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City and County of Denver | 2017
Employee Engagement Survey

Department/Agency report for:

C&R Clerk & Recorder's Office



Employee Engagement

Overview

Employee engagement is the extent to which employees are motivated to contribute to business success, and are willing to apply discretionary effort to accomplishing tasks important to the achievement of business goals.

Numerous studies have demonstrated that an engaged workforce can have a significant effect on financial and operational results. Businesses with highly engaged employees see higher customer satisfaction, have lower turnover rates, and outperform businesses with lower levels of employee engagement.

PwC Approach

To help organizations use employee engagement to drive business goals, PwC has created the Employee Engagement Index (EEI). Employee engagement is measured by asking employees the extent to which they agree with the following items:

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

Overview

Survey Objectives

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

Survey Methodology

- One questionnaire was deployed to all 11,064 employees throughout City and County of Denver
- The online survey was administered from June 6– June 28
- Survey items were measured on a 5-point scale (Strongly Disagree, Disagree, Neither Agree nor Disagree, Agree, Strongly Agree)
- Results are presented based on Percent Favorable score, which is the percent of responses that are a 4 or 5 (Agree and Strongly Agree); the higher the reported Percent Favorable Score, the more favorable the result
- Minimum of 10 respondents required for each group to be included in reporting
- All survey responses are confidential
- Benchmark data is based on PwC's national average of US-based companies across all industries

How to read this report

Key Findings:

- Response Rates: the participation rate within the defined reporting population
- PwC Engagement Index: the composite average for the six survey items that define engagement; a measure of the extent to which employees invest discretionary effort in their role to drive business outcomes
- CCD Engagement Index: calculated by subtracting the percent of actively disengaged employees from the percent of actively engaged employees. Actively engaged employees are those who select the “top box” (i.e. Strongly Agree) and actively disengaged employees are those who select the “bottom box” (i.e. Strongly Disagree) for the 27 engagement questions
- Intent to Stay: the extent to which respondents express an intention to remain with the organization for another year. This metric is a leading indicator of turnover

Results by item:

- Results by item – Top and Bottom 5 results: the top and bottom items for the reporting group in terms of the Percent Favorable score
- Results by item – Survey Sections: the results of all items within the survey, broken out by survey dimension or category and providing a comparison against CCD

Questions

- If you have any questions about this report, please contact your HR representative

Key Findings

Response Rates	Invited 2017	Completed 2017	Response Rate 2017	Response Rate 2015
CCD Overall	11,064	7,543	68%	66%
C&R Clerk & Recorder's Office	46	44	96%	98%

PwC Engagement Index	2017	2015
CCD Overall	74%	73%
C&R Clerk & Recorder's Office	77%	76%

The PwC Engagement Index score is based on a scale of 1 to 5.

The index is the composite average for:

- My coworkers are dedicated to satisfying the expectations of external and internal customers and citizens.
- I feel proud to tell people that I work for the city.
- I intend to stay with the city for at least another 12 months.
- I would recommend a close friend to apply for a job at the city.
- I understand how the work I do relates to the success of the city.
- My coworkers are willing to go beyond what is expected for the success of the city.

CCD Engagement Index	2017	2015
CCD Overall	19.7	17.7
C&R Clerk & Recorder's Office	31.3	28.2

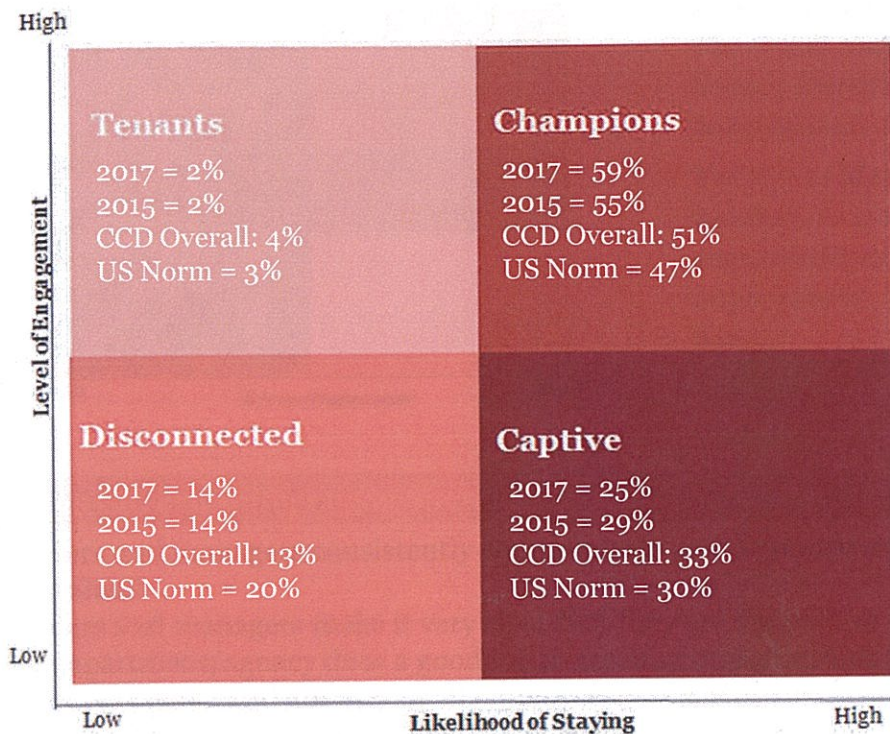
The CCD Engagement Index score is based on a scale of -100 to 100. Companies with extremely high levels of engagement usually demonstrate an index of about 30 (Source: Denver Analytics Bureau).

The index is calculated by subtracting the percent of actively disengaged employees (selected Strongly Disagree) from the percent of actively engaged employees (selected Strongly Agree).

Intent to Stay	2017	2015
CCD Overall	84%	85%
C&R Clerk & Recorder's Office	84%	83%

Intent to Stay is based on the agree score for "I intend to stay with the city for at least another 12 months."

