

# Employee Engagement Survey Briefing Report

November  
2015

Report For: Total State of Colorado

# Three Steps to Create Local Action from Survey Results

## 1. Learn

Understand report well enough to get most important lessons. Goal is not to understand everything completely, but to identify focus in Step 2. See the interpretation tips at the end of this report.

## 2. Focus-Discuss-Refocus

**FOCUS:** Identify 1-2 local "priority" issues to improve - decide with your management team or involve your work group, perhaps to select from a set you have pre-identified. These, along with any organization-wide priorities, form the focus of your action planning.

**DISCUSS:** Present results to work group. Give overall picture, but focus on likely priorities.

**REFOCUS:** Based on discussion, confirm priorities with group. Further discuss why priority results are the way they are to get to root causes before brainstorming solutions (which may happen with sub-groups at a later meeting). Coordinate with your manager and HR.

## 3. Act

Assign sub-group to continue brainstorming and to convert discussion into action items. Document the action plans and share with your manager and HR. Implement and reinforce/track progress.

# Guidelines for Reading and Interpreting Results

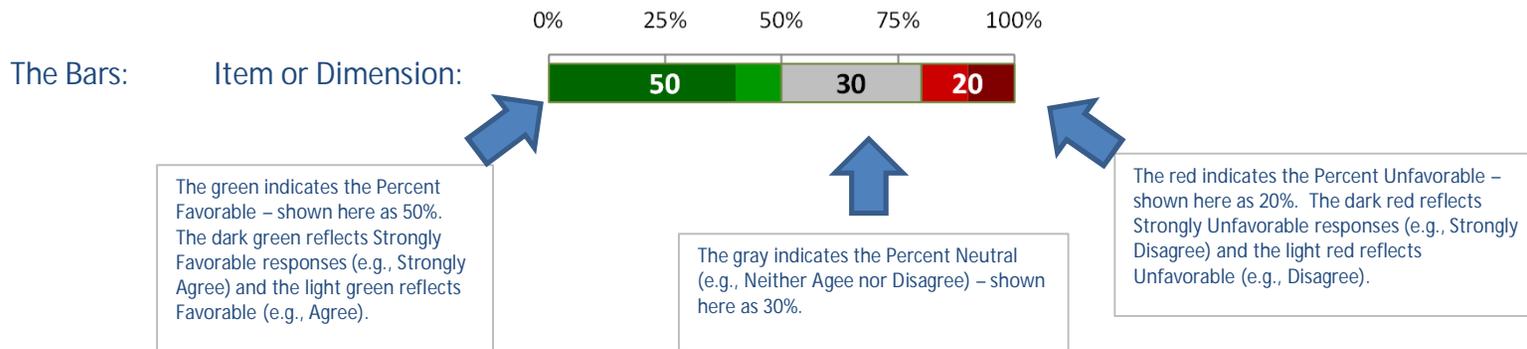
## What are the Numbers?

Items and Dimensions: Results are provided for all survey items (i.e., statements), which are grouped into Dimensions in various places in the report. No results are provided where fewer than 6 people responded to an item.

Percent Favorable (or "% Fav"): Percent of respondents who responded favorably to any given topic (e.g., Agree or Strongly Agree to an item) - the percent of employees who feel good about a topic.

Internal Best: Average score for the most favorable groups across the organization (i.e., representing the 85<sup>th</sup> percentile). This is a high, yet achievable internal standard. By definition, Internal Best scores will be above most other results.

Gap vs. Overall: Differences in Percent Favorable between the report group and the organization overall (i.e., above or below the company average).



# Guidelines for Reading and Interpreting Results

## What to look for in the Numbers?

The Goal: The primary goal of reading this report is to identify the few priority area most important strengths to maintain/enhance or opportunities to improve.

What to look for:

- Importance. Pay most attention to the topic areas most important to work group success in the coming year. Change management? Innovation? Energized or engaged employees? These are not necessarily the lowest scores.
- Percent Favorable of 75% or higher (or 50% or lower). Percent favorable scores of 75% or higher can be called *Strengths*. Percent favorable scores of 50% or less can be called *Opportunities*.
- Percent Unfavorable of 20% or more. Item-level unfavorable scores of 20-29% are "Yellow Flags." Unfavorable scores of 30% or more are "Red Flags."
- Differences vs. other standards. Draw lessons from the 5 biggest gaps vs. the Organization Overall or other groups in the report. How big of a gap (or difference) is meaningful? Use the following guidelines to focus on the most important differences vs. other groups. For groups with:
  - 100 or more respondents..... differences of 5% points or more are meaningful
  - 50-99 or more respondents..... differences of 10% points or more are meaningful
  - Fewer than 50 respondents..... differences of 15% points or more are meaningful

NOTES:

- Much of the work to highlight these differences has been done already, with positive differences marked in GREEN and negative differences in RED. Some sections include "up" or "down" pointing triangles to outline those numbers.

