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2012 Employee Engagement Survey

State of Michigan

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Overview | *State of Michigan 2012 Employee Engagement Survey*

Survey Objectives

The State of Michigan 2012 Employee Engagement Survey is one of the foundational elements of the Governor's reinvention of state government: Good Government. The survey data will be leveraged to support the goals of creating a customer-focused government and a work environment where all employees are respected and valued.

Specific objectives for the survey are:

- Establish baseline measures of employee perception of their job, inclusion, and engagement across the State of Michigan (SoM)
- Obtain an analysis of survey data, including its relationship to various demographics, for SoM as a whole and individual agencies
- Establish links to performance measures via metrics and scorecards, other tools, and a formalized system of monitoring and reporting
- Provide (authenticated) online access for additional, ad-hoc analysis capabilities at the agency level
- Provide benchmark information for comparison purposes, goal setting, and best practices
- Identify areas where employee feedback indicates the need for significant change that guides corrective actions at both state and agency levels
- Recommend opportunities for improvement and follow-up activities to increase employee engagement and further an environment of inclusion in support of Good Government



Overview | *Employee engagement*

What is Employee Engagement?

Employee engagement is the strong and positive connection between a person and his or her job. It inspires significant outcomes of real value. When our employees are truly engaged, the State of Michigan reaches its full potential.

Specifically, employee engagement encompasses:

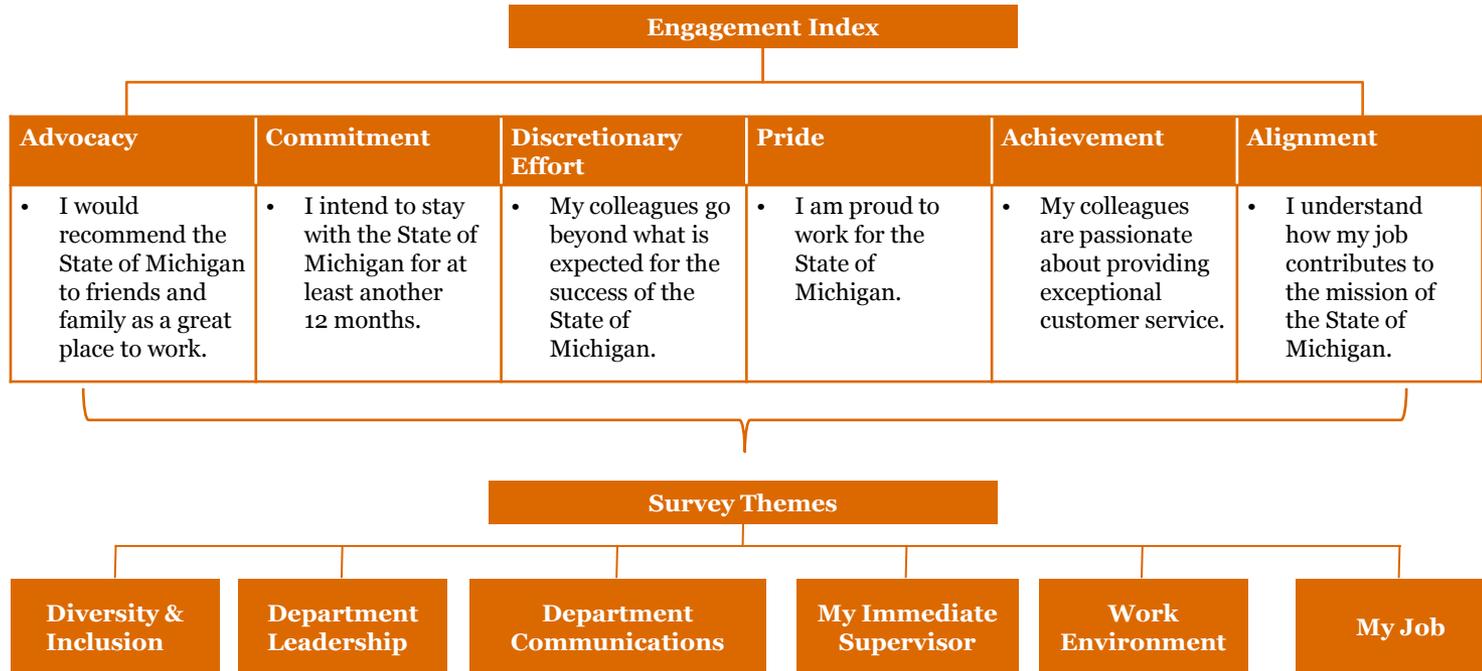
- The extent to which employees have a desire to act and apply discretionary effort to drive business outcomes
- More than satisfaction, involvement or “buy-in”
- Employees that are more likely to want to stay with the organization and invest discretionary effort
- Better outcomes, such as higher levels of customer satisfaction

Research from PwC has identified the following attributes of engaged employees:

Advocacy	<ul style="list-style-type: none">• Refer or recommend their organization as a great place to work
Commitment	<ul style="list-style-type: none">• Committed to the organization for the long term
Discretionary effort	<ul style="list-style-type: none">• Are willing to go beyond what is expected for the success of the organization
Pride	<ul style="list-style-type: none">• Have a strong sense of pride for the organization
Achievement	<ul style="list-style-type: none">• Have high emotional energy and passion towards the work they do, with exceptional customer focus
Alignment	<ul style="list-style-type: none">• Understand how their roles contribute to the success of the organization and/or their agency



Overview | *Employee engagement*



Overview | Methodology

Survey Methodology

- One questionnaire was deployed via the web to 47,139 SoM employees in two phases:
 - First phase: from March 19 to April 2, 2012
 - Second phase: from April 23 to May 14, 2012
 - Secretary of State and Attorney General opted out of participation
 - Employees without state e-mails were invited to take the online survey via paper invitation (n = 1,764)
- Survey items are on a 5-point scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)
- Agree Score is a percent of responses that are a 4 or 5 (Agree or Strongly Agree)
- The higher the reported Agree Score, the more favorable the result
- Minimum of 10 respondents required for each group to be reported separately
- All survey responses are anonymous
- Seldom has a government organization run an employee engagement survey of this scope and comprehensiveness, as a result few standard benchmarks are available. In this report, benchmarks cover organizations that are customer focused and high performing, both of which are tenets of reinvention. Benchmarks in this report include:
 - The Services Industry benchmark, representing a variety of services organizations, such as professional and travel/hospitality
 - The High Performing benchmark, representing leading organizations in their respective industries (Manufacturing, Services, Healthcare/Hospital, Retail, Telecommunications, and Utilities) that have shown sustained financial success/growth
- Survey questionnaire included standard demographic questions and questions measuring:
 - Employee Engagement
 - Diversity & Inclusion
 - Department Leadership
 - Department Communications
 - Immediate Supervisor
 - My Job
 - Work Environment
 - SoM customized questions



Overview | Response rates

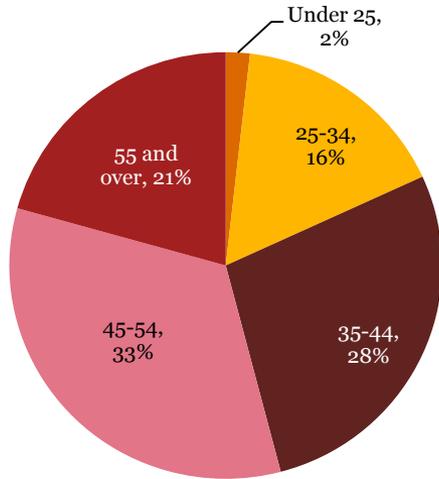
		Invited to participate 2012	Total # of surveys completed 2012	Response Rate 2012
State of Michigan Overall	<i>SoM</i>	47,139	27,410	58%
Governor's Office	<i>GOV</i>	60	59	98%
Gaming Control Board	<i>MGCB</i>	127	116	91%
Michigan Economic Development Corporation	<i>MEDC</i>	293	254	87%
Agriculture & Rural Development	<i>MDARD</i>	398	324	81%
Environmental Quality	<i>DEQ</i>	1,144	927	81%
Education	<i>MDE</i>	517	410	79%
Treasury	<i>TREAS</i>	1,260	984	78%
Natural Resources	<i>DNR</i>	1,517	1,047	69%
Civil Service Commission	<i>CSC</i>	421	287	68%
Lottery	<i>LOTT</i>	198	135	68%
State Police	<i>MSP</i>	2,357	1,610	68%
Technology, Management, and Budget	<i>DTMB</i>	2,537	1,673	66%
Licensing & Regulatory Affairs	<i>LARA</i>	3,970	2,511	63%
Civil Rights	<i>MDCR</i>	98	61	62%
Transportation	<i>MDOT</i>	2,742	1,641	60%
Michigan State Housing Development Authority	<i>MSHDA</i>	419	234	56%
Human Services	<i>DHS</i>	11,293	6,197	55%
Workforce Development Agency	<i>WDA</i>	204	108	53%
Corrections	<i>MDOC</i>	13,459	6,456	48%
Community Health	<i>DCH</i>	3,138	1,476	47%
Military & Veterans Affairs	<i>DMVA</i>	987	295	30%
Other (no agency indicated)	<i>Other</i>	N/A	605	N/A

Note: Demographics including Agency and organizational levels were self-selected by survey participants
Secretary of State and Attorney General opted out of participation

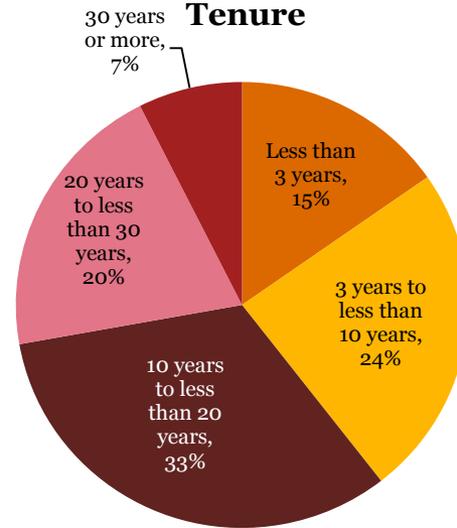


Overview | Respondent demographics

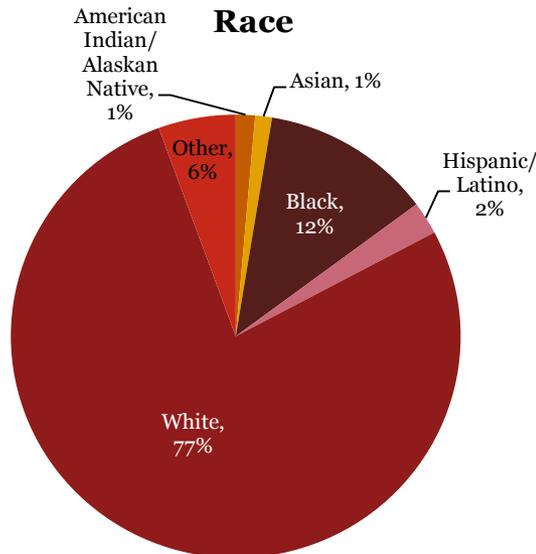
Age



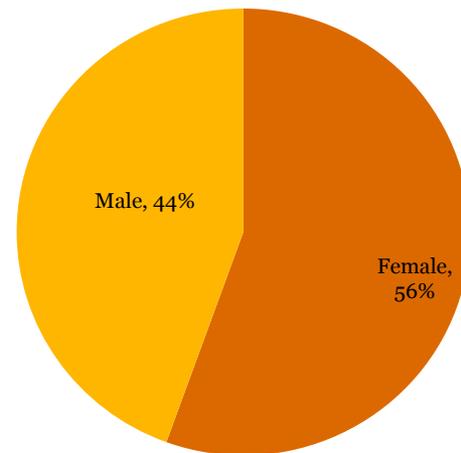
Tenure



Race

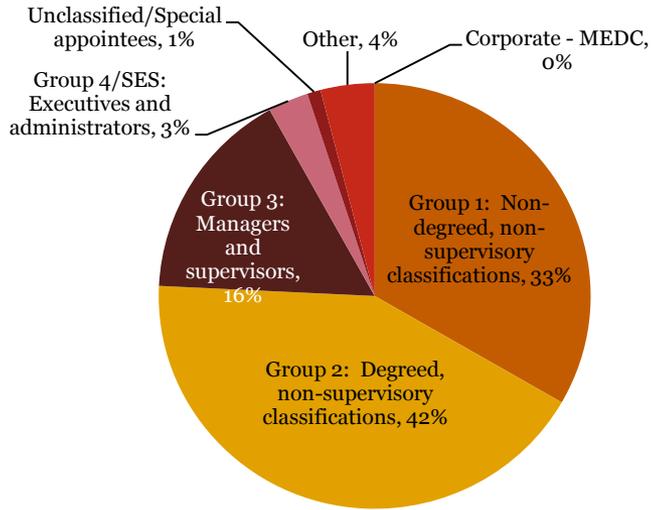


Gender

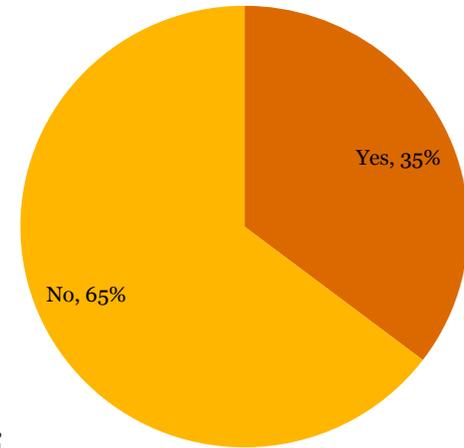


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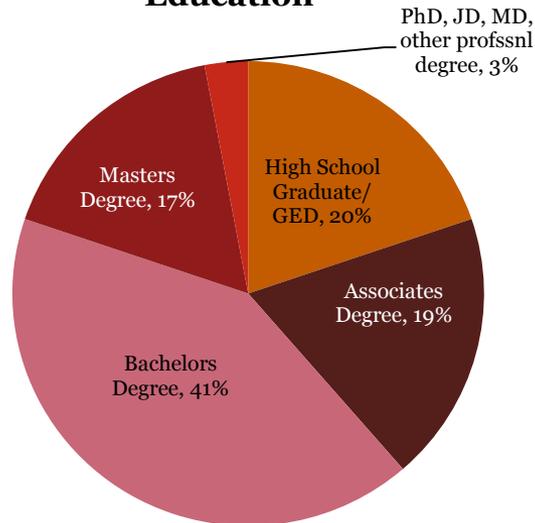
Employment Group



Flexible Schedule



Education



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.

