

COMPLETE REPORT

The State of Colorado

Comparison Group: Department of Higher Education - Cabinet Level
Benchmark: US Benchmark

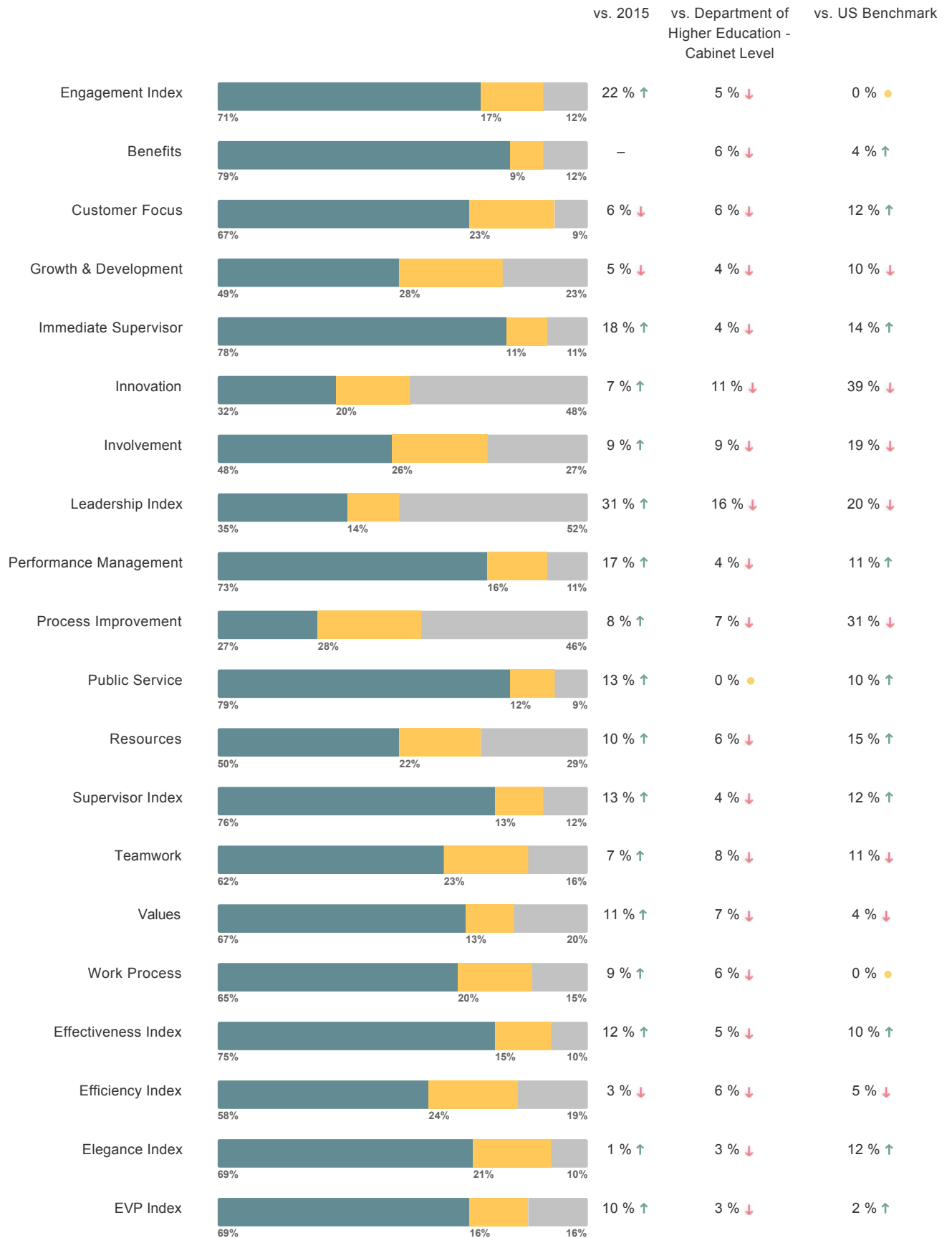


Key Indicators

Engagement Index	71%	↑ 22% vs. 2015
Customer Focus	67%	↓ 6% vs. 2015
Work Process	65%	↑ 9% vs. 2015

Survey Theme Scores

The area below outlines your scores for each of the survey themes, as well as shows comparisons to historic performance, other areas of your organization and best in class benchmarks were configured.



