



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





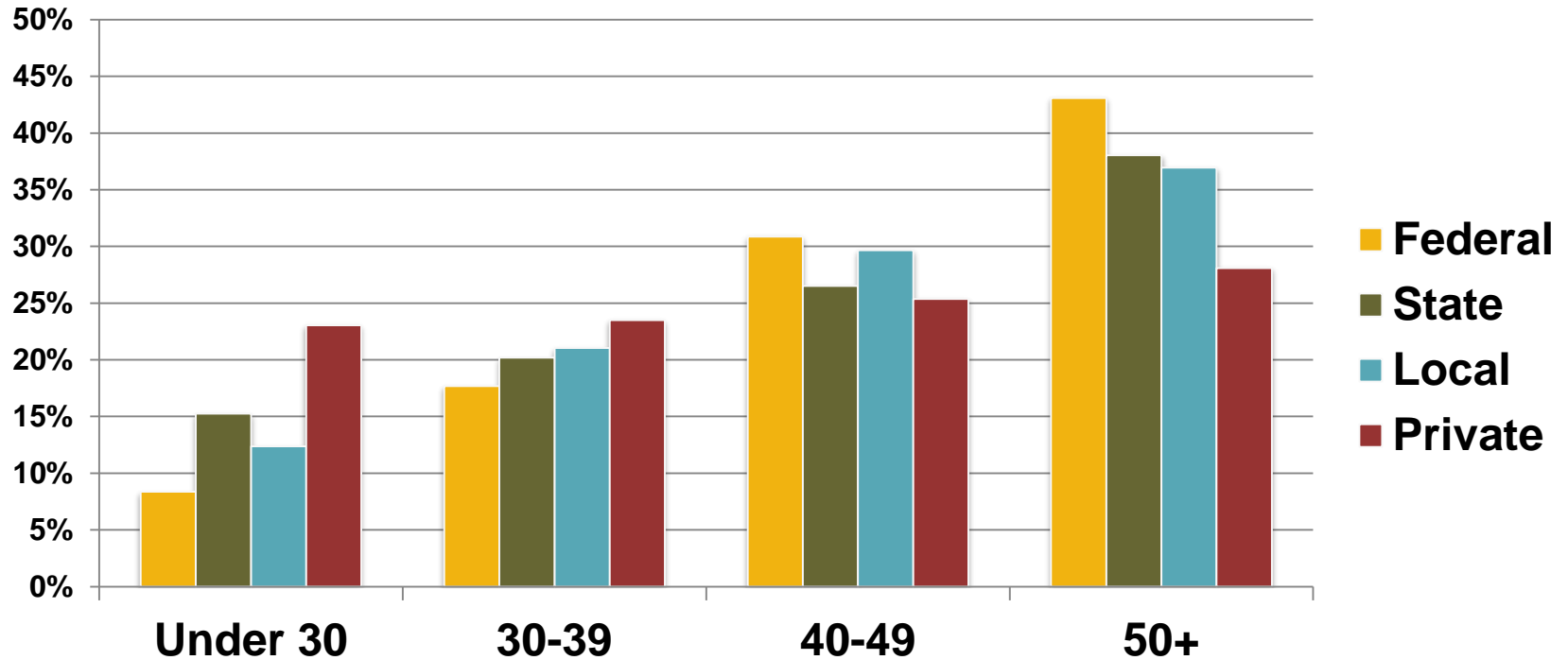
CPS HR Consulting

- ◆ 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?





