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# 2012 Employee Engagement Survey

## State of Michigan Military & Veterans Affairs

**pwc**

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# Overview | *State of Michigan 2012 Employee Engagement Survey*

## Survey Objectives

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

Specific objectives for the survey are:

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



# Overview | *Employee engagement*

## What is Employee Engagement?

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

Specifically, employee engagement encompasses:

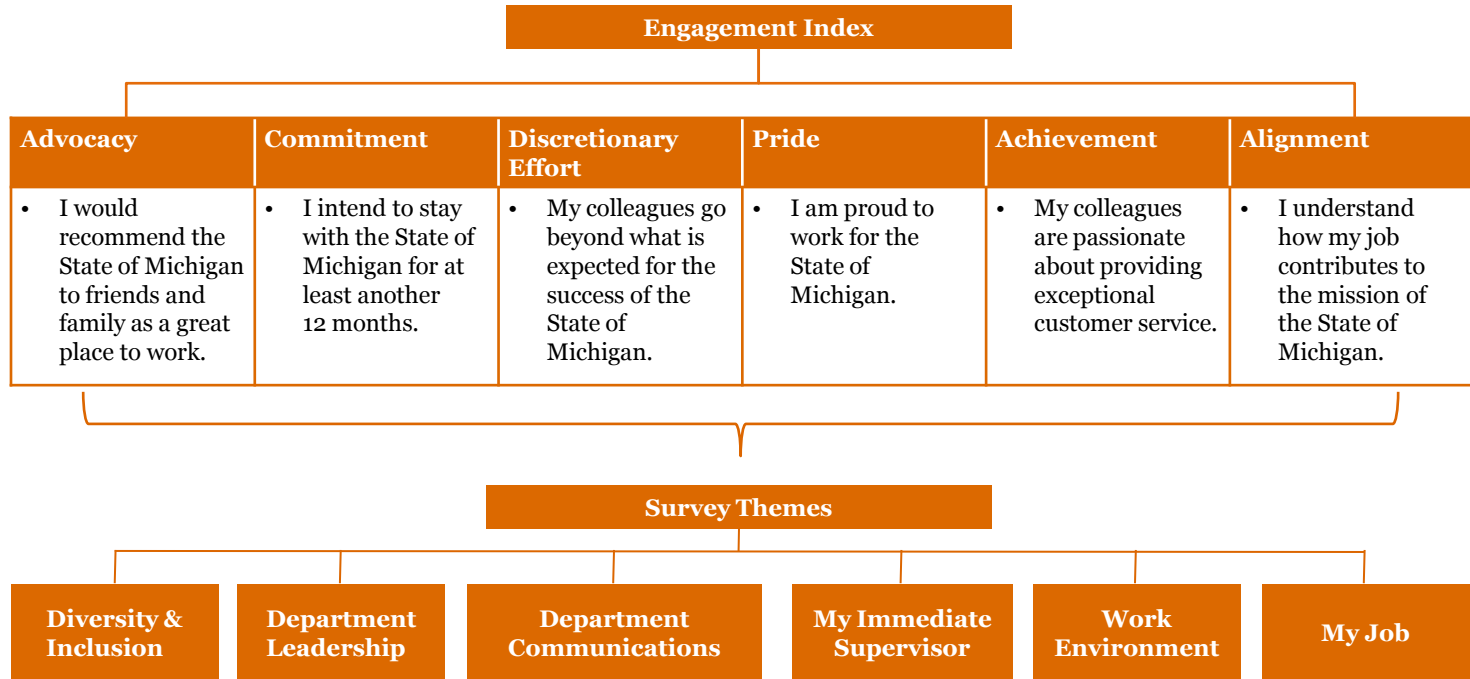
- The extent to which employees have a desire to act and apply discretionary effort to drive business outcomes
- More than satisfaction, involvement or “buy-in”
- Employees that are more likely to want to stay with the organization and invest discretionary effort
- Better outcomes, such as higher levels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

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

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



# Overview | *Employee engagement*



# Overview | Methodology

## Survey Methodology

- One questionnaire was deployed via the web to 47,139 SoM employees in two phases:
  - First phase: from March 19 to April 2, 2012
  - Second phase: from April 23 to May 14, 2012
  - Secretary of State and Attorney General opted out of participation
  - Employees without state e-mails were invited to take the online survey via paper invitation (n = 1,764)
- Survey items are on a 5-point scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree) and all survey questions were optional, including demographic questions
- Agree Score is a percent of responses that are a 4 or 5 (Agree or Strongly Agree)
- The higher the reported Agree Score, the more favorable the result
- Minimum of 10 respondents required for each group to be reported separately. Groups with fewer than 10 respondents will not show in the tables and graphs in this report
- All survey responses are anonymous
- Seldom has a government organization run an employee engagement survey of this scope and comprehensiveness, as a result few standard benchmarks are available. In this report, benchmarks cover organizations that are customer focused and high performing, both of which are tenets of reinvention. Benchmarks in this report include:
  - The Services Industry benchmark, representing a variety of services organizations, such as professional and travel/hospitality
  - The High Performing benchmark, representing leading organizations in their respective industries (Manufacturing, Services, Healthcare/Hospital, Retail, Telecommunications, and Utilities) that have shown sustained financial success/growth
- Survey questionnaire included standard demographic questions and questions measuring:
  - Employee engagement
  - Diversity & inclusion
  - Department leadership
  - Department communications
  - Immediate supervisor
  - My job
  - Work environment
  - SoM customized questions



## Overview | *Response rates*

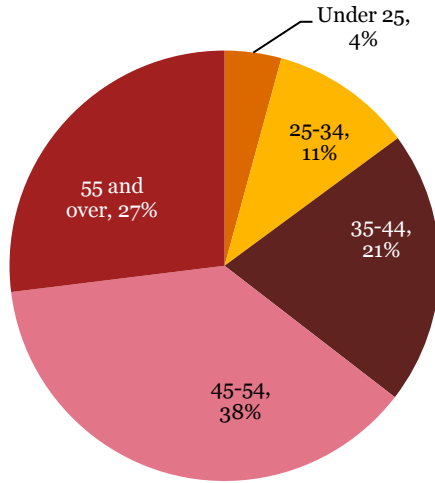
		Invited to participate 2012	Total # of surveys completed 2012	Response Rate 2012
<b>State of Michigan Overall</b>	<i>SoM</i>	<b>47,139</b>	<b>27,410</b>	<b>58%</b>
<b>Military &amp; Veterans Affairs</b>	<i>DMVA</i>	987	295	30%

