City and County of Denver |
2019 Employee Engagement Survey

Guidehouse

DENVER
THE MILE HIGH CITY

Overview | *Survey Introduction*

Objectives

- **UNDERSTAND** employee engagement and sentiment

- **BENCHMARK** changes against 2015 and 2017 baselines where possible

- **COMPARE** to US norm

- **ASSESS** strengths and opportunities for improvement

- **PROVIDE** a data-driven basis for action planning

Accomplishments

7,801 Employees Surveyed

68% Response Rate

39 Agencies

8 Themes

Overview | *Survey Methodology*

Survey Methodology

- One questionnaire was deployed to all **11,540 employees** throughout City and County of Denver

- The online survey was administered from June 5 – June 28

- Survey items were measured on a **5-point scale** (Strongly Disagree, Disagree, Neither Agree nor Disagree, Agree, Strongly Agree)

- Results are presented based on Percent Favorable score, which is the percent of responses that are a 4 or 5 (Agree and Strongly Agree); the higher the reported **Percent Favorable Score**, the more favorable the result

- Minimum of **10 respondents** required for each group to be included in reporting

- All survey responses are confidential

- The external US benchmark represents a three-year rolling average scores for the working population of United States of America included in our normative database

68% Response Rate

Overview | *Outcomes Summary – City and County of Denver*

Engagement Highlights

75% **Engagement Index**
+ 1 vs 2017
+ 5 vs US norm

52% **Champions**
+ 1 vs 2017
+ 5 vs US norm

83% **Intent to Stay**
- 1 vs 2017
+ 5 vs US norm

Strength Areas

👍 Engagement

🤝 My Supervisor

Opportunity Areas

📊 Senior Leadership

👥 Work Environment

Summary | *Strengths – City and County of Denver*

Overall Engagement

Employees at CCD demonstrate a strong level of commitment:

- Employees are passionate about satisfying the expectations of their customers and citizens
- 72% of employees are proud to tell others that they work for the city
- 83% of employees are willing to stay with the city for at least another 12 months
- Employees understand how their work relates to the success of the city

My Supervisor

Employees indicate they have good relationships with their immediate supervisors:

- Supervisors at CCD communicate and set expectations with employees
- Supervisors inform their direct reports about decisions in a timely manner
- Employees receive praise and appreciation when they do a good job
- Employees feel that their supervisors care about their personal well-being

Impact

Engagement is a bright spot for the city, stable from previous years and above the norm
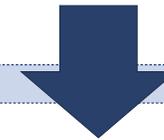
- Strong comparison to US norm benchmarks in several engagement areas
- Small positive change vs 2017 results
- Employees think the city is a great place to work

Impact

Front line supervision is a city strength, showing growth from previous years and outperforming the norm

- Strong comparison to US norm benchmarks in several engagement areas
- Small positive change vs 2017 results
- High impact on employee day-to-day morale and performance
- Some concerns about managing poor performance and conflict

Summary | *Opportunities – City and County of Denver*

CCD Leadership

Employees at CCD indicate a need for improved leadership communications and visibility:

- Many employees feel that goals and priorities aren't clearly communicated
- Leaders do not consistently demonstrate that everyone's perspective is valued
- Overall, senior leaders have not communicated plans for change management to their employees
- Some employees cite issues with leadership visibility and question their sincere interest in their well-being

Work Environment

Employees are looking for greater fairness and support:

- A large portion of employees indicate that their department/agency can do a better job creating opportunities that take advantage of the diverse talents and abilities of all employees
- Employees have unfavorable perceptions of the promotion process and the training and development investments made
- Almost half (46%) of employees indicate that they can't provide their opinions without fear of retaliation or retribution

Impact

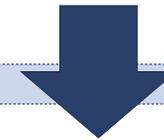CCD appointees and senior leader results have improved, but should continue to take actions to improve