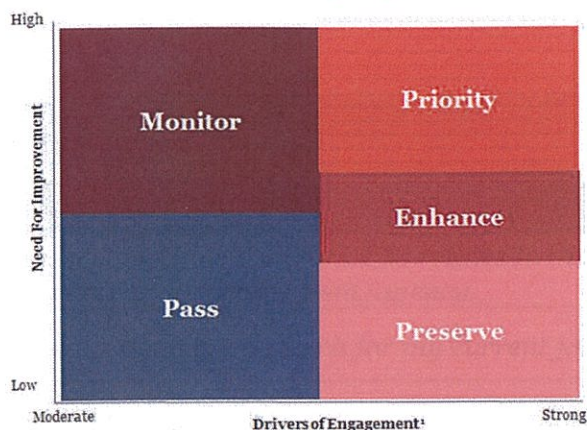
Landscape of Engagement



Champions	<ul style="list-style-type: none"> Strong identification with organization objectives High level of loyalty to the organization High level of willingness to cooperate and motivate colleagues
Captive	<ul style="list-style-type: none"> Rather critical, and often difficult to lead Can have an influence on those around them Greatest opportunity to move into Champions by addressing priority items
Tenants	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Dissatisfied and disconnected Frustrated and prone to total discomfort Under-utilized resources of the organization

* Based on survey of Employee Engagement Index questions (High ≥ 4.0 , Low < 4.0)
 * Based on "I intend to stay with CCD for another 12 months." (High ≥ 4.0 , Low < 4.0)

Drivers of Engagement



What is the Driver Matrix?

The Driver Matrix identifies items and themes that drive engagement, enabling more focused action planning.

The Driver Matrix categorizes each item based on its correlation with the engagement index as well as its need for improvement, as measured by the Favorable Score.

Areas Undermining Engagement (Priority)

Leaders and managers consistently communicate and demonstrate that everyone's perspective is valued.

Leaders and managers make it very clear that they are supportive of inclusion.

My department/agency does a good job in creating opportunities that take advantage of the diverse talents and abilities of all employees.

Our appointee ensures that necessary information is communicated in a timely manner.

I am appropriately involved in decisions that affect my work.

Employees are treated fairly at this organization regardless of differences in race, gender, age, religion, sexual orientation, etc.

I am encouraged and expected to speak up about any agency practices and policies that are ethically questionable.

In my department, the most qualified are promoted.

In my department/agency, I provide my opinions without fear of retaliation or retribution.

My department/agency promotes a culture/environment of appreciation.

Areas Promoting Engagement (Preserve)

I understand how the work I do relates to the overall goals and priorities of my department/agency.

I have the resources and tools needed to do my job well.

My department is innovative in the way it provides services and products to its clients.

I am satisfied with my job at the City and County of Denver.

My department/agency has prepared me to do my job well.

Please note:

- * denotes that the item is a part of PwC's Engagement Index
- The CCD Index items are *italicized*.
- For groups with fewer than 50 responses, correlation thresholds will be shown for CCD Overall.
- Percent favorable scores are for the originally selected group.

Results by item

% Favorable Top 5	C&R Clerk & Recorder's Office	CCD Overall
<i>I understand how the work I do relates to the overall goals and priorities of my department/agency.</i>	86%	80%
<i>My skills are a good match for my current job.</i>	86%	86%
<i>I intend to stay with the city for at least another 12 months.*</i>	84%	84%
<i>My department is innovative in the way it provides services and products to its clients.</i>	84%	62%
My coworkers are dedicated to satisfying the expectations of external and internal customers and citizens.*	82%	73%

% Favorable Bottom 5	C&R Clerk & Recorder's Office	CCD Overall
In my department, the most qualified are promoted.	39%	33%
I am paid fairly for the work I do (compared to similar roles in similar organizations).	43%	51%
I believe my pay and job performance are linked.	45%	45%
<i>I understand how my department's/agency's strategic goals support the mayor's priorities.</i>	48%	56%
My supervisor effectively manages poor performers.	50%	45%

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- The CCD Index items are *italicized*.

Results by item

Survey Dimensions	N	% Favorable	% Neutral	% Unfavorable	CCD Overall % Favorable
City and County of Denver Overall					
<i>My department/agency has prepared me to do my job well.</i>	44	77%	18%	5%	71%
<i>I am satisfied with my job at the City and County of Denver.</i>	44	77%	9%	14%	74%
<i>My skills are a good match for my current job.</i>	44	86%	9%	5%	86%
<i>I intend to stay with the city for at least another 12 months.*</i>	44	84%	7%	9%	84%
<i>I would recommend a close friend to apply for a job at the city.*</i>	44	75%	16%	9%	70%
<i>My coworkers are willing to go beyond what is expected for the success of the city.*</i>	44	66%	23%	11%	62%
<i>My department/agency has taken action on results from the last employee engagement survey.</i>	44	75%	14%	11%	34%
Mission/Vision					
<i>I am familiar with Mayor Hancock's priorities (i.e., kids, jobs, safety/safety net, sustainability, and customer experience).</i>	44	59%	23%	18%	60%
<i>I understand how my department's/agency's strategic goals support the Mayor's priorities.</i>	44	48%	36%	16%	56%
<i>I understand how the work I do relates to the Mayor's priorities.</i>	44	50%	34%	16%	58%
<i>I understand how the work I do relates to the overall goals and priorities of my department/agency.</i>	44	86%	7%	7%	80%
<i>I understand how the work I do relates to the success of the city.*</i>	44	80%	18%	2%	84%

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Results by item | *continued*

Survey Dimensions	N	% Favorable	% Neutral	% Unfavorable	CCD Overall % Favorable
Leadership					
<i>Our appointee ensures that necessary information is communicated in a timely manner.</i>	44	61%	23%	16%	52%
<i>Our appointee ensures that department/agency goals and priorities are clearly communicated.</i>	44	66%	20%	14%	52%
<i>Senior leadership is sincerely interested in the well-being of employees.</i>	44	68%	14%	18%	48%
<i>Senior leadership are present and visible.</i>	44	75%	14%	11%	54%
My agency's senior leadership team discussed the results of last year's survey with me/my department.	44	73%	20%	7%	45%
My agency's senior leadership team has shared his/her plans for change with me.	44	70%	18%	11%	40%
My Supervisor					
<i>My supervisor is sincerely interested in my well-being.</i>	44	73%	11%	16%	76%
<i>My supervisor clearly communicates the performance expectations to me.</i>	44	73%	11%	16%	74%
My supervisor informs me in a timely manner of decisions that affect me.	44	64%	18%	18%	70%
I routinely receive feedback that helps improve my performance.	44	64%	18%	18%	64%
<i>My supervisor expresses praise and appreciation when I do a good job.</i>	44	70%	16%	14%	72%
My supervisor proactively resolves conflicts within our work group.	44	57%	25%	18%	58%
My supervisor effectively manages poor performers.	44	50%	25%	25%	45%
<i>My supervisor regularly shares how our group is meeting its goals.</i>	44	64%	16%	20%	62%
My supervisor conducts city business ethically and honestly.	44	75%	18%	7%	81%
<i>I have a good relationship with my immediate supervisor.</i>	44	80%	11%	9%	82%

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- The CCD Index items are *italicized*.

