Improving Organizational Performance through Employee Engagement Data

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Portfolio Overview: Employee Engagement and Culture

Best Places to Work in the Federal Government® Rankings

- Over 20 years of rating employee engagement and satisfaction in government

- Accountability tool to motivate leaders to reform organizational culture and performance

- Captures data and insights to improve culture from 75 agencies and 457 subcomponents

- Serves as the foundation for all our employee engagement knowledge and services

Employee Engagement Solutions

- Gathering Staff Feedback
- Action Plan Development
- Implementation Support
- Communication Plan Creation

Webinar Objectives

- Identify how to gather employee data insights that impact organizational performance

- Obtain best practices for quickly addressing employee concerns that impact mission impact
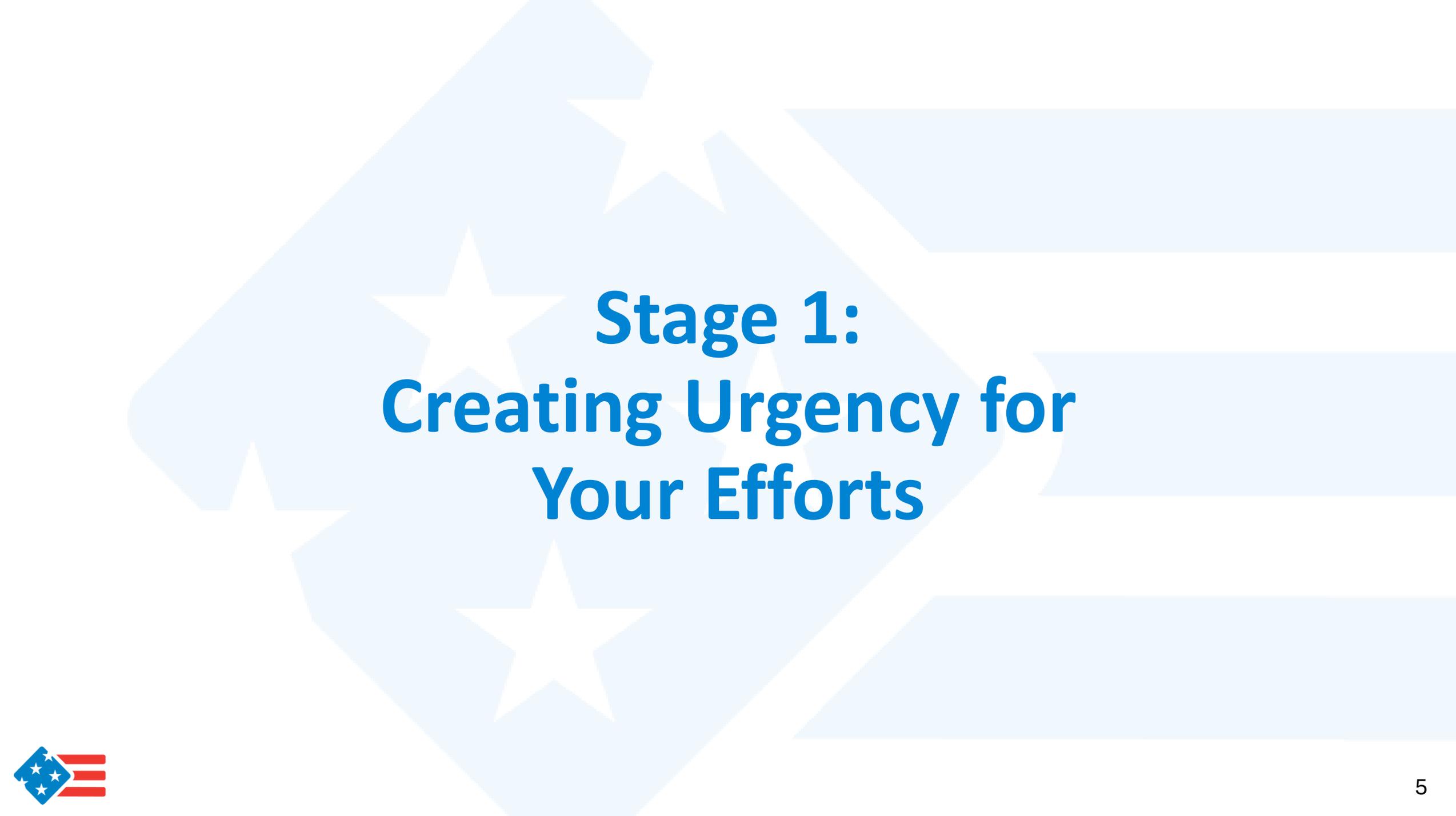
Session Agenda

