2017 State of Colorado Employee Engagement Survey

Executive Results Report

pwc

Agenda

Overview | *Survey methodology*

Survey Objectives

- Understand current levels of employee engagement and gain an overall understanding of employee sentiments

- Measure improvement from the 2015 Employee Engagement Survey

- Assess how well the State of Colorado is translating efficiency, effectiveness, & elegance into the everyday workplace

Survey Methodology

- One questionnaire was co-developed by the State of Colorado & PwC, incorporating critical factors presented in the workplace

- The survey was deployed via online and in paper and offered in both English & Spanish to all employees from October 16th to November 13th

- The majority of the survey items were measured on a 5-point scale (Strongly Disagree, Disagree, Neither Agree nor Disagree, Agree, Strongly Agree)

- Results are presented based on a 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

- A minimum of 6 respondents required for each group to be included in reporting

- All survey responses are confidential

- The Internal Best benchmark represents State of Colorado's top 85th percentile scores

- The external US Benchmark represents PwC's survey companies within the United States and Canada

Headlines | *Response rates by departments*

	Invited 2017	Completed 2017	Response Rate 2017
Total State of Colorado	27,423	17,291	63% *(48% 2015)*
Executive Branch	26,677	16,765	63%
Department of Agriculture	300	210	70%
Department of Corrections	6,593	3,960	60%
Department of Education	647	462	71%
Department of Health Care Policy and Financing	621	427	69%
Department of Higher Education	205	145	71%
Department of Human Services	4,975	2,180	44%
Department of Labor and Employment	1,317	899	68%
Department of Law	459	274	60%
Department of Local Affairs	180	155	86%
Department of Military and Veteran Affairs	161	90	56%
Department of Natural Resources	1,438	903	63%
Department of Public Health & Environment	1,361	1,029	76%
Department of Personnel & Administration	401	304	76%
Department of Public Safety	1,813	1,442	80%
Department of Regulatory Agencies	558	469	84%
Department of Revenue	1,416	871	62%
Department of Transportation	2,931	1,881	64%
Department of Treasury	30	24	80%
Secretary of State	126	106	84%
Governor's Office	1,138	927	81%
Governor's Office of Information Technology	--	743	--
Higher Education Institution	--	232	--
Adams State University	--	37	--
Metropolitan State University of Denver	--	18	--
Western State Colorado University	--	92	--
Higher Education Institution (Other)	--	0	--
Legislative	345	125	36%
Office of the State Auditor	270	220	19%

Headlines | *Strengths*

SoC Culture & Values

- Overall SoC has a workforce that closely aligns with SoC's culture and values
  - 90% of employees feel that the work they do is important
    - Likewise, most employees reported that working at SoC provides a sense of pride
  - The majority of employees feel accountable for achieving results

Overall Engagement

- Employees at SoC demonstrate a strong discretionary effort
  - Employees feel that their work provides them with a personal sense of accomplishment
    - Similarly, employees feel that working for the state inspires them to put forth their best effort
  - 73% of employees intend to stay with the state for the next 12 months

Immediate Supervisor

- Employees have good working relationships with their immediate supervisors
  - Supervisors at the state champion for a healthy work-life balance among their direct reports
  - Supervisors at SoC set clear expectations for their direct reports
  - Most employees feel that their supervisors address performance problems
  - 81% of employees feel respected by their supervisors and in turn, 74% of employees would feel comfortable raising an ethical issue or concern to their supervisors

Teamwork & Job Alignment

- Employees reported strong person-job alignment and exceptional relationships with their coworkers:
  - The majority of employees feel that the people they work with cooperate to get the job done
  - Employees feel that they have sufficient training to do their jobs well
    - Similarly 72% of employees believe that the people in their group have the right skills for their roles
  - Most employees at SoC feel that they have the authority to do their jobs effectively

Headlines | *Opportunities*

Process Improvement

- Employees feel that there needs to be more clarity surrounding process improvement
  - Only 54% of employees reported that they are familiar with SoC's process improvement initiatives
  - Employees feel that leaders at SoC do not support process improvement initiatives
    - Similarly, only 37% of employees reported that their department/work unit has worked on a process improvement in the last 12 months
  - The majority of employees feel that there is a gap between understanding which Lean resources are available and how to connect with a Lean Champion for process improvement ideas

SoC Leadership

- There are several areas of improvement SoC leadership can focus on to prove overall perceptions
  - Employees have concerns surrounding the decision making process and overall direction from leadership
  - Employees lack trust and confidence in their department/higher education institution leaders
  - Employees feel that department/higher education leaders should reexamine how decisions are made and establish a threshold for best practices for decision making at the right levels
  - If unethical behavior is reported, employees do not feel that their department/higher education institution leaders will adequately respond

Customer Focus

- Employees feel SoC is less customer focused than it was in 2015. Specifically, there has been slippage and room for improvement in:
  - Using customer feedback to make improvements
  - Resolving problems in an efficient manner
  - Making it easy to engaged in State services
  - The impact of efforts made to improve the customer experience

Innovation

- Employees feel that there are several areas of opportunity to improve innovation
  - 40% of employees at SoC do not feel encouraged to come up with new ideas or better ways of doing things
  - The majority of employees feel that they do not have capacity to foster new or innovative ideas
    - Likewise, if employees do have capacity to foster new ideas, employees feel that management does not put these initiatives into motion

Overall, SoC dimensions are trending favorably compared to 2015. There is greater opportunity around Innovation and Process Improvement

	Agree Score	Neutral Score	Disagree Score	vs. 2015	vs. IB BM	vs. US BM
Immediate Supervisor	74%	12%	13%	+2	-16	+10
Values	70%	14%	16%	+1	-18	-1
Performance Management	69%	16%	15%	+2	-13	+7
Engagement Index	68%	20%	12%	+5	-19	-3
Public Service	65%	18%	18%	-2	-19	-4
Teamwork	65%	19%	16%	+1	-16	-8
Work Process	63%	19%	18%	+2	-15	-2
Benefits	56%	18%	26%	--	-24	-19
Growth & Development	55%	21%	24%	0	-15	-4
Customer Focus	54%	30%	16%	-3	-25	-1
Involvement	54%	22%	24%	0	-21	-13
Resources	54%	22%	24%	+2	-20	+19
Innovation	46%	22%	32%	0	-21	-25
Process Improvement	39%	33%	27%	-8	-27	-19

■ Agree Score ■ Neutral Score ■ Disagree Score

Engagement Index| *Item detail*

	vs. 2015	vs. IB BM	vs. US BM
I intend to stay with the State of Colorado/Institution of Higher Education for another 12 months.	+21	-13	-4
My work gives me a feeling of personal accomplishment.	-7	-18	-8
I am proud to say that I am an employee of the State of Colorado/Institution of Higher Education.	0	-20	-3
Working for the State of Colorado inspires me to put forth my best effort.	+5	-19	+2
I would recommend the State of Colorado/Institution of Higher Education as a good place to work.	+8	-22	-1

Chart bar values:

- I intend to stay with the State of Colorado/Institution of Higher Education for another 12 months. — 73% / 19% / 8%
- My work gives me a feeling of personal accomplishment. — 70% / 16% / 14%
- I am proud to say that I am an employee of the State of Colorado/Institution of Higher Education. — 68% / 22% / 10%
- Working for the State of Colorado inspires me to put forth my best effort. — 67% / 19% / 15%
- I would recommend the State of Colorado/Institution of Higher Education as a good place to work. — 63% / 24% / 13%

■ Agree Score   ■ Neutral Score   ■ Disagree Score
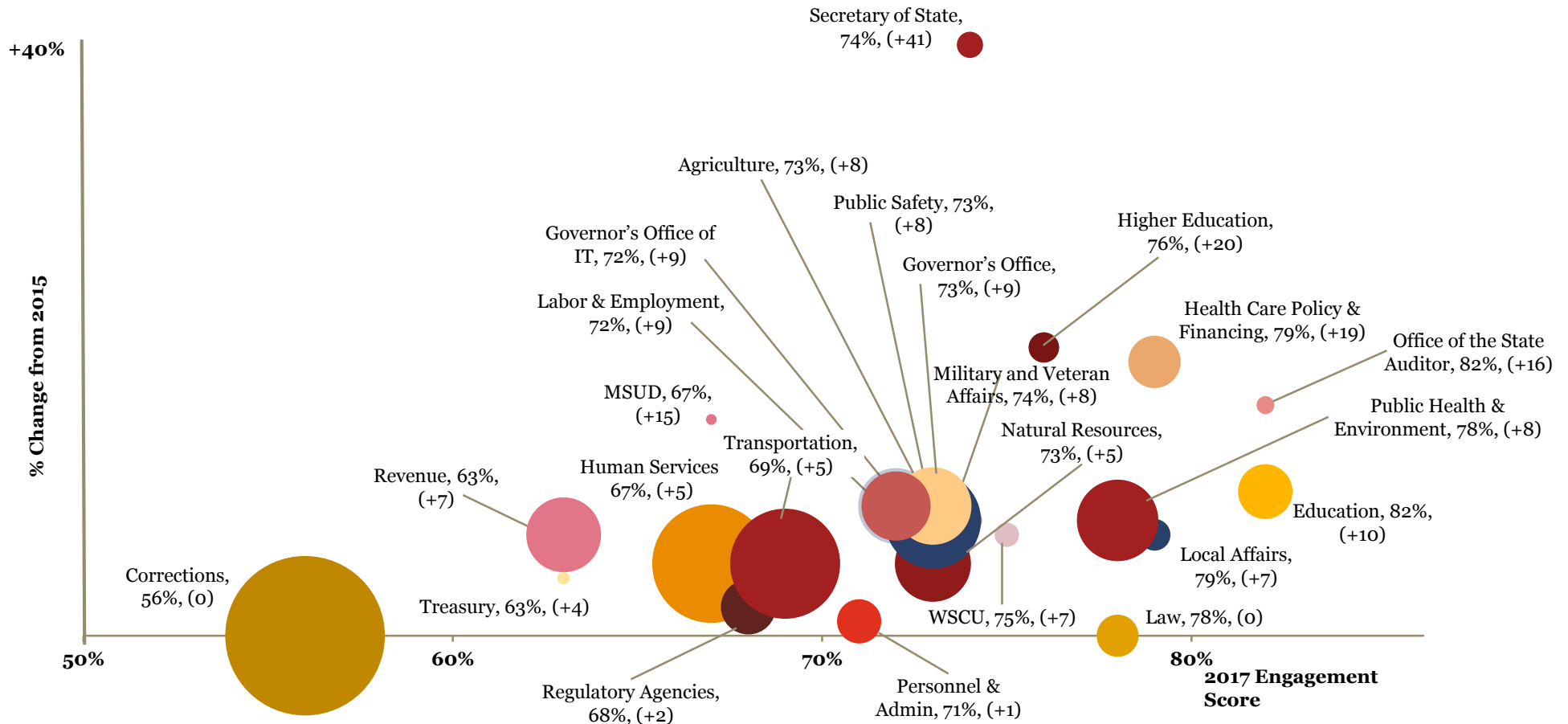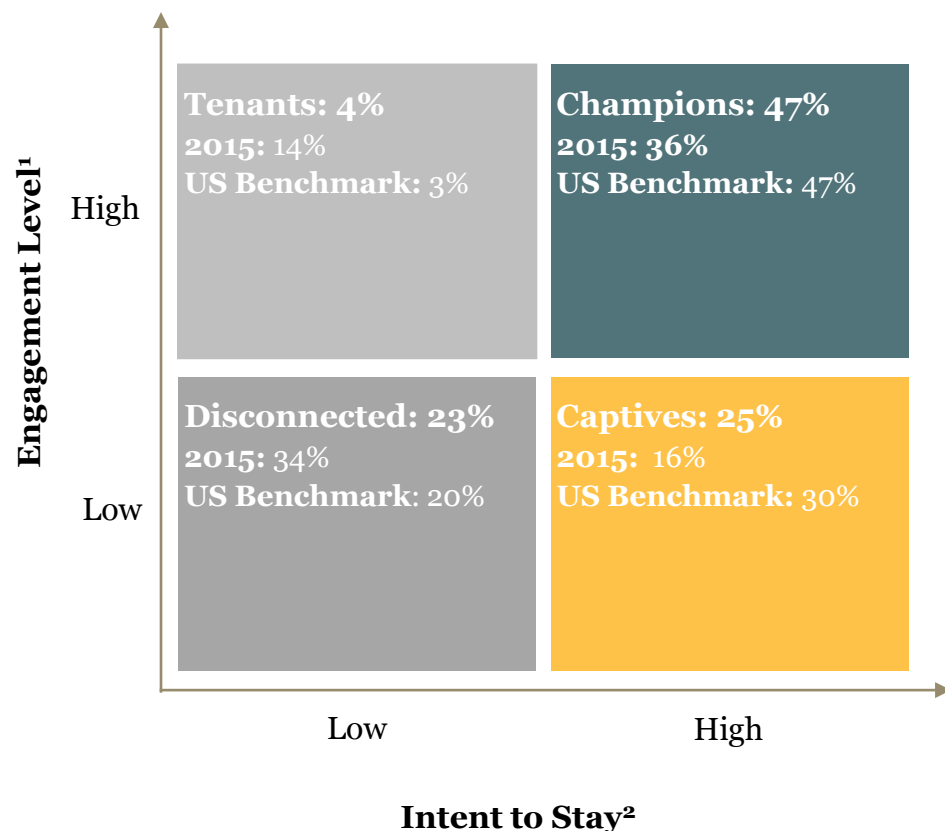
Engagement Index | *Change over time*

