Building a Culture of Employee Engagement in Government
Introduction

Bob Lavigna
Director
Institute for Public Sector Employee Engagement

CPS HR Consulting
What We’ll Cover

1. What is employee engagement – and why does it matter?
2. Measuring and improving engagement
3. Creating an engagement culture
4. Role of HR
Engaging Government Employees

Motivate and Inspire Your People to Achieve Superior Performance

Robert J. Lavigna
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
- Partner with IPMA-Her to conduct surveys
- Conduct research, provide benchmark data
- Support action planning and implementation
- Deliver training
Employee engagement drives performance.

Engaged employees find personal meaning in work.

Engagement should be measured. Results acted on.

Long-term improvement = culture of engagement.

HR has critical role – champion, facilitator, role model.
Context – Our Aging Workforce

Source: BLS
What is Employee Engagement?

**Heightened connection**

**Beyond job satisfaction**

**Personal meaning:**
- Pride
- Organization values me

“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.
Why Does Engagement Matter?
Engaged employees aren't just happier, they also perform better.

The Science of Engagement

december 2016
Key Performance Indicators

Top- v. Bottom-Quartile Engagement Work Groups

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

Source: Gallup
Highly Engaged

- 480% more committed to organizational success
- 250% more likely to recommend improvements
- 370% more likely to recommend their employer

Source: Temkin Group
What About in Government?

Federal agencies with engaged employees have better outcomes

Source: MSPB
Engaged public sector employees:

- 4 times more likely to stay in current job
- 5 times more likely to recommend workplaces
- 5 times more likely to be very satisfied

Source: IPMA-HR
Higher levels of engagement in government drive:

- Improved employee performance to support mission
- More collaborative and innovative work environments
- Lower costs of disengagement

Source: Deloitte
Government – Percent Who Agree …

I can impact quality
- Disengaged: 28%
- Moderately Engaged: 50%
- Highly Engaged: 72%

I can impact cost
- Disengaged: 21%
- Moderately Engaged: 37%
- Highly Engaged: 59%

I can impact customer service
- Disengaged: 32%
- Moderately Engaged: 61%
- Highly Engaged: 86%

Source: Towers Watson
CPS Institute – Engagement and Performance

Percent agreement –
“My organization is successful at accomplishing its mission”

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private/For-Profit Company</td>
<td>24%</td>
</tr>
<tr>
<td>Government Overall</td>
<td>76%</td>
</tr>
<tr>
<td>Federal Govt</td>
<td>71%</td>
</tr>
<tr>
<td>State Govt</td>
<td>64%</td>
</tr>
<tr>
<td>Local Govt</td>
<td>64%</td>
</tr>
</tbody>
</table>

- **SOMEWHAHT ENGAGED OR DIENGAGED**
- **ENGAGED**
It’s About Leadership

Percentage of employees answering “yes” to the question: “If you could fire your current boss, would you do so or not?”
35% of U.S. workers polled…

… said they’d willingly forgo a substantial pay raise in exchange for seeing their direct supervisor fired
35% of U.S. workers polled…

… said they’d willingly forgo a substantial pay raise in exchange for *seeing* their direct supervisor fired.
Engagement Value Chain

- Improved engagement
- Better performance
- Higher citizen satisfaction
- More trust in government
CPS HR National Employee Engagement Poll

- Online survey (June 27 - July 19, 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
Percent Engaged

Private Sector: 44
Government: 38

Source: Institute for Public Sector Employee Engagement
Percent Engaged – Government

Federal: 34%
State: 29%
Local: 44%

Source: Institute for Public Sector Employee Engagement
Workplace Factors –
Top Engagement Drivers

Private Sector and Government
- Leadership and Managing Change
- Training and Development
- My Work

Source: Institute for Public Sector Employee Engagement
Engagement Drivers – Levels of Government

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

Source: Institute for Public Sector Employee Engagement
Managing Change

Percent agreement – “I feel that change is managed well in my organization”

- Private Sector: 62%
- Government Overall: 47%
- Federal: 41%
- State: 42%
- Local: 53%

Source: Institute for Public Sector Employee Engagement
Culture Factors – Top Engagement Drivers