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

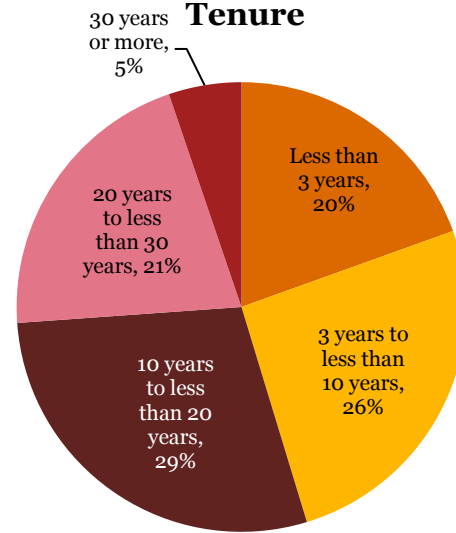


# Overview | Respondent demographics

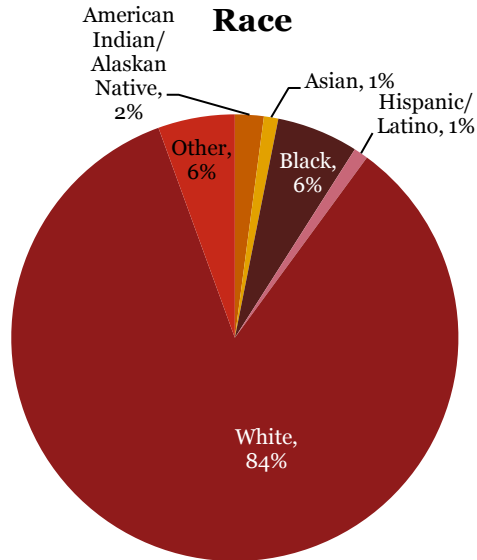
### Age



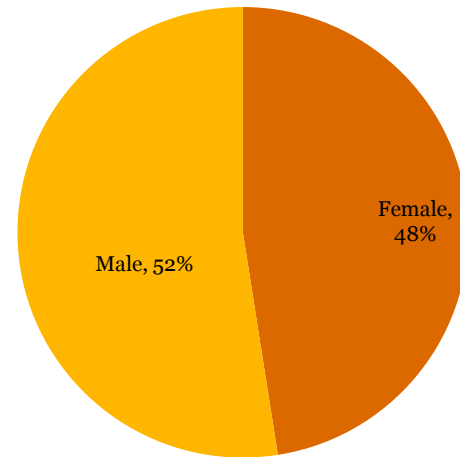
### Tenure



### Race



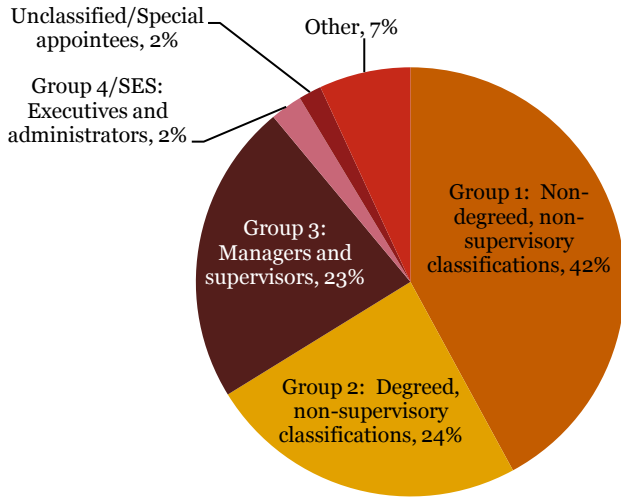
### Gender



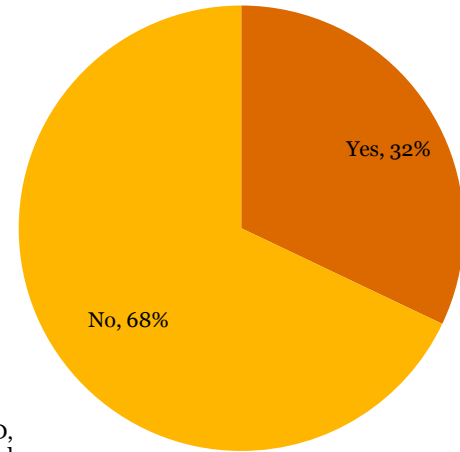


# Overview | Respondent demographics

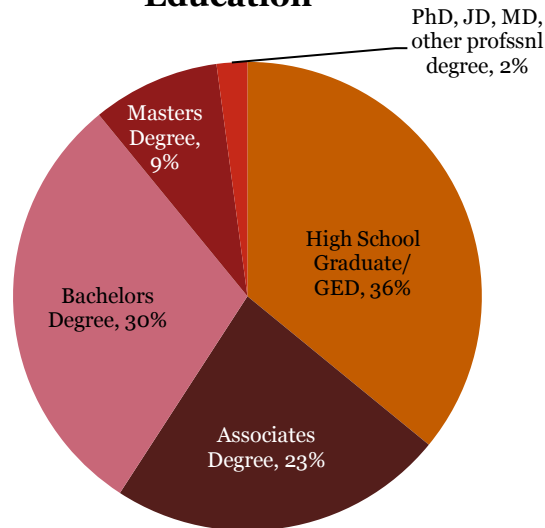
## Employment Group



## Flexible Schedule



## Education



# Summary | Findings

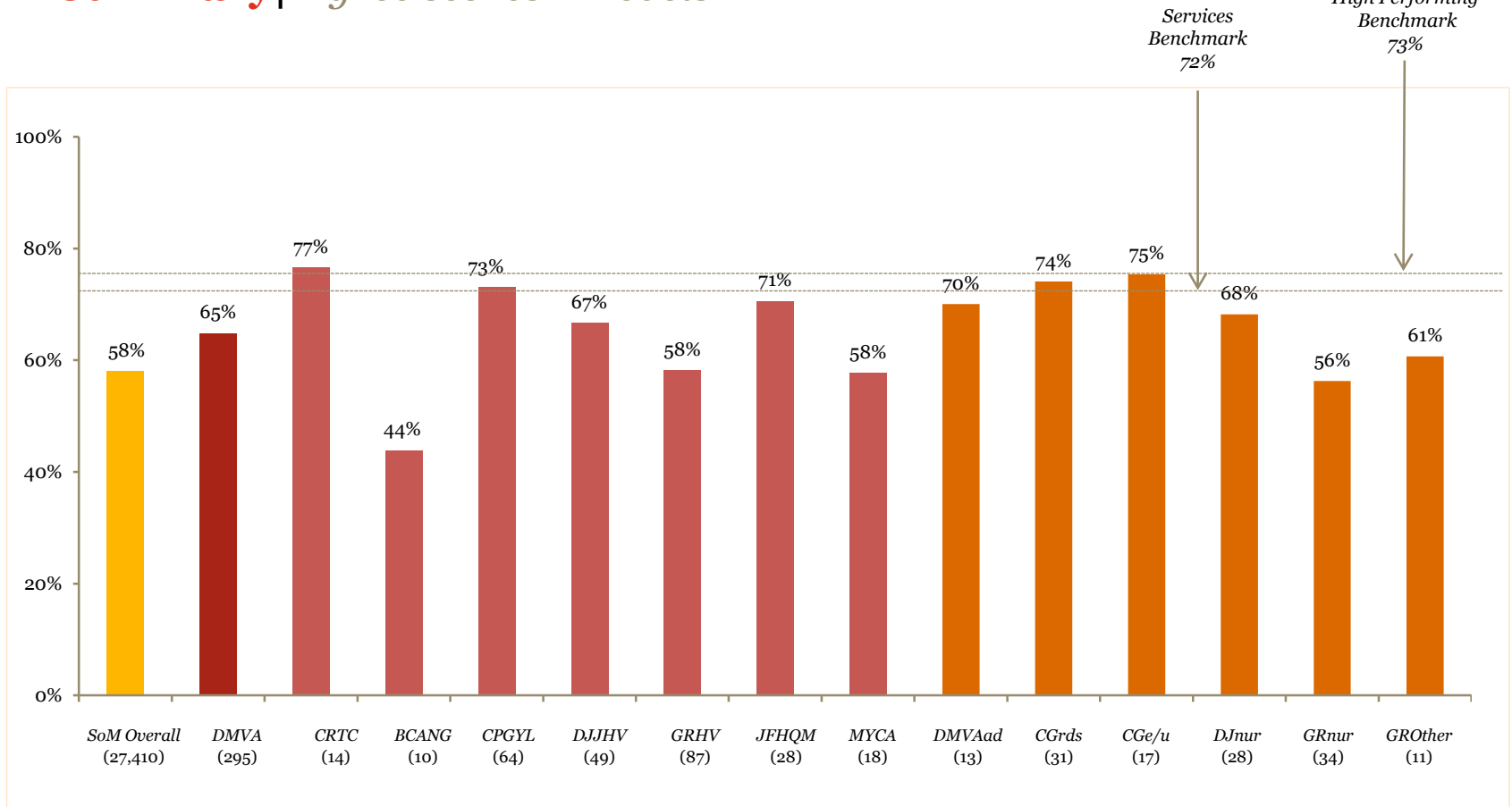
- PwC assesses overall organizational/workforce health by analyzing the following three key survey indicators:
  - Overall average agree: This measure is the percent of responses that are a 4 or 5 (Agree and Strongly Agree)
  - Employee engagement index: The Engagement Index is the composite average for the six engagement questions asked
  - Intent to stay: This measure is the percent of responses that are a 4 or 5 (Agree and Strongly Agree) for the question, “I intend to stay with the State of Michigan for at least another 12 months.”
- SoM and Agency employee engagement survey indicators are:

Measure	State of Michigan	Military & Veterans Affairs	Services Benchmark	High Performing Benchmark
Overall average agree	58%	65 %	72%	73%
Employee engagement	3.79	3.95	4.19	4.05
Intent to stay	88%	88 %	75%	78%

- Areas of strength that are facilitating engagement within the Agency:
  - My work group consistently delivers a high level of customer service.
  - My work group does a good job of resolving customer problems when they occur.
  - My job gives me a feeling of personal accomplishment.
- Areas of opportunity that are currently undermining engagement within the Agency:
  - The State of Michigan has an inclusive work environment where individual differences are respected.
  - Leadership is creating a culture of continuous improvement.
  - My career goals can be met at the State of Michigan.



# Summary | Agree scores – Levels



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

Note: Group names corresponding to the acronyms above can be found on the “Survey theme scores by Levels” table later in this report.



## Summary | Survey theme scores by Levels

		Diversity and Inclusion	Department Leadership	Department Communications	My Immediate Supervisor	Work Environment	My Job	Others
<b>State of Michigan Overall</b>	<i>SoM</i>	3.40	3.04	3.09	3.62	3.59	3.62	3.36
<b>Military &amp; Veterans Affairs</b>	<i>DMVA</i>	3.59	3.34	3.35	3.69	3.72	3.80	3.43
Alpena CRTC 5101	<i>CRTC</i>	3.91	3.90	4.13	4.29	4.04	4.07	3.36
Battle Creek Air National Guard Base 5101	<i>BCANG</i>	3.18	2.63	2.48	2.88	3.20	3.33	3.15
Camp Grayling 5101	<i>CPGYL</i>	3.81	3.71	3.73	3.89	3.90	3.89	3.66
DJJHV 5103	<i>DJJHV</i>	3.58	3.30	3.33	3.72	3.77	3.88	3.43
GRHV 5102	<i>GRHV</i>	3.40	2.97	2.97	3.55	3.53	3.66	3.19
Lansing Headquarters 5101	<i>JFHQM</i>	3.83	3.93	3.73	3.91	3.90	3.97	3.68
Michigan Youth ChalleNGe Academy 5101	<i>MYCA</i>	3.38	3.01	3.13	3.28	3.56	3.69	3.53
Administrative and support - DMVA (DJJHV 5103)	<i>DMVAad</i>	3.79	3.60	3.56	3.88	3.69	3.92	3.42
Facilities Engineering/Roads & Grounds	<i>CGrds</i>	3.88	3.81	3.84	3.85	4.08	3.95	3.74
Facilities Engineering/Utilities	<i>CGe/u</i>	3.80	3.56	3.59	4.02	3.94	3.88	3.66
Nursing Services Maintenance	<i>DJnur</i>	3.62	3.33	3.33	3.73	3.89	3.96	3.51
Nursing Services	<i>GRnur</i>	3.41	2.99	3.04	3.52	3.43	3.63	3.20
Other - DMVA (GRHV 5102)	<i>GROther</i>	3.55	3.21	3.13	3.41	3.57	3.84	3.00

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



## Summary | Engagement index – Levels

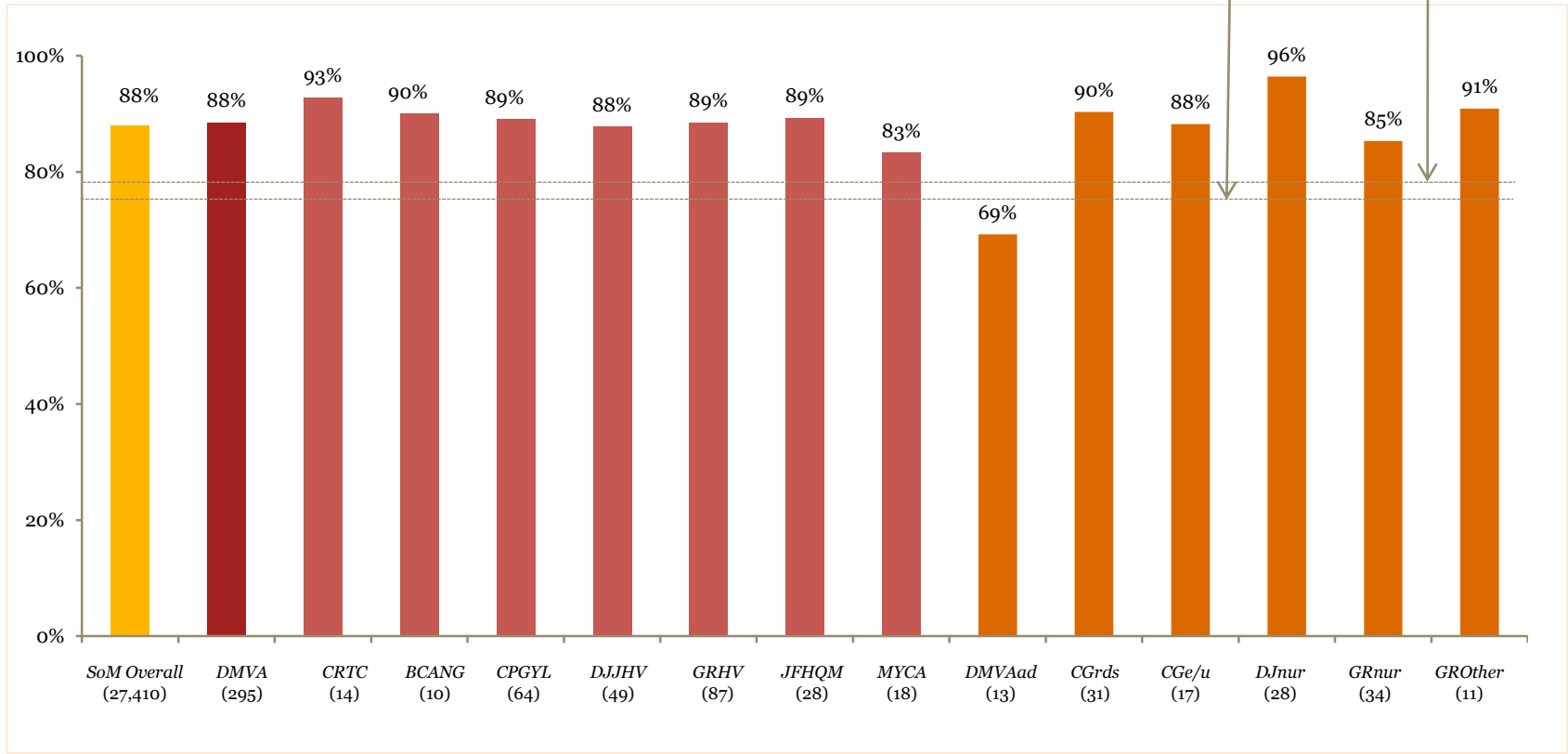


The SoM Engagement Index is the composite average for:

- 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.



