



# 2020 EMPLOYEE SURVEY



*My Voice, MI Future*



## State of Michigan Results Report



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## Overview | *State of Michigan 2020 Employee Survey*

### Survey objectives

The State of Michigan (SoM) 2020 Employee Survey is an important part of our focus on customer service, excellence, innovation, integrity, equity and inclusion, and transparency. The survey helps ensure 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.

### *Objectives for the 2020 survey are:*

- Measure employee perceptions of their job, leadership, communications, colleagues, diversity, equity and inclusion, and their engagement across the SoM
- Determine areas where employees 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 and promote an environment of equity and inclusion.

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## Overview | *Methodology*

### Survey methodology

- One questionnaire was deployed via the web to **46,941** SoM employees from March 2, 2020 to March 23, 2020
- 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
  - 63 core items were included along with one positive work elements question, one barriers to productivity question, and 9 open-ended questions
- All survey responses are anonymous and a minimum of 10 respondents required for each group to be reported separately
- Survey questionnaire included standard demographic questions and questions measuring Employee Engagement, Diversity, Equity & Inclusion, Department Leadership and Communications, My Immediate Supervisor, My Workgroup/Colleagues, and My Job
- Results in this report are shown for 2020 compared to 2018, where possible; in some cases, comparisons to prior years are shown
- Throughout this report:
  - N/A is due to changes in organization or did not participate in survey
  - Data for LEO prior to 2020 is for the former Department of Talent and Economic Development (TED)
  - MDOS data shown as 2018 is from the MDOS 2019 Employee Engagement Survey
- Benchmarks in this report cover organizations that are customer focused and high performing:
  - The Services Industry benchmark represents a variety of services organizations, such as professional and travel/hospitality
  - The Public Sector Industry Benchmark represents a variety of state, local and federal organizations
  - The High Performing benchmark represents leading organizations in their respective industries (Manufacturing, Services, Healthcare/Hospital, Retail, Telecommunications, and Utilities) that have shown sustained financial success/growth

## 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:

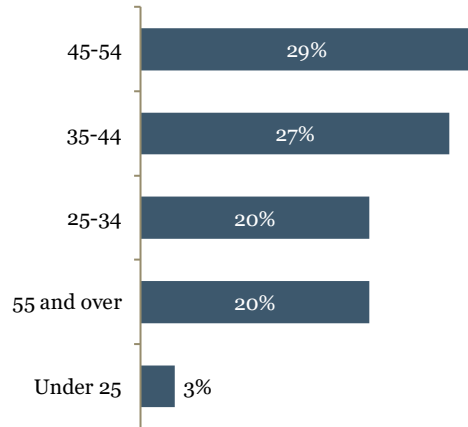
- The extent to which employees have a desire to act and apply discretionary effort to drive outcomes
- More than satisfaction, includes involvement or “buy-in”
- Employees that are more likely to want to stay with the organization and invest discretionary effort
- Better outcomes, such as higher levels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

### Engagement

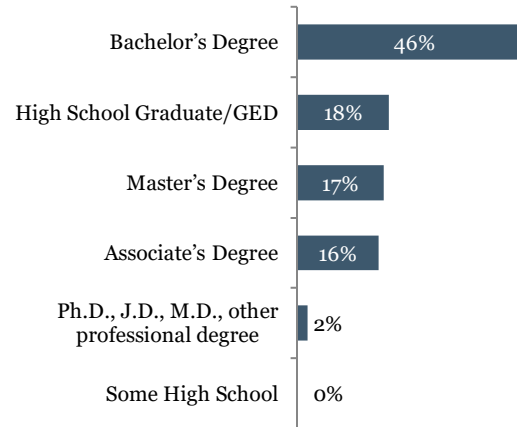
| Advocacy  | Commitment  | Discretionary Effort   | Pride   | Achievement  | Alignment  |
|---|---|--|---|--|--|
| <ul style="list-style-type: none"> <li>• I would recommend the State of Michigan to friends and family as a great place to work.</li> </ul> | <ul style="list-style-type: none"> <li>• I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