Stage 1: Creating Urgency for Your Efforts

Stage 2: Identifying Priorities

Stage 3: Designing Your Approach

Stage 4: Analysis and Follow Up

Stage 1:
Creating Urgency for Your Efforts

Engagement Impact at VA Hospitals

As VA medical center's *Best Places to Work* engagement scores increased:

Patient satisfaction increased

Registered nurse turnover declined

Call center answer speed increased

Partnership for Public Service, A Prescription for Better Performance: Engaging Employees at VA Medical Center

Interacting with Your Data Team

Leadership Communicates:

- What you will do with the data
- Clarity on the themes you need
- Your preferred data format and visualization

Analysis Team Provides:

- Insights and evidence
- Tangible recommendations
- Outline visualization options to inform decision making
- Clarify the limitations of the data

Stage 2: Identifying Priorities

What Do You Want to Learn?

Select Topic Areas Based On:
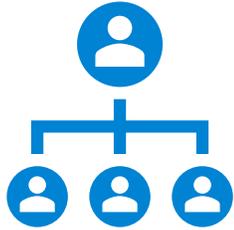
Past Performance	Leadership Priorities	Recent Events	Future Events

Best Places to Work Category Scores
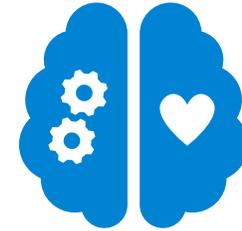
Senior Leadership

