

Overview of Survey Results

2025 Employee Survey - Manager Report with no comments 2025 Employee survey

Survey description	Participation rate
<p>The 2025 Employee Survey has been extended to Monday, December 1, 2025. The annual Employee Survey allows you to share how you feel Larimer County is doing as an employer. However, before you get started, we have a couple things to note about this year's survey: 1. Survey responses are confidential. Managers, supervisors, department and division heads will not have access to individual responses. Before sharing comments with Departments Heads, HR Generalists review each comment in an effort to remove any identifying information. 2. For this survey we were required to select pre-written questions, so their terms are not specific to County government. If you need clarification on any of the survey questions prior to responding, please contact Jennifer Glover or Marcy Hamilton. We greatly appreciate your participation and honest feedback!</p>	92.9% 26 of 28 participants have completed the survey
As of	Dec 04, 2025, 09:57 PM MST Results are grouped based on information in the Employee Directory as of this date
Benchmarks (6)	Historical Trend: 2019 Employee Survey, 2020 Employee Survey, 2021 Employee Survey, 2022 Employee Survey, 2023 Employee Survey, 2024 Employee Survey
Response group	Lorrie Lopez's Team

Summary of Metric results

% favorable

GP: Being a Fulfilling and Enjoyable Place to Work	85% favorable
↳ Current score is lower than 2021 Employee Survey score	
GP: Being Good Stewards of Public Resources	91% favorable
↳ Current score is lower than 2021 Employee Survey score	
GP: Cultivating Partnerships	88% favorable
GP: Empowering People to Take Responsibility	91% favorable
GP: Promoting Innovation and Continuous Improvement	88% favorable
GP: Providing Quality Customer Service	98% favorable
Management	90% favorable
Survey Questions	89% favorable
↳ Current score is lower than 2021 Employee Survey score	

Legend

- ↳ Indicates a score statistically higher than available benchmark or filter
 - ↳ Indicates a score statistically lower than available benchmark or filter
- We only show you differences between a benchmark or filter group when it is meaningful (statistically significant) when compared against the Response group.

Individual Metric Results: 1 of 8 Metrics

GP: Being a Fulfilling and Enjoyable Place to Work

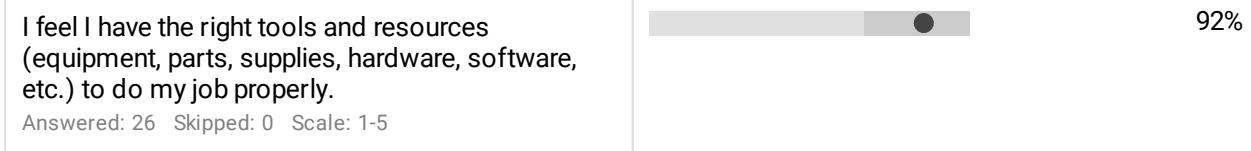
85%
favorable

↓ Current score is lower than 2021 Employee Survey score

Questions that define GP: Being a Fulfilling and Enjoyable Place to Work (8)	Responses	
I look forward to coming to work at this company.* Answered: 26 Skipped: 0 Scale: 1-5	 ●	73%
I am treated with respect and dignity.* Answered: 25 Skipped: 1 Scale: 1-5	 ●	88%
Larimer County is a safe place to work.* Answered: 26 Skipped: 0 Scale: 1-5	 ●	92%
I would choose to stay with Larimer County even if offered the same pay and benefits elsewhere.* Answered: 26 Skipped: 0 Scale: 1-5	 ●	65%
I can maintain a reasonable balance between my personal life and work life.* Answered: 26 Skipped: 0 Scale: 1-5	 ●	88%
I would recommend Larimer County as a good place to work.* Answered: 26 Skipped: 0 Scale: 1-5	 ●	88%
I have received the training I need to do a quality job.* Answered: 26 Skipped: 0 Scale: 1-5	 ●	88%
I have the information I need to do my job effectively.* Answered: 26 Skipped: 0 Scale: 1-5	 ●	96%

*These questions are used to calculate the metric score. We calculate the metric score by averaging the score of rating questions against a normalized scale.