22 of 24 agencies have improved engagement scores compared to 2015, with Secretary of State, Department of Higher Education, and the Department of Health Care Policy and Financing showing the most improved scores. 2 agencies showed no change in engagement scores from 2015

Secretary of State, 74%, (+41)

Agriculture, 73%, (+8)

Public Safety, 73%, (+8)

Higher Education, 76%, (+20)

Governor's Office of IT, 72%, (+9)

Governor's Office, 73%, (+9)

Health Care Policy & Financing, 79%, (+19)

Office of the State Auditor, 82%, (+16)

Labor & Employment, 72%, (+9)

Military and Veteran Affairs, 74%, (+8)

Public Health & Environment, 78%, (+8)

MSUD, 67%, (+15)

Natural Resources, 73%, (+5)

Transportation, 69%, (+5)

Revenue, 63%, (+7)

Human Services 67%, (+5)

Education, 82%, (+10)

Corrections, 56%, (0)

Local Affairs, 79%, (+7)

Treasury, 63%, (+4)

WSCU, 75%, (+7)

Law, 78%, (0)

Regulatory Agencies, 68%, (+2)

Personnel & Admin, 71%, (+1)

% Change from 2015

+40%

50%   60%   70%   80%

2017 Engagement Score

*The graph above shows the percent change in engagement from 2017 to 2015 for each Department, plotted against its 2017 Engagement Score. The size of the circles represents the size of each Department's response population from the 2017 survey. Note that Adam's State University is not included in this graph due to lack of 2015 Engagement data

Employee landscape | *Total State of Colorado*

Engagement Level[1]

High

Low

Low   High

Intent to Stay[2]

Tenants: 4% **2015:** 14% **US Benchmark:** 3%	**Champions: 47%** **2015: 36%** **US Benchmark:** 47%
Disconnected: 23% **2015:** 34% **US Benchmark**: 20%	**Captives: 25%** **2015:** 16% **US Benchmark:** 30%

Profile	Characteristics
Champions	• Strong identification with organization objectives • High level of loyalty to the organization • High level of willingness to cooperate and motivate colleagues
Tenants	• Very satisfied/"Free Agents"/Lower loyalty • Have a stabilizing effect on the organization • Straightforward, however, need to be directed
Captives	• Rather critical, therefore difficult to lead • Ready to change jobs when opportunities become available • Greatest opportunity to convert to Champions
Disconnected	• Dissatisfied and disconnected • More frustrated than dedicated • Under-utilized resources of the organization

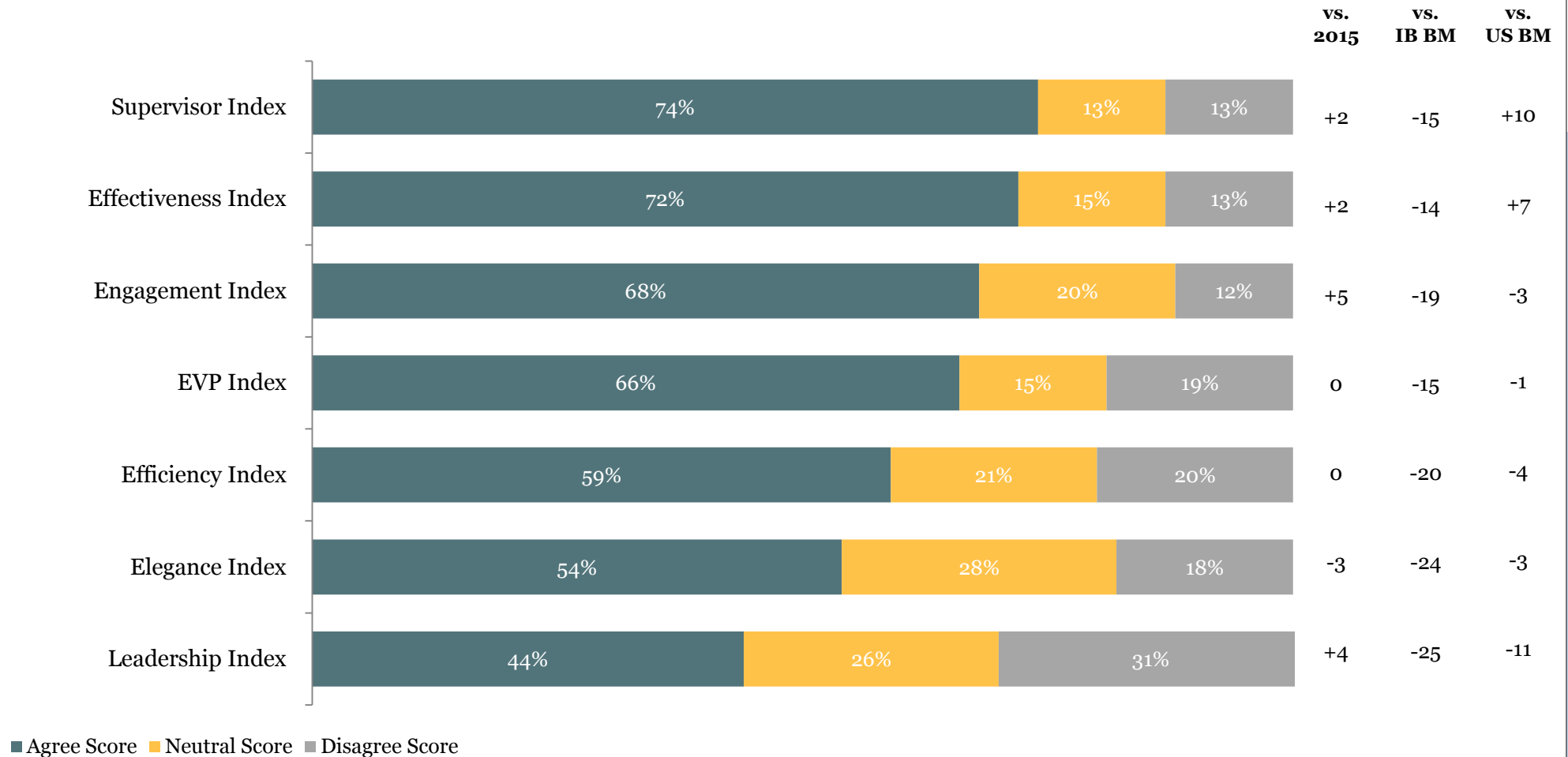[1] Based on survey of Employee Engagement Index questions (High >= 4.0, Low < 4.0)

[2] I intend to stay with the State of Colorado/IHED for another 12 months." (High >= 4.0, Low < 4.0)