Performance Highlights

vs. 2015

I intend to stay with the State of Colorado/Institution of Higher Education for another 12 months.	↑ 45%
I have trust and confidence in my department/higher education institution leaders.	↑ 37%
In my work group, we are recognized for meeting our responsibilities to the State and its citizens.	↑ 29%
<hr/>	
I feel encouraged to come up with new and better ways of doing things.	↓ -18%
New employees get the training they need to do their jobs well.	↓ -15%
We use customer feedback to make improvements to our processes.	↓ -15%

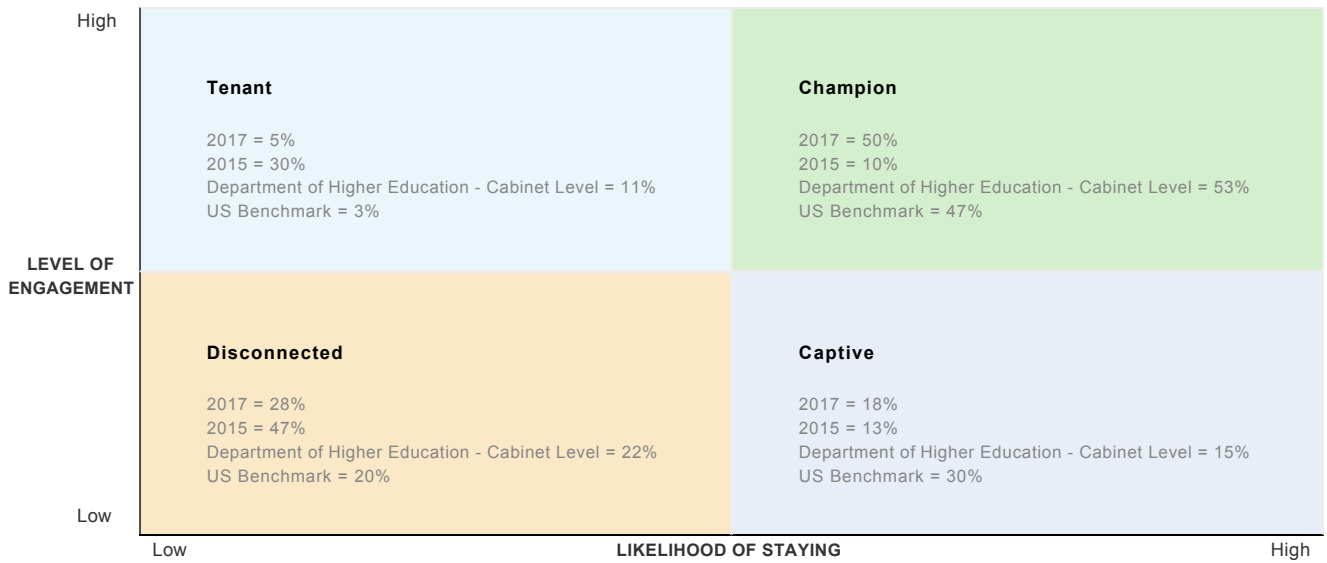
vs. Department of Higher Education - Cabinet Level

I intend to stay with the State of Colorado/Institution of Higher Education for another 12 months.	↑ 1%
Compared to one year ago, in my work group, we get work done more efficiently, with less waste of money or other resources.	↑ 1%
<hr/>	
State of Colorado/Institution of Higher Education leaders give employees a clear picture of the direction the organization is headed.	↓ -18%
I am confident my department/higher education institution leaders will respond to unethical behavior.	↓ -16%
I have trust and confidence in my department/higher education institution leaders.	↓ -14%

vs. US Benchmark

I am held accountable for achieving results.	↑ 29%
My immediate supervisor treats me with respect.	↑ 19%
The work I do is important.	↑ 18%
<hr/>	
In my work group, we have the capacity (people, time, resources) to act on promising new/innovative ideas.	↓ -56%
My department/work unit is currently working on a process improvement effort (e.g., Lean).	↓ -36%
I am confident my department/higher education institution leaders will respond to unethical behavior.	↓ -33%

Engagement Landscape



Champion

- Strong identification with organization objectives
- High level of loyalty to the organization
- High level of willingness to cooperate and motivate colleagues

Captive

- Rather critical, and often difficult to lead
- Can have an influence on those around them
- Greatest opportunity to move into Champions by addressing priority items

Tenant

- Very satisfied/"Free Agent"/Lower loyalty
- Productive, can have a positive impact on the organization
- Straightforward and task oriented, but need to be directed

