





Building Employee Engagement – A Roadmap and Lessons Learned

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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



Robert J. Lavigna

Engaging Government Employees

Motivate and Inspire Your People
to Achieve Superior Performance



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



Poll Question:

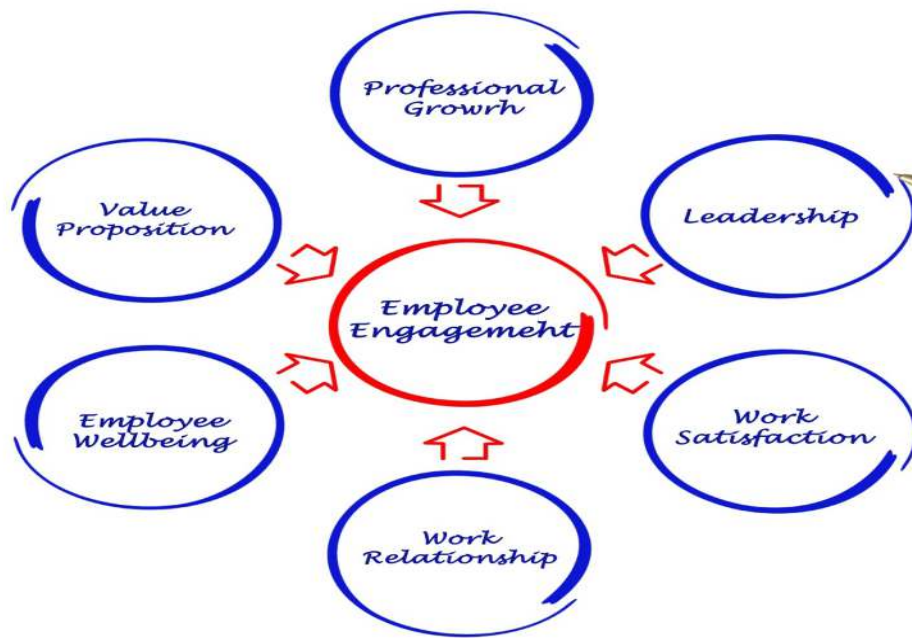
**Is your organization currently conducting
an Employee Engagement initiative?**

Yes

No

I Don't Know

Why Does Engagement Matter?







Engagement Drives Results

THE WALL STREET JOURNAL.

