## 2020 LARIMER COUNTY EMPLOYEE SURVEY REPORT USER GUIDE AND OVERVIEW

Here is a brief overview of what managers and supervisors will find in the Employee Voice Manager Report. There are a few things to note about this report.

- To maintain confidentiality of the employees we have set an employee threshold to five employees. Essentially
  this means that supervisors/managers must have a team of more than five employees AND have had at least five
  employees complete the survey. Until this criteria is met, an individual report will not be accessible.
- Once reviewed and released by HR, the comments and overview section will be available to view. Those instructions are listed at the end.

This is an overview of the data and information you'll find in these Employee Voice reports. If you have any questions, please feel free to reach out to Jennifer Glover, Marcy Hamilton, or your HR Generalist.

## Department Review without Comments

The participation for this survey calculates your team's response. *In this example, 62.5% of the team has completed the survey.* 

Across the top of Significant Metrics, you'll notice that we've grouped the questions into Guiding Principles, Management, Sheriff, and All Survey Question. You can select which metric you want to view. Sheriff employees answered an additional set of questions.

You can see how your team compares to Larimer County's overall score, and if applicable, the Government and Non-Profit industry's answers to Mercer's nationwide question database. *In this example, the overall score for "Being a Fulfilling and Enjoyable Place to Work" is lower than the benchmark score.* 



If you scroll down the page, you'll see your team's highest and lowest ranking statements. This year we've included tags so you can see which Guiding Principle belongs to each statement. We've also been able to add a new feature that allows you to hover over statements to see how your scores compare to the County's overall score. *In this example, the team's score is 48% vs. the County's overall score of 52% for the same statement.* 

| ຫຼຸ່ 2020 Employee Survey - Man   | ager Report 2020 Employee Survey   |                                   |  |  |  |               |               | Jennifer <del>-</del> |
|---|--|-----------------------------------|--|--|--|---------------|---------------|-----------------------|
| Response Group<br>Department Head's Team -<br>Summary Text Insights Detai | lis  |                                   |  | 🗢 Edit Report                                    | 1 0 Viewers                                    | 7 Edit Survey | ල් See Survey | Oreate PDF Report     |
|   | Where are my to  | eam's hig<br>* statistically sign | hest and low   | est score:                                       | S?   |               |               |                       |
|   | Highest Scores<br>Highest rated questions (normalized because multiple scales exist)   | Hooray!                           | Lowest Scores  | 48% All Results                                  | (£432)   | Focus area    |               |                       |
|   | I clearly understand how my own job contributes to achieving the<br>goals of Larimer County.<br>Tagged: GP-Empowering People | 93%                               | We have enough emp<br>Tagged: GP-Good Steward              | loyees where I work                              | to do a quality job.                           | 48%           |               |                       |
|   | Where I work, we are knowledgeable about our customers' needs.<br>Tagged: GP-Customer Service                                | 91%                               | Where I work, there is<br>work, unnecessary pa<br>redone). | i little wasted time ar<br>aperwork, poor qualit | nd effort (e.g., redun<br>y work that has to b | dant 56%<br>9 |               |                       |
|   | I have a clear idea of what is expected of me in my job.<br>Tagged: LC-Management  | 89%                               | On a scale of 1-10, rat<br>term "sustainability" a         | te your awareness ar<br>as it pertains to envir  | nd understanding of<br>onmental concerns.      | the +14       |               |                       |
|   | Larimer County is a safe place to work.<br>Tagged: GP-Fulfilling and Enjoyable   | 88%                               | Tagged: Hot Topic: Sustai                                  | inability<br>nsated fairly for what              | l do.  | 58%           |               |                       |
|   | Larimer County delivers hinh ruality modurts and services to its   | 88%                               | Tagged: GP-Fulfilling and                                  | Enjoyable  |  |               |               |                       |

In order to view your team's scores, you'll want to click on one of the individual Guiding Principles. Because we have historical metrics data from years past, team managers can know view, compare, and contrast changes from year's scores. *In this example, the black column reflects the scores of manager's team vs. the County as a whole.* 