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**

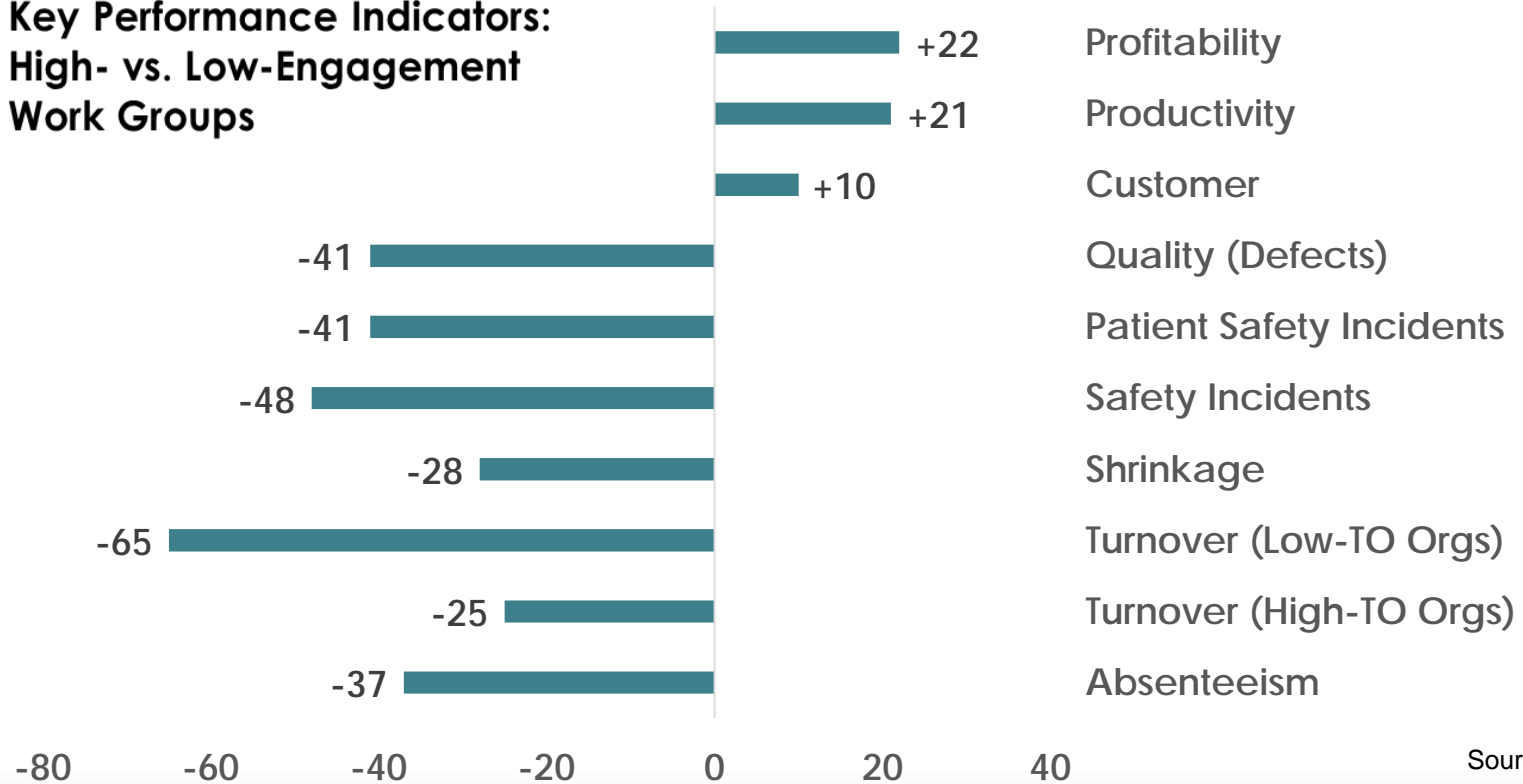
Why Does Engagement Matter?





Why Does Engagement Matter?