BUSINESS | LEADERSHIP

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

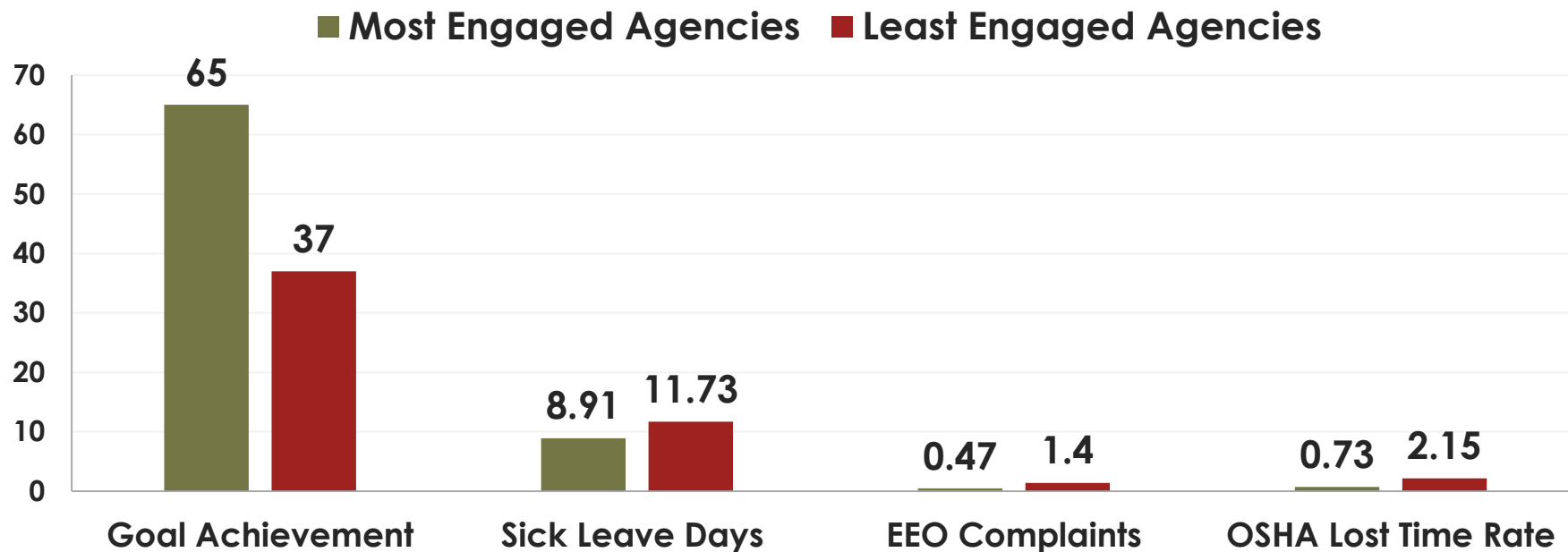


Source: Gallup



Federal Government

