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2012 Employee Engagement Survey

State of Michigan

pwc

Employee Survey: What's Been Done

Survey Administration/two phases

- ✓ Distribution of state survey to directors (hard copies)
- ✓ Distribution of state survey to all employees via InsideMichigan
- ✓ Distribution of agency surveys to directors and exec teams
- ✓ Agency sharing of their reports with HR team
- ✓ Briefings for HR directors

Employee Survey: What's Remaining to Do

- Hard copies of agency reports and heat maps (today)
- Distribution of Agency reports to employees
- Electronic copy of managerial reports (next week)
- Electronic copy of comments to champions for exec review/synthesis
- Summary of comments to agency employees
- Year 2 administration: TBD

Summary | Findings

- PwC assesses overall organizational/workforce health by analyzing the following three key survey indicators:
 - Overall average agree: This measure is the average of all strongly agree and agree scores for all questions
 - Employee engagement index: The engagement index is the composite average for the six engagement questions asked
 - Intent to stay: The intent to stay measure is a percent of responses that Agree and Strongly Agree for the question, “I intend to stay with the State of Michigan for at least another 12 months.”

- SoM’s employee engagement survey indicators are:

Measure	State of Michigan	Services Benchmark	High Performing Benchmark
Overall average agree	58%	72%	73%
Employee engagement	3.79	4.19	4.05
Intent to stay	88%	75%	78%

- Only 40% of employees are highly engaged with a high intent to continue to work for SoM
- Areas of strength that are **facilitating engagement** are:
 - Employees feel their work groups deliver high levels of customer service and effectively resolve customer problems when they occur.
 - There is a strong connection that work performed makes a difference in the lives of the people of the State of Michigan.
 - Employees are positive about their work environment. They feel their colleagues treat each other with dignity and respect and cooperate well together to get the job done.

