

## Aurora SHIFT Questionnaire: Recommendation Prioritization

### Key

**Rating Average:** The lower the 'rating average' score, the higher priority the recommendation is.

**Response Count:** Number of votes received for each recommendation.

**Estimated new hard costs to implement recommendation:**

\$ - No cost or negligible cost

\$\$ - \$5,000-\$25,000

\$\$\$ - \$25,001-\$100,000

\$\$\$\$ - >\$100,000

**Estimated time needed to fully implement recommendation:**

@ - immediate to 1 year

@@ - 1-3 years

@@@ - 3+ years

Answer Options	Rating Average
<b>1. Marketing and Communications topic</b>	
A. Branding reinforcement (p. 8)   \$ / @	2.09
C. Social media contests (p. 9)   \$ / @	2.38
B. Graphics and icons (p. 9)   \$ / @	2.47
D. City destination event (p. 9)   \$\$\$\$ / @@	3.06
<b>2. Recruiting and Hiring topic</b>	
C. Defined hiring plans - 30-day, 60-day and Special (p. 24)   \$ / @	2.91
B. Alternative negotiation options (p. 22)   \$ / @	3.09
E. E-Learning database (p. 29)   \$\$ / @	3.22
F. In-house career development event (p. 30)   \$ / @	3.56
D. Interview question database (p. 26)   \$ / @	3.81
A. Cost of turnover analysis (p. 19)   \$ / @	4.41
<b>3. Culture and Philosophy topic</b>	
C. Revise employee evaluation (pp. 37-38)   \$ / @@	1.53
B. New structure for discovering and developing employee innovation (pp. 36-37)   \$ / @	2.03
A. Emphasis and training to promote all facets of employee wellness (pp. 35-36)   \$ / @@	2.44
<b>4. Benefits topic</b>	
N. Working Your Schedule - Flex schedules (p. 45)   \$ / @	4.78
B. Recognition - Extra time off bonus (p. 41)   \$ / @@	4.88
A. Recognition - Merit bonuses (p. 41)   \$\$\$\$ / @@	5.06
L. Working Your Schedule - Telecommuting (pp. 45-46)   \$ / @	5.41
I. Employee discounts - Let employees know (p. 44)   \$ / @	7.63
K. Time off - Purchase extra vacation (p. 45)   \$ / @	7.63
C. Family support - City-sponsored 529 College Fund (p. 41)   \$ / @	7.84
F. Education incentives - Student loan payback program (pp. 42-43)   \$ / @	8.28
G. Education incentives - Tuition reimbursement program (revised) (p. 43)   \$ / @	8.53
J. Time off - Discretionary time off (p. 45)   \$ / @@@	8.56
M. Working Your Schedule - EcoPasses (p. 45)   \$\$\$ / @	8.56
H. Health and wellness - Increase fitness budget (pp. 43-44)   \$\$ / @@	8.69
E. Family support - Paid parental leave (p. 42)   \$\$\$\$ / @@	9.16
D. Family support - Child care support (pp. 41-42)   \$\$\$\$ / @@@	10.00
<b>5. Employee Development topic</b>	
A. Suite of new hire onboarding programs (includes Sherpa program from Culture & Philosophy area) (pp. 36, 49-50)   \$\$ / @	1.63
B. Suite of professional employee development programs (pp. 50-51)   \$\$\$ / @@	2.03
C. Suite of learning and management training programs (p. 51)   \$\$ / @@	2.34
<b>6. Physical Environment topic</b>	
B. Indoor/Multiple facilities - Update conference rooms to promote creativity and collaboration for users (pp. 67-68)   \$\$\$ / @	3.94
G. Outdoor/AMC Great Lawn - Offer outdoor work spaces (furniture and technology) (p. 69)   \$\$\$ / @	4.56
A. Indoor/AMC - Add coffee cart and additional furniture to AMC lobby (p. 67)   \$\$\$\$ / @	4.72

