



Denver Employee Survey 2011

Citywide Summary



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THE MILE HIGH CITY

Introduction

Frequently Asked Questions, Key Findings

What did the survey measure?

- The 2011 Denver Employee Survey measured areas that have consistently been measured by the City including: Employee Satisfaction, Employee Commitment, Likelihood to Recommend, Productivity, Motivation, Preparedness and Social Environment.
- In addition to the items that remained the same from 2008, Employee Engagement areas were also explored.

What will be done with the results?

- The results have been reported to the Mayor and his appointees, City Council, the Career Service Board.
- Department specific report will be delivered to agencies
- For some departments, CSA will partner them to develop and implement an action plan.

How did the City insure anonymity?

- Similar to 2008, the 2011 Denver Employee Survey was launched via a third party vendor to make it impossible to track individual results via an IP address.
- The CSA Analytics 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 and CSA also have 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 Senior Research Analyst, Lisa Herrera-Hodges at lisa.herrera-hodges@denvergov.org or at 720-913-5650.

Key Findings

- The 2011 Denver Employee Survey yielded a sample that represents the City's workforce. That means that there were no City employees who are severely underrepresented in the results.
- Compared to 2008, the City's Productivity, Motivation, and Commitment have all increased.
- When asked about Overall Satisfaction with Your Team, Your Supervisor and Senior leadership:
 - 26% said they are "Completely Satisfied" with their Team
 - 31% said they are "Completely Satisfied" with their Supervisor
- When asked where they first hear information that effects them as a City employee, 46% said from a supervisor. Information received from supervisors is ranked as the most accurate and useful.
- Although some departments have employees that are more stressed than others, Work Related Burnout and Job Stress are a citywide concern.
- Employees who have had training in the last 12 months score significantly higher in all Overall variables (i.e. Commitment, Satisfaction, Likelihood to Recommend) including the Engagement variables than those employees who have not had training in the last 12 months.

Benefits of Employee Survey

Benefits of the Denver Employee Survey

The survey measures many constructs, perceptions and attitudes of the CCD workforce including Employee Engagement, Satisfaction, Commitment, and Motivation in addition to perceptions and attitudes about their job, supervisor, and working for the City.

Benefits:

- Measuring employees' perceptions and attitudes about the work environment is important because research links Commitment and Engagement with quality of their work performance.
- Employees with high levels of commitment perform better and are less likely to leave the organization.
- Workers in high-involvement departments in an organization showed more positive attitudes, including trust, organizational commitment and intrinsic enjoyment of the work.
- Research in both private and public sectors conclude that there is a link between employee engagement and well-being to job performance.
- Specific to Public Sector: "Employee Engagement is the key to weathering the economic storm" where lay-offs and personal pay rate freezes could drive morale to an all-time low.

- **What the survey is:**
 - A measure for management to better understand the perceptions of their agency/department
 - Quantified data so management can confidently take action and make improvements in their agency/department or work group
- **What the survey is not:**
 - It is not punitive
 - It is not used to identify individual perceptions (data is delivered in aggregate form to look at “the group” as a whole)
 - It is not meant to address CSA-specific questions (pay, benefits, comp, etc.)

Design/Methodology

Design

- Continued efforts for 2011:
 - to ensure confidentiality by launching the survey through a 3rd party
 - to make questions and results actionable
 - to offer agency specific questions

- 2011 Enhancements:
 - Shorter survey
 - Agency participation goals
 - TS support – new stationary laptops, full month
 - Employee Engagement Analysis
 - Impact Metrics: statistically link DES results with HR/business measures.

- The 2011 Denver Employee Survey was conducted as an online survey between February 1 and February 28.
 - Includes all City employees except uniformed Police and Fire.
 - **4,303** employees participated in the survey resulting in a **56% response rate** (compared with 2008 response rate of 42% - or 3558 employees).
 - The highest participation to date
 - 85% of agencies achieved or exceeded their survey participation goals
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- Note: that where the report reads “Department” or “Agency” the survey actually asked about “Department/Agency” and it has been edited in this report for formatting purposes

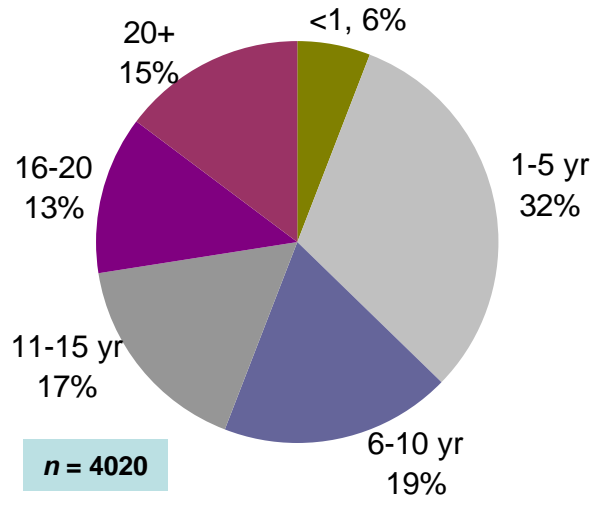
Employee Engagement – What is it?

- Employee Engagement is a meaningful connection that employees have with an organization that results in a willingness to go above and beyond what's expected of them to help their organization succeed.
 - An "engaged employee" is one who is fully involved in, and enthusiastic about, his/her work and behaves in a way that furthers an organization's interests.
 - Research was conducted and linked the 2011 Denver Employee Survey to Employee Engagement. Historically, the focus was Job Satisfaction (Employees involvement and satisfaction with work), but the industry focus has moved more toward Employee Commitment to an organization and more directly toward Employee Engagement.

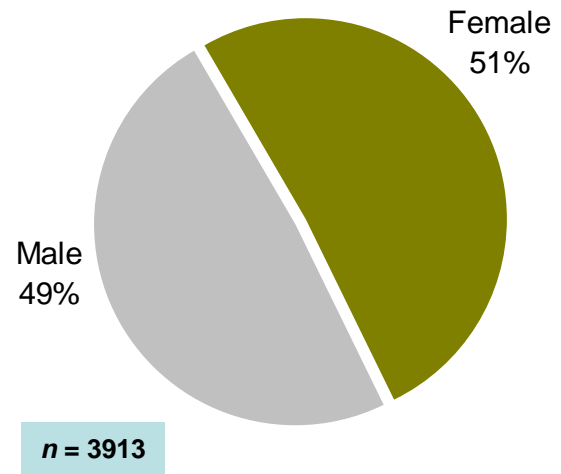
- Measures of Engagement for CCD include:
 - Likelihood to recommend- "I would recommend a close friend to apply for a job at the City."
 - Motivated to do good work- "I am willing to 'go the extra mile' to do good work for the City & County of Denver."
 - Intent to stay- "I rarely think about looking for a new job with another organization."
 - Relationship with direct supervisor- "I have a good relationship with my immediate Supervisor."
 - Senior Leadership interest in employees- "Overall, Senior Leadership (those reporting to Appointee/Department Head) is sincerely interested in my well-being."
 - Immediate Supervisor interest in employees- "Overall, my Immediate Supervisor is sincerely interested in my well-being."
 - Connection of personal work to organizational success – "I understand how the work I do supports
 - 1. The overall goals and priorities of my agency/department, and
 - 2. Denver's Strategic Framework."

