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2015 Employee Survey

State of Michigan

Corrections



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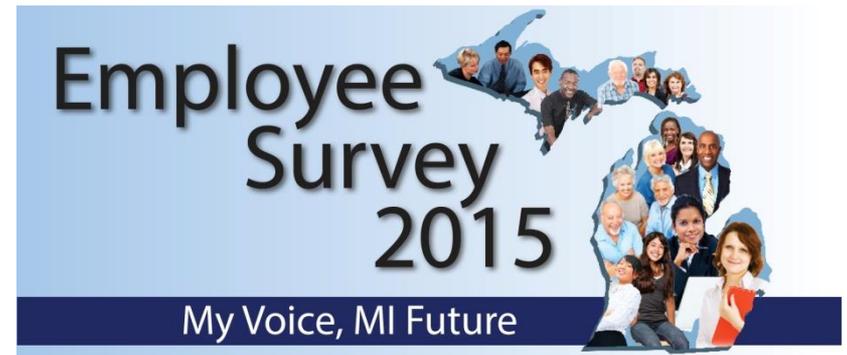
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Overview | *State of Michigan 2015 Employee Survey*

Survey Objectives

The State of Michigan 2015 Employee Survey is an important part of the Governor's reinvention of state government. The survey helps ensure a customer-focused government and a work culture in which employees are highly engaged, respected, and valued; and have the opportunity to express and explore views on issues related to their jobs.

The survey was first administered in 2012 and provided baseline data that served as the basis for goal setting, change management, and performance metrics. The survey was administered again in 2013. It is now time to assess the results of those efforts and determine if the "needle" has moved.

Specific objectives for the 2015 survey are:

- Measure employee perceptions of their job, workplace, leadership, communications, and inclusion and their engagement across the State of Michigan (SoM)
- Identify and evaluate areas where there have been changes from 2013 to 2015 in key measures within the state as a whole, individual agencies, or various organizational or demographic groups
- For those agencies who have demonstrated the greatest improvement in their measures, review their change management activities for best practices that can be leveraged by others
- Determine areas where employees still indicate the greatest need for change, and use that information to accelerate corrective actions
- Validate for employees that their views are heard, acted upon, and that leadership is held accountable for addressing those issues that are important to employees
- Utilize industry benchmark data for comparison purposes and for establishing new goals
- Establish formal metrics and tracking system to monitor activities and changes prior to the next survey
- Determine follow-up actions to increase engagement, further an environment of inclusion, and support the goals 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:

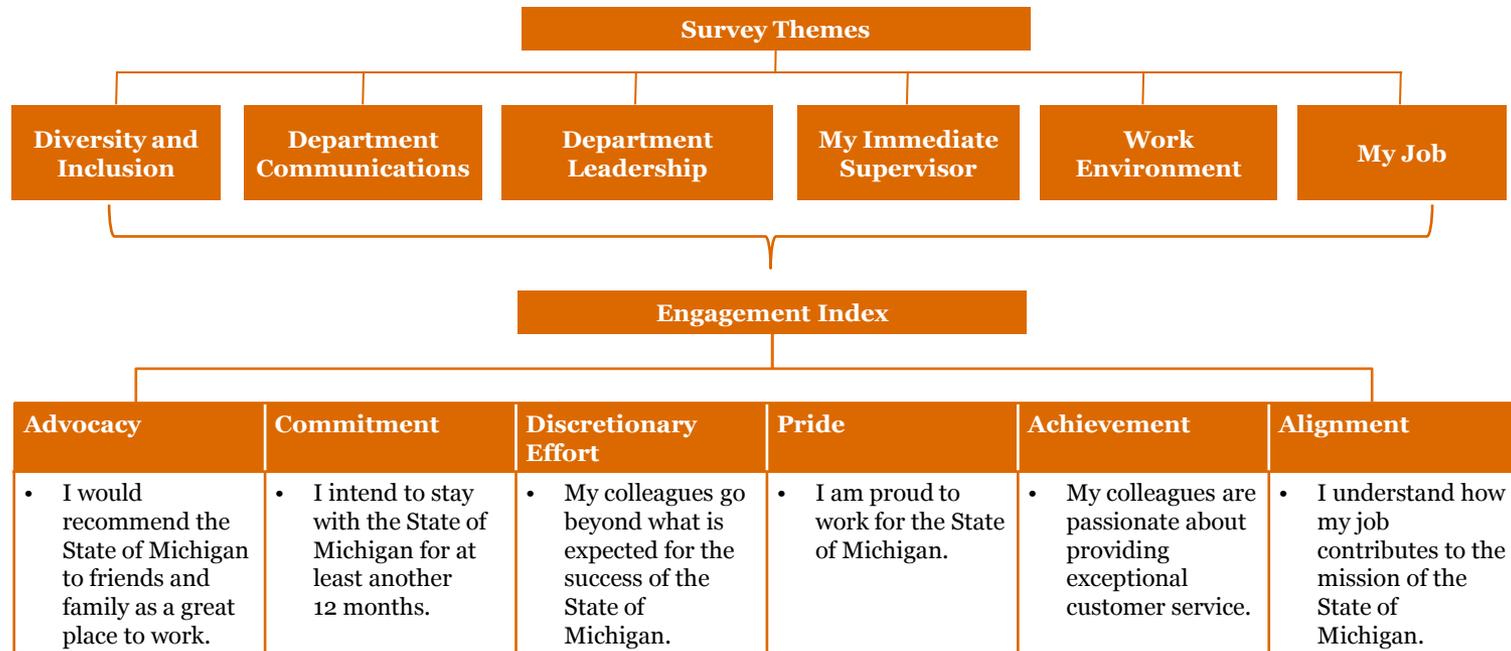
- The extent to which employees have a desire to act and apply discretionary effort to drive business outcomes
- More than satisfaction, includes involvement or “buy-in”
- Employees that are more likely to want to stay with the organization and invest discretionary effort
- Better outcomes, such as higher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

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

Advocacy	<ul style="list-style-type: none">• 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 for the work they do, providing exceptional customer service
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 44,762 State of Michigan (SoM) and MEDC employees:
 - Survey Administration: from March 9 to March 30, 2015
 - Secretary of State and Attorney General did not participate
- Survey items are on a 5-point scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)
- Results in this report are shown for 2015 compared to 2013, where possible. In some cases, a comparison to 2012 is shown
- Agree score is the percentage 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 conducted an employee 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:
 - 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:
 - SoM Employee Engagement
 - Diversity & Inclusion
 - Department Communications
 - Department Leadership
 - My Immediate Supervisor
 - Work Environment
 - My Job
 - SoM Customized



Overview | *Response rates*

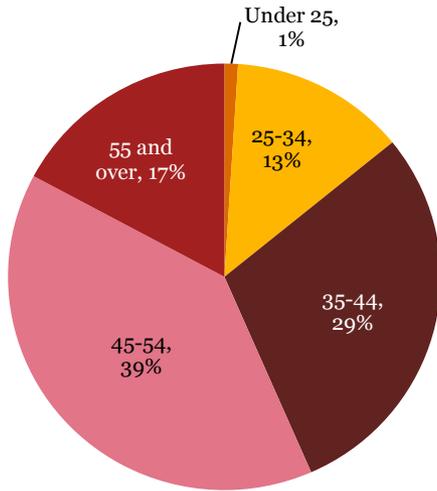
		Invited to participate 2015	Total # of surveys completed 2015	Response Rate 2015	Response Rate 2013	Response Rate 2012
State of Michigan Overall	<i>SoM</i>	44,762	31,833	71%	68%	58%
Corrections	<i>MDOC</i>	12,303	8,679	71%	56%	48%

Note: Demographics including Agency and organizational levels were self-selected by survey participants

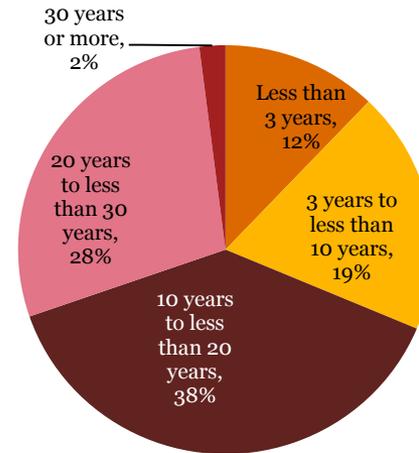


Overview | Respondent demographics

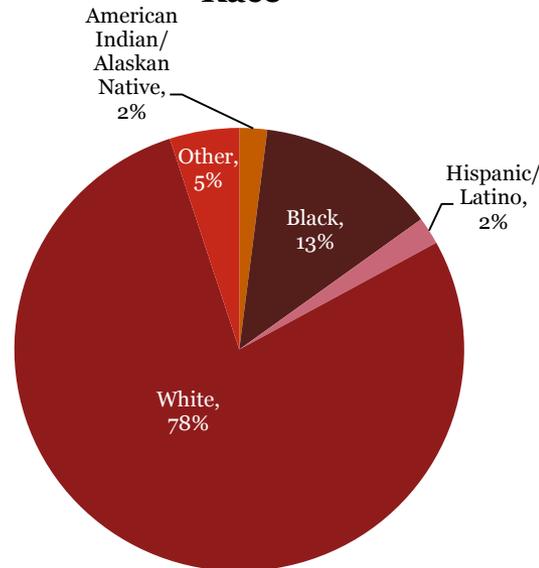
Age



Tenure

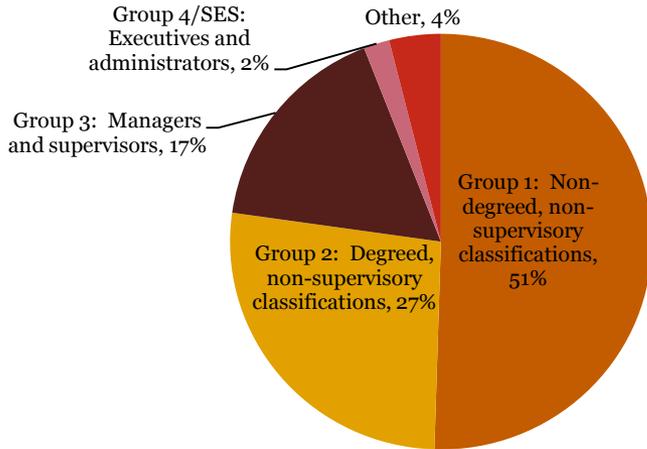


Race

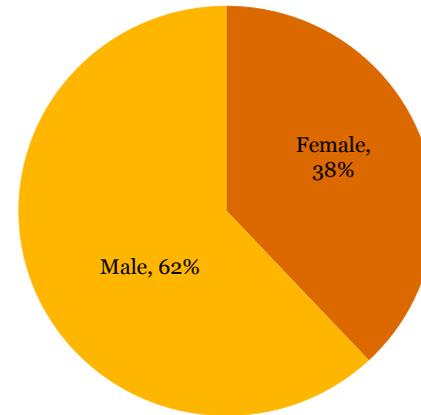


Overview | Respondent demographics (continued)

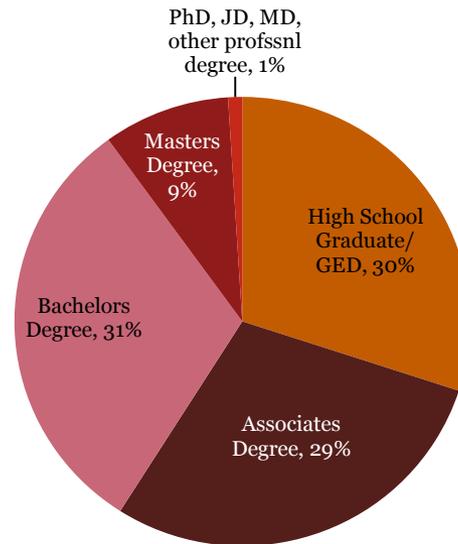
Employment Group



Gender



Education



Summary | Findings

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

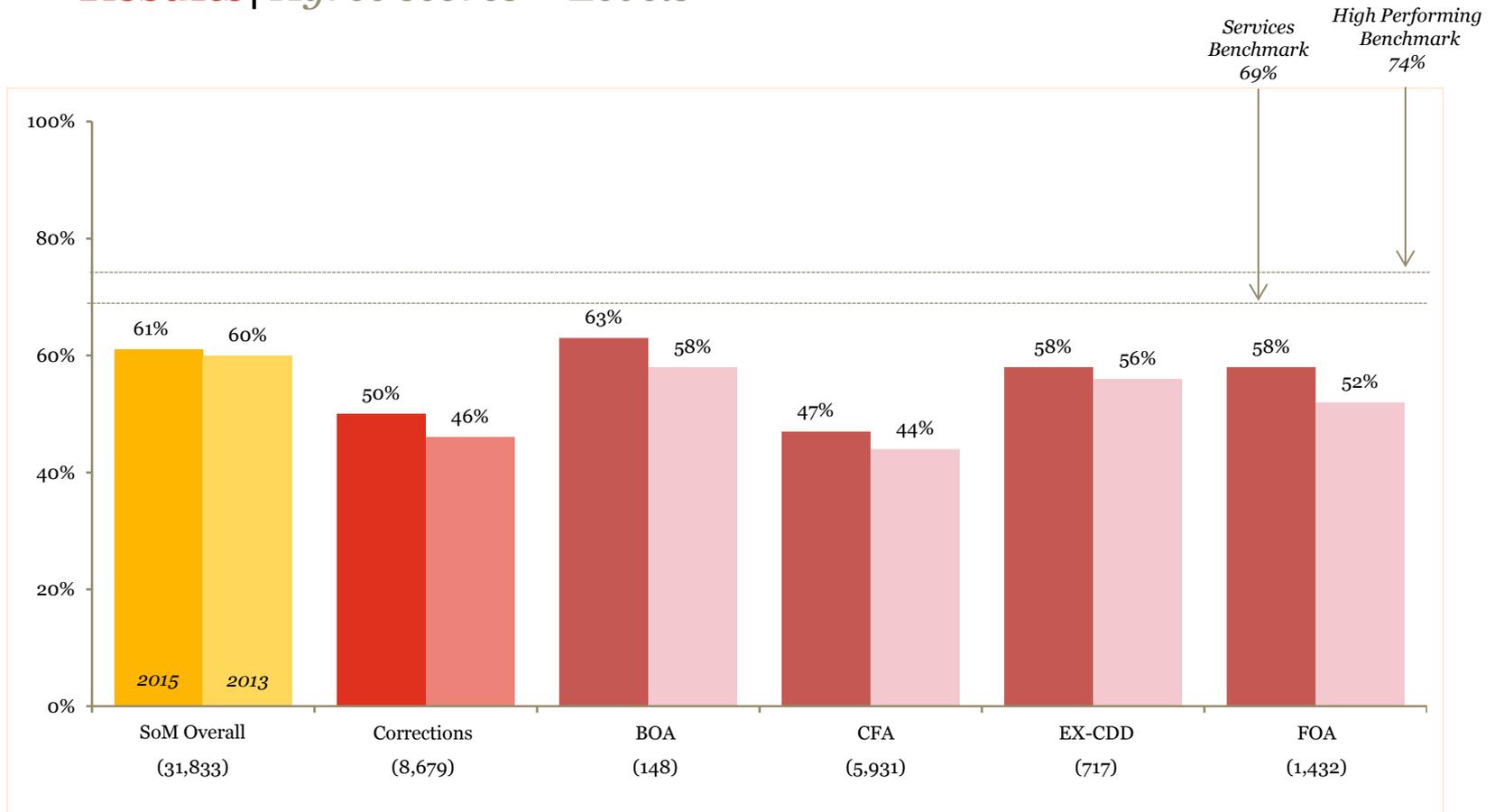
- SoM’s employee survey indicators are:

