pwc

City and County of Denver | *2017*
Engagement Survey

DENVER
THE MILE HIGH CITY

Agenda
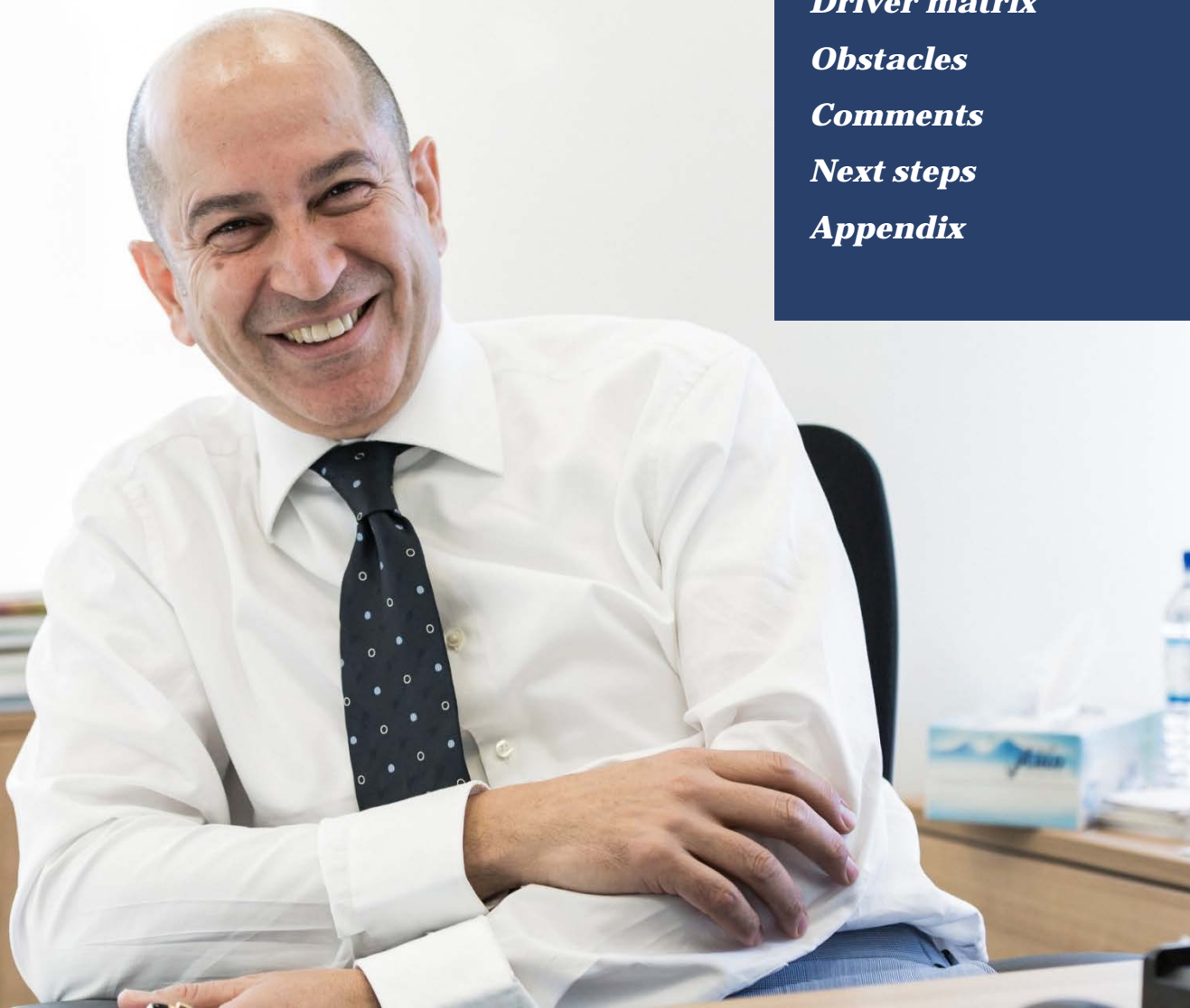
Overview | *Survey background*

Survey Objectives

- Understand current levels of employee engagement and gain overall understanding of employee sentiments
- Assess strengths and vulnerabilities across the city and its agencies
- Build upon the baseline survey that was developed in 2015
- Provide a deeper understanding of the current environment, to better pinpoint action items and enable additional analysis

Survey Methodology

- One questionnaire was deployed to all 11,064 employees throughout City and County of Denver
- The online survey was administered from June 6– 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 favourable 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 of the top quartile scores for the working population of United States of America

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.
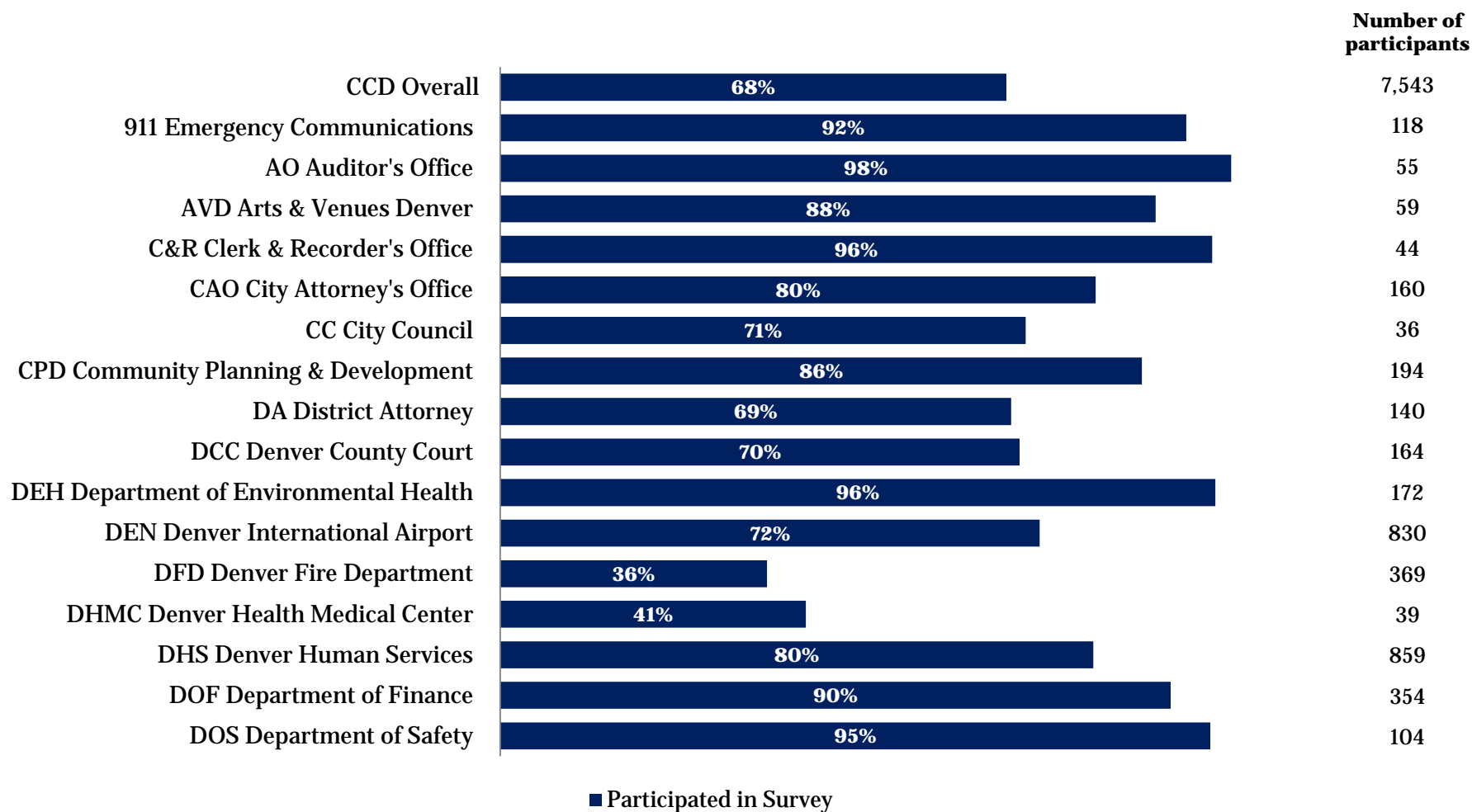
Employee Engagement Index (EEI)