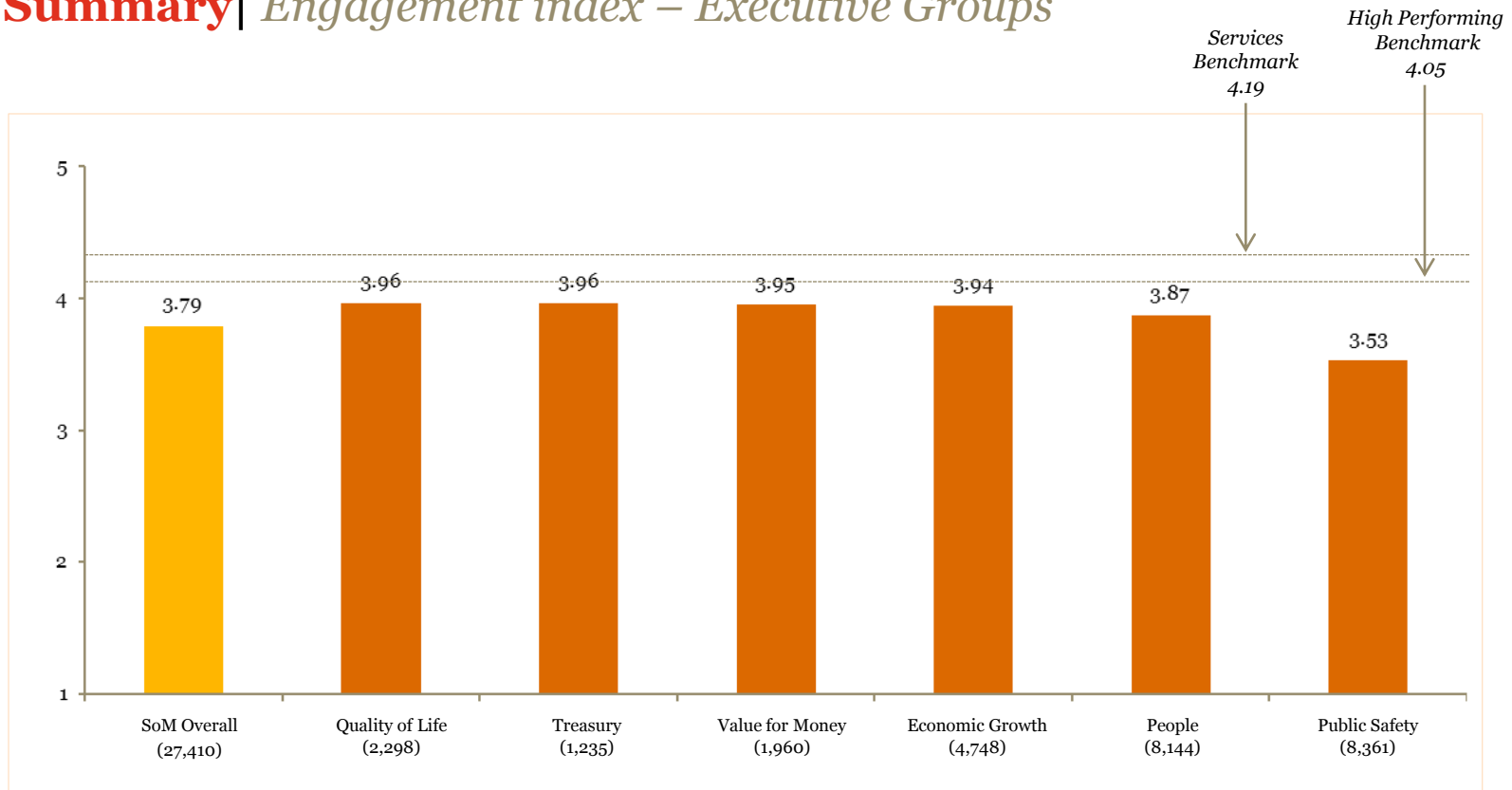


Summary | Findings

- Areas of opportunity that are currently **undermining engagement** are:
 - Perceptions of overall department leadership effectiveness is low
 - Employees lack confidence that department leadership is leading the department in the right direction and is trustworthy.
 - Departments are not serious about change/reinvention and that leadership is not creating a culture of continuous improvement.
 - These issues are more pronounced in Corrections and Human Services, as well as those with more tenure at SoM.
 - Employees feel department communications are ineffective. Employees do not believe they are given a clear picture of the department direction and feel that leadership does not communicate openly/honestly. Employee groups below Executives and Administrators do not seem to be aware of department scorecards.
 - Limited career goals and opportunity for growth in current job exist at SoM. Employees with an Associate Degree or less, as well as those with 10 or more years of service feel their opportunity for growth is most limited.
 - Generally there are lower perceptions that SoM is an inclusive work environment where individual differences are respected and that sufficient effort is made to get employee opinions.
- 40% of the workforce is considered *Champions* (high engagement/high intent to stay), with an engagement index of 4.41 and an average agree score of 79%. 48% of the workforce is considered *Captive* (low engagement/high intent to stay), with an engagement index of 3.47 and an average agree score of 47%. *Champions* carry the flag for change and new initiatives. Unfortunately, an employee mix that has more *Captives* (13,167) than *Champions* (10,812) makes change and acceptance of new initiatives more challenging.



Summary | *Engagement index – Executive Groups*

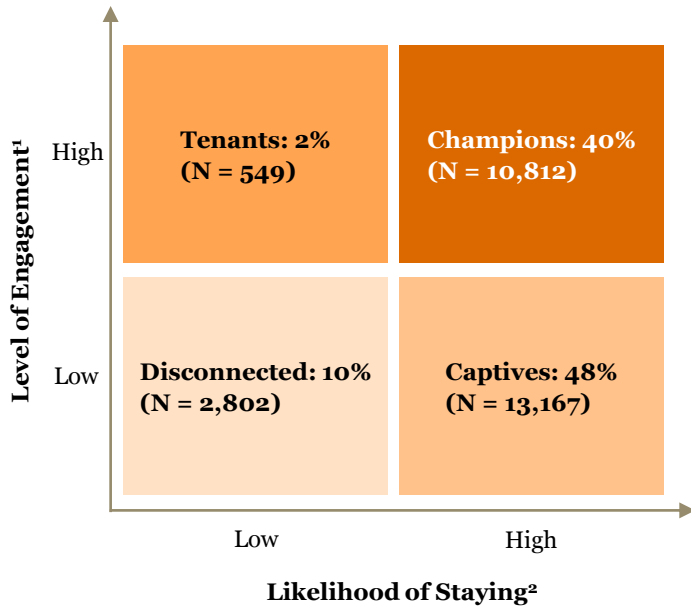


The SoM Engagement Index is the composite average for:

- I would recommend the State of Michigan to friends and family as a great place to work.
- I intend to stay with the State of Michigan for at least another 12 months.
- My colleagues go beyond what is expected for the success of the State of Michigan.
- I am proud to work for the State of Michigan.
- My colleagues are passionate about providing exceptional customer service.
- I understand how my job contributes to the mission of the State of Michigan.