Disconnected

- Dissatisfied and disconnected
- Frustrated and prone to total discomfort
- Under-utilized resources of the organization

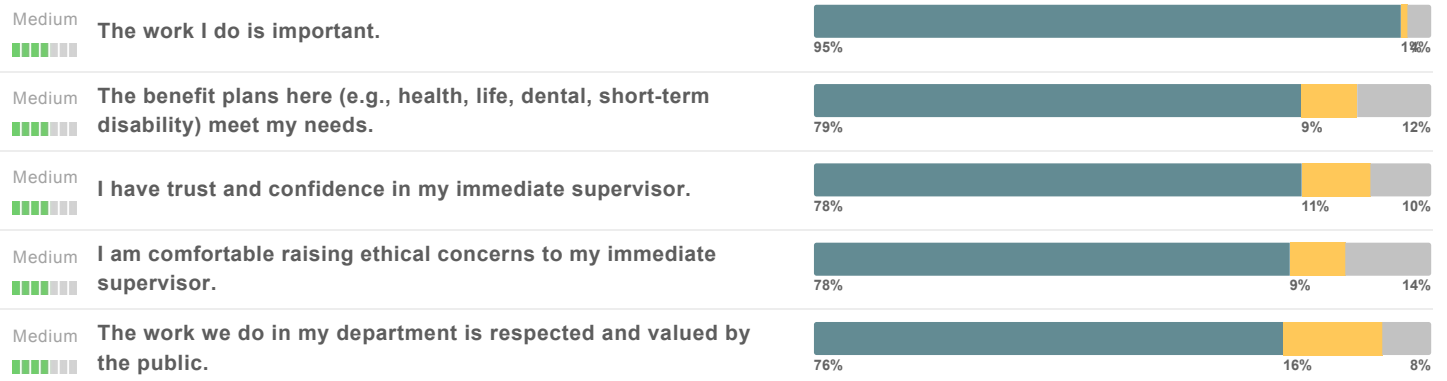
Priorities for Focus

Impact



Strengths

Impact



Major Obstacles

56%

Inadequate staffing levels

44%

Lack of communication/miscommunication among divisions

32%

Excessive/unproductive meetings

Top Comments

As you may know, across the state we are focused on improving Efficiency (use of resources), Effectiveness (impact of our work), and Elegance (graceful service interactions). With that in mind, please respond to the following open-ended question.

100%







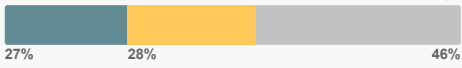

Comments Click Here

Complete Survey Results

	% Favorable	2015	Departme... of Higher Education...	US Benchma...
ENGAGEMENT INDEX				
<p>I would recommend the State of Colorado/Institution of Higher Education as a good place to work.</p> <p>71% 17% 12% n=81</p>	71%	22%↑	5%↓	0%●
<p>I am proud to say that I am an employee of the State of Colorado/Institution of Higher Education.</p> <p>63% 16% 21% n=81</p>	63%	16%↑	9%↓	1%↓
<p>My work gives me a feeling of personal accomplishment.</p> <p>70% 17% 12% n=81</p>	70%	20%↑	8%↓	1%↓
<p>I intend to stay with the State of Colorado/Institution of Higher Education for another 12 months.</p> <p>83% 12% 5% n=81</p>	83%	6%↑	3%↓	5%↑
<p>Working for the State of Colorado inspires me to put forth my best effort.</p> <p>68% 20% 13% n=81</p>	68%	45%↑	1%↑	9%↓
<p>The benefit plans here (e.g., health, life, dental, short-term disability) meet my needs.</p> <p>69% 21% 10% n=81</p>	69%	19%↑	9%↓	4%↑
BENEFITS				
<p>The benefit plans here (e.g., health, life, dental, short-term disability) meet my needs.</p> <p>79% 9% 12% n=81</p>	79%	—	6%↓	4%↑
<p>The benefit plans here (e.g., health, life, dental, short-term disability) meet my needs.</p> <p>79% 9% 12% n=81</p>	79%	—	6%↓	4%↑
CUSTOMER FOCUS				
<p>I am proud to say that I am an employee of the State of Colorado/Institution of Higher Education.</p> <p>67% 23% 9% n=79</p>	67%	6%↓	6%↓	12%↑