Employee Demographics

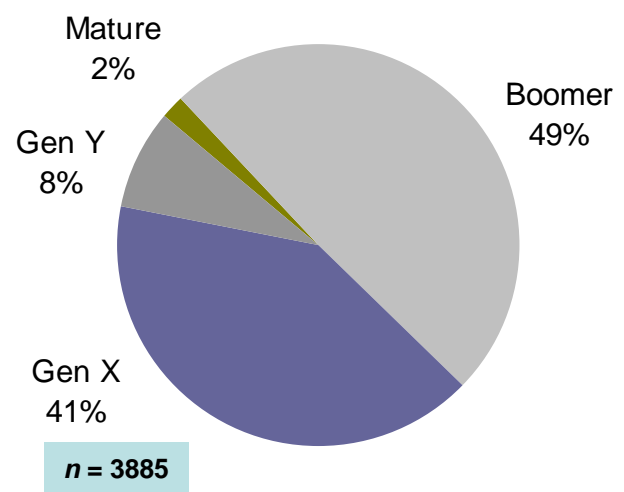
Tenure



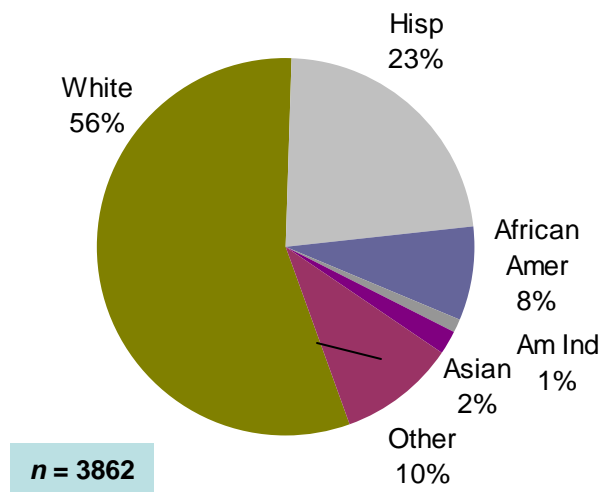
Gender



Generation*

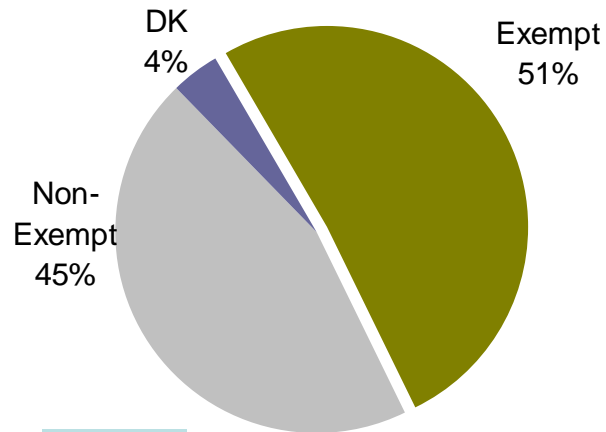


Ethnicity



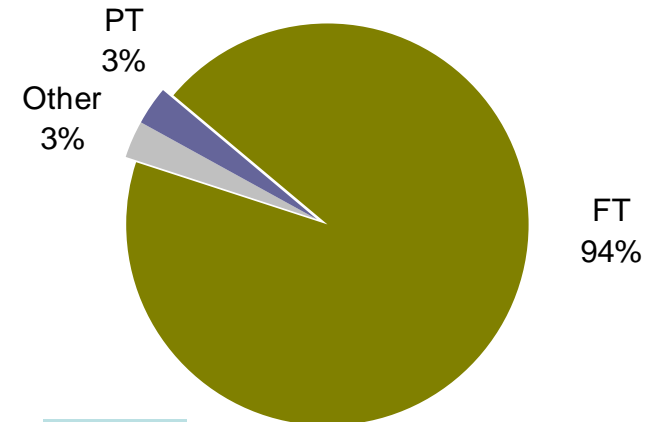
*Gen Y = Born 1981-2000; Gen X = Born 1965-1980; Baby Boomers = Born 1946-1964; Matures = Born 1900-1945

