Improving Employee Engagement to Drive Improved Performance

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

Engaged employees find personal meaning in work

Engagement should be measured – Results acted on

Long-term Improvement = culture of engagement

Employee engagement drives performance
Engaging Government Employees

Motivate and Inspire Your People to Achieve Superior Performance

Robert J. Lavigna
Context – Our Aging Workforce

Source: BLS
In 3 Years

Chief Engineer

RETIRED
Director Mgmt. Services

RETIRED
Deputy Director

RETIRED
Director Property Services

RETIRED
Director Engineering

RETIRED
Director Equipment Services

Director
Transportation & Parking

RETIRED
Director Solid Waste & Recycling

RETIRED
Director Administration

RETIRED
Director Water Treatment

RETIRED
Director Field Services

RETIRED
Director Administration
WHEN I GROW UP, I'M GOING INTO PUBLIC SERVICE

WOW! WHAT A COINCIDENCE!

I WANT TO WORK AT MCDONALD'S, TOO

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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?
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

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

Source: Gallup
Federal agencies with engaged employees have better outcomes.

**Most Engaged Agencies** vs. **Least Engaged Agencies**

- **Goal Achievement**: 65 vs. 37
- **Sick Leave Days**: 8.91 vs. 11.73
- **EEO Complaints**: 0.47 vs. 1.4
- **OSHA Lost Time Rate**: 0.73 vs. 2.15

Source: MSPB
I can impact customer service: 32% Disengaged, 61% Moderately Engaged, 86% Highly Engaged

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

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

Source: Towers Watson
Engagement Drives Mission Success

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

- **Not Engaged or Somewhat Engaged**
- **Fully Engaged**

### Private Sector
- Not Engaged or Somewhat Engaged: 24%
- Fully Engaged: 76%

### Government Overall
- Not Engaged or Somewhat Engaged: 29%
- Fully Engaged: 71%

### Federal Government
- Not Engaged or Somewhat Engaged: 36%
- Fully Engaged: 64%

### State Government
- Not Engaged or Somewhat Engaged: 36%
- Fully Engaged: 64%

### Local Government
- Not Engaged or Somewhat Engaged: 24%
- Fully Engaged: 76%

Source: Institute for Public Sector Employee Engagement
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.
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Engagement Value Chain

- Improved engagement
- Better performance
- Higher citizen satisfaction
- More trust in government
# How Engaged is the U.S. Workforce?

<table>
<thead>
<tr>
<th>Sector</th>
<th>Fully Engaged</th>
<th>Somewhat Engaged</th>
<th>Not Engaged</th>
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</thead>
<tbody>
<tr>
<td>Private Sector</td>
<td>40%</td>
<td>56%</td>
<td>14%</td>
</tr>
<tr>
<td>Govt Overall</td>
<td>40%</td>
<td>56%</td>
<td>14%</td>
</tr>
<tr>
<td>Federal Govt</td>
<td>35%</td>
<td>55%</td>
<td>10%</td>
</tr>
<tr>
<td>State Govt</td>
<td>32%</td>
<td>63%</td>
<td>5%</td>
</tr>
<tr>
<td>Local Govt</td>
<td>37%</td>
<td>63%</td>
<td>10%</td>
</tr>
</tbody>
</table>
Workplace Factors – Top Engagement Drivers

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

Private Sector and Government
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

- Appreciation/Recognition
- Innovation
- Fairness/Inclusion

Private Sector and Government
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
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

- Improved engagement
- Better performance
- More trust in government
- Higher citizen satisfaction
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 Miracle of Minneapolis
No other place mixes affordability, opportunity, and wealth so well. What’s its secret?
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.gov
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
- 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
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

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

Improved engagement
Better performance
More trust in government
Higher citizen satisfaction
“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

- Great Place to Work Certified SEP 2018–SEP 2019 USA
- Best Workplaces for Women 2017
- 2019 BEST PLACES TO WORK
  Employees’ Choice
- FORTUNE 100 BEST COMPANIES TO WORK FOR 2018
Employee engagement drives performance

Engaged employees find personal meaning in work

Engagement should be measured – Results acted on

Long-term Improvement = culture of engagement
Getting Started

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