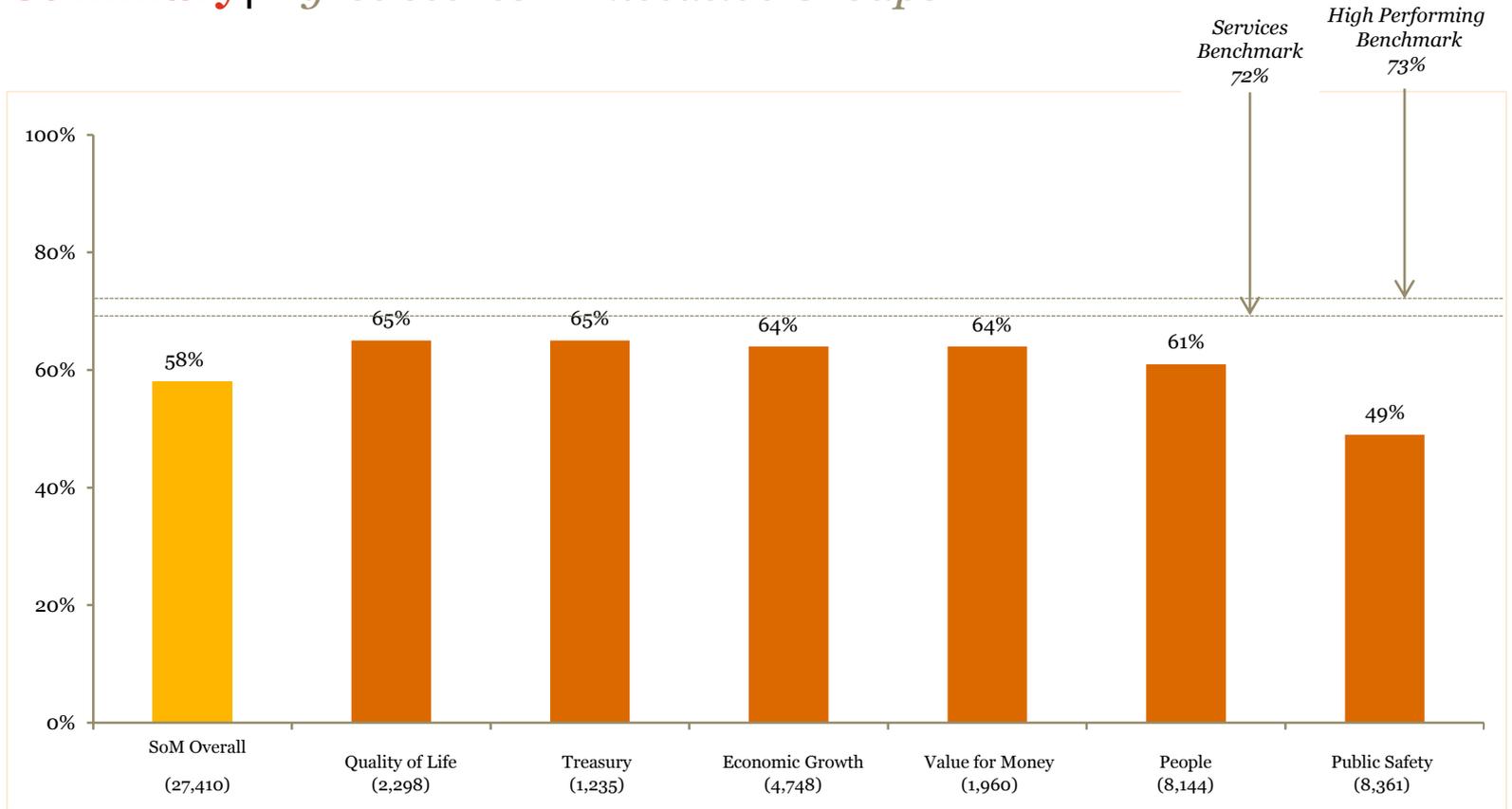


Summary | Findings

- 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.



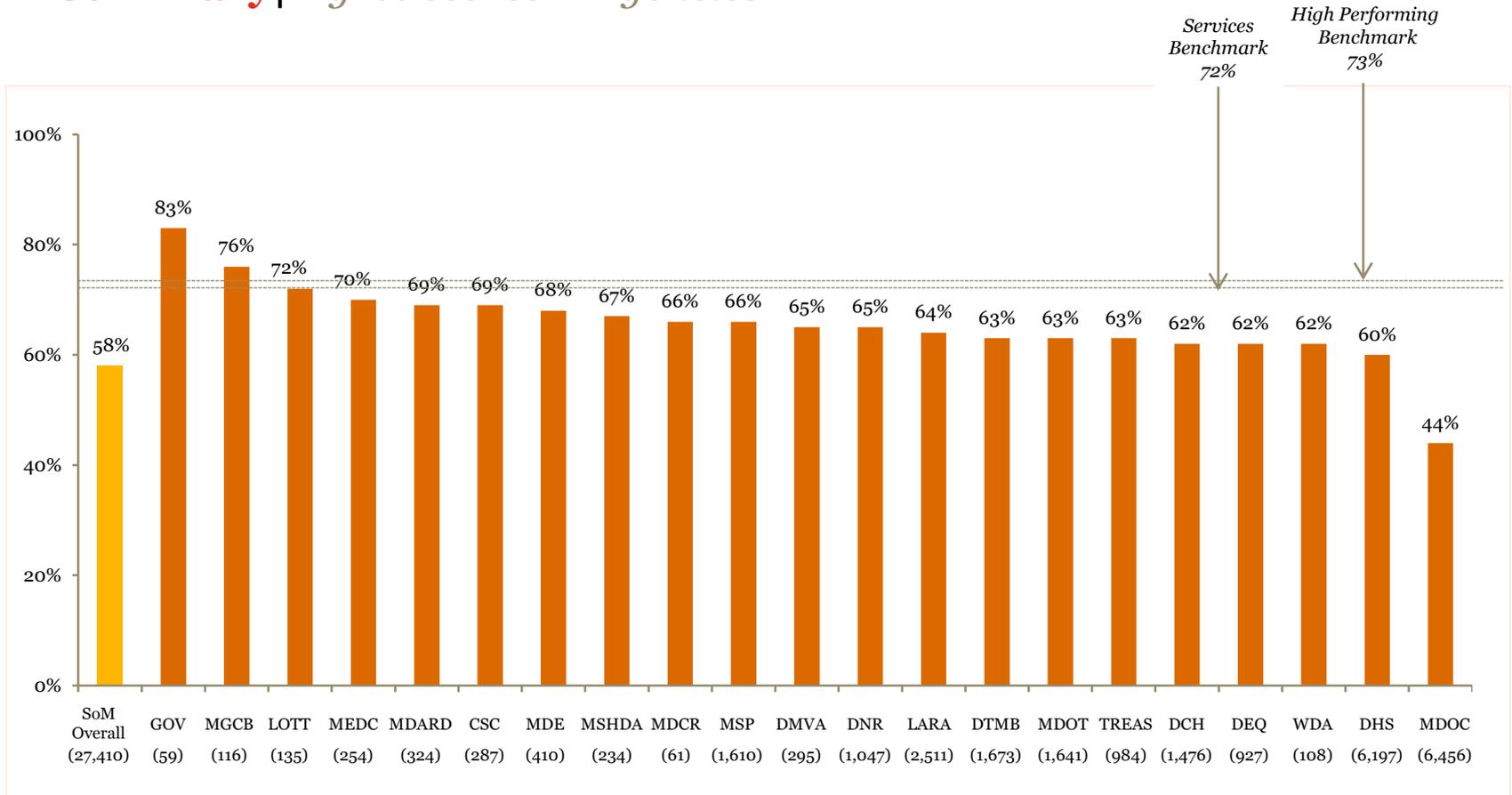
Summary | Agree scores – Executive Groups



The agree score is a percent of responses that are a 4 or 5 (Agree and Strongly Agree)



Summary | Agree scores – Agencies



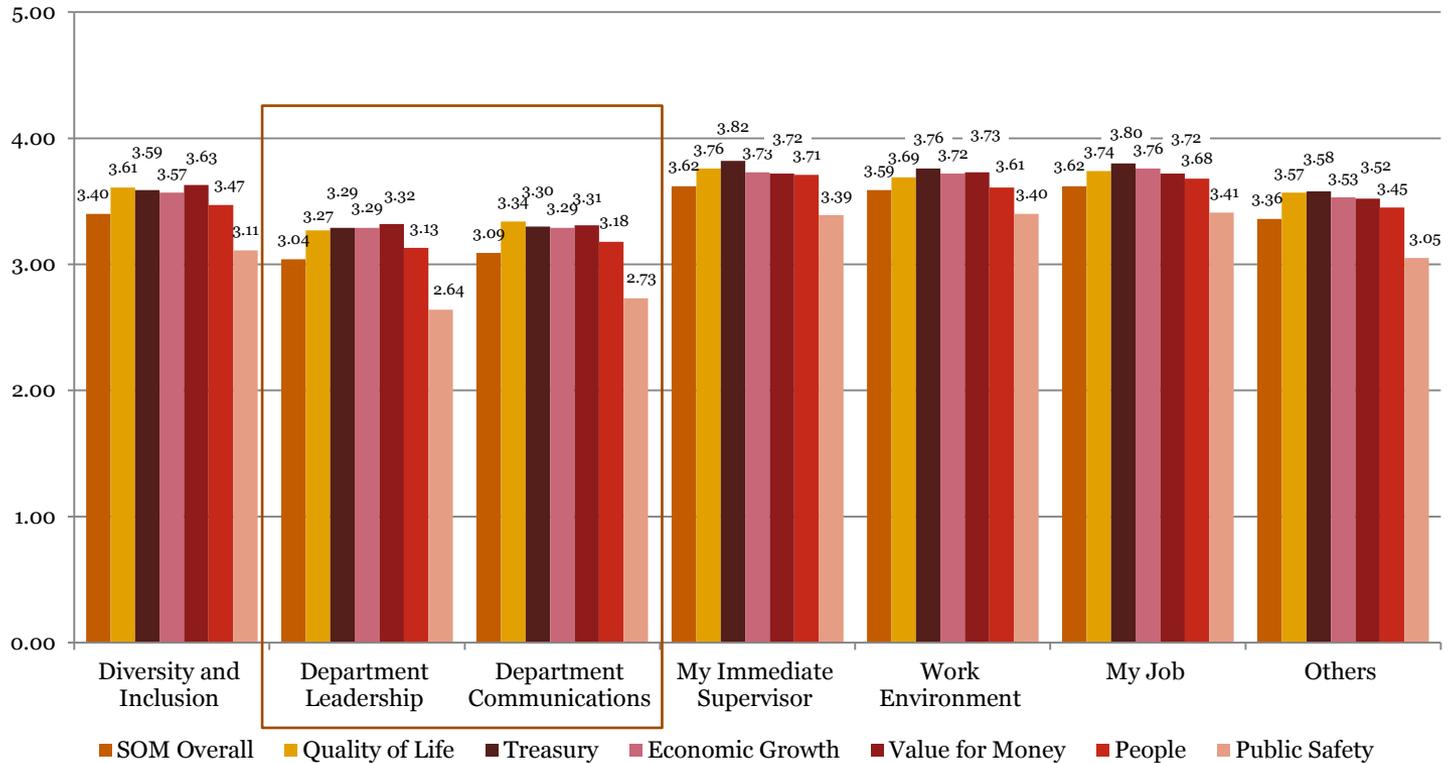
The agree score is a percent of responses that are a 4 or 5 (Agree and Strongly Agree)

Note: Secretary of State and Attorney General opted out of participation



Summary | Survey theme scores by Executive Group

- Department Leadership and Department Communications are consistently the lowest scoring survey themes for all Executive Groups



Survey theme scores are the composite averages for the questions that make up that survey theme