# Summary | Intent to stay – Levels

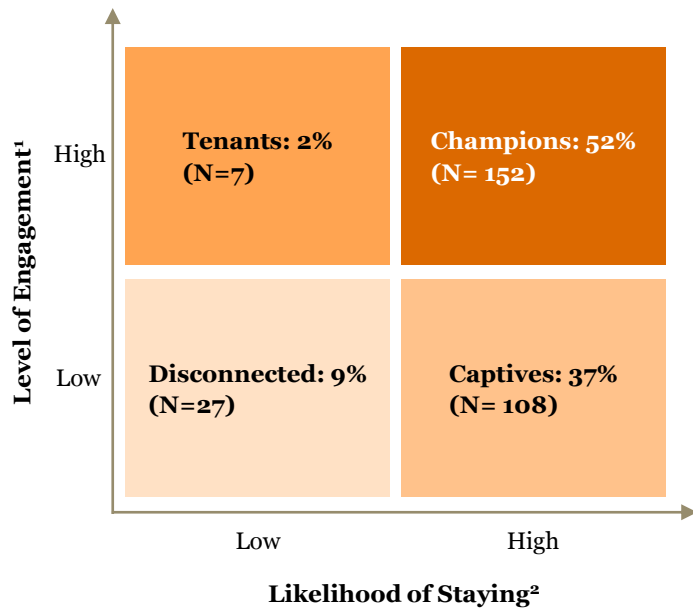


The intent to stay score is a percent of responses that are a 4 or 5 (Agree and Strongly Agree) for the question, “I intend to stay with the State of Michigan for at least another 12 months.” This measure is a leading indicator of turnover.



# Employee landscape | Overall

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



Profile	Characteristics
Champions	<ul style="list-style-type: none"> <li>Strong identification with organization objectives</li> <li>High level of loyalty to the organization</li> <li>High level of willingness to cooperate and motivate colleagues</li> </ul>
Tenants	<ul style="list-style-type: none"> <li>Very satisfied/"Free Agents"/Lower loyalty</li> <li>Have a stabilizing effect on the organization</li> <li>Straightforward, however, need to be directed</li> </ul>
Captives	<ul style="list-style-type: none"> <li>Rather critical, therefore difficult to lead</li> <li>Greatest opportunity to convert to Champions</li> <li>"Rest and Vest" mentality</li> </ul>
Disconnected	<ul style="list-style-type: none"> <li>Dissatisfied and disengaged</li> <li>More frustrated than dedicated</li> <li>Under-utilized resources of the organization</li> <li>Ready to change jobs when opportunities become available</li> </ul>

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

<sup>1</sup> Based on survey of Employee Engagement Index questions (High  $\geq$  4.0, Low  $<$  4.0)

<sup>2</sup> Based on "I intend to stay with the State of Michigan for at least another 12 months."



## Employee landscape | *Levels*

	Champions	Tenants	Captives	Disconnected
<b>State of Michigan Overall</b>	<b>40%</b>	<b>2%</b>	<b>48%</b>	<b>10%</b>
<b>Military &amp; Veterans Affairs</b>	52%	2%	37%	9%
Alpena CRTC 5101	64%	0%	29%	7%
Battle Creek Air National Guard Base 5101	40%	0%	50%	10%
Camp Grayling 5101	67%	3%	22%	8%
DJJHV 5103	49%	4%	39%	8%
GRHV 5102	38%	0%	51%	11%
Lansing Headquarters 5101	57%	4%	32%	7%
Michigan Youth ChalleNGe Academy 5101	61%	0%	22%	17%
Administrative and support - DMVA (DJJHV 5103)	31%	15%	38%	15%
Facilities Engineering/Roads & Grounds	70%	3%	20%	7%
Facilities Engineering/Utilities	65 %	6%	24%	6%
Nursing Services Maintenance	68%	0%	29%	4%
Nursing Services	47%	0%	38%	15%
Other - DMVA (GRHV 5102)	55%	0%	36%	9%

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





## Employee landscape | Agency demographics

	Champions	Tenants	Captives	Disconnected
<b>State of Michigan Overall</b>	<b>40%</b>	<b>2%</b>	<b>48%</b>	<b>10%</b>
<b>Military &amp; Veterans Affairs</b>	52%	2%	37%	9%
<b>Race</b>				
Black	53%	0%	41%	6%
White	54%	2%	35%	8%
Other	13%	6%	56%	25%
<b>Gender</b>				
Female	55%	1%	34%	9%
Male	50%	3%	37%	10%
<b>Age Range</b>				
Under 25	75%	8%	17%	0%
25-34	47%	0%	33%	20%
35-44	50%	0%	41%	9%
45-54	56%	2%	36%	7%
55 and Over	51%	5%	35%	9%
<b>Tenure</b>				
Less than 3 years	61%	7%	21%	11%
3 years to less than 10 years	55%	3%	36%	7%
10 years to less than 20 years	44%	0%	49%	7%
20 years to less than 30 years	50%	0%	40%	10%
30 years or more	67%	7%	7%	20%
<b>Employment Group</b>				
Group 1: Non-degreed, non-supervisory classifications	58%	2%	31%	8%
Group 2: Degreed, non-supervisory classifications	44%	3%	46%	7%
Group 3: Managers and supervisors	47%	2%	41%	11%
Other	42%	0%	32%	26%

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



# Heat map | *Handout*

## ***What is a Heat Map?***

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

## ***Purpose/objective of a Heat Map:***

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

## ***How to use a Heat Map:***

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



# How to read a heat map

ABC Company Legend (Sample)	
Very Unfavorable	0% - 44%
Unfavorable	45% - 67%
Correlation with Engagement	0.50 & Above

Higher average agree scores

Demographics

Lower average agree score

Most favorable question scores

Least favorable question scores

Engagement Correlation % Agreement (Strongly Agree + Agree)	Demographics																					
	Tenure Less than 1 yr	Location	Grade	Generation Millennials (1982)	Tenure 1 to 3 years	Function Technology	Function Sales	Generation X (1965-1981)	Grade Associate	ABC Company	Tenure 3 to 5 years	Grade Senior Professionals	Generation Millennials (1982)	Tenure More than 20	Function Part-time	Millennials Millennials (1982)	Tenure 5 to 10	Tenure 10 to 20	Location CT	Age 18-25		
0.39	64	235	101	49	35	64	269	160	259	342	40	234	128	79	925	77	44	80	20	59	23	
0.50	97	96	90	92	97	95	91	90	85	92	90	92	93	92	88	96	98	81	91	93	79	79
0.48	94	94	92	94	94	88	88	91	82	88	88	86	81	84	83	91	81	84	95	55	59	
0.69	91	98	90	86	77	92	86	86	85	87	88	86	89	91	83	91	91	84	95	55	59	
0.48	95	92	86	86	89	92	86	92	86	87	85	87	81	87	77	90	82	84	80	81	66	
0.50	95	100	88	92	91	80	87	86	86	86	88	85	83	76	80	79	82	81	0	100	0	
0.40	86	89	90	96	91	83	86	84	82	85	85	83	82	81	82	83	86	82	85	80	79	
0.50	95	92	92	88	91	84	85	86	82	85	83	82	81	82	82	84	82	78	80	69	66	
0.48	94	97	87	88	94	84	84	82	82	85	85	82	84	81	78	90	93	75	85	24	34	
0.48	94	96	86	92	94	75	84	81	80	82	78	80	80	75	76	81	82	76	75	34	24	
0.45	95	91	85	83	89	88	81	86	78	82	75	81	77	76	75	77	80	78	65	61	55	
0.43	89	87	85	84	86	88	81	85	80	81	80	80	75	75	75	82	68	75	75	79	45	
0.48	89	89	84	82	91	84	80	81	77	80	83	79	77	82	75	78	70	70	63	67	48	
0.51	95	86	91	75	80	88	76	61	68	78	83	77	76	73	71	74	75	68	68	67	46	
0.69	91	85	78	76	80	83	76	79	75	78	73	78	76	75	70	69	79	71	55	10	45	
0.42	89	85	76	78	88	86	75	83	55	77	78	78	69	77	67	78	68	70	10	41		
0.49	86	87	82	83	89	73	78	78	81	77	70	75	73	73	75	79	73	70	38	48		
0.49	81	84	74	67	83	73	76	74	73	76	68	77	80	75	70	79	84	69	80	24	38	
0.52	84	83	90	86	89	64	78	69	74	75	63	69	78	71	73	58	77	71	80	41	41	
0.50	91	83	81	84	80	80	73	74	74	74	74	75	71	73	66	68	70	80	61	60	41	
0.46	86	84	75	76	83	77	73	74	71	73	83	72	70	63	65	64	70	64	45	7	34	
<b>Overall Average</b>																						
0.52	89	81	83	86	83	64	73	73	71	72	65	68	64	67	67	56	68	64	60	10	41	
0.45	89	79	76	84	74	72	66	66	59	69	68	66	67	77	63	65	54	54	55	46	38	
0.56	89	80	73	73	69	77	66	68	65	68	60	66	64	67	61	61	65	56	42	28	31	
0.41	89	75	74	85	69	67	66	63	64	67	75	64	63	58	63	57	52	60	45	45	31	
0.40	89	76	88	86	64	67	64	64	61	65	65	57	59	56	64	40	56	53	50	38	45	
0.52	75	73	83	82	64	64	64	61	61	64	78	56	62	59	62	43	48	56	55	45	28	
0.45	86	74	82	64	71	60	64	64	66	64	55	57	60	61	64	52	50	59	65	38	38	
0.46	75	71	64	57	64	56	62	63	66	60	55	58	55	62	55	58	43	61	35	34	34	
0.58	73	72	71	85	54	61	68	53	58	60	55	53	62	57	56	45	59	53	50	24	24	
0.45	81	68	82	80	63	48	60	57	54	58	63	49	52	53	62	43	38	52	40	44	21	
0.59	80	68	65	65	69	45	56	55	49	54	50	49	46	43	50	40	32	50	25	26	10	
0.39	77	62	51	59	60	44	55	51	51	53	45	54	52	44	44	38	55	41	25	20	21	
0.59	84	67	60	67	57	51	51	50	46	52	50	48	46	44	50	42	41	38	15	21	17	
0.51	67	58	49	53	66	38	51	48	46	49	40	49	47	46	41	45	36	41	35	33	14	
0.49	25	37	53	40	37	42	44	46	46	44	40	40	36	39	39	35	16	41	15	22	7	
0.43	62	25	37	47	49	42	38	40	35	39	48	31	35	33	41	27	25	28	25	21	10	
0.55	64	37	40	25	37	33	38	37	25	37	38	33	30	28	35	32	19	34	15	10	7	
0.44	25	46	45	45	40	32	38	38	31	36	35	32	29	29	36	33	21	27	20	17	4	
0.50	25	46	36	39	37	36	36	36	31	36	40	36	33	35	37	39	19	34	20	14	10	

