Building Employee Engagement –
A Roadmap and Lessons Learned

Bob Lavigna
Director
Institute for Public Sector Employee Engagement
What We’ll Cover

- What is employee engagement – and why does it matter?
- Roadmap to improved employee engagement
- Lessons learned – A baker’s dozen
- Your questions
CPS HR Consulting

- Independent, self-supporting government agency
- Full range of integrated HR solutions – government and nonprofits
- 120+ employees and 200+ project consultants
- >1,200 clients
Engaging Government Employees

Motivate and Inspire Your People to Achieve Superior Performance

Robert J. Lavigna
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
WE NEED MORE OF WHAT THE MANAGEMENT EXPERTS CALL "EMPLOYEE ENGAGEMENT."

I DON'T KNOW THE DETAILS, BUT IT HAS SOMETHING TO DO WITH YOU IDIOTS WORKING HARDER FOR THE SAME PAY.

IS ANYTHING DIFFERENT ON YOUR END? I THINK I'M SUPPOSED TO BE HAPPIER.
Poll Question:

Is your organization currently conducting an Employee Engagement initiative?

Yes
No
I Don’t Know
Why Does Engagement Matter?
A Company’s Performance Depends First of All on Its People

The biggest jumps in the Drucker Institute’s ranking of best-managed businesses were at companies with big gains in employee engagement and development.
Engagement Drives Results

Key Performance Indicators
Top- and Bottom-Quartile Work Groups

- Profitability
- Productivity
- Customer scores
- Safety incidents
- Lost or stolen inventory
- Turnover (low-turnover orgs)
- Turnover (high-turnover orgs)
- Absenteeism

Source: Gallup
Federal agencies with engaged employees have better outcomes.

- **Goal Achievement**: 65 (Most Engaged) vs. 37 (Least Engaged)
- **Sick Leave Days**: 8.91 (Most Engaged) vs. 11.73 (Least Engaged)
- **EEO Complaints**: 0.47 (Most Engaged) vs. 1.4 (Least Engaged)
- **OSHA Lost Time Rate**: 0.73 (Most Engaged) vs. 2.15 (Least Engaged)

*Source: MSPB*
State and Local Government

% Who Agree

- **Disengaged**
- **Moderately Engaged**
- **Highly Engaged**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Disengaged</th>
<th>Moderately Engaged</th>
<th>Highly Engaged</th>
</tr>
</thead>
<tbody>
<tr>
<td>I can impact quality</td>
<td>28</td>
<td>50</td>
<td>72</td>
</tr>
<tr>
<td>I can impact cost</td>
<td>21</td>
<td>37</td>
<td>59</td>
</tr>
<tr>
<td>I can impact customer service</td>
<td>32</td>
<td>61</td>
<td>86</td>
</tr>
</tbody>
</table>

Source: Towers Watson

cpshr.us
Engagement Drives Mission Success

My Organization is Successful at Achieving its Mission (% Agree)

- **Not Engaged or Somewhat Engaged**
- **Fully Engaged**

<table>
<thead>
<tr>
<th>Sector</th>
<th>Not Engaged</th>
<th>Somewhat Engaged</th>
<th>Fully Engaged</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Sector</td>
<td>24%</td>
<td>29%</td>
<td>76%</td>
</tr>
<tr>
<td>Government Overall</td>
<td>29%</td>
<td>36%</td>
<td>71%</td>
</tr>
<tr>
<td>Federal Government</td>
<td>36%</td>
<td>64%</td>
<td>64%</td>
</tr>
<tr>
<td>State Government</td>
<td>36%</td>
<td>64%</td>
<td>64%</td>
</tr>
<tr>
<td>Local Government</td>
<td>24%</td>
<td>29%</td>
<td>76%</td>
</tr>
</tbody>
</table>

Source: Institute for Public Sector Employee Engagement
Engagement Value Chain

- Improved engagement
- Better performance
- Higher citizen satisfaction
- More trust in government
How Engaged is the U.S. Workforce?

