



# Improving Employee Engagement to Drive Improved Performance

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LA County Management Council  
June 6, 2019



# What We'll Cover

- 1. What is employee engagement – why does it matter?**
- 2. Results from national survey**
- 3. Measuring and improving engagement**
- 4. Creating an engagement culture**





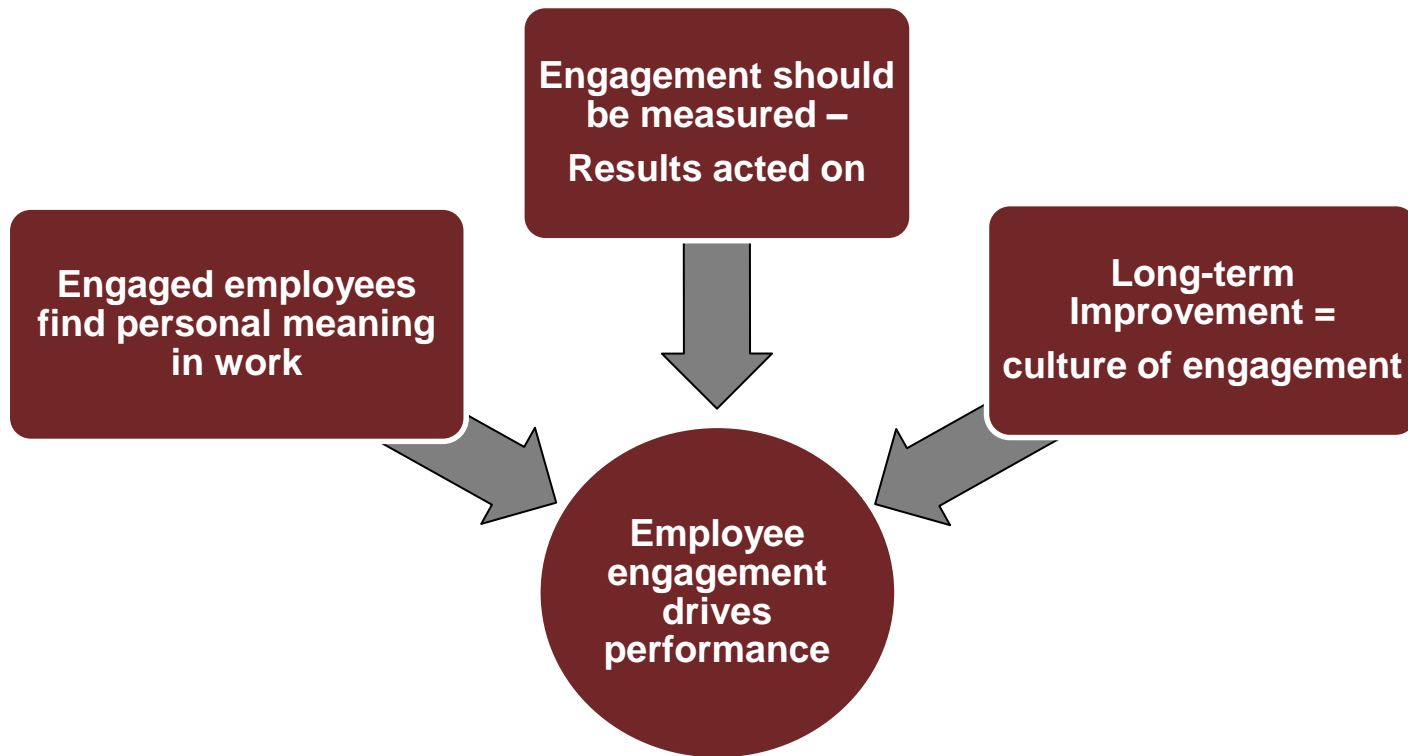
# CPS HR Consulting

- ◆ **Self-supporting JPA**
- ◆ **Full range of integrated HR solutions – government and nonprofits**
- ◆ **100+ employees, 200+ project consultants**
- ◆ **1,200 public and nonprofit sector clients**