▲+5

▼-5

# Results Snapshot

0% 20% 40% 60% 80% 100%

Total State of Colorado



Number of Respondents: 16,902

## Most Favorable

Gap vs. 2013    Gap vs. Overall

0% 25% 50% 75% 100%



## Most Above Overall

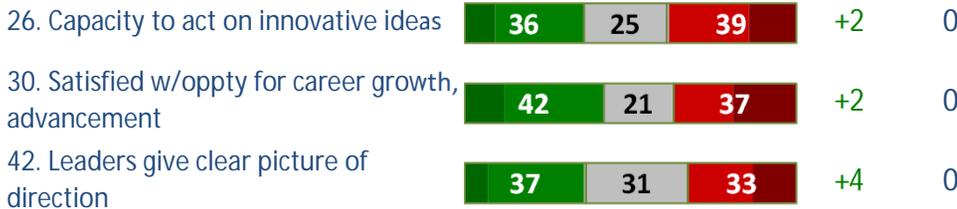
Gap vs. 2013    Gap vs. Overall

0% 25% 50% 75% 100%

## Most Unfavorable

Gap vs. 2013    Gap vs. Overall

0% 25% 50% 75% 100%



## Most Below Overall

Gap vs. 2013    Gap vs. Overall

0% 25% 50% 75% 100%

# Dimension Summary

0% 20% 40% 60% 80% 100%

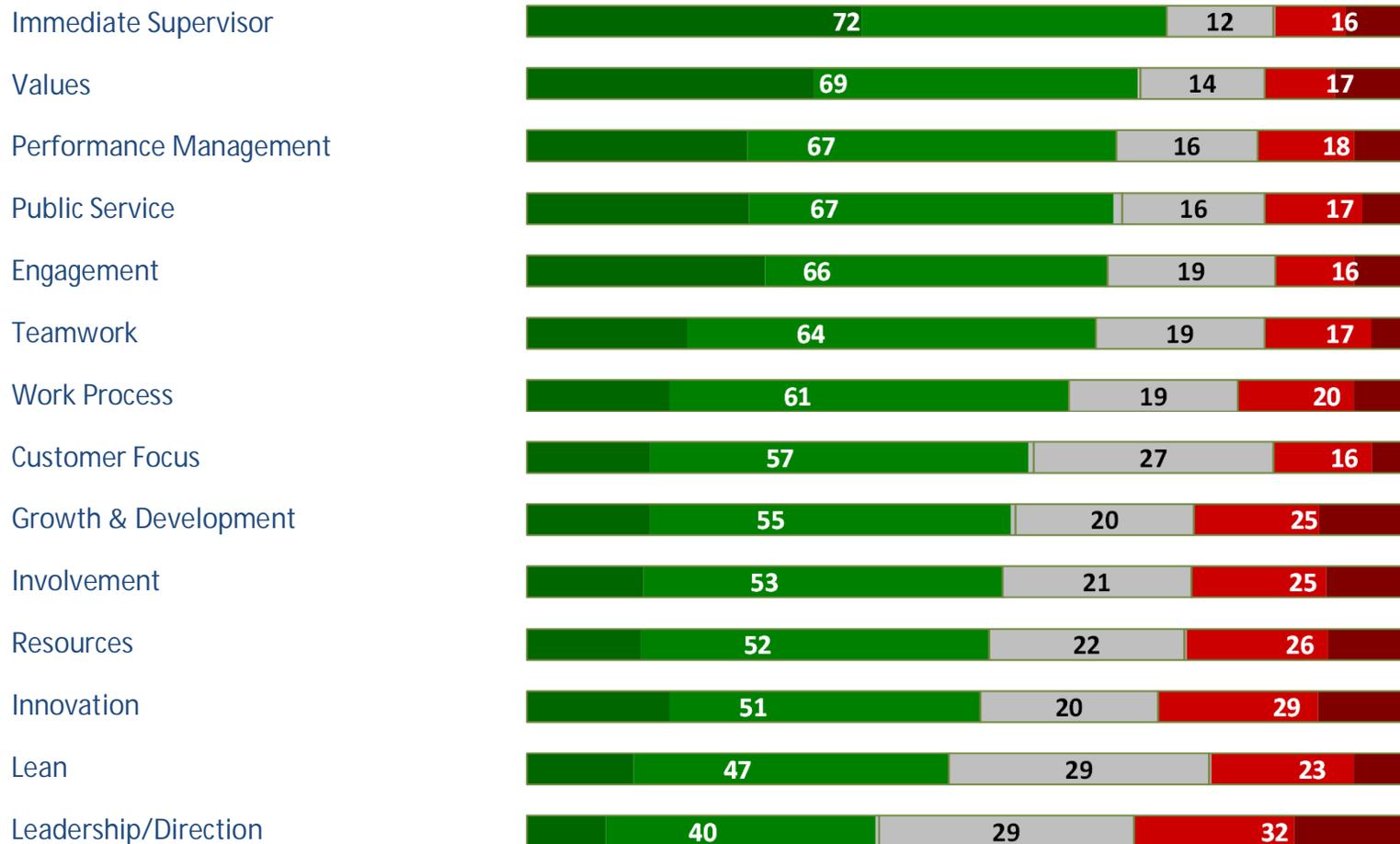
Total State of Colorado



Number of Respondents: 16,902

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Int. Best %	Gap vs. 2013	Gap vs. Overall
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Int. Best %	Gap vs. 2013	Gap vs. Overall
87	-1	0
85	0	0
83	-2	0
83	-1	0
82	-2	0
80	-2	0
78	-2	0
78	-2	0
71	0	0
74	0	0
71	-2	0
71	+1	0
71	-4	0
61	+2	0

# Engagement Index

0% 20% 40% 60% 80% 100%

Total State of Colorado



Number of Respondents: 16,902

# of Responses

0% 20% 40% 60% 80% 100%

Int. Best % Gap vs. 2013 Gap vs. Overall

Total State of Colorado

16,263



82

-2

0

Across the state we are focused on improving Engagement, Efficiency (use of resources), Effectiveness (impact of our work), Elegance (graceful service interactions), and Leadership. This index highlights employee views on Engagement.

Engagement Index Items	Dimension	%Fav	Int. Best %	Gap vs. 2013	Gap vs. Overall
1. My work gives me a feeling of personal accomplishment.	Engagement	77	90	-1	0
6. My immediate supervisor treats me with respect.	Engagement / Immediate Supervisor	79	92	-1	0
38. Working for the State of Colorado inspires me to put forth my best effort. *	Engagement	62	81	N/A	0
45. I am proud to say that I am an employee of the State of Colorado/IHED.	Engagement	68	85	-4	0
46. I am seriously considering leaving the State of Colorado/IHED within the next 12 months.	Engagement	52	67	-3	0