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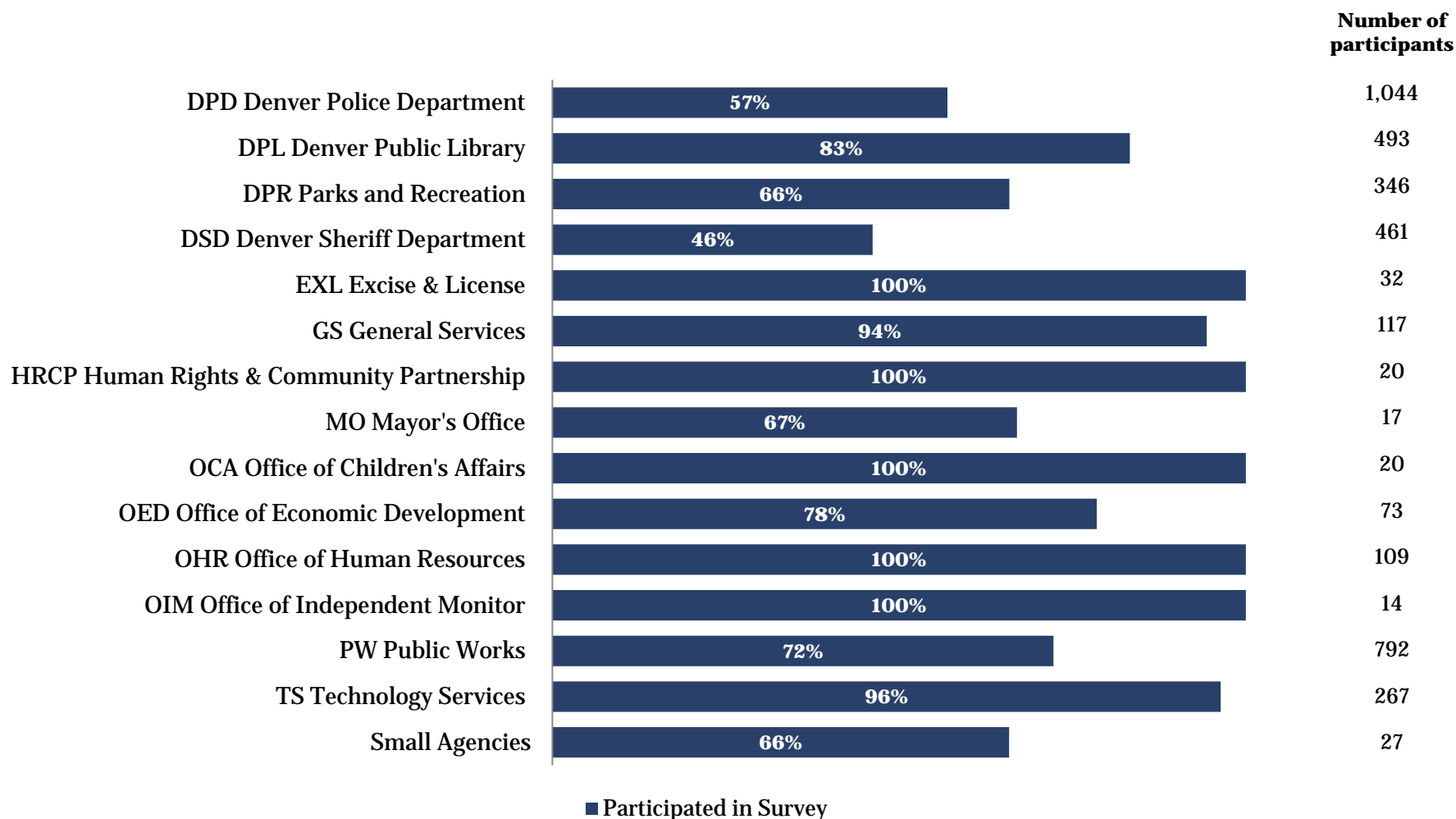
To better understand your environment, we also measured the following dimensions of the employee experience:

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

Summary | *Response rates by agency*

Agency	Participated in Survey	Number of participants
CCD Overall	68%	7,543
911 Emergency Communications	92%	118
AO Auditor's Office	98%	55
AVD Arts & Venues Denver	88%	59
C&R Clerk & Recorder's Office	96%	44
CAO City Attorney's Office	80%	160
CC City Council	71%	36
CPD Community Planning & Development	86%	194
DA District Attorney	69%	140
DCC Denver County Court	70%	164
DEH Department of Environmental Health	96%	172
DEN Denver International Airport	72%	830
DFD Denver Fire Department	36%	369
DHMC Denver Health Medical Center	41%	39
DHS Denver Human Services	80%	859
DOF Department of Finance	90%	354
DOS Department of Safety	95%	104

■ Participated in Survey

Summary | *Response rates by agency (continued)*

Number of participants

Agency	Participated in Survey	Number of participants
DPD Denver Police Department	57%	1,044
DPL Denver Public Library	83%	493
DPR Parks and Recreation	66%	346
DSD Denver Sheriff Department	46%	461
EXL Excise & License	100%	32
GS General Services	94%	117
HRCP Human Rights & Community Partnership	100%	20
MO Mayor's Office	67%	17
OCA Office of Children's Affairs	100%	20
OED Office of Economic Development	78%	73
OHR Office of Human Resources	100%	109
OIM Office of Independent Monitor	100%	14
PW Public Works	72%	792
TS Technology Services	96%	267
Small Agencies	66%	27

■ Participated in Survey

*Small Agencies contains BAZ Board of Adjustment for Zoning Appeals Agency, BOE Board of Ethics Agency, CSC Civil Service Commission Agency, CSHO Career Service Hearing Office Agency, NDCC North Denver Cornerstone Agency, NWCO National Western Center Office Agency, OOS Office of Sustainability Agency, & OSE Office of Special Events Agency.

Summary | *Strengths*

Overall Engagement

Employees at CCD demonstrate a strong level of commitment:

- Employees are passionate about satisfying the expectations of their customers and citizens
- 71% of employees are proud to tell others that they work for the city
- 84% 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

Job Alignment & Work-Life Balance

Overall, employees have a strong person-job alignment and work-life balance:

- Most employees clearly understand their expectations at work and feel that their skills are a good match for their roles
- Likewise, employees indicate that they have developed and grown over the last 12 months
- Overall, employees are able to balance their jobs and personal lives and feel that the city provides flexible work schedules to help maintain a balance

Teamwork

Employees reported exceptional team and coworker alignment:

- Teams work effectively together to get the job done
- Coworkers conduct city business ethically & honestly
- Employees feel that their colleagues go above and beyond and that they are dedicated to their clients

Summary | *Opportunities*

CCD Leadership

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

- Employees feel that goals and priorities aren't clearly communicated and that pivotal information is not communicated in a timely manner
- Overall, senior leaders have not communicated plans for change management to their employees
  - Likewise, employees reported that senior leaders did not discuss or share the results of the previous survey with them *(only 45% agreed to this item)*
- Employees also cited issues with leadership visibility and question their sincere interest in their well-being

Culture

Employees are looking for greater fairness and support:

- A large portion of employees indicate that their department/agency can do a better job of promoting a culture of appreciation
- Employees have unfavorable perceptions of the promotion process,
- Half of employees indicate that they can't provide their opinions without fear of retaliation or retribution
- Slightly more than half feel their are encouraged to speak up about agency practices and policies that are ethically questionable

Diversity & Inclusion

Employees would like CCD to create a more inclusive work environment:

- The majority of employees do not feel that their perceptions are valued
- Only 50% of employees believe that their department/agency does a good job creating opportunities that take advantage of diverse talents and abilities of all employees
- Likewise, employees feel that leadership and managers do not fully support inclusion

Innovation

There is a desire for a greater focus on innovation and technology

- Employees indicate their technology is not current and impacts their ability to effectively do their jobs
- Employees feel that their departments need to capture more innovation solutions regarding the services and products they provide to their clients
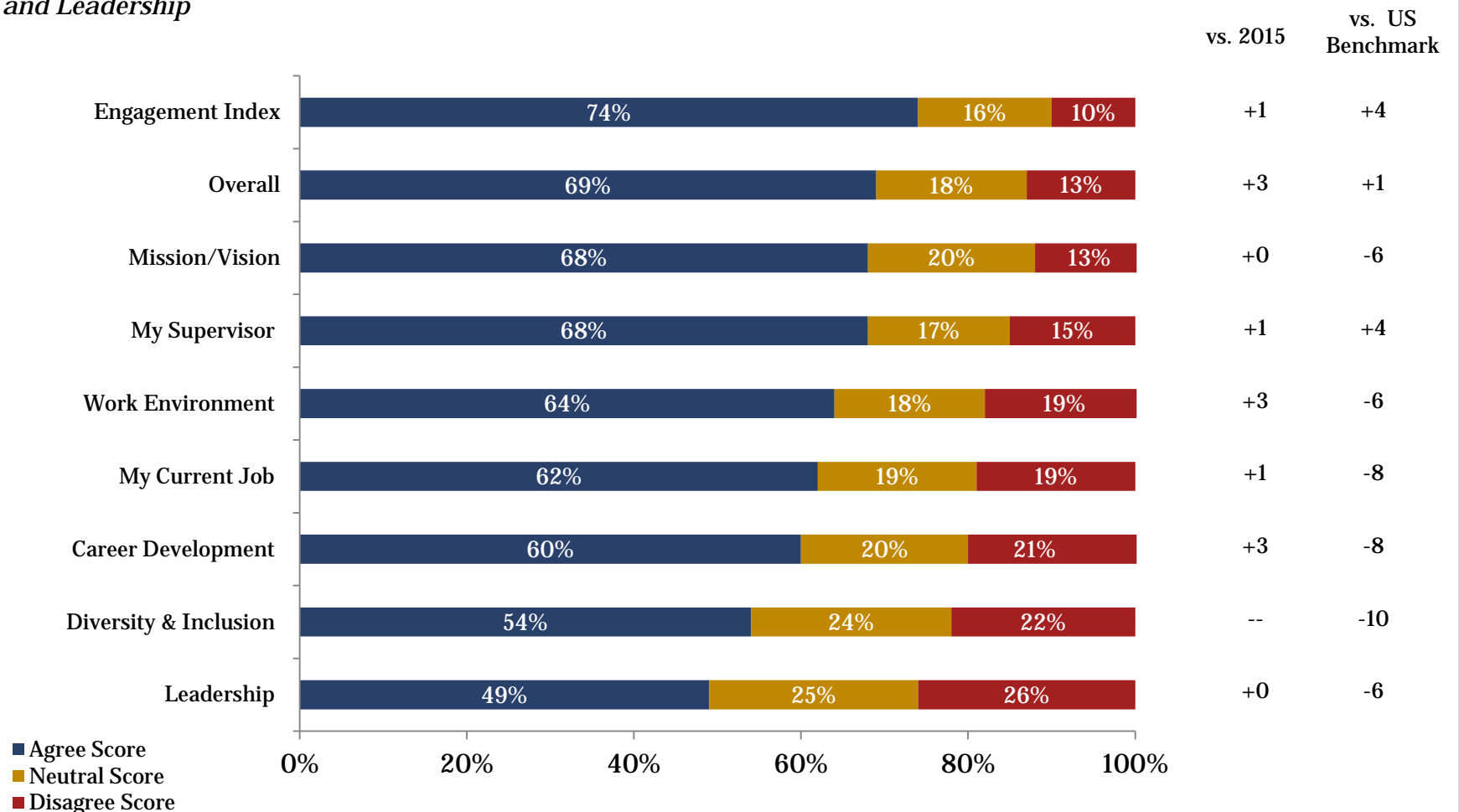
Summary | *Key outcomes*