Supervisors

Employee Input
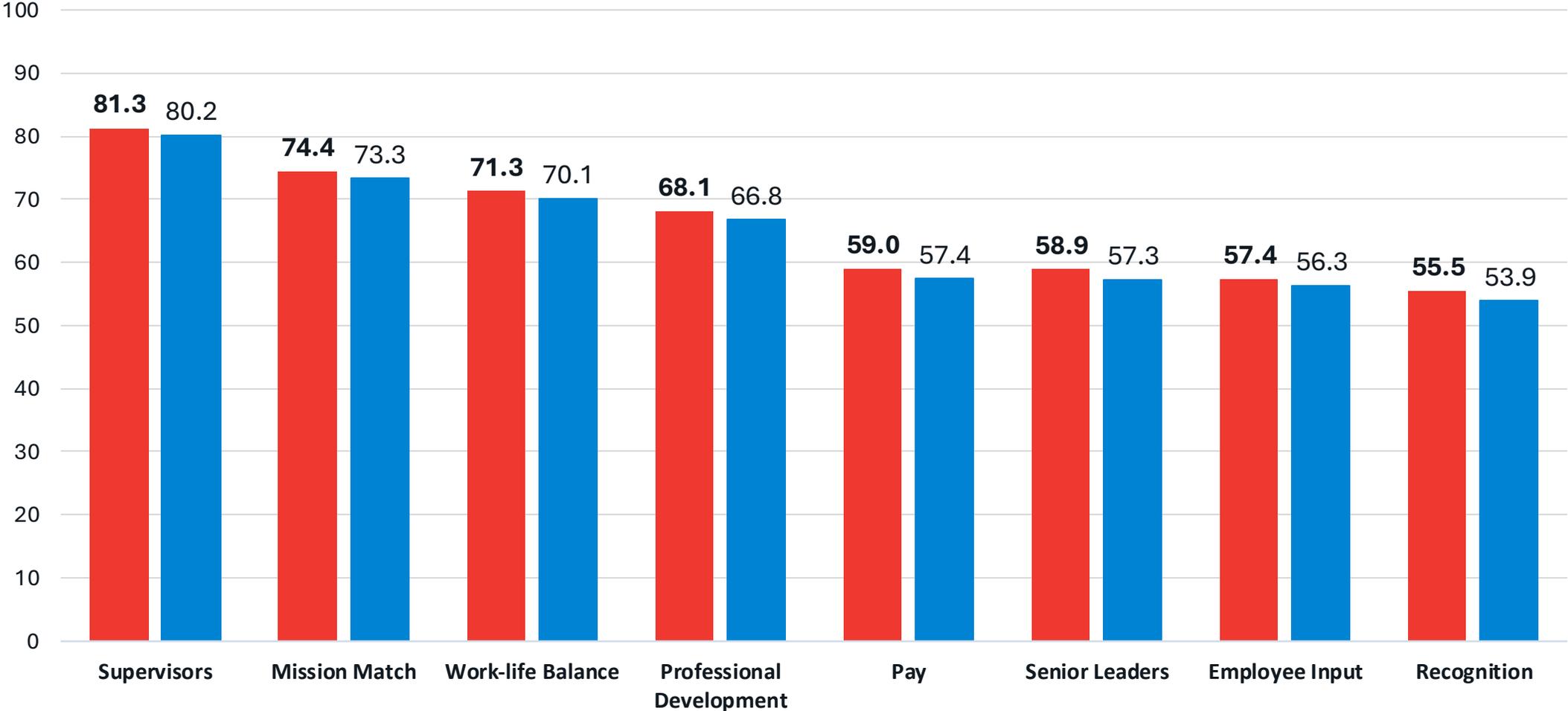
Mission Match

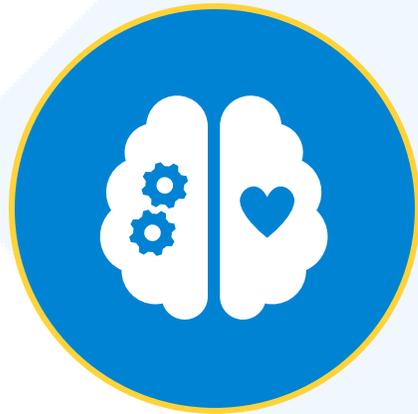Professional Development

Recognition

Pay

Work-Life Balance
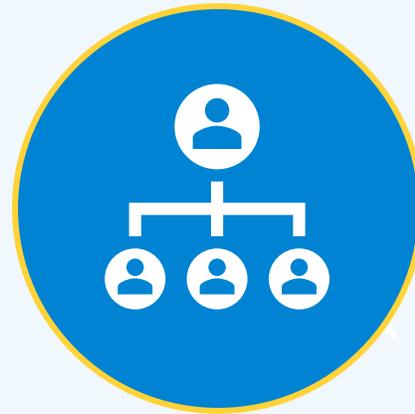
Key Drivers of Employee Engagement

Mission Match

Senior Leadership

Employee Input

Stage 3:
Designing Your Approach

Using Quantitative and Qualitative Measurements

Quantitative Data:

Numeric and measurable data sources that generally have a larger sample size.

