

# INSTITUTE FOR PUBLIC SECTOR EMPLOYEE ENGAGEMENT™



At CPS HR Consulting, our mission is to promote excellence in the public sector. And we believe that **improving employee engagement** is a powerful way to improve performance and service delivery in government.

Engagement is not a passing fad. Decades of research and practice have demonstrated that focusing on employee engagement, using a data-driven and action-focused approach, maximizes employee and organizational performance. High-engagement organizations deliver superior results on measures that include customer satisfaction, productivity, retention, efficiency, and quality.

## WHAT IS EMPLOYEE ENGAGEMENT?

Engaged employees have pride in their organization and its mission; and are deeply committed to its success. As a result, engaged employees provide “discretionary effort,” going above basic job requirements to enable the organization to perform and achieve its mission. Engaged employees find their work meaningful and rewarding and, in turn, they deliver for the organization, its leaders, co-workers, and the public.

## WHY DOES PUBLIC SECTOR ENGAGEMENT MATTER?

Heated budget battles and rhetoric about the size, function, scope, and effectiveness of government have placed public sector leaders under enormous pressure to maintain and improve performance, while also doing more with less. One proven response to this challenge is to improve employee engagement. When public sector employees are engaged and perform well, government also performs well, and in turn, the public will have greater confidence in – and support for – government.

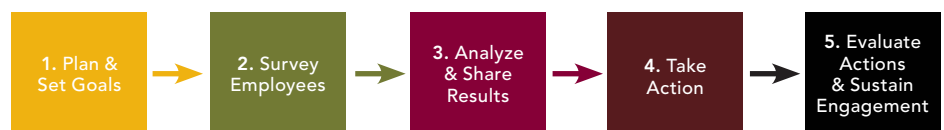
As an independent government agency providing HR services to the public sector for more than 25 years, CPS HR Consulting understands the complexities and unique challenges of managing in government. We also know that many public sector organizations are seeking tools and resources to understand and improve engagement. For government, the stakes are too high to ignore the potential of a more engaged and committed workforce.

To address these needs, CPS HR created the Institute for Public Sector Employee Engagement™ to support the public sector, share promising practices, and spotlight successful government organizations.

## OUR APPROACH TO EMPLOYEE ENGAGEMENT

We believe employee engagement can be measured and then improved. Agencies need to survey their employees to measure engagement levels – and therefore understand the engagement issues in their workforces. Surveying employees is only the start, however. The real reward is identifying and taking steps to improve engagement. While there is no one-size-fits-all solution to improving engagement, CPS HR leverages decades of research, experience and insights to guide government organizations on a well-established path to improve engagement, as outlined below.

### Employee Engagement Process Model:



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

## WHAT WE OFFER

### Employee Engagement Survey

The CPS HR Institute for Public Sector Employee Engagement survey, carefully constructed to measure engagement specifically in the public sector, includes questions that represent nine workplace factors – or drivers – of employee engagement. We designed our survey to be comprehensive and apply to government. We also offer additional services such as customized questions, paper-based options, language translation and more detailed results reports. As a third party, CPS HR protects each responding employee's confidentiality.

### Benchmarks

A key service the Institute provides are benchmarks from our Engagement Tracker, an online survey of U.S. private and public sector workers that represents a wide range of industries/occupations and geographic locations. This Institute-developed dataset, available exclusively our clients, allows participating organizations to compare their results to the engagement levels of both public and private sector organizations. We can also provide benchmarks based on other public sector surveys, including the U.S. government Federal Employee Viewpoint Survey.

### Key Driver Analysis

Our approach is action-focused. We deliver reports and tools to help agencies identify the actions most likely to boost employee engagement. We use key driver analysis to reveal which workplace factors, based on the employee survey, have the biggest impact on employee engagement. This allows participating organizations to focus on the key workplace factors most likely to drive their employees' engagement levels.

### Support for Action Planning and Implementation

We provide support after the survey, to help organizations identify – and implement – actions to respond to survey results. This includes customized advice ranging from quick wins to more extensive consulting-based approaches that cover the full range of human resources solutions.

### Research

Consistent with our mission to improve the performance of the public sector, CPS HR conducts and shares cutting-edge research to expand knowledge about employee engagement in government. We also spotlight successes and best practices in public sector employee engagement.

### Speaking and Training

Need a keynote speaker for a conference or meeting? Want to host an engagement planning session with your executive team? Need to train your supervisors on how to engage their employees? We can tailor our offerings to meet your specific needs.

## ABOUT US

The CPS HR Institute for Public Sector Employee Engagement™ is led by **Bob Lavigna** and **Janelle Callahan**, both of whom have extensive employee engagement experience and expertise.

Bob is the author of *Engaging Government Employees* (published by the American Management Association), the first book that focuses exclusively on employee engagement in government. Previously, Bob was Assistant Vice Chancellor for HR at the University of Wisconsin, where he developed and administered a series of large-scale engagement surveys. Bob was VP for Research at the Partnership for Public Service, where he directed *Best Places to Work in the Federal Government*.

Before joining CPS HR, Janelle was also with the Partnership for Public Service, where she managed the *Best Places to Work in the Federal Government* research. Our team also includes CPS HR consultants with expertise in organizational development, change management and the full range of integrated HR solutions.

### Stay Informed

Stay current with trends and factors impacting employee engagement. Visit *Engaged*, the leading blog on employee engagement.

[cpshr.us/EmployeeEngagement/engaged.html](https://cpshr.us/EmployeeEngagement/engaged.html)

## CONTACT US

For more information, please contact us:

Bob Lavigna, [rlavigna@cpshr.us](mailto:rlavigna@cpshr.us)  
Janelle Callahan, [jcallahan@cpshr.us](mailto:jcallahan@cpshr.us)