Questions that most drive GP: Being a Fulfilling and Enjoyable Place to Work (4)	Responses	
Overall, Larimer County is a great place to work. Answered: 26 Skipped: 0 Scale: 1-5	 ●	88%
Employees are treated with dignity and their contributions matter. Answered: 26 Skipped: 0 Scale: 1-5	 ●	92%
Larimer County has created an environment where all employee are supported to succeed. Answered: 26 Skipped: 0 Scale: 1-5	 ●	77%

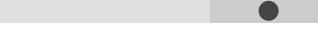
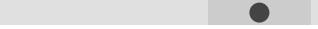


Individual Metric Results: 2 of 8 Metrics

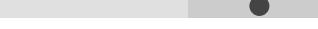
GP: Being Good Stewards of Public Resources

91%
favorable

↓ Current score is lower than 2021 Employee Survey score

Questions that define GP: Being Good Stewards of Public Resources (3)	Responses	
We have enough employees where I work to do a quality job.* Answered: 26 Skipped: 0 Scale: 1-5		92%
Where I work, there is little wasted time and effort (e.g., redundant work, unnecessary paperwork, poor quality work that has to be redone).* Answered: 26 Skipped: 0 Scale: 1-5		88%
I feel I have the right tools and resources (equipment, parts, supplies, hardware, software, etc.) to do my job properly.* Answered: 26 Skipped: 0 Scale: 1-5		92%

*These questions are used to calculate the metric score. We calculate the metric score by averaging the score of rating questions against a normalized scale.

Questions that most drive GP: Being Good Stewards of Public Resources (4)	Responses	
The amount of work expected of me is reasonable. Answered: 26 Skipped: 0 Scale: 1-5		85%
I have the information I need to do my job effectively. Answered: 26 Skipped: 0 Scale: 1-5		96%
I am appropriately involved in decisions that affect my work. Answered: 26 Skipped: 0 Scale: 1-5		85%
I can maintain a reasonable balance between my personal life and work life. Answered: 26 Skipped: 0 Scale: 1-5		88%

Individual Metric Results: 3 of 8 Metrics

GP: Cultivating Partnerships

88%
favorable

Questions that define GP: Cultivating Partnerships (1)	Responses	
Employees in my department do well at maintaining productive partnerships.* Answered: 26 Skipped: 0 Scale: 1-5	<div style="width: 88%;"><div style="width: 100%;"></div></div>	88%

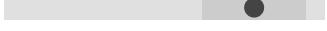
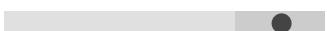
*These questions are used to calculate the metric score. We calculate the metric score by averaging the score of rating questions against a normalized scale.

Questions that most drive GP: Cultivating Partnerships (4)	Responses	
Where I work, everyone takes personal responsibility for doing a quality job. Answered: 26 Skipped: 0 Scale: 1-5	<div style="width: 88%;"><div style="width: 100%;"></div></div>	88%
Where I work, people actively identify, acknowledge, and work to solve problems. Answered: 26 Skipped: 0 Scale: 1-5	<div style="width: 96%;"><div style="width: 100%;"></div></div>	96%
Where I work, we are knowledgeable about our customers' needs. Answered: 26 Skipped: 0 Scale: 1-5	<div style="width: 100%;"><div style="width: 100%;"></div></div>	100%
Employees are treated with dignity and their contributions matter. Answered: 26 Skipped: 0 Scale: 1-5	<div style="width: 92%;"><div style="width: 100%;"></div></div>	92%

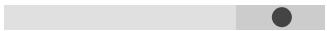
Individual Metric Results: 4 of 8 Metrics

GP: Empowering People to Take Responsibility

91%
favorable

Questions that define GP: Empowering People to Take Responsibility (4)	Responses	
Where I work, everyone takes personal responsibility for doing a quality job.* Answered: 26 Skipped: 0 Scale: 1-5	 A horizontal progress bar consisting of two segments of equal length, each represented by a light gray rectangle. A small black dot is positioned in the center of the bar, indicating the current rating level.	88%
I am appropriately involved in decisions that affect my work.* Answered: 26 Skipped: 0 Scale: 1-5	 A horizontal progress bar consisting of two segments of equal length, each represented by a light gray rectangle. A small black dot is positioned in the center of the bar, indicating the current rating level.	85%
Where I work, everyone takes personal responsibility for complying with safety rules and procedures.* Answered: 24 Skipped: 2 Scale: 1-5	 A horizontal progress bar consisting of two segments of equal length, each represented by a light gray rectangle. A small black dot is positioned in the center of the bar, indicating the current rating level.	96%
I clearly understand how my own job contributes to achieving the goals of Larimer County.* Answered: 25 Skipped: 1 Scale: 1-5	 A horizontal progress bar consisting of two segments of equal length, each represented by a light gray rectangle. A small black dot is positioned in the center of the bar, indicating the current rating level.	96%

*These questions are used to calculate the metric score. We calculate the metric score by averaging the score of rating questions against a normalized scale.