As you continue scrolling down this page, you'll see how your team's responses contributed to this score and includes how it compares to the County's overall score. If there's a Mercer benchmark, you can compare your scores to this as well. *In this example, this Department Head's team scored 1 percentage point lower than the County's overall score.* 

| U 2020 Employee Survey - Manager Report 2020 Employee Survey  | Jennifer <del>-</del>  |                             |  |  |  |
|---|--|-----------------------------|--|--|--|
| Response Group Department Heads Team           75%         GP: Empowering People to Take Responsibility measured? | esponsibility  | < Prev Metric Next Metric > |  |  |  |
|   | Score breakdown by tag   |                             |  |  |  |
|   | How are these percentages calculated?  |                             |  |  |  |
| GP: Empowering People To Take Respon  | sibility Favorability By Tag   |                             |  |  |  |
| ,   | Tag - Department Head Team's % Favorability Difference from All Results Difference from industry Specific - Governme |                             |  |  |  |
| GP-Empowering Peop  | e 75% T percentage point (76%)   | No Data Available           |  |  |  |
| Which survey quest  | ons most drive the GP: Empowering People<br>score?   | to Take Responsibility      |  |  |  |
|   | "Employees in my department do well at maintaining productive partnerships."   |                             |  |  |  |
|   |  |                             |  |  |  |

At the bottom of each metric's report, you can see how your manager's team did comparatively. You can continue drilling down by clicking on each manager's name. In this example, Managers 4, 5, 6, 7, and 8 have grayed out boxes. This simply means that their teams have not met the report threshold of either having 5 employees to supervise and/or at least 5 of their employees haven't completed the survey yet.

| Response Group Department Head's Team |  |                                      |                                   |                             |
|---------------------------------------|--|--------------------------------------|-----------------------------------|-----------------------------|
| 75% GP: Empowering                    | People to Take Responsibility measured?  | ponsibility                          |                                   | < Prev Metric New Ayetric > |
|                                       | What's the GP: Empowering People to Take | Responsibility breakdown by manager? |                                   |                             |
|                                       | Department Head's                        | Team                                 | 75% Favorable                     |                             |
|                                       | Mana                                     | ger 1's Team (                       | Manager 2's Typer(1,77/393)       |                             |
|                                       |  |                                      |                                   |                             |
|                                       | Manager 3's Team (134/198)               | Manager 4's Direct Team -            | Manager 5's Team Manager 6's Team |                             |
|                                       | 57%                                      | Manager 7's Team                     | Manager 8's Team<br>-             |                             |

To return to the main page, click the X in the upper-right corner.

To view the survey's open-ended questions, select **Text Insights**. At this point, you will not be able to see individual text responses. Once HR has an opportunity to review text comments those will be shared with those who are authorized to see them.

However, you are able to see the overall EPS (Emotional Promoter Score) and the general themes/topics that were pulled from the text responses. The EPS is an overall score based on Employee Voice's interpretation of the text response. A higher EPS score equals more positive/promoter statements. A lower EPS score indicates more negative/detractor statements. The scale runs from +100 to -100, with 0 being neutral.

To view the general themes and topics, click on the + symbol to expand that section.

| sponse Group<br>epartment Head's | Team -     |                   |                     |                         |               |                  |   |   |                               |
|----------------------------------|------------|-------------------|---------------------|-------------------------|---------------|------------------|---|---|-------------------------------|
| ummary Text Insi                 | hts De     | etails            |                     |                         | Edit Report   | 1 0 Viewers      | Edit Survey                               | C See Survey                            | Create PDF Report             |
| What Respo                       | ndent      | s Are Saying      | g                   |                         |               | Detractor (-100) |   |   | Promoter (100)                |
| What do y                        | ou think y | our department is | s doing well? In: L | arimer County Employees |               |                  |   | Total: 📮 242 cc                         | omments 62                    |
| What do y                        | ou think y | our department c  | ould improve on?    | In: Larimer County Emp  | oloyees       |                  |   | Total: 💻 203 co                         | omments -50                   |
| Top Themes: Vol                  | ume - Pron | noter Score       |                     |                         |               |                  |   |   |                               |
| Communication                    |            |                   | -                   | -                       | 57 -83        | co<br>de         | mmunication, trans<br>cisions, manageme   | parency, staff, informent               | mation, clients,<br>see all > |
| Transparency                     |            |                   | -                   | -                       | 49 <b>-79</b> | co<br>de         | mmunication, trans<br>cision, changes, ma | parency, information<br>anagement, team | n, clients,<br>see all >      |

