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2015 Employee Survey

State of Michigan

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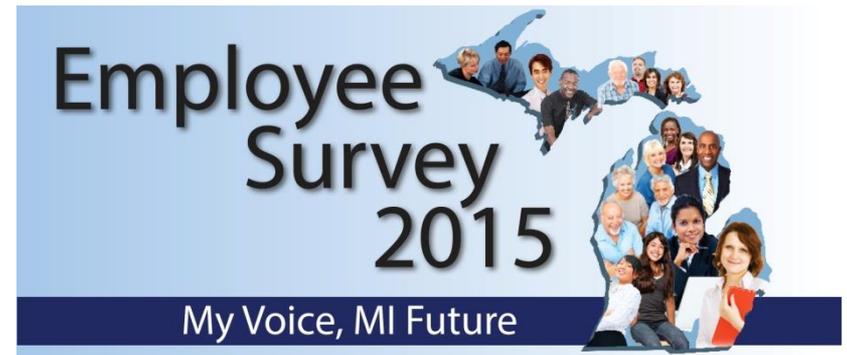
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Overview | *State of Michigan 2015 Employee Survey*

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 2012 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:

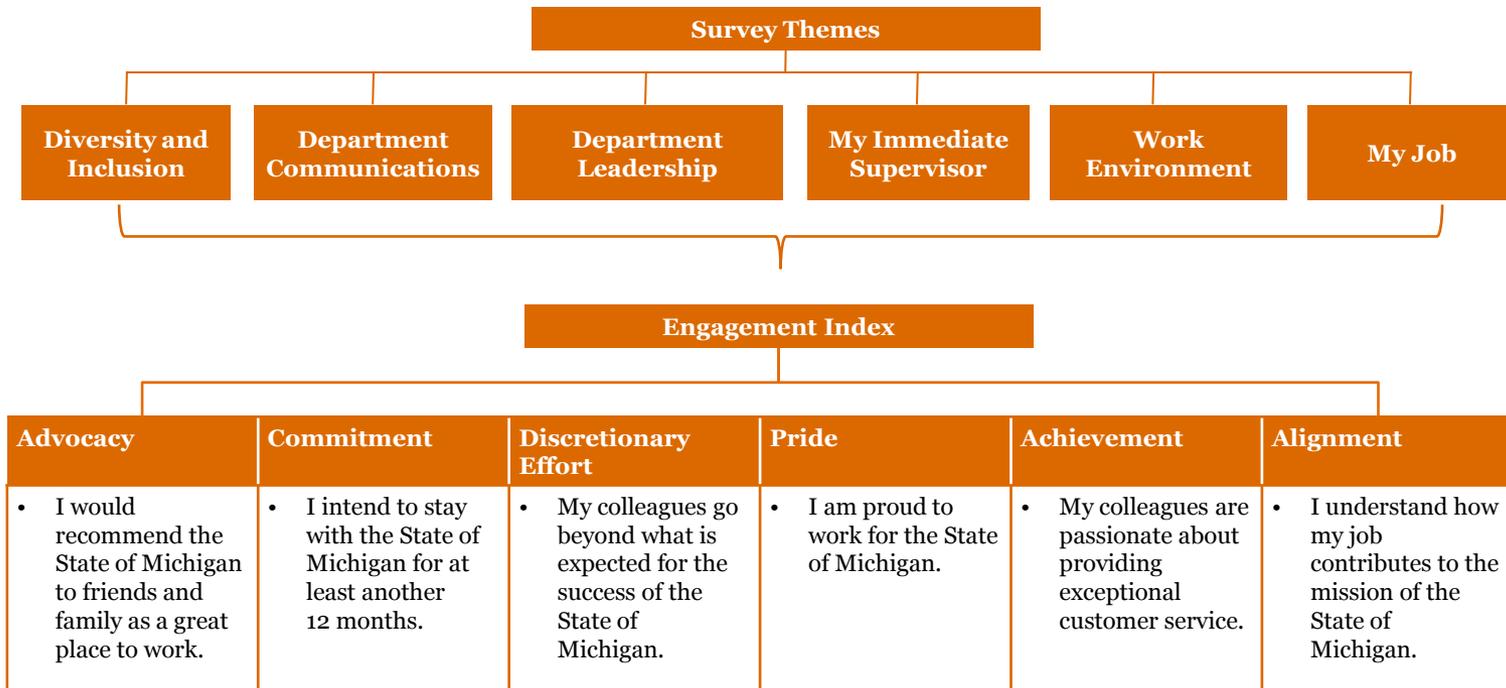
- The extent to which employees have a desire to act and apply discretionary effort to drive business outcomes
- More than satisfaction, includes involvement or “buy-in”
- Employees that are more likely to want to stay with the organization and invest discretionary effort
- Better outcomes, such as higher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

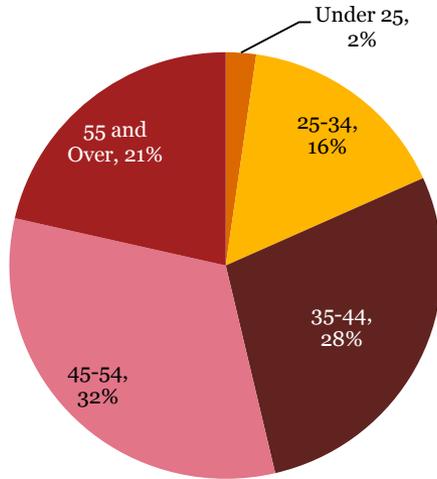
		Invited to participate 2015	Total # of surveys completed 2015	Response Rate 2015	Response Rate 2013	Response Rate 2012
State of Michigan Overall	SoM	44,762	31,833	71%	68%	58%
Governor's Office	GOV	70	70	100%	99%	98%
State Police	MSP	2,650	2,522	95%	88%	68%
Michigan Economic Development Corporation	MEDC	327	309	94%	92%	87%
Insurance and Financial Services	DIFS	321	301	94%	78%	N/A
Gaming Control Board	MGCB	140	132	94%	74%	91%
Agriculture & Rural Development	MDARD	406	375	92%	88%	81%
Civil Rights	MDCR	99	89	90%	71%	62%
Michigan State Housing Development Authority	MSHDA	325	285	88%	97%	56%
Technology, Management, and Budget	DTMB	2,851	2,514	88%	72%	66%
Natural Resources	DNR	1,502	1,288	86%	84%	69%
Education	MDE	528	448	85%	86%	79%
Workforce Development Agency	WDA	187	159	85%	80%	53%
Environmental Quality	DEQ	1,109	926	83%	81%	81%
Lottery	LOTT	201	164	82%	84%	68%
Civil Service Commission	CSC	424	332	78%	72%	68%
Licensing & Regulatory Affairs	LARA	2,572	1,987	77%	72%	63%
Transportation	MDOT	2,710	2,046	75%	67%	60%
Treasury	TREAS	1,288	950	74%	82%	78%
Corrections	MDOC	12,303	8,679	71%	56%	48%
Military & Veterans Affairs	DMVA	299	183	61%	69%	30%
Michigan Veterans Affairs Agency	MVAA	476	271	57%	61%	N/A
Community Health	DCH	3,044	1,707	56%	61%	47%
Human Services	DHS	10,930	6,096	56%	59%	55%

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

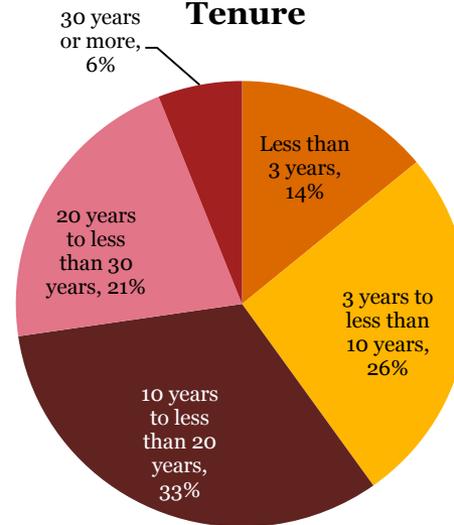


Overview | Respondent demographics

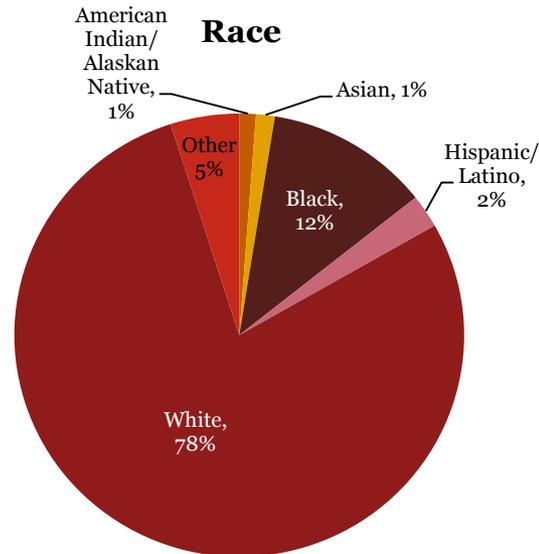
Age



Tenure

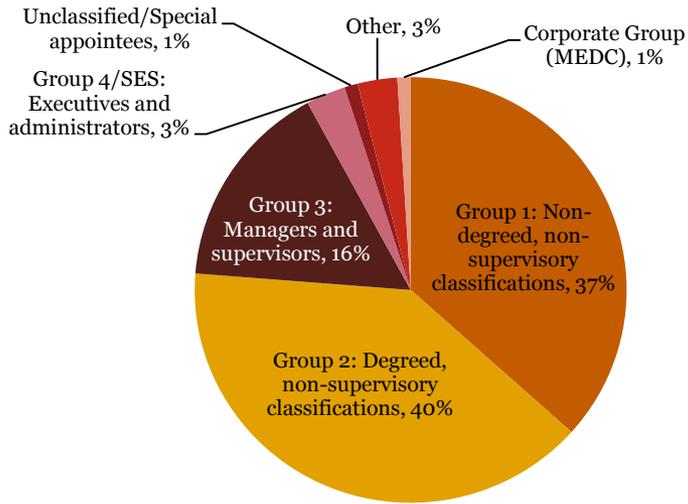


Race

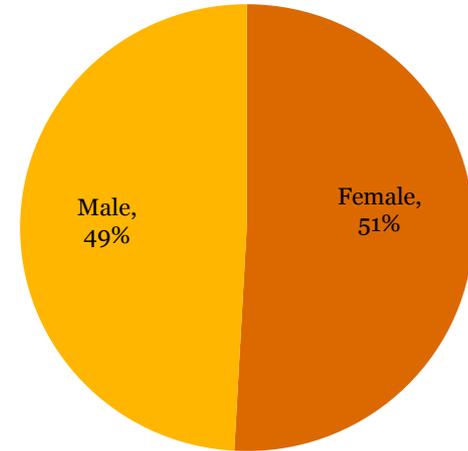


Overview | Respondent demographics (continued)

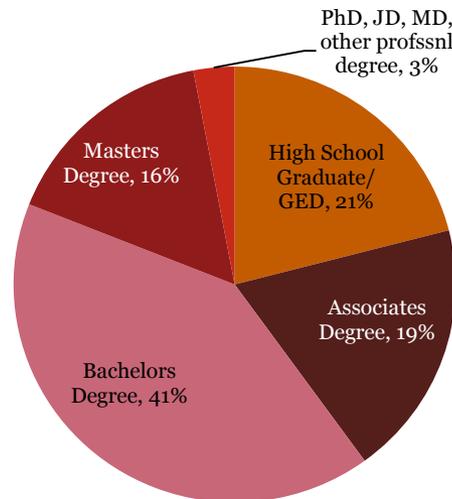
Employment Group



Gender

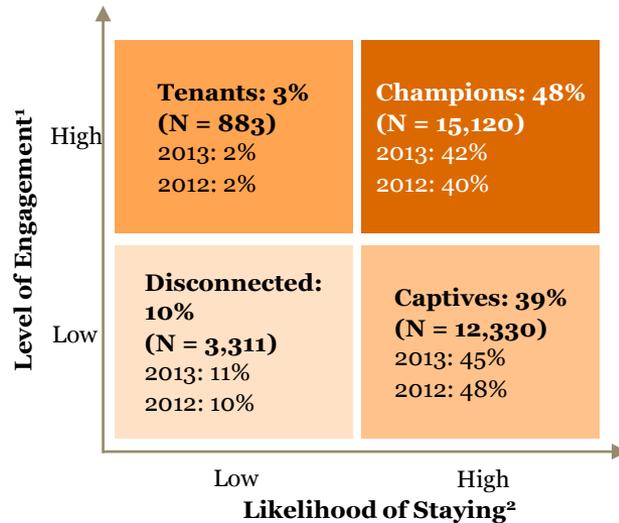


Education



Summary | Highlights

Measure	State of Michigan 2015	State of Michigan 2013	State of Michigan 2012	Services Benchmark	High Performing Benchmark
Agree score	61%	60%	58%	69%	74%
Employee engagement	3.91	3.83	3.79	3.96	4.01
Intent to stay	87%	87%	88%	73%	81%



- Employee participation at an all-time high
- Engagement getting stronger with an opportunity to move from good to great
- Groundswell of manager and supervisor engagement, driving positive change
- More than half of State employees have high engagement, a first in three years



Summary | Findings

Improvement

- 19 Agencies saw increase in engagement, while 2 Agencies declined
- 61-65% of Agencies (vs. 41-50% in 2013) are above High Performing and Services benchmarks
- 20 Agencies' Champions percentage improved, while 2 declined
- 8 Agencies increased Champion percentage by 7-10% (MDOC, DEQ, GOV, LOTT, MSP, MDOT, MEDC, DTMB)
- 22 Agencies reduced their Captive population

Cracks in the layers of clay

- More managers and supervisors are engaged and at higher levels than ever before
- Managers and supervisors with high engagement drive increased engagement at the non-supervisory levels. These managers are in groups that share necessary information, believe their department is committed to government reinvention and feel leadership has provided clear direction for the department

Drivers of engagement

- Customer service, colleagues and the job itself are consistently strong drivers of engagement
- Department leadership and communications remain very important to overall employee engagement. While overall improvement has occurred for both, Agency performance in these areas could be more consistent to have more significant impact

Impact of action

- Employees and organizational groups that observed meaningful action resulting from the last employee survey are the most engaged populations
- An opportunity to increase awareness of change activities based on survey results exists for all employees except for Executives and Administrators

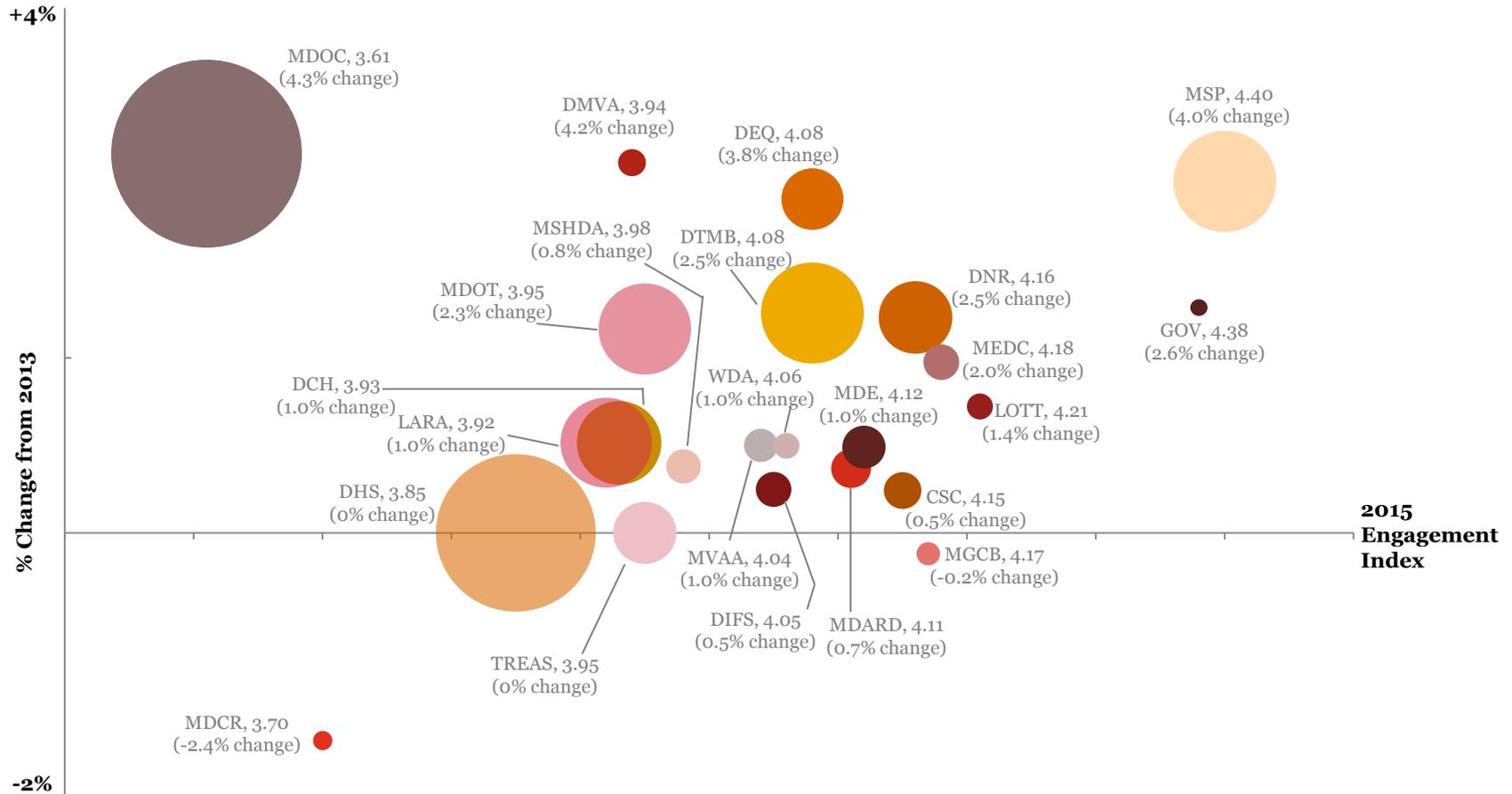
Barriers to productivity

- Employees across the State feel that not having enough staff to get work done is the biggest obstacle to their productivity
- Champions are more likely than other groups to state no issues prevent them from being productive and are far less likely to cite issues related to supervision, lack of authority or unclear priorities getting in their way
- Lower engaged employees cite lack of authority and teammates' inappropriate skill levels as top barriers to productivity