Examples include staff survey data, retention statistics and performance measurements.
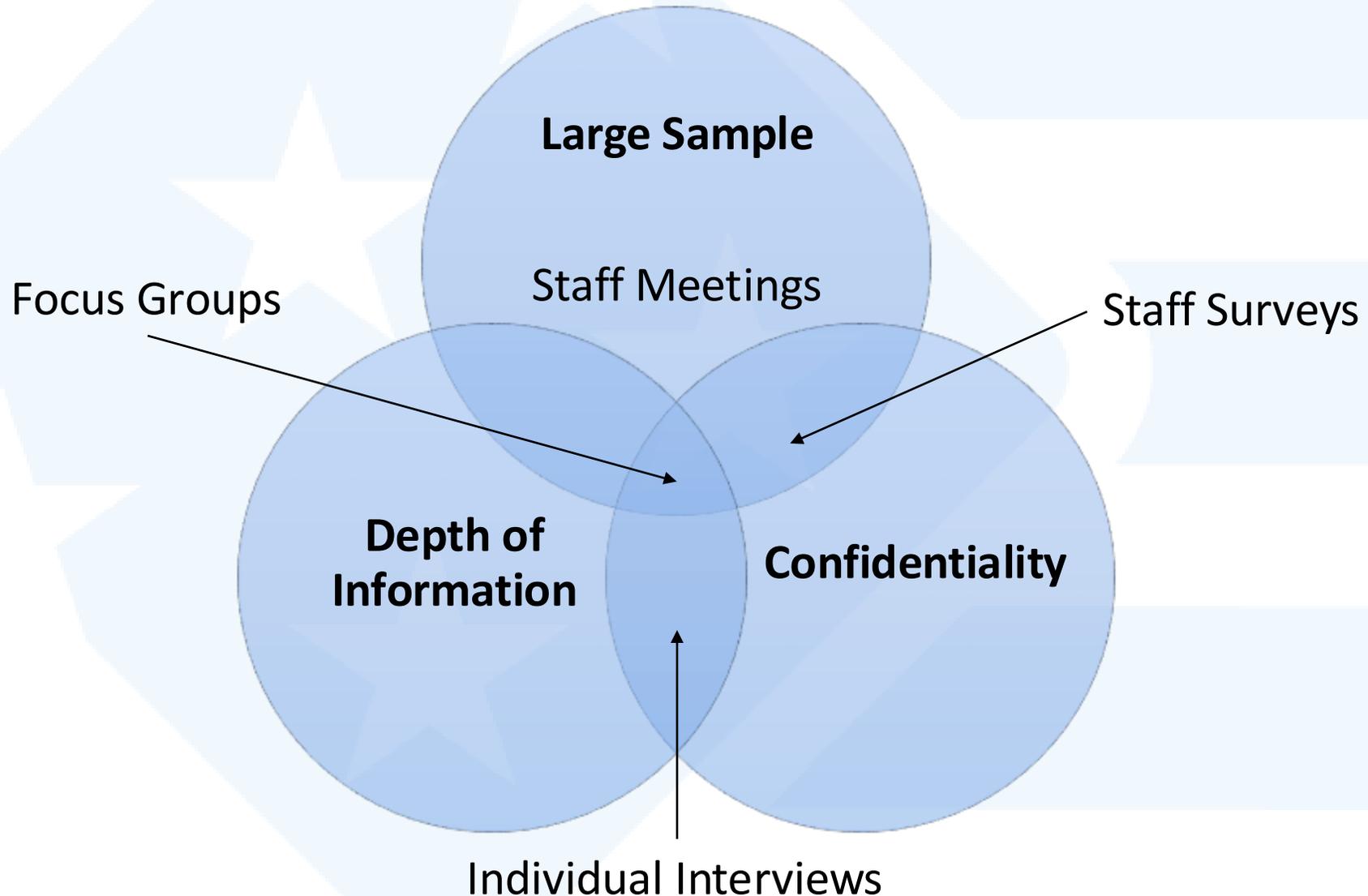
Qualitative Data:

Descriptive data that provides anecdotal and experiential insights and typically uses a smaller sample size.