Measure	CCD Overall	CCD 2015	US Benchmark
Response Rate	68%	66%	--
Engagement Index	74%	73%	70%
CCD Engagement Index	19.7	17.7	--
Intent to Stay	84%	85%	77%
Champions	51%	50%	47%

CCD's overall Engagement Index is 4 percentage points above the US benchmark. CCD's Intent to Stay percent favorable trends 7 percentage points higher than the US benchmark. As with the Engagement Index score, the percentage of champions is 4 percentage points higher than the US benchmark
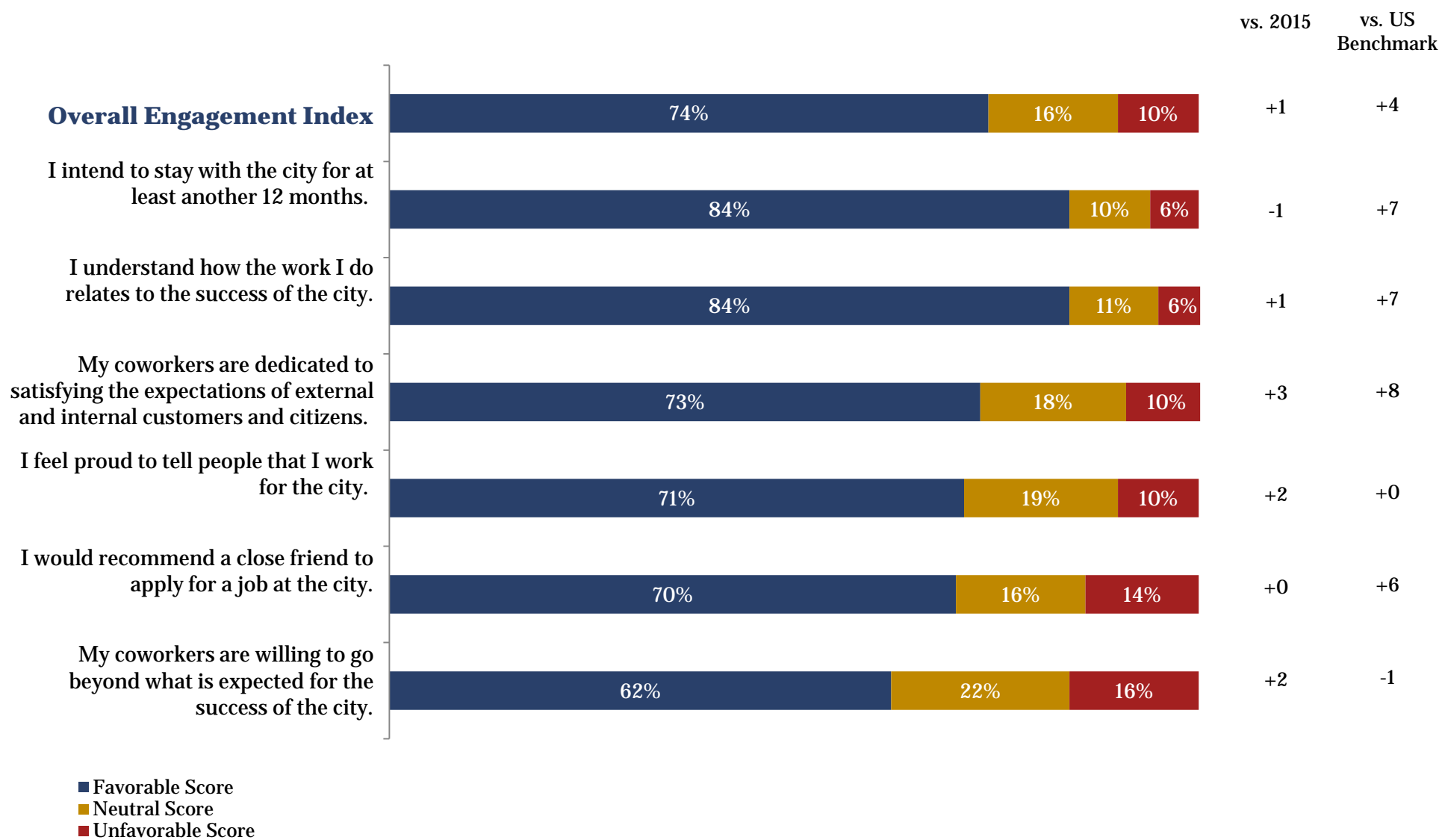
Measure	Definition
Engagement Index	The average Percent Favorable score across the six PwC engagement items, on a scale of 1 to 5
Intent to Stay	The percentage of employees that responded favorably (Agree, Strongly Agree) to the item, "I intend to stay with the city for at least another 12 months"
Champions	The percentage of employees who are highly engaged and highly committed to staying with CCD
US Benchmark	The external US benchmark represents a three-year rolling average of the top quartile scores for the working population of United States of America

Dimension headlines | *People are overall positive about their work and mission/vision; and less so on leadership and diversity & inclusion*

Overall, dimensions remain in the 60%-70% percent favorable range. Pockets of improvement exist in the majority of the dimensions. However, there is greater opportunity around Career Development, Diversity & Inclusion, and Leadership

Dimension	Agree Score	Neutral Score	Disagree Score	vs. 2015	vs. US Benchmark
Engagement Index	74%	16%	10%	+1	+4
Overall	69%	18%	13%	+3	+1
Mission/Vision	68%	20%	13%	+0	-6
My Supervisor	68%	17%	15%	+1	+4
Work Environment	64%	18%	19%	+3	-6
My Current Job	62%	19%	19%	+1	-8
Career Development	60%	20%	21%	+3	-8
Diversity & Inclusion	54%	24%	22%	--	-10
Leadership	49%	25%	26%	+0	-6

- Agree Score
- Neutral Score
- Disagree Score

Engagement Index | *Committed to staying, but less likely to advocate to a friend to apply for a job*

	vs. 2015	vs. US Benchmark
Overall Engagement Index — 74% / 16% / 10%	+1	+4
I intend to stay with the city for at least another 12 months. — 84% / 10% / 6%	-1	+7
I understand how the work I do relates to the success of the city. — 84% / 11% / 6%	+1	+7
My coworkers are dedicated to satisfying the expectations of external and internal customers and citizens. — 73% / 18% / 10%	+3	+8
I feel proud to tell people that I work for the city. — 71% / 19% / 10%	+2	+0
I would recommend a close friend to apply for a job at the city. — 70% / 16% / 14%	+0	+6
My coworkers are willing to go beyond what is expected for the success of the city. — 62% / 22% / 16%	+2	-1

■ Favorable Score
■ Neutral Score
■ Unfavorable Score

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

Trends | *The most improved item from 2015 increased by +10; the most declined item compared to 2015, decreased by -18*

	2017 Favorable Score	2015 Favorable Score	Difference
Top 5 (Higher than 2015)			
My department/agency has taken meaningful action on results from the last employee engagement survey.	34%	24%	+10
My department is innovative in the way it provides services and products to its clients.	58%	51%	+7
In the last 12 months, I have developed and grown at work.	74%	68%	+6
I understand clearly what is expected of me at work.*	53%	49%	+4*
I am appropriately involved in decisions that affect my work.*	51%	47%	+4*
Bottom 5 (Lower than 2015)			
My supervisor effectively manages poor performers.	45%	63%	-18
I am paid fairly for the work I do (compared to similar roles in similar organizations).	51%	56%	-5
I am familiar with Mayor Hancock's priorities (i.e., kids, jobs, safety/safety net, sustainability, and customer experience).	60%	63%	-3
I intend to stay with the city for at least another 12 months.	84%	85%	-1
I understand how my department's/agency's strategic goals support the mayor's priorities.	56%	57%	-1

*There were 5 other items that were 4 points higher than their 2015 favorable score.