Questions that most drive GP: Empowering People to Take Responsibility (4)	Responses	
Where I work, people actively identify, acknowledge, and work to solve problems. Answered: 26 Skipped: 0 Scale: 1-5	 A horizontal progress bar consisting of two segments of equal length, each represented by a light gray rectangle. A small black dot is positioned in the center of the bar, indicating the current rating level.	96%
I am treated with respect and dignity. Answered: 25 Skipped: 1 Scale: 1-5	 A horizontal progress bar consisting of two segments of equal length, each represented by a light gray rectangle. A small black dot is positioned in the center of the bar, indicating the current rating level.	88%
My department appropriately communicates decisions or policy changes that affect my work. Answered: 26 Skipped: 0 Scale: 1-5	 A horizontal progress bar consisting of two segments of equal length, each represented by a light gray rectangle. A small black dot is positioned in the center of the bar, indicating the current rating level.	85%
I look forward to coming to work at this company. Answered: 26 Skipped: 0 Scale: 1-5	 A horizontal progress bar consisting of two segments of equal length, each represented by a light gray rectangle. A small black dot is positioned in the center of the bar, indicating the current rating level.	73%

Individual Metric Results: 5 of 8 Metrics

GP: Promoting Innovation and Continuous Improvement

88%
favorable

Questions that define GP: Promoting Innovation and Continuous Improvement (2)	Responses	
Larimer County fosters a culture of innovation and encourages creativity.* Answered: 26 Skipped: 0 Scale: 1-5	<div style="width: 92%;"><div style="width: 100%;"><div style="width: 92%;"></div></div></div>	92%
The work environment on my team supports the development of new and innovative ideas.* Answered: 26 Skipped: 0 Scale: 1-5	<div style="width: 85%;"><div style="width: 100%;"><div style="width: 85%;"></div></div></div>	85%

*These questions are used to calculate the metric score. We calculate the metric score by averaging the score of rating questions against a normalized scale.

Questions that most drive GP: Promoting Innovation and Continuous Improvement (2)	Responses	
I feel my department listens to my concerns and tries to act on solutions. Answered: 26 Skipped: 0 Scale: 1-5	<div style="width: 88%;"><div style="width: 100%;"><div style="width: 88%;"></div></div></div>	88%
Larimer County has created an environment where all employee are supported to succeed. Answered: 26 Skipped: 0 Scale: 1-5	<div style="width: 77%;"><div style="width: 100%;"><div style="width: 77%;"></div></div></div>	77%

Individual Metric Results: 6 of 8 Metrics

GP: Providing Quality Customer Service

98%
favorable

Questions that define GP: Providing Quality Customer Service (2)	Responses	
Where I work, we are able to respond quickly to the needs of our customers.* Answered: 26 Skipped: 0 Scale: 1-5	 A horizontal progress bar consisting of a grey track with a black dot indicating the response point. The dot is positioned approximately two-thirds of the way across the bar.	96%
Where I work, we are knowledgeable about our customers' needs.* Answered: 26 Skipped: 0 Scale: 1-5	 A horizontal progress bar consisting of a grey track with a black dot indicating the response point. The dot is positioned approximately two-thirds of the way across the bar.	100%

*These questions are used to calculate the metric score. We calculate the metric score by averaging the score of rating questions against a normalized scale.

Questions that most drive GP: Providing Quality Customer Service (4)	Responses	
Larimer County delivers high quality services to its customers. Answered: 26 Skipped: 0 Scale: 1-5	 A horizontal progress bar consisting of a grey track with a black dot indicating the response point. The dot is positioned approximately two-thirds of the way across the bar.	96%
I clearly understand how my own job contributes to achieving the goals of Larimer County. Answered: 25 Skipped: 1 Scale: 1-5	 A horizontal progress bar consisting of a grey track with a black dot indicating the response point. The dot is positioned approximately two-thirds of the way across the bar.	96%
Where I work, people actively identify, acknowledge, and work to solve problems. Answered: 26 Skipped: 0 Scale: 1-5	 A horizontal progress bar consisting of a grey track with a black dot indicating the response point. The dot is positioned approximately two-thirds of the way across the bar.	96%
Employees in my department do well at maintaining productive partnerships. Answered: 26 Skipped: 0 Scale: 1-5	 A horizontal progress bar consisting of a grey track with a black dot indicating the response point. The dot is positioned approximately two-thirds of the way across the bar.	88%