J. Diffusion of additional mobile technology (p. 70)   \$\$\$ / @@	4.94
I. Outdoor activities for employees (p. 69)   \$ / @	5.03
C. Indoor/Central Facilities - Create a gym in PROS storage space (Fleet Light Building) (p. 68)   \$\$\$\$ / @@	5.91
D. Indoor/Central Facilities - Update Fleet Admin conference room to promote creativity and collaboration for users (pp. 67-68)   \$\$\$ / @@	6.09
H. Outdoor/Central Library patio - Work space and break area (p. 69)   \$\$\$\$ / @	6.41
E. Indoor/North satellite - Update existing break room; introduce color and branding throughout facility (p. 68)   \$\$\$\$ / @	6.63
F. Indoor/Tallyn's Reach Muni Ctr - Add mural or artwork to PS Comm hallway; adding more comfortable seating in north side lobby (p. 68)   \$\$\$ / @	6.78

<b>7. 'Quick win' overall recommendations. Please check up to five (5) boxes to indicate which of the low cost, short turnaround recommendations you feel should be top priority for implementation.</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Benefits. Working Your Schedule - Flex schedules (p. 45)   \$ / @	65.6%	21
Benefits. Working Your Schedule - Telecommuting (pp. 45-46)   \$ / @	43.8%	14
Recruiting & Hiring. Interview question database (p. 26)   \$ / @	37.5%	12
Culture & Philosophy. New structure for discovering and developing employee innovation (pp. 36-37)   \$ / @	37.5%	12
Recruiting & Hiring. Defined hiring plans - 30-day, 60-day and Special (p. 24)   \$ / @	34.4%	11
Benefits. Education incentives - Student loan payback program (pp. 42-43)   \$ / @	34.4%	11
Benefits. Time off - Purchase extra vacation (p. 45)   \$ / @	34.4%	11
Marketing & Communications. Branding reinforcement (p. 8)   \$ / @	28.1%	9
Recruiting & Hiring. In-house career development event (p. 30)   \$ / @	28.1%	9
Recruiting & Hiring. Alternative negotiation options (p. 22)   \$ / @	25.0%	8
Benefits. Employee discounts - Let employees know (p. 44)   \$ / @	25.0%	8
Physical Environment. Outdoor activities for employees (p. 69)   \$ / @	21.9%	7
Marketing & Communications. Social media contests (p. 9)   \$ / @	18.8%	6
Benefits. Family support - City-sponsored 529 College Fund (p. 41)   \$ / @	18.8%	6
Marketing & Communications. Graphics and icons (p. 9)   \$ / @	15.6%	5
Benefits. Education incentives - Tuition reimbursement program (revised) (p. 43)   \$ / @	9.4%	3
Recruiting & Hiring. Cost of turnover analysis (p. 19)   \$ / @	6.3%	2

<b>8. More involved overall recommendations. Please check up to five (5) boxes to indicate which of the remaining recommendations involving a larger financial investment and/or longer implementation timeline you feel should be top priority.</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Benefits. Recognition - Extra time off bonus (p. 41)   \$ / @@	50.0%	16
Benefits. Recognition - Merit bonuses (p. 41)   \$\$\$\$ / @	43.8%	14
Culture & Philosophy. Revise employee evaluation (pp. 37-38)   \$ / @@	40.6%	13
Employee Development. Suite of new hire onboarding programs (includes Sherpa program from Culture & Philosophy area) (pp. 36, 49-50)   \$\$\$ / @	40.6%	13
Benefits. Time off - Discretionary time off (p. 45)   \$ / @@@	31.3%	10
Physical Environment. Indoor/Multiple facilities - Update conference rooms to promote creativity and collaboration for users (pp. 67-68)   \$\$\$ / @	31.3%	10
Employee Development. Suite of professional employee development programs (pp. 50-51)   \$\$\$\$ / @@	25.0%	8
Physical Environment. Indoor/AMC - Add coffee cart and additional furniture to AMC lobby (p. 67)   \$\$\$\$ / @	25.0%	8
Recruiting & Hiring. E-Learning database (p. 29)   \$\$\$ / @	25.0%	8
Benefits. Working Your Schedule - EcoPasses (p. 45)   \$\$\$ / @	18.8%	6
Employee Development. Suite of learning and management training programs (p. 51)   \$\$\$ / @@	18.8%	6
Marketing & Communications. City destination event (p. 9)   \$\$\$\$ / @@	18.8%	6
Benefits. Family support - Paid parental leave (p. 42)   \$\$\$\$ / @@	15.6%	5
Physical Environment. Diffusion of additional mobile technology (p. 70)   \$\$\$ / @@	15.6%	5
Physical Environment. Outdoor/AMC Great Lawn - Offer outdoor work spaces (furniture and technology) (p. 69)   \$\$\$ / @	15.6%	5
Benefits. Family support - Child care support (pp. 41-42)   \$\$\$\$ / @@@	12.5%	4
Physical Environment. Indoor/Tallyn's Reach Muni Ctr - Add mural or artwork to PS Comm hallway; adding more comfortable seating in north side lobby (p. 68)   \$\$\$ / @	12.5%	4