Correlation with Engagement

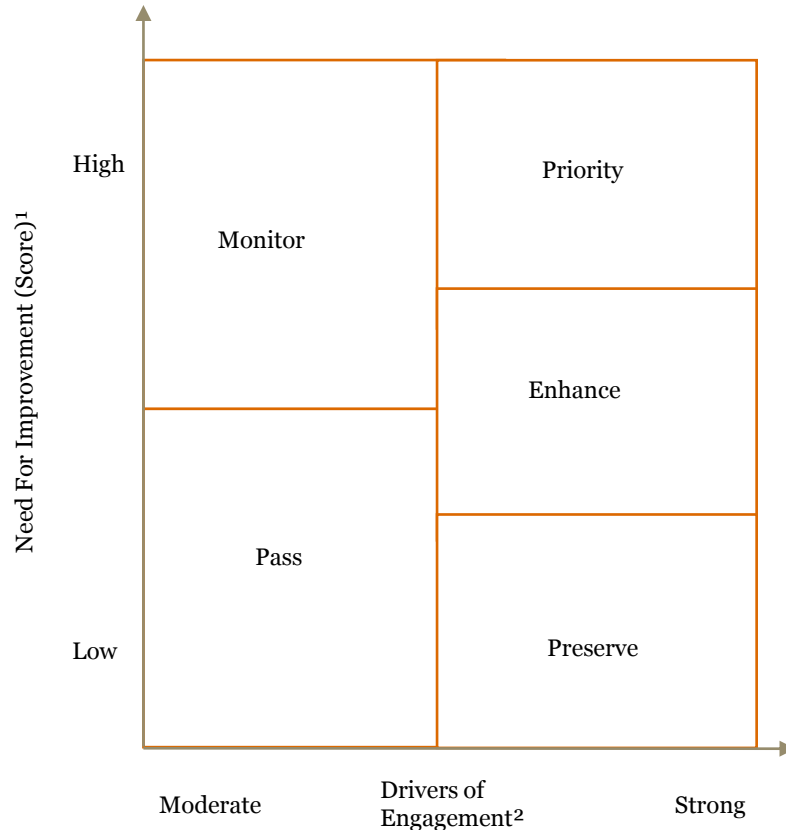
Isolated issues

Systemic issues





# Driver matrix | Description



## What is the Driver Matrix?

- The Driver Matrix identifies items and themes that drive engagement, enabling more focused action planning.
- The Driver Matrix categorizes each item based on its correlation with the engagement index as well as its need for improvement, as measured by the Agree Score.

## Priority

- High correlation with engagement index and high need for improvement. The greatest opportunities to increase engagement are identified in the Priority box.

## Enhance

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

## Preserve

- High correlation with engagement index and low need for improvement. Organizations should be conscious of maintaining its Preserve items.

## Monitor

- High need for improvement but low correlation with engagement. Items in the Monitor section may not be high pay-off investments.

## Pass

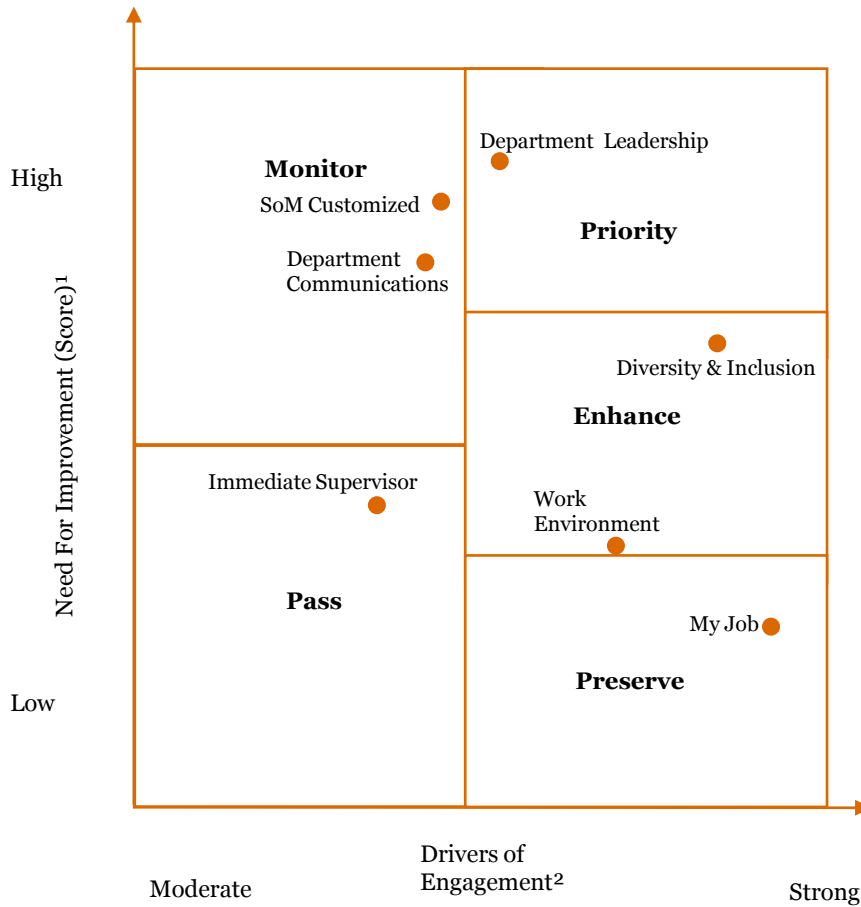
- Low need for improvement and low correlation with engagement. Maintain current levels of focus on these items.

<sup>1</sup> Based on average agreement % (Agree + Strongly Agree)

<sup>2</sup> Based on correlation with Engagement Index



# Driver matrix | *By survey theme*



### Priority (theme and % agreement)

Department Leadership (53%)

### Enhance (theme and % agreement)

Diversity & Inclusion (62%)  
 Work Environment (72%)

### Preserve (theme and % agreement)

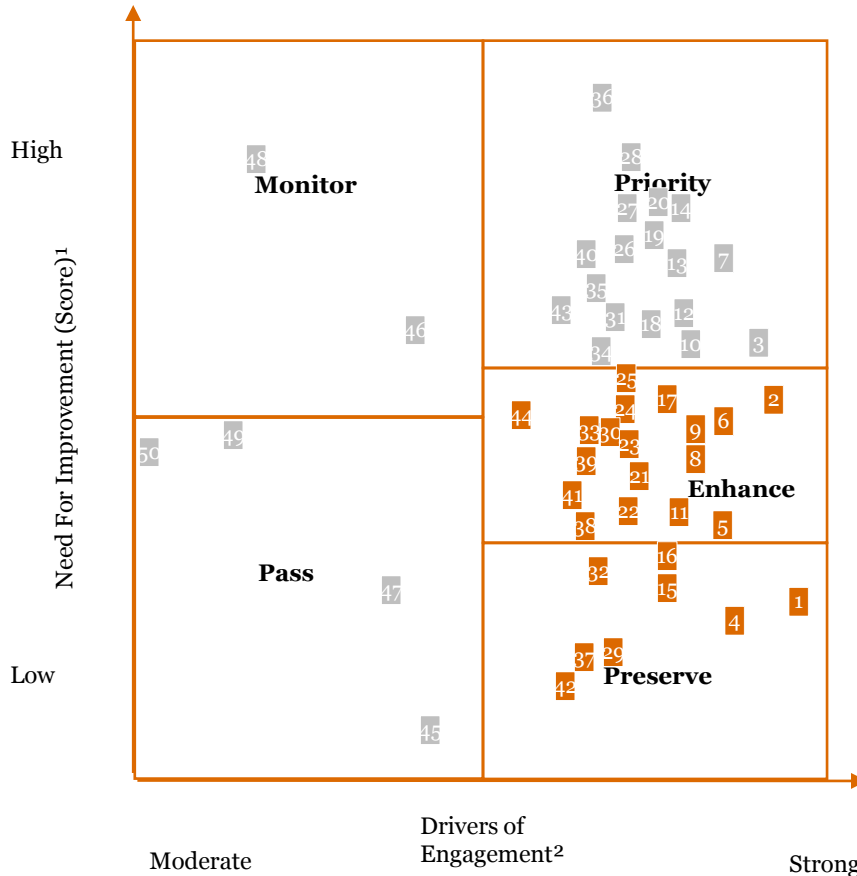
My Job (76%)

<sup>1</sup> Based on average agreement % (Agree + Strongly Agree)

<sup>2</sup> Based on correlation with Engagement Index



# Driver matrix | By Item



## Preserve (item and % agreement)

- 1. My work group consistently delivers a high level of customer service. (80%)
- 4. My work group does a good job of resolving customer problems when they occur. (81%)
- 15. My job gives me a feeling of personal accomplishment. (79%)
- 16. My job makes good use of my skills and abilities. (76%)
- 29. I understand how the work I do makes a difference in the lives of the people of the State of Michigan. (85%)
- 32. I understand how my performance on the job is evaluated. (77%)
- 37. My supervisor holds me accountable for the quality of my work. (85%)
- 42. I have a clear idea of my job responsibilities. (87%)

## Enhance (item and % agreement)

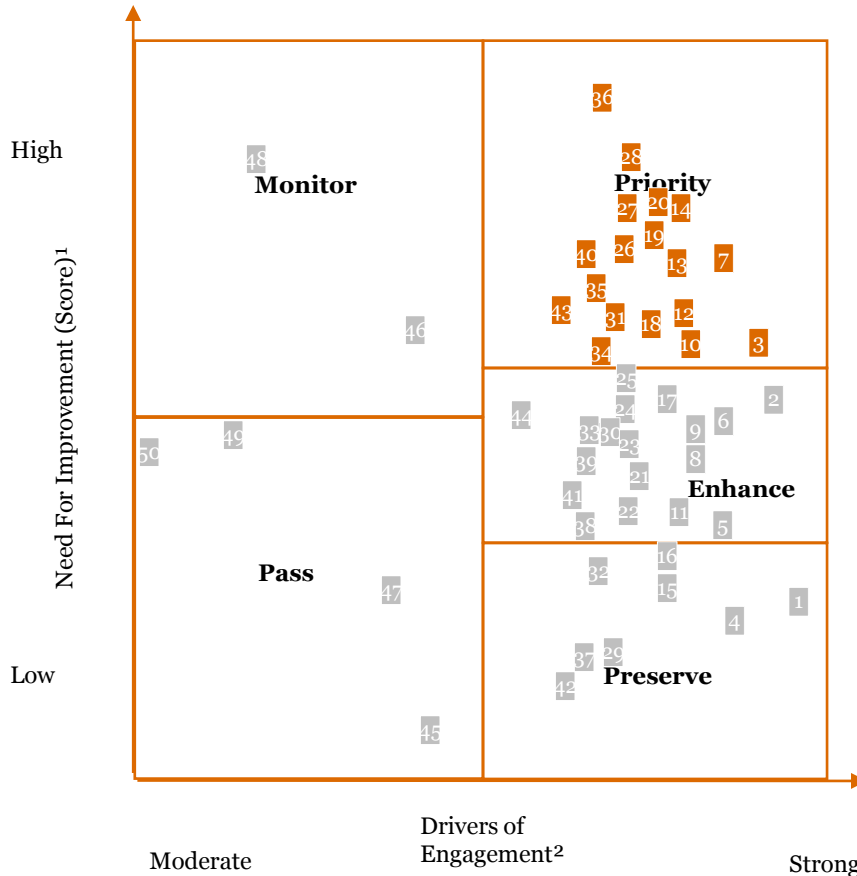
- 2. My work group has a climate in which diverse perspectives are encouraged and valued. (63%)
- 5. My work group constantly looks for better ways to serve our customers. (74%)
- 6. My colleagues treat co-workers with dignity and respect. (65%)
- 8. Employees at the State of Michigan are able to contribute to their fullest potential (without regard to such characteristics as age, race, ethnicity, disability, etc.). (67%)
- 9. I get the information I need to be productive in my job. (66%)
- 11. I am treated with dignity and respect by my colleagues. (72%)
- 17. I am encouraged to come up with new and better ways of doing things. (63%)
- 21. The people I work with cooperate well together to get the job done. (69%)
- 22. I think my job performance is evaluated fairly. (72%)
- 23. The State of Michigan values diversity in the workplace. (67%)
- 24. Within my department, there is effective teamwork between my work group and other work groups. (64%)
- 25. I receive the training I need to do a quality job. (60%)
- 30. My supervisor gives me feedback that helps me improve my performance. (65%)
- 33. My supervisor's actions are consistent with what he/she says. (65%)
- 38. I have effective two-way communication with my supervisor. (74%)
- 39. My supervisor clearly communicates his/her expectations of me. (68%)
- 41. My supervisor recognizes me when I do a good job. (71%)
- 44. I have the materials/tools/equipment I need to do my job well. (64%)