FLSA



n = 4096

Employment Status



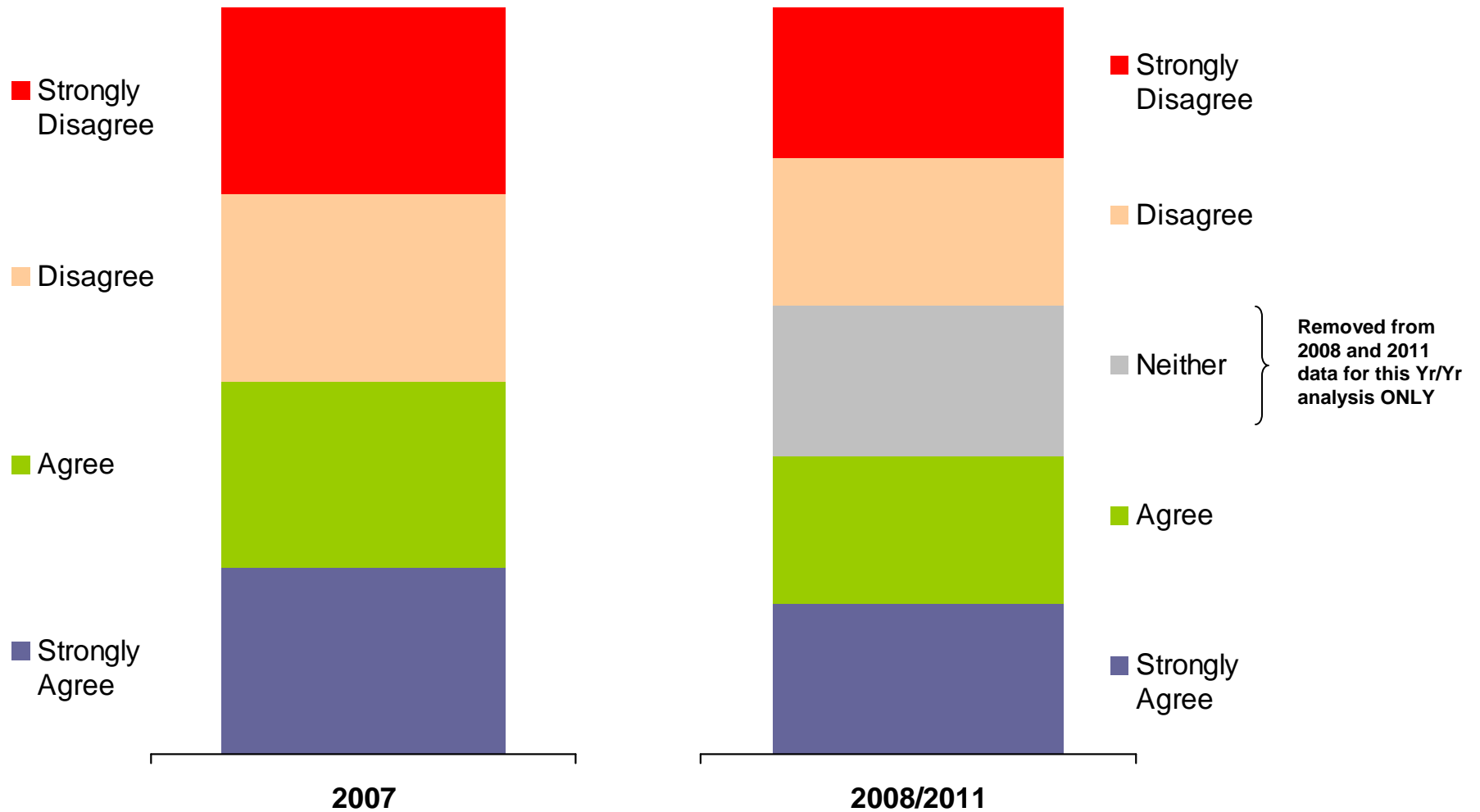
n = 4181

Demographic Representation

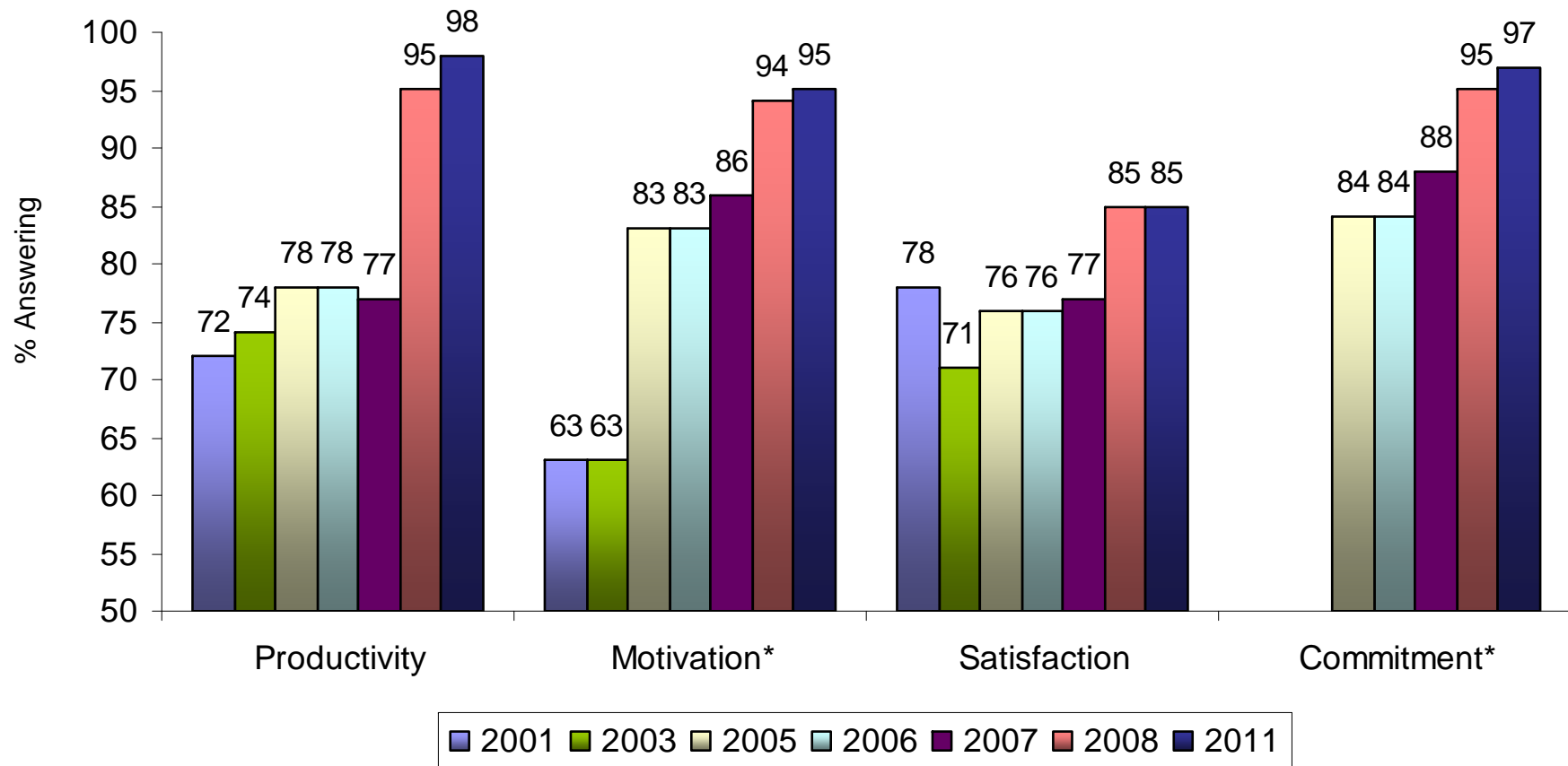
Overall, the 2011 Denver Employee Survey data accurately reflect the employee population in all areas (department, gender, tenure, generation, ethnicity, and type of employment). Although not critical, Hispanic and Non-Exempt employees are slightly under-represented in the sample when compared to the population. These groups will be evaluated and reported separately throughout the report as well as analyzed in-depth at the departmental level when appropriate.

Year-Year Comparison

➤ The 2007 survey used a 4-point scale and the 2008/2011 survey used a 5-point scale. For year/year analysis, the mid-point from 2008 and 2011 data was excluded.



➤ When looking at the percent *Strongly Agree* and *Agree* combined, Productivity, Motivation* and Commitment* continue the upward trend with Satisfaction remaining flat since 2008.



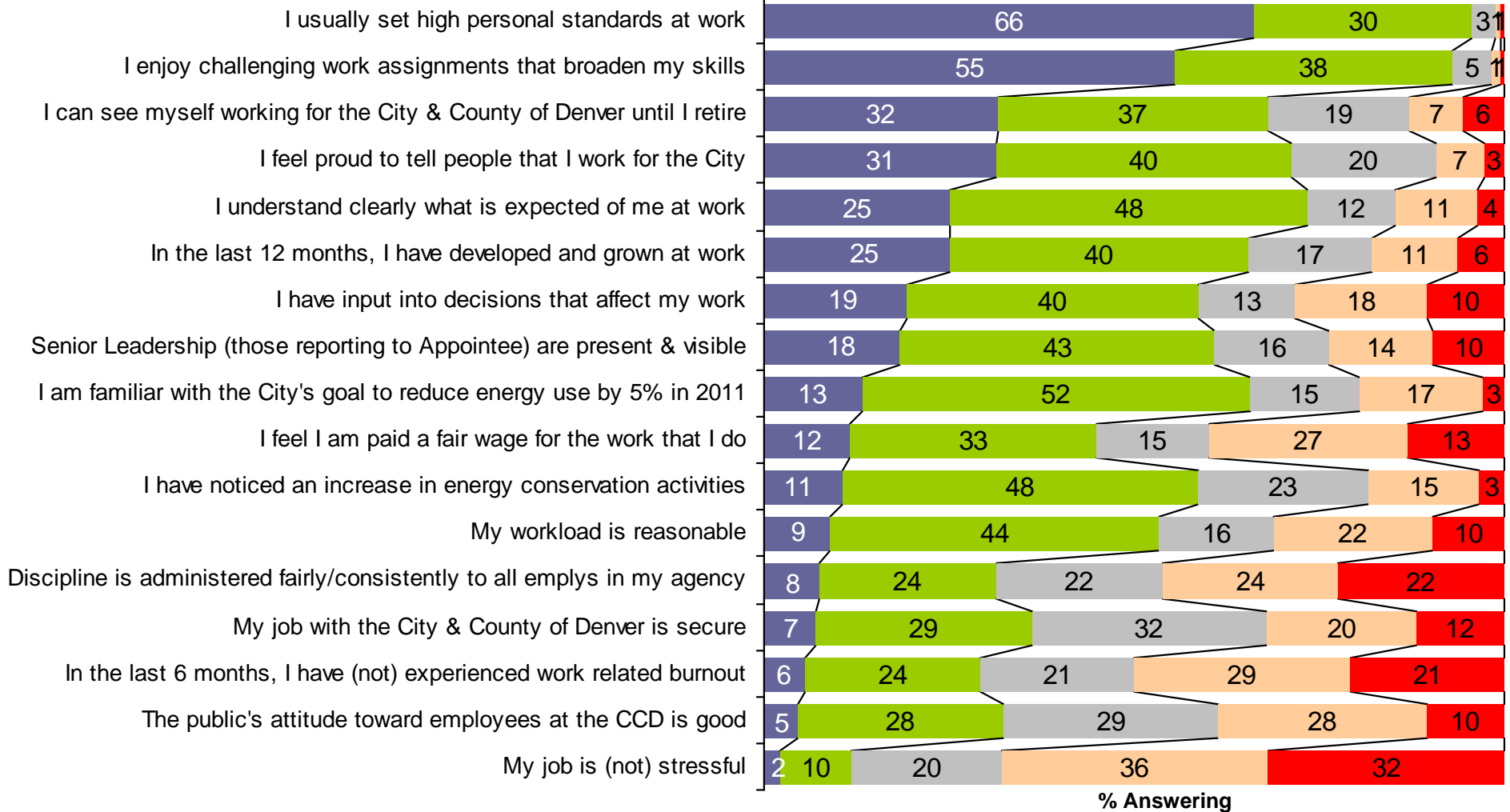
NOTE
 A. "Motivation" verbiage changed in 2011 from "Overall, I am motivated to do good work for the City & County of Denver" to "Overall, I am willing to "go the extra mile" to do good work for the City & County of Denver".
 B. The "Commitment" measure was first added in 2005 and was reworded in 2008 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".

