Boosting Employee Engagement and Results -- webinar

2:00 – 3:30 p.m. PT, Thursday, November 8, 2012

Cal-ICMA Coaching Program
With cosponsorship of Arizona and Colorado City-County Management Associations

*** Advance registration required for this no-charge webinar:
https://www1.gotomeeting.com/register/572065296

Presenters:
* Justin Greeves, Vice President of Research, e.Republic, with the latest survey results on employee engagement in the public sector
* Donna Vaillancourt, HR Director, San Mateo County, CA
* Tim O'Donnell, City Manager, Brea, CA

Panel Discussion Topics:
1. What patterns are occurring in employee engagement?
2. What circumstances hinder employee engagement?
3. How have agencies and their employees worked together to improve employee engagement and results?
4. What changes are occurring in the workforce that will require new approaches?
5. What resources are available to help employees and organizations boost employee engagement and productive results?

Audience: all employees

1. Register in advance for the webinar:
There is no charge for participating in the webinars, but each requires advance registration.
*** Advance registration required for this no-charge webinar:
https://www1.gotomeeting.com/register/572065296

2. Connect with the webinar and audio:
Use your logon information from the email confirmation you receive via email from GoToWebinar. We recommend the telephone option dial-in number provided by GoToWebinar for sound quality. Depending upon your internet connection, VOIP option for audio (computer speakers) can have delays or sound quality issues.

3. Ask questions:
You may submit questions anonymously via email to Cal-ICMA@DonMaruska.com in advance or via the webinar during the panel discussion. As moderator for the session, Don Maruska will pose the questions.

4. Presenters’ presentation materials:
We post these with the agenda at “Live Audio & Archives” tab of www.cal-icma.org/coaching. The PPT will be available about 2 hours before the webinar.
After a webinar occurs, a digital recording along with the PowerPoint materials and results of the polling questions will be available after 24 hours at the "Live Audio & Archives" tab of www.cal-icma.org/coaching.

Post-Webinar Group Discussions

Many agencies are organizing groups to participate in the webinars (live or recorded) and discuss the topics among themselves after the webinars. Some are summarizing their discussions and distributing them to managers throughout their organizations. Use the Cal-ICMA Coaching Program as an effective way to enhance professional development in your agency. Here are some discussion starters for this session.

a. What's the level of employee engagement in our organization?
b. Where do we need to focus particular attention?
c. What are some strategies that we'd like consider to enhance engagement and results?
d. What resources would we like to tap?

MORE RESOURCES--See the "Coaching Corner" at www.cal-icma.org/coaching for valuable resources to boost your career. Sign up for the complimentary email list to keep informed of future sessions and resources at www.cal-icma.org/coachingList.

We appreciate the sponsors for the Cal-ICMA Coaching Program. They include:
Platinum Sponsors: CA Communities Joint Powers Authority, Pacific Gas and Electric Company, and Chevron
Gold Sponsor: California City Management Foundation
Silver Sponsors: California Redevelopment Association, Colorado City and County Management Association, County Administrative Officers Association of California, Municipal Management Association of Northern California (MMANC), Public Agency Retirement Services (PARS), and Granicus
Bronze Sponsors: California Special Districts Association, Carl Warren & Company, County Personnel Administrators Association of California (CPAAC), Davenport Institute for Public Engagement at Pepperdine’s School of Public Policy, Liebert Cassidy Whitmore, Municipal Management Association of Southern California (MMASC), Stone and Youngberg, and the Arizona City/County Management Association

Enjoy the resources and support to thrive in local government.
Don Maruska, Master Certified Coach and author of “Take Charge of Your Talent”
Director, Cal-ICMA Coaching Program
See "Coaching Corner" at www.cal-icma.org/coaching
Justin Greeves, Vice President of Research, e.Republic

As Vice President of Research for e.Republic, Justin leads a team of researchers and business intelligence analysts with expertise in state and local government, procurement, and survey research. Based in Washington, D.C., he oversees all custom research, analysis and business intelligence efforts within e.Republic and provides research and analytical support for the Governing Institute, Center for Digital Government and Center for Digital Education. Justin manages the company’s proprietary Navigator platform, which gathers market intelligence from multiple sources and helps companies find business opportunities in the public sector. Justin and his team also oversee two new proprietary research communities: GOVERNING Exchange and GovTech Exchange, which enable cost-effective research with key state and local government audiences across IT, governance, and emergency management.

