



# 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

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

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Department leadership keeps me informed about matters that affect me.

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

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

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

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Senior leaders value ideas from employees.

# Typically, the lowest scoring questions

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

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

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Senior leaders value ideas from employees.

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

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

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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**