Employee landscape | *City and County of Denver*

High

Level of Engagement

Tenants 2017 = 4% 2015 = 3% US Benchmark = 3%	**Champions** 2017 = 51% 2015 = 50% US Benchmark = 47%
Disconnected 2017 = 13% 2015 = 12 US Benchmark = 20%	**Captive** 2017 = 33% 2015 = 35% US Benchmark = 30%

Low

Low   **Likelihood of Staying**   High
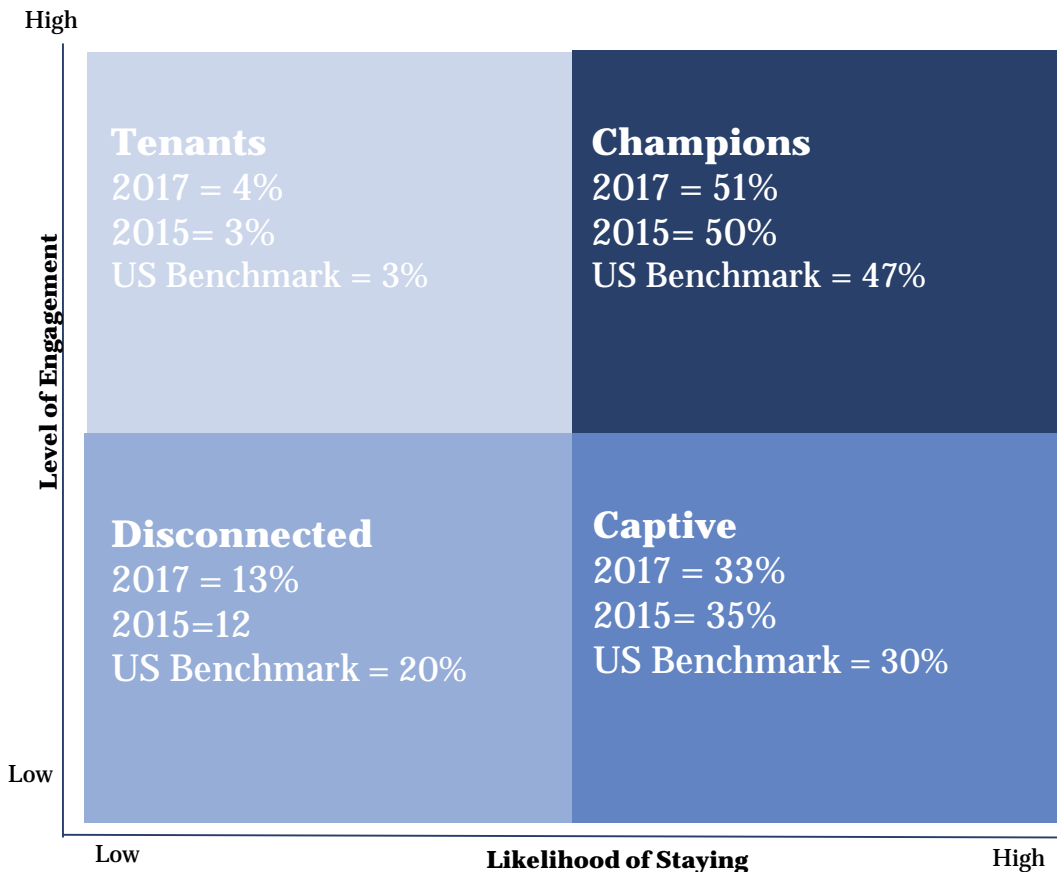
Champions	▪ Strong identification with organization objectives ▪ High level of loyalty to the organization ▪ High level of willingness to cooperate and motivate colleagues
Captive	▪ Rather critical, and often difficult to lead ▪ Can have an influence on those around them ▪ Greatest opportunity to move 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)

Employee landscape | *Uniformed officer, generation, & tenure*

Although anticipated based on the risks of the job, uniform officers have 17% more captives than civilians and one of the lowest champion percentages. Action plans need to be created and successfully implemented to this population

Perceptions across generations show little variance, with Millennials having the largest percent of champions
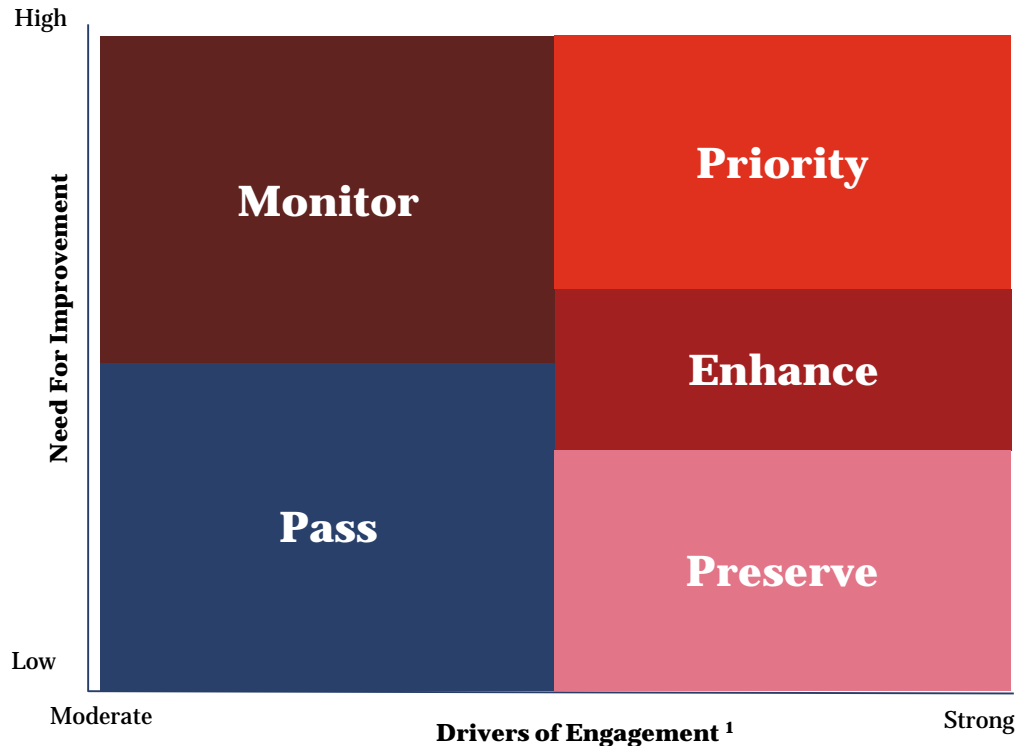
Employee engagement typically decreases after the 1st year of employment and increases around the 3-5 year mark before tapering off again. However, after the 1st year at CCD, captives steadily grow, indicating that there are several barriers impeding on day-to-day job responsibilities

	N Size	Champions	Tenants	Captives	Disconnected
CCD Overall	7,543	51%	4%	33%	13%
Civilian	6,061	54%	4%	30%	13%
Uniform	1,478	40%	1%	47%	13%

	N Size	Champions	Tenants	Captives	Disconnected
CCD Overall	7,543	51%	4%	33%	13%
Boomer	1,844	46%	4%	35%	14%
GenX	3,186	50%	2%	37%	11%
Millennial	2,503	55%	5%	26%	14%

	N Size	Champions	Tenants	Captives	Disconnected
CCD Overall	7,543	51%	4%	33%	13%
6 months or less	510	72%	4%	17%	8%
6+ to 12 months	508	63%	5%	18%	14%
1+ to 2 years	881	58%	5%	23%	15%
2+ to 3 years	658	52%	5%	28%	15%
3+ to 5 years	922	53%	4%	29%	14%
5+ to 10 years	1,021	49%	3%	33%	15%
10+ years	3,039	43%	3%	43%	11%

*Light red shading indicates that Captives embody 25% or more of the breakout grouping

Prioritizing action | *Driver matrix*

Need For Improvement (vertical axis, High to Low)

Monitor	Priority
Pass	Enhance
	Preserve

Drivers of Engagement ¹ (horizontal axis, Moderate to Strong)

1 Based on correlation with Employee Engagement Index (EEI)

What is the Driver Matrix?

- The Driver Matrix identifies items and themes that drive engagement, enabling more focused action planning.
- The Driver Matrix categorizes each item based on its correlation with the engagement index as well as its need for improvement, as measured by the Favourable Score.

Priority

- High correlation to engagement index and low favourable score. The greatest opportunities to increase engagement are identified in the Priority box.

Enhance

- High correlation to engagement index and medium favourable score. Opportunity exists to move these items to the Preserve box by increasing their favourable scores.

