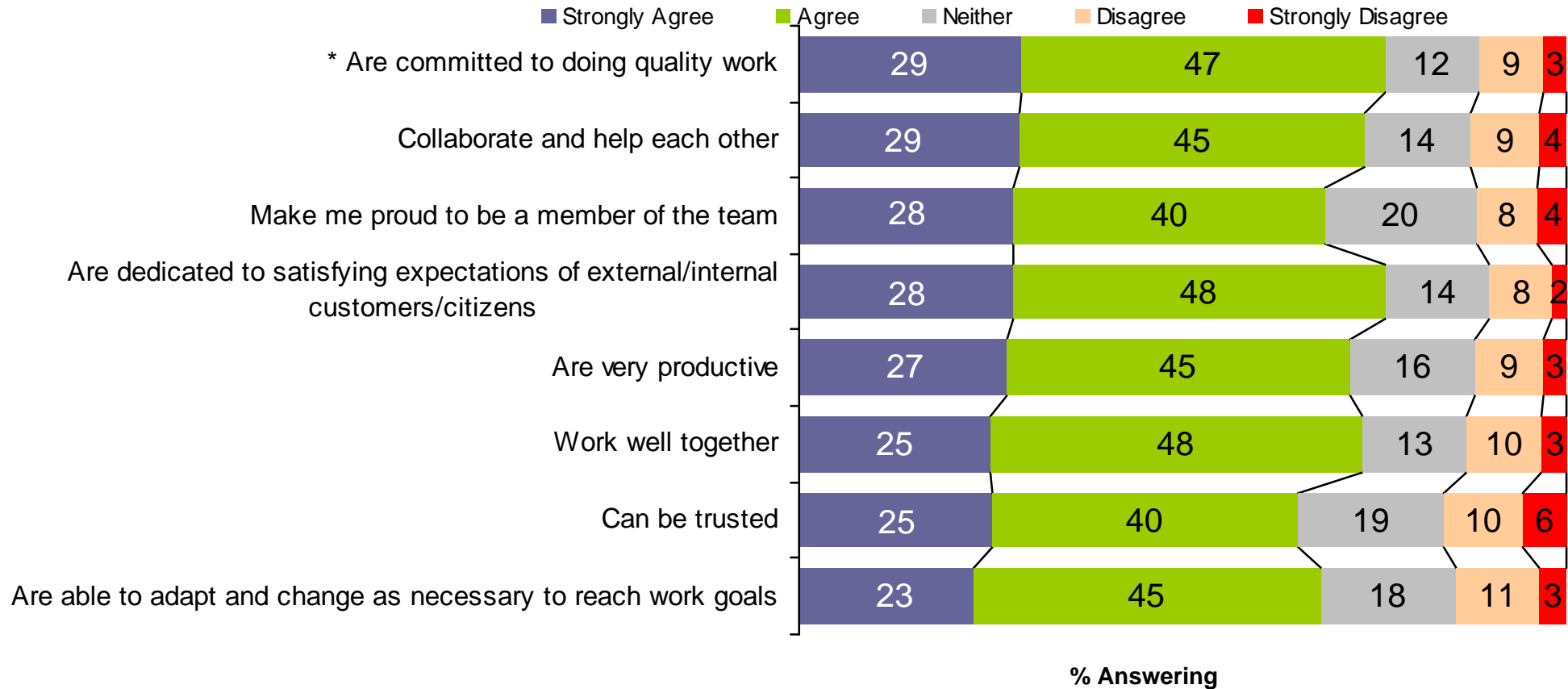


# Your Team/Co-Workers

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**YOUR TEAM/CO-WORKERS (i.e., the people you work with daily)** Please rate your agreement with the following statements, *My Co-Workers*:

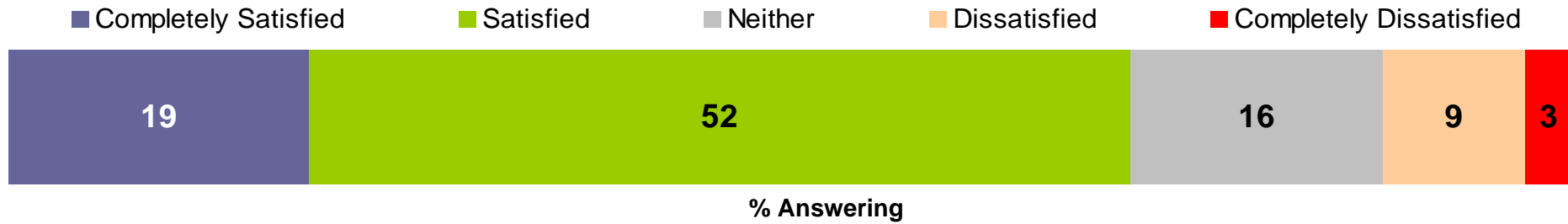
**n = 3522-3536**



➤ Team ratings were relatively high including 75% of employees saying *Strongly Agree* or *Agree* to their co-workings being committed to doing quality work (a Gallup measure).

Please rate your Overall Satisfaction with Your Team.

n = 3540



What would increase your overall satisfaction with Your Team?

n = 375

Response	% Respd.
Increased accountability of team members	22%
Fairness/Respect/Equal Treatment	14%
More teamwork/training/inclusion	11%
Better Supervisor - accountable/supportive/follow thru	7%
Improve/Clear Communication	6%
Increase Trust/eliminate backstabbing/rumors	5%
Create positive work environment/workplace pride	5%
Clear/common goals/direction/defined measures	3%
Pay	2%
Workload/Distribution	2%
Clear expectations/Objective PEP plans	2%
No Suggestion	2%
Other	21%

➤ Employees responding *Dissatisfied* or *Completely Dissatisfied* were asked to offer suggestions. Most comments centered around:

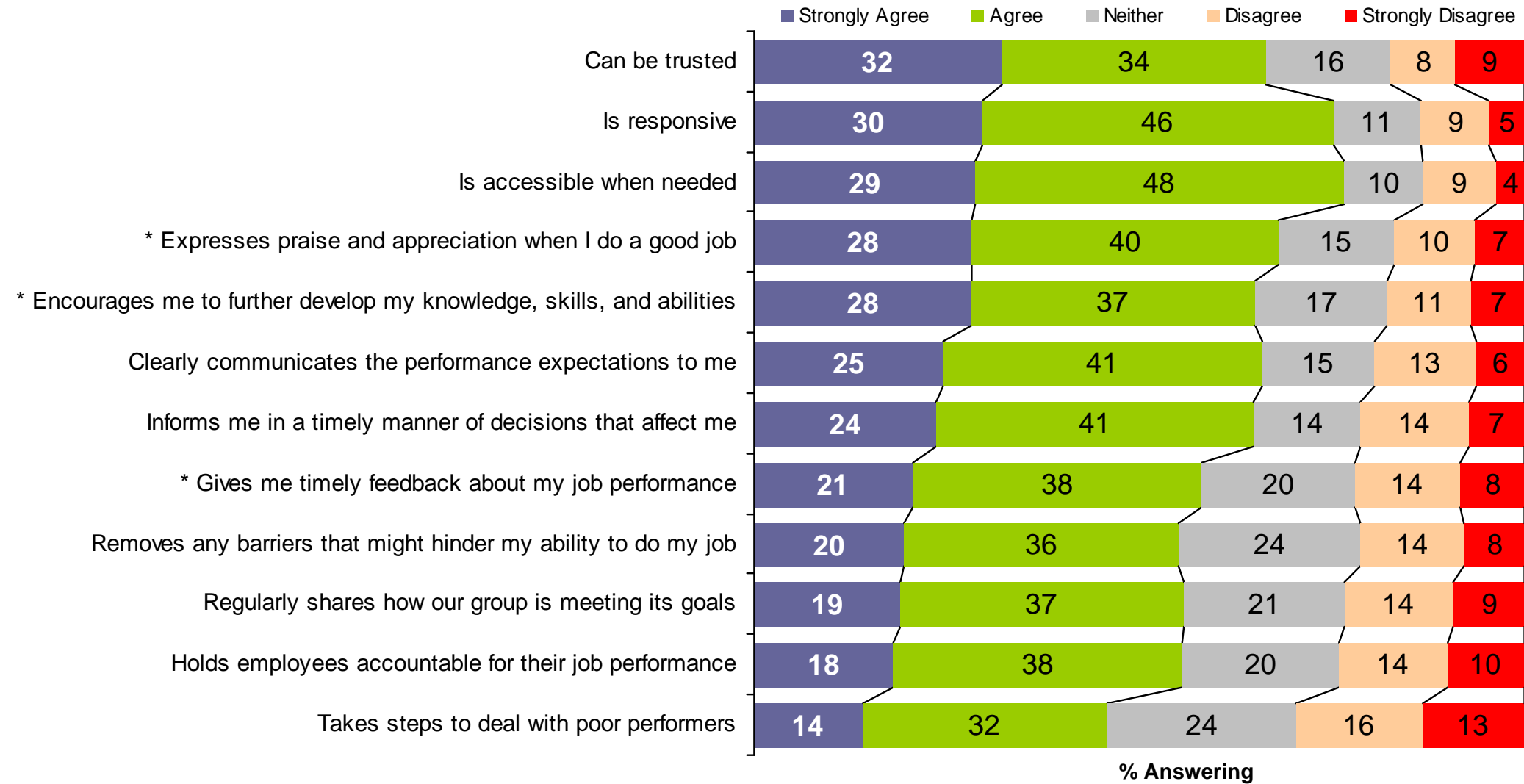
- Increasing accountability of team (22%)
- Wanting fair/equal treatment (14%)
- Desiring more teamwork (11%)