Employee landscape| *Executive departments*

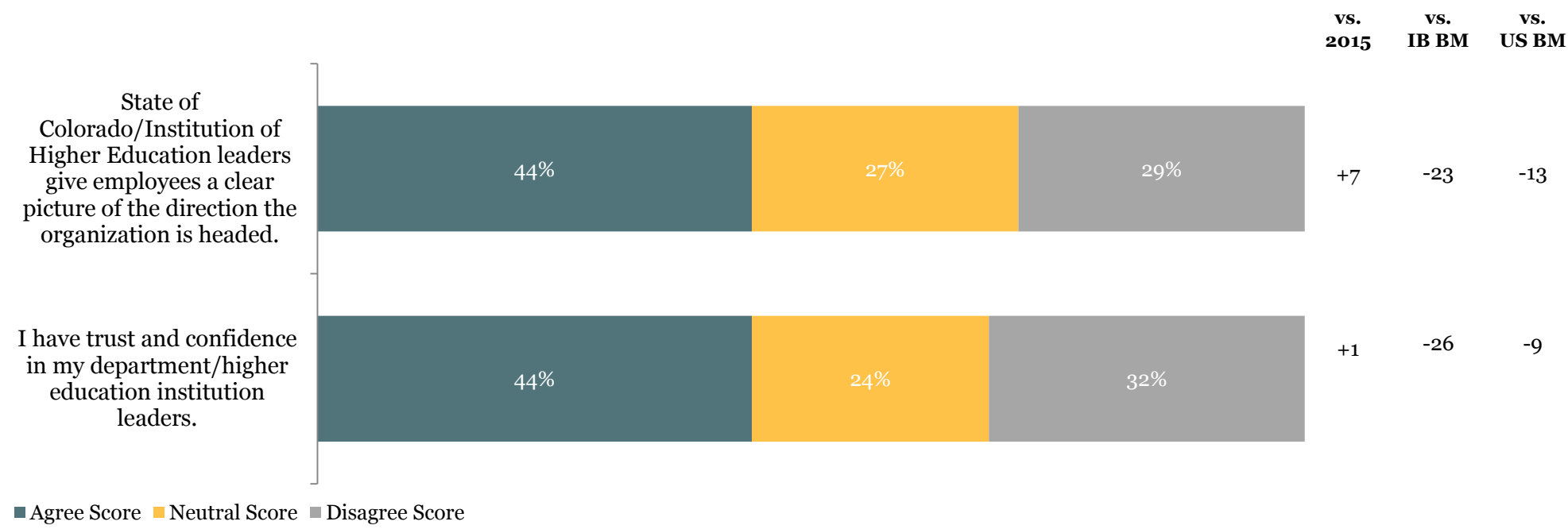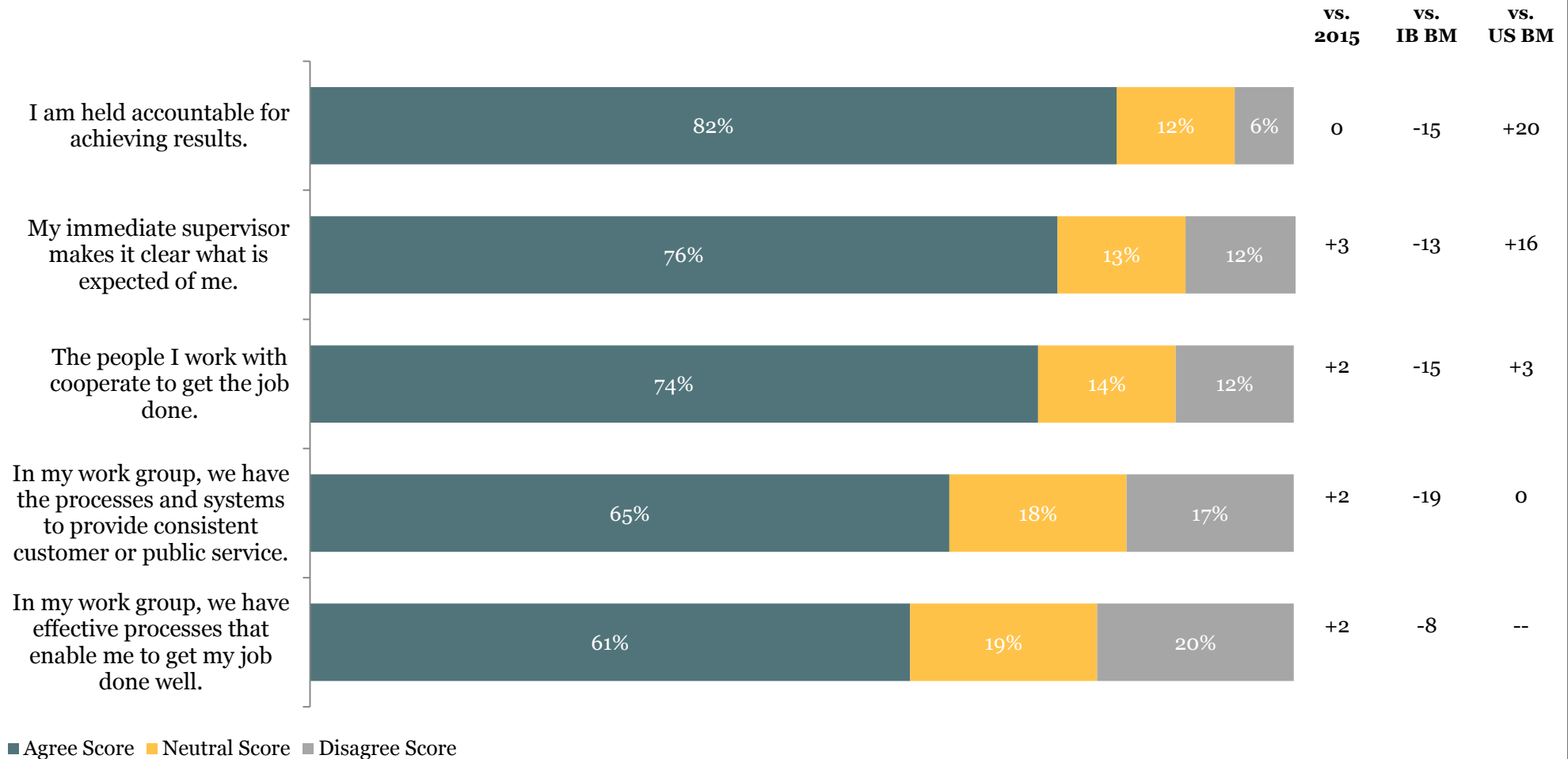|	Champions	Tenants	Captives	Disconnected
Total State of Colorado	47%	4%	25%	23%
Executive Branch	47%	4%	25%	23%
Department of Education	63%	8%	17%	12%
Department of Law	63%	6%	14%	17%
Department of Health Care Policy and Financing	60%	8%	16%	16%
Department of Public Health & Environment	60%	6%	18%	16%
Secretary of State	58%	3%	15%	25%
Department of Military and Veteran Affairs	57%	6%	21%	17%
Department of Higher Education	53%	11%	15%	22%
Governor's Office	54%	6%	17%	24%
Governor's Office of Information Technology	54%	4%	19%	23%
Department of Natural Resources	53%	5%	24%	18%
Department of Public Safety	53%	4%	23%	19%
Department of Labor and Employment	51%	4%	25%	21%
Department of Local Affairs	51%	12%	23%	14%
Department of Agriculture	50%	4%	23%	22%
Department of Personnel & Administration	49%	5%	24%	21%
Department of Regulatory Agencies	49%	4%	22%	25%
Department of Transportation	48%	4%	28%	21%
Department of Human Services	45%	5%	25%	25%
Department of Revenue	42%	4%	28%	27%
Department of Corrections	35%	3%	34%	29%
Department of Treasury	29%	17%	21%	33%

Results by Indices | *Survey indices*

Overall, SoC indices are trending favorably compared to 2015. There is greater opportunity around Leadership.

	Agree Score	Neutral Score	Disagree Score	vs. 2015	vs. IB BM	vs. US BM
Supervisor Index	74%	13%	13%	+2	-15	+10
Effectiveness Index	72%	15%	13%	+2	-14	+7
Engagement Index	68%	20%	12%	+5	-19	-3
EVP Index	66%	15%	19%	0	-15	-1
Efficiency Index	59%	21%	20%	0	-20	-4
Elegance Index	54%	28%	18%	-3	-24	-3
Leadership Index	44%	26%	31%	+4	-25	-11

■ Agree Score ■ Neutral Score ■ Disagree Score

Results by Indices | *Leadership index*

	vs. 2015	vs. IB BM	vs. US BM
State of Colorado/Institution of Higher Education leaders give employees a clear picture of the direction the organization is headed. — Agree 44%, Neutral 27%, Disagree 29%	+7	-23	-13
I have trust and confidence in my department/higher education institution leaders. — Agree 44%, Neutral 24%, Disagree 32%	+1	-26	-9

■ Agree Score ■ Neutral Score ■ Disagree Score

Results by Indices | *Item Detail*

	Agree Score	Neutral Score	Disagree Score	vs. 2015	vs. IB BM	vs. US BM
I am held accountable for achieving results.	82%	12%	6%	0	-15	+20
My immediate supervisor makes it clear what is expected of me.	76%	13%	12%	+3	-13	+16
The people I work with cooperate to get the job done.	74%	14%	12%	+2	-15	+3
In my work group, we have the processes and systems to provide consistent customer or public service.	65%	18%	17%	+2	-19	0
In my work group, we have effective processes that enable me to get my job done well.	61%	19%	20%	+2	-8	--

■ Agree Score ■ Neutral Score ■ Disagree Score

Results by Indices | *Efficiency index*

	vs. 2015	vs. IB BM	vs. US BM
I have sufficient training to do my job well. — 73% / 16% / 10%	0	-14	+17
I have the authority I need to do my job effectively. — 65% / 16% / 19%	+2	-18	-6
In my work group, rules and regulations are useful guides for doing the right thing more than they are a… — 62% / 20% / 17%	+1	-18	--
I feel encouraged to come up with new and better ways of doing things. — 60% / 18% / 21%	-2	-22	-5
In my work group, decisions are made at the appropriate level. — 54% / 21% / 25%	+1	-24	-6
Compared to one year ago, in my work group, we get work done more efficiently, with less waste of money… — 41% / 34% / 25%	0	-21	--

■ Agree Score ■ Neutral Score ■ Disagree Score

Results by Indices | *Elegance index*

	vs. 2015	vs. IB BM	vs. US BM
Customer problems get corrected quickly. — 57% / 28% / 16%	-3	-24	--
In my department/higher education institution, we make it easy for citizens to use the services we offer… — 57% / 29% / 13%	-2	-24	+1
The work we do in my department is respected and valued by the public. — 55% / 22% / 23%	-6	-28	--
We use customer feedback to make improvements to our processes. — 52% / 30% / 18%	-4	-26	-2
In my work group, we are recognized for meeting our responsibilities to the State and its citizens. — 50% / 25% / 26%	0	-20	-11
Over the past year, our efforts to improve our customers' experience have been working. — 50% / 35% / 14%	-4	-25	--

■ Agree Score ■ Neutral Score ■ Disagree Score

Results by Indices | *EVP index*

	vs. 2015	vs. IB BM	vs. US BM
The work I do is important. — Agree 90%, Neutral 7%, Disagree 4%	+1	-8	+13
My immediate supervisor supports my need to balance work and other life issues. — Agree 80%, Neutral 11%, Disagree 10%	+2	-18	+12
My immediate supervisor gives me meaningful and timely feedback on my… — Agree 70%, Neutral 15%, Disagree 15%	+2	-15	+10
My work gives me a feeling of personal accomplishment. — Agree 70%, Neutral 16%, Disagree 14%	-7	-18	-8
I have the resources and equipment I need to do my job well. — Agree 59%, Neutral 17%, Disagree 24%	+2	-20	--
I am satisfied with the recognition I get for the work I do. — Agree 53%, Neutral 20%, Disagree 27%	+3	-8	-8
I am satisfied with my opportunities for career growth and advancement. — Agree 42%, Neutral 22%, Disagree 36%	0	-15	-13

■ Agree Score ■ Neutral Score ■ Disagree Score

Results by Indices | *Supervisor index*

	vs. 2015	vs. IB BM	vs. US BM
My immediate supervisor treats me with respect. — Agree 81%, Neutral 9%, Disagree 10%	+2	-15	+14
My immediate supervisor supports my need to balance work and other life issues. — Agree 80%, Neutral 11%, Disagree 10%	+2	-18	+12
My immediate supervisor makes it clear what is expected of me. — Agree 76%, Neutral 13%, Disagree 12%	+3	-13	+16
I am comfortable raising ethical concerns to my immediate supervisor. — Agree 74%, Neutral 12%, Disagree 14%	+1	-14	--
My immediate supervisor gives me meaningful and timely feedback on my performance. — Agree 70%, Neutral 15%, Disagree 15%	+2	-15	+10
My immediate supervisor addresses performance problems in my work group. — Agree 64%, Neutral 19%, Disagree 16%	+2	-16	-2

■ Agree Score ■ Neutral Score ■ Disagree Score

Driver matrix| *Priority items*

Customer Focus
- Over the past year, our efforts to improve our customers' experience have been working.