# Overview | Respondents by demographic

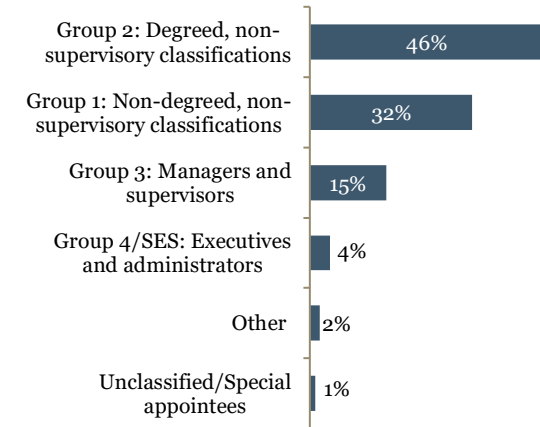
## Age



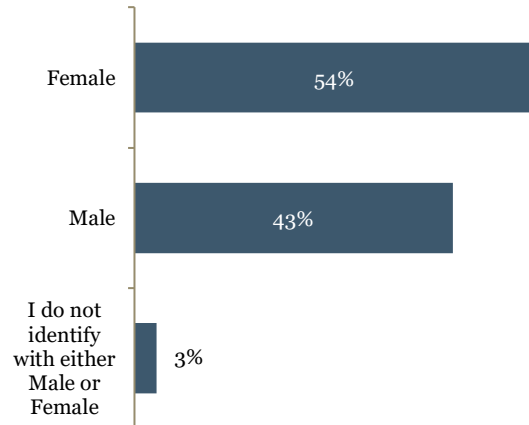
## Education



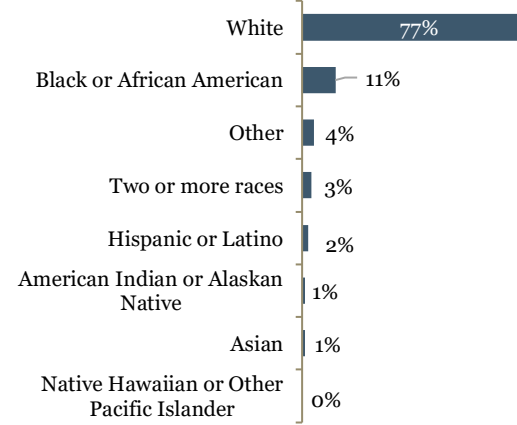
## Employment Group



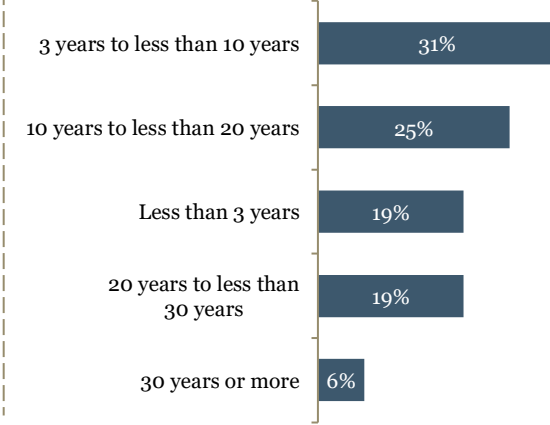
## Gender Identity



## Race



## Tenure



## Overview | *Response rates*

|                                      |            | Invited<br>2020 | Surveys<br>completed<br>2020 | Response<br>rate 2020 | Response<br>rate 2018 | Response<br>rate 2017 | Response<br>rate 2015 | Response<br>rate 2013 | Response<br>rate 2012 |
|--------------------------------------|------------|-----------------|------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>State of Michigan Overall</b>     | <b>SoM</b> | <b>46,941</b>   | <b>27,334</b>                | <b>58%</b>            | <b>74%</b>            | <b>76%</b>            | <b>71%</b>            | <b>68%</b>            | <b>58%</b>            |
| Agriculture & Rural Development      | MDARD      | 445             | 413                          | <b>93%</b>            | 97%                   | 98%                   | 92%                   | 88%                   | 81%                   |
| Treasury                             | TREAS      | 1,333           | 1,159                        | <b>87%</b>            | 91%                   | 79%                   | 74%                   | 82%                   | 78%                   |
| Civil Service Commission             | CSC        | 458             | 395                          | <b>86%</b>            | 88%                   | 79%                   | 78%                   | 72%                   | 68%                   |
| Veterans Affairs Agency              | MVAA       | 39              | 33                           | <b>85%</b>            | 72%                   | 73%                   | 57%                   | 61%                   | N/A                   |
| Natural Resources                    | DNR        | 1,692           | 1,413                        | <b>84%</b>            | 80%                   | 86%                   | 86%                   | 84%                   | 69%                   |
| Environment, Great Lakes, and Energy | EGLE       | 1,207           | 938                          | <b>78%</b>            | 82%                   | 78%                   | 83%                   | 81%                   | 81%                   |
| Transportation                       | MDOT       | 2,747           | 2,100                        | <b>76%</b>            | 73%                   | 80%                   | 75%                   | 67%                   | 60%                   |
| State Police                         | MSP        | 2,943           | 2,145                        | <b>73%</b>            | 93%                   | 93%                   | 95%                   | 88%                   | 68%                   |
| Gaming Control Board                 | MGCB       | 138             | 96                           | <b>70%</b>            | 92%                   | 94%                   | 94%                   | 74%                   | 91%                   |
| Licensing & Regulatory Affairs       | LARA       | 1,541           | 1,019                        | <b>66%</b>            | 84%                   | 85%                   | 87%                   | 72%                   | 63%                   |
| Labor and Economic Opportunity       | LEO        | 2,444           | 1,570                        | <b>64%</b>            | 83%                   | 78%                   | 93%                   | N/A                   | N/A                   |
| Technology, Management, and Budget   | DTMB       | 2,963           | 1,932                        | <b>65%</b>            | 86%                   | 91%                   | 88%                   | 72%                   | 66%                   |
| Lottery                              | MSL        | 212             | 133                          | <b>63%</b>            | 87%                   | 75%                   | 82%                   | 84%                   | 68%                   |
| Insurance and Financial Services     | DIFS       | 301             | 184                          | <b>61%</b>            | 88%                   | 88%                   | 94%                   | 78%                   | N/A                   |
| Education                            | MDE        | 504             | 297                          | <b>59%</b>            | 82%                   | 81%                   | 85%                   | 86%                   | 79%                   |
| Department of State                  | MDOS       | 1,405           | 771                          | <b>55%</b>            | 76%                   | N/A                   | N/A                   | N/A                   | N/A                   |
| Health and Human Services            | DHHS       | 14,042          | 7,317                        | <b>52%</b>            | 69%                   | 67%                   | 56%                   | 60%                   | 51%                   |
| Corrections                          | MDOC       | 11,604          | 5,200                        | <b>45%</b>            | 62%                   | 72%                   | 71%                   | 56%                   | 48%                   |
| Civil Rights                         | MDCR       | 93              | 31                           | <b>33%</b>            | 78%                   | 84%                   | 90%                   | 71%                   | 62%                   |
| Military & Veterans Affairs          | DMVA       | 748             | 170                          | <b>23%</b>            | 70%                   | 67%                   | 61%                   | 69%                   | 30%                   |

*Note: Response rates table is sorted by 2020 response rate.*

## Summary | *Key Findings*

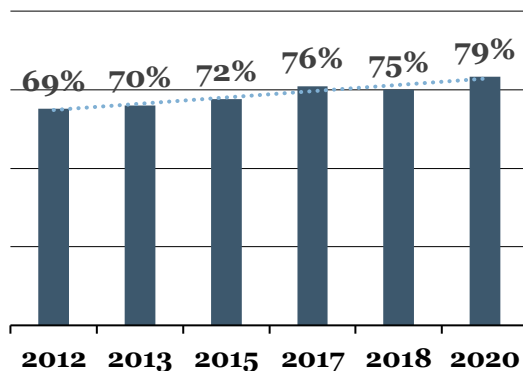
Analysis of State of Michigan Employee Surveys includes a focus on three key three measures:

- Engagement score: percentage of responses that are a 4 or 5 (Agree or Strongly Agree) for six engagement questions (see page 9)
- Agree score: percentage of responses that are a 4 or 5 (Agree or Strongly Agree) for all questions (see pages 10 & 11)
- Champions: percentage of employees whose responses to the six engagement questions indicate a high level of engagement and a high likelihood of staying at the State of Michigan (see pages 12 to 15)

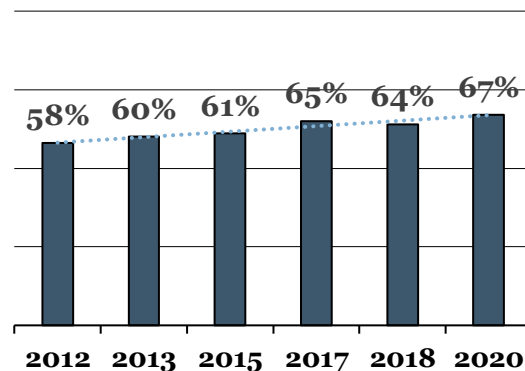
Increases in these three key measures over time indicates an increase in employee engagement across the state.

| Measure                 | State of Michigan 2020 | State of Michigan 2018 | State of Michigan 2017 | State of Michigan 2015 | State of Michigan 2013 | State of Michigan 2012 | Services benchmark | High performing benchmark | Public Sector benchmark |
|-------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|--------------------|---------------------------|-------------------------|
| <b>Engagement score</b> | <b>79%</b>             | 75%                    | 76%                    | 72%                    | 70%                    | 69%                    | 69%                | 85%                       | 61%                     |
| <b>Agree score</b>      | <b>67%</b>             | 64%                    | 65%                    | 61%                    | 60%                    | 58%                    | 67%                | 82%                       | 56%                     |
| <b>Champions</b>        | <b>58%</b>             | 53%                    | 54%                    | 48%                    | 42%                    | 40%                    | 49%                | 70%                       | 36%                     |

