

2017 Employee Survey

State of Michigan

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Overview | *State of Michigan 2017 Employee Survey*

Survey objectives

The State of Michigan 2017 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 again in 2013, 2015, and 2017. The 2012 survey provided a baseline; the 2013 survey allowed us to see what impact the action plans had on employees' views of leadership, communication and engagement; and the 2015 survey provided evidence that together we are positively changing the culture in the State of Michigan. It is now time to assess how well we have maintained that momentum and where we need to make further improvements.

Specific objectives for the 2017 survey are:

- Measure employee perceptions of their job, leadership, communications, colleagues, inclusion, and their engagement across the State of Michigan (SoM)
- Identify and evaluate areas where there have been changes from 2015 to 2017 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
- 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

Engagement

Advocacy	Commitment	Discretionary effort	Pride	Achievement	Alignment
<ul style="list-style-type: none">• I would recommend the State of Michigan to friends and family as a great place to work.	<ul style="list-style-type: none">• I intend to stay with the State of Michigan for at least another 12 months.	<ul style="list-style-type: none">• My colleagues go beyond what is expected for the success of the State of Michigan.	<ul style="list-style-type: none">• I am proud to work for the State of Michigan.	<ul style="list-style-type: none">• My colleagues are passionate about providing exceptional customer service.	<ul style="list-style-type: none">• I understand how my job contributes to the mission of the State of Michigan.

Overview | *Methodology*

Survey methodology

- One questionnaire was deployed via the web to 45,504 State of Michigan (SoM) and MEDC employees:
 - Survey Administration: from February 6 to February 28, 2017
- Survey items are on a 5-point scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)
 - 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
 - 57 core items were included along with one barriers to productivity question, and 7 open-ended questions
- Minimum of 10 respondents required for each group to be reported separately
- All survey responses are anonymous
- Results in this report are shown for 2017 compared to 2015, where possible. In some cases, a comparison to 2013 & 2012 is shown
- 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:
 - Employee Engagement
 - Diversity & Inclusion
 - Department Communications
 - Department Leadership
 - My Immediate Supervisor
 - My Workgroup/Colleagues
 - My Job

Overview | Response rates

		Invited 2017	# of Surveys completed 2017	Response rate 2017	Response rate 2015	Response rate 2013	Response rate 2012
State of Michigan Overall	SoM	45,504	34,385	76%	71%	68%	58%
Governor's Office	GOV	75	75	100%	100%	99%	98%
Agriculture & Rural Development	MDARD	436	428	98%	92%	88%	81%
Gaming Control Board	MGCB	143	135	94%	94%	74%	91%
State Police	MSP	2,854	2,656	93%	95%	88%	68%
Technology, Management, and Budget	DTMB	3,011	2,727	91%	88%	72%	66%
Insurance and Financial Services	DIFS	304	267	88%	94%	78%	N/A
Natural Resources	DNR	1,487	1,286	86%	86%	84%	69%
Licensing & Regulatory Affairs	LARA	1,996	1,692	85%	87%	72%*	63%*
Civil Rights	MDCR	86	72	84%	90%	71%	62%
Education	MDE	520	419	81%	85%	86%	79%
Transportation	MDOT	2,813	2,238	80%	75%	67%	60%
Civil Service Commission	CSC	430	340	79%	78%	72%	68%
Treasury	TREAS	1,353	1,069	79%	74%	82%	78%
Environmental Quality	DEQ	1,140	892	78%	83%	81%	81%
Talent and Economic Development	TED	1,394	1,086	78%	72%	N/A	N/A
Lottery	LOTT	205	153	75%	82%	84%	68%
Michigan Veterans Affairs Agency	MVAA	441	323	73%	57%	61%	N/A
Corrections	MDOC	12,325	8,850	72%	71%	56%	48%
Talent Investment Agency	TIA	823	582	71%	59%	N/A	N/A
Health and Human Services	DHHS	14,163	9,458	67%	56%	60%	51%
Military & Veterans Affairs	DMVA	328	219	67%	61%	69%	30%

Note: Table is sorted by 2017 response rate

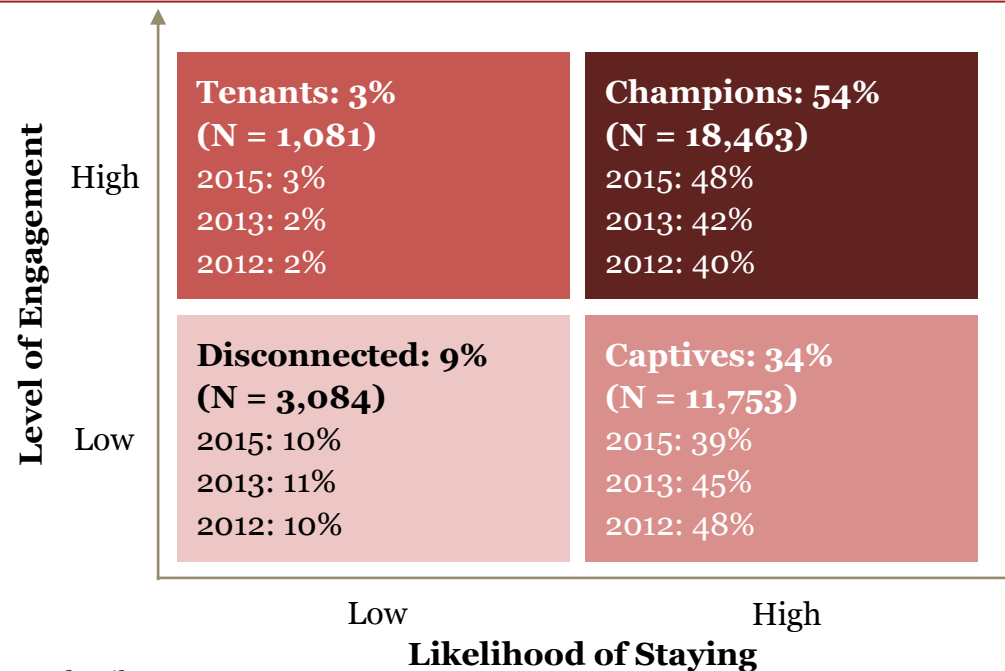
Note: Demographics including Agency and organizational levels were self-selected by survey participants

* Rates include UIA respondents

Summary | *Highlights*

Employee engagement continues to improve year over year and the percent of Champions have notably increased as well. These gains are a testament to the hard work and deliberate actions that have taken place across the State of Michigan.

Measure	State of Michigan 2017	State of Michigan 2015	State of Michigan 2013	State of Michigan 2012	Services benchmark	High performing benchmark
Employee engagement score % Agree	76%	72%	70%	69%	76%	80%
Employee engagement index	4.01	3.91	3.83	3.79	3.92	3.97
Champions	54%	48%	42%	40%	53%	52%
Agree score	65%	61%	60%	58%	72%	74%



Note: Reference page 15 for more detail

Summary | Findings

Improvement

- At an overall level **55 survey items improved in favorability**, while 1 declined, and 1 item remained the same
- **15 Agencies saw an increase in engagement**, while 3 agencies declined (DEQ, MVAA, TIA), and 3 remained the same (MDE, LOTT, TED)
- **16 Agencies improved in percent of Champions**, while 4 declined (DEQ, MDE, MVAA, LOTT) and 1 remained the same (GOV)
- **7 Agencies increased their Champions percentage by 7% or more** (CSC, DHHS, DIFS, DMVA, LARA, MDCR, MDOC)
- **17 Agencies decreased their Captive population**, while 3 increased (DEQ, GOV, LOTT), and 1 remained the same (MDE)

Drivers of engagement

- Workgroup/colleagues, customer service, and the job itself are consistently positive drivers of engagement
- Department leadership, department communications, and diversity & inclusion remain very important to overall employee engagement. Improvement has been made across these areas, however a sustained focus on these areas will foster greater improvement

Impact of action

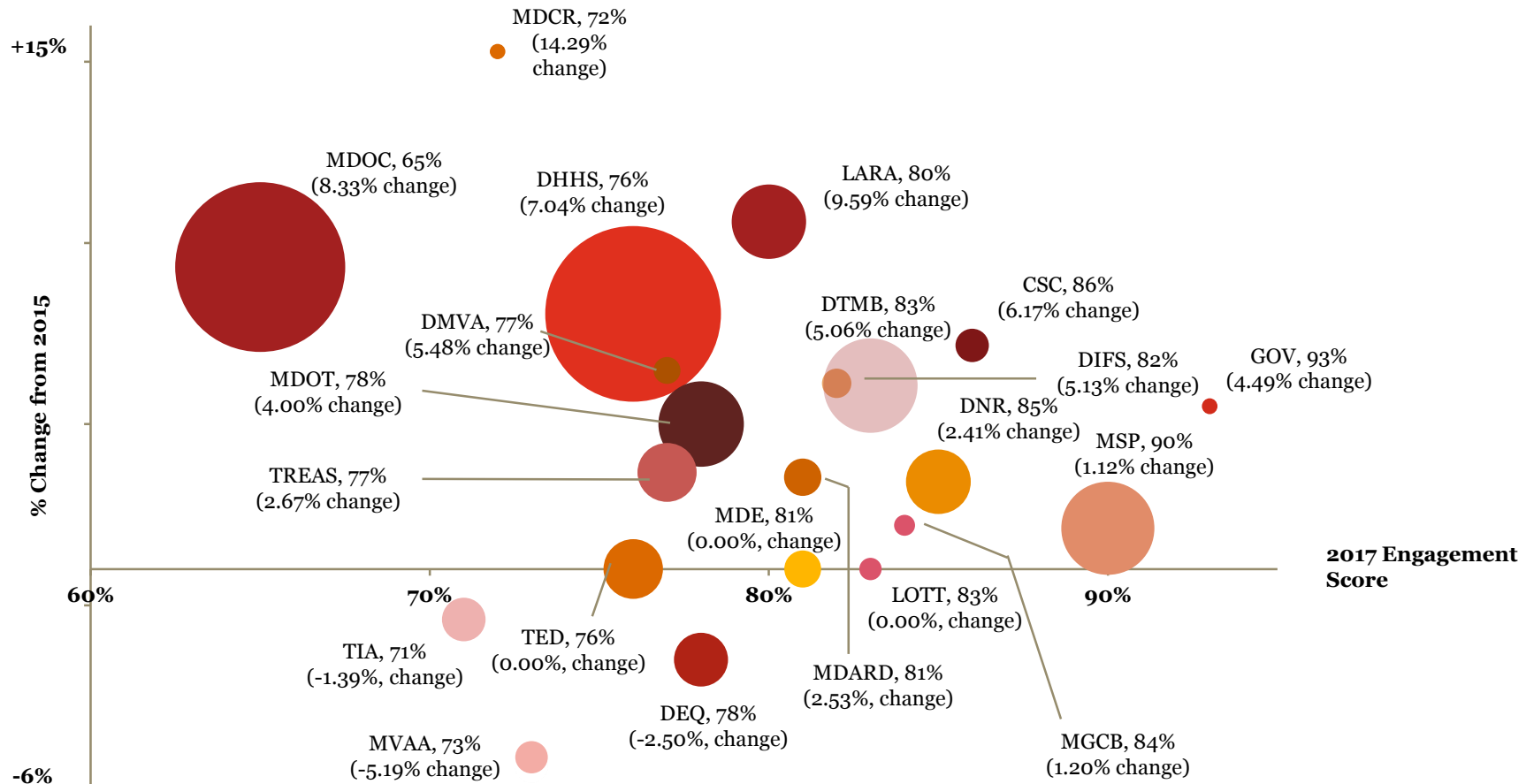
- Continue to take advantage of opportunities to connect action planning efforts with survey feedback to increase employee awareness of these efforts as 33% of employees are currently making the connection between survey feedback and action

Barriers to productivity

- Although there has been an improvement in scores, employees across the State of Michigan continue to feel that a lack of sufficient staff to complete the work is the primary barrier to productivity (42% selected vs 46% in 2015). Unnecessary paperwork is the second barrier most frequently cited (29% selected vs 28% in 2015)

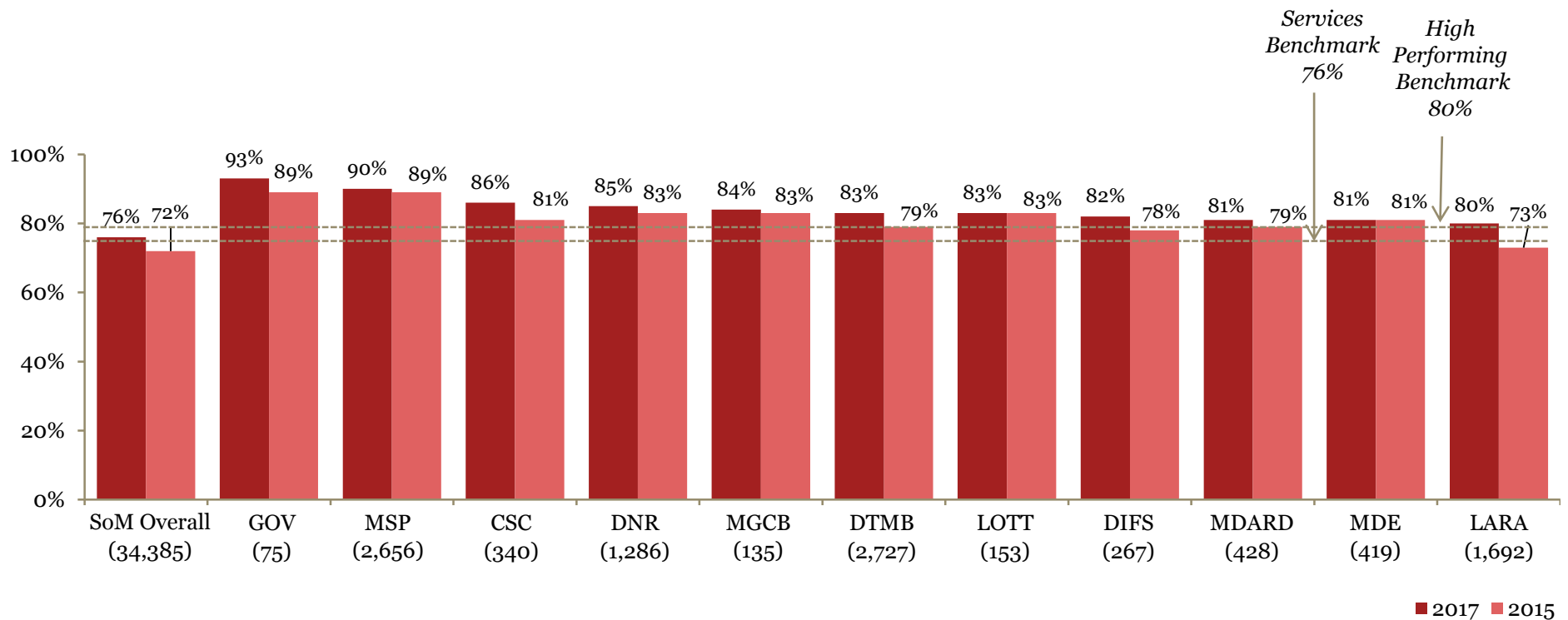
Summary | Findings

15 of 21 agencies have improved their engagement scores compared to 2015, with Civil Rights, LARA, MDOC and DHHS experiencing the greatest increases.