Growth & Development
- I am satisfied with my opportunities for career growth and advancement.

Innovation
- In my work group, we have the capacity (people, time, resources) to act on promising new/innovative ideas.

Involvement
- When employees have good ideas, management makes use of them.

Leadership Index
- I have trust and confidence in my department/higher education institution leaders.
- State of Colorado/Institution of Higher Education leaders give employees a clear picture of the direction the organization is headed.

Public Service
- In my work group, we are recognized for meeting our responsibilities to the State and its citizens.

Resources
- Compared to one year ago, in my work group, we get work done more efficiently, with less waste of money or other resources.

Teamwork
- Other work groups give us the support we need to succeed.

Driver matrix| *Preserve items*

Need For Improvement (Score)

High

Monitor

Priority

Enhance

Pass

Preserve

Low

Moderate

Strong

Drivers of Engagement

Immediate Supervisor
- I have trust and confidence in my immediate supervisor.

Involvement
- I have the authority I need to do my job effectively.

Public Service
- The work I do is important.

Work Process
- In my work group, we have the processes and systems to provide consistent customer or public service.

Barriers to productivity| *Employees at SoC site staffing decisions, communication issues, & out of date technology as top barriers*

Employees were asked to select up to five issues that commonly prevent them from being fully productive at work

Top 5 most selected issues	Percent of respondents selecting
Inadequate staffing levels	37%
Lack of communication/miscommunication among divisions	32%
Continual need to seek decisions or approval from higher levels of management (e.g., micromanagement)	24%
Out-of-date or malfunctioning technology (e.g., software, computers, equipment)	23%
Doing work for others that is not part of my job	19%

Barriers to productivity| *There is little variance across employee landscape buckets regarding the 5 top barriers at SoC*

Issues	Percent of respondents mentioning			
	Champions	Tenants	Captives	Disconnected
Inadequate staffing levels	32%	34%	42%	43%
Lack of communication/miscommunication among divisions	26%	30%	37%	37%
Out-of-date or malfunctioning technology (e.g., software, computers, equipment)	22%	18%	26%	23%
Continual need to seek decisions or approval from higher levels of management (e.g., micromanagement)	16%	23%	30%	34%
Excessive/unproductive meetings	15%	19%	18%	21%
Doing work for others that is not part of my job	14%	17%	22%	25%
Responding to crises	14%	17%	12%	11%
Unproductive teammates	13%	15%	18%	19%
Lack of information	13%	13%	18%	18%
Paperwork (e.g., reports)	13%	13%	14%	13%
Inadequate administrative staff support	12%	14%	17%	21%
Misaligned resources - some with too few, others with too many	12%	15%	18%	16%
Repetitive or irrelevant emails	12%	13%	12%	11%
Lack of clear priorities	9%	15%	17%	20%
Inadequate professional development	8%	11%	14%	17%
Confusion about project ownership	8%	10%	8%	10%
Constantly changing deadlines	7%	9%	11%	11%
Uncomfortable or distracting work environment	7%	9%	9%	13%
Time required to involve multiple parties in work unnecessarily	7%	8%	7%	6%
Unclear instructions related to your work tasks	6%	9%	9%	11%
Internal projects outside of primary job function	6%	7%	7%	7%
Uncomfortable physical work space	5%	5%	7%	8%
Other	10%	12%	14%	15%
There are no issues which distract me from achieving my work-related goals	18%	11%	6%	5%

Comments| *Provide us with specific examples of how Effectiveness, Efficiency, or Elegance has worked in your department/higher education institution?*

What are *Champions* saying?

*"In my department we are **more effective across the board than we ever have been**. A new online process was put in place since December 2016, and we've had positive feedback from our customers"*

*"In the past we were able to provide Effectiveness, Efficiency, and elegance (good customer service) both internal and external because we had a team staffed to do so. We were **able to travel to meet the needs of the community locally, regionally and across the state** by working in a hands on approach with educators, students and parents"*

*"Over the past three years, **my work group has developed and implemented innovative programs that improve the effectiveness of our funding sources**. Our new programs have been received with strong interest and provide services that have been neglected in Colorado for decades. The programs are innovative, so we have struggled at times with efficiency and elegance, but we continually develop new tools and refine our processes to improve efficiency and elegance"*

What are *Captives* saying?

*"We lost almost all our administrative support, forcing us to take up time with administrative work that **cuts into the time necessary to produce quality hearings and decisions**. We cannot fill empty positions"*

*"Some times it is not the Wardens or even Directors that truly know what will improve these factors it is the individuals that are doing the work day in and day out for years they know what works and what does not. Many of our leaders in this department come up with new procedures or directives and **never consider the impact it may have on the people that have to do the work**"*

*"Efficiency - There are not enough resources and what there is, are not being used appropriately. Effectiveness - The Department of Corrections is not a deterrent for criminals. Policies and procedures are so liberal that the offenders are not deterred from negative behavior and has put staff safety on the back burner. Elegance - The management and executive staff talk a good game but they just do what they want. **They always ask for input from staff but they don't listen or address staff thoughts**"*

Action Response| *Recommendations*

Improve connection between leadership and employees

- Ensure consistency in leaderships message and their actions. Trust and confidence is compromised when employees perceive leadership is not "walking the talk"
- Create opportunities for leaders to be more visible and accessible to employees through activities such as "managing by walking around"

Support innovation and process improvement efforts

- Create a communication channel that celebrates employee initiated innovation to better encourage employees to come up with new and better ways of doing things in an attempt to improve effectiveness – this will also help support the process improvement effort
- Ensure process improvement efforts and how they will impact employees are communicated in a timely manner

Develop career paths

- Develop career path and development options for employees in various roles to help them understand their options (e.g. lateral or rotational positions, not just upward)
- Create training programs that provide employees with the skills needed for the next job and ensure employees are given the time to take advantage of training opportunities

Upgrade tools and technology where current versions are creating more work

- Improving tools and technology to make work more efficient will also address employees concerns with staffing levels and doing the work of others

Next Steps| *Timeline*

	Dissemination of Business Unit/ Department Reports	Communication of Results to employees	Action Planning	Implement Action Plans	Next Survey

January	February	March	Ongoing	2019
• Share survey results and deliver key messages for Departments • Identify 2-3 strengths and 2-3 weaknesses on which to focus improvement efforts at enterprise wide and local levels	• Implement employee communication plan • Senior Executive communication • Business Unit/ Unit Department communication	• Generate 2-3 action steps for each priority item selected by Business Unit/Department and/or by manager	• Create accountability around the action planning process • Communicate to all employees on progress	• Year Three of survey launches

Next Steps| *Action Planning Roadmap*

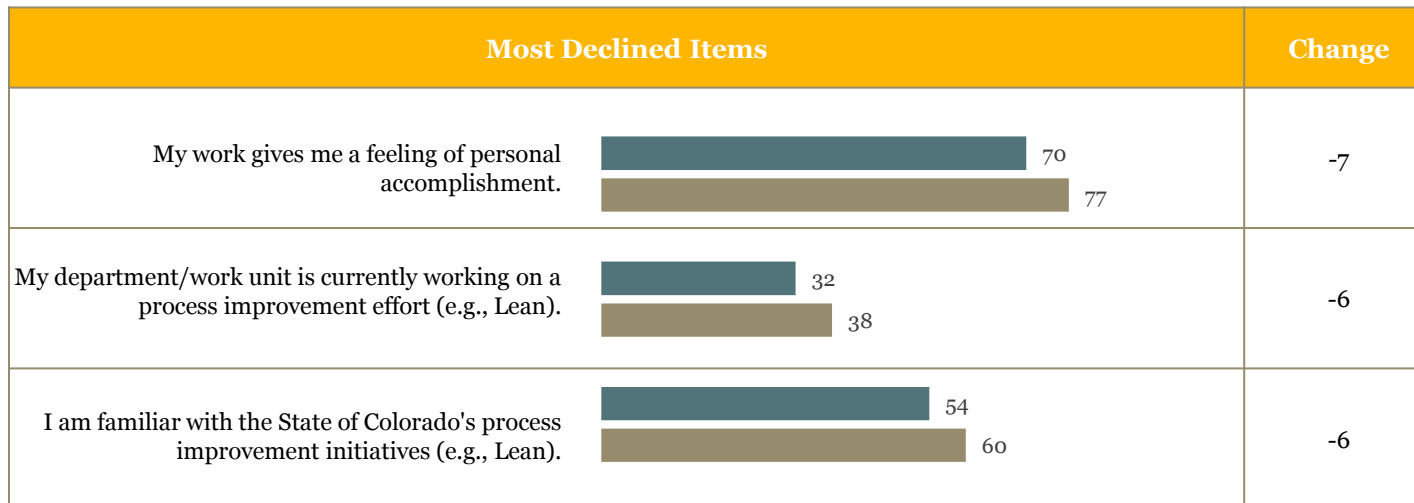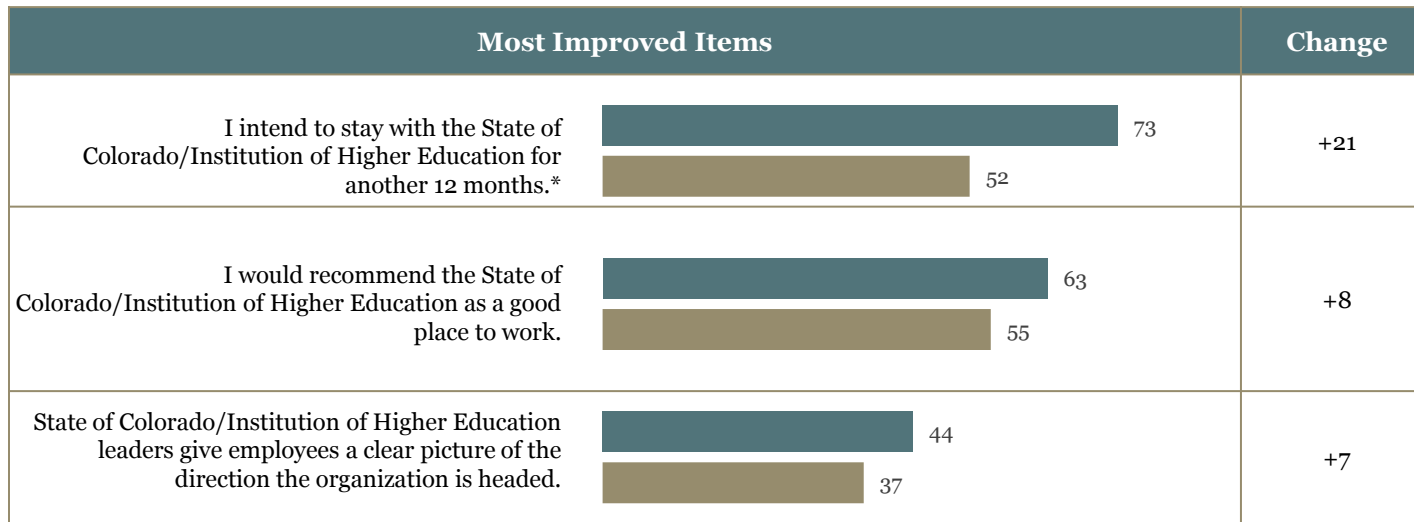| Complete By (post survey close)	Action Planning Step	Senior Leadership Role: Establish accountability and expectations	Manager Role: Follow established action planning expectations
Week 4	*Communicate*	• Communicate survey results to employees • Verify next steps in the action planning process • Set expectations, accountability, and timeline	• Thank team for participation • Create awareness that action planning process will begin soon • Set expectations, accountability, and timeline
Week 7	*Review*	• Review the organizational results as a senior leadership team	• Review the organizational and team specific survey results • Discuss with your manager/leader
Week 10	*Develop*	• Meet as a senior leadership team and develop global action plan • Focus on identified strengths and key priorities for improvement	• Meet with your team to review the results • Select key priorities for improvement • Develop action plans
Week 11	*Approve*	• Global action plan	• Review action plan with your manager/leader • Begin to implement the action plan with your team
Week 12 and ongoing	*Implement*	• Establish ownership and timeline • Track and monitor progress • Communicate updates regularly	• Establish ownership and timeline for each action item • Track and monitor progress • Communicate updates regularly
~ 12 Months	*Measure*	• Schedule the next survey (i.e. pulse survey and/or full-census employee engagement survey)	• Understand and communicate the timeframe of the next survey