You and Your Job

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

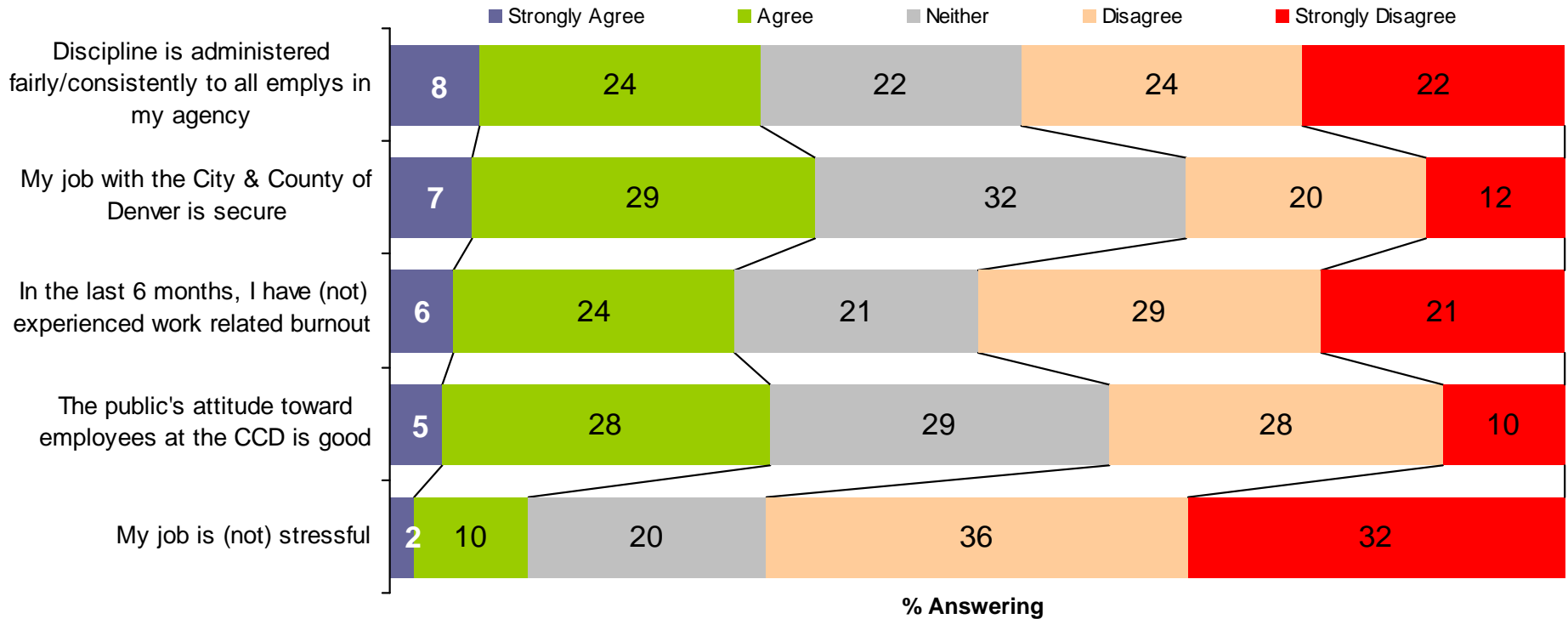
n = 3885-4161

■ Strongly Agree ■ Agree ■ Neither ■ Disagree ■ Strongly Disagree



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

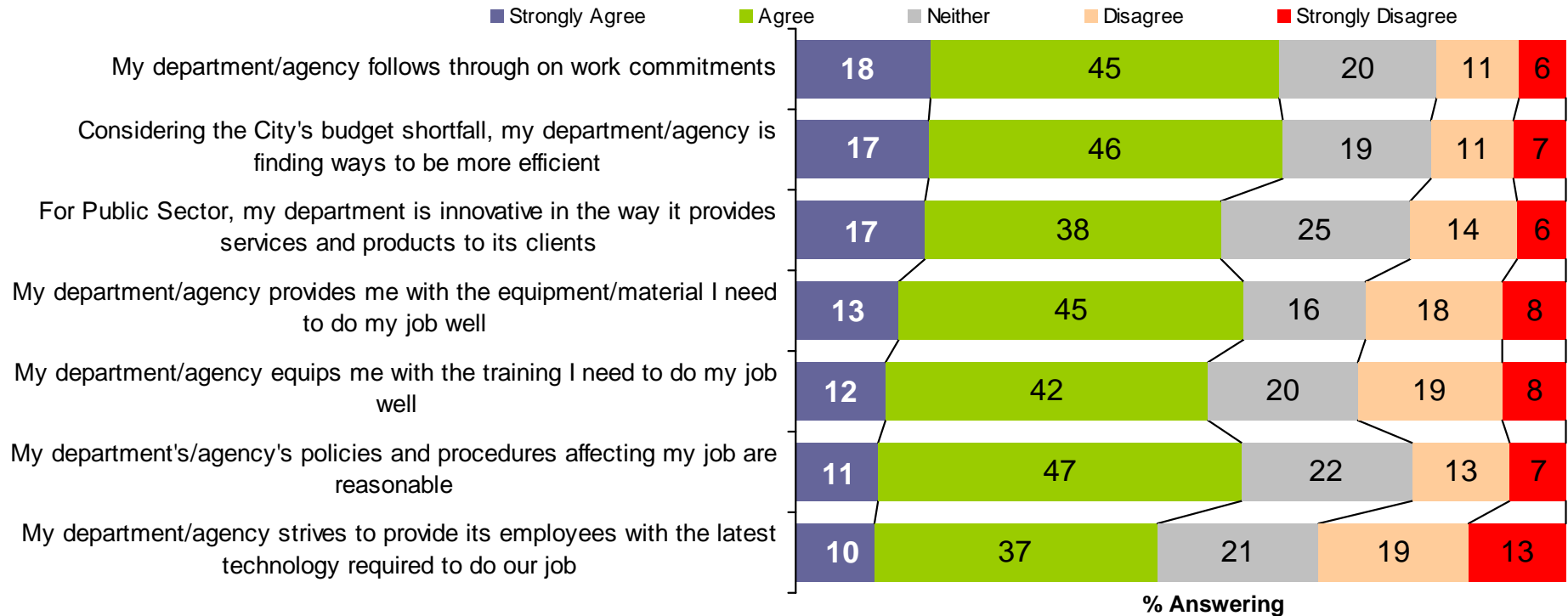
n = 3885-4108



Your Department

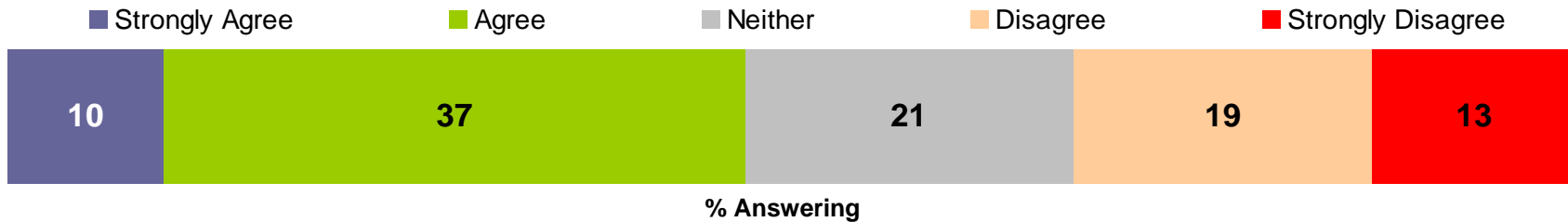
YOUR CURRENT JOB Please rate your agreement with the following statements:

n = 3922-4143



Please rate your agreement with the following statement: My agency strives to provide the latest technology required to do our job

n = 4112



What additional technology resources and materials do you need to do your job?

n = 1184

- Employees were asked what additional technology resources/materials they need. Several employees said they need:
 - Updated computer systems-speed, memory etc. (21%)
 - New equipment-monitor, keyboard, etc. (16%)
 - New/more computers or laptops for field work (12%)

Responses	% Answering
Computer system issues - update/improve ie. speed/memory	21%
New/updated equipment/hardware (e.g. new monitor, keyboard, etc.)	16%
New computer/More computers for group/Laptops for field work	12%
Software upgrades & technical needs	12%
Training/Books/Literature/Manuels	12%
Communication equipment/systems ie. basic phones, cell/smart phones, radios	8%

