

**Be a part of
the city that
you love.**



2019 Citywide Employee Engagement Survey Results

Prepared for Denver City Council, Finance & Governance Committee Meeting

January 21, 2020



Colorado's Best Employers

(according to a worker survey by Forbes)

1. Google
2. Otterbox
3. Southwest Airlines
4. UC Health
5. University of Denver
6. TJX Companies
7. City of Boulder
8. Cherry Creek Schools
9. Aspen Skiing Company
10. City and County of Denver



#WhereDenverWorks

Overview

Survey Objectives and Accomplishments

Objectives

UNDERSTAND employee engagement & sentiment

BENCHMARK changes against 2015 & 2017 cycles

COMPARE to US norm

ASSESS strengths and opportunities for improvement

PROVIDE a data-driven basis for action planning

Accomplishments



11,540 Employees Surveyed



68% Response Rate



39 Agencies



8 Themes



75% Engagement Index

2019 Employee Engagement Survey

- Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work
- Employee engagement is not the same as employee satisfaction
- Engagement correlates to:
 - Client Satisfaction
 - Retention
 - Productivity
 - Financial Performance
 - Business Outcomes

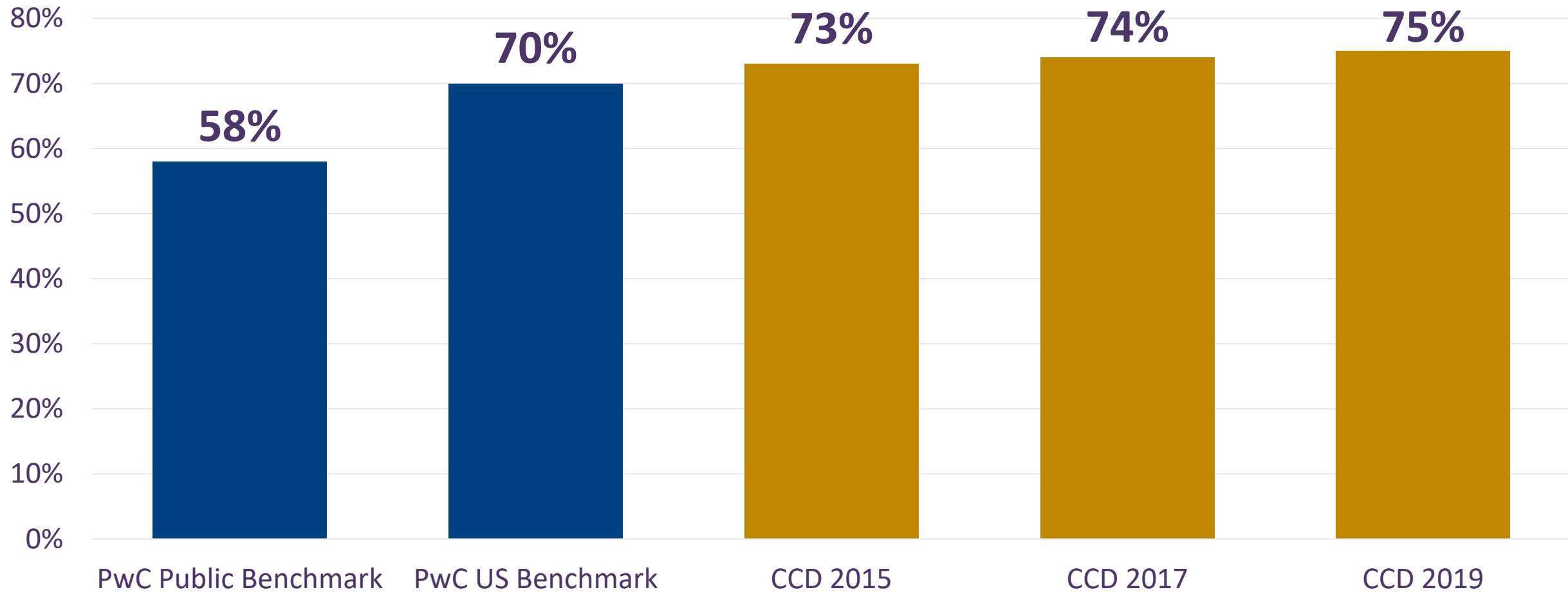
What is the PwC Employee Engagement Index?