Measure	State of Michigan 2015	State of Michigan 2013	Corrections 2015	Corrections 2013	Services Benchmark	High Performing Benchmark
Agree score	61%	60%	50%	46%	69%	74%
Employee engagement	3.91	3.83	3.61	3.46	3.96	4.01
Intent to stay	87%	87%	86%	84%	73%	81%

- 31% of employees are highly engaged with a high intent to continue to work for SoM
- Areas of strength that are **facilitating engagement** within the Agency are:
 - My work group consistently delivers a high level of customer service.
 - I understand how the work I do makes a difference in the lives of the people of the State of Michigan.
 - My work group does a good job of resolving customer problems when they occur.
- Areas of opportunity that are currently **undermining engagement** within the Agency are:
 - I am confident department leadership is leading us in the right direction for success.
 - My work group has a climate in which diverse perspectives are encouraged and valued.
 - Department leadership is creating a culture of continuous improvement.



Results | Agree scores – Levels

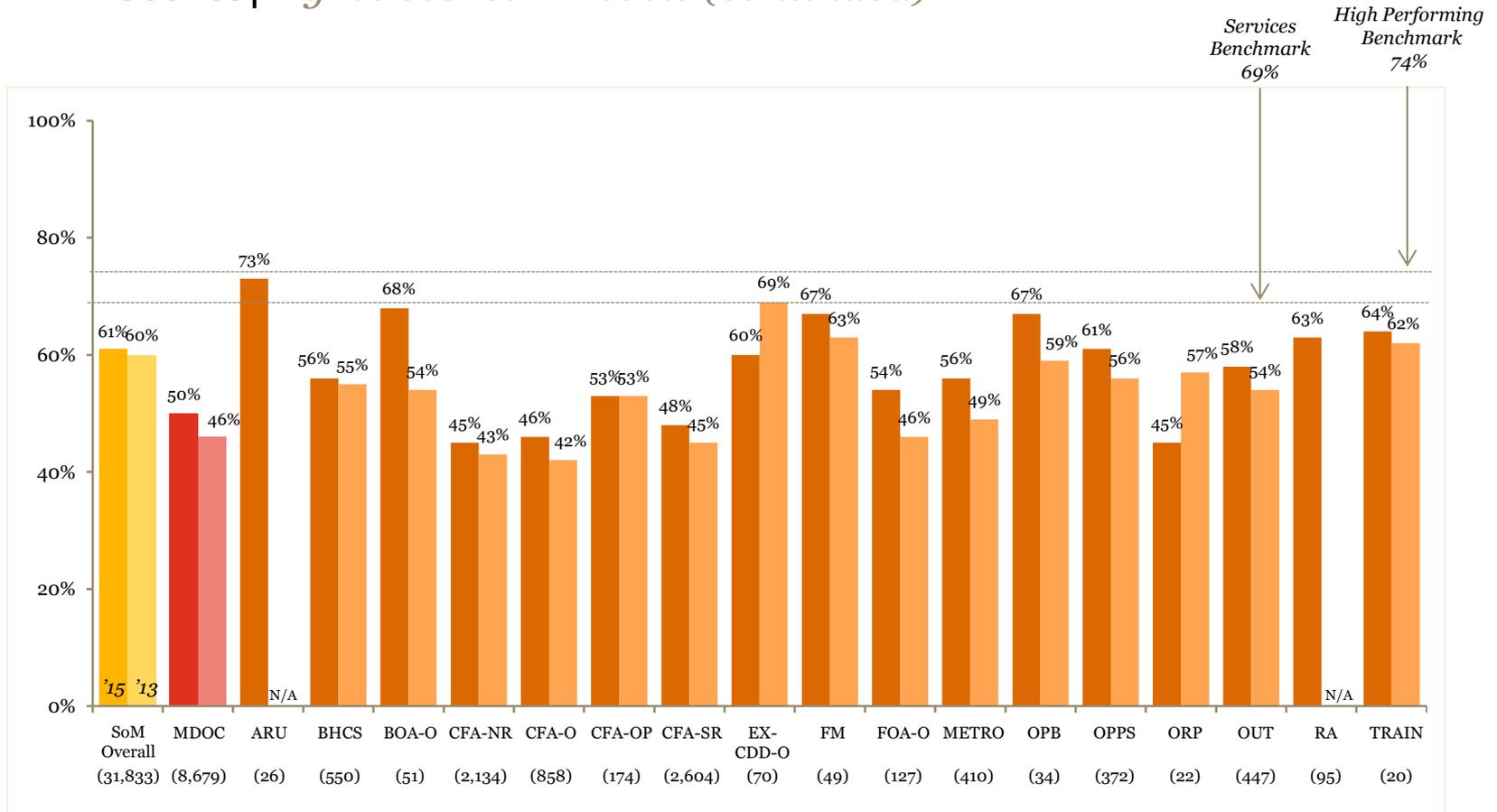


The agree score is the percent of responses that are a 4 or 5 (Agree or Strongly Agree)

Note: Group names corresponding to the acronyms above can be found on the “Employee Landscape by Levels” table later in this report



Results | Agree scores – Levels (continued)



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



Results | Engagement index – Levels



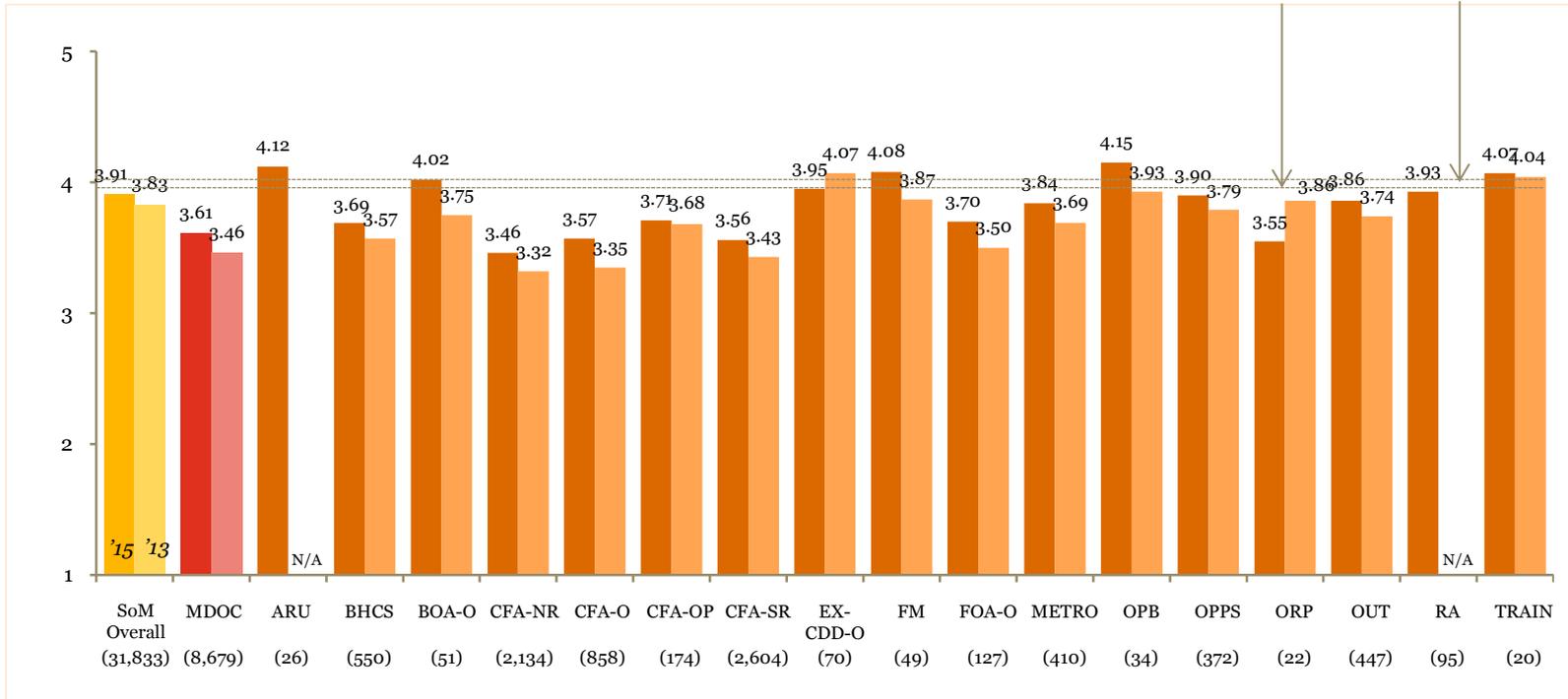
The SoM Engagement Index is the composite average for:

- 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.



Results | Engagement index – Levels (continued)

Services Benchmark 3.96
High Performing Benchmark 4.01

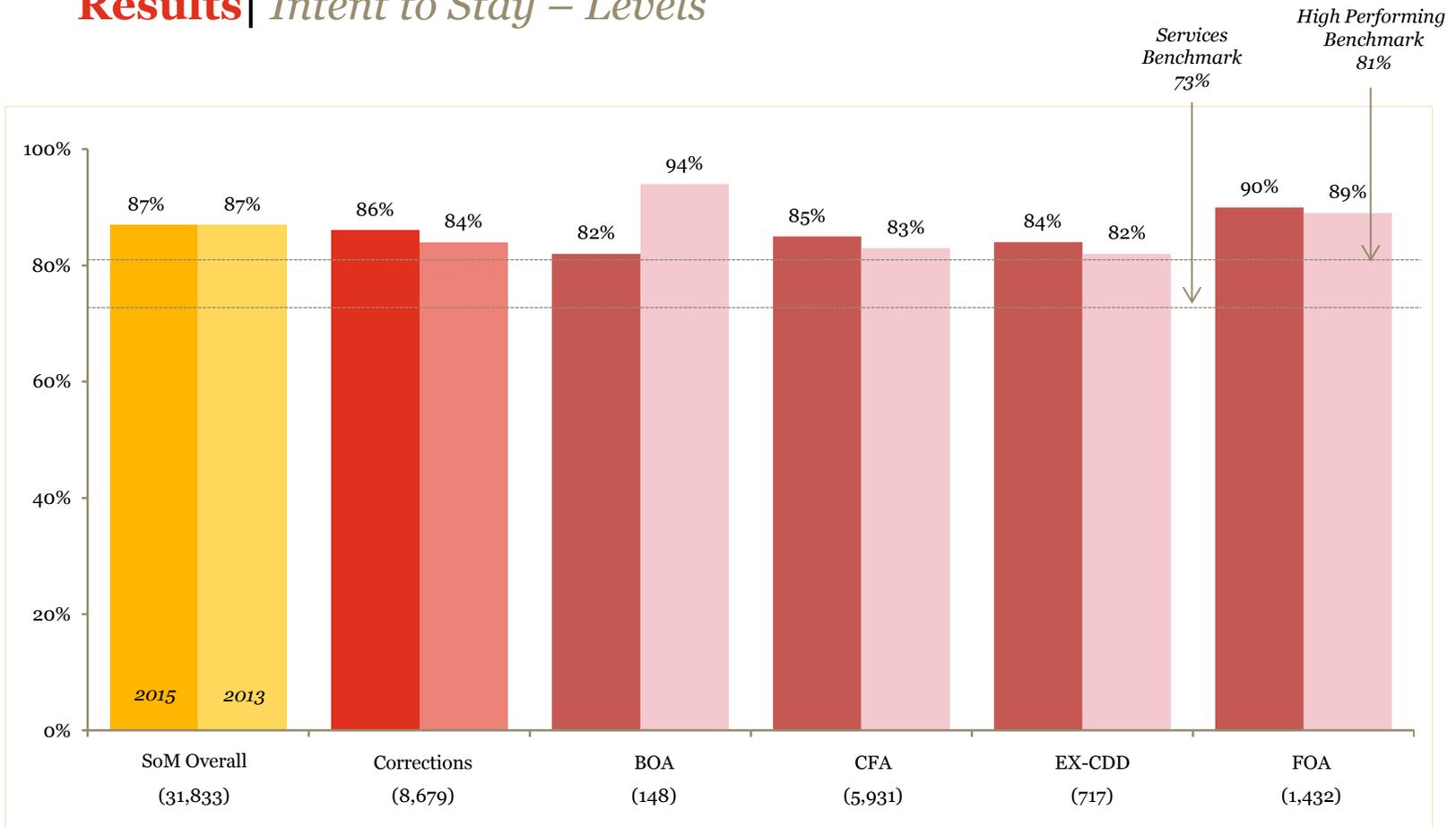


The SoM Engagement Index is the composite average for:

- 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.