Appendix

Headlines| *Key survey indicators across groups*

Employees across groups demonstrate a strong discretionary effort; groups across SoC have consistently lower perceptions of leadership.
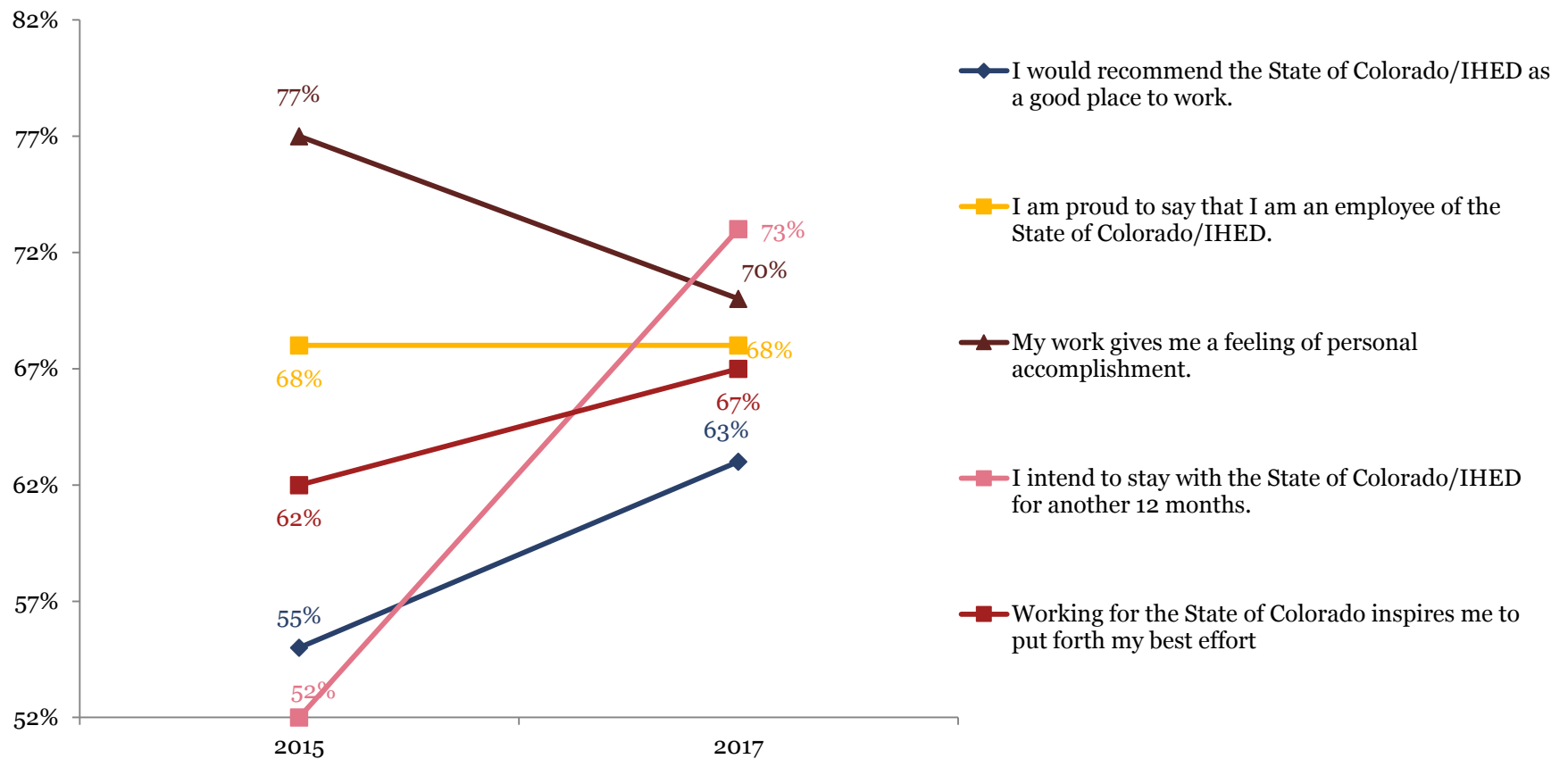

Engagement Index — 68% 68% 71% 77%
Leadership Index — 44% 44% 36% 60%
Supervisor Index — 74% 74% 72% 79%
Elegance Index — 54% 54% 55% 64%
Efficiency Index — 59% 59% 60% 65%
EVP Index — 66% 66% 66% 73%
Effectiveness Index — 72% 72% 70% 76%

Total SoC   Executive   HEI   Legislative
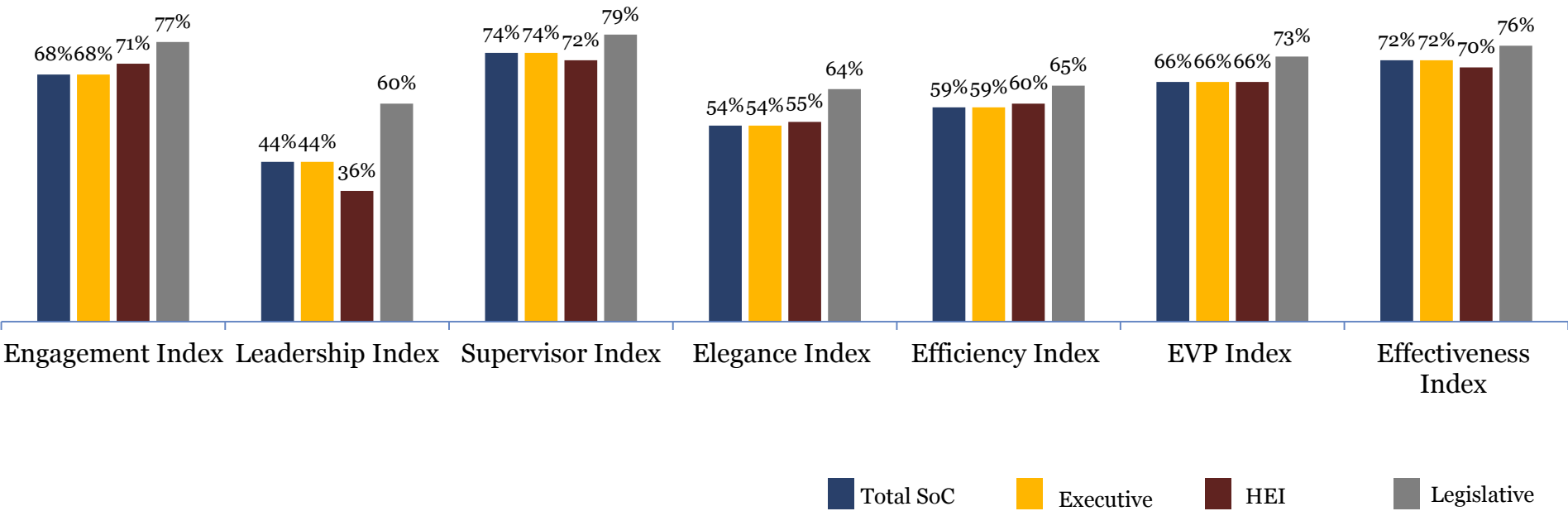
Headlines| *Most improved & most declined items*

Most Improved Items		Change
I intend to stay with the State of Colorado/Institution of Higher Education for another 12 months.*	2017: 73 / 2015: 52	+21
I would recommend the State of Colorado/Institution of Higher Education as a good place to work.	2017: 63 / 2015: 55	+8
State of Colorado/Institution of Higher Education leaders give employees a clear picture of the direction the organization is headed.	2017: 44 / 2015: 37	+7

Most Declined Items		Change
My work gives me a feeling of personal accomplishment.	2017: 70 / 2015: 77	-7
My department/work unit is currently working on a process improvement effort (e.g., Lean).	2017: 32 / 2015: 38	-6
I am familiar with the State of Colorado's process improvement initiatives (e.g., Lean).	2017: 54 / 2015: 60	-6

■ 2017   ■ 2015

*Compared to the 2015 reversed-scored item "I am seriously considering leaving the State of Colorado/IHED within the next 12 months."