- Appointee/senior leadership communication improved from 2017, but still has room to grow
- High variance between agencies, with better ratings for smaller agencies
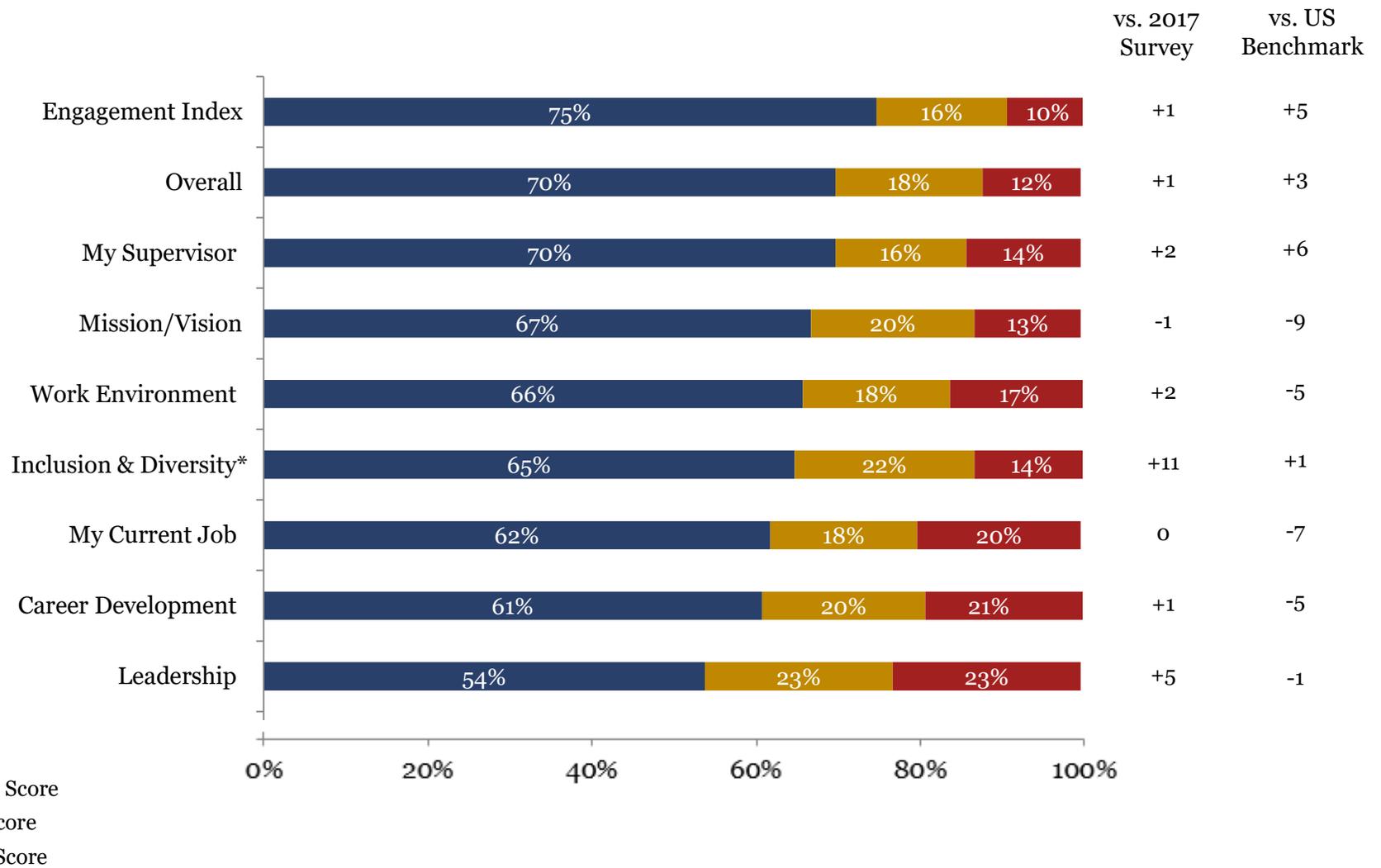- Action planning aimed at senior leaders recommended

