



April 30, 2025

Auditor Timothy M. O'Brien, CPA
Office of the Auditor
City and County of Denver
201 West Colfax Ave., Dept. 705
Denver, Colorado 80202

Dear Mr. O'Brien,

The Office of the Auditor has conducted a performance audit entitled "[Organizational Culture]." This memorandum provides a written response for each reportable condition noted in the final draft of the Auditor's report, which was sent to us on April 10, 2025. This response complies with Section 20-276 (c) of the Denver Revised Municipal Code.

Please see the subsequent pages for our responses to each recommendation and contact LaTonya Lacy at LaTonya.Lacy@denvergov.org with any questions.

Sincerely,

Jenn Ridder
Chief of Staff

CC:

Valerie Walling, CPA, Deputy Auditor
Dawn Wiseman, CRMA, Audit Director
LaTonya Lacy, Executive Director
Hanna Park, Administrative Manager
[edit text]

Organizational Culture

Mayor's Office
May 2025

AUDIT FINDING 1

Organizational culture in each agency needs improvement

RECOMMENDATION 1.1

Hold agencies accountable for employee engagement survey results and actions

Using the results from the 2024 and future employee engagement surveys, the Mayor's Office should work with the Office of Human Resources to ensure all city agencies develop and act on plans to address, at a minimum, the five lowest-scoring areas of the survey. Action plans and progress should be documented, and updates should be periodically communicated to all staff, as well as the Mayor's Office and the Office of Human Resources, for increased transparency and accountability.

Agency response:

Agree

Target date to complete implementation activities:
(Generally expected within 60 to 90 days)

6/30/2025

Specific point of contact for implementation

Name: Jenn Ridder/LaTonya Lacy

Phone: 720-234-5657/720-296-6038

Provide a written response

The Mayor's Office agrees with this recommendation and will continue to collaborate with the Office of Human Resources to ensure agencies are held accountable for the plans that are outlined within existing Employee Engagement Action Plans held by the Mayor's Office. We are committed to tracking progress, maintaining documentation, and providing regular updates to staff, the Mayor's Office, and OHR to promote transparency and accountability.

RECOMMENDATION 1.2

Assess engagement survey questions

The Mayor’s Office and the Office of Human Resources should assess the employee engagement survey to ensure it appropriately captures information on culture that will be helpful for the agency. For example, consider gathering information related to not only an employee’s agency, but also their division or region to account for microcultures within an agency. Consideration should also be given to employees’ preferred culture. Additional information should be shared with agencies in guidance for handling survey results, and the assessment process should be documented.

Agency response:	Agree
Target date to complete implementation activities: (Generally expected within 60 to 90 days)	7/24/2025

Specific point of contact for implementation

Name:	Jenn Ridder
Phone:	720-234-5657

Provide a written response
The Mayor’s Office agrees with this recommendation and will partner with the Office of Human Resources to assess and strengthen the engagement survey. This includes exploring ways to capture microcultures and employees' preferred workplace culture. We will also support providing clearer guidance to agencies and document the assessment process to improve survey effectiveness.

RECOMMENDATION 1.3

Develop, document, and communicate culture strategy, goals, and objectives
Using input from staff at all levels and leading practices, leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should develop and document a preferred organizational culture. Using leading practices, agency goals should be specific, measurable, achievable, relevant, and time bound. Agency leaders should communicate a strategy to achieve this culture and associated goals to all staff.

Agency response:	Agree
Target date to complete implementation activities:	7/24/2025

(Generally expected within 60 to 90 days)

Specific point of contact for implementation

Name: Jenn Ridder/LaTonya Lacy

Phone: 720-234-5657/720-296-6038

Provide a written response

The Mayor's Office agrees with this recommendation and will collaborate with OHR, Denver Arts & Venues, and Denver Parks & Recreation to develop, document, and communicate a clear culture strategy informed by staff input and leading practices. We are committed to establishing SMART goals and a shared vision for culture that is communicated in the Mayor's Office.

RECOMMENDATION 1.4

Develop and document a plan using tools to assess current internal culture

Leaders in the Mayor's Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should develop and document a plan, including what tools they will use – such as internal surveys, interviews with staff, or the employee engagement survey – to understand current organizational culture and preferred culture. The plan should also include the frequency at which culture will be assessed.

Agency response:

Agree

Target date to complete implementation activities:
(Generally expected within 60 to 90 days)

8/1/2025

Specific point of contact for implementation

Name: Hanna Park

Phone: 720-786-2063

Provide a written response

The Mayor's Office agrees that prioritizing the recognition of staff by developing and documenting a plan is essential to fostering a positive and motivated workplace culture. Incorporating it into the city's annual goal-setting process and

providing training on awards and recognition would ensure that leaders consistently value and celebrate employees' contributions, ultimately strengthening engagement, retention, and overall performance.

RECOMMENDATION 1.5

Develop and document policies and procedures for assessing culture

Once a plan is established, leaders in the Mayor's Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should document policies and procedures for assessing culture. These should include who will be responsible for assessing culture, how results will be analyzed, and how issues will be addressed. The plan should also include how culture improvement efforts will be communicated to staff.

Agency response:

Agree

Target date to complete implementation activities:
(Generally expected within 60 to 90 days)

7/24/2025

Specific point of contact for implementation

Name:

Hanna Park

Phone:

[edit text]

Provide a written response

The Mayor's Office will work with appropriate stakeholders to document policies and procedures to assess organizational culture including who will be responsible, how results will be analyzed and how issues will be addressed and how culture improvement efforts will be communicated to staff.

RECOMMENDATION 1.6

Develop and document committee need

Leaders in the Mayor's Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should determine and document whether a committee is needed to help achieve employee engagement and culture objectives and goals.

Agency response:

Agree

Target date to complete implementation activities:
(Generally expected within 60 to 90 days)

8/1/2025

Specific point of contact for implementation

Name:

Jenn Ridder/LaTonya Lacy

Phone:

720-234-5657 /720-296-6038

Provide a written response

This goal is accomplished, as the Mayor's Office has an established Employee Engagement Committee to help achieve employee engagement and cultural objective and goals.

RECOMMENDATION 1.7

Establish and document committee policies and procedures

Leaders in the Mayor's Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should ensure that all committees have documented policies and procedures to provide clarity on each committee's role within the organization, promote accountability, ensure alignment with organizational objectives, encourage collaboration, and increase transparency and communication. The policies and procedures should include, at minimum:

- The purpose of the committee and its authority.
- Committee goals.
- Roles and responsibilities.
- Committee composition and how members are selected or recruited.
- Terms for committee members, if applicable.
- A requirement for minutes and action items to be documented to show progress toward meeting goals and to track key decisions.

How committee actions and decisions will be communicated across the agency.

Agency response:

Agree

Target date to complete implementation activities:
(Generally expected within 60 to 90 days)

8/1/2025

Specific point of contact for implementation

Name: Hanna Park
Phone: 720-865-9082

Provide a written response

The Mayor's Office will provide clarity on roles with the existing Employee Engagement Committee as well as policy, procedures and all areas outlined above.

RECOMMENDATION 1.8

Develop and document criteria for development opportunity selection

For training that is not required — such as leadership courses, conferences, etc. — leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should document criteria and the process for selection. For example, based on performance, time in role, job applicability, and so on.