# Your Direct Supervisor

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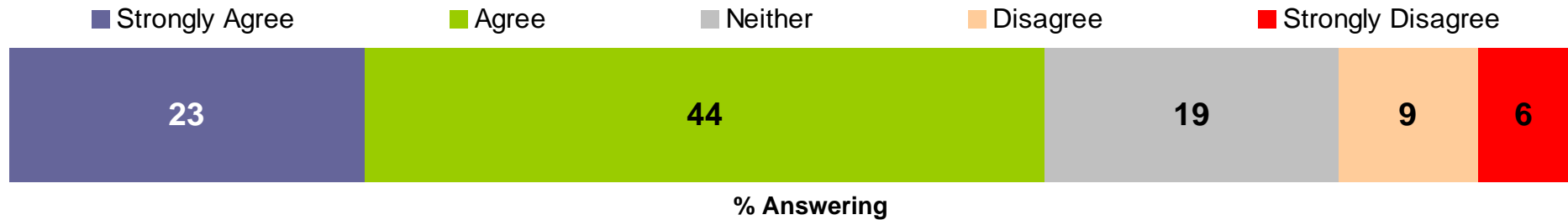
**YOUR DIRECT SUPERVISOR (i.e., the one you work with most often)** Please rate your agreement with the following statements, *My Supervisor*:

**n = 3409-3526**



Please rate your agreement with the following statement: *The performance feedback I get from my supervisor is useful to me.*

n = 3464



What specifically would you change about your supervisor's feedback that would make it more useful?

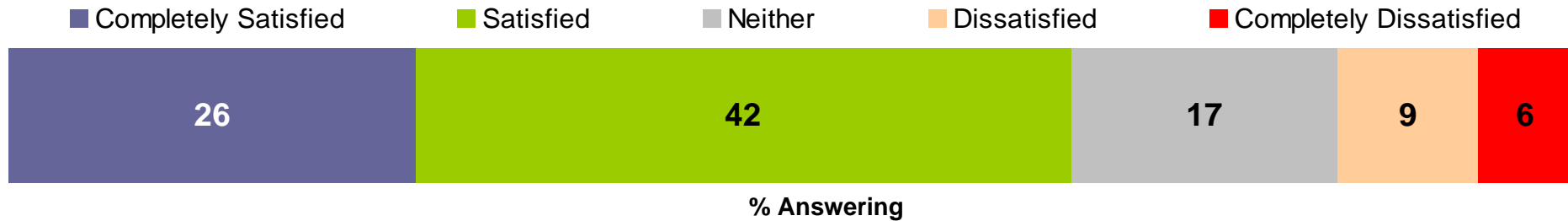
n = 410

Response	% Respd.
Provide regular/timely feedback	24%
True/honest/fair/specific feedback to improve	10%
Consistent/Fair/Respect/equal treatment/Elim Favoritism/Retaliation	9%
Provide more positive or constructive feedback/less critical/judgmental	9%
Understood my job/had exper to provide fdbk	5%
Supervisor be held accountable	4%
Develop and deliver PEPs on-time	4%
Establish/communicate expectations/measures of success	4%
Supervisor's availability/responsiveness	3%
Better/two way communication	3%
No Suggestion	3%
Less micromanagement	2%
Understand/clear goals	2%
Other	18%

- Employees not responding *Strongly Agree* or *Agree* were asked to offer suggestions. Most comments centered around wanting the feedback to be:
  - Regular/timely (24%)
  - True/honest/specific (10%)
  - Fair/respect/equal/consistent (9%)
  - Positive/constructive (9%)

Please rate your Overall Satisfaction with Your Supervisor (i.e., the one you work with most often) .

n = 3540



What would increase your overall satisfaction with Your Supervisor?

n = 441

Response	% Respd.
Fair/Equal Treatment/No favoritism/Consistent	11%
Better Communication/Responsive	9%
Supervisor held accountable	8%
A new supervisor - Quit/Fired/Tsf	8%
More trust/honesty	5%
Demonstrated leadership role/professional	5%
Supv support/backing/collaborative	5%
Understood my job/had related knowledge/experience	4%
Treat with respect	4%
More/Regular Performance/expectations feedback	4%
Available/accessible	3%
Hold staff accountable	3%
Less micro management	3%
Needs more exp/trng as a supv	3%
Less negative work environment	3%
No Suggestion	3%
Other	23%

➤ Employees responding *Dissatisfied* or *Completely Dissatisfied* were asked to offer suggestions. Most comments centered around:

- Fair/equal treatment (11%)
- Communication (9%)

# Senior Leadership

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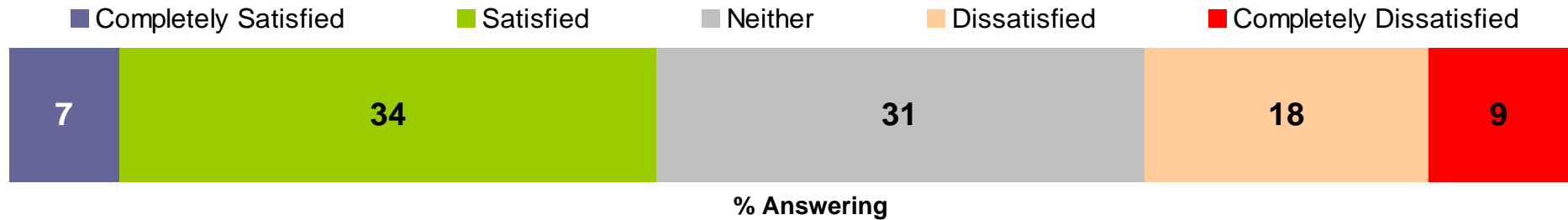
**SENIOR LEADERSHIP (i.e., Appointees and Directors)** Please rate your agreement with the following statements, *Senior Leadership*:

*n* = 3318-3438



Please rate your Overall Satisfaction with Senior Leadership (Appointees and Directors).

n = 3540



What would increase your overall satisfaction with Senior Leadership?

n = 812

Response	% Respd.
Better/more Communication	12%
Fairness/Equal treatment/no favoritism	8%
Listen/allow input/be responsive/take action	6%
More interaction with employees/visibility in the field/be more in touch	6%
Increase trust/be honest/loyalty	6%
Management held accountable	5%
Increase mgmt support/show they care/or have employee best interest	5%
Replace management or restructure	5%
Positive feedback/tone/recognition/appreciation	4%
More knowledge/expertise of job/operations	4%
Show respect	3%
Hold staff accountable	3%
No suggestion	3%
Other	29%

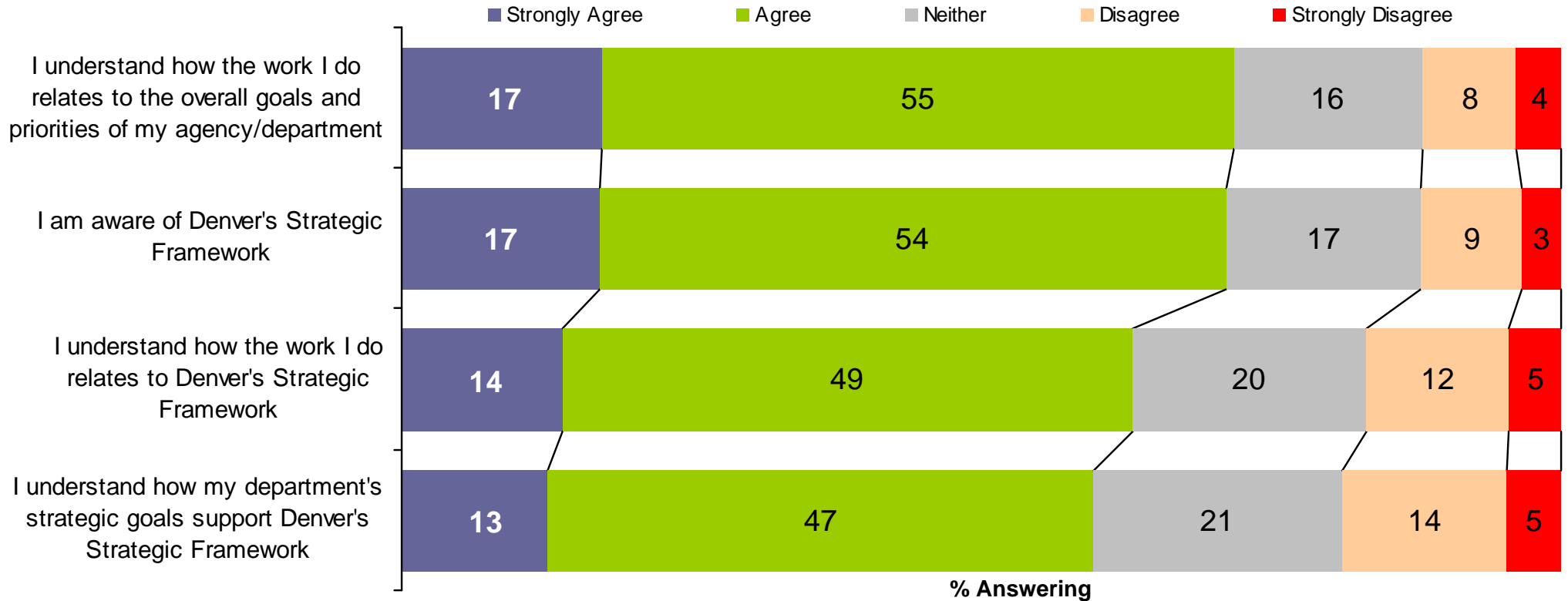
- Employees responding *Dissatisfied* or *Completely Dissatisfied* were asked to offer suggestions. Most comments centered around wanting:
  - Better communication (12%)
  - Fair/equal treatment (8%)