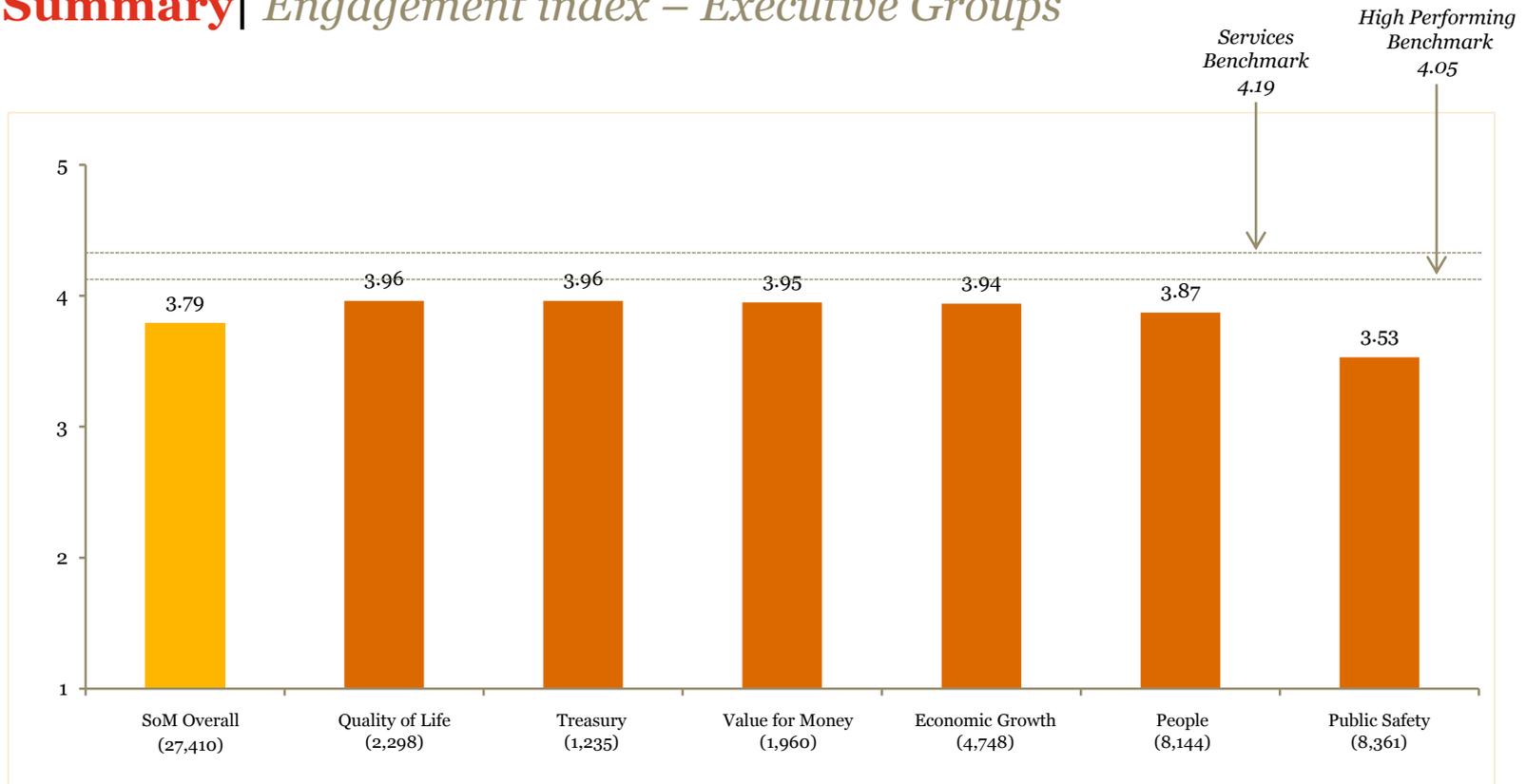
Summary | Survey theme scores by Agency

		Diversity and Inclusion	Department Leadership	Department Communications	My Immediate Supervisor	Work Environment	My Job	Others
State of Michigan Overall	SoM	3.40	3.04	3.09	3.62	3.59	3.62	3.36
Governor's Office	GOV	4.13	4.30	3.93	4.20	4.06	4.16	4.24
Gaming Control Board	MGCB	3.94	3.80	3.82	4.14	4.02	3.96	4.03
Lottery	LOTT	3.79	3.58	3.53	3.97	3.94	4.00	3.86
Michigan Economic Development Corporation	MEDC	3.78	3.59	3.46	3.88	3.76	3.85	3.83
Agriculture & Rural Development	MDARD	3.67	3.48	3.54	3.90	3.79	3.87	3.73
Civil Service Commission	CSC	3.72	3.51	3.49	3.85	3.86	3.91	3.61
Education	MDE	3.65	3.54	3.51	3.65	3.72	3.83	3.73
Michigan State Housing Development Authority	MSHDA	3.67	3.56	3.51	3.68	3.71	3.78	3.57
Civil Rights	MDCR	3.68	3.31	3.35	3.88	3.71	3.78	3.67
State Police	MSP	3.55	3.34	3.28	3.75	3.77	3.83	3.57
Military & Veteran Affairs	DMVA	3.59	3.34	3.35	3.69	3.72	3.80	3.43
Natural Resources	DNR	3.64	3.24	3.29	3.76	3.70	3.80	3.46
Licensing & Regulatory Affairs	LARA	3.58	3.30	3.29	3.74	3.73	3.78	3.52
Technology, Management, and Budget	DTMB	3.61	3.28	3.28	3.70	3.71	3.69	3.51
Transportation	MDOT	3.53	3.21	3.23	3.70	3.71	3.73	3.49
Treasury	TREAS	3.52	3.19	3.21	3.76	3.70	3.75	3.49
Community Health	DCH	3.53	3.22	3.27	3.66	3.65	3.70	3.47
Environmental Quality	DEQ	3.54	3.23	3.34	3.70	3.65	3.62	3.64
Workforce Development Agency	WDA	3.49	3.17	3.19	3.66	3.53	3.67	3.49
Human Services	DHS	3.44	3.07	3.13	3.72	3.59	3.67	3.42
Corrections	MDOC	2.98	2.44	2.56	3.28	3.30	3.29	2.90

Survey theme scores are the composite averages for the questions that make up that survey theme



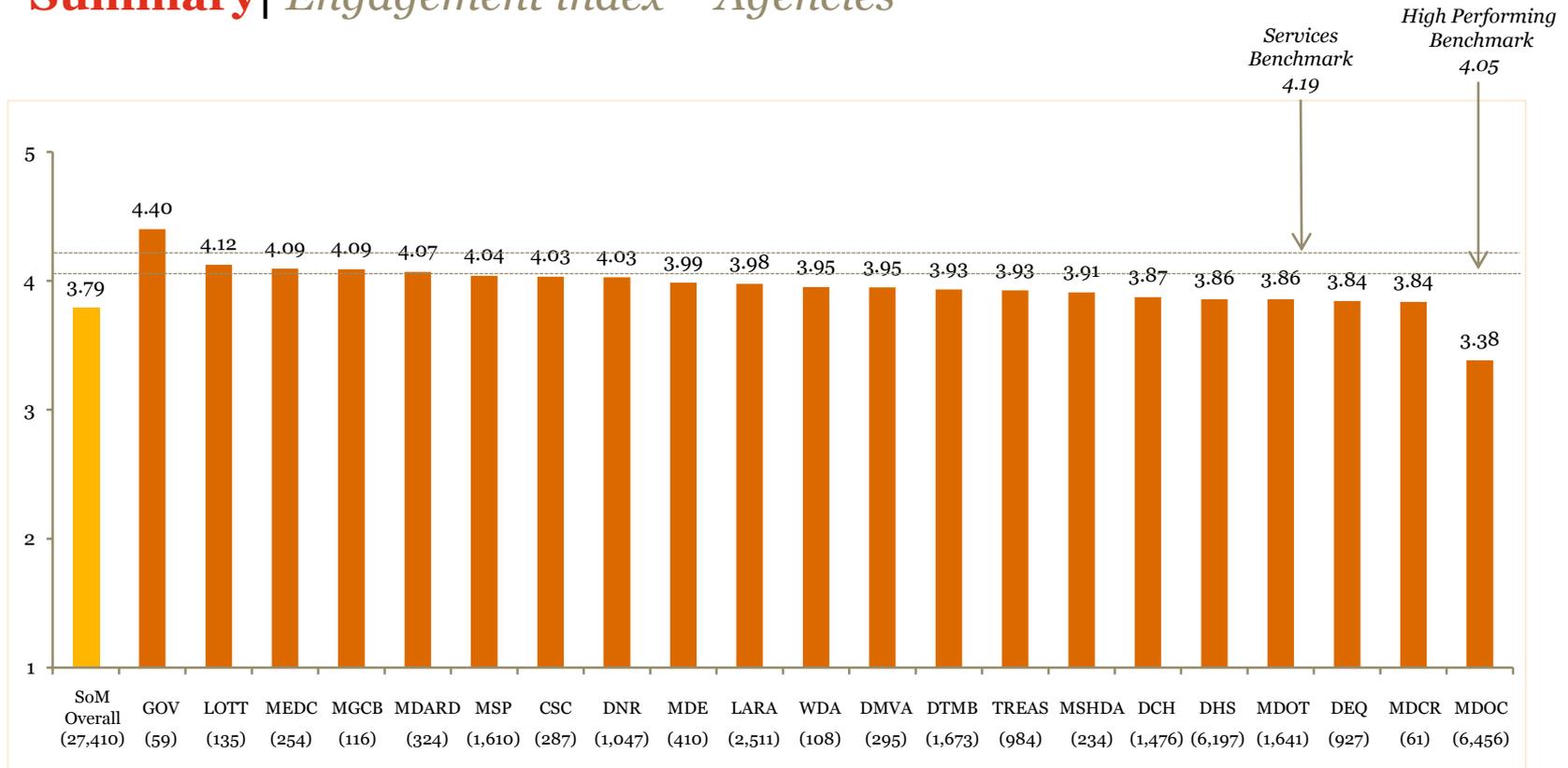
Summary | *Engagement index – Executive Groups*



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.

Summary | Engagement index – Agencies



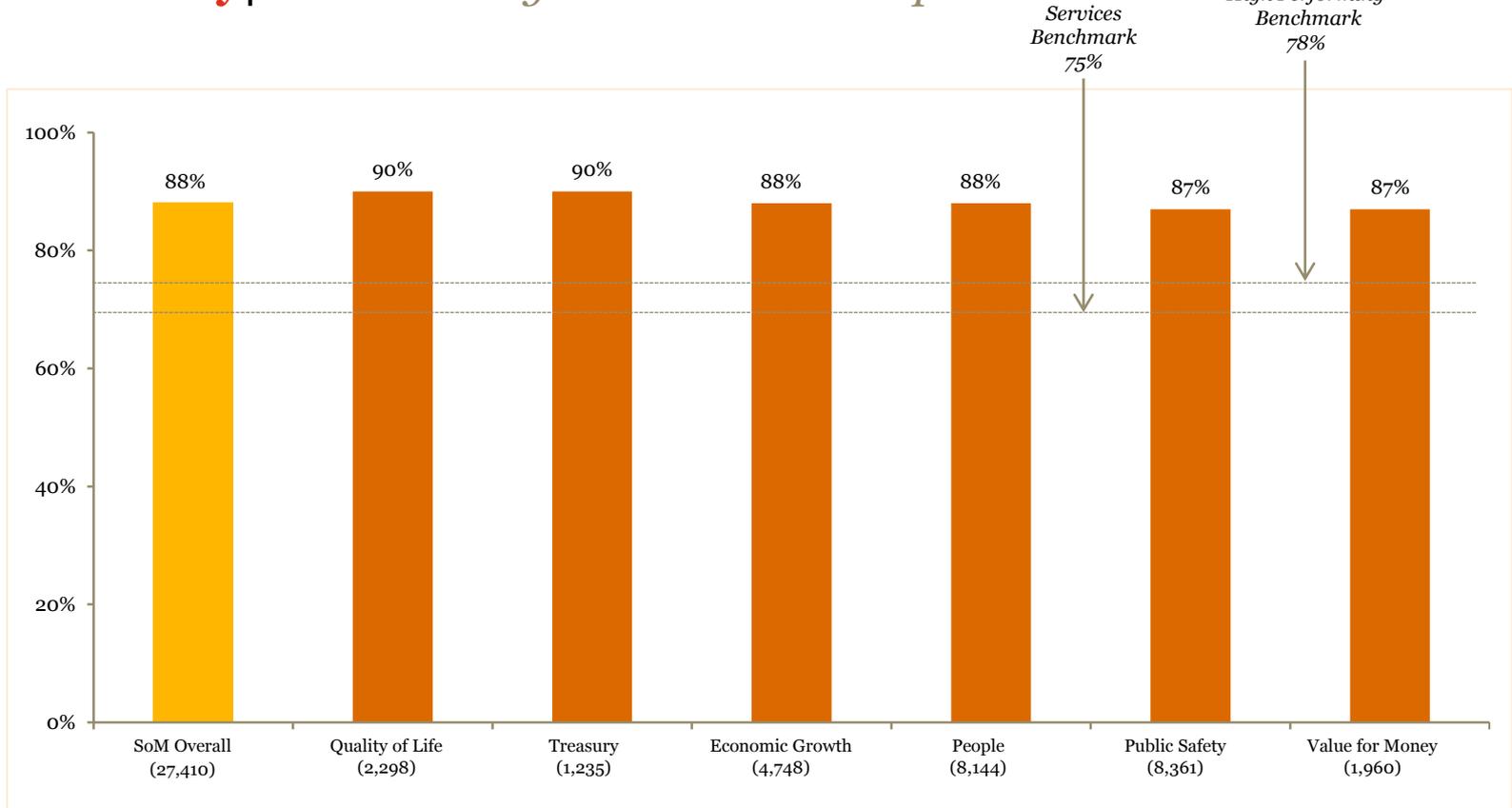
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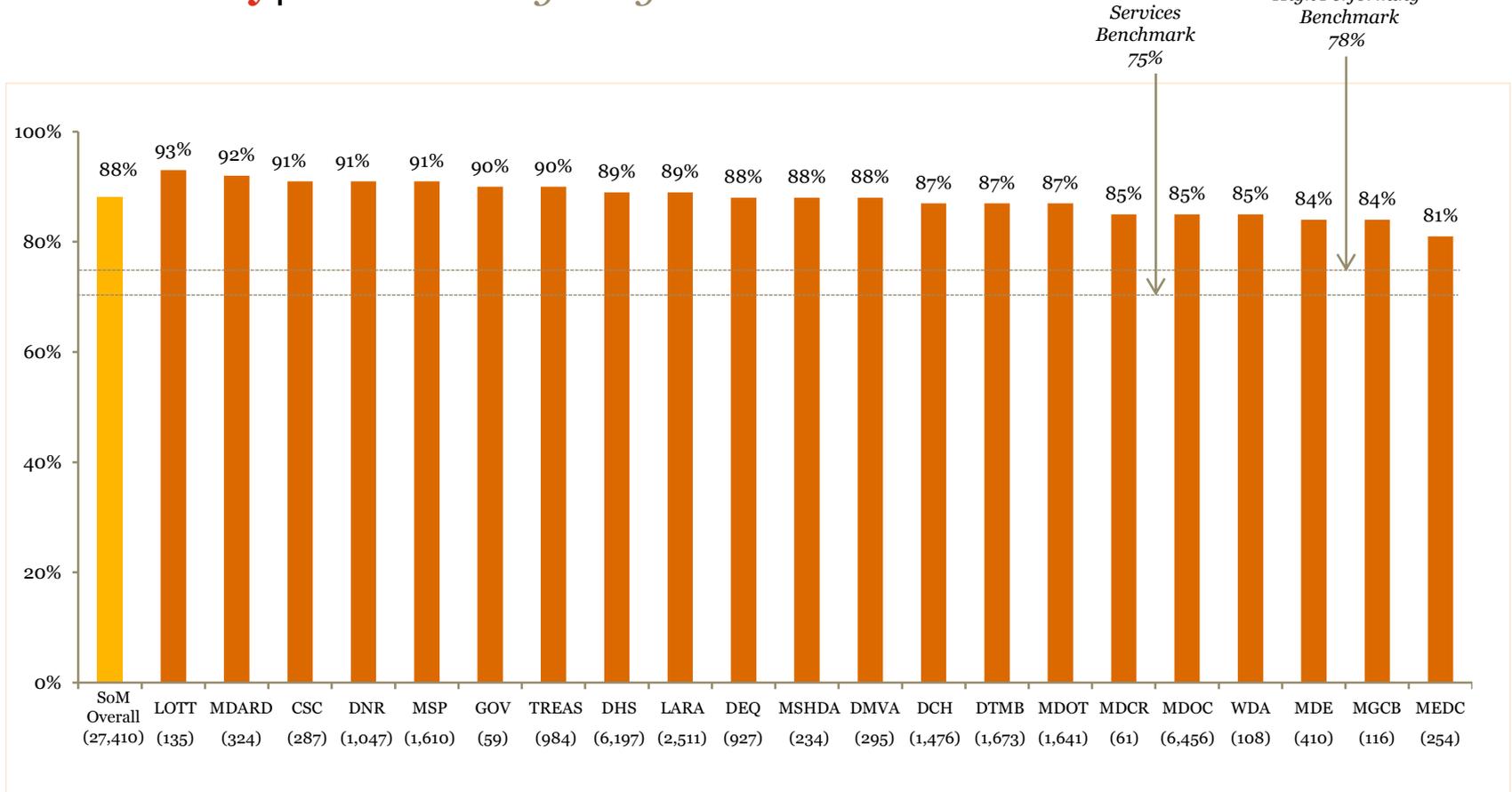
Summary | Intent to stay – Executive Groups



The intent to stay score is a percent of responses that are a 4 or 5 (Agree and Strongly Agree) for the question, “I intend to stay with the State of Michigan for at least another 12 months.” This measure is a leading indicator of turnover.



