


CITY MANAGER'S OFFICE MEMORANDUM
#34-2019

DATE: July 1, 2019

TO: Honorable Mayor Antonio B. Esquibel and City Council Members

FROM: Heather Geyer, City Manager 

SUBJECT: Employee Engagement Survey Results and Next Steps

PURPOSE

Damema Mann, Senior Associate with the National Research Center (NRC) will be presenting City Council with the results of the Employee Engagement Survey. In December 2018, the City conducted the first employee engagement survey to measure employee satisfaction with their job and other key characteristics.

Why measure employee engagement?

Employee Engagement surveys are an important tool in gauging a pulse on an organization and the state of overall organizational culture. At a fundamental level, providing the opportunities to provide feedback is very important. This type of survey can provide leadership important information in planning for the future. This initiative was identified as an action step in my City Manager First Year Game Plan. A copy of NRC's powerpoint presentation is included in Attachment 1.

BACKGROUND

The City of Northglenn Workplace Report is included in Attachment 2. Of the 270.49 budgeted full-time/part-time staff, 171 surveys were completed for an overall response rate of 71%.

- Highlights, page 2
- Overall Employee Satisfaction, page 3
- Job Satisfaction, page 4
- Supervisor and Work Group, page 5
- Executive Leadership, page 6
- Workplace, page 7 & 8
- External Customers, page 9 & 10
- Support Services, page 11 & 12

The Technical Appendices Report is Attachment 3.

NRC debriefed the results of the survey with the Leadership Team on April 9th. In response to the employee survey results, staff was invited to attend one of three different workshops on April 16th and April 17th to review the results and take a deeper dive into the results. NRC facilitated these workshops. Employees were asked to help identify the areas of organizational focus as a result of the survey and next steps. Approximately 76 employees attended one of the three workshops. Additionally, NRC debriefed the results of the workshops with the Leadership Team on May 7th. Attachment 4 includes a summary report of the results from employee (page 5) and Leadership Team engagement efforts (page 11).

Based on the employee workshops, the Leadership Team identified five areas noted in Figure 4 on page 6 of Attachment 4. Of the Key Areas and Organization Focus, the Leadership Team identified the following priority areas:

1. Communication (leadership level and across departments (in all 3 groups))
2. Examine wages
3. Performance evaluation (tools) and recognizing top performers
4. Leadership (Improving the way leadership listens/Clear focus/Consistency/Openness to change/diversity)
5. Staff retention

Once the Leadership Team identified these top five focus areas, directors then took a deeper dive in follow up conversations with their staff and several suggestions were made that are outlined below:

1. Communication
 - a. Overall need a strategy for internal communications (kick-off in fall of 2019).
 - i. Bring back all staff meetings to share information, celebrate accomplishments, etc.
 - ii. Enhance City Manager Report (suggestions were made on enhancing content and distribution timing).
 - iii. Nic 2.0, enhance the City Intranet
 - iv. Create tours/open houses – opportunities for employees to get to know one another across departmental and divisional hierarchical lines.
 - b. Employee Recognition – review process for Northglenn Notables program and other recognition programs (2020)
 - c. Evaluate opportunities for staff involvement on committees (as opportunities arise)
2. Examine wages
 - a. This effort is underway. The new system will be presented to City Council as part of the 2020 Budget process in mid-August 2019.
3. Performance evaluation (tools) and recognizing top performers
 - a. Evaluation of the City's existing performance appraisal system will be budgeted for in the 2020 City Budget. This effort will evaluate what type of evaluation system is best for the City, pay-for-performance or some type of hybrid approach.
4. Leadership
 - a. Better communication about the role of the Leadership Team and the work that they do. Emphasis on Directors sharing information from these meetings as applicable.
5. Staff retention
 - a. Based on the survey results, this area is really focused on the Police Department. Work is underway as a result of the five-year staffing plan put together in September of 2018. Continued efforts to recruit officers is underway. Trying innovative approaches such as signing incentives for lateral officer positions is being evaluated.

The remaining four key areas of organization focus that were identified in the employee workshops include:

1. Dealing with Low performing employees
 - a. Per my request, Department Directors need to review and sign-off on all Performance Improvement Plans (PIPs). This also ties into #4 listed below. As

manager, I ask for an update on any performance issues when I meet with Department Directors regularly.

2. Employee development and training opportunities
 - a. Employees are empowered to ask for training opportunities as funding allows. As City Manager, I am committed to continuous improvement and lifelong learning.
3. Intangible benefits (e.g. citywide flexibility)
 - a. This is an area that we will continue to explore knowing that there are limitations based on the many roles we have in the City. It is difficult to create a universal policy or approach to this type of request. This conversation will be ongoing.
4. Greater consistency in policies across departments (discipline, training, etc.)
 - a. As City Manager, I set the tone for what acceptable behavior looks like and interpretation of City policies in collaboration with Human Resources, department directors and the City Attorney. I am also responsible for holding my direct reports, department directors, accountable for their behavior and how they manage their departments. Additionally, our Employee Manual provides the appropriate guidance for how supervisors, managers and directors handle discipline.

I plan to utilize the feedback from the 2018 Employee Engagement Survey on an ongoing basis. We will budget for a survey update in 2020. I believe this will provide adequate time to be responsive to the 2018 survey results. Overall, I made a commitment to provide leadership and stability to the organization as City Manager. Investing City resources and having employee engagement as a focus moving forward is critical to the success of this organization and overall implementation of Council's strategic vision for the community.

STAFF RECOMMENDATION

This presentation is for informational purposes only. Staff will be moving forward with the action plan outlined above.

BUDGET/TIME IMPLICATIONS

Approximately \$19,869 has been spent on the administration of the employee engagement survey and follow up workshops in development of the next steps plan.

STAFF REFERENCE

For additional information, please contact Heather Geyer, City Manager at hgeyer@northglenn.org or 303.450.8706.

ATTACHMENTS

1. NRC Powerpoint Presentation
2. Northglenn Workplace Report
3. Northglenn Technical Appendices
4. Northglenn Next Steps Workshop Results: Employees and Leadership Team

THE NESTM
The National Employee SurveyTM

Northglenn, CO

2019

The NES is presented by NRC in collaboration with ICMA



Leaders at the Core of Better Communities

Survey Background

- Contracted with independent research firm, National Research Center, Inc.
- The National Employee Survey™ (The NES™)
 - Offered in partnership with International City/County Management Association (ICMA)
 - Measures 10 dimensions of the employee experience
 - Web-based survey of City employees

Reasons for Systematically Gathering Employee Opinion

Increases
transparency

Promotes
accountability

Provides
opportunities for
employee
engagement

The NES™ Methods and Goals

Objectives

- Assess organizational strengths
- Identify organizational challenges
- Articulate the specific needs of employees

Methods

- Web survey of employees
- 248 employees eligible
- 171 completed surveys
- Response rate 71%

Goals

- Increased job satisfaction
- Increased engagement
- Increased productivity and performance
- Improved quality of local services
- Improved community life

Survey Topics

Job
Satisfaction

Work
Group
Performanc
e

Employee
Contributio
n
and Fit

Employee-
Supervisor
Relationshi
p

Employee
Performanc
e
Evaluation

Employee
Developme
nt

Wages and
Benefits

Communic
ation and
Decision-
making

Respect
and Ethics

Physical
Work
Environme
nt

2019 Benchmark Comparisons



Most Important to Employee Satisfaction

Legend

- Higher than benchmark
- Similar to benchmark
- Lower than benchmark
- Most important

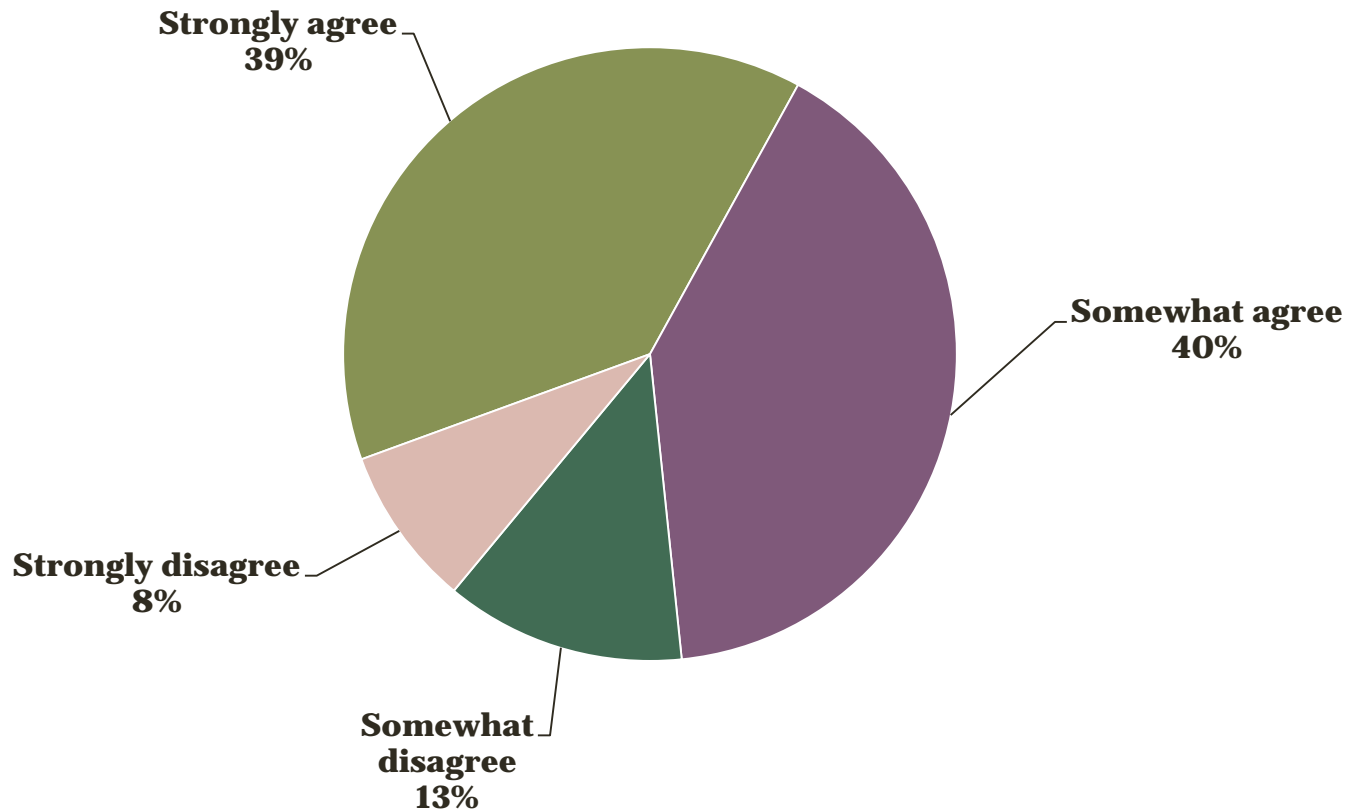


Key
Finding
#1

**City employees
are satisfied
with their jobs
and
plan to stay**

Overall Job Satisfaction

Satisfied with job



Job Satisfaction/Employee Contribution and Fit

86%

Gain satisfaction from job

85%

Have good friends at work

83%

City is a good employer

77%

Can do best every day

Percent strongly or somewhat agree

What Employees Like Most About Working for the City

Top Three

52%

Co-workers/Family
atmosphere

21%

Benefits/Flexibility

17%

Meaningful
work/Helping residents

Employees Plan to Stay

88%

Of employees
plan on
working for the
City a year
from now

Percent strongly or somewhat agree

Key
Finding
#2

**Bolstering
communication efforts
between
leadership and employees
could increase confidence**

Executive Leadership

1 in **3**
employees gave
positive ratings
to...

Encouraging
innovative solutions
to problems

Communicating an
inspiring vision

Communicating
information about
problems facing the
City

Welcoming
employee
involvement in
decision-making

Speed of response to
important issues or
change

Percent excellent or good

Employee-Supervisor Relationships



Comparison to benchmark:

■ Higher ■ Similar ■ Lower

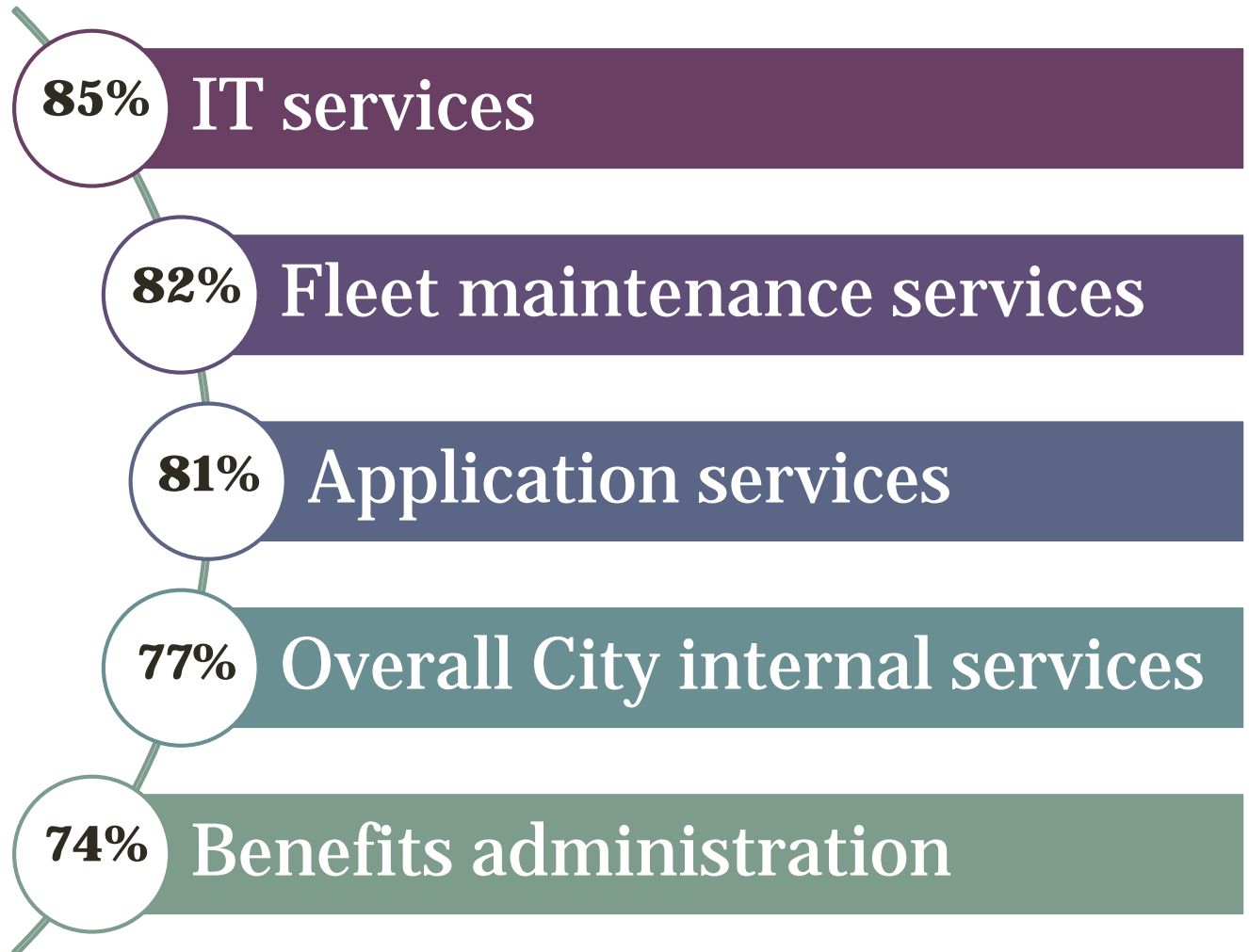
Percent excellent or good

Key
Finding
#3

**Most
Support Services
were rated
positively**

Quality of Support Services

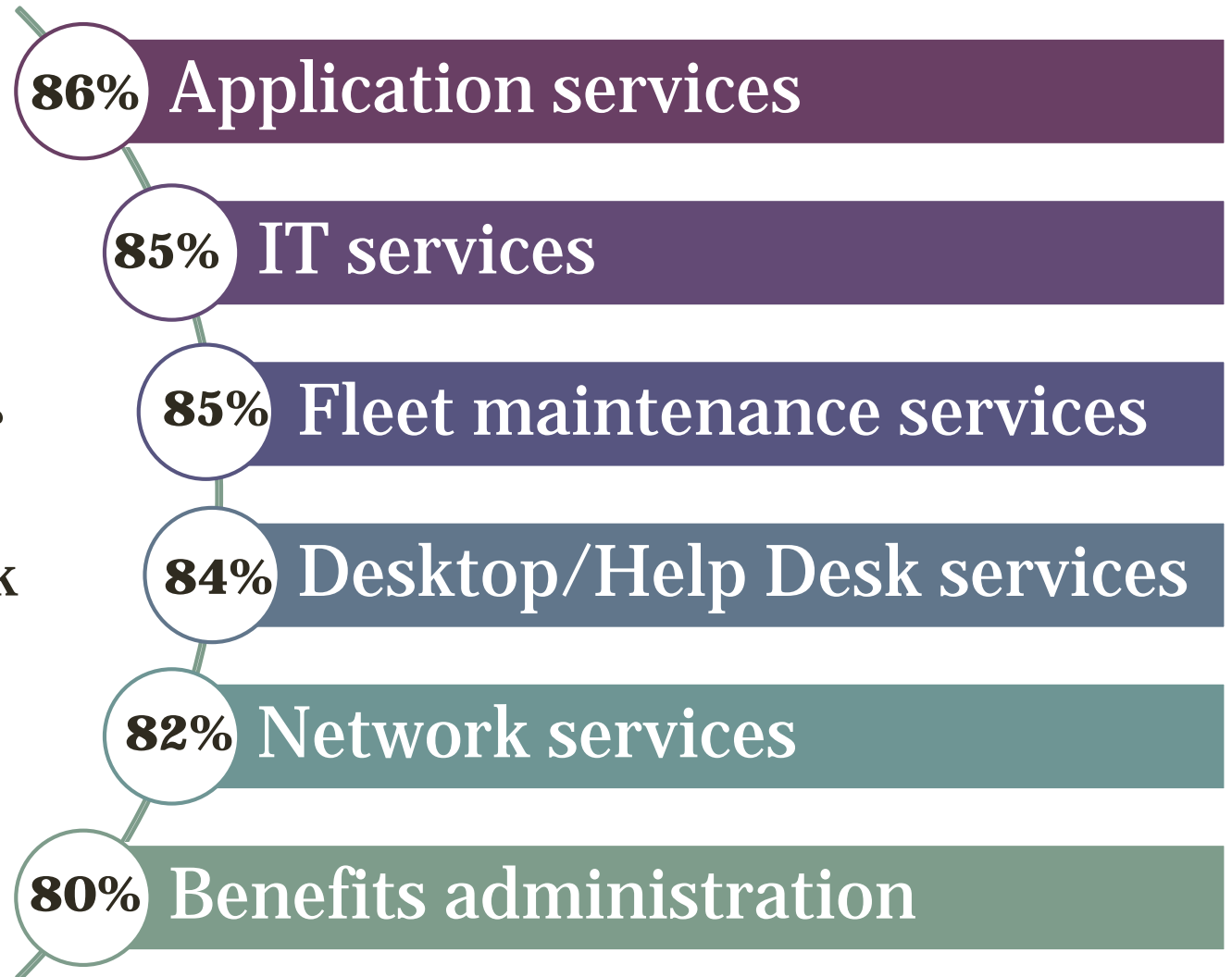
Ratings
higher
than the
benchmark



Percent excellent or good

Timeliness of Support Services

Ratings
higher
than the
benchmark



Percent excellent or good

Report Conclusions

City employees
are satisfied
with their jobs
and plan to
stay

Bolstering
communication
efforts between
leadership and
employees
could increase
confidence

Most Support
Services were
rated positively

Workshop Questions

- *Which findings did you expect?*
- *Which parts, if any, of the data were surprising?*
- *Are there places we need to dig deeper?*

Given the survey results, what are possible topic areas of focus?

Employee Responses

Expected Findings

- Almost everything
- People want to stay (2 groups)
- Communication issues/ issues in internal/external and interdepartmental communication (all 3 groups)
- Family/work culture/coworker environment (all 3 groups)
- Low ratings for supervisors and executive team
- High ratings for benefits (all 3 groups)
- Low ratings for wages (2 groups)
- Employee voices feeling undervalued

Surprising Findings

- Overall ratings were more positive than expected/ higher expected ratings than expected overall
- Performance evaluations
- Wages and benefits
- Training
- Job is not important
- Low score for employee development (not for all departments)
- Low ratings for training
- 80% saying they will stay
- Low scores for HR
- Low scores for custodial services

Dig Deeper

- Custodial services (in 2 groups)
- Wages/benefits (performance based options, retention, bonding restrictions, what is “good” compared to other cities)
- Some question the quality of benefits
- Performance evaluations (how to deal with poor performers?)
- How do we find a bigger budget for training (especially required ones)
- Job is important (in 2 groups)
- Flexibility – what does it look like?
- Why are HR trainings low?
- How much of ratings are rumor mill verses reality?

Workshop Questions

- *What do you think is working best in work climate in the City of Northglenn?*
- *If you had a magic wand, what changes would you make?*

Best things about City of Northglenn

Climate

- Benefits (all 3 groups)
- Collaboration across departments/teamwork (mentioned in all 3 groups)
- Inter-departmental relationships (not silos). Much better than 10-15 years ago
- Employee communication (not at leadership level)
- Work-life balance/workload level (mentioned in 2 groups)
- Flexibility
- Cultural values
- Friendly
- Close to home
- Employee appreciation/attempts to show employee appreciation (mentioned in 2 groups)
- Training opportunities (for some)
- Customer service to residents and across all departments
- Community activities and events (mentioned in 2 groups)
- Providing quality services to residents

Challenges in the City of Northglenn's Climate

- Lack of consistency in leadership –rates of turnover in recent years (mentioned in all 3 groups)
- Accountability
- Better communication between departments (mentioned in 2 groups)
- Increased communication from leadership (mentioned in 2 groups)
- Spread out facilities are difficult for consistent information
- Lack of internal communication (e.g. people leave, get hired, moved and no one knows)
- Gossip is often main channel of communication
- Need for effective performance evaluations
- Need for professional development for all
- Behind the times with technology (e.g. paper timesheets) (mentioned in 2 groups)
- Tuition reimbursement
- Fair pay for fair work
- Change overtime structure
- Increase sick leave
- Change 3% annual increase back to 5%
- Benefits (employees new to organization not as impressed)
- Wages (mentioned in 2 groups)
- Increased opportunities for other departments to work on events (or hire folks/give comp time)
- Lack of consistency in flexibility (too rigid in some departments)

Key Areas of Organizational Focus

Communication

*leadership level and across departments
(in all 3 groups)*

Leadership

*Improving the way leadership
listens/Clear
focus/Consistency/Openness to
change/diversity*

Intangible benefits

(e.g. citywide flexibility)

Examine wages

Greater consistency in policies across departments

(discipline, training, etc.)

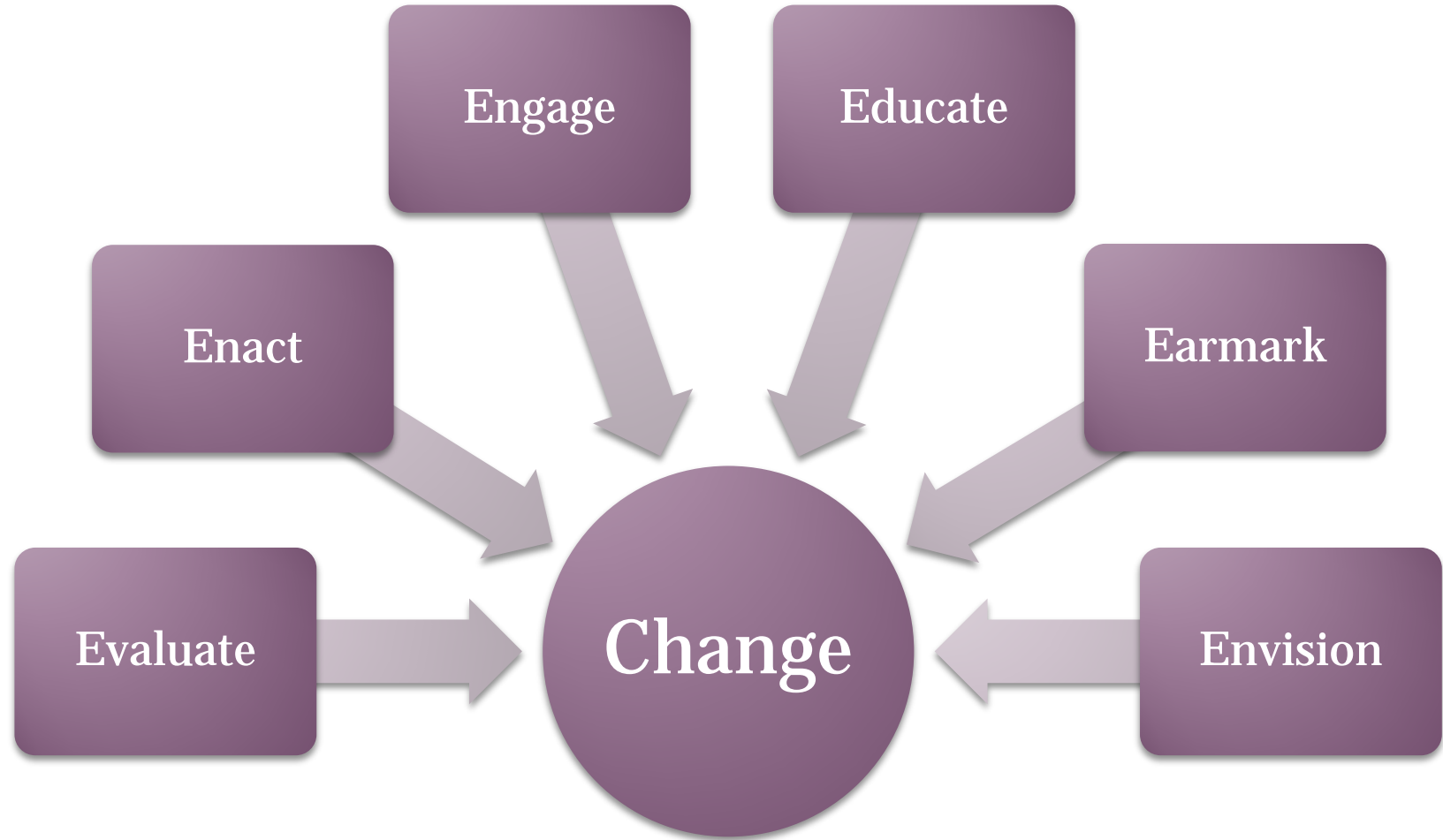
Performance evaluation (tools) and recognizing top performers

Dealing with Low performing employees

Employee development and training opportunities

Staff retention

Toolbox of Actions for Organizational Betterment



Questions?

THE NESTM
The National Employee SurveyTM

Thank you!

National Research Center, Inc.

2955 Valmont Road Suite 300

Boulder, CO 80301

303-444-7863 • nrc@n-r-c.com

www.n-r-c.com



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National Research Center Inc.

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The National Employee SurveyTM

Northglenn, CO

Workplace Report

DRAFT

2018



NRC
National Research Center Inc

2955 Valmont Road Suite 300
Boulder, Colorado 80301
n-r-c.com • 303-444-7863

ICMA

Leaders at the Core of Better Communities

777 North Capitol Street NE, Suite 500
Washington, DC 20002
icma.org • 800-745-8780

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NRC is a charter member of the AAPOR Transparency Initiative, providing clear disclosure of our sound and ethical survey research practices.

About

This report of The National Employee Survey™ (The NES™) for the City of Northglenn provides the opinions of employees regarding their satisfaction on the job and other key characteristics of a quality work environment: communication, organizational ethics, employee fit, wages and benefits, the physical work space, supervisory relationships, the job feedback system, professional development and self-reported performance. A periodic sounding of employee opinion on these critical work climate issues offers management, staff and elected officials an opportunity to identify challenges, plan for and evaluate improvements and sustain organizational effectiveness for long-term success.

The National Employee Survey™ (The NES) report is about the work environment of the City of Northglenn. A quality work environment is a workplace that is not simply acceptable, but that is desirable. It is not only where people do work, but where they want to work.

Great workplaces are partnerships of employees, management and the residents they serve. The NES captures employees' opinions within the six aspects of organizational climate: Job Satisfaction, Supervisor and Work Group, Executive Leadership, Workplace, External Customers and Support Services.

A total of 171 completed surveys were obtained, providing an overall response rate of 71%. Because the survey was intended to be taken by all employees and no statistical weighting was performed, no traditional margin of error was calculated. However, because not all employees responded, NRC recommends using plus or minus five percentage points as the "range of uncertainty" around any given percent reported for the organization as a whole. The full description of methods used to garner these opinions can be found in the *Technical Appendices* provided under separate cover.

Highlights

Northglenn employees are satisfied with their jobs and plan to stay

Most City of Northglenn employees were satisfied with their jobs. About 7 in 10 could do their best every day and had values that matched with the City. Further, employees gave positive ratings about their friendships and work groups. While several aspects related to job satisfaction and employee contribution and fit received lower than average ratings, about 8 in 10 employees still felt Northglenn was a good employer and gained satisfaction from their current job. When asked in an open-ended question (see the *Open End Report* under separate cover) what they liked most about working for Northglenn, about half of employees mentioned their co-workers and the family atmosphere. These aspects are critical for employee engagement and likely explain a great deal of why 88% of employees planned to work for the City a year from now.

Bolstering communication efforts between leadership and employees could increase confidence

Communication is always a challenge in organizations, especially when it comes to sharing and explaining the decisions made by executive leadership. All aspects of the City's executive leadership received positive ratings from fewer than half of the respondents and were lower than the benchmark comparisons. Confidence in City government also received ratings lower than the benchmark. Further, various aspects of the employee-supervisor relationship such as providing specific, constructive feedback or communicating expectations of employees received positive ratings from roughly half of respondents and were lower than average. Employee-management relationships may be strengthened by increased or different modes of information sharing.

Most Support Services were rated positively

Respondents were asked to rate both the quality and timeliness of Support Services. The quality and timeliness of all departments tended to be rated positively by a majority of employees. Most aspects of the quality and the timeliness of Support Services were rated higher similarly to the national benchmarks; several were higher and a handful received ratings lower than those in comparison communities. Specifically, general IT services overall, fleet maintenance services overall, application services and benefits administration stood out as top performers: each of these earned above-average ratings for both quality and timeliness.

Overall Employee Satisfaction

Knowing where to focus resources to improve employees' satisfaction with the workplace requires information that targets job features that are most important to employees. Employees were asked to rate more than 100 different aspects of the organization, which have been grouped into the larger job features shown in the figure below (the individual items making up each job feature can be found under separate cover in the *Technical Appendices*). The color of each indicates the comparison of its rating (the average across ratings given to each aspect included in that specific job feature) to NRC's national employee benchmark database.

In addition to a benchmark comparison for each job feature, the image below includes one or more stars to indicate which job features were the most influential on ratings of employee job satisfaction. Key features found to be most strongly correlated with job satisfaction in the City of Northglenn were:

- Employee Contribution and Fit
- Wages and Benefits

To impact employee job satisfaction, an organization typically will want to consider improvements to any key features that are not at least similar to the benchmark. In Northglenn, Employee Contribution and Fit was below the benchmark and Wages and Benefits was similar to the benchmark. Therefore, these might be areas on which the City could focus its resources.

Legend

- Higher than benchmark
- Similar to benchmark
- Lower than benchmark
- ★ Most influential on overall job satisfaction



Job Satisfaction

An organization of satisfied employees is an organization where employees feel motivated to do their best possible work and where they hope to continue working in years to come. In the City of Northglenn, 79% of employees strongly or somewhat agreed that they were satisfied with their job, which was lower than ratings in other organizations across the nation.

Delving deeper into Job Satisfaction, employees evaluated specific aspects of their work experience including the size of their workload and the quality of work committed by co-workers. While at least 7 in 10 employees positively rated each aspect of Job Satisfaction, most assessments were lower than those observed in comparison jurisdictions. About 8 in 10 employees felt that the City is a good employer and gained satisfaction from their jobs; these rates were similar to those observed elsewhere. With the exception of the proportion of Northglenn employees that said they could take on a heavier workload (31%), all aspects of Employee Contribution and Fit received positive marks from a majority of respondents. However, most lagged behind the benchmarks. A similar proportion of Northglenn employees indicated that they had good friends at work and that they could do their best every day when compared to other local government employees across the nation.

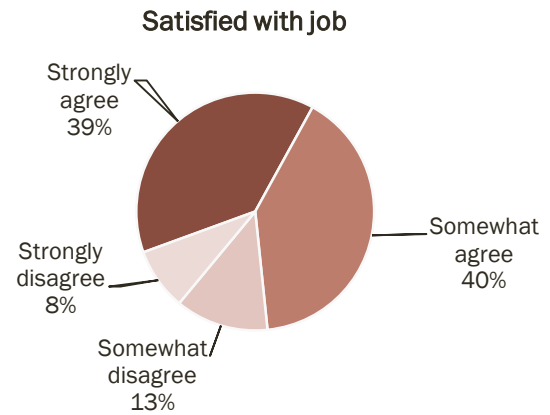


Figure 1: Aspects of Job with City

Percent positive (e.g., excellent or good, strongly or somewhat agree)

Comparison to benchmark

- Higher
- Similar
- Lower



Supervisor and Work Group

Employees' relationships with their supervisor and work group are the primary colors that paint their everyday experience in the workplace. From communicating clear expectations to providing constructive feedback, the quality of these interactions directly affects staff morale and motivation.