Your Team/Co-Workers

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

n = 4111-4146



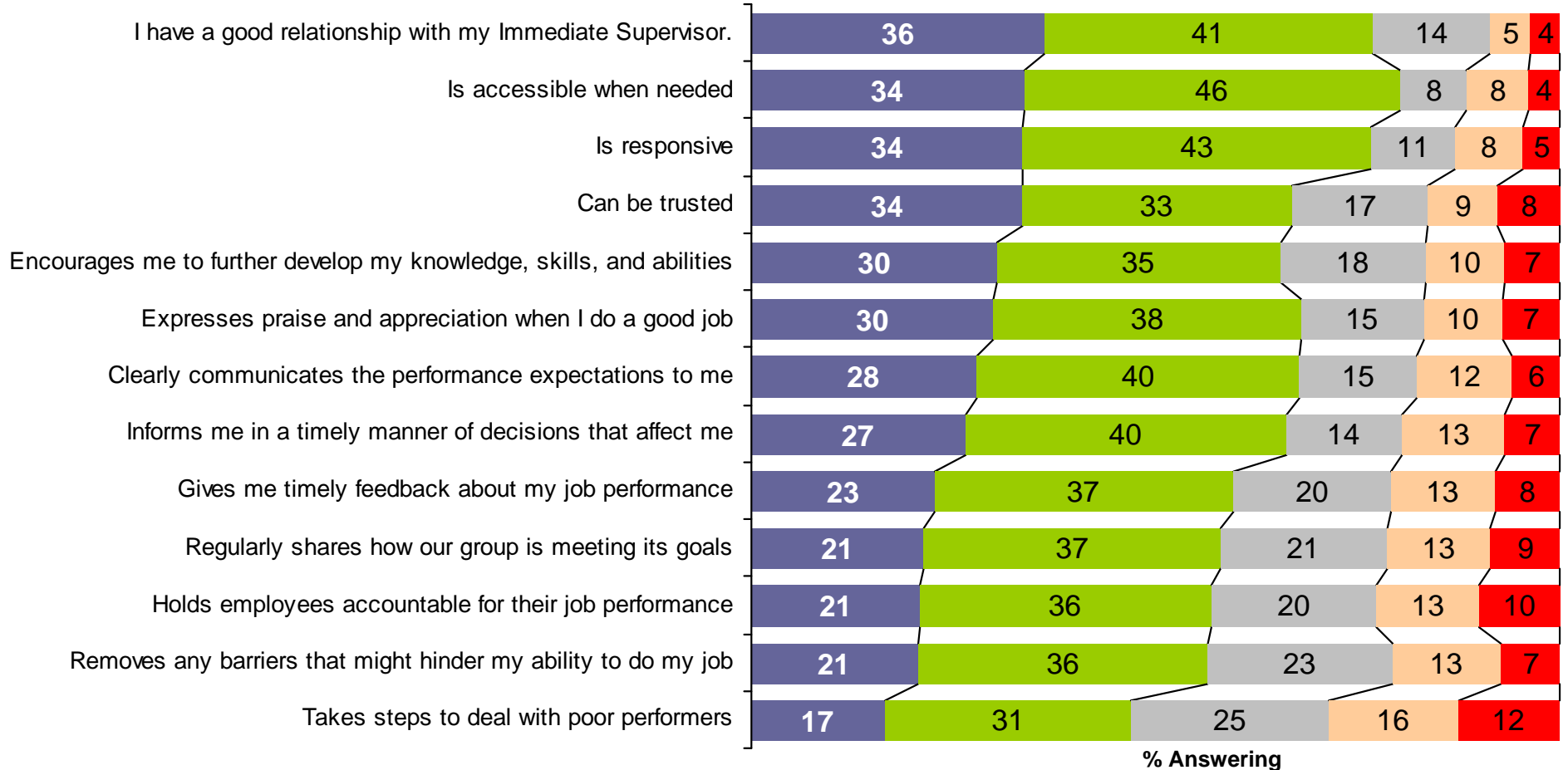
➤ Team ratings were relatively high including 79% of employees saying *Strongly Agree* or *Agree* to their co-workings being committed to doing quality work (this is a 4% increase from 2008).

Your Immediate Supervisor

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

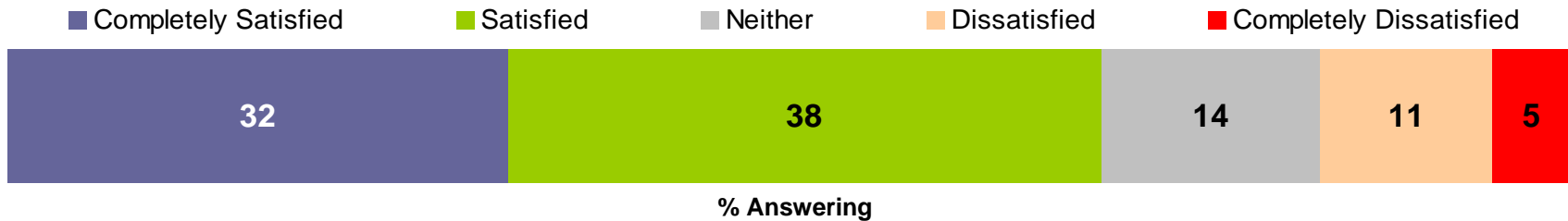
n = 3804-4145

■ Strongly Agree ■ Agree ■ Neither ■ Disagree ■ Strongly Disagree



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

n = 4104



What would increase your overall satisfaction with Your Immediate Supervisor?

n = 1120

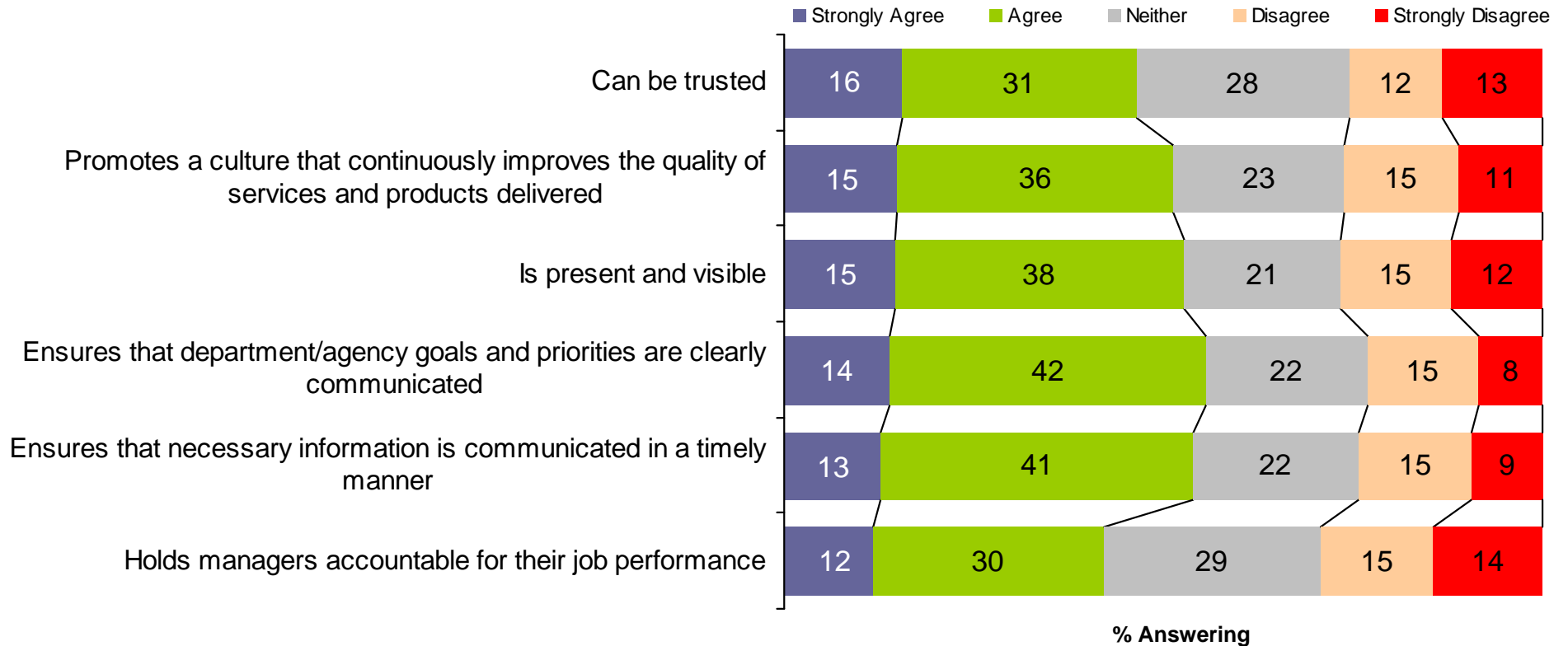
- Employees were asked what would increase their satisfaction with their immediate supervisor. Many to offered suggestions around:
 - Communication and asking for input (19%)
 - Consistency and fairness with all employees (11%)