Examples include focus groups or interviews.
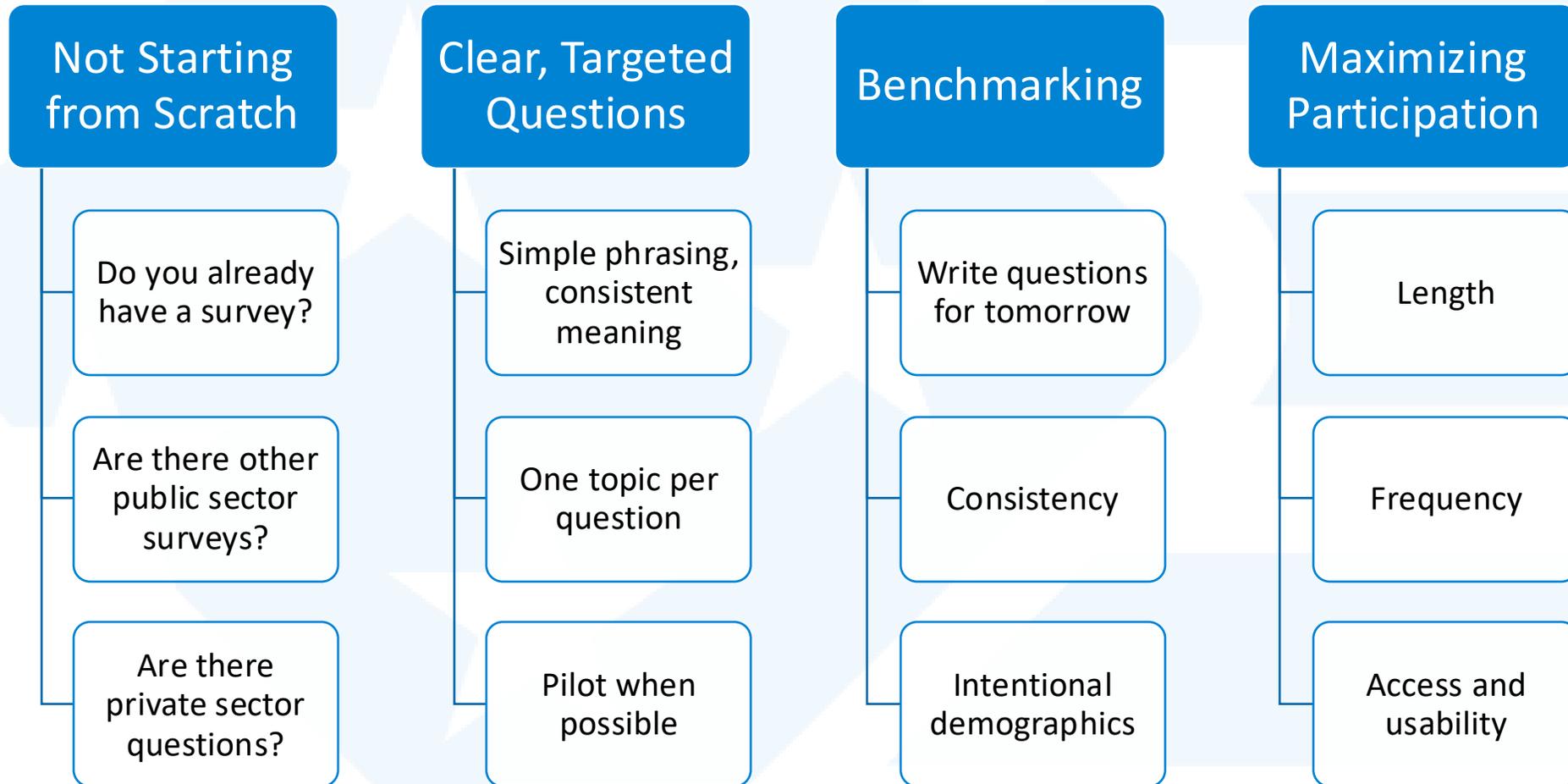
Feedback Mechanism Venn Diagram

Large Sample

Staff Meetings

Focus Groups

Staff Surveys

Depth of Information

Confidentiality

Individual Interviews

Question Types and Format

	"Your Experience" Questions	**"Your Recommendations" Question**	**"Your Reaction" Questions**
Purpose	Understanding the employee's experience with a specific topic or issue	Soliciting tangible requests for improvement related to a specific topic or issue	Evaluating the impact of specific actions you have taken to improve engagement
Ideal Question Format	• Quantitative questions on a scale of 1-5 • Qualitative questions asked verbally to dig into insights from the data	• Qualitative questions asked verbally allow for greater understanding • Quantitative questions asking to select from options generated during qualitative activities	• Quantitative pre/post test questions on a scale of 1-5 • Qualitative questions asked verbally to understand the nuanced reactions to the initiative
Examples	*The work I do gives me a sense of accomplishment. (5-point scale of strongly agree to strongly disagree)*	*What tangible actions would you like to see take place to improve recognition at your agency?*	*What aspects of the onboarding process do you want to strengthen or build upon?*