Preserve

- High correlation to engagement index and high favourable score. Organizations should be conscious of maintaining its Preserve items.
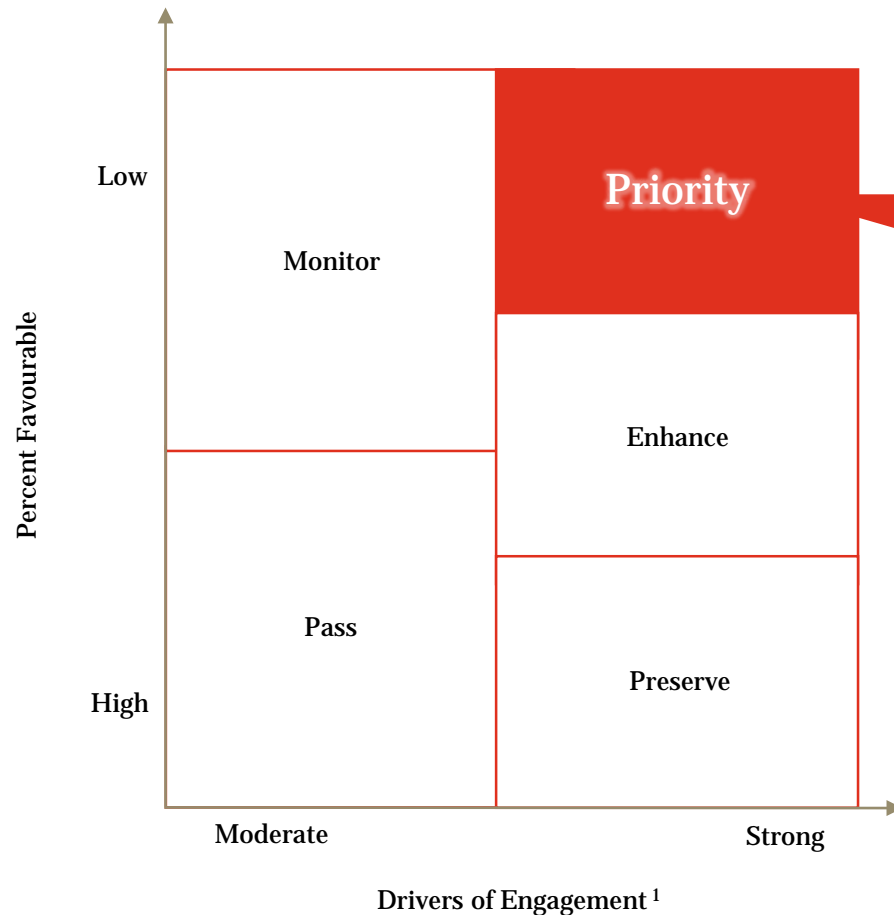
Monitor

- Low favourable score but low correlation to engagement index. Items in the Monitor section may not be high pay-off investments.

Pass

- High favourable score and low correlation to engagement index. Maintain current levels of focus on these items.
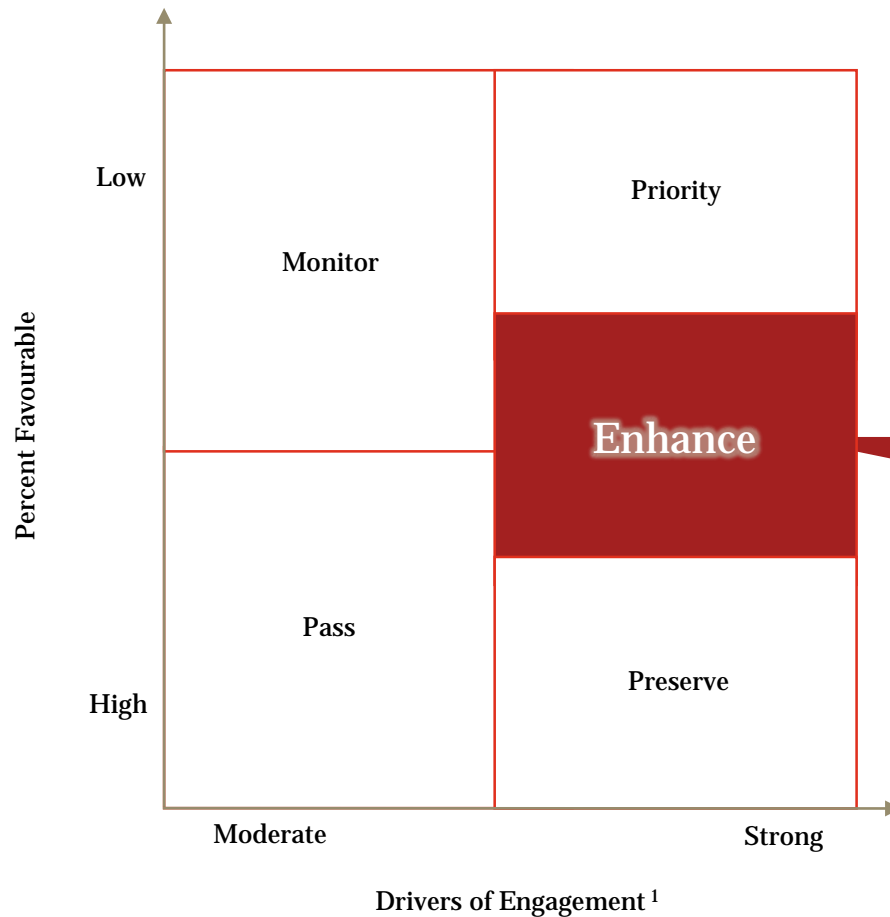
Driver Matrix | *Priority items*

Percent Favourable (vertical axis, Low at top, High at bottom)

Drivers of Engagement [1] (horizontal axis, Moderate to Strong)

Matrix quadrants:
- Monitor
- Priority
- Pass
- Enhance
- Preserve

[1] Based on correlation with Engagement Index

Priority items:
- My department/agency does a good job in creating opportunities that take advantage of the diverse talents and abilities of all employees.
- Leaders and managers consistently communicate and demonstrate that everyone's perspective is valued.
- Leaders and managers make it very clear that they are supportive of inclusion.
- Our appointee ensures that necessary information is communicated in a timely manner.
- Our appointee ensures that department/agency goals and priorities are clearly communicated.
- Senior leadership is sincerely interested in the well-being of employees.
- Senior leadership is present and visible.
- I am appropriately involved in decisions that affect my work.
- My department/agency has taken meaningful action on results from the last employee engagement survey.
- In my department, the most qualified are promoted.
- In my department/agency, I provide my opinions without fear of retaliation or retribution.
- My department/agency promotes a culture/environment of appreciation.
- I am encouraged and expected to speak up about any agency practices and policies that are ethically questionable.
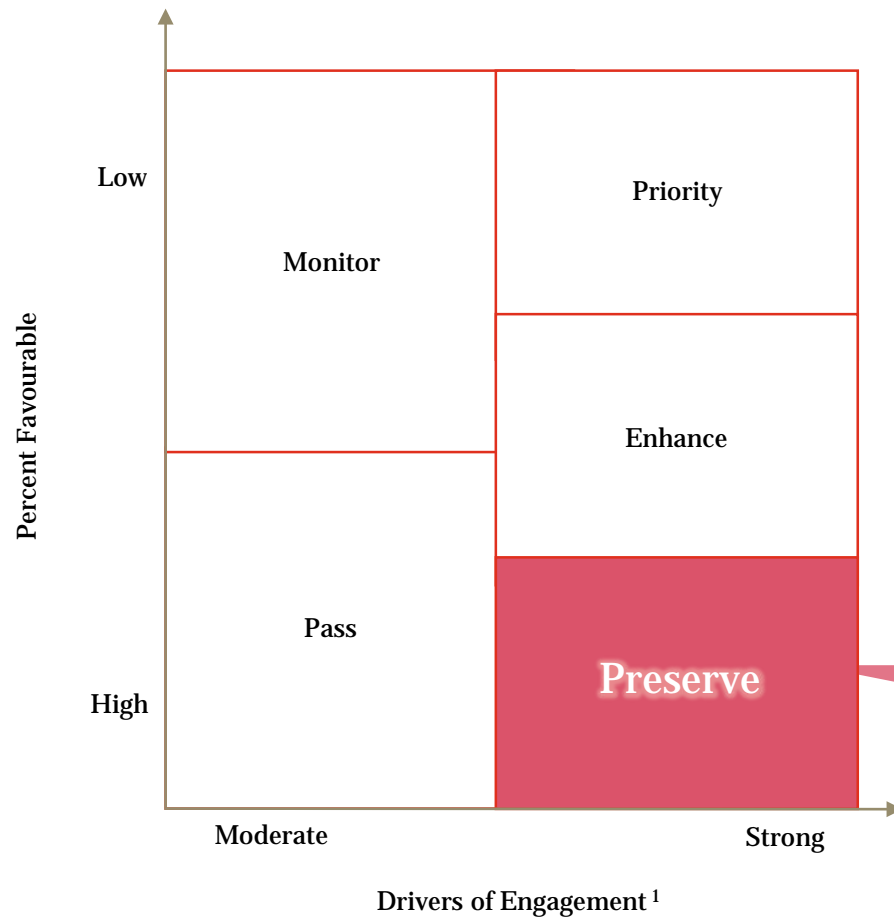
Driver Matrix | *Enhance items*

Axis labels: **Percent Favourable** (vertical axis, Low to High), **Drivers of Engagement** [1] (horizontal axis, Moderate to Strong)

Matrix quadrants:
- Monitor
- Priority
- Pass
- Enhance
- Preserve

Enhance items:
- We have a workplace culture where various attributes of diversity (e.g., experiences, backgrounds, skills, points of view) are respected and appreciated.
- I have the opportunity for professional development at my organization.
- My department/agency adequately invests in training and developing our employees.
- I have the resources and tools needed to do my job well.
- My department is innovative in the way it provides services and products to its clients.
- My department/agency has prepared me to do my job well.
- Employees are treated fairly at this organization regardless of differences in race, gender, age, religion, sexual orientation, etc.
- The executive director has an open door policy that affords opportunity to communicate directly about concerns, ideas, etc.
- The executive director is fair and reasonable.