Summary | Intent to stay – Agencies



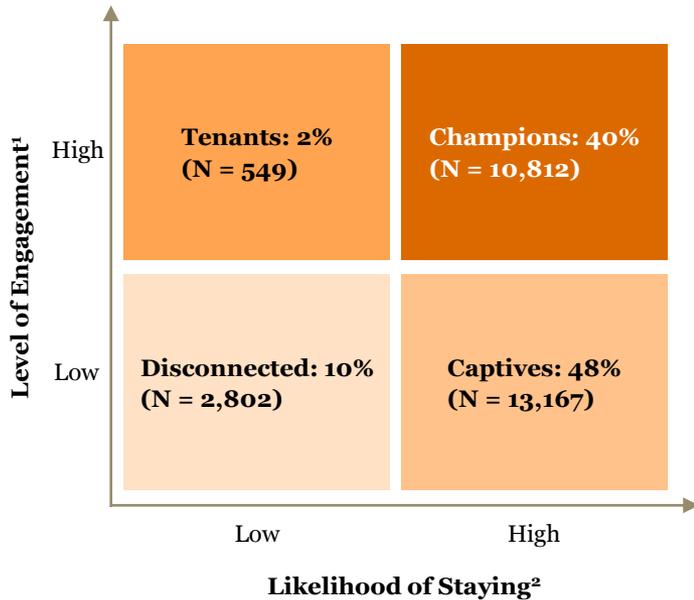
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Employee landscape | Overall

- 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



Employee landscape | Agencies

		Champions	Tenants	Disconnected	Captives
State of Michigan Overall	SoM	40%	2%	10%	48%
Agriculture & Rural Development	MDARD	56%	2%	6%	36%
Civil Rights	MDCR	49%	0%	15%	36%
Civil Service Commission	CSC	53%	2%	7%	38%
Community Health	DCH	43%	3%	10%	44%
Corrections	MDOC	18%	1%	14%	68%
Education	MDE	53%	4%	12%	30%
Environmental Quality	DEQ	41%	2%	9%	48%
Gaming Control Board	MGCB	59%	3%	13%	26%
Governor's Office	GOV	81%	5%	5%	8%
Human Services	DHS	42%	2%	10%	46%
Licensing & Regulatory Affairs	LARA	50%	2%	8%	39%
Lottery	LOTT	62%	3%	4%	31%
Michigan Economic Development Corporation	MEDC	59%	8%	11%	22%
Michigan State Housing Development Authority	MSHDA	43%	2%	9%	46%
Military & Veterans Affairs	DMVA	52%	2%	9%	37%
Natural Resources	DNR	54%	2%	6%	37%
State Police	MSP	55%	3%	6%	37%
Technology, Management, and Budget	DTMB	47%	3%	10%	40%
Transportation	MDOT	43%	2%	10%	44%
Treasury	TREAS	43%	2%	8%	47%
Workforce Development Agency	WDA	47%	5%	10%	38%

Note: Secretary of State and Attorney General opted out of participation



Employee landscape | Demographics

	Champions	Tenants	Disconnected	Captives
State of Michigan Overall	40%	2%	10%	48%
Race				
American Indian/Alaskan Native	32%	1%	11%	56%
Asian	57%	3%	8%	31%
Black	43%	3%	12%	42%
Hispanic/Latino	44%	2%	9%	45%
White	40%	2%	9%	49%
Other	29%	2%	17%	52%
Gender				
Female	42%	2%	9%	47%
Male	37%	2%	11%	50%
Age Range				
Under 25	51%	6%	14%	29%
25-34	43%	2%	13%	42%
35-44	39%	1%	9%	50%
45-54	38%	1%	8%	52%
55 and Over	39%	4%	12%	45%
Tenure				
Less than 3 years	52%	3%	11%	35%
3 years to less than 10 years	42%	2%	11%	45%
10 years to less than 20 years	36%	1%	9%	53%
20 years to less than 30 years	34%	2%	9%	55%
30 years or more	40%	5%	12%	43%
Employment Group				
Group 1: Non-degreed, non-supervisory classifications	35%	1%	10%	54%
Group 2: Degreed, non-supervisory classifications	41%	2%	11%	46%
Group 3: Managers and supervisors	41%	2%	8%	48%
Group 4/SES: Executives and administrators	63%	5%	6%	26%
Unclassified/Special appointees	59%	6%	8%	27%
MEDC - Corporate	61%	8%	10%	21%
Other	36%	2%	13%	49%



Employee landscape | Heat map

- The range of Agree Scores is 98% to 9%.
- 58 of 100 people are Captives or Disconnected.

SoM Employee Landscape - Heat Map %Agreement (Strongly Agree + Agree)		Champion	Ferret	Captive	Disconnected
		N	10812	549	13167
	My supervisor holds me accountable for the quality of my work	95%	90%	81%	66%
	I understand how the work I do makes a difference in the lives of the people of the State of Michigan	96%	95%	77%	60%
	I have a clear idea of my job responsibilities	93%	82%	80%	80%
	My work group does a good job of resolving customer problems when they occur	96%	92%	72%	54%
	I am generally able to balance my job and personal/family life	88%	80%	77%	58%
	I understand how my job contributes to the mission of the State of Michigan	96%	97%	67%	52%
	My work group consistently delivers a high level of customer service	96%	95%	63%	62%
	I am treated with dignity and respect by my colleagues	92%	89%	65%	52%
	I believe that employee diversity is important to our success	87%	86%	66%	59%
	The people I work with cooperate well together to get the job done	92%	89%	64%	52%
	I understand how my performance on the job is evaluated	88%	75%	68%	61%
	I have effective two-way communication with my supervisor	87%	74%	65%	49%
	I am proud to work for the State of Michigan	98%	94%	56%	28%
	My job makes good use of my skills and abilities	87%	73%	58%	34%
	My supervisor clearly communicates his/her expectations of me	83%	70%	58%	44%
	I think my job performance is evaluated fairly	84%	70%	58%	40%
	My colleagues treat co-workers with dignity and respect	88%	85%	54%	41%
	My supervisor recognizes me when I do a good job	84%	68%	57%	41%
	My work group constantly looks for better ways to serve our customers	90%	84%	62%	40%
	My supervisor gives me feedback that helps me improve my performance	81%	65%	54%	38%
	My supervisor's actions are consistent with what he/she says	81%	68%	53%	39%
	My job gives me a feeling of personal accomplishment	89%	76%	49%	26%
	My colleagues go beyond what is expected for the success of the State of Michigan	92%	94%	40%	38%
	My colleagues are passionate about providing exceptional customer service	93%	95%	38%	35%
	The benefits program I have compares favorably with benefits programs of other employers in Michigan	76%	67%	53%	41%
	Overall Average	79%	67%	47%	32%
	The State of Michigan values diversity in the workplace	80%	71%	46%	32%
	Within my department, there is effective teamwork between my work group and other work groups	81%	70%	44%	32%
	I have the materials/tools/equipment I need to do my job well	77%	67%	47%	32%
	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.)	81%	67%	44%	28%
	I receive the training I need to do a quality job	75%	63%	46%	31%
	My work group has a climate in which diverse perspectives are encouraged and valued	81%	75%	38%	28%
	I get the information I need to be productive in my job	77%	64%	40%	25%
	My supervisor effectively balances the workload across our workgroup or team	75%	60%	43%	30%
	I am paid fairly for the work I do	68%	56%	48%	32%
	I trust that my participation in this survey is anonymous	71%	62%	45%	33%
	I would recommend the State of Michigan to friends and family as a great place to work	87%	71%	32%	13%
	I am encouraged to come up with new and better ways of doing things	77%	62%	40%	26%
	My career goals can be met at the State of Michigan	78%	46%	37%	13%
	The State of Michigan has an inclusive work environment where individual differences are respected	75%	63%	31%	20%
	I feel my supervisor takes an active interest in my career development	69%	49%	34%	25%
	I provide my opinions without fear of retaliation or retribution	68%	54%	33%	23%
	My department is serious about change and reinvention to achieve good government	72%	62%	28%	17%
	Managers in my department make decisions in a timely fashion	68%	55%	28%	21%
	My department keeps employees informed about matters affecting us	64%	50%	27%	20%
	Department leadership is trustworthy	64%	48%	24%	15%
	Leadership is creating a culture of continuous improvement	65%	53%	23%	14%
	The State of Michigan empowers employees to make appropriate decisions that are in the best interests of the State	65%	63%	22%	14%
	I believe I have the opportunity for growth in my current job	61%	34%	26%	12%
	I believe that Government Reinvention is not about eliminating people	54%	47%	30%	26%
	My department makes employees aware of our department scorecards	56%	47%	27%	22%
	My department leadership communicates openly and honestly with employees	60%	48%	23%	16%
	Department leadership gives employees a clear picture of the direction my department is headed	61%	49%	22%	16%
	Department leadership is interested in the well-being of employees	61%	45%	21%	13%
	Sufficient effort is made to get the opinions of people who work here	50%	42%	19%	12%
	I am confident department leadership is leading us in the right direction for success	59%	46%	17%	9%

Legend	
Very Unfavorable =	0%-38%
Unfavorable =	39%-53%



Heat map | *Handout*

What is a Heat Map?

PwC Saratoga's Heat Map sorts average agree scores from high to low by each question and by each demographic segment. Average agree scores represent the percent of participants who selected Agree or Strongly Agree as the answer to each question.

Purpose/objective of a Heat Map:

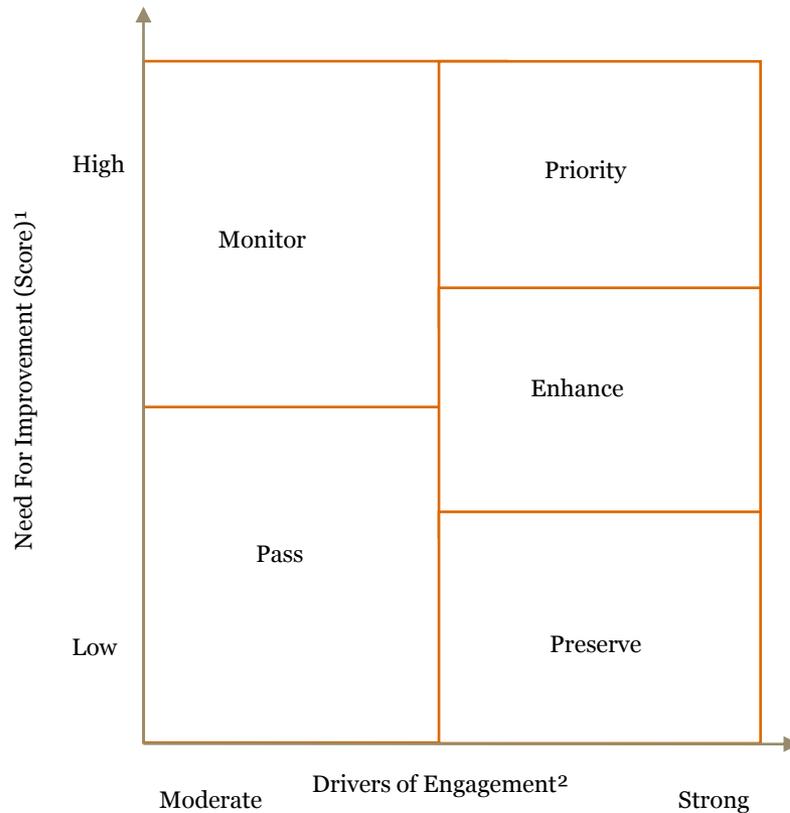
PwC Saratoga's Heat Map highlights high and low performance scores by key demographics and displays systemic and isolated issues. The Heat Map provides a consistent comparison of organizational strengths and vulnerabilities by selected demographic segments.

How to use a Heat Map:

- Systemic issues existent throughout the organization can be found in the bottommost rows.
- Isolated issues pertaining to specific demographic groups can be found in the rightmost columns.
- The bottom ninth of all scores overall are highlighted in red; the remaining bottom third of all scores overall are highlighted in yellow.
- Red cells represent unfavorable scores; yellow cells represent vulnerable scores.



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.