Responses	% Answering
Improved communication/Solicit input/Be Responsive/Listen	19%
Be consistent/fair/Eliminate favoritism	11%
Hold employees accountable/deal with poor performers	8%
Be more visible/accessible/They are too busy	7%
Foster more "positive" work environment/teamwork	6%
Clear expectations/direction/Communicate decisions that impact employees	6%
Treat staff with respect/honest//professional	6%

Appointee/Department Head

APPOINTEE/DEPARTMENT HEAD Please rate your agreement with the following statements, *My Appointee/Department Head*:

n = 3716-4065

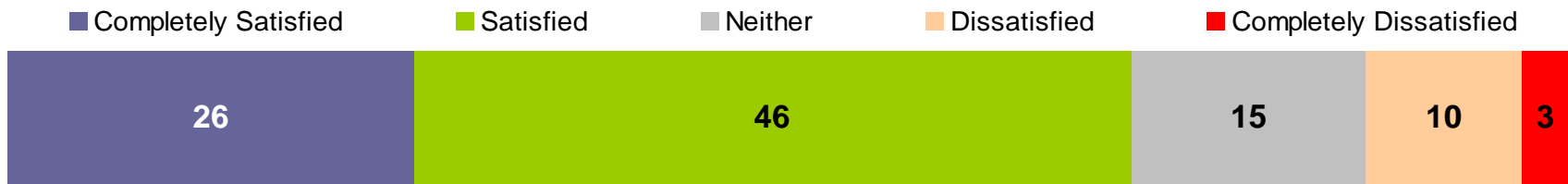


Overall Satisfaction

Your Team and Your Supervisor

Please rate your Overall Satisfaction with Your Team.

n = 4085

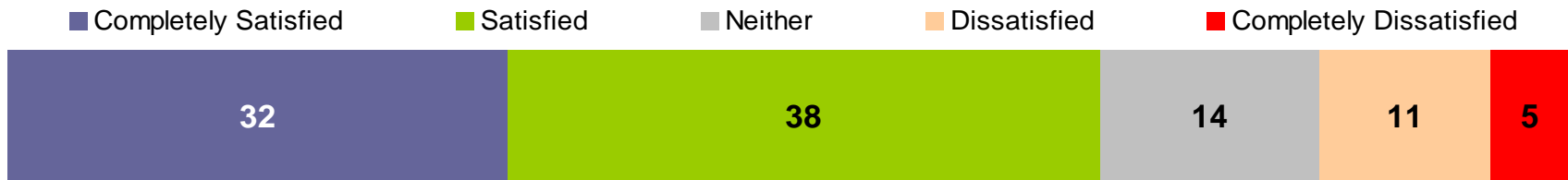


% Answering

➤ 72% of City employees are *Completely Satisfied* or *Satisfied* with their team.

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

n = 4104



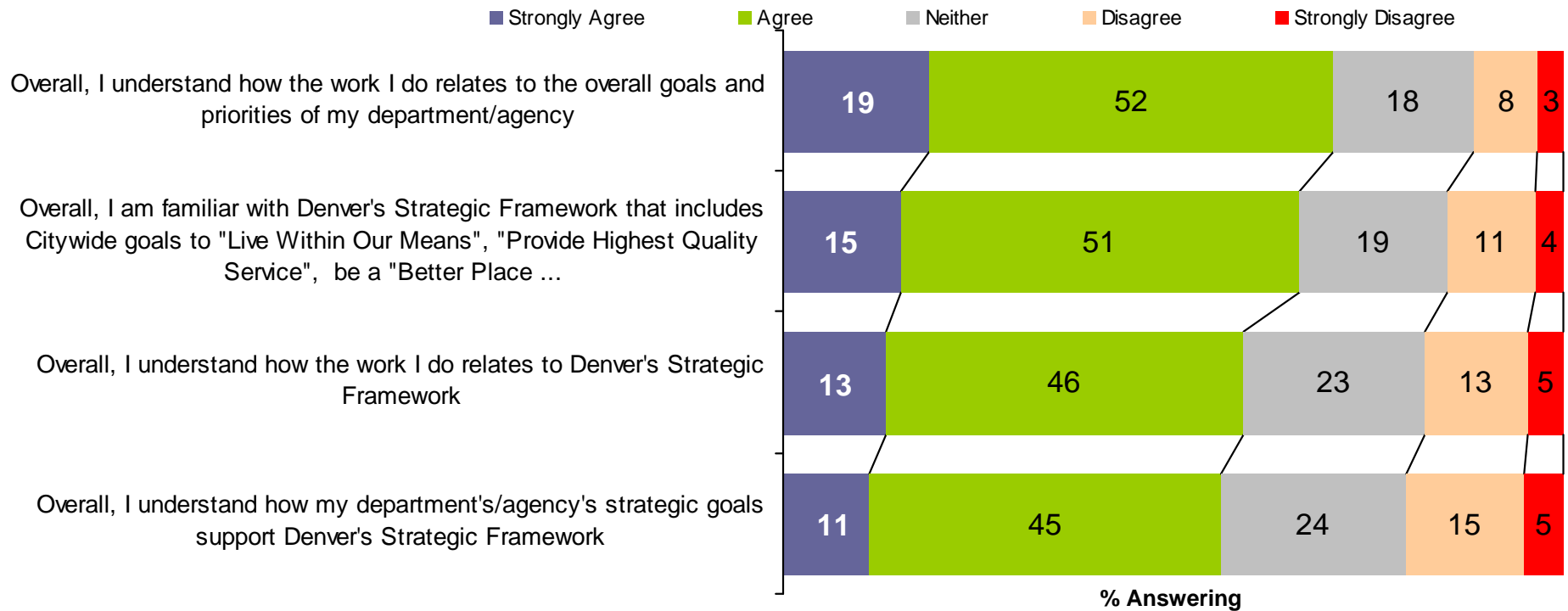
% Answering

➤ 70% of City employees are *Completely Satisfied* or *Satisfied* with their Immediate Supervisor.