Employee landscape | Overall

- PwC Saratoga’s Employee Landscape provides a way to categorize and assess various employee types. This technique segments respondents into four different characteristics based on their responses to the engagement questions and employees’ likelihood of leaving the company.



Profile	Characteristics	Landscape Mix *
Champions	<ul style="list-style-type: none"> Strong identification with organization objectives High level of loyalty to the organization High level of willingness to cooperate and motivate colleagues 	<ul style="list-style-type: none"> Age: Under 25 Tenure: Less than 3 years Gender: Female Agency: Governor’s Office
Tenants	<ul style="list-style-type: none"> Very satisfied/“Free Agents”/Lower loyalty Have a stabilizing effect on the organization Straightforward, however, need to be directed 	<ul style="list-style-type: none"> Age: Under 25 Tenure: 30 years or more Gender: Both Male and Female Agency: MEDC
Disconnected	<ul style="list-style-type: none"> Dissatisfied and disengaged More frustrated than dedicated Under-utilized resources of the organization Ready to change jobs when opportunities become available 	<ul style="list-style-type: none"> Age: Under 25 Tenure: 30 years or more Gender: Male Agency: Civil Rights
Captives	<ul style="list-style-type: none"> Rather critical, therefore difficult to lead Greatest opportunity to convert to Champions “Rest and Vest” mentality 	<ul style="list-style-type: none"> Age: 45-54 Tenure: 20 years to less than 30 years Gender: Male Agency: Corrections

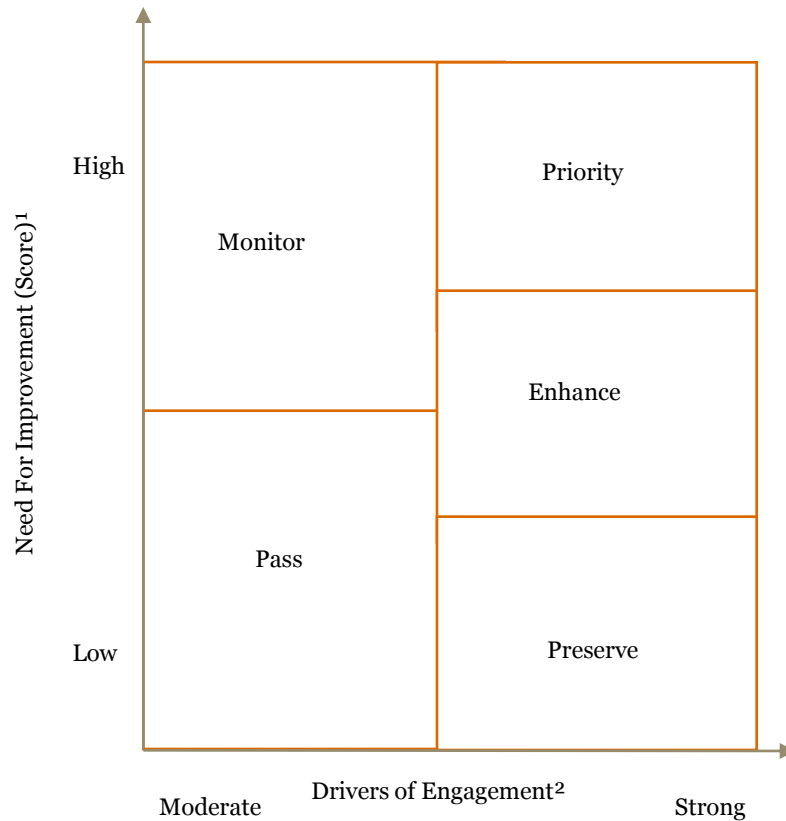
¹ Based on survey of Employee Engagement Index questions not including “I intend to stay with the State of Michigan for at least another 12 months” question (High >= 4.0, Low < 4.0)

² Based on “I intend to stay with the State of Michigan for at least another 12 months.”