Federal agencies with engaged employees have better outcomes



Source: MSPB



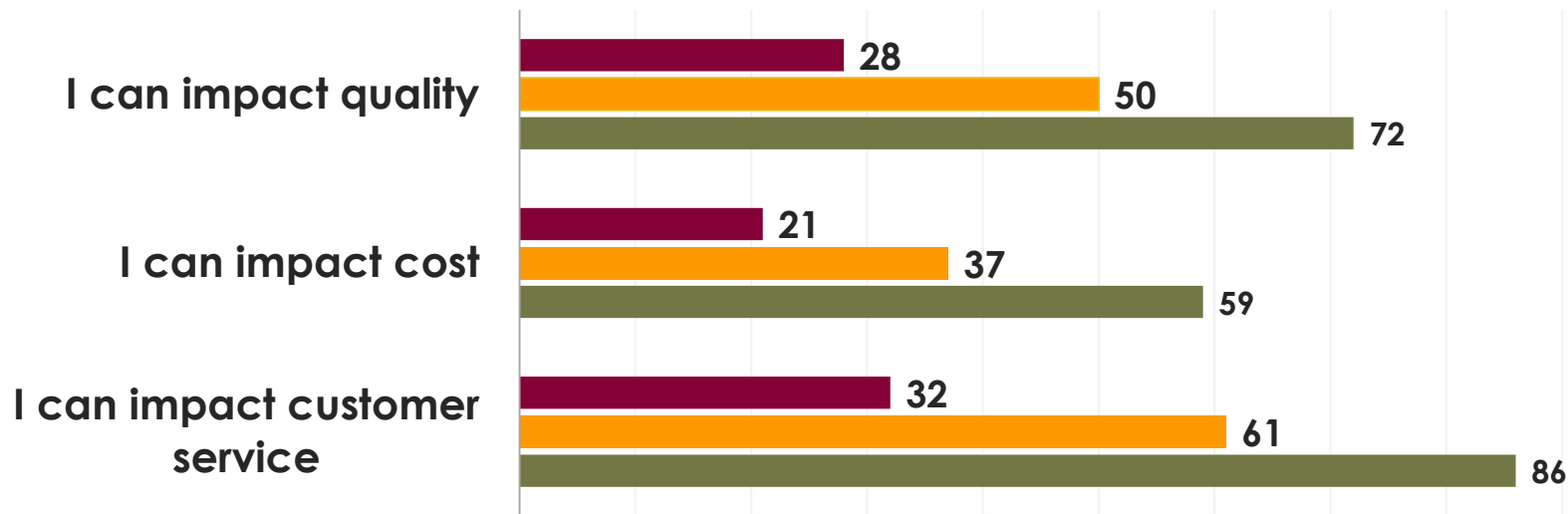
State and Local Government

% Who Agree

■ Disengaged