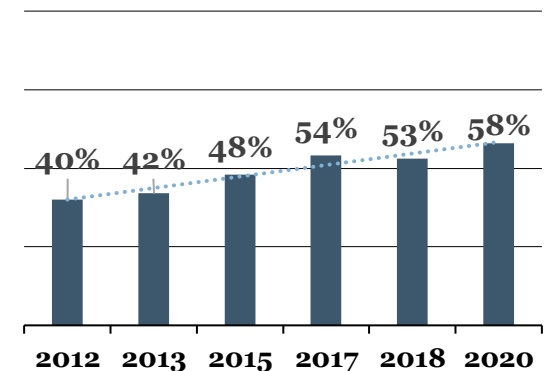
**Engagement Score**



**Agree Score**

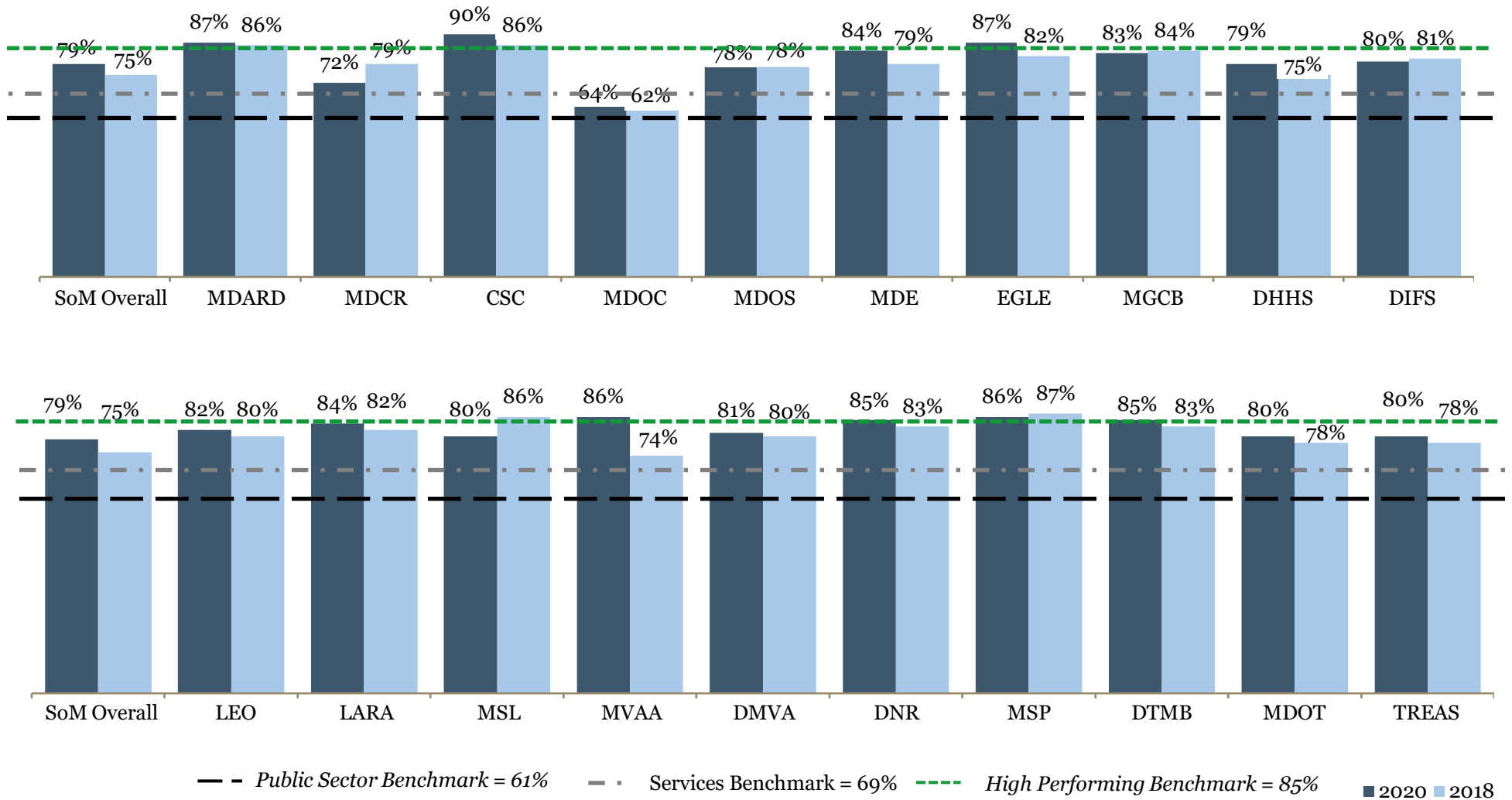


**Champions**





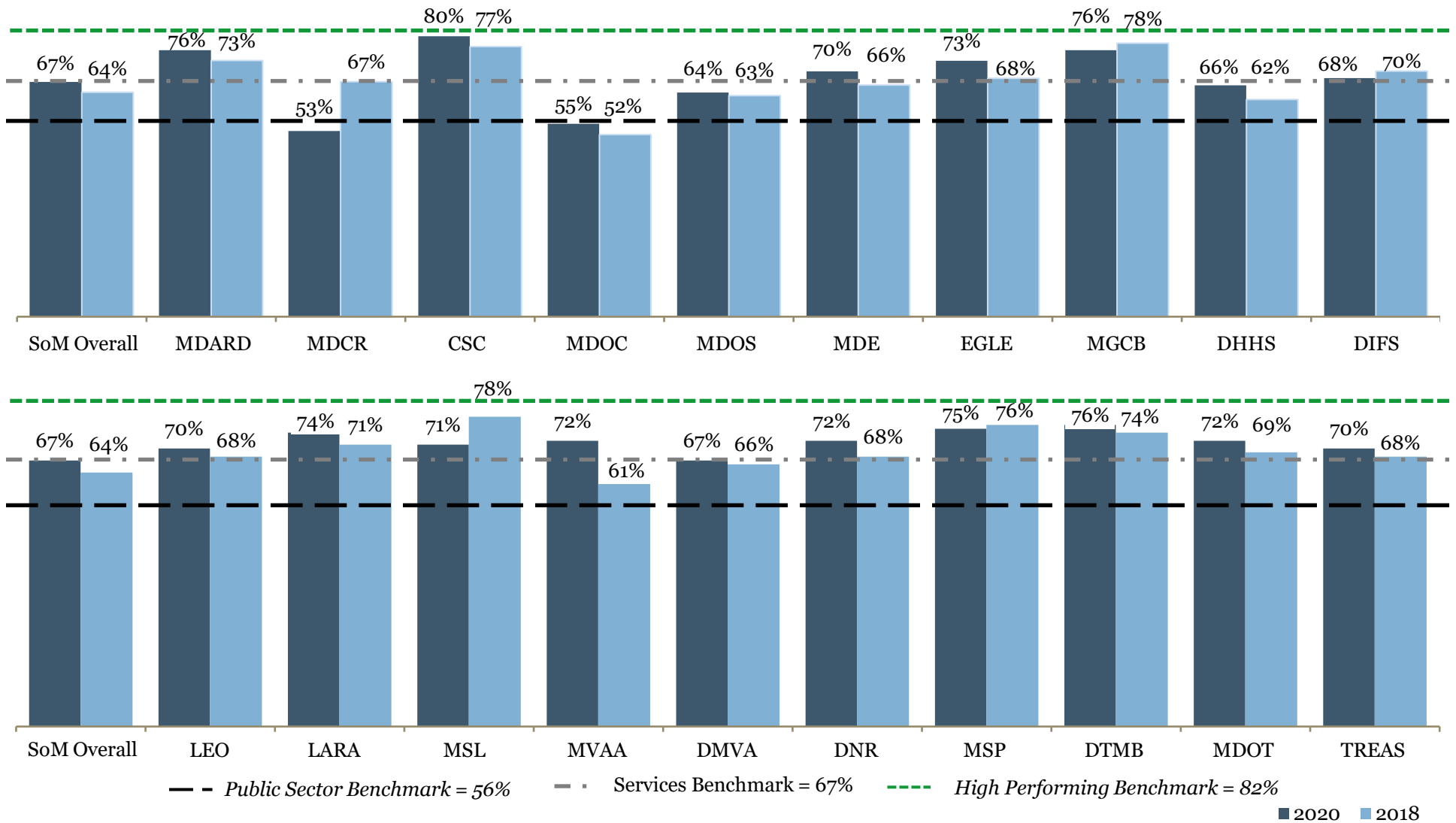
## Results | Engagement scores – Agencies



The Engagement score is the percentage of responses that are a 4 or 5 (Agree or Strongly Agree) for six engagement questions:

- 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 percentage of responses that are a 4 or 5 (Agree or Strongly Agree) for all questions

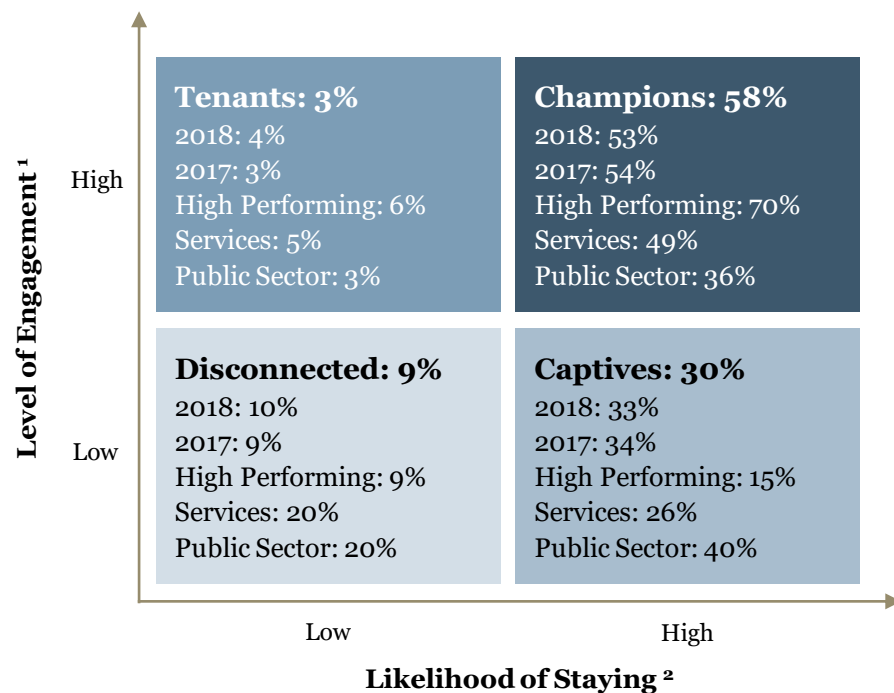
## Results | *Greatest change – Agree scores*