[1] Based on correlation with Engagement Index

Driver Matrix | *Preserve items*

Percent Favourable (y-axis): Low ... High

Drivers of Engagement [1] (x-axis): Moderate ... Strong

Matrix quadrants: Monitor, Priority, Pass, Enhance, Preserve

Preserve items:
- I understand how the work I do relates to the overall goals and priorities of my department/agency.
- In the last 12 months, I have developed and grown at work.
- I am satisfied with my job at the City and County of Denver.
- The employees I work with cooperate together to get the job done.
- My coworkers conduct city business ethically and honestly.

[1] Based on correlation with Engagement Index

Obstacles | *Top selected barriers to productivity*

There are still issues with processes and staffing

Top ten most selected issues	% of responses	vs. 2015
Inadequate staffing levels	33%	34%
Poor, inefficient or broken processes	25%	24%
Level of workload	21%	21%
Out-of-date or malfunctioning technology	20%	25%
Lack of clarity about the decision making process	15%	16%
Micromanagement	15%	19%
Doing work for others that is not part of my job	14%	14%
Unproductive teammates	14%	15%
Repetitive or irrelevant emails	13%	12%
Too many procedures and policies	13%	9%

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

% Favorable on Meaningful Action item

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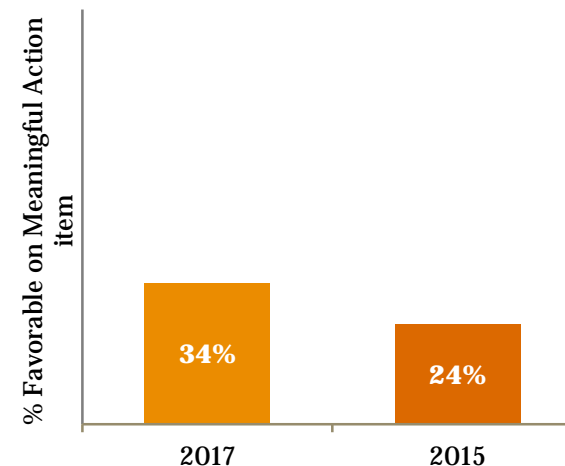
27% of Champions selected "inadequate staffing levels" as a top barrier to productivity

Self-Select Comment Themes

What do you like best about working in your department/agency?

Category	Value
My Current Job	1722
Work Environment	1610
Other	788
Mission / Vision	484
The City Overall	477
My Supervisor	349
Leadership	312
Career Development	131
Diversity & Inclusion	117
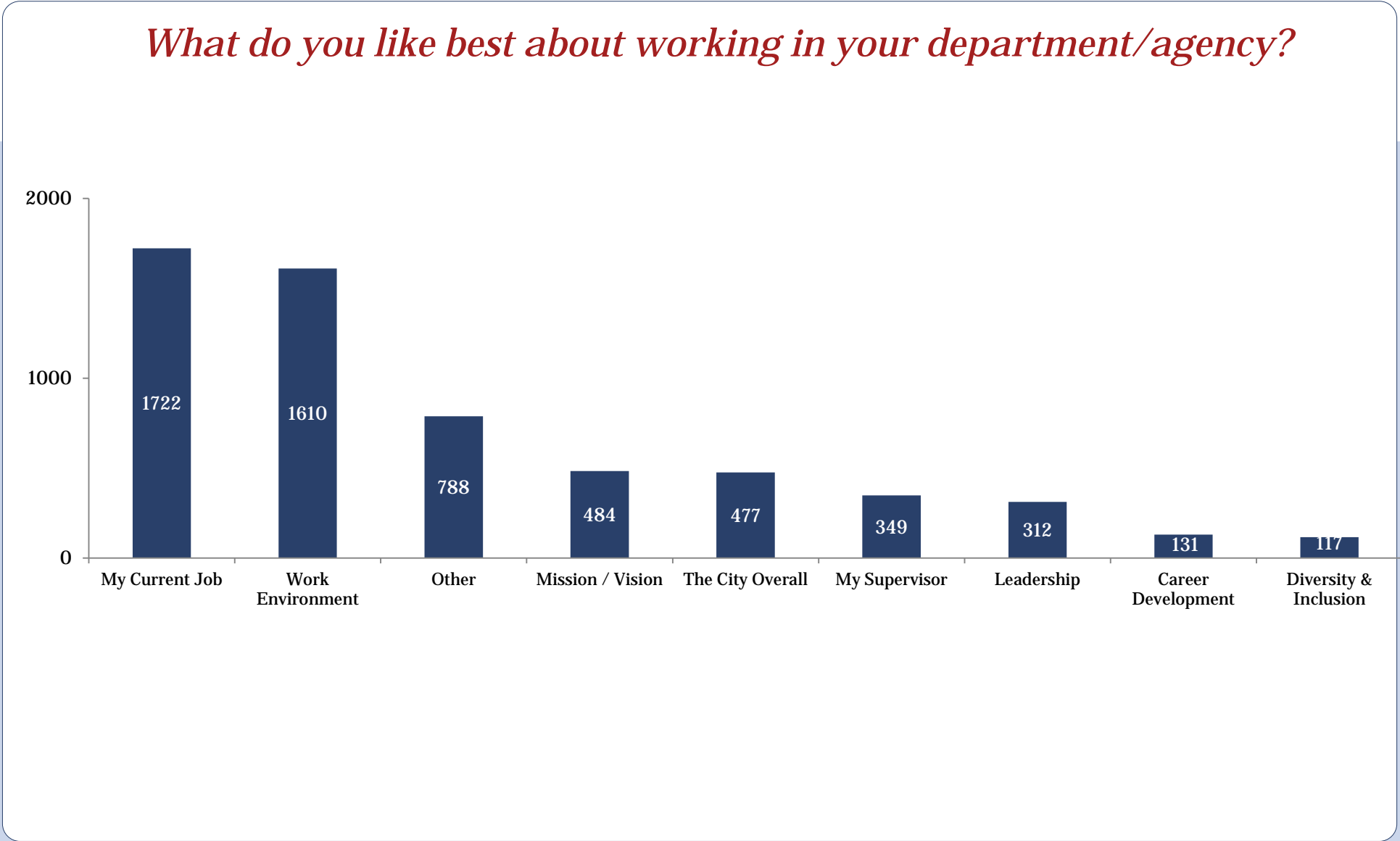
Comments / *What do you like best about working in your department/agency?*

What are *Champions* saying?

"**The type of work I am involved in**. *The programs and the patrons. Watching individuals enjoy the programs we offer, and seeing the growth and development, also seeing some individuals learn or experience a new activity or skill and playing a part in that experience*"

"*Working for a supervisor who truly cares about her people as a team and as individuals. She shows respect, compassion, understanding to all who are fortunate to have her as their supervisor.* **She creates and environment that makes one feel that they are an important member of her team - a team of equals**"