When asked to rate various aspects of the employee-supervisor relationship, a majority of City of Northglenn employees gave positive ratings to each aspect. While at least half gave high marks to each aspect, most lagged behind national averages of local government employees. Treating employees with respect and welcoming employee involvement in decision-making received the highest marks from survey respondents and these ratings were on par with national comparisons.

In addition, survey respondents provided feedback on the quality of work group performance. At least half of the employees gave excellent or good marks to each aspect, and almost all were lower than assessments in comparison communities. Overall morale in work group received the lowest marks. The overall quality of work by work group was rated positively by about 4 in 5 respondents and was similar to the benchmark.

Figure 2: Aspects of Supervisor and Work Group Relationships

Percent positive (e.g., excellent or good, strongly or somewhat agree)

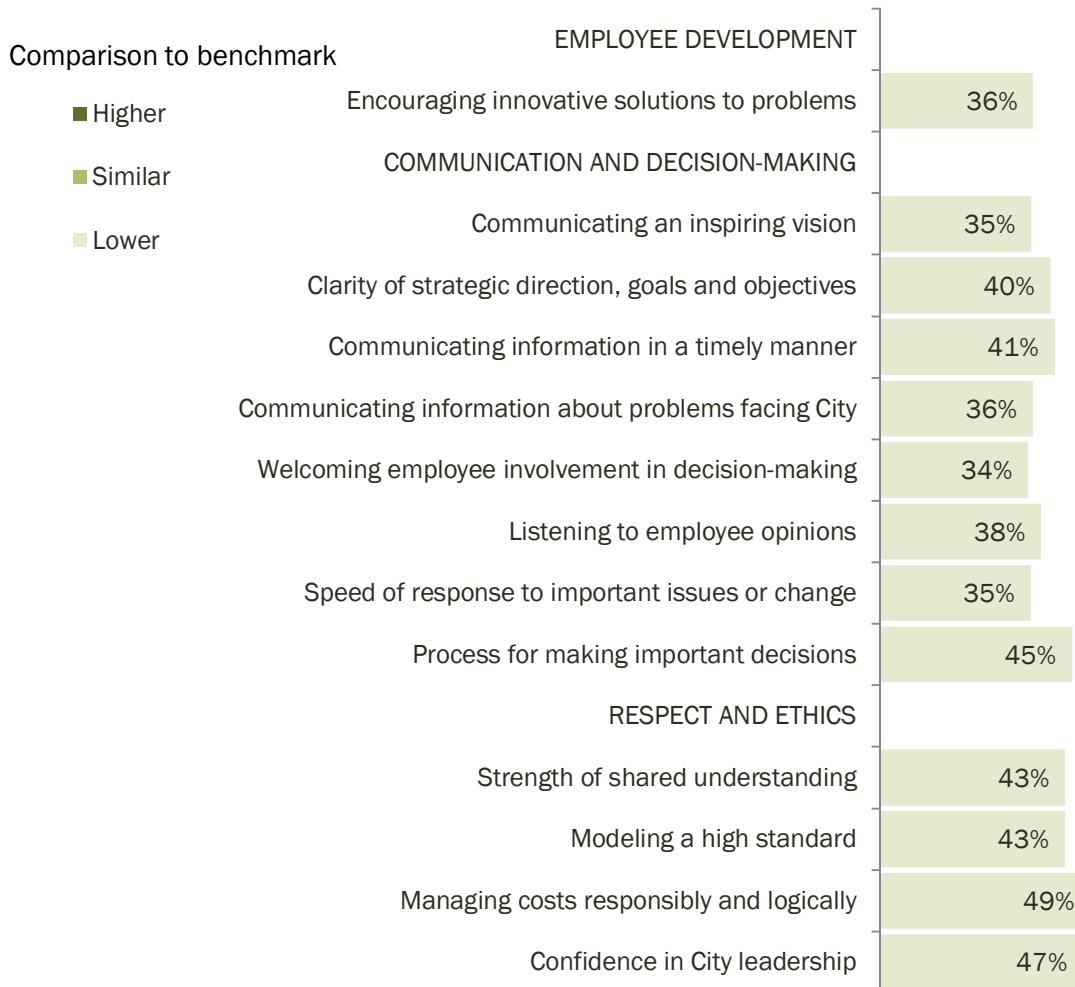


Executive Leadership

A City's executive leadership plays a pivotal role in shaping organizational culture and steering the community in a positive direction. Northglenn employees provided feedback regarding the City leadership's performance along the dimensions of Employee Development, Communication and Decision-making and Respect and Ethics. Ratings ranged from 34% to 49% excellent or good, and all assessments were lower than the benchmarks.

Figure 3: Aspects of City's Executive Leadership

Percent positive (e.g., excellent or good, strongly or somewhat agree)



Workplace

City employees weighed in on the quality of their workplace. Of those surveyed, 74% would be very or somewhat likely to recommend working for the City of Northglenn. The proportion of employees that would recommend working for the City was lower than other municipalities across the nation.

Survey respondents also offered their views of the work environment, exploring such areas as Employee Contribution and Fit, Employee Performance Evaluation and the Physical Work Environment. Aspects of the dimension of Employee Contribution and Fit were rated positively by at least half of Northglenn employees, but these ratings were lower than the benchmarks. Two of the five aspects of Employee Performance Evaluation were similar to the benchmark, while ratings for recognizing low-performing and high-performing employees and ratings for defining performance objectives were lower.

About 8 in 10 employees gave high marks to benefits overall and this rating was higher than the benchmark. All ratings of aspects within the dimensions of Employee Development, Communication and Decision-Making, Respect and Ethics and Physical Work Environment were similar to or lower than the benchmark comparisons. About two-thirds of employees or more gave positive ratings to work schedule flexibility, working relationships at the city, communicating standards of ethical behavior, individual and group work spaces and maintaining environments free of drug or alcohol abuse or violence and harassment. Opportunities for promotion, opportunities to develop a career path and applying discipline fairly received the lowest ratings from Northglenn employees.

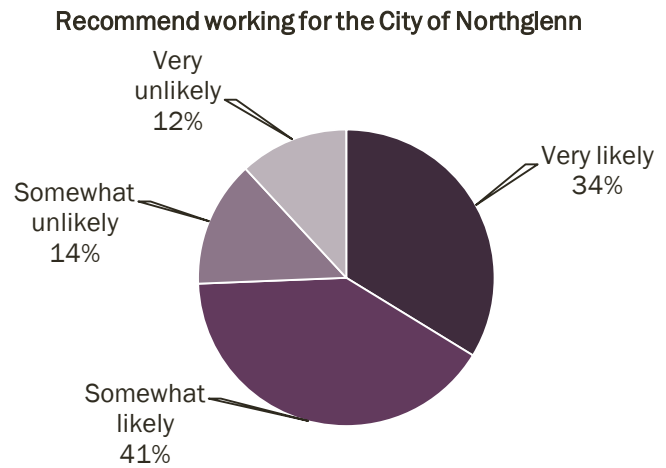
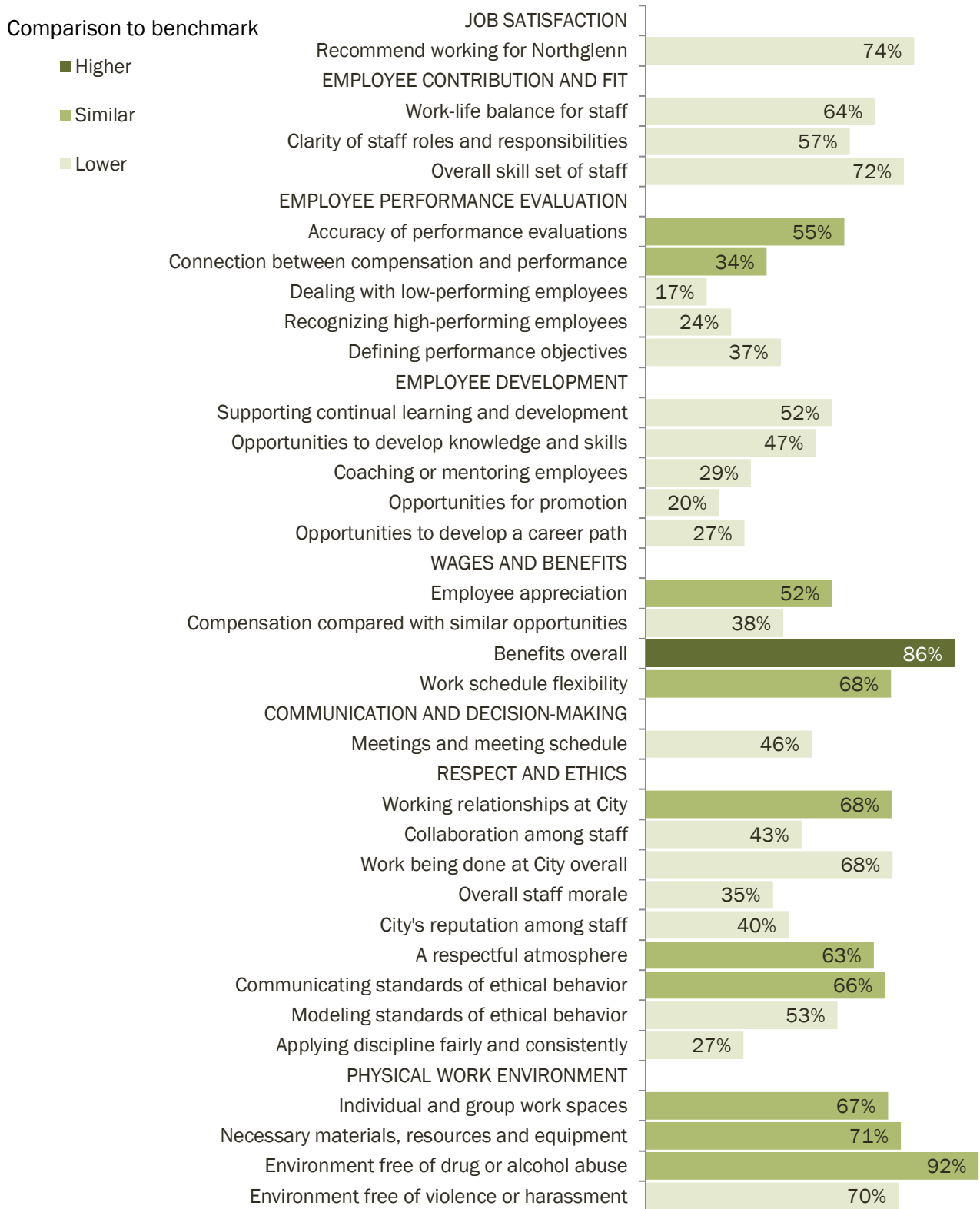


Figure 4: Aspects of City Workplace

Percent positive (e.g., excellent or good, strongly or somewhat agree)



External Customers

More than other types of organizations, employees of local governments have intimate knowledge of the communities they serve. City employee perspectives may be important to take into account when leveraging resources and planning for the future. Employees of the City of Northglenn gave their opinions on which areas were most important for the Northglenn community to focus on in the next two years. About 9 in 10 indicated that the overall economic health and overall feeling of safety were essential or very important. All areas were rated as essential or very important by 58% of respondents or more.

In addition to rating the importance of these areas, respondents offered their views of the quality of various aspects of the Northglenn community including Northglenn as a place to live and work. These ratings ranged from 42% excellent or good (education and enrichment opportunities) to 88% excellent or good (overall quality of services provided by the City of Northglenn). All aspects of Community Quality were rated lower than comparison jurisdictions, with the exception of the overall ease of travel in Northglenn which was higher than the benchmark. Five of the eight aspects of Governance were similar to the benchmarks; one was lower (overall confidence in the City of Northglenn Government) and two were higher (the job Northglenn government does at welcoming citizen involvement and treating all residents fairly).

Percent essential or very important

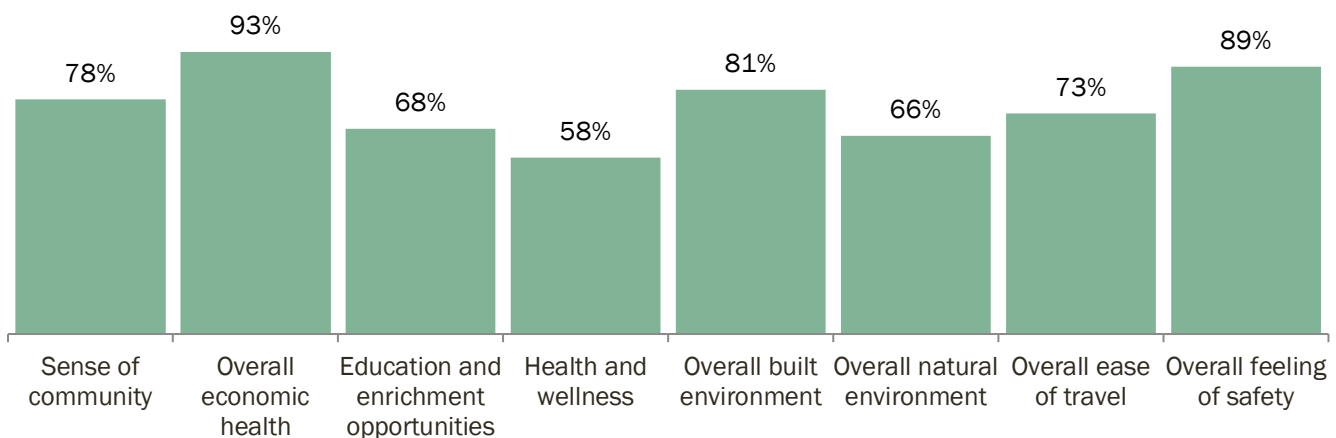
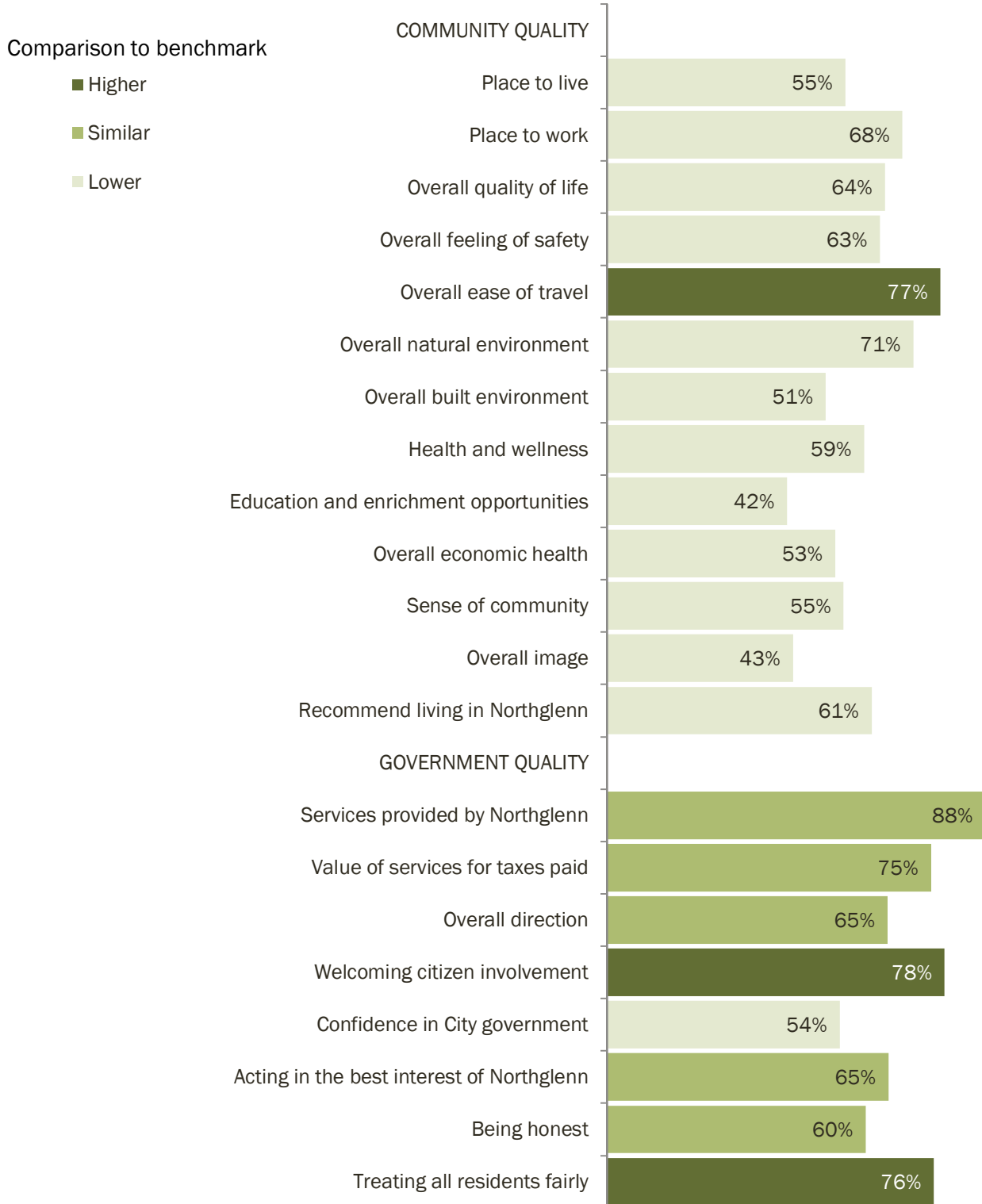


Figure 5: Aspects of City for Residents

Percent positive (e.g., excellent or good, strongly or somewhat agree)



Support Services

While residents are familiar with many of the services provided by local government, there are many other essential services that most residents never hear about. The “visible” services could not be performed without the support of internal groups that create the infrastructure to make external services possible. Since the consumers of support services mostly are coworkers in other departments, an employee survey provides a natural opportunity to learn and provide feedback about how customers of internal services perceive service delivery from those support groups. The results of these evaluations – assessing the quality and timeliness of work provided – should prove extremely helpful to regular improvement of support services.