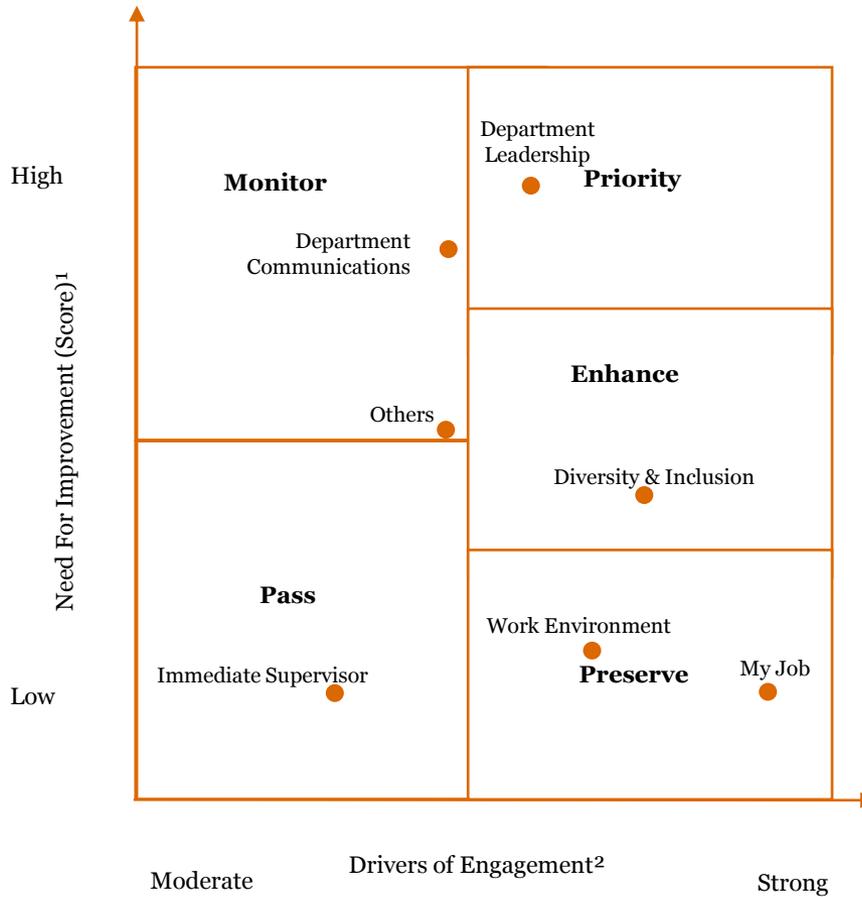
¹ Based on average agreement %

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%)

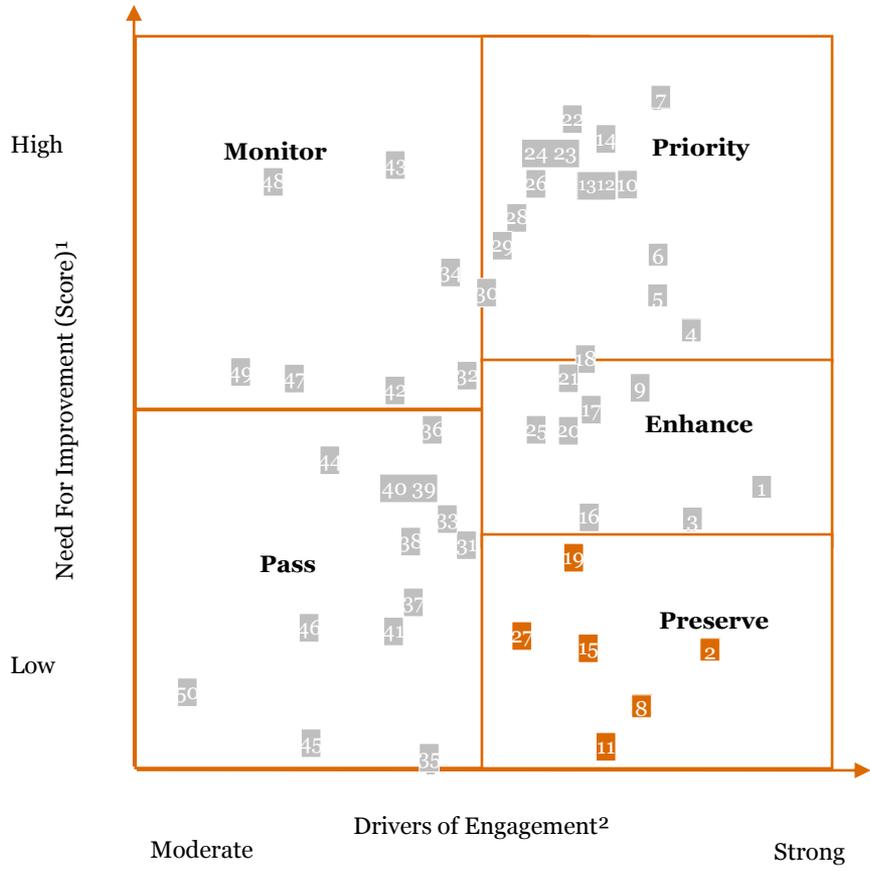
¹ Based on average agreement % (Agree + Strongly Agree)

² Based on correlation with Engagement Index

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



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%)

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.



Comments | Open-ended question

Qualitative comment responses to: Please provide feedback on any other topics you would like to discuss regarding your employment at the State of Michigan.

<p>Preserve (Strengths)</p>	<p>11. I understand how the work I do makes a difference in the lives of the people of the State of Michigan. <i>“I have worked for 36 yrs for the State, all with the same Bureau. I love my job as I have been able to develop my skills, and knowledge to better serve our customers. I feel the work my Unit does is important to the residents of MI. I feel that giving exceptional customer service is one of the most important responsibilities we have as public servants. I am very blessed to have a great group of co workers who work well together as a team to accomplish our shared goals.”</i></p> <p><i>“I truly believe the work I do is crucial to improving the health and safety of people in Michigan. I enjoy my day-to-day job and have good working relationships with my colleagues. However, I am continually frustrated by the lack of supervisory support, transparency, and vision within my department. There is little interest in employee career development. I provide high-quality customer service despite these obstacles because I care about I do, but it often feels like an uphill battle.”</i></p> <p>2. My work group consistently delivers a high level of customer service. <i>“I have worked at the same agency for several years and the agency has always looked to provide exceptional customer service. There is a great staff of employees and I enjoy my job with the State of Michigan.”</i></p>
<p>Enhance</p>	<p>3. My work group constantly looks for better ways to serve our customers. <i>“I think higher management doesn't listen to ideas that base line workers have regarding better ways to do the job. A lot of them have never even done these jobs yet they feel they know how the best way to accomplish things.”</i> <i>“I been told by my Supervisor that this is the way it's been done for 19 years and we are not changing it. So much for new and better ways of getting the job done.”</i></p> <p>16. My colleagues treat co-workers with dignity and respect. <i>“I enjoy where I work and the people I work with. It is ok to have differences just respect others and work together to get the job done and don't let our customers ever feel they are putting us out. We are here for them, regardless.”</i> <i>“Every worker should be treated fairly, with dignity and respect for others. Also, work should not be assigned to particular workers, due to race of clients and workers.”</i></p>
<p>Priority (Vulnerabilities)</p>	<p>22. Sufficient effort is made to get the opinions of people who work here. <i>“I do not believe that my opinion is truly valued, and I do not believe that this survey will really have any bearing on future decisions. I answered the survey as honestly as I could, but do not believe that this is any more meaningful that the previous Vision and Values--ask for opinions, but the answers are not REALLY listened to!”</i> <i>“I do not believe the District Manager cares about the workers. All she cares about is the numbers. Our safety is not a concern, our opinions are not important.”</i></p> <p>24. Department leadership gives employees a clear picture of the direction my department is headed <i>“There is always room for improvement. I cannot clearly state the vision for the state.”</i> <i>“There is not much to say positive for management. As a supervisor in the Department we are not part of the team. There is no vision and we are driven by State and local politics.”</i></p> <p>26. I believe I have the opportunity for growth in my current job. <i>“I really enjoy my job, I just wish there were more room for improvement, growth, and training. As it stands I have been here a year and have yet to be trained in areas that could help provide exceptional customer service.”</i></p>

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

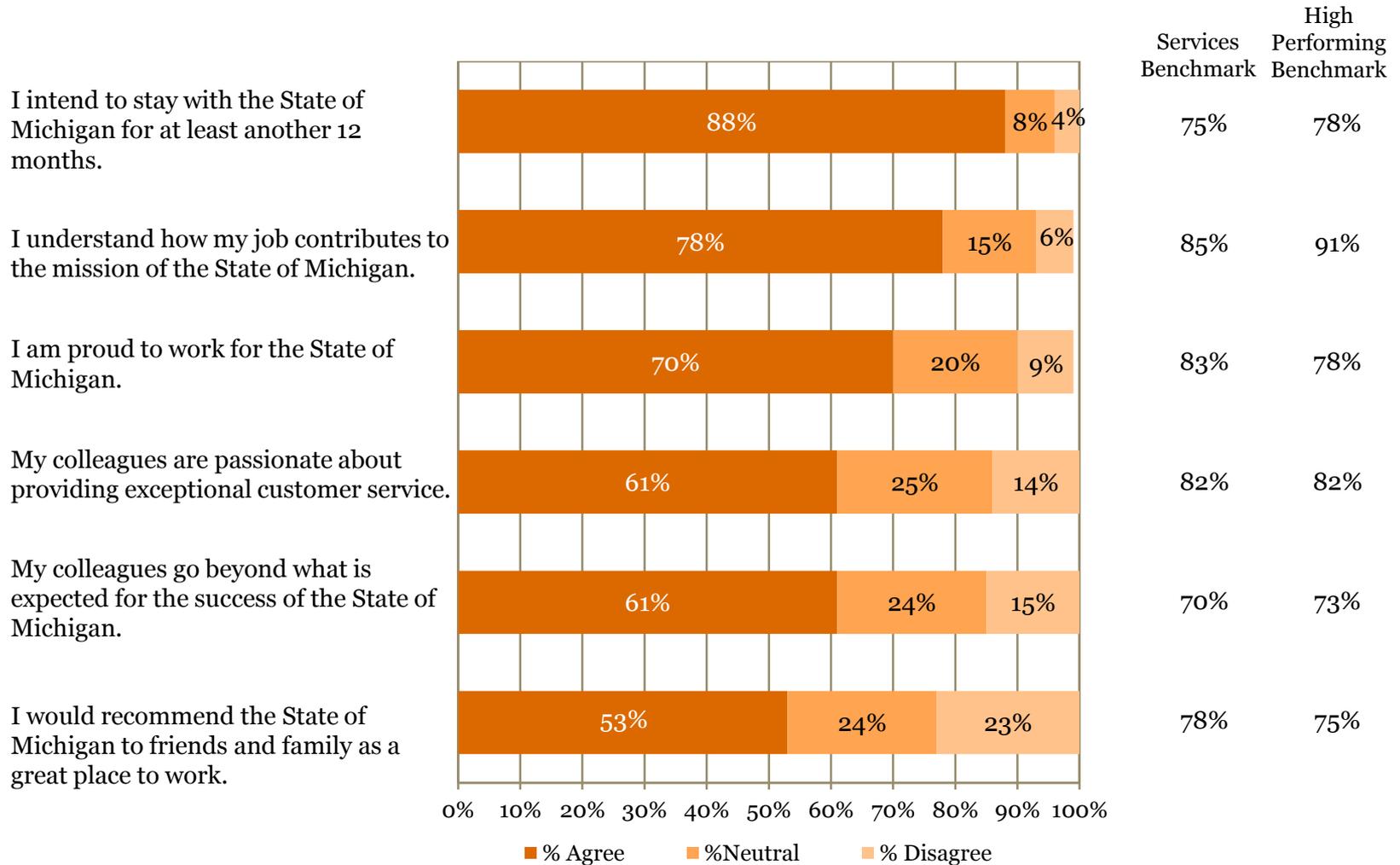
Appendix

Appendix

- Survey results by theme:
 - Employee Engagement
 - Diversity & Inclusion
 - Department Leadership
 - Department Communications
 - Immediate Supervisor
 - My Job
 - Work Environment
 - SoM customized questions
- Survey results by question, ranked by impact on engagement
- Response profile



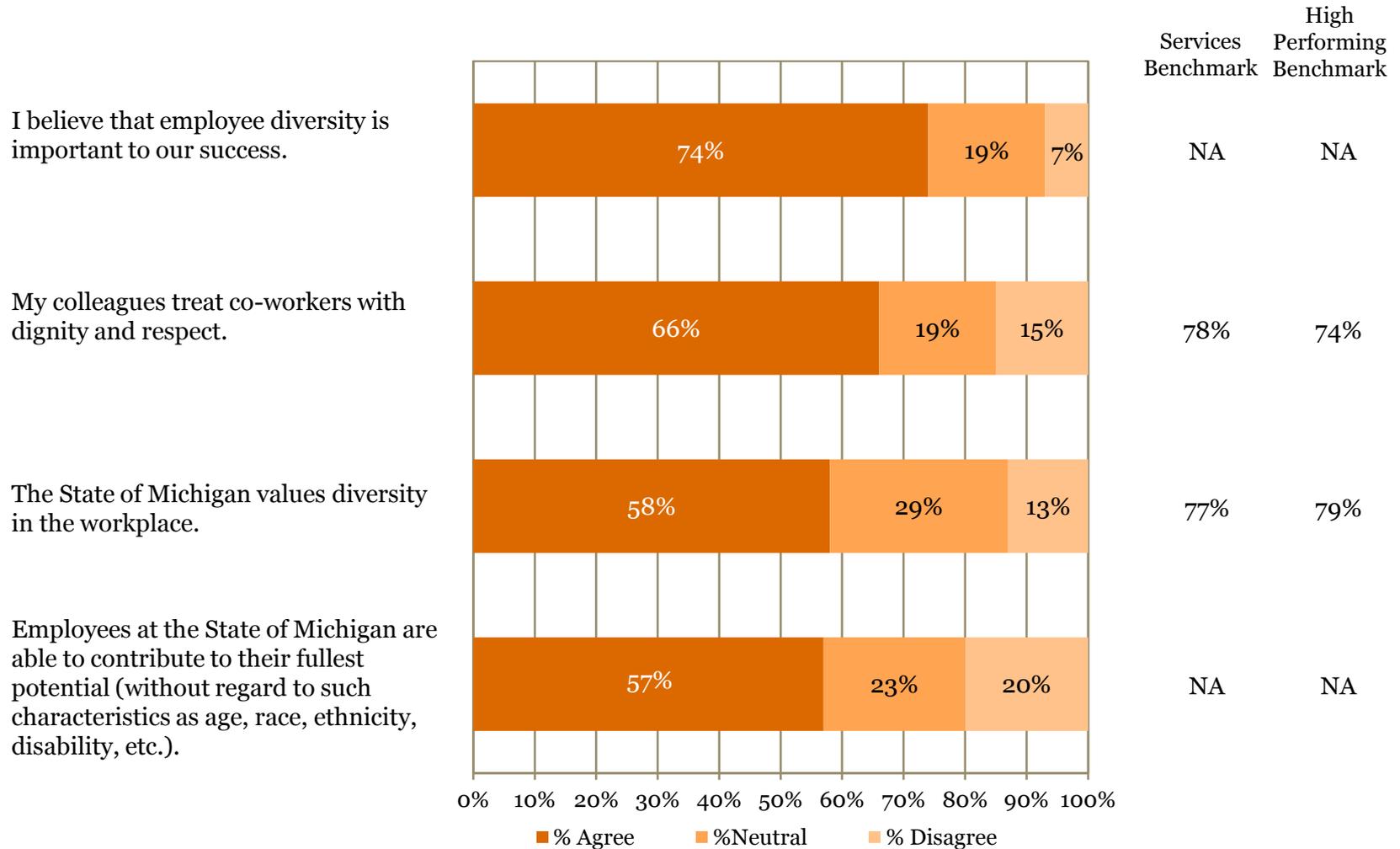
Employee engagement



Note: Percentages may not equal 100% due to rounding.