Impact
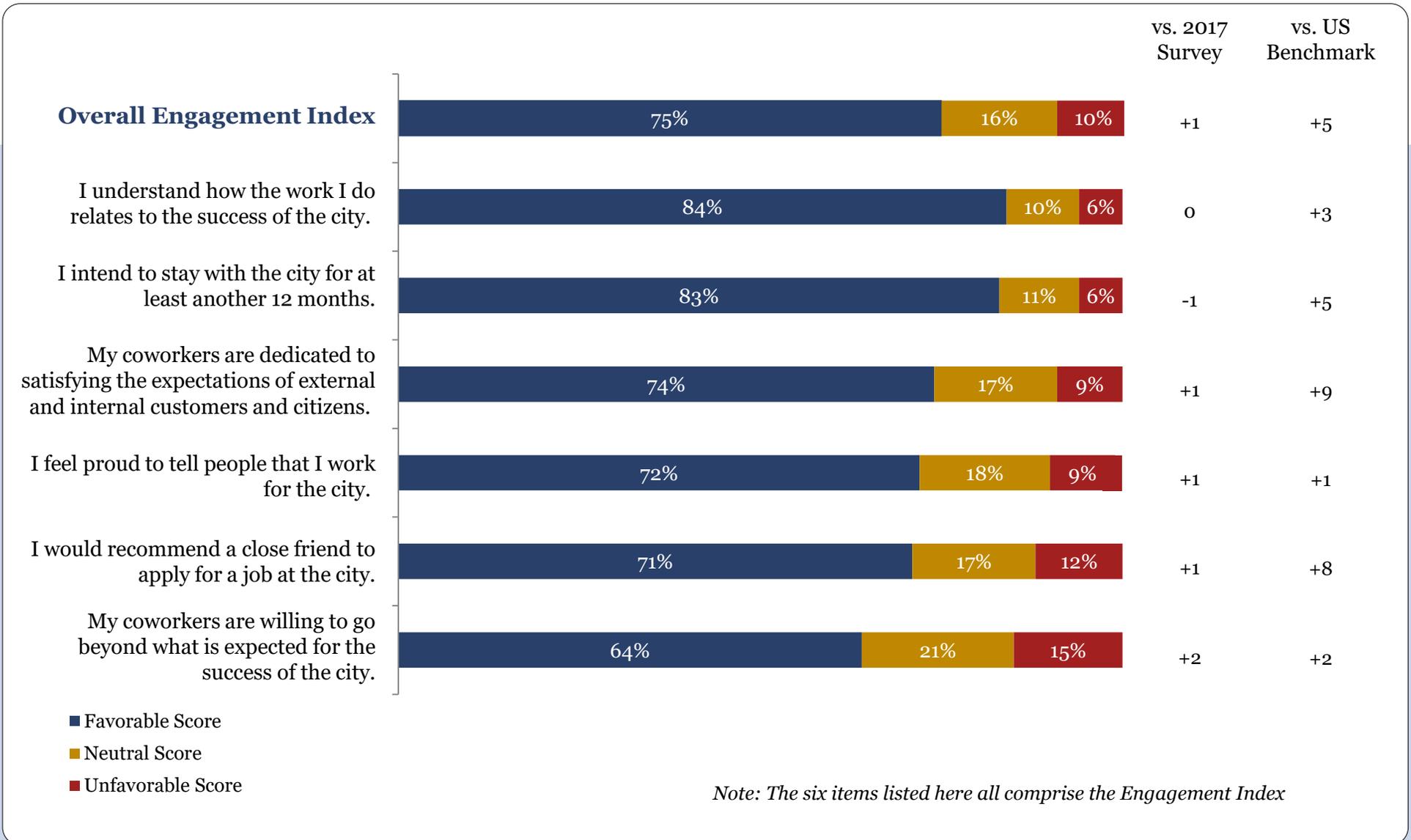
Slight improvement from 2017, but falls short of US norm

- Concerning responses on retaliation merit senior level attention
- High variance between agencies on valuing employee voice
- Focus on transparency warranted