The graph above shows the percent change in engagement from 2017 to 2015 for each Agency, plotted against its 2017 Engagement Score. The size of the circles represents the size of each Agency's response population from the 2017 survey

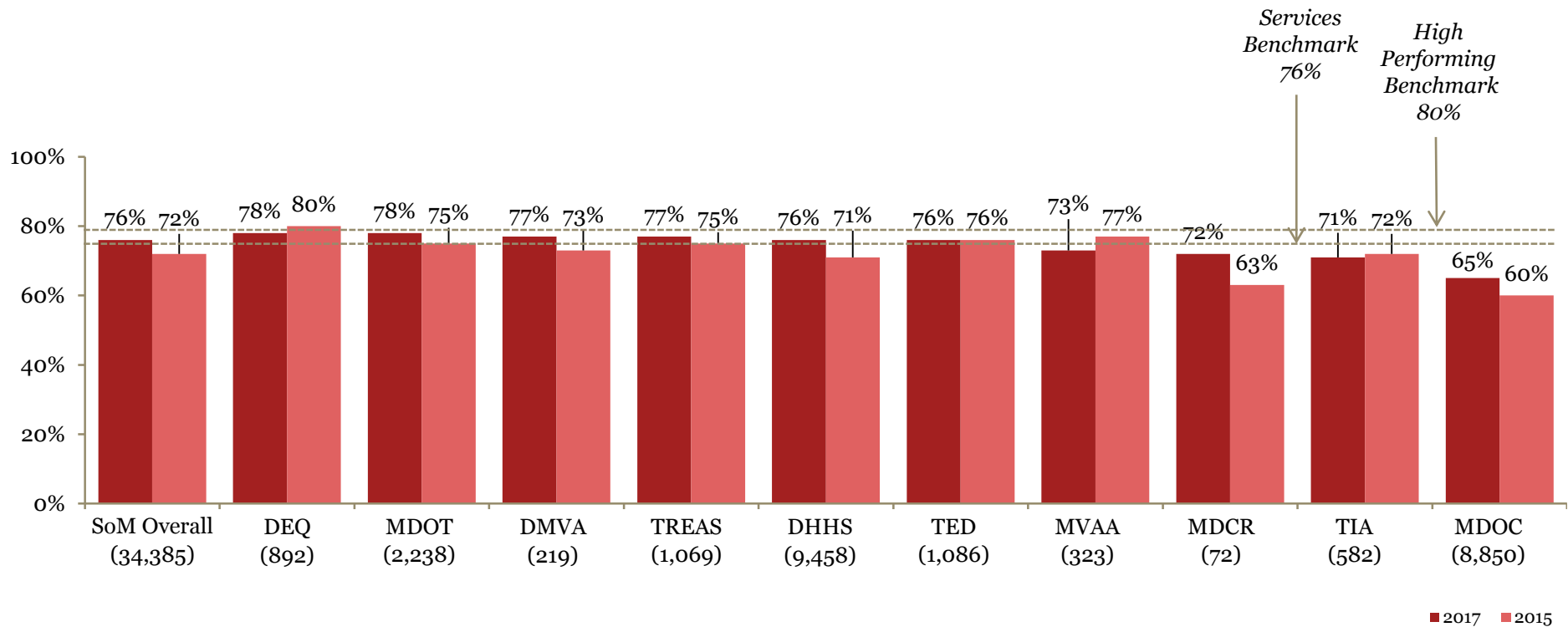
Results | Engagement scores – Agencies



SoM Engagement is the composite average for:

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

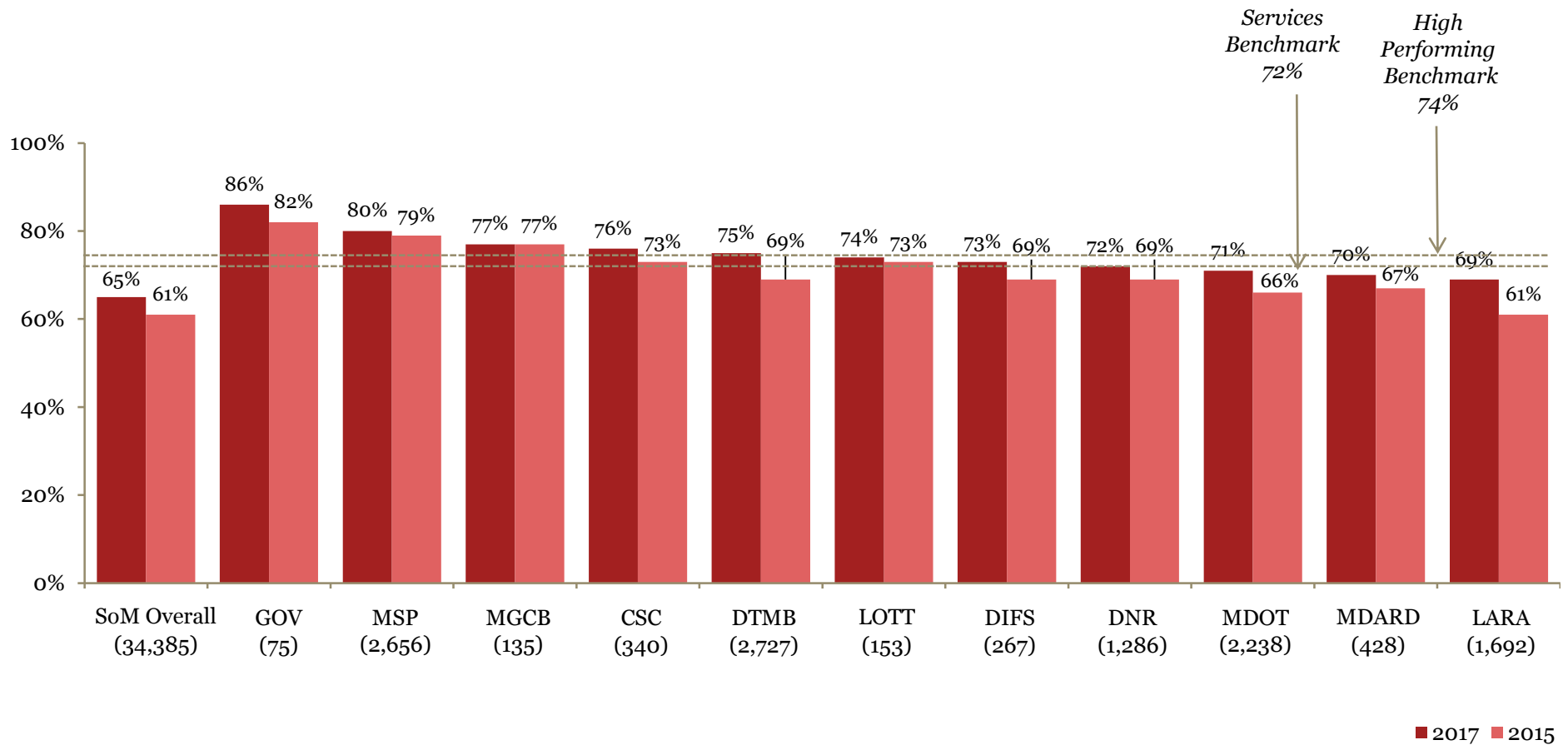
Results | Engagement scores – Agencies (continued)



SoM Engagement is the composite average for:

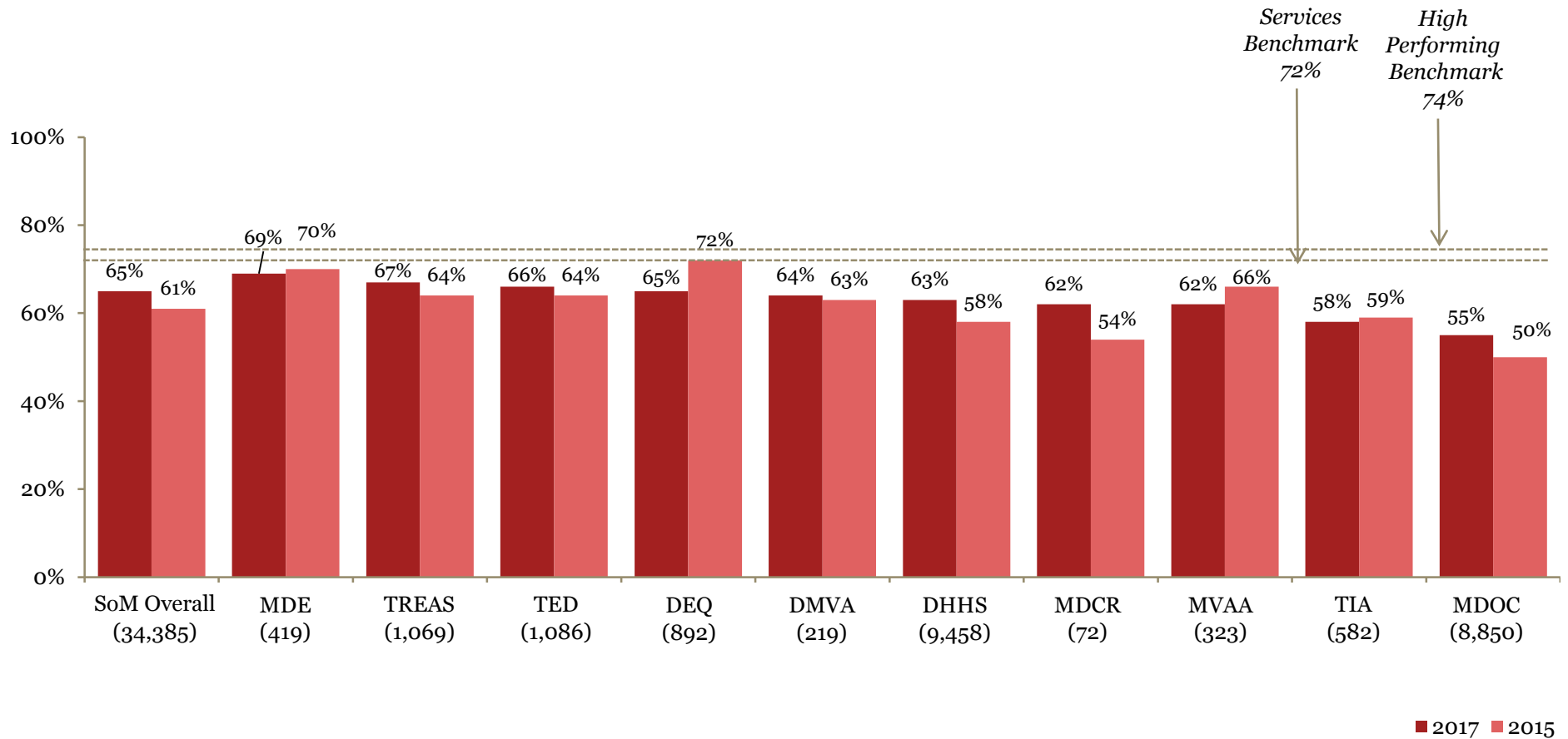
- I would recommend the State of Michigan to friends and family as a great place to work.
- I intend to stay with the State of Michigan for at least another 12 months.
- My colleagues go beyond what is expected for the success of the State of Michigan.
- I am proud to work for the State of Michigan.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

Results | 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)



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

Results | *Greatest change*

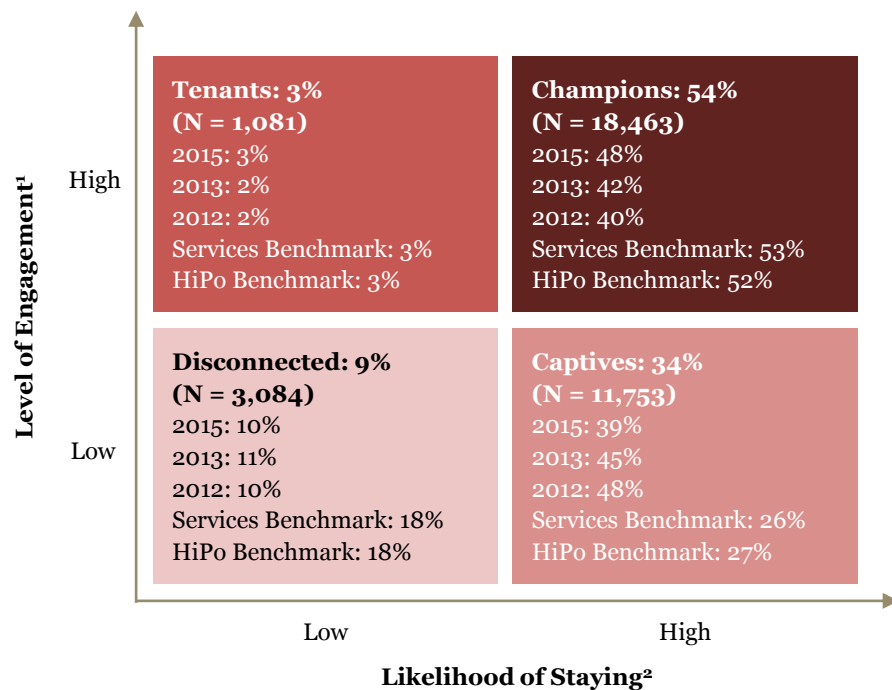
	2017	2015	Percentage point difference	2017/2015 Engagement driver matrix description ¹
Agree Score				
Greatest increase				
I understand what is expected of me in order for my department to achieve its strategic objectives.	76%	66%	+10	Preserve
The State of Michigan's benefit plans (i.e., health insurance, vacation, etc.) meet my needs.	71%	63%	+8	Pass
I would recommend the State of Michigan to friends and family as a great place to work.	68%	61%	+7	N/A
My department keeps employees informed about matters affecting us.	53%	47%	+6	Priority/Priority
I am confident department leadership is leading us in the right direction for success.	45%	39%	+6	Priority/Priority
Greatest decrease				
I have a clear understanding of my department's strategic objectives.	55%	59%	-4	Priority/Enhance

¹See Driver Matrix pages. Items with “N/A” are engagement 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

