



Public Sector Employee Engagement

Some things I have learned at the local level and what leaders might do to improve engagement

Engagement Questions and Calculating Engagement Scores

Engagement Index Questions

- 1) I would recommend my organization as a good place to work
- 2) I am proud when I tell others I am part of my organization
- 3) I feel a strong personal attachment to my organization
- 4) I feel comfortable being myself at work
- 5) My organization inspires me to do the best in my job
- 6) My organization motivates me to help achieve its mission

Survey respondents rated their level of agreement with 6 engagement questions, using the following scale:

1 = strongly disagree

2 = disagree

3 = neither agree or disagree

4 = agree

5 = strongly agree

X = don't know or no basis to judge

We then calculated a mean engagement score for each employee.

Drivers of Engagement

Categories

Previous research has found that these categories, or drivers, are related to employee engagement.

- My Work
- My Team
- Training and Development
- Resources and Workload
- Pay and Benefits
- My Department's Mission
- Leadership and Managing Change – Department
- Department Culture
- My Supervisor
- Diversity, Equity, and Inclusion

Leadership and Managing Change

Senior leaders are sufficiently visible (e.g. can be seen in action).

Department leadership keeps me informed about matters that affect me.

When changes are made in my department they are usually for the better.

I believe the actions of senior leaders are consistent with city/county values.

I feel that my department, as a whole, is managed well.

Senior leaders value ideas from employees.

Typically, the lowest scoring questions

I believe my organization, as a whole, is well managed.

When changes are made, they are usually for the better.

Senior leaders value ideas from employees.

I feel it is safe to challenge the way things are doing in my department.

I believe senior leaders will take action on the results of this survey.

I feel valued for the work I do.



Actions Leaders Can Take to Improve Engagement

Focus on Building Effective Work Relationships:

- Get to ***know your people, not just their jobs*** and who they are as individuals (their goals, aspirations, interests).
- See them. ***Let them know you see them in a positive, supportive manner.***
- ***Check in on them.*** Let them know you care about them not as an employee but as a person.



Actions Leaders Can Take to Improve Engagement

Pay Attention to What and How You Communicate:

- ***In all communication, treat people, at every level, with respect.*** Take appropriate actions when people in positions of authority mistreat others.
- ***Ensure that everyone gets the information and support they need to be able to do their job well and to be kept safe.*** Check to ensure people get the assistance they need when they need it.
- When communicating a change or new decision, take the time to ***better explain what is involved in the change and, most importantly, why the change is needed.*** Be clear about the desired results of the change or decision.
- Institute healthy two-way communications. ***Be genuine when employee ideas and feedback are sought. Take suggestions seriously.***
- ***Provide safe ways for people to come forward*** with new ideas and innovations.
- Explain when an idea isn't accepted and ***show gratitude for the ideas and suggestions*** people put forward.
- ***Involve employees across the organization***, no matter the bureau or office, ***to identify problems and develop possible solutions.***



Actions Leaders Can Take to Improve Engagement

Create and Maintain a Stable, Transparent, Consistent Process for Change:

- **Define the problem(s)** clearly;
- **Involve people early** to get their input, insights and ideas, **especially those who live the problem or are most affected by it**;
- **Design actionable solutions** and include the necessary resources to carry out those solutions;
- Develop implementation strategies and steps that prioritizes training and **give sufficient time** to successfully make the change;
- Regularly **monitor implementation to identify the successes and challenges** including **checking in with staff** on how the changes are working;
- **Identify and act upon any needed modifications** to decisions or implementation steps;
- Validate the change process to **inform learning and future change efforts**, and
- Regularly, and **with transparency, communicate decisions, plans, progress and whether the changes accomplished the desired outcomes**.