Agency response: Agree
Target date to complete implementation activities: 7/24/2025
(Generally expected within 60 to 90 days)

Specific point of contact for implementation

Name: Hanna Park
Phone: 720-865-9082

Provide a written response

The Mayor's Office agrees with the importance of developing and documenting criteria for development opportunity selection and will ensure such by the above deadling.

RECOMMENDATION 1.9

Communicate development opportunities and criteria

Leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should ensure development opportunities are

communicated to all staff when identified. Additionally, the criteria for selection should be communicated in advance to staff.

Agency response:	Agree
Target date to complete implementation activities: (Generally expected within 60 to 90 days)	8/1/2025

Specific point of contact for implementation

Name:	Hanna Park
Phone:	720-865-9082

Provide a written response
The Mayor's Office agrees with ensuring transparency and communication to the staff regarding development opportunities.

RECOMMENDATION 1.10

Prioritize development opportunities for staff

Leaders in the Mayor's Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should prioritize staff development opportunities, such as by establishing a development goal as part of the city's annual goal setting process.

Agency response:	Agree
Target date to complete implementation activities: (Generally expected within 60 to 90 days)	8/1/2025

Specific point of contact for implementation

Name:	Hanna Park
Phone:	720-865-9082

Provide a written response

The Mayor's Office currently requires all team members to prioritize providing a minimum of one development goal as part of the annual goal setting process.

RECOMMENDATION 1.11

Communicate formal recognition opportunities and criteria

Leaders in the Mayor's Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should ensure recognition opportunities and selection criteria are communicated to all staff when identified.

Agency response:

Agree

Target date to complete implementation activities:
(Generally expected within 60 to 90 days)

8/1/2025

Specific point of contact for implementation

Name:

Hanna Park

Phone:

720-865-9082

Provide a written response

The Mayor's Office currently ensures recognition opportunities on a weekly basis and will ensure a formal communication and criteria are communicated to all staff when identified.

RECOMMENDATION 1.12

Follow the city's reward policies

If they choose to provide rewards, such as the Spot On, leaders in the Mayor's Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should ensure compliance with all requirements in the city's policies for tracking rewards, including gift cards, and submitting documentation to the Controller's Office.

This should include tracking:

- The recipient's name and employee ID number.
- The date of reward.
- The requestor's name.
- The gift amount.
- The reason for the reward.

- The gift card number.
- The next level manager’s approval.
- A running inventory of the gift cards purchased and backup documentation.
- A running inventory of the gift cards distributed.

Documentation for gift card reconciliation or audits each month.

Agency response:

Agree

Target date to complete implementation activities:
(Generally expected within 60 to 90 days)

7/24/2025

Specific point of contact for implementation

Name:

Hanna Park

Phone:

720-865-9082

Provide a written response

The Mayor's Office currently provides Exemplary performance hours as appropriate and will begin utilizing Spot On and other creative ideas on a monthly basis and will ensure compliance with all requirements within the cities policies for tracking rewards.

RECOMMENDATION 1.13

Monitor rewards data

Leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should periodically monitor rewards data, including exemplary leave and other awards, to ensure compliance with city rules and that they are being provided fairly and appropriately across the agencies. These reviews should be documented.

Agency response:

Agree

Target date to complete implementation activities:
(Generally expected within 60 to 90 days)

7/24/2025

Specific point of contact for implementation

Name: Hanna Park
Phone: 720-865-9082

Provide a written response
The Mayor's Office will ensure leaders will monitor rewards data to ensure compliance across the agency. This will further support our efforts of transparency.

RECOMMENDATION 1.14

Prioritize recognition

Agency leaders, supervisors, and managers in the Mayor's Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should prioritize recognizing staff – either formally or informally – for work done well, such as by establishing it as a goal during the city's annual goal setting process or providing training on awards and recognition.

Agency response:	Agree
Target date to complete implementation activities: (Generally expected within 60 to 90 days)	8/1/2025

Specific point of contact for implementation

Name: Hanna Park
Phone: 720-865-9082

Provide a written response
The Mayor's Office will require each leader to establish a developmental goal related to recognition and training of their staff beginning with 2026 goals.

AUDIT FINDING 2

Staff in all agencies do not know how to or feel comfortable reporting concerns and providing upward feedback

RECOMMENDATION 2.1

Communicate reporting process

Leaders in the Mayor's Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should communicate the availability of city and agencywide reporting systems and resources to staff at all levels regularly, so staff understand the process and what to expect. Agency leaders should work with the Office of Human Resources, if needed, to identify and communicate alternate processes if staff do not feel comfortable reporting to their direct supervisor or Human Resources representative. Leaders should ensure all supervisors and responsible parties are trained on this process.

Agency response:

Agree

Target date to complete implementation activities:
(Generally expected within 60 to 90 days)

7/24/2025

Specific point of contact for implementation

Name: Jenn Ridder/LaTonya Lacy

Phone: 720-234-5657/720-296-6038

Provide a written response

The Chief of Staff will ensure communication of the availability of city and agencywide reporting systems and resources to staff at all levels for transparency and clarity.

RECOMMENDATION 2.2

Prioritize psychological safety for staff

Leaders in the Mayor's Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should prioritize developing psychological safety for staff by providing trainings, creating and tracking goals related to psychological safety, and communicating to staff at all levels the importance of feeling

comfortable reporting issues. Leaders should hold all staff, including managers, accountable for building and maintaining this environment.

Agency response:	Agree
Target date to complete implementation activities: (Generally expected within 60 to 90 days)	8/1/2025

Specific point of contact for implementation

Name:	Jenn Ridder/LaTonya Lacy
Phone:	720-234-5657/ 720-234-5657

Provide a written response
The Mayor's Office will prioritize developing psychological safety for staff by providing trainings, creating and tracking goals related to psychological safety. The Mayor's Office will also require each manager to take the 'Creating an Inclusive Culture of Trust and Belonging' training.

RECOMMENDATION 2.3

Establish guidelines for check-ins

Leaders in the Mayor's Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should establish clear guidelines for staff check-ins with their direct supervisor to ensure feedback is being provided more than once a year. These guidelines, at a minimum, should include the staff member and supervisor jointly determining the frequency of check-ins. Additionally, the guidelines should encourage two-way communication and feedback. Such guidelines shall be communicated to all staff.

Agency response:	Agree
Target date to complete implementation activities: (Generally expected within 60 to 90 days)	8/1/2025

Specific point of contact for implementation

Name:	Jenn Ridder/LaTonya Lacy
Phone:	720-234-5657/720-296-6038

Provide a written response

The Mayor's Office currently encourages this practice but will ensure it is mandatory for all managers or leaders within the agency. We full recognize the importance of managers engaging in 1:1 meetings to discuss performance, provide feedback and support ongoing development.

RECOMMENDATION 2.4

Implement upward feedback process

Leaders in the Mayor's Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should identify and implement a process for staff to provide upward feedback without fear of retaliation.

Agency response:

Agree

Target date to complete implementation activities:
(Generally expected within 60 to 90 days)

5/1/2025

Specific point of contact for implementation

Name:

Jose Salas

Phone:

720-403-1839

Provide a written response

This goals has been accomplished, as the Mayor's Office has implemented a Dear Mayor program, which allows Mayor's Office staff and all city employees to share feedback, suggestions, comments or questions directly with the mayor. All information is confidential and employees have the option to receive a response.