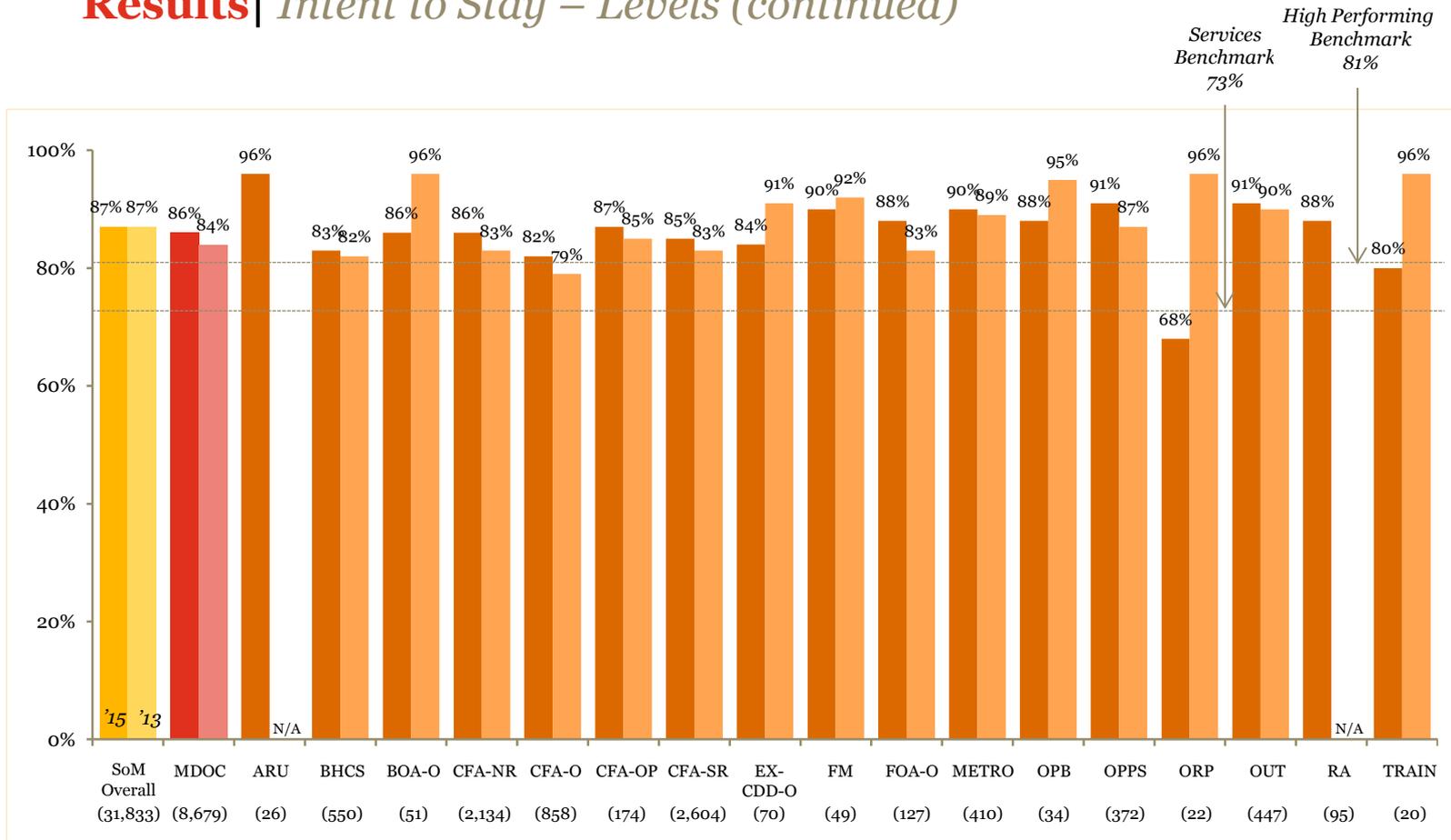
Results | Intent to Stay – Levels



The intent to stay score is the percent of responses that are a 4 or 5 (Agree or 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.



Results | Intent to Stay – Levels (continued)



The intent to stay score is the percent of responses that are a 4 or 5 (Agree or 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.



Results | *Greatest change*

	2015	2013	Percentage Point Difference ¹
Agree Score			
Greatest increase			
I am encouraged to come up with new and better ways of doing things.	48%	37%	+11
My department leadership communicates openly and honestly with employees.	32%	22%	+10
Sufficient effort is made to get the opinions of people who work here.	32%	23%	+9
I believe I have the opportunity for growth in my current job.	41%	32%	+9
I would recommend the State of Michigan to friends and family as a great place to work.	46%	38%	+8
The State of Michigan values diversity in the workplace.	53%	45%	+8
I understand how my job contributes to the mission of the State of Michigan.	74%	66%	+8

¹Differences less than -4 and greater than +4 are reported in this table

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



Employee landscape | *Overview*

What is the Employee Landscape?

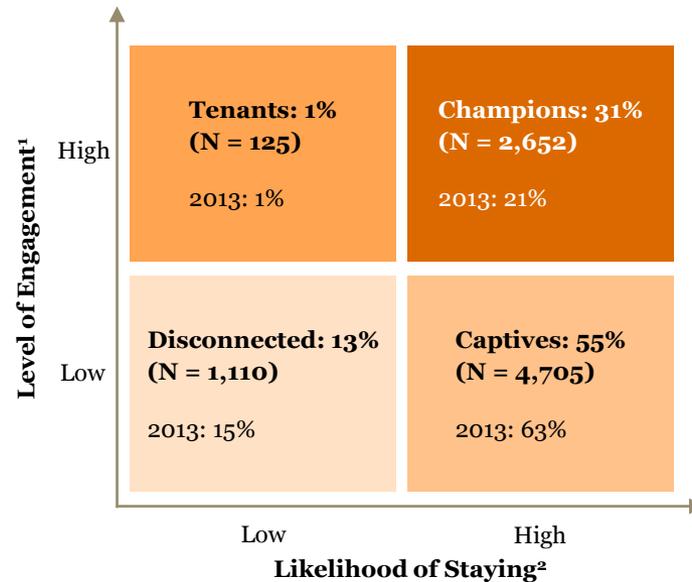
PwC Saratoga's Employee Landscape provides a way to categorize and assess various employee types. This technique segments respondents into four different characteristics based on their responses to the SoM engagement questions and their likelihood of leaving the organization.

Profile	Characteristics
Champions	<ul style="list-style-type: none">• Higher level of engagement and high likelihood of staying• Strong identification with organization objectives• High level of loyalty to the organization• High level of willingness to cooperate and motivate colleagues
Tenants	<ul style="list-style-type: none">• Higher level of engagement and low likelihood of staying• Very satisfied/"Free Agents"/Lower loyalty• Have a stabilizing effect on the organization• Straightforward, however, need to be directed
Disconnected	<ul style="list-style-type: none">• Lower level of engagement and low likelihood of staying• Dissatisfied and disengaged• More frustrated than dedicated• Under-utilized resources of the organization• Ready to change jobs when opportunities become available
Captives	<ul style="list-style-type: none">• Lower level of engagement and high likelihood of staying• Greatest opportunity to convert to Champions• Often complete their work but rarely go "above and beyond"



Employee landscape | *Corrections*

- 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 SoM engagement questions and employees’ likelihood of leaving the organization.



¹ Based on the average 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.”

Note: Percentages may not equal 100% due to rounding. Landscape was calculated only for employees who answered all six Engagement Index items



Employee landscape | *Levels*

		Champions		Tenants		Disconnected		Captives	
		2015	2013	2015	2013	2015	2013	2015	2013
SoM	State of Michigan Overall	48%	42%	3%	2%	10%	11%	39%	45%
MDOC	Corrections	31%	21%	1%	1%	13%	15%	55%	63%

Level 2

<i>BOA</i>	Budget and Operations Administration (BOA)	55%	40%	1%	1%	16%	5%	27%	55%
<i>CFA</i>	Correctional Facilities Administration (CFA)	27%	18%	1%	1%	14%	16%	58%	65%
<i>EX-CDD</i>	Executive Office and Chief Deputy Director (including all Health Care Staff)	35%	29%	2%	2%	14%	16%	49%	53%
<i>FOA</i>	Field Operations Administration (FOA)	43%	31%	1%	1%	8%	10%	47%	58%



Employee landscape | Levels (continued)

		Champions		Tenants		Disconnected		Captives	
		2015	2013	2015	2013	2015	2013	2015	2013
SoM	State of Michigan Overall	48%	42%	3%	2%	10%	11%	39%	45%
MDOC	Corrections	31%	21%	1%	1%	13%	15%	55%	63%

Level 3

<i>ARU</i>	Absconder Recovery Unit	62%	N/A	0%	N/A	4%	N/A	35%	N/A
<i>BHCS</i>	Bureau of Health Care Services	32%	26%	2%	2%	15%	16%	51%	56%
<i>BOA-O</i>	Other (BOA)	55%	30%	2%	0%	12%	4%	31%	67%
<i>CFA-NR</i>	Northern Prison Administration	23%	15%	1%	1%	13%	16%	63%	68%
<i>CFA-O</i>	Other (CCFA)	27%	20%	1%	1%	16%	20%	55%	59%
<i>CFA-OP</i>	Operations Division	38%	34%	0%	1%	13%	14%	48%	52%
<i>CFA-SR</i>	Southern Prison Administration	29%	19%	1%	1%	13%	16%	56%	64%
<i>EX-CDD-O</i>	Other (CEO)	45%	57%	1%	0%	13%	9%	41%	35%
<i>FM</i>	Fiscal Management	65%	40%	0%	3%	10%	6%	24%	51%
<i>FOA-O</i>	Other (CFOA)	30%	22%	2%	1%	10%	15%	58%	62%
<i>METRO</i>	Metropolitan Territory - Parole & Probation	44%	29%	0%	1%	10%	10%	46%	59%
<i>OPB</i>	Office of the Parole Board	62%	47%	3%	0%	9%	5%	26%	47%
<i>OPPS</i>	Office of Parole & Probation Services	46%	38%	1%	2%	8%	12%	45%	49%
<i>ORP</i>	Office of Research and Planning	27%	41%	5%	0%	27%	4%	41%	56%
<i>OUT</i>	Outstate Territory - Parole and Probation	42%	32%	2%	2%	7%	8%	49%	58%
<i>RA</i>	Reentry Administration	44%	N/A	3%	N/A	9%	N/A	45%	N/A
<i>TRAIN</i>	Training Division	70%	61%	0%	0%	20%	4%	10%	35%

Employee landscape | Agency demographics

	Champions		Tenants		Disconnected		Captives	
	2015	2013	2015	2013	2015	2013	2015	2013
State of Michigan Overall	48%	42%	3%	2%	10%	11%	39%	45%
Corrections	31%	21%	1%	1%	13%	15%	55%	63%
Race								
American Indian/Alaskan Native	27%	16%	3%	2%	12%	21%	59%	61%
Asian	50%	25%	0	0%	12%	29%	38%	46%
Black	44%	34%	2%	2%	12%	12%	42%	52%
Hispanic/Latino	40%	18%	1%	2%	10%	10%	50%	69%
White	29%	20%	1%	1%	12%	15%	57%	64%
Other	21%	16%	1%	2%	24%	21%	54%	62%
Gender								
Female	34%	26%	1%	1%	12%	13%	52%	60%
Male	29%	18%	2%	1%	13%	16%	57%	64%
Age Range								
Under 25	33%	36%	3%	0%	22%	21%	41%	43%
25-34	33%	25%	2%	1%	15%	16%	51%	58%
35-44	30%	21%	1%	0%	10%	13%	60%	66%
45-54	30%	19%	1%	1%	11%	14%	58%	65%
55 and Over	35%	25%	3%	3%	18%	19%	44%	54%
Tenure								
Less than 3 years	42%	35%	2%	1%	13%	16%	43%	48%
3 years to less than 10 years	32%	23%	1%	1%	13%	16%	54%	60%
10 years to less than 20 years	28%	20%	1%	0%	11%	13%	60%	67%
20 years to less than 30 years	28%	18%	2%	2%	15%	16%	56%	64%
30 years or more	40%	26%	6%	5%	19%	19%	35%	50%
Employment Group								
Group 1: Non-degreed, non-supervisory classifications	25%	16%	1%	1%	15%	17%	59%	66%
Group 2: Degreed, non-supervisory classifications	36%	27%	2%	1%	11%	12%	51%	59%
Group 3: Managers and supervisors	36%	22%	1%	2%	10%	13%	53%	63%
Group 4/SES: Executives and administrators	69%	57%	2%	4%	7%	2%	22%	37%
Unclassified/Special appointees	48%	48%	6%	0%	6%	13%	39%	39%
Other	28%	23%	1%	2%	17%	21%	54%	54%

Note: Groups with fewer than 10 respondents are not shown on this table



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. 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.

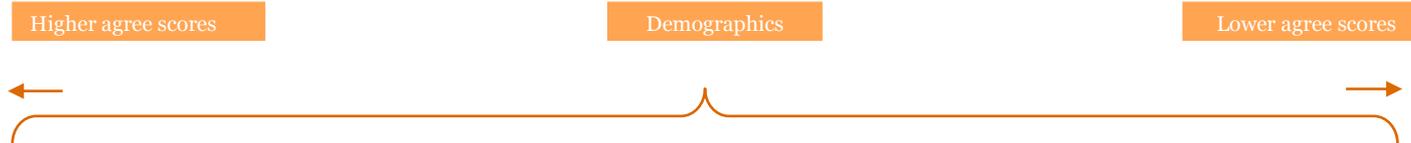
How to use a Heat Map:

- 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 very unfavorable scores; yellow cells represent unfavorable scores.
- The correlation is a measure of the relation between each survey item and the employee engagement index. The correlation can range from -1.00 to +1.00. Correlations greater than 0.45 are generally considered strong. Items with a stronger relationship/impact on engagement have a higher correlation coefficient. The higher the positive correlation, the greater the likelihood that an item and engagement will increase or decrease together. The strongest correlations are highlighted in green in the Heat Map.