Summary | Findings (continued)

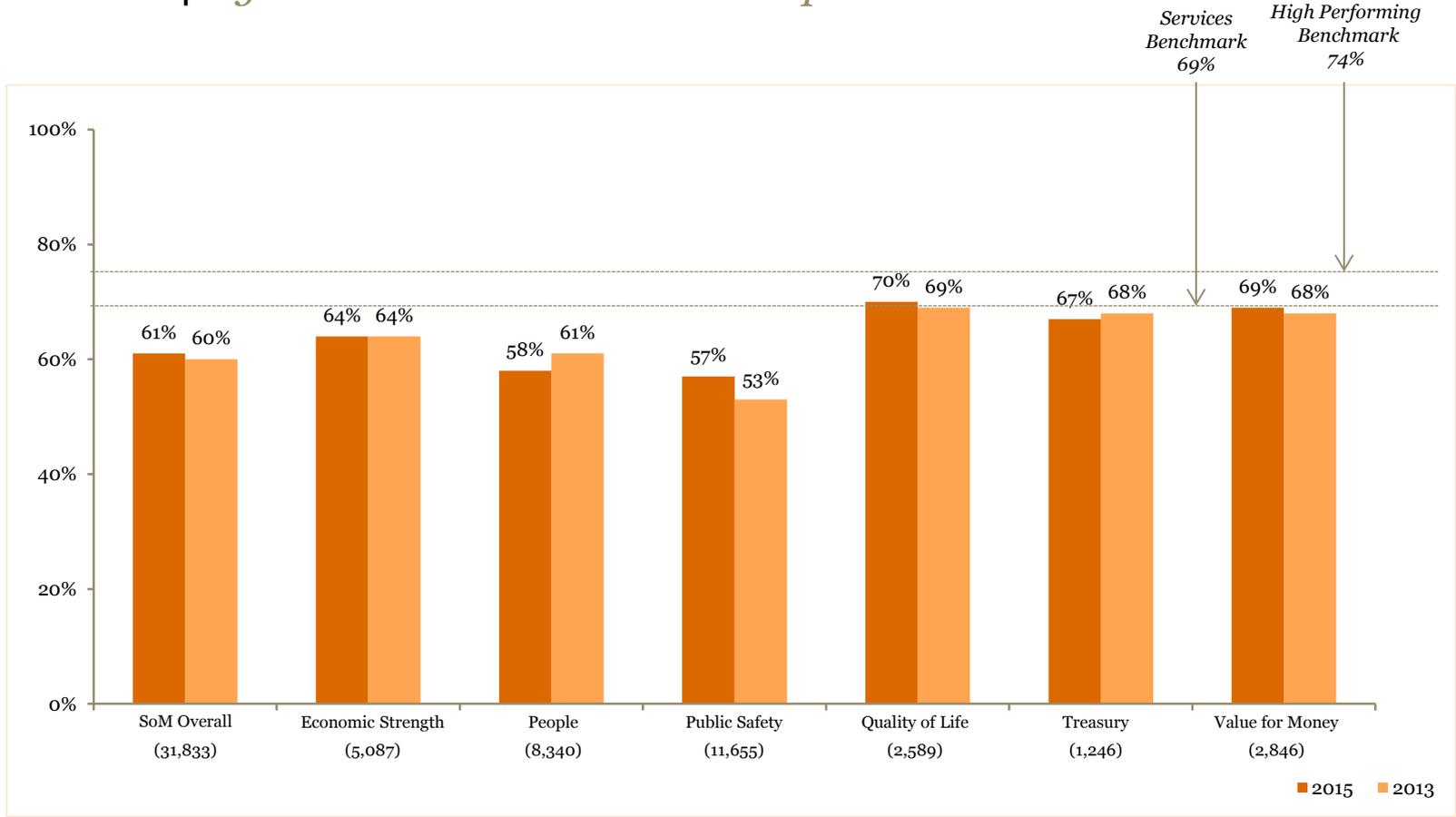
- More Agencies showed improvement from 2013 to 2015 than from 2012 to 2013, indicating more widespread momentum
- MDOC, MSP, DMVA and DEQ had largest positive changes in engagement
- MDOC and MSP continue to contribute to the increase in SoM overall engagement



The graph above shows the percent change in engagement from 2015 to 2013 for each Agency, plotted against its 2015 Engagement Index. The size of the circles represents the size of each Agency's response population from the 2015 survey



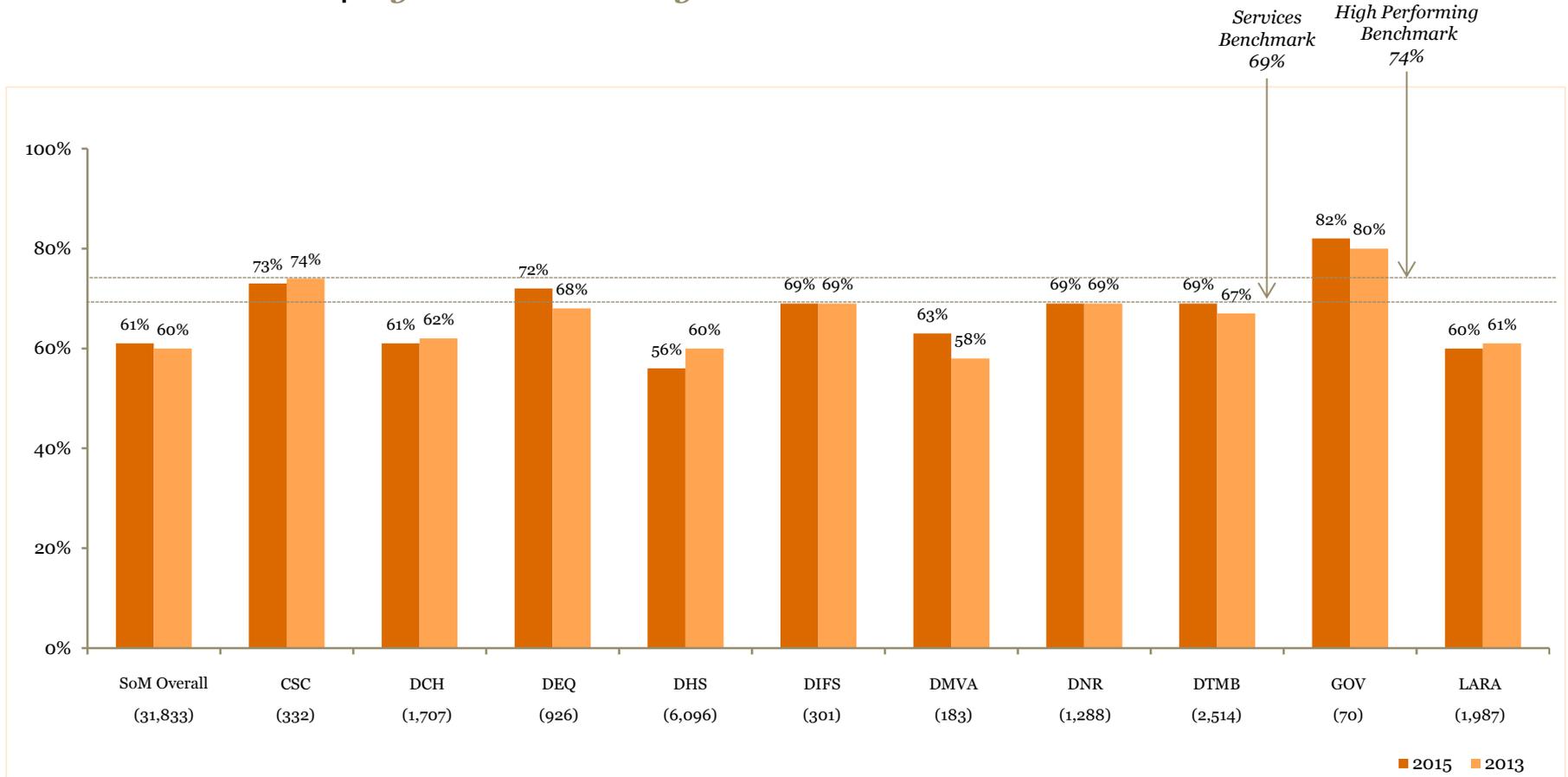
Results | Agree scores – Executive Groups



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



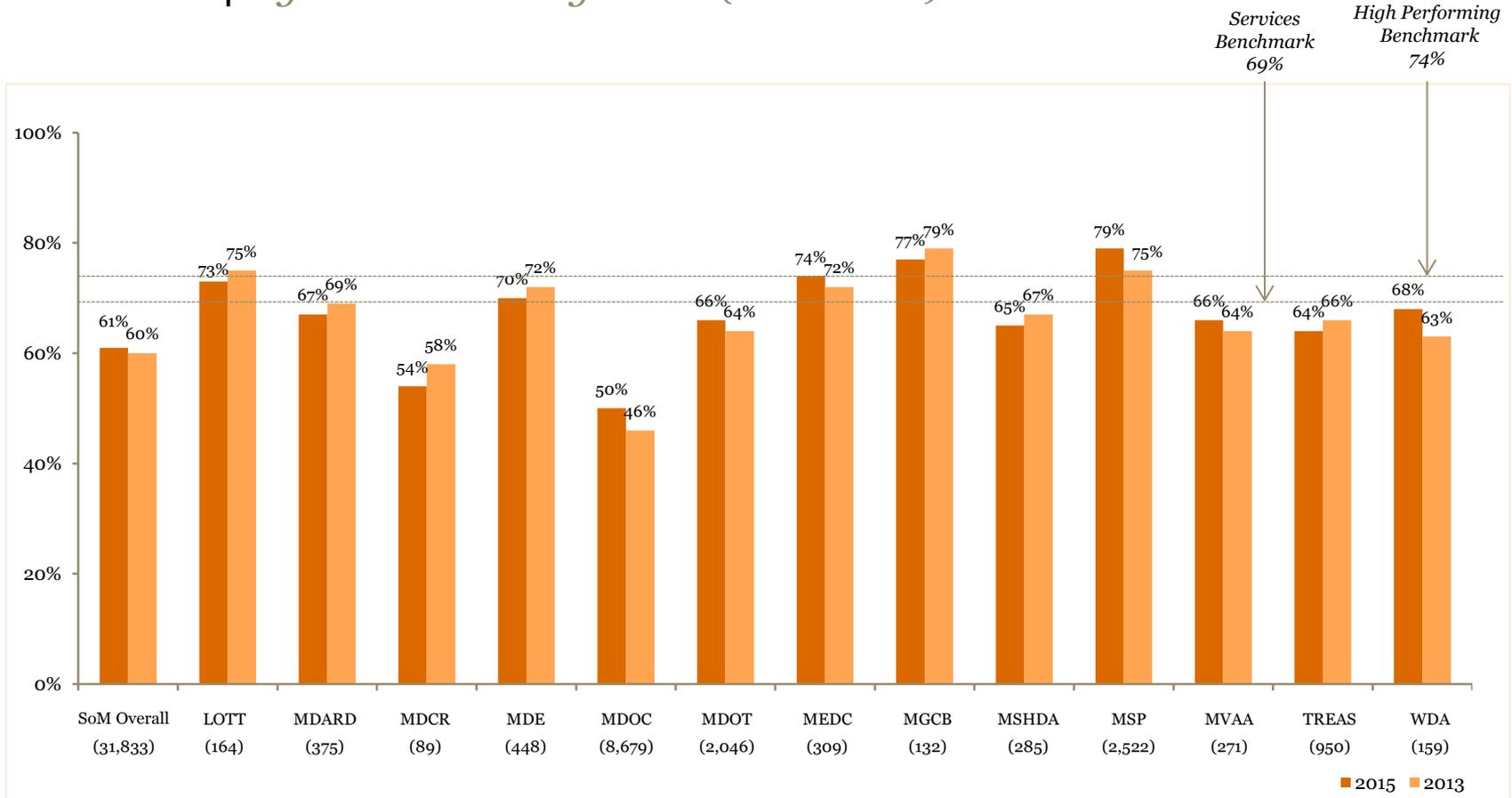
Results | Agree scores – Agencies



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



Results | Agree scores – Agencies (continued)



Results | *Engagement index – Executive Groups*



The SoM Engagement Index is the composite average for:

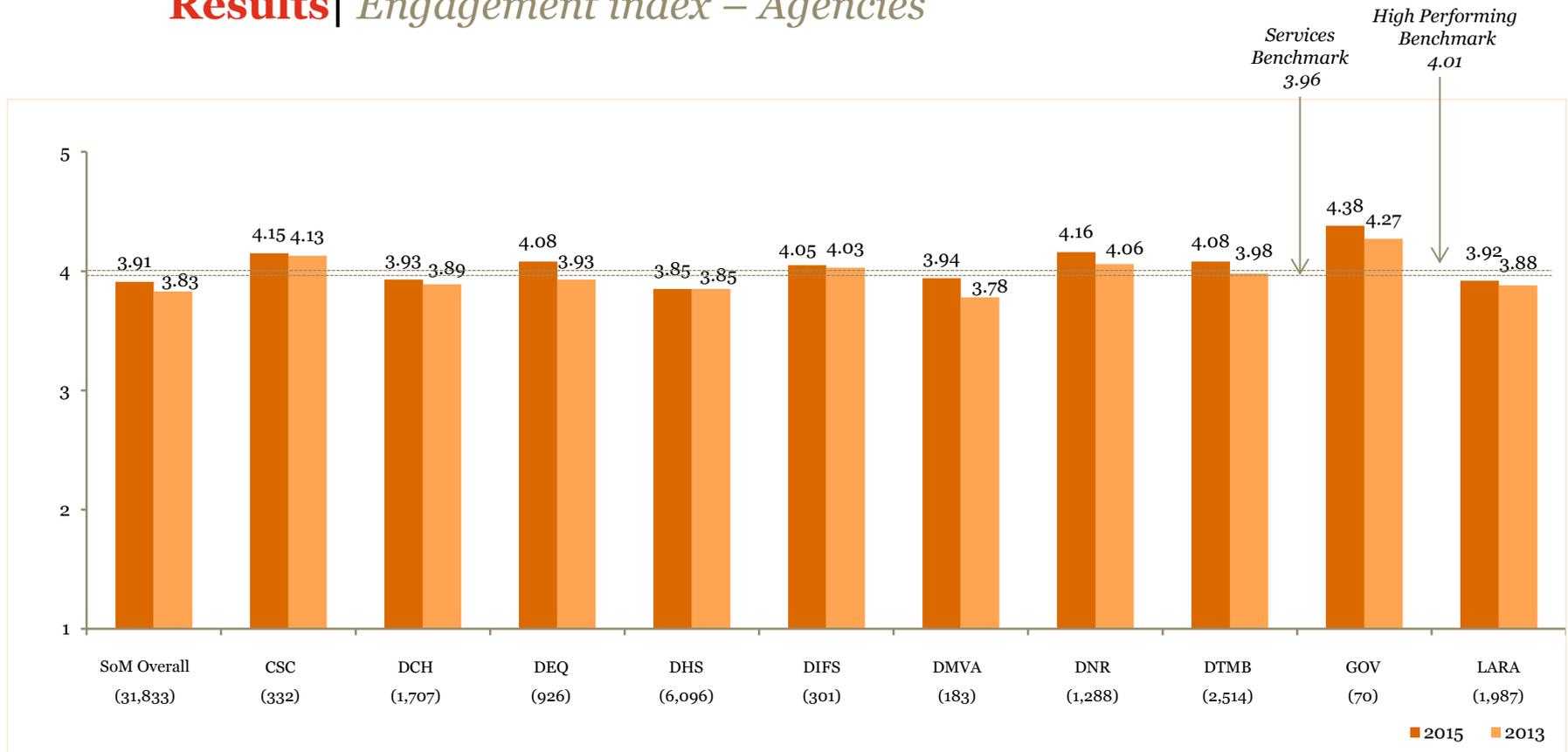
- I would recommend the State of Michigan to friends and family as a great place to work.
- I intend to stay with the State of Michigan for at least another 12 months.
- My colleagues go beyond what is expected for the success of the State of Michigan.
- I am proud to work for the State of Michigan.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



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Results | Engagement index – Agencies