47. I would recommend the State of Colorado/IHED as a good place to work.	Engagement	55	74	-1	0

\*New item for 2015.

# Efficiency Index

0% 20% 40% 60% 80% 100%

Total State of Colorado



Number of Respondents: 16,902

# of Responses

0% 20% 40% 60% 80% 100%

Int. Best % Gap vs. 2013 Gap vs. Overall

Total State of Colorado

16,550



76

-1

0

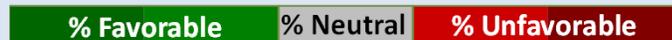
Across the state we are focused on improving Engagement, Efficiency (use of resources), Effectiveness (impact of our work), Elegance (graceful service interactions), and Leadership. This index highlights employee views on Efficiency.

Efficiency Index Items	Dimension	%Fav	Int. Best %	Gap vs. 2013	Gap vs. Overall
15. In my work group, rules and regulations are useful guides for doing the right thing more than they are a barrier to efficiency.	Work Process	61	77	-3	0
17. Compared to one year ago, in my work group, we get work done more efficiently, with less waste of money or other resources.	Resources	41	58	-1	0
23. I have the authority I need to do my job effectively.	Involvement	63	82	-1	0
24. I feel encouraged to come up with new and better ways of doing things.	Innovation	62	79	+1	0
27. In my work group, decisions are made at the appropriate level.	Involvement	53	74	0	0
29. I have sufficient training to do my job well.	Growth & Development	73	87	-1	0

# Effectiveness Index

0% 20% 40% 60% 80% 100%

Total State of Colorado



Number of Respondents: 16,902

# of Responses

0% 20% 40% 60% 80% 100%

Int. Best % Gap vs. 2013 Gap vs. Overall

Total State of Colorado

16,775



86

-2

0

Across the state we are focused on improving Engagement, Efficiency (use of resources), Effectiveness (impact of our work), Elegance (graceful service interactions), and Leadership. This index highlights employee views on Effectiveness.