# Key Take-Aways



Robert J. Lavigna

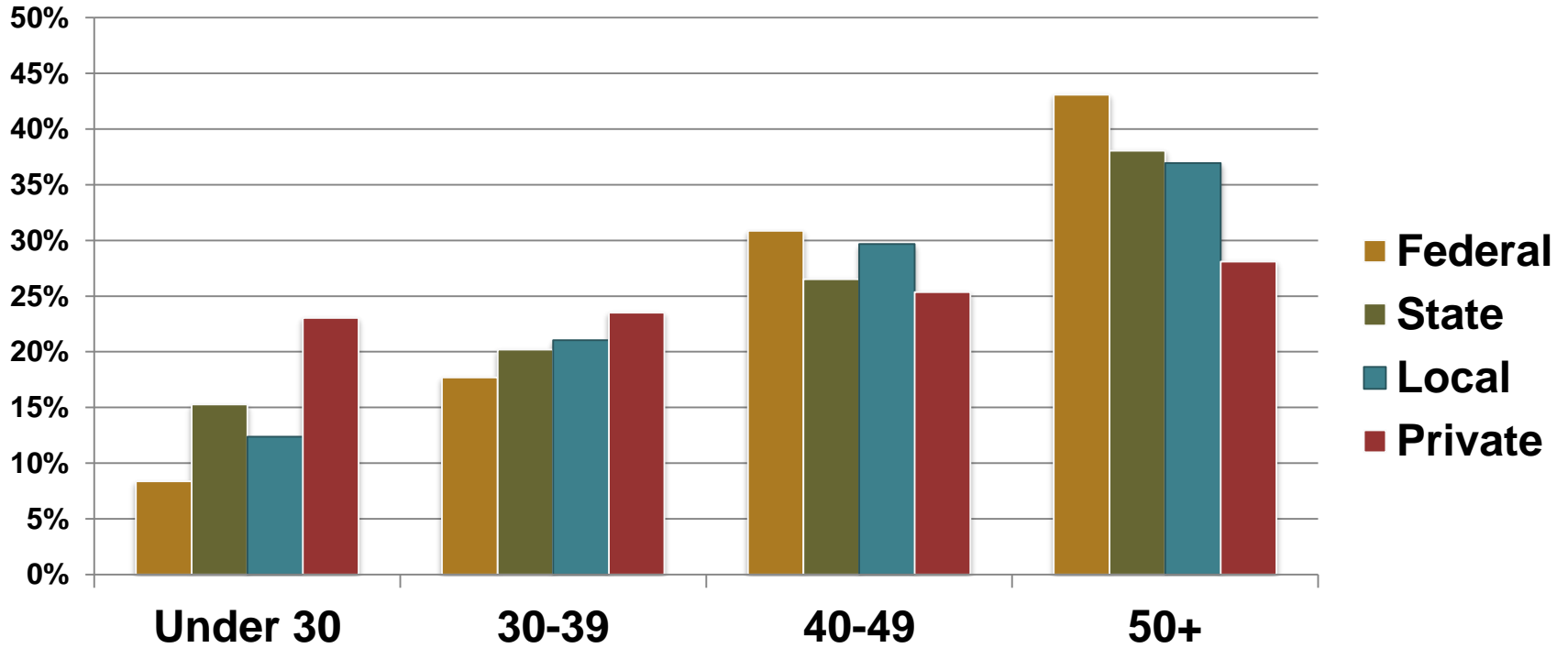
# Engaging Government Employees

Motivate and Inspire Your People  
to Achieve Superior Performance





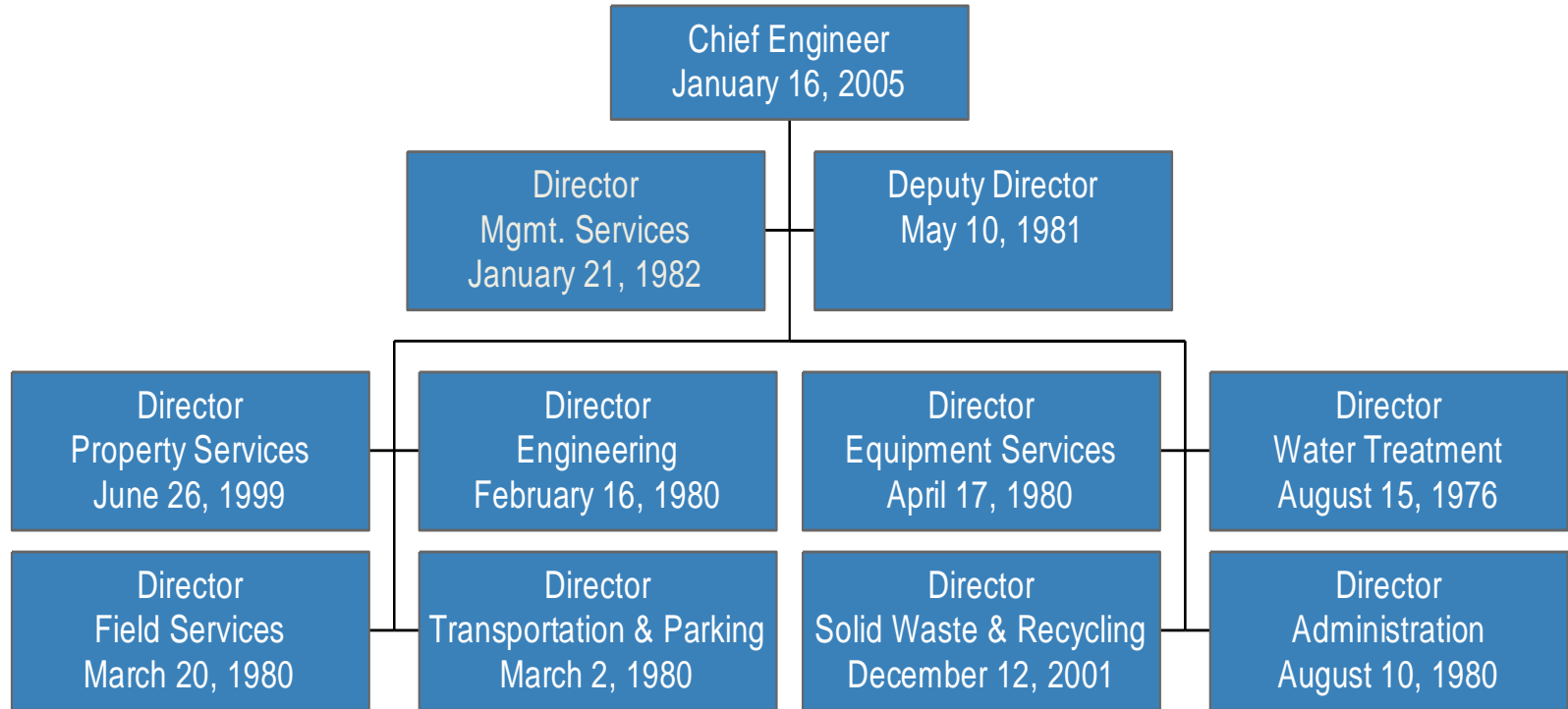
# Context – Our Aging Workforce



Source: BLS

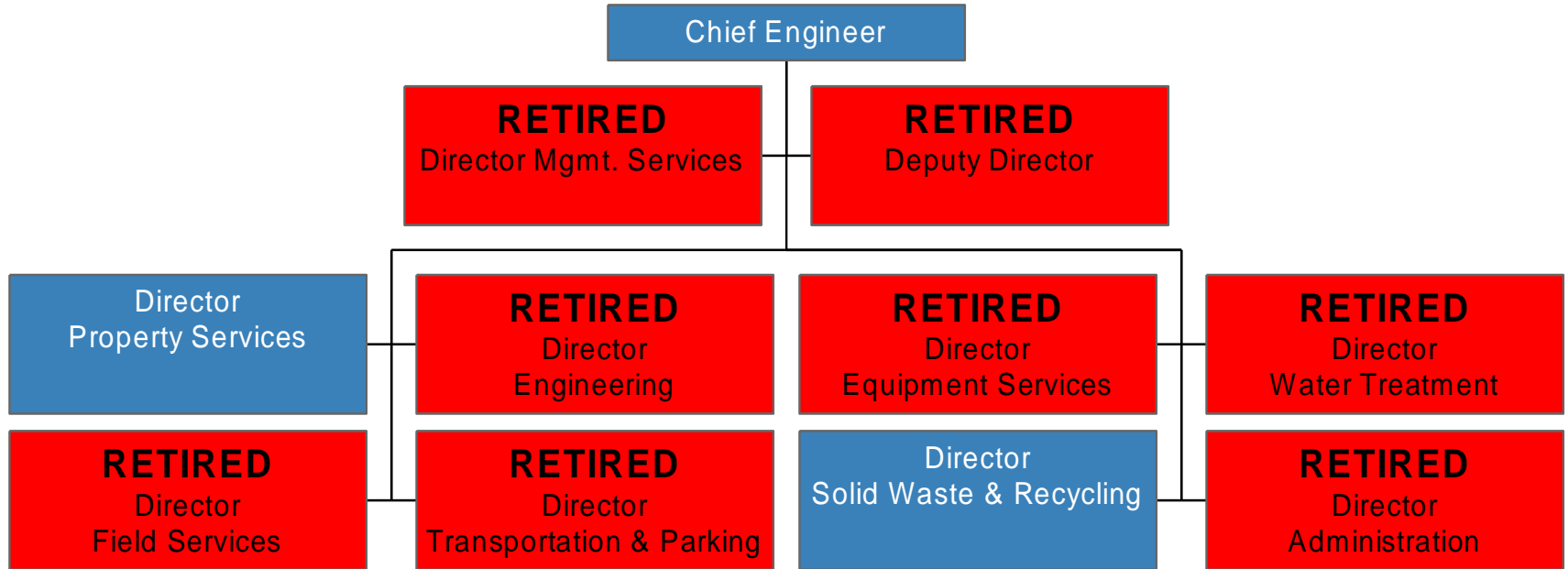