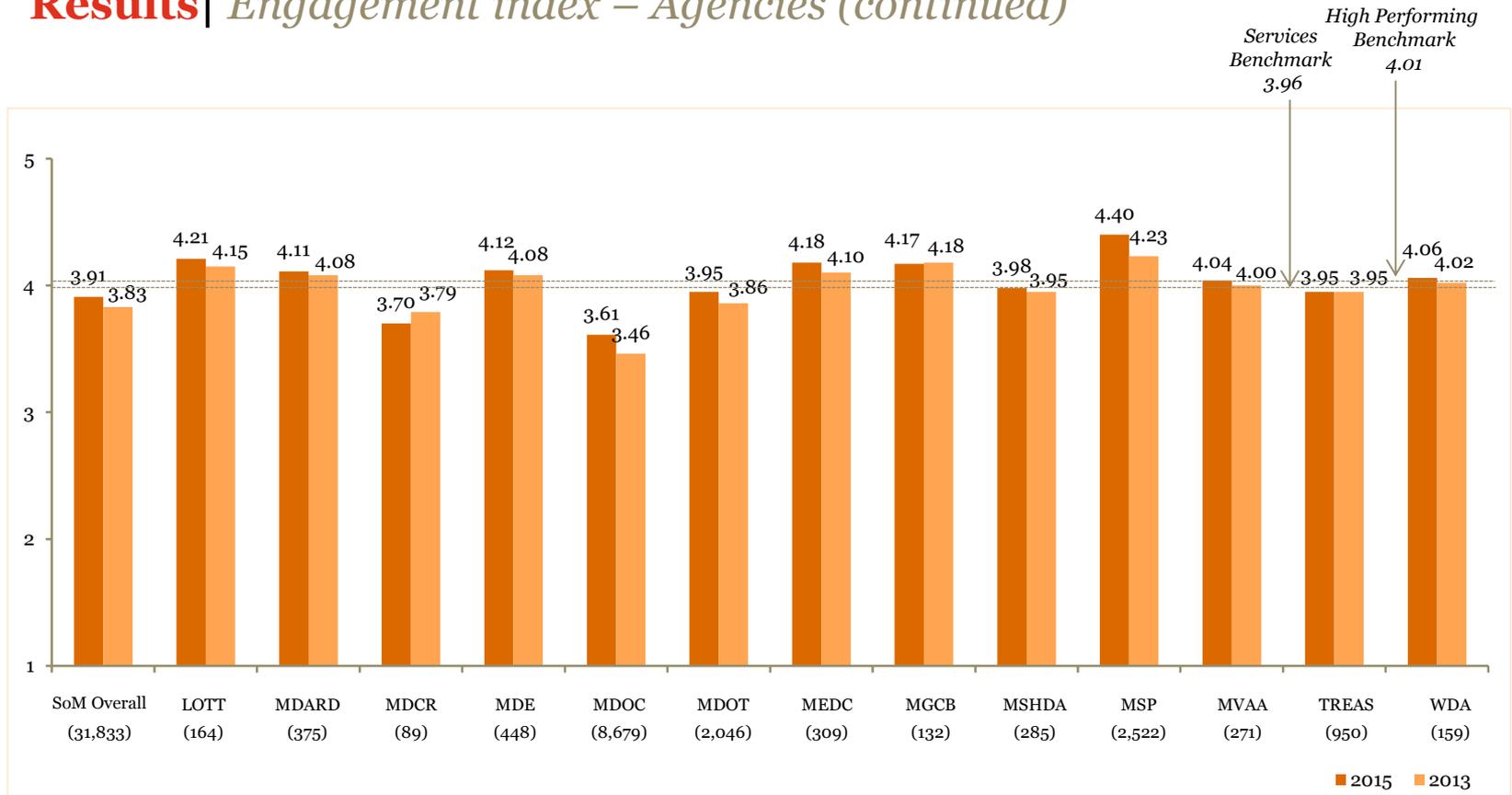


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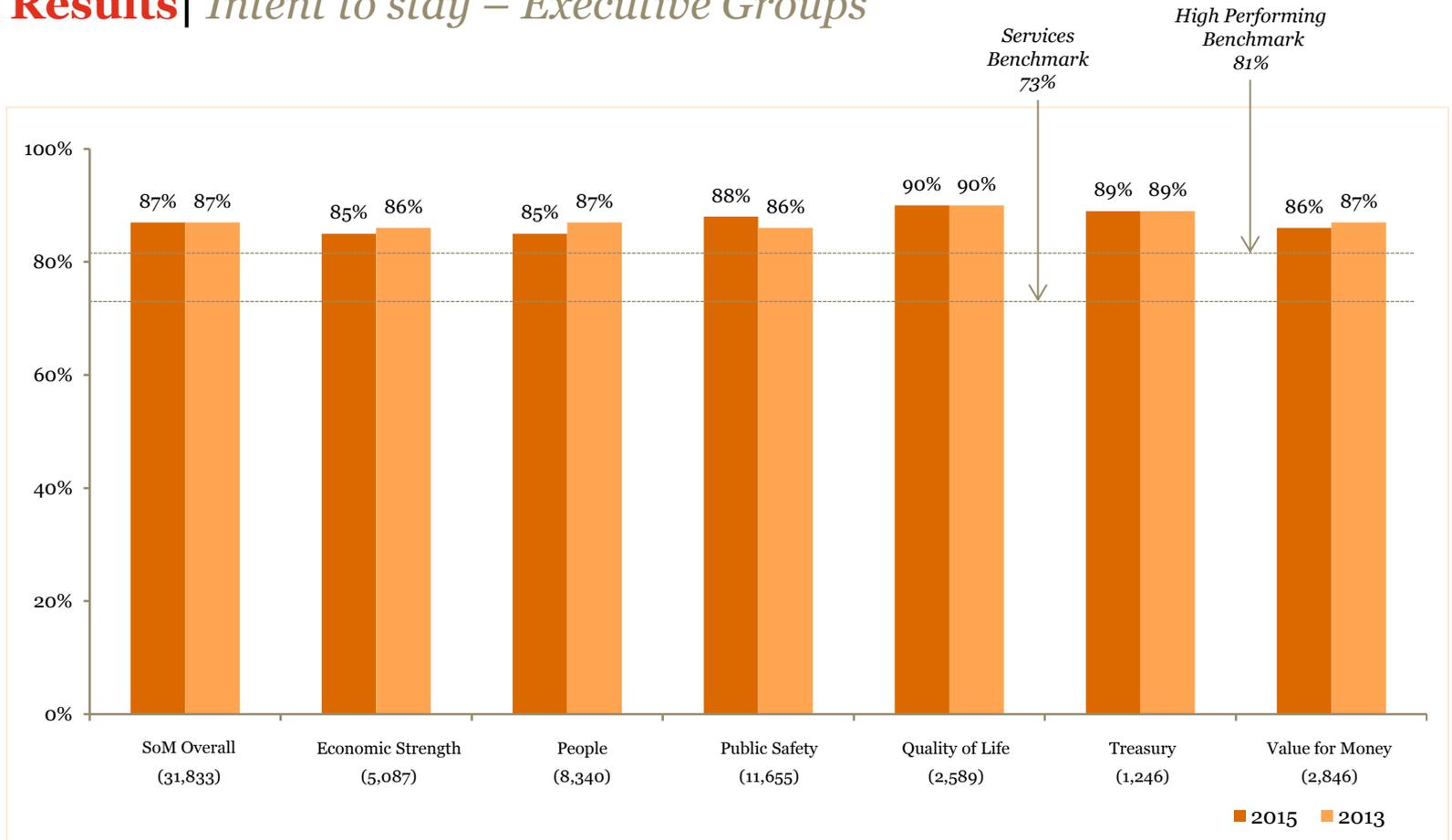
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- I am proud to work for the State of Michigan.
- My colleagues are passionate about providing exceptional customer service.
- I understand how my job contributes to the mission of the State of Michigan.



Results | Engagement index – Agencies (continued)



Results | Intent to stay – Executive Groups

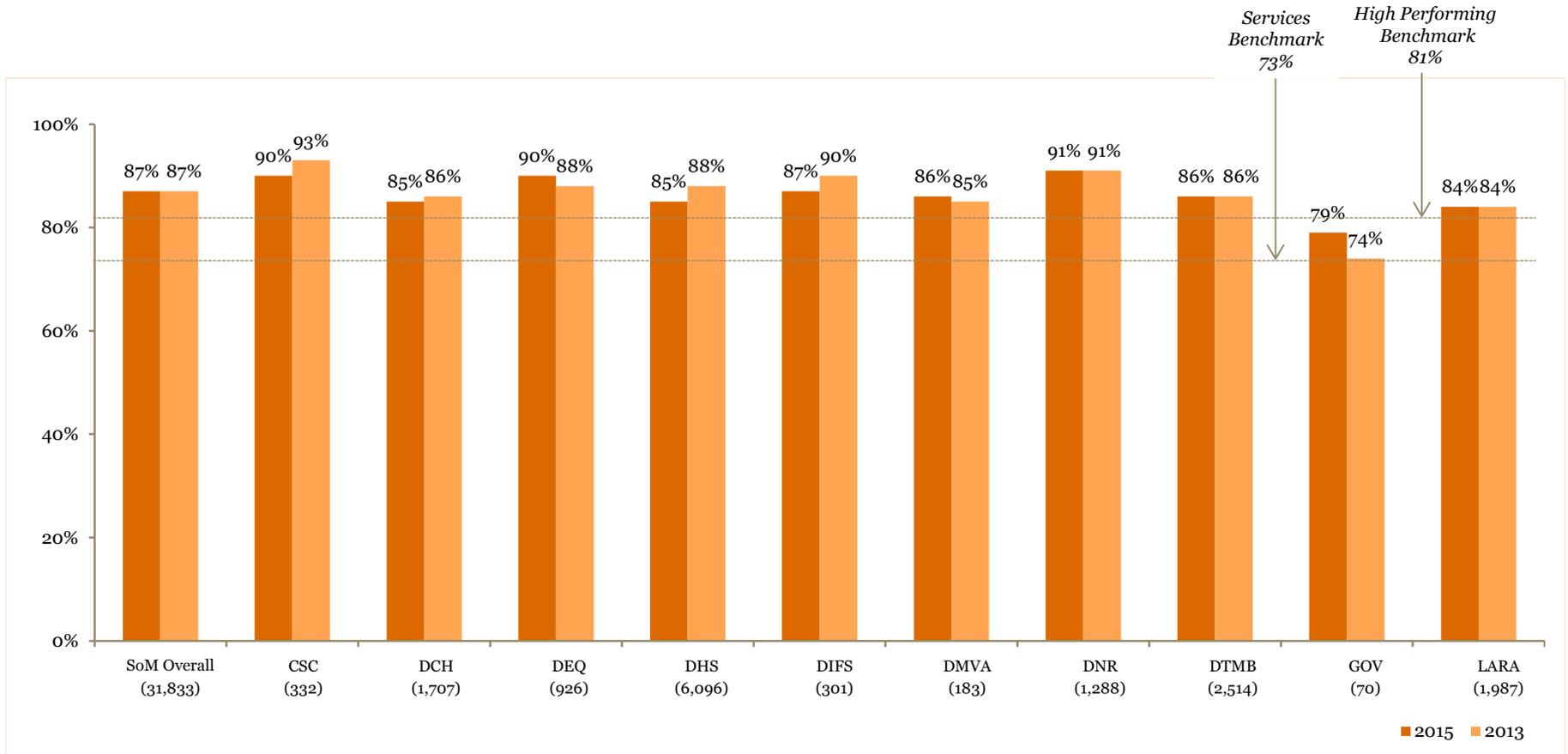


The intent to stay score is the percent of responses that are a 4 or 5 (Agree or Strongly Agree) for the question, “I intend to stay with the State of Michigan for at least another 12 months.” This measure is a leading indicator of turnover.

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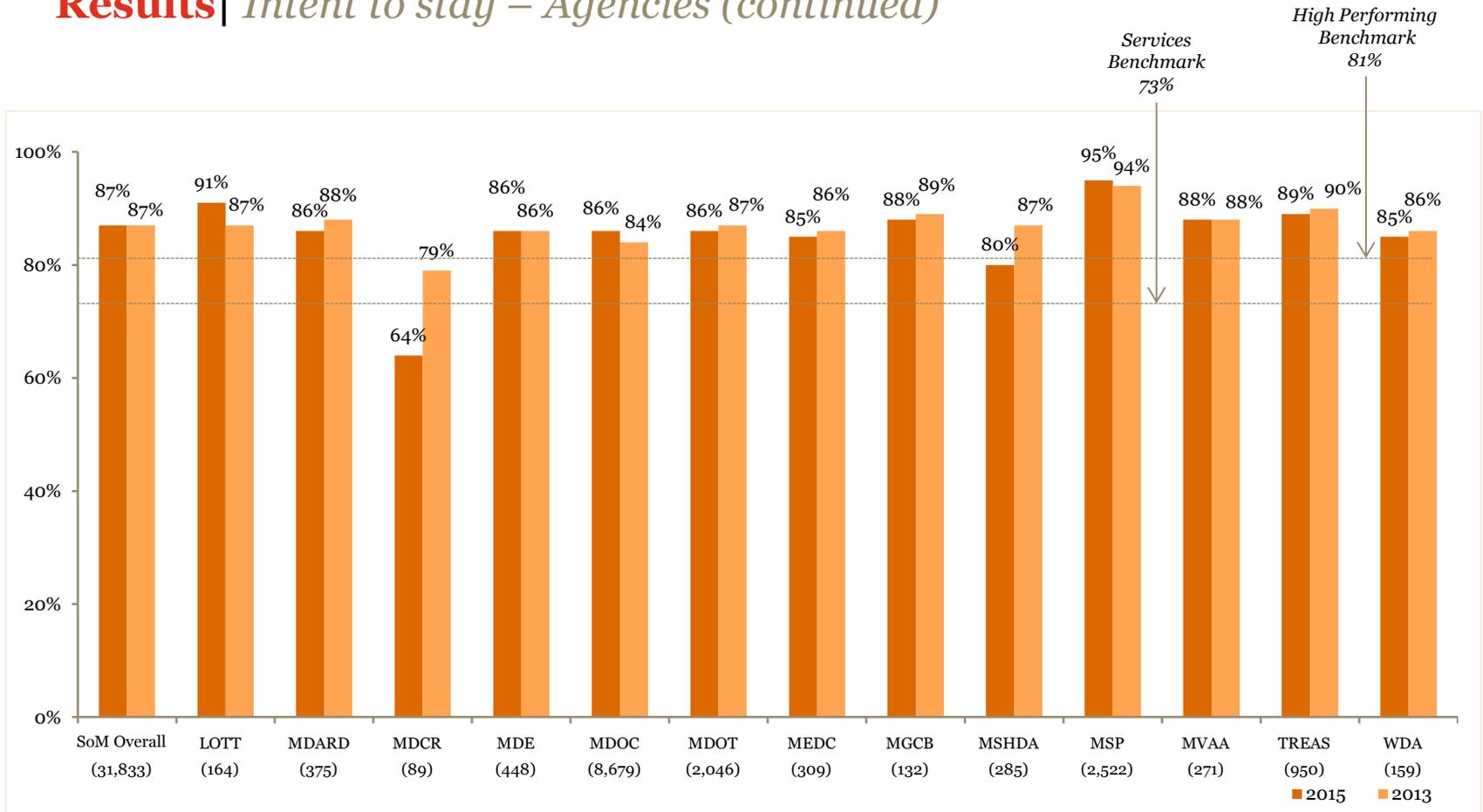
Results | Intent to stay – Agencies



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 – Agencies (continued)



Results | *Greatest change*

	2015	2013	Percentage Point Difference ¹	2015 / 2013 Engagement Driver Matrix Description ²
Agree Score				
Greatest increase				
I am encouraged to come up with new and better ways of doing things.	62%	55%	+7	Enhance/ Priority
I understand how my job contributes to the mission of the State of Michigan.	85%	79%	+6	N/A
My department leadership communicates openly and honestly with employees.	46%	41%	+5	Priority/ Priority
Within my department, there is effective teamwork between my work group and other work groups.	63%	58%	+5	Enhance/ Enhance
Sufficient effort is made to get the opinions of people who work here.	44%	39%	+5	Priority/ Priority
Greatest decrease				
My work group has a climate in which diverse perspectives are encouraged and valued.	52%	56%	-4	Enhance/ Priority
My work group does a good job of resolving customer problems when they occur.	77%	79%	-2	Preserve/ Preserve
My work group consistently delivers a high level of customer service.	73%	75%	-2	Preserve/ Preserve

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

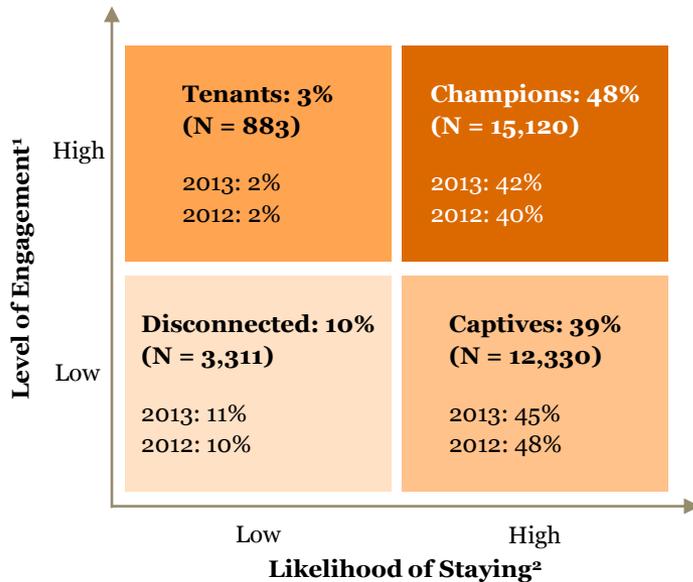
²See Driver Matrix pages. Items with “N/A” are engagement index items and were not included in the Driver Matrix

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



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 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”