# Denver's Strategic Framework

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**DENVER'S STRATEGIC FRAMEWORK** Please rate your agreement with the following statements:

**n = 3381-3449**

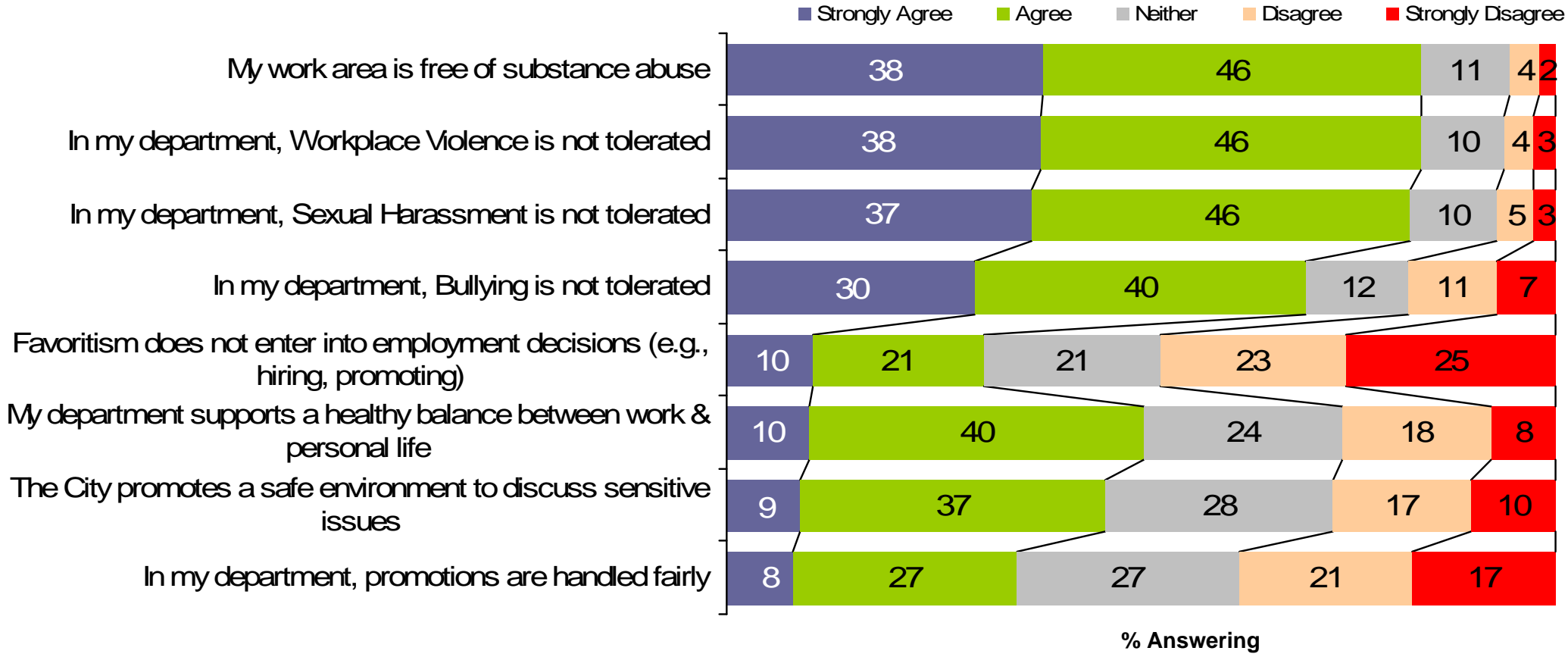


# Social Environment

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**SOCIAL ENVIRONMENT** Please rate your agreement with the statements below about the Social Environment in your department.

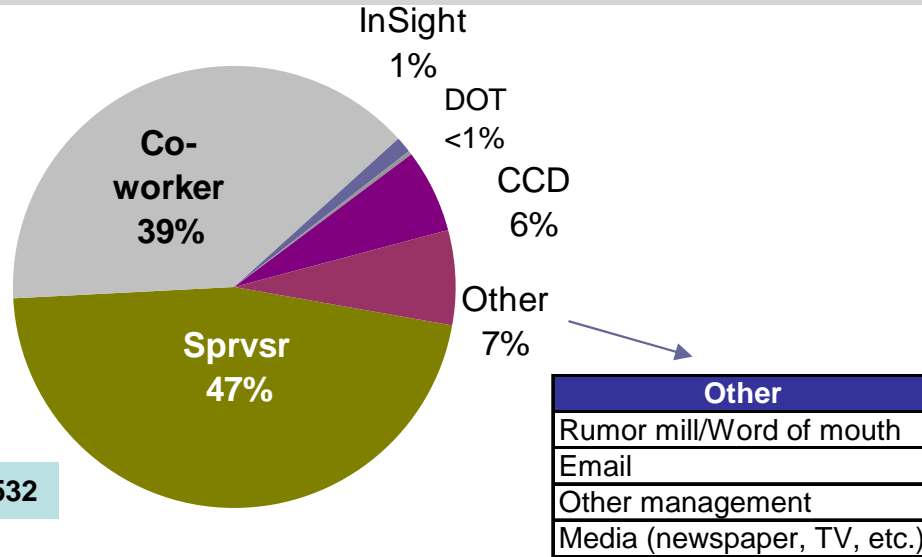
*n* = 3217-3490



# Denver's Communication Efforts

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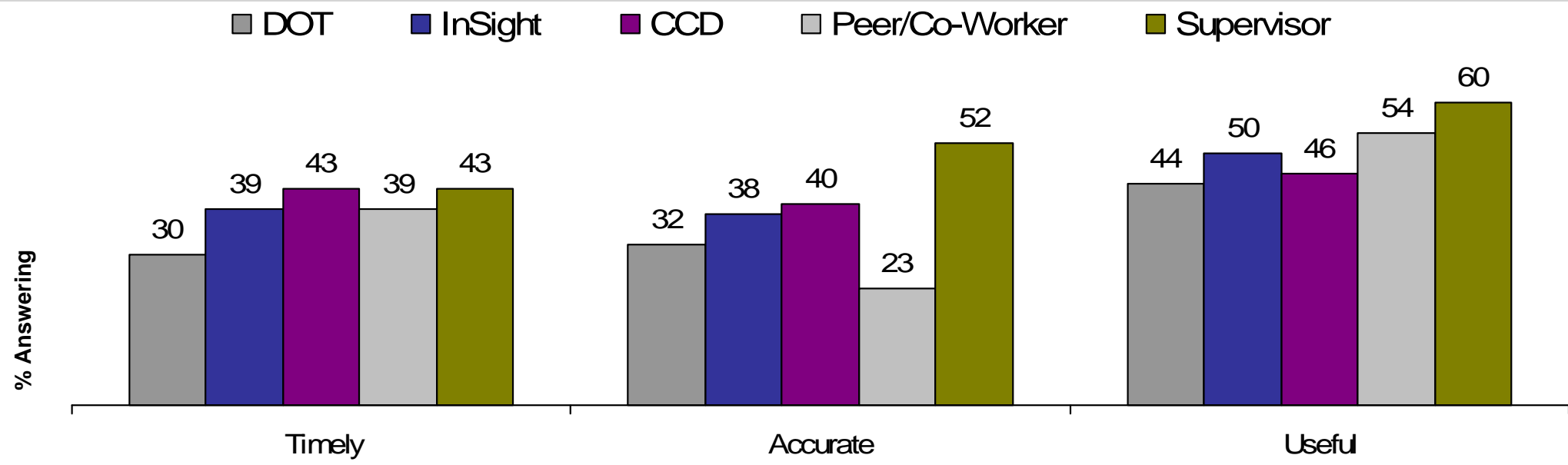
The FIRST place I typically hear/receive important information (that affects me/my department) is from: (Pick one)



n = 3532

- 47% of City Employees say the FIRST place they hear information is from their Supervisor.
- 39% say they receive information FIRST from a Peer/Coworker.
- Communication from Supervisors is considered the most Timely, Accurate and Useful by employees while communication from Peers/Co-Workers is considered the least accurate.