# Organization Today

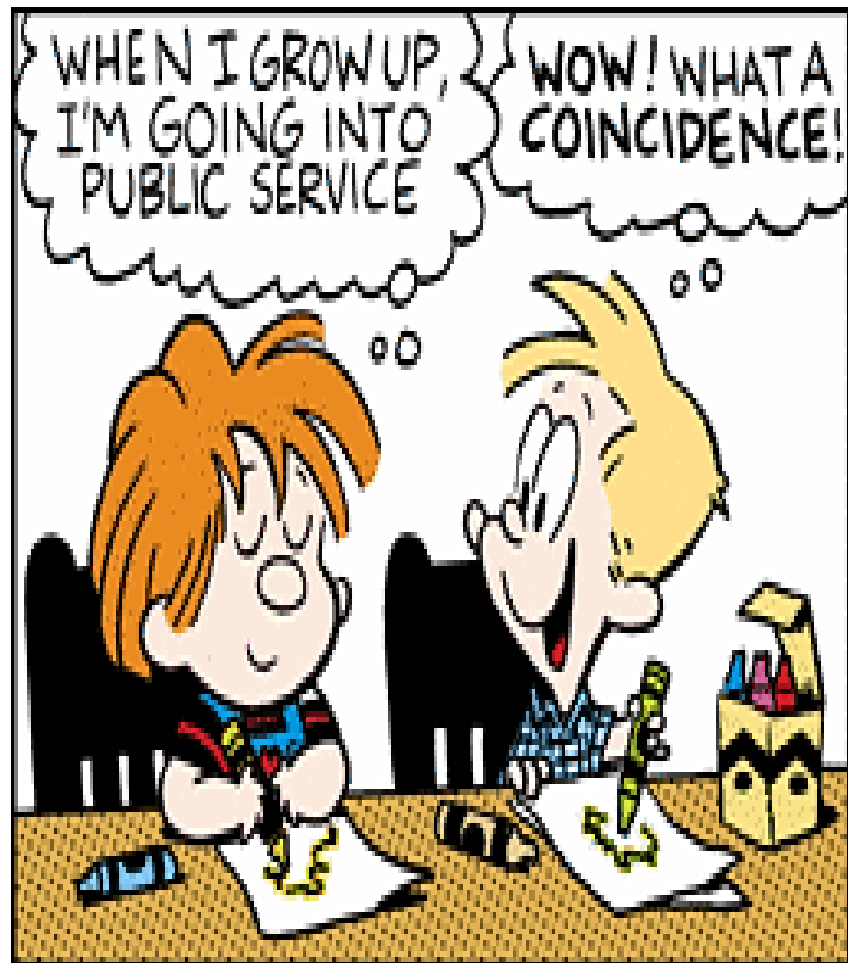




# In 3 Years









# What is Employee Engagement?

1

**Heightened  
Connection**

2

**Personal  
Meaning**

3

**Pride**

4

**Beyond Job  
Satisfaction**

5

**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**

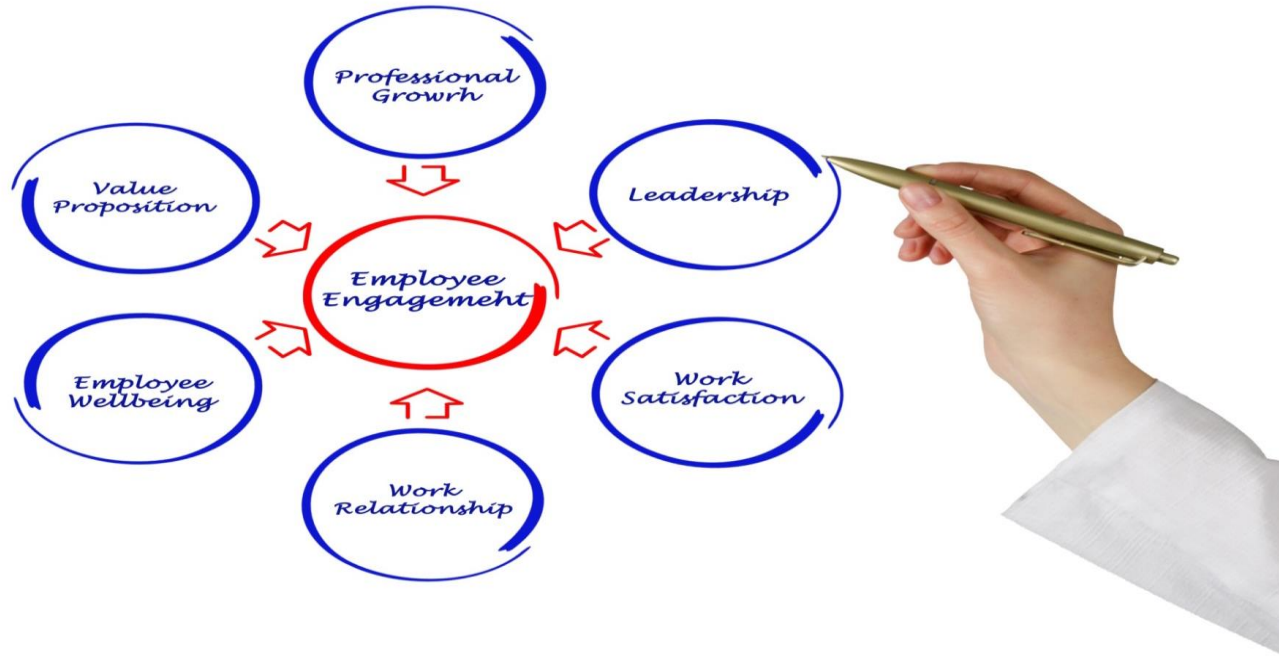