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 | Agencies

		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%
<i>CSC</i>	Civil Service Commission	62%	61%	3%	2%	7%	5%	28%	32%
<i>DCH</i>	Community Health	50%	46%	4%	3%	11%	11%	36%	41%
<i>DEQ</i>	Environmental Quality	58%	48%	3%	3%	7%	9%	32%	40%
<i>DHS</i>	Human Services	43%	42%	3%	2%	12%	10%	43%	46%
<i>DIFS</i>	Insurance & Financial Services	56%	54%	4%	2%	10%	9%	31%	36%
<i>DMVA</i>	Military & Veterans Affairs	49%	43%	2%	2%	12%	13%	37%	42%
<i>DNR</i>	Natural Resources	63%	58%	3%	3%	6%	6%	28%	33%
<i>DTMB</i>	Technology, Management, and Budget	59%	52%	4%	4%	10%	10%	27%	34%
<i>GOV</i>	Governor's Office	76%	66%	13%	14%	7%	12%	3%	8%
<i>LARA</i>	Licensing & Regulatory Affairs	48%	45%	4%	3%	12%	13%	36%	39%
<i>LOTT</i>	Lottery	71%	61%	3%	6%	6%	7%	21%	26%
<i>MDARD</i>	Agriculture & Rural Development	61%	57%	4%	3%	10%	9%	25%	31%
<i>MDCR</i>	Civil Rights	36%	34%	8%	7%	28%	13%	28%	45%
<i>MDE</i>	Education	61%	59%	5%	5%	9%	8%	25%	27%
<i>MDOC</i>	Corrections	31%	21%	1%	1%	13%	15%	55%	63%
<i>MDOT</i>	Transportation	51%	43%	4%	3%	10%	10%	35%	44%
<i>MEDC</i>	Michigan Economic Development Corporation	66%	59%	5%	4%	10%	10%	19%	26%
<i>MGCB</i>	Gaming Control Board	69%	71%	0%	2%	12%	9%	19%	18%
<i>MSHDA</i>	Michigan State Housing Development Authority	46%	47%	8%	4%	12%	9%	35%	40%
<i>MSP</i>	State Police	77%	68%	2%	2%	3%	4%	17%	26%
<i>MVAA</i>	Michigan Veterans Affairs Agency	59%	53%	3%	2%	9%	10%	29%	35%
<i>TREAS</i>	Treasury	49%	49%	2%	2%	8%	8%	40%	41%
<i>WDA</i>	Workforce Development Agency	55%	51%	6%	5%	9%	8%	30%	36%



Employee landscape | 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%
Race								
American Indian/Alaskan Native	45%	36%	2%	4%	9%	12%	44%	49%
Asian	66%	59%	3%	3%	8%	10%	23%	27%
Black	48%	44%	3%	2%	12%	12%	37%	42%
Hispanic/Latino	51%	47%	3%	3%	9%	8%	38%	43%
White	49%	43%	3%	2%	10%	10%	39%	45%
Other	35%	30%	3%	3%	19%	18%	43%	49%
Gender								
Female	48%	44%	3%	2%	10%	10%	39%	44%
Male	48%	42%	3%	3%	11%	11%	38%	44%
Age Range								
Under 25	53%	54%	7%	7%	13%	12%	27%	27%
25-34	48%	45%	3%	2%	12%	12%	36%	41%
35-44	48%	43%	2%	1%	9%	10%	41%	47%
45-54	48%	41%	2%	1%	9%	10%	42%	48%
55 and Over	49%	43%	5%	5%	12%	12%	34%	41%
Tenure								
Less than 3 years	59%	53%	3%	3%	9%	11%	29%	34%
3 years to less than 10 years	47%	42%	3%	2%	12%	12%	38%	44%
10 years to less than 20 years	45%	40%	2%	1%	10%	10%	44%	49%
20 years to less than 30 years	46%	38%	3%	2%	9%	11%	42%	49%
30 years or more	49%	44%	8%	7%	13%	11%	30%	38%
Employment Group								
Group 1: Non-degreed, non-supervisory classifications	43%	38%	2%	2%	11%	11%	44%	49%
Group 2: Degreed, non-supervisory classifications	48%	43%	3%	2%	11%	11%	38%	44%
Group 3: Managers and supervisors	53%	44%	3%	3%	8%	9%	36%	44%
Group 4/SES: Executives and administrators	74%	70%	5%	5%	4%	5%	17%	20%
Unclassified/Special appointees	64%	57%	6%	9%	8%	13%	22%	21%
MEDC - Corporate	69%	62%	3%	6%	12%	9%	15%	23%
Other	39%	40%	3%	2%	16%	16%	41%	42%



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.

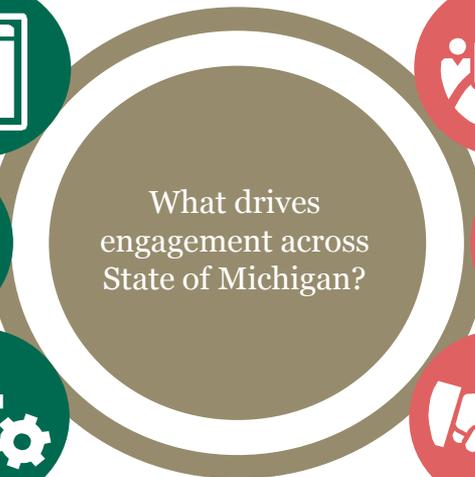
How to use a Heat Map:

- 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.



Drivers of engagement | *Summary*

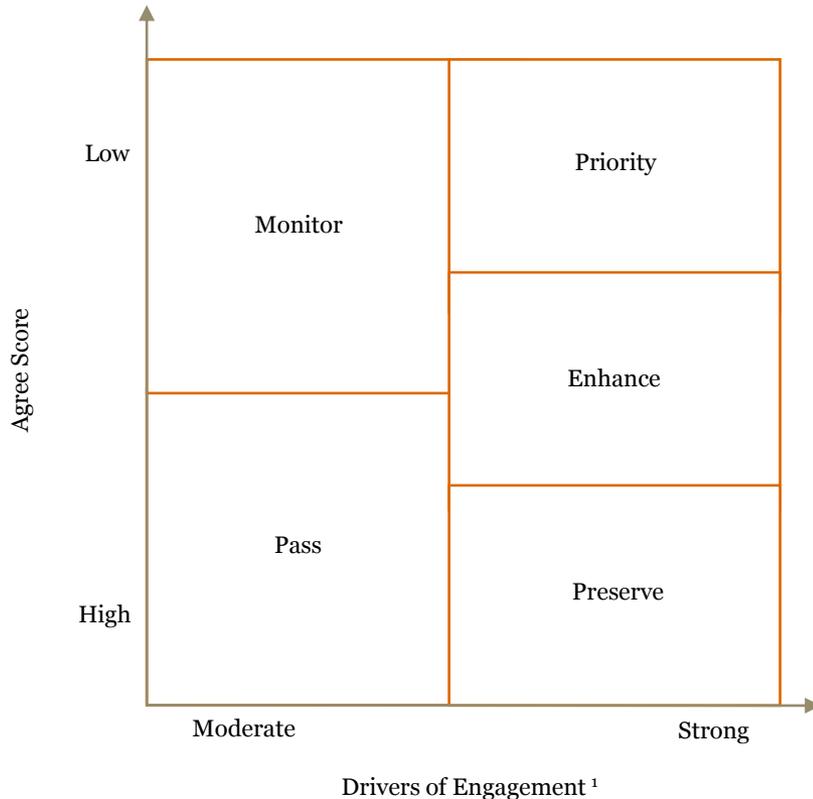
Organizational strengths



Opportunities for improvement



Driver matrix | Description



¹ Based on correlation with Engagement Index

Notes:

- A list of correlations with engagement and 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

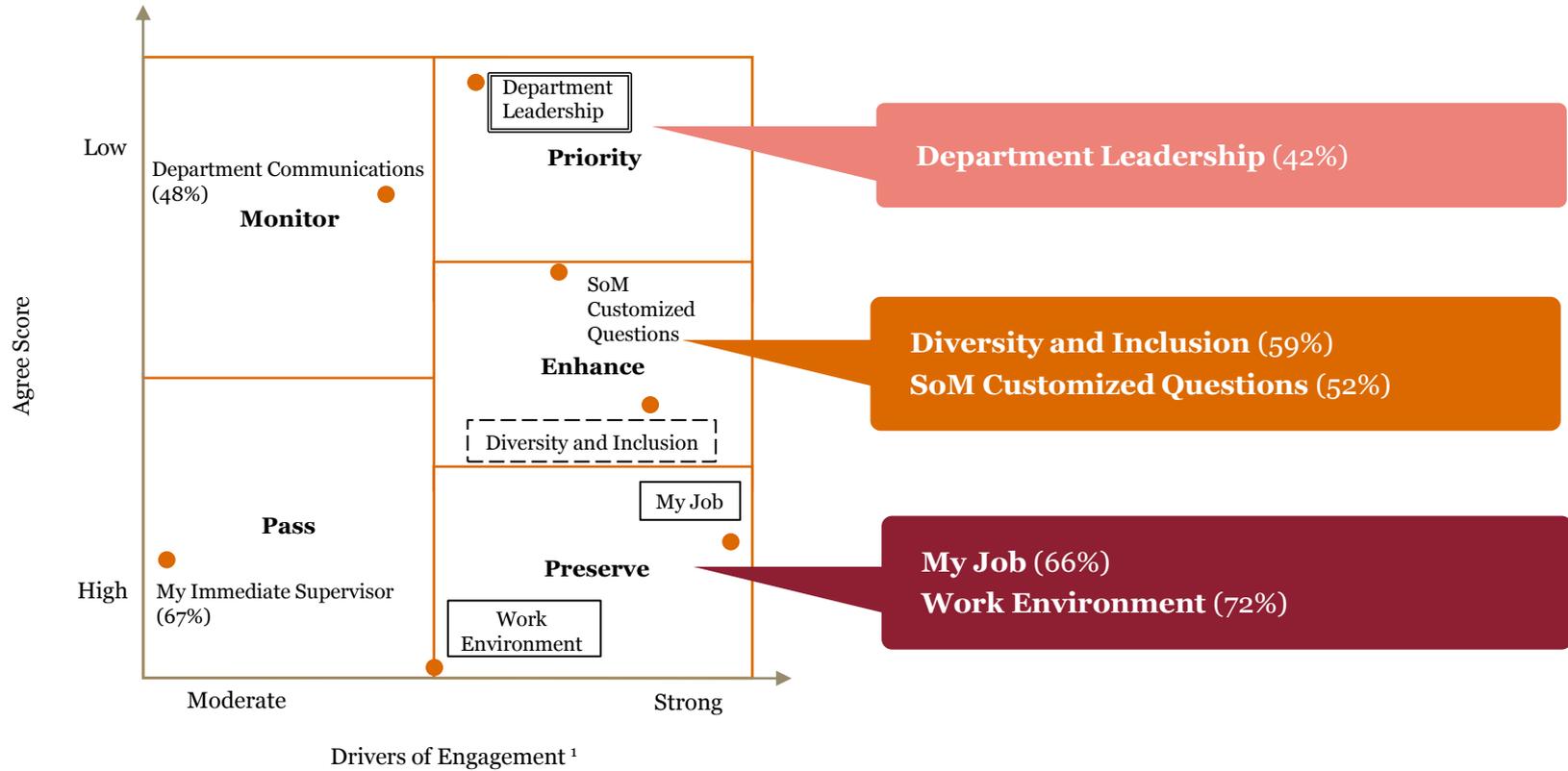
- Low agree score but low correlation to engagement index. Items in the Monitor section may not be high pay-off investments.

Pass

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



Driver matrix | *By survey theme*



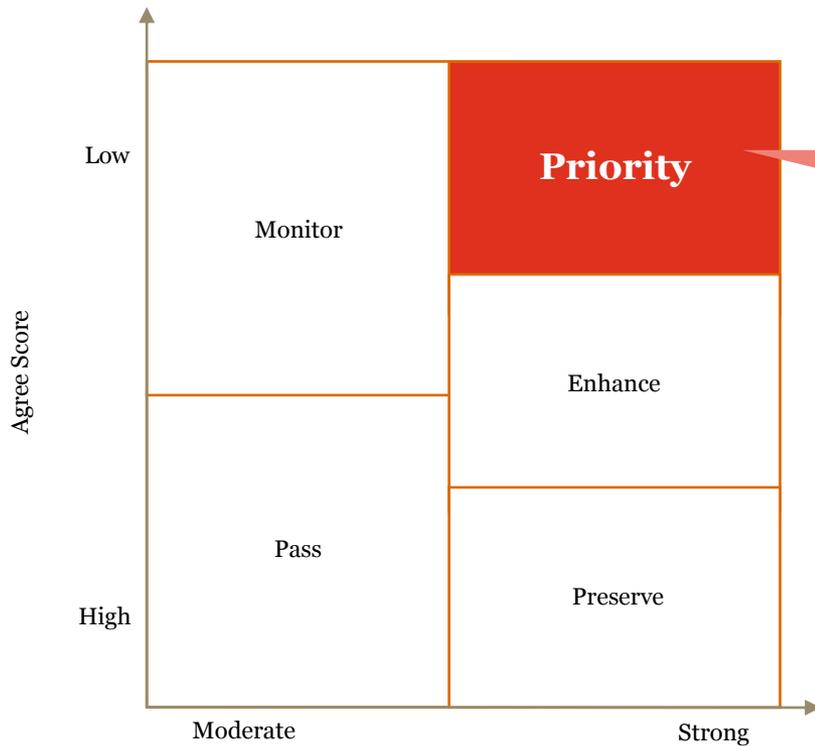
¹ Based on correlation with Engagement Index

Note: Numbers in parentheses represent the agree score for each item

- 2013 Priority
- 2013 Enhance
- 2013 Preserve



Driver matrix | *By item*



Drivers of Engagement ¹

¹ Based on correlation with Engagement Index

Notes:

- A list of correlations with engagement and 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. (52%)
- Sufficient effort is made to get the opinions of people who work here. * (44%)
- The State of Michigan has an inclusive work environment where individual differences are respected.* (53%)

Department Communications

- My department leadership communicates openly and honestly with employees. * (46%)
- Department leadership gives employees a clear picture of the direction my department is headed. * (44%)
- My department keeps employees informed about matters affecting us. * (47%)

Department Leadership

- I am confident department leadership is leading us in the right direction for success. * (39%)
- My department is serious about change and reinvention to achieve good government. * (49%)
- Department leadership is creating a culture of continuous improvement. * (42%)
- Department leadership is trustworthy. * (44%)
- Department leadership is interested in the well-being of employees. * (44%)

SoM Customized Questions

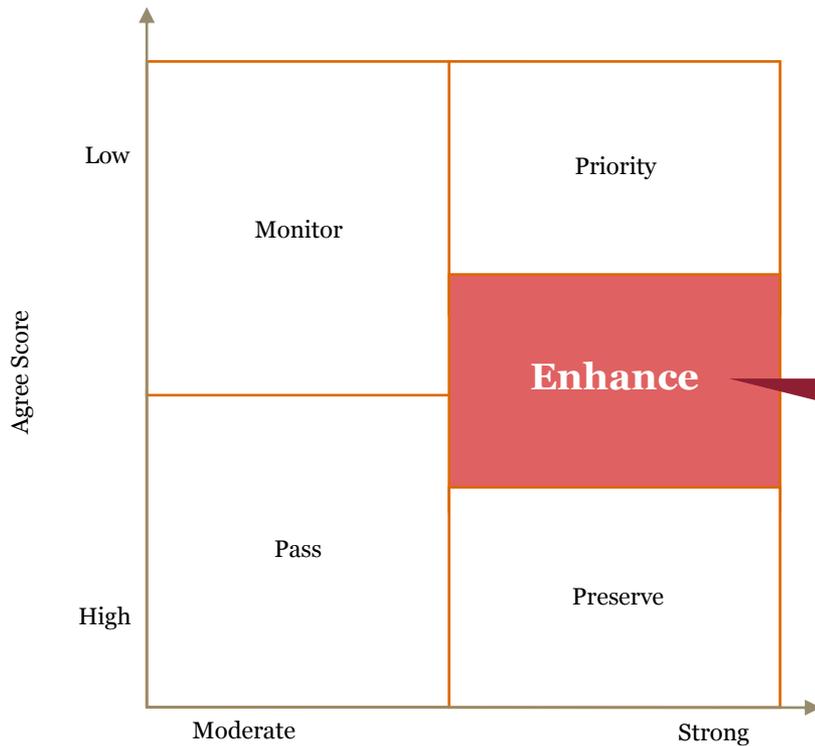
- I have seen meaningful action taken in my department as a result of the last employee engagement survey. (31%)

My Job

- My career goals can be met at the State of Michigan. (54%)



Driver matrix | *By item*



Drivers of Engagement ¹

¹ Based on correlation with Engagement Index

Notes:

- A list of correlations with engagement and 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.) * (62%)

Department Communications

- I get the information I need to be productive in my job. (55%)

Work Environment

- Within my department, there is effective teamwork between my work group and other work groups. * (63%)

My Job

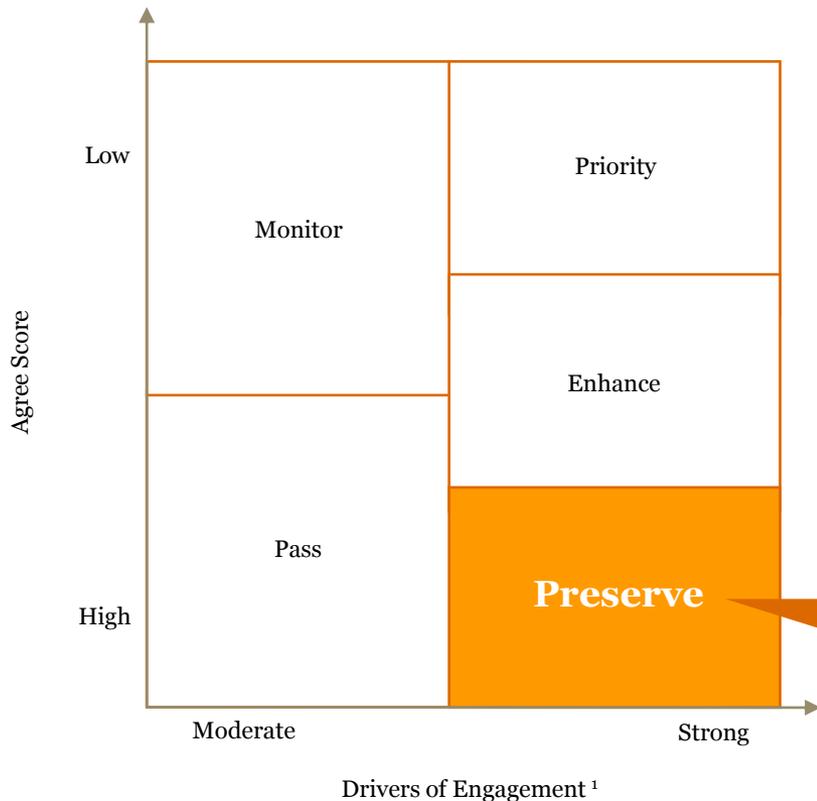
- My job gives me a feeling of personal accomplishment. * (64%)
- My work group constantly looks for better ways to serve our customers. * (65%)
- I am encouraged to come up with new and better ways of doing things. (62%)