How to read a heat map



Correction 2016 - Heat Map Agreement (Strongly Agree + Agree)	Survey	Item	Overall		Demographics		Systemic Issues	
			Agree	Disagree	Agree	Disagree	Agree	Disagree
Most favorable question scores	I understand the work I do makes a difference in the lives of the people of the State of Michigan	71%	81%	81%	81%	81%	81%	
	I am pleased to make decisions that help me get my job done effectively	71%	81%	81%	81%	81%	81%	
Least favorable question scores	My department leader communicates openly and honestly with employees	54%	44%	44%	44%	44%	44%	
	I am able to take on new challenges in my department	54%	44%	44%	44%	44%	44%	
Correlation with Engagement	My department leader communicates openly and honestly with employees	0.56	0.56	0.56	0.56	0.56	0.56	
	I am able to take on new challenges in my department	0.56	0.56	0.56	0.56	0.56	0.56	

Systemic issues

Note: This heat map is for illustrative purposes only and is not readable within this report. A viewable heat map will be provided separately.

Driver analysis | *By survey theme*

The driver analysis determines which themes are strengths or opportunities for improvement that impact employee engagement. Each theme's correlation with the engagement index is combined with its need for improvement, as measured by the Agree Score, in order to categorize each theme as a priority (strong correlation with engagement and low agreement %), enhance (strong correlation with engagement and moderate agreement %), or a preserve (strong correlation with engagement and high agreement %).

Priority (strong correlation with engagement and low agreement %)

SoM Customized Questions (42%)

Department Leadership (27%)

Enhance (strong correlation with engagement and moderate agreement %)

My Job (55%)

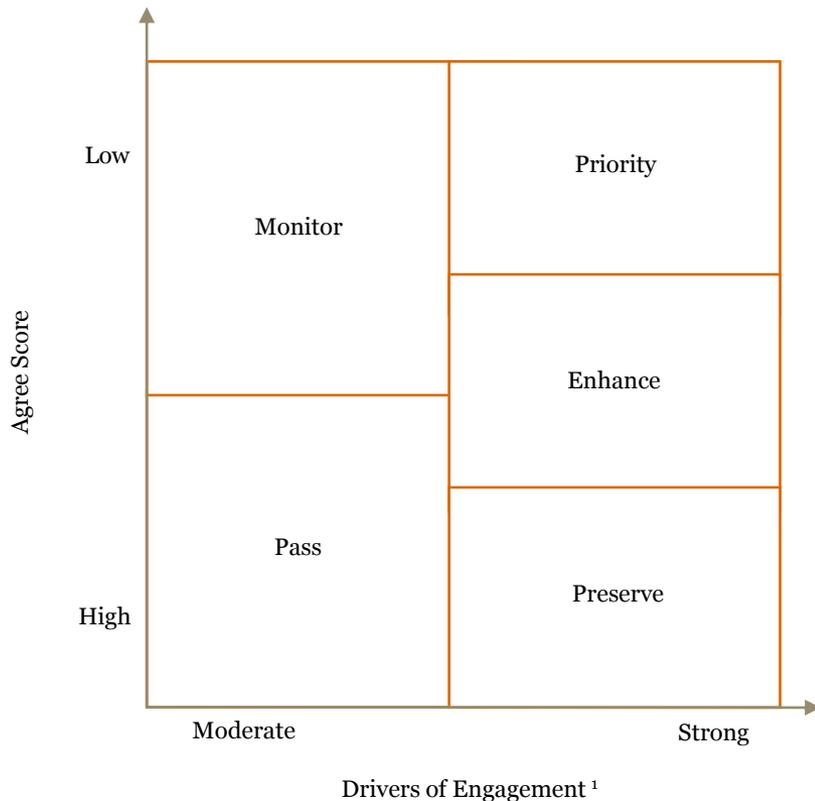
Diversity and Inclusion (47%)

Preserve (strong correlation with engagement and high agreement %)

[There are no items in this category]



Driver matrix | Description



¹ Based on correlation with Engagement Index

Notes:

- A list of percent agreement/disagreement is included in the Appendix

- Numbers in parentheses represent the agree score for each item

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 to engagement index and low agree score. The greatest opportunities to increase engagement are identified in the Priority box.

Enhance

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

Preserve

- High correlation to engagement index and high agree score. Organizations should be conscious of maintaining its Preserve items.

Monitor

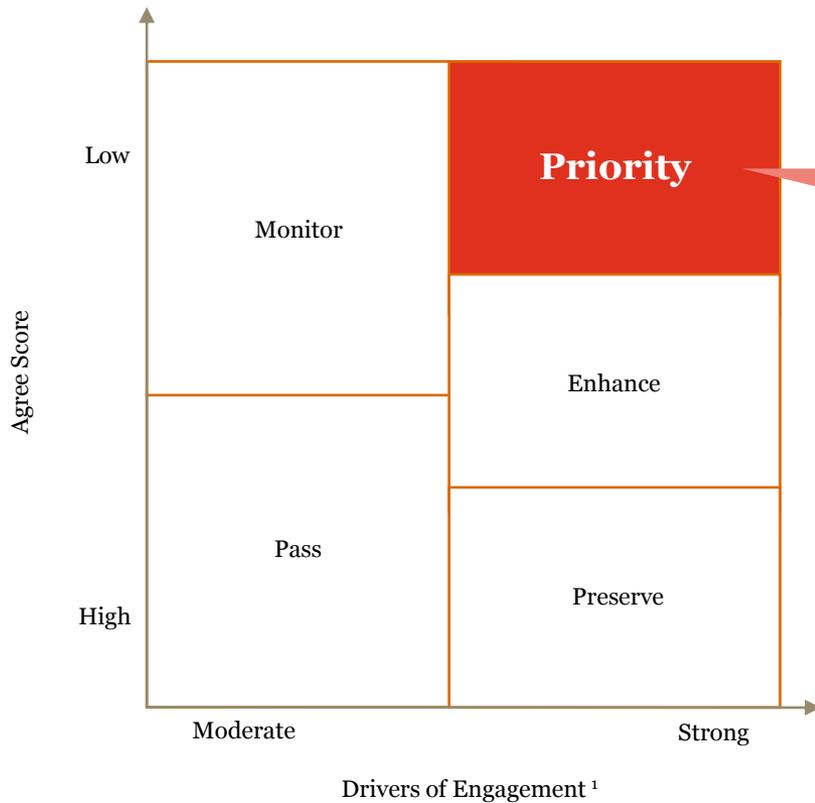
- Low agree score but low correlation to engagement index. Items in the Monitor section may not be high pay-off investments.

Pass

- High agree score and low correlation to engagement index. Maintain current levels of focus on these items.



Driver matrix | *By item*



¹ Based on correlation with Engagement Index

Notes:

- A list of percent agreement/disagreement is included in the Appendix

- Numbers in parentheses represent the agree score for each item

*Indicates a 2013 Priority item

Diversity and Inclusion

- My work group has a climate in which diverse perspectives are encouraged and valued. (38%)
- The State of Michigan has an inclusive work environment where individual differences are respected. (37%)
- Sufficient effort is made to get the opinions of people who work here. *(32%)

Department Communications

- My department leadership communicates openly and honestly with employees. *(32%)
- Department leadership gives employees a clear picture of the direction my department is headed. *(30%)
- My department keeps employees informed about matters affecting us. (33%)

Department Leadership

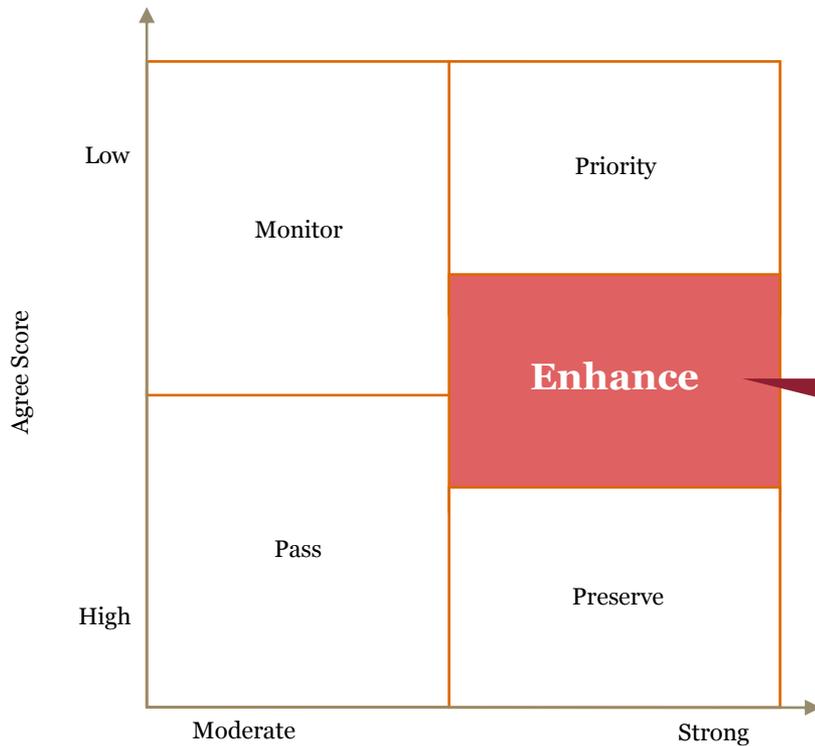
- I am confident department leadership is leading us in the right direction for success. *(24%)
- Department leadership is creating a culture of continuous improvement. *(26%)
- My department is serious about change and reinvention to achieve good government. (32%)
- Department leadership is trustworthy. (26%)
- Department leadership is interested in the well-being of employees. *(27%)

SoM Customized Questions

- I have seen meaningful action taken in my department as a result of the last employee engagement survey. (24%)
- I am aware of Good Government initiatives taking place in my department. *(29%)



Driver matrix | *By item*



Drivers of Engagement ¹

¹ Based on correlation with Engagement Index

Notes:

- A list of percent agreement/disagreement is included in the Appendix

- Numbers in parentheses represent the agree score for each item

*Indicates a 2013 Enhance item

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.). *(50%)
- My colleagues treat co-workers with dignity and respect. (54%)

Department Communications

- I get the information I need to be productive in my job. *(43%)

My Job

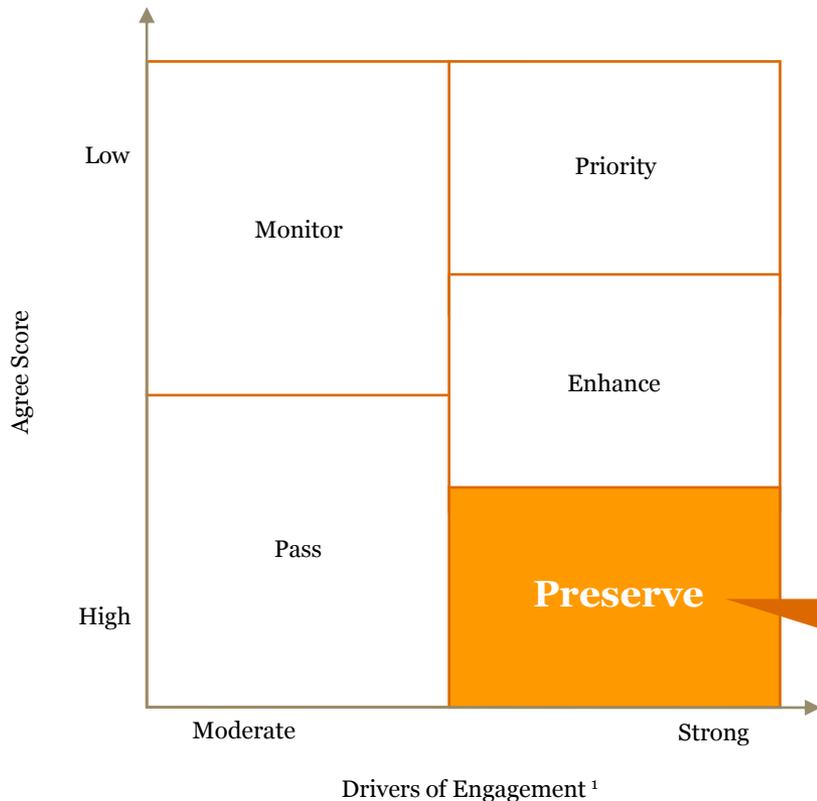
- My job gives me a feeling of personal accomplishment. (49%)
- My career goals can be met at the State of Michigan. (48%)
- My work group constantly looks for better ways to serve our customers. (46%)
- I am encouraged to come up with new and better ways of doing things. *(48%)

SoM Customized Questions

- At work, I am free of obstacles that prevent me from accomplishing the goals of my position. (43%)



Driver matrix | *By item*



Work Environment

- I am empowered to make decisions that help me get my job done effectively. (62%)

My Job

- My work group consistently delivers a high level of customer service. *(55%)
- I understand how the work I do makes a difference in the lives of the people of the State of Michigan. *(67%)
- My work group does a good job of resolving customer problems when they occur. *(62%)
- My job makes good use of my skills and abilities. (57%)

SoM Customized Questions

- I am treated with dignity and respect by my colleagues. *(64%)

¹ Based on correlation with Engagement Index

Notes:

- A list of percent agreement/disagreement is included in the Appendix

- Numbers in parentheses represent the agree score for each item

*Indicates a 2013 Preserve item



Barriers to productivity | *Top ten items*

Employees were asked to select up to five issues that commonly prevent them from being fully productive at work

Top ten most selected issues	Percent of respondents mentioning
Not enough staff to help get work done	52%
Outdated technology or lack of technology	33%
Unnecessary paperwork	33%
Too many procedures and policies	22%
Lack of decision-making authority	22%
Teammates whose skill levels are not suited for the job	20%
Inadequate training	19%
Supervisor does not seek out my input	17%
Lack of clear priorities	15%
Lack of understanding about how decisions get made	13%