Effectiveness Index Items	Dimension	%Fav	Int. Best %	Gap vs. 2013	Gap vs. Overall
4. My immediate supervisor makes it clear what is expected of me.	Performance Management	73	88	-2	0
12. I am held accountable for achieving results.	Performance Management	82	95	-2	0
13. In my work group, we have effective processes that enable me to get my job done well.	Work Process	59	76	-1	0
14. In my work group, we have the processes and systems to provide consistent customer or public service.	Work Process	63	81	-3	0
19. The people I work with cooperate to get the job done.	Teamwork	72	88	-4	0

# Elegance Index

0% 20% 40% 60% 80% 100%

Total State of Colorado



Number of Respondents: 16,902

# of Responses

0% 20% 40% 60% 80% 100%

Int. Best % Gap vs. 2013 Gap vs. Overall

Total State of Colorado

15,907



77

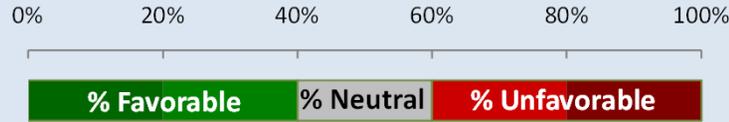
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0

Across the state we are focused on improving Engagement, Efficiency (use of resources), Effectiveness (impact of our work), Elegance (graceful service interactions), and Leadership. This index highlights employee views on Elegance.

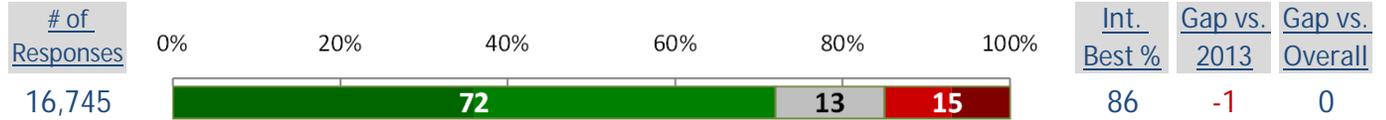
Elegance Index Items	Dimension	%Fav	Int. Best %	Gap vs. 2013	Gap vs. Overall
2. The work we do in my department is respected and valued by the public.	Public Service	61	82	-1	0
32. In my department/campus, we make it easy for citizens to use the services we offer (e.g., customer-friendly policies, procedures).	Customer Focus	59	80	-5	0
33. We use customer feedback to make improvements to our processes.	Customer Focus	56	78	0	0
35. Customer problems get corrected quickly.	Customer Focus	60	79	-2	0
36. Over the past year, our efforts to improve our customers' experience have been working.	Customer Focus	54	75	-1	0
37. In my work group, we are recognized for meeting our responsibilities to the State and its citizens.	Public Service	50	68	-1	0

# Leadership Index



Total State of Colorado

Number of Respondents: 16,902



Total State of Colorado

Across the state we are focused on improving Engagement, Efficiency (use of resources), Effectiveness (impact of our work), Elegance (graceful service interactions), and Leadership. This index highlights employee views on Leadership.

Leadership Index Items	Dimension	%Fav	Int. Best %	Gap vs. 2013	Gap vs. Overall
4. My immediate supervisor makes it clear what is expected of me.	Public Service	73	88	-2	0
5. My immediate supervisor gives me meaningful and timely feedback on my performance.	Customer Focus	68	83	0	0
6. My immediate supervisor treats me with respect.	Customer Focus	79	92	-1	0
7. I am comfortable raising ethical concerns to my immediate supervisor.	Customer Focus	73	87	-1	0
8. My immediate supervisor supports my need to balance work and other life issues.	Customer Focus	78	91	0	0
9. I have trust and confidence in my immediate supervisor.	Public Service	70	86	0	0
10. My immediate supervisor addresses performance problems in my work group.	Public Service	62	77	-2	0

# Top 10 Items

0% 20% 40% 60% 80% 100%

Total State of Colorado

**% Favorable** **% Neutral** **% Unfavorable**

Number of Respondents: 16,902

	# of Responses	0%	20%	40%	60%	80%	100%	Dimension	Gap vs. 2013	Gap vs. Overall
3. Work is important	16,763							Public Service	-3	0
12. Held accountable for results	16,765							Performance Management	-2	0
6. Supervisor treats with respect	16,821							Engage. / Imm. Supv	-1	0
8. Supervisor supports work/life balance	16,797							Values	0	0
1. Work gives feeling of personal accomplishment	16,865							Engagement	-1	0
29. Training to do job well	16,746							Growth & Development	-1	0
4. Supervisor makes expectations clear	16,814							Performance Management	-2	0
7. Comfortable escalating concerns to supervisor	16,706							Values	-1	0
19. Cooperation to get job done	16,805							Teamwork	-4	0
20. Employees have right skills	16,755							Teamwork	-2	0