■ Moderately Engaged

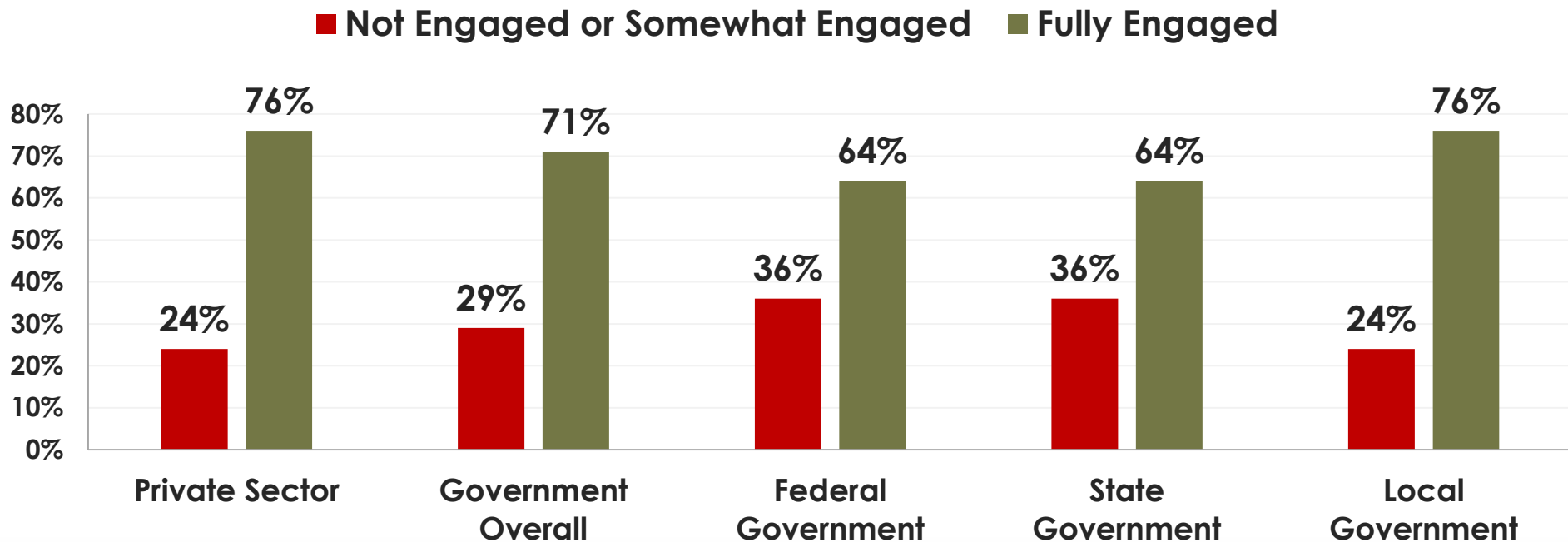
■ Highly Engaged



Source: Towers Watson

Engagement Drives Mission Success

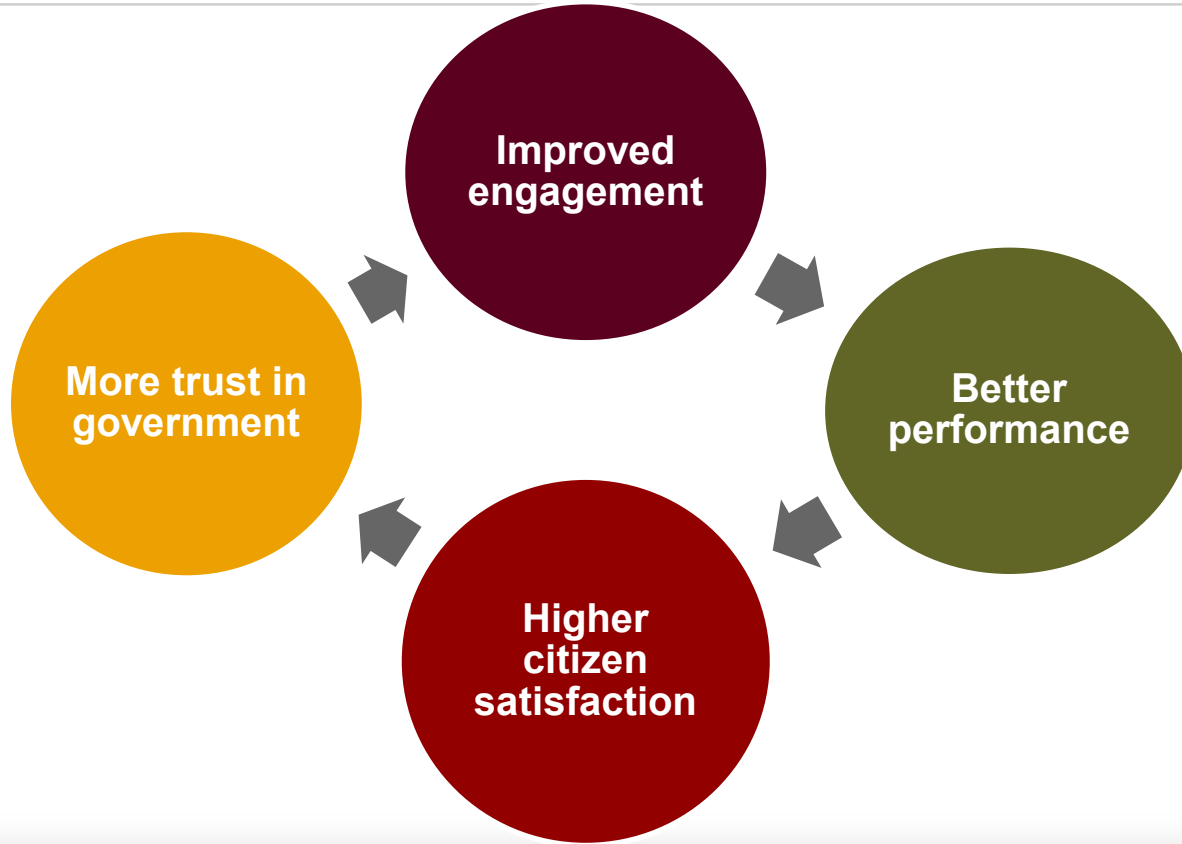