|   | 2020 | 2018 | Percentage point difference |
|---|------|------|-----------------------------|
| <b>Agree Score</b>  |      |      |                             |
| <b>Greatest increase</b>  |      |      |                             |
| <i>I am aware of employee engagement initiatives taking place in my department.</i>   | 60%  | 44%  | +16                         |
| <i>Department leadership is creating a culture of continuous improvement as an on-going effort to improve services and processes.</i> | 55%  | 47%  | +8                          |
| <i>I have seen meaningful action taken in my department as a result of employee engagement surveys.</i>                               | 39%  | 32%  | +7                          |
| <i>My department keeps employees informed about matters affecting us.</i>   | 60%  | 53%  | +7                          |
| <i>My department leadership communicates openly, honestly, and in a timely manner with employees.</i>                                 | 57%  | 50%  | +7                          |
| <b>Greatest decrease</b>  |      |      |                             |
| <i>My supervisor gives me regular feedback that helps me improve my performance.</i>  | 70%  | 71%  | -1                          |

The Agree Score is the percent of responses that are a 4 or 5 (Agree or Strongly Agree) for all questions.

## Employee landscape | Overall

Employee Landscape provides a way to categorize and assess various employee types over time. This technique segments respondents into four different characteristics based on their responses to the SoM engagement questions and their likelihood of staying with the organization.



| Profile             | Characteristics   |
|---------------------|---|
| <b>Champions</b>    | <ul style="list-style-type: none"> <li>• <b>Higher level of engagement and high likelihood of staying</b></li> <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>               |
| <b>Tenants</b>      | <ul style="list-style-type: none"> <li>• <b>Higher level of engagement and low likelihood of staying</b></li> <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>                                     |
| <b>Disconnected</b> | <ul style="list-style-type: none"> <li>• <b>Lower level of engagement and low likelihood of staying</b></li> <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> |
| <b>Captives</b>     | <ul style="list-style-type: none"> <li>• <b>Lower level of engagement and high likelihood of staying</b></li> <li>• Greatest opportunity to convert to Champions</li> <li>• Often complete their work but rarely go “above and beyond”</li> </ul>   |

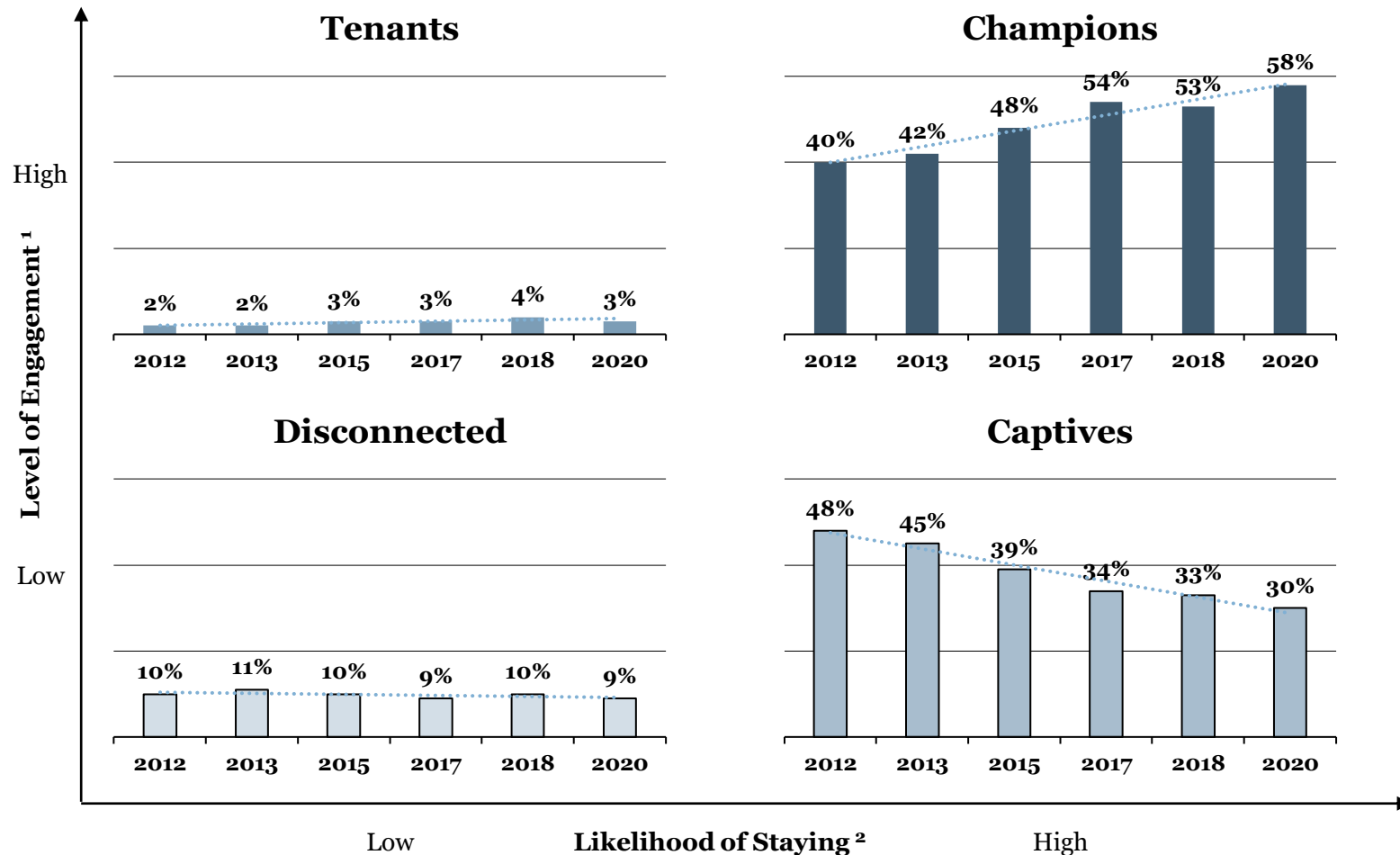
<sup>1</sup> Based on average of Employee Engagement Index questions not including “I intend to stay with the State of Michigan for at least another 12 months” question (High >= 4.0, Low < 4.0)

<sup>2</sup> Based on responses to “I intend to stay with the State of Michigan for at least another 12 months” question (High >= 4.0, Low < 4.0)

Notes: Percentages may not equal 100% due to rounding. Landscape was calculated only for employees who answered all six Engagement Index items. High Performing, Services, and Public Sector are benchmark percentages for 2020.

## Employee landscape | Trends

Tenants and Disconnected percentages have remained about the same over time. Captives percentages have decreased over time, indicating a conversion of Captives to Champions.