# Bottom 10 Items

0% 20% 40% 60% 80% 100%

Total State of Colorado

**% Favorable** **% Neutral** **% Unfavorable**

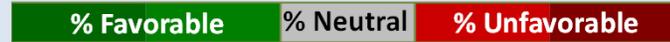
Number of Respondents: 16,902

	<u># of Responses</u>	0%	20%	40%	60%	80%	100%	<u>Dimension</u>	<u>Gap vs. 2013</u>	<u>Gap vs. Overall</u>
26. Capacity to act on innovative ideas	16,601							Innovation	+2	0
30. Satisfied w/oppty for career growth, advancement	16,657							Growth & Development	+2	0
42. Leaders give clear picture of direction	15,192							Leadership / Direction	+4	0
43. Trust, confidence in leaders	15,944							Leadership / Direction	0	0
28. Mgmt uses employee ideas	16,391							Involvement	+2	0
11. Sat with recognition for the work	16,798							Performance Management	-3	0
40. Currently working on Lean Project	11,819							Lean	▼-7	0
17. Get work done more efficiently than a year ago	15,755							Resources	-1	0
21. New employees get needed training	16,334							Growth & Development	-2	0
25. Employees encouraged to participate in decisions	16,694							Innovation	0	0

# Most Above 2013

0% 20% 40% 60% 80% 100%

Total State of Colorado



Number of Respondents: 16,902

	# of Responses	0%	20%	40%	60%	80%	100%	Dimension	Gap vs. 2013	Gap vs. Overall
42. Leaders give clear picture of direction	15,192		37	31	33			Leadership / Direction	+4	0
39. Familiar with Lean Initiative	14,870		60	16	23			Lean	+2	0
28. Mgmt uses employee ideas	16,391		44	27	29			Involvement	+2	0
30. Satisfied w/oppty for career growth, advancement	16,657		42	21	37			Growth & Development	+2	0
26. Capacity to act on innovative ideas	16,601		36	25	39			Innovation	+2	0
24. Encouraged to come up w/new ways of doing things	16,752		62	17	21			Innovation	+1	0

# Most Below 2013

0% 20% 40% 60% 80% 100%

Total State of Colorado



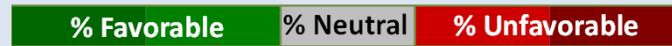
Number of Respondents: 16,902

	# of Responses	0%	20%	40%	60%	80%	100%	Dimension	Gap vs. 2013	Gap vs. Overall
40. Currently working on Lean Project	11,819							Lean	▼ -7	0
41. Leaders support Lean	12,371							Lean	▼ -5	0
32. Easy for citizens to use services we offer	15,894							Customer Focus	▼ -5	0
45. Proud to say employee of State	16,142							Engagement	-4	0
19. Cooperation to get job done	16,805							Teamwork	-4	0
11. Sat with recognition for the work	16,798							Performance Management	-3	0
46. Seriously considering leaving in next 12 mos	15,406							Engagement	-3	0
18. Amount of work is reasonable	16,796							Resources	-3	0
15. Rules, regs are useful guides, not barriers	16,735							Work Process	-3	0
14. Processes, systems enable consistent service	16,735							Work Process	-3	0

# Item Detail

0% 20% 40% 60% 80% 100%

Total State of Colorado



Number of Respondents: 16,902

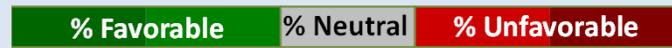
## Customer Focus

	# of Responses	0%	20%	40%	60%	80%	100%	Int. Best %	Gap vs. 2013	Gap vs. Overall
Total State of Colorado	15,725							78	-2	0
32. In my department/higher education institution, we <b>make it easy for citizens to use the services we offer (e.g., customer-friendly policies, procedures).</b>										
Total State of Colorado	15,894							80	▼-5	0
33. We use customer feedback to make improvements to <b>our processes.</b>										
Total State of Colorado	15,773							78	0	0
34. We use customer feedback to make changes to how <b>we meet their needs.</b>										
Total State of Colorado	15,768							78	0	0
35. Customer problems get corrected quickly.										
Total State of Colorado	15,972							79	-2	0

# Item Detail

0% 20% 40% 60% 80% 100%

Total State of Colorado



Number of Respondents: 16,902

## Customer Focus

# of Responses

0% 20% 40% 60% 80% 100%

Int. Best % Gap vs. 2013 Gap vs. Overall

Total State of Colorado

15,725



78

-2

0

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

Total State of Colorado

15,217



75

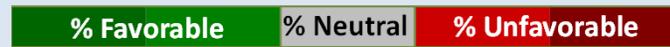
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# Item Detail

0% 20% 40% 60% 80% 100%

Total State of Colorado



Number of Respondents: 16,902

## Engagement

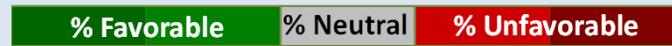
	# of Responses	0%	20%	40%	60%	80%	100%	Int. Best %	Gap vs. 2013	Gap vs. Overall
Total State of Colorado	16,263							82	-2	0
1. My work gives me a feeling of personal accomplishment.										
Total State of Colorado	16,865							90	-1	0
6. My immediate supervisor treats me with respect.										
Total State of Colorado	16,821							92	-1	0
38. Working for the State of Colorado inspires me to put forth my best effort.*										
Total State of Colorado	16,262							81	N/A	0
45. I am proud to say that I am an employee of the State of Colorado/IHED.										
Total State of Colorado	16,142							85	-4	0

\*New item for 2015.

