2019 RTD All-Employee Engagement Survey Data Review

Data collection: October 21 – November 8
Overview & Participation

• A total of 68 survey items are included in the engagement survey

• Data collected via internet

• Participation: 41% (1216 out of 2974)
  – Full-time salaried: 71%
  – Union: 29%
  – The way the data is handled and acted upon has a significant impact on future survey participation

• Confidentiality is always maintained in reporting in order to protect the confidentiality of the respondents and the integrity of the process.
# Interpreting Current Population Scores

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Percent Favorable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outstanding</td>
<td>87% - 100%</td>
</tr>
<tr>
<td>Exceeds Expectations</td>
<td>80% - 86%</td>
</tr>
<tr>
<td>Fully Functional</td>
<td>73% - 79%</td>
</tr>
<tr>
<td>Needs Improvement</td>
<td>66% - 72%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Problem Areas</td>
<td>54% - 65%</td>
</tr>
<tr>
<td>Critical Problems</td>
<td>0% - 53%</td>
</tr>
</tbody>
</table>

RTD overall favorability: 58%
Favorability by Location: 101+ Completes

RTD overall favorability: 58%

- Civic Center Plaza (160): 67%
- District Shops - Operations (208): 62%
- Blake Street (130): 60%
- East Metro (151): 57%
- Platte (160): 56%
- Elati (126): 42%
Highest/Lowest Favorable Items

- I was made to feel welcome as a new employee (4.41) 87%
- I would feel comfortable stopping a job if there were a serious safety hazard (4.29) 85%
- I fully understand the hazards present in the workplace (4.18) 83%
- The reality of my job matches my job description (4.18) 83%
- I enjoy the type of work I do (4.21) 82%
- Leadership is effective in resolving key organizational issues (2.68) 26%
- Communication between work groups is effective (2.77) 26%
- Leadership communicates a clear plan for RTD’s future (2.79) 31%
- Leadership’s actions show they value their employees (2.81) 32%
- There is sufficient communication from leadership (2.84) 32%

* High/low score for both Union & Non-Union populations
Engagement Index

**Connection**

My work gives me a sense of personal accomplishment

I feel **proud** to work for **Organization**

**Advocacy**

I would **recommend** **Organization** as a good place to work

**Commitment**

I plan to work at **Organization** for at least one year from now

I **don’t consider looking** for a new job elsewhere

**Effort**

I am motivated to **go beyond** what is normally expected of me to help **Organization** be successful
Engagement at RTD

- Actively Engaged: 31%
- Engaged/Contributor: 27%
- Opportunity Group: 21%
- Actively Disengaged: 21%

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Engagement by Salaried/Represented

- Union Payroll (N=607):
  - Actively Disengaged: 34%
  - Opportunity Group: 26%
  - Engaged/Contributor: 19%
  - Actively Engaged: 21%

- Salaried Payroll (N=596):
  - Actively Disengaged: 27%
  - Opportunity Group: 28%
  - Engaged/Contributor: 23%
  - Actively Engaged: 22%

- Part-time Salaried Payroll (N=11):
  - Actively Disengaged: 35%
  - Opportunity Group: 18%
  - Engaged/Contributor: 27%
  - Actively Engaged: 18%

- Legend:
  - Actively Disengaged
  - Opportunity Group
  - Engaged/Contributor
  - Actively Engaged

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Engagement Index Comparison

RTD 2019 Engagement Index

- Actively Engaged: 31%
- Engaged/Contributor: 21%
- Opportunity Group: 27%
- Actively Disengaged: 21%

PE 2019 Engagement Index

- Actively Engaged: 19%
- Engaged/Contributor: 36%
- Opportunity Group: 24%
- Actively Disengaged: 21%
Key Drivers of Engagement

SPEARMAN CORRELATIONS WERE RUN ON ALL SURVEY ITEMS TO DETERMINE WHICH ITEMS HAVE THE HIGHEST IMPACT ON ENGAGEMENT AT THE ORGANIZATION.

ACTIONABLE SURVEY ITEMS WITH THE HIGHEST CORRELATION TO THE ENGAGEMENT INDEX AND THE LOWEST SCORES ARE OUR KEY DRIVERS OF ENGAGEMENT.

ACTING ON KEY DRIVERS OF ENGAGEMENT IS OUR BEST BET FOR POSITIVELY IMPACTING EMPLOYEE ENGAGEMENT AT THE ORGANIZATION.
Key Drivers of Engagement

- I feel valued as an employee
- Company processes allow me to do my job well
- Leadership’s actions show they value their employees
- RTD is well-equipped to be an effective transit agency over the next 30 years
Recommended Focus Areas

- Employees feeling valued and heard
- Effective company processes
- Employee confidence in RTD’s future
- Effective communication between work groups
Next Steps

Post survey communication

Thank people for their feedback
Let them know what will happen next

Determine actions based on focus areas

People Element will provide best practice recommendations for both the setup of the action planning group(s) and for action steps

Scheduled for discussion at the January 15 SLT Meeting