<sup>1</sup> Based on average agreement % (Agree + Strongly Agree)

<sup>2</sup> Based on correlation with Engagement Index



# Driver matrix | By Item



## Priority (item and % agreement)

- 3. The State of Michigan has an inclusive work environment where individual differences are respected. (58%)
- 7. Leadership is creating a culture of continuous improvement. (51%)
- 10. My career goals can be met at the State of Michigan. (58%)
- 12. Department leadership is interested in the well-being of employees. (56%)
- 13. My department is serious about change and reinvention to achieve good government. (51%)
- 14. The State of Michigan empowers employees to make appropriate decisions that are in the best interests of the State. (47%)
- 18. Department leadership is trustworthy. (56%)
- 19. My department keeps employees informed about matters affecting us. (48%)
- 20. Sufficient effort is made to get the opinions of people who work here. (45%)
- 26. Department leadership gives employees a clear picture of the direction my department is headed. (50%)
- 27. I am confident department leadership is leading us in the right direction for success. (46%)
- 28. I believe I have the opportunity for growth in my current job. (43%)
- 31. Managers in my department make decisions in a timely fashion. (55%)
- 34. I provide my opinions without fear of retaliation or retribution. (59%)
- 35. I feel my supervisor takes an active interest in my career development. (54%)
- 36. My department makes employees aware of our department scorecards. (37%)
- 40. My department leadership communicates openly and honestly with employees. (51%)
- 43. My supervisor effectively balances the workload across our workgroup or team. (55%)

<sup>1</sup> Based on average agreement % (Agree + Strongly Agree)

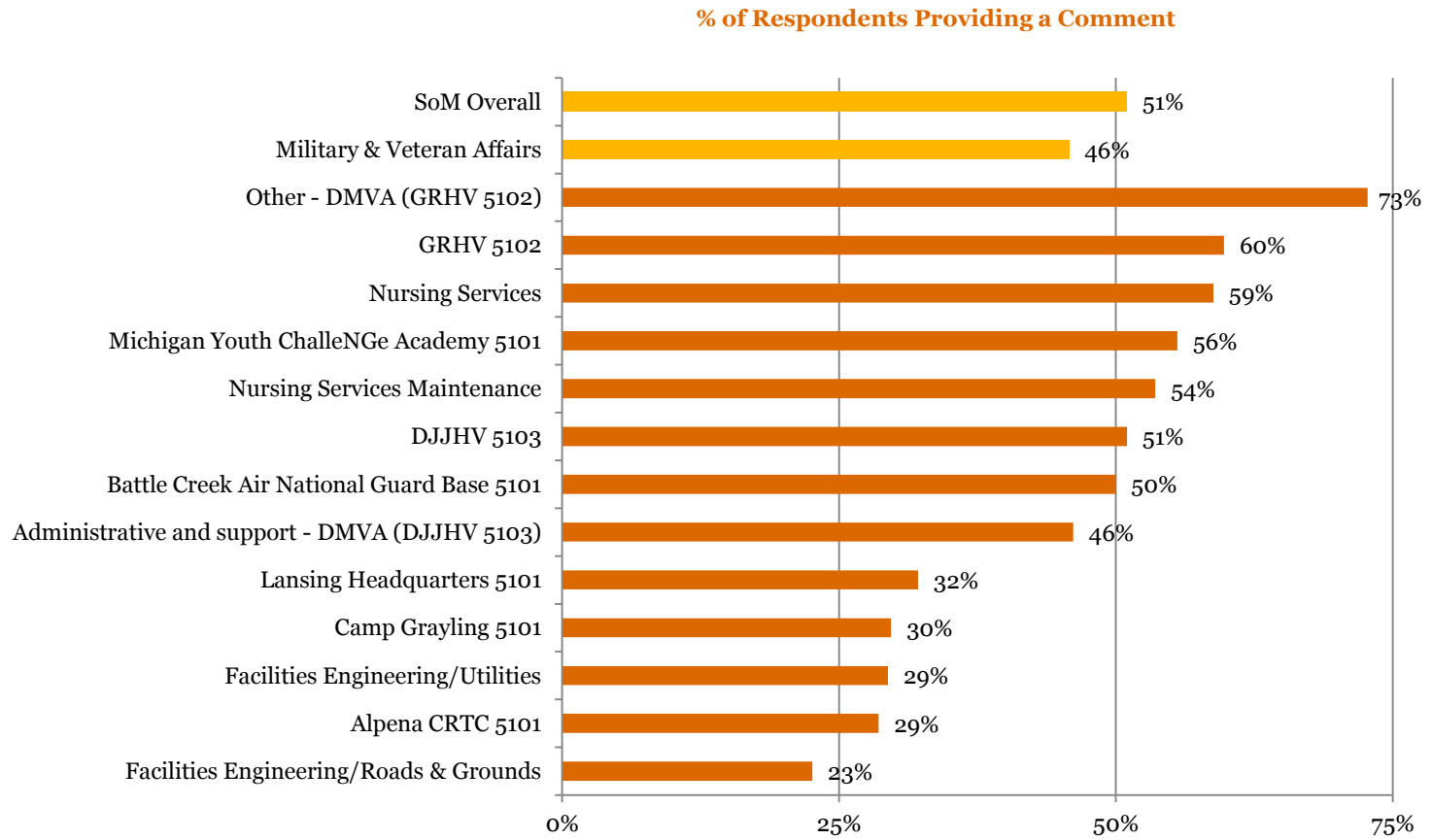
<sup>2</sup> Based on correlation with Engagement Index





## Comments | *Open-ended question*

Question: “Please provide feedback on any other topics you would like to discuss regarding your employment at the State of Michigan”



# Next steps | *Results roll out timeline*



June	July	August	September	TBD
<ul style="list-style-type: none"> <li>Review results</li> <li>Share survey results and deliver key messages for agencies</li> <li>Begin development of state-wide communication plan</li> </ul>	<ul style="list-style-type: none"> <li>Identify 2-3 strengths and 2-3 opportunities on which to focus improvement efforts at state-wide and agency levels</li> <li>Implement employee communication plan</li> </ul>	<ul style="list-style-type: none"> <li>Form teams for action planning</li> <li>Generate 2-3 action steps for each priority item selected</li> </ul>	<ul style="list-style-type: none"> <li>Create accountability around the action planning process</li> <li>Communicate to all employees on progress</li> <li>Measure and monitor progress</li> </ul>	<ul style="list-style-type: none"> <li>Launch year two of survey</li> </ul>

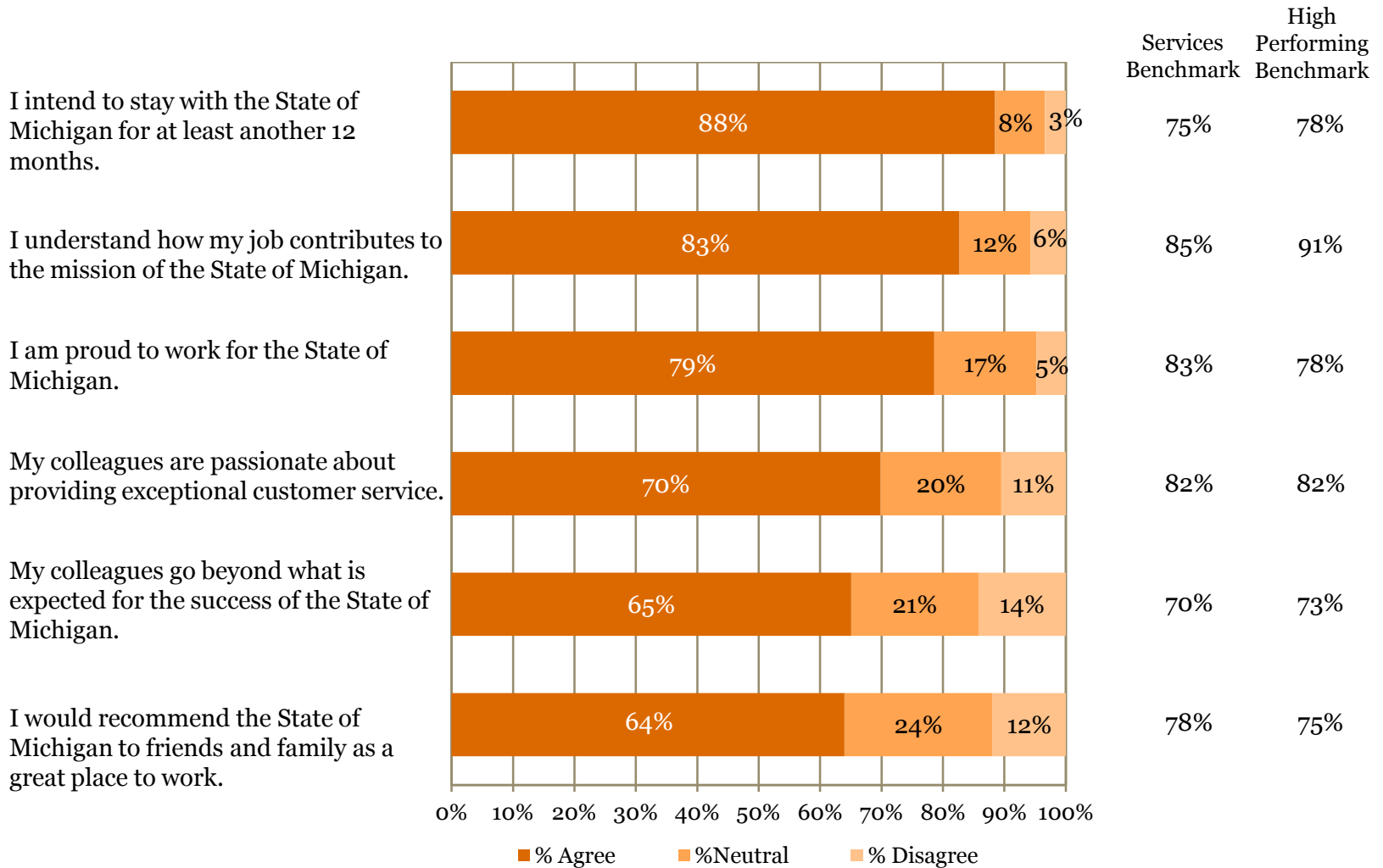
# Appendix

## Appendix

- Survey results by theme:
  - Employee engagement
  - Diversity & inclusion
  - Department leadership
  - Department communications
  - Immediate supervisor
  - My job
  - Work environment
  - SoM customized questions