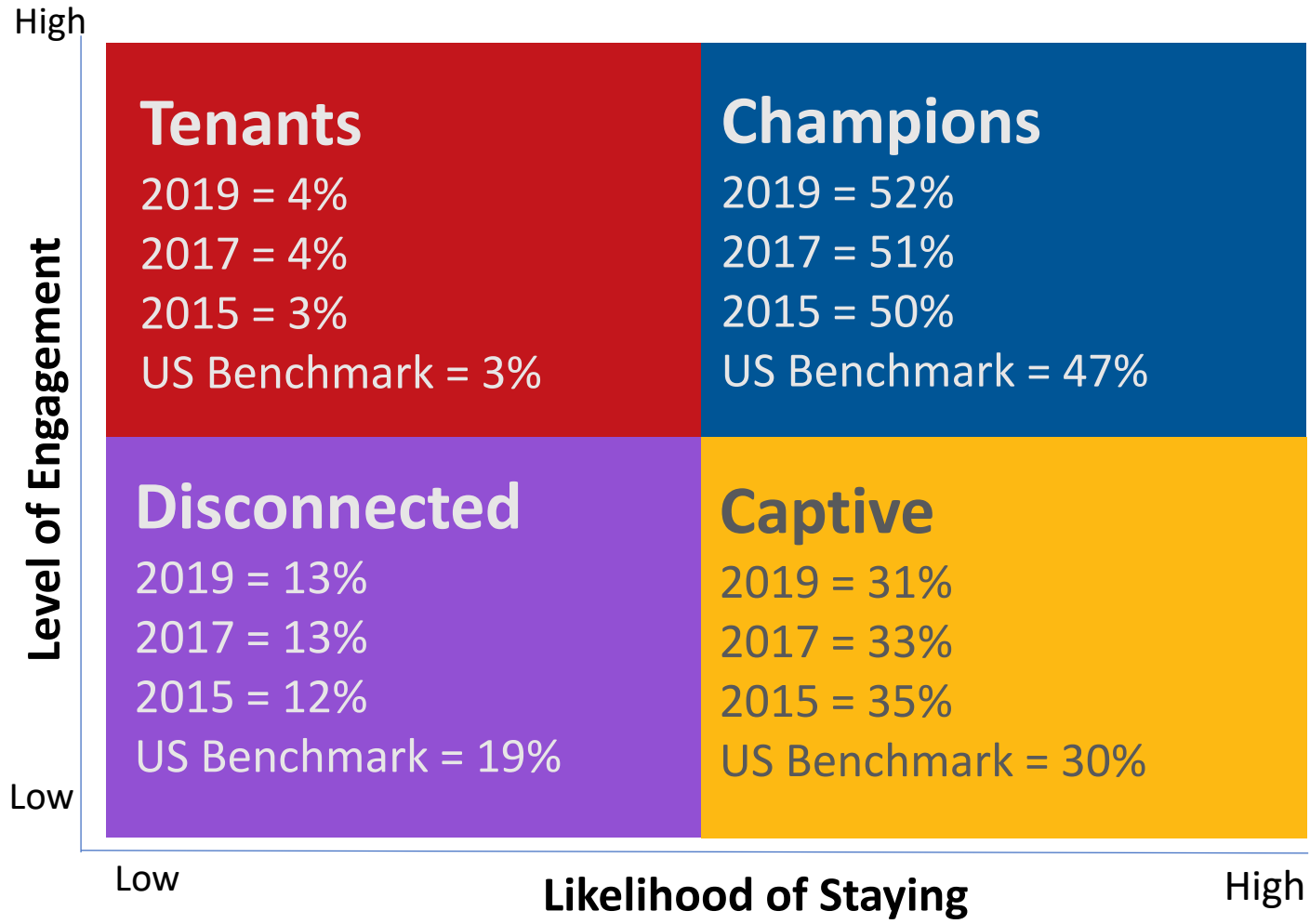
Advocacy	Commitment	Discretionary Effort
<ul style="list-style-type: none">I would recommend a close friend to apply for a job at the city.	<ul style="list-style-type: none">I intend to stay with the city for at least another 12 months.	<ul style="list-style-type: none">My coworkers are willing to go beyond what is expected for the success of the city.
Pride	Achievement	Alignment
<ul style="list-style-type: none">I feel proud to tell people that I work for the city.	<ul style="list-style-type: none">My coworkers are dedicated to satisfying the expectations of external and internal customers and citizens.	<ul style="list-style-type: none">I understand how the work I do relates to the success of the city.