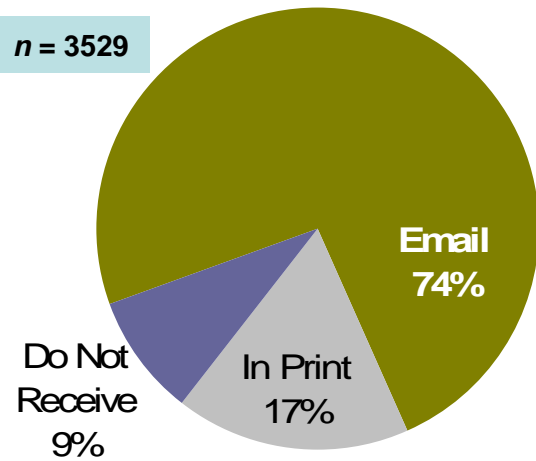
Please rate if the City's Communication is Timely, Accurate, and Useful from the following sources: (Select all that apply)



n = 3540

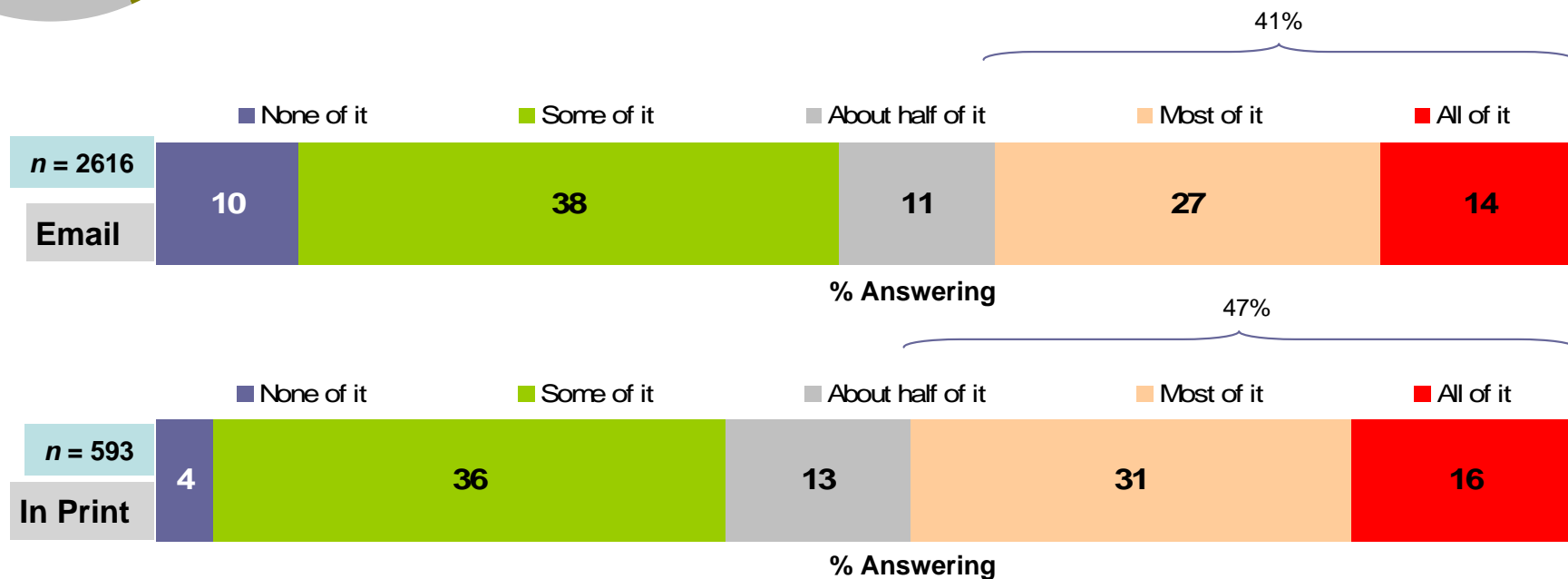
Effectiveness of Denver's Communication Efforts

### How do you typically receive the InSight Newsletter?



➤ Although most (74%) employees receive the InSight Newsletter electronically, 47% of those receiving it in print read "Most" or "All" of it (compared to 41% receiving it via email).

### How much of the InSight Newsletter do you typically read?



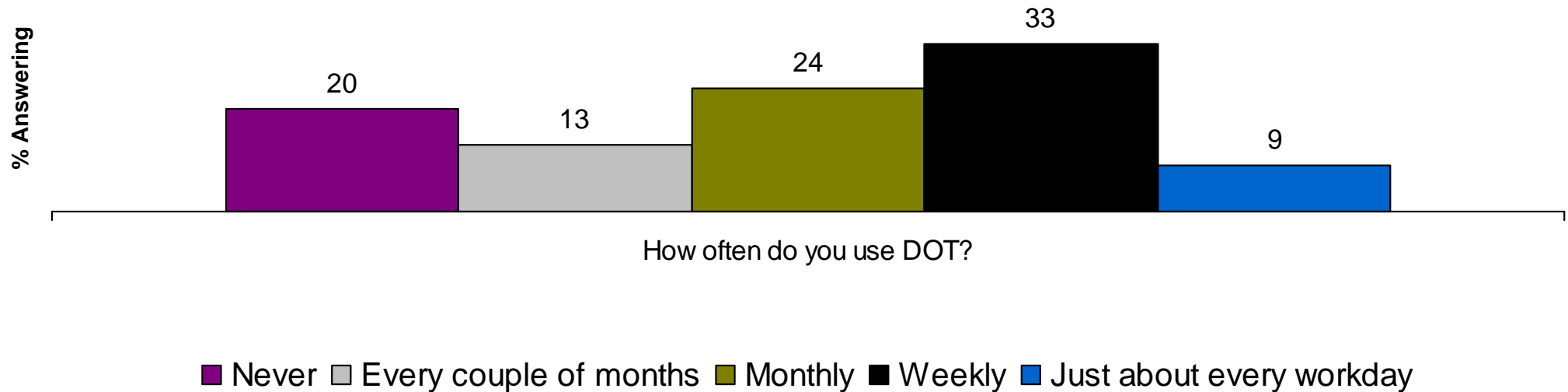
What would encourage you to read more of the InSight Newsletter?

n = 1049

Response	% Respd.
More time to read it	21%
More information on individual employees/specific departments	10%
More relevant information	9%
Don't receive it/Have not heard of it	8%
More substantive information/Less fluff/More news	7%
Don't change it/It's good as is	6%
Provide hard copies	4%
Make it more accessible	2%
Don't know/Not sure/NA	5%
Other	28%

How often do you typically use Denver.One.Team (DOT), the city's Intranet Sight?

n = 3540



Why do you typically use DOT?

### Response

Payroll information
Benefits information
Other information
Conference room requests
Documents and forms
City news bulletins
PeopleSoft access

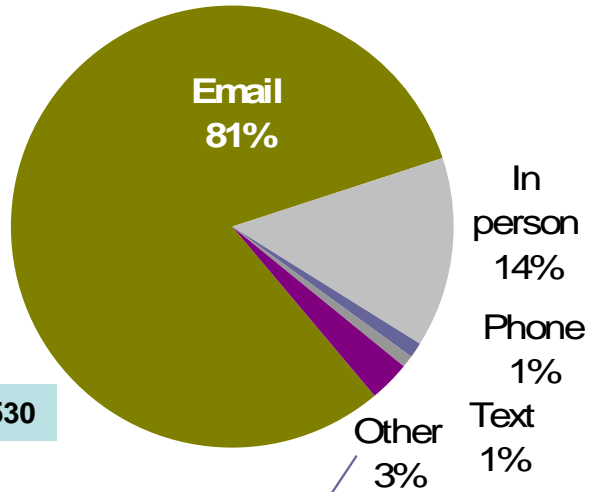
What would encourage you to visit DOT more often?

### Response

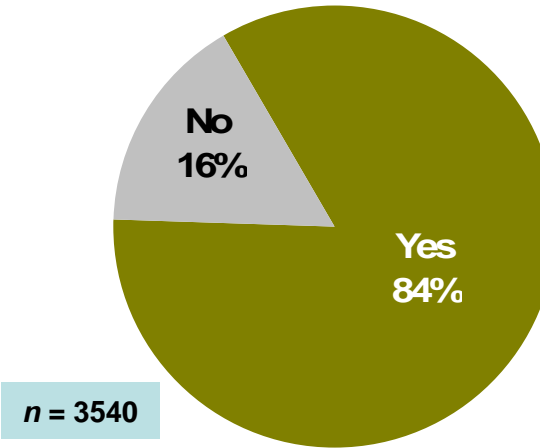
Never heard of it
Accessibility for those without computer or in independent agencies
Need more information on DOT/Training on how to use
Need more time to visit

- When asked why they primarily use DOT, most employees said that they use DOT to access:
  - Payroll & Benefits information
- In order to encourage employees to visit DOT more often, the City would need to inform them on how to access it and what it has to offer.