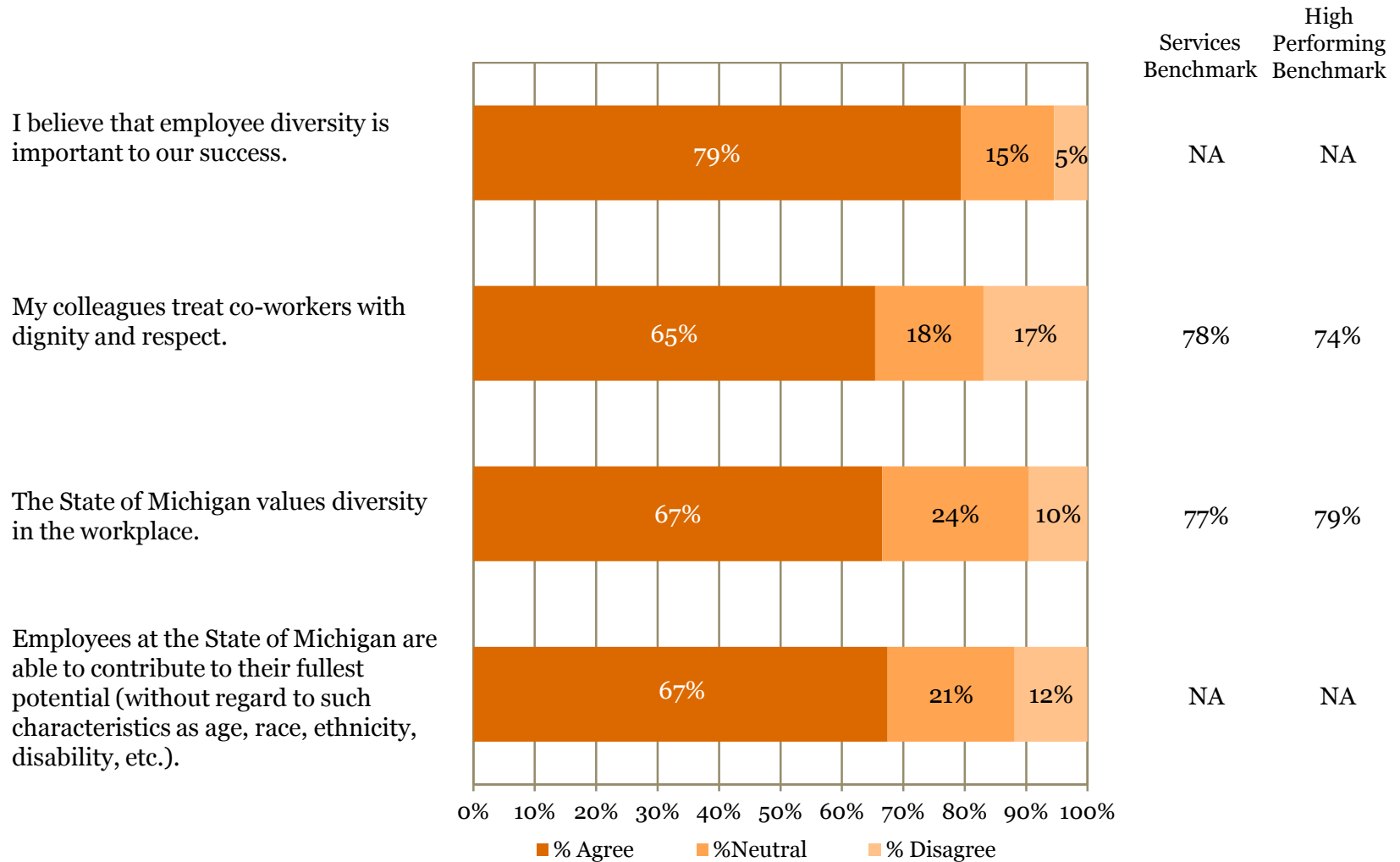
# Employee engagement



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



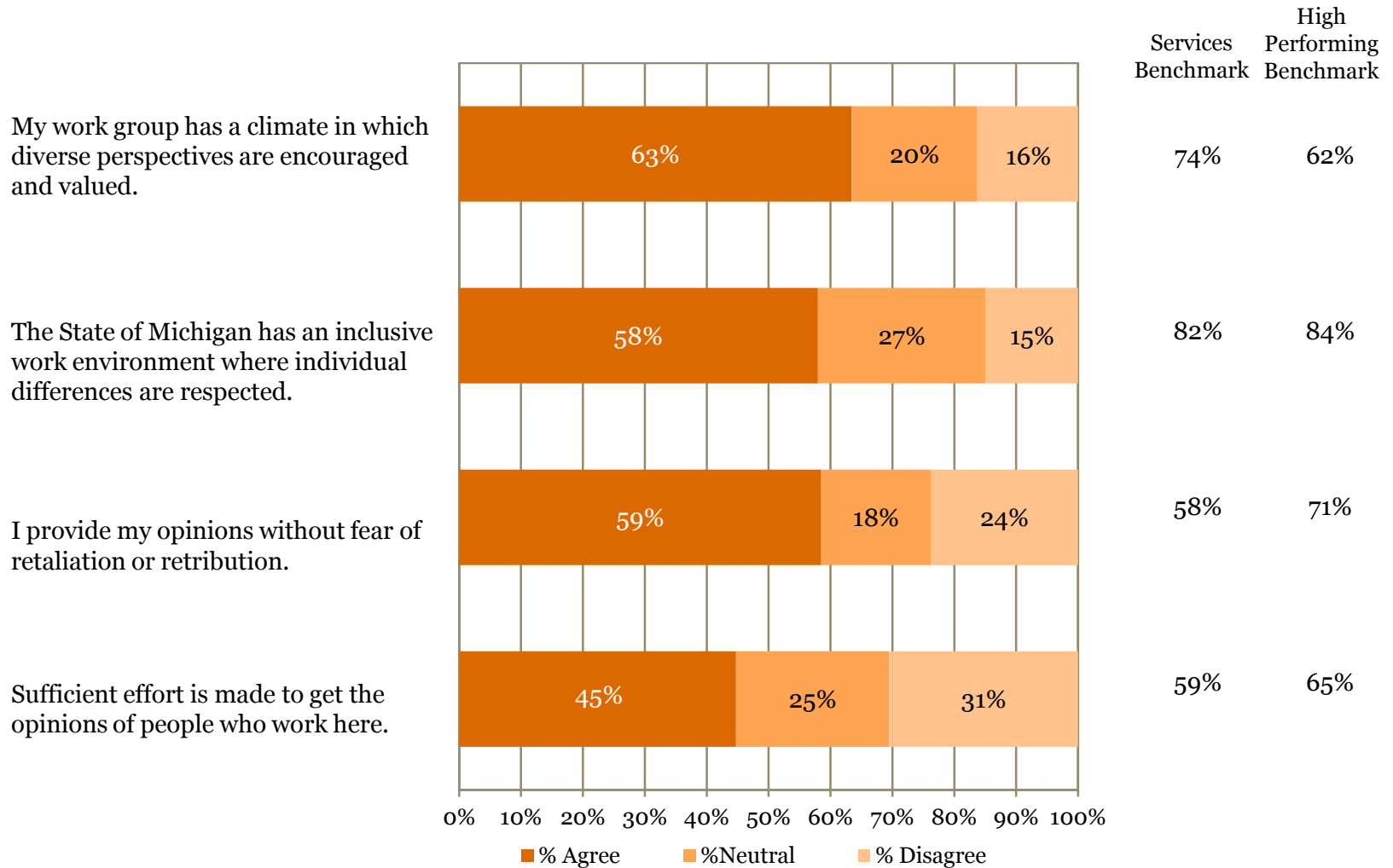
# Diversity and inclusion



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



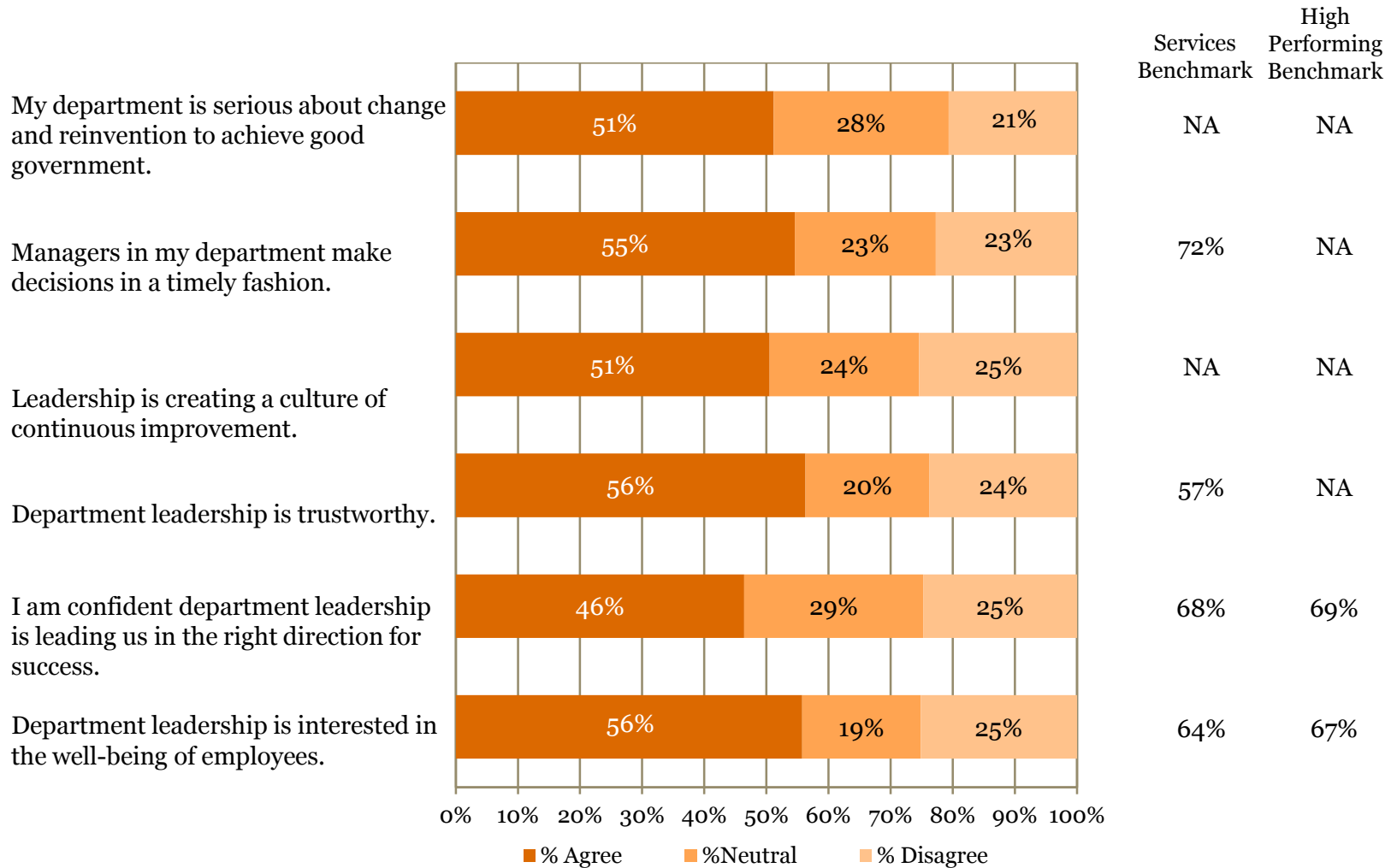
## Diversity and inclusion (continued)