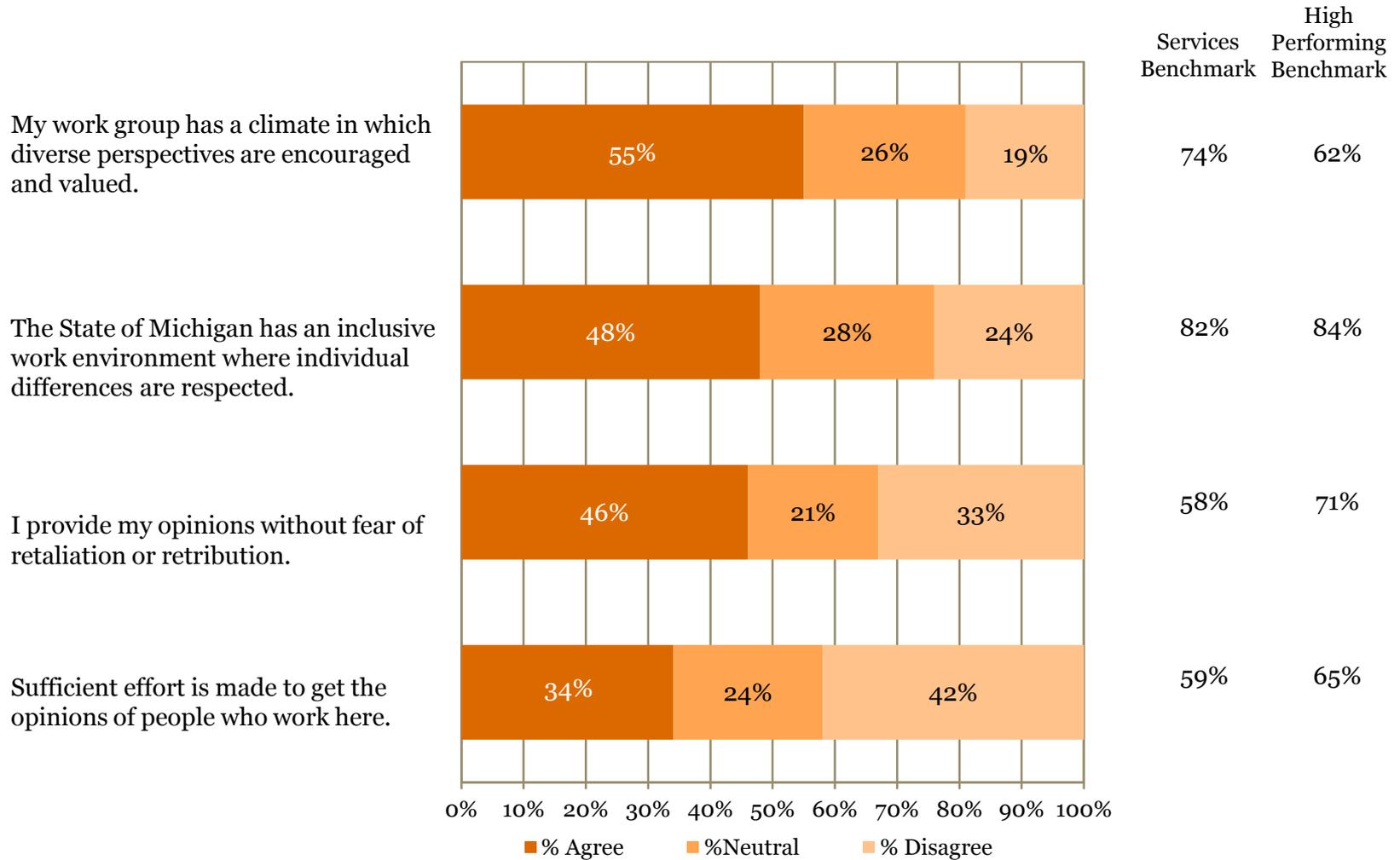
Diversity and inclusion



Note: Percentages may not equal 100% due to rounding.



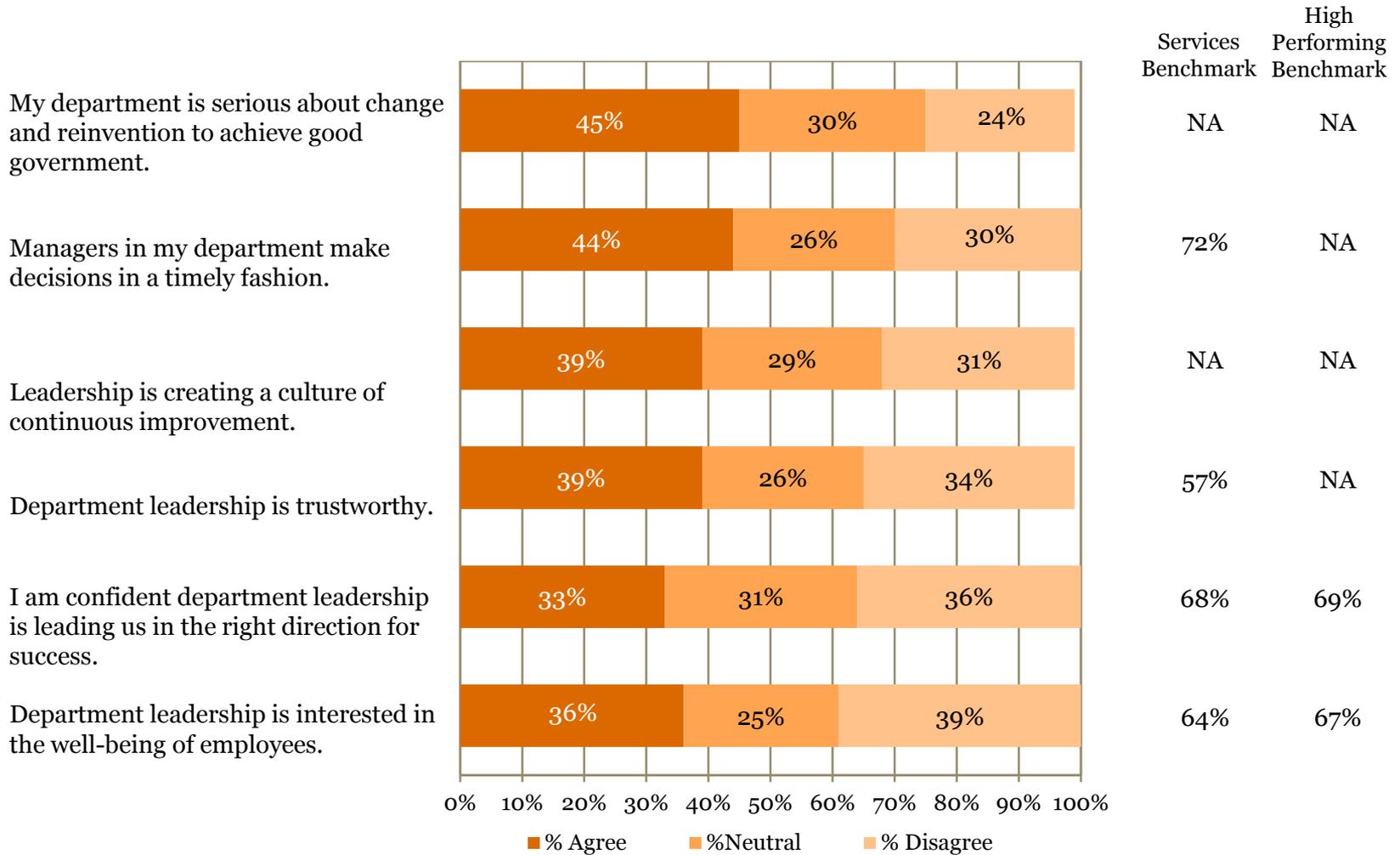
Diversity and inclusion (continued)



Note: Percentages may not equal 100% due to rounding.



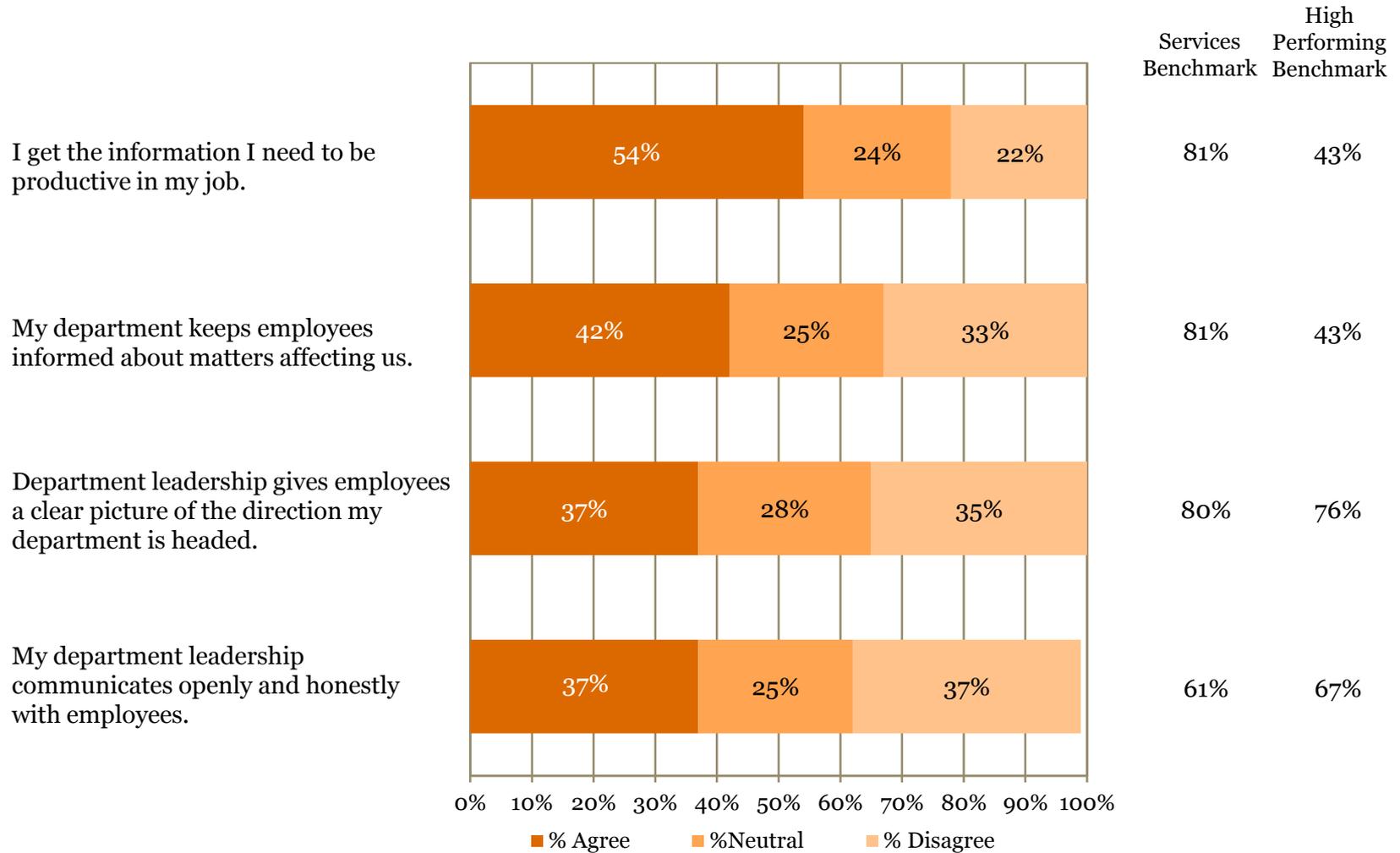
Department leadership



Note: Percentages may not equal 100% due to rounding.