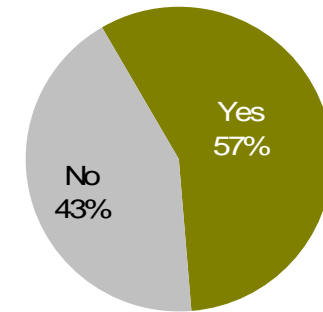
If you had a choice, what would be your preferred way to receive employee information?



Do you have a personal email address (separate from work email)?



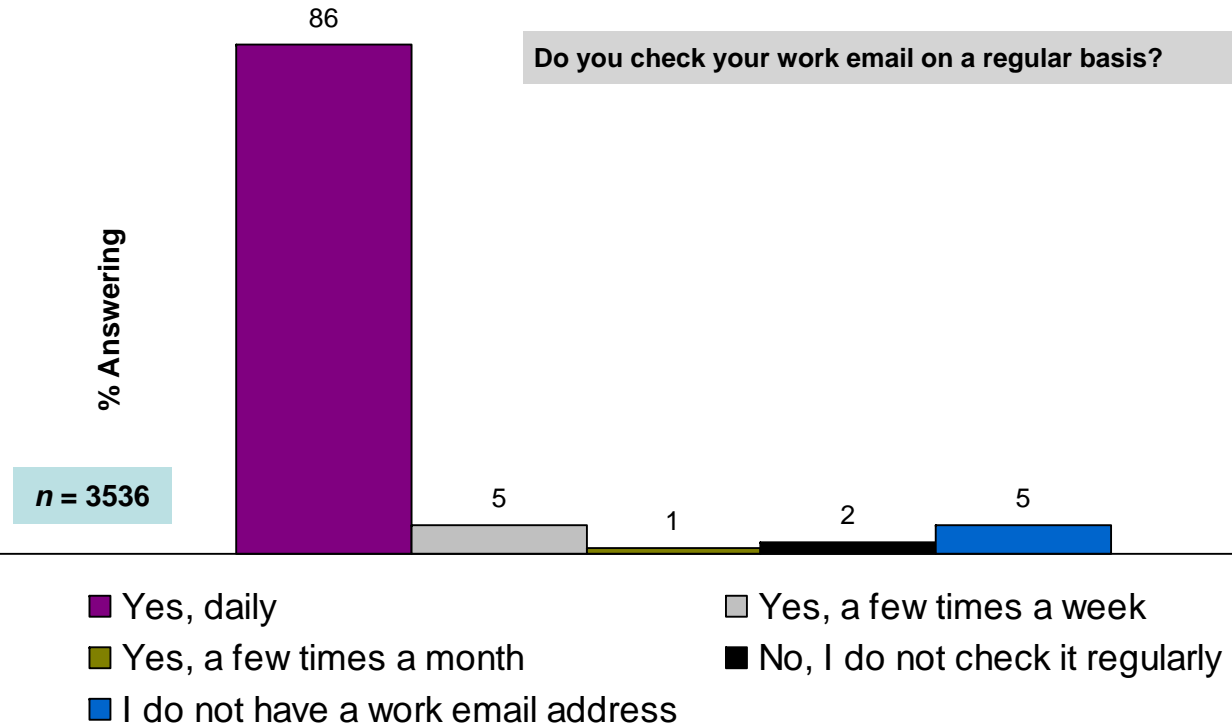
If the City asked for your personal email address in an effort to keep employees informed on critical info, would you give your personal email address?



Other
Preferred way to receive employee information...
In print (mail, memo, etc.)
Send employee information in multiple ways
Depends on the information

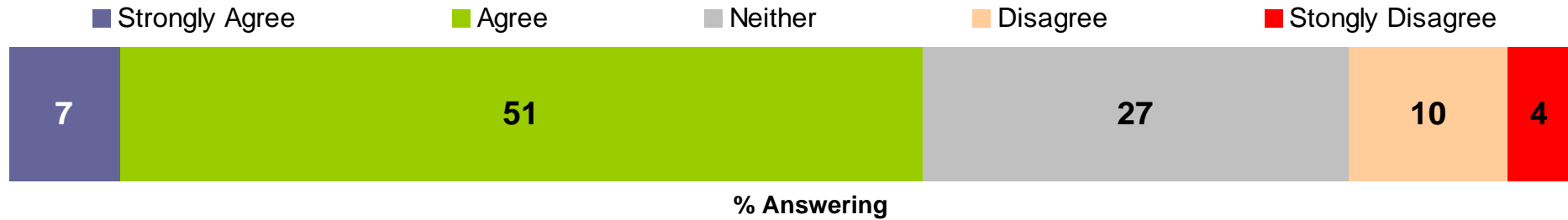
- Email is the preferred way to receive information (81%). "In person" was the 2<sup>nd</sup> preferred way at 14%
- 84% of employees have a personal email address. Of those, only 57% would be willing to give that information to the City. Of the employees that have a work email address, 86% say they check it daily.

Do you check your work email on a regular basis?



Please rate your agreement with the following statement: *Overall, the City does a good job of communicating info that effects employees.*

n = 3537



Is there anything the City can do to improve its communication?

n = 1695

Response	% Resp.
Timely communication (before the media)	10%
City is doing good or best it can	8%
Improve department/top down communication	7%
Better access to information/communication tools/distribution	5%
Accurate/honest/consistent	4%
Too many emails/CCD Bulletins/spam/consolidate	4%
Relevant/useful/informative	3%
Notify EEs directly of change that affects them (job, structure, rules) vs. 2nd hand/rumor	2%
More regular/More often	2%
Seperate critical info from generic via CCD	2%
Email is best	2%
Improve Web/DOT	2%
No suggestion	28%
Other	23%

- ALL employees were asked to offer suggestions. Most comments centered around wanting:
  - Timely communication (10%)
  - Improvement in departmental communication

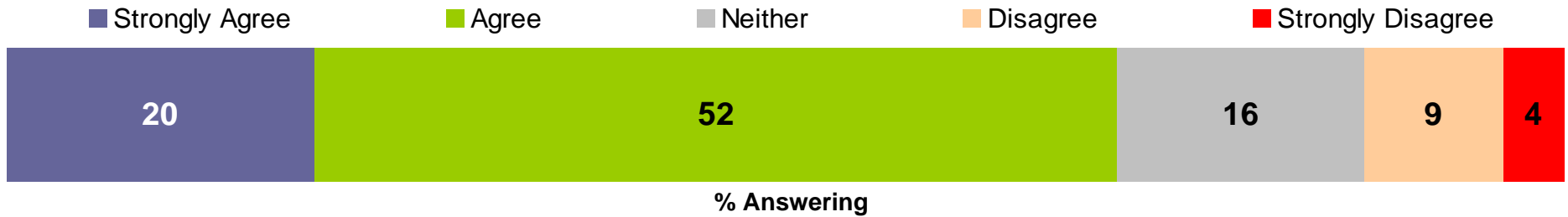
# Overall

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## Satisfaction and Preparedness

Please rate your agreement with the following statement: *Overall, I am satisfied with my job at the City & County of Denver.*

n = 3540



What can the City do to increase you job satisfaction?

n = 378

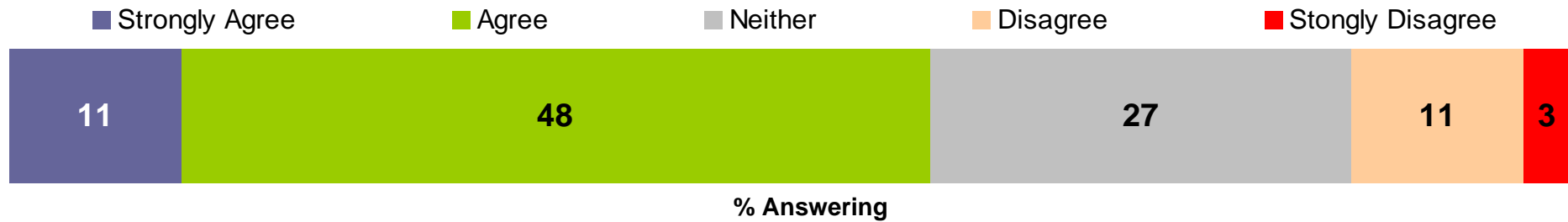
Response	% Respd.
Better/Fair Pay	16%
Fair/Equal/Consistent Treatment/Respect	9%
Provide more growth/career optpt	4%
Provide tools/resources/training to do my job	4%
Manageable workload/more staffing	4%
Hold mgmt accountable	4%
Hold employees accountable	4%
Mgmt show they care about employees/make EE feel valued	3%
Less Hostile Work Environment - Bullying/belittling/threatening	3%
Challenging work/underutilized	3%
Provide COLA	3%
Motivate/Provide recognition/positive feedback/appreciation	3%
Increase trust/honesty	2%
Empower me/less micro mgmt	2%
Cheaper benefits	2%
Qualified/competent managers	2%
Bonus Plan - does not work/insulting or provide bigger bonuses	2%
No suggestion	2%
Other	30%

➤ Employees responding Disagree or Strongly Disagree were asked to offer suggestions. Most comments centered around:

- Pay (16%)
- Fair/equal treatment (9%)

Please rate your agreement with the following statement: *Overall, the City has prepared me to do my job well.*

n = 3540



What can the City do to better prepare you to do your job?