	% Favorable	2015	Departme... of Higher Education...	US Benchma...	
In my department/higher education institution, we make it easy for citizens to use the services we offer (e.g., customer-friendly policies, procedures).	<p>n=79 73% 16% 10%</p>	73%	7%↓	5%↓	17%↑
We use customer feedback to make improvements to our processes.	<p>n=79 62% 24% 14%</p>	62%	15%↓	3%↓	8%↑
We use customer feedback to make changes to how we meet their needs.	<p>n=79 63% 27% 10%</p>	63%	14%↓	7%↓	—
Customer problems get corrected quickly.	<p>n=79 73% 23% 4%</p>	73%	7%↑	7%↓	—
Over the past year, our efforts to improve our customers' experience have been working.	<p>n=79 66% 27% 8%</p>	66%	2%↑	4%↓	—
GROWTH & DEVELOPMENT					
	<p>n=80 49% 28% 23%</p>	49%	5%↓	4%↓	10%↓
New employees get the training they need to do their jobs well.	<p>n=80 38% 35% 28%</p>	38%	15%↓	6%↓	28%↓
I have sufficient training to do my job well.	<p>n=80 73% 19% 9%</p>	73%	10%↓	2%↓	17%↑
I am satisfied with my opportunities for career growth and advancement.	<p>n=80 37% 30% 33%</p>	37%	10%↑	2%↓	18%↓
IMMEDIATE SUPERVISOR					
	<p>n=81 78% 11% 11%</p>	78%	18%↑	4%↓	14%↑

	% Favorable	2015	Departme... of Higher Education...	US Benchma...
<p>My immediate supervisor treats me with respect.</p>	86%	10%↑	2%↓	19%↑
<p>My immediate supervisor gives me meaningful and timely feedback on my performance.</p>	70%	17%↑	6%↓	10%↑
<p>I have trust and confidence in my immediate supervisor.</p>	78%	28%↑	5%↓	13%↑
INNOVATION				
	32%	7%↑	11%↓	39%↓
<p>Where I work, employees are encouraged to participate in making decisions that affect their work.</p>	43%	10%↑	11%↓	21%↓
<p>In my work group, we have the capacity (people, time, resources) to act on promising new/innovative ideas.</p>	21%	4%↑	11%↓	56%↓
INVOLVEMENT				
	48%	9%↑	9%↓	19%↓
<p>I have the authority I need to do my job effectively.</p>	65%	8%↑	6%↓	6%↓
<p>When employees have good ideas, management makes use of them.</p>	30%	10%↑	12%↓	32%↓
LEADERSHIP INDEX				
	35%	31%↑	16%↓	20%↓

	% Favorable	2015	Departme... of Higher Education...	US Benchma...	
State of Colorado/Institution of Higher Education leaders give employees a clear picture of the direction the organization is headed.	 <p>n=81 32% 16% 52%</p>	32%	25%↑	18%↓	25%↓
I have trust and confidence in my department/higher education institution leaders.	 <p>n=81 37% 12% 51%</p>	37%	37%↑	14%↓	16%↓
PERFORMANCE MANAGEMENT					
My immediate supervisor makes it clear what is expected of me.	 <p>n=80 73% 16% 11%</p>	73%	17%↑	4%↓	11%↑
My immediate supervisor addresses performance problems in my work group.	 <p>n=80 65% 20% 15%</p>	65%	22%↑	4%↓	1%↓
I am satisfied with the recognition I get for the work I do.	 <p>n=80 64% 21% 15%</p>	64%	24%↑	2%↓	3%↑
I am held accountable for achieving results.	 <p>n=80 91% 8% 1%</p>	91%	11%↑	0%●	29%↑
PROCESS IMPROVEMENT					
I am familiar with the State of Colorado's process improvement initiatives (e.g., Lean).	 <p>n=81 27% 28% 46%</p>	27%	8%↑	7%↓	31%↓
I know what Lean resources are available to my work unit, and how to use Lean tools or connect with a Lean Champion if I have a process improvement idea.	 <p>n=81 19% 16% 65%</p>	19%	—	9%↓	—