Results by item | continued

Survey Dimensions	N	% Favorable	% Neutral	% Unfavorable	CCD Overall % Favorable
My Current Job					
<i>I have the resources and tools needed to do my job well.</i>	44	82%	14%	5%	67%
<i>I have received the training I need to do a my job well.</i>	44	73%	20%	7%	68%
<i>I am paid fairly for the work I do (compared to similar roles in similar organizations).</i>	44	43%	25%	32%	51%
<i>I believe my pay and job performance are linked.</i>	44	45%	30%	25%	45%
<i>I feel proud to tell people that I work for the city.*</i>	44	73%	18%	9%	71%
<i>I understand clearly what is expected of me at work.</i>	44	82%	11%	7%	82%
<i>In the last 12 months, I have developed and grown at work.</i>	44	75%	16%	9%	74%
<i>My department is innovative in the way it provides services and products to its clients.</i>	44	84%	14%	2%	58%
<i>I am appropriately involved in decisions that affect my work.</i>	44	55%	32%	14%	53%
<i>My department/agency strives to provide its employees with the latest technology required to do our job.</i>	44	80%	16%	5%	51%

Please note:

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- The CCD Index items are *italicized*.

Results by item | *continued*

Survey Dimensions	N	% Favorable	% Neutral	% Unfavorable	CCD Overall % Favorable
Work Environment					
Employees are treated fairly at this organization regardless of differences in race, gender, age, religion, sexual orientation, etc.	44	64%	11%	25%	64%
I am able to balance my job and personal/family life.	44	75%	20%	5%	74%
The city provides sufficient flexibility in work schedule options to help me balance the demands of my work and personal life.	44	64%	23%	14%	62%
In my department, the most qualified are promoted.	44	39%	32%	30%	33%
In my department/agency, I provide my opinions without fear of retaliation or retribution.	44	52%	18%	30%	50%
In my department/agency, workplace violence or bullying are not tolerated.	44	70%	20%	9%	72%
<i>My department/agency promotes a culture/environment of appreciation.</i>	44	57%	23%	20%	55%
My coworkers are dedicated to satisfying the expectations of external and internal customers and citizens.*	44	82%	11%	7%	73%
The employees I work with cooperate together to get the job done.	44	75%	16%	9%	79%
I am encouraged and expected to speak up about any agency practices and policies that are ethically questionable.	44	57%	14%	30%	56%
My coworkers conduct city business ethically and honestly.	44	73%	25%	2%	81%

Please note:

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- The CCD Index items are *italicized*.

Results by item | *continued*

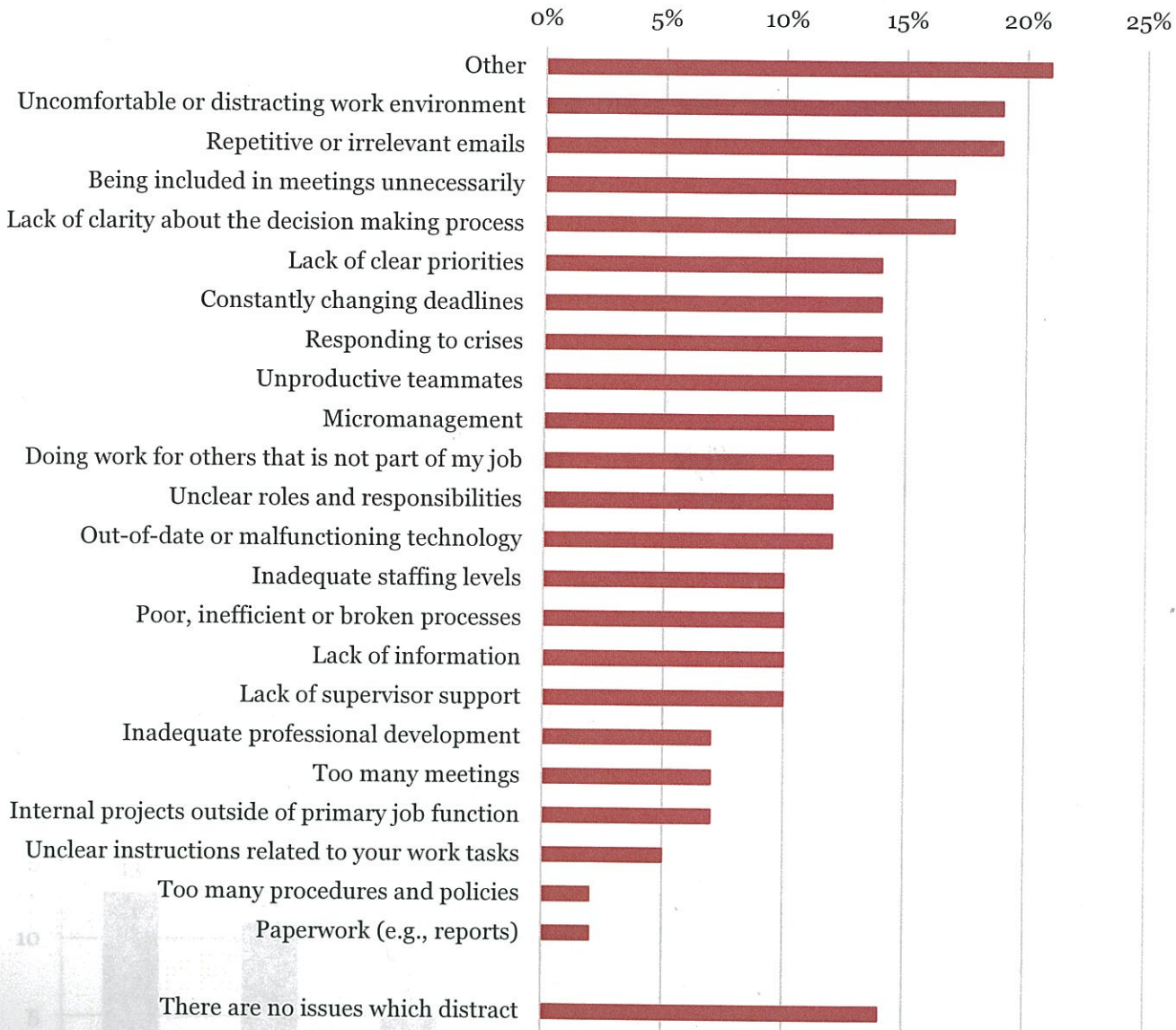
Survey Dimensions	N	% Favorable	% Neutral	% Unfavorable	CCD Overall % Favorable
Career Development					
I have the opportunity for professional development at my organization.	44	73%	11%	16%	62%
My department/agency adequately invests in the training and development of our employees.	44	66%	20%	14%	57%
Diversity and Inclusion					
We have a workplace culture where various attributes of diversity (e.g., experiences, backgrounds, skills, points of view) are respected and appreciated.	44	66%	18%	16%	68%
My department/agency does a good job in creating opportunities that take advantage of the diverse talents and abilities of all employees.	44	59%	18%	23%	50%
Leaders and managers consistently communicate and demonstrate that everyone's perspective is valued.	44	50%	25%	25%	47%
Leaders and managers make it very clear that they are supportive of inclusion.	44	59%	25%	16%	51%