n = 381

Response	% Respd.
Better Training/Relevant/Current Trends/Technology	37%
Better/more resources/tools	10%
More funding/access to training	6%
Clear expectations/goals/metrics	4%
Continuing Education/Professional Development	3%
Workload distribution/staffing	3%
No Suggestion	3%
Better trained supervisor	2%
Better onboarding/transition to the job	2%
Fair/consistent/accountable work environment	2%
Clear/Enforced/Ease of access to policies/procedures	2%
Flexibility to do the job	2%
Other	24%

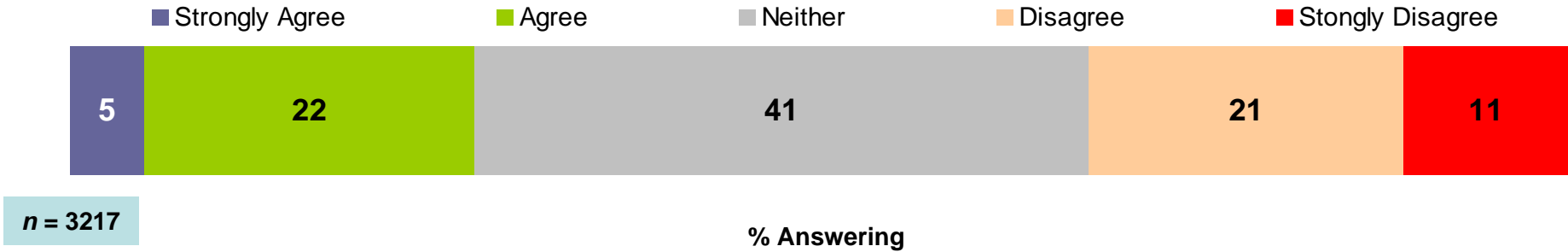
➤ Employees responding *Disagree or Strongly Disagree* were asked to provide suggestions. Most comments on preparedness centered around:

- Wanting better training (37%)

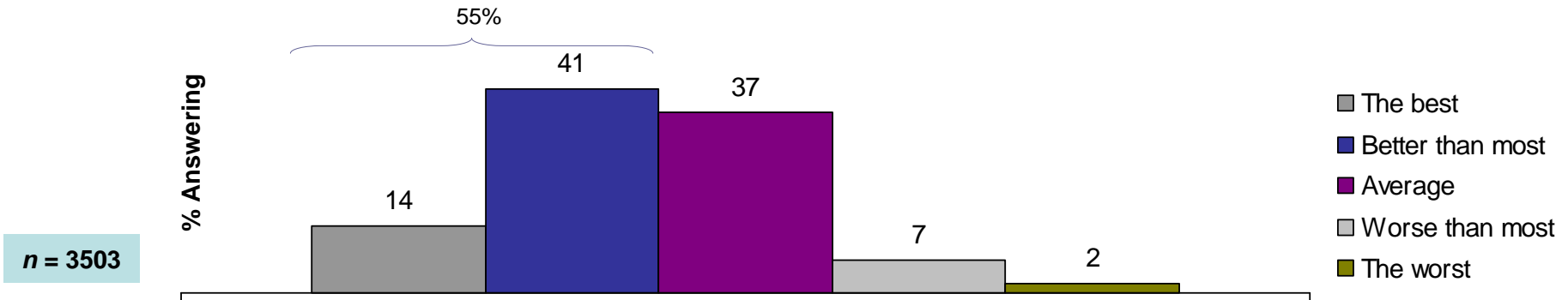
# Overall (Other)

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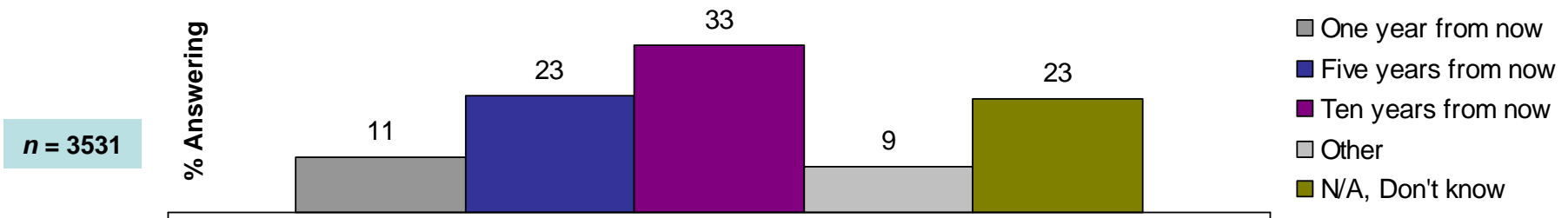
**OVERALL** Please rate your agreement with the statement: *The City & County of Denver is a "Better Place to Work" than 12 months ago.*



**OVERALL** Compared to my previous employers, my experience working for the City & County of Denver is:

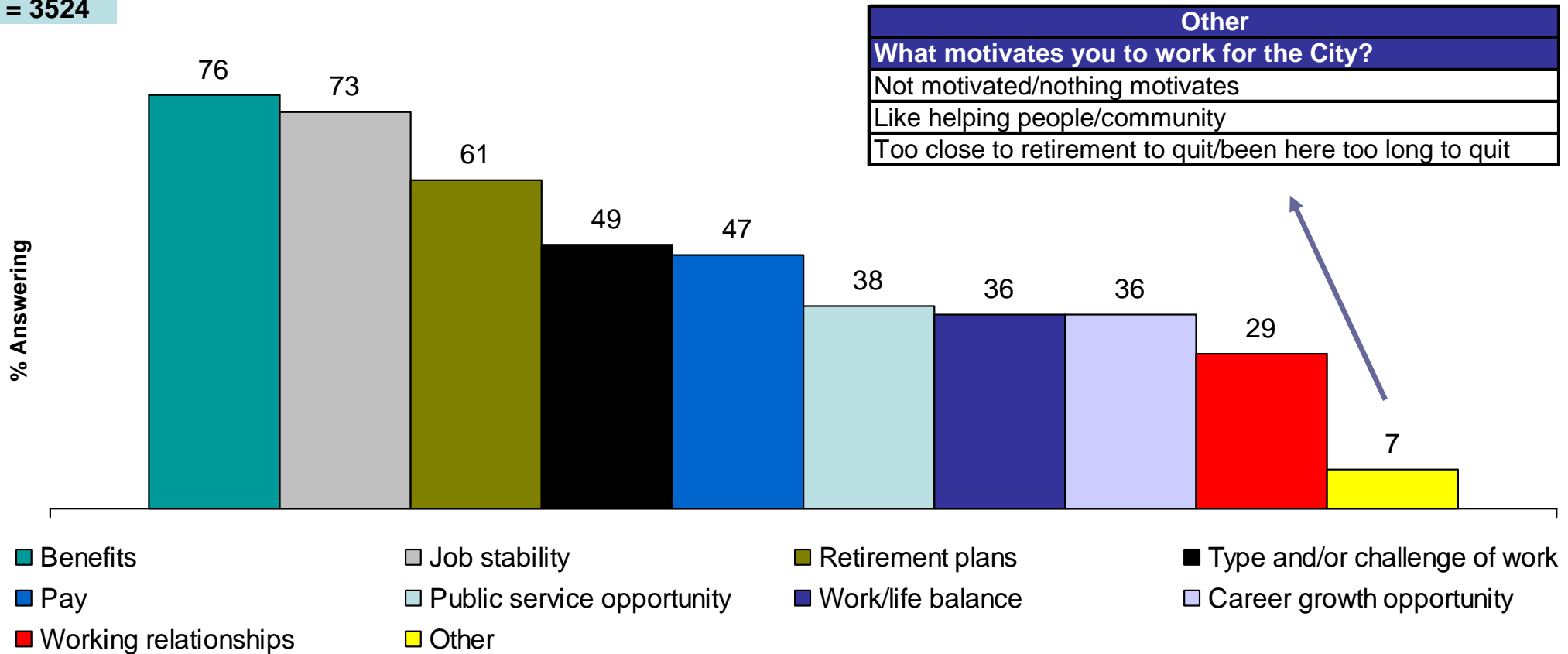


**OVERALL** I plan to be working for the City & County of Denver:



What motivates you to work for the City & County of Denver? (Select all that apply)

n = 3524



- For 2007, *Job Stability* (at 69%) was the top answer for, "What motivates you to work for the City".
- For 2007, *Work/life balance* was the least chosen option at 25% moving up for 2008.
- The remaining choices were relatively unchanged from 2007 to 2008.