My Organization is Successful at Achieving its Mission (% Agree)



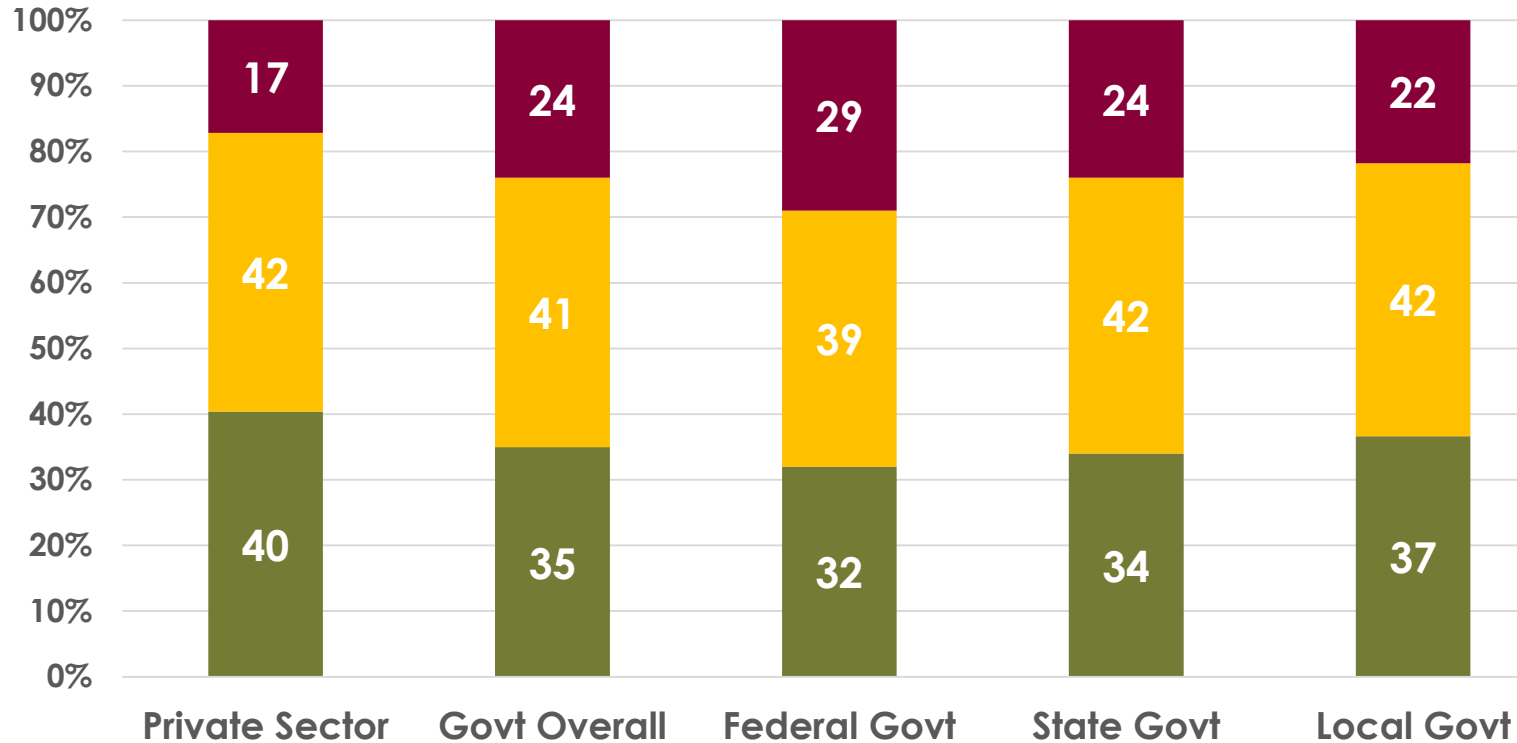
Source: Institute for Public Sector Employee Engagement