	% Favorable	2015	Departme... of Higher Education...	US Benchma...
<p>My department/work unit is currently working on a process improvement effort (e.g., Lean).</p>	23%	18%↑	5%↓	36%↓
<p>My department/higher education institution leaders visibly support process improvement initiatives (e.g., Lean).</p>	28%	19%↑	4%↓	29%↓
<p>My department/work unit has worked on a process improvement activity (e.g., Lean) in the last 12 months.</p>	28%	—	8%↓	—
PUBLIC SERVICE				
	79%	13%↑	0%●	10%↑
<p>The work we do in my department is respected and valued by the public.</p>	76%	7%↓	0%●	—
<p>The work I do is important.</p>	95%	15%↑	0%●	18%↑
<p>In my work group, we are recognized for meeting our responsibilities to the State and its citizens.</p>	65%	29%↑	0%●	4%↑
RESOURCES				
	50%	10%↑	6%↓	15%↑
<p>I have the resources and equipment I need to do my job well.</p>	47%	1%↓	12%↓	—
<p>Compared to one year ago, in my work group, we get work done more efficiently, with less waste of money or other resources.</p>	51%	8%↑	1%↑	—

	% Favorable	2015	Departme... of Higher Education...	US Benchma...
<p>The amount of work I am expected to do is reasonable.</p> <p>n=81 51% 17% 32%</p>	51%	21%↑	9%↓	16%↑
SUPERVISOR INDEX				
<p>n=81 76% 13% 12%</p>	76%	13%↑	4%↓	12%↑
<p>My immediate supervisor treats me with respect.</p> <p>n=81 86% 5% 9%</p>	86%	10%↑	2%↓	19%↑
<p>My immediate supervisor makes it clear what is expected of me.</p> <p>n=81 73% 15% 13%</p>	73%	13%↑	8%↓	13%↑
<p>My immediate supervisor gives me meaningful and timely feedback on my performance.</p> <p>n=81 70% 16% 14%</p>	70%	17%↑	6%↓	10%↑
<p>I am comfortable raising ethical concerns to my immediate supervisor.</p> <p>n=81 78% 9% 14%</p>	78%	21%↑	2%↓	—
<p>My immediate supervisor supports my need to balance work and other life issues.</p> <p>n=81 84% 12% 4%</p>	84%	6%↓	2%↓	16%↑
<p>My immediate supervisor addresses performance problems in my work group.</p> <p>n=81 65% 20% 15%</p>	65%	22%↑	4%↓	1%↓
TEAMWORK				
<p>n=81 62% 23% 16%</p>	62%	7%↑	8%↓	11%↓
<p>The people I work with cooperate to get the job done.</p> <p>n=81 72% 19% 10%</p>	72%	2%↑	8%↓	1%↑

	% Favorable	2015	Departme... of Higher Education...	US Benchma...
<p>The employees in my group have the right skills for their roles.</p> <p>n=81 74% 18% 9%</p>	74%	7%↑	7%↓	16%↓
<p>Other work groups give us the support we need to succeed.</p> <p>n=81 40% 31% 29%</p>	40%	13%↑	10%↓	18%↓
VALUES				
<p>n=81 67% 13% 20%</p>	67%	11%↑	7%↓	4%↓
<p>I am comfortable raising ethical concerns to my immediate supervisor.</p> <p>n=81 78% 9% 14%</p>	78%	21%↑	2%↓	—
<p>My immediate supervisor supports my need to balance work and other life issues.</p> <p>n=81 84% 12% 4%</p>	84%	6%↓	2%↓	16%↑
<p>I am confident my department/higher education institution leaders will respond to unethical behavior.</p> <p>n=81 40% 19% 42%</p>	40%	19%↑	16%↓	33%↓
WORK PROCESS				
<p>n=81 65% 20% 15%</p>	65%	9%↑	6%↓	0%●
<p>In my work group, we have effective processes that enable me to get my job done well.</p> <p>n=81 62% 22% 16%</p>	62%	12%↑	9%↓	—
<p>In my work group, we have the processes and systems to provide consistent customer or public service.</p> <p>n=81 76% 13% 11%</p>	76%	19%↑	2%↓	11%↑
<p>In my work group, rules and regulations are useful guides for doing the right thing more than they are a barrier to efficiency.</p> <p>n=81 56% 26% 19%</p>	56%	4%↓	9%↓	—