Engagement index | *Trends overtime*
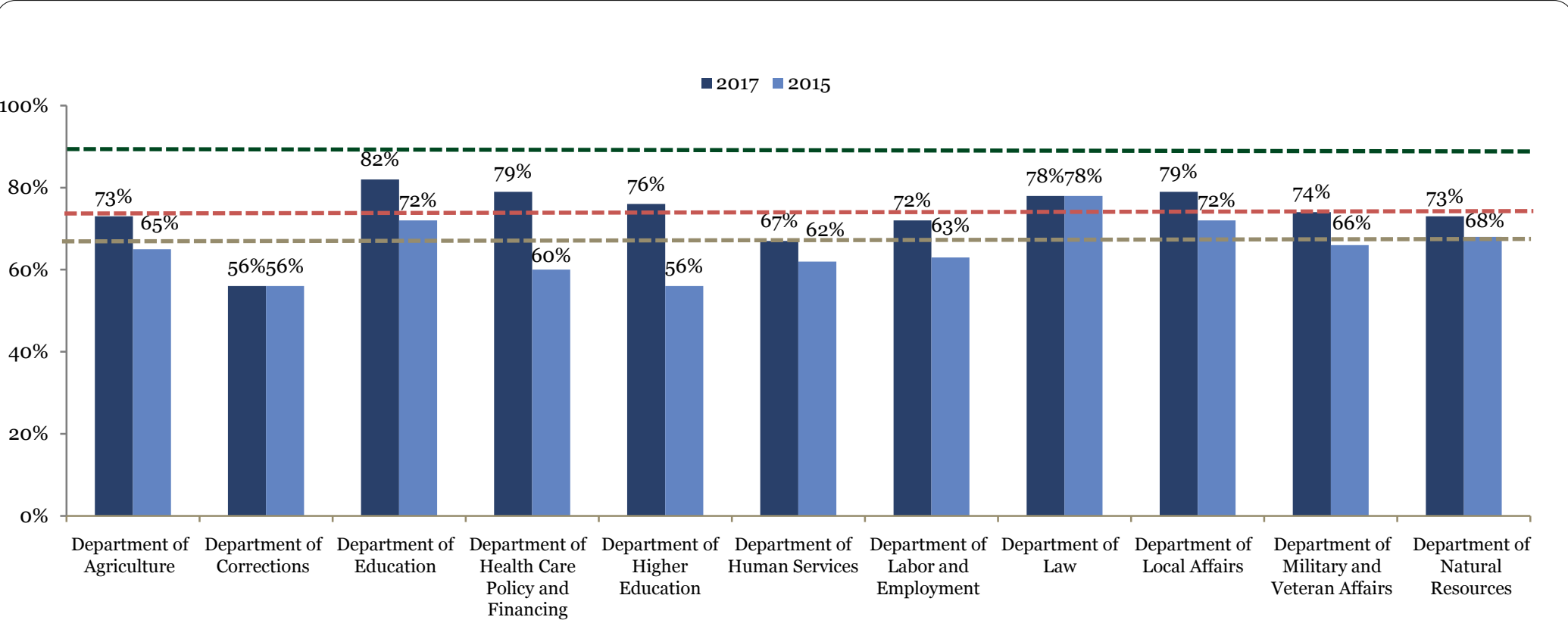
- I would recommend the State of Colorado/IHED as a good place to work.
- I am proud to say that I am an employee of the State of Colorado/IHED.
- My work gives me a feeling of personal accomplishment.
- I intend to stay with the State of Colorado/IHED for another 12 months.
- Working for the State of Colorado inspires me to put forth my best effort

Engagement index | *By Executive departments*

The Engagement index is the composite average for:

- I would recommend the State of Colorado/IHED as a good place to work.
- I am proud to say that I am an employee of the State of Colorado/IHED.
- My work gives me a feeling of personal accomplishment.
- I intend to stay with the State of Colorado/IHED for another 12 months.
- Working for the State of Colorado inspires me to put forth my best effort.

Total SoC — — —
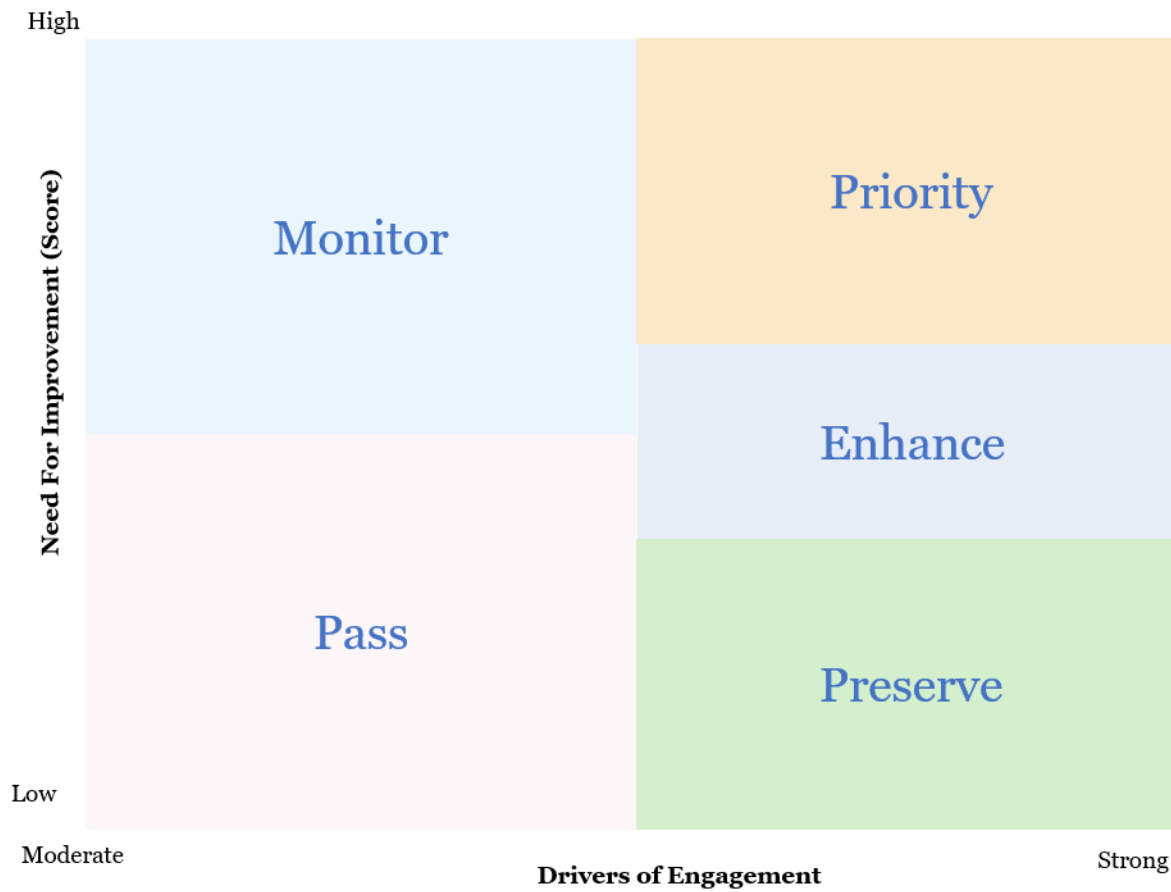
US Benchmark — — —

Internal Best Benchmark — — —

Engagement index | *By Executive departments continued*
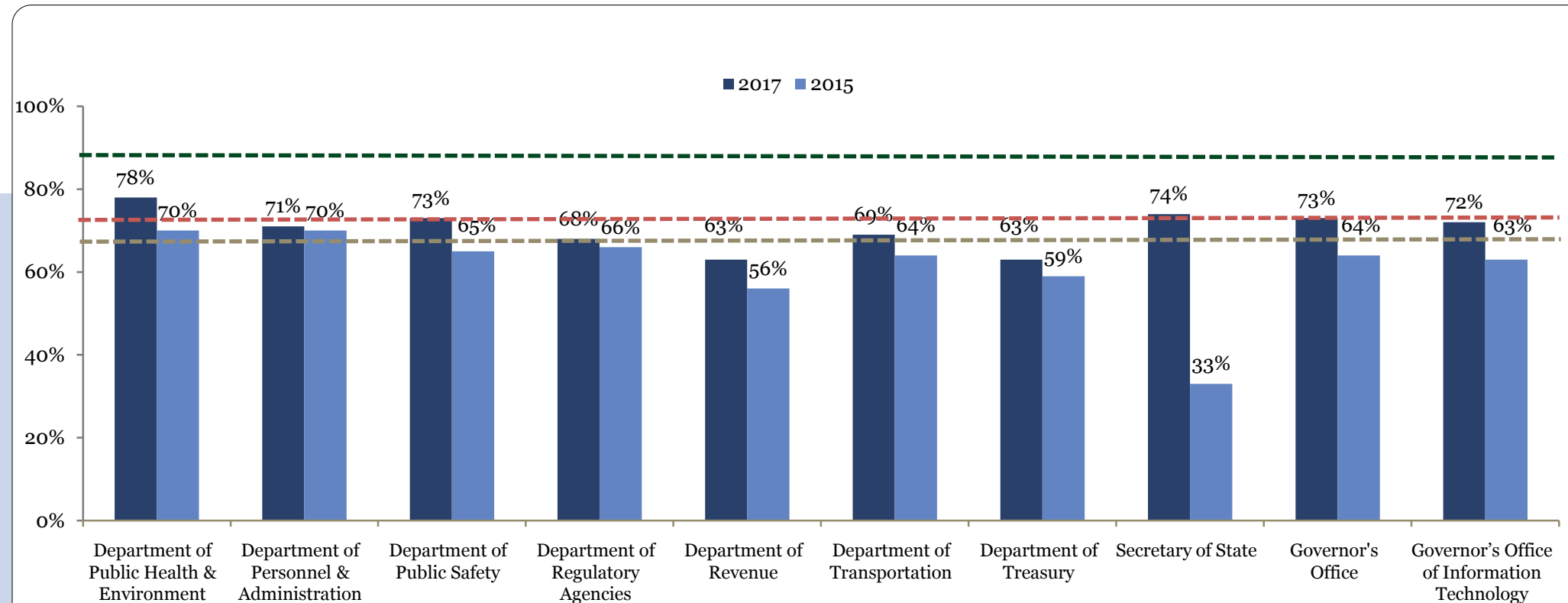
The Engagement index is the composite average for:

- I would recommend the State of Colorado/IHED as a good place to work.
- I am proud to say that I am an employee of the State of Colorado/IHED.
- My work gives me a feeling of personal accomplishment.
- I intend to stay with the State of Colorado/IHED for another 12 months.
- Working for the State of Colorado inspires me to put forth my best effort.

