



2024 State of Colorado Employee Engagement Survey

Executive Summary



Purpose of the 2024 Employee Engagement Survey

The Employee Engagement Survey measures important workforce characteristics across the State of Colorado.

Results from the survey will be used to help the State create a better place to work for all employees and become an Employer of Choice.

“We look forward to seeing the results of the survey and using them to build fulfilling workplaces and careers for our employees.”

- Tony Gherardini, State Personnel Director



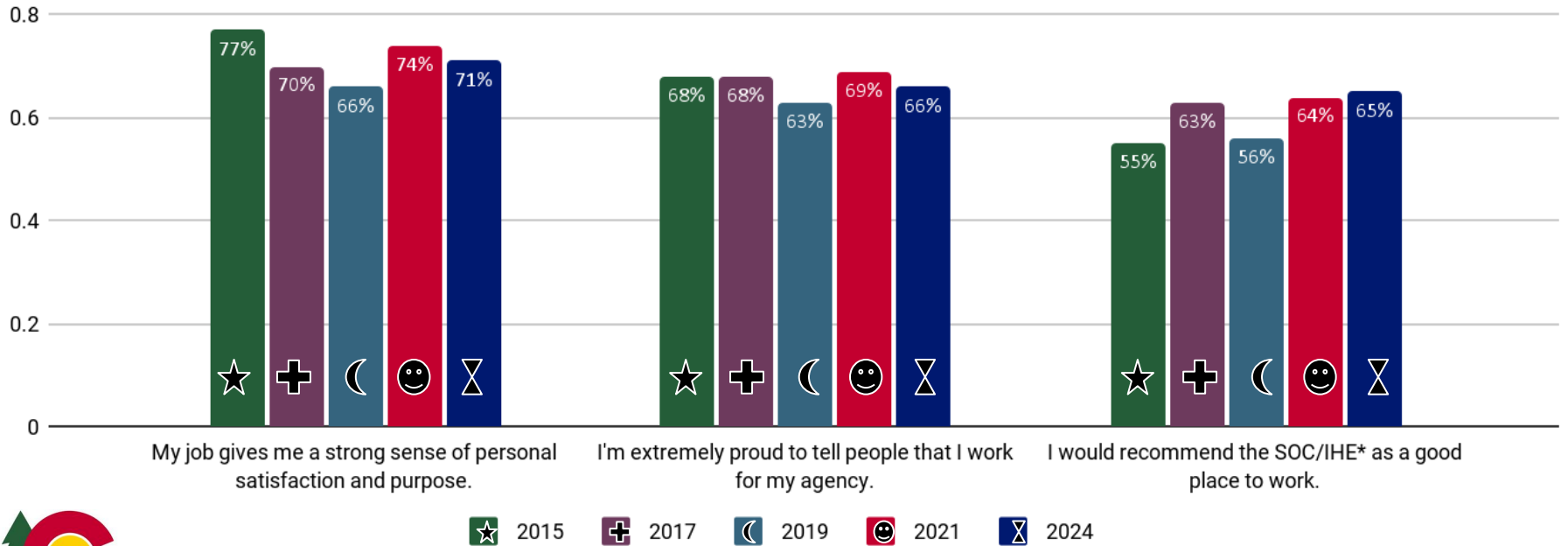
Overview

- Survey collected responses from **May 28 through June 21**
 - Extended survey due date from June 10 to June 21
 - Received approximately 1,330 additional responses
- **10% increase in participation**
 - 2024 Participation Rate: 54.84% (16,795 employees)
 - 2021 Participation Rate: 44.3% (14,007 employees)



Trending Data

Employee Favorable Response by Question



My job gives me a strong sense of personal satisfaction and purpose.

I'm extremely proud to tell people that I work for my agency.

I would recommend the SOC/IHE* as a good place to work.