April 30, 2025

Auditor Timothy M. O'Brien, CPA
Office of the Auditor
City and County of Denver
201 West Colfax Ave., Dept. 705
Denver, Colorado 80202

Dear Mr. O'Brien,

The Office of the Auditor has conducted a performance audit entitled “[Organizational Culture](#).” This memorandum provides a written response for each reportable condition noted in the final draft of the Auditor’s report, which was sent to us on April 10, 2025. This response complies with Section 20-276 (c) of the Denver Revised Municipal Code.

Please see the subsequent pages for our responses to each recommendation and contact Heather Britton at Heather.Britton@denvergov.org with any questions.

Sincerely,

Carla Anthony
Deputy Director, OHR

CC:

Valerie Walling, CPA, Deputy Auditor
Dawn Wiseman, CRMA, Audit Director

[\[edit text\]](#)

[\[edit text\]](#)

[\[edit text\]](#)

Organizational Culture

Office of Human Resources
May 2025

AUDIT FINDING 1

Organizational culture in each agency needs improvement

RECOMMENDATION 1.1

Hold agencies accountable for employee engagement survey results and actions

Using the results from the 2024 and future employee engagement surveys, the Mayor's Office should work with the Office of Human Resources to ensure all city agencies develop and act on plans to address, at a minimum, the lowest-scoring areas of the survey. Action plans and progress should be documented, and updates should be periodically communicated to all staff, as well as the Mayor's Office and the Office of Human Resources, for increased transparency and accountability.

Agency response:

Agree

Target date to complete implementation activities: (Generally expected within 60 to 90 days)

5/30/2025

Specific point of contact for implementation

Name:

Jack Davies

Phone:

7203376449

Provide a written response

OHR agrees and will continue to hold agencies accountable in engagement efforts. A citywide process is in place to help agencies track and report progress on their top engagement action items using the People Element platform. This tool allows progress updates and impact tracking while reinforcing agency ownership. Agencies are encouraged to share progress with staff through various channels. To strengthen oversight, OHR will provide the Mayor's Office with a quarterly report summarizing engagement actions across agencies. These efforts support a culture of responsiveness, continuous improvement, and employee-centered leadership.

RECOMMENDATION 1.2

Assess engagement survey questions

The Mayor’s Office and the Office of Human Resources should assess the employee engagement survey to ensure it appropriately captures information on culture that will be helpful for the agency. For example, consider gathering information related to not only an employee’s agency, but also their division or region to account for microcultures within an agency. Consideration should also be given to employees’ preferred culture. Additional information should be shared with agencies in guidance for handling survey results, and the assessment process should be documented.

Agency response:

Agree

Target date to complete implementation activities:
(Generally expected within 60 to 90 days)

3/27/2026

Specific point of contact for implementation

Name:

Tony Gautier

Phone:

7203376504

Provide a written response

On the 2026 engagement survey OHR will determine a set of questions to assess the gap between actual and preferred cultures. The 2024 reporting tool offers efficient reporting into any work or demographic group with 3+ responses across 36 filters. This allows for efficient assessment of microculture variability to take action. Additionally, the 2024 survey had eight questions that were part of the Culture theme. All agencies received an executive presentation, breakouts by race, gender, tenure, management level, division, engagement level, comparisons of 2022 vs 2024 results. OHR provided a suite of best practices for communicating results to all levels of the organization. Operational divisions also had reports available.

RECOMMENDATION 1.3

Develop, document, and communicate culture strategy, goals, and objectives

Using input from staff at all levels and leading practices, leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should develop and document a preferred organizational culture. Using leading practices, agency goals should be specific, measurable, achievable, relevant,

and time bound. Agency leaders should communicate a strategy to achieve this culture and associated goals to all staff.

Agency response:	Agree
Target date to complete implementation activities: (Generally expected within 60 to 90 days)	5/30/2025

Specific point of contact for implementation

Name:	Patti Rowe
Phone:	7203607603

Provide a written response

The culture in OHR reflects the city values of Listen, Dare and Deliver and these goals are evaluated annually. There is strong endorsement for metric driven goals from the Mayor’s Office who has championed this approach throughout the city. His request was to develop on line Metric Driven Goal training and require for all Leaders. Agencies are communicating this training to employees.

RECOMMENDATION 1.4

Develop and document a plan using tools to assess current internal culture
Leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should develop and document a plan, including what tools they will use – such as internal surveys, interviews with staff, or the employee engagement survey – to understand current organizational culture and preferred culture. The plan should also include the frequency at which culture will be assessed.

Agency response:	Agree
Target date to complete implementation activities: (Generally expected within 60 to 90 days)	12/31/2025

Specific point of contact for implementation

Name:	Tony Gautier
Phone:	7203376504

Provide a written response

OHR will formalize bi-annual pulls of survey data to review results. Additionally, results can be pulled at any interval for any work or demographic group of interest with 3+ responses as the need arises. Action-planning for the 2024 employee engagement survey also includes quarterly action plan updates to staff and reporting to the Mayor’s Office on progress.

OHR uses a multi-faceted approach to assess internal culture in addition to the Engagement Survey. These new tools include: Exit survey given to terminating employees, onboarding survey given to employees in their first thirty days, new hire survey available to employees entering seventh month of employment. Agencies can conduct additional surveys at their discretion.

RECOMMENDATION 1.5

Develop and document policies and procedures for assessing culture

Once a plan is established, leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should document policies and procedures for assessing culture. These should include who will be responsible for assessing culture, how results will be analyzed, and how issues will be addressed. The plan should also include how culture improvement efforts will be communicated to staff.

Agency response:

Agree

Target date to complete implementation activities:
(Generally expected within 60 to 90 days)

12/31/2025

Specific point of contact for implementation

Name:

Tony Gautier/Patti Rowe

Phone:

7203376504

Provide a written response

Agree, OHR will work with appropriate stakeholders to document policies and procedures to assess organizational culture with the points outlined in 1.4.

RECOMMENDATION 1.6

Determine and document committee need

Leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should determine and document whether a committee is needed to help achieve employee engagement and culture objectives and goals.

Agency response:

Agree

Target date to complete implementation activities: (Generally expected within 60 to 90 days)

7/31/2025

Specific point of contact for implementation

Name:

Carla Anthony

Phone:

3036015364

Provide a written response

OHR will assess the need for an engagement committee. OHR already has a culture committee.

RECOMMENDATION 1.7

Establish and document committee policies and procedures

Leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should ensure that all committees have documented policies and procedures to provide clarity on each committee’s role within the organization, promote accountability, ensure alignment with organizational objectives, encourage collaboration, and increase transparency and communication. The policies and procedures should include, at minimum:

- The purpose of the committee and its authority.
- Committee goals.
- Roles and responsibilities.
- Committee composition and how members are selected or recruited.
- Terms for committee members, if applicable.

- A requirement for minutes and action items to be documented to show progress toward meeting goals and to track key decisions.
- How committee actions and decisions will be communicated across the agency.

Agency response:	Agree
Target date to complete implementation activities: (Generally expected within 60 to 90 days)	12/31/2025

Specific point of contact for implementation

Name:	Carla Anthony
Phone:	3036015364

Provide a written response
If OHR determines that a committee is needed from 1.6, we will document.