Individual Metric Results: 7 of 8 Metrics

Management

90%
favorable

Questions that define Management (6)	Responses	
<p>My immediate manager/supervisor gives me feedback that helps me improve my performance.* Answered: 25 Skipped: 1 Scale: 1-5</p>	 88%	
<p>I have a clear idea of what is expected of me in my job.* Answered: 26 Skipped: 0 Scale: 1-5</p>	 92%	
<p>The amount of work expected of me is reasonable.* Answered: 26 Skipped: 0 Scale: 1-5</p>	 85%	
<p>My immediate manager/supervisor works to remove obstacles that impede our work processes.* Answered: 25 Skipped: 1 Scale: 1-5</p>	 88%	
<p>I receive recognition from management when I do a good job.* Answered: 26 Skipped: 0 Scale: 1-5</p>	 88%	
<p>My immediate manager/supervisor encourages two-way communication.* Answered: 26 Skipped: 0 Scale: 1-5</p>	 96%	

*These questions are used to calculate the metric score. We calculate the metric score by averaging the score of rating questions against a normalized scale.

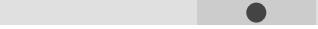
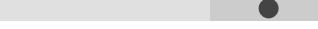
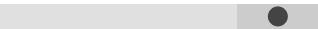
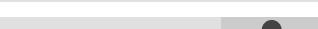
Questions that most drive Management (4)	Responses	
<p>My supervisors are willing to consider the perspectives of all staff regarding different ways to complete tasks and make adjustments when appropriate. Answered: 26 Skipped: 0 Scale: 1-5</p>	 85%	
<p>I have the information I need to do my job effectively. Answered: 26 Skipped: 0 Scale: 1-5</p>	 96%	
<p>I feel my department listens to my concerns and tries to act on solutions. Answered: 26 Skipped: 0 Scale: 1-5</p>	 88%	
<p>The work environment on my team supports the development of new and innovative ideas. Answered: 26 Skipped: 0 Scale: 1-5</p>	 85%	

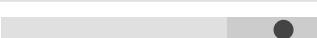
Individual Metric Results: 8 of 8 Metrics

Survey Questions

89%
favorable

↓ Current score is lower than 2021 Employee Survey score

Questions that define Survey Questions (27)	Responses	
Larimer County fosters a culture of innovation and encourages creativity.* Answered: 26 Skipped: 0 Scale: 1-5		92%
Where I work, everyone takes personal responsibility for doing a quality job.* Answered: 26 Skipped: 0 Scale: 1-5		88%
We have enough employees where I work to do a quality job.* Answered: 26 Skipped: 0 Scale: 1-5		92%
My immediate manager/supervisor gives me feedback that helps me improve my performance.* Answered: 25 Skipped: 1 Scale: 1-5		88%
Where I work, there is little wasted time and effort (e.g., redundant work, unnecessary paperwork, poor quality work that has to be redone). Answered: 26 Skipped: 0 Scale: 1-5		88%
Where I work, we are able to respond quickly to the needs of our customers.* Answered: 26 Skipped: 0 Scale: 1-5		96%
I am appropriately involved in decisions that affect my work.* Answered: 26 Skipped: 0 Scale: 1-5		85%
Where I work, we are knowledgeable about our customers' needs.* Answered: 26 Skipped: 0 Scale: 1-5		100%
Employees in my department do well at maintaining productive partnerships.* Answered: 26 Skipped: 0 Scale: 1-5		88%
I have a clear idea of what is expected of me in my job.* Answered: 26 Skipped: 0 Scale: 1-5		92%
I feel I have the right tools and resources (equipment, parts, supplies, hardware, software, etc.) to do my job properly.* Answered: 26 Skipped: 0 Scale: 1-5		92%
I look forward to coming to work at this company.* Answered: 26 Skipped: 0 Scale: 1-5		73%