# Item Detail

0% 20% 40% 60% 80% 100%

Total State of Colorado



Number of Respondents: 16,902

## Engagement

# of Responses

0% 20% 40% 60% 80% 100%

Int. Best % Gap vs. 2013 Gap vs. Overall

Total State of Colorado

16,263



82

-2

0

46. I am seriously considering leaving the State of Colorado/IHED within the next 12 months.

Total State of Colorado

15,406



67

-3

0

47. I would recommend the State of Colorado/IHED as a good place to work.

Total State of Colorado

16,079



74

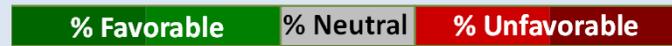
-1

0

# Item Detail

0% 20% 40% 60% 80% 100%

Total State of Colorado



Number of Respondents: 16,902

## Growth & Development

	# of Responses	0%	20%	40%	60%	80%	100%	Int. Best %	Gap vs. 2013	Gap vs. Overall
Total State of Colorado	16,579							71	0	0
21. New employees get the training they need to do their <b>jobs well.</b>										
Total State of Colorado	16,334							68	-2	0
29. I have sufficient training to do my job well.										
Total State of Colorado	16,746							87	-1	0
30. I am satisfied with my opportunities for career growth and advancement.										
Total State of Colorado	16,657							59	+2	0

# Item Detail

0% 20% 40% 60% 80% 100%

Total State of Colorado



Number of Respondents: 16,902

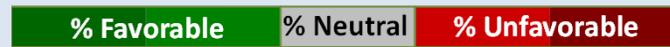
## Immediate Supervisor

	# of Responses	0%	20%	40%	60%	80%	100%	Int. Best %	Gap vs. 2013	Gap vs. Overall
Total State of Colorado	16,803							87	-1	0
5. My immediate supervisor gives me meaningful and <b>timely feedback on my performance.</b>										
Total State of Colorado	16,799							83	0	0
6. My immediate supervisor treats me with respect.										
Total State of Colorado	16,821							92	-1	0
9. I have trust and confidence in my immediate supervisor.										
Total State of Colorado	16,788							86	0	0

# Item Detail

0% 20% 40% 60% 80% 100%

Total State of Colorado



Number of Respondents: 16,902

## Innovation

	# of Responses	0%	20%	40%	60%	80%	100%	Int. Best %	Gap vs. 2013	Gap vs. Overall
Total State of Colorado	16,682		51	20	29			71	+1	0
24. I feel encouraged to come up with new and better ways of doing things.										
Total State of Colorado	16,752		62	17	21			79	+1	0
25. Where I work, employees are encouraged to participate in making decisions that affect their work.										
Total State of Colorado	16,694		56	18	27			78	0	0
26. In my work group, we have the capacity (people, time, resources) to act on promising new/innovative ideas.										
Total State of Colorado	16,601		36	25	39			55	+2	0

# Item Detail

0% 20% 40% 60% 80% 100%

Total State of Colorado



Number of Respondents: 16,902

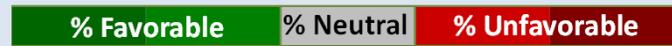
## Involvement

	# of Responses	0%	20%	40%	60%	80%	100%	Int. Best %	Gap vs. 2013	Gap vs. Overall
Total State of Colorado	16,567							74	0	0
23. I have the authority I need to do my job effectively.										
Total State of Colorado	16,719							82	-1	0
27. In my work group, decisions are made at the appropriate level.										
Total State of Colorado	16,590							74	0	0
28. When employees have good ideas, management makes use of them.										
Total State of Colorado	16,391							67	+2	0

# Item Detail

0% 20% 40% 60% 80% 100%

Total State of Colorado



Number of Respondents: 16,902

## Leadership/Direction

# of Responses

0% 20% 40% 60% 80% 100%

Int. Best %	Gap vs. 2013	Gap vs. Overall
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Total State of Colorado