**Show up for work**



**Get things done**

# 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

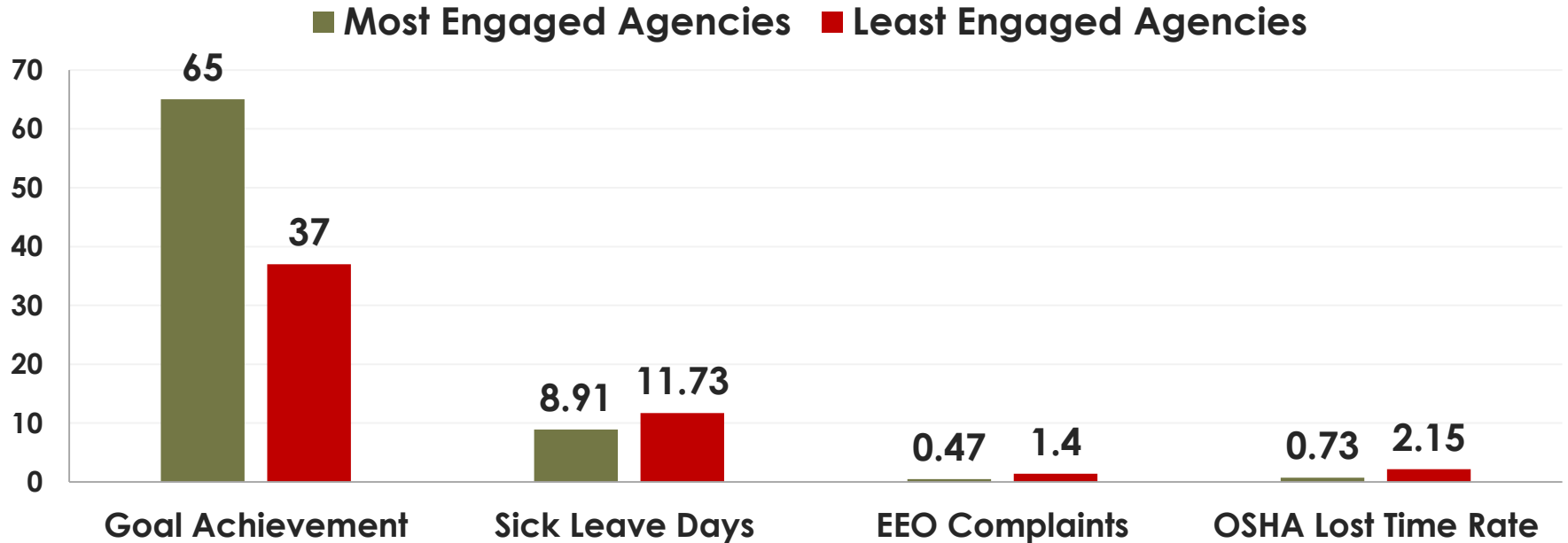


Source: Gallup



# Federal Government

Federal agencies with engaged employees have better outcomes

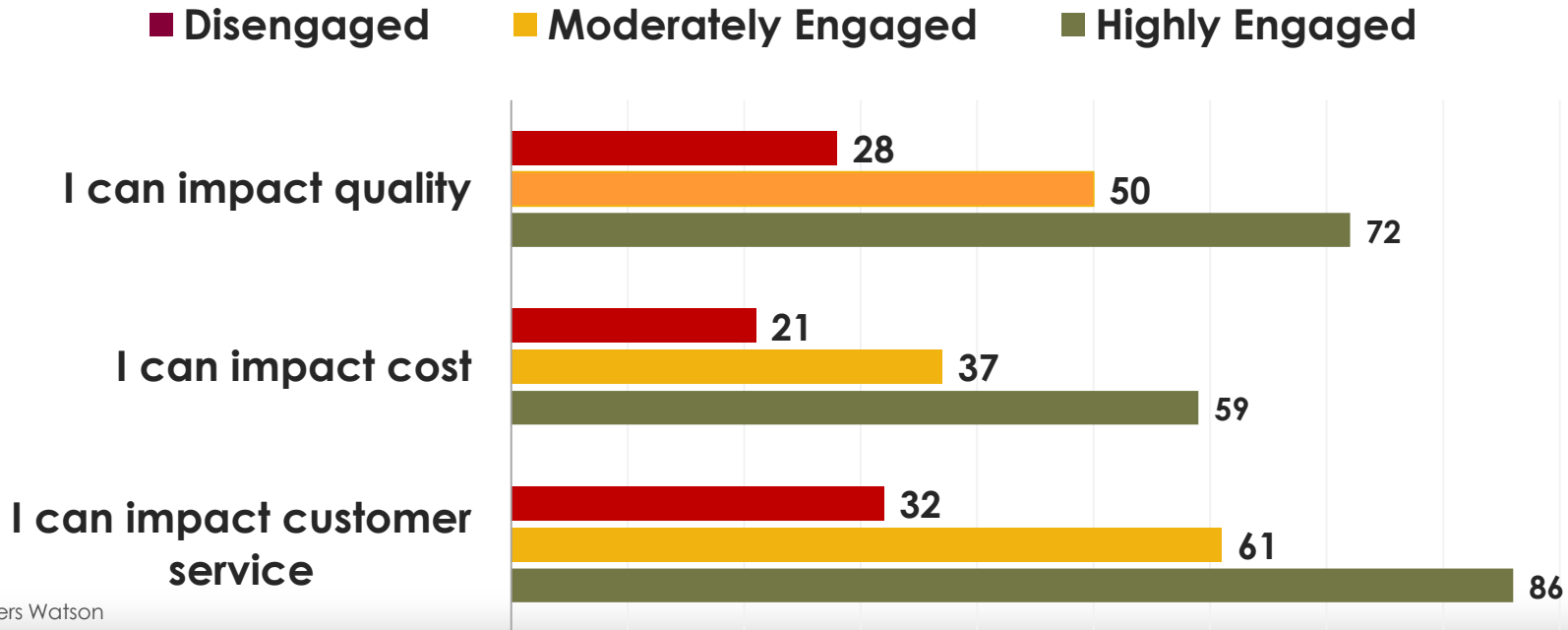


Source: MSPB



# State and Local Government

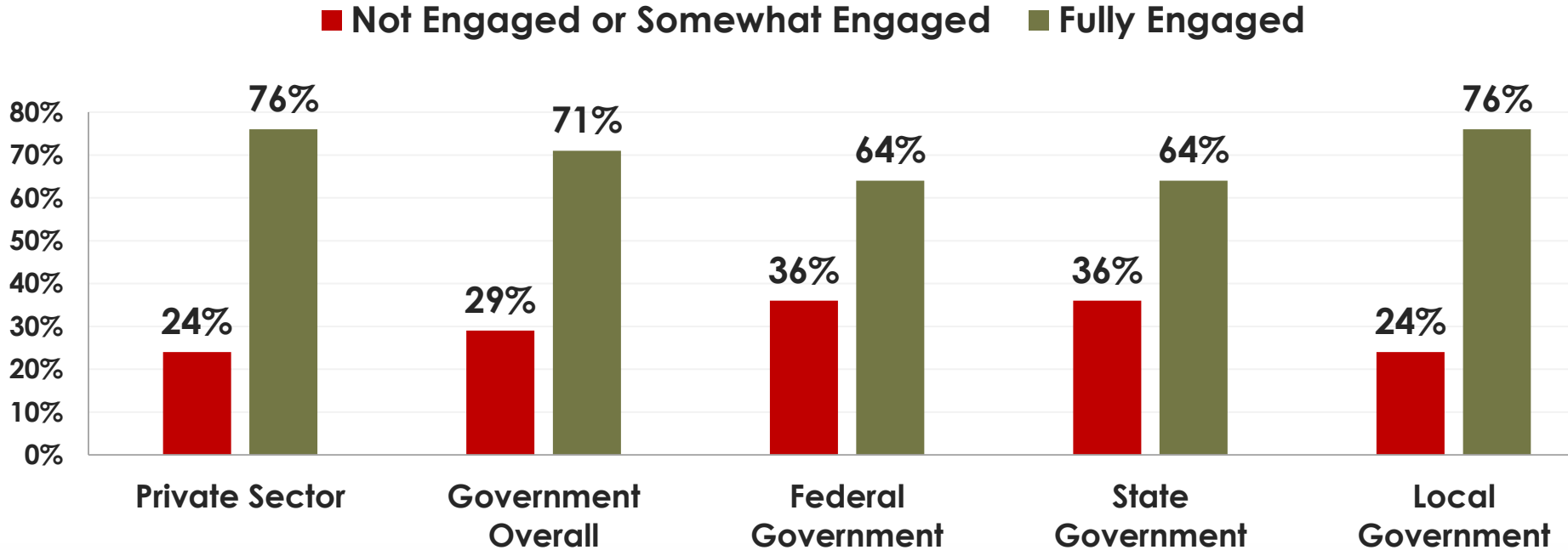