RECOMMENDATION 1.8

Develop and document criteria for development opportunity selection

For training that is not required – such as leadership courses, conferences, etc. – leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should document criteria and the process for selection. For example, based on performance, time in role, job applicability, and so on.

Agency response:	Agree
Target date to complete implementation activities: (Generally expected within 60 to 90 days)	1/15/2026

Specific point of contact for implementation

Name:	Carla Anthony
Phone:	3036015364

Provide a written response

Prior to establishing goals for 2026, each OHR leader will document their available budget and process for selection of any training.

RECOMMENDATION 1.9

Communicate development opportunities and criteria

Leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should ensure development opportunities are communicated to all staff when identified. Additionally, the criteria for selection should be communicated in advance to staff.

Agency response:

Agree

Target date to complete implementation activities:
(Generally expected within 60 to 90 days)

8/31/2025

Specific point of contact for implementation

Name:

Patti Rowe

Phone:

7203607603

Provide a written response

OHR does have a process and will communicate it better. City wide, this is happening now at the Mayor’s request to enhance communication around development opportunities across the city. The Learning & Development website has the comprehensive list of course offerings, including details on content and attendance requirements.

RECOMMENDATION 1.10

Prioritize development opportunities for staff

Leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should prioritize staff development opportunities, such as by establishing a development goal as part of the city’s annual goal setting process.

Agency response:

Agree

Target date to complete implementation activities:
(Generally expected within 60 to 90 days)

7/31/2025

Specific point of contact for implementation

Name:

Patti Rowe

Phone:

7203607603

Provide a written response

OHR agrees and could consider making it mandatory. However it is currently a recommendation as part of the goal setting process now. The city does not require employees to enter development goals rather employees are encouraged to include at least one development goal in their Workday.

RECOMMENDATION 1.11

Communicate formal recognition opportunities and criteria

Leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should ensure recognition opportunities and selection criteria are communicated to all staff when identified.

Agency response:

Agree

Target date to complete implementation activities:
(Generally expected within 60 to 90 days)

6/15/2025

Specific point of contact for implementation

Name:

Theresa Marchetta

Phone:

7208659035

Provide a written response

Although OHR announces winners at our quarterly meetings, we will do more to encourage staff to nominate more staff. We will add to our intranet site and the OHR update, quarterly.

RECOMMENDATION 1.12

Follow the city's rewards policies

If they choose to provide rewards, such as the Spot On, leaders in the Mayor's Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should ensure compliance with all requirements in the city's policies for tracking rewards, including gift cards, and submitting documentation to the Controller's Office.

This should include tracking:

- The recipient's name and employee ID number.
- The date of reward.
- The requestor's name.
- The gift amount.
- The reason for the reward.
- The gift card number.
- The next level manager's approval.
- A running inventory of the gift cards purchased and backup documentation.
- A running inventory of the gift cards distributed.
- Documentation for gift card reconciliation or audits each month.

Agency response:

Agree

Target date to complete implementation activities:
(Generally expected within 60 to 90 days)

12/31/2025

Specific point of contact for implementation

Name:

Heather Britton

Phone:

7203376469

Provide a written response

OHR will assign an executive level, either the deputy Director of OHR or the Director of Benefits and Wellness, to annually review the tracking of our internal SPOT on rewards.

RECOMMENDATION 1.13

Monitor rewards data

Leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should periodically monitor rewards data, including exemplary leave and other awards, to ensure compliance with city rules and that they are being provided fairly and appropriately across the agencies. These reviews should be documented.

Agency response:

Agree

Target date to complete implementation activities:
(Generally expected within 60 to 90 days)

12/31/2025

Specific point of contact for implementation

Name:

Heather Britton

Phone:

7203376469

Provide a written response

OHR will assign an executive level employee, either the deputy Director of OHR or the Director of Benefits and Wellness, to annually review the tracking of our internal SPOT on rewards.

RECOMMENDATION 1.14

Prioritize recognition

Agency leaders, supervisors, and managers in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should prioritize recognizing staff – either formally or informally – for work done well, such as by establishing it as a goal during the city’s annual goal setting process or providing training on awards and recognition.

Agency response:

Agree

Target date to complete implementation activities:
(Generally expected within 60 to 90 days)

01152026

Specific point of contact for implementation

Name:	Carla Anthony
Phone:	3036015364

Provide a written response

OHR will mandate each leader establish a development goal related to recognition and training of their staff beginning with the 2026 goals.

AUDIT FINDING 2

Staff in all agencies do not know how to or feel comfortable reporting concerns and providing upward feedback

RECOMMENDATION 2.1

Communicate reporting process

Leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should communicate the availability of city and agencywide reporting systems and resources to staff at all levels regularly, so staff understand the process and what to expect. Agency leaders should work with the Office of Human Resources, if needed, to identify and communicate alternate processes if staff do not feel comfortable reporting to their direct supervisor or Human Resources representative. Leaders should ensure all supervisors and responsible parties are trained on this process.

Agency response:

Agree

Target date to complete implementation activities: (Generally expected within 60 to 90 days)

6/17/2025

Specific point of contact for implementation

Name:

Carla Anthony

Phone:

3036015364

Provide a written response

OHR leaders will provide additional communication around these reporting processes to staff at all levels. The reporting process is shared with all newly hired employees and is also reinforced when questions arise. We will outline the process on our internal website, which will formalize it online, and we will begin initiate reoccurring communications to staff during our upcoming all-staff meeting for Q2. We will also make sure to discuss this process with leaders and ensure they are informed appropriately.

RECOMMENDATION 2.2

Prioritize psychological safety for staff

Leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should prioritize developing psychological safety for

staff by providing trainings, creating and tracking goals related to psychological safety, and communicating to staff at all levels the importance of feeling comfortable reporting issues. Leaders should hold all staff, including managers, accountable for building and maintaining this environment.

Agency response:	Agree
Target date to complete implementation activities: (Generally expected within 60 to 90 days)	6/23/2025

Specific point of contact for implementation

Name:	Carla Anthony
Phone:	3036015364

Provide a written response

We have encouraged this practice, but will make mandatory for all leaders in OHR and will monitor annually through the annual review process. Employees and managers should regularly engage in one-on-one meetings to discuss performance, provide feedback, and support ongoing development. OHR will also ask each leader to take the following Workday training: Creating An Inclusive Culture Of Trust and Belonging

RECOMMENDATION 2.3

Establish guidelines for check-ins

Leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should establish clear guidelines for staff check-ins with their direct supervisor to ensure feedback is being provided more than once a year. These guidelines, at a minimum, should include the staff member and supervisor jointly determining the frequency of check-ins. Additionally, the guidelines should encourage two-way communication and feedback. Such guidelines shall be communicated to all staff.

Agency response:	Agree
Target date to complete implementation activities: (Generally expected within 60 to 90 days)	6/16/2025

Specific point of contact for implementation

Name:	Patti Rowe
Phone:	7203607603

Provide a written response

We have encouraged this practice, but will make mandatory for all leaders in OHR. Employees and managers should regularly engage in one-on-one meetings to discuss performance, provide feedback, and support ongoing development. OHR provides a great tool to help enhance the meeting found here: https://denvercity.sharepoint.com/sites/HR/Shared%20Documents/Perf_Mgmt/PerfMgmt_QuarterlyFeedbackMeetingTemplate.pdf?CID=8aeafb7b-fd09-4e5c-a99f-e67f40794265.