- The index is based on six categories
- The index percentage is the sum % of Agree/Strongly Agree

Engagement Index

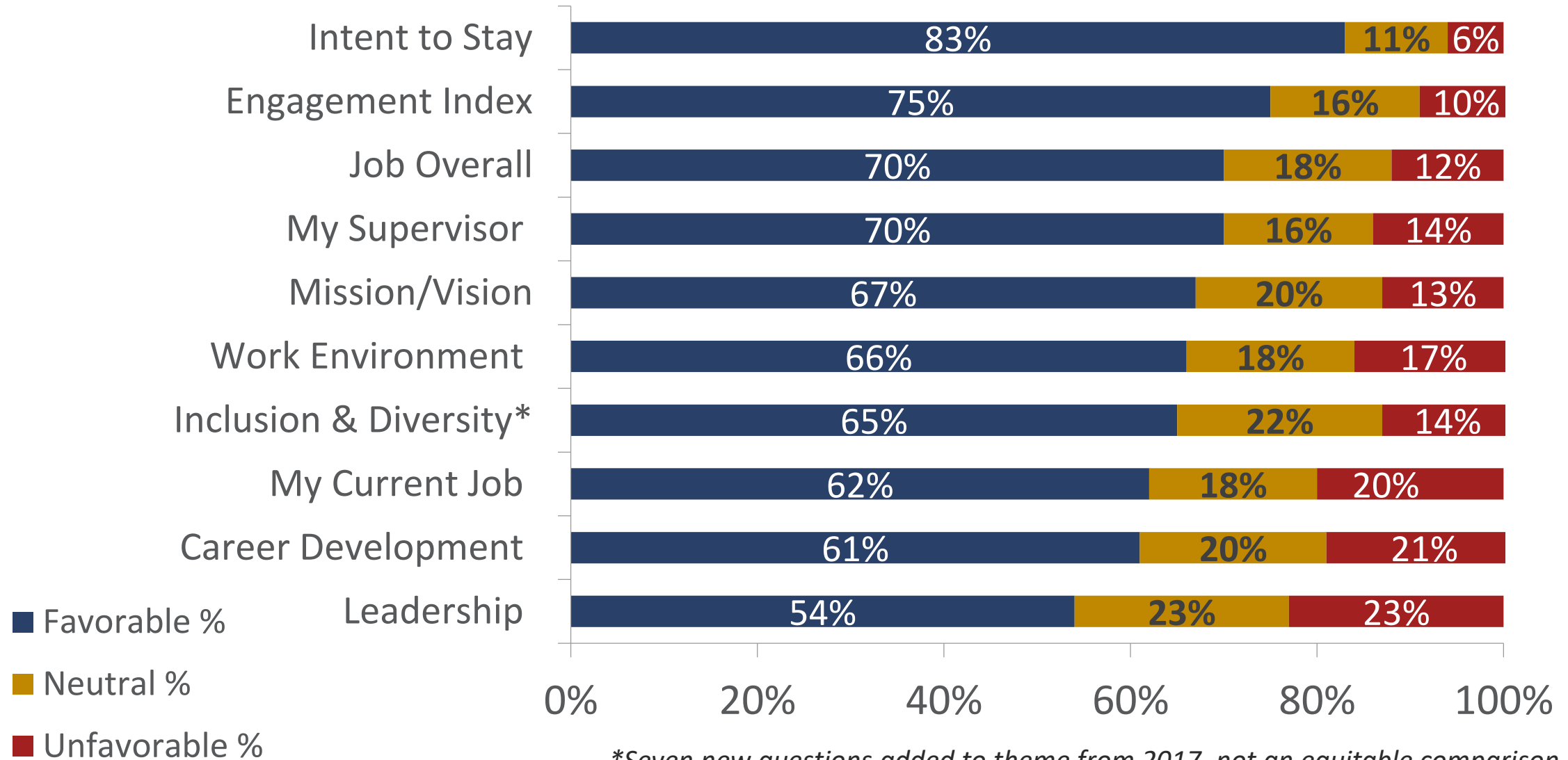
Trends and Benchmark Comparison





Champions	<ul style="list-style-type: none"> Strong identification with organization High level of loyalty
Captive	<ul style="list-style-type: none"> Influencers Greatest opportunity to move into Champions
Tenants	<ul style="list-style-type: none"> Very satisfied “Free Agent” - lower loyalty
Disconnected	<ul style="list-style-type: none"> Dissatisfied and frustrated

Survey Thematic Results



**Seven new questions added to theme from 2017, not an equitable comparison.*

Action Plan Implementation Strategy

- Agency Survey Team Leaders
- Quarterly Updates to the Mayor
- Tools – START & Pulse Surveys
- Tracking
- Reporting
- COMMUNICATIONS!



What's next?

2021 Engagement Survey – Q2 2021