Measuring Employee Engagement: Insights from a National Study
What We’ll Cover

1. What is employee engagement – and why does it matter?
2. Results from national survey
3. How to measure engagement
4. Your questions
CPS HR Consulting

- Self-supporting government agency
- Mission – promote public sector excellence
- Full range of integrated HR solutions – government and nonprofits
- 100+ full-time employees
- 200+ project consultants
- 1,200 public and nonprofit sector clients
Help government measure and improve engagement

Conduct engagement surveys

Conduct research, provide benchmark data

Support action planning and implementation

Deliver training
Context - Our Aging Workforce

Source: BLS
What is Employee Engagement?

- Heightened Connection
- Personal Meaning
- Pride
- Beyond Job Satisfaction
- Discretionary Effort
Engaged Employees...

- Have strong relationships in organization
- Go extra mile for customers
- Volunteer ideas
- Work hard – and smart
- Will stay – even for less money
- Recommend organization as good place to work
- Show up for work
- Get things done
Why Does Engagement Matter?
Why Does Engagement Matter?

Key Performance Indicators: High- vs. Low-Engagement Work Groups

- Absenteeism: -65
- Shrinkage: -48
- Patient Safety Incidents: -41
- Quality (Defects): -41
- Safety Incidents: -28
- Turnover (High-TO Orgs): -25
- Turnover (Low-TO Orgs): -37
- Customer: +22
- Productivity: +21
- Profitability: +10
- Productivity: +21
- Profitability: +10

Source: Gallup
In Government, Engagement Links to:

- Strategic goal achievement
- Innovation
- Performance
- Customer service
- Collaboration and teamwork
- Retention
CPS HR Institute – Engagement and Performance

% agreement - “My organization is successful at accomplishing its mission”

<table>
<thead>
<tr>
<th>Category</th>
<th>Engaged</th>
<th>Somewhat Engaged or Disengaged</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private/For-Profit</td>
<td>76</td>
<td>24</td>
</tr>
<tr>
<td>Government Overall</td>
<td>71</td>
<td>29</td>
</tr>
<tr>
<td>Federal Govt</td>
<td>64</td>
<td>36</td>
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<tr>
<td>State Govt</td>
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<td>36</td>
</tr>
<tr>
<td>Local Govt</td>
<td>76</td>
<td>24</td>
</tr>
</tbody>
</table>

Private/For-Profit Company
Government Overall
Federal Govt
State Govt
Local Govt

SOMEWHAT ENGAGED OR DISENGAGED
ENGAGED
Engagement Value Chain

- Improved engagement
- Better performance
- Higher citizen satisfaction
- More trust in government
Institute for Public Sector Employee Engagement Model

1. Plan & Set Goals
2. Survey Employees
3. Analyze & Share Results
4. Take Action
5. Evaluate Actions & Sustain Engagement

Adapted from Engaging Government Employees (American Management Association) by Bob Lavigna
How to Measure Employee Engagement

Advice on surveys and analysis
Why Survey?

- Efficient and inclusive
- Consistent data
- Confidential responses
- Benchmarks
Our Employee Engagement Survey

- Based on five major public sector surveys:
  - U.S. Office of Personnel Management Federal Employee Viewpoint Survey (FEVS)
  - U.S. Merit Systems Protection Board Merit Principles Survey
  - U.K. Civil Service People Survey
  - Canada Public Service Employee Survey
  - Australia State of the Service Survey

- 80+ questions - 9 categories, 1 engagement measure
Assessing the Level of Engagement

Engagement Statements

- I recommend my organization as a good place to work
- I am proud when I tell others I am part of my organization
- I feel a strong personal attachment to my organization
- I feel comfortable being myself at work
- My organization inspires me to do the best in my job
- My organization motivates me to help achieve its mission
Calculating Engagement Scores

- Survey respondents rate level of agreement with 6 engagement statements
- Scale
  - 1 = strongly disagree
  - 2 = disagree
  - 3 = neither agree or disagree
  - 4 = agree
  - 5 = strongly agree
- Calculate mean engagement score for each employee
Calculating Engagement Levels

Calculate percentage of employees at each engagement level

- **Fully Engaged**
  Mean score above 4 on the six engagement questions

- **Somewhat Engaged**
  Mean score between 3 and 4 on the six engagement questions

- **Not Engaged**
  Mean score below 3 on the six engagement questions
Overall Engagement Levels

<table>
<thead>
<tr>
<th>Sector</th>
<th>Fully Engaged</th>
<th>Somewhat Engaged</th>
<th>Not Engaged</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Sector</td>
<td>44%</td>
<td>35%</td>
<td>21%</td>
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<tr>
<td>Govt Overall</td>
<td>38%</td>
<td>40%</td>
<td>22%</td>
</tr>
<tr>
<td>Federal Govt</td>
<td>34%</td>
<td>43%</td>
<td>23%</td>
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<tr>
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<td>29%</td>
<td>44%</td>
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<td>37%</td>
<td>19%</td>
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Taking it Further - Key Drivers of Engagement

- My work
- My organization’s mission
- My team
- My supervisor
- Leadership and managing change
- Training and development
- Resources and workload
- Pay and benefits
CPS HR National Employee Engagement Poll

- Online survey (June/July 2016)
- 1,946 respondents from across U.S. - public and private sectors
- Variety of occupations - all sectors
- Quota sampling, weighting to match U.S. population on key demographics
Workplace Factors - Top Engagement Drivers

Private Sector and Government

- Leadership and Managing Change
- Training and Development
- My Work
# Engagement Drivers - Workplace Factors

<table>
<thead>
<tr>
<th>Level</th>
<th>Factors</th>
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</thead>
<tbody>
<tr>
<td>Federal</td>
<td>• Leadership and Managing Change</td>
</tr>
<tr>
<td></td>
<td>• My Work</td>
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Engagement Drivers - Top Culture Factors

Private Sector and Government

• “I feel valued for the work I do”
• “I feel encouraged to come up with new and better ways of doing things”
• “My workplace culture supports people to achieve a good work-life balance”
• “I am treated fairly at work”
Culture Drivers - Level of Government

Federal
- “I have some really good friendships at work”
- “I can disclose a suspected violation of any law, rule or regulation without fear”
- “I feel valued for the work I do”

State
- “I feel valued for the work I do”
- “I am treated fairly at work”
- “I feel encouraged to come up with new and better ways of doing things”

Local
- “I feel valued for the work I do”
- “I feel encouraged to come up with new and better ways of doing things”
- “My workplace culture supports people to achieve a good work life balance”
Summary and Implications

- Public sector engagement lower than private sector
- In government – state government lowest
- High engagement linked to perceptions of superior organizational performance
- Drivers help reveal best opportunities to improve engagement
Your Questions
Contact Information

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