SoM Customized Questions

- I have a clear understanding of my department's strategic objectives. (59%)



Driver matrix | *By item*



Work Environment

- I am empowered to make decisions that help me get my job done effectively. (70%)

My Job

- My work group consistently delivers a high level of customer service. * (73%)
- My work group does a good job of resolving customer problems when they occur. * (77%)
- I understand how the work I do makes a difference in the lives of the people of the State of Michigan. * (82%)
- My job makes good use of my skills and abilities. (67%)

SoM Customized Questions

- I am treated with dignity and respect by my colleagues. * (74%)

Diversity and Inclusion

- My colleagues treat co-workers with dignity and respect. (68%)

¹ Based on correlation with Engagement Index

Notes:

- A list of correlations with engagement and 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	46%
Outdated technology or lack of technology	32%
Unnecessary paperwork	28%
Too many procedures and policies	22%
Inadequate training	16%
Teammates whose skill levels are not suited for the job	16%
Lack of decision-making authority	15%
Too many emails	13%
Lack of clear priorities	13%
Uncomfortable or distracting work environment	13%



Barriers to productivity | *By employee landscape*

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

	Percent of respondents mentioning				
	SoM Overall	Champions	Tenants	Disconnected	Captives
Not enough staff to help get work done	46%	42%	46%	52%	50%
Outdated technology or lack of technology	32%	31%	30%	31%	33%
Unnecessary paperwork	28%	26%	25%	30%	31%
Too many procedures and policies	22%	19%	21%	25%	25%
Other	18%	16%	20%	23%	20%
Inadequate training	16%	12%	12%	21%	20%
Teammates whose skill levels are not suited for the job	16%	11%	11%	20%	22%
Lack of decision-making authority	15%	10%	13%	24%	20%
Too many emails	13%	15%	15%	11%	12%
Lack of clear priorities	13%	8%	11%	20%	16%
Uncomfortable or distracting work environment	13%	10%	13%	20%	16%
Doing work beyond the scope of my job	12%	10%	12%	16%	13%
Responding to unanticipated issues, beyond my job requirements	11%	10%	12%	11%	11%
Lack of understanding about how decisions get made	11%	8%	12%	13%	13%
Supervisor does not seek out my input	11%	6%	9%	18%	15%
There are no issues preventing me from being fully productive at work	11%	17%	12%	4%	5%
Being included in meetings unnecessarily	9%	9%	9%	10%	9%
Unclear roles and responsibilities	9%	6%	10%	13%	11%
Constantly changing deadlines	7%	6%	8%	8%	6%
Unclear instructions related to my work tasks	7%	6%	7%	9%	9%
Diverse perspectives are not valued	6%	3%	7%	11%	8%
Lack of procedures and policies	4%	3%	4%	5%	4%
Unclear expectations of my job	4%	3%	5%	7%	5%

 Top five most selected issues in each respective landscape category



Barriers to productivity | *By employment group*

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

	Percent of respondents mentioning							
	SoM Overall	Group 1: Non-degreed, non-supervisory classifications	Group 2: Degreed, non-supervisory classifications	Group 3: Managers and supervisors	Group 4/SES: Executives and administrators	Unclassified/ Special appointees	MEDC - Corp	Other
Not enough staff to help get work done	46%	48%	42%	55%	46%	31%	34%	41%
Outdated technology or lack of technology	32%	28%	34%	37%	31%	33%	12%	24%
Unnecessary paperwork	28%	25%	30%	35%	22%	22%	16%	27%
Too many procedures and policies	22%	21%	25%	22%	14%	16%	21%	21%
Other	18%	16%	21%	19%	16%	9%	11%	15%
Inadequate training	16%	18%	18%	12%	5%	9%	9%	11%
Teammates whose skill levels are not suited for the job	16%	19%	14%	16%	15%	12%	13%	16%
Lack of decision-making authority	15%	17%	14%	14%	11%	9%	13%	18%
Too many emails	13%	11%	10%	21%	31%	21%	23%	15%
Lack of clear priorities	13%	13%	12%	12%	10%	9%	13%	13%
Uncomfortable or distracting work environment	13%	13%	15%	11%	5%	5%	16%	13%
Doing work beyond the scope of my job	12%	11%	13%	12%	8%	6%	17%	11%
Responding to unanticipated issues, beyond my job requirements	11%	9%	12%	12%	12%	6%	15%	10%
Lack of understanding about how decisions get made	11%	12%	10%	9%	7%	10%	13%	12%
Supervisor does not seek out my input	11%	14%	8%	9%	7%	10%	3%	13%
There are no issues preventing me from being fully productive at work	11%	12%	10%	7%	13%	18%	13%	17%
Being included in meetings unnecessarily	9%	6%	10%	13%	14%	14%	18%	9%
Unclear roles and responsibilities	9%	9%	9%	8%	9%	6%	20%	9%
Constantly changing deadlines	7%	5%	7%	9%	9%	4%	6%	7%
Unclear instructions related to my work tasks	7%	8%	8%	5%	3%	6%	5%	8%
Diverse perspectives are not valued	6%	6%	6%	6%	4%	4%	2%	7%
Lack of procedures and policies	4%	3%	5%	3%	3%	5%	7%	4%
Unclear expectations of my job	4%	5%	4%	4%	3%	4%	7%	6%

 Top five most selected issues in each respective landscape category



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Barriers to productivity | *By Agency*

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

Items shown below are based on the top 10 most selected issues for State of Michigan Overall

	Percent of respondents mentioning											
	SoM Overall	CSC	DCH	DEQ	DHS	DIFS	DMVA	DNR	DTMB	GOV	LARA	LOTT
Not enough staff to help get work done	46%	21%	44%	41%	58%	26%	36%	53%	37%	11%	34%	25%
Outdated technology or lack of technology	32%	22%	32%	38%	39%	19%	19%	36%	22%	26%	29%	26%
Unnecessary paperwork	28%	14%	23%	23%	32%	19%	20%	28%	21%	7%	20%	24%
Too many procedures and policies	22%	7%	18%	20%	28%	14%	15%	27%	22%	6%	19%	20%
Inadequate training	16%	11%	15%	14%	20%	15%	16%	11%	18%	0%	24%	5%
Teammates whose skill levels are not suited for the job	16%	13%	16%	12%	17%	20%	18%	14%	16%	7%	16%	6%
Lack of decision-making authority	15%	10%	18%	12%	11%	10%	13%	15%	12%	11%	16%	12%
Too many emails	13%	11%	12%	16%	15%	8%	7%	19%	12%	14%	12%	11%
Lack of clear priorities	13%	5%	13%	9%	12%	6%	13%	11%	15%	11%	11%	9%
Uncomfortable or distracting work environment	13%	12%	16%	14%	15%	19%	9%	12%	12%	7%	16%	10%



Barriers to productivity | *By Agency (continued)*

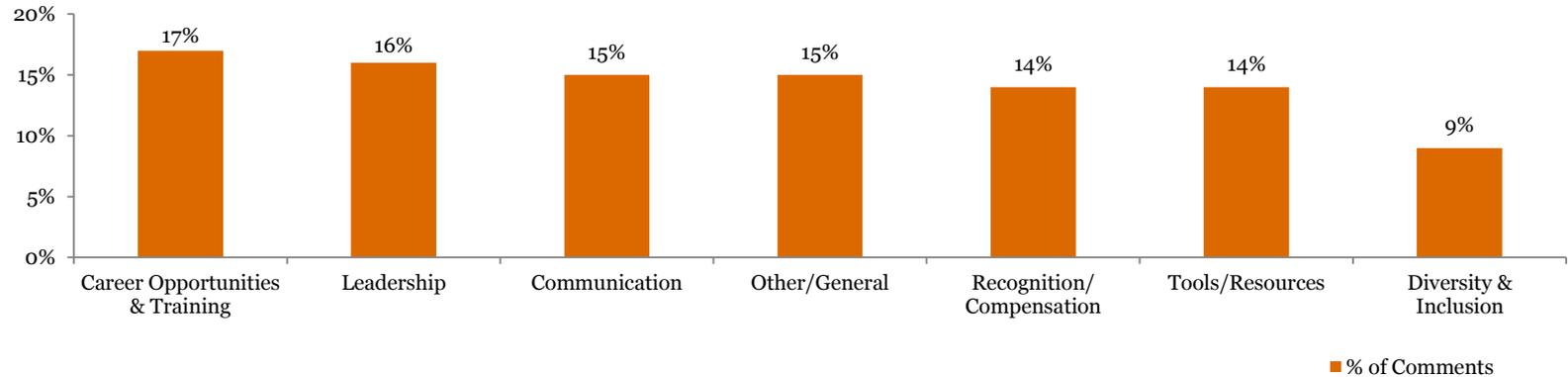
Employees were asked to select up to five issues that commonly prevent them from being fully productive at work
Items shown below are based on the top 10 most selected issues for State of Michigan Overall

	Percent of respondents mentioning												
	SoM Overall	MDARD	MDCR	MDE	MDOC	MDOT	MEDC	MGCB	MSHDA	MSP	MVAA	TREAS	WDA
Not enough staff to help get work done	46%	49%	51%	34%	52%	40%	32%	14%	25%	45%	52%	28%	21%
Outdated technology or lack of technology	32%	39%	43%	23%	33%	23%	11%	37%	27%	33%	38%	28%	16%
Unnecessary paperwork	28%	25%	11%	14%	33%	24%	18%	15%	13%	43%	21%	19%	15%
Too many procedures and policies	22%	15%	17%	13%	22%	25%	21%	8%	12%	22%	8%	20%	14%
Inadequate training	16%	14%	13%	11%	19%	10%	9%	8%	10%	7%	8%	17%	8%
Teammates whose skill levels are not suited for the job	16%	13%	16%	18%	20%	14%	13%	8%	16%	8%	17%	14%	19%
Lack of decision-making authority	15%	12%	25%	16%	22%	14%	13%	9%	15%	9%	14%	17%	12%
Too many emails	13%	15%	7%	16%	10%	14%	23%	11%	11%	19%	7%	11%	15%
Lack of clear priorities	13%	15%	18%	14%	15%	12%	17%	14%	13%	7%	15%	12%	10%
Uncomfortable or distracting work environment	13%	11%	15%	13%	12%	12%	18%	5%	12%	9%	13%	16%	18%



Comments | *Methodology overview*

Survey respondents were asked the following open-ended item:
“You may choose to comment on one or more of the topics below.”



44,113 total comments provided in 2015

Note: Values above represent the percent of total comments that were provided for each topic