Comments | *Methodology*

Methodology

- Survey respondents were asked the following open-ended item:
 - **“You may choose to comment on one or more of the topics below.”**
 - Topics that were listed:
 - Career Opportunities & Training
 - Communications
 - Diversity & Inclusion
 - Leadership
 - Recognition/Compensation
 - Tools/Resources
 - Other/General
- For this agency: 3,785 provided comments, made up of 12,989 sentences of which 94% were categorized

Categorization

- Responses were entered into a text analytics tool to categorize the comments and generate sentiment values based on keywords/phrases detected
- Steps involved in the categorization process include: 1) all comments analyzed and categorized via the text analytics tool, 2) PwC reviews output and refines the category model to reflect State of Michigan’s specific work environment and language, and 3) all comments re-analyzed via the text analytics tool to determine final counts and sentiment of comments
- Comments can fall into more than one category, so percentages do not add up to 100%

Sentiment

- Individual comments are assigned sentiment values ranging from -5 to +5, with 0 being neutral. Sentiment values are aggregated where values of less than -0.4 or greater than +0.4 are considered strong, and are shaded in this report
- Red signifies negative sentiment, green signifies positive, and white indicates neutral



Comments | Strengths

Category*	Distinct Comments 2015	% of Comments		Sentiment	
		2015	2013	2015	2013
Manager	607	15.2%	15.3%	Neutral	Neutral
<i>Capability/ Skills</i>	<i>427</i>	<i>10.7</i>	<i>10.4%</i>	<i>Positive</i>	<i>Positive</i>
<i>Fairness & Support</i>	<i>157</i>	<i>3.9</i>	<i>3.9</i>	<i>Neutral</i>	<i>Neutral</i>
<i>Accessibility</i>	<i>59</i>	<i>1.5</i>	<i>1.5</i>	<i>Neutral</i>	<i>Neutral</i>
Leadership	804	20.1%	21.9%	Neutral	Neutral
Company Culture	2,157	53.9%	56.0%	Neutral	Neutral

**Empirically derived by text analytics tool*

Sentiment

- Individual comments are assigned sentiment values ranging from -5 to +5, with 0 being neutral. Sentiment values are aggregated where values of less than -0.4 or greater than +0.4 are considered strong, and are shaded in this report
- Red signifies negative sentiment, green signifies positive, and white indicates neutral



Comments | *Areas for improvement*

Category*	Distinct Comments 2015	% of Comments		Sentiment	
		2015	2013	2015	2013
Job/ Role	983	24.6%	27.4%	Negative	Neutral
<i>Scope of Work</i>	<i>575</i>	<i>14.4%</i>	<i>14.2%</i>	<i>Neutral</i>	<i>Neutral</i>
<i>Workload & Work/Life Balance</i>	<i>355</i>	<i>8.9%</i>	<i>10.1%</i>	<i>Negative</i>	<i>Negative</i>
<i>Job Security</i>	<i>259</i>	<i>6.5%</i>	<i>8.3%</i>	<i>Negative</i>	<i>Negative</i>
Site & Resources	2,673	66.8%	66.7%	Negative	Neutral
Communication	1,495	37.4%	39.8%	Negative	Negative

**Empirically derived by text analytics tool*

Sentiment

- Individual comments are assigned sentiment values ranging from -5 to +5, with 0 being neutral. Sentiment values are aggregated where values of less than -0.4 or greater than +0.4 are considered strong, and are shaded in this report
- Red signifies negative sentiment, green signifies positive, and white indicates neutral



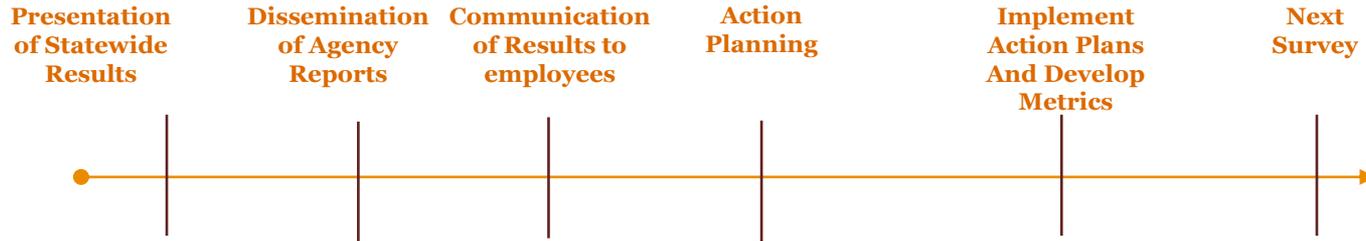
Comments | Top subcategories by volume

Category*	Distinct Comments 2015	% of Comments		Sentiment	
		2015	2013	2015	2013
Career - Learning & Development	1,641	41.0%	42.2	Neutral	Neutral
Resources - Staffing/ Resources	1,631	40.8%	37.1	Negative	Neutral
Resources - Technology/ Supplies	1,279	32.0%	33.2	Negative	Neutral
Career - Career Path/ Mobility	1,218	30.4%	31.0	Neutral	Neutral
Resources - Facilities/ Location	1,104	27.6%	30.6	Negative	Neutral
Compensation - Salary	1,079	27.0%	28.5	Neutral	Neutral
Culture - Rewards & Recognition	966	24.1%	25.9	Neutral	Positive
Communication - General/ Other	958	23.9%	25.5	Negative	Negative
Culture - Fairness & Ethics	939	23.5%	25.0	Neutral	Neutral
Culture - Work Environment/ Morale	664	16.6%	19.0	Neutral	Neutral
Culture - Diversity	645	16.1%	16.8	Neutral	Neutral
Leadership - Capability/ Skills	616	15.4%	16.6	Neutral	Neutral
Culture - Teamwork & Collaboration	583	14.6%	16.4	Neutral	Neutral
Job/ Role - Scope of Work	575	14.4%	15.3	Neutral	Neutral
Communication - Top-down	498	12.5%	13.9	Neutral	Negative
Manager - Capability/ Skills	427	10.7%	10.4	Positive	Positive
Job/ Role - Workload & Work/Life Balance	355	8.9%	10.0	Negative	Neutral
Benefits - Pension/ 401K	262	6.6%	8.5	Neutral	Negative
Job/ Role - Job Security	259	6.5%	7.0	Negative	Negative
Communication - Bottom-up	256	6.4%	6.7	Neutral	Negative

*Empirically derived by text analytics tool



Next steps | *Results roll out timeline*



May 2015	May-June 2015	June 2015	June 2015 – Sept 2016	September 2016
<ul style="list-style-type: none"> Review results Share survey results and deliver key messages for agencies Develop state-wide communication plan 	<ul style="list-style-type: none"> Review agency results/Assess changes Identify strengths and opportunities on which to focus improvement efforts Implement employee communication plans 	<ul style="list-style-type: none"> Form teams for action planning Generate 2-3 action steps for each priority item selected Determine best practices, identify resources Implement 	<ul style="list-style-type: none"> Assess and document accountability around the action planning process Communicate plans and progress Continue to measure and monitor progress 	<ul style="list-style-type: none"> Launch the fourth Employee Survey Develop communication plans Set new participation goals



Appendix

Appendix

- Survey results by theme:
 - SoM Employee Engagement
 - Diversity & Inclusion
 - Department Communications
 - Department Leadership
 - My Immediate Supervisor
 - Work Environment
 - My Job
 - SoM Customized
- Long-term trends



Employee engagement

I would recommend the State of Michigan to friends and family as a great place to work.

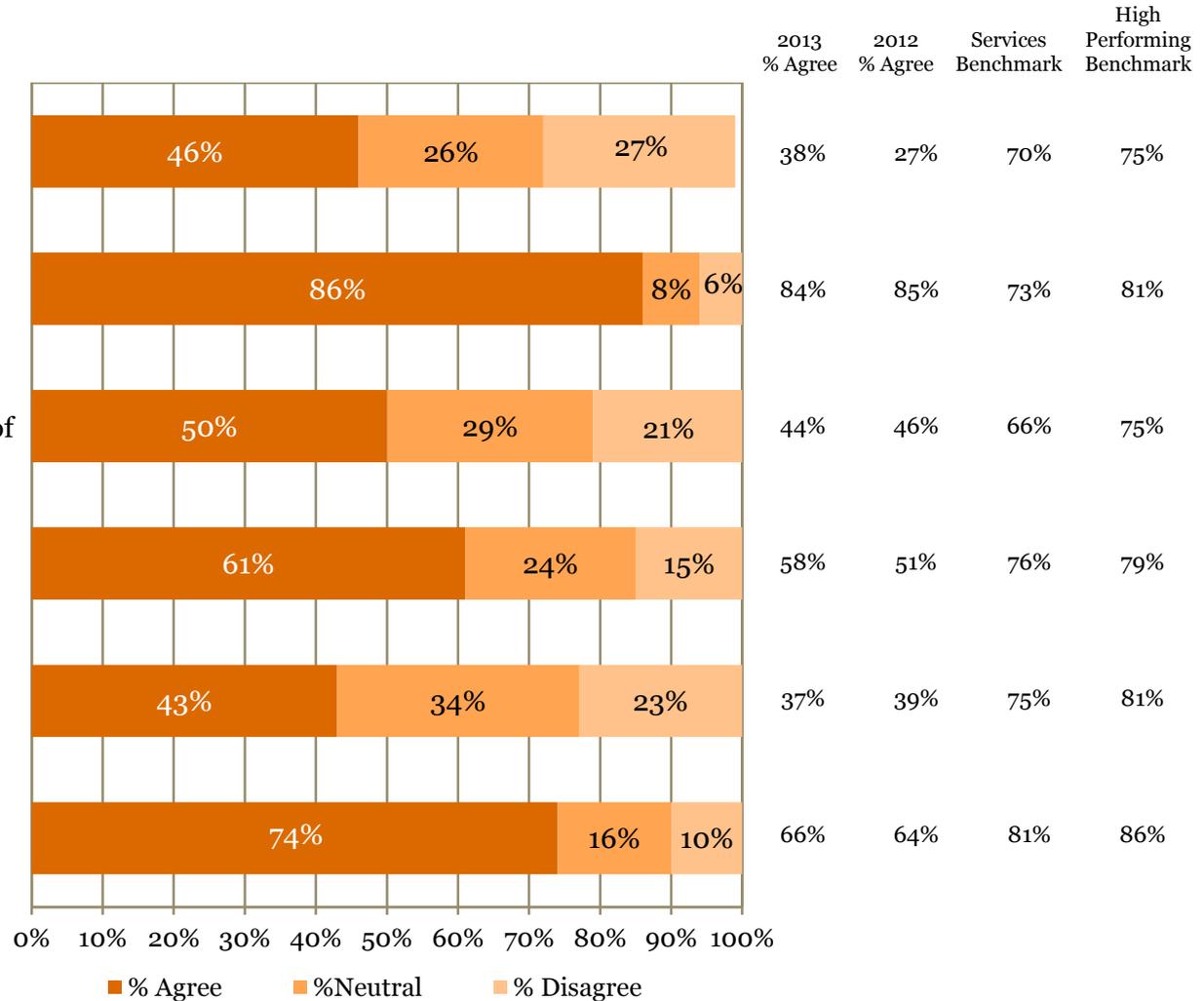
I intend to stay with the State of Michigan for at least another 12 months.

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.

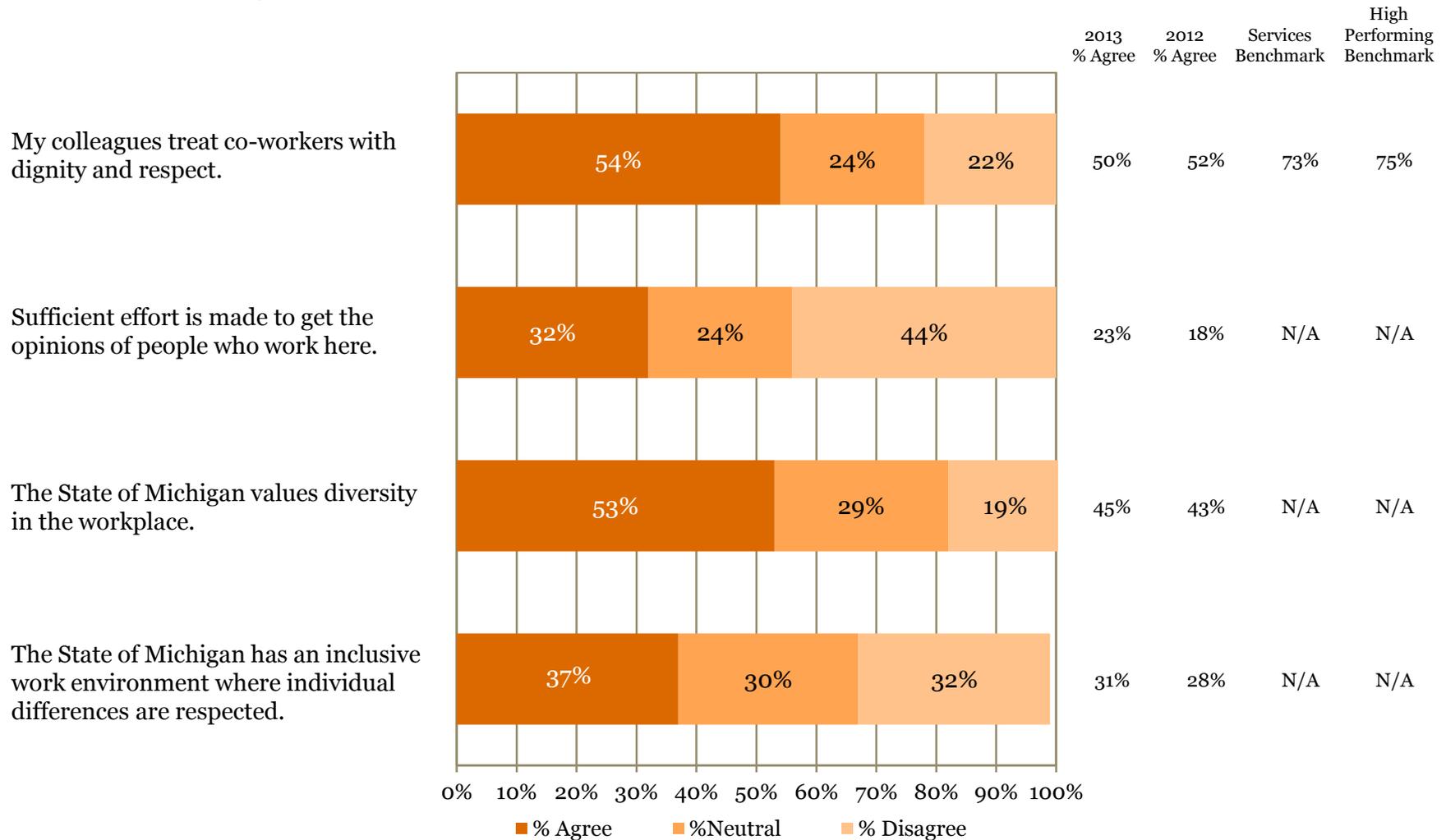
I understand how my job contributes to the mission of the State of Michigan.