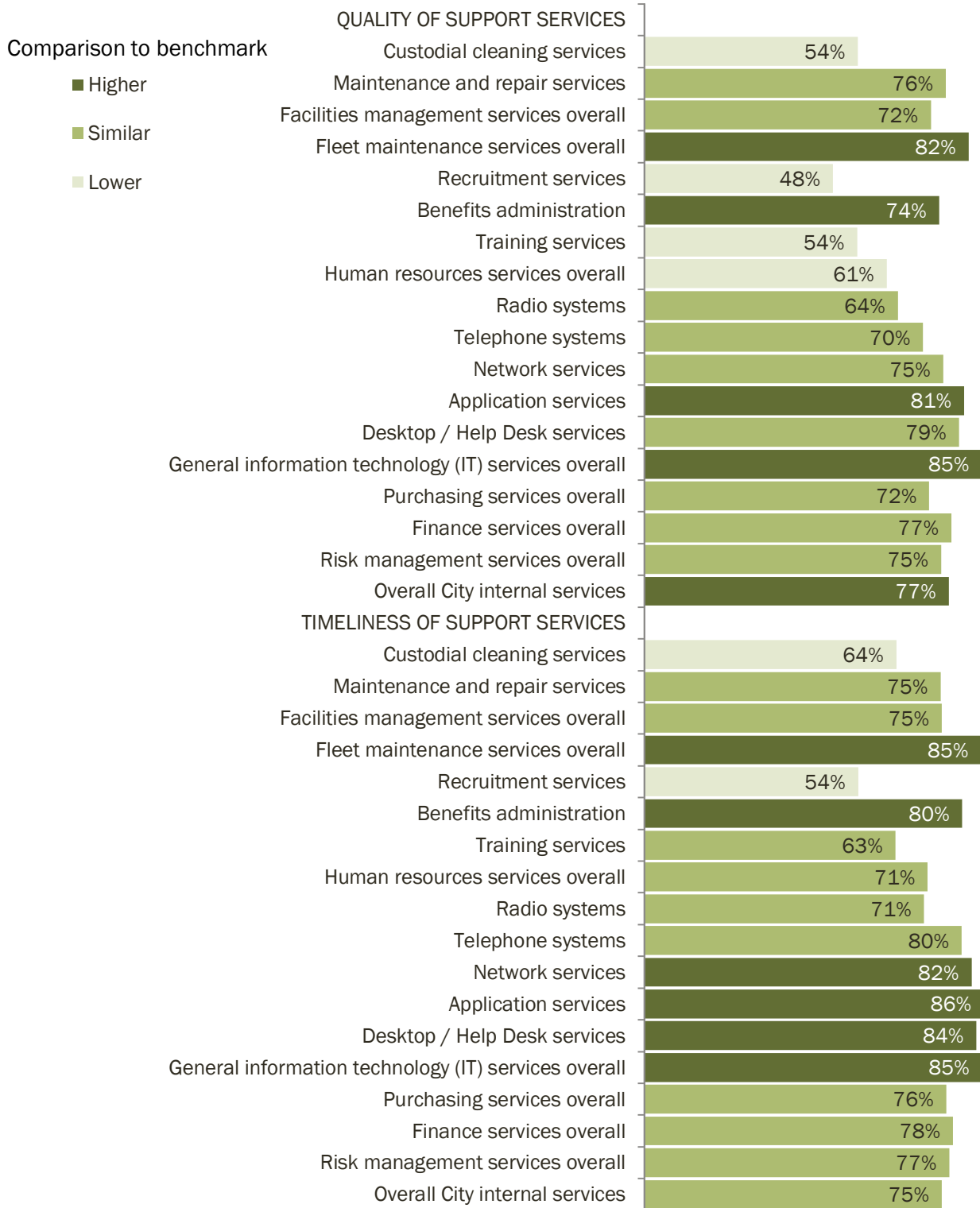
In general, ratings for the quality and timeliness of support services were similar to one another. Ratings of the quality and timeliness of the City’s internal services overall were positive (77% excellent or good and 75%, respectively) and were higher than or similar to the benchmark.

The quality of the City of Northglenn’s support services received positive evaluations ranging from 48% to 82% and most ratings were similar to the benchmarks. General IT services overall, fleet maintenance services overall and application services received the highest quality scores and all were higher than the benchmark. The lowest rated support services included recruitment services, custodial cleaning services, training services and human resources overall; these ratings were all lower than the national averages.

The timeliness of internal support services were positively, ranging from 54% excellent or good to 86%. General IT services overall, desktop/help desk services, application services, network services, benefits administration and fleet maintenance services overall received the highest praise for timeliness. Further, these ratings were all higher than the benchmarks. Ratings for the timeliness of recruitment services and custodial cleaning services were lower than the benchmarks and among the lowest rated by Northglenn employees overall.

Figure 6: Aspects of City's Support Services

Percent positive (e.g., excellent or good, strongly or somewhat agree)



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Northglenn, CO

Technical Appendices

DRAFT

2018



NRC
National Research Center Inc

2955 Valmont Road Suite 300
Boulder, Colorado 80301
n-r-c.com • 303-444-7863

ICMA

Leaders at the Core of Better Communities

777 North Capitol Street NE, Suite 500
Washington, DC 20002
icma.org • 800-745-8780

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NRC is a charter member of the AAPOR Transparency Initiative, providing clear disclosure of our sound and ethical survey research practices.

Appendix A: Complete Survey Responses

Responses excluding “don’t know”

The following pages contain a complete set of responses to each question on the survey, excluding the “don’t know” responses. The percent of respondents giving a particular response is shown followed by the number of respondents (denoted with “N=”).

Table 1: Question 1

Please rate each of the following aspects of quality of life in Northglenn:	Excellent		Good		Fair		Poor		Total	
Northglenn as a place to live	7%	N=10	48%	N=65	37%	N=50	8%	N=11	100%	N=136
Northglenn as a place to work	18%	N=31	51%	N=90	22%	N=39	10%	N=17	100%	N=177
The overall quality of life in Northglenn	6%	N=10	58%	N=91	32%	N=51	3%	N=5	100%	N=157

Table 2: Question 2

Please rate each of the following characteristics as they relate to Northglenn as a whole:	Excellent		Good		Fair		Poor		Total	
Overall feeling of safety in Northglenn	9%	N=14	55%	N=89	31%	N=51	6%	N=9	100%	N=163
Overall ease of getting to the places you usually have to visit	15%	N=25	63%	N=107	20%	N=34	3%	N=5	100%	N=171
Quality of overall natural environment in Northglenn	14%	N=23	57%	N=94	25%	N=41	4%	N=7	100%	N=165
Overall "built environment" of Northglenn (including overall design, buildings, parks and transportation systems)	8%	N=14	42%	N=70	40%	N=66	10%	N=16	100%	N=166
Health and wellness opportunities in Northglenn	17%	N=27	42%	N=67	35%	N=55	6%	N=9	100%	N=158
Overall opportunities for education and enrichment	9%	N=13	33%	N=50	42%	N=63	17%	N=25	100%	N=151
Overall economic health of Northglenn	7%	N=11	46%	N=72	32%	N=50	15%	N=24	100%	N=157
Sense of community	13%	N=20	42%	N=66	35%	N=55	10%	N=16	100%	N=157
Overall image or reputation of Northglenn	4%	N=6	39%	N=65	45%	N=74	12%	N=20	100%	N=165

Table 3: Question 3

How likely or unlikely you are to recommend living in Northglenn to someone who asks?	Percent	Number
Very likely	14%	N=23
Somewhat likely	47%	N=75
Somewhat unlikely	20%	N=32
Very unlikely	19%	N=30
Total	100%	N=160

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Table 4: Question 4

Overall, how would you rate the quality of the services provided by the City of Northglenn?	Percent	Number
Excellent	30%	N=49
Good	57%	N=92
Fair	10%	N=16
Poor	2%	N=4
Total	100%	N=161

Table 5: Question 5

Please rate each of the following categories of Northglenn government performance:	Excellent		Good		Fair		Poor		Total	
The value of services for the taxes paid to Northglenn	18%	N=24	57%	N=78	20%	N=27	5%	N=7	100%	N=136
The overall direction that Northglenn is taking	16%	N=24	49%	N=76	25%	N=39	10%	N=15	100%	N=154
The job Northglenn government does at welcoming citizen involvement	21%	N=30	57%	N=81	18%	N=26	4%	N=5	100%	N=142
Overall confidence in Northglenn government	8%	N=13	46%	N=71	33%	N=51	13%	N=21	100%	N=156
Generally acting in the best interest of the community	17%	N=26	48%	N=75	27%	N=42	8%	N=12	100%	N=155
Being honest	14%	N=22	45%	N=69	25%	N=38	15%	N=23	100%	N=152
Treating all residents fairly	22%	N=32	53%	N=77	18%	N=26	6%	N=9	100%	N=144

Table 6: Question 6

Please rate how important, if at all, you think it is for the Northglenn community to focus on each of the following in the coming two years:	Essential		Very important		Somewhat important		Not at all important		Total	
Overall feeling of safety in Northglenn	40%	N=67	49%	N=81	10%	N=17	1%	N=2	100%	N=167
Overall ease of getting to the places you usually have to visit	18%	N=30	55%	N=92	26%	N=43	1%	N=2	100%	N=167
Quality of overall natural environment in Northglenn	20%	N=34	45%	N=75	30%	N=49	5%	N=8	100%	N=166
Overall "built environment" of Northglenn (including overall design, buildings, parks and transportation systems)	24%	N=40	57%	N=95	17%	N=29	2%	N=3	100%	N=167
Health and wellness opportunities in Northglenn	17%	N=29	41%	N=68	40%	N=67	1%	N=2	100%	N=166
Overall opportunities for education and enrichment	23%	N=39	45%	N=74	29%	N=48	3%	N=5	100%	N=166
Overall economic health of Northglenn	46%	N=77	47%	N=79	6%	N=10	1%	N=1	100%	N=167
Sense of community	27%	N=44	51%	N=85	20%	N=34	2%	N=3	100%	N=166

Table 7: Question 7

How likely or unlikely you are to recommend working for the City of Northglenn to someone who asks?	Percent	Number
Very likely	34%	N=54
Somewhat likely	41%	N=65
Somewhat unlikely	14%	N=22
Very unlikely	12%	N=19
Total	100%	N=160

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Table 8: Question 8

Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Northglenn.	Strongly agree		Somewhat agree		Somewhat disagree		Strongly disagree		Total	
	%	N	%	N	%	N	%	N	%	N
Overall, I am satisfied with my job	39%	N=64	40%	N=67	13%	N=21	8%	N=14	100%	N=166
Overall, I feel positive about working for the City of Northglenn	40%	N=67	35%	N=58	16%	N=26	9%	N=15	100%	N=166
Overall, I think the City of Northglenn is a good employer	39%	N=64	44%	N=73	10%	N=17	7%	N=12	100%	N=166
I plan on working for this organization a year from now	68%	N=99	20%	N=29	7%	N=10	5%	N=8	100%	N=146
I feel that my workload is manageable most of the time	39%	N=65	34%	N=56	13%	N=21	14%	N=23	100%	N=165
On average, I could take on a heavier workload than I currently have	12%	N=19	20%	N=32	34%	N=56	34%	N=56	100%	N=163
I gain satisfaction from my current job responsibilities	47%	N=77	39%	N=65	8%	N=14	5%	N=9	100%	N=165
I feel positively challenged in my current job	39%	N=64	40%	N=65	14%	N=23	7%	N=12	100%	N=164
The mission and vision of the City of Northglenn make me feel my job is important	23%	N=36	34%	N=54	27%	N=42	16%	N=26	100%	N=158
I have good friends at work	47%	N=77	37%	N=61	10%	N=17	5%	N=8	100%	N=163
I know what is expected of me at work	49%	N=81	33%	N=55	10%	N=17	7%	N=12	100%	N=165
I have the opportunity to do what I do best every day at work	36%	N=58	41%	N=66	16%	N=26	7%	N=12	100%	N=162
My values match or fit with the values of this organization	38%	N=61	40%	N=64	14%	N=23	7%	N=11	100%	N=159
My co-workers are committed to doing quality work	43%	N=70	38%	N=62	15%	N=25	4%	N=7	100%	N=164
I have received recognition or praise for doing good work in the last seven days	27%	N=44	27%	N=43	17%	N=27	30%	N=48	100%	N=162
In the last six months, someone at work has talked to me about my progress	35%	N=56	25%	N=40	17%	N=28	23%	N=38	100%	N=162

Table 9: Question 9

Please rate the quality of each of the following aspects of the City of Northglenn.	Excellent		Good		Fair		Poor		Total	
	%	N	%	N	%	N	%	N	%	N
The working relationships at the City of Northglenn overall	15%	N=24	53%	N=85	23%	N=36	9%	N=15	100%	N=160
Communication among all staff overall	6%	N=9	31%	N=50	32%	N=51	32%	N=51	100%	N=161
Collaboration among all staff overall	9%	N=15	34%	N=54	28%	N=45	29%	N=46	100%	N=160
The work being done at the City of Northglenn overall	15%	N=23	54%	N=85	27%	N=42	5%	N=8	100%	N=158
Overall staff morale	5%	N=8	30%	N=48	36%	N=58	28%	N=45	100%	N=159
The City of Northglenn's reputation among staff	7%	N=11	32%	N=50	39%	N=60	21%	N=33	100%	N=154
A respectful atmosphere	15%	N=24	48%	N=77	21%	N=34	16%	N=25	100%	N=160
Communicating standards of ethical behavior	23%	N=37	43%	N=69	16%	N=25	18%	N=29	100%	N=160
Modeling standards of ethical behavior	18%	N=28	36%	N=57	25%	N=40	22%	N=35	100%	N=160
Maintaining a work environment that is free of violence or harassment	34%	N=55	36%	N=57	15%	N=24	15%	N=24	100%	N=160
Maintaining a work environment that is free of drug or alcohol abuse	61%	N=94	32%	N=49	5%	N=8	3%	N=4	100%	N=155
Work-life balance for staff	24%	N=38	40%	N=63	28%	N=44	9%	N=14	100%	N=159
Clarity of staff roles and responsibilities	17%	N=27	40%	N=64	30%	N=48	14%	N=22	100%	N=161
Employee appreciation	22%	N=35	30%	N=48	31%	N=50	17%	N=28	100%	N=161
Effectiveness of meetings and meeting schedule	11%	N=17	35%	N=52	29%	N=43	25%	N=38	100%	N=150

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Please rate the quality of each of the following aspects of the City of Northglenn.	Excellent		Good		Fair		Poor		Total	
The overall skill set of staff	25%	N=39	47%	N=74	23%	N=37	5%	N=8	100%	N=158
Accuracy of performance evaluations	15%	N=22	40%	N=61	26%	N=40	19%	N=28	100%	N=151
Compensation (salary, benefits and incentives/bonuses) compared with similar opportunities	11%	N=17	28%	N=44	29%	N=46	33%	N=53	100%	N=160
Benefits overall (vacation, sick leave, health care, retirement plan, etc.)	49%	N=78	36%	N=58	12%	N=19	3%	N=4	100%	N=159
Connection between compensation and performance	6%	N=9	28%	N=44	33%	N=52	34%	N=53	100%	N=158
Dealing with low-performing employees	4%	N=5	13%	N=19	34%	N=48	49%	N=70	100%	N=142
Recognizing high-performing employees	8%	N=12	16%	N=24	30%	N=46	46%	N=70	100%	N=152
Defining performance objectives	8%	N=12	30%	N=46	39%	N=61	23%	N=36	100%	N=155
Applying discipline fairly and consistently	9%	N=13	18%	N=26	26%	N=37	47%	N=68	100%	N=144
Supporting continual learning and development	14%	N=21	38%	N=59	26%	N=41	22%	N=34	100%	N=155
Availability of opportunities for employees to develop knowledge and skills	11%	N=18	36%	N=56	31%	N=49	22%	N=34	100%	N=157
Coaching or mentoring employees	5%	N=8	24%	N=36	36%	N=55	34%	N=52	100%	N=151
Opportunities for promotion	3%	N=5	17%	N=26	32%	N=48	48%	N=73	100%	N=152
Opportunities to develop a career path	5%	N=7	23%	N=33	31%	N=45	42%	N=61	100%	N=146
Work schedule flexibility	29%	N=46	39%	N=62	21%	N=33	11%	N=18	100%	N=159
Availability of necessary materials, resources and equipment to do the job effectively	13%	N=21	57%	N=90	24%	N=38	5%	N=8	100%	N=157
Providing individual and group work spaces to do the job effectively	20%	N=31	47%	N=75	23%	N=37	9%	N=15	100%	N=158