Physical Environment. Outdoor/Central Library patio - Work space and break area (p. 69)   \$\$\$\$ / @	12.5%	4
Physical Environment. Indoor/North satellite - Update existing break room; introduce color and branding throughout facility (p. 68)   \$\$\$\$ / @	9.4%	3
Benefits. Health and wellness - Increase fitness budget (pp. 43-44)   \$\$ / @@	6.3%	2
Culture & Philosophy. Emphasis and training to promote all facets of employee wellness (pp. 35-36)   \$ / @@	6.3%	2
Physical Environment. Indoor/Central Facilities - Create a gym in PROS storage space (Fleet Light Building) (p. 68)   \$\$\$\$ / @@	6.3%	2
Physical Environment. Indoor/Central Facilities - Update Fleet Admin conference room to promote creativity and collaboration for users (pp. 67-68)   \$\$\$ / @@	6.3%	2

<b>9. Please mark which group to which you belong.</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
SHIFT team	75.0%	24
Management Staff	25.0%	8

<b>10. Do you have any other comments or feedback to provide to the SHIFT team?</b>
Excellent work by all those involved. The recommendations were well researched and thought out.
I believe that if we can push forward on some of our "quick wins" (which most are relatively no or low cost to the City) it will demonstrate that the City is taking its employees' concerns seriously. Building the morale of the current employees strengthens the impression we are making on those outside of the City and this in turn attracts future top performing employees.
Nope. Nice job by all the teams.
I think each team in the SHIFT presented great ideas. I know we aren't able to implement everything so prioritizing was difficult, and I don't envy you as you go through your next process. I really like the idea of updating conference rooms to stimulate creativity and collaboration. Rather than focusing on conference rooms in one facility, would it be possible to look updating conference rooms within multiple facilities throughout the city? I, personally, would like having alternative locations throughout the city to have team meetings. It seems like everyone comes to the AMC for meetings and I would like for folks at the AMC to have the ability to venture out to different sites within the city.
I enjoyed the presentation of your ideas. I can't wait for the roll out.
Obviously a tremendous amount of time, thought, and effort went into this project. Well done! Thank you for making the time to accomplish this monumental task. You have provided a wealth of ideas for consideration.
Thank you for all your research and evaluation of the options. Your enthusiasm at the presentation was terrific. I would only suggest a matrix would have helped divided by potential short and long term implementation and potential costs.
Great job, team!
I was disappointed with a number of recommendations from the SHIFT Team. There was really no "why" for many of these recommendations and many of the recommendations are a remix of previous issues already discussed. Also, there was no tie in with how many of the recommendations would improve the services provide by the City. The benefits ones didn't really seem like game changing items to me. Many of these could not be implemented on an equitable city-wide basis.
Generally speaking I believe all of the ideas hold merit but there are no "quick wins" or "easily implementable" ideas. Every recommendation will come at a cost, both financial and time consumptive (if not requiring an FTE position in of itself) and they are all more involved than they appear.
With this in mind I would recommend the identification of recommendations that will result in an increase in efficiencies of current processes taking place. For example significant time is being contributed to employee training. If the city were to develop online trainings this would free up personal time to address other needs. Also, internal recruitment would result in a decrease in turn over and reduction in HR's work load. Etc...
I think this whole program has been a great idea and work in progress. I cannot wait to see what comes out of all of this.
Shouldn't we also be asking for paid maternity as well as paternity? I feel both parents should be paid (not by using sick leave).
"Sherpa" is the name of an ethnic group. (google it) Be careful how you use the term.
I think employee well being, family support (various types) and training are most important.