RECOMMENDATION 2.4

Implement upward feedback process

Leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should identify and implement a process for staff to provide upward feedback without fear of retaliation.

Agency response:	Agree
Target date to complete implementation activities: (Generally expected within 60 to 90 days)	12/1/2025

Specific point of contact for implementation

Name:	Patti Rowe/Kristin Rozansky
Phone:	7203607603

Provide a written response

The OHR Director of Learning and Development will implement a process for staff to provide upward feedback without fear of retaliation.



April 30, 2025

Auditor Timothy M. O'Brien, CPA
Office of the Auditor
City and County of Denver
201 West Colfax Ave., Dept. 705
Denver, Colorado 80202

Dear Mr. O'Brien,

The Office of the Auditor has conducted a performance audit entitled "Multi Agency Organization Culture." This memorandum provides a written response for each reportable condition noted in the final draft of the Auditor's report, which was sent to us on April 29, 2025. This response complies with Section 20-276 (c) of the Denver Revised Municipal Code.

Please see the subsequent pages for our responses to each recommendation and contact Jen Morris at jen.morris@denvergov.org with any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Gretchen Hollrah". The signature is fluid and cursive.

Gretchen Hollrah, Executive Director
Denver Arts & Venues

CC:

Valerie Walling, CPA, Deputy Auditor
Dawn Wiseman, CRMA, Audit Director
[Jen Morris, Denver Arts & Venues, Deputy Director](#)
[Tariana Navas-Nieves, Denver Arts & Venues, Deputy Director](#)
[edit text]

Organizational Culture

Denver Arts & Venues
May 2025

AUDIT FINDING 1

Organizational culture in each agency needs improvement

RECOMMENDATION 1.1

Hold agencies accountable for employee engagement survey results and actions

Using the results from the 2024 and future employee engagement surveys, the Mayor's Office should work with the Office of Human Resources to ensure all city agencies develop and act on plans to address, at a minimum, the five lowest-scoring areas of the survey. Action plans and progress should be documented, and updates should be periodically communicated to all staff, as well as the Mayor's Office and the Office of Human Resources, for increased transparency and accountability.

Agency response:

Select an item.

Target date to complete implementation activities:
(Generally expected within 60 to 90 days)

Select a date.

Specific point of contact for implementation

Name:

[edit text]

Phone:

[edit text]

Provide a written response

N/A - DAV was instructed not to respond as this was directed toward MO and OHR.

RECOMMENDATION 1.2

Assess engagement survey questions

The Mayor's Office and the Office of Human Resources should assess the employee engagement survey to ensure it appropriately captures information on culture that will be helpful for the agency. For example, consider gathering information related to not only an employee's agency, but also their division or region to account for microcultures within an agency. Consideration should also be given to employees'

preferred culture. Additional information should be shared with agencies in guidance for handling survey results, and the assessment process should be documented.

Agency response:	Select an item.
Target date to complete implementation activities: (Generally expected within 60 to 90 days)	Select a date.

Specific point of contact for implementation

Name:	[edit text]
Phone:	[edit text]

Provide a written response
N/A - DAV was instructed not to respond as this was directed toward MO and OHR.

RECOMMENDATION 1.3

Develop, document, and communicate culture strategy, goals, and objectives
Using input from staff at all levels and leading practices, leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should develop and document a preferred organizational culture. Using leading practices, agency goals should be specific, measurable, achievable, relevant, and time bound. Agency leaders should communicate a strategy to achieve this culture and associated goals to all staff.

Agency response:	Agree
Target date to complete implementation activities: (Generally expected within 60 to 90 days)	12/31/2025

Specific point of contact for implementation

Name:	Jen Morris, Deputy Director
Phone:	720-865-4202

Provide a written response

DAV aligns its culture with the citywide values of Listen, Dare and Deliver. DAV's Culture Committee plans to send a survey to all staff as a follow-up to the 2024 employee engagement survey and will include a question about preferred culture. Results of the survey will be documented and communicated to all staff. DAV follows the city's recommended metric driven goals approach and will require leaders to take the Metric Driven Goal training provided by OHR.

RECOMMENDATION 1.4

Develop and document a plan using tools to assess current internal culture

Leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should develop and document a plan, including what tools they will use – such as internal surveys, interviews with staff, or the employee engagement survey – to understand current organizational culture and preferred culture. The plan should also include the frequency at which culture will be assessed.

Agency response:

Agree

Target date to complete implementation activities:
(Generally expected within 60 to 90 days)

12/31/2025

Specific point of contact for implementation

Name:

Jen Morris, Deputy Director

Phone:

720-865-4202

Provide a written response

DAV's Culture Committee will develop and document a plan to assess current and preferred internal organizational culture in partnership with the agency's leadership and OHR.

RECOMMENDATION 1.5

Develop and document policies and procedures for assessing culture

Once a plan is established, leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should document policies and procedures for assessing culture. These should include who will be

responsible for assessing culture, how results will be analyzed, and how issues will be addressed. The plan should also include how culture improvement efforts will be communicated to staff.

Agency response:	Agree
Target date to complete implementation activities: (Generally expected within 60 to 90 days)	12/31/2025

Specific point of contact for implementation

Name:	Jen Morris, Deputy Director
Phone:	720-865-4202

Provide a written response
DAV's Culture Committee will document the agency's policies and procedures for assessing current and preferred internal organizational culture and internal communications plan in partnership with the agency's leadership and OHR.

RECOMMENDATION 1.6

Develop and document committee need

Leaders in the Mayor's Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should determine and document whether a committee is needed to help achieve employee engagement and culture objectives and goals.

Agency response:	Agree
Target date to complete implementation activities: (Generally expected within 60 to 90 days)	7/31/2025

Specific point of contact for implementation

Name:	Jen Morris, Deputy Director
Phone:	720-865-4202

Provide a written response

DAV's Culture Committee was relaunched in 2024 specifically to address employee engagement. The agency will provide documentation stating as such.

RECOMMENDATION 1.7

Establish and document committee policies and procedures

Leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should ensure that all committees have documented policies and procedures to provide clarity on each committee’s role within the organization, promote accountability, ensure alignment with organizational objectives, encourage collaboration, and increase transparency and communication. The policies and procedures should include, at minimum:

- The purpose of the committee and its authority.
- Committee goals.
- Roles and responsibilities.
- Committee composition and how members are selected or recruited.
- Terms for committee members, if applicable.
- A requirement for minutes and action items to be documented to show progress toward meeting goals and to track key decisions.

How committee actions and decisions will be communicated across the agency.

Agency response:

Agree

Target date to complete implementation activities:
(Generally expected within 60 to 90 days)

12/31/2025

Specific point of contact for implementation

Name:

Jen Morris, Deputy Director

Phone:

720-865-4202

Provide a written response

DAV will develop a document that outlines the Culture Committee's purpose, goals, role and process for documenting meetings and communication.

RECOMMENDATION 1.8

Develop and document criteria for development opportunity selection

For training that is not required — such as leadership courses, conferences, etc. — leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should document criteria and the process for selection. For example, based on performance, time in role, job applicability, and so on.