Table 10: Question 10

Please rate the quality of each of the following aspects of your work group.	Excellent		Good		Fair		Poor		Total	
The working relationships in my work group overall	35%	N=55	38%	N=60	19%	N=30	8%	N=13	100%	N=158
Communication among all staff in my work group overall	26%	N=41	35%	N=55	26%	N=41	14%	N=22	100%	N=159
Collaboration among all staff in my work group overall	31%	N=50	35%	N=56	21%	N=33	13%	N=20	100%	N=159
The quality of work being done in my work group overall	41%	N=65	42%	N=66	15%	N=24	3%	N=4	100%	N=159
Overall staff morale in my work group	18%	N=28	39%	N=61	24%	N=38	19%	N=30	100%	N=157

Table 11: Question 11

Please rate each of the following aspects of your SUPERVISOR'S performance.	Excellent		Good		Fair		Poor		Total	
Fostering an atmosphere of mutual trust and confidence	26%	N=42	33%	N=53	21%	N=33	19%	N=31	100%	N=159
Promoting a positive working relationship among work group members	25%	N=40	35%	N=56	20%	N=32	19%	N=31	100%	N=159
Providing specific, constructive feedback that helps improve performance	23%	N=37	34%	N=53	23%	N=36	20%	N=32	100%	N=158
Working together with employees to set goals	21%	N=32	34%	N=53	22%	N=34	24%	N=37	100%	N=156
Communicating expectations of employees	23%	N=36	32%	N=49	26%	N=41	19%	N=29	100%	N=155
Informing employees about decisions that impact work	22%	N=35	33%	N=52	20%	N=32	24%	N=38	100%	N=157
Providing recognition for doing good work	19%	N=30	33%	N=51	26%	N=40	22%	N=35	100%	N=156
Treating employees with respect	31%	N=49	39%	N=61	16%	N=26	14%	N=22	100%	N=158

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Please rate each of the following aspects of your SUPERVISOR'S performance.	Excellent		Good		Fair		Poor		Total	
Welcoming employee involvement in decision-making	27%	N=43	35%	N=55	12%	N=19	26%	N=41	100%	N=158

Table 12: Question 12

Please rate the quality of each of the following aspects of the City of Northglenn's executive leadership.	Excellent		Good		Fair		Poor		Total	
Communicating an inspiring vision	7%	N=10	28%	N=41	33%	N=48	32%	N=46	100%	N=145
Clarity of strategic direction, goals and objectives	6%	N=9	34%	N=49	29%	N=43	31%	N=45	100%	N=146
Strength of shared understanding among employees of what the organization is supposed to do	8%	N=12	35%	N=51	31%	N=45	26%	N=38	100%	N=146
Communicating information in a timely manner	10%	N=15	31%	N=46	25%	N=37	35%	N=52	100%	N=150
Communicating information that helps employees to understand the problems and issues facing the City	9%	N=13	27%	N=40	28%	N=41	37%	N=55	100%	N=149
Encouraging employees to come up with innovative solutions to problems	7%	N=10	29%	N=40	31%	N=43	34%	N=47	100%	N=140
Welcoming employee involvement in decision-making	10%	N=15	24%	N=35	28%	N=41	37%	N=54	100%	N=145
Listening to employee opinions	10%	N=15	27%	N=39	30%	N=43	33%	N=47	100%	N=144
Speed of response to important issues or change	8%	N=11	27%	N=37	33%	N=45	32%	N=44	100%	N=137
Modeling a high standard	9%	N=13	34%	N=49	31%	N=45	26%	N=37	100%	N=144
Managing costs responsibly and logically	15%	N=20	34%	N=47	28%	N=39	23%	N=31	100%	N=137
Process for making important decisions	8%	N=11	36%	N=48	30%	N=40	25%	N=33	100%	N=132
Overall level of confidence in the leadership of the City of Northglenn	8%	N=12	39%	N=58	27%	N=40	26%	N=38	100%	N=148

Table 13: Question 13

Please rate the QUALITY of each of the following support services in Northglenn.	Excellent		Good		Fair		Poor		Total	
Custodial cleaning services	19%	N=30	35%	N=54	29%	N=45	17%	N=27	100%	N=156
Maintenance and repair services	25%	N=39	51%	N=78	16%	N=25	8%	N=12	100%	N=154
Facilities management services overall	26%	N=37	47%	N=67	22%	N=32	6%	N=8	100%	N=144
Fleet maintenance services overall	30%	N=34	52%	N=60	17%	N=20	1%	N=1	100%	N=115
Recruitment services	14%	N=17	34%	N=41	39%	N=47	14%	N=17	100%	N=122
Benefits administration	28%	N=40	47%	N=67	19%	N=28	6%	N=9	100%	N=144
Training services	12%	N=16	42%	N=58	34%	N=47	12%	N=17	100%	N=138
Human resources services overall	15%	N=22	46%	N=66	24%	N=35	15%	N=21	100%	N=144
Radio systems	8%	N=8	56%	N=54	27%	N=26	9%	N=9	100%	N=97
Telephone systems	18%	N=26	53%	N=78	24%	N=35	6%	N=9	100%	N=148
Network services	19%	N=28	56%	N=82	21%	N=31	3%	N=5	100%	N=146
Application services	18%	N=23	63%	N=81	18%	N=23	2%	N=2	100%	N=129
Desktop / Help Desk services	29%	N=42	50%	N=73	17%	N=24	4%	N=6	100%	N=145
General information technology (IT) services overall	30%	N=46	55%	N=85	12%	N=18	3%	N=5	100%	N=154

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Please rate the QUALITY of each of the following support services in Northglenn.	Excellent		Good		Fair		Poor		Total	
Purchasing services overall	8%	N=9	64%	N=70	20%	N=22	8%	N=9	100%	N=110
Finance services overall (which could include payroll, budgeting, etc.)	18%	N=25	59%	N=81	14%	N=19	9%	N=12	100%	N=137
Risk management services overall	21%	N=27	54%	N=71	18%	N=24	7%	N=9	100%	N=131
Overall City internal services	13%	N=18	64%	N=91	18%	N=26	5%	N=7	100%	N=142

Table 14: Question 14

Please rate the TIMELINESS of each of the following support services in Northglenn.	Excellent		Good		Fair		Poor		Total	
Custodial cleaning services	24%	N=36	39%	N=58	23%	N=34	14%	N=20	100%	N=148
Maintenance and repair services	25%	N=37	49%	N=72	17%	N=25	8%	N=12	100%	N=146
Facilities management services overall	28%	N=40	47%	N=68	21%	N=30	4%	N=6	100%	N=144
Fleet maintenance services overall	30%	N=32	55%	N=58	12%	N=13	3%	N=3	100%	N=106
Recruitment services	10%	N=11	44%	N=51	34%	N=39	12%	N=14	100%	N=115
Benefits administration	26%	N=36	54%	N=73	15%	N=20	5%	N=7	100%	N=136
Training services	14%	N=18	49%	N=63	27%	N=35	9%	N=12	100%	N=128
Human resources services overall	22%	N=31	49%	N=69	19%	N=27	9%	N=13	100%	N=140
Radio systems	13%	N=12	58%	N=55	20%	N=19	9%	N=9	100%	N=95
Telephone systems	24%	N=32	56%	N=76	16%	N=21	4%	N=6	100%	N=135
Network services	28%	N=39	54%	N=74	14%	N=19	4%	N=5	100%	N=137
Application services	26%	N=33	59%	N=74	13%	N=16	2%	N=2	100%	N=125
Desktop / Help Desk services	35%	N=50	48%	N=68	12%	N=17	4%	N=6	100%	N=141
General information technology (IT) services overall	30%	N=45	55%	N=81	11%	N=16	4%	N=6	100%	N=148
Purchasing services overall	13%	N=14	63%	N=69	17%	N=18	7%	N=8	100%	N=109
Finance services overall (which could include payroll, budgeting, etc.)	25%	N=32	52%	N=66	14%	N=18	8%	N=10	100%	N=126
Risk management services overall	23%	N=28	54%	N=65	17%	N=21	6%	N=7	100%	N=121
Overall City internal services	13%	N=18	62%	N=84	19%	N=26	6%	N=8	100%	N=136

Table 15: Question D1

In which City agency or department do you work? (Please choose one.)	Percent	Number
Police	28%	N=43
Public Works	30%	N=45
Parks, Recreation & Culture	19%	N=29
Planning	5%	N=8
City Manager's Office, Technology, Finance, Management Services or City Clerk's Office	17%	N=26
Total	100%	N=151

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Table 16: Question D2

What is your management status?	Percent	Number
Manager	23%	N=32
Non-manager	77%	N=108
Total	100%	N=140

Table 17: Question D3

What is your exemption status?	Percent	Number
Exempt (not eligible for overtime)	40%	N=55
Non-exempt (eligible for overtime)	60%	N=83
Total	100%	N=138

Table 18: Question D4

Are you employed full time or part time?	Percent	Number
Full time	91%	N=137
Part time	9%	N=13
Total	100%	N=150

Table 19: Question D5

If you do shift work, which is your predominant shift?	Percent	Number
Day	53%	N=79
Evening	5%	N=8
Night	5%	N=7
N/A	37%	N=55
Total	100%	N=149

Table 20: Question D6

Do you live in Northglenn?	Percent	Number
Yes	12%	N=19
No	88%	N=135
Total	100%	N=154

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Table 21: Question D7

What is your race? (Check all that apply.)	Percent	Number
White	86%	N=125
Hispanic	9%	N=13
African American	0%	N=0
American Indian or Alaskan native	2%	N=3
Asian, Hawaiian or Pacific Islander	1%	N=2
Other	6%	N=9

Total may exceed 100% as respondents could select more than one option.

Table 22: Question D8

What is your gender?	Percent	Number
Male	58%	N=85
Female	42%	N=61
Total	100%	N=146

Table 23: Question D9

What is your age range?	Percent	Number
20 years or younger	0%	N=0
21 to 30 years	18%	N=25
31 to 40 years	22%	N=31
41 to 50 years	32%	N=44
51 to 60 years	21%	N=29
61 years or older	7%	N=10
Total	100%	N=139

Table 24: Question D10

How many years have you worked for the City of Northglenn?	Percent	Number
0 to 5 years	42%	N=59
6 to 10 years	22%	N=31
11 to 15 years	13%	N=18
16 to 20 years	13%	N=18
More than 20 years	11%	N=15
Total	100%	N=141

Responses including “don’t know”

The following pages contain a complete set of responses to each question on the survey, including the “don’t know” responses. The percent of respondents giving a particular response is shown followed by the number of respondents (denoted with “N=”).

Table 25: Question 1

Please rate each of the following aspects of quality of life in Northglenn:	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Northglenn as a place to live	6%	N=10	37%	N=65	29%	N=50	6%	N=11	22%	N=39	100%	N=175
Northglenn as a place to work	18%	N=31	51%	N=90	22%	N=39	10%	N=17	0%	N=0	100%	N=177
The overall quality of life in Northglenn	6%	N=10	52%	N=91	29%	N=51	3%	N=5	10%	N=17	100%	N=174

Table 26: Question 2

Please rate each of the following characteristics as they relate to Northglenn as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Overall feeling of safety in Northglenn	8%	N=14	51%	N=89	29%	N=51	5%	N=9	6%	N=10	100%	N=173
Overall ease of getting to the places you usually have to visit	14%	N=25	62%	N=107	20%	N=34	3%	N=5	1%	N=2	100%	N=173
Quality of overall natural environment in Northglenn	13%	N=23	55%	N=94	24%	N=41	4%	N=7	4%	N=6	100%	N=171
Overall "built environment" of Northglenn (including overall design, buildings, parks and transportation systems)	8%	N=14	41%	N=70	39%	N=66	9%	N=16	3%	N=5	100%	N=171
Health and wellness opportunities in Northglenn	16%	N=27	39%	N=67	32%	N=55	5%	N=9	7%	N=12	100%	N=170
Overall opportunities for education and enrichment	8%	N=13	29%	N=50	37%	N=63	15%	N=25	12%	N=20	100%	N=171
Overall economic health of Northglenn	6%	N=11	42%	N=72	29%	N=50	14%	N=24	8%	N=14	100%	N=171
Sense of community	12%	N=20	39%	N=66	32%	N=55	9%	N=16	8%	N=13	100%	N=170
Overall image or reputation of Northglenn	4%	N=6	38%	N=65	43%	N=74	12%	N=20	4%	N=6	100%	N=171

Table 27: Question 3

How likely or unlikely you are to recommend living in Northglenn to someone who asks?	Percent	Number
Very likely	13%	N=23
Somewhat likely	44%	N=75
Somewhat unlikely	19%	N=32
Very unlikely	18%	N=30
Don't know	6%	N=11
Total	100%	N=171

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Table 28: Question 4

Overall, how would you rate the quality of the services provided by the City of Northglenn?	Percent	Number
Excellent	29%	N=49
Good	54%	N=92
Fair	9%	N=16
Poor	2%	N=4
Don't know	6%	N=10
Total	100%	N=171

Table 29: Question 5

Please rate each of the following categories of Northglenn government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
The value of services for the taxes paid to Northglenn	14%	N=24	46%	N=78	16%	N=27	4%	N=7	20%	N=33	100%	N=169
The overall direction that Northglenn is taking	14%	N=24	45%	N=76	23%	N=39	9%	N=15	8%	N=14	100%	N=168
The job Northglenn government does at welcoming citizen involvement	18%	N=30	48%	N=81	15%	N=26	3%	N=5	15%	N=26	100%	N=168
Overall confidence in Northglenn government	8%	N=13	43%	N=71	31%	N=51	13%	N=21	7%	N=11	100%	N=167
Generally acting in the best interest of the community	15%	N=26	45%	N=75	25%	N=42	7%	N=12	8%	N=13	100%	N=168
Being honest	13%	N=22	41%	N=69	23%	N=38	14%	N=23	10%	N=16	100%	N=168
Treating all residents fairly	19%	N=32	46%	N=77	16%	N=26	5%	N=9	14%	N=23	100%	N=167

Table 30: Question 6

Please rate how important, if at all, you think it is for the Northglenn community to focus on each of the following in the coming two years:	Essential		Very important		Somewhat important		Not at all important		Total	
Overall feeling of safety in Northglenn	40%	N=67	49%	N=81	10%	N=17	1%	N=2	100%	N=167
Overall ease of getting to the places you usually have to visit	18%	N=30	55%	N=92	26%	N=43	1%	N=2	100%	N=167
Quality of overall natural environment in Northglenn	20%	N=34	45%	N=75	30%	N=49	5%	N=8	100%	N=166
Overall "built environment" of Northglenn (including overall design, buildings, parks and transportation systems)	24%	N=40	57%	N=95	17%	N=29	2%	N=3	100%	N=167
Health and wellness opportunities in Northglenn	17%	N=29	41%	N=68	40%	N=67	1%	N=2	100%	N=166
Overall opportunities for education and enrichment	23%	N=39	45%	N=74	29%	N=48	3%	N=5	100%	N=166
Overall economic health of Northglenn	46%	N=77	47%	N=79	6%	N=10	1%	N=1	100%	N=167
Sense of community	27%	N=44	51%	N=85	20%	N=34	2%	N=3	100%	N=166

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Table 31: Question 7

How likely or unlikely you are to recommend working for the City of Northglenn to someone who asks?	Percent	Number
Very likely	33%	N=54
Somewhat likely	39%	N=65
Somewhat unlikely	13%	N=22
Very unlikely	12%	N=19
Don't know	3%	N=5
Total	100%	N=165