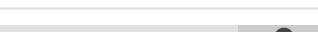
Overall, Larimer County is a great place to work.* Answered: 26 Skipped: 0 Scale: 1-5		88%
The amount of work expected of me is reasonable.* Answered: 26 Skipped: 0 Scale: 1-5		85%
I am treated with respect and dignity.* Answered: 25 Skipped: 1 Scale: 1-5		88%
My immediate manager/supervisor works to remove obstacles that impede our work processes.* Answered: 25 Skipped: 1 Scale: 1-5		88%
The work environment on my team supports the development of new and innovative ideas.* Answered: 26 Skipped: 0 Scale: 1-5		85%
Where I work, everyone takes personal responsibility for complying with safety rules and procedures.* Answered: 24 Skipped: 2 Scale: 1-5		96%
I clearly understand how my own job contributes to achieving the goals of Larimer County.* Answered: 25 Skipped: 1 Scale: 1-5		96%
Larimer County is a safe place to work.* Answered: 26 Skipped: 0 Scale: 1-5		92%
I would choose to stay with Larimer County even if offered the same pay and benefits elsewhere.* Answered: 26 Skipped: 0 Scale: 1-5		65%
I can maintain a reasonable balance between my personal life and work life.* Answered: 26 Skipped: 0 Scale: 1-5		88%
I would recommend Larimer County as a good place to work.* Answered: 26 Skipped: 0 Scale: 1-5		88%
I receive recognition from management when I do a good job.* Answered: 26 Skipped: 0 Scale: 1-5		88%
I have received the training I need to do a quality job.* Answered: 26 Skipped: 0 Scale: 1-5		88%
I have the information I need to do my job effectively.* Answered: 26 Skipped: 0 Scale: 1-5		96%
My immediate manager/supervisor encourages two-way communication.* Answered: 26 Skipped: 0 Scale: 1-5		96%

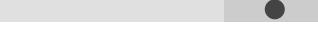
*These questions are used to calculate the metric score. We calculate the metric score by averaging the score of rating questions against a normalized scale.

Questions that most drive Survey Questions (4)	Responses	
Where I work, people actively identify, acknowledge, and work to solve problems. Answered: 26 Skipped: 0 Scale: 1-5	<div style="width: 96%;"><div style="width: 100%;"></div></div>	96%
I feel my department listens to my concerns and tries to act on solutions. Answered: 26 Skipped: 0 Scale: 1-5	<div style="width: 88%;"><div style="width: 100%;"></div></div>	88%
I am motivated to help Larimer County be successful. Answered: 26 Skipped: 0 Scale: 1-5	<div style="width: 96%;"><div style="width: 100%;"></div></div>	96%
Employees are treated with dignity and their contributions matter. Answered: 26 Skipped: 0 Scale: 1-5	<div style="width: 92%;"><div style="width: 100%;"></div></div>	92%

Individual Question Results

grouped by question type

Rating questions (41)	% favorability (high to low)
Where I work, we are knowledgeable about our customers' needs. Answered: 26 Skipped: 0 Scale: 1-5	 100%
I clearly understand how my own job contributes to achieving the mission and vision of my department. Answered: 26 Skipped: 0 Scale: 1-5	 100%
Where I work, we are able to respond quickly to the needs of our customers. Answered: 26 Skipped: 0 Scale: 1-5	 96%
I have the information I need to do my job effectively. Answered: 26 Skipped: 0 Scale: 1-5	 96%
My immediate manager/supervisor encourages two-way communication. Answered: 26 Skipped: 0 Scale: 1-5	 96%
Larimer County delivers high quality services to its customers. Answered: 26 Skipped: 0 Scale: 1-5	 96%
Where I work, people actively identify, acknowledge, and work to solve problems. Answered: 26 Skipped: 0 Scale: 1-5	 96%
I am motivated to help Larimer County be successful. Answered: 26 Skipped: 0 Scale: 1-5	 96%
I clearly understand how my own job contributes to achieving the goals of Larimer County. Answered: 25 Skipped: 1 Scale: 1-5	 96%
Where I work, everyone takes personal responsibility for complying with safety rules and procedures. Answered: 24 Skipped: 2 Scale: 1-5	 96%
Larimer County fosters a culture of innovation and encourages creativity. Answered: 26 Skipped: 0 Scale: 1-5	 92%
We have enough employees where I work to do a quality job. Answered: 26 Skipped: 0 Scale: 1-5	 92%