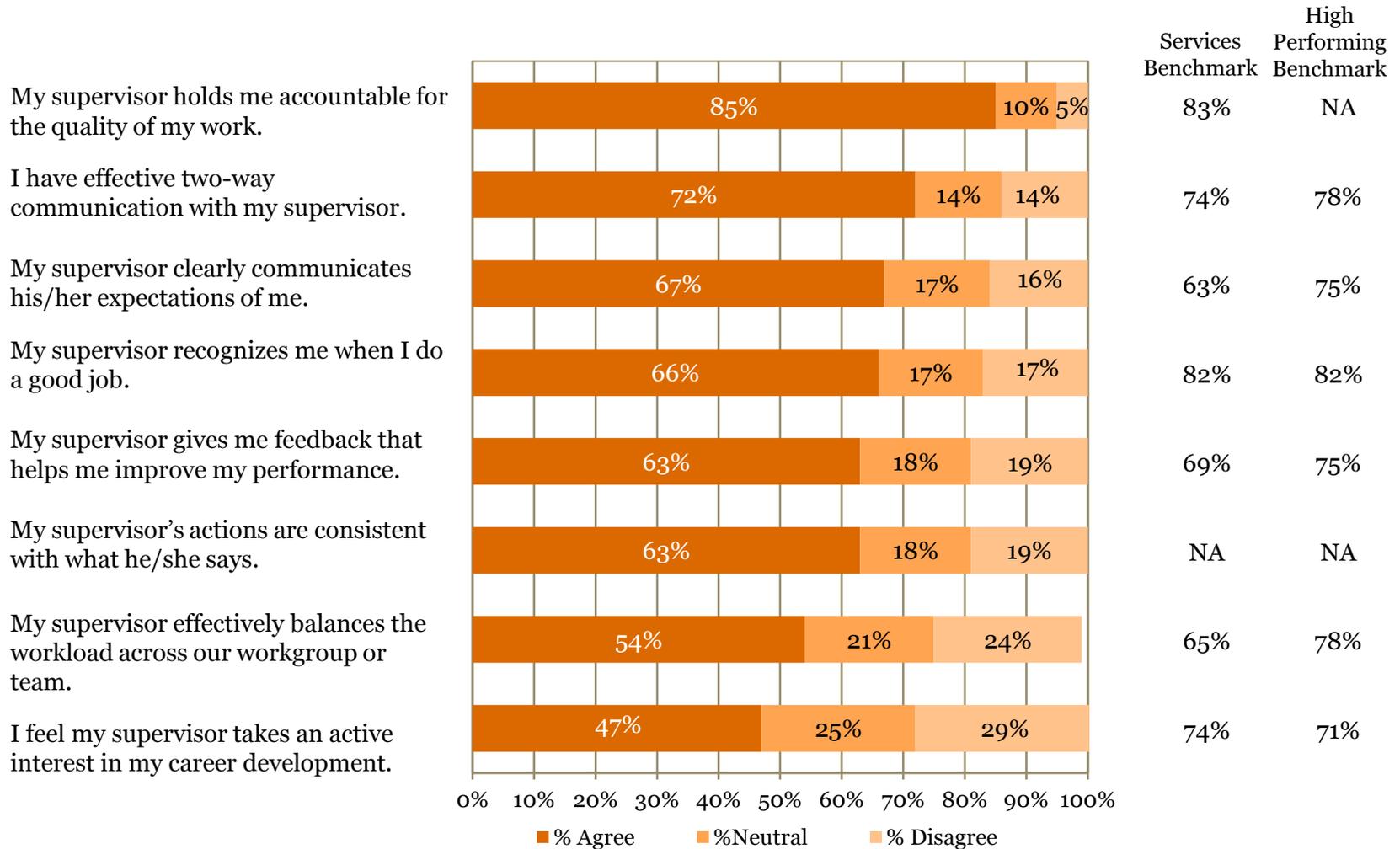
Department communications



Note: Percentages may not equal 100% due to rounding.



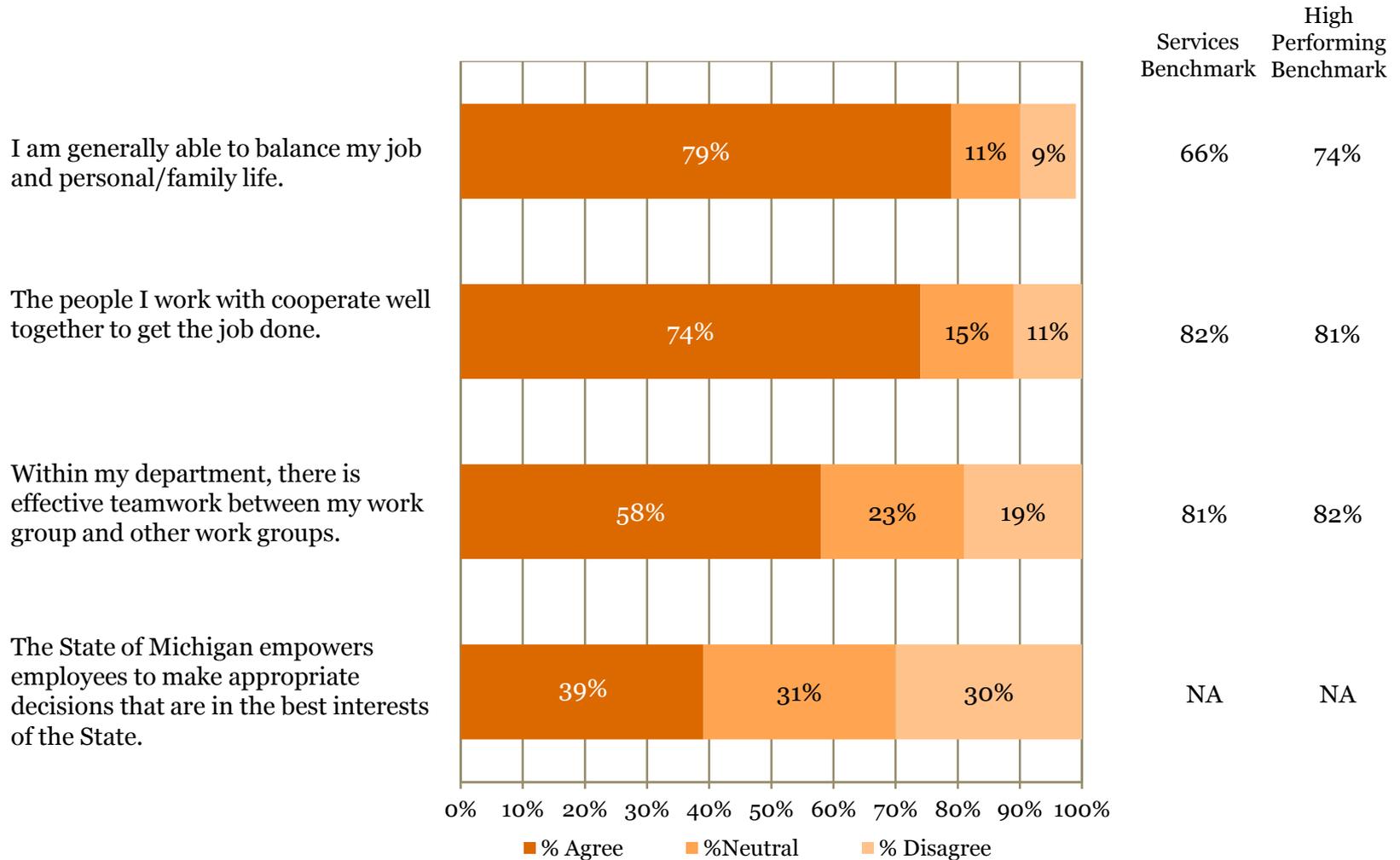
My immediate supervisor



Note: Percentages may not equal 100% due to rounding.



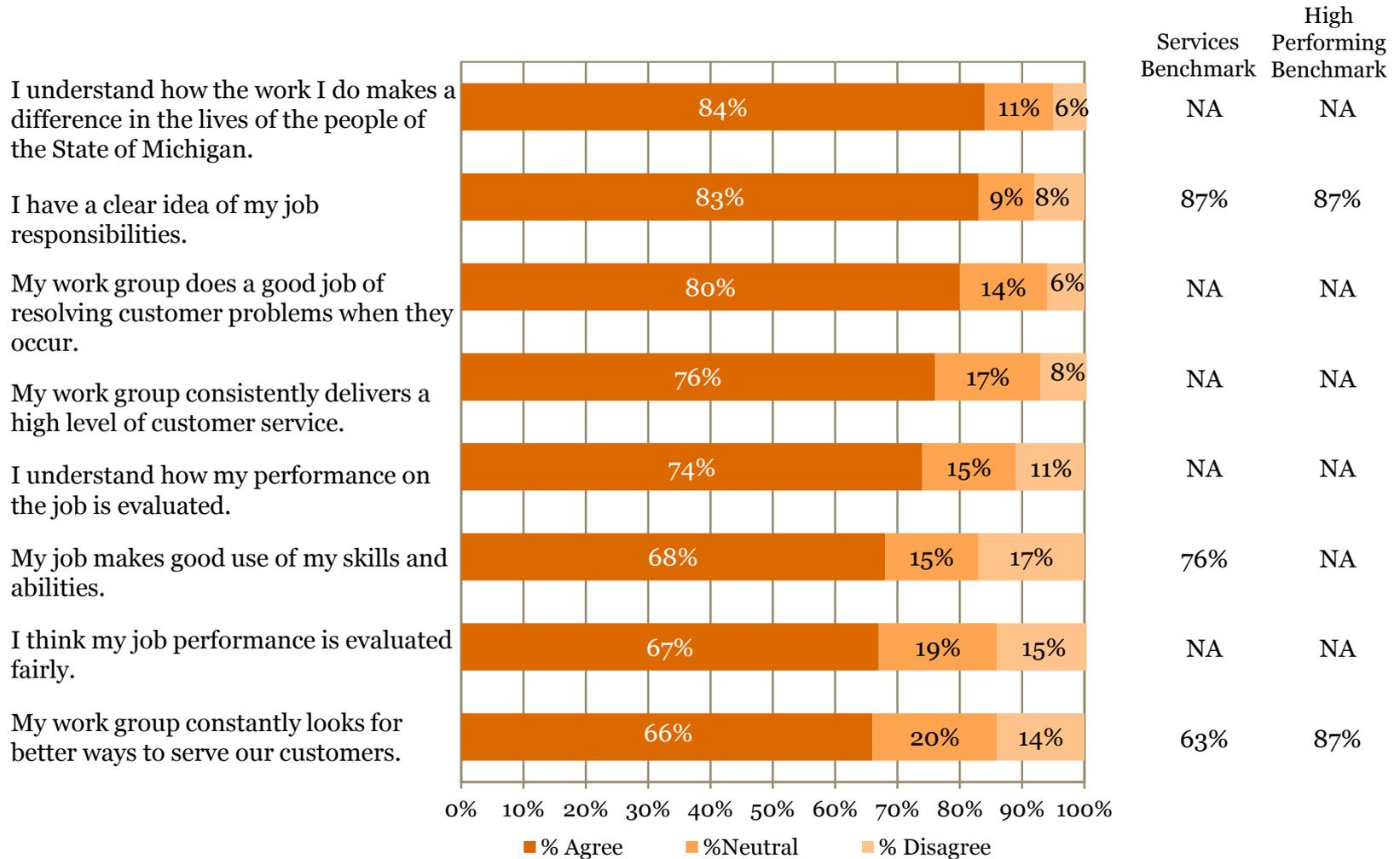
Work environment



Note: Percentages may not equal 100% due to rounding.



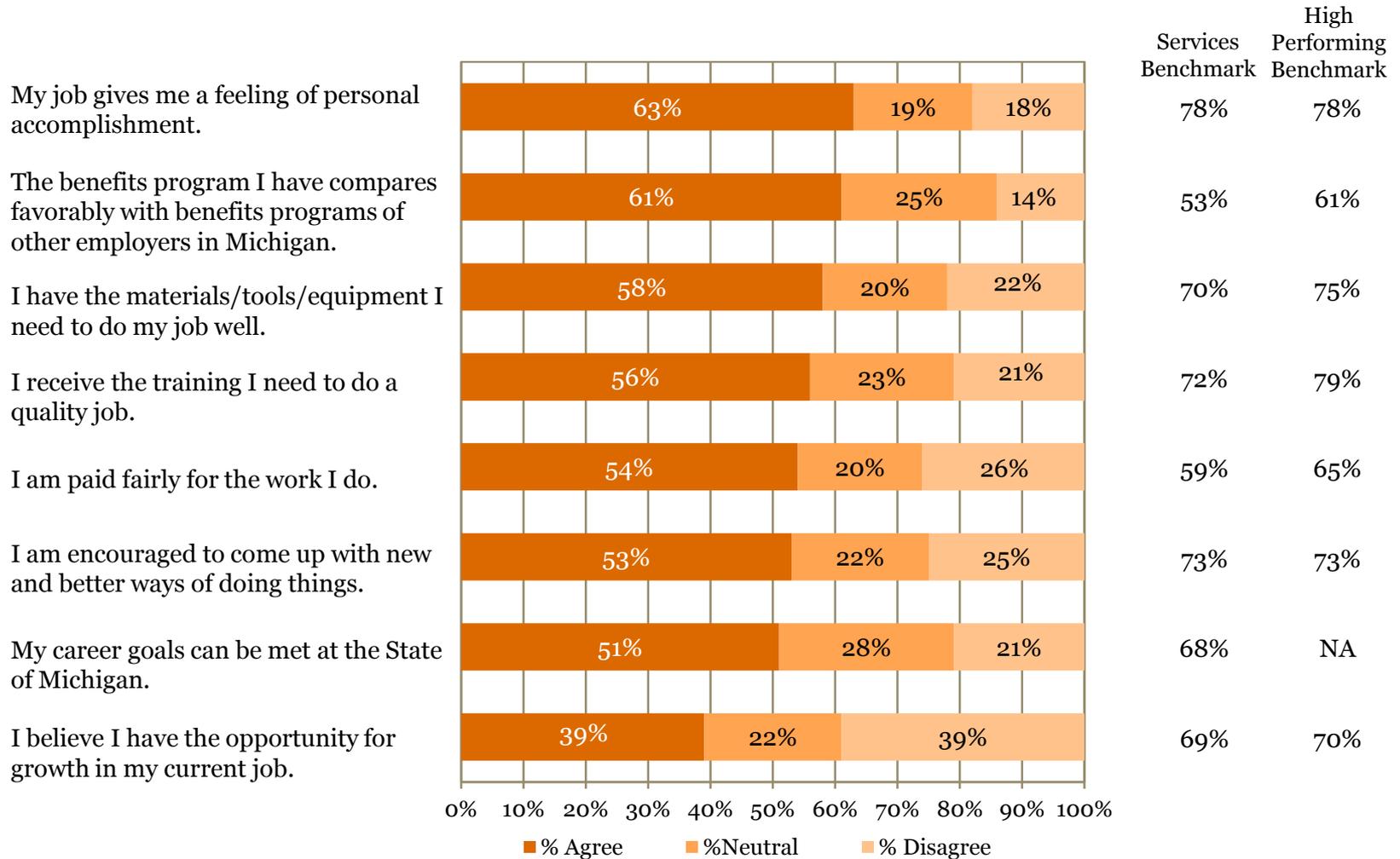
My job



Note: Percentages may not equal 100% due to rounding.