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 \geq 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	
		2017	2015	2017	2015	2017	2015	2017	2015
SoM	State of Michigan Overall	54%	48%	3%	3%	9%	10%	34%	39%
<i>MSP</i>	State Police	78%	77%	3%	2%	4%	3%	15%	17%
<i>GOV</i>	Governor's Office	76%	76%	13%	13%	4%	7%	7%	3%
<i>MGCB</i>	Gaming Control Board	70%	69%	7%	0%	7%	12%	17%	19%
<i>CSC</i>	Civil Service Commission	69%	62%	3%	3%	3%	7%	25%	28%
<i>DNR</i>	Natural Resources	68%	63%	3%	3%	4%	6%	25%	28%
<i>LOTT</i>	Lottery	67%	71%	3%	3%	7%	6%	22%	21%
<i>MDARD</i>	Agriculture & Rural Development	64%	61%	5%	4%	11%	10%	20%	25%
<i>DTMB</i>	Technology, Management, and Budget	64%	59%	5%	4%	8%	10%	23%	27%
<i>DIFS</i>	Insurance and Financial Services	64%	56%	4%	4%	10%	10%	22%	31%
<i>LARA</i>	Licensing & Regulatory Affairs	61%	49%	4%	4%	7%	12%	28%	35%
<i>MDE</i>	Education	60%	61%	6%	5%	9%	9%	25%	25%
<i>DMVA</i>	Military & Veterans Affairs	56%	49%	2%	2%	10%	12%	32%	37%
<i>MDOT</i>	Transportation	55%	51%	5%	4%	9%	10%	31%	35%
<i>TED</i>	Talent and Economic Development	54%	52%	5%	5%	11%	11%	30%	32%
<i>TREAS</i>	Treasury	54%	49%	3%	2%	9%	8%	35%	40%
<i>DEQ</i>	Environmental Quality	53%	58%	5%	3%	9%	7%	34%	32%
<i>DHHS</i>	Health and Human Services	53%	44%	3%	3%	9%	12%	35%	41%
<i>MVAA</i>	Michigan Veterans Affairs Agency	52%	59%	5%	3%	15%	9%	28%	29%
<i>MDCR</i>	Civil Rights	50%	36%	1%	8%	22%	28%	26%	28%
<i>TIA</i>	Talent Investment Agency	47%	46%	4%	4%	13%	11%	36%	38%
<i>MDOC</i>	Corrections	38%	31%	2%	1%	11%	13%	49%	55%

— Above SoM Overall

Employee landscape | Demographics

	Champions		Tenants		Disconnected		Captives	
	2017	2015	2017	2015	2017	2015	2017	2015
State of Michigan Overall	54%	48%	3%	3%	9%	10%	34%	39%
Race								
American Indian/Alaskan Native	47%	45%	2%	2%	10%	9%	41%	44%
Asian	67%	66%	3%	3%	7%	8%	23%	23%
Black	55%	48%	3%	3%	10%	12%	33%	37%
Hispanic/Latino	59%	51%	2%	3%	9%	9%	31%	38%
White	55%	49%	3%	3%	8%	10%	34%	39%
Other	43%	35%	3%	3%	16%	19%	38%	43%
Native Hawaiian or Other Pacific Islander	38%	N/A	0%	N/A	3%	N/A	59%	N/A
Two or more races	47%	N/A	4%	N/A	14%	N/A	35%	N/A
Gender								
Female	55%	48%	3%	3%	8%	10%	34%	39%
Male	53%	48%	3%	3%	9%	11%	35%	38%
Age Range								
Under 25	58%	53%	7%	7%	10%	13%	25%	27%
25-34	55%	48%	3%	3%	10%	12%	31%	36%
35-44	55%	48%	2%	2%	8%	9%	35%	41%
45-54	54%	48%	2%	2%	7%	9%	37%	42%
55 and Over	52%	49%	6%	5%	10%	12%	31%	34%
Tenure								
Less than 3 years	63%	59%	4%	3%	8%	9%	25%	29%
3 years to less than 10 years	54%	47%	3%	3%	10%	12%	34%	38%
10 years to less than 20 years	52%	45%	2%	2%	8%	10%	38%	44%
20 years to less than 30 years	51%	46%	3%	3%	8%	9%	38%	42%
30 years or more	50%	49%	11%	8%	13%	13%	25%	30%
Employment Group								
Group 1: Non-degreed, non-supervisory classifications	50%	43%	2%	2%	9%	11%	39%	44%
Group 2: Degreed, non-supervisory classifications	54%	48%	3%	3%	9%	11%	33%	38%
Group 3: Managers and supervisors	59%	53%	3%	3%	7%	8%	31%	36%
Group 4/SES: Executives and administrators	78%	74%	7%	5%	3%	4%	12%	17%
Unclassified/Special appointees	61%	64%	7%	6%	10%	8%	22%	22%
MEDC - Corporate	70%	69%	9%	3%	8%	12%	13%	15%
Other	45%	39%	3%	3%	15%	16%	37%	41%

Drivers of engagement | Summary

Organizational strengths

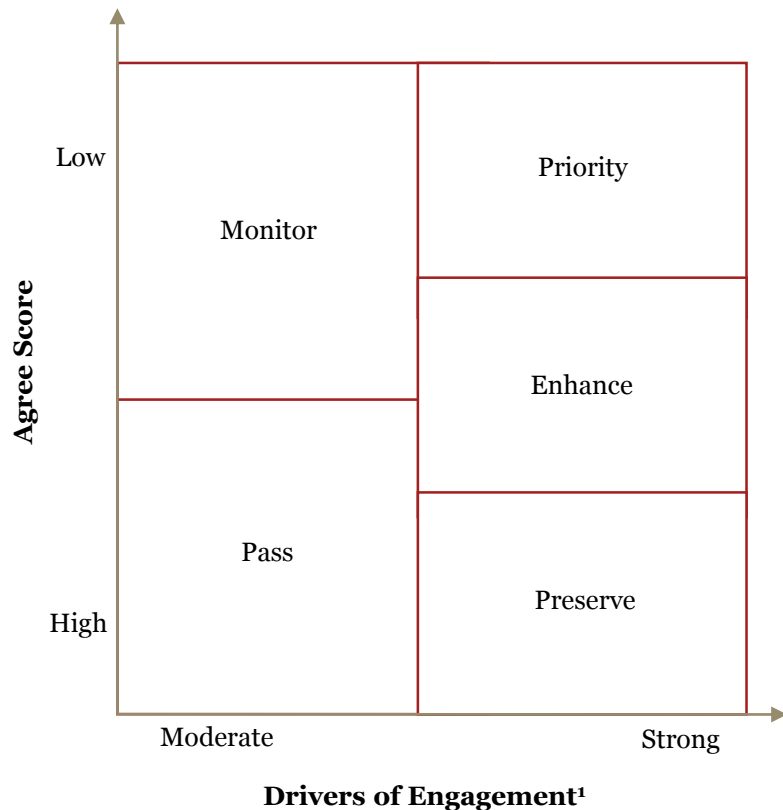


What drives engagement across the State of Michigan?

Opportunities for improvement



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 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

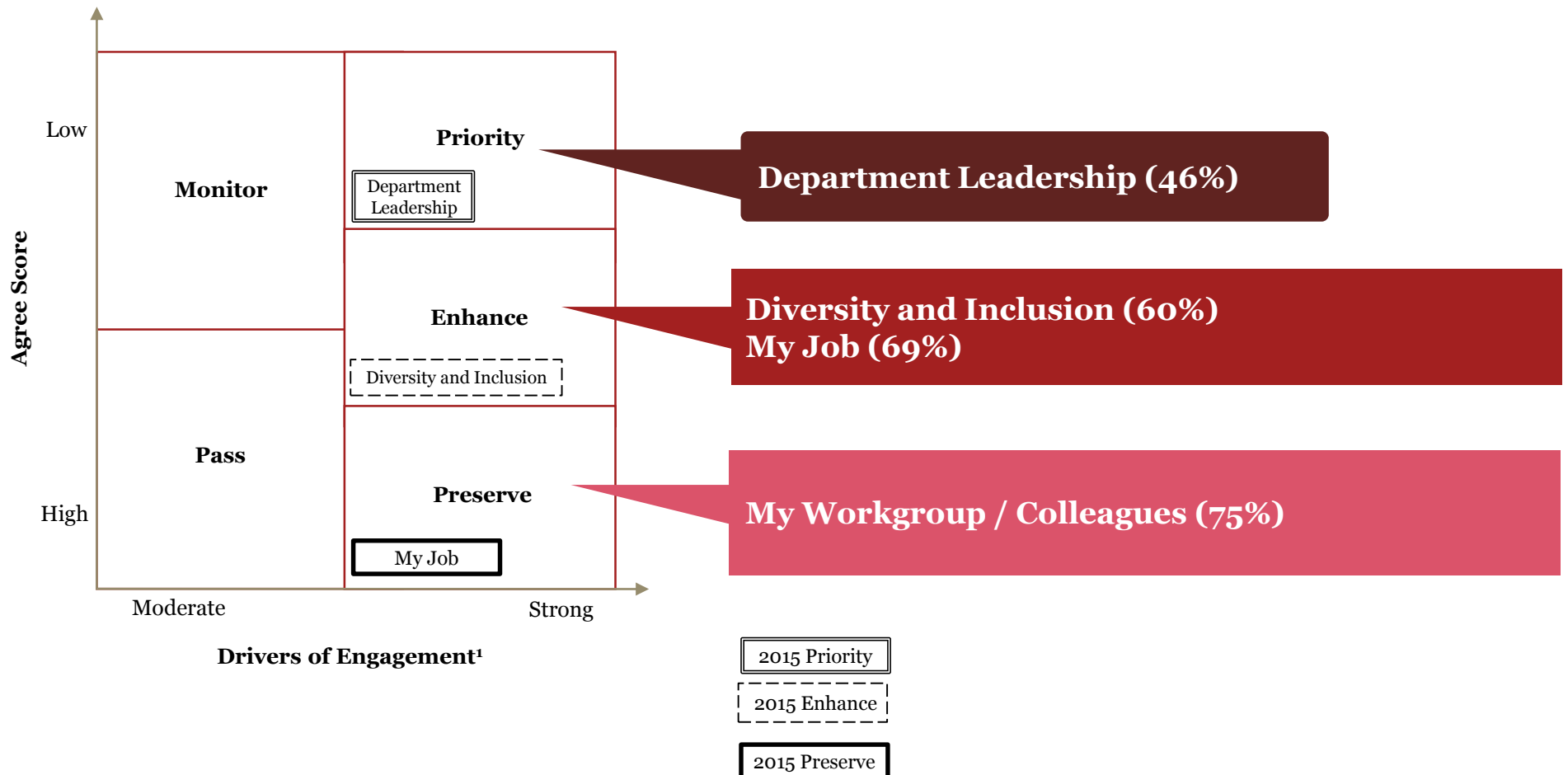
- Low agree score but low correlation to engagement index. Items in the Monitor section may not be high pay-off investments.

Pass

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

¹ Based on correlation with Engagement Index

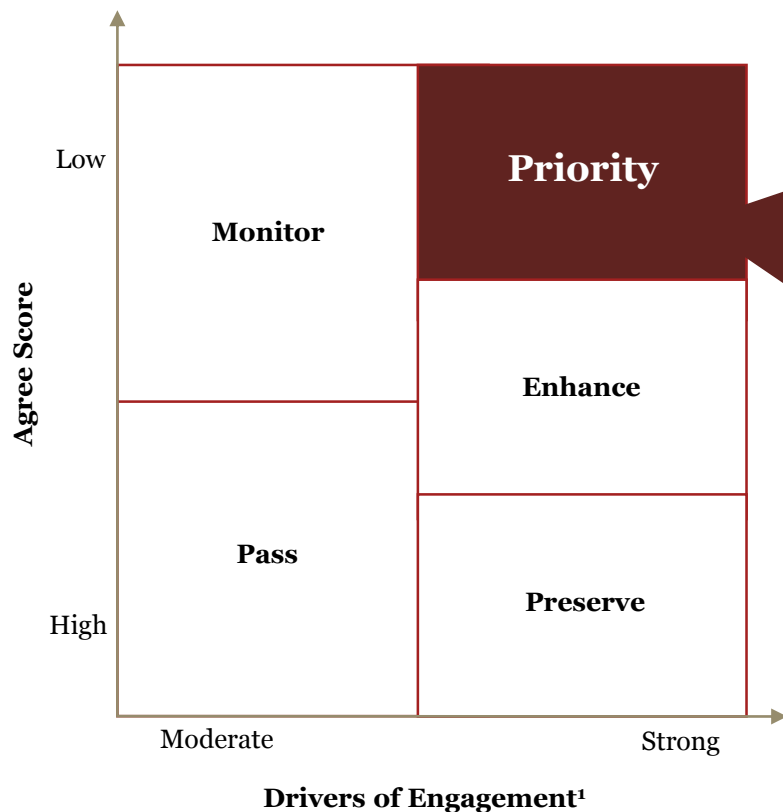
Driver matrix | *By survey theme*



¹ Based on correlation with Engagement Index

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

Driver matrix | *By item*



Diversity and Inclusion

- The State of Michigan has an inclusive work environment where individual differences are respected.* (55%)
- Sufficient effort is made to get the opinions of people who work here.* (47%)

Department Communications

- Department leadership gives employees a clear picture of the direction my department is headed.* (49%)
- My department leadership communicates openly and honestly with employees.* (51%)
- My department keeps employees informed about matters affecting us.* (53%)

Department Leadership

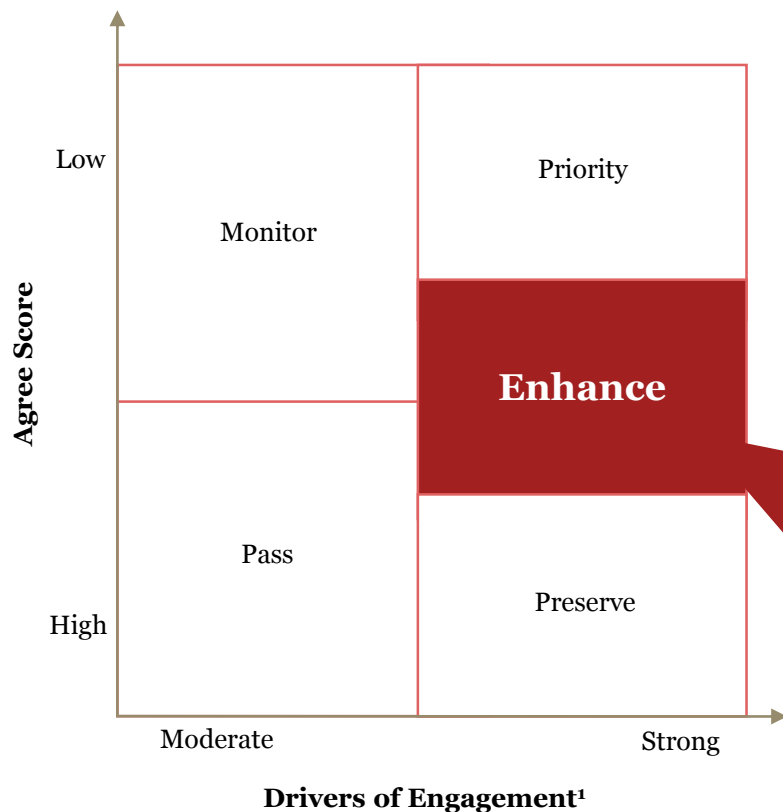
- Department leadership is creating a culture of continuous improvement.* (47%)
- I am confident department leadership is leading us in the right direction for success.* (45%)
- My department is serious about change and reinvention to achieve good government.* (53%)
- Department leadership is interested in the well-being of employees.* (48%)
- Department leadership is trustworthy.* (47%)
- I have seen meaningful action taken in my department as a result of the last employee engagement survey.* (33%)
- I have a clear understanding of my department's strategic objectives. (55%)

¹ Based on correlation with Engagement Index

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

*Indicates a 2015 Priority item

Driver matrix | *By item*



Diversity and Inclusion

- My work group has a climate in which diverse perspectives are encouraged and valued. (57%)
- 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.).* (66%)