Engagement Value Chain



How Engaged is the U.S. Workforce?



■ Fully Engaged ■ Somewhat Engaged ■ Not Engaged

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

#1



**Make Engagement a
Strategic Priority –
Commit from the Top**



Yolo County, CA

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



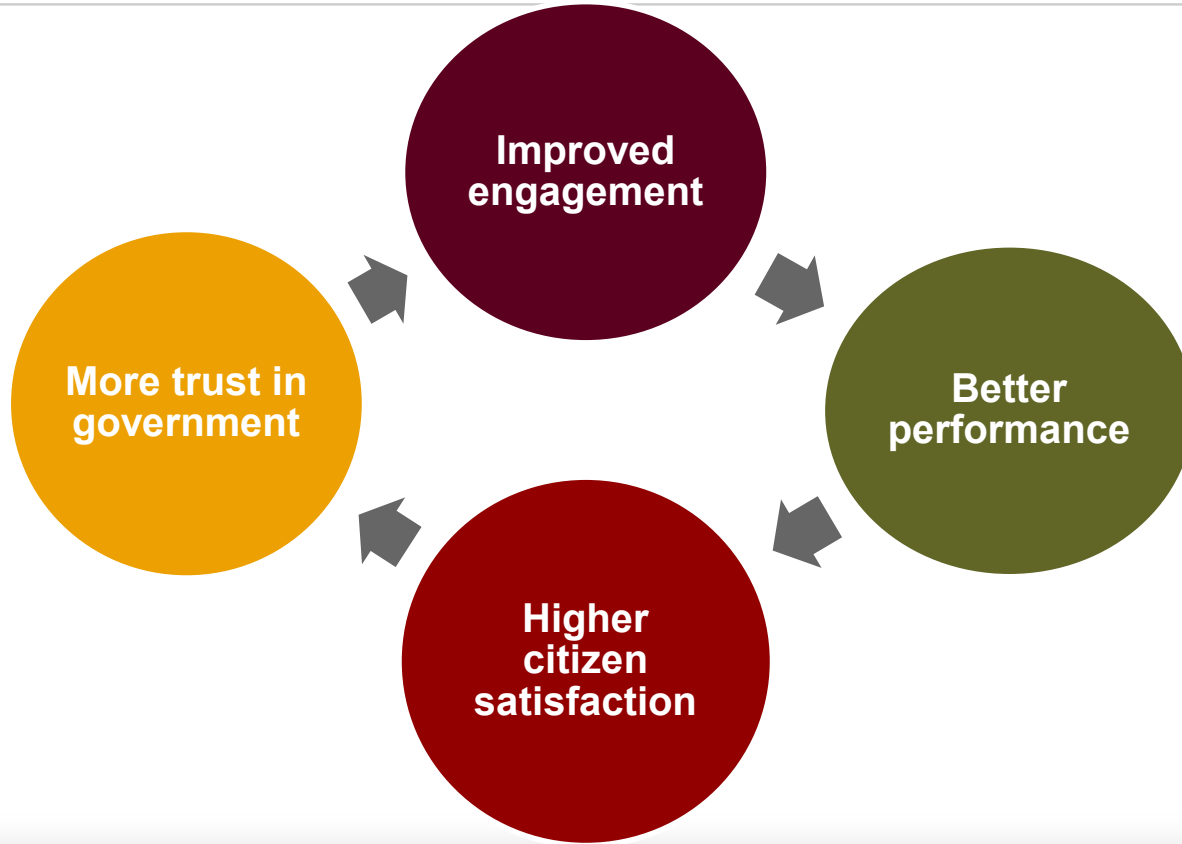
A group of four business professionals in an office setting. A man in a dark suit and glasses stands on the left, leaning over a woman in a dark patterned blazer and glasses who is seated and writing. Another man in a light blue shirt and tie is seated next to her, looking at a laptop. A man in a dark suit and glasses stands behind him, also looking at the laptop. The background shows a large window with a view of a city.