Summary | *Dimension Scores – City and County of Denver*

Summary | *Employee Engagement Index Items - CCD*

	vs. 2017 Survey	vs. US Benchmark
Overall Engagement Index — Favorable 75%, Neutral 16%, Unfavorable 10%	+1	+5
I understand how the work I do relates to the success of the city. — Favorable 84%, Neutral 10%, Unfavorable 6%	0	+3
I intend to stay with the city for at least another 12 months. — Favorable 83%, Neutral 11%, Unfavorable 6%	-1	+5
My coworkers are dedicated to satisfying the expectations of external and internal customers and citizens. — Favorable 74%, Neutral 17%, Unfavorable 9%	+1	+9
I feel proud to tell people that I work for the city. — Favorable 72%, Neutral 18%, Unfavorable 9%	+1	+1
I would recommend a close friend to apply for a job at the city. — Favorable 71%, Neutral 17%, Unfavorable 12%	+1	+8
My coworkers are willing to go beyond what is expected for the success of the city. — Favorable 64%, Neutral 21%, Unfavorable 15%	+2	+2

■ Favorable Score
■ Neutral Score
■ Unfavorable Score

*Note: The six items listed here all comprise the Engagement Index*

Trends | *Most Improved and Declined Items - CCD*

	2019 Favorable Score	2017 Favorable Score	2015 Favorable Score	Difference
Top 5 (Higher than 2017)				
My agency's senior leadership team has shared his/her plans for change with me/my department.	49%	40%	--	+9
Leaders and managers make it very clear that they are supportive of inclusion.	58%	51%	--	+7
Our appointee ensures that department/agency goals and priorities are clearly communicated.	59%	52%	--	+7
Senior leadership is sincerely interested in the well-being of employees.	54%	48%	45%	+6
Leaders and managers consistently communicate and demonstrate that everyone's perspective is valued.	52%	47%	--	+5
Our appointee ensures that necessary information is communicated in a timely manner.	57%	52%	50%	+5
Bottom 5 (Lower than 2017)				
I understand how the work I do relates to the mayor's priorities.	55%	58%	58%	-3
I am familiar with Mayor Hancock's priorities (i.e., the city's promise of equity is to provide everyone the tools to obtain a home, a job and a future).	58%	60%	42%	-2
I intend to stay with the city for at least another 12 months.	83%	84%	85%	-1
I believe my pay and job performance are linked.	44%	45%	--	-1
I understand clearly what is expected of me at work.	81%	82%	78%	-1

Obstacles | *Top Selected Barriers to Productivity - CCD*

Top ten most selected issues	% of responses	vs. 2017	vs. 2015
Inadequate staffing levels	32%	33%	34%
Poor, inefficient or broken processes	26%	25%	24%
Out-of-date or malfunctioning technology	20%	20%	25%
Level of workload	18%	21%	21%
Lack of clarity about the decision making process	17%	15%	16%
Unproductive teammates	16%	14%	15%
Micromanagement	14%	15%	19%
Lack of information	13%	12%	--
Doing work for others that is not part of my job	13%	14%	14%
There are no issues which distract me	13%	12%	--

My department/agency has taken **meaningful** action on results from the last employee engagement survey

% Favorable on Meaningful Action

45% US norm

37% — 2019
34% — 2017
24% — 2015
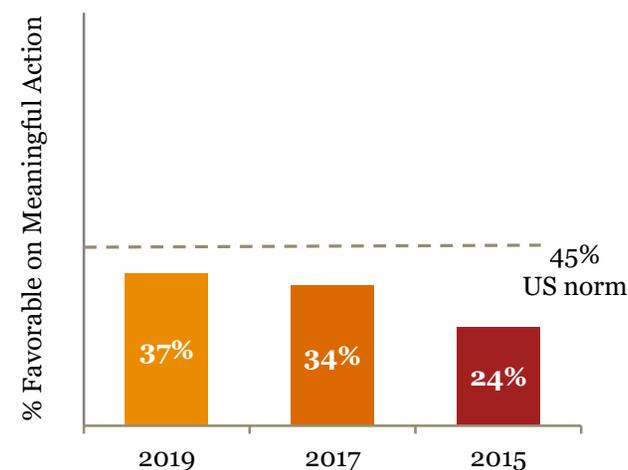
27% of Champions selected "inadequate staffing levels" as a top barrier to productivity