☆ 2015 + 2017 ☾ 2019 😊 2021 ⌚ 2024

*State of Colorado Agencies / Institutions of Higher Education



The Four Factors

Organization

1. Culture of Engagement
2. Strategic Alignment

Manager

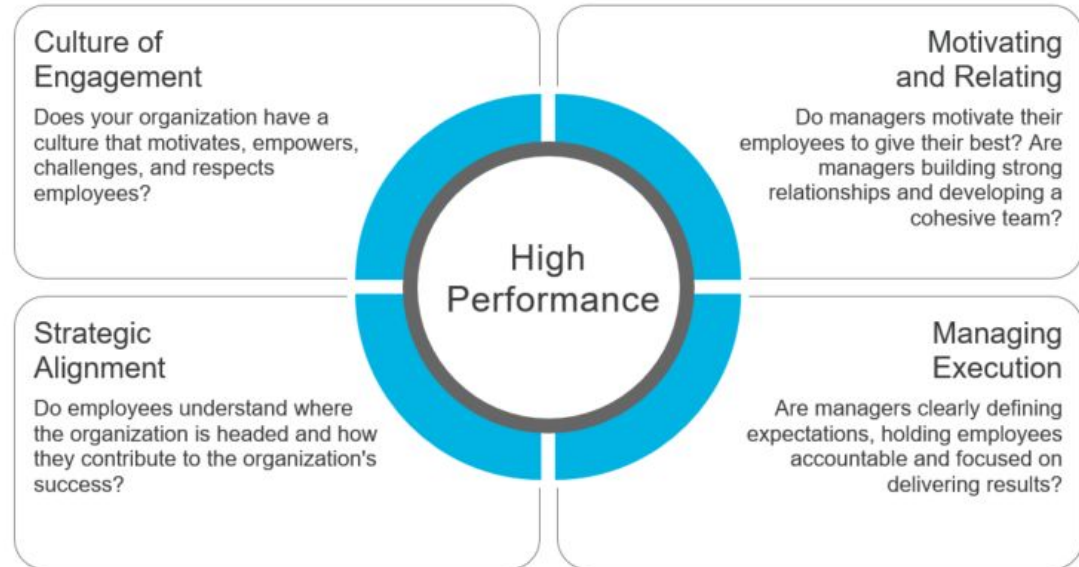
3. Motivating & Relating
4. Managing Execution



The two **Organization** factors deal with how employees relate to and connect with the organization.



The two **Manager** factors examine whether managers display the essential skills and behaviors needed to be effective.



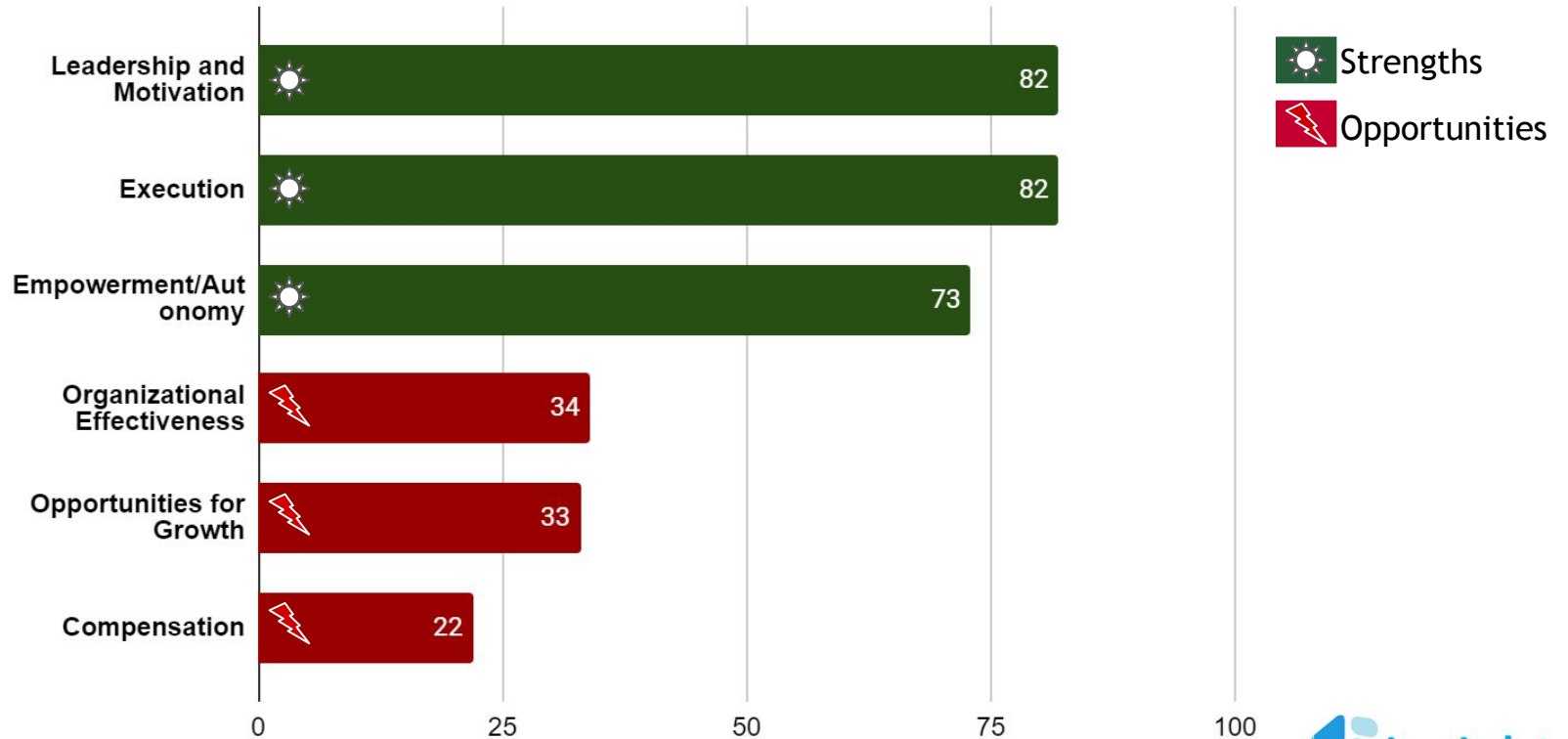
The background of the slide features a stylized landscape. In the foreground, several dark silhouettes of evergreen trees stand on a dark, undulating ground line. Behind them, layers of mountains are depicted with soft, horizontal bands of color, transitioning from a pale pinkish-orange at the top to a deep purple at the bottom, suggesting a sunset or sunrise. The overall composition is serene and naturalistic.