Denver's Strategic Framework

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

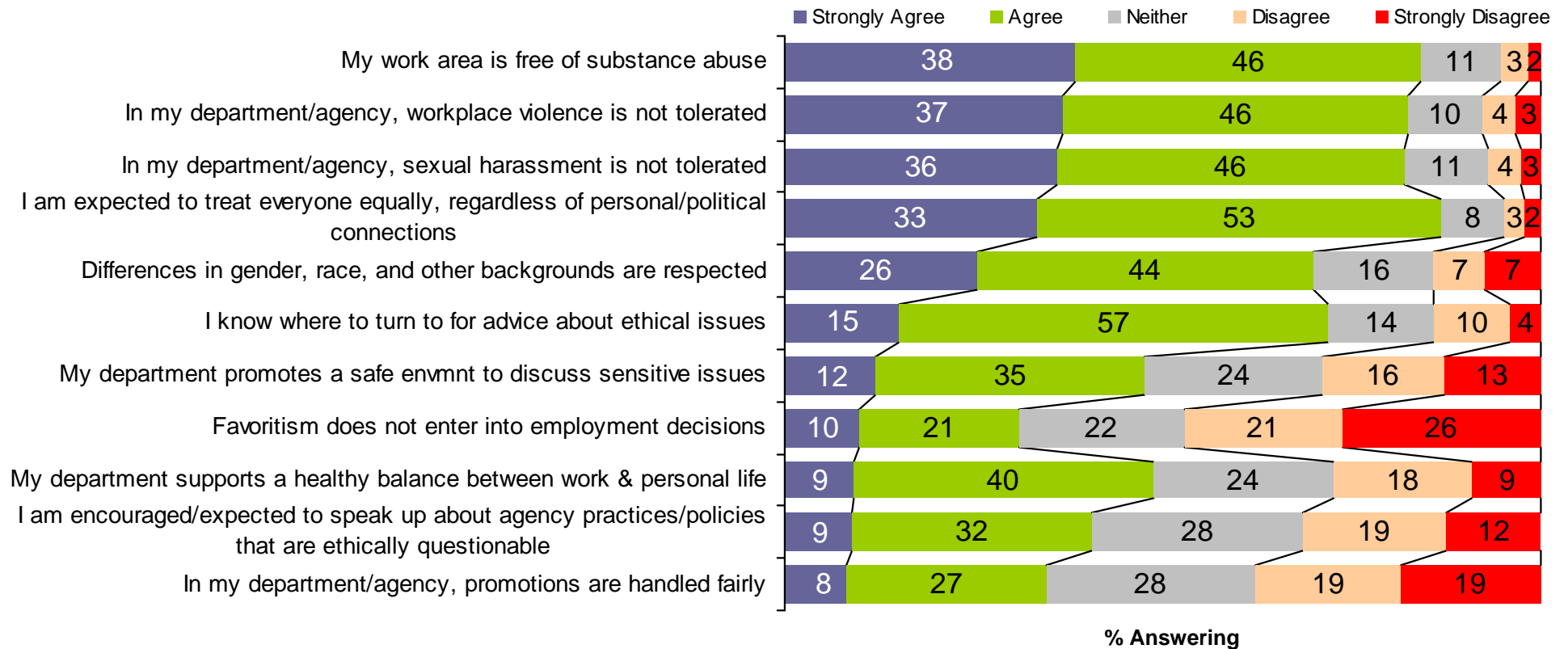
n = 3981-4034



Social Environment

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

n = 3784-4111



Employee Recognition

Please rate your agreement with the following statement: *I am familiar with the City's Employee Recognition Program "5281".*

n = 3872



% Answering

➤ 61% of City employees are familiar with the "5281" program.

Please rate your agreement with the following statement: *My department/agency has a formal employee recognition program.*

n = 3845

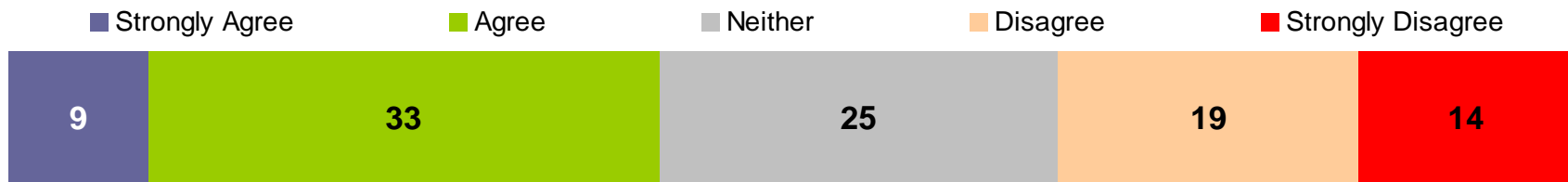


% Answering

➤ 56% of City employees say that their Agency has a formal employee recognition program.

Please rate your agreement with the following statement: *My department/agency promotes a culture/environment of appreciation.*

n = 3992



% Answering

➤ 42% of City employees say that their Agency promotes a culture/environment of appreciation.

What is your preferred way to receive employee recognition/appreciation?

n = 1368

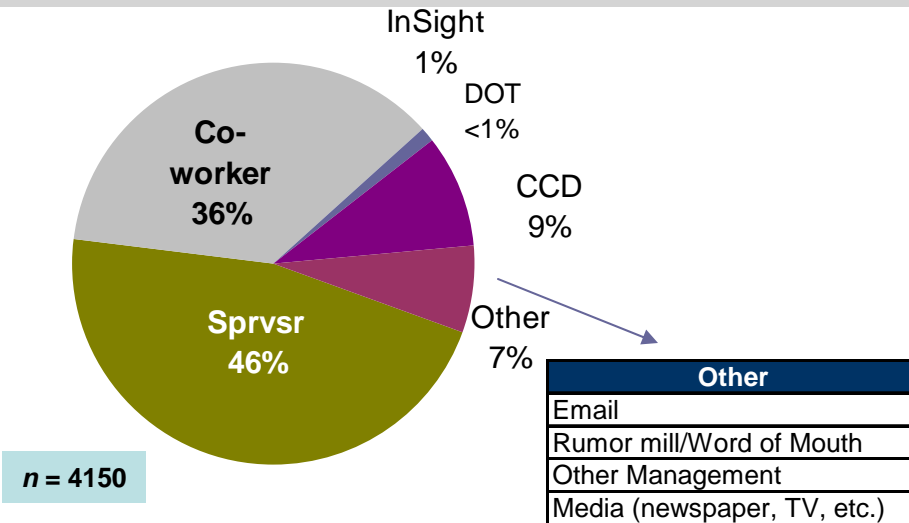
When asked their preferred way to receive recognition, many employees replied:

- Paid time off/ Admin leave (15%)
- Money/ gift card (13%)
- Recognition from their supervisor (12%)
- A general “job well done” (11%)

Responses	% Answering
Paid time off/Admin leave	15%
Cash/Money/Bonus/Gift Cards	13%
From supervisor - directly/verbally/formally	12%
In general - simple praise/job well done/thank you/acknowledgement/timely	11%
At staff/dept meetings/special events/publicly	10%
Pay increase/raise	10%
Make it consistent/no favoritism/always same employees	6%

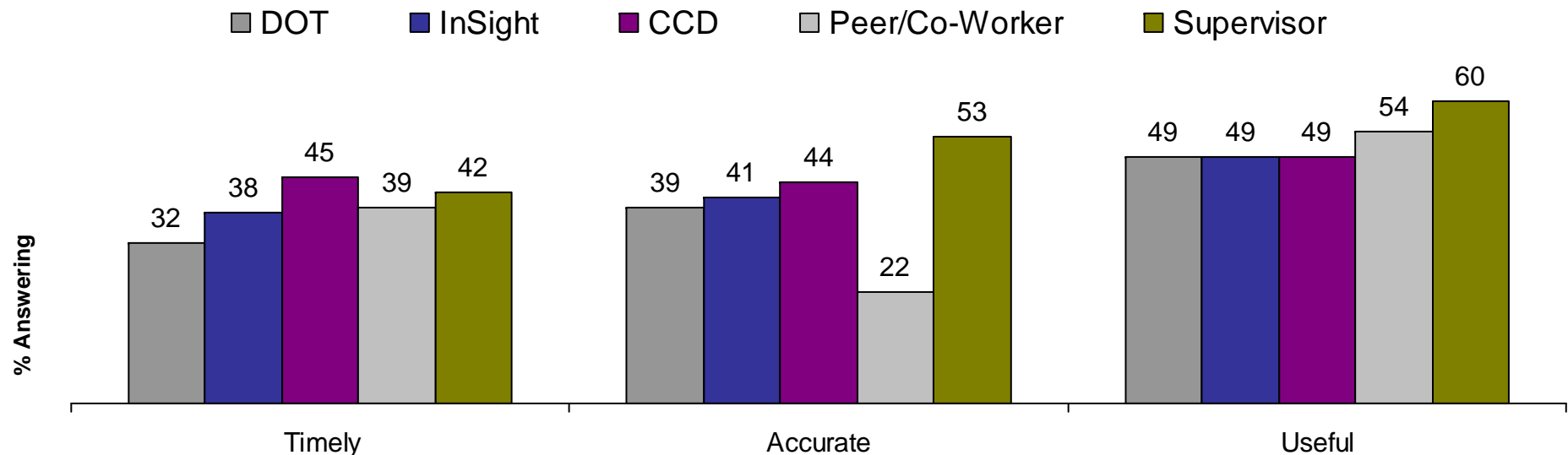
Denver's Communication Efforts

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



- 46% of City Employees say the FIRST place they hear information is from their Supervisor.
- 36% say they receive information FIRST from a Peer/Coworker (down from 39% in 2008 with CCD increasing by 3%).
- Communication from Supervisors is considered the most Accurate and Useful by employees while communication from Peers/Co-Workers is considered the least accurate.
- DOT increased significantly in accuracy scores (+7%) and usefulness scores (+5%) from Fall of 2008. This is likely due to its enhancements since 2008 (e.g., employee and management resource centers).