- Appreciation/Recognition
- Innovation
- Fairness/Inclusion

Government and Private Sector

Source: Institute for Public Sector Employee Engagement
Appreciation and Recognition

Percent agreement – “I feel valued for the work I do”

Source: Institute for Public Sector Employee Engagement
How Do We Know If Our Employees are Engaged?
Ask Them!
Engagement Survey Questions

Engagement

1. I recommend my organization as a good place to work
2. I am proud to tell others I am part of my organization
3. I feel a strong personal attachment to my organization
4. I feel comfortable being myself at work
5. My organization inspires me to do the best in my job
6. My organization motivates me to help achieve its mission
# Engagement Survey Questions

## Culture

<table>
<thead>
<tr>
<th>Question</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>7. I think it is safe to challenge the way things are done in my organization</td>
<td></td>
</tr>
<tr>
<td>8. My opinions count at work</td>
<td></td>
</tr>
<tr>
<td>9. I am trusted to carry out my job effectively</td>
<td></td>
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<tr>
<td>10. I can disclose a suspected violation of any law, rule or regulation without fear</td>
<td></td>
</tr>
<tr>
<td>11. I feel encouraged to come up with new and better ways of doing things</td>
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<tr>
<td>12. I believe I would be supported if I try a new idea, even if it may not work</td>
<td></td>
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<tr>
<td>Culture</td>
<td>13. I feel valued for the work I do</td>
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<td>-----------</td>
<td>------------------------------------</td>
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<tr>
<td></td>
<td>14. I am treated fairly at work</td>
</tr>
<tr>
<td></td>
<td>15. My organization respects individual differences (e.g., cultures, working styles, backgrounds, ideas)</td>
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<tr>
<td></td>
<td>16. My organization has policies, programs and practices that support a diverse workforce</td>
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<tr>
<td></td>
<td>17. My workplace culture supports people to achieve a good work-life balance</td>
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<td></td>
<td>18. I have some really good friendships at work</td>
</tr>
</tbody>
</table>
What Public Sector Organizations Have Done to Achieve High Levels of Engagement
Building Engagement

- Strategy
- Leadership
- Hiring
- Onboarding
U. of Wisconsin Strategy

Strategic Goal
Recruit/retain best faculty and staff, reward merit

Strategic Priority
Create environment of respect and inclusiveness through opportunities for employee engagement

HR Vision
Efficient and effective HR system, serving University, employees and WI citizens

21st - Century Workforce
Right Talent       Engaged       Diverse       Adaptable
Minneapolis

Goal: A City that works

- City government runs well and connects to the community it serves
- Engaged and talented employees reflect our community, have the resources they need to succeed and are empowered to improve our efficiency and effectiveness
The Miracle of Minneapolis

No other place mixes affordability, opportunity, and wealth so well. What’s its secret?
Michigan

Office of Good Government

- Works directly with all state departments to engage employees to improve government services for Michiganders
- Michigan aims to be the nation's leader in government customer service, employee engagement, fiscal responsibility and innovation
Memphis

Human Resources Division

We are comprised of HR professionals dedicated to building an engaged workforce to make life better for all Memphians, every day.
# Onboarding Model

## Principles
- **Align** to mission and vision
- **Connect** to culture, strategic goals and priorities
- **Integrate** across process owners
- **Apply** to all employees

## Roles

<table>
<thead>
<tr>
<th>+ PROCESS OWNERS</th>
<th>+ PROCESS CHAMPIONS</th>
<th>+ EMPLOYEE</th>
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## Process Phases and Key Activities