Department Communications

- I get the information I need to be productive in my job.* (60%)

My Workgroup/Colleagues

- My work group constantly looks for better ways to serve our customers.* (70%)
- Within my department, there is effective teamwork between my work group and other work groups.* (68%)

My Job

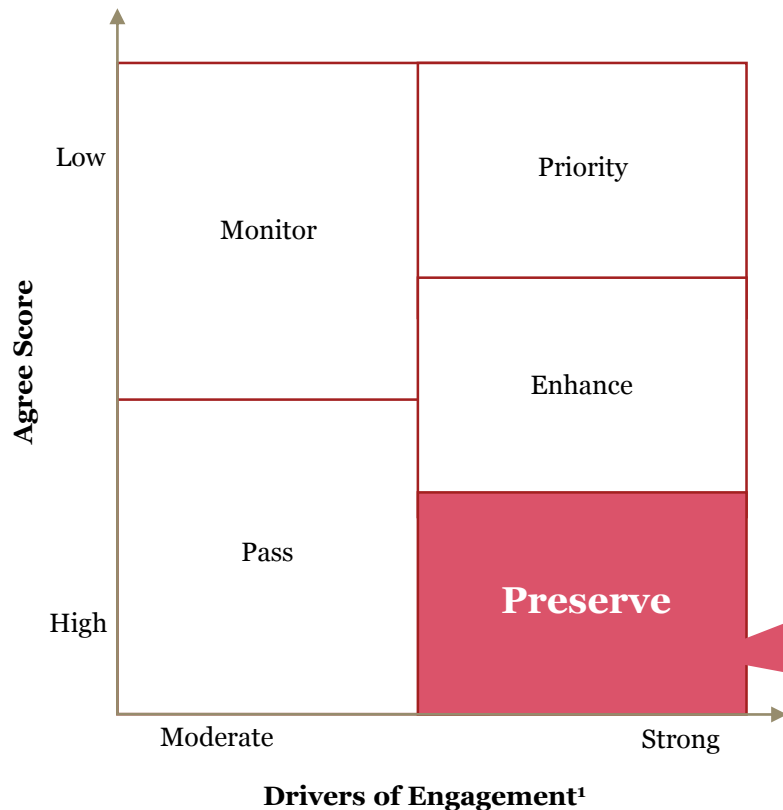
- My job gives me a feeling of personal accomplishment.* (67%)
- My career goals can be met at the State of Michigan. (60%)
- My job makes good use of my skills and abilities. (71%)
- I am encouraged to come up with new and better ways of doing things.* (65%)

¹ Based on correlation with Engagement Index

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

*Indicates a 2015 Enhance item

Driver matrix | *By item*



My Workgroup/Colleagues

- My work group consistently delivers a high level of customer service.* (78%)
- My work group does a good job of resolving customer problems when they occur.* (82%)

My Job

- I understand how the work I do makes a difference in the lives of the people of the State of Michigan.* (84%)
- I am empowered to make decisions that help me get my job done effectively.* (72%)
- I understand what is expected of me in order for my department to achieve its strategic objectives. (76%)

¹ Based on correlation with Engagement Index

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

*Indicates a 2015 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	42%
Unnecessary paperwork	29%
Outdated technology or lack of technology	26%
Too many procedures and policies	21%
Too many emails	16%
Inadequate training	15%
There are no issues preventing me from being fully productive at work	15%
Teammates whose skill levels are not suited for the job	14%
Doing work beyond the scope of my job	13%
Responding to unanticipated issues, beyond my job requirements	12%

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	DEQ	DHHS	DIFS	DMVA	DNR	DTMB	GOV	LARA	LOTT	MDARD
Not enough staff to help get work done	42%	23%	49%	47%	27%	34%	49%	32%	7%	28%	22%	40%
Unnecessary paperwork	29%	11%	23%	30%	17%	16%	29%	22%	0%	21%	18%	24%
Outdated technology or lack of technology	26%	21%	32%	35%	18%	25%	31%	17%	8%	26%	20%	32%
Too many procedures and policies	21%	6%	18%	24%	13%	10%	24%	22%	1%	14%	8%	21%
Too many emails	16%	13%	17%	17%	9%	6%	22%	15%	17%	13%	13%	11%
Inadequate training	15%	11%	16%	20%	19%	14%	9%	15%	3%	19%	7%	14%
There are no issues preventing me from being fully productive at work	15%	34%	12%	10%	24%	24%	12%	20%	53%	23%	28%	14%
Teammates whose skill levels are not suited for the job	14%	7%	8%	15%	14%	15%	12%	13%	7%	12%	9%	12%
Doing work beyond the scope of my job	13%	8%	12%	14%	6%	11%	16%	14%	7%	11%	10%	15%
Responding to unanticipated issues, beyond my job requirements	12%	10%	16%	12%	6%	16%	17%	13%	8%	9%	11%	10%

Barriers to productivity | *By agency*

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

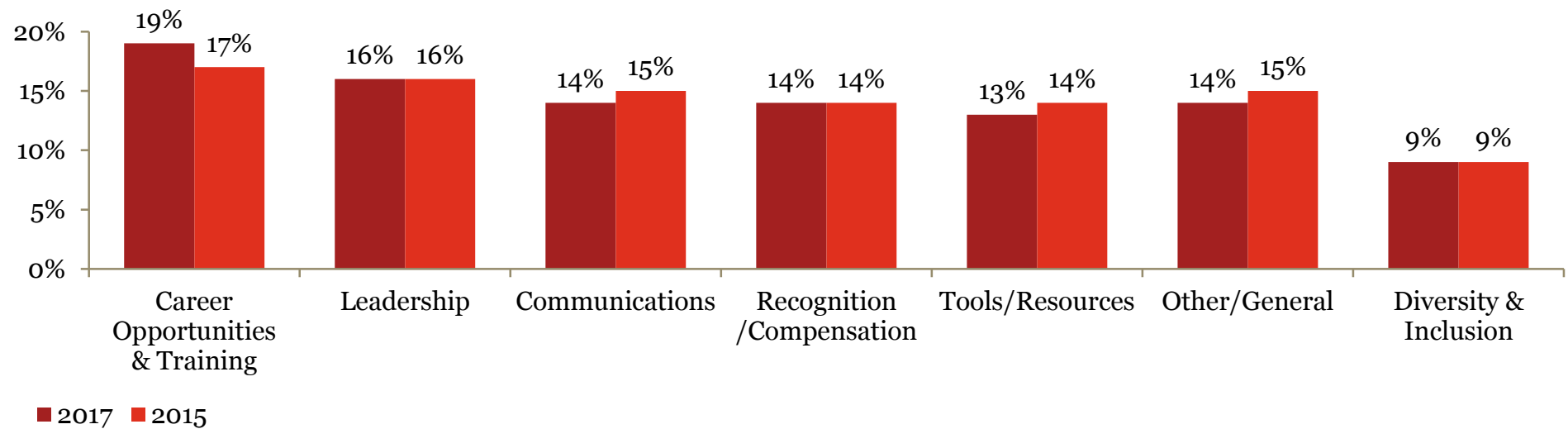
Items shown below are based on the top 10 most selected issues for State of Michigan Overall

	Percent of respondents mentioning										
	SoM Overall	MDCR	MDE	MDOC	MDOT	MGCB	MSP	MVAA	TED	TIA	TREAS
Not enough staff to help get work done	42%	38%	32%	48%	36%	16%	46%	57%	39%	47%	22%
Unnecessary paperwork	29%	15%	13%	35%	26%	20%	40%	22%	13%	13%	18%
Outdated technology or lack of technology	26%	38%	15%	23%	19%	24%	24%	32%	21%	22%	27%
Too many procedures and policies	21%	14%	13%	22%	22%	7%	20%	9%	15%	16%	16%
Too many emails	16%	10%	16%	13%	15%	8%	22%	12%	15%	15%	13%
Inadequate training	15%	10%	11%	16%	10%	9%	5%	27%	16%	19%	18%
There are no issues preventing me from being fully productive at work	15%	18%	20%	14%	21%	36%	20%	11%	17%	11%	18%
Teammates whose skill levels are not suited for the job	14%	14%	13%	18%	12%	12%	8%	11%	15%	18%	13%
Doing work beyond the scope of my job	13%	11%	10%	14%	12%	10%	10%	14%	12%	13%	14%
Responding to unanticipated issues, beyond my job requirements	12%	7%	14%	11%	12%	2%	9%	15%	12%	11%	11%

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.”



37,219 total comments provided on these topics in 2017

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

Next steps | Results roll out timeline

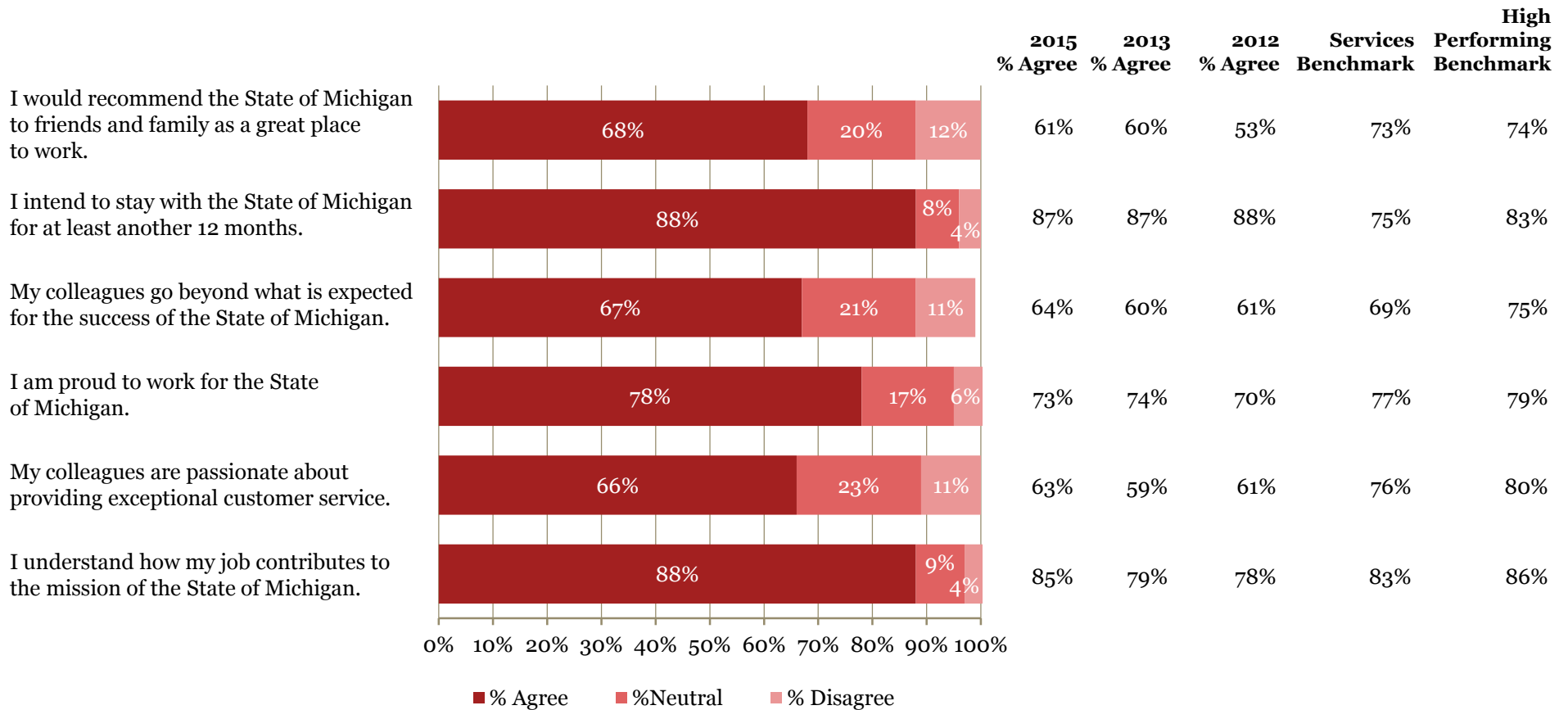


Appendix

Appendix

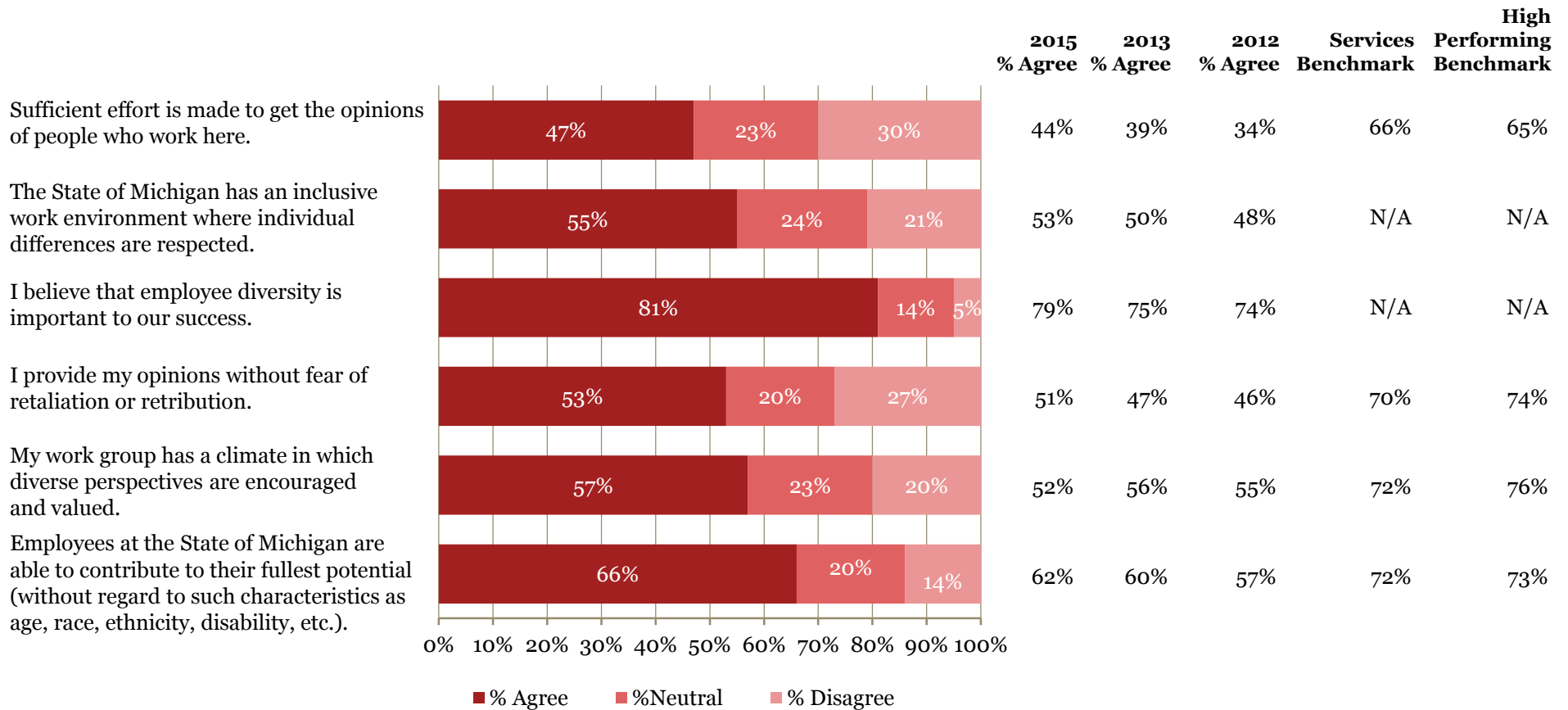
- Survey results by theme:
 - SoM Employee Engagement
 - Diversity & Inclusion
 - Department Communications
 - Department Leadership
 - My Immediate Supervisor
 - My Workgroup/Colleagues
 - My Job
- Long-term trends
- Intent to stay
- Response profile
- Heat map