Agency response:

Agree

Target date to complete implementation activities:
(Generally expected within 60 to 90 days)

1/31/2026

Specific point of contact for implementation

Name:

Eric Needham, Operations Manager

Phone:

720-865-4257

Provide a written response

Prior to establishing goals for 2026, DAV will document available budget and standard operating procedure for providing development opportunities to staff including criteria and process for selection.

RECOMMENDATION 1.9

Communicate development opportunities and criteria

Leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should ensure development opportunities are communicated to all staff when identified. Additionally, the criteria for selection should be communicated in advance to staff.

Agency response:

Agree

Target date to complete implementation activities:
(Generally expected within 60 to 90 days)

8/31/2025

Specific point of contact for implementation

Name:

Jen Morris, Deputy Director

Phone:

720-865-4202

Provide a written response

DAV regularly communicates development opportunities to staff via emails to division Directors, our internal newsletter and through the Denver Employee Bulletin but will re-assess frequency and communication vehicles to ensure timeliness and that criteria for selection are included.

RECOMMENDATION 1.10

Prioritize development opportunities for staff

Leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should prioritize staff development opportunities, such as by establishing a development goal as part of the city’s annual goal setting process.

Agency response:

Agree

Target date to complete implementation activities:
(Generally expected within 60 to 90 days)

5/31/2025

Specific point of contact for implementation

Name:

Gretchen Hollrah, Executive Director

Phone:

720-403-1835

Provide a written response

DAV currently encourages staff to have at least one development goal as part of the annual goal setting process and will make this a requirement moving forward.

RECOMMENDATION 1.11

Communicate formal recognition opportunities and criteria

Leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should ensure recognition opportunities and selection criteria are communicated to all staff when identified.

Agency response:

Agree

Target date to complete implementation activities: (Generally expected within 60 to 90 days)

7/31/2025

Specific point of contact for implementation

Name:

Jen Morris, Deputy Director

Phone:

720-865-4202

Provide a written response

DAV will ensure recognition opportunities and selection criteria are communicated to all staff via the internal newsletter and/or email when identified. Process will be discussed annually with Directors/Managers.

RECOMMENDATION 1.12

Follow the city’s reward policies

If they choose to provide rewards, such as the Spot On, leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should ensure compliance with all requirements in the city’s policies for tracking rewards, including gift cards, and submitting documentation to the Controller’s Office.

This should include tracking:

- The recipient’s name and employee ID number.
- The date of reward.
- The requestor’s name.
- The gift amount.
- The reason for the reward.

- The gift card number.
- The next level manager’s approval.
- A running inventory of the gift cards purchased and backup documentation.
- A running inventory of the gift cards distributed.

Documentation for gift card reconciliation or audits each month.

Agency response:	Agree
Target date to complete implementation activities: (Generally expected within 60 to 90 days)	6/1/2025

Specific point of contact for implementation

Name:	Angela Rotello, Business Operation Administrator
Phone:	720-350-1894

Provide a written response
DAV utilizes Spot Ons and currently follows the city guidelines. While all Spot Ons are \$25, DAV will add a column on the tracking sheet for gift card amount, per the official guidelines.

RECOMMENDATION 1.13

Monitor rewards data

Leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should periodically monitor rewards data, including exemplary leave and other awards, to ensure compliance with city rules and that they are being provided fairly and appropriately across the agencies. These reviews should be documented.

Agency response:	Agree
Target date to complete implementation activities: (Generally expected within 60 to 90 days)	12/31/2025

Specific point of contact for implementation

Name: Chris Miller, Director of Finance

Phone: 720-865-4232

Provide a written response

DAV will assign a senior-level employee to annually review the tracking of our internal Spot On rewards.

RECOMMENDATION 1.14

Prioritize recognition

Agency leaders, supervisors, and managers in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should prioritize recognizing staff – either formally or informally – for work done well, such as by establishing it as a goal during the city’s annual goal setting process or providing training on awards and recognition.

Agency response:

Agree

Target date to complete implementation activities:
(Generally expected within 60 to 90 days)

2/28/2026

Specific point of contact for implementation

Name: Jen Morris, Deputy Director

Phone: 720-865-4202

Provide a written response

DAV will require agency leaders to establish a development goal related to recognition and training of their staff beginning with the 2026 goals.

AUDIT FINDING 2

Staff in all agencies do not know how to or feel comfortable reporting concerns and providing upward feedback

RECOMMENDATION 2.1

Communicate reporting process

Leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should communicate the availability of city and agencywide reporting systems and resources to staff at all levels regularly, so staff understand the process and what to expect. Agency leaders should work with the Office of Human Resources, if needed, to identify and communicate alternate processes if staff do not feel comfortable reporting to their direct supervisor or Human Resources representative. Leaders should ensure all supervisors and responsible parties are trained on this process.

Agency response:

Agree

Target date to complete implementation activities: (Generally expected within 60 to 90 days)

7/31/2025

Specific point of contact for implementation

Name:

Jen Morris, Deputy Director

Phone:

720-865-4202

Provide a written response

DAV will communicate reporting processes and tools more frequently with DAV staff. Currently, DAV utilizes the Incogneato online platform and suggestion boxes for staff at any level to provide anonymous feedback when they are not comfortable discussing with their direct supervisors. We have the Incogneato link in every bi-weekly newsletter and remind people at the All Staff meetings.

RECOMMENDATION 2.2

Prioritize psychological safety for staff

Leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should prioritize developing psychological safety for staff by providing trainings, creating and tracking goals related to psychological safety, and communicating to staff at all levels the importance of feeling

comfortable reporting issues. Leaders should hold all staff, including managers, accountable for building and maintaining this environment.

Agency response:

Agree

Target date to complete implementation activities:
(Generally expected within 60 to 90 days)

12/31/2025

Specific point of contact for implementation

Name:

Gretchen Hollrah, Executive Director

Phone:

720-403-1835

Provide a written response

DAV leadership will prioritize and further emphasize the importance of psychological safety in the workplace and will come up with a plan to create/track goals and communications related to this topic. DAV will also recommend that each leader take the following Workday training: Creating An Inclusive Culture Of Trust and Belonging.

RECOMMENDATION 2.3

Establish guidelines for check-ins

Leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should establish clear guidelines for staff check-ins with their direct supervisor to ensure feedback is being provided more than once a year. These guidelines, at a minimum, should include the staff member and supervisor jointly determining the frequency of check-ins. Additionally, the guidelines should encourage two-way communication and feedback. Such guidelines shall be communicated to all staff.

Agency response:

Agree

Target date to complete implementation activities:
(Generally expected within 60 to 90 days)

7/31/2025

Specific point of contact for implementation

Name:

Gretchen Hollrah, Executive Director

Phone: 720-403-1835

Provide a written response

DAV has set expectations with management staff regarding check-ins and will document and reiterate these guidelines on a more frequent basis to both management and all staff.

We will also ensure staff are aware of the tool OHR has provided to enhance the effectiveness of meetings found here:

https://denvercity.sharepoint.com/sites/HR/Shared%20Documents/Perf_Mgmt/PerfMgmt_QuarterlyCheck-in.pdf?CID=8aeafb7b-fd09-4e5c-a99f-e67f40794265

RECOMMENDATION 2.4

Implement upward feedback process

Leaders in the Mayor's Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should identify and implement a process for staff to provide upward feedback without fear of retaliation.