15,568



61

+2

0

42. State of Colorado/IHED leaders give employees a clear **picture of the direction the organization is headed.**

Total State of Colorado

15,192



55

+4

0

43. I have trust and confidence in my department/higher **education institution leaders.**

Total State of Colorado

15,944



67

0

0

# Item Detail

0% 20% 40% 60% 80% 100%

Total State of Colorado



Number of Respondents: 16,902

## Lean

# of Responses

0% 20% 40% 60% 80% 100%

Int. Best % Gap vs. 2013 Gap vs. Overall

Total State of Colorado

13,020



71

-4

0

39. I am familiar with the State of Colorado's Lean (Process Improvement) Initiative.

Total State of Colorado

14,870



84

+2

0

40. My department/work unit is currently working on a Lean (Process Improvement) Project.

Total State of Colorado

11,819



60

▼ -7

0

41. My department/higher education institution leaders visibly support Lean and process improvement initiatives.

Total State of Colorado

12,371



69

▼ -5

0

# Item Detail

0% 20% 40% 60% 80% 100%

Total State of Colorado



Number of Respondents: 16,902

## Performance Management

	# of Responses	0%	20%	40%	60%	80%	100%	Int. Best %	Gap vs. 2013	Gap vs. Overall
Total State of Colorado	16,717							83	-2	0
4. My immediate supervisor makes it clear what is <b>expected of me.</b>										
Total State of Colorado	16,814							88	-2	0
10. My immediate supervisor addresses performance <b>problems in my work group.</b>										
Total State of Colorado	16,490							77	-2	0
11. I am satisfied with the recognition I get for the work I <b>do.</b>										
Total State of Colorado	16,798							70	-3	0
12. I am held accountable for achieving results.										
Total State of Colorado	16,765							95	-2	0

# Item Detail

0% 20% 40% 60% 80% 100%

Total State of Colorado



Number of Respondents: 16,902

## Public Service

	# of Responses	0%	20%	40%	60%	80%	100%	Int. Best %	Gap vs. 2013	Gap vs. Overall
Total State of Colorado	16,450							83	-1	0
2. The work we do in my department is respected and valued by the public.										
Total State of Colorado	16,582							82	-1	0
3. The work I do is important.										
Total State of Colorado	16,763							98	-3	0
37. In my work group, we are recognized for meeting our responsibilities to the State and its citizens.										
Total State of Colorado	16,006							68	-1	0

# Item Detail

0% 20% 40% 60% 80% 100%

Total State of Colorado



Number of Respondents: 16,902

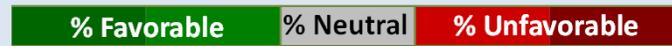
## Resources

	# of Responses	0%	20%	40%	60%	80%	100%	Int. Best %	Gap vs. 2013	Gap vs. Overall
Total State of Colorado	16,456							71	-2	0
16. I have the resources and equipment I need to do my <b>job well</b> .										
Total State of Colorado	16,818							77	-1	0
17. Compared to one year ago, in my work group, we get <b>work done more efficiently, with less waste of money or other resources</b> .										
Total State of Colorado	15,755							58	-1	0
18. The amount of work I am expected to do is reasonable.										
Total State of Colorado	16,796							77	-3	0

# Item Detail

0% 20% 40% 60% 80% 100%

Total State of Colorado



Number of Respondents: 16,902

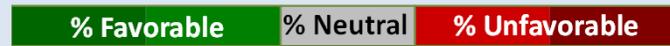
## Teamwork

	# of Responses	0%	20%	40%	60%	80%	100%	Int. Best %	Gap vs. 2013	Gap vs. Overall
Total State of Colorado	16,704							80	-2	0
19. The people I work with cooperate to get the job done.										
Total State of Colorado	16,805							88	-4	0
20. The employees in my group have the right skills for their roles.										
Total State of Colorado	16,755							87	-2	0
22. Other work groups give us the support we need to succeed.										
Total State of Colorado	16,551							66	0	0

# Item Detail

0% 20% 40% 60% 80% 100%

Total State of Colorado



Number of Respondents: 16,902

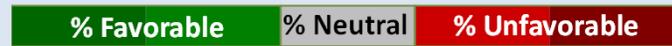
## Values

	# of Responses	0%	20%	40%	60%	80%	100%	Int. Best %	Gap vs. 2013	Gap vs. Overall
Total State of Colorado	16,430							85	0	0
7. I am comfortable raising ethical concerns to my immediate supervisor.										
Total State of Colorado	16,706							87	-1	0
8. My immediate supervisor supports my need to balance work and other life issues.										
Total State of Colorado	16,797							91	0	0
44. I am confident my department/higher education institution leaders will respond to unethical behavior.										
Total State of Colorado	15,787							78	0	0

# Item Detail

0% 20% 40% 60% 80% 100%

Total State of Colorado



Number of Respondents: 16,902

## Work Process

	# of Responses	0%	20%	40%	60%	80%	100%	Int. Best %	Gap vs. 2013	Gap vs. Overall
Total State of Colorado	16,742							78	-2	0
13. In my work group, we have effective processes that <b>enable me to get my job done well.</b>										
Total State of Colorado	16,755							76	-1	0
14. In my work group, we have the processes and systems <b>to provide consistent customer or public service.</b>										
Total State of Colorado	16,735							81	-3	0
15. In my work group, rules and regulations are useful guides <b>for doing the right thing more than they are a barrier to efficiency.</b>										
Total State of Colorado	16,735							77	-3	0