	% Favorable	2015	Departme... of Higher Education...	US Benchma...
EFFECTIVENESS INDEX				
<p>n=81</p> <p>75% 15% 10%</p>	75%	12%↑	5%↓	10%↑
<p>My immediate supervisor makes it clear what is expected of me.</p> <p>n=81</p> <p>73% 15% 13%</p>	73%	13%↑	8%↓	13%↑
<p>I am held accountable for achieving results.</p> <p>n=81</p> <p>91% 8% 1%</p>	91%	11%↑	0%●	29%↑
<p>In my work group, we have effective processes that enable me to get my job done well.</p> <p>n=81</p> <p>62% 22% 16%</p>	62%	12%↑	9%↓	—
<p>In my work group, we have the processes and systems to provide consistent customer or public service.</p> <p>n=81</p> <p>76% 13% 11%</p>	76%	19%↑	2%↓	11%↑
<p>The people I work with cooperate to get the job done.</p> <p>n=81</p> <p>72% 19% 10%</p>	72%	2%↑	8%↓	1%↑
EFFICIENCY INDEX				
<p>n=81</p> <p>58% 24% 19%</p>	58%	3%↓	6%↓	5%↓
<p>In my work group, rules and regulations are useful guides for doing the right thing more than they are a barrier to efficiency.</p> <p>n=81</p> <p>56% 26% 19%</p>	56%	4%↓	9%↓	—
<p>Compared to one year ago, in my work group, we get work done more efficiently, with less waste of money or other resources.</p> <p>n=81</p> <p>51% 30% 20%</p>	51%	8%↑	1%↑	—
<p>I have the authority I need to do my job effectively.</p> <p>n=81</p> <p>65% 20% 15%</p>	65%	8%↑	6%↓	6%↓

	% Favorable	2015	Departme... of Higher Education...	US Benchma...	
I feel encouraged to come up with new and better ways of doing things.	<p>n=81 55% 28% 18%</p>	55%	18%↓	9%↓	10%↓
In my work group, decisions are made at the appropriate level.	<p>n=81 49% 20% 31%</p>	49%	2%↑	11%↓	11%↓
I have sufficient training to do my job well.	<p>n=81 73% 19% 9%</p>	73%	10%↓	2%↓	17%↑
ELEGANCE INDEX	<p>n=81 69% 21% 10%</p>	69%	1%↑	3%↓	12%↑
The work we do in my department is respected and valued by the public.	<p>n=81 76% 16% 8%</p>	76%	7%↓	0%●	—
In my department/higher education institution, we make it easy for citizens to use the services we offer (e.g., customer-friendly policies, procedures).	<p>n=81 73% 16% 10%</p>	73%	7%↓	5%↓	17%↑
We use customer feedback to make improvements to our processes.	<p>n=81 62% 24% 14%</p>	62%	15%↓	3%↓	8%↑
Customer problems get corrected quickly.	<p>n=81 73% 23% 4%</p>	73%	7%↑	7%↓	—
Over the past year, our efforts to improve our customers' experience have been working.	<p>n=81 66% 27% 8%</p>	66%	2%↑	4%↓	—
In my work group, we are recognized for meeting our responsibilities to the State and its citizens.	<p>n=81 65% 20% 15%</p>	65%	29%↑	0%●	4%↑

	% Favorable	2015	Departme... of Higher Education...	US Benchma...
EVP INDEX 	69%	10%↑	3%↓	2%↑
My work gives me a feeling of personal accomplishment. 	83%	6%↑	3%↓	5%↑
The work I do is important. 	95%	15%↑	0%●	18%↑
My immediate supervisor gives me meaningful and timely feedback on my performance. 	70%	17%↑	6%↓	10%↑
My immediate supervisor supports my need to balance work and other life issues. 	84%	6%↓	2%↓	16%↑
I am satisfied with the recognition I get for the work I do. 	64%	24%↑	2%↓	3%↑
I have the resources and equipment I need to do my job well. 	47%	1%↓	12%↓	—
I am satisfied with my opportunities for career growth and advancement. 	37%	10%↑	2%↓	18%↓

Next Steps

1

Review results and determine key areas for discussion

- Explore your for strengths and areas for improvements
- Identify key opportunities
- Consult best practices advice
- Consider where greater focus is required

2

Hold a feedback meeting

- Clarify and validate interpretation
- Set priorities for action
- Discuss potential action plans
- Try to hold meeting within 30 days of receiving reports

3

Establish 1 to 3 action plans

- Plans may be new initiatives or enrich existing actions
- Incorporate ways to gather feedback and measure success
- Enter plans into the Action Planning Tool
- Try to finalize and begin actions within 60 days of receiving reports

4

Follow-Up

- Check in with teams on effectiveness of plans
- Course correct where necessary
- Go back to results to refresh message and direction
- Tie action back to feedback
- Celebrate successes
- Plans ahead to next survey