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



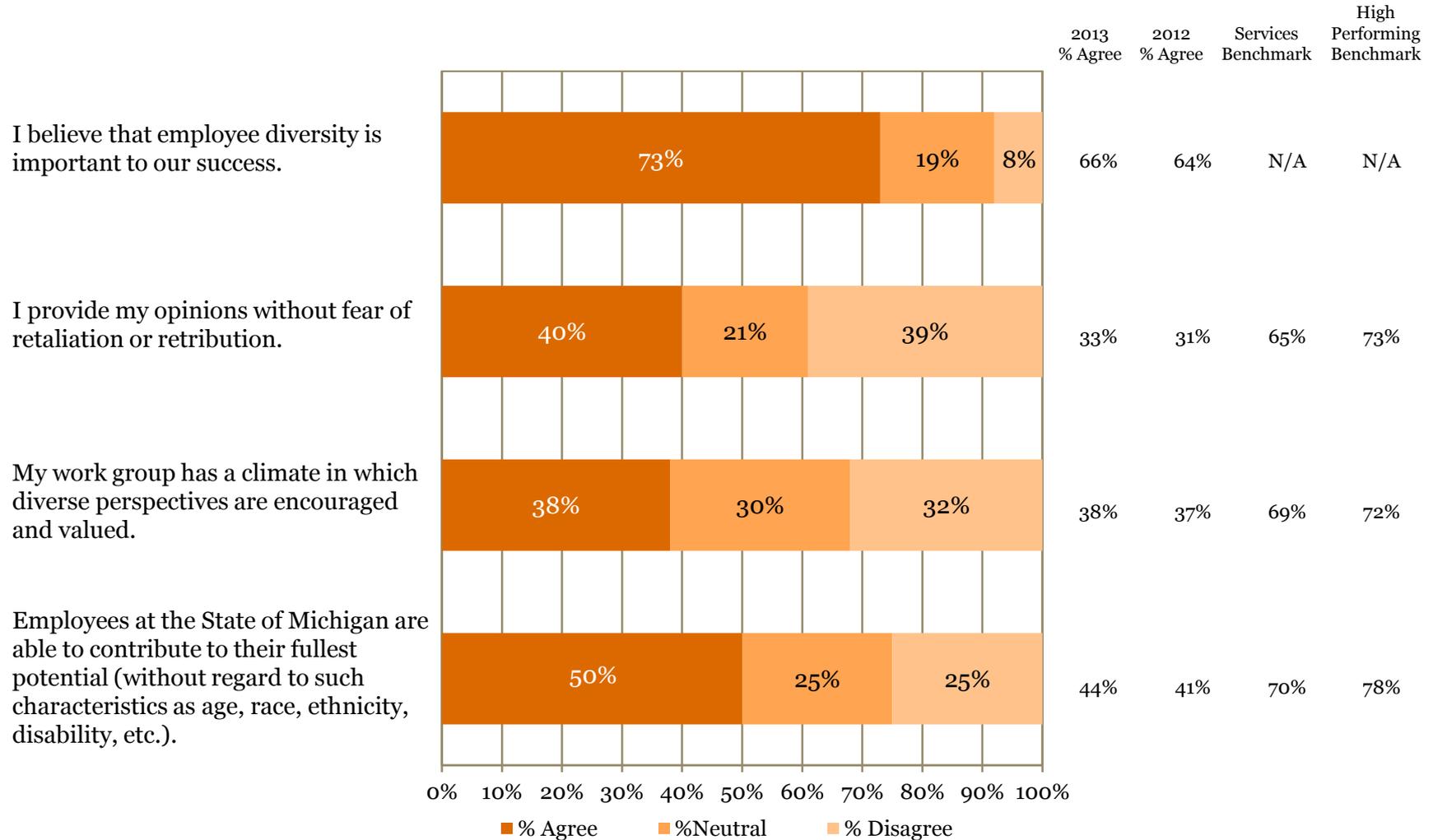
Diversity and inclusion



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



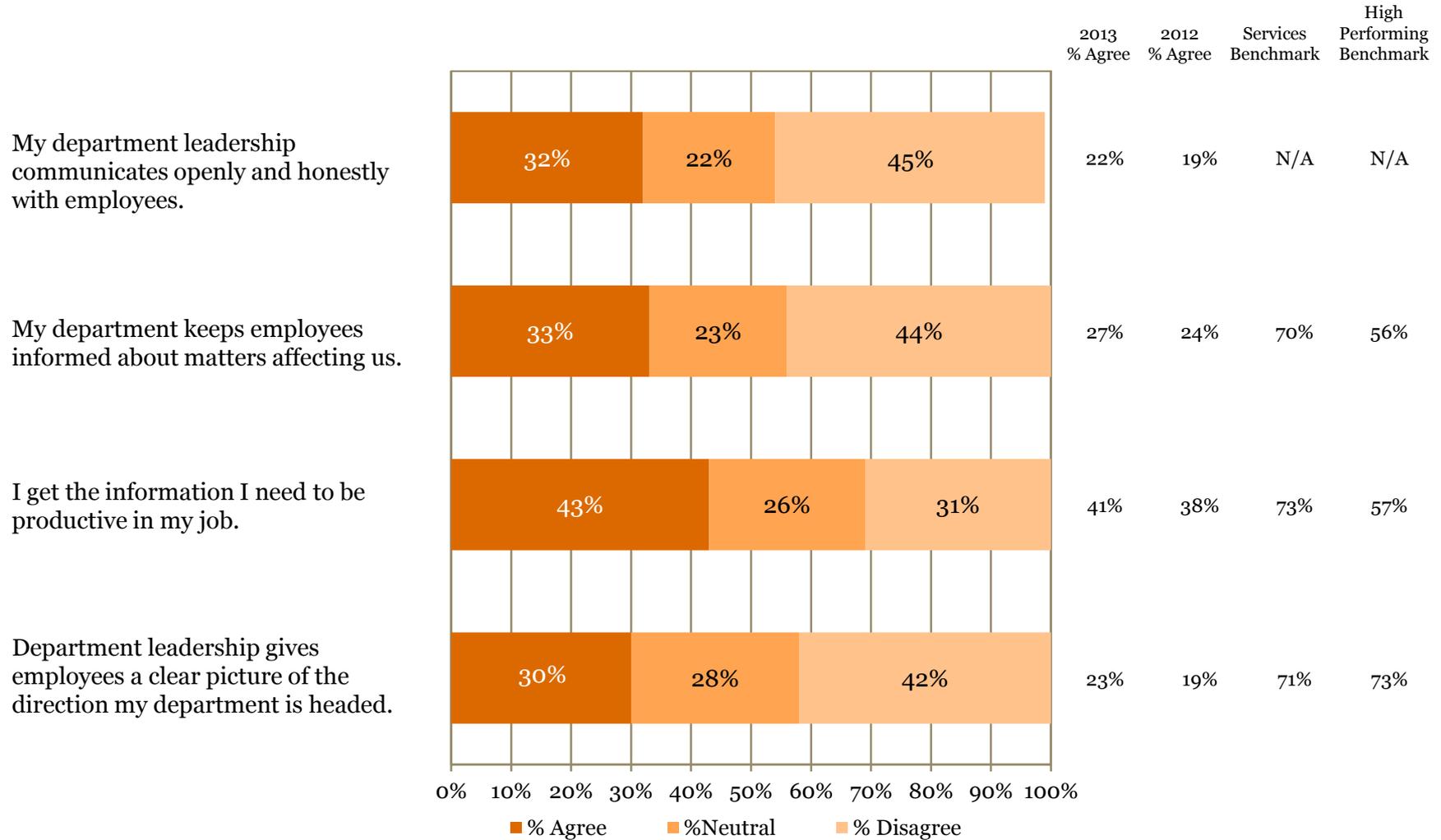
Diversity and inclusion (continued)