Table 32: Question 8

Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Northglenn.	Strongly agree		Somewhat agree		Somewhat disagree		Strongly disagree		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Overall, I am satisfied with my job	39%	N=64	40%	N=67	13%	N=21	8%	N=14	0%	N=0	100%	N=166
Overall, I feel positive about working for the City of Northglenn	40%	N=67	35%	N=58	16%	N=26	9%	N=15	0%	N=0	100%	N=166
Overall, I think the City of Northglenn is a good employer	39%	N=64	44%	N=73	10%	N=17	7%	N=12	0%	N=0	100%	N=166
I plan on working for this organization a year from now	60%	N=99	17%	N=29	6%	N=10	5%	N=8	12%	N=20	100%	N=166
I feel that my workload is manageable most of the time	39%	N=65	34%	N=56	13%	N=21	14%	N=23	0%	N=0	100%	N=165
On average, I could take on a heavier workload than I currently have	12%	N=19	19%	N=32	34%	N=56	34%	N=56	1%	N=2	100%	N=165
I gain satisfaction from my current job responsibilities	47%	N=77	39%	N=65	8%	N=14	5%	N=9	0%	N=0	100%	N=165
I feel positively challenged in my current job	39%	N=64	39%	N=65	14%	N=23	7%	N=12	1%	N=1	100%	N=165
The mission and vision of the City of Northglenn make me feel my job is important	22%	N=36	33%	N=54	26%	N=42	16%	N=26	4%	N=6	100%	N=164
I have good friends at work	47%	N=77	37%	N=61	10%	N=17	5%	N=8	0%	N=0	100%	N=163
I know what is expected of me at work	49%	N=81	33%	N=55	10%	N=17	7%	N=12	0%	N=0	100%	N=165
I have the opportunity to do what I do best every day at work	36%	N=58	41%	N=66	16%	N=26	7%	N=12	0%	N=0	100%	N=162
My values match or fit with the values of this organization	37%	N=61	39%	N=64	14%	N=23	7%	N=11	3%	N=5	100%	N=164
My co-workers are committed to doing quality work	42%	N=70	38%	N=62	15%	N=25	4%	N=7	1%	N=1	100%	N=165
I have received recognition or praise for doing good work in the last seven days	27%	N=44	26%	N=43	16%	N=27	29%	N=48	2%	N=3	100%	N=165
In the last six months, someone at work has talked to me about my progress	34%	N=56	24%	N=40	17%	N=28	23%	N=38	2%	N=3	100%	N=165

Table 33: Question 9

Please rate the quality of each of the following aspects of the City of Northglenn.	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
The working relationships at the City of Northglenn overall	15%	N=24	53%	N=85	22%	N=36	9%	N=15	1%	N=1	100%	N=161
Communication among all staff overall	6%	N=9	31%	N=50	32%	N=51	32%	N=51	0%	N=0	100%	N=161

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Please rate the quality of each of the following aspects of the City of Northglenn.	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Collaboration among all staff overall	9%	N=15	34%	N=54	28%	N=45	29%	N=46	0%	N=0	100%	N=160
The work being done at the City of Northglenn overall	14%	N=23	53%	N=85	26%	N=42	5%	N=8	2%	N=3	100%	N=161
Overall staff morale	5%	N=8	30%	N=48	36%	N=58	28%	N=45	1%	N=2	100%	N=161
The City of Northglenn's reputation among staff	7%	N=11	31%	N=50	38%	N=60	21%	N=33	4%	N=6	100%	N=160
A respectful atmosphere	15%	N=24	48%	N=77	21%	N=34	16%	N=25	1%	N=1	100%	N=161
Communicating standards of ethical behavior	23%	N=37	43%	N=69	16%	N=25	18%	N=29	1%	N=1	100%	N=161
Modeling standards of ethical behavior	17%	N=28	35%	N=57	25%	N=40	22%	N=35	1%	N=1	100%	N=161
Maintaining a work environment that is free of violence or harassment	34%	N=55	35%	N=57	15%	N=24	15%	N=24	1%	N=1	100%	N=161
Maintaining a work environment that is free of drug or alcohol abuse	58%	N=94	30%	N=49	5%	N=8	2%	N=4	4%	N=6	100%	N=161
Work-life balance for staff	24%	N=38	39%	N=63	28%	N=44	9%	N=14	1%	N=1	100%	N=160
Clarity of staff roles and responsibilities	17%	N=27	40%	N=64	30%	N=48	14%	N=22	0%	N=0	100%	N=161
Employee appreciation	22%	N=35	30%	N=48	31%	N=50	17%	N=28	0%	N=0	100%	N=161
Effectiveness of meetings and meeting schedule	11%	N=17	33%	N=52	27%	N=43	24%	N=38	6%	N=10	100%	N=160
The overall skill set of staff	24%	N=39	46%	N=74	23%	N=37	5%	N=8	1%	N=2	100%	N=160
Accuracy of performance evaluations	14%	N=22	38%	N=61	25%	N=40	18%	N=28	6%	N=9	100%	N=160
Compensation (salary, benefits and incentives/bonuses) compared with similar opportunities	11%	N=17	28%	N=44	29%	N=46	33%	N=53	0%	N=0	100%	N=160
Benefits overall (vacation, sick leave, health care, retirement plan, etc.)	49%	N=78	36%	N=58	12%	N=19	3%	N=4	1%	N=1	100%	N=160
Connection between compensation and performance	6%	N=9	28%	N=44	33%	N=52	33%	N=53	1%	N=2	100%	N=160
Dealing with low-performing employees	3%	N=5	12%	N=19	30%	N=48	44%	N=70	11%	N=18	100%	N=160
Recognizing high-performing employees	8%	N=12	15%	N=24	29%	N=46	44%	N=70	5%	N=8	100%	N=160
Defining performance objectives	8%	N=12	29%	N=46	38%	N=61	23%	N=36	3%	N=4	100%	N=159
Applying discipline fairly and consistently	8%	N=13	16%	N=26	23%	N=37	43%	N=68	10%	N=16	100%	N=160
Supporting continual learning and development	13%	N=21	37%	N=59	26%	N=41	21%	N=34	3%	N=4	100%	N=159
Availability of opportunities for employees to develop knowledge and skills	11%	N=18	35%	N=56	31%	N=49	21%	N=34	1%	N=2	100%	N=159
Coaching or mentoring employees	5%	N=8	23%	N=36	35%	N=55	33%	N=52	5%	N=8	100%	N=159
Opportunities for promotion	3%	N=5	16%	N=26	30%	N=48	46%	N=73	4%	N=7	100%	N=159
Opportunities to develop a career path	4%	N=7	21%	N=33	29%	N=45	39%	N=61	7%	N=11	100%	N=157
Work schedule flexibility	29%	N=46	39%	N=62	21%	N=33	11%	N=18	0%	N=0	100%	N=159
Availability of necessary materials, resources and equipment to do the job effectively	13%	N=21	57%	N=90	24%	N=38	5%	N=8	1%	N=2	100%	N=159
Providing individual and group work spaces to do the job effectively	19%	N=31	47%	N=75	23%	N=37	9%	N=15	1%	N=1	100%	N=159

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Table 34: Question 10

Please rate the quality of each of the following aspects of your work group.	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
The working relationships in my work group overall	35%	N=55	38%	N=60	19%	N=30	8%	N=13	1%	N=1	100%	N=159
Communication among all staff in my work group overall	26%	N=41	35%	N=55	26%	N=41	14%	N=22	0%	N=0	100%	N=159
Collaboration among all staff in my work group overall	31%	N=50	35%	N=56	21%	N=33	13%	N=20	0%	N=0	100%	N=159
The quality of work being done in my work group overall	41%	N=65	42%	N=66	15%	N=24	3%	N=4	0%	N=0	100%	N=159
Overall staff morale in my work group	18%	N=28	39%	N=61	24%	N=38	19%	N=30	1%	N=1	100%	N=158

Table 35: Question 11

Please rate each of the following aspects of your SUPERVISOR'S performance.	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Fostering an atmosphere of mutual trust and confidence	26%	N=42	33%	N=53	21%	N=33	19%	N=31	0%	N=0	100%	N=159
Promoting a positive working relationship among work group members	25%	N=40	35%	N=56	20%	N=32	19%	N=31	0%	N=0	100%	N=159
Providing specific, constructive feedback that helps improve performance	23%	N=37	33%	N=53	23%	N=36	20%	N=32	1%	N=1	100%	N=159
Working together with employees to set goals	20%	N=32	33%	N=53	21%	N=34	23%	N=37	2%	N=3	100%	N=159
Communicating expectations of employees	23%	N=36	31%	N=49	26%	N=41	18%	N=29	2%	N=3	100%	N=158
Informing employees about decisions that impact work	22%	N=35	33%	N=52	20%	N=32	24%	N=38	1%	N=2	100%	N=159
Providing recognition for doing good work	19%	N=30	32%	N=51	25%	N=40	22%	N=35	1%	N=1	100%	N=157
Treating employees with respect	31%	N=49	39%	N=61	16%	N=26	14%	N=22	0%	N=0	100%	N=158
Welcoming employee involvement in decision-making	27%	N=43	35%	N=55	12%	N=19	26%	N=41	1%	N=1	100%	N=159

Table 36: Question 12

Please rate the quality of each of the following aspects of the City of Northglenn's executive leadership.	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Communicating an inspiring vision	6%	N=10	26%	N=41	30%	N=48	29%	N=46	8%	N=13	100%	N=158
Clarity of strategic direction, goals and objectives	6%	N=9	31%	N=49	27%	N=43	28%	N=45	8%	N=12	100%	N=158
Strength of shared understanding among employees of what the organization is supposed to do	8%	N=12	32%	N=51	28%	N=45	24%	N=38	8%	N=12	100%	N=158
Communicating information in a timely manner	9%	N=15	29%	N=46	23%	N=37	33%	N=52	5%	N=8	100%	N=158
Communicating information that helps employees to understand the problems and issues facing the City	8%	N=13	25%	N=40	26%	N=41	35%	N=55	6%	N=9	100%	N=158
Encouraging employees to come up with innovative solutions to problems	6%	N=10	25%	N=40	27%	N=43	30%	N=47	11%	N=18	100%	N=158
Welcoming employee involvement in decision-making	9%	N=15	22%	N=35	26%	N=41	34%	N=54	8%	N=13	100%	N=158
Listening to employee opinions	9%	N=15	25%	N=39	27%	N=43	30%	N=47	9%	N=14	100%	N=158
Speed of response to important issues or change	7%	N=11	23%	N=37	28%	N=45	28%	N=44	13%	N=21	100%	N=158
Modeling a high standard	8%	N=13	31%	N=49	29%	N=45	24%	N=37	8%	N=13	100%	N=157
Managing costs responsibly and logically	13%	N=20	30%	N=47	25%	N=39	20%	N=31	13%	N=20	100%	N=157
Process for making important decisions	7%	N=11	30%	N=48	25%	N=40	21%	N=33	16%	N=26	100%	N=158
Overall level of confidence in the leadership of the City of Northglenn	8%	N=12	37%	N=58	25%	N=40	24%	N=38	6%	N=9	100%	N=157

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Table 37: Question 13

Please rate the QUALITY of each of the following support services in Northglenn.	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Custodial cleaning services	19%	N=30	34%	N=54	28%	N=45	17%	N=27	1%	N=2	100%	N=158
Maintenance and repair services	25%	N=39	50%	N=78	16%	N=25	8%	N=12	2%	N=3	100%	N=157
Facilities management services overall	25%	N=37	44%	N=67	21%	N=32	5%	N=8	5%	N=7	100%	N=151
Fleet maintenance services overall	23%	N=34	41%	N=60	14%	N=20	1%	N=1	22%	N=32	100%	N=147
Recruitment services	11%	N=17	26%	N=41	30%	N=47	11%	N=17	23%	N=36	100%	N=158
Benefits administration	25%	N=40	42%	N=67	18%	N=28	6%	N=9	9%	N=14	100%	N=158
Training services	10%	N=16	37%	N=58	30%	N=47	11%	N=17	12%	N=19	100%	N=157
Human resources services overall	15%	N=22	45%	N=66	24%	N=35	14%	N=21	2%	N=3	100%	N=147
Radio systems	5%	N=8	35%	N=54	17%	N=26	6%	N=9	38%	N=59	100%	N=156
Telephone systems	16%	N=26	49%	N=78	22%	N=35	6%	N=9	6%	N=10	100%	N=158
Network services	18%	N=28	52%	N=82	20%	N=31	3%	N=5	8%	N=12	100%	N=158
Application services	15%	N=23	52%	N=81	15%	N=23	1%	N=2	18%	N=28	100%	N=157
Desktop / Help Desk services	27%	N=42	46%	N=73	15%	N=24	4%	N=6	8%	N=13	100%	N=158
General information technology (IT) services overall	29%	N=46	54%	N=85	11%	N=18	3%	N=5	3%	N=4	100%	N=158
Purchasing services overall	6%	N=9	45%	N=70	14%	N=22	6%	N=9	29%	N=46	100%	N=156
Finance services overall (which could include payroll, budgeting, etc.)	16%	N=25	51%	N=81	12%	N=19	8%	N=12	14%	N=22	100%	N=159
Risk management services overall	17%	N=27	45%	N=71	15%	N=24	6%	N=9	18%	N=28	100%	N=159
Overall City internal services	11%	N=18	58%	N=91	16%	N=26	4%	N=7	10%	N=16	100%	N=158

Table 38: Question 14

Please rate the TIMELINESS of each of the following support services in Northglenn.	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Custodial cleaning services	23%	N=36	37%	N=58	22%	N=34	13%	N=20	5%	N=7	100%	N=155
Maintenance and repair services	24%	N=37	46%	N=72	16%	N=25	8%	N=12	6%	N=9	100%	N=155
Facilities management services overall	26%	N=40	44%	N=68	19%	N=30	4%	N=6	7%	N=11	100%	N=155
Fleet maintenance services overall	21%	N=32	39%	N=58	9%	N=13	2%	N=3	29%	N=43	100%	N=149
Recruitment services	7%	N=11	33%	N=51	25%	N=39	9%	N=14	25%	N=39	100%	N=154
Benefits administration	23%	N=36	47%	N=73	13%	N=20	5%	N=7	12%	N=19	100%	N=155
Training services	12%	N=18	41%	N=63	23%	N=35	8%	N=12	17%	N=27	100%	N=155
Human resources services overall	21%	N=31	47%	N=69	18%	N=27	9%	N=13	5%	N=7	100%	N=147
Radio systems	8%	N=12	35%	N=55	12%	N=19	6%	N=9	39%	N=60	100%	N=155
Telephone systems	21%	N=32	49%	N=76	14%	N=21	4%	N=6	13%	N=20	100%	N=155
Network services	25%	N=39	48%	N=74	12%	N=19	3%	N=5	12%	N=18	100%	N=155
Application services	21%	N=33	48%	N=74	10%	N=16	1%	N=2	19%	N=30	100%	N=155

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Please rate the TIMELINESS of each of the following support services in Northglenn.	Excellent		Good		Fair		Poor		Don't know		Total	
	Percent	N	Percent	N	Percent	N	Percent	N	Percent	N	Percent	N
Desktop / Help Desk services	33%	N=50	44%	N=68	11%	N=17	4%	N=6	8%	N=12	100%	N=153
General information technology (IT) services overall	29%	N=45	53%	N=81	10%	N=16	4%	N=6	4%	N=6	100%	N=154
Purchasing services overall	9%	N=14	45%	N=69	12%	N=18	5%	N=8	28%	N=43	100%	N=152
Finance services overall (which could include payroll, budgeting, etc.)	21%	N=32	43%	N=66	12%	N=18	6%	N=10	19%	N=29	100%	N=155
Risk management services overall	18%	N=28	42%	N=65	14%	N=21	5%	N=7	22%	N=34	100%	N=155
Overall City internal services	12%	N=18	55%	N=84	17%	N=26	5%	N=8	11%	N=16	100%	N=152

Table 39: Question D1

In which City agency or department do you work? (Please choose one.)	Percent	Number
Police	28%	N=43
Public Works	30%	N=45
Parks, Recreation & Culture	19%	N=29
Planning	5%	N=8
City Manager's Office, Technology, Finance, Management Services or City Clerk's Office	17%	N=26
Total	100%	N=151

Table 40: Question D2

What is your management status?	Percent	Number
Manager	22%	N=32
Non-manager	73%	N=108
Don't know	5%	N=7
Total	100%	N=147

Table 41: Question D3

What is your exemption status?	Percent	Number
Exempt (not eligible for overtime)	37%	N=55
Non-exempt (eligible for overtime)	56%	N=83
Don't know	7%	N=11
Total	100%	N=149

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Table 42: Question D4

Are you employed full time or part time?	Percent	Number
Full time	91%	N=137
Part time	9%	N=13
Total	100%	N=150

Table 43: Question D5

If you do shift work, which is your predominant shift?	Percent	Number
Day	53%	N=79
Evening	5%	N=8
Night	5%	N=7
N/A	37%	N=55
Total	100%	N=149

Table 44: Question D6

Do you live in Northglenn?	Percent	Number
Yes	12%	N=19
No	88%	N=135
Total	100%	N=154

Table 45: Question D7

What is your race? (Check all that apply.)	Percent	Number
White	86%	N=125
Hispanic	9%	N=13
African American	0%	N=0
American Indian or Alaskan native	2%	N=3
Asian, Hawaiian or Pacific Islander	1%	N=2
Other	6%	N=9

Total may exceed 100% as respondents could select more than one option.