<p>I have a clear idea of what is expected of me in my job.</p> <p>Answered: 26 Skipped: 0 Scale: 1-5</p>	 92%
<p>I feel I have the right tools and resources (equipment, parts, supplies, hardware, software, etc.) to do my job properly.</p> <p>Answered: 26 Skipped: 0 Scale: 1-5</p>	 92%
<p>Larimer County is a safe place to work.</p> <p>Answered: 26 Skipped: 0 Scale: 1-5</p>	 92%
<p>Employees are treated with dignity and their contributions matter.</p> <p>Answered: 26 Skipped: 0 Scale: 1-5</p>	 92%
<p>I am comfortable sharing a different opinion or concern and do so without fear.</p> <p>Answered: 26 Skipped: 0 Scale: 1-5</p>	 92%
<p>Where I work, everyone takes personal responsibility for doing a quality job.</p> <p>Answered: 26 Skipped: 0 Scale: 1-5</p>	 88%
<p>Where I work, there is little wasted time and effort (e.g., redundant work, unnecessary paperwork, poor quality work that has to be redone).</p> <p>Answered: 26 Skipped: 0 Scale: 1-5</p>	 88%
<p>Employees in my department do well at maintaining productive partnerships.</p> <p>Answered: 26 Skipped: 0 Scale: 1-5</p>	 88%
<p>I feel my department listens to my concerns and tries to act on solutions.</p> <p>Answered: 26 Skipped: 0 Scale: 1-5</p>	 88%
<p>Overall, Larimer County is a great place to work.</p> <p>Answered: 26 Skipped: 0 Scale: 1-5</p>	 88%
<p>I can maintain a reasonable balance between my personal life and work life.</p> <p>Answered: 26 Skipped: 0 Scale: 1-5</p>	 88%
<p>I would recommend Larimer County as a good place to work.</p> <p>Answered: 26 Skipped: 0 Scale: 1-5</p>	 88%
<p>I receive recognition from management when I do a good job.</p> <p>Answered: 26 Skipped: 0 Scale: 1-5</p>	 88%
<p>I have received the training I need to do a quality job.</p> <p>Answered: 26 Skipped: 0 Scale: 1-5</p>	 88%
<p>My immediate manager/supervisor gives me feedback that helps me improve my performance.</p> <p>Answered: 25 Skipped: 1 Scale: 1-5</p>	 88%

<p>I am treated with respect and dignity. Answered: 25 Skipped: 1 Scale: 1-5</p>	<p>88%</p>
<p>My immediate manager/supervisor works to remove obstacles that impede our work processes. Answered: 25 Skipped: 1 Scale: 1-5</p>	<p>88%</p>
<p>I am appropriately involved in decisions that affect my work. Answered: 26 Skipped: 0 Scale: 1-5</p>	<p>85%</p>
<p>My department appropriately communicates decisions or policy changes that affect my work. Answered: 26 Skipped: 0 Scale: 1-5</p>	<p>85%</p>
<p>The amount of work expected of me is reasonable. Answered: 26 Skipped: 0 Scale: 1-5</p>	<p>85%</p>
<p>The work environment on my team supports the development of new and innovative ideas. Answered: 26 Skipped: 0 Scale: 1-5</p>	<p>85%</p>
<p>My supervisors are willing to consider the perspectives of all staff regarding different ways to complete tasks and make adjustments when appropriate. Answered: 26 Skipped: 0 Scale: 1-5</p>	<p>85%</p>
<p>I am comfortable speaking up without fear of negative consequences. Answered: 26 Skipped: 0 Scale: 1-5</p>	<p>85%</p>
<p>Larimer County has created an environment where all employee are supported to succeed. Answered: 26 Skipped: 0 Scale: 1-5</p>	<p>77%</p>
<p>I look forward to coming to work at this company. Answered: 26 Skipped: 0 Scale: 1-5</p>	<p>73%</p>
<p>The different departments and elected offices within Larimer County collaborate effectively. Answered: 25 Skipped: 1 Scale: 1-5</p>	<p>68%</p>
<p>I would choose to stay with Larimer County even if offered the same pay and benefits elsewhere. Answered: 26 Skipped: 0 Scale: 1-5</p>	<p>65%</p>
<p>Larimer County adapts to meet the needs of its employees. Answered: 26 Skipped: 0 Scale: 1-5</p>	<p>65%</p>
<p>I feel that my total compensation package fairly reflects the responsibilities and expectations of my job. Answered: 26 Skipped: 0 Scale: 1-5</p>	<p>62%</p>

Open-ended questions (4)	Responses
Overall, do you have any general comments about your department? Answered: 6 Skipped: 20	100 EPS Promoters (67%)
What do you think your department could improve on? Answered: 7 Skipped: 19	100 EPS Promoters (43%)
What do you think your department is doing well? Answered: 10 Skipped: 16	100 EPS Promoters (30%)
Overall, do you have any general comments about Larimer County as an employer? Answered: 9 Skipped: 17	71 EPS Promoters (67%) are talking about Compensation and Benefits (3) Detractors (11%)