Employee engagement



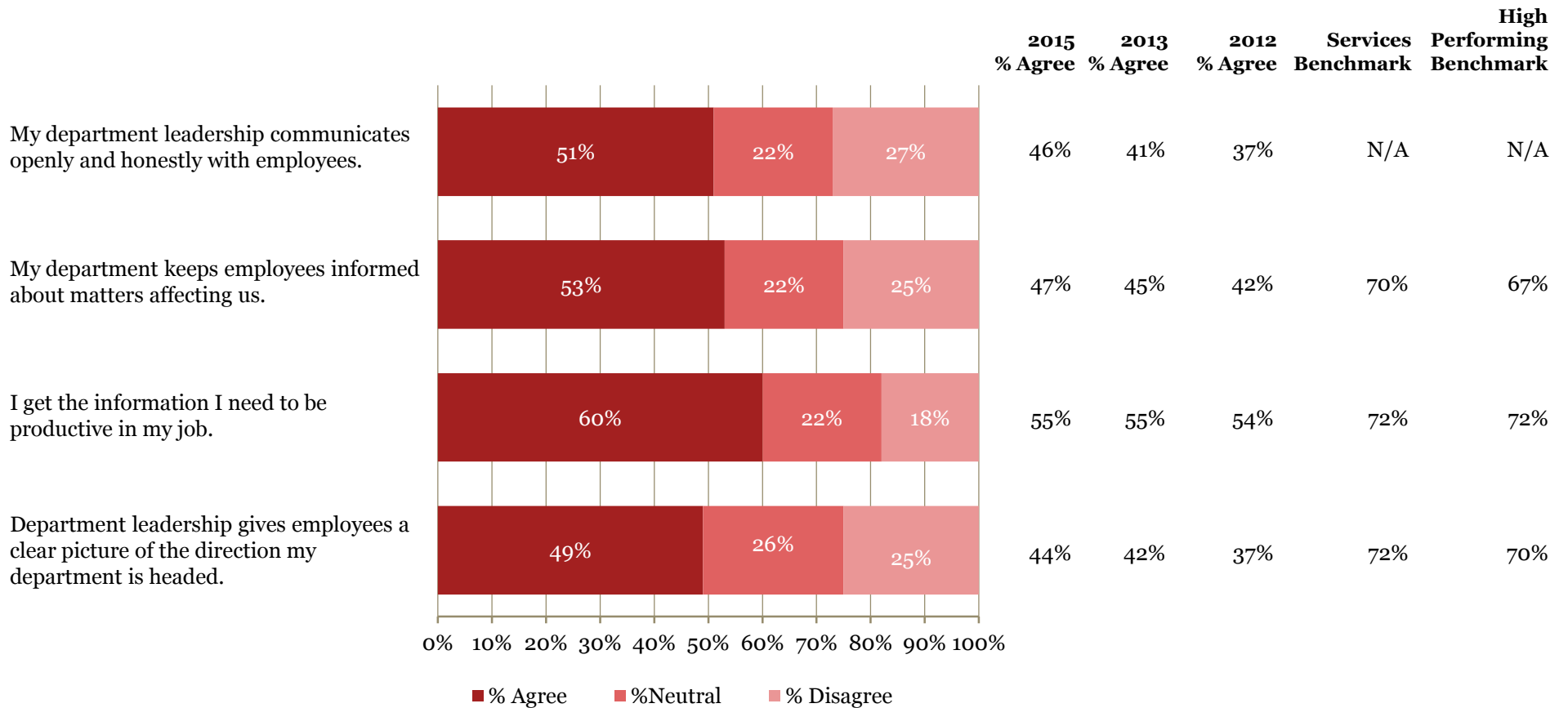
Note: Percentages may not equal 100% due to rounding.

Diversity and inclusion



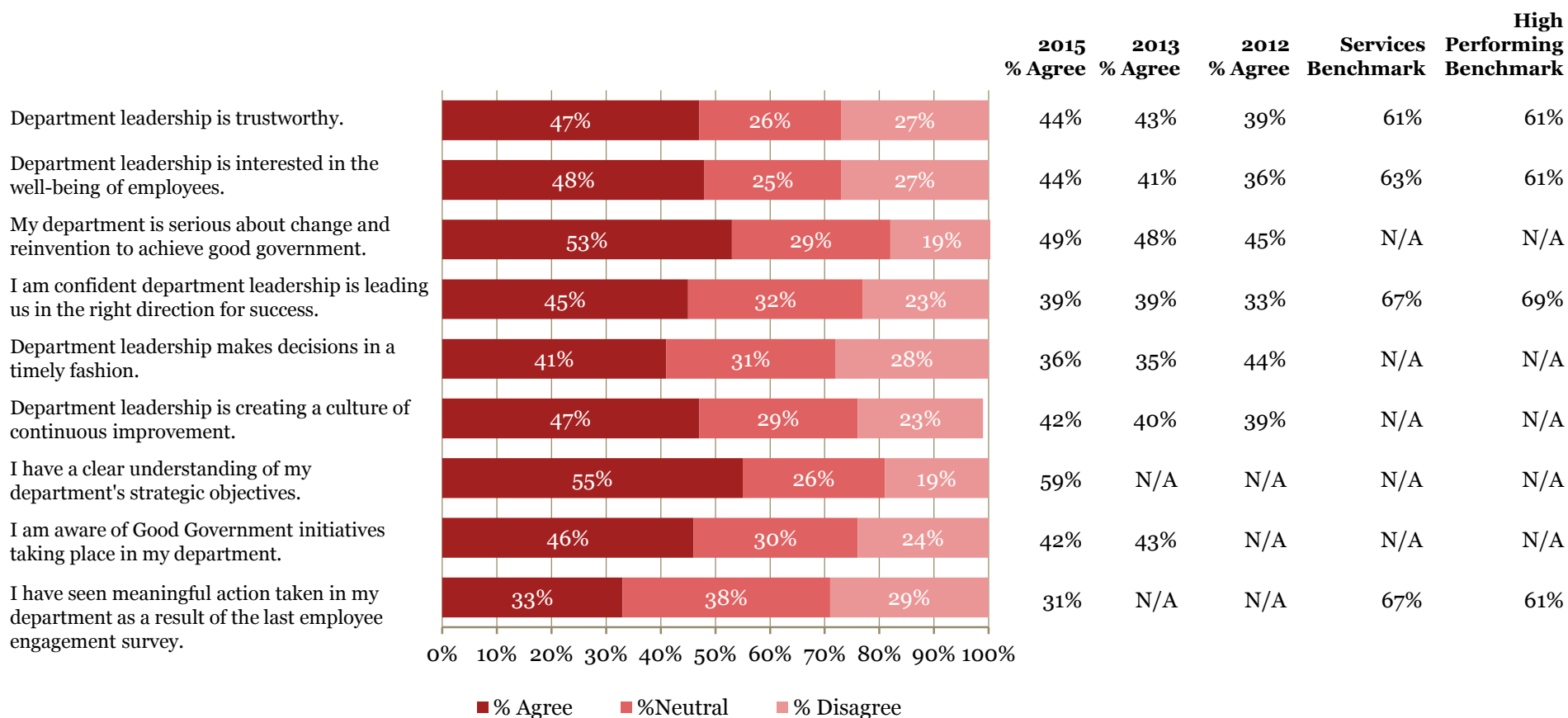
Note: Percentages may not equal 100% due to rounding.

Department communications



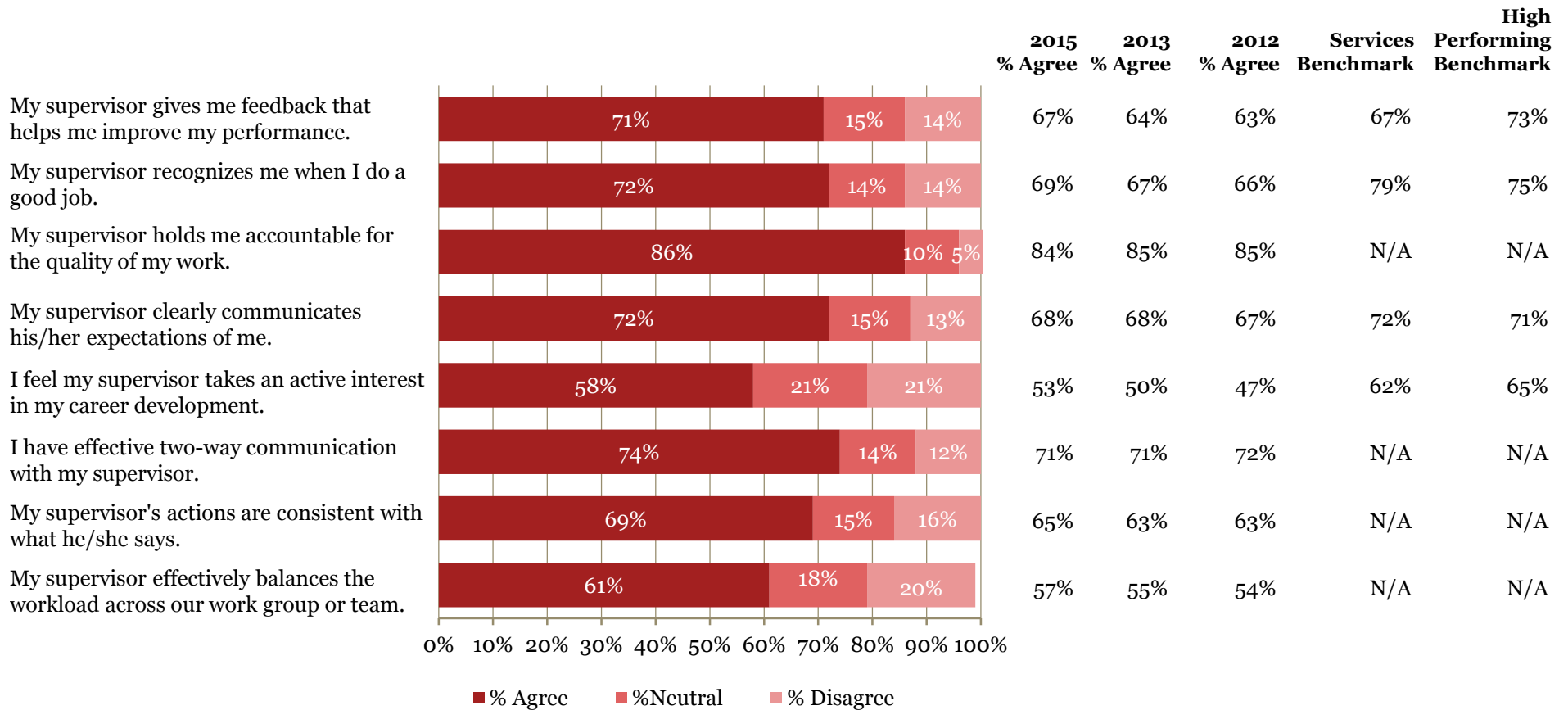
Note: Percentages may not equal 100% due to rounding.

Department leadership



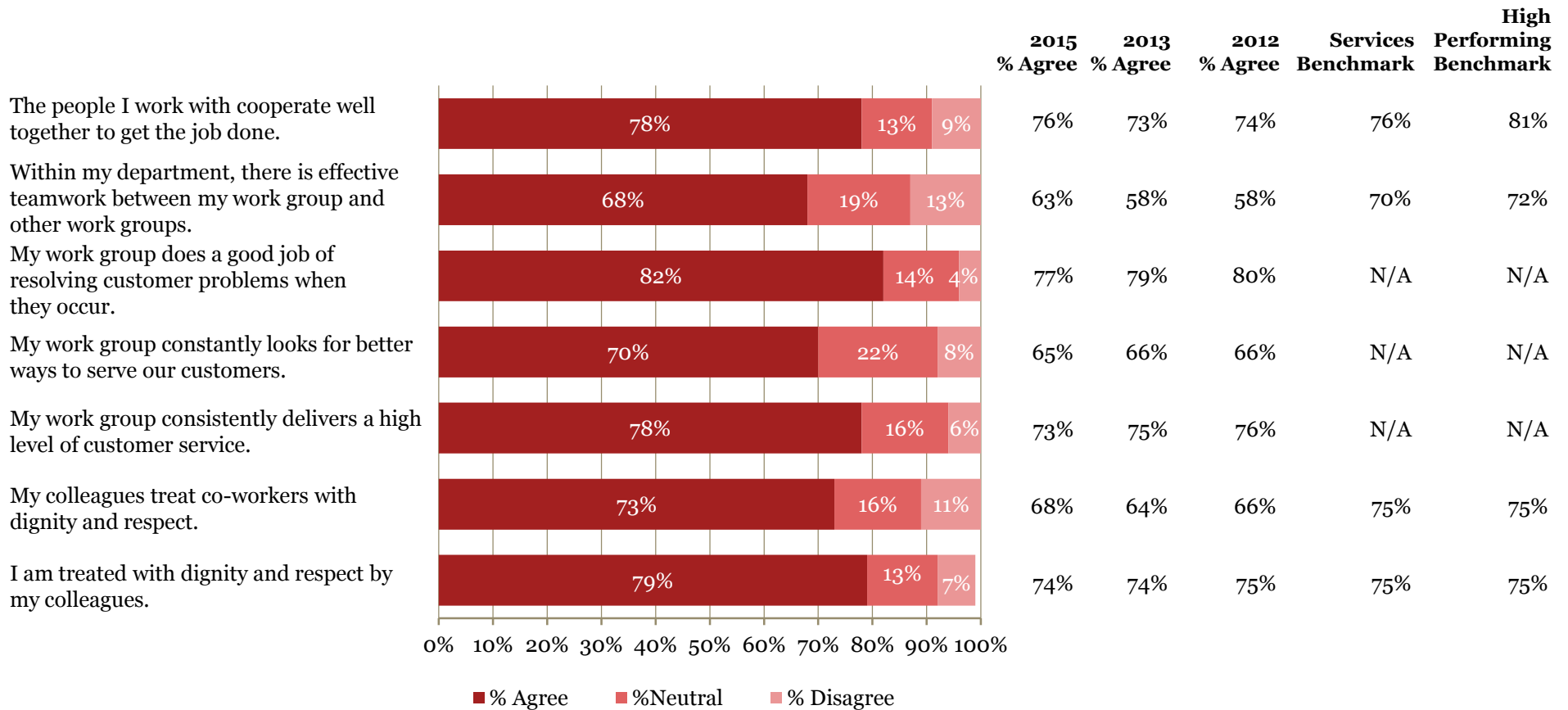
Note: Percentages may not equal 100% due to rounding.