Please note:

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Top obstacles to employees meeting their goals

Employees were asked to select the five top issues that commonly distract them from achieving their work-related goals

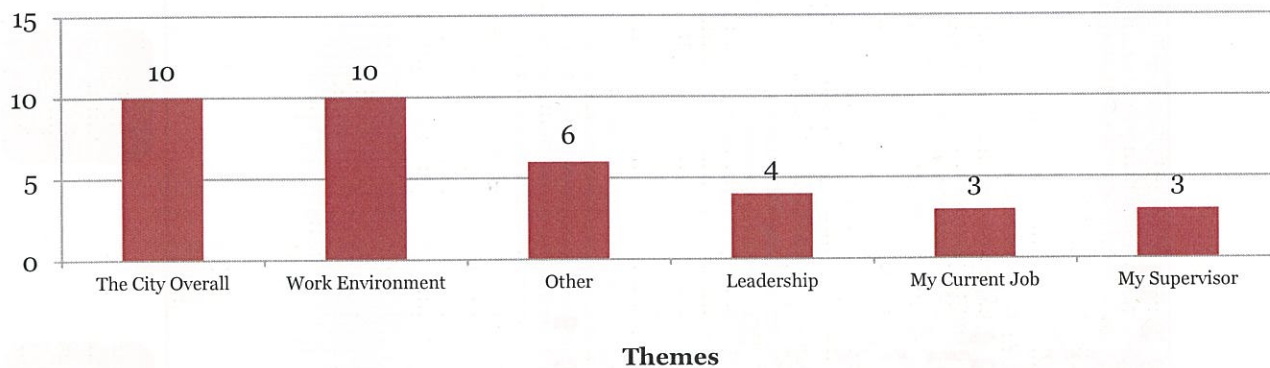


*Top 3 barriers for CCD Overall: Inadequate staffing levels (33%), poor, inefficient or broken processes (25%), and level of workload (21%).

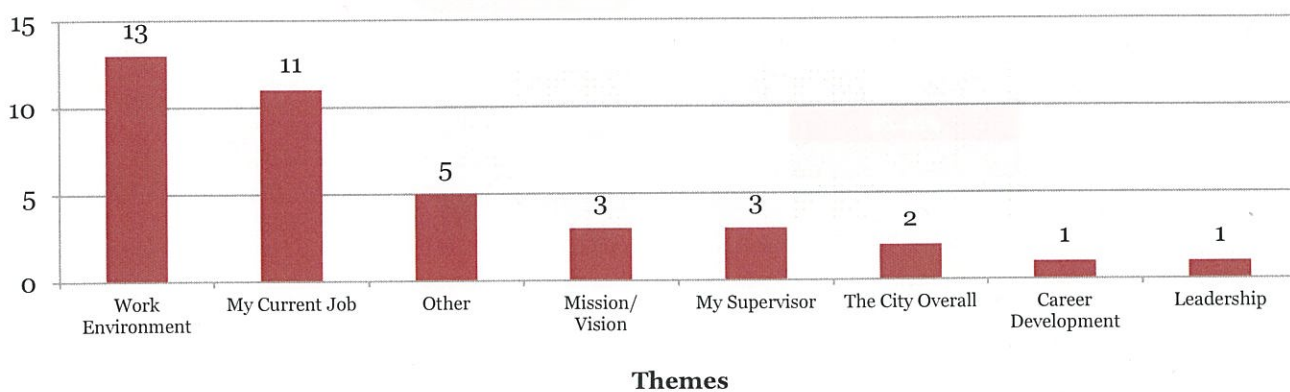
Comments | Open-ended questions

Employees were asked to write a response to the two questions below. They were also asked to select a category that best fits their comment, from a drop down list, seen below.