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

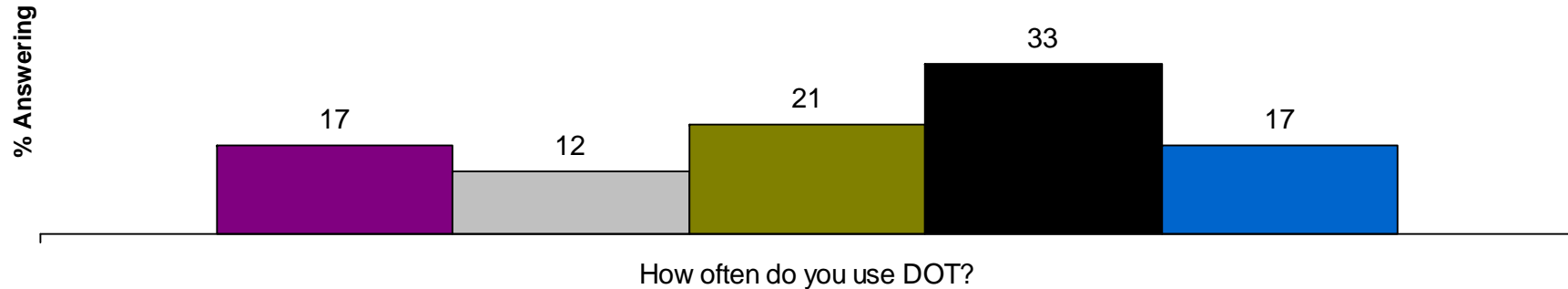


Effectiveness of Denver's Communication Efforts

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

n = 4179

- When asked how often they use DOT, 17% said daily (which is an 8% increase from 2008).
- Supervisors are significantly more likely to say they use DOT *Weekly* or *Just about every work day*.



■ Never □ Every couple of months ■ Monthly ■ Weekly ■ Just about every workday

Why do you typically use DOT?

n = 2918

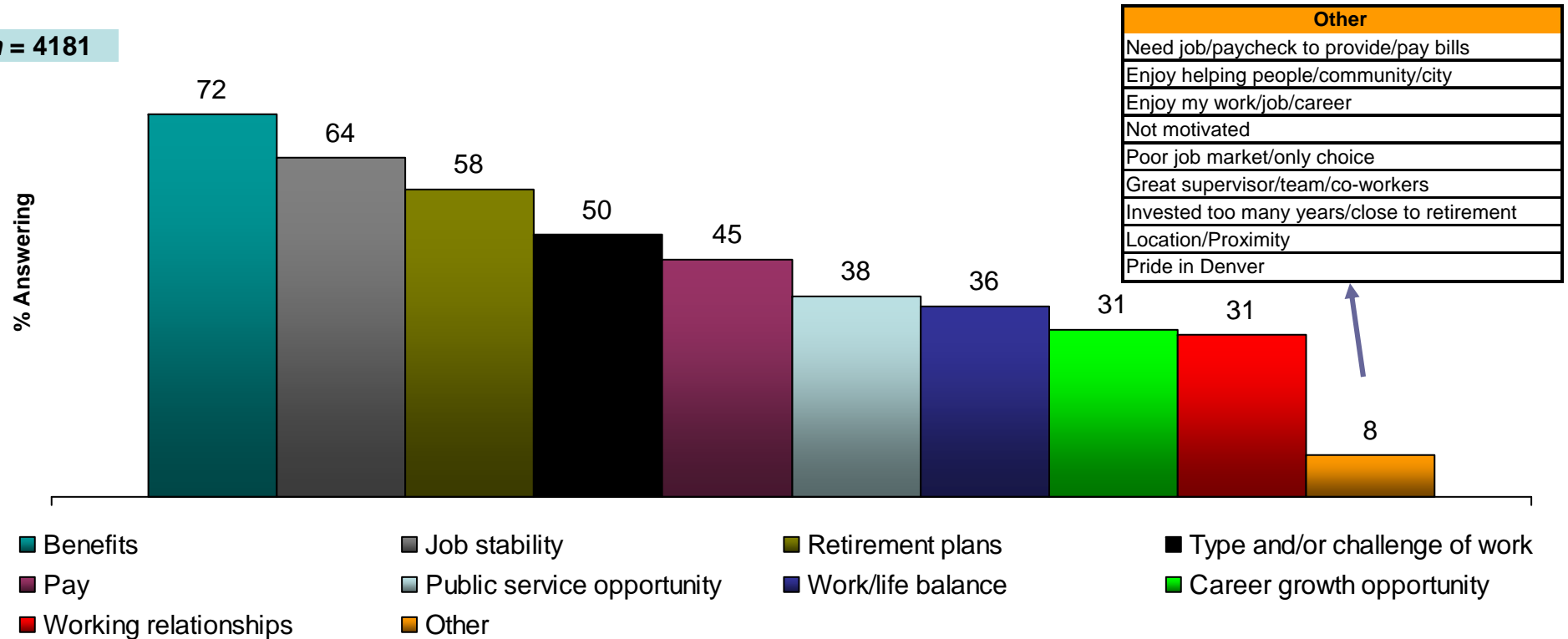
Responses	% Answr
Check pay status/view or print pay stub	65%
Review/Update benefits information	26%
PEP(R)/e-Performance	11%
CSA rules/HR resources/Training	11%
Documents/Forms	9%
City/Agency news/events/updates	7%
To schedule meetings/conference rooms	6%
Review/Update personal page/info	5%
Access Peoplesoft	5%
P2P/Purchasing	3%
View job postings	2%
Access Kronos	2%
Employee discounts/offers	2%
CRM/GIS/Mapping tool	2%
Other/General Information	14%

- When asked why they primarily use DOT, most employees said that they use DOT to access:
 - Payroll & Benefits information

Overall (Other)

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

n = 4181



➤ Compared to 2008, the rank order for what motivates employees to work for the City remained unchanged. Although the rank order remained the same, *Benefits*, *Job Stability* and *Career Growth Opportunity* saw a decrease in percent (-4%, -10% and -4% respectively).

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

n = 3885

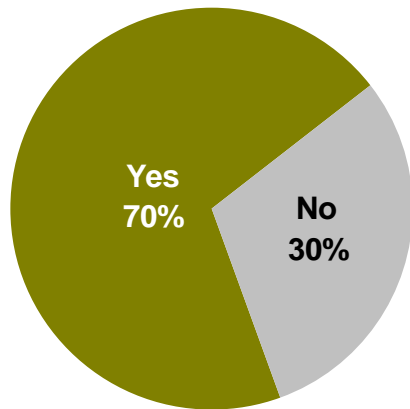
Gen Y	Gen X	Boomers	Matures
Benefits	Benefits	Benefits	Benefits
Job stability	Job stability	Retirement plans	Job stability
Type and/or challenge of work	Retirement plans	Job stability	Retirement plans
Pay	Type and/or challenge of work	Type and/or challenge of work	Type and/or challenge of work
Career growth opportunity	Pay	Pay	Pay
Public service opportunity	Work/life balance	Public service opportunity	Working relationships
Retirement plans	Public service opportunity	Work/life balance	Public service opportunity
Work/life balance	Career growth opportunity	Working relationships	Work/life balance
Working relationships	Working relationships	Career growth opportunity	Career growth opportunity
Other	Other	Other	Other
n = 322	1587	1901	75

- When looking at “What motivates you to work for the City?” by generation, *Benefits* and *Job Stability* are important to all employees.
- *Retirement Plans* are also important but become increasingly important as employees age.
- 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

Training and Preparedness

Have you taken any training in the last 12 months?



n = 4177

- 70% of City Employees say they have taken training in the last year.
- When asked why they had not taken any training in the last 12 months the top three responses included:
 - 28% said there was no training available/offered
 - 27% replied that they were too busy to take training
 - an additional 24% said the cost was too high and/or "there is no budget".

Why have you not taken any training in the past 12 months?

n = 972

Responses	% Answering
No training available/offered/No training applicable to job	28%
No time/too busy/workload too high/short-staffed	27%
No budget/cost too high	24%
Not allowed/permitted/approved	8%
Not interested	4%
Have to use own money/time off	3%
Don't need training	2%
Not encouraged/discouraged to take training	2%
Don't know	2%
Other	13%

Next Steps

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) and HR Services (HRS) will partner with department leadership teams in developing and implementing an action plan/strategy to address their survey results.