#2

**Emphasize the
Business Case**



Engagement Value Chain



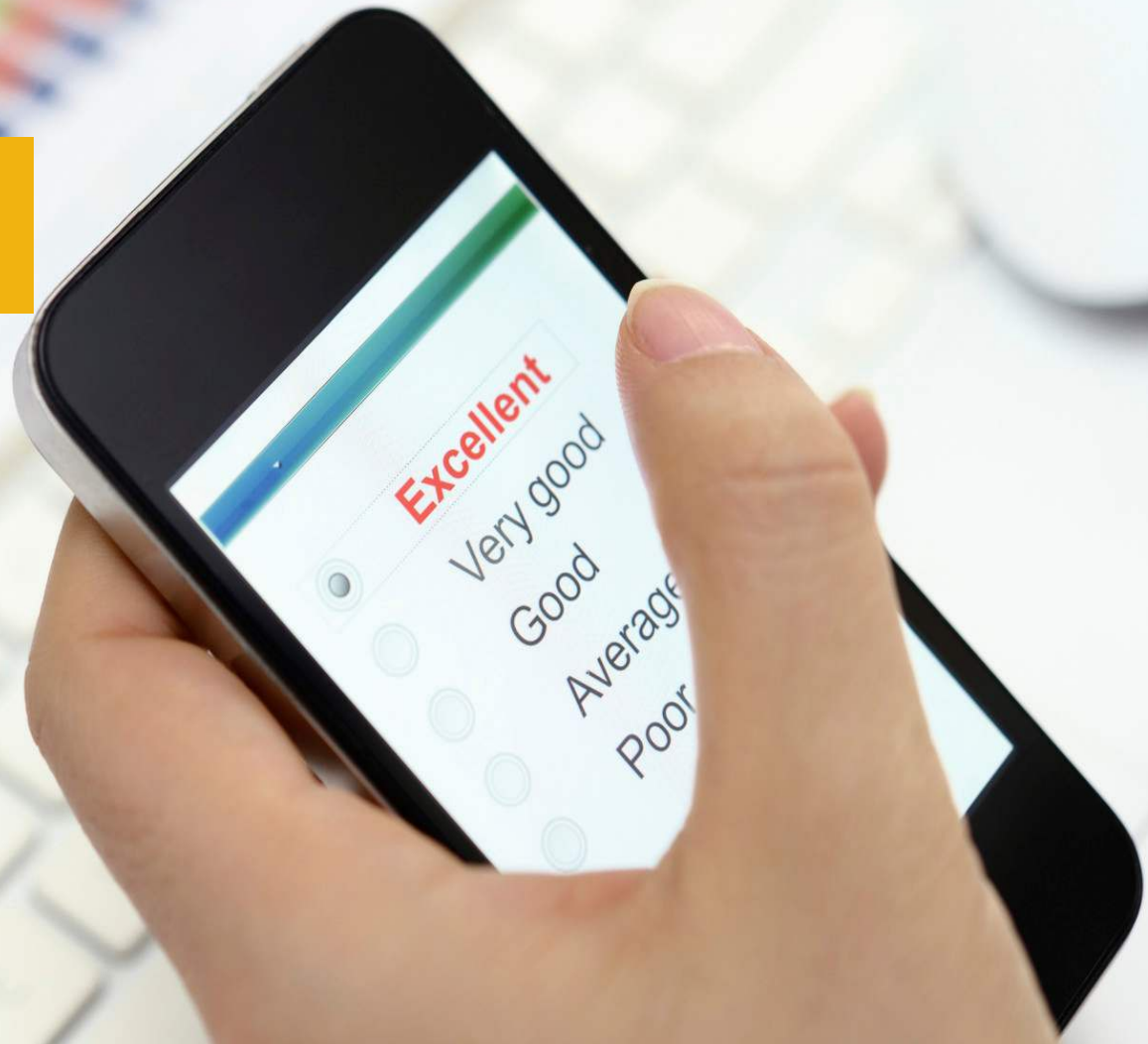


#3

Measure Engagement

Why survey?

- ✓ Efficient and inclusive
- ✓ Consistent data
- ✓ Confidential
- ✓ Benchmarks



A man and a woman are shown in a professional setting, likely outdoors. The woman, with long red hair and red-rimmed glasses, is wearing a dark blue blazer over a white top. The man, with dark hair and glasses, is wearing a brown blazer over a light blue shirt. They are both looking at a document held by the man, with the woman gesturing with her hands as if explaining something. The background is slightly blurred, showing green foliage and a building.

#4

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



#6

**Drive a High Response Rate –
Reach Everyone**



Hard-copy Invitation

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>



Flyer / Poster

XXX Employees

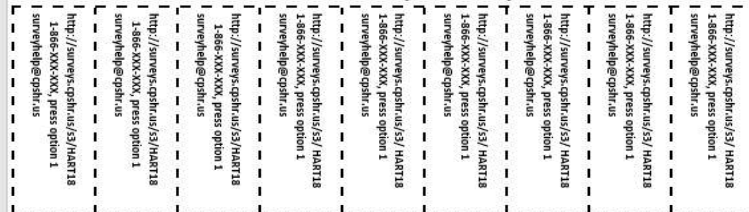
Let your voice be heard!

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@cpsr.us or

1-866-XXX-XXX, press option 1



#7

Drill Down





Example – Engagement Levels by Department

Administration



Fire



Library



Parks and Recreation



Planning and Development



Public Works and Utilities





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

A photograph of two men in a modern office setting. The man in the foreground is wearing a blue denim shirt and glasses, looking towards the right. The man behind him is wearing a brown jacket over a light blue shirt, also looking towards the right. They appear to be in a meeting or discussion. A large white hashtag "#8" is overlaid on the right side of the image.

#8

Share Results



#9

Involve Labor

A group of people are gathered around a wooden table, reviewing various business documents. The documents include bar charts, line graphs, and a pie chart. One person is pointing at a document with a pen. The scene is a professional meeting or collaborative work session.

#10

Focus on the Key Drivers



Chart – Key Driver Survey Questions

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.

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

A man and a woman in business attire are walking on a city street. The man, wearing glasses and a grey blazer, is looking at a tablet held by the woman, who is smiling. They are both dressed in white shirts. The background shows a busy city street with cars and buildings.

#1

Take Action



Action Plan – Example

GOAL 3: DEVELOP A HIGHLY COMPETENT WORKFORCE (PREPARE AND SUPPORT EMPLOYEES)			
OBJECTIVE(S)	MEASURE(S)	TARGET (S)	ACTIVITIES/STRATEGIES
3.1. Expand adoption of professional development discussions in performance reviews	<ul style="list-style-type: none">• # of units that include development in performance management discussions• Engagement survey score in this dimension	<ul style="list-style-type: none">• +5% over baseline July 2019• 85% positive	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Participation in learning and development events• Staff satisfaction with professional development	<ul style="list-style-type: none">• Increase participation in learning and development events• Follow-up survey	<ul style="list-style-type: none">• 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

A blurred background image of a business meeting. Several people are seated around a table, looking at documents and laptops. One person in the foreground is holding a white marker over a document. Another person is writing on a document with a pen. A laptop is visible on the table. The overall scene suggests a collaborative work environment.