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

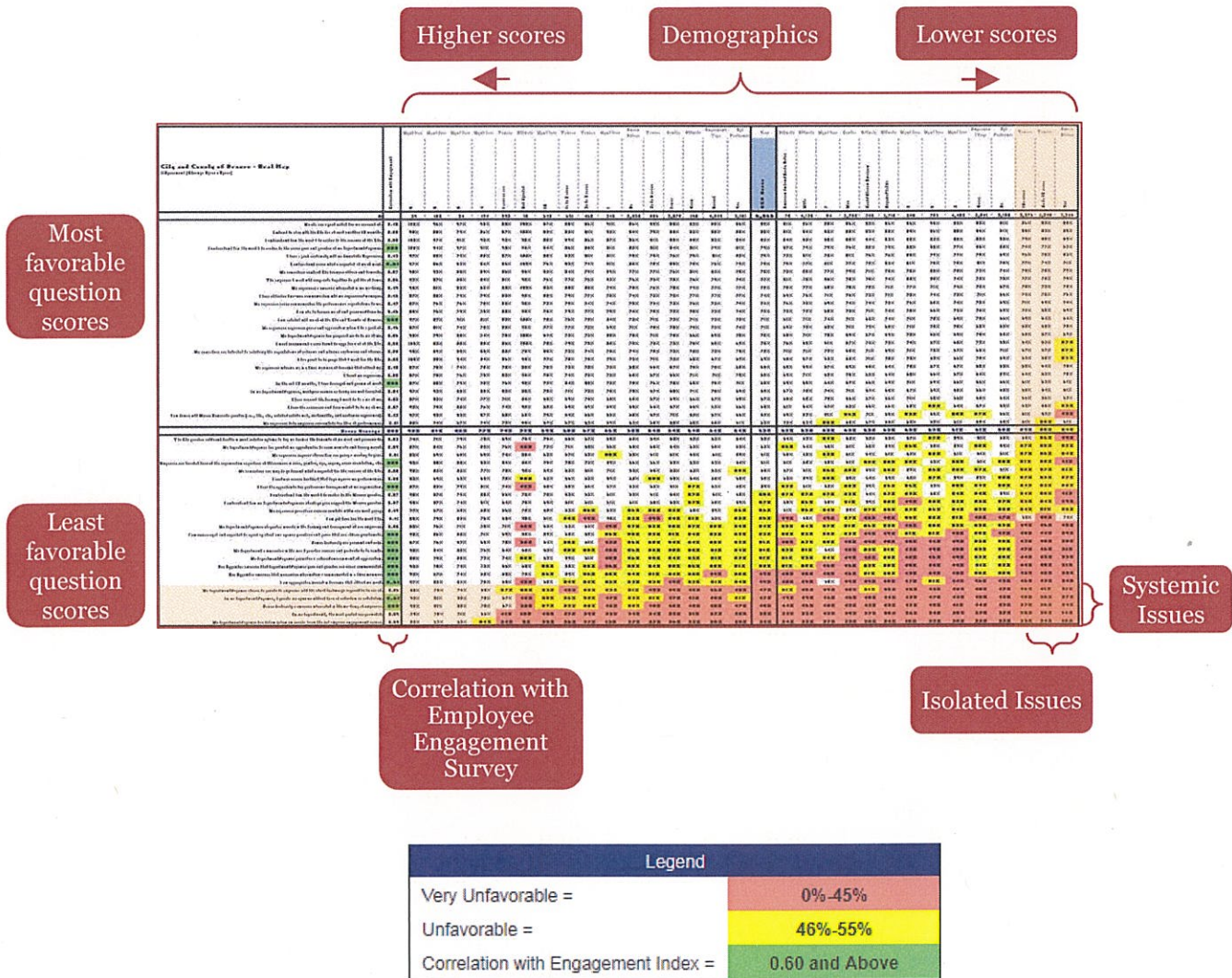


What do you like best about working in your department/agency?



How to read a heat map | See 11 x 7 handout included

Heat maps are provided to each department/agency as a visual aid in reviewing department wide survey results, and to easily compare key demographics to each other. The data is sorted from highest scoring groups to lowest scoring groups, as well as from highest scoring items to lowest scoring items. This allows leaders to more quickly identify areas of strength as well as areas that need attention for improvement.