Justin is a native of Washington, DC and has two decades of research experience in public affairs, public opinion, and market research with leading global firms, including VisionCritical, Harris Interactive, GfK Roper, and Wirthlin Worldwide. Justin is also currently a board member for Internet Solutions for Kids, a nonprofit that helps young people use online technology safely to improve their health and well-being.

Donna Vaillancourt, HR Director, San Mateo County, CA

Donna Vaillancourt is the Director of the Department of Human Resources with San Mateo County. Donna is passionate about pursuing the Department’s mission to position San Mateo County as an employer of choice and maximize individual and organizational potential. To that end, she has spearheaded new workforce planning and engagement efforts and leadership development programs to attract and retain talent in a dynamic organization consisting of 5,300 employees. She was honored with the Calpepra “Moving Forward Award” for Innovative Leadership in 2009 and a “Circle of Service Award” from CSAC in 2011. She is currently the President of the County Personnel Administrator’s Association of California.

Donna’s career and personal experience has exemplified her commitment to providing outstanding public service at the local level. She previously held leadership positions in a variety of departments including Community Services and most recently as Deputy Director of Administration and Airports in the Department of Public Works.
Donna began her career with the County in 1981 after serving overseas for three years in the U.S. Army.

Tim O’Donnell, City Manager, Brea, CA

Tim has been active in municipal government for the past 33 years, serving four different communities. His current assignment is City Manager for the City of Brea, California.

Tim has long been involved in professional city management activities. He is a credentialed City Manager, a professional recognition granted by the International City/County Management Association to fewer than 10% of City Managers nationally.

Tim is the Co-Chair of Cal-ICMA’s Preparing the Next Generation Committee, a program aimed at identifying and preparing the next generation of public managers. He also serves on the Board of Directors of Cal-ICMA and Continuing Education for Public Officials (CEPO), and is incoming President of the Orange County City Manager’s Association.

Prior to becoming City Manager, Tim was Brea’s Assistant City Manager for 10 years. Before that he served in various capacities in three other southern California Cities, Signal Hill, Garden Grove and Bellflower.
Boosting Employee Engagement and Results

Coaching Program
November 8, 2012
Coaching Program: 9th year

Preparing the Next Generation Committee

Platinum Sponsors: CA Communities Joint Powers Authority
Chevron Pacific Gas and Electric Company

Gold Sponsor: California City Management Foundation

Silver Sponsors: California Redevelopment Association, Colorado City/County Management Association, County Administrative Officers Association of California, Granicus, Municipal Management Association of Northern California, and Public Agency Retirement Services (PARS)

Bronze Sponsors: California Special Districts Association, Carl Warren & Company, County Personnel Administrators Association (CPAAC), Davenport Institute for Public Engagement at Pepperdine, Liebert Cassidy Whitmore, Municipal Management Association of Southern California, Stone and Youngberg, and Arizona City/County Management Association
Polling Question #1

How many people are participating at your location?
Overview of Session

1. What patterns are occurring in employee engagement?
2. What circumstances hinder employee engagement?
3. How have agencies and their employees worked together to improve employee engagement and results?
4. What changes are occurring in the workforce that will require new approaches?
5. What resources are available to help employees and organizations boost employee engagement and productive results?

- Justin Greeves, Vice President of Research, e.Republic
- Donna Vaillancourt, HR Director, San Mateo County, CA
- Tim O’Donnell, City Manager, Brea, CA
- Don Maruska, Director, Cal-ICMA Coaching Program

…and polls and questions along the way.
What trends are you seeing in employee engagement in your agency?
Methodology

- Research study from our Governing Exchange online research community.
- Total sample of 2,259 state and local government employees, sample weighted by age and stratified by region, employee type, employee level, type of government:
  - Targeted sample of 284 Senior Leaders from GOVERNING MAGAZINE
  - Random sample of 1,975 state & local government employees across other areas of state and local of government
- Data collected June 21-July 13, 2012. Total sampling error of +/- 2.5 with 95% confidence across N=400,000 subscribers to one or more publications.
Research Program/Objectives

- **Qualitative research** to understand the rational and emotional elements of employee engagement in the State and Local public sector.
- **Quantitative research** to establish an employee engagement index, establish benchmarks and understand the drivers of satisfaction.
- **Understand best practices** to improve employee engagement.
- Evaluate changes in engagement **over time**.
What Is Employee Engagement?