% Who Agree



Source: Towers Watson

# Engagement Drives Mission Success

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

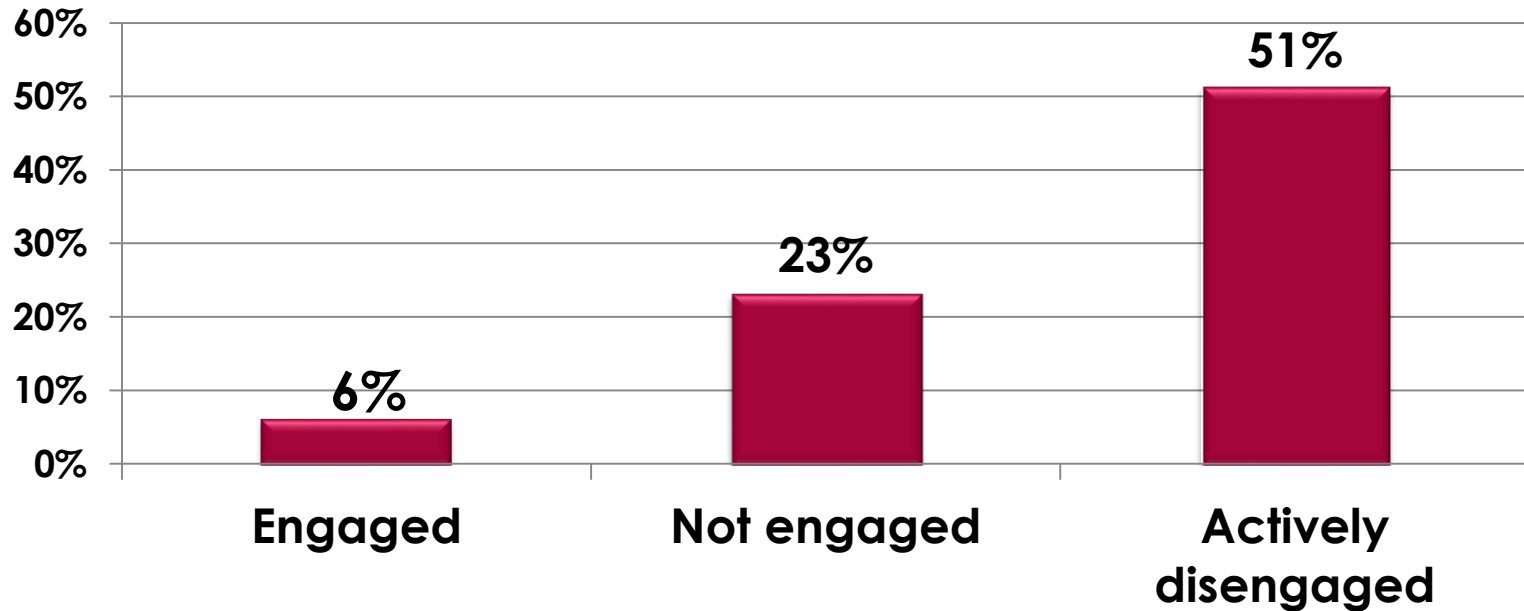


Source: Institute for Public Sector Employee Engagement



# 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?”**



Source: Gallup