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



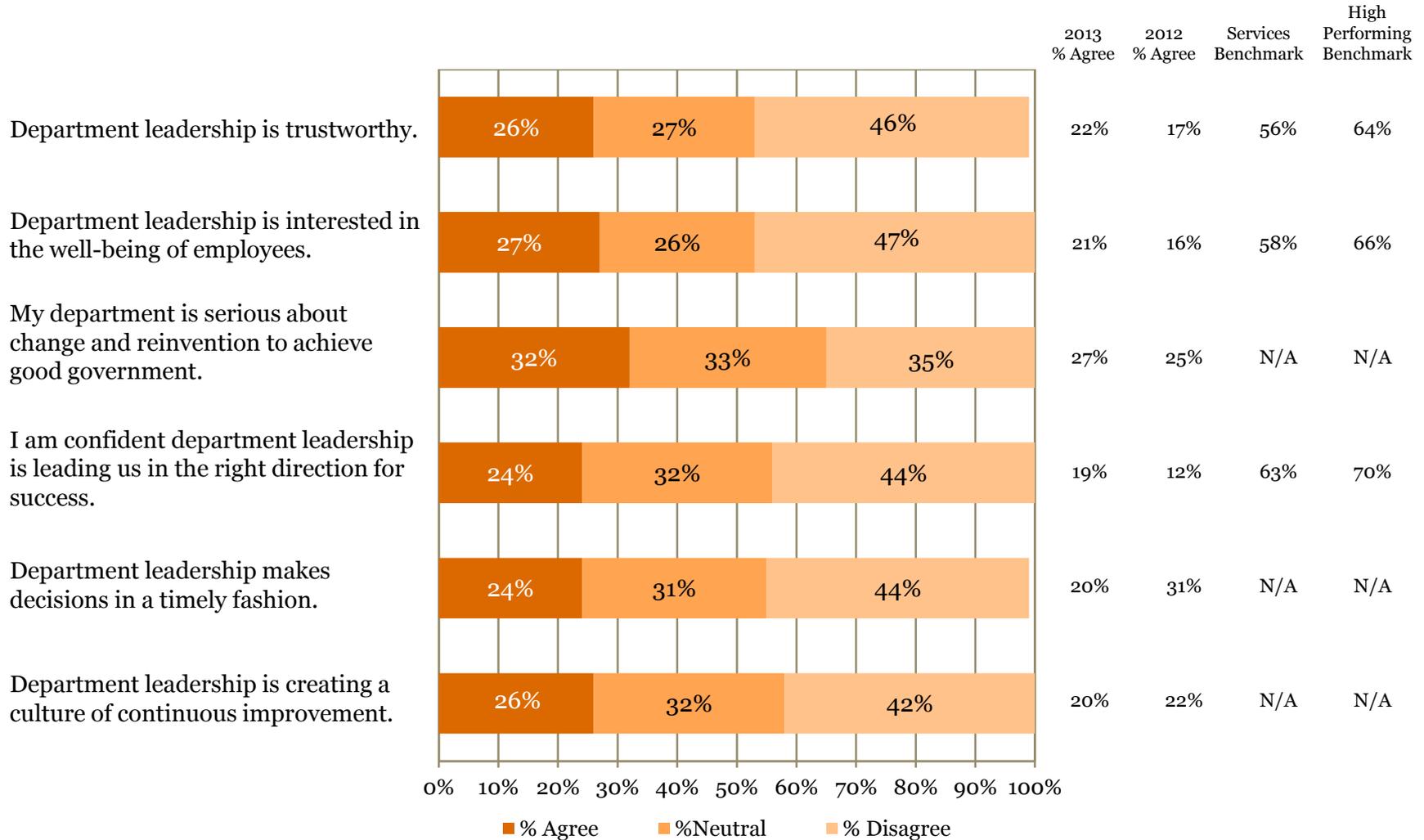
Department communications



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



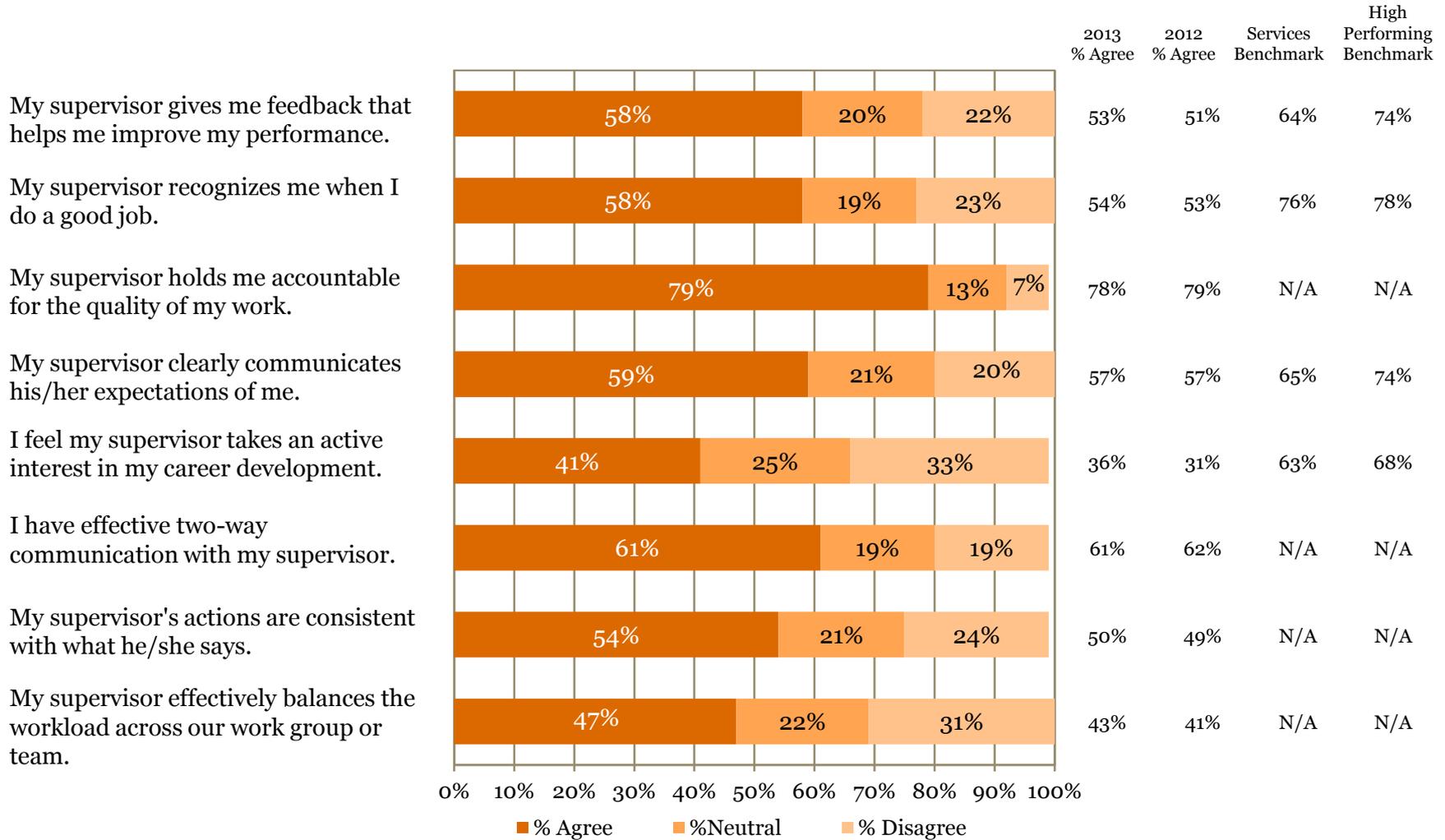
Department leadership



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



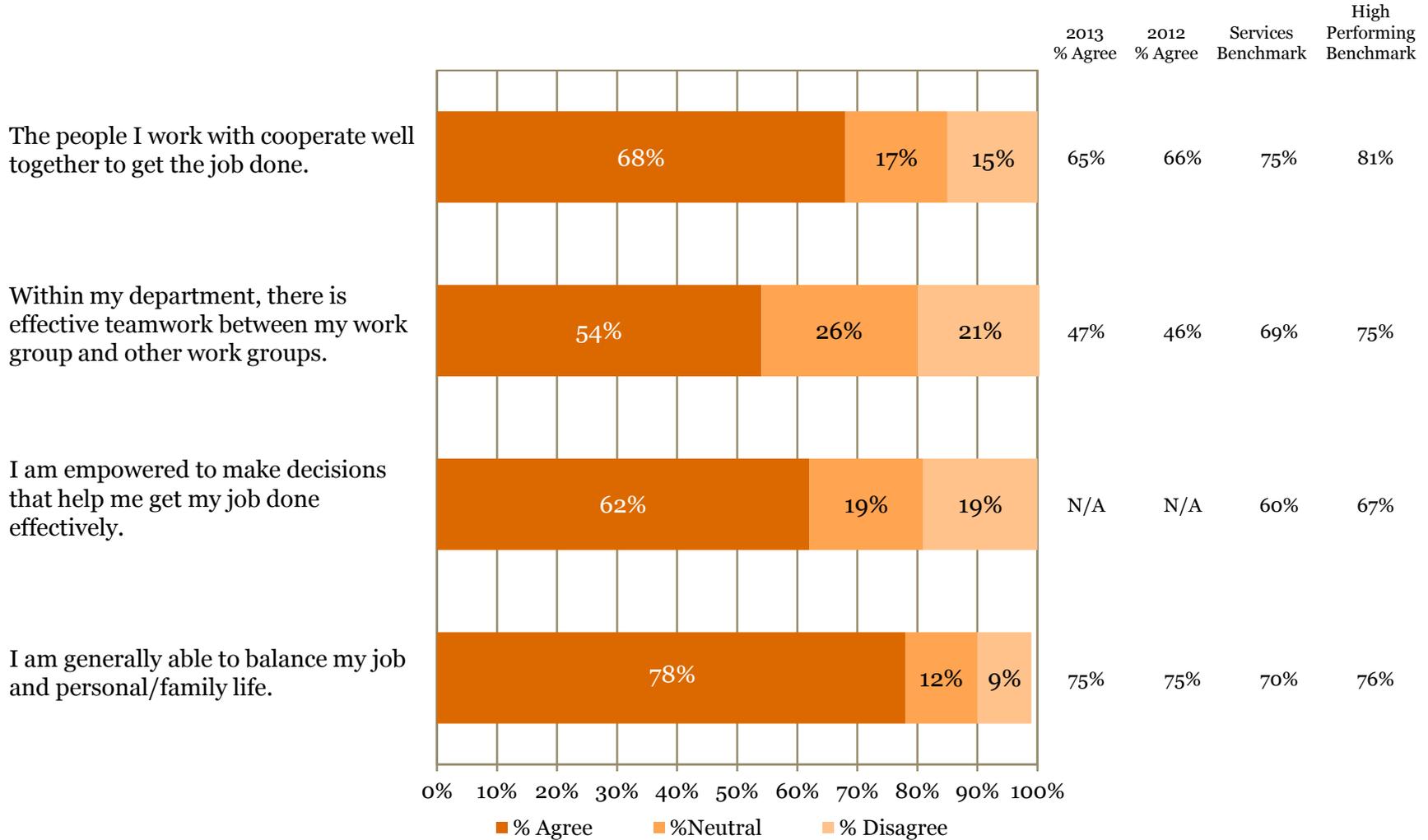
My immediate supervisor



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



Work environment



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



My job

I have a clear idea of my job responsibilities.

I am encouraged to come up with new and better ways of doing things.

My job makes good use of my skills and abilities.

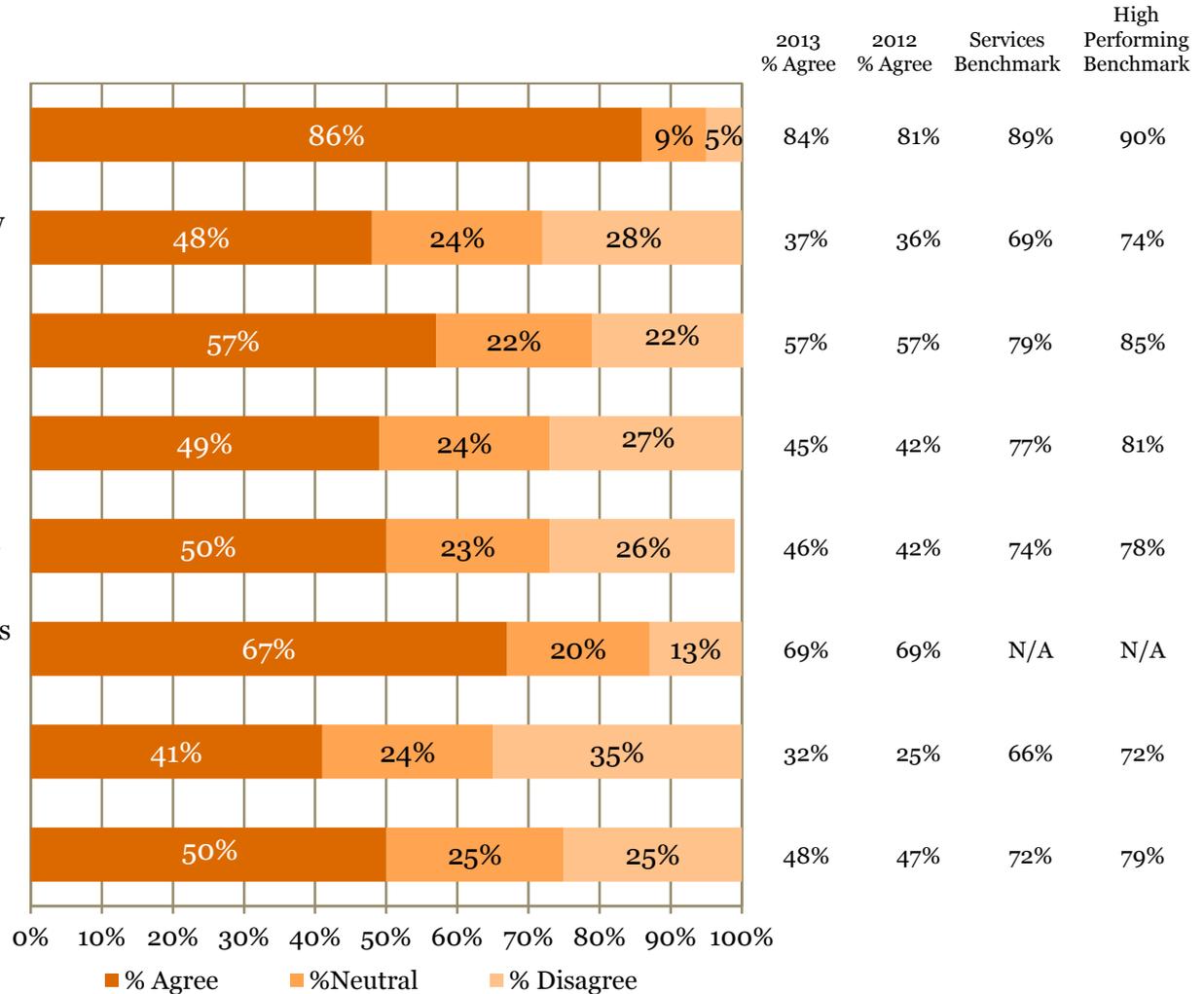
My job gives me a feeling of personal accomplishment.

I have the materials/tools/equipment I need to do my job well.

I understand how the work I do makes a difference in the lives of the people of the State of Michigan.

I believe I have the opportunity for growth in my current job.

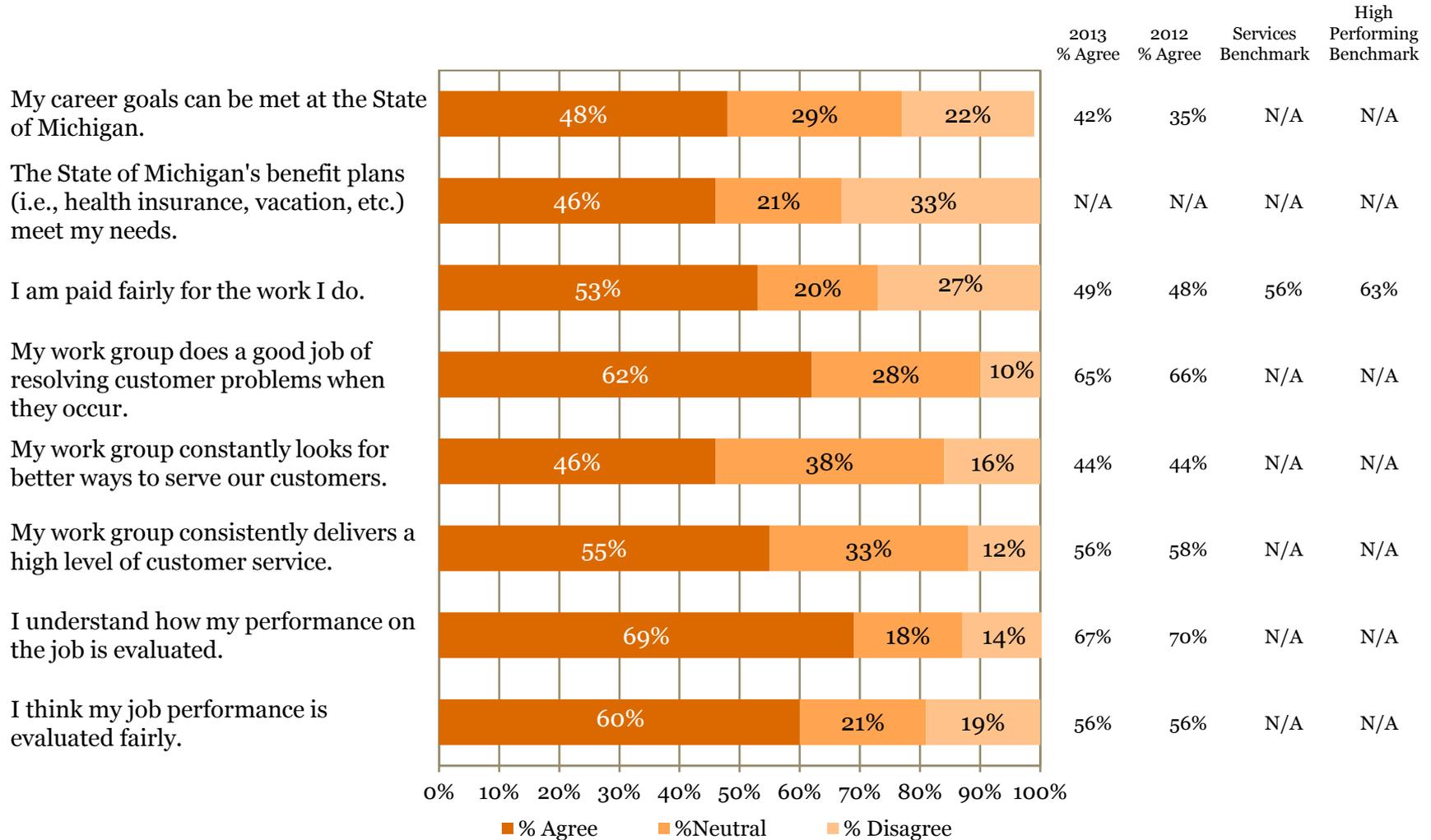
I receive the training I need to do a quality job.



