City and County of Denver
Clerk and Recorder Division

Design the Future Process

Insights and Implications (all staff)

November 19, 2018

DRAFT 2.1
Data Collection Methodology

Interviews / Observations

• One-on-one interviews with 22 Clerk and Recorder Division employees
• A variety of observations conducted in all areas of the division

Cultural Survey

• Electronic survey conducted between June 13 and 19
• All Clerk and Recorder Division employees invited to participate
• 22 Responses (22 of 22 = 100%)
• Questions in 6 cultural dimensions: Decision-Making, Communication and Meeting Protocols, Organizational Philosophy, Continuous Improvement, Rewards and Recognition, and Prioritization and Time Management
• 2 Open-ended questions
What word(s) would you use to describe the current culture within the Clerk and Recorder Division?
What Cultural Elements do You Want to Preserve at the Clerk and Recorder Division?

- Team work
- Open doors
- Innovation
- Collaboration
- Cross-training
- Ongoing efforts to improve customer service
- Continue to implement new technology
- Create higher levels of equity and transparency
- Shared well-being
- Open communication
- Build more trust
- A focus on process improvement
High-Level Insights and Implications

Boundaries of Professional Conduct are Not Clear and / or Not Respected

• Inappropriate behavior / language is common in some areas
• Discriminatory language And / or profanity used by some (without corrective action being taken)
• Disrespectful / derogatory conversations are common, especially in back office area
• Not all are active participants in behavior and conversations, however few speak up or change the conversation (passive acceptance)
• Many believe nothing can be done (corrective action was taken but didn’t work)
• Lack of oversight / awareness / ability / desire to correct inappropriate behavior / language

Measurement / KPIs are Ineffective at Gauging Workload and Performance

• C&R measures several activities, but data not correlated to outcomes that align with goals or objectives
• Measurements don’t change employee behavior (measuring wrong things and / or lack of management follow-through)
High-Level Insights and Implications

A Culture of “Haves” and “Have-nots” Exists Throughout C&R

- Every group looks at others as being the “Haves”
- Most employees don’t understand the jobs of other groups so they make assumptions about skills, workload, PTO, etc.
- Employees believe management gets more perks, yet have little responsibility
- Many perceive that sexual orientation impacts how people are treated

Perception that Leadership is Often Not Focused on Important Issues

- Inappropriate behavior is rarely corrected (“allows” and “enables” often describes lack of management response)
- Many managers stay in office with closed doors
- Many believe management “doesn’t want it badly enough” to work through needed changes, so both managers and employees feel a learned helplessness
- Communication / leadership style is directive, not collaborative, and many employees feel a sense of suffering in advance (“our opinions don’t matter,” or “they won’t listen to us”)
High-Level Insights and Implications

Large Discrepancy Between Real and Perceived Workloads

- Few employees work with a sense of urgency (pace of work, anticipating, improving process / performance, etc.)
- Many claim to be overworked and very busy, however metrics and observation indicate many employees have ample free time (w/o customers)
- Underutilization of staff is pervasive, but employees don’t raise the issue for fear of being overloaded
- There are three distinct areas within C&R office each with different levels of work, autonomy and job complexity (few employees understand / appreciate these differences)
- Many employees and managers “don’t know what good looks like”

Upcoming Election of New Clerk and Recorder Has Significant Implications for C&R Direction

- Uncertainty of leadership after election clouds a willingness to change now
- Result of election could drastically impact culture and direction of C&R
Next Steps in the Design the Future Process

We are here.