C&R Clerk & Recorder's Office Agency - Demographic Distribution Table %Agreement (Strongly Agree + Agree)		Correlation with Engagement	Year		Agency		Division		Tenure		Gender		Race/Ethnicity		Employment Type		Landscape	
			CCD Overall 2017	CCD Overall 2015	C&R Clerk & Recorder's Office Agency 2017	C&R Clerk & Recorder's Office Agency 2015	C&R Clerk Administration	C&R ED Election Division	6+ to 10 years	10+ years	Female	Male	Hispanic/Latino (United States of America)	White (United States of America)	Hourly	Salaries	Champion	Captive
N=			7543	6866	44	42	16	20	17	11	21	23	12	25	22	22	26	11
Overall																		
My department/agency has prepared me to do my job well.		0.54	71%	70%	77%	76%	63%	90%	71%	91%	71%	83%	92%	72%	73%	82%	88%	73%
I am satisfied with my job at the City and County of Denver.		0.64	74%	71%	77%	74%	63%	90%	65%	91%	67%	87%	92%	72%	73%	82%	92%	82%
My skills are a good match for my current job.		0.51	86%	85%	86%	81%	75%	95%	76%	91%	81%	91%	100%	80%	77%	95%	96%	73%
I intend to stay with the city for at least another 12 months.			84%	85%	84%	83%	81%	90%	82%	100%	76%	91%	83%	84%	82%	86%	100%	100%
I would recommend a close friend to apply for a job at the city.			70%	70%	75%	67%	63%	85%	76%	73%	76%	74%	75%	72%	59%	91%	100%	36%
My coworkers are willing to go beyond what is expected for the success of the city.			62%	60%	66%	64%	50%	85%	65%	73%	57%	74%	75%	76%	50%	82%	81%	45%
My department/agency has taken meaningful action on results from the last employee engagement survey.		0.59	34%	24%	75%	57%	75%	70%	76%	91%	81%	70%	83%	72%	64%	86%	88%	64%
Mission & Value																		
I am familiar with Mayor Hancock's priorities (i.e., kids, jobs, safety/safety net, sustainability, and customer experience).		0.42	60%	63%	59%	57%	56%	50%	53%	64%	62%	57%	50%	64%	41%	77%	73%	18%
I understand how my department's/agency's strategic goals support the mayor's priorities.		0.42	56%	57%	48%	50%	44%	35%	41%	55%	48%	48%	50%	52%	32%	64%	62%	18%
I understand how the work I do relates to the mayor's priorities.		0.47	58%	58%	50%	50%	44%	40%	41%	55%	57%	43%	50%	56%	41%	59%	65%	18%
I understand how the work I do relates to the overall goals and priorities of my department/agency.		0.58	80%	79%	86%	81%	81%	85%	82%	82%	86%	87%	83%	88%	77%	95%	96%	64%
I understand how the work I do relates to the success of the city.			84%	83%	80%	79%	69%	85%	71%	82%	76%	83%	75%	84%	68%	91%	96%	64%
Leadership																		
Our appointee ensures that necessary information is communicated in a timely manner.		0.53	52%	49%	61%	67%	50%	55%	41%	82%	52%	70%	58%	60%	50%	73%	73%	45%
Our appointee ensures that department/agency goals and priorities are clearly communicated.		0.49	52%	50%	66%	69%	56%	65%	47%	82%	52%	78%	67%	68%	59%	73%	69%	64%
Senior leadership is sincerely interested in the well-being of employees.		0.65	48%	45%	68%	69%	69%	65%	59%	82%	57%	78%	67%	68%	50%	86%	88%	55%
Senior leadership is present and visible.		0.62	54%	51%	75%	78%	69%	70%	71%	73%	67%	83%	67%	76%	64%	86%	88%	55%
My agency's senior leadership team discussed the results of last year's survey with me/my department.		0.39	45%	N/A	73%	N/A	81%	60%	88%	73%	76%	70%	67%	80%	68%	77%	73%	82%
My agency's senior leadership team has shared his/her plans for change with me.		0.48	40%	N/A	70%	N/A	75%	70%	71%	82%	67%	74%	75%	72%	59%	82%	81%	73%
My Supervisor																		
My supervisor is sincerely interested in my well-being.		0.54	76%	75%	73%	79%	56%	85%	53%	91%	62%	83%	83%	68%	64%	82%	88%	64%
My supervisor clearly communicates the performance expectations to me.		0.41	74%	73%	73%	79%	56%	75%	53%	82%	62%	83%	83%	72%	59%	86%	85%	55%
My supervisor informs me in a timely manner of decisions that affect me.		0.42	70%	68%	64%	76%	63%	60%	53%	73%	57%	70%	83%	60%	59%	68%	77%	55%
I routinely receive feedback from my supervisor that helps improve my performance.		0.41	64%	60%	64%	71%	56%	60%	53%	82%	52%	74%	75%	60%	55%	73%	81%	55%
My supervisor expresses praise and appreciation when I do a good job.		0.37	72%	71%	70%	76%	63%	80%	47%	82%	52%	87%	83%	72%	64%	77%	81%	64%
My supervisor proactively resolves conflicts within our work group.		0.50	58%	55%	57%	62%	50%	55%	41%	73%	48%	65%	83%	52%	50%	64%	69%	45%
My supervisor effectively manages poor performers.		0.45	45%	63%	50%	76%	50%	50%	41%	55%	43%	57%	67%	52%	50%	50%	58%	45%
My supervisor regularly shares how our group is meeting its goals.		0.43	62%	61%	64%	69%	56%	60%	53%	73%	57%	70%	75%	60%	55%	73%	77%	55%
My supervisor conducts city business ethically and honestly.		0.32	81%	N/A	75%	N/A	75%	70%	59%	82%	62%	87%	75%	80%	68%	82%	85%	73%
I have a good relationship with my immediate supervisor.		0.40	82%	79%	80%	79%	69%	85%	59%	91%	67%	91%	83%	80%	77%	82%	88%	82%
My Current Job																		
I have the resources and tools needed to do my job well.		0.54	67%	65%	82%	81%	69%	90%	76%	73%	81%	83%	83%	84%	77%	86%	96%	64%
I have received the training I need to do a my job well.		0.55	68%	67%	73%	74%	56%	85%	71%	73%	71%	74%	83%	72%	64%	82%	85%	55%
I am paid fairly for the work I do (compared to similar roles in similar organizations).		0.52	51%	56%	43%	45%	38%	45%	35%	64%	33%	52%	58%	44%	32%	55%	62%	27%
I believe my pay and job performance are linked.		0.51	45%	N/A	45%	N/A	44%	45%	41%	73%	33%	57%	50%	48%	32%	59%	62%	36%
I feel proud to tell people that I work for the city.			71%	69%	73%	79%	69%	75%	71%	64%	71%	74%	67%	76%	55%	91%	100%	27%
I understand clearly what is expected of me at work.		0.46	82%	78%	82%	81%	63%	90%	59%	91%	67%	96%	75%	84%	77%	86%	88%	82%
In the last 12 months, I have developed and grown at work.		0.47	74%	68%	75%	74%	69%	70%	65%	73%	67%	83%	67%	84%	64%	86%	88%	64%
My department is innovative in the way it provides services and products to its clients.		0.64	58%	51%	84%	88%	81%	80%	82%	82%	86%	83%	75%	92%	68%	100%	100%	64%
I am appropriately involved in decisions that affect my work.		0.51	53%	49%	55%	68%	44%	50%	41%	45%	43%	65%	42%	64%	41%	68%	73%	27%
My department/agency strives to provide its employees with the latest technology required to do our job.		0.76	51%	47%	80%	74%	75%	85%	82%	73%	76%	83%	75%	84%	73%	86%	96%	64%
Work Environment																		
Employees are treated fairly at this organization regardless of differences in race, gender, age, religion, sexual orientation, etc.		0.61	64%	61%	64%	71%	50%	60%	47%	73%	48%	78%	58%	68%	45%	82%	81%	36%
I am able to balance my job and personal/family life.		0.71	74%	73%	75%	76%	75%	70%	65%	73%	71%	78%	67%	84%	68%	82%	88%	64%
The city provides sufficient flexibility in work schedule options to help me balance the demands of my work and personal life.		0.58	62%	62%	64%	76%	44%	75%	53%	55%	52%	74%	50%	72%	55%	73%	81%	55%
In my department, the most qualified are promoted.		0.61	33%	30%	39%	52%	19%	45%	29%	45%	29%	48%	33%	40%	23%	55%	54%	27%
In my department/agency, I provide my opinions without fear of retaliation or retribution.		0.42	50%	47%	52%	67%	44%	45%	35%	55%	33%	70%	33%	56%	45%	59%	58%	45%
In my department, workplace violence or bullying are not tolerated.		0.50	72%	68%	70%	71%	63%	65%	59%	82%	57%	83%	67%	72%	64%	77%	85%	64%
My department/agency promotes a culture/environment of appreciation.		0.74	55%	51%	57%	64%	38%	70%	41%	73%	48%	65%	67%	56%	41%	73%	85%	27%
My coworkers are dedicated to satisfying the expectations of external and internal customers and citizens.			73%	70%	82%	81%	75%	85%	76%	82%	76%	87%	67%	92%	68%	95%	96%	64%
The employees I work with cooperate together to get the job done.		0.57	79%	77%	75%	79%	69%	85%	82%	64%	71%	78%	67%	84%	59%	91%	85%	64%
I am encouraged and expected to speak up about any agency practices and policies that are ethically questionable.		0.62	56%	52%	57%	67%	44%	60%	41%	82%	43%	70%	67%	52%	41%	73%	69%	45%
My coworkers conduct city business ethically and honestly.		0.58	81%	78%	73%	81%	56%	80%	65%	73%	62%	83%	67%	80%	59%	86%	85%	55%
Career Development																		
I have the opportunity for professional development at my organization.		0.72	62%	59%	73%	67%	63%	80%	65%	82%	62%	83%	75%	76%	55%	91%	92%	55%
My department/agency adequately invests in training and developing our employees.		0.69	57%	54%	66%	67%	50%	80%	59%	73%	48%	83%	58%	72%	45%	86%	88%	45%
Diversity & Inclusion																		
We have a workplace culture where various attributes of diversity (e.g., experiences, backgrounds, skills, points of view) are respected and appreciated.		0.73	68%	N/A	66%	N/A	50%	70%	41%	82%	48%	83%	67%	68%	45%	86%	85%	45%
My department/agency does a good job in creating opportunities that take advantage of the diverse talents and abilities of all employees.		0.78	50%	N/A	59%	N/A	38%	75%	47%	73%	43%	74%	58%	64%	32%	86%	81%	36%
Leaders and managers consistently communicate and demonstrate that everyone's perspective is valued.		0.64	47%	N/A	50%	N/A	38%	55%	29%	82%	33%	65%	58%	48%	36%	64%	65%	36%
Leaders and managers make it very clear that they are supportive of inclusion.		0.60	51%	N/A	59%	N/A	50%	60%	47%	82%	52%	65%	67%	60%	41%	77%	73%	45%
Overall Average			63%	63%	68%	71%	59%	70%	58%	75%	60%	75%	69%	70%	56%	79%	82%	63%