An engaged employee is enthusiastically and proudly involved in his or her organization and day-to-day job responsibilities, and engagement keeps employees committed to their work.

“A heightened emotional connection that an employee feels for his or her organization, that influences him or her to exert greater discretionary effort to his or her work.”

- The Conference Board, a nonprofit business membership and research organization
Overall Themes From Research

- Only **58%** of public sector employees are fully engaged in their jobs.
- **Serving the public with integrity** was the highest rated metric calculated and the most distinguishing factor for public sector employees.
- Key opportunities to improve engagement appear in the areas of **Feeling Valued**, **Empowering** employees to improve service, and **Giving Recognition**.
- **Retention Issues:** one-in-seven workers are at risk generally and this number increases to nearly one-in-five for those less than 35 years of age.
Why Does Employee Engagement Matter?

Engaged public sector employees are...

- Twice as likely to stay in their current job
- 2.5 times more likely to feel they can “make a difference”
- 2.5 times more likely to recommend their workplace to others
- Three times as likely to report being “very satisfied” in their jobs
Engagement Index

58% of public sector employees are fully engaged in their jobs

Feel Valued

Understands Goals

Proud to Work Here

Make a Difference

Empowered to Improve

Serves With Integrity

Learn and Grow

Circle size and colors vary depending on weighted percentage.
Performance on Components

- **Serves With Integrity**: 92% Strongly Agree, 6% Somewhat Agree
- **Proud to Work Here**: 55% Strongly Agree, 32% Somewhat Agree
- **Make a Difference**: 50% Strongly Agree, 36% Somewhat Agree
- **Understands Goals**: 50% Strongly Agree, 37% Somewhat Agree
- **Empowered to Improve Service**: 33% Strongly Agree, 39% Somewhat Agree
- **Feel Valued**: 31% Strongly Agree, 39% Somewhat Agree
- **Learn and Grow**: 80% Strongly Agree

* *This was a yes or no question*
Engagement – Working and Talent Tools

I am empowered to make decisions to improve service delivery*  

In the last twelve months, I have had opportunities at work to learn and grow (Percentage that said yes)

<table>
<thead>
<tr>
<th>Role</th>
<th>Average</th>
<th>35-54</th>
<th>55+</th>
<th>HR</th>
<th>Elected Official</th>
<th>Remote/Other</th>
<th>Staffer</th>
<th>Policy Legislature</th>
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<tr>
<td>Senior Level</td>
<td>91%</td>
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<tr>
<td>Average</td>
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<tr>
<td>Policy Legislature</td>
<td>57%</td>
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* Percentages represent number of respondents who agree with the statement.
Employee Retention Concerns

How likely are you to leave if your job/working conditions do not improve within the next year?

- 38% of respondents said they were either very or somewhat likely to leave their job if working conditions don’t improve, this number was dramatically higher with the “34 or less” crowd (47%).
Do you have a formal employee survey process?

In spite of the importance of employee retention to agency success, more than two-thirds of those surveyed do not have a formal process, such as employee opinion surveys or other research tools, for assessing employee engagement.
Key Takeaways

1. Advancement is critical
2. Have a formal measurement system and use it!
3. Public sector employees are motivated by Making a Difference and Serving With Integrity.
Polling Question #3

What proportion of the employees in your agency would you estimate are “fully engaged”?
Boosting Employee Engagement: The San Mateo County Case Study

Donna Vaillancourt
Director of Human Resources
County of San Mateo
Overview of Topics

- Why are we focused on engagement?
- What has our process been?
- What have we learned so far about our employees' engagement?
- What are we doing to improve engagement?
- What are some key take-away lessons about the process?
About San Mateo County

- **Population size:** 718,451
- **Budget:** $1.9 Billion
- **FTEs:** 5089
Why Engagement Matters

- Engaging employees is the only way to thrive – not just survive - in times of great stress and change.
- It is also how we measure the success of our important internal organizational efforts.
Retention of high performers

Shared commitment to org. goals

Productivity, effectiveness

Problem-solving, innovation, adaptability

Why Engagement Matters
Why Engagement Matters

commitment to advance organizational goals
Why Engagement Matters

- Actively Engaged
  - Loyal and productive
- Not Engaged
  - Average performers
- Actively Disengaged
  - ROAD Warriors
  - CAVE Dwellers
Our Engagement Process