Survey Development Considerations

Not Starting from Scratch	Clear, Targeted Questions	Benchmarking	Maximizing Participation
Do you already have a survey?	Simple phrasing, consistent meaning	Write questions for tomorrow	Length
Are there other public sector surveys?	One topic per question	Consistency	Frequency
Are there private sector questions?	Pilot when possible	Intentional demographics	Access and usability

Stage 4:
Analysis and Follow Up

Creating Feedback Loops

Gathering Staff Feedback

Communication Plan Creation

Action Plan Development

Implementation Support

Improved Employee Engagement and Organizational Performance
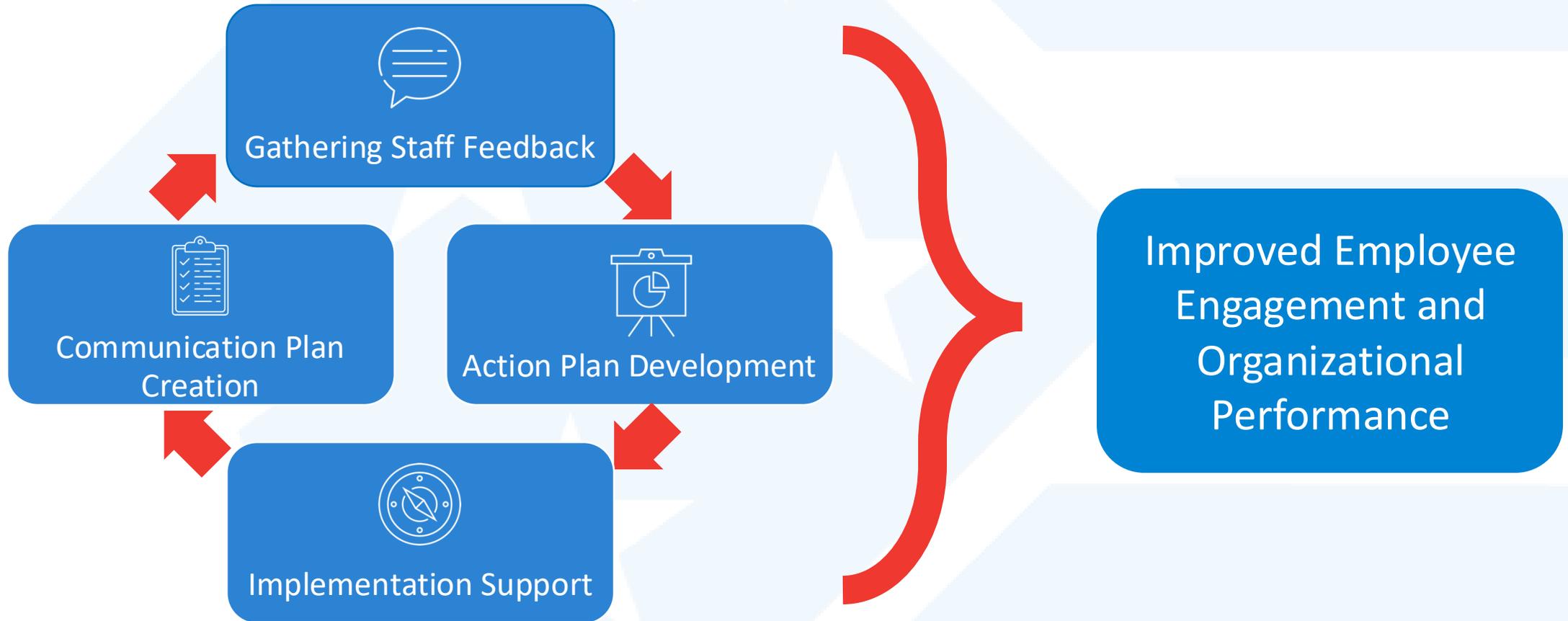
Telling Your Story Through Internal Communications

You Said…

- Highlight what the most consistent feedback was in the data
- Share results from survey, focus groups, interviews etc.