Survey Findings

Statewide



Top Three Strengths & Opportunities Statewide



Strengths and Opportunities

The following **strengths and opportunities** were identified based on the categories with the three average highest and lowest percentile scores.

Percentile scores measure the State's scores against other similar government and public sector organizations.¹

Categories and questions that drive **engagement and/or disengagement** in the organization are noted with an asterisk *.² These categories deserve particular attention, as they have a significant impact on overall engagement.

¹The State added three custom questions regarding our EDI efforts that because of their unique nature, were not able to be benchmarked against other similar organizations.

²Questions that drive engagement at our organization are highly correlated with the three overall engagement questions: 1) My job gives me a strong sense of personal satisfaction and purpose, 2) I am extremely proud to tell people that I work for my agency, and 3) I would recommend working for the State of Colorado to friends and family. These overall engagement questions are industry standard.



Strengths High Level Overview

- Leadership and Motivation
- Execution
- Empowerment/Autonomy



Strengths: Leadership and Motivation

- My immediate supervisor creates an atmosphere that inspires others to achieve at a higher level. **90th percentile.**
- My immediate supervisor makes decisions based on business needs rather than a personal agenda. **85th percentile.**
- My immediate supervisor gives me meaningful and timely feedback on my performance. **71st percentile.**



Strengths: Empowerment/Autonomy

- My immediate supervisor gives me the freedom I need to do my job effectively. **87th percentile.**
- People who turn good ideas into positive action are rewarded with positive recognition in this organization. **59th percentile.**

Strengths: Execution

- My immediate supervisor follows through on commitments. **82nd percentile.**



Opportunities High Level Overview

- Compensation
- Opportunities for Growth*
- Organizational Effectiveness*



Opportunities: Compensation

- I am paid fairly for the work that I do. **22nd percentile.**

Opportunities: Growth

- I am satisfied with my opportunities for career growth and development.* **33rd percentile.**



Opportunities: Organizational Effectiveness

- My agency has a clear set of priorities and objectives.* **26th percentile.**
- My agency retains its most talented employees. **33rd percentile.**
- I receive the information necessary to do my job effectively. **38th percentile.**



Other Drivers of Engagement

While these categories were not highest or lowest scoring, they are key drivers of engagement:

Respect for employees: I am satisfied with the recognition I receive for doing a good job. **45th percentile.**

Communication: I have a clear understanding of my agency's strategic goals. **44th percentile.**



Innovation

“The State is committed to being at the forefront of innovation and collaboration, taking new approaches to solve complex challenges.”

Governor Jared Polis

Question	2024	2021	2019	2017
“My immediate supervisor creates an atmosphere that inspires others to achieve at a higher level.”	87%	83%	84%	88%
“My immediate supervisor gives me the freedom I need to do my job effectively.”	93%	88%	87%	90%



Innovation (continued)

Question	2024	2021	2019	2017
“In my team, I feel that I can share opinions and ideas.”	89%	77%	78%	78%
“People who turn good ideas into positive action are rewarded with positive recognition in this organization.”	74%	78%	73%	72%
“I have sufficient training to do my job well.”	89%	90%	88%	89%