**35% of U.S. workers polled...**

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

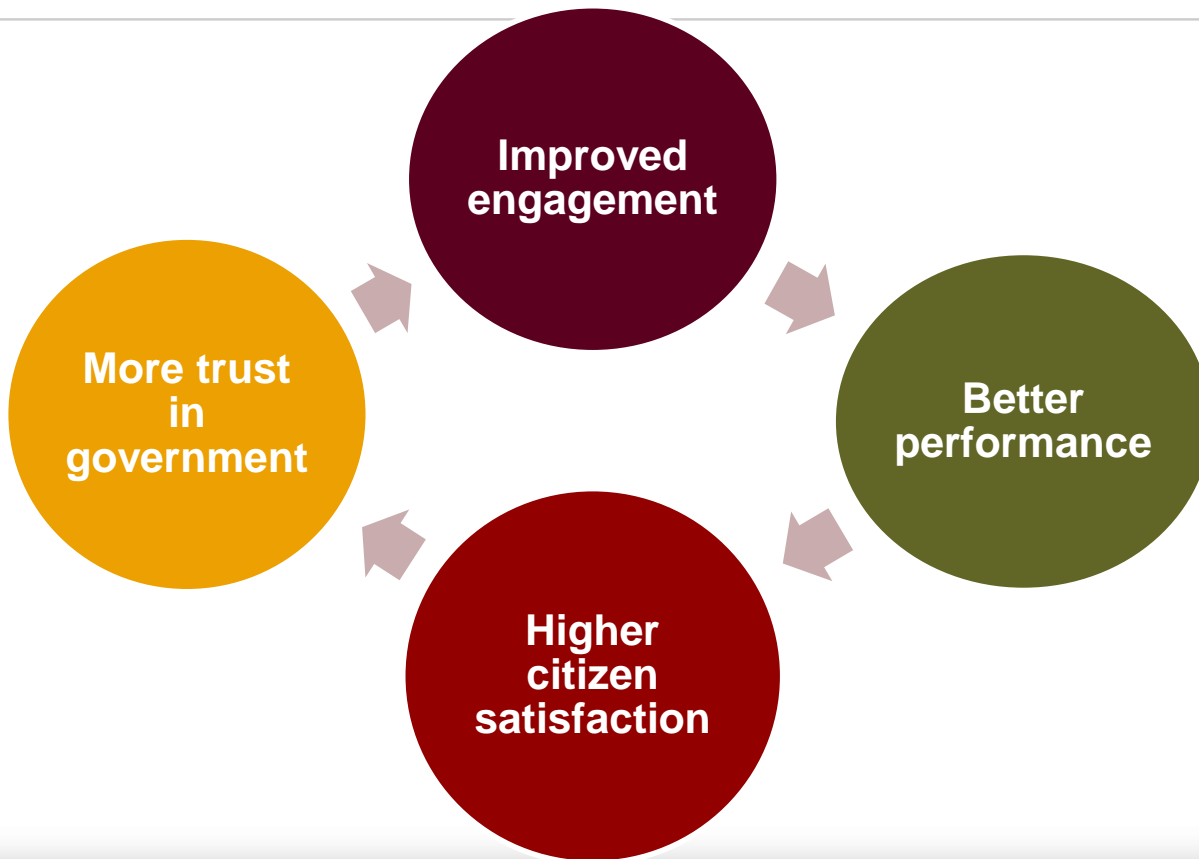


**35% of U.S. workers polled...**

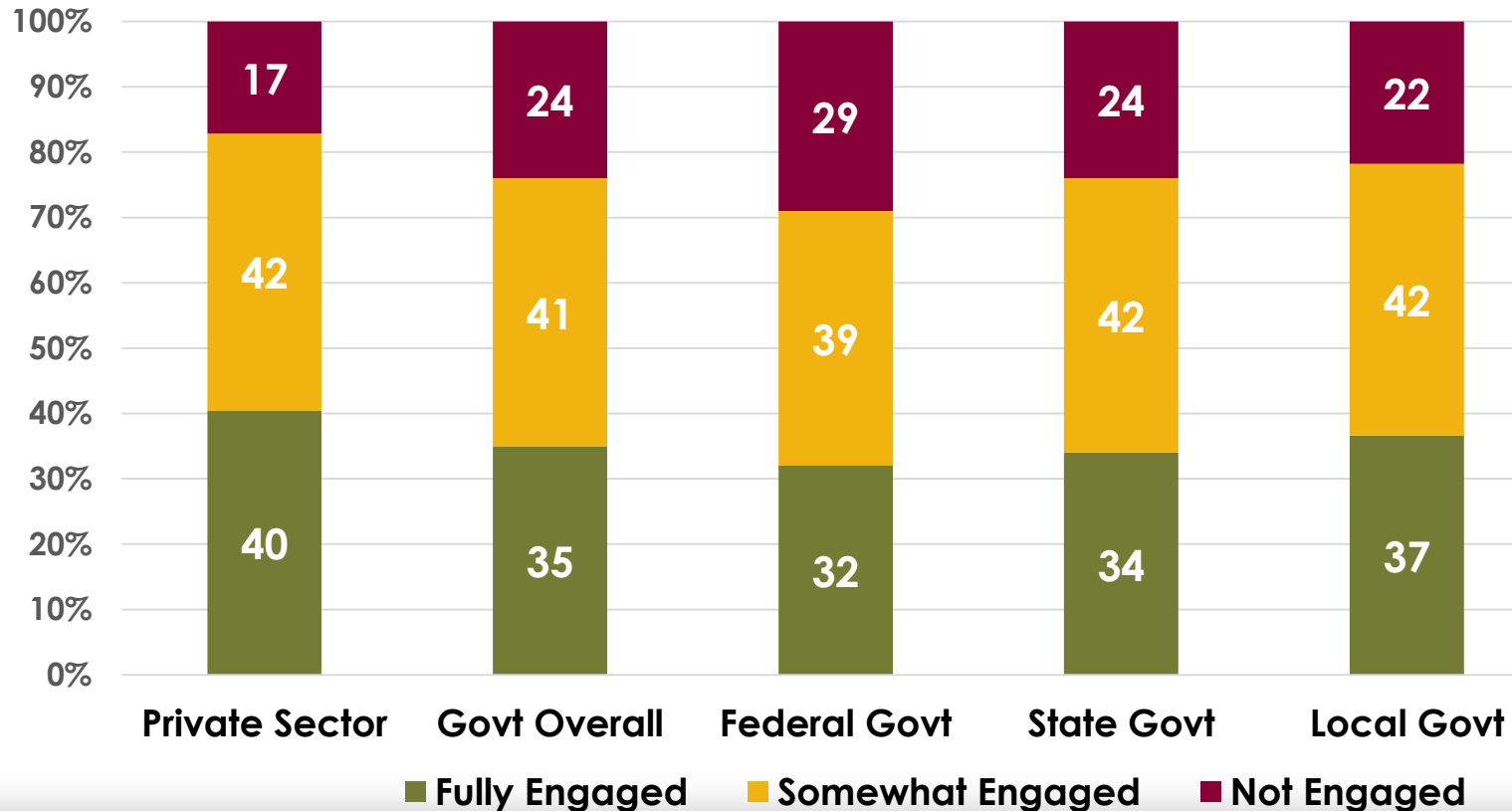
**... said they'd willingly forgo a substantial pay raise in exchange for seeing their direct supervisor fired**