My immediate supervisor



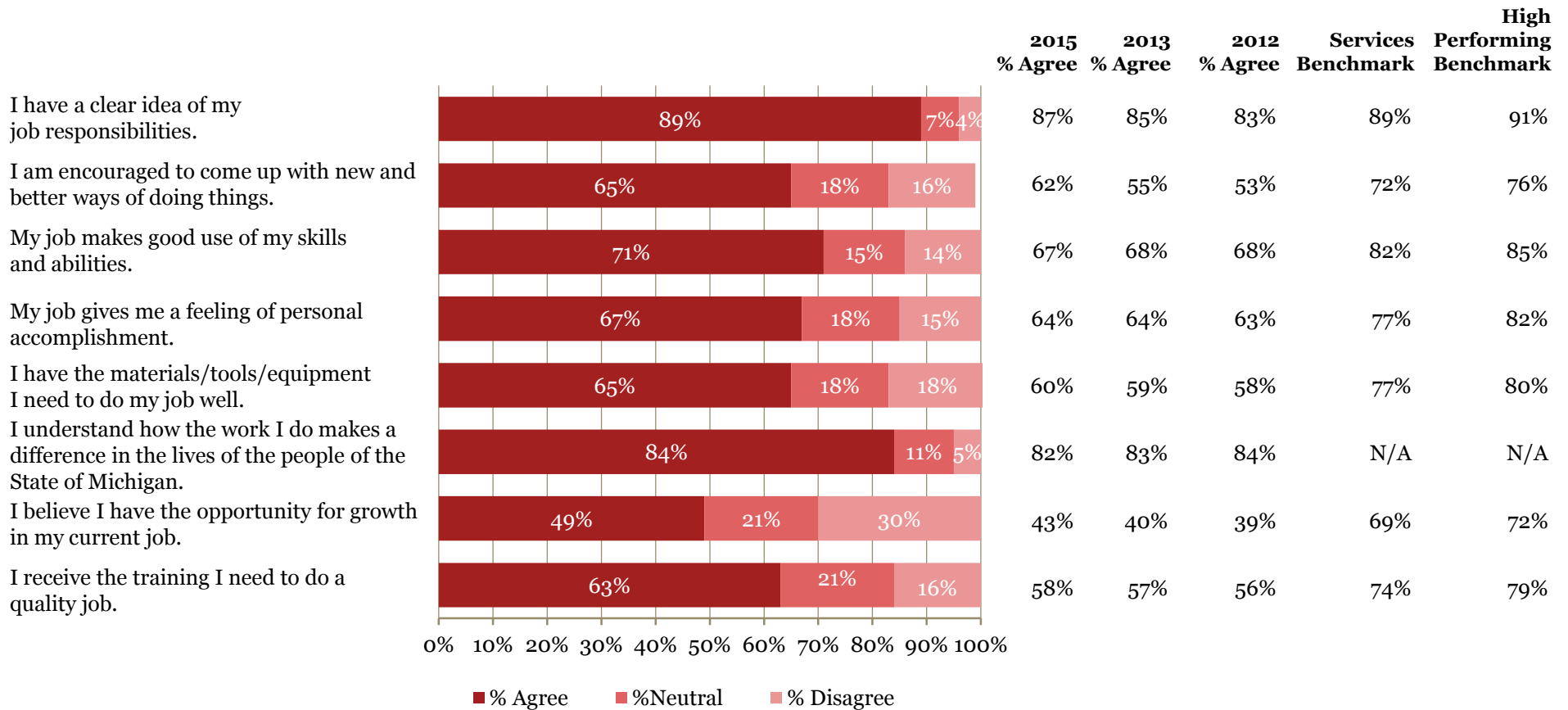
Note: Percentages may not equal 100% due to rounding.

My workgroup/colleagues



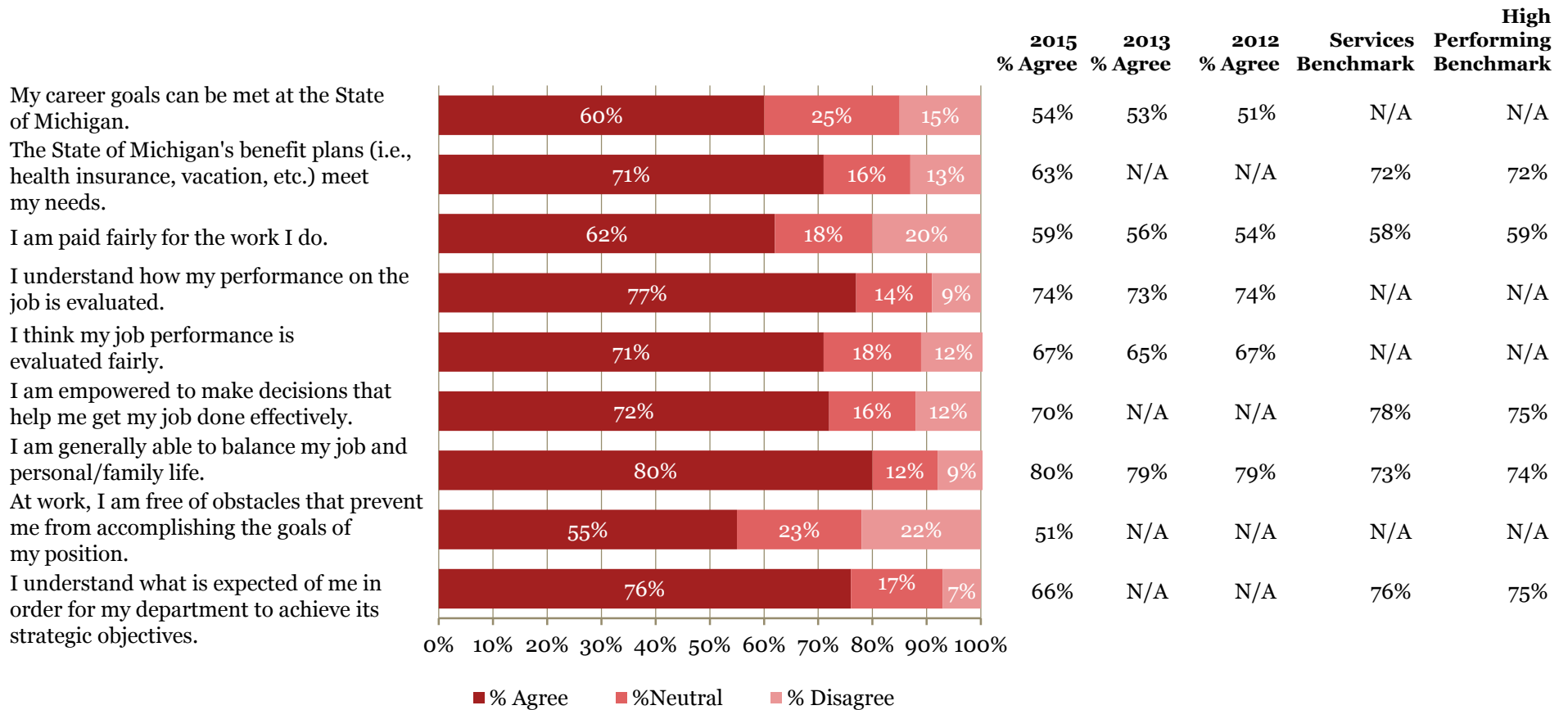
Note: Percentages may not equal 100% due to rounding.

My job



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

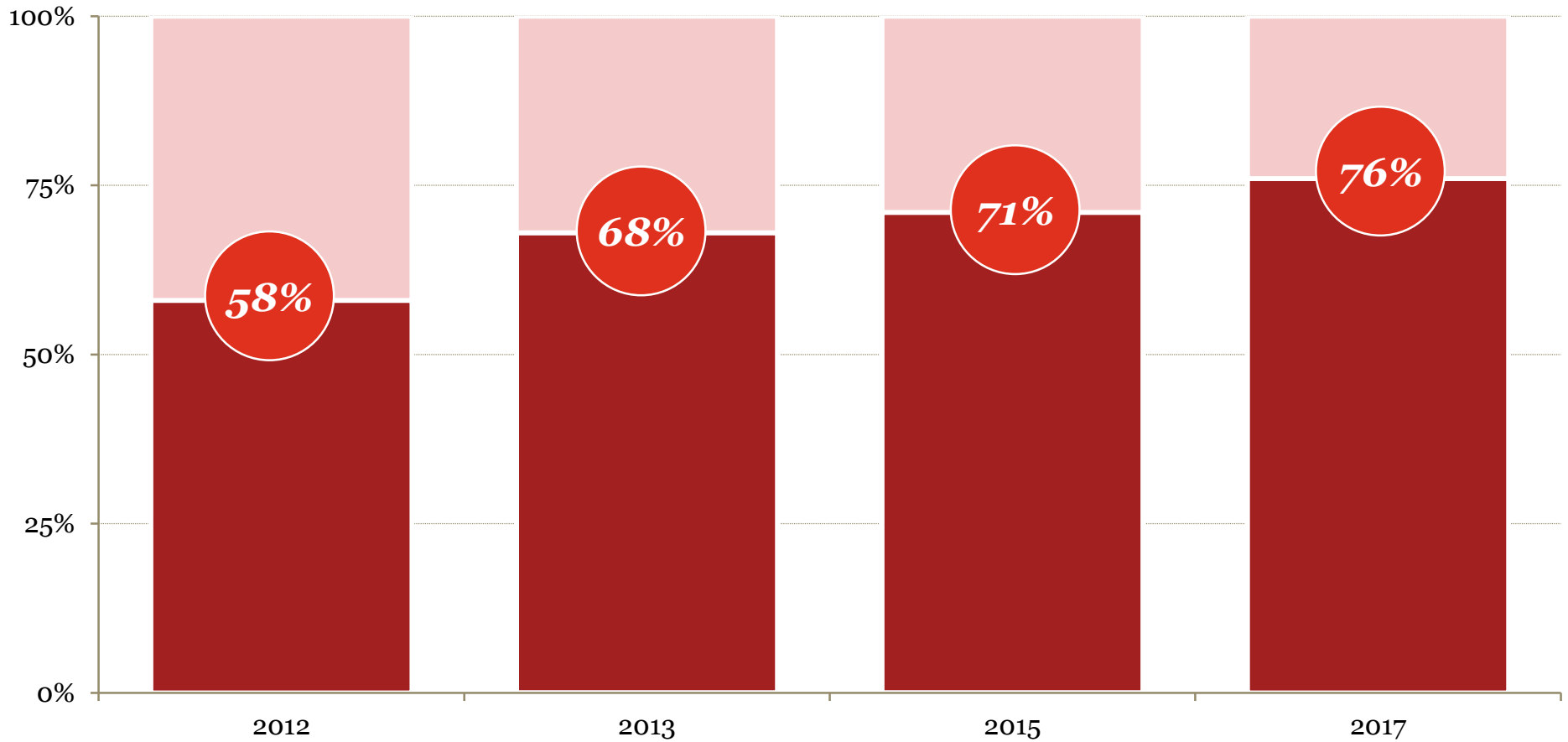
My job (continued)



