Building a Culture of Employee Engagement in Government

NCIPMA
What We’ll Cover

1. What is employee engagement – and why does it matter?
2. Results – CPS Institute for Public Sector Employee Engagement national benchmark study
3. Measuring and improving engagement
4. Creating an engagement culture
5. 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
▪ Conduct research and provide benchmark data
▪ Support action planning and implementation
▪ Deliver training
Key Take-Aways

- Engagement should be measured
  - Results acted on

- Engaged employees find personal meaning in work

- Long-term Improvement = culture of engagement

- HR has critical role – champion, facilitator, role model

Employee engagement drives performance
Context – Our Aging Workforce

Source: BLS
Government Agency – Today

Chief Engineer
January 16, 2005

Director
Mgmt. Services
January 21, 1982

Director
Property Services
June 26, 1999

Director
Field Services
March 20, 1980

Director
Engineering
February 16, 1980

Director
Transportation & Parking
March 2, 1980

Director
Equipment Services
April 17, 1980

Director
Solid Waste & Recycling
December 12, 2001

Director
Water Treatment
August 15, 1976

Director
Administration
August 10, 1980

Deputy Director
May 10, 1981
Same Agency – 3 Years

Chief Engineer

- **RETIRED**
  - Director Mgmt. Services
  - Deputy Director

- **RETIRED**
  - Director Property Services
  - Director Engineering
  - Director Equipment Services
  - Director Solid Waste & Recycling

- **RETIRED**
  - Director Field Services
  - Director Transportation & Parking

- **RETIRED**
  - Director Water Treatment
  - Director Administration
More Complex Workforce – Multiple Generations

- Traditionalists (born before 1946)
- Boomers (1946-64)
- Gen Xers (1965-81)
- Millennials (>1982)
So ... What’s It All Mean?

- Dramatic shifts
- More complicated
- Public sector feeling effects first
- Government must adapt to talent market
When I grow up, I'm going into public service.

Wow! What a coincidence!

I want to work at McDonald's, too.
How Do You Define Employee Engagement?
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.
Discussion

1. Think of a highly successful, exciting project/work group you led or were part of
2. Were employees engaged?
3. How did you know – what was your evidence?
4. What created the engagement?
Why Does Engagement Matter?

- Employee Engagement
- Professional Growth
- Leadership
- Work Satisfaction
- Employee Wellbeing
- Value Proposition
- Work Relationship
Engaged employees aren’t just happier, they also perform better.

The Science of Engagement
Key Performance Indicators

Top- v. Bottom-Quartile Engagement Work Groups

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

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

Average PART Score: 65
Average Sick Leave Days Used: 8.91
Average EEO Complaints: 0.47
Average OSHA Lost Time Rate: 0.73

Most Engaged Agencies
Least Engaged Agencies

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
Engagement and Performance

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

<table>
<thead>
<tr>
<th>Category</th>
<th>Engaged</th>
<th>Somewhat Engaged or DISENGAGED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private/For-Profit Company</td>
<td>76</td>
<td>24</td>
</tr>
<tr>
<td>Government Overall</td>
<td>71</td>
<td>29</td>
</tr>
<tr>
<td>Federal Govt</td>
<td>64</td>
<td>36</td>
</tr>
<tr>
<td>State Govt</td>
<td>64</td>
<td>36</td>
</tr>
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<td>Local Govt</td>
<td>76</td>
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Legend:
- **SOMEWHAET ENGAGED OR DISENGAGED**
- **ENGAGED**
Engagement Value Chain

- Improved engagement
- More trust in government
- Higher citizen satisfaction
- Better performance
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?”

- Engaged: 6%
- Not engaged: 23%
- Actively disengaged: 51%
35% of U.S. workers polled…

... said they’d willingly forgo a substantial pay raise in exchange for seeing their direct supervisor fired

YOU ARE FIRED
35% of U.S. workers polled…

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

https://www.youtube.com/watch?v=y4nwoZ02AJM
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
CPS HR Survey Results – Percent Engaged

Private Sector: 44%
Government: 38%
Percent Engaged – Government

- Federal: 34
- State: 29
- Local: 44
Why Isn’t Engagement Higher?