# Engagement Value Chain



# How Engaged is the U.S. Workforce?





# Workplace Factors – Top Engagement Drivers

**Private Sector  
and Government**

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





# Engagement Drivers – Level 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



# Culture Factors – Top Engagement Drivers

**Private Sector  
and  
Government**

- **Appreciation/Recognition**
- **Innovation**
- **Fairness/Inclusion**



# What's It Mean?

- ◆ **Public sector less engaged than private sector**
- ◆ **24% of government employees not engaged**
- ◆ **Key focus areas**
  - **Leadership and managing change**
  - **Training and development**
  - **My supervisor**
  - **Appreciation/recognition**

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# How Do We Know If Our Employees are Engaged?

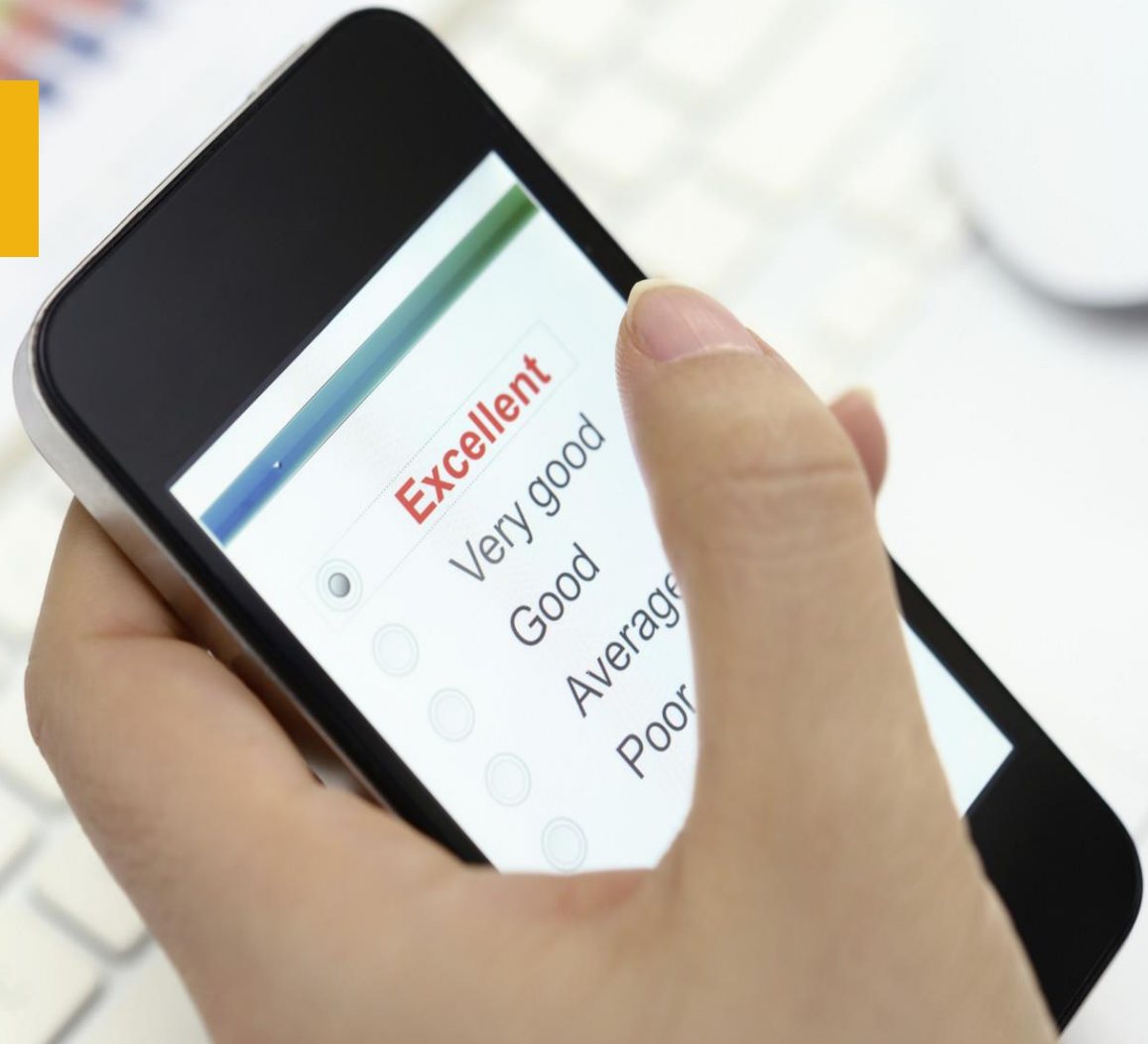




**Ask Them!**

## Why survey?

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



# 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





# What Public-Sector Organizations Have Done to Improve Engagement





# Building Engagement

**Strategy**

**Leadership**





# Strategy – 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*  
**Atlantic**

## **The Miracle of Minneapolis**

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

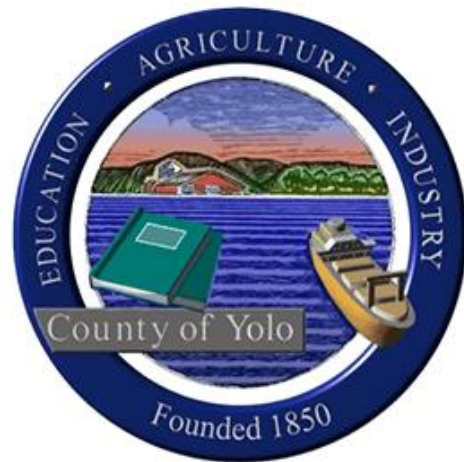




# Yolo County, CA

## 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





# Michigan – Results

- ◆ **Client Services Center answers phones 92% faster**
- ◆ **Wait time for Housing Development Authority hearings reduced by 66% – case backlog reduced by 70% in 4 mo**
- ◆ **Mortgage funding process shortened by 85%**
- ◆ **41 obsolete reports eliminated**
- ◆ **DNA test results received 59% faster**





