



2015 Employee Engagement Survey Action Plan Implementation Summary

What is employee engagement?

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. Measuring employees' perceptions and attitudes about the work environment is important because research links engagement with quality of work performance and business outcomes. Employees who are more engaged produce higher quality work and are less likely to be absent, or leave the organization.

Current State

The 2015 Employee Engagement Survey

Participation Rate:	66%
Engagement Index:	3.89/5.00
Intent to Stay:	85%
Champions*:	50%

**Champions are the employees that strongly identify with organization objectives and have a high level of loyalty to the city. They are willing to cooperate and motivate colleagues and they understand how they make a difference at CCD.*

Future State

The 2017 Employee Engagement Survey

Participation Rate:	70%
Engagement Index:	4.00-4.50/5.00
Intent to Stay:	85% - 90%
Champions:	70% - 75%

View the employee engagement webpage for department/agency action plan summary and additional information.

www.denvergov.org/humanresources

Citywide Action Plan Implementation

Based on the citywide EES feedback heat map, there are a number of common feedback areas crossing several departments and agencies. Three EES subcommittees were formed to develop citywide action plan recommendations to address citywide action items. The top three action plan initiatives include Promotions, Training & Development and Appreciation. The following action items have been implemented and are complete or in progress.

Promotions: *In my department, the most qualified are promoted.*

Complete Action Items

Resume writing and interview workshops. Developed "Navigating Your Next Job in the City" online course.
Professional development planning for employees. Added monthly professional development series in CityU. Continue to develop curriculum for 2017.
Standardized and clearly defined recruitment strategy between HR and hiring managers. Recruitment strategy meetings now take place when every job opens to define approach and goals.
Timely announcement of job openings to employees. All job openings are posted on our website. Employees can also sign up for Job Alerts to be notified immediately of openings. Job requirements and competencies are clearly communicated. Developed a new job posting format that clearly outlines the job and the actual requirements.

Action Items In Progress

Coaching and employee development training for managers. Created formal workshops in 2017. There are new classes on coaching in CityU along with instructor-led course that will be available mid-2017.
Standardized post-interview candidate feedback. Work in progress to include a template email and guidelines to prepare managers to provide valuable feedback to employees who applied for jobs and were not selected.

(cont'd. on back)

Citywide Action Planning Implementation (cont'd. from front)

Training & Development: *My department/agency adequately invests in the training and development of our employees.*

Complete Action Items

Develop and communicate a fair, budgeted program that focuses on investing in the training and development of all employees. A budget is developed each year in support of the citywide Learning & Development strategy, which also outlines the Learning & Development priorities.

- A schedule of citywide training offerings are on the Learning & Development website and CityU.
- A Learning & Development strategy and programs document has been developed which lists current training offerings. Once finalized, it will be communicated to agency leaders and published on the Learning & Development website.
- PEAK and department metrics have been developed.

Action Items in Progress

Dedicate a training and development program coordinator in each department/agency. HR Managers are partnering with agency leaders to develop an L&D strategy and to support future training opportunities.

Tuition reimbursement. Developed an updated policy and proposed an education reimbursement fund in the 2018 budget process.

Identify and communicate the training budget. A properly budgeted and communicated program that focuses on investing in the training and development of our people.

Create financial standards and processes for how groups and individuals can go about developing their skills.

Evaluate different training methods to match the needs of individuals and teams. Identify current and new training opportunities.

Agency leadership to identify and provide training priorities along with time allocation and budget resources for employee training.

Appreciation: *My department/agency promotes a culture/environment of appreciation.*

Complete Action Items

Mayoral recognition. Currently the mayor recognizes employees through the following programs:

- 5281 Awards
- City Spirit citywide picnic
- 20+ year service pin ceremony
- Project Denver Delivers
- Featuring our Brand Ambassador employees in our branding efforts and EES survey collateral /media
- Individual, specialized requests for recognition
- Promote 5281 and City Spirit featuring the mayor

Milestone recognition. The city's service pin program recognizes full-time employees based on continuous years of service. Five year increment pins are presented to celebrate employee milestone anniversaries.

Recommendations:

- The OHR will ensure delivery of pins to agency leadership on time for employee service celebrations. The agency may appoint a specific person to manage the program within each agency.
- Determining eligibility by continuous service date may exclude employees with breaks in service. A team in OHR is exploring ways to determine cumulative years of service and will recommend a solution by 3Q17.

Action Items In Progress

Bonus program. Ordinance currently allows the payment of up to \$150 annually as a performance recognition bonus.

Recommendation:

- Review total rewards study findings.

Citywide health and wellness. Continue to promote the city-wide wellness program administered by OHR. Programming includes an annual wellness incentive and wellness programming (e.g., classes, competitions, on-site support).

- The OHR launched a wellness portal in February 2017 with tools for employees to earn a \$540 wellness incentive. In addition, OHR will encourage managers to allow employees to use city time to complete wellness-related activities. This increases engagement by allowing managers to show regard for the employee's wellbeing.

Employee recognition line item. Each department/agency has a recognition line item in their annual budget. OHR encourages agency leaders to allocate and utilize their recognition budget.

Recommendation:

- Agencies either distribute their allotted budget equally to each of their divisions or develop an agency-wide plan and provide employees with information about how their budget is used.