Build leadership commitment

Develop and launch annual survey

Analyze, share and explore results

Create and support committee

Develop countywide resources

Support department efforts

Communicate progress
Engagement Findings To-Date

Responded Good or Very Good for Overall Experience working for County 2011 & 2012

Recommend the County as a Great Place to Work 2012
Engagement Findings To-Date

- Overall engagement levels fairly high
- Engagement scores lower the farther from the employee’s direct work experience
- Most important strengths relate to serving the community alongside dedicated co-workers
- Key area for improvement is skill building and support for supervisors
Efforts to Improve Engagement

- Countywide Programs and Resources
  - Essential Supervisory Skills Program

Coaching  Goal Setting
Feedback  Performance Evaluations
Efforts to Improve Engagement

- Expansion of new performance management system
- Supervisor Resource website
- Video of engagement success stories
- Menu of engagement strategies for all levels
Efforts to Improve Engagement

• **Department Efforts**
  - New recognition programs
  - Improved communication and staff input into decisions
  - Increased access to training
  - Replacement of outdated equipment
  - Expanded use of telework arrangements
Key Take-Away Lessons

Engagement is an ongoing process toward culture change, not a short-term initiative.
Key Take-Away Lessons

The survey is the start of the dialog, an opportunity to be curious and learn more.
Key Take-Away Lessons

Department accountability is key, but must be paired with understanding and support.
Key Take-Away Lessons

You can’t communicate too much about why engagement matters and what you’re doing about it.
Key Take-Away Lessons

It is important to consider how the survey process will address confidentiality concerns and access issues.
Resources

• Marcus Buckingham – First Break All the Rules
• Daniel Pink – Drive
• Teresa Amabile – The Progress Principle
• HBR.org – Leadership is a Conversation
• The Surprising Truth About What Motivates Us
• http://youtube.com/watch?v=u6XAPnuFjLc
• SMC Employee Engagement:
• http://www.smcgov.org/hr/EmployeeEngagement/
Polling Question #4

Which of the following engagement tools does your agency employ?
Employee Engagement

Tim O’Donnell, City Manager
Brea, California

Cal-ICMA PNG Webinar
November 8, 2012
Employees are our most expensive assets
- Investing in hard assets is accepted, but not in employees
  - First thing we cut in a budget crisis
  - What we don’t cut, we hide by dispersing it or downplaying it
  - This dampens our ability to place appropriate focus on development of employees – “just get the work done”

Engagement now recognized as a critical business skill in local government
- Community engagement becoming common for problem solving budget crises
- Technological/Information age drive constituent demand for data and involvement
Community Engagement

- We now expect employees to facilitate community engagement processes
  - How do they learn engagement skills?
    - Engaging vs. Selling
    - Engagement vs. Management
    - Input vs. Participation
    - Group Facilitation

- How can we expect employees to facilitate community engagement processes if they are not practicing engagement internally?
Internal Engagement

• Engagement is not a project or a meeting
• Engagement is how we do our work
• These days most organizations perform work using groups of employees
  ➢ Add up all the various groups of employees from different departments who are engaged in projects
  ➢ Brea counted more than 80
• Start small and celebrate every success!
Internal Engagement

• The problem solving model we use engages employees as a part of our normal work process
  ➢ Assumes that, if given all relevant information, a properly motivated group will make better decisions than an individual
  ➢ Requires development of shared organizational values and ground rules
  ➢ Assumes universal understanding of the facts
  ➢ Requires commitment to a repeatable process
Internal Engagement

- Values development/behavioral norms
- Describe issue
- Large group education by subject matter experts
- Small group brainstorming
- Large group consensus development
Guerrilla Engagement

- Actively seek out co-conspirators
- Confirm shared values/objectives
- Identify targets of opportunity
- Engage
Co-conspirators

- Find others who share your thoughts
- Discuss the value of engagement
- Conduct literature review of engagement
- Find a mentor (internal or external)
- Research local engagement processes
- Have the conversation and develop a plan
Shared Values/Objectives

- Ask questions of co-conspirators
  - How would they describe their current work culture?
  - What changes would they make if they could?
  - Are organizational values understood by employees?
  - Are they getting the opportunities they need to grow?
  - Are their thoughts and ideas important to management?
  - Is the organization’s mission and vision clear to them?
  - What opportunities do they need for fulfillment?
Guerrilla Engagement Tactics