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

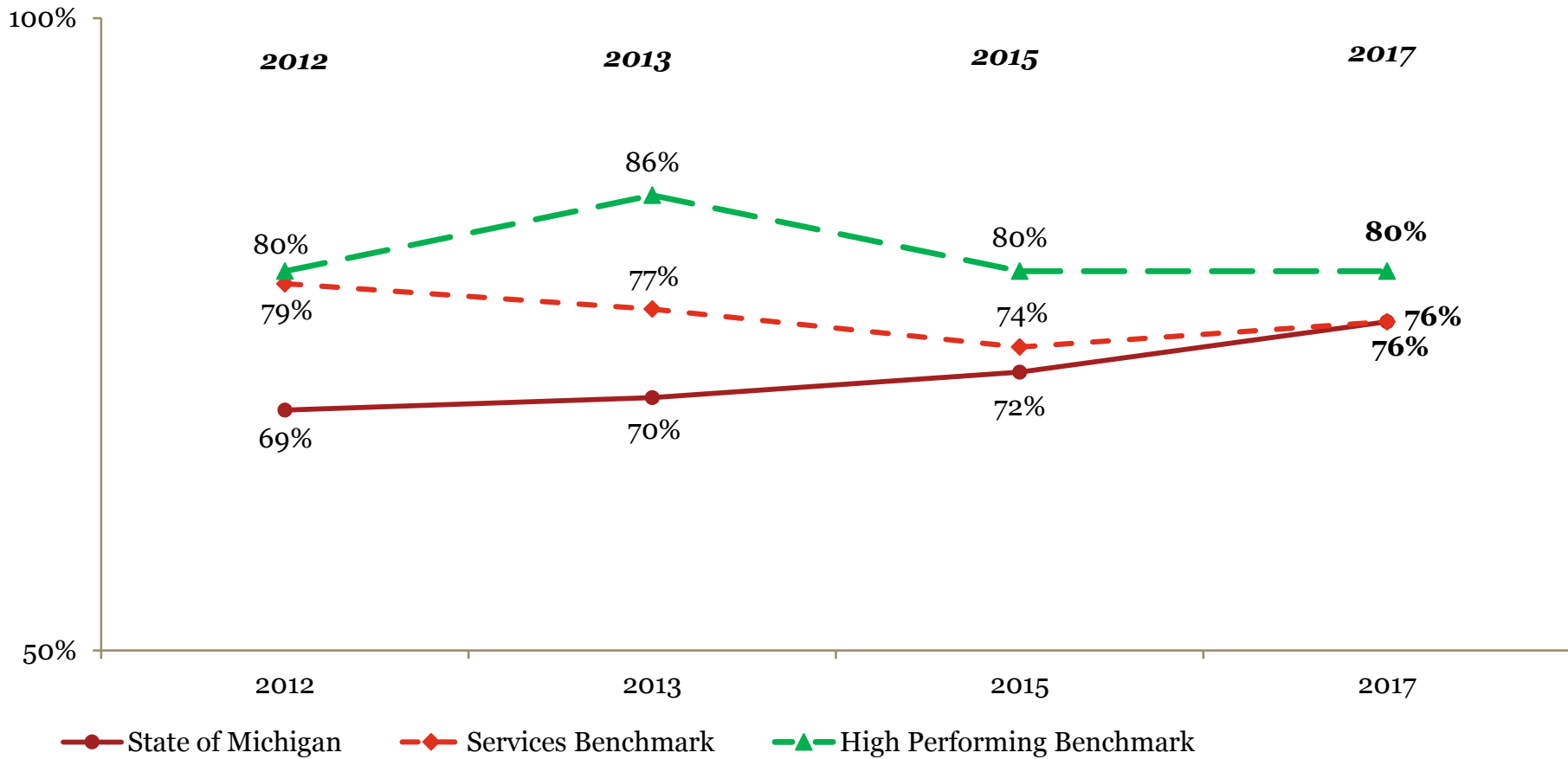
Long-term trends | *Response rates*

Response rates



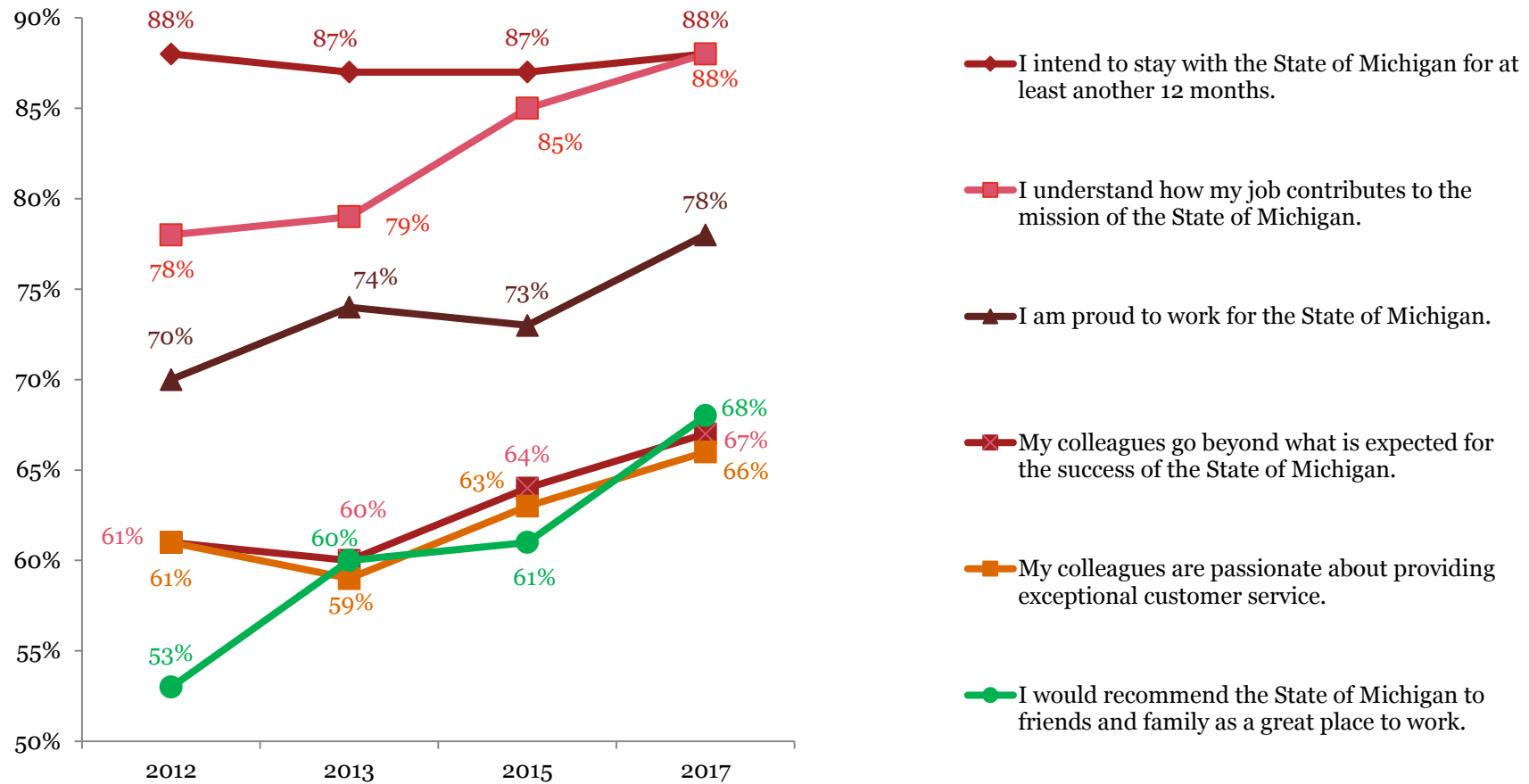
Long-term trends | *Engagement scores*

Engagement scores



Long-term trends | Engagement scores by item

Engagement scores – % Agree

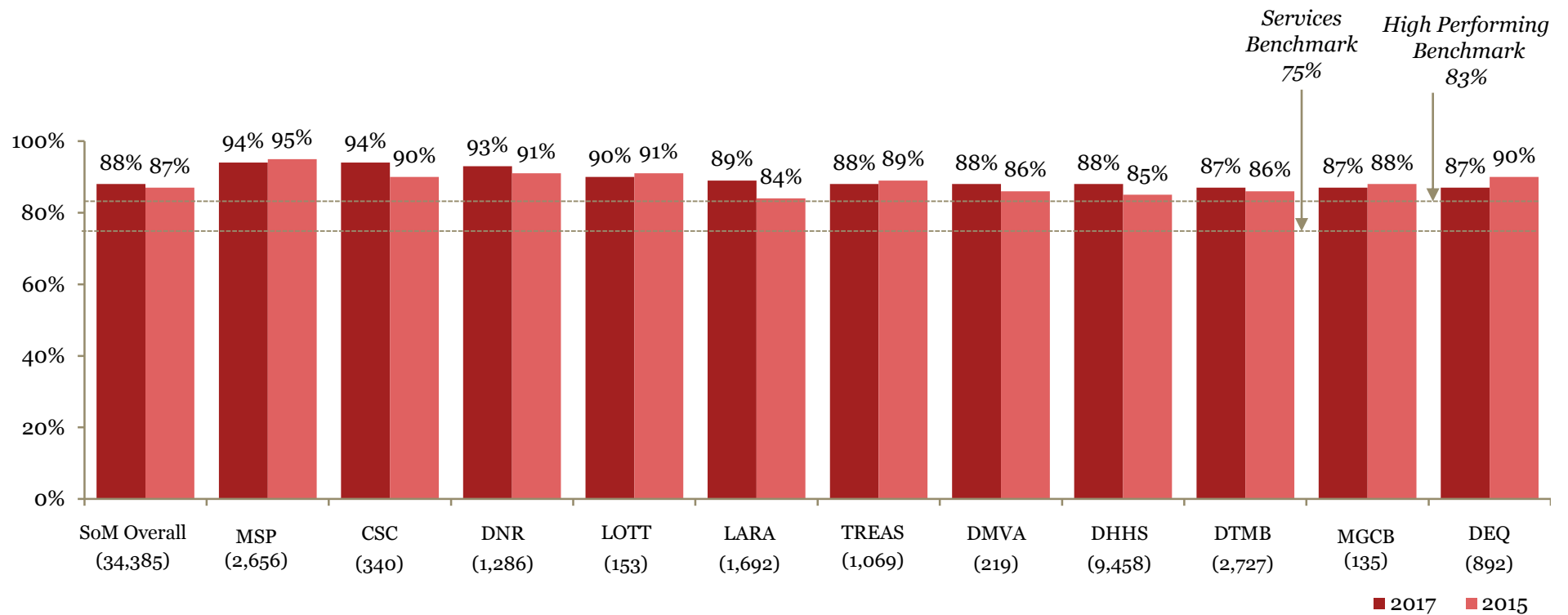


Long-term trends | *Employee landscape*

	Champions				Tenants				Disconnected				Captives			
	2017	2015	2013	2012	2017	2015	2013	2012	2017	2015	2013	2012	2017	2015	2013	2012
SoM	54%	48%	42%	40%	3%	3%	2%	2%	9%	10%	11%	10%	34%	39%	45%	48%
MSP	78%	77%	68%	55%	3%	2%	2%	3%	4%	3%	4%	6%	15%	17%	26%	37%
GOV	76%	76%	66%	81%	13%	13%	14%	5%	4%	7%	12%	5%	7%	3%	8%	8%
MGCB	70%	69%	71%	59%	7%	0%	2%	3%	7%	12%	9%	13%	17%	19%	18%	26%
CSC	69%	62%	61%	53%	3%	3%	2%	2%	3%	7%	5%	7%	25%	28%	32%	38%
DNR	68%	63%	58%	54%	3%	3%	3%	2%	4%	6%	6%	6%	25%	28%	33%	37%
LOTT	67%	71%	61%	62%	3%	3%	6%	3%	7%	6%	7%	4%	22%	21%	26%	31%
DIFS	64%	56%	54%	N/A	4%	4%	2%	N/A	10%	10%	9%	N/A	22%	31%	36%	N/A
DTMB	64%	59%	52%	47%	5%	4%	4%	3%	8%	10%	10%	10%	23%	27%	34%	40%
MDARD	64%	61%	57%	56%	5%	4%	3%	2%	11%	10%	9%	6%	20%	25%	31%	36%
LARA	61%	49%	47%	51%	4%	4%	3%	2%	7%	12%	13%	8%	28%	35%	38%	38%
MDE	60%	61%	59%	53%	6%	5%	5%	4%	9%	9%	8%	12%	25%	25%	27%	30%
DMVA	56%	49%	43%	52%	2%	2%	2%	2%	10%	12%	13%	9%	32%	37%	42%	37%
MDOT	55%	51%	43%	43%	5%	4%	3%	2%	9%	10%	10%	10%	31%	35%	44%	44%
TED	54%	52%	48%	50%	5%	5%	4%	3%	11%	11%	11%	9%	30%	32%	38%	38%
TREAS	54%	49%	49%	43%	3%	2%	2%	2%	9%	8%	8%	8%	35%	40%	41%	47%
DEQ	53%	58%	48%	41%	5%	3%	3%	2%	9%	7%	9%	9%	34%	32%	40%	48%
DHHS	53%	44%	43%	42%	3%	3%	2%	2%	9%	12%	10%	10%	35%	41%	45%	45%
MVAA	52%	59%	53%	N/A	5%	3%	2%	N/A	15%	9%	10%	N/A	28%	29%	35%	N/A
MDCR	50%	36%	34%	49%	1%	8%	7%	0%	22%	28%	13%	15%	26%	28%	45%	36%
TIA	47%	46%	43%	49%	4%	4%	3%	2%	13%	11%	13%	9%	36%	38%	42%	40%
MDOC	38%	31%	21%	18%	2%	1%	1%	1%	11%	13%	15%	14%	49%	55%	63%	68%

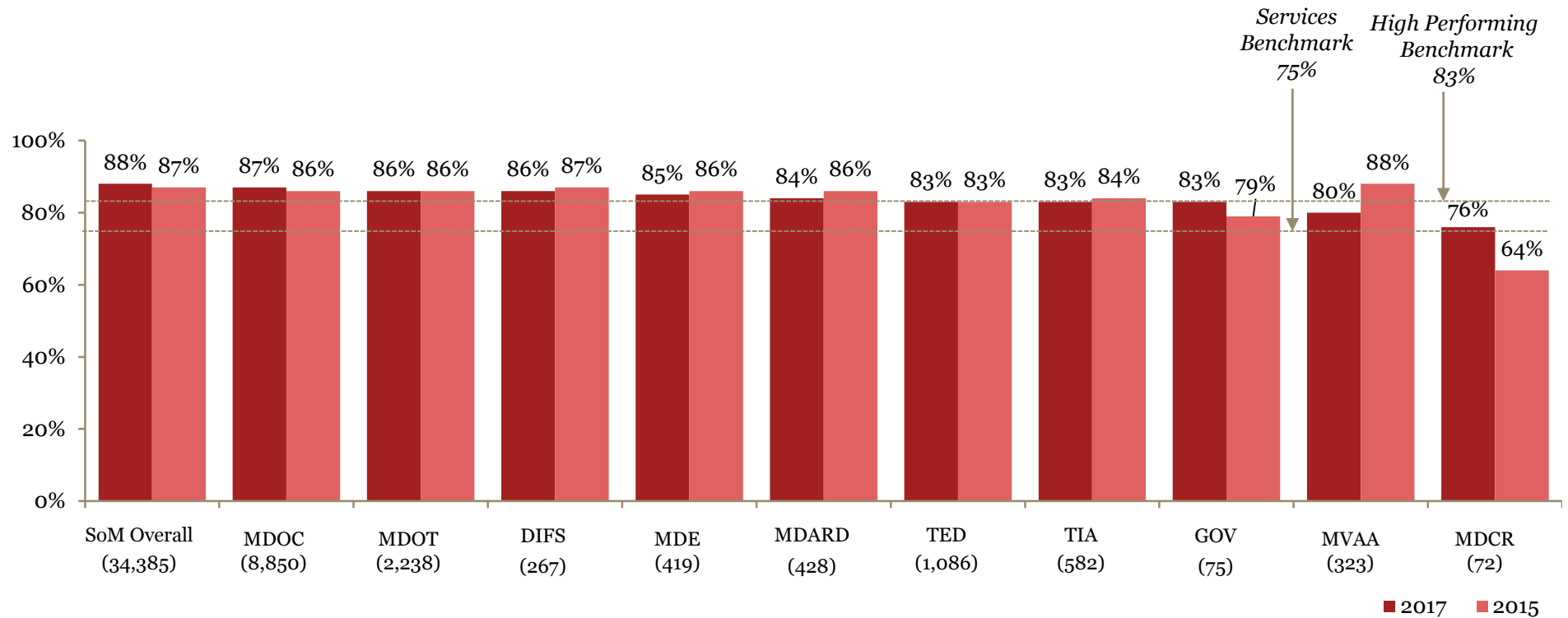
Consistent improvement in Champions over the four-year period

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.

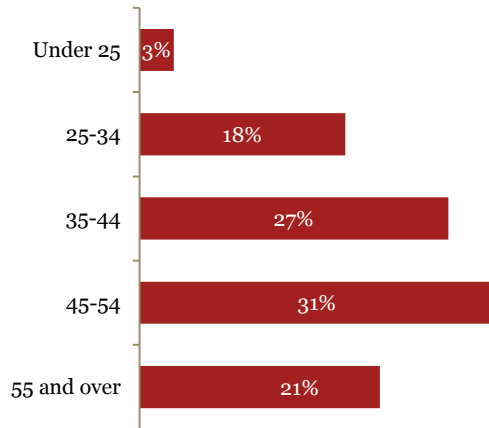
Results | Intent to stay – Agencies (continued)



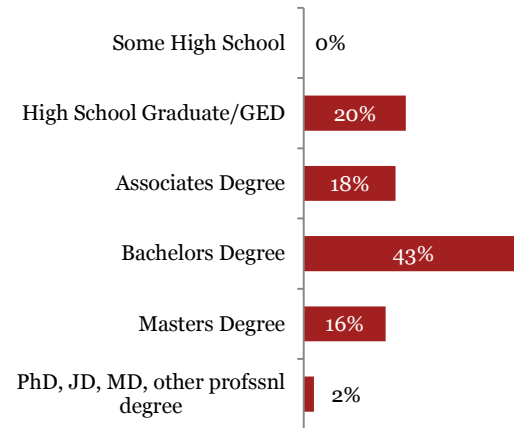
The intent to stay score is the percent of responses that are a 4 or 5 (Agree or Strongly Agree) for the question, “I intend to stay with the State of Michigan for at least another 12 months.” This measure is a leading indicator of turnover.