- Leaders unaware
- Not worth considering
- Do not fully understand concept
- Interested in engagement but don’t know how
- Even when senior leaders emphasize employee engagement, managers may not support it, may be ill-equipped to implement strategies
- Great variability in commitment to engagement.
Workplace Factors – Top Engagement Drivers

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

Private Sector and Government
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
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%
Culture Factors –
Top Engagement Drivers

Private Sector
- Appreciation/Recognition
- Innovation
- Fairness/Inclusion

Government
- Appreciation/Recognition
- Innovation
- Fairness/Inclusion
Appreciation and Recognition

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

- Private Sector: 72%
- Government Overall: 67%
- Federal: 63%
- State: 66%
- Local: 69%
How Do You Know If Your Employees are Engaged?
Ask Them!
Why Surveys?

- Efficient, cost-effective
- Consistent data
- Responses are confidential
- Can benchmark survey results with comparable organizations using survey approach
<table>
<thead>
<tr>
<th>Engagement</th>
<th>Questions</th>
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<tbody>
<tr>
<td>1.</td>
<td>I recommend my organization as a good place to work</td>
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<tr>
<td>2.</td>
<td>I am proud to tell others I am part of my organization</td>
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<tr>
<td>3.</td>
<td>I feel a strong personal attachment to my organization</td>
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<td>4.</td>
<td>I feel comfortable being myself at work</td>
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<td>5.</td>
<td>My organization inspires me to do the best in my job</td>
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<tr>
<td>6.</td>
<td>My organization motivates me to help achieve its mission</td>
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### Institute Engagement Survey Questions

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<tr>
<td>7. I think it is safe to challenge the way things are done in my organization</td>
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<tr>
<td>8. My opinions count at work</td>
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<tr>
<td>9. I am trusted to carry out my job effectively</td>
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<tr>
<td>10. I can disclose a suspected violation of any law, rule or regulation without fear</td>
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<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, if it may not work</td>
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## Institute Engagement Survey Questions

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<tr>
<td>13. I feel valued for the work I do</td>
<td>14. I am treated fairly at work</td>
<td>15. My organization respects individual differences (e.g., cultures, working styles, backgrounds, ideas)</td>
</tr>
<tr>
<td>16. My organization has policies, programs and practices that support a diverse workforce</td>
<td>17. My workplace culture supports people to achieve a good work-life balance</td>
<td>18. I have some really good friendships at work</td>
</tr>
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</table>
How Engaged Are You?
1-3 = Not Engaged

3-4 = Somewhat Engaged

4-5 = Engaged
The Institute Engagement Model

1. Plan & Set Goals
2. Survey Employees
3. Analyze & Share Results
4. Take Action
5. Evaluate Actions & Sustain Engagement
What Public Sector Organizations Have Done to Achieve High Levels of Engagement
Building Engagement

Strategy

Leadership

Hiring

Onboarding
Everyday Leadership Video

https://www.youtube.com/watch?v=uAy6EawKKME
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
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?
Strategy – 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
Values – Oregon Metro

Teamwork

- We *engage* others in ways that foster respect and trust
- *Teamwork* forms the essence of our work environment
- Through *collaboration and commitment* to common goals, we achieve greater outcomes
- We value *positive relationships* and nurture them with cooperation and honest communication
# New Employee Onboarding Model

**PRINCIPLES**

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

**ROLES**

- **+ PROCESS OWNERS**
- **+ PROCESS CHAMPIONS**
- **+ EMPLOYEE**

## PROCESS PHASES AND KEY ACTIVITIES

- **BEFORE FIRST DAY**
  - Extend personal welcome to employee
  - Communicate first day logistics to employee
  - Send paperwork in advance and/or online portal access
  - Prepare for employee