We Did…

- Specify how each activity is clearly connected to feedback and what impact you anticipated
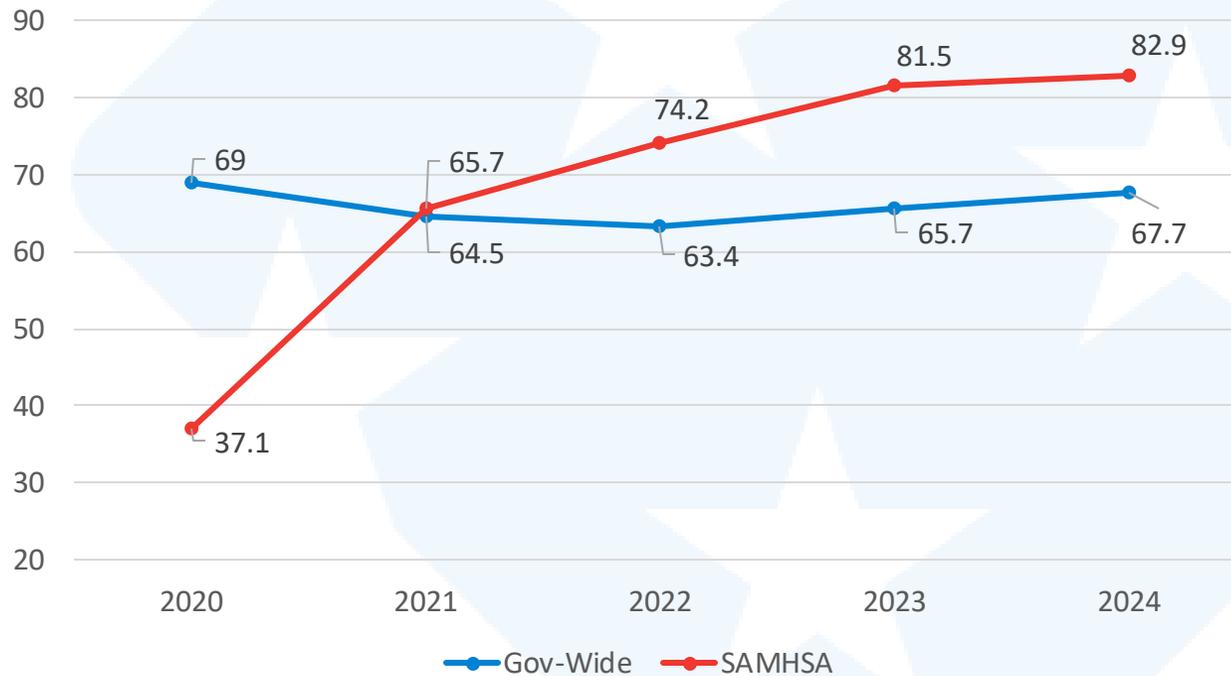- Also be clear on what you could not address and why

This Happened…

- Share any relevant data that demonstrates impact
- Include both quantitative and qualitative data on outcome fulfillment

Impact at the Substance Abuse and Mental Health Services Administration

SAMHSA Best Places to Work Employee Engagement and Satisfaction Score

Chart data:

Year	Gov-Wide	SAMHSA
2020	69	37.1
2021	64.5	65.7
2022	63.4	74.2
2023	65.7	81.5
2024	67.7	82.9

Legend: Gov-Wide, SAMHSA

Victoria Brahm and the Tomah VA Medical Center

Stay in Contact

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