<table>
<thead>
<tr>
<th>Category</th>
<th>Fully Engaged</th>
<th>Somewhat Engaged</th>
<th>Not Engaged</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Sector</td>
<td>40</td>
<td>35</td>
<td>22</td>
</tr>
<tr>
<td>Govt Overall</td>
<td>35</td>
<td>32</td>
<td>34</td>
</tr>
<tr>
<td>Federal Govt</td>
<td>32</td>
<td>39</td>
<td>42</td>
</tr>
<tr>
<td>State Govt</td>
<td>34</td>
<td>42</td>
<td>42</td>
</tr>
<tr>
<td>Local Govt</td>
<td>37</td>
<td>42</td>
<td>42</td>
</tr>
</tbody>
</table>
Employee Engagement Roadmap

1. Plan and Set Goals
2. Survey Employees
3. Analyze and Share Results
4. Take Action
5. Evaluate Actions and Sustain Engagement
Lessons Learned
Lessons Learned – A Baker’s Dozen

1. Make engagement a strategic priority – commit from the top
2. Emphasize the business case
3. Measure engagement
4. Communicate, communicate, communicate
5. Keep it confidential
6. Drive a high response rate – reach everyone
7. Drill down
Lessons Learned – A Baker’s Dozen

8 Share results
9 Involve labor
10 Focus on the key drivers
11 Take action
12 Re-survey
13 Repeat
Make Engagement a Strategic Priority – Commit from the Top
2016-19 Strategic Plan

- Advance innovation
- Collaborate to maximize success
- Engage and empower both our residents and County workforce
Strategy – Michigan

Office of Good Government

- Works directly with all state departments to engage employees to improve government services for Michiganders
- Identifies, promotes and implements leading practices in employee engagement
Emphasize the Business Case
Engagement Value Chain

- Improved engagement
- Better performance
- Higher citizen satisfaction
- More trust in government
Measure Engagement

#3
Why survey?

- Efficient and inclusive
- Consistent data
- Confidential
- Benchmarks
Communicate, communicate, communicate!
Sample FAQs

- Why are we conducting this survey?
- Who will conduct the survey?
- How was the survey developed?
- How long will it take me to complete the survey?
- Will anyone be able to find out how I responded?
- When and how will the survey be administered?
- Will I be allowed to complete the survey during work hours?
- Will I receive the results of the survey?
- How will the survey results be used?
- If I have technical problems completing the survey, who do I contact?
#5 Keep it Confidential
Drive a High Response Rate – Reach Everyone
Dear XX,

The City of XXX is conducting an employee engagement survey to help understand and improve engagement. Please use the link below to access and complete the survey.

This passcode can only be used to complete one (your) survey, so please do not share your passcode with others.

Please take the time to complete the survey by the close of business on XXX.

Enter this link to access the survey: <LINK>
XXX Employees
Let your voice be heard!
Please take the time to complete the
XXX Engagement Survey

You should have received instructions to
access the survey by email and by letter.
If you have not received your invitation,
please contact CPS HR Consulting at
surveyhelp@cpshr.us or
1-866-XXX-XXX, press option 1
Example – Engagement Levels by Department

- **Administration**
  - Not Engaged (6%)
  - Somewhat Engaged (42%)
  - Fully Engaged (52%)
  - Response count: 31

- **Fire**
  - Not Engaged (22%)
  - Somewhat Engaged (63%)
  - Fully Engaged (15%)
  - Response count: 27

- **Library**
  - Not Engaged (12%)
  - Somewhat Engaged (31%)
  - Fully Engaged (57%)
  - Response count: 26

- **Parks and Recreation**
  - Not Engaged (13%)
  - Somewhat Engaged (47%)
  - Fully Engaged (40%)
  - Response count: 45

- **Planning and Development**
  - Not Engaged (0%)
  - Somewhat Engaged (50%)
  - Fully Engaged (50%)
  - Response count: 14