"*To assist the constituents throughout Colorado and worldwide. Because we do assist those that are in other countries and the indigent. We treat all equally as if they were family because we know what it is like to lose someone.* **It is a challenging job and we definitely have to figure out how to expand with grace**. *I love my city Denver as a native with lots of history and background. It makes it that much easier to assist all who come to our office*"
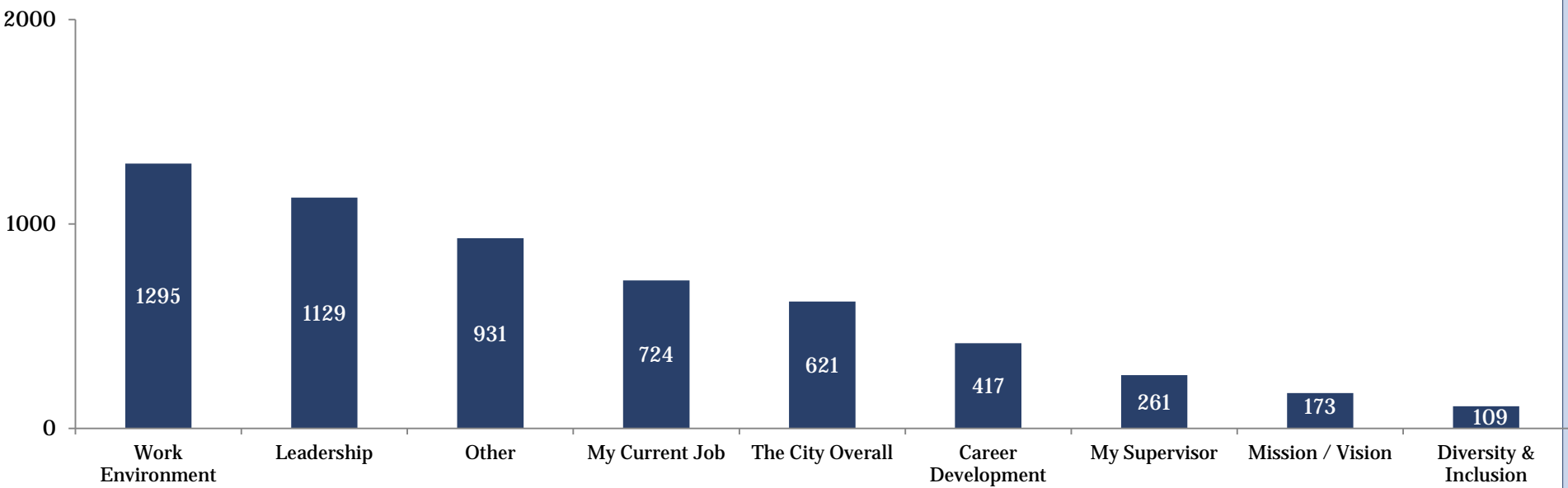
What are *Captives* saying?

"*Coworkers!* **These people are the most hard, compassionate, determined, unselfish staff imaginable.** *For the environment that they work in, the pay that they receive for what they endure on a daily basis, it is the amazing staff that keeps me here*"

"*Aviation is a wonderful community full of incredible people. The Agency has an incredible team of people making this a great/exciting place to work. As a point of clarification to a previous question regarding "are you proud to say you work for Denver", that answer is no. As it relates to working for Denver International Airport,* **I am extremely proud of the work we do**"

"*I enjoy the environment I'm in with all the different responsibilities I'm accounted for.* **I enjoy the customer service aspect** *and most of my co-workers. I especially enjoy the fact I have different duties and am not tied to a desk for most of my work time. I really enjoy helping people and this job satisfies that because I know I represent the City and County of Denver in the highest regard. I get complimented many times a day, everyday, which makes me enjoy my work that much more*"

Self-Select Comment Themes

What one thing would you suggest to help make your department/agency a great place to work for you?

Theme	Value
Work Environment	1295
Leadership	1129
Other	931
My Current Job	724
The City Overall	621
Career Development	417
My Supervisor	261
Mission / Vision	173
Diversity & Inclusion	109

Comments/ *What one thing would you suggest to help make your department/agency a great place to work for you?*

What are *Champions* saying?

"Better **communication amongst upper management** *about things that will impact my work*"

"Create a clear Strategic Plan *that includes a few main categories that won't change and within the categories are high-level goals and objectives that may change each year according to what the department accomplishes.* **Everyone working for the department will then use the department's goals and objectives to create their own Personal Evaluation Plan, including development goals**"

"Change in leadership staff that would allow for the employees of the department to have more input on everything. Less micro management, more employee value, less strict on petty items that do not matter in the grand scheme of things. Our department has too many managers and always short staffed. Our departments **employees are not treated like adults and not respected like adults** and are subject to disciplinary action for many minor items. This comes from the Leadership team, those above our immediate supervisors"

What are *Captives* saying?

"**Be more racially and culturally inclusive.** *Our leadership team does not mimic the population we serve, nor the diversity of the staff that works here*"

"It would be a great place to work if promotions were actually based on merit, skill set and experience rather than relationships. I have seen this multiple times in my four years with the City. We lose good people because of it or good people don't apply for the promotion because so-and-so's daughter is also applying. **The result is that the citizens suffer because the best person for the job is not the person who got the job**"

"**Communication from upper mgmt (supervisor and manager) to the "worker bees."** *It is very frustrating to see issues arising on a daily basis and to bring it to upper mgmt only to be told 'there isn't an issue" and to "just carry on doing what you do" only to find out the exact issue you brought to their attention months earlier is now a big problem and affecting others so it will be addressed and then to top it off they take credit for having noticed the issue and addressing it on their own. this situation has and 'm sure will continue to happen over and over*"

Recommendations| *Action Response*

Improve connection between leadership and employees

- Ensure consistency in leaderships message and their actions. Trustworthiness is compromised when employees perceive leadership is not "walking the talk"
- Create opportunities for leaders to be more visible and accessible to employees through activities such as "managing by walking around" and town hall style meetings with small groups of employees that allow for two-way-dialog
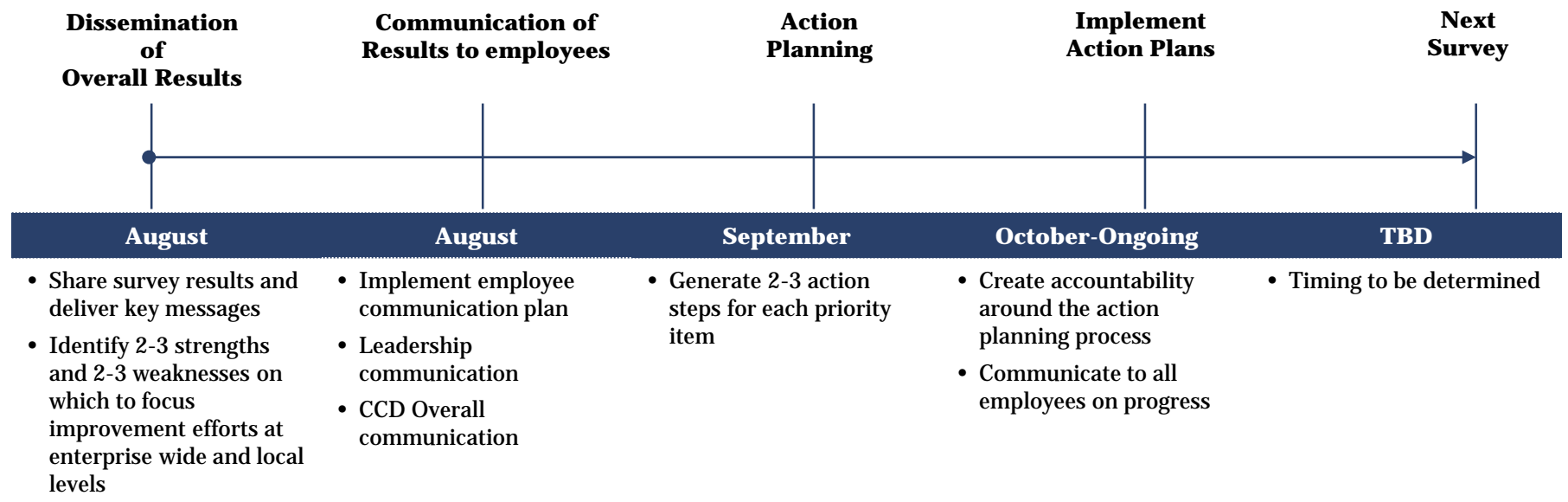
Cultivate a lasting culture

- Ensure that the enforcement of company policies is consistent, both within the team and compared to other departments, as inconsistent policy administration erodes coworker trust and respect. In particular, reinforce an environment of feedback, where employees feel safe to provide their opinions.
- Lead by example. Make leadership behavior a model for the type of respectful behavior and attitude that leaders would like the staff and coworkers to demonstrate. The manager can also promote respect among the team by encouraging the staff to do the same.

Innovation and technology

- 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.

Next steps | *Timeline*

Dissemination of Overall Results	Communication of Results to employees	Action Planning	Implement Action Plans	Next Survey
August	**August**	**September**	**October-Ongoing**	**TBD**
• Share survey results and deliver key messages • Identify 2-3 strengths and 2-3 weaknesses on which to focus improvement efforts at enterprise wide and local levels	• Implement employee communication plan • Leadership communication • CCD Overall communication	• Generate 2-3 action steps for each priority item	• Create accountability around the action planning process • Communicate to all employees on progress	• Timing to be determined

Next steps | *Action planning roadmap*

Complete By (post survey close)	Action Planning Step	Senior Leadership Establish accountability and expectations	Manager Role: Follow established action planning expectations
Week 4	*Communicate*	• Communicate survey results to employees • Verify next steps in the action planning process • Set expectations, accountability, and timeline	• Thank team for participation • Create awareness that action planning process will begin soon • Set expectations, accountability, and timeline
Week 7	*Review*	• Review the organizational results as a senior leadership team	• Review the organizational and team specific survey results • Discuss with your manager/leader
Week 10	*Develop*	• Meet as a senior leadership team and develop organization wide action plan • Focus on identified strengths and key priorities for improvement	• Meet with your team to review the results • Select key priorities for improvement • Develop action plans
Week 11	*Approve*	• Organization wide action plan	• Review action plan with your manager/leader • Begin to implement the action plan with your team
Week 12 and ongoing	*Implement*	• Establish ownership and timeline • Track and monitor progress • Communicate updates regularly	• Establish ownership and timeline for each action item • Track and monitor progress • Communicate updates regularly
~ 12 Months	*Measure*	• Schedule the next survey (i.e. pulse survey and/or full-census employee engagement survey)	• Understand and communicate the timeframe of the next survey