<sup>1</sup> Based on 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  $< 4.0$ )

<sup>2</sup> Based on responses to "I intend to stay with the State of Michigan for at least another 12 months" question (High  $\geq 4.0$ , Low  $< 4.0$ )

Notes: 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   |      |
|--------------|--------------------------------------|------------|------|------------|------|--------------|------|------------|------|
|              |                                      | 2020       | 2018 | 2020       | 2018 | 2020         | 2018 | 2020       | 2018 |
| <b>SoM</b>   | <b>State of Michigan Overall</b>     | <b>58%</b> | 53%  | <b>3%</b>  | 4%   | <b>9%</b>    | 10%  | <b>30%</b> | 33%  |
| <i>CSC</i>   | Civil Service Commission             | <b>77%</b> | 70%  | <b>3%</b>  | 4%   | <b>4%</b>    | 6%   | <b>16%</b> | 19%  |
| <i>MDARD</i> | Agriculture & Rural Development      | <b>72%</b> | 67%  | <b>4%</b>  | 5%   | <b>5%</b>    | 6%   | <b>19%</b> | 22%  |
| <i>EGLE</i>  | Environment, Great Lakes, and Energy | <b>70%</b> | 60%  | <b>20%</b> | 4%   | <b>4%</b>    | 7%   | <b>6%</b>  | 28%  |
| <i>MSP</i>   | State Police                         | <b>70%</b> | 74%  | <b>5%</b>  | 4%   | <b>5%</b>    | 5%   | <b>20%</b> | 18%  |
| <i>DTMB</i>  | Technology, Management, and Budget   | <b>70%</b> | 66%  | <b>4%</b>  | 4%   | <b>7%</b>    | 7%   | <b>19%</b> | 23%  |
| <i>MVAA</i>  | Veterans Affairs Agency              | <b>70%</b> | 47%  | <b>3%</b>  | 5%   | <b>15%</b>   | 14%  | <b>12%</b> | 35%  |
| <i>MDE</i>   | Education                            | <b>67%</b> | 58%  | <b>7%</b>  | 7%   | <b>8%</b>    | 11%  | <b>19%</b> | 23%  |
| <i>LARA</i>  | Licensing & Regulatory Affairs       | <b>67%</b> | 62%  | <b>5%</b>  | 5%   | <b>6%</b>    | 7%   | <b>22%</b> | 26%  |
| <i>DNR</i>   | Natural Resources                    | <b>67%</b> | 63%  | <b>3%</b>  | 4%   | <b>5%</b>    | 7%   | <b>24%</b> | 26%  |
| <i>MGCB</i>  | Gaming Control Board                 | <b>63%</b> | 68%  | <b>5%</b>  | 6%   | <b>7%</b>    | 7%   | <b>25%</b> | 18%  |
| <i>DIFS</i>  | Insurance and Financial Services     | <b>63%</b> | 61%  | <b>2%</b>  | 6%   | <b>11%</b>   | 9%   | <b>24%</b> | 24%  |
| <i>LEO</i>   | Labor and Economic Opportunity       | <b>63%</b> | 58%  | <b>5%</b>  | 6%   | <b>8%</b>    | 11%  | <b>24%</b> | 25%  |
| <i>DMVA</i>  | Military & Veterans Affairs          | <b>63%</b> | 62%  | <b>2%</b>  | 3%   | <b>9%</b>    | 7%   | <b>25%</b> | 28%  |
| <i>MSL</i>   | Lottery                              | <b>62%</b> | 74%  | <b>6%</b>  | 5%   | <b>10%</b>   | 3%   | <b>23%</b> | 19%  |
| <i>MDOT</i>  | Transportation                       | <b>60%</b> | 55%  | <b>4%</b>  | 4%   | <b>10%</b>   | 10%  | <b>26%</b> | 30%  |
| <i>TREAS</i> | Treasury                             | <b>59%</b> | 54%  | <b>3%</b>  | 3%   | <b>7%</b>    | 9%   | <b>30%</b> | 33%  |
| <i>MDOS</i>  | Department of State                  | <b>57%</b> | 53%  | <b>4%</b>  | 4%   | <b>10%</b>   | 10%  | <b>29%</b> | 33%  |
| <i>DHHS</i>  | Health and Human Services            | <b>57%</b> | 51%  | <b>3%</b>  | 3%   | <b>9%</b>    | 10%  | <b>32%</b> | 35%  |
| <i>MDCR</i>  | Civil Rights                         | <b>39%</b> | 50%  | <b>10%</b> | 10%  | <b>13%</b>   | 11%  | <b>39%</b> | 29%  |
| <i>MDOC</i>  | Corrections                          | <b>38%</b> | 35%  | <b>1%</b>  | 2%   | <b>14%</b>   | 15%  | <b>47%</b> | 48%  |

Note: Agencies Employee landscape table is sorted by 2020 Champions percentage

## Employee landscape | *Demographics*

|   | Champions  |      | Tenants    |      | Disconnected |      | Captives   |      |
|---|------------|------|------------|------|--------------|------|------------|------|
|   | 2020       | 2018 | 2020       | 2018 | 2020         | 2018 | 2020       | 2018 |
| <b>State of Michigan Overall</b>                      | <b>58%</b> | 53%  | <b>3%</b>  | 4%   | <b>9%</b>    | 10%  | <b>30%</b> | 33%  |
| <i>Race</i>   |            |      |            |      |              |      |            |      |
| American Indian/Alaskan Native                        | <b>53%</b> | 46%  | <b>2%</b>  | 3%   | <b>8%</b>    | 8%   | <b>36%</b> | 43%  |
| Asian   | <b>71%</b> | 71%  | <b>4%</b>  | 3%   | <b>7%</b>    | 9%   | <b>18%</b> | 17%  |
| Black   | <b>60%</b> | 56%  | <b>4%</b>  | 3%   | <b>8%</b>    | 9%   | <b>28%</b> | 32%  |
| Hispanic/Latino                                       | <b>63%</b> | 60%  | <b>1%</b>  | 4%   | <b>8%</b>    | 9%   | <b>28%</b> | 28%  |
| White   | <b>60%</b> | 55%  | <b>3%</b>  | 4%   | <b>8%</b>    | 9%   | <b>29%</b> | 32%  |
| Native Hawaiian or Other Pacific Islander             | <b>39%</b> | 50%  | <b>0%</b>  | 0%   | <b>17%</b>   | 9%   | <b>43%</b> | 41%  |
| Two or more races                                     | <b>52%</b> | 46%  | <b>3%</b>  | 3%   | <b>12%</b>   | 14%  | <b>32%</b> | 37%  |
| Other   | <b>39%</b> | 39%  | <b>3%</b>  | 3%   | <b>17%</b>   | 20%  | <b>40%</b> | 38%  |
| <i>Gender</i>   |            |      |            |      |              |      |            |      |
| Female  | <b>61%</b> | 55%  | <b>3%</b>  | 4%   | <b>7%</b>    | 9%   | <b>29%</b> | 32%  |
| Male  | <b>58%</b> | 53%  | <b>3%</b>  | 3%   | <b>9%</b>    | 11%  | <b>29%</b> | 32%  |
| I do not identify with either Male or Female          | <b>32%</b> | N/A  | <b>3%</b>  | N/A  | <b>20%</b>   | N/A  | <b>45%</b> | N/A  |
| <i>Age Range</i>                                      |            |      |            |      |              |      |            |      |
| Under 25  | <b>61%</b> | 58%  | <b>6%</b>  | 8%   | <b>11%</b>   | 11%  | <b>22%</b> | 23%  |
| 25-34   | <b>57%</b> | 54%  | <b>3%</b>  | 3%   | <b>10%</b>   | 11%  | <b>30%</b> | 32%  |
| 35-44   | <b>59%</b> | 54%  | <b>2%</b>  | 2%   | <b>8%</b>    | 9%   | <b>31%</b> | 34%  |
| 45-54   | <b>59%</b> | 55%  | <b>2%</b>  | 2%   | <b>7%</b>    | 8%   | <b>32%</b> | 35%  |
| 55 and Over   | <b>60%</b> | 54%  | <b>6%</b>  | 7%   | <b>9%</b>    | 11%  | <b>25%</b> | 28%  |
| <i>Tenure</i>   |            |      |            |      |              |      |            |      |
| Less than 3 years                                     | <b>66%</b> | 63%  | <b>3%</b>  | 3%   | <b>8%</b>    | 8%   | <b>23%</b> | 26%  |
| 3 years to less than 10 years                         | <b>58%</b> | 52%  | <b>2%</b>  | 3%   | <b>9%</b>    | 11%  | <b>31%</b> | 34%  |
| 10 years to less than 20 years                        | <b>57%</b> | 52%  | <b>2%</b>  | 2%   | <b>8%</b>    | 9%   | <b>33%</b> | 36%  |
| 20 years to less than 30 years                        | <b>56%</b> | 52%  | <b>3%</b>  | 4%   | <b>8%</b>    | 10%  | <b>33%</b> | 35%  |
| 30 years or more                                      | <b>57%</b> | 52%  | <b>11%</b> | 12%  | <b>11%</b>   | 13%  | <b>21%</b> | 23%  |
| <i>Employment Group</i>                               |            |      |            |      |              |      |            |      |
| Group 1: Non-degreed, non-supervisory classifications | <b>53%</b> | 49%  | <b>3%</b>  | 3%   | <b>10%</b>   | 12%  | <b>35%</b> | 37%  |
| Group 2: Degreed, non-supervisory classifications     | <b>60%</b> | 55%  | <b>3%</b>  | 3%   | <b>8%</b>    | 9%   | <b>28%</b> | 33%  |
| Group 3: Managers and supervisors                     | <b>63%</b> | 59%  | <b>3%</b>  | 4%   | <b>7%</b>    | 8%   | <b>27%</b> | 30%  |
| Group 4/SES: Executives and administrators            | <b>79%</b> | 75%  | <b>7%</b>  | 8%   | <b>4%</b>    | 5%   | <b>10%</b> | 12%  |
| Unclassified/Special appointees                       | <b>66%</b> | 53%  | <b>4%</b>  | 20%  | <b>5%</b>    | 7%   | <b>25%</b> | 20%  |
| MEDC Corporate  | <b>57%</b> | 74%  | <b>15%</b> | 9%   | <b>9%</b>    | 9%   | <b>19%</b> | 7%   |
| Other   | <b>42%</b> | 42%  | <b>3%</b>  | 4%   | <b>17%</b>   | 17%  | <b>38%</b> | 37%  |