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



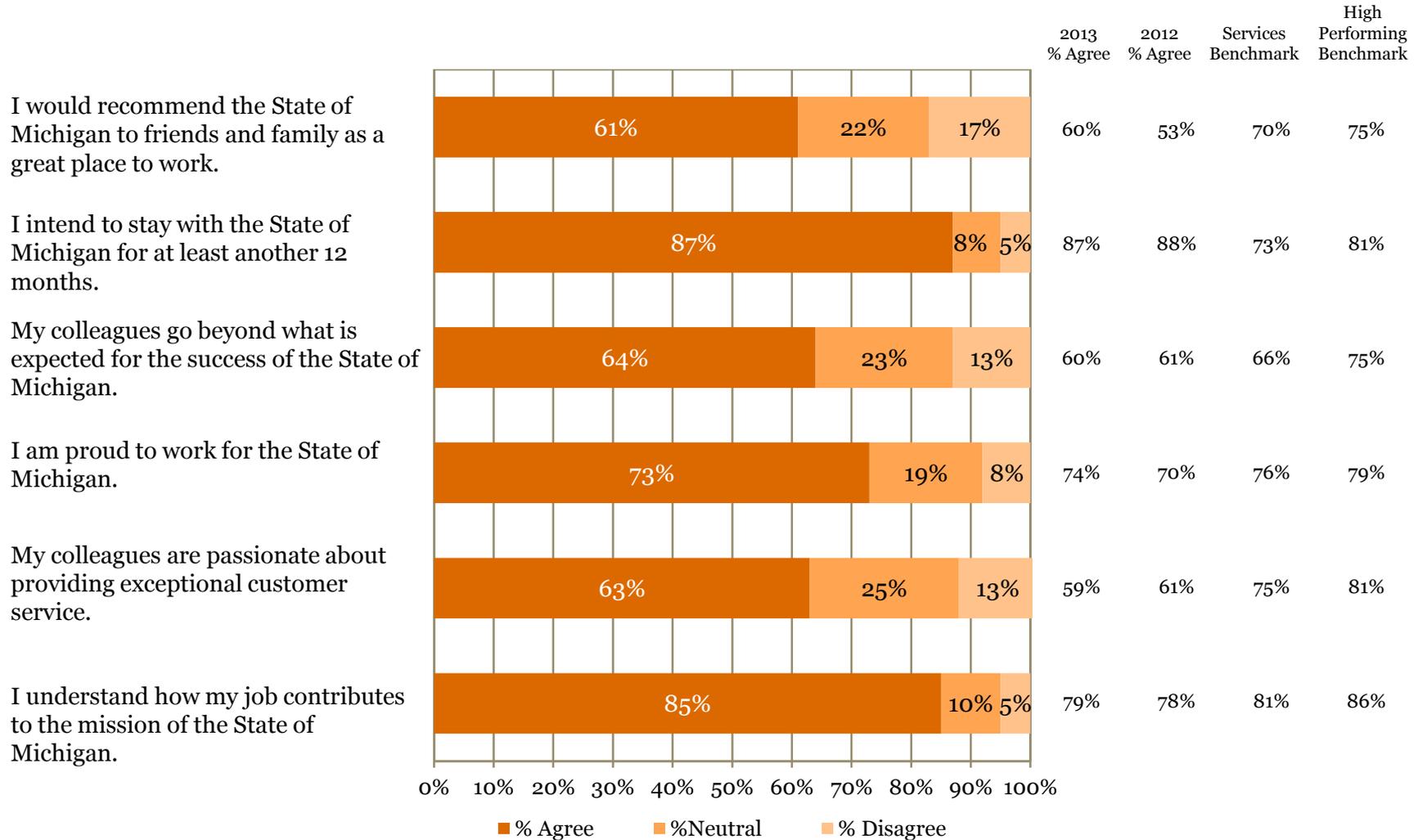
Appendix

Appendix

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



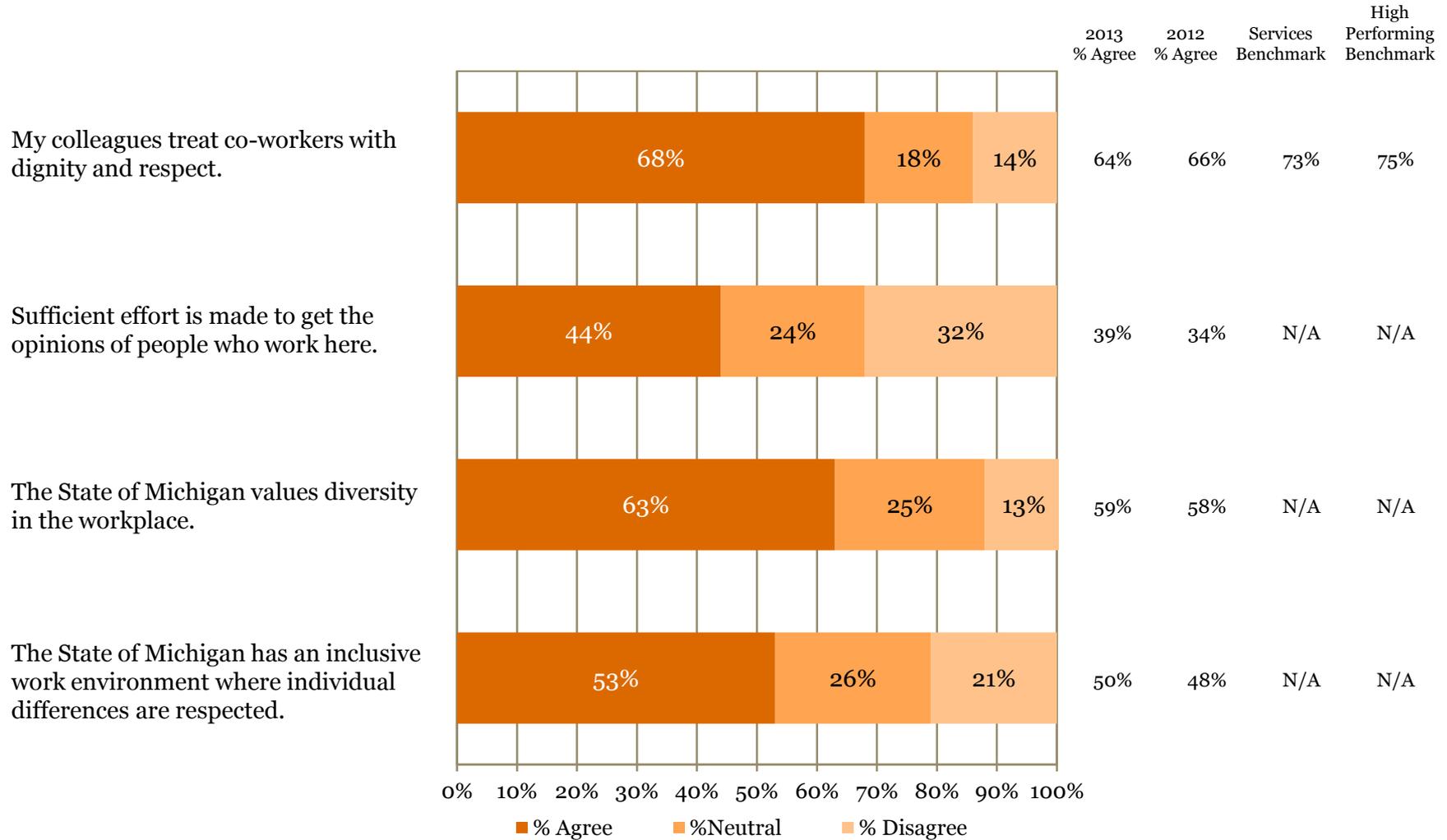
Employee engagement



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



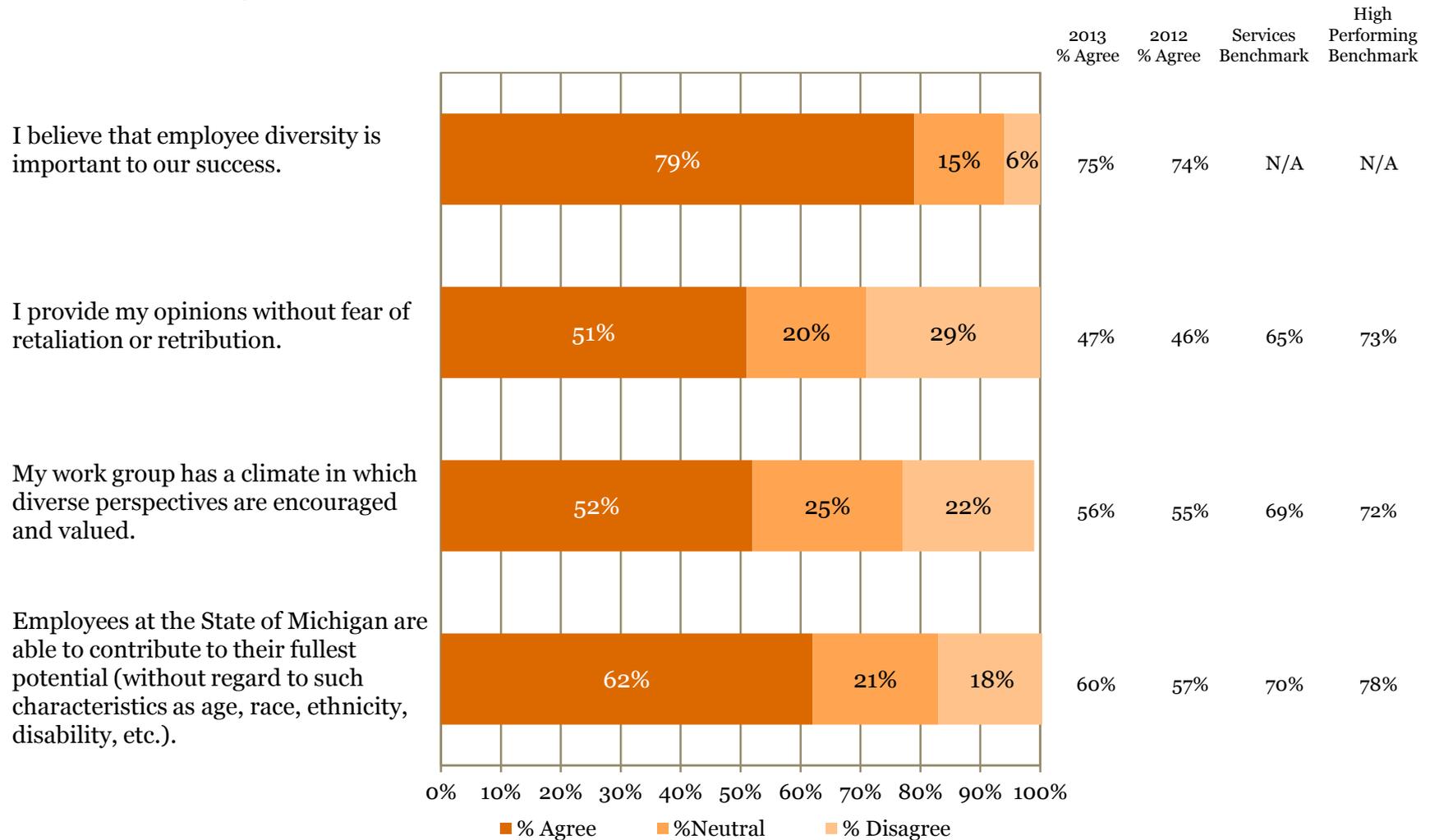
Diversity and inclusion



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



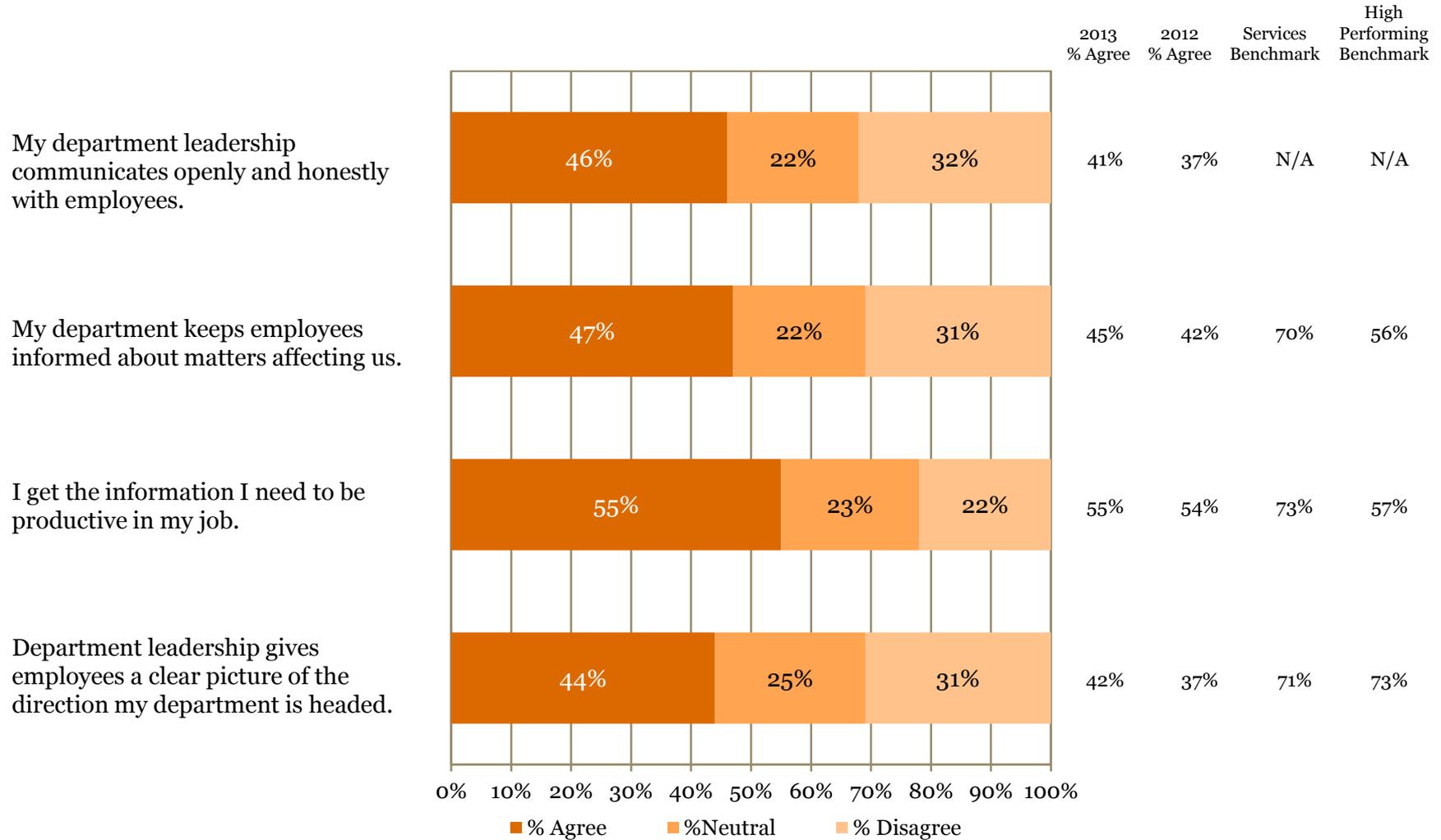
Diversity and inclusion (continued)



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



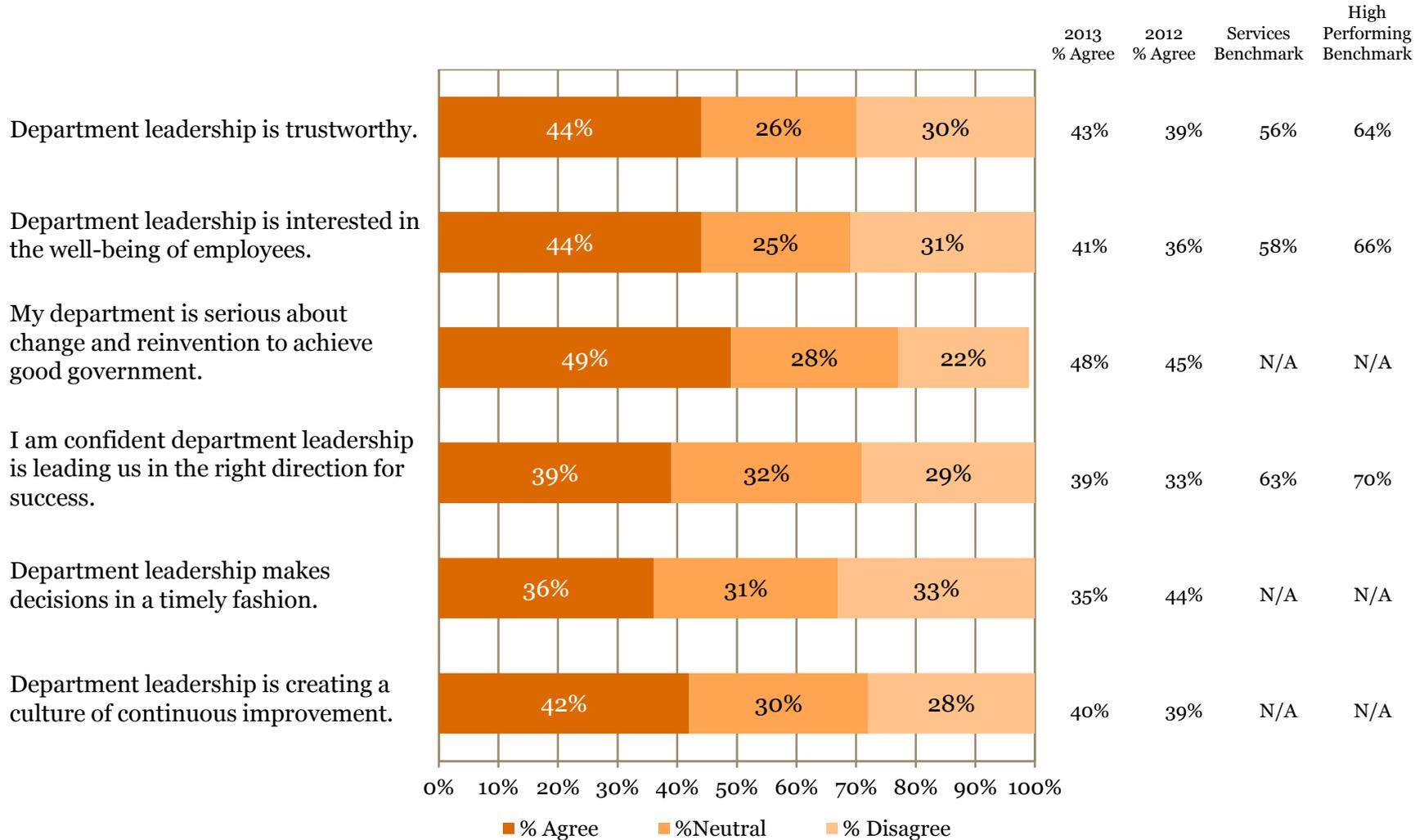
Department communications



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



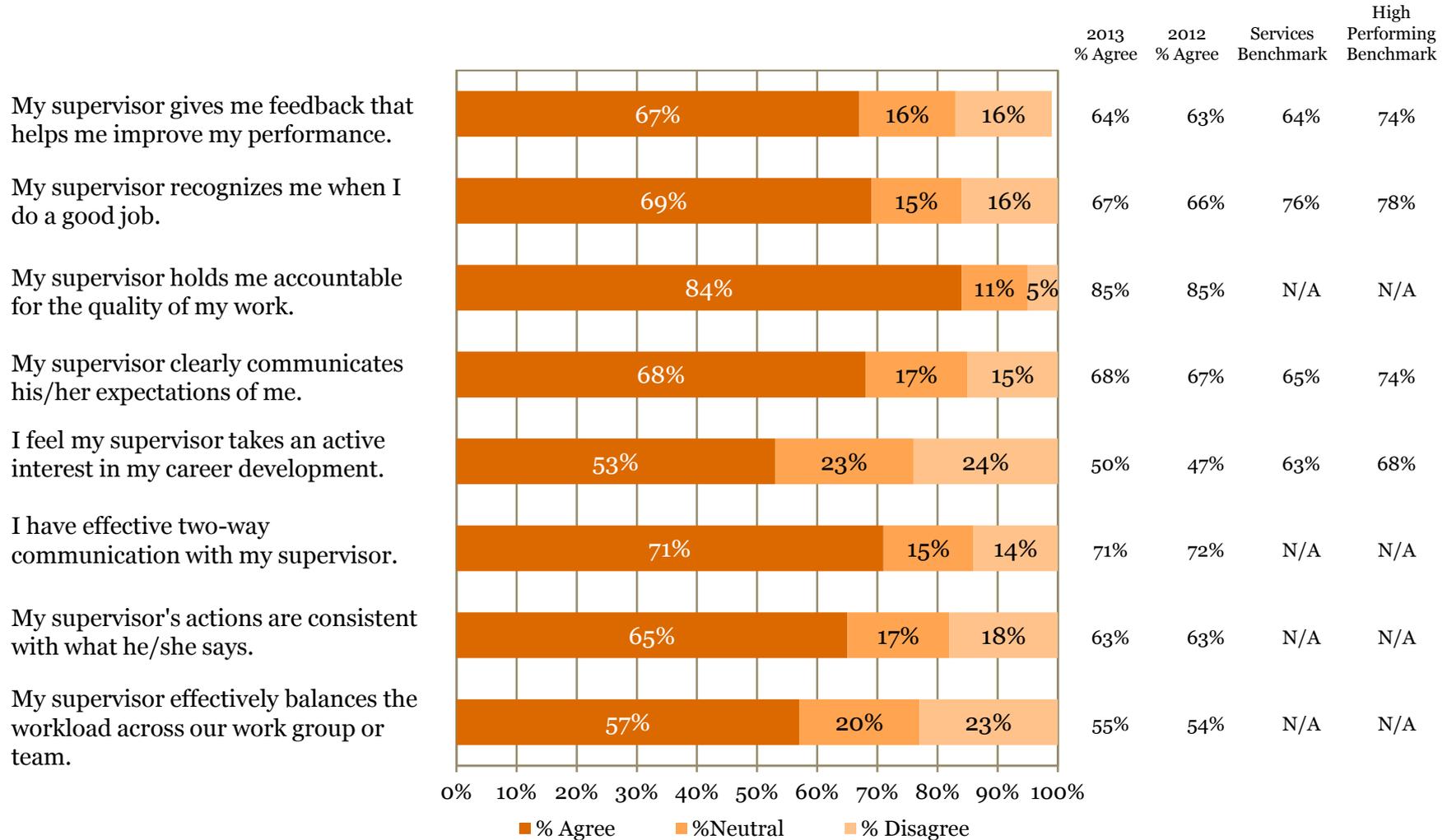
Department leadership



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



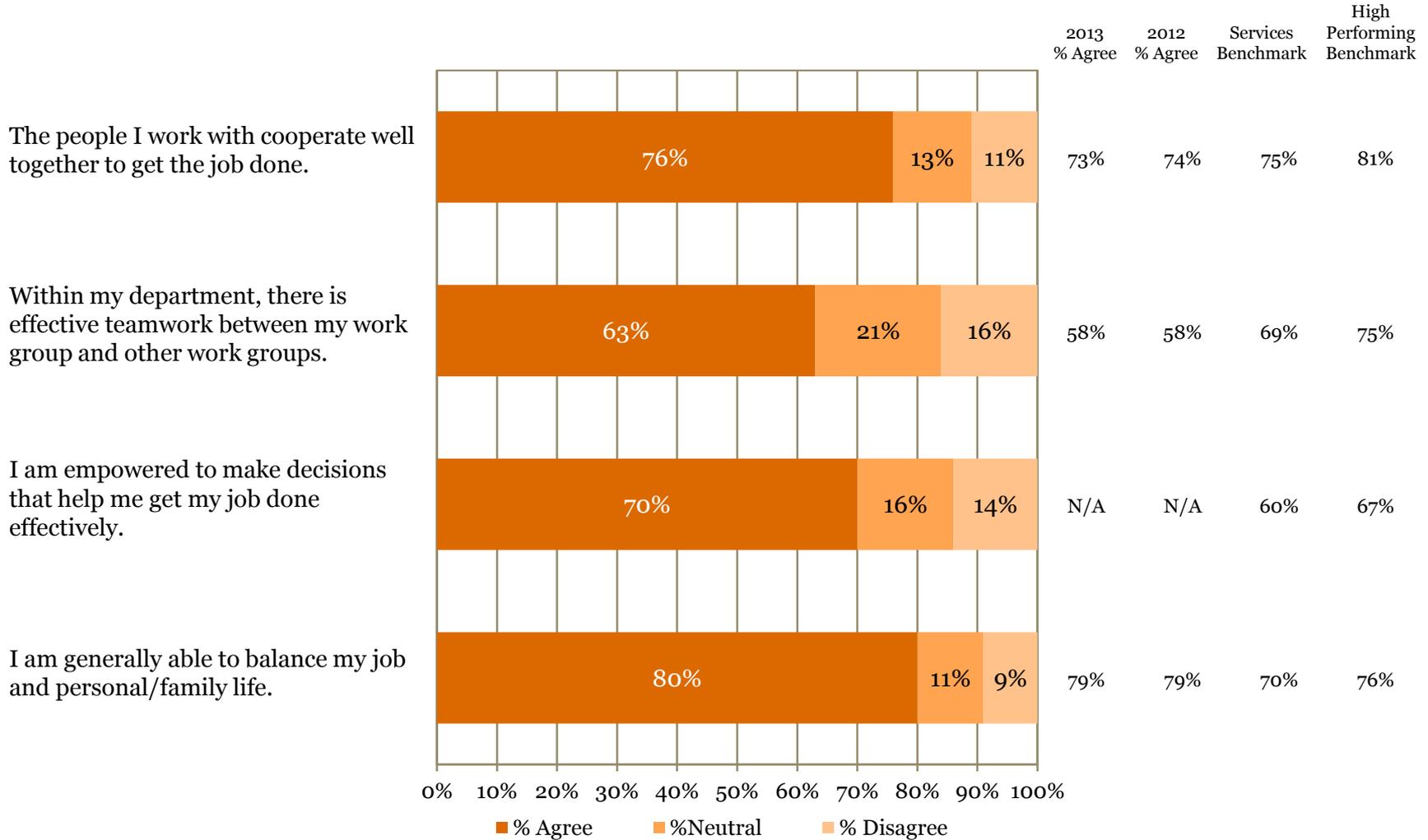
My immediate supervisor



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.