Please note that the question: "What do you think your department could improve on?" will have a lower EPS score because we're asking employees how departments can improve. We expect for there to be more detractors on this question because we asked for it.

Moving on to the Details portion of the report, this is where you'll get a more in-depth look at survey overall. The default settings on this report allows you to compare the different scores from your overall team vs. the team you directly supervise vs. the County as a whole. In this example, there is no score listed for the Department Head's Direct Team because they've only had one employee who directly reports to them complete the survey.

| ປ່ 2020 Employee Survey -   | Manager Report 2020 Employee Survey                                    |  |                                    |               | Jennifer  |
|---|--|--|------------------------------------|---------------|---|
| Response Group<br>Department Head's Team<br>Summary Text Insights | •<br>Details   | 🌣 Edit Report 🛛 💄 0 Viewer             | s 🔳 Edit Survey                    | C See Survey  | <ul> <li>Create PDF Report</li> </ul>                 |
| Questions (68)  | Bookmark ± Export 2020 Employee Survey                                 | Compare     Department Head's     Team | Department Head's<br>Direct Team ▼ | All Results - | Industry Specific -<br>Government and<br>Non-Profit - |
| <ul> <li>Survey Pages (4)</li> <li>Metrics (9)</li> </ul>         | 68 Questions   | ₹ 305                                  | <b>±</b> 1                         | <b>1</b> 423  | <b>1</b> 25   |
|   | Average Favorability   | 76%                                    |                                    | 78%           |   |
|   | Average Emotional Promoter Score                                       | 8 EPS                                  |                                    | 12 EPS        | -<br>Not available                                    |
|   | 🚆 Avenage Net Promoter Score   | +22                                    |                                    | +23           |   |
|   | Employees in my department do v<br>maint ming productive partnerships. | vell at 86%                            | <br>Not enough data                | 86%           | -<br>Not enough data                                  |

Be sure to check out a couple of new features. From the gray navigation box on the left, you can choose to view the survey questions as a whole, by survey page, or by metrics.

Secondly, if you click on the blue **Compare** button above, you can create your own comparison models. You may want to compare two different teams, or all of the teams in one place.

Once you hit the blue Compare button, a pop-up screen appears that lists all of the managers you supervise. If names are listed in blue, then there's enough data to view. Select one name and hit the blue Apply button. (NOTE: If you select "Compare All Reports" it will NOT pull each manager into their own column. Instead, this option consolidates all the managers into one column and you will be given the same results as your overall team score.)