<table>
<thead>
<tr>
<th>BEFORE FIRST DAY</th>
<th>FIRST DAY/ORIENTATION</th>
<th>FIRST WEEK</th>
<th>FIRST 90 DAYS</th>
<th>FIRST YEAR</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Extend personal welcome to employee</td>
<td>• Focus on sharing the mission and values</td>
<td>• Ensure direct managerial involvement</td>
<td>• Provide essential training</td>
<td>• Recognize positive employee contributions</td>
</tr>
<tr>
<td>• Communicate first day logistics to employee</td>
<td>• Incorporate senior leadership</td>
<td>• Set performance expectations and job scope</td>
<td>• Provide formal and informal feedback on performance</td>
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</tr>
<tr>
<td>• Send paperwork in advance and/or online portal access</td>
<td>• Orient employee to organization and office norms</td>
<td>• Assign meaningful work</td>
<td>• Obtain feedback through new hire survey and other means</td>
<td>• Create employee development plan</td>
</tr>
<tr>
<td>• Prepare for employee</td>
<td>• Introduce employee sponsor</td>
<td>• Communicate resources or networks required for work</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Meet immediate requirements for employment</td>
<td></td>
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## Outcomes
- High employee job satisfaction level
- Retention of high-performing employees
- Continued employee engagement and commitment
- Faster time-to-productivity
Management / Supervision

Manage performance effectively

- Make sure employees know what is expected and how work links to mission
- Meet regularly with employees
- Provide opportunities to grow and develop
- Conduct at least semiannual discussions about performance, strengths and developmental needs
- Hold employees accountable – deal with poor performance.
Management / Supervision

Hold supervisors accountable for engagement

Select supervisors to supervise – and build engagement

Provide training, resources and support

Develop competencies around engagement
U. of WI Engagement Competencies

Provides strong and effective leadership to ensure work unit is high-performing and achieves its mission

Creates positive climate – sets clear strategy, goals and expectations; honors core values; provides regular feedback and support; recognizes and rewards performance

Supports and assists employees in learning/development

Creates an inclusive work environment

Provides leadership; participates in hiring, staffing and onboarding that contribute to engagement and inclusion
Behavioral Examples

- Develops and communicates mission, direction, priorities, goals and actions that link to larger mission/strategy
- Establishes metrics to assess individual/organizational performance
- Holds self/others accountable for high-quality, timely, cost-effective results
- Communicates in a way that is transparent, informative and clear
- Empowers others to make good decisions
- Solicits feedback, creates environment where others can speak and act
- Deals effectively and fairly with performance and personnel problems

- Sets employee expectations; provides feedback, coaching and evaluations
- Encourages risk-taking, supports creativity and initiative
- Develops fair and transparent recognition/rewards systems
- Facilitates learning and development by assigning work that enhances knowledge and experience; provides access to development resources
- Builds positive, cooperative, team environment; helps teams succeed
- Shows care/concern for employees
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Building Engagement

✓ Connect work to mission
✓ Appreciate and recognize
✓ Listen – “my opinion counts”
✓ Respect work/life balance
✓ Involve unions
✓ Communicate
“I help send men to the moon”
Recognition “Without Spending a Dime”

- Recognize employee achievements at staff meeting
- Surprise employee with Post-it note of thanks
- Put thank-you note on department bulletin board
- Compliment employee within earshot of others (and word will spread)
- Mail handwritten note to employee’s home
- Send department-wide email praising employee or team
- Start meetings by recognizing employees, and ask employees to recognize each other
- Pull employee aside and ask for his/her opinion

Source: U of WI Hospital and Clinics
Engagement Culture

Set of accepted organizational values, behaviors, and practices that promotes increasing levels of engagement as a cultural norm.
Engagement Culture

- Engagement business case broadly understood
- Leaders/managers work together to drive engagement
- Engagement linked to mission, critical business outcomes
- Engagement visible across organization (not just HR program)
- Engagement regularly measured/analyzed – and action taken
- HR components linked to engagement
- Robust communication strategy, especially by leaders
## HR Role in Building Engagement

<table>
<thead>
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<th>Champion engagement</th>
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<tbody>
<tr>
<td>Facilitate the process</td>
</tr>
<tr>
<td><strong>Identify</strong> organization-wide issues – and <strong>lead action</strong></td>
</tr>
<tr>
<td>Be a <strong>role model</strong></td>
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<tr>
<td><strong>Drive</strong> cultural change</td>
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Key Take-Aways

- Engaged employees find personal meaning in work
- Engagement should be measured
- Results acted on
- Employee engagement drives performance
- Long-term improvement = culture of engagement
- HR has critical role – champion, facilitator, role model