Agency response:

Agree

Target date to complete implementation activities: (Generally expected within 60 to 90 days)

12/31/2025

Specific point of contact for implementation

Name:

Gretchen Hollrah, Executive Director

Phone:

720-403-1835

Provide a written response

Agency leadership will work with OHR to review current processes for staff provide upward feedback without fear of retaliation. The agency will document and modify as necessary and communicate this to staff.



April 30, 2025

Auditor Timothy M. O'Brien, CPA
Office of the Auditor
City and County of Denver
201 West Colfax Ave., Dept. 705
Denver, Colorado 80202

Dear Mr. O'Brien,

The Office of the Auditor has conducted a performance audit entitled "[Organizational Culture](#)." This memorandum provides a written response for each reportable condition noted in the final draft of the Auditor's report, which was sent to us on April 10, 2025. This response complies with Section 20-276 (c) of the Denver Revised Municipal Code.

Please see the subsequent pages for our responses to each recommendation and contact Mark Bernstein at 720-913-0632 with any questions.

Sincerely,

A handwritten signature in blue ink, appearing to read "Jolon Clark", is placed over a light blue rectangular background.

Jolon Clark
Executive Director

CC:

Valerie Walling, CPA, Deputy Auditor
Dawn Wiseman, CRMA, Audit Director
[Mark Bernstein, Chief of Staff](#)
[Debbie Hanley, Director of HR](#)
[edit text]

Organizational Culture

Denver Parks & Recreation
May 2025

AUDIT FINDING 1

Organizational culture in each agency needs improvement

RECOMMENDATION 1.1

Hold agencies accountable for employee engagement survey results and actions

Using the results from the 2024 and future employee engagement surveys, the Mayor's Office should work with the Office of Human Resources to ensure all city agencies develop and act on plans to address, at a minimum, the five lowest-scoring areas of the survey. Action plans and progress should be documented, and updates should be periodically communicated to all staff, as well as the Mayor's Office and the Office of Human Resources, for increased transparency and accountability.

Agency response:

Select an item.

Target date to complete implementation activities:
(Generally expected within 60 to 90 days)

Select a date.

Specific point of contact for implementation

Name:

[edit text]

Phone:

[edit text]

Provide a written response

N/A

RECOMMENDATION 1.2

Assess engagement survey questions

The Mayor's Office and the Office of Human Resources should assess the employee engagement survey to ensure it appropriately captures information on culture that will be helpful for the agency. For example, consider gathering information related to not only an employee's agency, but also their division or region to account for microcultures within an agency. Consideration should also be given to employees'

preferred culture. Additional information should be shared with agencies in guidance for handling survey results, and the assessment process should be documented.

Agency response:	Select an item.
Target date to complete implementation activities: (Generally expected within 60 to 90 days)	Select a date.

Specific point of contact for implementation

Name:	[edit text]
Phone:	[edit text]

Provide a written response
N/A

RECOMMENDATION 1.3

Develop, document, and communicate culture strategy, goals, and objectives
Using input from staff at all levels and leading practices, leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should develop and document a preferred organizational culture. Using leading practices, agency goals should be specific, measurable, achievable, relevant, and time bound. Agency leaders should communicate a strategy to achieve this culture and associated goals to all staff.

Agency response:	Agree
Target date to complete implementation activities: (Generally expected within 60 to 90 days)	5/31/2025

Specific point of contact for implementation

Name:	Mark Bernstein
Phone:	720-913-0632

Provide a written response

The culture in DPR reflects the city values of Listen, Dare and Deliver and these goals are evaluated annually. There is strong endorsement for metric driven goals from the Mayor’s Office who has championed this approach throughout the city. DPR assigned Metric Driven Goal training to all FTEs in February 2024.

RECOMMENDATION 1.4

Develop and document a plan using tools to assess current internal culture

Leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should develop and document a plan, including what tools they will use – such as internal surveys, interviews with staff, or the employee engagement survey – to understand current organizational culture and preferred culture. The plan should also include the frequency at which culture will be assessed.

Agency response:

Agree

Target date to complete implementation activities:
(Generally expected within 60 to 90 days)

12/31/2025

Specific point of contact for implementation

Name:

Mark Bernstein

Phone:

720-913-0632

Provide a written response

DPR uses a multi-faceted approach to assess internal culture. DPR will action plan using the 2024 Engagement Survey results. We will also continue to review exit survey data, onboarding survey data, and new hire survey data to identify trends and progress. We will conduct an Employee Engagement/Culture pulse survey in Q4 2025 to assess our progress and success in our defined action areas.

RECOMMENDATION 1.5

Develop and document policies and procedures for assessing culture

Once a plan is established, leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should document policies and procedures for assessing culture. These should include who will be

responsible for assessing culture, how results will be analyzed, and how issues will be addressed. The plan should also include how culture improvement efforts will be communicated to staff.

Agency response:	Agree
Target date to complete implementation activities: (Generally expected within 60 to 90 days)	12/31/2025

Specific point of contact for implementation

Name:	Mark Bernstein
Phone:	720-913-0632

Provide a written response
DPR will document and/or update its policies and procedures for assessing current and preferred internal organizational culture in partnership with the agency's leadership and OHR.

RECOMMENDATION 1.6

Develop and document committee need

Leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should determine and document whether a committee is needed to help achieve employee engagement and culture objectives and goals.

Agency response:	Agree
Target date to complete implementation activities: (Generally expected within 60 to 90 days)	12/31/2025

Specific point of contact for implementation

Name:	Mark Bernstein
Phone:	720-913-0632

Provide a written response

DPR will continue to utilize DPR's Partnership Council in combination with the DPR Employee Engagement Tiger team and the DPR EDI Committee to help achieve employee engagement and culture objectives and goals.

RECOMMENDATION 1.7

Establish and document committee policies and procedures

Leaders in the Mayor's Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should ensure that all committees have documented policies and procedures to provide clarity on each committee's role within the organization, promote accountability, ensure alignment with organizational objectives, encourage collaboration, and increase transparency and communication. The policies and procedures should include, at minimum:

- The purpose of the committee and its authority.
- Committee goals.
- Roles and responsibilities.
- Committee composition and how members are selected or recruited.
- Terms for committee members, if applicable.
- A requirement for minutes and action items to be documented to show progress toward meeting goals and to track key decisions.

How committee actions and decisions will be communicated across the agency.

Agency response:

Agree

Target date to complete implementation activities: (Generally expected within 60 to 90 days)

12/31/2025

Specific point of contact for implementation

Name:

Mark Bernstein

Phone:

720-913-0632

Provide a written response

DPR will ensure that all committees have documented policies and procedures as outlined in Recommendation 1.7.

RECOMMENDATION 1.8

Develop and document criteria for development opportunity selection

For training that is not required – such as leadership courses, conferences, etc. – leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should document criteria and the process for selection. For example, based on performance, time in role, job applicability, and so on.

Agency response:

Agree

Target date to complete implementation activities:
(Generally expected within 60 to 90 days)

12/31/2025

Specific point of contact for implementation

Name:

Mark Bernstein

Phone:

720-913-0632

Provide a written response

DPR will develop and document selection criteria for employee development opportunities when available.

RECOMMENDATION 1.9

Communicate development opportunities and criteria

Leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should ensure development opportunities are communicated to all staff when identified. Additionally, the criteria for selection should be communicated in advance to staff.