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



Source: Gallup

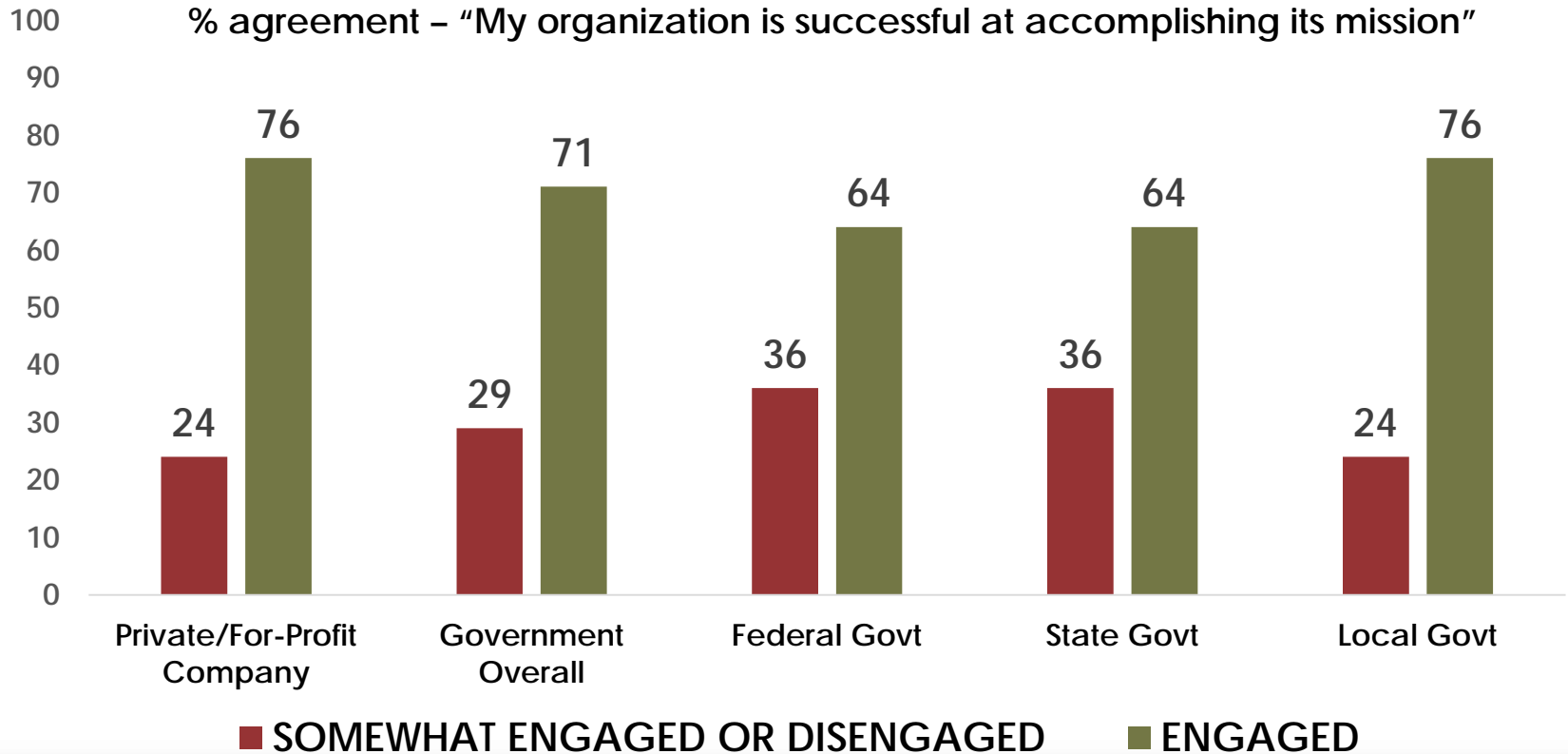


In Government, Engagement Links to:

- ◆ Strategic goal achievement
- ◆ Innovation
- ◆ Performance
- ◆ Customer service
- ◆ Collaboration and teamwork
- ◆ Retention

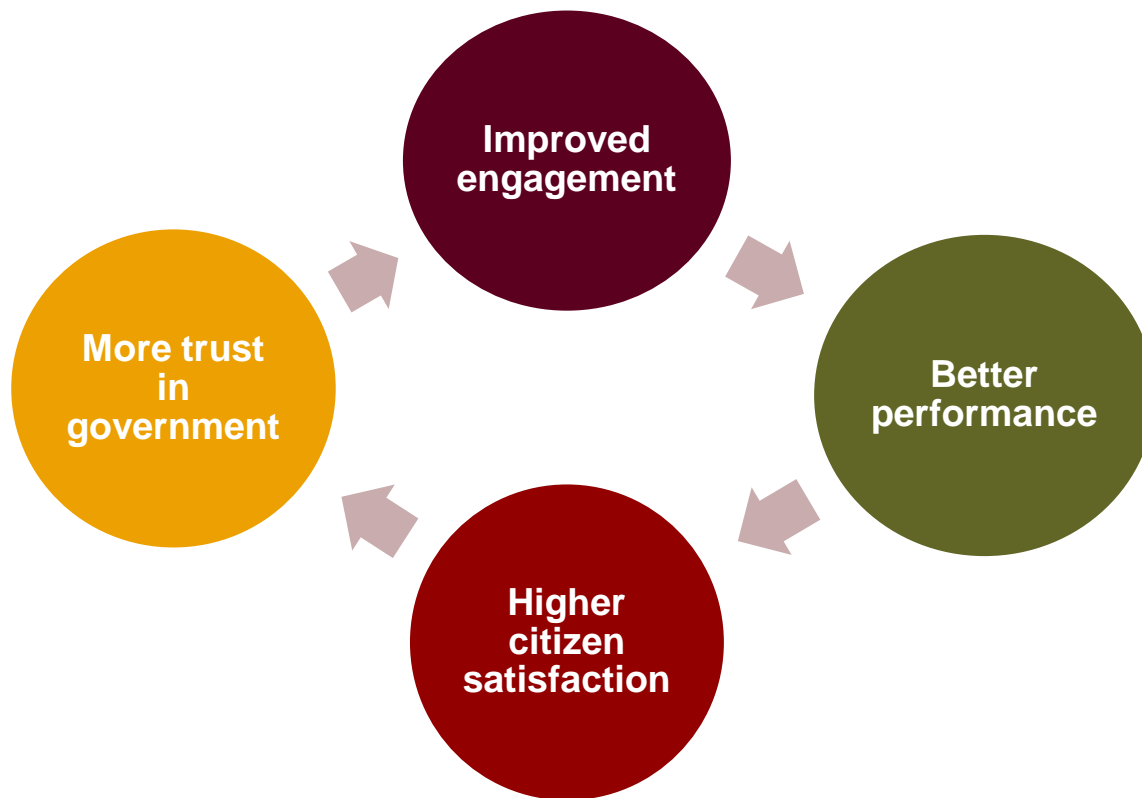


CPS HR Institute – Engagement and Performance





Engagement Value Chain





Institute for Public Sector Employee Engagement Model



Adapted from *Engaging Government Employees* (American Management Association) by Bob Lavigna