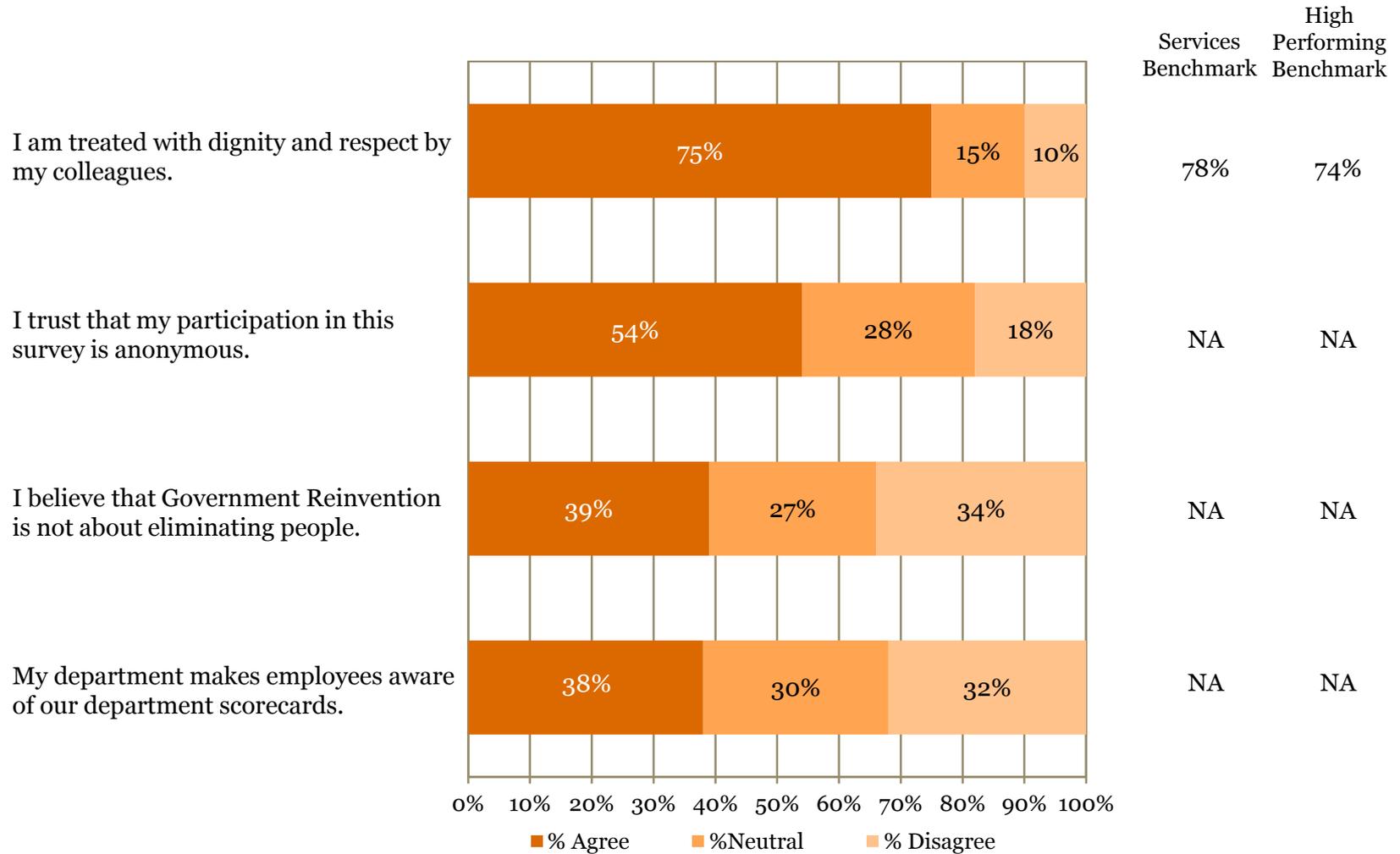
My job (continued)



Note: Percentages may not equal 100% due to rounding.



SoM customized questions



Note: Percentages may not equal 100% due to rounding.



Survey results | *By question*

Item # on Driver Matrix	Survey Theme	Item Text	Correlation with Engagement	% Agree	% Neutral	% Disagree	Svc Benchmark % Agree	HP Benchmark % Agree
1	My Job	My job gives me a feeling of personal accomplishment.	0.66	63%	19%	18%	78%	78%
2	My Job	My work group consistently delivers a high level of customer service.	0.63	76%	17%	8%	NA	NA
3	My Job	My work group constantly looks for better ways to serve our customers.	0.62	66%	20%	14%	63%	87%
4	My Job	My career goals can be met at the State of Michigan.	0.62	51%	28%	21%	68%	NA
5	Diversity and Inclusion	The State of Michigan has an inclusive work environment where individual differences are respected.	0.60	48%	28%	24%	82%	84%
6	Department Leadership	My department is serious about change and reinvention to achieve good government.	0.60	45%	30%	24%	NA	NA
7	Department Leadership	I am confident department leadership is leading us in the right direction for success.	0.60	33%	31%	36%	68%	69%
8	My Job	My work group does a good job of resolving customer problems when they occur.	0.59	80%	14%	6%	NA	NA
9	Diversity and Inclusion	My work group has a climate in which diverse perspectives are encouraged and valued.	0.59	55%	26%	19%	74%	62%
10	Work Environment	The State of Michigan empowers employees to make appropriate decisions that are in the best interests of the State.	0.58	39%	31%	30%	NA	NA
11	My Job	I understand how the work I do makes a difference in the lives of the people of the State of Michigan.	0.57	84%	11%	6%	NA	NA
12	Department Leadership	Department leadership is trustworthy.	0.57	39%	26%	34%	57%	NA
13	Department Leadership	Leadership is creating a culture of continuous improvement.	0.57	39%	29%	31%	NA	NA
14	Department Leadership	Department leadership is interested in the well-being of employees.	0.57	36%	25%	39%	64%	67%
15	SoM customized questions	I am treated with dignity and respect by my colleagues.	0.56	75%	15%	10%	78%	74%
16	Diversity and Inclusion	My colleagues treat co-workers with dignity and respect.	0.56	66%	19%	15%	78%	74%
17	Diversity and Inclusion	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.).	0.56	57%	23%	20%	NA	NA
18	My Job	I am encouraged to come up with new and better ways of doing things.	0.56	53%	22%	25%	73%	73%
19	My Job	My job makes good use of my skills and abilities.	0.55	68%	15%	17%	76%	NA
20	Work Environment	Within my department, there is effective teamwork between my work group and other work groups.	0.55	58%	23%	19%	81%	82%



Survey results | *By question (continued)*

Item # on Driver Matrix	Survey Theme	Item Text	Correlation with Engagement	% Agree	% Neutral	% Disagree	Svc Benchmark % Agree	HP Benchmark % Agree
21	Department Communications	I get the information I need to be productive in my job.	0.55	54%	24%	22%	81%	43%
22	Diversity and Inclusion	Sufficient effort is made to get the opinions of people who work here.	0.55	34%	24%	42%	59%	65%
23	Department Communications	My department leadership communicates openly and honestly with employees.	0.54	37%	25%	37%	61%	67%
24	Department Communications	Department leadership gives employees a clear picture of the direction my department is headed.	0.54	37%	28%	35%	80%	76%
25	Diversity and Inclusion	The State of Michigan values diversity in the workplace.	0.53	58%	29%	13%	77%	79%
26	My Job	I believe I have the opportunity for growth in my current job.	0.53	39%	22%	39%	69%	70%
27	Work Environment	The people I work with cooperate well together to get the job done.	0.52	74%	15%	11%	82%	81%
28	Department Communications	My department keeps employees informed about matters affecting us.	0.52	42%	25%	33%	81%	43%
29	Department Leadership	Managers in my department make decisions in a timely fashion.	0.51	44%	26%	30%	72%	NA
30	My Immediate Supervisor	I feel my supervisor takes an active interest in my career development.	0.50	47%	25%	29%	74%	71%
31	My Job	I think my job performance is evaluated fairly.	0.49	67%	19%	15%	NA	NA
32	My Immediate Supervisor	My supervisor effectively balances the workload across our workgroup or team.	0.49	54%	21%	24%	65%	78%
33	My Immediate Supervisor	My supervisor recognizes me when I do a good job.	0.48	66%	17%	17%	82%	82%
34	Diversity and Inclusion	I provide my opinions without fear of retaliation or retribution.	0.48	46%	21%	33%	58%	71%
35	My Immediate Supervisor	My supervisor holds me accountable for the quality of my work.	0.47	85%	10%	5%	83%	NA



Survey results | *By question (continued)*

Item # on Driver Matrix	Survey Theme	Item Text	Correlation with Engagement	% Agree	% Neutral	% Disagree	Svc Benchmark % Agree	HP Benchmark % Agree
36	My Job	I have the materials/tools/equipment I need to do my job well.	0.47	58%	20%	22%	70%	75%
37	My Immediate Supervisor	I have effective two-way communication with my supervisor.	0.46	72%	14%	14%	74%	78%
38	My Immediate Supervisor	My supervisor clearly communicates his/her expectations of me.	0.46	67%	17%	16%	63%	75%
39	My Immediate Supervisor	My supervisor gives me feedback that helps me improve my performance.	0.46	63%	18%	19%	69%	75%
40	My Immediate Supervisor	My supervisor's actions are consistent with what he/she says.	0.46	63%	18%	19%	NA	NA
41	My Job	I understand how my performance on the job is evaluated.	0.45	74%	15%	11%	NA	NA
42	My Job	I receive the training I need to do a quality job.	0.45	56%	23%	21%	72%	79%
43	SoM customized questions	My department makes employees aware of our department scorecards.	0.45	38%	30%	32%	NA	NA
44	My Job	The benefits program I have compares favorably with benefits programs of other employers in Michigan.	0.41	61%	25%	14%	53%	61%
45	My Job	I have a clear idea of my job responsibilities.	0.40	83%	9%	8%	87%	87%
46	Diversity and Inclusion	I believe that employee diversity is important to our success.	0.40	74%	19%	7%	NA	NA
47	SoM customized questions	I trust that my participation in this survey is anonymous.	0.39	54%	28%	18%	NA	NA
48	SoM customized questions	I believe that Government Reinvention is not about eliminating people.	0.38	39%	27%	34%	NA	NA
49	My Job	I am paid fairly for the work I do.	0.36	54%	20%	26%	59%	65%
50	Work Environment	I am generally able to balance my job and personal/family life.	0.33	79%	11%	9%	66%	74%
51	Employee Engagement	I intend to stay with the State of Michigan for at least another 12 months.		88%	8%	4%	75%	78%
52	Employee Engagement	I understand how my job contributes to the mission of the State of Michigan.		78%	15%	6%	85%	91%
53	Employee Engagement	I am proud to work for the State of Michigan.		70%	20%	9%	83%	78%
54	Employee Engagement	My colleagues are passionate about providing exceptional customer service.		61%	25%	14%	82%	82%
55	Employee Engagement	My colleagues go beyond what is expected for the success of the State of Michigan.		61%	24%	15%	70%	73%
56	Employee Engagement	I would recommend the State of Michigan to friends and family as a great place to work.		53%	24%	23%	78%	75%



Response profile | *Non-response analysis*

- Non-response analysis allows for the comparison between the available respondent population and actual response counts/percentages for that population. This analysis helps determine if response populations are representative of each demographic group (e.g., Under 25, Females, etc.).

	Civil Service Statewide Demographics*	Survey Response Distribution**	% of Civil Service Employees
Gender			
Male	48% (23,044)	44% (11,760)	51%
Female	52% (24,872)	56% (14,677)	59%
Age Range¹			
Under 25	4% (1,795)	2% (474)	26%
25-34	17% (7,974)	16% (4,314)	54%
35-44	27% (13,064)	28% (7,314)	56%
45-54	32% (15,538)	33% (8,812)	57%
55 and Over	20% (9,545)	21% (5,449)	57%
Racial/Ethnic Group			
American Indian/Alaskan Native	1% (519)	1% (366)	71%
Asian	1% (653)	1% (318)	49%
Black	19% (8,902)	12% (3,242)	36%
Hispanic/Latino	3% (1,345)	2% (630)	47%
White	75% (36,126)	77% (20,403)	56%
Non-disclosed	1% (371)	6% (1,470)	
<i>State of Michigan Overall</i>	<i>47,139</i>	<i>27,410</i>	<i>58%</i>

Note: Secretary of State and Attorney General opted out of participation

¹Civil Service Statewide Demographics for Age Range differs slightly from survey demographics

*Civil Service Statewide demographics do not include education levels and therefore cannot be compared to education level responses

**Demographic responses were self reported by the respondent



Response profile | *Non-response analysis*

	Civil Service Statewide Demographic*	Survey Response Distribution**	% of Civil Service Employees
Total Length of Service with the State of Michigan			
0 to 5 years	31% (14,694)	15% (4,116)	28%
6 to 10 years	15% (7,045)	24% (6,505)	92%
11 to 20 years	31% (14,676)	33% (8,806)	60%
21 to 30 years	18% (8,700)	20% (5,483)	63%
31 years or more	6% (2,801)	7% (2,004)	72%
Employment Group (SOM)¹			
Group 1: Non-degreed, non-supervisory classifications	54% (26,471)	33% (8,931)	34%
Group 2: Degreed, non-supervisory classifications	31% (15,286)	42% (11,324)	74%
Group 3: Managers and supervisors	11% (5,481)	17% (4,408)	80%
Group 4/SES: Executives and administrators	3% (1,307)	3% (759)	58%
Unclassified/Special appointees	0% (123)	1% (157)	
Other	1% (624)	4% (1,088)	
<i>State of Michigan Overall</i>	<i>47,139</i>	<i>27,410</i>	<i>58%</i>

Note: Secretary of State and Attorney General opted out of participation

¹MEDC Corporate not represented in these counts

*Civil Service Statewide demographics do not include education levels and therefore cannot be compared to education level responses

**Demographic responses were self reported by the respondent



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