- Start small, celebrate any success
- Start a working group and volunteer to fix the evaluation form
- Share the results with management, tailored to how it will benefit them
- Present “Learning Reports” on engagement
- Ask a question of someone you normally wouldn’t
Tactics

- Suggest an organization-building event (Halloween party, employee appreciation day)
- Don’t waste elevator talk
- Invite the City Manager to a brown bag lunch (or happy hour!)
- Organize an analyst lunch
- Have fun with the discussion “Collaboration Lounge”
Engage deliberately, but strategically
Trust the process
Look for opportunities to gain allies—one at a time
Debrief often—be flexible
Be patient—cultural change happens when behavior changes
Questions and Answers
Polling Question #5

Which of the following engagement practices would you like to pursue further in your agency?
Polling Question #6

How was the webinar of value to you?
Other states: Are you interested in an ICMA Coaching Partnership?

Some opportunities for State Associations:
1. Plug into proven infrastructure to serve you.
2. Suggest topics and invite volunteer presenters for participation in co-sponsored webinars.
3. Use template for state Coaches Gallery.
4. Use template for speed coaching at association and area managers’ meetings.
5. Customize with your own YouTube channel.

share your thoughts on the post-webinar survey.
Contacts for Today’s Session

- **Justin Greeves**, Vice President of Research, e.Republic, jgreeves@erepublic.com
- **Donna Vaillancourt**, HR Director, San Mateo County, CA, dvaillancourt@co.sanmateo.ca.us
- **Tim O’Donnell**, City Manager, Brea, CA, timo@ci.brea.ca.us
- **Don Maruska**, Director, Cal-ICMA Coaching, Cal-ICMA@DonMaruska.com
Resources and Feedback

Go to “Live Audio & Archives” tab at web sites for recordings of this webinar and other professional development resources.

www.cal-icma.org/coaching

Please complete the follow up survey—tell us what you’d like to see in 2013.

Follow us online
**Polling Results from “Boosting Employee Engagement and Results” – webinar**

**November 8, 2012**

167 locations; 418 participants in live audience

<table>
<thead>
<tr>
<th><strong>[CLOSED] How many people are listening on your line?</strong></th>
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<tr>
<td>73% 1 – just myself</td>
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<tr>
<td>17% 2-5</td>
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<tr>
<td>8% 6-10</td>
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<tr>
<td>3% 11-20</td>
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<tr>
<td>1% 21 or more</td>
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<tr>
<th><strong>[CLOSED] Which trend(s) best describes employee engagement in your agency?</strong></th>
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<td>51% economic or political pressures are depressing engagement</td>
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<td>45% internal personal/organizational dynamics limit engagement</td>
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<td>32% not much change (same people remain engaged/disengaged)</td>
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<td>18% some improvements occurring in engagement [tell us why]</td>
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<td>3% not applicable</td>
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<tr>
<th><strong>[CLOSED] What proportion of employees in your agency would you estimate are “fully engaged?”</strong></th>
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<tr>
<td>32% less than 40%</td>
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<td>43% 40 to 60%</td>
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<td>15% 60 to 80%</td>
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<tr>
<td>1% 80%+</td>
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<tr>
<td>9% no idea or not applicable</td>
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<tr>
<th><strong>[CLOSED] Which of the following engagement tools does your agency employ?</strong></th>
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<td>22% employee engagement survey</td>
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<td>59% talent development/coaching</td>
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<td>24% enhanced performance feedback</td>
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<td>31% department involvement and accountability</td>
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<td>49% communication of importance and updates on actions</td>
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<tr>
<th><strong>[CLOSED] Which of the following engagement practices would you like to pursue further in your agency?</strong></th>
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<td>80% support focused investments in employees as valued assets</td>
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<td>45% take the initiative to discuss engagement and its value</td>
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<td>80% pursue projects/opportunities in ways that boost engagement</td>
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<td>70% embed employee engagement in how we do our work</td>
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<td>1% other [send via Question tool on webinar]</td>
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<tr>
<th><strong>[CLOSED] How was this webinar of value to you?</strong></th>
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<tr>
<td>80% demonstrated the value of engagement</td>
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<td>75% described key drivers of engagement</td>
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<tr>
<td>81% provided examples of how to boost engagement and results</td>
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<tr>
<td>71% identified resources that we can tap</td>
</tr>
<tr>
<td>0% other [send via Question tool on webinar]</td>
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