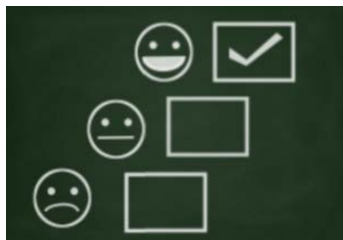
How to Measure Employee Engagement

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

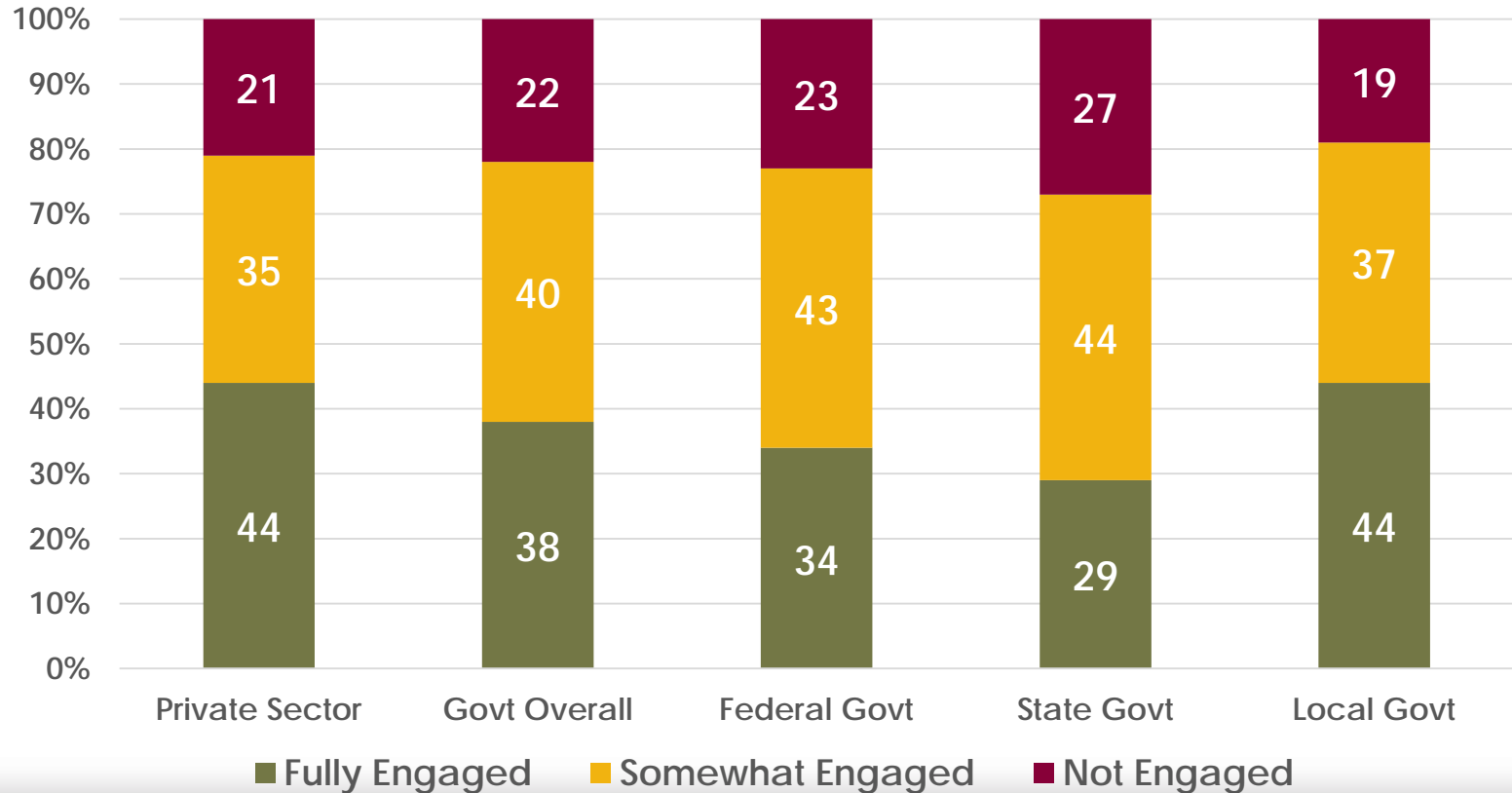


Not Engaged

Mean score below 3 on the six engagement questions



Overall Engagement Levels





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

Federal

- Leadership and Managing Change
- My Work
- Training and Development

State

- Leadership and Managing Change
- Training and Development
- My Work

Local

- Leadership and Managing Change
- My supervisor
- Training and Development



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



BY CPS HR CONSULTING

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