Legend	
Very Unfavorable =	0%-45%
Unfavorable =	46%-55%
Correlation with Engagement Index =	0.60 and Above

C&R Clerk & Recorder's Office Agency - Heat Map		Correlation with Engagement	Landscape	Employment Type	Tenure	Gender	Agency	Division	Race/Ethnicity	Race/Ethnicity	Agency	Year	Year	Gender	Division	Tenure	Employment Type	Landscape
%Agreement (Strongly Agree + Agree)			Champion	Salaried	10+ years	Male	C&R Clerk & Recorder's Office Agency 2015	C&R ED Election Division	White (United States of America)	Hispanic/Latino (United States of America)	C&R Clerk & Recorder's Office Agency 2017	CCD Overall 2017	CCD Overall 2015	Female	C&R Clerk Administration	5+ to 10 years	Hourly	Captive
N=			26	22	11	23	42	20	25	12	44	7543	6866	21	16	17	22	11
My skills are a good match for my current job.		0.51	96%	95%	91%	91%	81%	95%	80%	100%	86%	86%	85%	81%	75%	76%	77%	73%
I understand how the work I do relates to the overall goals and priorities of my department/agency.		0.58	96%	95%	82%	87%	81%	85%	88%	83%	86%	80%	79%	86%	81%	82%	77%	64%
I intend to stay with the city for at least another 12 months.			100%	86%	100%	91%	83%	90%	84%	83%	84%	84%	85%	76%	81%	82%	82%	100%
My department is innovative in the way it provides services and products to its clients.		0.64	100%	100%	82%	83%	88%	80%	92%	75%	84%	58%	51%	86%	81%	82%	68%	64%
I have the resources and tools needed to do my job well.		0.54	96%	86%	73%	83%	81%	90%	84%	83%	82%	67%	65%	81%	69%	76%	77%	64%
I understand clearly what is expected of me at work.		0.46	88%	86%	91%	96%	81%	90%	84%	75%	82%	82%	78%	67%	63%	59%	77%	82%
My coworkers are dedicated to satisfying the expectations of external and internal customers and citizens.			96%	95%	82%	87%	81%	85%	92%	67%	82%	73%	70%	76%	75%	76%	68%	64%
I understand how the work I do relates to the success of the city.			96%	91%	82%	83%	79%	85%	84%	75%	80%	84%	83%	76%	69%	71%	68%	64%
I have a good relationship with my immediate supervisor.		0.40	88%	82%	91%	91%	79%	85%	80%	83%	80%	82%	79%	67%	69%	59%	77%	82%
My department/agency strives to provide its employees with the latest technology required to do our job.		0.76	96%	86%	73%	83%	74%	85%	84%	75%	80%	51%	47%	76%	75%	82%	73%	64%
My department/agency has prepared me to do my job well.		0.54	88%	82%	91%	83%	76%	90%	72%	92%	77%	71%	70%	71%	63%	71%	73%	73%
I am satisfied with my job at the City and County of Denver.		0.64	92%	82%	91%	87%	74%	90%	72%	92%	77%	74%	71%	67%	63%	65%	73%	82%
I would recommend a close friend to apply for a job at the city.			100%	91%	73%	74%	67%	85%	72%	75%	75%	70%	70%	76%	63%	76%	59%	36%
My department/agency has taken meaningful action on results from the last employee engagement survey.		0.59	88%	86%	91%	70%	57%	70%	72%	83%	75%	34%	24%	81%	75%	76%	64%	64%
Senior leadership is present and visible.		0.62	88%	86%	73%	83%	79%	70%	76%	67%	75%	54%	51%	67%	69%	71%	64%	55%
My supervisor conducts city business ethically and honestly.		0.32	85%	82%	82%	87%	N/A	70%	80%	75%	75%	81%	N/A	62%	75%	59%	68%	73%
In the last 12 months, I have developed and grown at work.		0.47	88%	86%	73%	83%	74%	70%	84%	67%	75%	74%	68%	67%	69%	65%	64%	64%
I am able to balance my job and personal/family life.		0.71	88%	82%	73%	78%	76%	70%	84%	67%	75%	74%	73%	71%	75%	65%	68%	64%
The employees I work with cooperate together to get the job done.		0.57	85%	91%	64%	78%	79%	85%	84%	67%	75%	79%	77%	71%	69%	82%	59%	64%
My agency's senior leadership team discussed the results of last year's survey with me/my department.		0.39	73%	77%	73%	70%	N/A	60%	80%	67%	73%	45%	N/A	76%	81%	88%	68%	82%
My supervisor is sincerely interested in my well-being.		0.54	88%	82%	91%	83%	79%	85%	68%	83%	73%	76%	75%	62%	56%	53%	64%	64%
My supervisor clearly communicates the performance expectations to me.		0.41	85%	86%	82%	83%	79%	75%	72%	83%	73%	74%	73%	62%	56%	53%	59%	55%
I have received the training I need to do a my job well.		0.55	85%	82%	73%	74%	74%	85%	72%	83%	73%	68%	67%	71%	56%	71%	64%	55%
I feel proud to tell people that I work for the city.			100%	91%	64%	74%	79%	75%	76%	67%	73%	71%	69%	71%	69%	71%	55%	27%
My coworkers conduct city business ethically and honestly.		0.58	85%	86%	73%	83%	81%	80%	80%	67%	73%	81%	78%	62%	56%	65%	59%	55%
I have the opportunity for professional development at my organization.		0.72	92%	91%	82%	83%	67%	80%	76%	75%	73%	62%	59%	62%	63%	65%	55%	55%
My agency's senior leadership team has shared his/her plans for change with me.		0.48	81%	82%	82%	74%	N/A	70%	72%	75%	70%	40%	N/A	67%	75%	71%	59%	73%