*Indicates groups with highest representation within each Landscape category



Driver matrix | Description



What is the Driver Matrix?

- The Driver Matrix identifies items and themes that drive engagement, enabling more focused action planning.
- The Driver Matrix categorizes each item based on its correlation with the engagement index as well as its need for improvement, as measured by the Agree Score.

Priority

- High correlation with engagement index and high need for improvement. The greatest opportunities to increase engagement are identified in the Priority box.

Enhance

- High correlation with engagement index and medium need for improvement. Opportunity exists to move these items to the Preserve box by increasing their agree scores.

Preserve

- High correlation with engagement index and low need for improvement. Organizations should be conscious of maintaining its Preserve items.

Monitor

- High need for improvement but low correlation with engagement. Items in the Monitor section may not be high pay-off investments.

Pass

- Low need for improvement and low correlation with engagement. Maintain current levels of focus on these items.

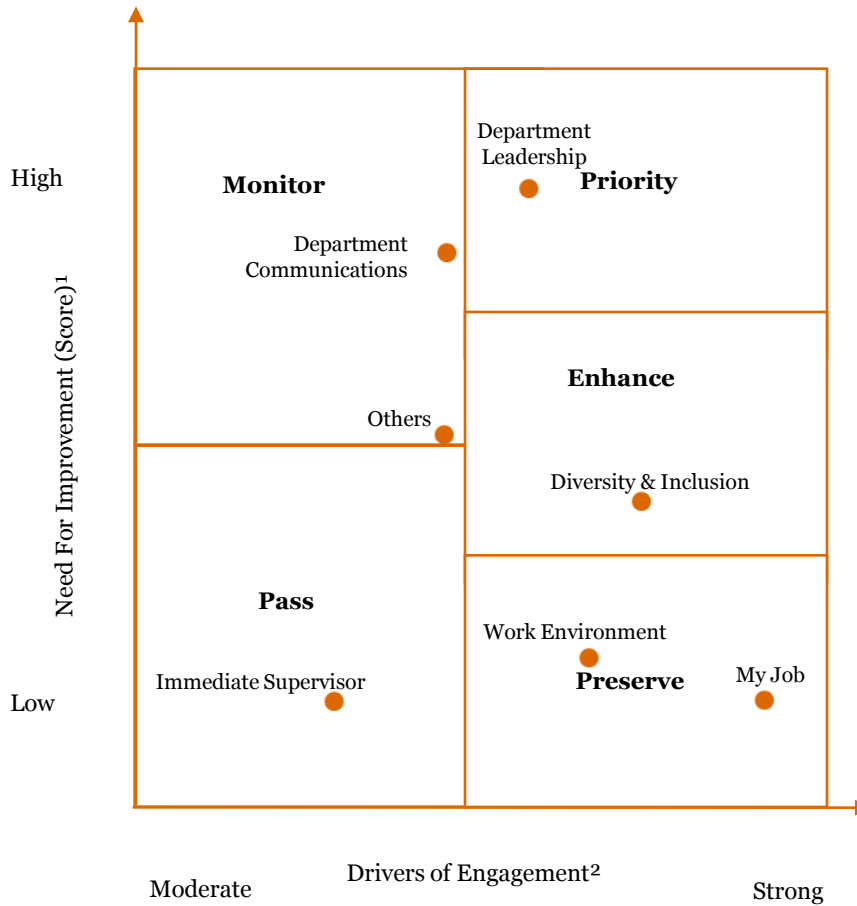
¹ Based on average agreement %

² Based on correlation with Engagement Index

Note: A full list of correlations with engagement and percent agreement is included in the Appendix.