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



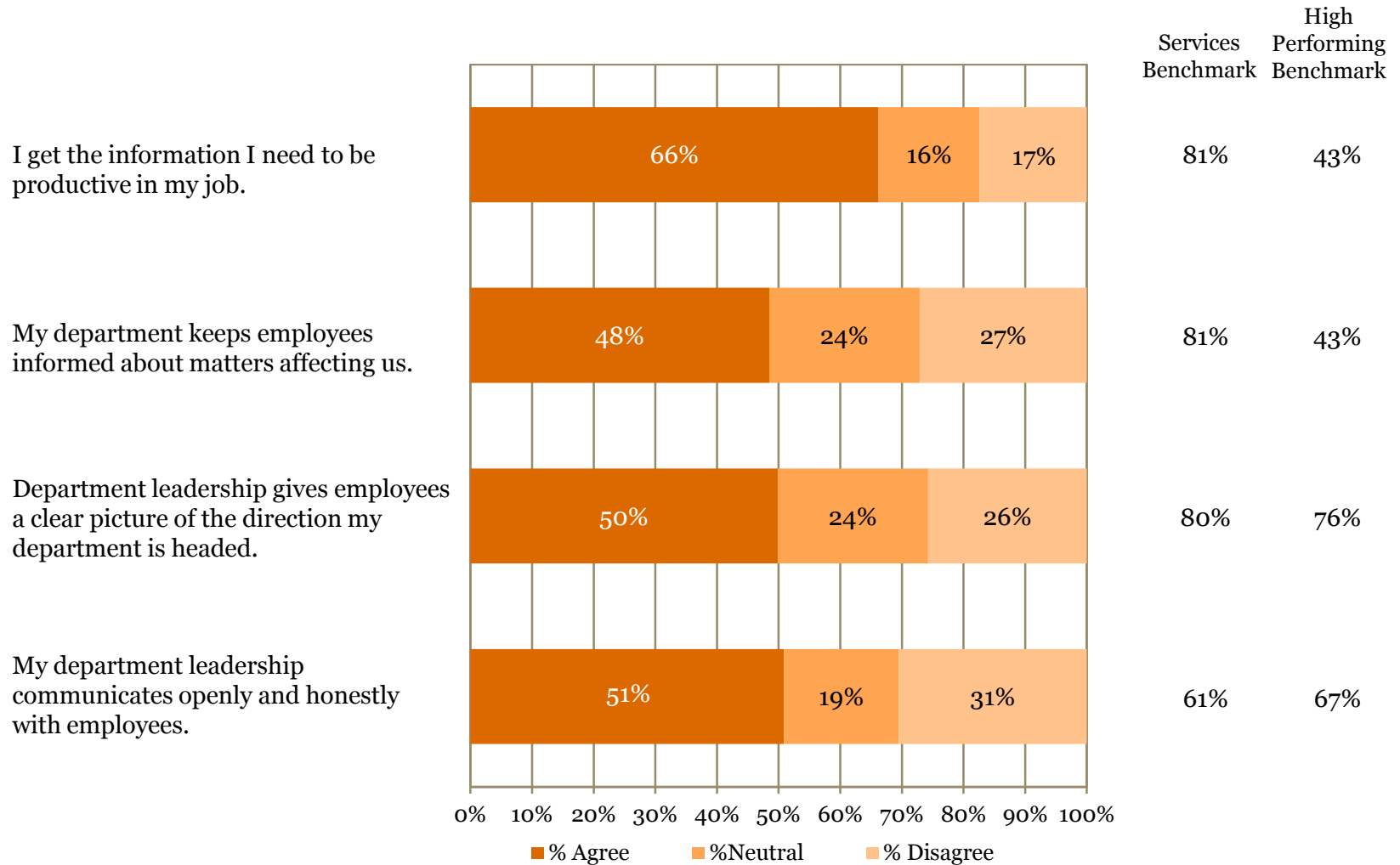
# Department leadership



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



# Department communications

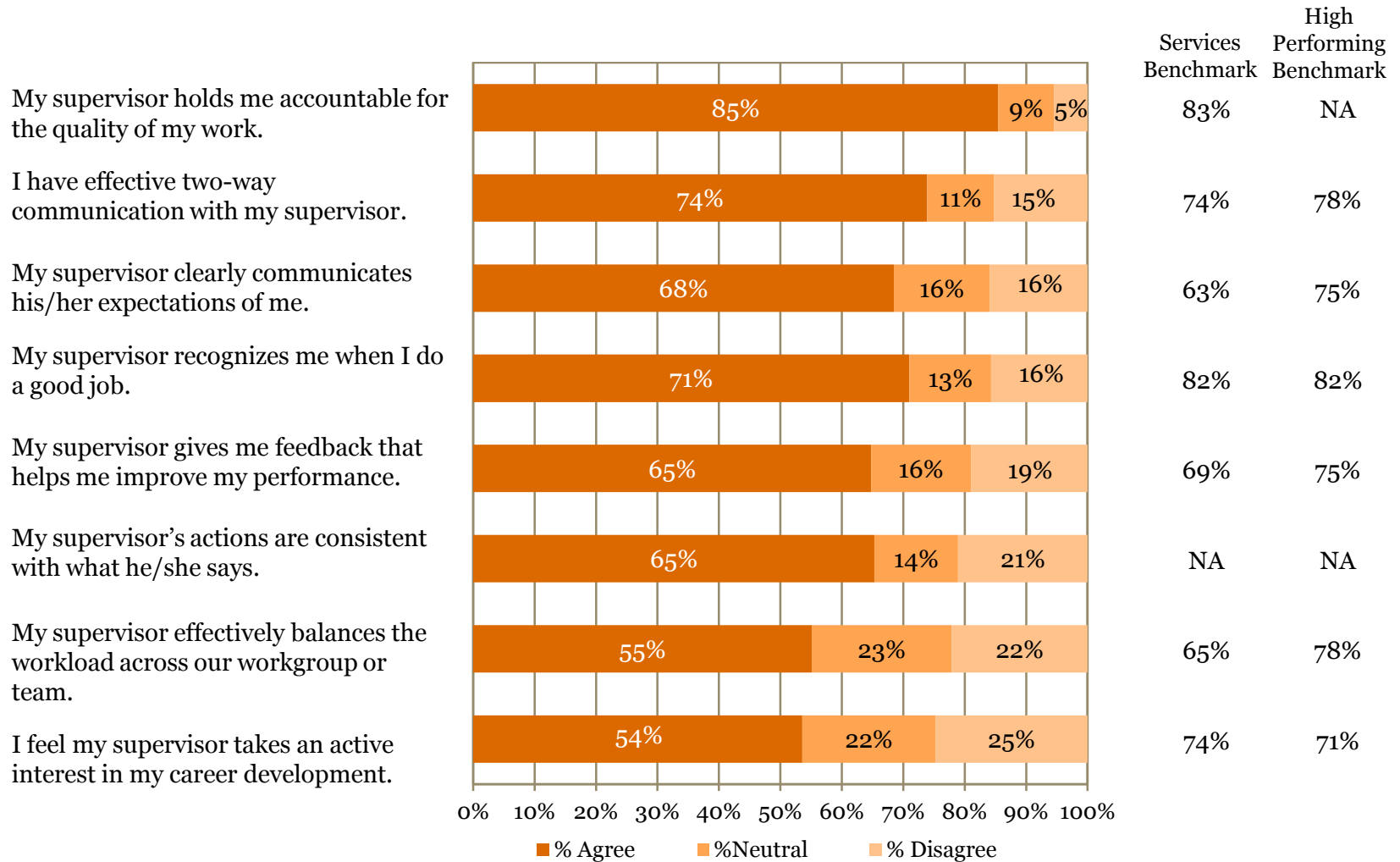


Note: Percentages may not equal 100% due to rounding.