# Building Engagement – New Employee Onboarding

## 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	→	FIRST DAY/ ORIENTATION	→	FIRST WEEK	→	FIRST 90 DAYS	→	FIRST YEAR	→
<ul style="list-style-type: none"> <li>Extend personal welcome to employee</li> <li>Communicate first day logistics to employee</li> <li>Send paperwork in advance and/or online portal access</li> <li>Prepare for employee</li> </ul>		<ul style="list-style-type: none"> <li>Focus on sharing the mission and values</li> <li>Incorporate senior leadership</li> <li>Orient employee to organization and office norms</li> <li>Introduce employee sponsor</li> <li>Meet immediate requirements for employment</li> </ul>		<ul style="list-style-type: none"> <li>Ensure direct managerial involvement</li> <li>Set performance expectations and job scope</li> <li>Assign meaningful work</li> <li>Communicate resources or networks required for work</li> </ul>		<ul style="list-style-type: none"> <li>Provide essential training</li> <li>Monitor performance and provide feedback</li> <li>Obtain feedback through new hire survey and other means</li> </ul>		<ul style="list-style-type: none"> <li>Recognize positive employee contributions</li> <li>Provide formal and informal feedback on performance</li> <li>Create employee development plan</li> </ul>	

## OUTCOMES



High employee **job satisfaction** level

**Retention** of high-performing employees

Continued **employee engagement** and commitment

Faster time-to-**productivity**



# Building Engagement – 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

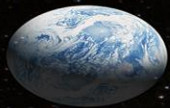




# Building Engagement

- ◆ Appreciate and recognize
- ◆ Communicate and listen – “my opinion counts”
- ◆ Plan for succession
- ◆ Respect work/life balance
- ◆ Connect work to mission
- ◆ Partner with labor.





**“I help send men to the moon”**





# Engagement Culture

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

THE CONFERENCE BOARD





# 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**





# Delta Airlines



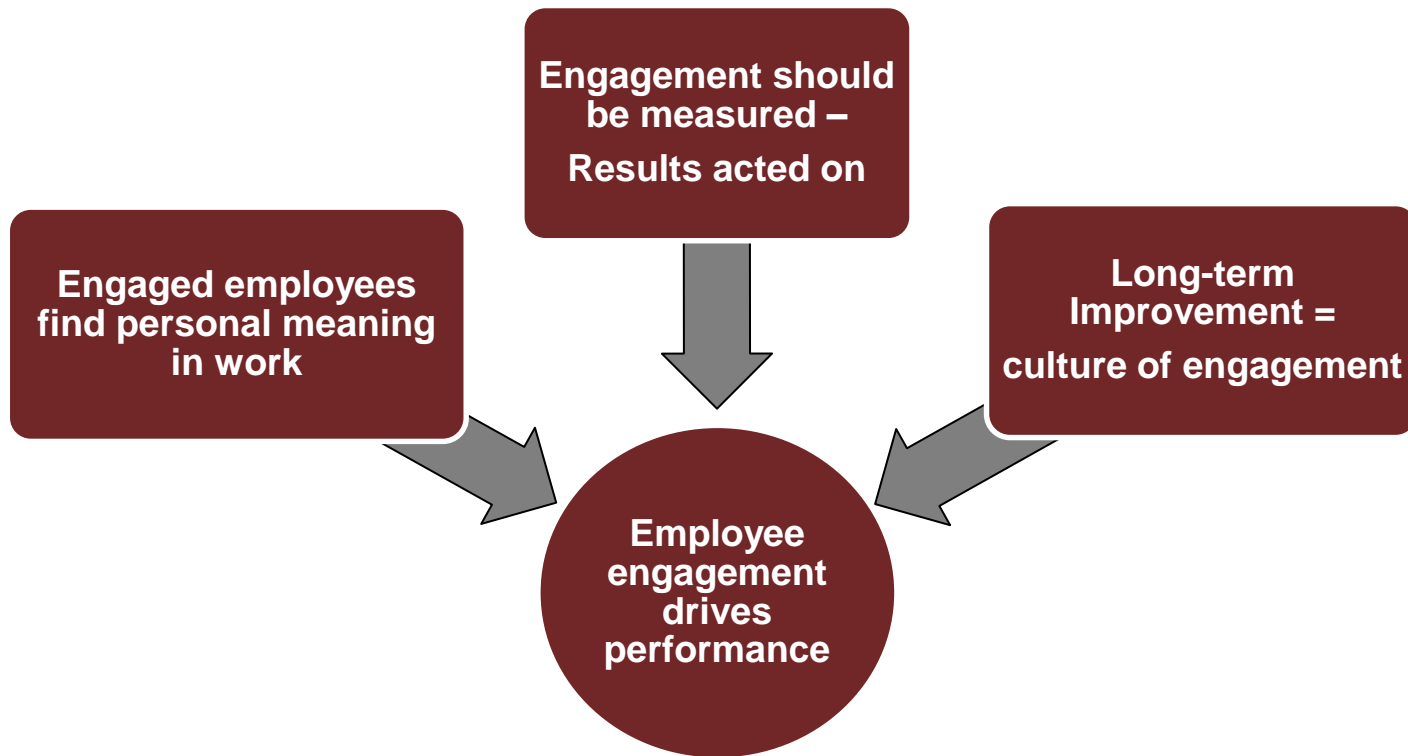
Best Workplaces for  
Women 2017

2019 **BEST PLACES TO WORK**  
EMPLOYEES' CHOICE

**FORTUNE**  
**100**  
**BEST**  
COMPANIES  
TO WORK FOR®  
2018



# Key Take-Aways



# Getting Started

- **Make long-term commitment**
- **Communicate business case**
- **Get leaders, managers and supervisors on board**
- **Plan and communicate strategy**
- **Survey employees**
- **Follow through**

**START**





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