Agency response:

Agree

Target date to complete implementation activities:

12/31/2025

(Generally expected within 60 to 90 days)

Specific point of contact for implementation

Name: Mark Bernstein

Phone: 720-913-0632

Provide a written response

DPR will continue to communicate development opportunities to staff when identified. We will partner with OHR to share a wide range of development opportunities provided by Learning and Development.

RECOMMENDATION 1.10

Prioritize development opportunities for staff

Leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should prioritize staff development opportunities, such as by establishing a development goal as part of the city’s annual goal setting process.

Agency response:

Agree

Target date to complete implementation activities:
(Generally expected within 60 to 90 days)

7/31/2025

Specific point of contact for implementation

Name: Mark Bernstein

Phone: 720-913-0632

Provide a written response

DPR has set the expectation for all leaders to encourage their employees to have one development goal each year. This expectation is set in the DPR Leader Goal weighted at 20% for all people leaders. At this time, development goals are not required by the City and are set as optional. We will continue to promote the importance of development for all employees.

RECOMMENDATION 1.11

Communicate formal recognition opportunities and criteria

Leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should ensure recognition opportunities and selection criteria are communicated to all staff when identified.

Agency response:

Agree

Target date to complete implementation activities: (Generally expected within 60 to 90 days)

5/31/2025

Specific point of contact for implementation

Name:

Mark Bernstein

Phone:

720-913-0632

Provide a written response

DPR created the Lil Bison program, an employee recognition program in DPR, and launched last Fall. This has been communicated in all staff meetings, emails from the Executive Director, and posted flyers in all workplaces. This program was created by the Employee Recognition and Appreciation committee and is a direct result from action planning from the 2022 Engagement survey.

RECOMMENDATION 1.12

Follow the city’s reward policies

If they choose to provide rewards, such as the Spot On, leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should ensure compliance with all requirements in the city’s policies for tracking rewards, including gift cards, and submitting documentation to the Controller’s Office.

This should include tracking:

- The recipient’s name and employee ID number.
- The date of reward.
- The requestor’s name.
- The gift amount.

- The reason for the reward.
- The gift card number.
- The next level manager’s approval.
- A running inventory of the gift cards purchased and backup documentation.
- A running inventory of the gift cards distributed.

Documentation for gift card reconciliation or audits each month.

Agency response:	Agree
Target date to complete implementation activities: (Generally expected within 60 to 90 days)	5/31/2025

Specific point of contact for implementation

Name:	Mark Bernstein
Phone:	720-913-0632

Provide a written response
At this time, DPR does not provide monetary awards. If the department elects to offer monetary awards in the future, we will comply with Recommendation 1.12 and ensure compliance with all reporting and tracking requirements.

RECOMMENDATION 1.13

Monitor rewards data

Leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should periodically monitor rewards data, including exemplary leave and other awards, to ensure compliance with city rules and that they are being provided fairly and appropriately across the agencies. These reviews should be documented.

Agency response:	Agree
Target date to complete implementation activities: (Generally expected within 60 to 90 days)	12/31/2025

Specific point of contact for implementation

Name:	Mark Bernstein
Phone:	720-913-0632

Provide a written response
DPR will monitor rewards data periodically to ensure compliance and that they are being provided fairly and appropriately across the Agency.

RECOMMENDATION 1.14

Prioritize recognition

Agency leaders, supervisors, and managers in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should prioritize recognizing staff – either formally or informally – for work done well, such as by establishing it as a goal during the city’s annual goal setting process or providing training on awards and recognition.

Agency response:	Agree
Target date to complete implementation activities: (Generally expected within 60 to 90 days)	2/28/2026

Specific point of contact for implementation

Name:	Mark Bernstein
Phone:	720-913-0632

Provide a written response
DPR will include staff recognition into the 2026 DPR Leader goal to ensure all leaders are recognizing their staff for a job well done.

AUDIT FINDING 2

Staff in all agencies do not know how to or feel comfortable reporting concerns and providing upward feedback

RECOMMENDATION 2.1

Communicate reporting process

Leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should communicate the availability of city and agencywide reporting systems and resources to staff at all levels regularly, so staff understand the process and what to expect. Agency leaders should work with the Office of Human Resources, if needed, to identify and communicate alternate processes if staff do not feel comfortable reporting to their direct supervisor or Human Resources representative. Leaders should ensure all supervisors and responsible parties are trained on this process.

Agency response:

Agree

Target date to complete implementation activities: (Generally expected within 60 to 90 days)

7/31/2025

Specific point of contact for implementation

Name:

Mark Bernstein

Phone:

720-913-0632

Provide a written response

DPR Executive Director created an electronic tip box in October 2024 for employees who do not feel comfortable expressing issues directly to their supervisor or OHR. We will also continue to communicate and educate staff to follow the city's dispute resolution process as outlined in CS Rule 18.

RECOMMENDATION 2.2

Prioritize psychological safety for staff

Leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should prioritize developing psychological safety for staff by providing trainings, creating and tracking goals related to psychological safety, and communicating to staff at all levels the importance of feeling

comfortable reporting issues. Leaders should hold all staff, including managers, accountable for building and maintaining this environment.

Agency response:	Agree
Target date to complete implementation activities: (Generally expected within 60 to 90 days)	12/31/2025

Specific point of contact for implementation

Name:	Mark Bernstein
Phone:	720-913-0632

Provide a written response
DPR encourages and promotes psychological safety across the Agency. Employees and managers will continue to engage in regular one-on-one meetings to discuss performance, provide feedback, and support ongoing development. Following OHR's lead, we will also ask each leader to take the following Workday training: Creating An Inclusive Culture Of Trust and Belonging by the end of 2025.

RECOMMENDATION 2.3

Establish guidelines for check-ins

Leaders in the Mayor’s Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should establish clear guidelines for staff check-ins with their direct supervisor to ensure feedback is being provided more than once a year. These guidelines, at a minimum, should include the staff member and supervisor jointly determining the frequency of check-ins. Additionally, the guidelines should encourage two-way communication and feedback. Such guidelines shall be communicated to all staff.

Agency response:	Agree
Target date to complete implementation activities: (Generally expected within 60 to 90 days)	5/31/2025

Specific point of contact for implementation

Name:	Mark Bernstein
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Phone: 720-913-0632

Provide a written response

DPR will continue to encourage regular performance check ins with employees. This metric is currently included in the 2025 DPR Leader Goal to "meet at least quarterly with your employees to discuss performance goals and development opportunities".

RECOMMENDATION 2.4

Implement upward feedback process

Leaders in the Mayor's Office, Office of Human Resources, Denver Arts & Venues, and Denver Parks & Recreation should identify and implement a process for staff to provide upward feedback without fear of retaliation.

Agency response:

Agree

Target date to complete implementation activities: (Generally expected within 60 to 90 days)

6/30/2026

Specific point of contact for implementation

Name: Mark Bernstein

Phone: 720-913-0632

Provide a written response

DPR will continue to use the Executive Director's electronic tip box as tool to provide upward feedback without fear of retaliation. Fear of retaliation is also an identified action area from the 2024 engagement survey. The department has an employee engagement action committee that will continue to work on processes for staff to provide upward feedback without fear of retaliation.