# Direct Reports Breakdown

Total State of Colorado

Number of Respondents: 16,902

	Total State of Colorado	EXECUTIVE BRANCH	HIGHER EDUCATION INSTITUTION	LEGISLATIVE & JUDICIAL
# of Responses:	16,902	12,700	1,436	1,624
Engagement Index	66	66	64	64
Efficiency Index	59	59	59	57
Effectiveness Index	70	70	69	68
Elegance Index	57	57	61	51
Leadership Index	72	73	69	71
Customer Focus	57	58	63	49
32. Easy for citizens to use services we offer	59	59	69	53
33. Use customer feedback to improve processes	56	57	60	47
34. Use customer feedback to better meet needs	57	57	62	48
35. Customer problems corrected quickly	60	61	66	52
36. Efforts working to improve customer experience	54	54	59	46
Engagement	66	66	64	64
1. Work gives feeling of personal accomplishment	77	78	76	73
6. Supervisor treats with respect	79	80	77	78
38. Inspired to put forth best effort	62	63	56	62
45. Proud to say employee of State	68	68	66	66
46. Seriously considering leaving in next 12 mos	52	52	54	51
47. Recommend State as good place to work	55	55	56	54

Note: Color coding indicates scores meaningfully above or below the first column.

# Direct Reports Breakdown

Total State of Colorado

Number of Respondents: 16,902

	Total State of Colorado	EXECUTIVE BRANCH	HIGHER EDUCATION INSTITUTION	LEGISLATIVE & JUDICIAL
# of Responses:	16,902	12,700	1,436	1,624
Growth & Development	55	55	53	56
21. New employees get needed training	50	50	49	50
29. Training to do job well	73	73	72	73
30. Satisfied w/oppty for career growth, advancement	42	42	37	44
Immediate Supervisor	72	73	70	72
5. Supervisor gives meaningful/timely feedback	68	68	65	68
6. Supervisor treats with respect	79	80	77	78
9. Trust, confidence in supervisor	70	71	67	69
Innovation	51	52	51	48
24. Encouraged to come up w/new ways of doing things	62	62	62	56
25. Employees encouraged to participate in decisions	56	57	54	52
26. Capacity to act on innovative ideas	36	36	37	37
Involvement	53	54	53	51
23. Authority needed to do job effectively	63	63	63	63
27. Decisions made at appropriate level	53	54	52	50
28. Mgmt uses employee ideas	44	45	45	40

Note: Color coding indicates scores meaningfully above or below the first column.

# Direct Reports Breakdown

Total State of Colorado

Number of Respondents: 16,902

	Total State of Colorado	EXECUTIVE BRANCH	HIGHER EDUCATION INSTITUTION	LEGISLATIVE & JUDICIAL
# of Responses:	16,902	12,700	1,436	1,624
Leadership/Direction	40	40	39	38
42. Leaders give clear picture of direction	37	37	34	35
43. Trust, confidence in leaders	43	43	44	41
Lean	47	51	26	39
39. Familiar with Lean Initiative	60	65	27	50
40. Currently working on Lean Project	38	40	22	32
41. Leaders support Lean	44	47	28	36
Performance Management	67	68	64	66
4. Supervisor makes expectations clear	73	74	71	73
10. Supervisor addresses performance problems	62	63	58	63
11. Sat with recognition for the work	50	50	47	48
12. Held accountable for results	82	83	80	79
Public Service	67	67	66	65
2. Work is respected and valued by public	61	62	64	54
3. Work is important	89	90	89	88
37. Recognized for meeting responsibilities	50	50	45	52

Note: Color coding indicates scores meaningfully above or below the first column.

# Direct Reports Breakdown

Total State of Colorado

Number of Respondents: 16,902

	Total State of Colorado	EXECUTIVE BRANCH	HIGHER EDUCATION INSTITUTION	LEGISLATIVE & JUDICIAL
# of Responses:	16,902	12,700	1,436	1,624
Resources	52	52	56	51
16. Resources and equipment to do job	57	57	63	56
17. Get work done more efficiently than a year ago	41	41	46	38
18. Amount of work is reasonable	59	59	59	59
Teamwork	64	64	62	62
19. Cooperation to get job done	72	73	68	70
20. Employees have right skills	71	71	70	69
22. Other work groups give needed support	49	49	49	48
Values	69	70	68	66
7. Comfortable escalating concerns to supervisor	73	74	70	71
8. Supervisor supports work/life balance	78	79	77	74
44. Leaders respond to unethical behavior	56	56	57	54
Work Process	61	61	63	61
13. Effective processes to get job done	59	59	61	59
14. Processes, systems enable consistent service	63	63	67	61
15. Rules, regs are useful guides, not barriers	61	61	61	62

Note: Color coding indicates scores meaningfully above or below the first column.