Table 46: Question D8

What is your gender?	Percent	Number
Male	58%	N=85
Female	42%	N=61
Total	100%	N=146

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Table 47: Question D9

What is your age range?	Percent	Number
20 years or younger	0%	N=0
21 to 30 years	18%	N=25
31 to 40 years	22%	N=31
41 to 50 years	32%	N=44
51 to 60 years	21%	N=29
61 years or older	7%	N=10
Total	100%	N=139

Table 48: Question D10

How many years have you worked for the City of Northglenn?	Percent	Number
0 to 5 years	42%	N=59
6 to 10 years	22%	N=31
11 to 15 years	13%	N=18
16 to 20 years	13%	N=18
More than 20 years	11%	N=15
Total	100%	N=141

Appendix B: Benchmark Comparisons

NRC’s database of comparative employee opinion comprises the perspectives of more than 24,000 employees gathered from employee surveys from local governments across the U.S. Those employees evaluated the organization in which they work and gave their opinion about job satisfaction, supervisor relationships and other aspects of the employee experience. The City of Northglenn was compared to the entire database. A benchmark comparison (the average percent positive from all the comparison organizations where a question was asked, excluding Northglenn’s) has been provided when there were at least five organizations in which the question was asked. The percent positive response was created by combining the most favorable response options (i.e., “strongly agree” and “somewhat agree” or “excellent” and “good”).

Where comparisons are available, two columns are provided in the table. The first column is Northglenn’s percent positive. The second shows the comparison of Northglenn’s rating to the benchmark, where Northglenn’s results are noted as being “higher” than the benchmark, “lower” than the benchmark or “similar” to the benchmark. These labels come from a statistical comparison of Northglenn’s rating to the benchmark where a rating is considered “similar” if it is within the margin of error (five percentage points or less) and “higher” or “lower” if the difference between Northglenn’s rating and the benchmark is greater the margin of error (greater than five percentage points).

Table 49: Dimensions of Employee Experience Indices Benchmarks

	City of Northglenn rating	Comparison to benchmark
Job Satisfaction Index	80%	Lower
Employee Contribution and Fit Index	67%	Lower
Work Group Performance Index	70%	Similar
Employee-Supervisor Relationship Index	58%	Lower
Employee Performance Evaluation Index	42%	Similar
Employee Development Index	36%	Lower
Wages and Benefits Index	61%	Similar
Communication and Decision-making Index	38%	Lower
Respect and Ethics Index	50%	Lower
Physical Work Environment Index	75%	Similar

Table 50: Aspects of Job Satisfaction

	City of Northglenn rating	Comparison to benchmark	
Job Satisfaction	Overall, I am satisfied with my job	79%	Lower
	Overall, I feel positive about working for the City of Northglenn	75%	Lower
	Overall, I think the City of Northglenn is a good employer	83%	Similar
	I plan on working for this organization a year from now	88%	Lower
	I gain satisfaction from my current job responsibilities	86%	Similar
	I feel positively challenged in my current job	79%	Lower
Employee Contribution and Fit	I have the opportunity to do what I do best every day at work	77%	Similar
	My values match or fit with the values of this organization	79%	Lower
	I have good friends at work	85%	Similar
	I feel that my workload is manageable most of the time	73%	Lower

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		City of Northglenn rating	Comparison to benchmark
	On average, I could take on a heavier workload than I currently have	31%	Lower
	The mission and vision of the City of Northglenn make me feel my job is important	57%	Lower
	I know what is expected of me at work	82%	Lower
Work Group Performance	My co-workers are committed to doing quality work	80%	Similar
Employee Performance Evaluation	I have received recognition or praise for doing good work in the last seven days	54%	Lower
	In the last six months, someone at work has talked to me about my progress	59%	Lower

Table 51: Aspects of Supervisor and Work Group Relationships

		City of Northglenn rating	Comparison to benchmark
Employee-Supervisor Relationship	Fostering an atmosphere of mutual trust and confidence	60%	Lower
	Promoting a positive working relationship among work group members	60%	Lower
	Providing specific, constructive feedback that helps improve performance	57%	Lower
	Working together with employees to set goals	54%	Lower
	Communicating expectations of employees	55%	Lower
	Treating employees with respect	70%	Similar
	Informing employees about decisions that impact work	55%	Lower
	Providing recognition for doing good work	52%	Lower
	Welcoming employee involvement in decision-making	62%	Similar
Work Group Performance	The working relationships in my work group overall	73%	Lower
	The quality of work being done in my work group overall	82%	Similar
	Communication among all staff in my work group overall	60%	Lower
	Collaboration among all staff in my work group overall	67%	Lower
	Overall staff morale in my work group	57%	Lower

Table 52: Aspects of City's Executive Leadership

		City of Northglenn rating	Comparison to benchmark
Employee Development	Encouraging employees to come up with innovative solutions to problems	36%	Lower
Communication and Decision-making	Communicating an inspiring vision	35%	Lower
	Communicating information in a timely manner	41%	Lower
	Communicating information that helps employees to understand the problems and issues facing the City	36%	Lower
	Welcoming employee involvement in decision-making	34%	Lower

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		City of Northglenn rating	Comparison to benchmark
	Listening to employee opinions	38%	Lower
	Clarity of strategic direction, goals and objectives	40%	Lower
	Speed of response to important issues or change	35%	Lower
	Process for making important decisions	45%	Lower
Respect and Ethics	Strength of shared understanding among employees of what the organization is supposed to do	43%	Lower
	Modeling a high standard	43%	Lower
	Managing costs responsibly and logically	49%	Lower
	Overall level of confidence in the leadership of the City of Northglenn	47%	Lower

Table 53: Aspects of City Workplace

		City of Northglenn rating	Comparison to benchmark
Job Satisfaction	How likely or unlikely you are to recommend working for the City of Northglenn to someone who asks?	74%	Lower
Employee Contribution and Fit	Work-life balance for staff	64%	Lower
	Clarity of staff roles and responsibilities	57%	Lower
	The overall skill set of staff	72%	Lower
Employee Performance Evaluation	Defining performance objectives	37%	Lower
	Accuracy of performance evaluations	55%	Similar
	Connection between compensation and performance	34%	Similar
	Dealing with low-performing employees	17%	Lower
	Recognizing high-performing employees	24%	Lower
Employee Development	Supporting continual learning and development	52%	Lower
	Availability of opportunities for employees to develop knowledge and skills	47%	Lower
	Coaching or mentoring employees	29%	Lower
	Opportunities to develop a career path	27%	Lower
	Opportunities for promotion	20%	Lower
Wages and Benefits	Compensation (salary, benefits and incentives/bonuses) compared with similar opportunities	38%	Lower
	Benefits overall (vacation, sick leave, health care, retirement plan, etc.)	86%	Higher
	Work schedule flexibility	68%	Similar
	Employee appreciation	52%	Similar
Communication and Decision-making	Communication among all staff overall	37%	Lower
	Effectiveness of meetings and meeting schedule	46%	Lower
Respect and Ethics	A respectful atmosphere	63%	Similar
	Applying discipline fairly and consistently	27%	Lower
	Communicating standards of ethical behavior	66%	Similar
	Modeling standards of ethical behavior	53%	Lower
	The working relationships at the City of Northglenn overall	68%	Similar
	Collaboration among all staff overall	43%	Lower
	The work being done at the City of Northglenn overall	68%	Lower
Overall staff morale	35%	Lower	

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		City of Northglenn rating	Comparison to benchmark
	The City of Northglenn's reputation among staff	40%	Lower
Physical Work Environment	Maintaining a work environment that is free of violence or harassment	70%	Lower
	Maintaining a work environment that is free of drug or alcohol abuse	92%	Similar
	Availability of necessary materials, resources and equipment to do the job effectively	71%	Similar
	Providing individual and group work spaces to do the job effectively	67%	Similar

Table 54: Aspects of City for Residents

		City of Northglenn rating	Comparison to benchmark
Community Quality	Northglenn as a place to live	55%	Lower
	Northglenn as a place to work	68%	Lower
	The overall quality of life in Northglenn	64%	Lower
	Overall feeling of safety in Northglenn	63%	Lower
	Overall ease of getting to the places you usually have to visit	77%	Higher
	Quality of overall natural environment in Northglenn	71%	Lower
	Overall "built environment" of Northglenn (including overall design, buildings, parks and transportation systems)	51%	Lower
	Health and wellness opportunities in Northglenn	59%	Lower
	Overall opportunities for education and enrichment	42%	Lower
	Overall economic health of Northglenn	53%	Lower
	Sense of community	55%	Lower
	Overall image or reputation of Northglenn	43%	Lower
	How likely or unlikely you are to recommend living in Northglenn to someone who asks?	61%	Lower
Government Quality	Overall, how would you rate the quality of the services provided by the City of Northglenn?	88%	Similar
	The value of services for the taxes paid to Northglenn	75%	Similar
	The overall direction that Northglenn is taking	65%	Similar
	The job Northglenn government does at welcoming citizen involvement	78%	Higher
	Overall confidence in Northglenn government	54%	Lower
	Generally acting in the best interest of the community	65%	Similar
	Being honest	60%	Similar
	Treating all residents fairly	76%	Higher

Table 55: Support Services

		City of Northglenn rating	Comparison to benchmark
Quality of Support Services	Custodial cleaning services	54%	Lower
	Maintenance and repair services	76%	Similar
	Facilities management services overall	72%	Similar
	Fleet maintenance services overall	82%	Higher
	Recruitment services	48%	Lower
	Benefits administration	74%	Higher
	Training services	54%	Lower
	Human resources services overall	61%	Lower
	Radio systems	64%	Similar
	Telephone systems	70%	Similar
	Network services	75%	Similar
	Application services	81%	Higher
	Desktop / Help Desk services	79%	Similar
	General information technology (IT) services overall	85%	Higher
	Purchasing services overall	72%	Similar
	Finance services overall (which could include payroll, budgeting, etc.)	77%	Similar
	Risk management services overall	75%	Similar
	Overall City internal services	77%	Higher
Timeliness of Support Services	Custodial cleaning services	64%	Lower
	Maintenance and repair services	75%	Similar
	Facilities management services overall	75%	Similar
	Fleet maintenance services overall	85%	Higher
	Recruitment services	54%	Lower
	Benefits administration	80%	Higher
	Training services	63%	Similar
	Human resources services overall	71%	Similar
	Radio systems	71%	Similar
	Telephone systems	80%	Similar
	Network services	82%	Higher
	Application services	86%	Higher
	Desktop / Help Desk services	84%	Higher
	General information technology (IT) services overall	85%	Higher
	Purchasing services overall	76%	Similar
	Finance services overall (which could include payroll, budgeting, etc.)	78%	Similar
	Risk management services overall	77%	Similar
	Overall City internal services	75%	Similar

Appendix C: Survey Background and Methodology

Survey Background

The City of Northglenn partnered with National Research Center, Inc. (NRC) to conduct a City-wide employee survey. Employees were asked questions about their job satisfaction, work environment, compensation, supervisory relationships, organizational climate and communication. This was the first survey of Northglenn employees. The results can be used by the City to better understand employee experiences, address employee concerns and monitor perspectives over time. The City of Northglenn funded this research. Please contact Heather Geyer of the City of Northglenn at hgeyer@northglenn.org if you have any questions about the survey.

The survey consisted of thematically similar statements grouped into question sets and all were asked on a four-point scale (e.g., strongly agree, somewhat agree, somewhat disagree, strongly disagree or excellent, good, fair, poor), questions assessing the quality and timeliness of support services (also asked on a four-point scale) and questions about respondent employment and sociodemographic characteristics.

Selecting Survey Recipients

All City of Northglenn employees were eligible to complete the survey. The City provided NRC with a list of email addresses for all employees with City emails. The City also communicated with all employees about the survey so that employees without City emails were informed about and could participate in the survey.

Survey Administration and Response

The City notified all employees of the survey on December 7, 2018. Employees with email addresses received three email reminder messages with the survey link over the following four weeks. The City also provided staff who do not have regular access to computers and/or who do not have City email addresses computers on which employees could complete the online survey. The survey was available in English. Data collection continued through January 18, 2019. Of the 248 employees receiving an invitation to complete the survey, a total of 171 employees returned completed surveys, providing a response rate of 71%. The response rate was calculated using the American Association of Public Opinion Research (AAPOR) response rate #2¹ for Internet surveys of named persons.

Table 56: Survey Response Rate

	Overall
Total sample used	248
I=Complete Interviews	161
P=Partial Interviews	16
R=Refusal and break off	6
NC=Non Contact	0
O=Other	0
UH=Unknown household	0
UO=Unknown other	65
Response rate: $(I+P)/(I+P) + (R+NC+O) + (UH+UO)$	71%

Because the survey was intended to be taken by all employees and no statistical weighting was performed, no traditional margin of error was calculated. However, because not all employees responded, NRC recommends using plus or minus five percentage points as the “range of uncertainty” around any given percent reported for the organization as a whole.

¹ See AAPOR’s Standard Definitions here: [http://www.aapor.org/Standards-Ethics/Standard-Definitions-\(1\).aspx](http://www.aapor.org/Standards-Ethics/Standard-Definitions-(1).aspx) for more information.

Survey Processing

NRC used SurveyGizmo, a web-based survey and analytics platform, to collect the online survey data. Use of an online system means all collected data are entered into the dataset when the respondents submit the surveys. Skip patterns are programmed into system so respondents are automatically “skipped” to the appropriate question based on the individual responses being given. Online programming also allows for more rigid control of the data format, making extensive data cleaning unnecessary. Empty submissions (questionnaires submitted with no questions answered) were removed from the final dataset.

Survey Analysis and Reporting

Since the surveys were completed online, the data were automatically saved electronically. The data were then exported into a text-only format and the electronic dataset was imported and analyzed by NRC staff using the Statistical Package for the Social Sciences (SPSS). The anonymity of all employees is fully maintained as no names or other unique identifiers have been recorded.

Frequency distributions for each question are presented in the report appendices. Tables and charts displaying the “percent positive” are presented in the Workplace Report. The percent positive is the combination of the top two most positive response options (i.e., “strongly agree” and “somewhat agree” or “excellent” and “good”). On many of the questions in the survey, respondents could answer, “don’t know.” The proportion of respondents giving this reply, including and excluding “don’t know,” is shown in the full set of responses in *Appendix A: Complete Survey Responses*. However, these responses have been removed from the analyses presented in the Workplace Report. In other words, the figures display the responses from respondents who had an opinion about a specific item.

When a table for a question that only permitted a single response does not total to exactly 100%, it is due to the customary practice of rounding percentages to the nearest whole number.

Employee Satisfaction and Calculation of Indices

Employees rated over 100 aspects related to the working environment of the City. These items were categorized into 10 dimensions of the employee experience: *job satisfaction, communication and decision-making, respect and ethics, wages and benefits, physical work environment, supervisor relationship, performance evaluation, employee development, work group performance and employee contribution and fit*. The individual survey items comprising each of these dimension is shown in Table 57.

The two most positive points on the response scale (i.e., “strongly” and “somewhat” agree or “excellent” and “good”) for each item included in a dimension were combined and averaged to create an average percent positive index rating. To assess which dimensions were most important to overall employee satisfaction, the index ratings for *communication and decision-making, respect and ethics, wages and benefits, physical work environment, supervisor relationship, performance evaluation, employee development, work group performance and employee contribution and fit* were correlated to the index rating of *job satisfaction*. Those dimensions that correlate most highly with *job satisfaction* are good predictors of overall job satisfaction and may be useful focus areas to consider for enhancement of employee satisfaction.