My supervisor expresses praise and appreciation when I do a good job.		0.37	81%	77%	82%	87%	76%	80%	72%	83%	70%	72%	71%	52%	63%	47%	64%	64%
In my department, workplace violence or bullying are not tolerated.		0.50	85%	77%	82%	83%	71%	65%	72%	67%	70%	72%	68%	57%	63%	59%	64%	64%
Senior leadership is sincerely interested in the well-being of employees.		0.65	88%	86%	82%	78%	69%	65%	68%	67%	68%	48%	45%	57%	69%	59%	50%	55%
Overall Average			82%	79%	75%	75%	71%	70%	70%	69%	68%	63%	63%	60%	59%	58%	56%	53%
My coworkers are willing to go beyond what is expected for the success of the city.			81%	82%	73%	74%	64%	85%	76%	75%	66%	62%	60%	57%	50%	65%	50%	45%
Our appointee ensures that department/agency goals and priorities are clearly communicated.		0.49	69%	73%	82%	78%	69%	65%	68%	67%	66%	52%	50%	52%	56%	47%	59%	64%
My department/agency adequately invests in training and developing our employees.		0.69	88%	86%	73%	83%	67%	80%	72%	58%	66%	57%	54%	48%	50%	59%	45%	45%
We have a workplace culture where various attributes of diversity (e.g., experiences, backgrounds, skills, points of view) are respected and appreciated.		0.73	85%	86%	82%	83%	N/A	70%	68%	67%	66%	68%	N/A	48%	50%	41%	45%	45%
My supervisor informs me in a timely manner of decisions that affect me.		0.42	77%	68%	73%	70%	76%	60%	60%	83%	64%	70%	68%	57%	63%	53%	59%	55%
I routinely receive feedback from my supervisor that helps improve my performance.		0.41	81%	73%	82%	74%	71%	60%	60%	75%	64%	64%	60%	52%	56%	53%	55%	55%
My supervisor regularly shares how our group is meeting its goals.		0.43	77%	73%	73%	70%	69%	60%	60%	75%	64%	62%	61%	57%	56%	53%	55%	55%
Employees are treated fairly at this organization regardless of differences in race, gender, age, religion, sexual orientation, etc.		0.61	81%	82%	73%	78%	71%	60%	68%	58%	64%	64%	61%	48%	50%	47%	45%	36%
The city provides sufficient flexibility in work schedule options to help me balance the demands of my work and personal life.		0.58	81%	73%	55%	74%	76%	75%	72%	50%	64%	62%	62%	52%	44%	53%	55%	55%
Our appointee ensures that necessary information is communicated in a timely manner.		0.53	73%	73%	82%	70%	67%	55%	60%	58%	61%	52%	49%	52%	50%	41%	50%	45%
I am familiar with Mayor Hancock's priorities (i.e., kids, jobs, safety/safety net, sustainability, and customer experience).		0.42	73%	77%	64%	57%	57%	50%	64%	50%	59%	60%	63%	62%	56%	53%	41%	18%
My department/agency does a good job in creating opportunities that take advantage of the diverse talents and abilities of all employees.		0.78	81%	86%	73%	74%	N/A	75%	64%	58%	59%	50%	N/A	43%	38%	47%	32%	36%
Leaders and managers make it very clear that they are supportive of inclusion.		0.60	73%	77%	82%	65%	N/A	60%	60%	67%	59%	51%	N/A	52%	50%	47%	41%	45%
My supervisor proactively resolves conflicts within our work group.		0.50	69%	64%	73%	65%	62%	55%	52%	83%	57%	58%	56%	48%	50%	41%	50%	45%
My department/agency promotes a culture/environment of appreciation.		0.74	85%	73%	73%	65%	64%	70%	56%	67%	57%	55%	51%	48%	38%	41%	41%	27%
I am encouraged and expected to speak up about any agency practices and policies that are ethically questionable.		0.62	69%	73%	82%	70%	67%	60%	52%	67%	57%	56%	52%	43%	44%	41%	41%	45%
I am appropriately involved in decisions that affect my work.		0.51	73%	68%	45%	65%	68%	50%	64%	42%	55%	53%	49%	43%	44%	41%	41%	27%
In my department/agency, I provide my opinions without fear of retaliation or retribution.		0.42	58%	59%	55%	70%	67%	45%	56%	33%	52%	50%	47%	33%	44%	35%	45%	45%
I understand how the work I do relates to the mayor's priorities.		0.47	65%	59%	55%	43%	50%	40%	56%	50%	50%	58%	58%	57%	44%	41%	41%	18%
My supervisor effectively manages poor performers.		0.45	58%	50%	55%	57%	76%	50%	52%	67%	50%	45%	63%	43%	50%	41%	50%	45%
Leaders and managers consistently communicate and demonstrate that everyone's perspective is valued.		0.64	65%	64%	82%	65%	N/A	55%	48%	58%	50%	47%	N/A	33%	38%	29%	36%	36%
I understand how my department's/agency's strategic goals support the mayor's priorities.		0.42	62%	64%	55%	48%	50%	35%	52%	50%	48%	56%	57%	48%	44%	41%	32%	18%
I believe my pay and job performance are linked.		0.51	62%	59%	73%	57%	N/A	45%	48%	50%	45%	45%	N/A	33%	44%	41%	32%	36%
I am paid fairly for the work I do (compared to similar roles in similar organizations).		0.52	62%	55%	64%	52%	45%	45%	44%	58%	43%	51%	56%	33%	38%	35%	32%	27%
In my department, the most qualified are promoted.		0.61	54%	55%	45%	48%	52%	45%	40%	33%	39%	33%	30%	29%	19%	29%	23%	27%

Legend	
Very Unfavorable =	0%-45%
Unfavorable =	46%-55%
Correlation with Engagement Index =	0.60 and Above