- **Public Works and Utilities**
  - Not Engaged (10%)
  - Somewhat Engaged (34%)
  - Fully Engaged (56%)
  - Response count: 107
Engagement Levels by Role

01. Employee: You do not supervise other employees
   - Not Engaged (10%)
   - Somewhat Engaged (40%)
   - Fully Engaged (50%)
   - Response count: 136

02. Front-line Supervisor (includes Foreman, Fire Lieutenant, Crew Leader, Leadworker): You are a first-line supervisor who may be responsible for one or more of the following: giving direction on work projects, performance reviews, and leave approval
   - Not Engaged (19%)
   - Somewhat Engaged (36%)
   - Fully Engaged (45%)
   - Response count: 47

03. Manager (includes managers, superintendents, supervisors, district chiefs): You may supervise one or more supervisors and be responsible for day to day operations
   - Not Engaged (14%)
   - Somewhat Engaged (43%)
   - Fully Engaged (43%)
   - Response count: 21

04. Senior Leader (includes the City Manager, Deputy City Manager, Department Directors, Fire Chief, Division Directors, Assistant Department Directors, Deputy/Division Chiefs, and the Fire Marshal): You are the head of a department or division and a member of a leadership team
   - Not Engaged (0%)
   - Somewhat Engaged (41%)
   - Fully Engaged (59%)
   - Response count: 17
#9 Involve Labor
Focus on the Key Drivers
Below are the definitions of the four quadrants in the following charts. We suggest that you pay attention to the questions in the “Improve” and “Maintain” quadrants.

<table>
<thead>
<tr>
<th>IMPROVE</th>
<th>MAINTAIN</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>High Influence / Low Score</strong></td>
<td><strong>High Influence / High Score</strong></td>
</tr>
<tr>
<td>Focus on these low-scoring but high-influence questions because they have the greatest potential to improve the overall engagement score.</td>
<td>Scores on these high-influence questions are already high. Therefore, continue to focus on these areas to maintain the engagement score.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CONSIDER</th>
<th>MONITOR</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Low Influence / Low Score</strong></td>
<td><strong>Low Influence / High Score</strong></td>
</tr>
<tr>
<td>Although these are low-influence questions, the relatively low scores suggest that they may be considered, but as lower priorities than the high-influence questions.</td>
<td>These are already high-scoring questions but are relatively lower in influence. Therefore, monitor these factors to assure the scores for these questions do not decline.</td>
</tr>
</tbody>
</table>
Take Action
### GOAL 3: DEVELOP A HIGHLY COMPETENT WORKFORCE (PREPARE AND SUPPORT EMPLOYEES)

<table>
<thead>
<tr>
<th>OBJECTIVE(S)</th>
<th>MEASURE(S)</th>
<th>TARGET (S)</th>
<th>ACTIVITIES/STRATEGIES</th>
</tr>
</thead>
</table>
| 3.1. Expand adoption of professional development discussions in performance reviews | • # of units that include development in performance management discussions  
• Engagement survey score in this dimension | • +5% over baseline July 2019  
• 85% positive | • Implement data capabilities to track performance management discussions  
• Train managers and supervisors to initiate and complete career development plans |
| 3.2. Empower staff to seek out and participate in growth opportunities        | • Participation in learning and development events  
• Staff satisfaction with professional development | • Increase participation in learning and development events  
• Follow-up survey | • Prepare managers on how to initiate and complete career development plans  
• Support use of 360 degree development tools  
• Improve communication about learning and talent development opportunities |
## Taking Action – Some Examples

- Lead and manage change effectively
- Provide good supervision
- Hire right
- Onboard effectively
- Appreciate and recognize
- Communicate and listen
- Respect work/life balance
- Train and develop
Re-survey
Repeat
Employee Engagement Roadmap

1. Plan & Set Goals
2. Survey Employees
3. Analyze & Share Results
4. Take Action
5. Evaluate Actions & Sustain Engagement
HR’s Role in Building Engagement

- Champion
- Facilitator
- Action leader
- Role model
- Cultural change agent
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