#12

Re-survey



#13

Repeat

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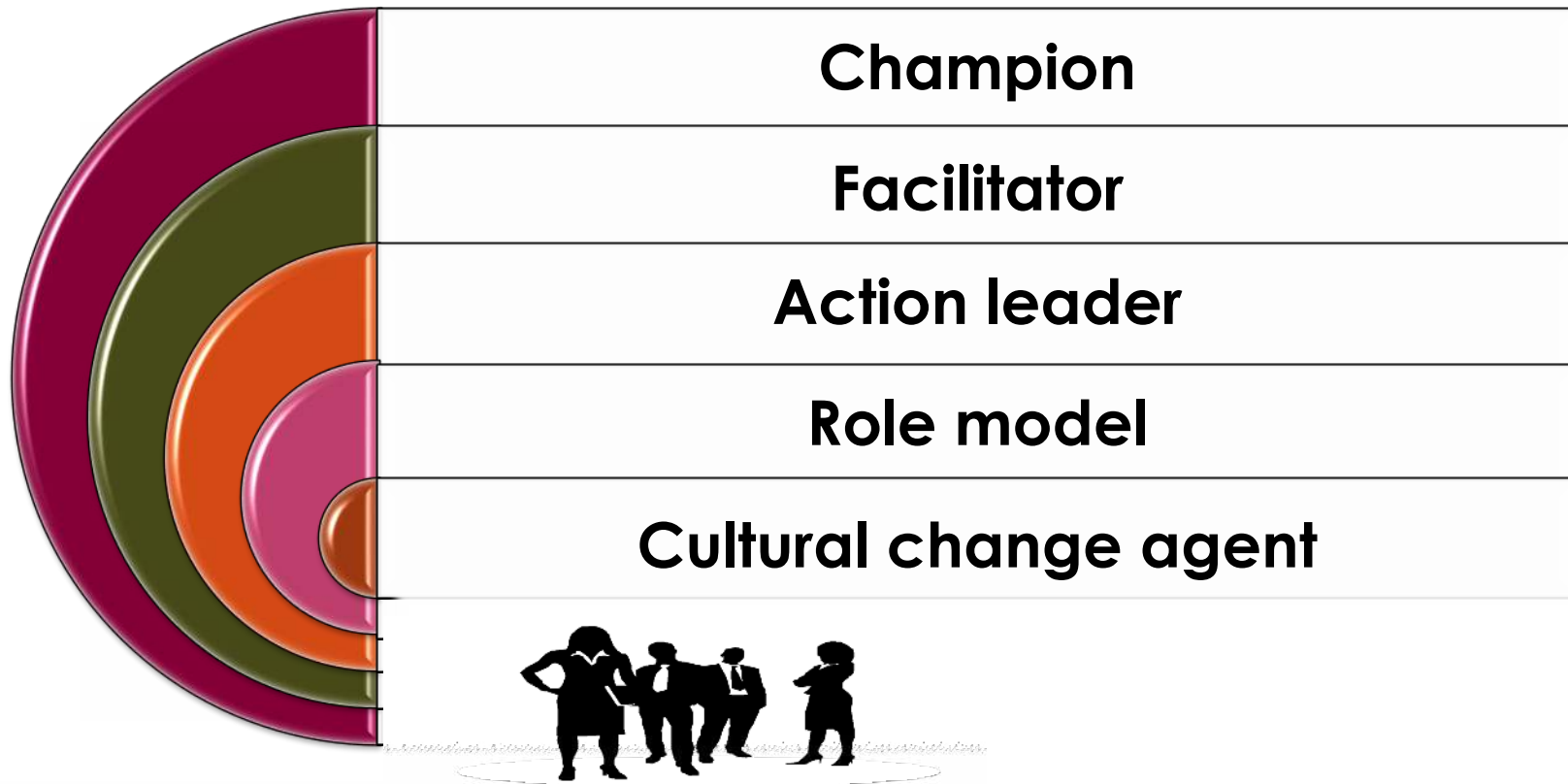
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Take Action

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Evaluate Actions
& Sustain
Engagement

HR's Role in Building Engagement





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