## Drivers of engagement | *Summary*

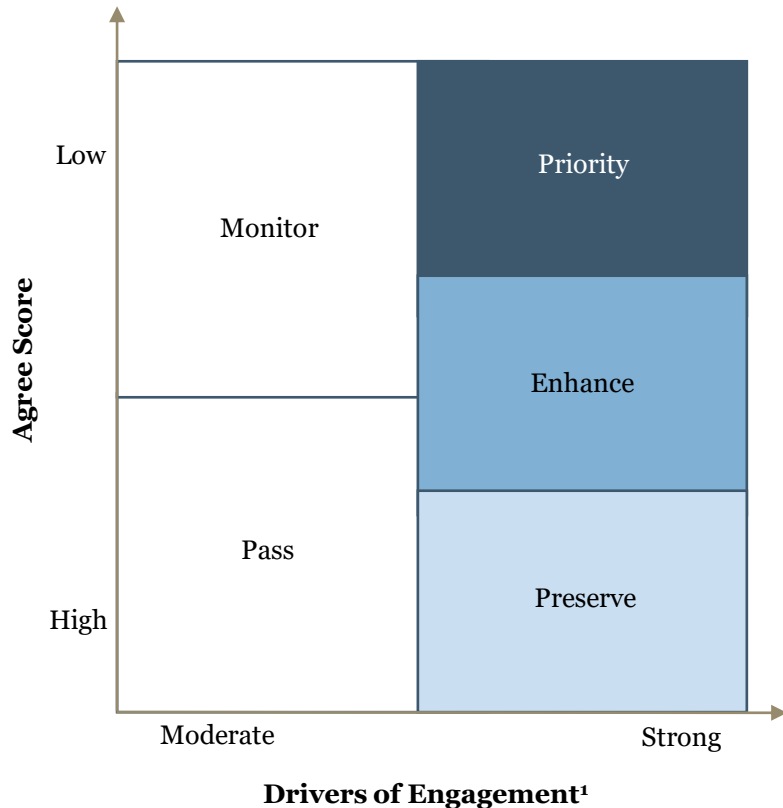
### *Organizational strengths*

### *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

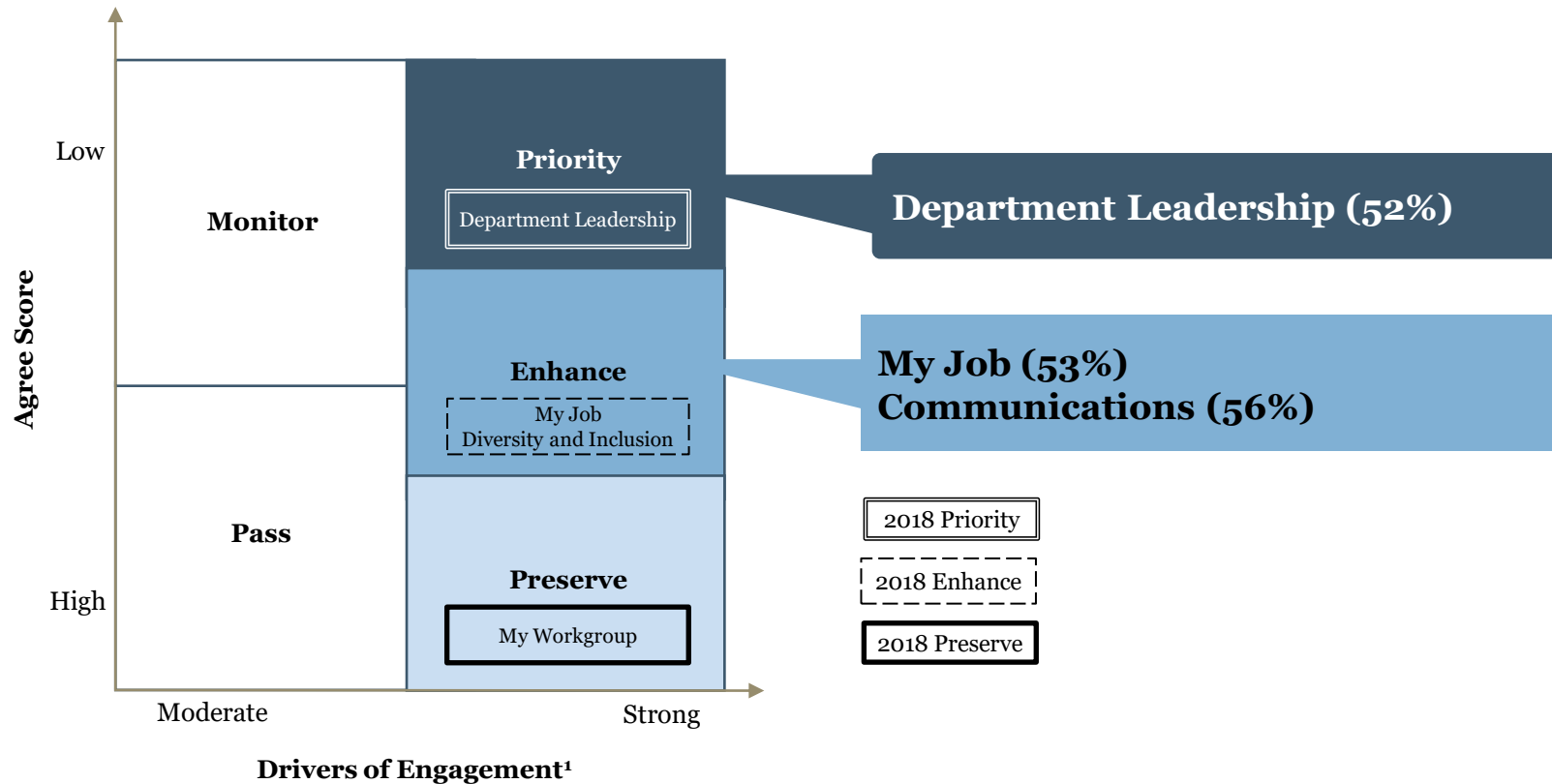
- Low agree score but low correlation to engagement index. Items in the Monitor section may not be high pay-off investments.