Recommendations | *Taking Action - CCD*

Connecting senior leadership to all employees
- Review learning and development components for emphasis on trust and transparency
- Review and assess executive development and coaching curricula for priority items in Driver Matrix
- Monitor appointee and senior leader actions for engagement survey follow-up
- Assess whether large agencies need additional senior leadership internal communications resources
- Assess options for 'inadequate staffing' specified agencies

Building a culture of ownership
- Review non-retaliation policy and assess offices of concern. Promote the 'safe to speak' program for staff. Reinforce non-retaliatory standards/policies with appointee and senior level staff.
- Design 'city ownership' campaign to build employees' equity in the success of their department/agency
- Offer regular updates on agency vision, goals, and performance metrics. Take periodic pulse checks with informal climate surveys.
- Conduct a policy consistency and transparency review to identify areas of improvement
- Reinforce survey bright spots – in particular, celebrate first-line supervisors and workplace pride
- Continue to build and foster a culture that is open to people of diverse backgrounds and overcome challenges that can arise

Enabling the workforce: Innovation and technology
- Assess high "pain point" offices for technology sufficiency and shortfalls for priority offices
- Review technology roadmap and tech insertion programs to identify near-term enhancements for frequent-use tools
- Assess appropriateness of current technology and look for opportunities for technology enhancement
- Determine gaps where employees believe innovation is required, or where services are not in place to meet the future-state needs. Consider review of gaps of current practices and strategic future goals.

Overview | *Employee Engagement*

Employee Engagement

Employee engagement is the extent to which employees are motivated to contribute to business success, and are willing to apply discretionary effort to accomplishing tasks important to the achievement of business goals.

Numerous studies have demonstrated that an engaged workforce can have a significant effect on financial and operational results. Businesses with highly engaged employees see higher customer satisfaction, have lower turnover rates, and outperform businesses with lower levels of employee engagement.

Employee Engagement Index (EEI)

Advocacy	Commitment	Discretionary Effort
• I would recommend a close friend to apply for a job at the city.	• I intend to stay with the city for at least another 12 months.	• My coworkers are willing to go beyond what is expected for the success of the city.
Pride	**Achievement**	**Alignment**
• I feel proud to tell people that I work for the city.	• My coworkers are dedicated to satisfying the expectations of external and internal customers and citizens.	• I understand how the work I do relates to the success of the city.

Additional Survey Dimensions

To better understand your environment, we also measured the following dimensions of the employee experience:

Career Development	**Mission/Vision**
Diversity & Inclusion	**Leadership**
My Current Job	**My Supervisor**
Work Environment	**Overall**

Employee Landscape | *City and County of Denver*

Level of Engagement (vertical axis: Low to High)

Likelihood of Staying (horizontal axis: Low to High)

Tenants	Champions
2019= 4%	**2019 = 52%**
2017 = 4%	2017 = 51%
2015= 3%	2015= 50%
Benchmark= 3%	Benchmark= 47%
Disconnected	**Captive**
2019= 13%	**2019= 31%**
2017 = 13%	2017 = 33%
2015=12%	2015= 35%
Benchmark= 19%	Benchmark= 32%

Champions	▪ Strong identification with organization objectives ▪ High level of loyalty to the organization ▪ High level of willingness to cooperate and motivate colleagues
Captive	▪ Rather critical, and often difficult to lead ▪ Can have an influence on those around them ▪ Greatest opportunity to move into Champions by addressing priority items
Tenants	▪ Very satisfied/"Free Agent"/Lower loyalty ▪ Productive, can have a positive impact on the organization ▪ Straightforward and task oriented, but need to be directed
Disconnected	▪ Dissatisfied and disconnected ▪ Frustrated and prone to total discomfort ▪ Under-utilized resources of the organization

¹ Based on survey of Employee Engagement Index questions (High >= 4.0, Low < 4.0)

² Based on "I intend to stay with the city for another 12 months." (High >= 4.0, Low < 4.0)