Total SoC ----
US Benchmark ----
Internal Best Benchmark ----

Engagement index | *By the Higher Education Institute & Legislative departments*
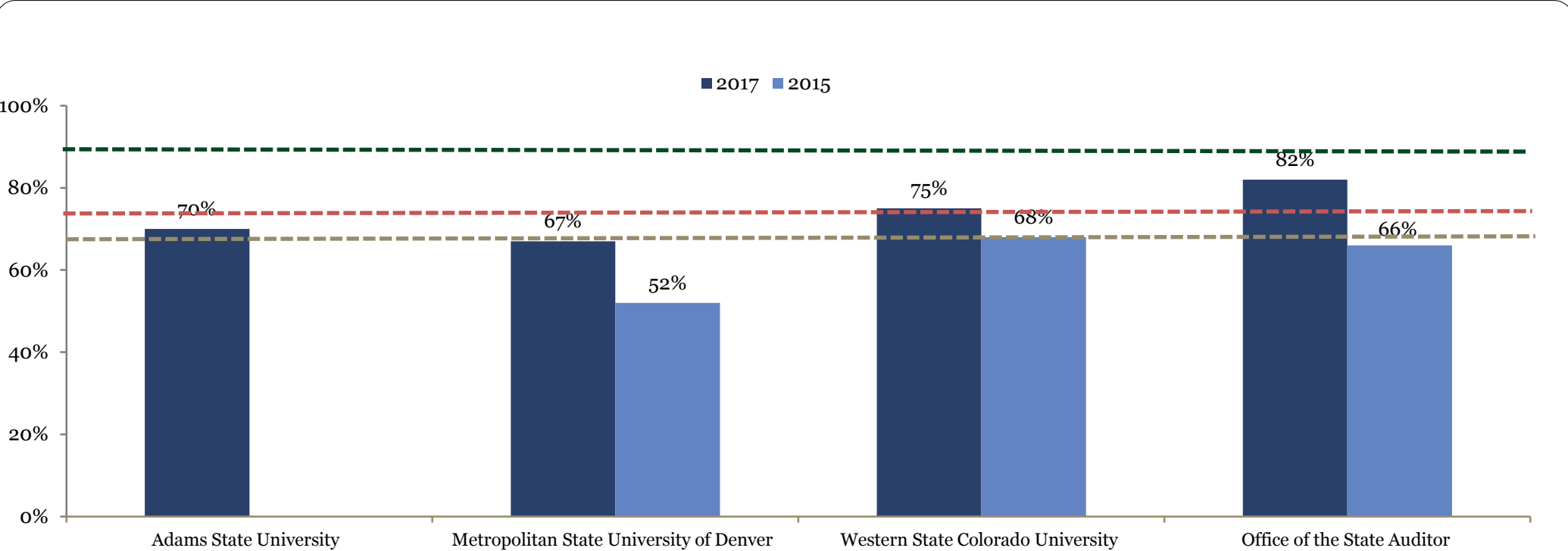
The Engagement index is the composite average for:

- I would recommend the State of Colorado/IHED as a good place to work.
- I am proud to say that I am an employee of the State of Colorado/IHED.
- My work gives me a feeling of personal accomplishment.
- I intend to stay with the State of Colorado/IHED for another 12 months.
- Working for the State of Colorado inspires me to put forth my best effort.

Total SoC ----
US Benchmark ----
Internal Best Benchmark ----

Employee landscape| *By demographics*

	Champions	Tenants	Captives	Disconnected
Total State of Colorado	47%	4%	25%	23%
Job Group				
Administrative Support and Related	46%	3%	25%	26%
Enforcement and Protective Services	33%	3%	34%	30%
Health Care Services	48%	4%	25%	23%
Information Technology Services	48%	3%	22%	27%
Labor, Trades, and Crafts	40%	3%	30%	27%
Professional Services	52%	5%	23%	20%
Physical Science and Engineering	56%	5%	22%	18%
State Patrol Trooper	50%	3%	31%	16%
Non-Classified	60%	9%	13%	18%
Tenure				
0-5 years	54%	5%	20%	21%
6-10 years	42%	4%	28%	27%
11-15 years	42%	3%	31%	24%
16-20 years	41%	3%	35%	22%
21-25 years	41%	4%	35%	20%
26-30 years	40%	9%	25%	25%
31-35 years	49%	12%	15%	24%
36-40 years	46%	9%	14%	31%
More than 40 years	67%	0%	0%	33%

Employee landscape| *Higher Education Institute & Legislative departments*

	Champions	Tenants	Captives	Disconnected
Total State of Colorado	47%	4%	25%	23%
Higher Education Institution	50%	3%	25%	22%
Western State Colorado University	53%	3%	25%	18%
Adams State University	49%	0%	32%	19%
Metropolitan State University of Denver	39%	11%	33%	17%
Legislative	58%	6%	16%	20%
Office of the State Auditor	56%	10%	18%	16%

Driver matrix| *Prioritizing action*

Need For Improvement (Score) — High / Low

- Monitor
- Priority
- Enhance
- Pass
- Preserve

Drivers of Engagement — Moderate / Strong

Priority	High correlation to engagement index and high need for improvement (low percent favorable). The greatest opportunities to increase engagement are identified in the Priority box.
Enhance	High correlation to engagement index and medium percent favorable. Opportunity exists to move these items to the Preserve box by increasing their percent favorable scores.
Preserve	High correlation to engagement index and low need for improvement (high percent favorable). Organizations should be conscious of maintaining their Preserve items
Monitor	Low correlation to engagement index and high need for improvement (low percent favorable). Items in the Monitor section may not be high pay-off investments.
Pass	Low correlation to engagement and low need for improvement (high percent favorable). Maintain current levels of focus on these items.

Driver matrix| *Enhance items*
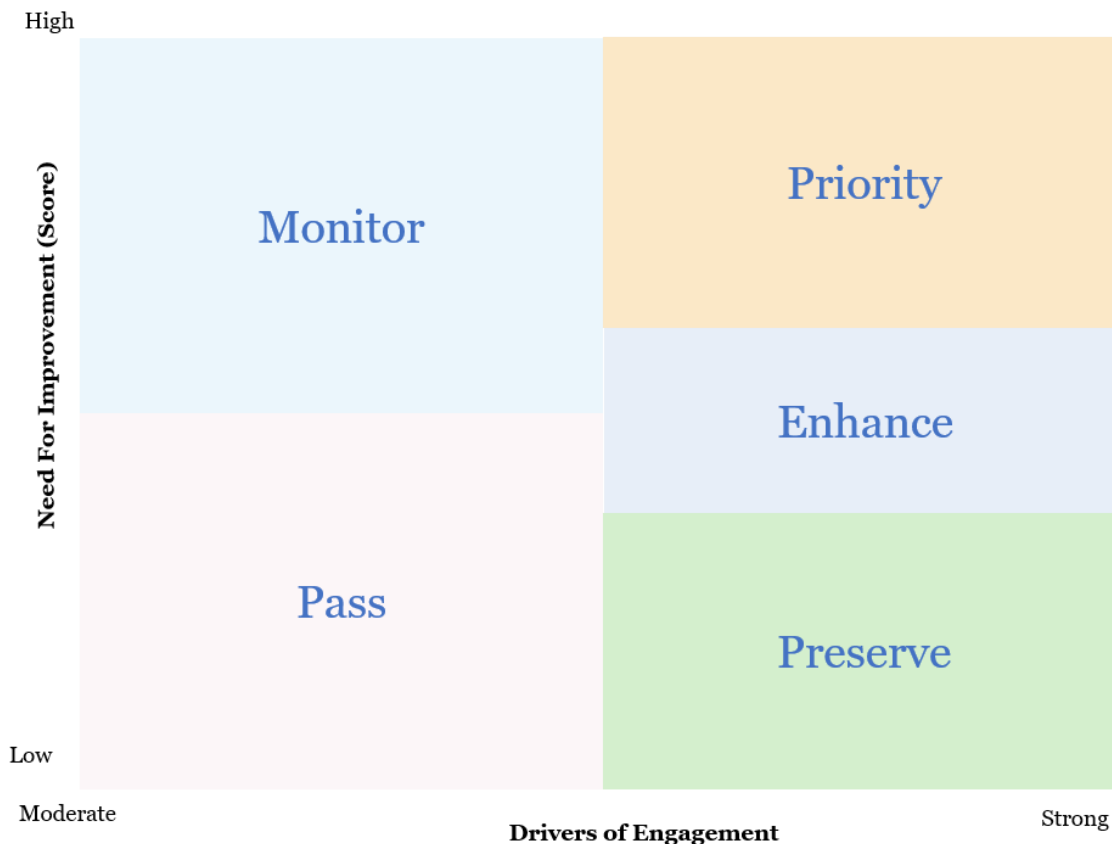
High

Need For Improvement (Score)

Low

Monitor	Priority
Pass	Enhance
	Preserve

Moderate   **Drivers of Engagement**   Strong

Innovation
- Where I work, employees are encouraged to participate in making decisions that affect their work.

Performance Management
- I am satisfied with the recognition I get for the work I do.

Public Service
- The work we do in my department is respected and valued by the public.

Resources
- I have the resources and equipment I need to do my job well.

Values
- I am confident my department/higher education institution leaders will respond to unethical behavior.

Work Process
- In my work group, we have effective processes that enable me to get my job done well.
- In my work group, rules and regulations are useful guides for doing the right thing more than they are a barrier to efficiency.

Efficiency Index
- I feel encouraged to come up with new and better ways of doing things.
- In my work group, decisions are made at the appropriate level.

Survey results | *By item*

Item #	Item Text	Correlation with Engagement	Percent favorable	Percent neutral	Percent unfavorable	v. 2015 % favorable	Internal Best Benchmark	US Benchmark
	Engagement Index							
	I would recommend the State of Colorado/Institution of Higher Education as a good place to work.	--	63%	24%	13%	+8	85%	64%
	I am proud to say that I am an employee of the State of Colorado/Institution of Higher Education.	--	68%	22%	10%	0	88%	71%
	My work gives me a feeling of personal accomplishment.	--	70%	16%	14%	-7	88%	78%
	I intend to stay with the State of Colorado/Institution of Higher Education for another 12 months.	--	73%	19%	8%	+21	86%	77%
	Working for the State of Colorado inspires me to put forth my best effort.	--	67%	19%	15%	+5	86%	65%
	Benefits							
	The benefit plans here (e.g., health, life, dental, short-term disability) meet my needs.	0.40	56%	18%	26%	--	80%	75%

Please note, a "-" in a column indicates that a score is not applicable for the survey item

Survey results | *By item*

Item #	Item Text	Correlation with Engagement	Percent favorable	Percent neutral	Percent unfavorable	v. 2015 % favorable	Internal Best Benchmark	US Benchmark
	Customer Focus							
	In my department/higher education institution, we make it easy for citizens to use the services we offer (e.g., customer-friendly policies, procedures).	0.44	57%	29%	13%	-2	81%	56%
	We use customer feedback to make improvements to our processes.	0.45	52%	30%	18%	-4	78%	54%
	We use customer feedback to make changes to how we meet their needs.	0.44	54%	29%	17%	-3	82%	--
	Customer problems get corrected quickly.	0.43	57%	28%	16%	-3	81%	--
	Over the past year, our efforts to improve our customers' experience have been working.	0.50	50%	35%	14%	-4	75%	--
	Growth & Development							
	New employees get the training they need to do their jobs well.	0.45	50%	24%	26%	0	67%	66%
	I have sufficient training to do my job well.	0.41	73%	16%	10%	0	87%	56%
	I am satisfied with my opportunities for career growth and advancement.	0.55	42%	22%	36%	0	57%	55%

Please note, a "-" in a column indicates that a score is not applicable for the survey item