Demographics | Respondents

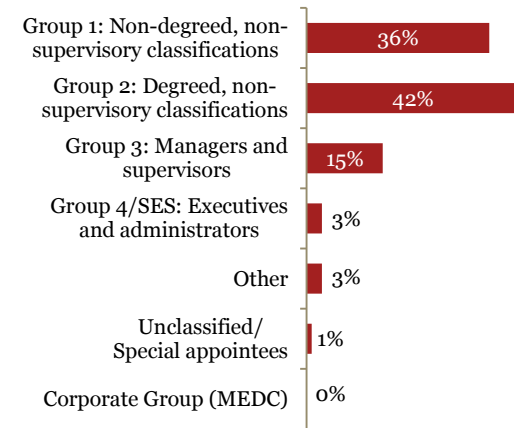
Age



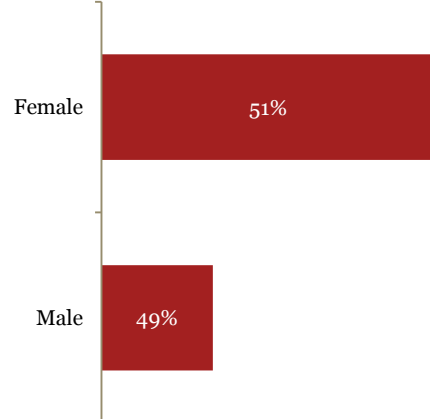
Education



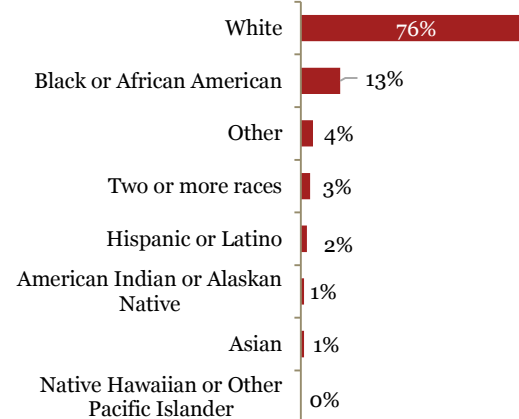
Employment Group



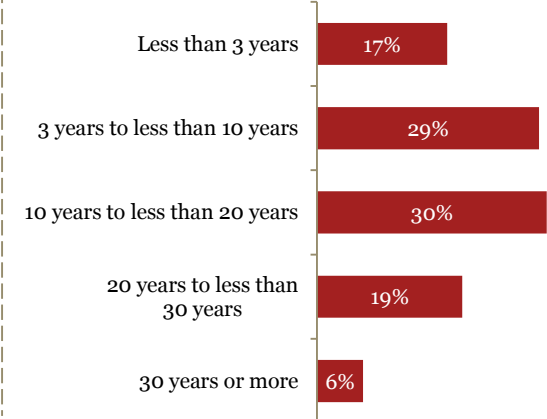
Gender



Race



Tenure



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	45,504*		34,385	
Gender				
Female	25,191	53%	14,661	51%
Male	22,312	47%	13,862	49%
Age Range				
Under 25	1,600	3%	906	3%
25-34	8,591	18%	5,944	18%
35-44	12,144	26%	8,847	27%
45-54	14,672	31%	10,269	31%
55 and Over	10,496	22%	6,759	21%
Racial/Ethnic Group				
American Indian/Alaskan Native	514	1%	395	1%
Asian	786	2%	428	1%
Black or African American	8,524	18%	4,174	13%
Hispanic/Latino	1,411	3%	783	2%
Native Hawaiian or Other Pacific Islander	0	0%	34	0%
White	36,264	76%	24,970	76%
Two or more races	4	0%	902	3%
Other	0	0%	1,249	4%

¹Source: CSC Annual Workforce Report, First Quarter Fiscal Year 2016-17 (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*

	Statewide demographics ¹		Survey responses	
State of Michigan Overall	45,504*		34,385	
Total Length of Service with the State of Michigan				
Less than 3 years	14,963	31%	5,644	17%
3 years to less than 10 years	8,574	18%	9,712	29%
10 years to less than 20 years	13,311	28%	9,992	30%
20 years to less than 30 years	8,237	17%	6,452	19%
30 years or more	2,418	5%	1,959	6%
Employment Group				
Group 1: Non-degreed, non-supervisory classifications	22,942	50%	12,078	36%
Group 2: Degreed, non-supervisory classifications	16,185	35%	14,098	42%
Group 3: Managers and supervisors	4,654	10%	4,877	15%
Group 4/SES: Executives and administrators	1,711	4%	1,119	3%
Other	558	1%	1,081	3%
Unclassified/Special appointees	134	0%	218	1%

¹Source: CSC Annual Workforce Report, First Quarter Fiscal Year 2016-17 (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

Heat map | *Handout*

What is a Heat Map?

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

Purpose/objective of a Heat Map:

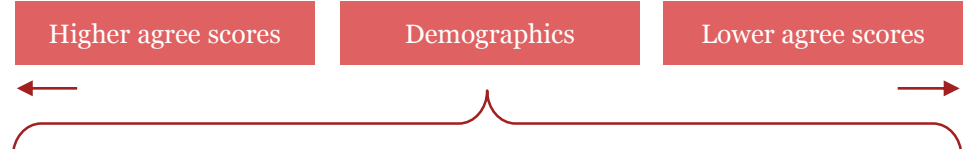
PwC Saratoga's Heat Map highlights high and low performance scores by key demographics and displays systemic and isolated issues. The Heat Map provides a consistent comparison of organizational strengths and vulnerabilities by selected demographic segments.

How to use a Heat Map:

- Systemic issues existent throughout the organization can be found in the bottommost rows.
- Isolated issues pertaining to specific demographic groups can be found in the rightmost columns.
- The bottom ninth of all scores overall are highlighted in red; the remaining bottom third of all scores overall are highlighted in yellow.
- Red cells represent very unfavorable scores; yellow cells represent unfavorable scores.
- The correlation is a measure of the relation between each survey item and the employee engagement index. The correlation can range from -1.00 to +1.00. Correlations greater than 0.45 are generally considered strong. Items with a stronger relationship/impact on engagement have a higher correlation coefficient. The higher the positive correlation, the greater the likelihood that an item and engagement will increase or decrease together. The strongest correlations are highlighted in green in the Heat Map.

How to read a heat map

State of Michigan legend	
Very Unfavorable	0%-47%
Unfavorable	48%-58%
Strong Correlation	0.56 & Above



Most favorable question scores

Least favorable question scores

Question	Demographics										Systemic issues									
	Age	Gender	Ethnicity	Education	Experience	Income	Marital	Home	Religion	Other	Age	Gender	Ethnicity	Education	Experience	Income	Marital	Home	Religion	Other
I have a clear idea of my job responsibilities.	91%	91%	91%	91%	91%	91%	91%	91%	91%	91%	91%	91%	91%	91%	91%	91%	91%	91%	91%	91%
I intend to stay with the State of Michigan for at least another 12 months.	70%	87%	91%	87%	90%	89%	87%	87%	87%	87%	87%	87%	87%	87%	87%	87%	87%	87%	87%	87%
I understand how my job contributes to the success of the State of Michigan.	88%	90%	91%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
My supervisor holds me accountable for the quality of my work.	84%	84%	84%	84%	84%	84%	84%	84%	84%	84%	84%	84%	84%	84%	84%	84%	84%	84%	84%	84%
My work group does a good job of resolving customer problems when they occur.	81%	81%	81%	81%	81%	81%	81%	81%	81%	81%	81%	81%	81%	81%	81%	81%	81%	81%	81%	81%
I believe that employee diversity is important to our success.	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
I am generally able to balance my job and personal/family life.	73%	73%	73%	73%	73%	73%	73%	73%	73%	73%	73%	73%	73%	73%	73%	73%	73%	73%	73%	73%
I am treated with dignity and respect by my colleagues.	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%
The people I work with cooperate well together to get the job done.	69%	69%	69%	69%	69%	69%	69%	69%	69%	69%	69%	69%	69%	69%	69%	69%	69%	69%	69%	69%
My work group consistently delivers a high level of customer service.	67%	67%	67%	67%	67%	67%	67%	67%	67%	67%	67%	67%	67%	67%	67%	67%	67%	67%	67%	67%
I understand what is expected of me by my department to achieve its strategic objectives.	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%
My supervisor recognizes me when I do a good job.	63%	63%	63%	63%	63%	63%	63%	63%	63%	63%	63%	63%	63%	63%	63%	63%	63%	63%	63%	63%
I have effective two-way communication with my supervisor.	61%	61%	61%	61%	61%	61%	61%	61%	61%	61%	61%	61%	61%	61%	61%	61%	61%	61%	61%	61%
My colleagues treat co-workers with dignity and respect.	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%
My supervisor clearly communicates his/her expectations of me.	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%
I am engaged to make decisions that help me get my job done effectively.	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%
My supervisor gives me feedback that helps to improve my performance.	53%	53%	53%	53%	53%	53%	53%	53%	53%	53%	53%	53%	53%	53%	53%	53%	53%	53%	53%	53%
My job makes good use of my skills and abilities.	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%
The State of Michigan's benefit plans (i.e., health insurance, vacation, etc.) meet my needs.	49%	49%	49%	49%	49%	49%	49%	49%	49%	49%	49%	49%	49%	49%	49%	49%	49%	49%	49%	49%
I think my job performance is evaluated fairly.	47%	47%	47%	47%	47%	47%	47%	47%	47%	47%	47%	47%	47%	47%	47%	47%	47%	47%	47%	47%
My work group consistently looks for better ways to serve our customers.	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%
My supervisor's actions are consistent with what he/she says.	43%	43%	43%	43%	43%	43%	43%	43%	43%	43%	43%	43%	43%	43%	43%	43%	43%	43%	43%	43%
I would recommend the State of Michigan to friends and family as a great place to work.	41%	41%	41%	41%	41%	41%	41%	41%	41%	41%	41%	41%	41%	41%	41%	41%	41%	41%	41%	41%
Within my department, there is effective teamwork between my work group and other work groups.	39%	39%	39%	39%	39%	39%	39%	39%	39%	39%	39%	39%	39%	39%	39%	39%	39%	39%	39%	39%
My colleagues go beyond what is expected for the success of the State of Michigan.	37%	37%	37%	37%	37%	37%	37%	37%	37%	37%	37%	37%	37%	37%	37%	37%	37%	37%	37%	37%
My job gives me a feeling of personal accomplishment.	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%
My colleagues are passionate about providing exceptional customer service.	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%
Employees at the State of Michigan are able to contribute to the fullest potential without regard to such characteristics as age, race, ethnicity, disability, etc.	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%
I am encouraged to come up with new and better ways of doing things.	29%	29%	29%	29%	29%	29%	29%	29%	29%	29%	29%	29%	29%	29%	29%	29%	29%	29%	29%	29%
I have the relationships/engagement I need to do my job well.	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%
I receive the training I need to do a quality job.	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%
I am paid fairly for the work I do.	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%
My supervisor effectively balances the workload across our work group or team.	21%	21%	21%	21%	21%	21%	21%	21%	21%	21%	21%	21%	21%	21%	21%	21%	21%	21%	21%	21%
I get the information I need to be productive in my job.	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%
My career goals can be met at the State of Michigan.	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%
I feel my supervisor takes an active interest in my career development.	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%
My work group has a climate in which diverse perspectives are encouraged and valued.	13%	13%	13%	13%	13%	13%	13%	13%	13%	13%	13%	13%	13%	13%	13%	13%	13%	13%	13%	13%
The State of Michigan has an inclusive work environment where individual differences are respected.	11%	11%	11%	11%	11%	11%	11%	11%	11%	11%	11%	11%	11%	11%	11%	11%	11%	11%	11%	11%
I have a clear understanding of my department's strategic objectives.	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%
At work, I am free of obstacles that prevent me from accomplishing the goals of my position.	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%
I provide my co-workers without fear of retaliation or retribution.	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%
My department keeps employees informed about matters affecting us.	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
My department is serious about change and innovation to advance good government.	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
My department leadership communicates openly and honestly with employees.	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Department leadership gives employees a clear picture of the direction my department is headed.	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
I believe I have the opportunity to grow in my current job.	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Department leadership is interested in the well-being of employees.	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Sufficient effort is made to get the personnel of people who work here.	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Department leadership is trustworthy.	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Department leadership is creating a culture of continuous improvement.	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
I am aware of Good Government initiatives taking place in my department.	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
I can confident department leadership is leading us in the right direction for success.	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Department leadership makes decisions in a timely fashion.	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
I have seen meaningful action taken in my department as a result of the last employee engagement survey.	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Correlation with Engagement

Isolated issues

Systemic issues

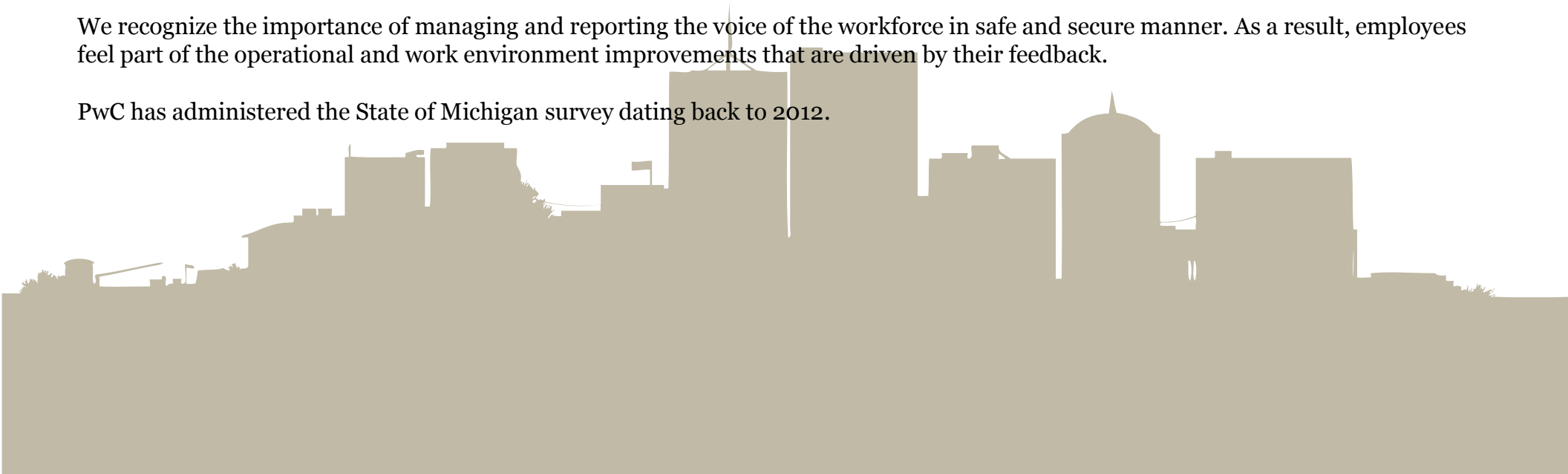
Note: This heat map is for illustrative purposes only and is not readable within this report. A viewable heat map will be provided separately.

PwC contacts and company information

For over two decades, PwC has been a global leader in survey design, administration and analysis for some of the world's largest organizations. We have provided a transparent and reliable process for employees to voice their concerns and share experiences.

We recognize the importance of managing and reporting the voice of the workforce in safe and secure manner. As a result, employees feel part of the operational and work environment improvements that are driven by their feedback.

PwC has administered the State of Michigan survey dating back to 2012.



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