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



My job (continued)



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



SoM customized

I have a clear understanding of my department's strategic objectives.

I understand what is expected of me in order for my department to achieve its strategic objectives.

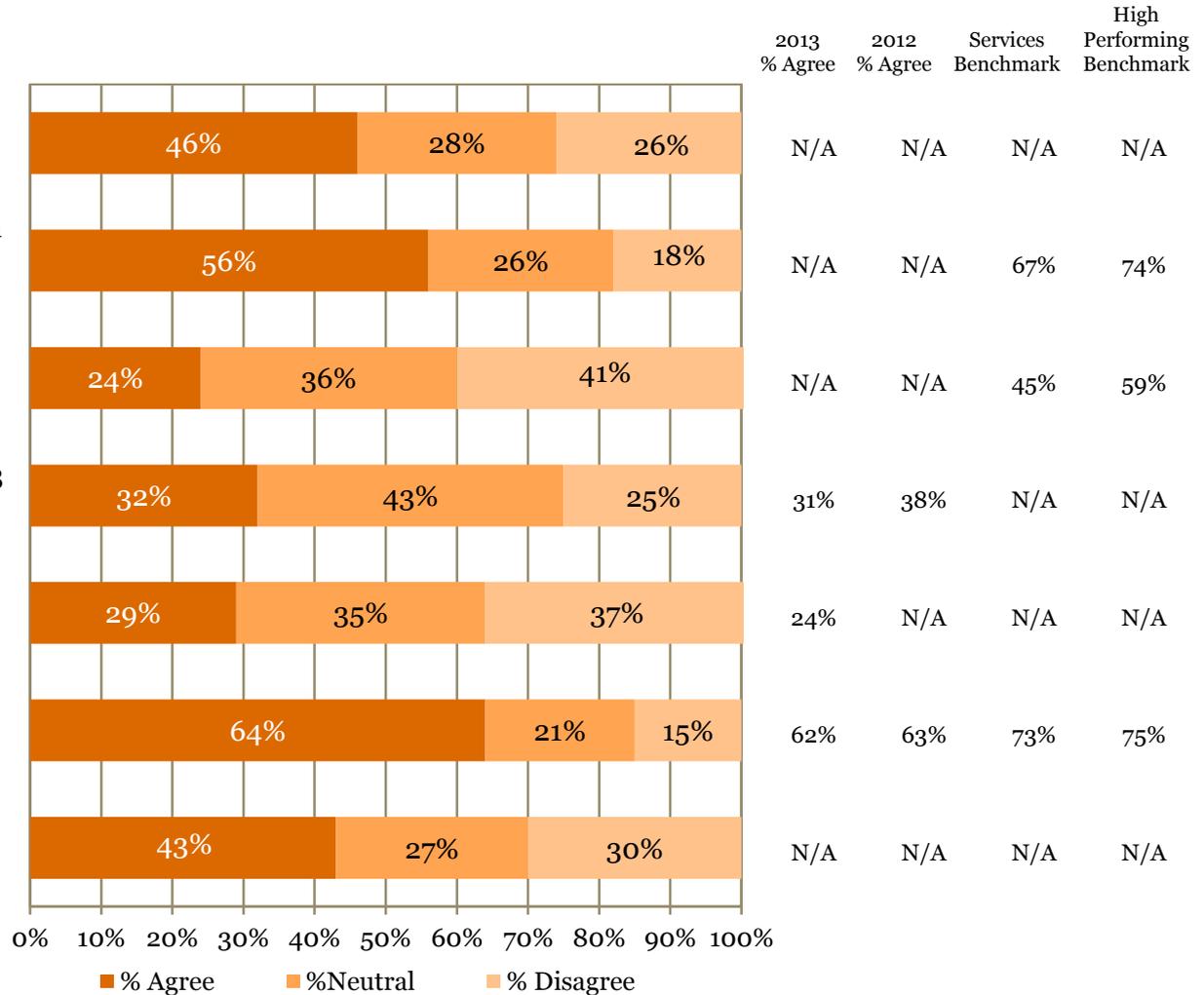
I have seen meaningful action taken in my department as a result of the last employee engagement survey.

I believe that my responses to the 2013 survey really were anonymous.

I am aware of Good Government initiatives taking place in my department.

I am treated with dignity and respect by my colleagues.

At work, I am free of obstacles that prevent me from accomplishing the goals of my position.

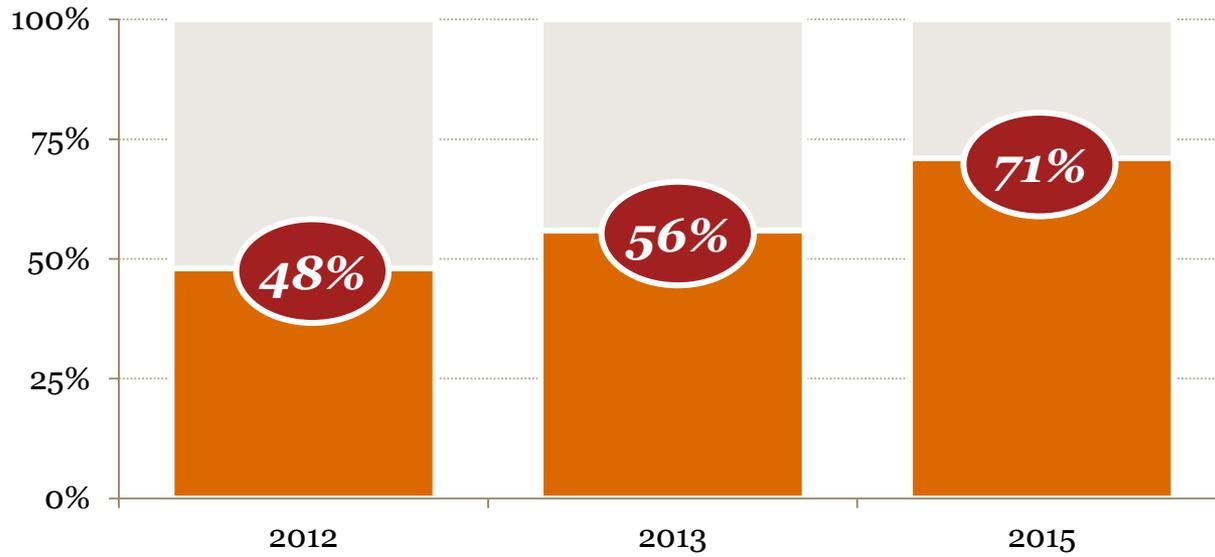


Note: Percentages may not equal 100% due to rounding.



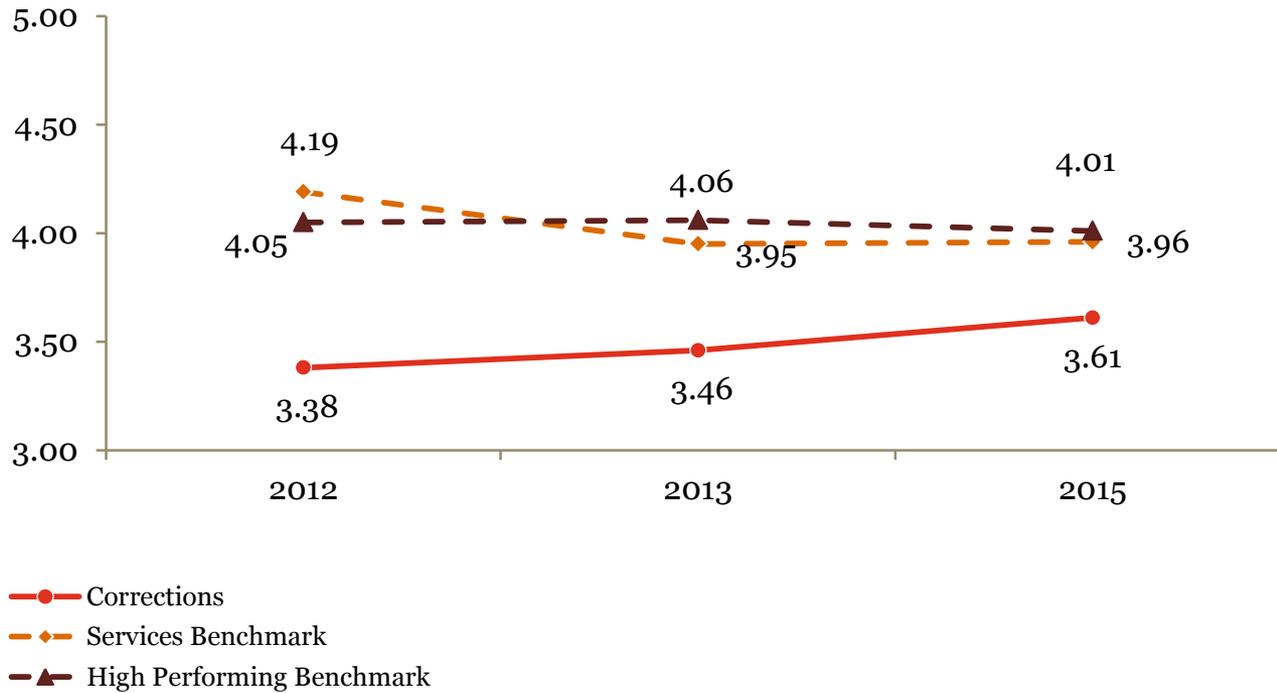
Long-term trends | *Response rates*

Response rates



Long-term trends | *Engagement index*

Engagement index



Long-term trends | *Employee landscape*

		Champions			Tenants			Disconnected			Captives		
		2015	2013	2012	2015	2013	2012	2015	2013	2012	2015	2013	2012
SoM	State of Michigan Overall	48%	42%	40%	3%	2%	2%	10%	11%	10%	39%	45%	48%
MDOC	Corrections	31%	21%	18%	1%	1%	1%	13%	15%	14%	55%	63%	68%
<i>Level 2</i>													
<i>BOA</i>	Budget and Operations Administration (BOA)	55%	40%	N/A	1%	1%	N/A	16%	5%	N/A	27%	55%	N/A
<i>CFA</i>	Correctional Facilities Administration (CFA)	27%	18%	14%	1%	1%	1%	14%	16%	15%	58%	65%	71%
<i>EX-CDD</i>	Executive Office and Chief Deputy Director (including all Health Care Staff)	35%	29%	33%	2%	2%	2%	14%	16%	10%	49%	53%	54%
<i>FOA</i>	Field Operations Administration (FOA)	43%	31%	30%	1%	1%	1%	8%	10%	10%	47%	58%	59%



Long-term trends | *Employee landscape*

		Champions			Tenants			Disconnected			Captives		
		2015	2013	2012	2015	2013	2012	2015	2013	2012	2015	2013	2012
SoM	State of Michigan Overall	48%	42%	40%	3%	2%	2%	10%	11%	10%	39%	45%	48%
MDOC	Corrections	31%	21%	18%	1%	1%	1%	13%	15%	14%	55%	63%	68%
Level 3													
<i>ARU</i>	Absconder Recovery Unit	62%	N/A	N/A	0%	N/A	N/A	4%	N/A	N/A	35%	N/A	N/A
<i>BHCS</i>	Bureau of Health Care Services	32%	26%	30%	2%	2%	2%	15%	16%	19%	51%	56%	50%
<i>BOA-O</i>	Other (BOA)	55%	30%	N/A	2%	0%	N/A	12%	4%	N/A	31%	67%	N/A
<i>CFA-NR</i>	Northern Prison Administration	23%	15%	11%	1%	1%	1%	13%	16%	15%	63%	68%	73%
<i>CFA-O</i>	Other (CCFA)	27%	20%	11%	1%	1%	1%	16%	20%	16%	55%	59%	72%
<i>CFA-OP</i>	Operations Division	38%	34%	31%	0%	1%	1%	13%	14%	12%	48%	52%	56%
<i>CFA-SR</i>	Southern Prison Administration	29%	19%	15%	1%	1%	1%	13%	16%	14%	56%	64%	69%
<i>EX-CDD-O</i>	Other (CEO)	45%	57%	32%	1%	0%	1%	13%	9%	7%	41%	35%	59%
<i>FM</i>	Fiscal Management	65%	40%	N/A	0%	3%	N/A	10%	6%	N/A	24%	51%	N/A
<i>FOA-O</i>	Other (CFOA)	30%	22%	23%	2%	1%	0%	10%	15%	13%	58%	62%	65%
<i>METRO</i>	Metropolitan Territory - Parole & Probation	44%	29%	26%	0%	1%	1%	10%	10%	12%	46%	59%	60%
<i>OPB</i>	Office of the Parole Board	62%	47%	39%	3%	0%	0%	9%	5%	5%	26%	47%	55%
<i>OPPS</i>	Office of Parole & Probation Services	46%	38%	30%	1%	2%	2%	8%	12%	8%	45%	49%	60%
<i>ORP</i>	Office of Research and Planning	27%	41%	N/A	5%	0%	N/A	27%	4%	N/A	41%	56%	N/A
<i>OUT</i>	Outstate Territory - Parole and Probation	42%	32%	34%	2%	2%	1%	7%	8%	7%	49%	58%	58%
<i>RA</i>	Reentry Administration	44%	N/A	N/A	3%	N/A	N/A	9%	N/A	N/A	45%	N/A	N/A
<i>TRAIN</i>	Training Division	70%	61%	N/A	0%	0%	N/A	20%	4%	N/A	10%	35%	N/A



Employee Survey 2015

My Voice, MI Future