What motivates you to work for the City & County of Denver? (Select all that apply)

n = 3524

Gen Y	Gen X	Boomers	Matures
Benefits	Job stability	Benefits	Benefits
Job stability	Benefits	Job stability	Retirement plans
Career growth opportunity	Retirement plans	Retirement plans	Job stability
Retirement plans	Type and/or challenge of work	Pay	Pay
Type and/or challenge of work	Pay	Type and/or challenge of work	Type and/or challenge of work
Pay	Career growth opportunity	Public service opportunity	Public service opportunity
Work/life balance	Work/life balance	Work/life balance	Work/life balance
Public service opportunity	Public service opportunity	Career growth opportunity	Working relationships
Working relationships	Working relationships	Working relationships	Career growth opportunity
Other	Other	Other	Other

	Benefits	Career growth opportunity	Job stability	Pay	Public service opportunity	Retirement plans	Type and/or challenge of work	Work/life balance	Working relationships	Other
<b>Gen Y</b>	71%	52%	71%	43%	34%	44%	44%	39%	22%	7%
<b>Gen X</b>	71%	42%	72%	43%	37%	52%	48%	38%	29%	6%
<b>Boomers</b>	82%	31%	75%	51%	39%	69%	50%	35%	29%	8%
<b>Matures</b>	76%	26%	73%	57%	40%	74%	51%	38%	38%	4%

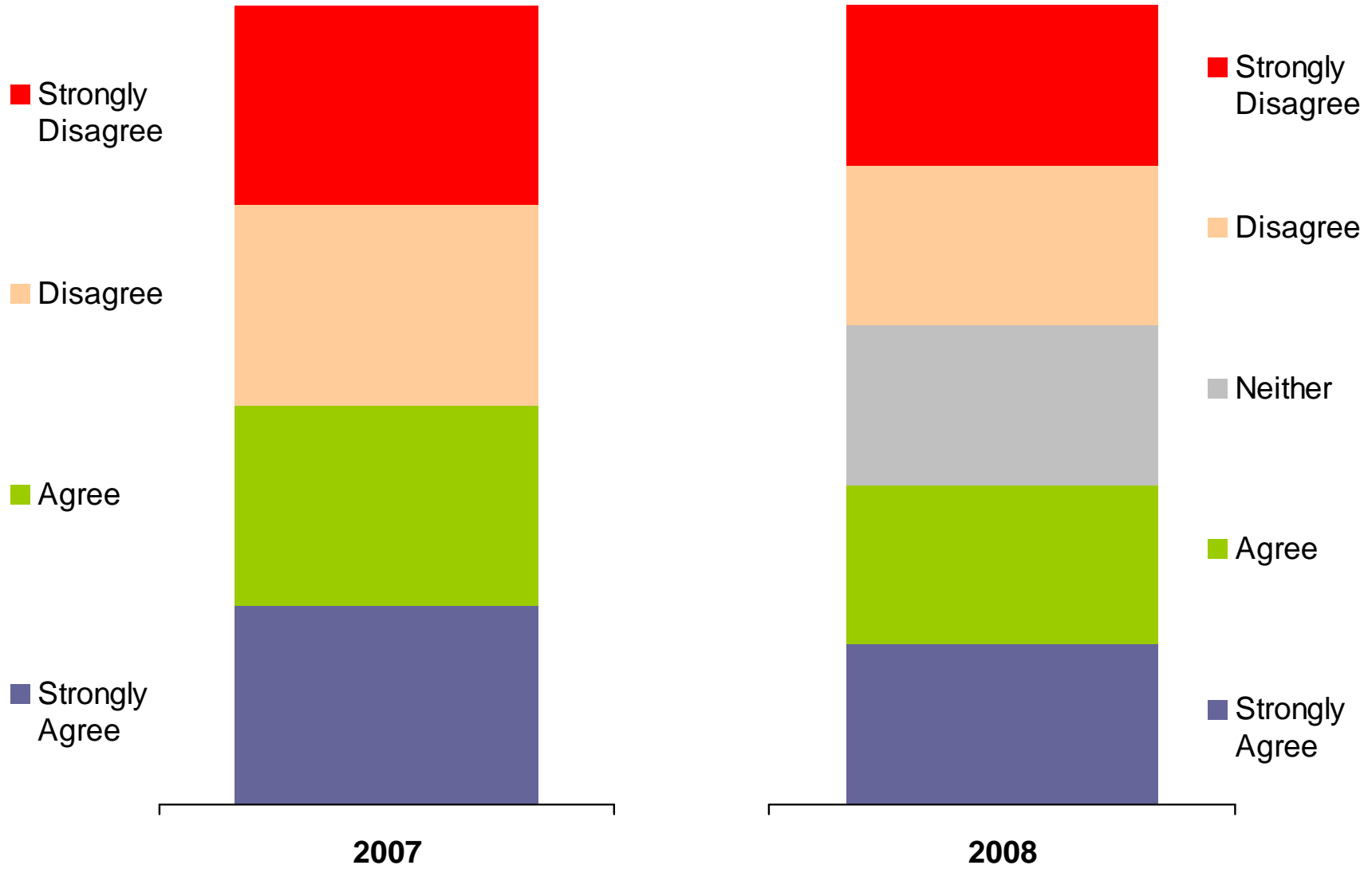
- When looking at “What motivates you to work for the City?” by generation, Benefits and Job Security are important to all employees.
- Retirement Plans are also important but become increasingly important as employees age.
- Working for the City as a public service opportunity is most motivational for Boomers and Matures.
- The potential for career growth opportunity is more motivational to Gen Y vs. all the other generations and decreases as a motivator as employees age.

\*Gen Y = Born 1981-2000; Gen X = Born 1965-1980; Baby Boomers = Born 1946-1964; Matures = Born 1900-1945

# 2007-2008 Year-Year Comparison

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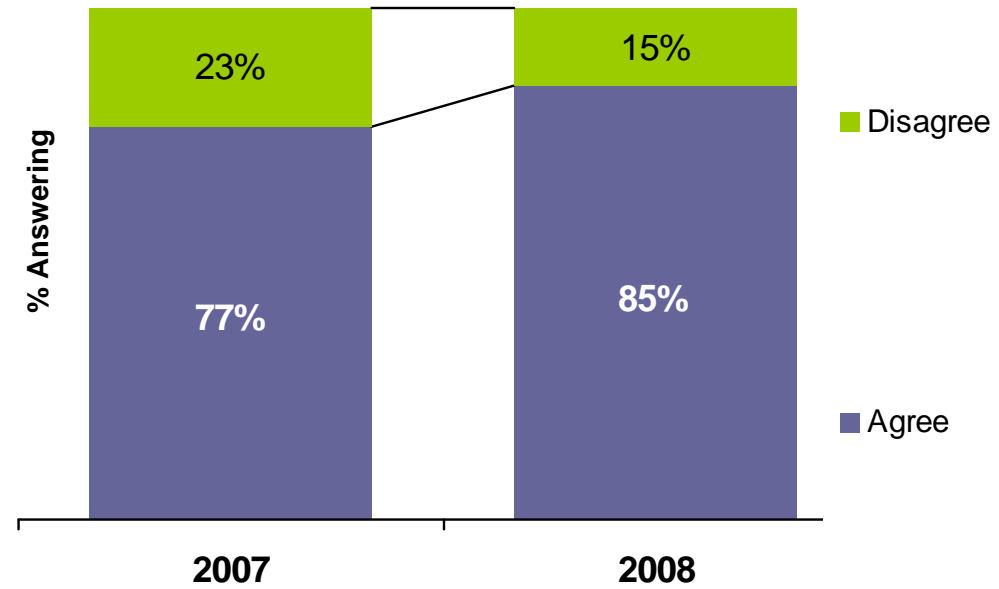
➤ The 2007 survey used a 4-point scale and the 2008 survey used a 5-point scale. For year/year analysis, the mid-point from 2008 data was removed.



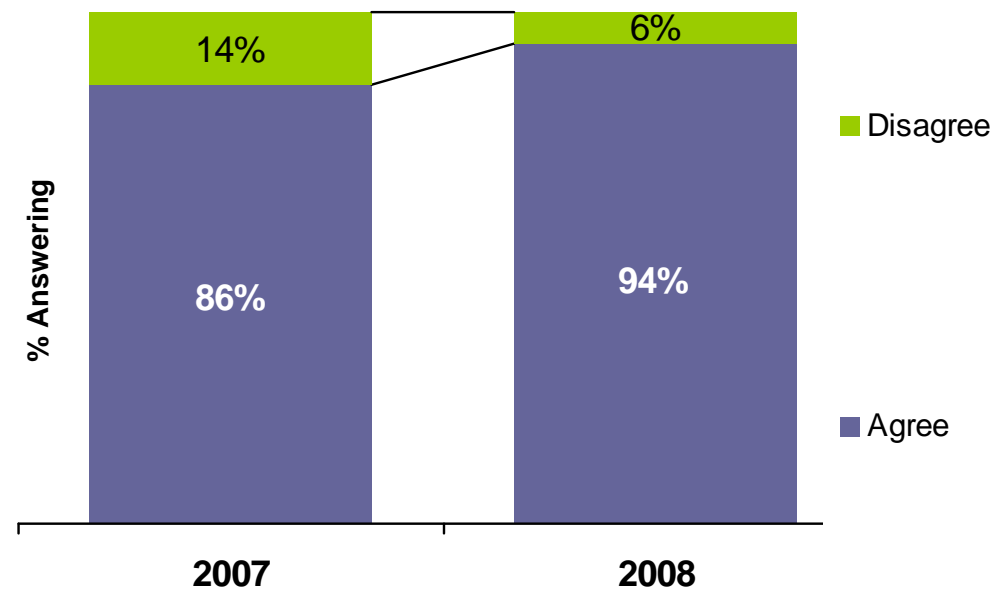
*Overall, I feel positive about working for the City.*