Survey results | *By item*

Item #	Item Text	Correlation with Engagement	Percent favorable	Percent neutral	Percent unfavorable	v. 2015 % favorable	Internal Best Benchmark	US Benchmark
	Immediate Supervisor							
	My immediate supervisor treats me with respect.	0.46	81%	9%	10%	+2	96%	67%
	My immediate supervisor gives me meaningful and timely feedback on my performance.	0.45	70%	15%	15%	+2	85%	60%
	I have trust and confidence in my immediate supervisor.	0.47	72%	13%	14%	+2	88%	65%
	Innovation							
	Where I work, employees are encouraged to participate in making decisions that affect their work.	0.57	57%	19%	24%	+1	79%	64%
	In my work group, we have the capacity (people, time, resources) to act on promising new/innovative ideas.	0.49	35%	25%	40%	-1	55%	77%
	Involvement							
	I have the authority I need to do my job effectively.	0.55	65%	16%	19%	+2	83%	71%
	When employees have good ideas, management makes use of them.	0.56	43%	28%	29%	-1	67%	62%

Please note, a "-" in a column indicates that a score is not applicable for the survey item

Survey results | *By item*

Item #	Item Text	Correlation with Engagement	Percent favorable	Percent neutral	Percent unfavorable	v. 2015 % favorable	Internal Best Benchmark	US Benchmark
	Leadership Index							
	State of Colorado/Institution of Higher Education leaders give employees a clear picture of the direction the organization is headed.	0.53	44%	27%	29%	+7	67%	57%
	I have trust and confidence in my department/higher education institution leaders.	0.63	44%	24%	32%	+1	70%	53%
	Performance Management							
	My immediate supervisor makes it clear what is expected of me.	0.45	76%	13%	12%	+3	89%	60%
	My immediate supervisor addresses performance problems in my work group.	0.42	64%	19%	16%	+2	80%	66%
	I am satisfied with the recognition I get for the work I do.	0.57	53%	20%	27%	+3	61%	61%
	I am held accountable for achieving results.	0.45	82%	12%	6%	0	97%	62%

Please note, a "-" in a column indicates that a score is not applicable for the survey item

Survey results | *By item*

Item #	Item Text	Correlation with Engagement	Percent favorable	Percent neutral	Percent unfavorable	v. 2015 % favorable	Internal Best Benchmark	US Benchmark
	Process Improvement							
	I am familiar with the State of Colorado's process improvement initiatives (e.g., Lean).	0.26	54%	23%	23%	-6	80%	--
	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.	0.30	35%	28%	37%	--	60%	--
	My department/work unit is currently working on a process improvement effort (e.g., Lean).	0.38	32%	38%	29%	-6	57%	59%
	My department/higher education institution leaders visibly support process improvement initiatives (e.g., Lean).	0.46	39%	39%	22%	-5	68%	57%
	My department/work unit has worked on a process improvement activity (e.g., Lean) in the last 12 months.	0.38	37%	38%	25%	--	67%	--
	Public Service							
	The work we do in my department is respected and valued by the public.	0.55	55%	22%	23%	-6	83%	--
	The work I do is important.	0.50	90%	7%	4%	+1	98%	77%
	In my work group, we are recognized for meeting our responsibilities to the State and its citizens.	0.52	50%	25%	26%	0	70%	61%

Please note, a "-" in a column indicates that a score is not applicable for the survey item

Survey results | *By item*

Item #	Item Text	Correlation with Engagement	Percent favorable	Percent neutral	Percent unfavorable	v. 2015 % favorable	Internal Best Benchmark	US Benchmark
	Resources							
	I have the resources and equipment I need to do my job well.	0.47	59%	17%	24%	+2	79%	--
	Compared to one year ago, in my work group, we get work done more efficiently, with less waste of money or other resources.	0.52	41%	34%	25%	0	62%	--
	The amount of work I am expected to do is reasonable.	0.41	63%	14%	22%	+4	82%	35%
	Teamwork							
	The people I work with cooperate to get the job done.	0.43	74%	14%	12%	+2	89%	71%
	The employees in my group have the right skills for their roles.	0.45	72%	15%	13%	+1	88%	90%
	Other work groups give us the support we need to succeed.	0.49	49%	28%	23%	0	67%	58%

*Please note, a "-" in a column indicates that a score is not applicable for the survey item

Survey results | *By item*

Item #	Item Text	Correlation with Engagement	Percent favorable	Percent neutral	Percent unfavorable	v. 2015 % favorable	Internal Best Benchmark	US Benchmark
	Values							
	I am comfortable raising ethical concerns to my immediate supervisor.	0.46	74%	12%	14%	+1	88%	--
	My immediate supervisor supports my need to balance work and other life issues.	0.45	80%	11%	10%	+2	98%	68%
	I am confident my department/higher education institution leaders will respond to unethical behavior.	0.54	56%	20%	24%	0	79%	73%
	Work Processes							
	In my work group, we have effective processes that enable me to get my job done well.	0.53	61%	19%	20%	+2	69%	--
	In my work group, we have the processes and systems to provide consistent customer or public service.	0.52	65%	18%	17%	+2	84%	65%
	In my work group, rules and regulations are useful guides for doing the right thing more than they are a barrier to efficiency.	0.50	62%	20%	17%	+1	80%	--

*Please note, a "-" in a column indicates that a score is not applicable for the survey item

Survey results | *By effectiveness index*

Item #	Item Text	Correlation with Engagement	Percent favorable	Percent neutral	Percent unfavorable	v. 2015 % favorable	Internal Best Benchmark	US Benchmark
	Effectiveness Index							
	My immediate supervisor makes it clear what is expected of me.	0.45	76%	13%	12%	+3	89%	60%
	I am held accountable for achieving results.	0.45	82%	12%	6%	0	97%	62%
	The people I work with cooperate to get the job done.	0.43	74%	14%	12%	+2	89%	71%
	In my work group, we have effective processes that enable me to get my job done well.	0.53	61%	19%	20%	+2	69%	--
	In my work group, we have the processes and systems to provide consistent customer or public service.	0.52	65%	18%	17%	+2	84%	65%

*Please note, a "-" in a column indicates that a score is not applicable for the survey item

Survey results | *By efficiency index*

Item #	Item Text	Correlation with Engagement	Percent favorable	Percent neutral	Percent favorable	v. 2015 % favorable	Internal Best Benchmark	US Benchmark
	Efficiency Index							
	I have sufficient training to do my job well.	0.41	73%	16%	10%	0	87%	56%
	I have the authority I need to do my job effectively.	0.55	65%	16%	19%	+2	83%	71%
	Compared to one year ago, in my work group, we get work done more efficiently, with less waste of money or other resources.	0.52	41%	34%	25%	0	62%	--
	In my work group, rules and regulations are useful guides for doing the right thing more than they are a barrier to efficiency.	0.50	62%	20%	17%	+1	80%	--
	I feel encouraged to come up with new and better ways of doing things.	0.60	60%	18%	21%	-2	82%	65%
	In my work group, decisions are made at the appropriate level.	0.55	54%	21%	25%	+1	78%	60%

*Please note, a "-" in a column indicates that a score is not applicable for the survey item

Survey results | *By elegance index*

Item #	Item Text	Correlation with Engagement	Percent favorable	Percent neutral	Percent unfavorable	v. 2015 % favorable	Internal Best Benchmark	US Benchmark
	Elegance Index							
	In my department/higher education institution, we make it easy for citizens to use the services we offer (e.g., customer-friendly policies, procedures).	0.44	57%	29%	13%	-2	81%	56%
	We use customer feedback to make improvements to our processes.	0.45	52%	30%	18%	-4	78%	54%
	Customer problems get corrected quickly.	0.43	57%	28%	16%	-3	81%	--
	Over the past year, our efforts to improve our customers' experience have been working.	0.50	50%	35%	14%	-4	75%	--
	The work we do in my department is respected and valued by the public.	0.55	55%	22%	23%	-6	83%	--
	In my work group, we are recognized for meeting our responsibilities to the State and its citizens.	0.52	50%	25%	26%	0	70%	61%

*Please note, a "-" in a column indicates that a score is not applicable for the survey item

Survey results | *By EVP index*

Item #	Item Text	Correlation with Engagement	Percent favorable	Percent neutral	Percent unfavorable	v. 2015 % favorable	Internal Best Benchmark	US Benchmark
	EVP Index							
	My work gives me a feeling of personal accomplishment.	--	70%	16%	14%	-7	88%	78%
	I am satisfied with my opportunities for career growth and advancement.	0.55	42%	22%	36%	0	57%	55%
	My immediate supervisor gives me meaningful and timely feedback on my performance.	0.45	70%	15%	15%	+2	85%	60%
	I am satisfied with the recognition I get for the work I do.	0.57	53%	20%	27%	+3	61%	61%
	The work I do is important.	0.50	90%	7%	4%	+1	98%	77%
	I have the resources and equipment I need to do my job well.	0.47	59%	17%	24%	+2	79%	--
	My immediate supervisor supports my need to balance work and other life issues.	0.45	80%	11%	10%	+2	98%	68%

*Please note, a "-" in a column indicates that a score is not applicable for the survey item

Survey results | *By supervisor index*

Item #	Item Text	Correlation with Engagement	Percent favorable	Percent neutral	Percent unfavorable	v. 2015 % favorable	Internal Best Benchmark	US Benchmark
	Supervisor Index							
	My immediate supervisor treats me with respect.	0.46	81%	9%	10%	+2	96%	67%
	My immediate supervisor gives me meaningful and timely feedback on my performance.	0.45	70%	15%	15%	+2	85%	60%
	My immediate supervisor makes it clear what is expected of me.	0.45	76%	13%	12%	+3	89%	60%
	My immediate supervisor addresses performance problems in my work group.	0.42	64%	19%	16%	+2	80%	66%
	I am comfortable raising ethical concerns to my immediate supervisor.	0.46	74%	12%	14%	+1	88%	--
	My immediate supervisor supports my need to balance work and other life issues.	0.45	80%	11%	10%	+2	98%	68%

*Please note, a "-" in a column indicates that a score is not applicable for the survey item

PwC | *Project contacts*

PricewaterhouseCoopers LLP
Managing Director
T: (408) 605- 3710
Robert.Tate@pwc.com

pwc   **Robert Tate**

PricewaterhouseCoopers LLP
Director
T: (415) 205- 1317
Dylan.J.Galaty@pwc.com

pwc   **Dylan Galaty**

PricewaterhouseCoopers LLP
Manager
T: (703) 462- 7876
Ena.S.Johnson@pwc.com

pwc   **Ena Johnson**

PricewaterhouseCoopers LLP
Senior Associate
T: (267) 330-2832
Emily.Nixon@pwc.com

pwc   **Emily Nixon**

PricewaterhouseCoopers LLP
Associate
T: (703) 918-3691
Archana.Manapragada@pwc.com

pwc   **Archana Manapragada**