Table 57: Dimensions of Employee Experience

Dimension	Item	Description
Job Satisfaction	q7	How likely or unlikely you are to recommend working for the City of Northglenn to someone who asks?
	q8a	Overall, I am satisfied with my job
	q8b	Overall, I feel positive about working for the City of Northglenn
	q8c	Overall, I think the City of Northglenn is a good employer
	q8d	I plan on working for this organization a year from now
	q8g	I gain satisfaction from my current job responsibilities
	q8h	I feel positively challenged in my current job
	Contribution and Fit	q8e
q8f		On average, I could take on a heavier workload than I currently have
q8i		The mission and vision of the City of Northglenn make me feel my job is important
q8j		I have good friends at work

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Dimension	Item	Description
	q8k	I know what is expected of me at work
	q8l	I have the opportunity to do what I do best every day at work
	q8m	My values match or fit with the values of this organization
	q9l	Work-life balance for staff
	q9m	Clarity of staff roles and responsibilities
	q9p	The overall skill set of staff
Supervisor Relationship	q11a	Fostering an atmosphere of mutual trust and confidence
	q11b	Promoting a positive working relationship among work group members
	q11c	Providing specific, constructive feedback that helps improve performance
	q11d	Working together with employees to set goals
	q11e	Communicating expectations of employees
	q11f	Informing employees about decisions that impact work
	q11g	Providing recognition for doing good work
	q11h	Treating employees with respect
	q11i	Welcoming employee involvement in decision-making
Work group Performance	q8n	My co-workers are committed to doing quality work
	q10a	The working relationships in my work group overall
	q10b	Communication among all staff in my work group overall
	q10c	Collaboration among all staff in my work group overall
	q10d	The quality of work being done in my work group overall
	q10e	Overall staff morale in my work group
Employee Development	q9y	Supporting continual learning and development
	q9z	Availability of opportunities for employees to develop knowledge and skills
	q9aa	Coaching or mentoring employees
	q9bb	Opportunities for promotion
	q9cc	Opportunities to develop a career path
Employee Performance Evaluation	q12f	Encouraging employees to come up with innovative solutions to problems
	q8o	I have received recognition or praise for doing good work in the last seven days
	q8p	In the last six months, someone at work has talked to me about my progress
	q9q	Accuracy of performance evaluations
	q9t	Connection between compensation and performance
	q9u	Dealing with low-performing employees
	q9v	Recognizing high-performing employees
Wages and Benefits	q9w	Defining performance objectives
	q9n	Employee appreciation
	q9r	Compensation (salary, benefits and incentives/bonuses) compared with similar opportunities
	q9s	Benefits overall (vacation, sick leave, health care, retirement plan, etc.)
Communication and Decision-making	q9dd	Work schedule flexibility
	q9b	Communication among all staff overall
	q9o	Effectiveness of meetings and meeting schedule
	q12a	Communicating an inspiring vision
	q12b	Clarity of strategic direction, goals and objectives
	q12d	Communicating information in a timely manner
	q12e	Communicating information that helps employees to understand the problems and issues facing the City
	q12g	Welcoming employee involvement in decision-making
	q12h	Listening to employee opinions
	q12i	Speed of response to important issues or change
Respect and Ethics	q12l	Process for making important decisions
	q9a	The working relationships at the City of Northglenn overall
	q9c	Collaboration among all staff overall
	q9d	The work being done at the City of Northglenn overall
	q9e	Overall staff morale
	q9f	The City of Northglenn's reputation among staff
	q9g	A respectful atmosphere
	q9h	Communicating standards of ethical behavior
	q9i	Modeling standards of ethical behavior
	q9x	Applying discipline fairly and consistently
	q12c	Strength of shared understanding among employees of what the organization is supposed to do

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Dimension	Item	Description
	q12j	Modeling a high standard
	q12k	Managing costs responsibly and logically
	q12m	Overall level of confidence in the leadership of the City of Northglenn
Physical Work Environment	q9j	Maintaining a work environment that is free of violence or harassment
	q9k	Maintaining a work environment that is free of drug or alcohol abuse
	q9ee	Availability of necessary materials, resources and equipment to do the job effectively
	q9ff	Providing individual and group work spaces to do the job effectively

Appendix D: Survey Materials

The following pages contain the emails sent to employees and The National Employee Survey™ formatted similarly to the online versions.



City of Northglenn, Colorado

NEXT STEPS WORKSHOP RESULTS: EMPLOYEES AND LEADERSHIP TEAM
May 2019

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Workshop Background

The City of Northglenn, Colorado conducted the National Employee Survey in December 2018 and January 2019. The National Employee Survey (The NES™), conducted by National Research Center, Inc., was developed to provide local governments an accurate, affordable and easy way to assess and interpret employee opinion about organizational culture.

Results offer insight into employees' perspectives about the organization including the topics job satisfaction, work environment, compensation, supervisory relationships, organizational climate and communication. This was the first survey of Northglenn employees. The results can be used by the City to better understand employee experiences, address employee concerns and monitor perspectives over time. Of the 248 employees receiving an invitation to complete the survey, a total of 171 employees returned completed surveys, providing a response rate of 71%. Results from the City of Northglenn NES are presented in separate reports.

Approximately 76 staff from City of Northglenn convened for three different workshops on April 16 and April 17, 2019 to review the survey results and work together to debrief the survey results, identify areas of organizational focus and develop potential strategies that the City could pursue to increase the quality of the of the work climate in City of Northglenn. After the staff workshops, the Leadership Team met on May 7 to debrief the results of the survey and Employee Next Steps workshops to identify the areas of focus for the next 2-3 years. This report first details the results of the employee workshops and then provides information on the Leadership Team's discussions.

Employee Perspectives of City of Northglenn

Workshop participants were first asked their opinions about the organization through a series of exercises. The first question asked participants was: *What do you think is working best in work climate in the City of Northglenn?* Many of the comments centered around the benefits package, the family culture in the City and the quality of services provided to the community.

Figure 1: Best things about the work climate at the City of Northglenn

- Benefits (all 3 groups)
- Collaboration across departments/Teamwork (mentioned in all 3 groups)
- Inter-departmental relationships (not silos). Much better than 10-15 years ago
- Employee communication (not at leadership level)
- Work-life balance/ Workload level (mentioned in 2 groups)
- Flexibility
- Cultural values
- Friendly
- Close to home
- Employee appreciation/ Attempts to show employee appreciation (mentioned in 2 groups)
- Training opportunities (for some)
- Customer service to residents and across all departments
- Community activities and events (mentioned in 2 groups)
- Providing quality services to residents

The second exercise asked participants to think about City of Northglenn's organizational climate and, if given a magic wand, what one thing would they change. Common areas of improvement focused around leadership, communication and compensation.

Figure 2: Challenges in the City of Northglenn's Climate

- Lack of consistency in leadership - city manager and communications director (mentioned in all 3 groups)
- Accountability
- Better communication between departments (mentioned in 2 groups)
- Increased communication from leadership (mentioned in 2 groups)
- Spread out facilities are difficult for consistent information)
- Lack of internal communication (e.g. people leave, get hired, moved and no one knows)
- Gossip is main channel of communication since so very little
- Effective performance evaluations
- Professional development for all
- Behind the times with technology (e.g. paper timesheets) (mentioned in 2 groups)
- Tuition reimbursement
- Fair pay for fair work
- Change overtime structure
- Sick leave
- Change 3% annual increase back to 5%
- Benefits (employees new to organization not as impressed)
- Wages (mentioned in 2 groups)
- Increased opportunities for other departments to work on events (or need to hire folks/give comp time)
- Lack of consistency in flexibility (too rigid in some departments)

Employees Debrief of the Survey Results

NRC staff presented the key findings from the survey in the workshop including both areas of organization strength and opportunity. Resident ratings were compared to national benchmarks to aid in the interpretation of the findings. After the presentation, participants discussed the survey results. The data were debriefed through three key questions:

- *What results did you expect?*
- *What results were surprising?*
- *In what areas do we need to dig deeper?*

The responses are provided in the figure below.

Figure 3: Participant Reactions to Survey Findings

Expected Findings	Surprising Findings	Areas Where More Research/Analysis is needed
<ul style="list-style-type: none"> • Almost everything • People want to stay (2 groups) • Lack of discipline • Communication issues/ Issues in internal/external and interdepartmental communication (all 3 groups) • Family/work culture/coworker environment (all 3 groups) • Low ratings for supervisors and executive team • High ratings for benefits (all 3 groups) • Low ratings for wages (2 groups) • Employee voices feeling undervalued 	<ul style="list-style-type: none"> • Harassment/violence ratings (scored below nation) (in 2 groups) • Overall ratings were more positive than expected/ Higher expected ratings than expected overall (hard to believe in some places we scored higher than nation) • Performance evaluations • Wages and benefits • Training • Job is not important • Dealing with low performing employees - how it was even as high as it was? • Low score for employee development (not for all departments) • Low ratings for training • 80% saying they will stay (much lower in police they suspect) • Low scores for HR • Low scores for custodial services • Employees rating of Northglenn amenities lower 	<ul style="list-style-type: none"> • Harassment ratings • Custodial services (in 2 groups) • Wages/benefits (performance based options, retention, bonding restrictions, what is "good" compared to other cities) • Some question the quality of benefits (good: vacation, matching on retirement bit needs improvement: dental, vision, Kaiser only, 401 match, more sick leave, more general leave) • Performance evaluations (how to deal with poor performers?) • How do we find a bigger budget for training (especially required ones) • Job is important (in 2 groups) • Flexibility - what does it look like? • Why are HR trainings low? • How much of ratings are rumor mill verses reality?

Employee Selection for Areas of Organizational Focus

At the end of the debriefing exercise, participants were asked to identify 2-5 areas issues they felt should be areas of focus for the organization related to communication, leadership, compensation and employee development, growth and performance management. These were felt to be the most pressing issues to address based on the survey results and participant perceptions of need.

Figure 4: Key Areas of Organization Focus



Employee Generated Strategies to Address Key Focus Areas

Once the 2-5 issues were identified in each group (9 areas in total), NRC provided some examples of how local governments across the nation use survey results to improve organizations. The presentation encouraged thinking innovatively to address organization issues. Participants then discussed each issue in more depth and brainstorm the types of strategies City of Northglenn might use to move ahead on each key area of focus. The strategies are grouped in the following tables based on overall themes. (Some work groups identified strategies that crossed into other focus areas.)

Figure 5: Potential Strategies To Consider

Employee Development and Growth	
Employee development	<ul style="list-style-type: none"> • More cross-trainings with other city departments • Balance work-loads across departments • Tuition reimbursement • More hands-on training • More on-line training • Better training opportunities • Increase networking
Employee Supervisor Relationship	<ul style="list-style-type: none"> • More 1:1 meetings • More teambuilding • Create more opportunities for employee to be part of decision-making process • Department lunches • Employee supervisors setting goals together • Consistent messaging • Information that flows both ways - supervisor shares important information with staff and staff can make recommendations
Performance evaluations	<ul style="list-style-type: none"> • Create department specific tools (one size does not fit all) • Increase opportunities for supervisor-employee goal setting/annual outcomes • Add mid year evaluations • 360 degree component • Better super training to do performance evaluation • Mandated areas for improvement on performance evaluation form (so supervisors have to include and reduces the feeling that a person is a bad employee because they have to grow in specific areas) • Extra personal day for high performer • Stipend or other reward given to long term high performers • Overhaul Northglenn Notables
Dealing with low performing employees	<ul style="list-style-type: none"> • Coaching assistance for supervisors • Try to reduce favoritism • Group performance evaluations (360 degree surveys) • Bottom up evaluations • Skills training • Employee development • Pay for performance • Better mentoring • Performance improvement plan training • Increased engagement for that employee

Communication

Communication - Leadership

- Leadership teams needs to be more transparent
- Make NIC more user friendly (not easy to navigate now)
- Leadership team needs communicate better with supervisors - supervisors need better communication with staff
- Allow opportunities for employees to express opinions and feel safe/without fear
- More transparency from leadership to employees
- More communication/collaboration from leadership
- Equity/transparency in funding across departments
- Less complacency and lack of accountability
- More consistency across supervisors
- Have leadership be open, multi-generational, multi mode in communication
- Consistent messages, multi-modal, making sure messages are understood as intended
- Manager report should inspire (promote services, clear council goals, summary of council decisions)

Internal communication

- Promote cross training of departments - tours for employees
- Intranet- more dynamic, make it live and relevant
- Connect to all employees
- Group meetings (focused on problem solving issues)
- Get rid of Groupwise (use intranet system instead)
- Can we provide a better connection to phones?
- Communication manager (need consistency in position/clarity of role and purpose)
- New assistant that focuses on internal communications
- More director cross training
- Communication needs to be consistent across departments (people in OM never heard of wellness committee),
- Create Videos to showcase what each department does on NIC
- Provide "spot award" where employees give \$25--\$50 gift cards to other employees they think is doing great job (peer recognition)

Leadership	
Leadership: philosophy	<ul style="list-style-type: none"> • Shift in leadership philosophy (servant leadership) • Clarity of direction • Establish an employee council (safe space to share with leadership), • Establishing bottom up, not top down leadership • Break leadership bubble
Leadership: communication	<ul style="list-style-type: none"> • Leadership Team: Who are they, what do they do? What do they talk about, how do they make decisions, (show photos and names so people can reach out to them) • Lack of communication and collaboration across departments (information often only posted at City Hall) • Leadership team should record and share minutes, share information from team verbal and written in timely manner • Crafting messages for council • Better communication between staff and council • Review content of previous retreats • Implement role playing with other departments • Communicate what comes out of leadership meeting (not just from city manager) • Encourage transparency - vision, mission and goals • Dissemination of leadership information
Leadership: decision-making	<ul style="list-style-type: none"> • Make more decisions across departments and share impacts of decisions (e.g. bike lanes and traffic signals) • Understand team/council have to make tradeoffs (recognize that many staff are overloaded so pet projects may not be possible) • Discuss projects between departments and how it will impact staff (let staff talk about how it will impact our workload) • Recognize staff steps up to complete projects • Recognize that at some point special "projects" must slow down so that staff can perform their regular duties • Shared goals • Setting expectations with council
Clear focus	<ul style="list-style-type: none"> • United front from leadership • Confidence in information • Mission statement that empowers • Shared understanding of direction and issues affecting city • Consistency in messages

Compensation and Retention

Non-tangible benefits and Flexibility	<ul style="list-style-type: none"> • Pay for city closures • Ability to volunteer (flex hours) in other departments/events • Let go of idea that everything has to “fair” - employees don’t care • Daycare/preschool -employees should be allowed to bring kids for free at a deep discount • Flex schedules • Allow folks who can to work from home: (need a realistic vision, realign priorities, pursue technology to help) • Form more special interest groups such as clubs, fishing, biking, cooking (not everyone wants to exercise) • R&D • Voucher subsidies • Private gym membership subsidy
Wages	<ul style="list-style-type: none"> • Should be performance and qualification based • Recognize training, certifications in pay scale (e.g. CDL) • Consider foreman based operations (someone to fill in for supervisor) • Better incentives and recognition for high performers • Evaluation/pay is not accountable or fair now
Employee retention	<ul style="list-style-type: none"> • Intangible benefits should be covered and standardized in handbook: Flex schedules, volunteer time leave, family leave • Communicate vision and values so employees feel invested (employees do already have visions and values so incorporate these in planning) • Leaders need to communicate and listen to employees • Give employees a voice! • Maybe sign an agreement to stay if City invests significant resources in training • Turnover is not necessarily a bad thing- understand when and how it is good and bad for City • Change the culture of negativity in some departments • Benet model of allowing employees to bring infants to office

Leadership Team Perspectives of City of Northglenn

Members of the Leadership Team were asked the same questions as the employees attending the workshops. They were first asked their opinions about the organization through a series of exercises. The first question asked participants was: *What do you think is working best in work climate in the City of Northglenn?*

Figure 6: Best things about the work climate at the City of Northglenn

- We get things done!
- People work together and step up
- Cross-departmental teamwork
- Creative solutions
- We get results
- Strong sense of community
- Customer service
- Size of organization helps with sense of community

The second exercise asked the leaders to think about City of Northglenn's organizational climate and, if given a magic wand, what one thing would they change.

Figure 7: Challenges in the City of Northglenn's Climate

- Stability with City Manager position
- Better communication throughout the organization
- Better absorption of information
- Additional resources/more staff to fill vacant positions

Similar to the employee workshops, NRC staff presented the key findings from the survey in the workshop including both areas of organization strength and opportunity. Resident ratings were compared to national benchmarks to aid in the interpretation of the findings. After the presentation, members of the Leadership Team discussed the survey results. The data were debriefed through three key questions:

- *What results did you expect?*
- *What results were surprising?*
- *In what areas do we need to dig deeper?*

The responses are provided on the following page.

Figure 8: Leadership Team Reactions to Survey Findings

Expected Findings	Surprising Findings	Areas Where More Research/Analysis is needed
<ul style="list-style-type: none"> • Low pay • Positive about benefits • Concerns about leadership turnover/stability • Family atmosphere/culture • Job satisfaction 	<ul style="list-style-type: none"> • Violence/harassment issues • Positive ratings for equipment • Disconnect with leadership team • Perceived lack of communication 	<ul style="list-style-type: none"> • What does “fair” mean? • Violence/harassment ratings • Communication (what/how/whom) • Leadership team and supervision low ratings (what isn’t working?) • Training - what are people looking for? • Why do so many employees feel like their job is not important? • Feeling valued - what does that mean?

At the end of the debriefing exercise, Leadership Team members were asked to identify 2-5 areas issues they felt should be areas of focus for the organization related to communication, leadership, compensation and employee development, growth and performance management. These were felt to be the most pressing issues to address based on the survey results and participant perceptions of need.

Figure 9: Focus Areas Chosen by the Leadership Team

- Violence/harassment/workplace culture
- Communications (what/how/whom)
- Employee evaluation
- Mission, Vision, Values
- Communication
- Leadership