### Pass

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

<sup>1</sup> Based on correlation with Engagement Index

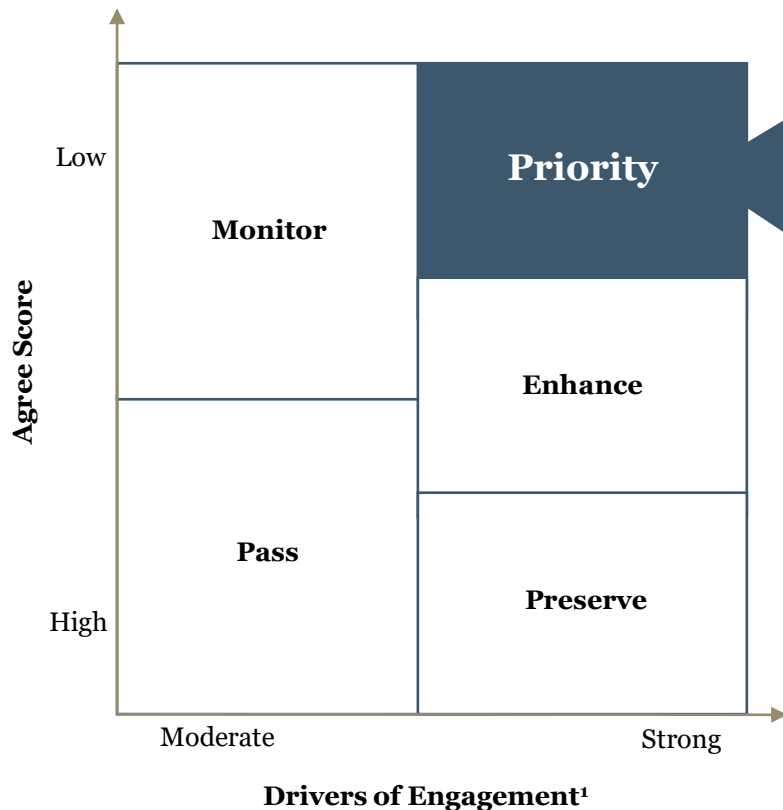
## Driver matrix | *By survey theme*



<sup>1</sup> Based on correlation with Engagement Index

Note: Numbers in parentheses represent the 2020 Agree score for each item

## Driver matrix | *Priority Items*



### Diversity, Equity and Inclusion

- My work group has a climate in which diverse perspectives are encouraged and valued. (60%)
- Sufficient effort is made to get the opinions of people who work here. \* (51%)
- The State of Michigan has an inclusive work environment where individual differences are respected. \* (60%)

### Department Communications

- When changes occur, leadership does a good job explaining the reason behind them (the "why" and not just the "what"). (46%)
- My department keeps employees informed about matters affecting us. \* (60%)
- My department leadership communicates openly, honestly, and in a timely manner with employees. \* (57%)
- Department leadership gives employees a clear picture of the direction my department is headed. \* (54%)

### Department Leadership

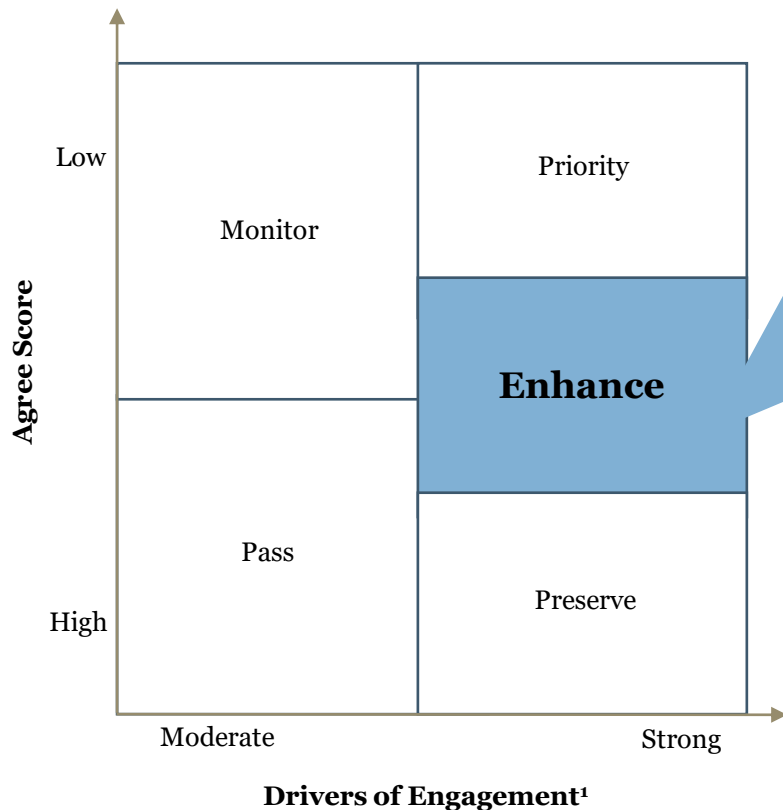
- I have seen meaningful action taken in my department as a result of employee engagement surveys. \* (39%)
- My department is serious about change. \* (54%)
- Department leadership is interested in the well-being of employees. \* (55%)
- I am confident department leadership is leading us in the right direction for success. \* (49%)
- Department leadership is creating a culture of continuous improvement as an on-going effort to improve services and processes. \* (55%)

<sup>1</sup> Based on correlation with Engagement Index

Note: Numbers in parentheses represent the 2020 Agree score for each item

\*Indicates a 2018 Priority item

## Driver matrix | *Enhance Items*



### My Workgroup / Colleagues

- Within my department, there is effective teamwork between my work group and other work groups. (71%)
- My work group constantly looks for better ways to serve our customers. \* (73%)

### Diversity, Equity and Inclusion

- Employees at the State of Michigan are able to contribute to their fullest potential (without regard to such characteristics as religion, race, color, national origin, age, sex, sexual orientation, height, weight, marital status, partisan considerations, or a disability or genetic information that is unrelated to the person's ability to perform the duties of a particular job or position). \* (71%)
- The State of Michigan's efforts to ensure and improve a culture of inclusion are continuous and visible. (61%)

### Department Communications

- I get the information I need to be productive in my job. \* (63%)

### Department Leadership

- I have a clear understanding of my department's strategic objectives. (61%)

### My Job

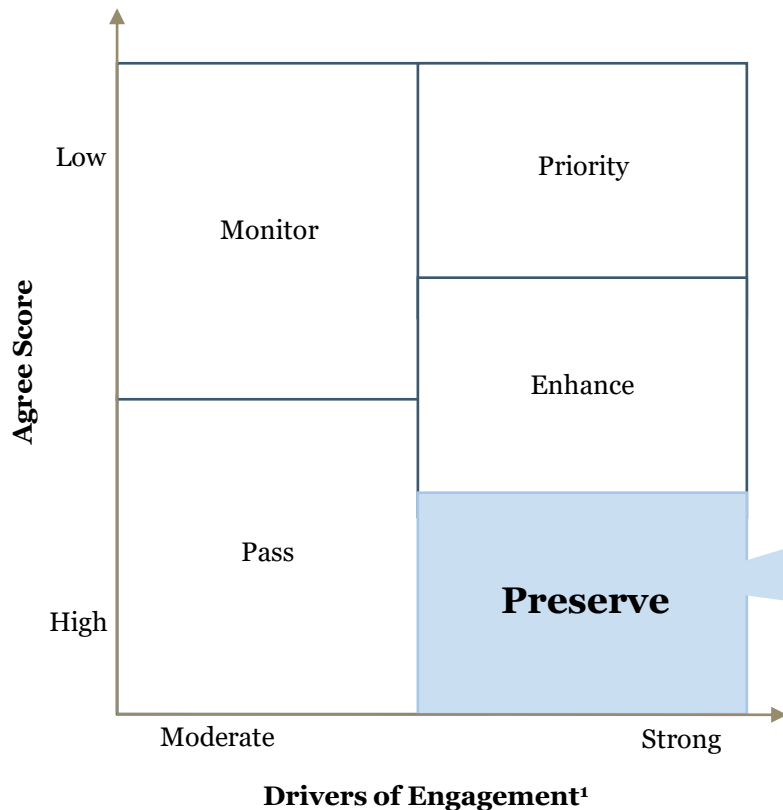
- I am empowered to make decisions that help me get my job done effectively. \* (73%)
- I am encouraged to come up with new and better ways of doing things. \* (65%)
- My job makes good use of my skills and abilities. \* (71%)
- I feel energized by the work I do. \* (62%)
- My career goals can be met at the State of Michigan. \* (63%)
- My job gives me a feeling of personal accomplishment. \* (70%)

<sup>1</sup> Based on correlation with Engagement Index

Note: Numbers in parentheses represent the 2020 Agree score for each item

\*Indicates a 2018 Enhance item

## Driver matrix | *Preserve Items*



### My Workgroup / Colleagues

- I am treated with dignity and respect by my colleagues. (81%)
- My co-workers are treated with dignity and respect by their colleagues. (76%)
- My work group consistently delivers a high level of customer service. \* (80%)