| Response Group   |                                       | Add or modify the selection                     |  | Cancel Apply                    |                 |                                   |                  |   |
|--|---------------------------------------|---|--|---------------------------------|-----------------|-----------------------------------|------------------|---|
| Summary Text Insights  | Details                               | Select from the available groups<br>All Results | 20(2201)   | <b>1</b> 87                     | L 0 Viewers     | 🔳 Edit Survey                     | 🕑 See Survey     | ⊕ Create PDF Rep  |
| uestions (68)  |                                       | Available Filters                               | 0/1361)  | Group<br>Department Head's Team |                 | L                                 | ast Favorable    | Most Favora   |
| Survey Pages (4)   | R Bookmark ± Export                   | Team  | Compare all reports  | 1 Filter(s) Selected            |                 |                                   |                  |   |
| - Metrics (9)<br>GP: Cultivating<br>Partnershins             | 9 Metrics                             | Survey Invitation Date                          | □ → Direct Team<br>(1/9)   | Teams<br>Manager 5's Team ≭     | Hoffmann's Tean | n Linda Hoffmann's Dire<br>Team ▼ | ot All Results - | Industry Specific -<br>Government and No<br>Profit <del>-</del> |
| GP: Empowering People<br>to Take Responsibility              | GP: Cultivating<br>2 Questions        |   | (220/773)  |                                 | 2 349           | <b>£</b> 1                        | <b>1</b> 478     | 17  |
| GP: Being a Fulfilling<br>and Enjoyable Place to<br>Work     | Average Favorability                  |   | <ul> <li>Manager 3</li> <li>(0/2)</li> <li>&gt; Manager 4</li> <li>(41/198)</li> </ul> |                                 | 74%             |                                   | 76%              |   |
| GP: Being Good<br>Stewards of Public<br>Resources            | GP: Empowerin<br>Responsibility       |   | <ul> <li>Manager 5<br/>(87/393)</li> <li>Manager 6<br/>(0/4)</li> </ul>                |                                 | <b>2</b> 350    | <b>£</b> 1                        | <b>2</b> 481     | <b>£</b> 21   |
| GP: Promoting<br>Innovation and<br>Continuous<br>Improvement | 6 Questions<br>• Average Favorability |   | Manager 7<br>(0/1)   |                                 | 75%             |                                   | 76%              |   |

Now you can view the managers and the teams they supervise all in one row.

| ປ່ 2020 Employee Surve   | ey - Mar     | ager Report 2020 Employee Survey                              |                             |                    |                  |                    |                        |                         |                 | Jennifer-                                  | Í |
|--|--------------|---|-----------------------------|--------------------|------------------|--------------------|------------------------|-------------------------|-----------------|--|---|
| Response Group<br>Department Head's Tea<br>Summary Text Insights   | am 🗸<br>Deta | ilis  |                             |                    |                  | 🗢 Edit Report      | 1 0 Viewers            | 🖪 Edit Survey           | 명 See Survey    | Create PDF Report                          |   |
| Questions (68)<br>• Survey Pages (4)                               | *            | R Bookmark 🛓 Export   |                             |                    |                  |                    |                        | Lei                     | ast Favorable   | Most Favorable                             | ļ |
| - Metrics (9)  |              | 9 Metrics   |                             |                    | Manager 1's Team |                    | Department Head's Team | Department Head's Direc |                 | Industry Specific -                        |   |
| GP: Cultivating  |              |   | <ul> <li>Compare</li> </ul> | Manager 5's Team 🔻 | *                | Manager 4's Team • | Deparement read 5 100m | Team *                  | * All Results ▼ | Government and Non-<br>Profit <del>*</del> |   |
| GP: Empowering People<br>to Take Responsibility                    |              | GP: Cultivating Partnerships     2 Questions                  |                             | <b>2</b> 86        | <b>1</b> 41      | <b>1</b> 220       | <b>1</b> 349           | 11                      | <b>1</b> 478    | <b>£</b> 17                                |   |
| GP: Being a Fulfilling<br>and Enjoyable Place to<br>Work           |              | Average Favorability  |                             | 77%                | 71%              | 73%                | 74%                    |                         | 76%             |  |   |
| GP: Being Good<br>Stewards of Public<br>Resources<br>GP: Promoting |              | GP: Empowering People to Tal<br>Responsibility<br>6 Questions | ke                          | <b>1</b> 87        | <b>£</b> 41      | <b>2</b> 220       | <b>1</b> 350           | ±1                      | <b>1</b> 481    | <b>1</b> 21                                |   |
| Innovation and<br>Continuous<br>Improvement                        |              | Average Favorability  |                             | 74%                | 63%              | 77%                | 75%                    |                         | 76%             |  |   |