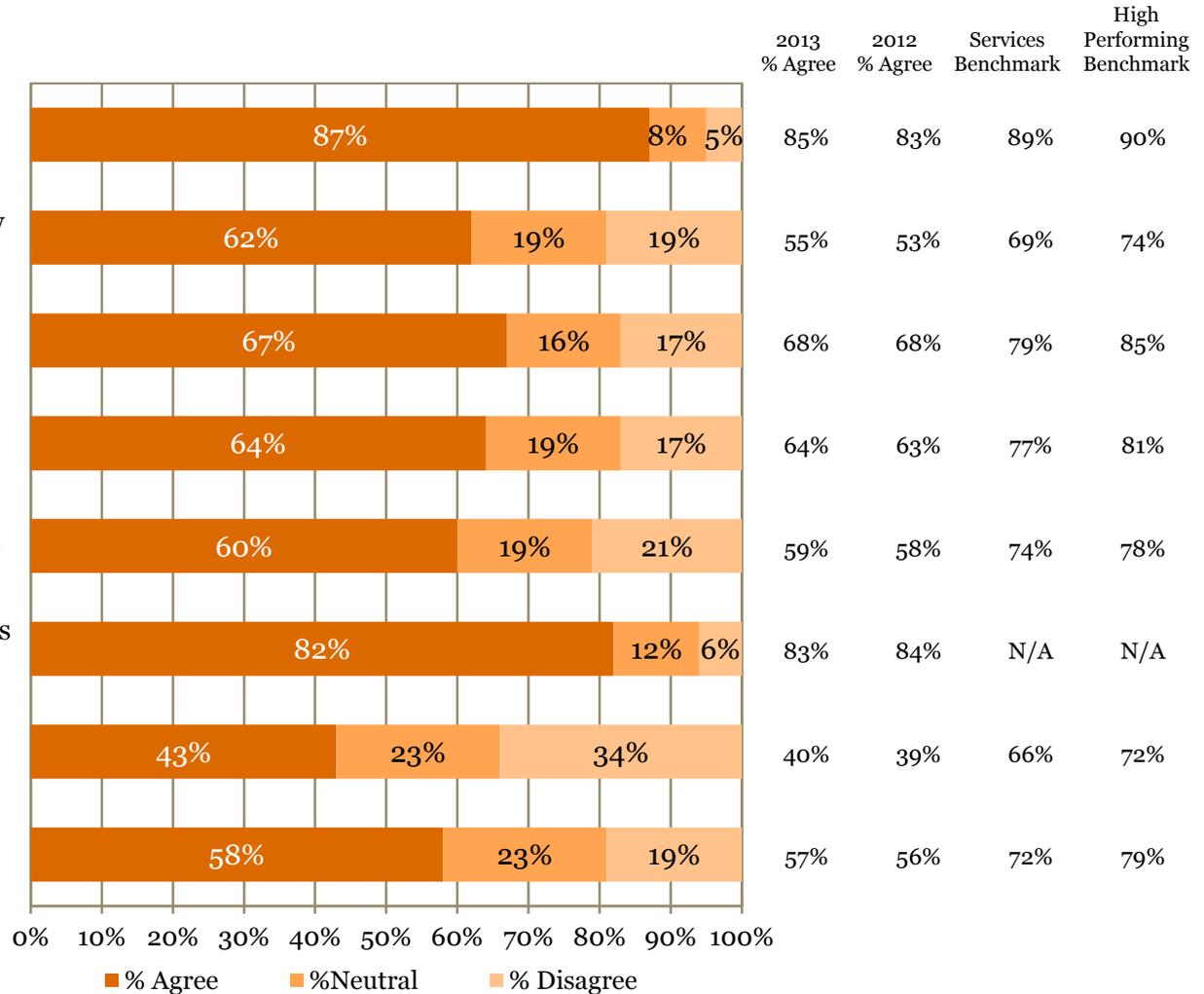
My job gives me a feeling of personal accomplishment.

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.

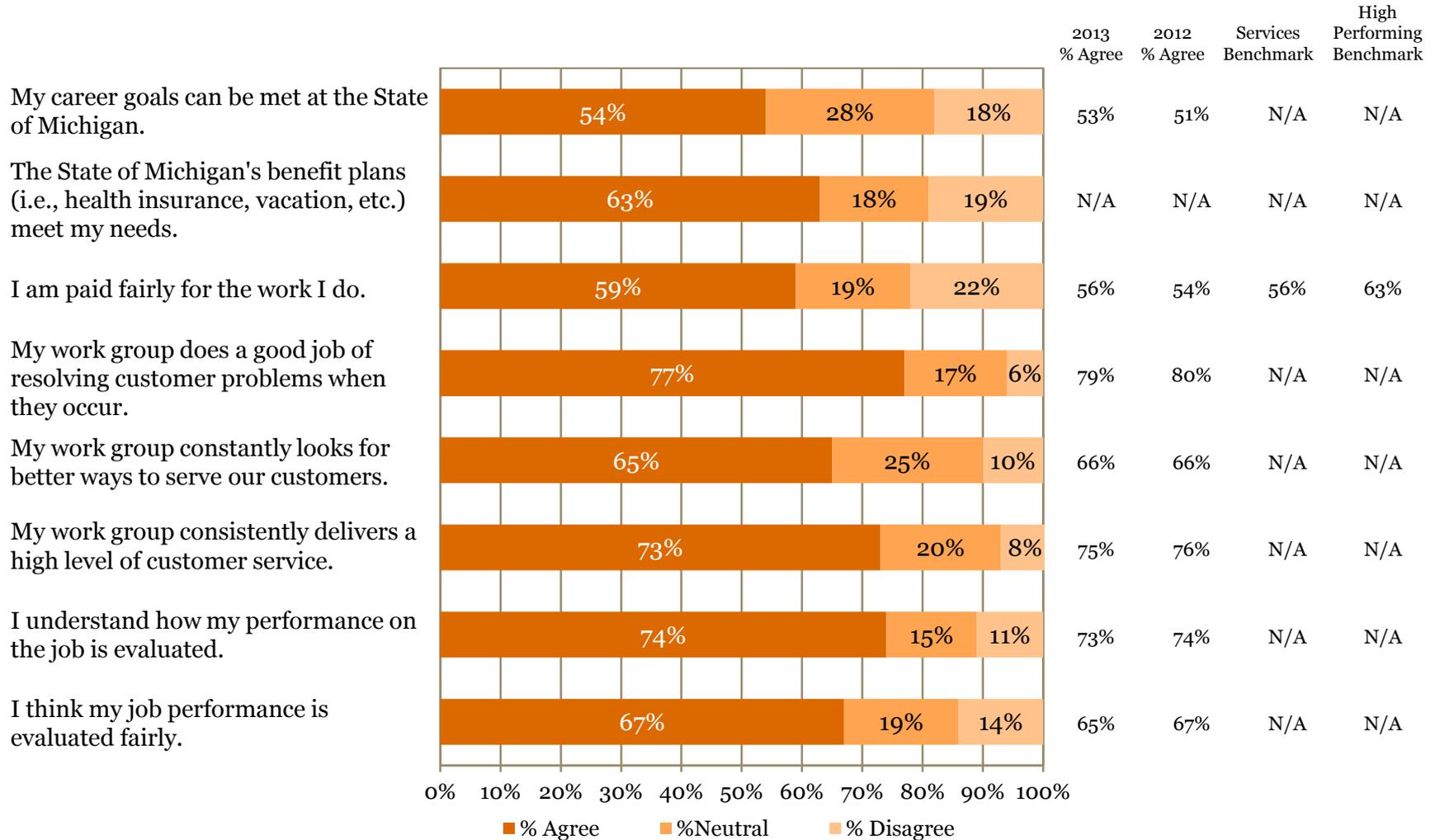
I receive the training I need to do a quality job.



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.

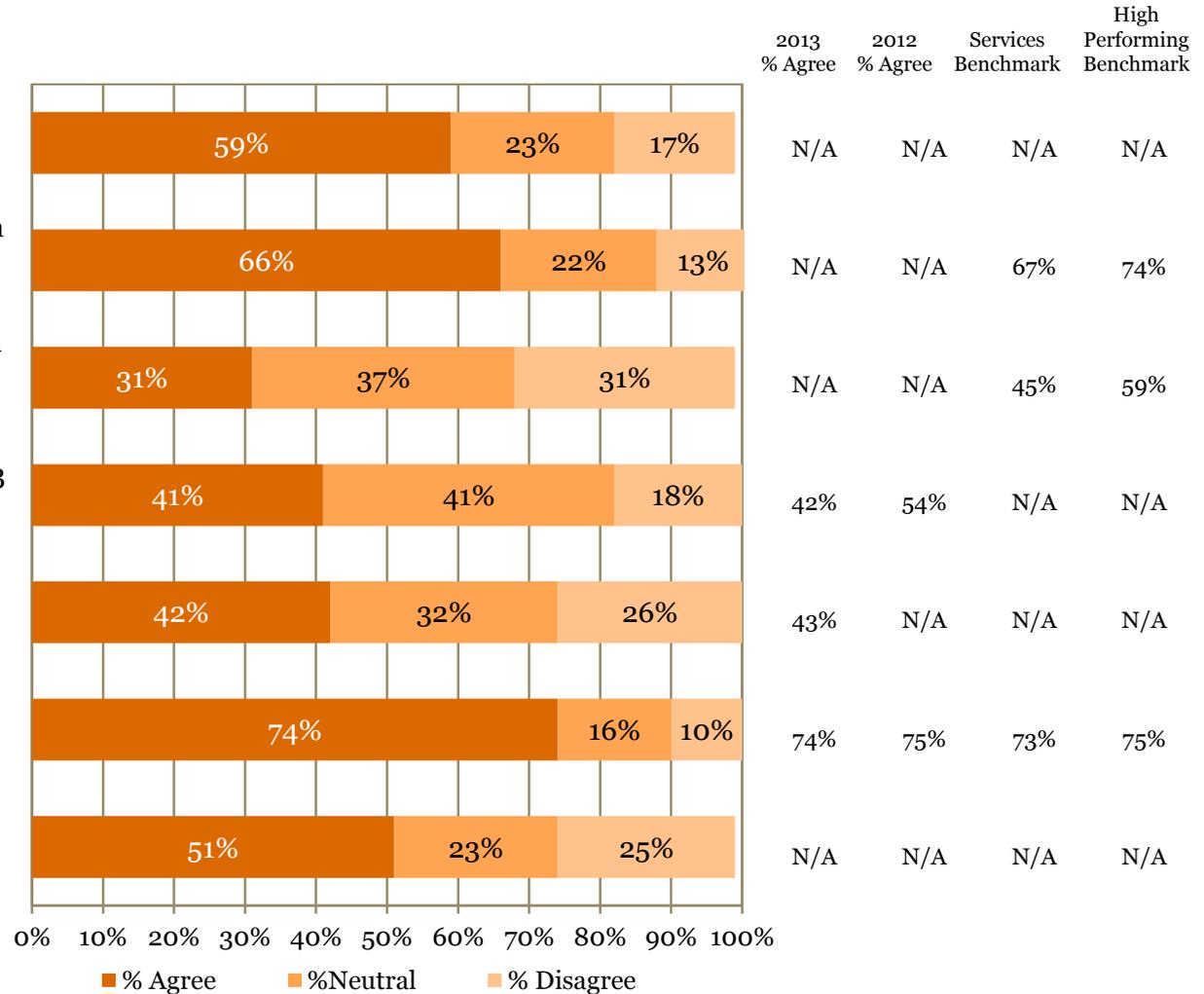
I have seen meaningful action taken in my department as a result of the last employee engagement survey.

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.



Survey results | *By question*

Survey Theme	Item Text	2013		2015					
		2013 Correlation with Engagement	2013 % Agree	Correlation with Engagement	% Agree	% Neutral	% Disagree	Svc Benchmark % Agree	HP Benchmark % Agree
Employee engagement	I would recommend the State of Michigan to friends and family as a great place to work.	N/A	60%	N/A	61%	22%	17%	70%	75%
Employee engagement	I intend to stay with the State of Michigan for at least another 12 months.	N/A	87%	N/A	87%	8%	5%	73%	81%
Employee engagement	My colleagues go beyond what is expected for the success of the State of Michigan.	N/A	60%	N/A	64%	23%	13%	66%	75%
Employee engagement	I am proud to work for the State of Michigan.	N/A	74%	N/A	73%	19%	8%	76%	79%
Employee engagement	My colleagues are passionate about providing exceptional customer service.	N/A	59%	N/A	63%	25%	13%	75%	81%
Employee engagement	I understand how my job contributes to the mission of the State of Michigan.	N/A	79%	N/A	85%	10%	5%	81%	86%



Survey results | *By question (continued)*

Survey Theme	Item Text	2013		2015					
		2013 Correlation with Engagement	2013 % Agree	Correlation with Engagement	% Agree	% Neutral	% Disagree	Svc Benchmark % Agree	HP Benchmark % Agree
Diversity and inclusion	My colleagues treat co-workers with dignity and respect.	.56	64%	.58	68%	18%	14%	73%	75%
Diversity and inclusion	Sufficient effort is made to get the opinions of people who work here.	.60	39%	.59	44%	24%	32%	N/A	N/A
Diversity and inclusion	The State of Michigan values diversity in the workplace.	.55	59%	.53	63%	25%	13%	N/A	N/A
Diversity and inclusion	The State of Michigan has an inclusive work environment where individual differences are respected.	.63	50%	.59	53%	26%	21%	N/A	N/A
Diversity and inclusion	I believe that employee diversity is important to our success.	.40	75%	.35	79%	15%	6%	N/A	N/A
Diversity and inclusion	I provide my opinions without fear of retaliation or retribution.	.52	47%	.53	51%	20%	29%	65%	73%
Diversity and inclusion	My work group has a climate in which diverse perspectives are encouraged and valued.	.63	56%	.59	52%	25%	22%	69%	72%
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.).	.58	60%	.57	62%	21%	18%	70%	78%
Department communications	My department leadership communicates openly and honestly with employees.	.58	41%	.57	46%	22%	32%	N/A	N/A
Department communications	My department keeps employees informed about matters affecting us.	.57	45%	.56	47%	22%	31%	70%	56%
Department communications	I get the information I need to be productive in my job.	.59	55%	.57	55%	23%	22%	73%	57%
Department communications	Department leadership gives employees a clear picture of the direction my department is headed.	.60	42%	.57	44%	25%	31%	71%	73%

Note: 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.