Appendix

US Benchmark | *Performance highlights*

	2017 Favorable Score	2017 US Benchmark Score	Difference
Top 5 (Higher than the US Benchmark)			
In the last 12 months, I have developed and grown at work.	74%	58%	+16
The employees I work with cooperate together to get the job done.	79%	71%	+8
My coworkers are dedicated to satisfying the expectations of external and internal customers and citizens.	73%	65%	+8
I intend to stay with the city for at least another 12 months.	84%	77%	+7
I understand how the work I do relates to the success of the city.	84%	77%	+7
Bottom 5 (Lower than the US Benchmark)			
In my department/agency, I provide my opinions without fear of retaliation.	50%	69%	-19
Leaders and managers consistently communicate and demonstrate that everyone's perspective is valued.	47%	62%	-15
I understand how the work I do relates to the mayor's priorities.	58%	71%	-13
My department/agency has taken meaningful action on results from the last employee engagement survey.	34%	47%	-13
I am appropriately involved in decisions that affect my work.	53%	64%	-11

Survey Results | *By item*

Item #	Item Text	Correlation with Engagement	US Benchmark	2015 Percent Favorable	Percent favourable	Percent neutral	Percent unfavourable
	Overall						
1.	My department/agency has prepared me to do my job well.	0.59	--	70%	71%	16%	13%
2.	I am satisfied with my job at the City and County of Denver.	0.73	--	71%	74%	13%	13%
3.	My skills are a good match for my current job.	0.47	90%	85%	86%	8%	7%
4.	I intend to stay with the city for at least another 12 months.	--	77%	85%	84%	10%	6%
5.	I would recommend a close friend to apply for a job at the city.	--	64%	70%	70%	16%	14%
6.	My coworkers are willing to go beyond what is expected for the success of the city.	--	63%	60%	62%	22%	16%
7.	My department/agency has taken meaningful action on results from the last employee engagement survey.	0.61	47%	24%	34%	41%	25%
	Mission/Vision						
8.	I am familiar with Mayor Hancock's priorities (i.e., kids, jobs, safety/safety net, sustainability, and customer experience).	0.41	--	63%	60%	23%	17%
9.	I understand how my department's/agency's strategic goals support the mayor's priorities.	0.54	--	57%	56%	27%	18%
10.	I understand how the work I do relates to the mayor's priorities.	0.55	71%	58%	58%	25%	17%
11.	I understand how the work I do relates to the overall goals and priorities of my department/agency.	0.66	--	79%	80%	12%	8%
12.	I understand how the work I do relates to the success of the city.	--	77%	83%	84%	11%	6%
	Leadership						
13.	Our appointee ensures that necessary information is communicated in a timely manner.	0.57	55%	49%	52%	27%	20%
14.	Our appointee ensures that department/agency goals and priorities are clearly communicated.	0.59	--	50%	52%	27%	21%
15.	Senior leadership is sincerely interested in the well-being of employees.	0.65	55%	45%	48%	21%	31%
16.	Senior leadership is present and visible.	0.59	--	51%	54%	20%	26%
17.	My agency's senior leadership team discussed the results of last year's survey with me/my department.	0.48	--	--	45%	28%	27%
18.	My agency's senior leadership team has shared his/her plans for change with me.	0.55	--	--	40%	27%	32%

*"--" denotes not applicable for correlation to Engagement, US Industry Benchmark, or 2015 question trend

Survey Results | *By item*

Item #	Item Text	Correlation with Engagement	US Benchmark	2015 Percent Favorable	Percent favourable	Percent neutral	Percent unfavourable
	My Supervisor						
19.	My supervisor is sincerely interested in my well-being.	0.52	--	75%	76%	12%	12%
20.	My supervisor clearly communicates the performance expectations to me.	0.49	68%	73%	74%	13%	13%
21.	My supervisor informs me in a timely manner of decisions that affect me.	0.50	--	68%	70%	14%	17%
22.	I routinely receive feedback from my supervisor that helps improve my performance.	0.48	60%	60%	64%	18%	18%
23.	My supervisor expresses praise and appreciation when I do a good job.	0.47	--	71%	72%	14%	14%
24.	My supervisor proactively resolves conflicts within our work group.	0.49	--	56%	58%	23%	19%
25.	My supervisor effectively manages poor performers.	0.50	--	63%	45%	30%	25%
26.	My supervisor regularly shares how our group is meeting its goals.	0.50	--	61%	62%	21%	17%
27.	My supervisor conducts city business ethically and honestly.	0.49	--	--	81%	13%	7%
28.	I have a good relationship with my immediate supervisor.	0.46	--	79%	82%	13%	5%
	My Current Job						
29.	I have the resources and tools needed to do my job well.	0.57	77%	65%	67%	15%	18%
30.	I have received the training I need to do a my job well.	0.54	75%	67%	68%	18%	14%
31.	I am paid fairly for the work I do (compared to similar roles in similar organizations).	0.40	--	56%	51%	20%	29%
32.	I believe my pay and job performance are linked.	0.47	52%	--	45%	23%	32%
33.	I feel proud to tell people that I work for the city.	--	71%	69%	71%	19%	10%
34.	I understand clearly what is expected of me at work.	0.56	91%	78%	82%	11%	8%
35.	In the last 12 months, I have developed and grown at work.	0.60	58%	68%	74%	16%	10%
36.	My department is innovative in the way it provides services and products to its clients.	0.64	--	51%	58%	23%	18%
37.	I am appropriately involved in decisions that affect my work.	0.62	64%	49%	53%	21%	26%
38.	My department/agency strives to provide its employees with the latest technology required to do our job.	0.56	--	47%	51%	21%	28%

"--" denotes not applicable for correlation to Engagement, US Industry Benchmark, or 2015 question trend

Survey Results | *By item*

Item #	Item Text	Correlation with Engagement	US Benchmark	2015 Percent Favorable	Percent favourable	Percent neutral	Percent unfavourable
	Work Environment						
39.	Employees are treated fairly at this organization regardless of differences in race, gender, age, religion, sexual orientation, etc.	0.61	71%	61%	64%	15%	21%
40.	I am able to balance my job and personal/family life.	0.47	78%	73%	74%	13%	13%
41.	The city provides sufficient flexibility in work schedule options to help me balance the demands of my work and personal life.	0.50	68%	62%	62%	17%	21%
42.	In my department, the most qualified are promoted.	0.58	--	30%	33%	30%	38%
43.	In my department/agency, I provide my opinions without fear of retaliation or retribution.	0.61	69%	47%	50%	19%	31%
44.	In my department, workplace violence or bullying are not tolerated.	0.53	--	68%	72%	14%	13%
45.	My department/agency promotes a culture/environment of appreciation.	0.67	--	51%	55%	22%	23%
46.	My coworkers are dedicated to satisfying the expectations of external and internal customers and citizens.	--	65%	70%	73%	18%	10%
47.	The employees I work with cooperate together to get the job done.	0.57	71%	77%	79%	12%	8%
48.	I am encouraged and expected to speak up about any agency practices and policies that are ethically questionable.	0.63	--	52%	56%	23%	21%
49.	My coworkers conduct city business ethically and honestly.	0.58	--	78%	81%	14%	5%
	Career Development						
50.	I have the opportunity for professional development at my organization.	0.63	68%	59%	62%	19%	19%
51.	My department/agency adequately invests in training and developing our employees.	0.57	--	54%	57%	21%	22%
	Diversity and Inclusion						
52.	We have a workplace culture where various attributes of diversity (e.g., experiences, backgrounds, skills, points of view) are respected and appreciated.	0.62	66%	--	68%	18%	14%
53.	My department/agency does a good job in creating opportunities that take advantage of the diverse talents and abilities of all employees.	0.65	--	--	50%	27%	23%
54.	Leaders and managers consistently communicate and demonstrate that everyone's perspective is valued.	0.65	62%	--	47%	25%	28%
55.	Leaders and managers make it very clear that they are supportive of inclusion.	0.65	--	--	51%	26%	23%

"--" denotes not applicable for correlation to Engagement, US Industry Benchmark, or 2015 question trend

Survey Results | *By item*

Item #	Item Text	Correlation with Engagement	US Benchmark	2015 Percent Favorable	Percent favourable	Percent neutral	Percent unfavourable
	Safety Admin Supplemental						
Supplemental Item 1	My value to the department/agency is acknowledged.	0.54	--	29%	65%	15%	21%
Supplemental Item 2	I am provided with the opportunity to provide input and feedback concerning issues that affect the work environment.	0.56	--	16%	67%	14%	20%
Supplemental Item 3	The executive director has an open door policy that affords opportunity to communicate directly about concerns, ideas, etc.	0.59	--	28%	66%	25%	10%
Supplemental Item 4	The executive director is fair and reasonable.	0.65	--	29%	59%	29%	12%

"--" denotes not applicable for correlation to Engagement, US Industry Benchmark, or 2015 question trend

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