On this screen, and IF there's trending data available, you can compare the team's scores from last year to this year by hovering over the question response. *In this example, Manager 1's team is scoring 4 percentage point higher than last year's score.* 

| ن 2020 Employee Survey - ۱  | Manager Report 2020 Employee Survey   |  |               |                   |                                    |               | Jennifer  |
|---|---|--|---------------|-------------------|------------------------------------|---------------|---|
| Response Group<br>Department Head's Team<br>Summary Text Insights | -<br>Details  |  | 🗢 Edit Report | 1 0 Viewers       | Edit Survey                        | 🕑 See Sur ey  | <ul> <li>Create PDF Report</li> </ul>                 |
| Questions (68)  | Bookmark     Export     wrnar do you mink your department is doing v  | 80%<br>overall favorability  | Manager 1's   | Department Head's | Department Head's<br>Direct Team • | All Results 👻 | Industry Specific -<br>Government and<br>Non-Profit ▼ |
| <ul> <li>Survey Pages (4)</li> <li>Metrics (9)</li> </ul>         | Where I work, everyone takes personal respo<br>procedures.     In: Lamar County Employees                     | Percent Favorable 80%<br>Percent Noutral 14%<br>Percent Undavorable 6%<br>Strongly Disagree Strongly Agree | 85%           | 82%               | <br>Not enough data                | 83%           | Not enough data                                       |
|   | I look forward to coming to work at this c  | Standard deviation: 0.905  | 80%           | 80%               | -<br>Not enough data               | 81%           | -<br>Not enough data                                  |
|   | I have received the training I need to do a qua   | 4 average score 100%   | 80%           | 80%               | -<br>Not enough data               | 84%           | 73%   |
|   | <ul> <li>I clearly understand how my own job con<br/>County.</li> <li>In: Laimer County Employees</li> </ul>  | 76% 80%  | 91%           |                   | -<br>Not enough data               | 92%           |   |
|   | I would recommend Larimer County as a goo   | 0%   | 82%           |                   | -<br>Not enough data               | 85%           |   |
|   | <ul> <li>Jarimer County has created an environme<br/>succeed.</li> <li>In: Laimer County Employees</li> </ul> | των  | 73%           |                   | -<br>Not enough data               | 75%           |   |

## Report with Comments and Theme Analysis

From the main Employee Voice dashboard, click on the report titled Manager Report with Comments. When the initial screen of the report appears, click on the **Text Insights** link.

| ប៉ៃ 2020 Employee Survey  | Manager Report with Comments 2020 E | mployee Survey                |                                  |                              | Jennifer <del>-</del>            |
|---|-------------------------------------|-------------------------------|----------------------------------|------------------------------|----------------------------------|
| Response Group<br>Department Head's Tear<br>Summary Text Insights | Details                             |                               | 🌣 Edit Report                    | 👤 0 Viewers 🗉 Edit Survey    | 🕑 See Survey 🕘 Create PDF Report |
|   |                                     |                               |                                  |                              |                                  |
|   |                                     | Survey Particip               | pation                           |                              |                                  |
|   | /                                   | What's the participatic       | on for this survey?              |                              |                                  |
|   |                                     | 28.7%                         | ( <b>1</b> 34 of 467)            |                              |                                  |
|   |                                     | These results represent 28.1% | of your team (134 of 477)        |                              |                                  |
|   |                                     |                               |                                  |                              |                                  |
|   |                                     |                               |                                  |                              |                                  |
|   |                                     | Significant I                 | Metrics                          |                              |                                  |
|   |                                     |                               |                                  |                              |                                  |
|   |                                     | Which metrics are me          | asured in this surve             | ey?                          |                                  |
|   |                                     | Least Favorable               | Most Favorable                   |                              |                                  |
|   |                                     |                               |                                  |                              |                                  |
|   | GP: Cultivating Partnerships        | GP: Empowering People to Tak  | GP: Being a Fulfilling and Enjoy | GP: Being Good Stewards of P |                                  |
|   | Lower than a benchmark              | Higher than a benchmark       | 16 Higher than a benchmark       | Higher than a benchmark      |                                  |
|   | 78%                                 | <b>R0</b> %                   | <b>2</b> 7%                      | 70%                          |                                  |