Driver matrix | *By survey theme*



Priority (strong correlation with engagement and low agreement %)

Department Leadership (39%)

Enhance (strong correlation with engagement and moderate agreement %)

Diversity & Inclusion (55%)

Preserve (strong correlation with engagement and high agreement %)

Work Environment (63%)

My Job (65%)

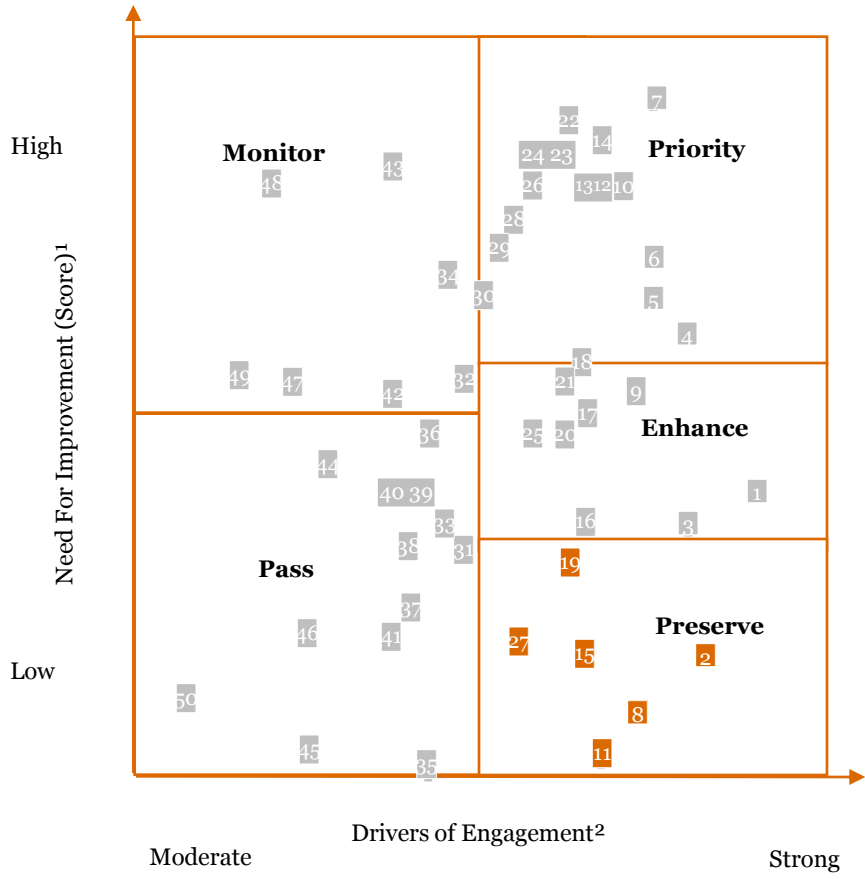
¹ Based on average agreement % (Agree + Strongly Agree)

² Based on correlation with Engagement Index

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Driver matrix | *By item*



Preserve (strong correlation with engagement and high agreement %)

- 2. My work group consistently delivers a high level of customer service. (76%)
- 8. My work group does a good job of resolving customer problems when they occur. (80%)
- 11. I understand how the work I do makes a difference in the lives of the people of the State of Michigan. (84%)
- 15. I am treated with dignity and respect by my colleagues. (75%)
- 19. My job makes good use of my skills and abilities. (68%)
- 27. The people I work with cooperate well together to get the job done. (74%)