- **FIRST DAY/ORIENTATION**
  - Focus on sharing the mission and values
  - Incorporate senior leadership
  - Orient employee to organization and office norms
  - Introduce employee sponsor
  - Meet immediate requirements for employment

- **FIRST WEEK**
  - Ensure direct managerial involvement
  - Set performance expectations and job scope
  - Assign meaningful work
  - Communicate resources or networks required for work

- **FIRST 90 DAYS**
  - Provide essential training
  - Monitor performance and provide feedback
  - Obtain feedback through new hire survey and other means

- **FIRST YEAR**
  - Recognize positive employee contributions
  - Provide formal and informal feedback on performance
  - Create employee development plan

**OUTCOMES**

- High employee **job satisfaction** level
- **Retention** of high-performing employees
- Continued **employee engagement** and commitment
- Faster time-to-productivity
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

- Select supervisors to supervise – and build engagement
- Hold supervisors accountable for engagement
- Provide training, resources and support
- Develop competencies around engagement
Engagement Managerial 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
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

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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 and concern for employees
Building Engagement

✓ Connect work to mission
✓ Appreciate and recognize
✓ Encourage risk-taking and innovation
✓ Listen – “my opinion counts”
✓ Respect work/life balance
✓ Communicate
“I help send men to the moon”
State of Employee Recognition

- 64% of Americans who leave jobs do so because they don’t feel appreciated
- 2016 Federal Employee Viewpoint Survey – only 44.5% of federal employees satisfied with recognition for doing good job
- Organizations with recognition programs:
  - 14% higher employee engagement, productivity, and customer service
  - 31% lower voluntary turnover
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
Dimensions of Wellness

- Career
- Physical
- Spiritual
- Environment
- Financial
- Emotional
- Social and Cultural
Employee’s Role in Engagement

Did I do my best to...

- Set clear goals?
- Make progress toward goals?
- Be happy?
- find meaning in my work?
- Build positive relationships?
- Be fully engaged?

Dr. Marshall Goldsmith: “Six Questions to Ask Yourself Every Day”
Case Study –
Federal Labor Relations Authority
What Did FLRA Do?

- “Year of the Employee”
- Strategic vision – “Revitalization, Reinvention and Re-engagement”
- Enhanced communication
  - Town hall meetings
  - Listening tour
- More transparency – budget, performance
- Managers involved in key decisions
- Employee work groups to review processes
- New recognition programs
- HR back in-house
FLRA Results

- Reduced pending cases by 90%
- Eliminated overage cases
- Reduced average time to close cases from 250 to 50 days
Your Engagement Challenges?

- Leadership understand need for, and support, employee engagement? If not, why not?
- Supervisors, rank-and-file employees aware of, and embrace, employee engagement? If not, why not?
- Mission, values, strategic plan, goals address engagement?
- External factors and political influences/decisions that impact or could impact your employee engagement efforts?
- Policies, procedures flexible and support engagement?
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>
<tr>
<th>Champion engagement</th>
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<tbody>
<tr>
<td>Facilitate the process</td>
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<tr>
<td><strong>Identify</strong> organization-wide issues – and <strong>lead action</strong></td>
</tr>
<tr>
<td>Be a <strong>role model</strong></td>
</tr>
<tr>
<td><strong>Drive</strong> cultural change</td>
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</table>
HR – Looking Across the Organization

Best position to identify enterprise-wide actions

- Incorporate engagement into organizational values and strategy
- Build managerial competencies linked to employee engagement
- Deliver engagement training
- Drive cultural change to focus on engagement
- Institute new employee recognition programs
- Hold managers accountable
Engaged employees find personal meaning in work

Employee engagement drives performance

Engagement should be measured
Results acted on

Long-term Improvement = culture of engagement

HR has critical role – champion, facilitator, role model
Bob Lavigna

rlavigna@cpshr.us
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