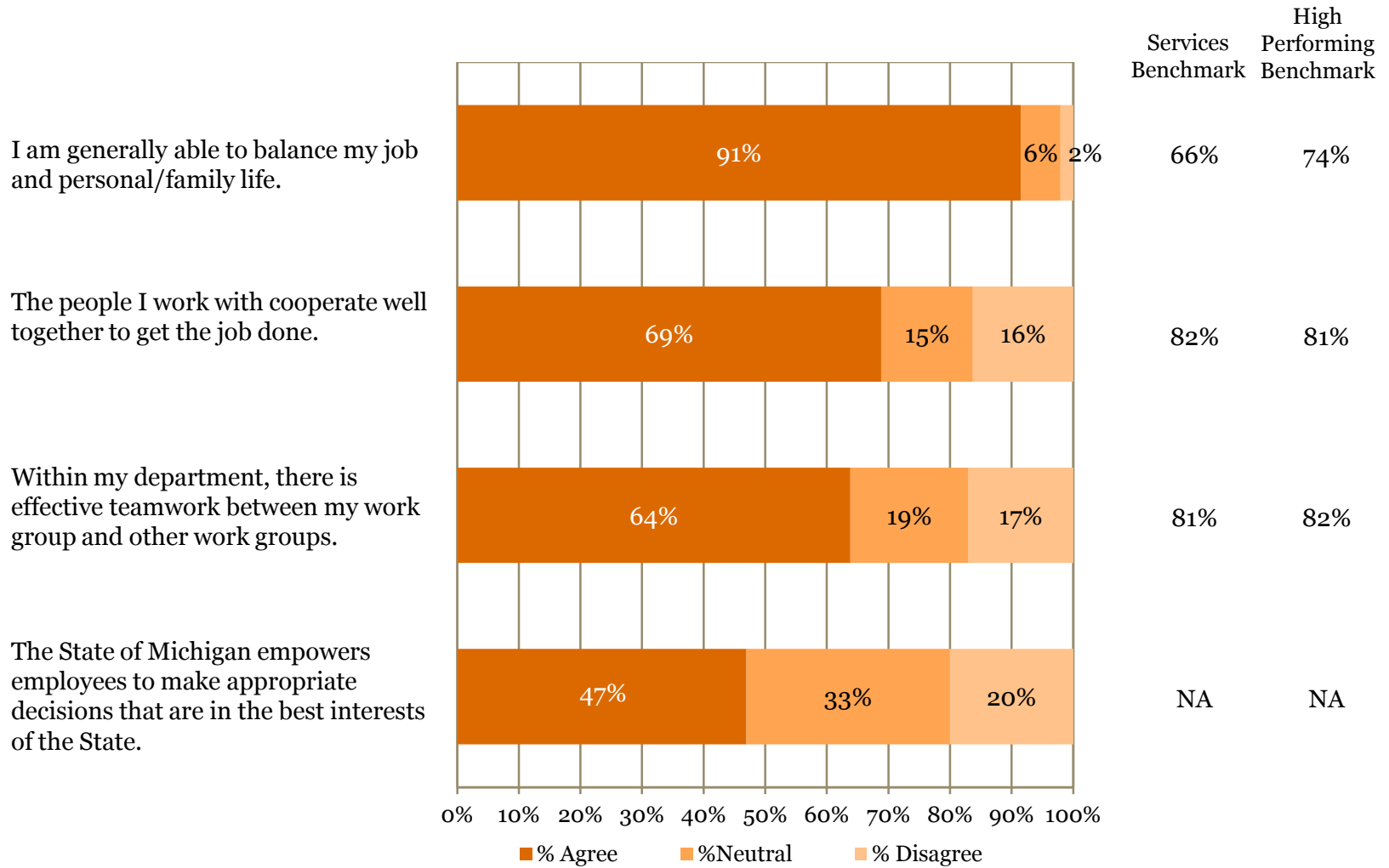
# My immediate supervisor



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



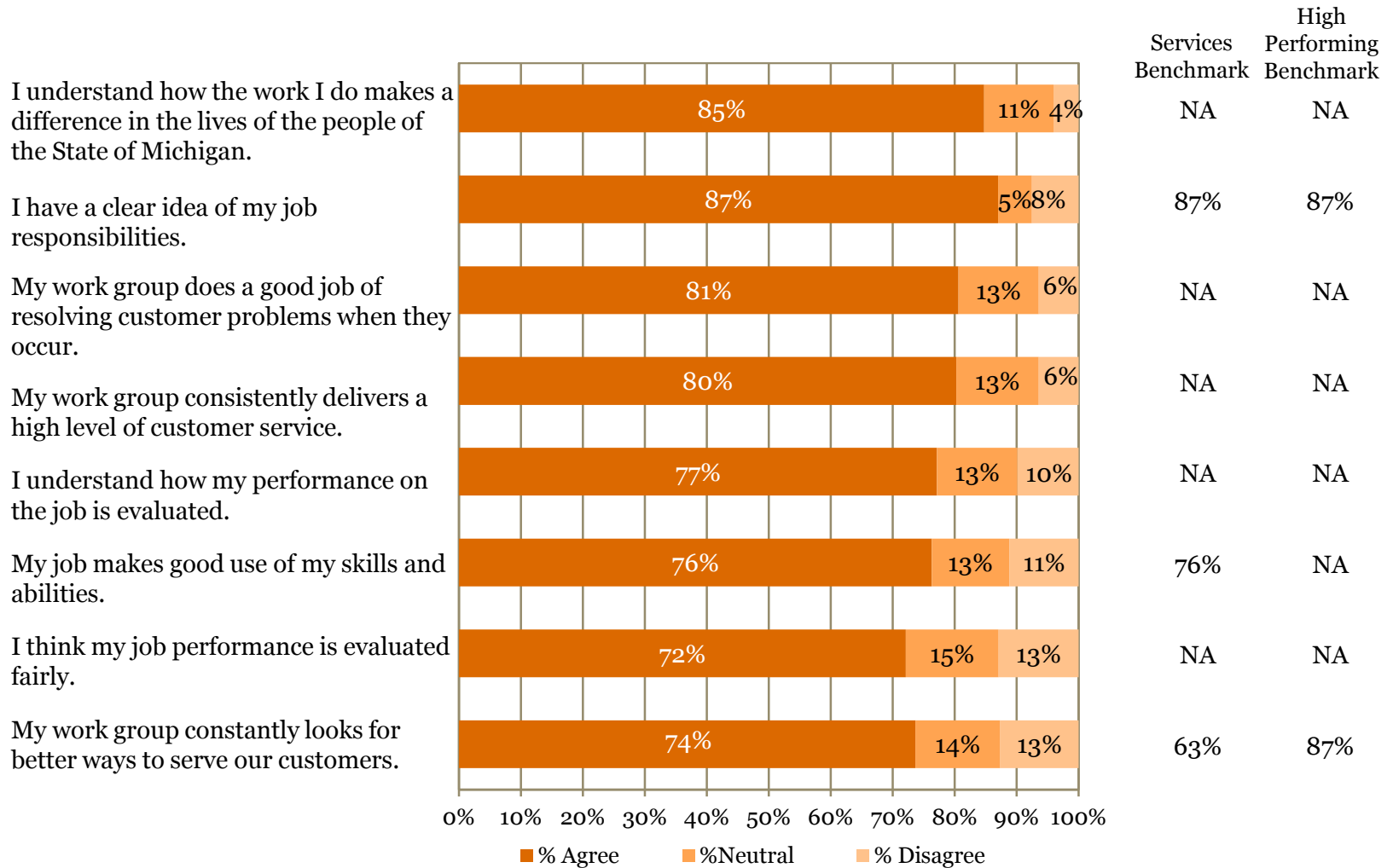
# Work environment



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



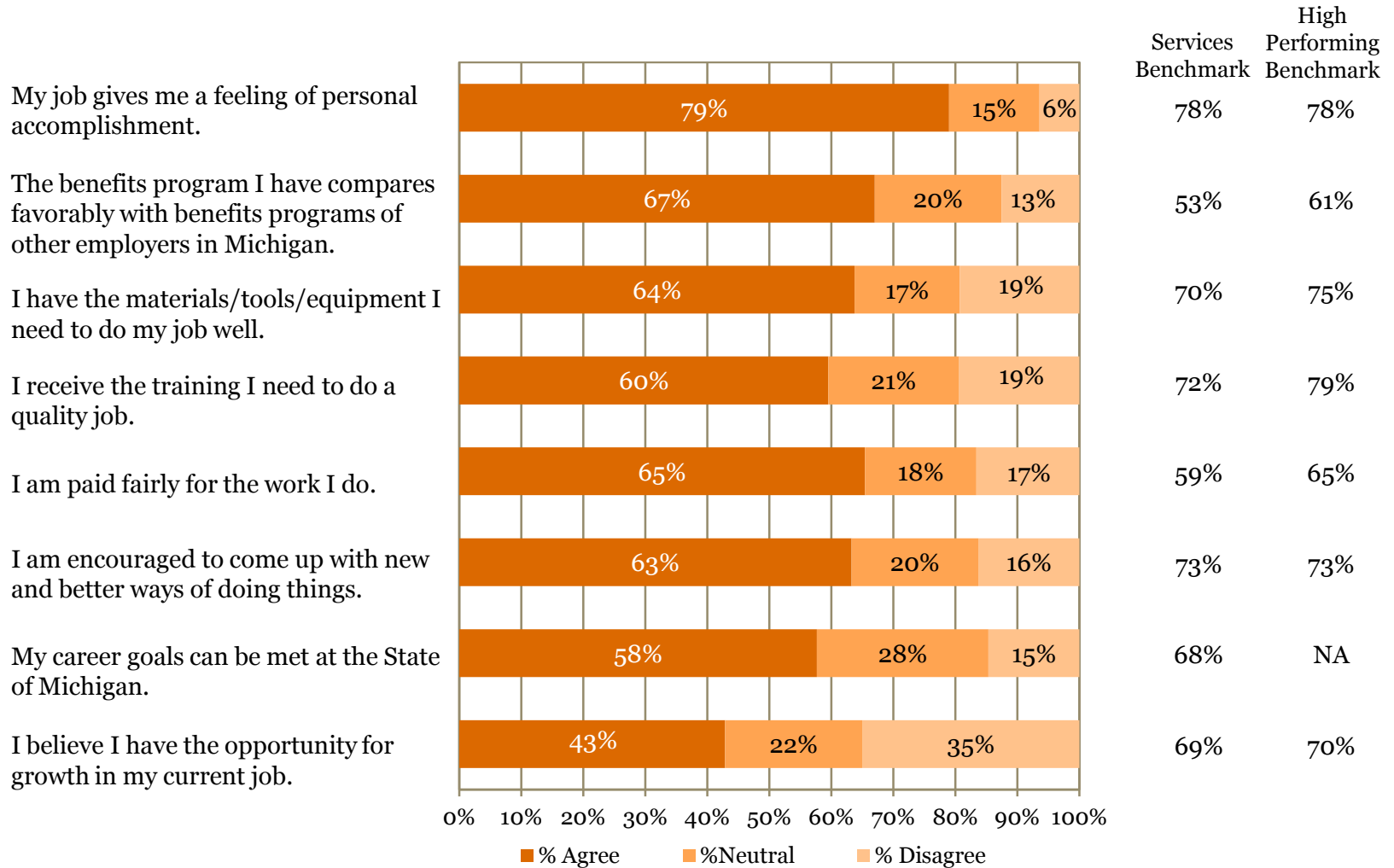
# My job



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



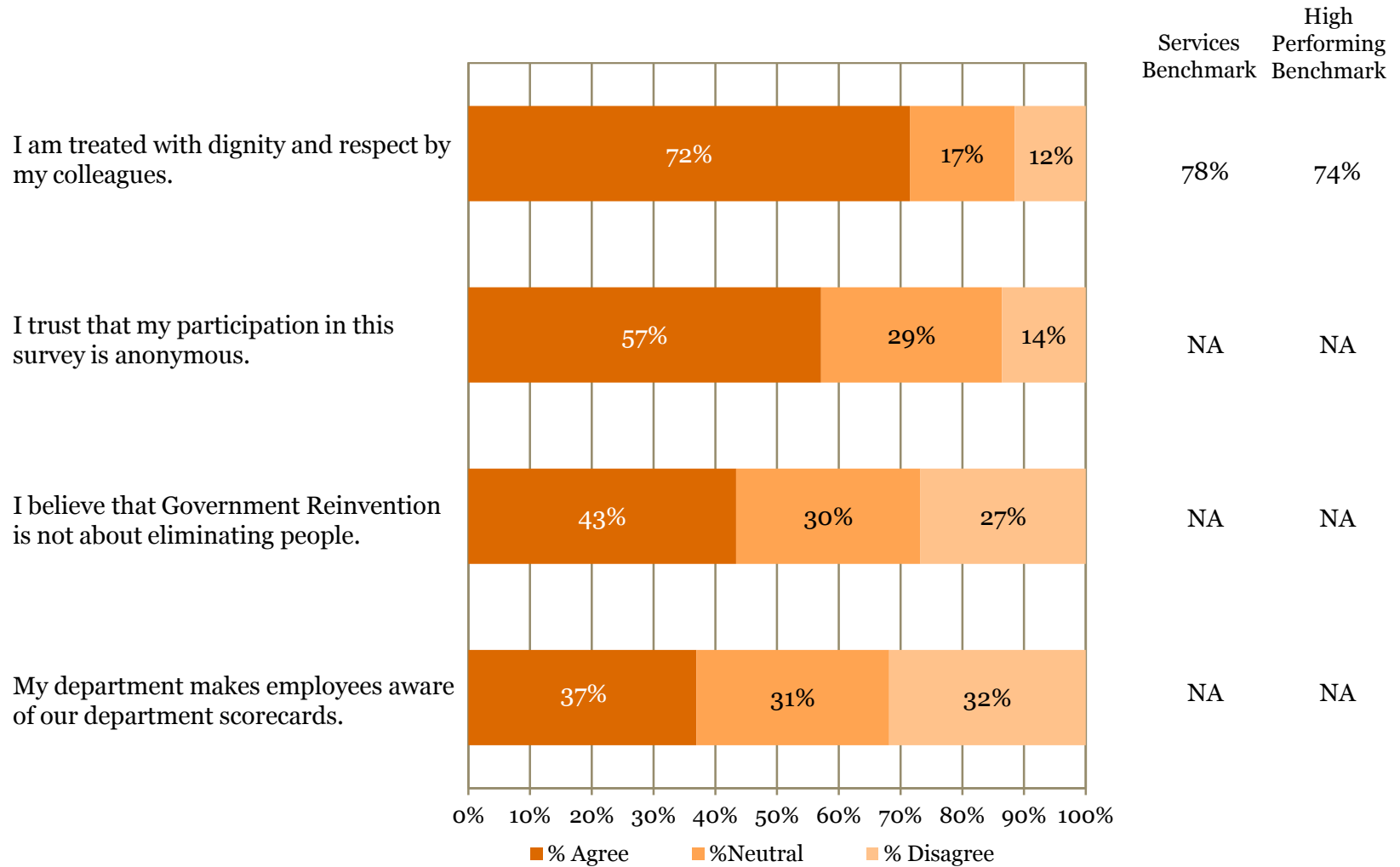
# My job (continued)



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



# SoM customized questions



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

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