On the Text Insights screen, you'll see the open ended questions listed. Click on the + button to expand each question. Here the comments under each question are interpreted and grouped into themes.

| نا 2020 Employee Survey  | - Manager Report with Comments 2020 Employee  | Survey   |   | Jennifer <del>-</del>               |
|--|---|--|---|-------------------------------------|
| Response Group<br><mark>Department Head's Tea</mark><br>Summary <b>Text Insights</b> | <b>M ↓</b><br>Details   | 0 E  | idit Report 💄 O Viewers 🗉 Edit Survey   | ❻ See Survey 		 ④ Create PDF Report |
|  | What Respondents Are Saying   | Detractor (-                                       | Emotional Pro   | moter Score                         |
|  | <ul> <li>What do you think your department is doing v</li> <li>Top Themes: Volume - Promoter Score</li> </ul> | Well? In: Latimer munty Employees                  | Total: 🗭 770 comments   | 58                                  |
|  | Communication   | <b>—</b> 184 <b>6</b> 3                            | communication, customer service, community.con<br>transparency, clients, relationships, leadership, ne<br>team, changes | vid, staff,<br>etings,<br>tee all > |
|  | Teamwork  | 96 74  | collaboration, teamwork, covid, communication, age everyone, environment, support                                       | gençies,<br>see ill >               |
|  | Transparency  | <b>96 43</b>                                       | communication, covid, staff, transparency, teamwork information, collaboration, meetings, changes                       | ork,<br>see all >                   |
|  | Cross-Team Collaboration  | ■ 69 38  | communication, covid, collaboration, agencies, sta<br>meetings, information, team                                       | iff,<br>see all >                   |
|  | Customer Ericus   | 56 85  | customer service, clients   | see all >                           |
|  | • What do you think your department could imp   | Drove On? In: Larimer County Employees             | Total: 🗖 636 comments   | -47                                 |
|  | • Overall, do you have any general comments a   | bout your department? In: Larimer County Employees | Total: 💻 460 comments   |                                     |

You can view comments two different ways. If you want to view the comments by question, click on the number of comments I listed on the left-hand side of each question. If you want to view the comments by theme, click on the comment number 9 by each theme.

| Survey                                 | What do you think your department is doing well?   | e Survey                              | What do you think your department is doing well?   |
|--|--|---------------------------------------|--|
|  | 184 comments about Communication x   |                                       | 96 comments about Teamwork ×   |
|  | Emotional Promoter Score 💽<br>© <u>65% Promoting</u> . © <u>15% Detracting</u> . © <u>21% Neutral</u>  |                                       | Emotional Promoter Score 22<br>© 70% Promoting. © 10% Detracting. © 20% Neutral  |
| J Well? [In: Larime: County Employees] | Top Terms<br>communication (#82), customer service (#24), community (#36), covid (#18),<br>staff (#18), transparency (#8), clients (#12), relationships (#7), leadership (#9),<br>meetings (#7), team (#18), changes (#10) | ng well? Its Larimer County Employees | Top Terms<br>collaboration (#26), teamwork (#18), covid (#8), communication (#23), agencies (#5),<br>everyone (#10), environment (#6), support (#6)  |
|  | ± Export   |                                       | ± Export   |
| <b>—</b> 184 <b>63</b>                 | Our employees care about our mission and provide exceptional services to the community.  | <b>—</b> 184 <b>63</b>                | Working together to make sure we are working efficiently and safe.   |
| 96 74                                  | During COVID, learning to work remotely has had its challenges, overall we have been   | 96 74                                 | Co-workers supporting each other and keep productive partnerships  |
| 96 43                                  | communicating pretty well with each other and maintaining our relationships with our<br>clients.   | 96 43<br>69 30                        | Works to include the voice of all teams and all levels, lots of committees to involve workers  |
| <b>56 65</b>                           | Overall customer service   | ■ <b>56</b> ■                         | Communication is strong. Teamwork. Inter-team relationships and bonding'. We all care for<br>each other. We truly care about the safety of the people visiting, each other, and understand |