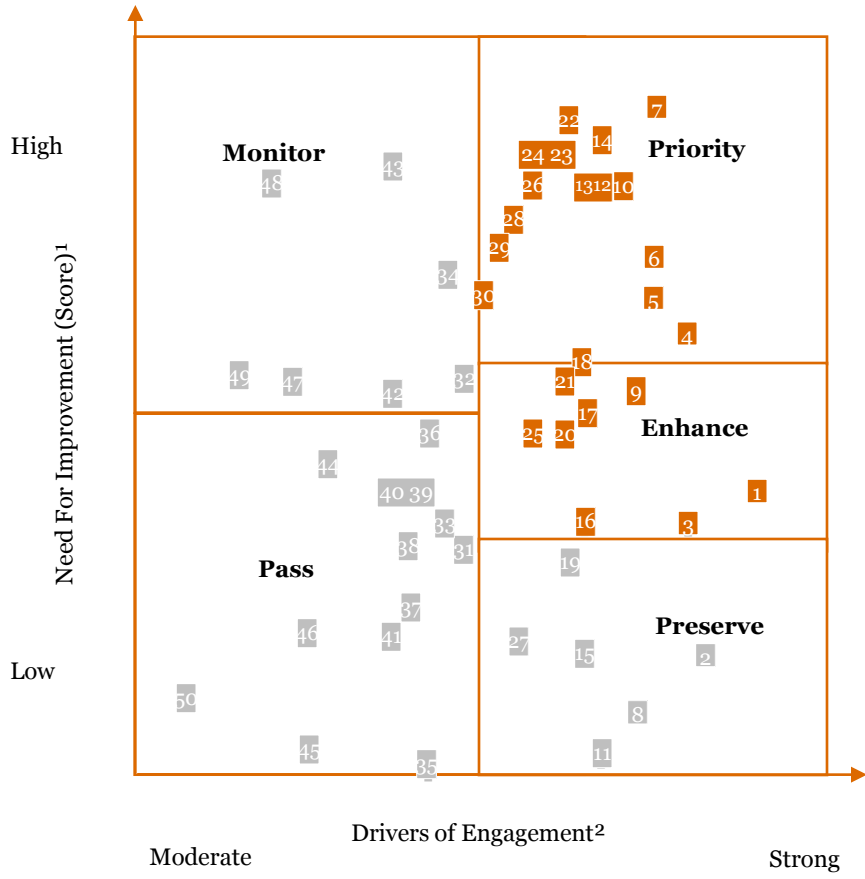
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Driver matrix | *By item*



Priority (strong correlation with engagement and low agreement %)

4. My career goals can be met at the State of Michigan. (51%)
5. The State of Michigan has an inclusive work environment where individual differences are respected. (48%)
6. My department is serious about change and reinvention to achieve good government. (45%)
7. I am confident department leadership is leading us in the right direction for success. (33%)
10. The State of Michigan empowers employees to make appropriate decisions that are in the best interests of the State. (39%)
12. Department leadership is trustworthy. (39%)
13. Leadership is creating a culture of continuous improvement. (39%)
14. Department leadership is interested in the well-being of employees. (36%)
22. Sufficient effort is made to get the opinions of people who work here. (34%)
23. My department leadership communicates openly and honestly with employees. (37%)
24. Department leadership gives employees a clear picture of the direction my department is headed. (37%)
26. I believe I have the opportunity for growth in my current job. (39%)
28. My department keeps employees informed about matters affecting us. (42%)
29. Managers in my department make decisions in a timely fashion. (44%)
30. I feel my supervisor takes an active interest in my career development. (47%)

Enhance (strong correlation with engagement and moderate agreement %)

1. My job gives me a feeling of personal accomplishment. (63%)
3. My work group constantly looks for better ways to serve our customers. (66%)
9. My work group has a climate in which diverse perspectives are encouraged and valued. (55%)
16. My colleagues treat co-workers with dignity and respect. (66%)
17. Employees at the State of Michigan are able to contribute to their fullest potential (without regard to such characteristics as age, race, ethnicity, disability, etc.). (57%)
18. I am encouraged to come up with new and better ways of doing things. (53%)
20. Within my department, there is effective teamwork between my work group and other work groups. (58%)
21. I get the information I need to be productive in my job. (54%)
25. The State of Michigan values diversity in the workplace. (58%)

¹ Based on average agreement % (Agree + Strongly Agree)

² Based on correlation with Engagement Index

Note: A full list of correlations with engagement and percent agreement is included in the Appendix.



Choosing Scorecard Survey Metrics

- Employee Landscape
- Choose subscales/themes requiring most attention
 - Department leadership
- Choose items requiring additional focus/attention



Next steps | *Results roll out timeline*



June	July	August	September	TBD
<ul style="list-style-type: none"> • Review results • Share survey results and deliver key messages for agencies • Begin development of state-wide communication plan 	<ul style="list-style-type: none"> • Identify 2-3 strengths and 2-3 opportunities on which to focus improvement efforts at state-wide and agency levels • Implement employee communication plan 	<ul style="list-style-type: none"> • Form teams for action planning • Generate 2-3 action steps for each priority item selected 	<ul style="list-style-type: none"> • Create accountability around the action planning process • Communicate to all employees on progress • Measure and monitor progress 	<ul style="list-style-type: none"> • Launch year two of survey