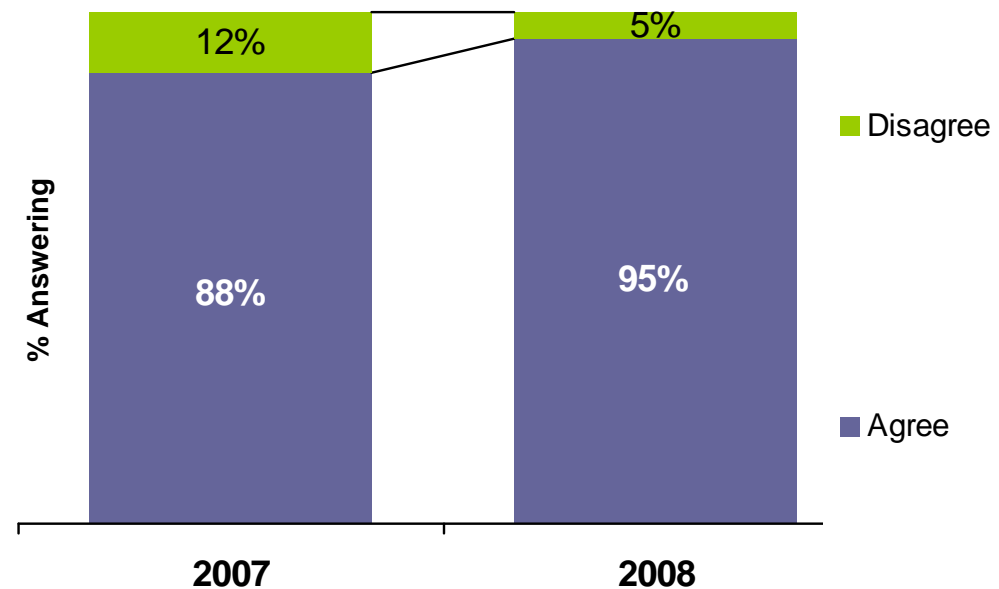
*Overall, I am satisfied with my job at the City and County of Denver.*



*Overall, I am motivated to do good work for the City & County of Denver.*



*Overall, I am committed to working for the City & County of Denver\*.*

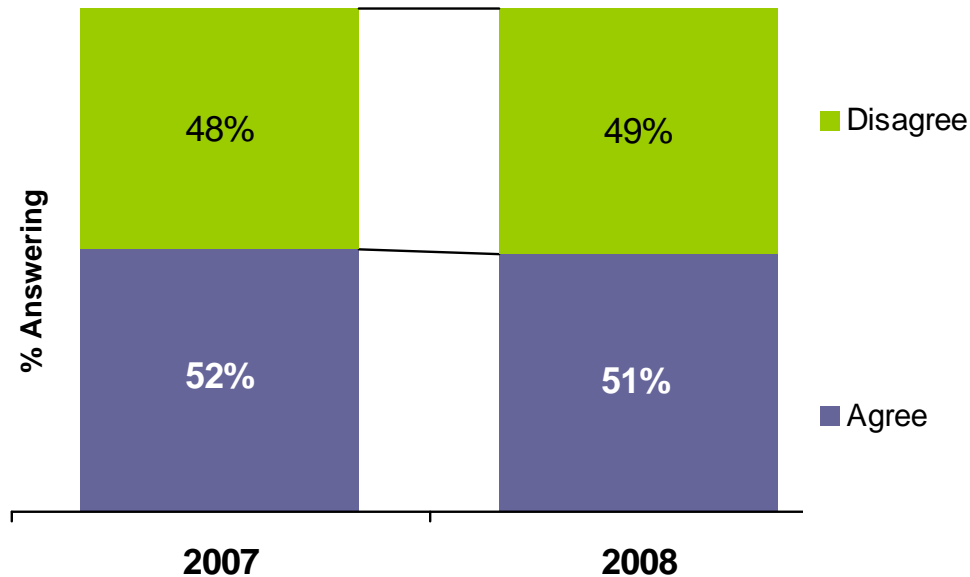


*My agency/department frequently communicates our Bonus Plan goals and progress to me.*

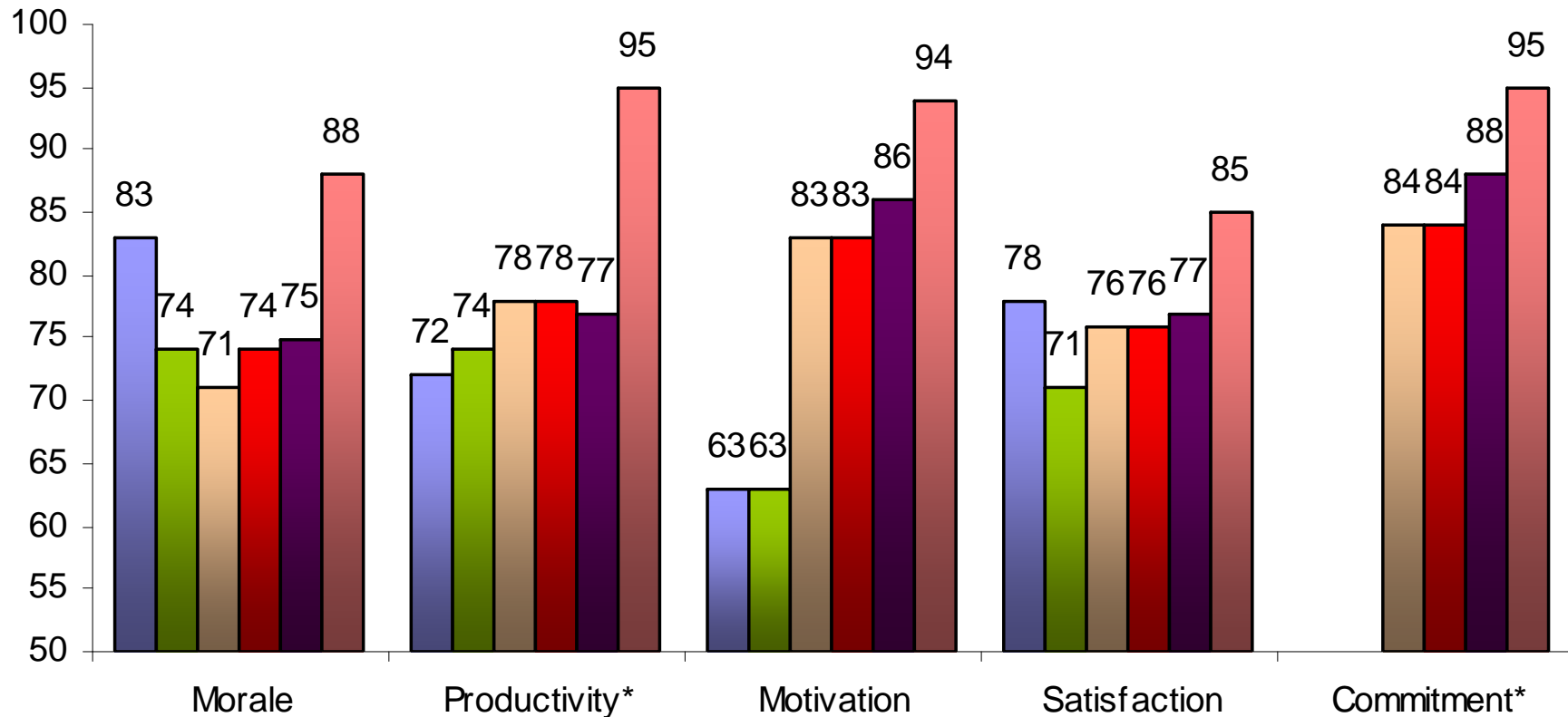
*The Bonus Plan goals for my agency/department are objective in how they are established and measured.*



*The Bonus Plan goals for my agency/department help focus us on important common objectives.*



➤ When looking at the percent “Agree” and “Strongly Agree” combined, Morale, Productivity\*, Motivation, Satisfaction and Commitment\* are at an all-time high for 2008.



■ 2001 ■ 2003 ■ 2005 ■ 2006 ■ 2007 ■ 2008

**\*NOTE\***

A. “Productivity” verbiage was changed in 2008 to read “Overall, I am very productive in my current position with the City & County of Denver” vs. 2007 when it read, “Overall, I feel that I am as productive as I can be”.  
 B. The “Commitment” measure was first added in 2005 and was reworded in 2008 to “Overall, I am committed to working for the City & County of Denver”. For 2005-2007, the verbiage read, “Overall, I am committed to achieving the goals of the City”.

# Next Steps

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## **Delivery of results to Departments**

- Over the next few months, CSA HR will customize results for departments (including recommendations). These reports will be presented to departmental senior leadership.

## **Create action plan with Departments**

- CSA HR Training/Organizational Development (TOD) will be available to assist departments in developing an action plan/strategy to address survey results. In addition, TOD will offer assistance in implementing change where needed.

# Denver Employee Survey 2008

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The End