Survey results | *By question (continued)*

Survey Theme	Item Text	2013		2015					
		2013 Correlation with Engagement	2013 % Agree	Correlation with Engagement	% Agree	% Neutral	% Disagree	Svc Benchmark % Agree	HP Benchmark % Agree
Department leadership	Department leadership is trustworthy.	.60	43%	.60	44%	26%	30%	56%	64%
Department leadership	Department leadership is interested in the well-being of employees.	.61	41%	.60	44%	25%	31%	58%	66%
Department leadership	My department is serious about change and reinvention to achieve good government.	.64	48%	.61	49%	28%	22%	N/A	N/A
Department leadership	I am confident department leadership is leading us in the right direction for success.	.64	39%	.61	39%	32%	29%	63%	70%
Department leadership	Department leadership makes decisions in a timely fashion.	.55	35%	.54	36%	31%	33%	N/A	N/A
Department leadership	Department leadership is creating a culture of continuous improvement.	.64	40%	.61	42%	30%	28%	N/A	N/A
My immediate supervisor	My supervisor gives me feedback that helps me improve my performance.	.49	64%	.49	67%	16%	16%	64%	74%
My immediate supervisor	My supervisor recognizes me when I do a good job.	.50	67%	.46	69%	15%	16%	76%	78%
My immediate supervisor	My supervisor holds me accountable for the quality of my work.	.48	85%	.44	84%	11%	5%	N/A	N/A
My immediate supervisor	My supervisor clearly communicates his/her expectations of me.	.50	68%	.47	68%	17%	15%	65%	74%
My immediate supervisor	I feel my supervisor takes an active interest in my career development.	.52	50%	.49	53%	23%	24%	63%	68%
My immediate supervisor	I have effective two-way communication with my supervisor.	.50	71%	.47	71%	15%	14%	N/A	N/A
My immediate supervisor	My supervisor's actions are consistent with what he/she says.	.50	63%	.48	65%	17%	18%	N/A	N/A
My immediate supervisor	My supervisor effectively balances the workload across our work group or team.	.51	55%	.48	57%	20%	23%	N/A	N/A
Work environment	The people I work with cooperate well together to get the job done.	.55	73%	.50	76%	13%	11%	75%	81%
Work environment	Within my department, there is effective teamwork between my work group and other work groups.	.60	58%	.54	63%	21%	16%	69%	75%
Work environment	I am empowered to make decisions that help me get my job done effectively.	N/A	N/A	.54	70%	16%	14%	60%	67%
Work environment	I am generally able to balance my job and personal/family life.	.35	79%	.35	80%	11%	9%	70%	76%

Survey results | *By question (continued)*

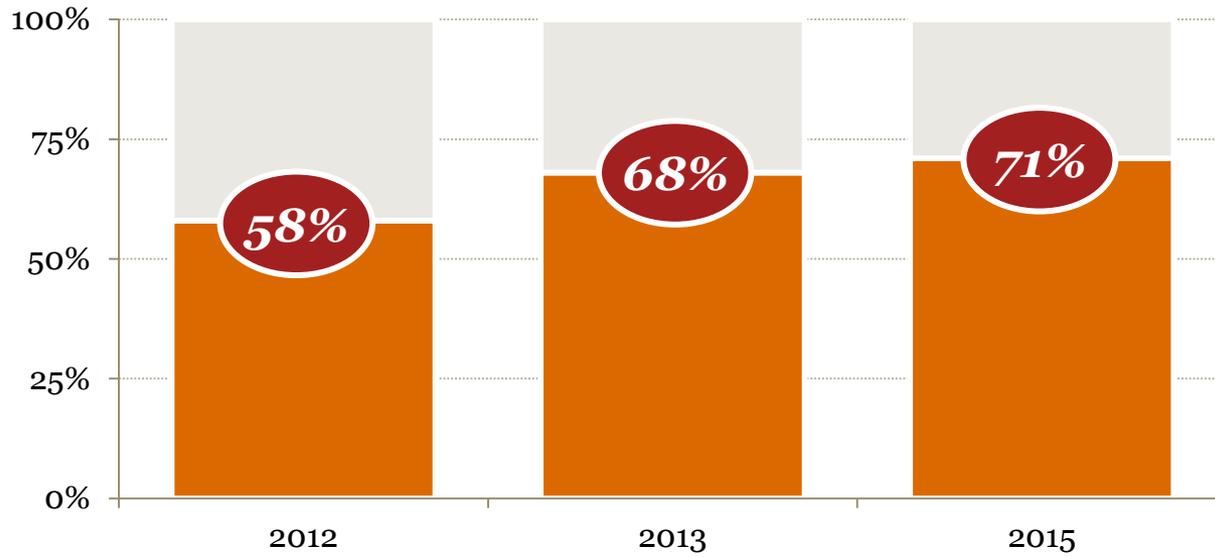
Survey Theme	Item Text	2013		2015					
		2013 Correlation with Engagement	2013 % Agree	Correlation with Engagement	% Agree	% Neutral	% Disagree	Svc Benchmark % Agree	HP Benchmark % Agree
My job	I have a clear idea of my job responsibilities.	.44	85%	.43	87%	8%	5%	89%	90%
My job	I am encouraged to come up with new and better ways of doing things.	.59	55%	.55	62%	19%	19%	69%	74%
My job	My job makes good use of my skills and abilities.	.57	68%	.56	67%	16%	17%	79%	85%
My job	My job gives me a feeling of personal accomplishment.	.67	64%	.63	64%	19%	17%	77%	81%
My job	I have the materials/tools/equipment I need to do my job well.	.49	59%	.48	60%	19%	21%	74%	78%
My job	I understand how the work I do makes a difference in the lives of the people of the State of Michigan.	.60	83%	.57	82%	12%	6%	N/A	N/A
My job	I believe I have the opportunity for growth in my current job.	.53	40%	.51	43%	23%	34%	66%	72%
My job	I receive the training I need to do a quality job.	.51	57%	.51	58%	23%	19%	72%	79%
My job	My career goals can be met at the State of Michigan.	.63	53%	.60	54%	28%	18%	N/A	N/A
My job	The State of Michigan's benefit plans (i.e., health insurance, vacation, etc.) meet my needs.	N/A	N/A	.41	63%	18%	19%	N/A	N/A
My job	I am paid fairly for the work I do.	.38	56%	.38	59%	19%	22%	56%	63%
My job	My work group does a good job of resolving customer problems when they occur.	.61	79%	.58	77%	17%	6%	N/A	N/A
My job	My work group constantly looks for better ways to serve our customers.	.64	66%	.61	65%	25%	10%	N/A	N/A
My job	My work group consistently delivers a high level of customer service.	.66	75%	.60	73%	20%	8%	N/A	N/A
My job	I understand how my performance on the job is evaluated.	.50	73%	.48	74%	15%	11%	N/A	N/A
My job	I think my job performance is evaluated fairly.	.52	65%	.49	67%	19%	14%	N/A	N/A

Survey results | *By question (continued)*

Survey Theme	Item Text	2013		2015					
		2013 Correlation with Engagement	2013 % Agree	Correlation with Engagement	% Agree	% Neutral	% Disagree	Svc Benchmark % Agree	HP Benchmark % Agree
SoM Customized	I have a clear understanding of my department's strategic objectives.	N/A	N/A	.55	59%	23%	17%	N/A	N/A
SoM Customized	I understand what is expected of me in order for my department to achieve its strategic objectives.	N/A	N/A	.54	66%	22%	13%	67%	74%
SoM Customized	I have seen meaningful action taken in my department as a result of the last employee engagement survey.	N/A	N/A	.55	31%	37%	31%	45%	59%
SoM Customized	I believe that my responses to the 2013 survey really were anonymous.	.38	42%	.36	41%	41%	18%	N/A	N/A
SoM Customized	I am aware of Good Government initiatives taking place in my department.	.57	43%	.54	42%	32%	26%	N/A	N/A
SoM Customized	I am treated with dignity and respect by my colleagues.	.59	74%	.55	74%	16%	10%	73%	75%
SoM Customized	At work, I am free of obstacles that prevent me from accomplishing the goals of my position.	N/A	N/A	.53	51%	23%	25%	N/A	N/A

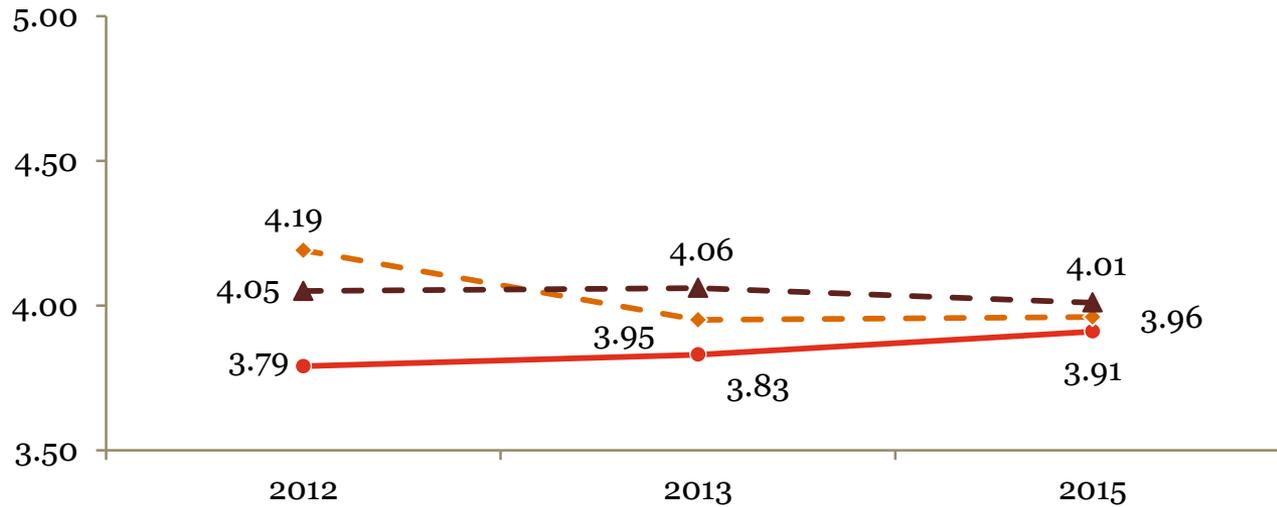
Long-term trends | *Response rates*

Response rates



Long-term trends | *Engagement index*

Engagement index

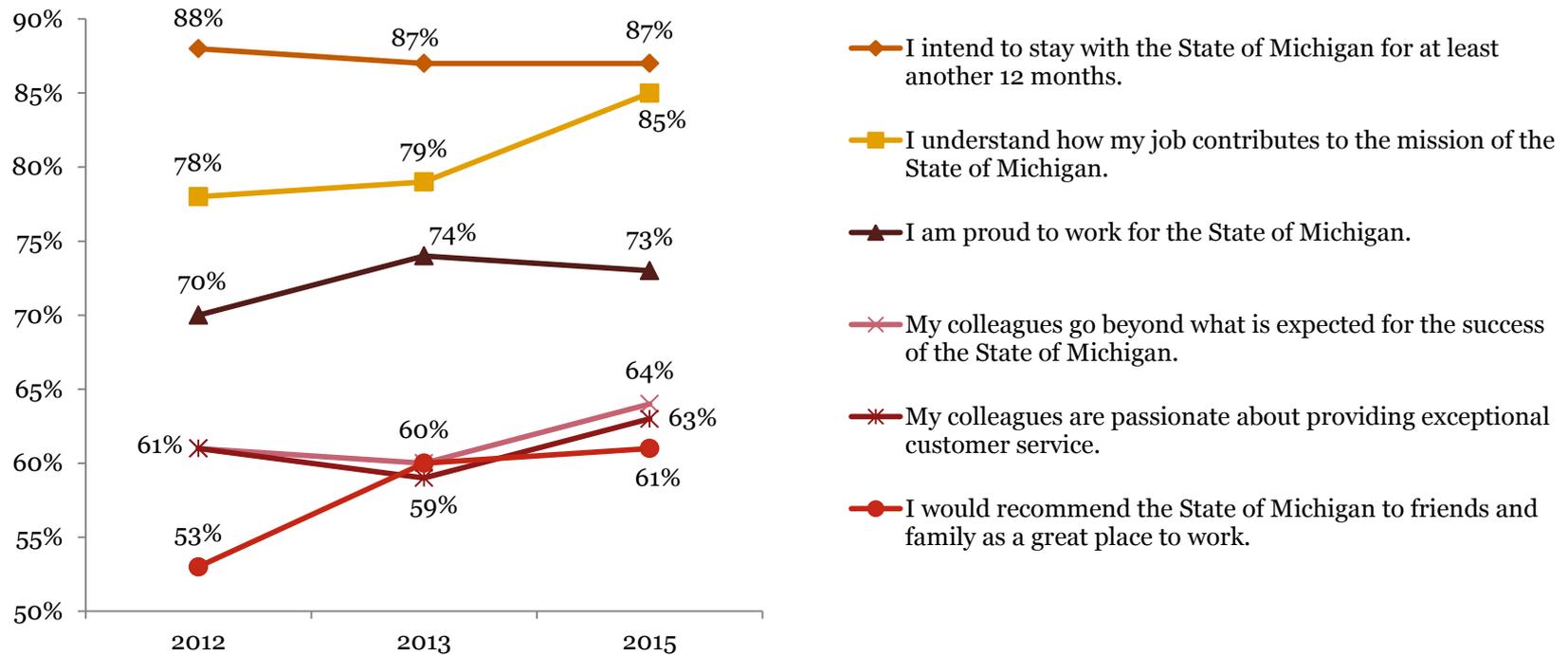


- State of Michigan
- ◆ Services Benchmark
- ▲ High Performing Benchmark



Long-term trends | Engagement index by item

Engagement Index - % Agree



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%
CSC	Civil Service Commission	62%	61%	53%	3%	2%	2%	7%	5%	7%	28%	32%	38%
DCH	Community Health	50%	46%	43%	4%	3%	3%	11%	11%	10%	36%	41%	44%
DEQ	Environmental Quality	58%	48%	41%	3%	3%	2%	7%	9%	9%	32%	40%	48%
DHS	Human Services	43%	42%	42%	3%	2%	2%	12%	10%	10%	43%	46%	46%
DIFS	Insurance & Financial Services	56%	54%	N/A	4%	2%	N/A	10%	9%	N/A	31%	36%	N/A
DMVA	Military & Veterans Affairs	49%	43%	52%	2%	2%	2%	12%	13%	9%	37%	42%	37%
DNR	Natural Resources	63%	58%	54%	3%	3%	2%	6%	6%	6%	28%	33%	37%
DTMB	Technology, Management, and Budget	59%	52%	47%	4%	4%	3%	10%	10%	10%	27%	34%	40%
GOV	Governor's Office	76%	66%	81%	13%	14%	5%	7%	12%	5%	3%	8%	8%
LARA	Licensing & Regulatory Affairs	48%	45%	50%	4%	3%	2%	12%	13%	8%	36%	39%	39%
LOTT	Lottery	71%	61%	62%	3%	6%	3%	6%	7%	4%	21%	26%	31%
MDARD	Agriculture & Rural Development	61%	57%	56%	4%	3%	2%	10%	9%	6%	25%	31%	36%
MDCR	Civil Rights	36%	34%	49%	8%	7%	0%	28%	13%	15%	28%	45%	36%
MDE	Education	61%	59%	53%	5%	5%	4%	9%	8%	12%	25%	27%	30%
MDOC	Corrections	31%	21%	18%	1%	1%	1%	13%	15%	14%	55%	63%	68%
MDOT	Transportation	51%	43%	43%	4%	3%	2%	10%	10%	10%	35%	44%	44%
MEDC	Michigan Economic Development Corporation	66%	59%	59%	5%	4%	8%	10%	10%	11%	19%	26%	22%
MGCB	Gaming Control Board	69%	71%	59%	0%	2%	3%	12%	9%	13%	19%	18%	26%
MSHDA	Michigan State Housing Development Authority	46%	47%	43%	8%	4%	2%	12%	9%	9%	35%	40%	46%
MSP	State Police	77%	68%	55%	2%	2%	3%	3%	4%	6%	17%	26%	37%
MVAA	Michigan Veterans Affairs Agency	59%	53%	N/A	3%	2%	N/A	9%	10%	N/A	29%	35%	N/A
TREAS	Treasury	49%	49%	43%	2%	2%	2%	8%	8%	8%	40%	41%	47%
WDA	Workforce Development Agency	55%	51%	47%	6%	5%	5%	9%	8%	10%	30%	36%	38%



Consistent improvement in Champions over the three-year period



Consistent decline in Champions over the three-year period



Response profile | *By demographic*

The response profile allows for comparisons between the response distributions for SoM and various demographic groups (e.g., Under 25, Females, etc.)

	Statewide demographics ¹		Survey responses	
State of Michigan Overall	46,822*		31,608	
Gender				
Male	22,178	47%	15,173	49%
Female	25,108	53%	15,713	51%
Age Range				
Under 25	1,362	3%	696	2%
25-34	7,980	17%	4,936	16%
35-44	12,648	27%	8,643	28%
45-54	14,785	31%	9,934	32%
55 and Over	10,511	22%	6,605	21%
Racial/Ethnic Group				
American Indian/Alaskan Native	506	1%	369	1%
Asian	743	2%	418	1%
Black	8,444	18%	3,656	12%
Hispanic/Latino	1,346	3%	751	2%
White	36,239	77%	24,251	78%
Non-disclosed	8	0%	1,529	5%

¹Source: CSC Annual Workforce Report, Second Quarter Fiscal Year 2014-15 (MEDC Corporate not represented in these counts)

*This number refers to the total number of employees invited to take the Employee Survey and is not from the CSC Annual Workforce Report

Note: Demographics were self-reported by survey respondents



Response profile | *By demographic (continued)*

	Statewide demographics ¹		Survey responses	
State of Michigan Overall	46,822*		31,608	
Total Length of Service with the State of Michigan				
Less than 3 years	14,053	30%	4,407	14%
3 years to less than 10 years	7,588	16%	8,207	26%
10 years to less than 20 years	14,951	32%	10,225	33%
20 years to less than 30 years	8,263	17%	6,696	21%
30 years or more	2,431	5%	1,888	6%
Employment Group (SoM)				
Group 1: Non-degreed, non-supervisory classifications	23,645	51%	11,623	37%
Group 2: Degreed, non-supervisory classifications	15,921	34%	12,649	41%
Group 3: Managers and supervisors	4,885	10%	4,886	16%
Group 4/SES: Executives and administrators	1,540	3%	1,054	3%
Unclassified/Special appointees	127	0%	170	1%
Other	587	1%	814	3%

¹Source: CSC Annual Workforce Report, Second Quarter Fiscal Year 2014-15 (MEDC Corporate not represented in these counts)

*This number refers to the total number of employees invited to take the Employee Survey and is not from the CSC Annual Workforce Report

Note: Demographics were self-reported by survey respondents



Employee Survey 2015

My Voice, MI Future