### My Job

- I understand what is expected of me in order for my department to achieve its strategic objectives. \* (77%)
- I understand how the work I do makes a difference in the lives of the people of the State of Michigan. \* (86%)

<sup>1</sup> Based on correlation with Engagement Index

Note: Numbers in parentheses represent the 2020 Agree score for each item

\*Indicates a 2018 Preserve item

## Positive work elements| *Top ten items*

Employees were asked to select elements of their current work experience that they enjoy/appreciate the most:

| Top ten most selected positive elements                      | Percent of respondents mentioning |      |
|--|-----------------------------------|------|
|  | 2020                              | 2018 |
| Making a difference for our customers                        | 51%                               | 52%  |
| My health care and retirement benefits (e.g., pension, 401K) | 50%                               | 48%  |
| My Team  | 49%                               | 46%  |
| My immediate supervisor                                      | 41%                               | 31%  |
| My salary/pay  | 41%                               | 39%  |
| Making use of my skills in a meaningful way each day         | 39%                               | 41%  |
| Work flexibility options                                     | 39%                               | 39%  |
| Feeling included and involved (part of something)            | 24%                               | 25%  |
| Feeling appreciated  | 21%                               | 21%  |
| Autonomy and empowerment                                     | 20%                               | 21%  |

## Barriers to productivity | *Top ten items*

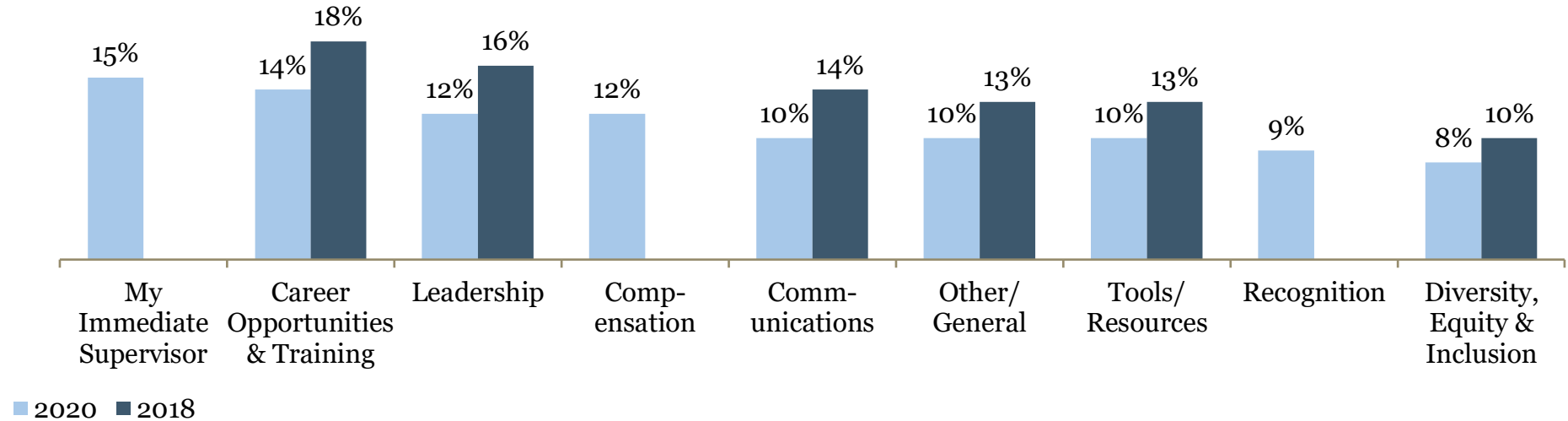
Employees were asked to select issues that commonly prevent them from being fully productive at work:

| Top ten most selected issues  | Percent of respondents mentioning |      |
|---|-----------------------------------|------|
|   | 2020                              | 2018 |
| Not enough staff to help get work done                                | 36%                               | 43%  |
| Unnecessary paperwork   | 26%                               | 28%  |
| Outdated technology or lack of technology                             | 22%                               | 22%  |
| Too many procedures and policies                                      | 21%                               | 21%  |
| Responding to unanticipated issues                                    | 18%                               | 10%  |
| Too many emails   | 17%                               | 17%  |
| There are no issues preventing me from being fully productive at work | 16%                               | 15%  |
| Teammates whose skill levels are not suited for the job               | 14%                               | 15%  |
| Other   | 14%                               | 15%  |
| Inadequate training   | 13%                               | 14%  |
| Doing work beyond the scope of my job                                 | 13%                               | 13%  |

## Comments | *Distribution*

Survey respondents were asked the following open-ended item:

**“You may choose to comment on one or more of the topics below.”**



**63,472** total comments provided on these topics in 2020. **57,787** total comments provided on these topics in 2018.

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

No values for 2018 indicates a change in topic description on the 2020 survey.



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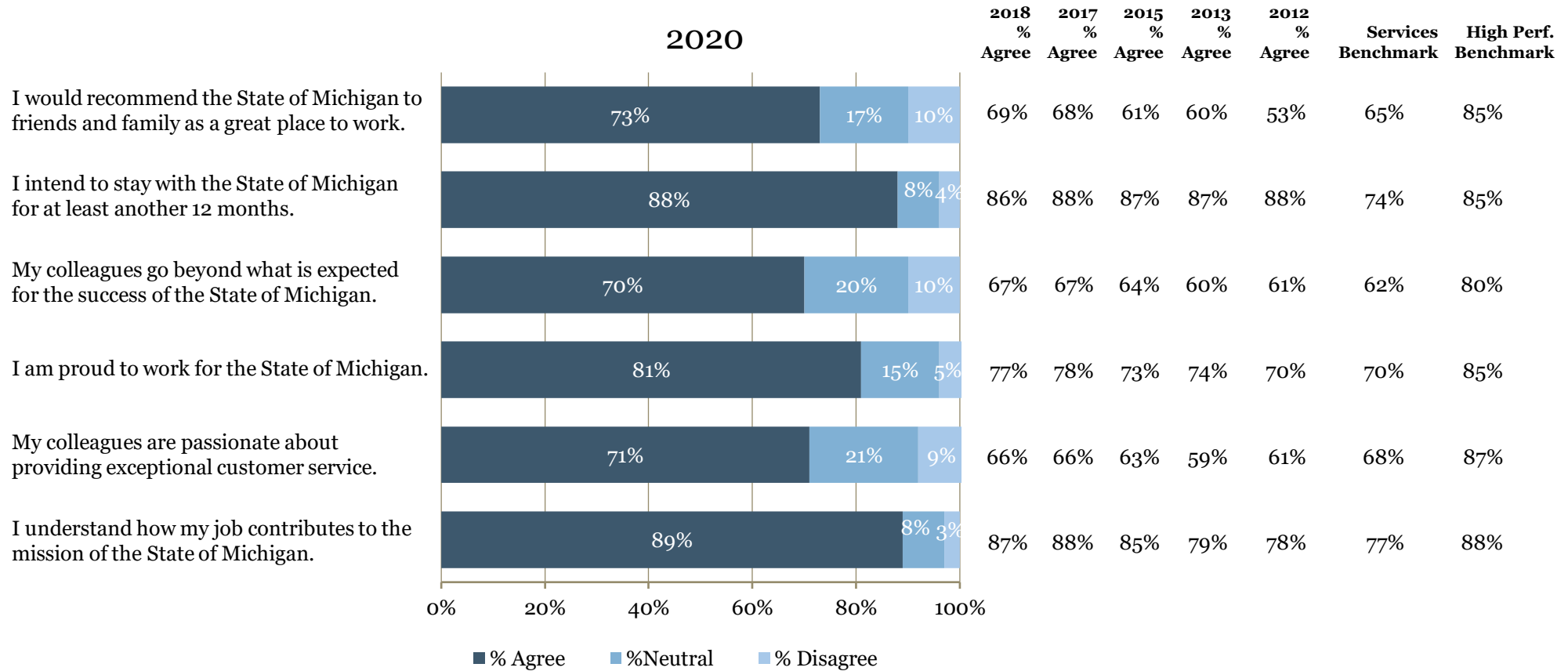
## ***Appendix***

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|   |                |
|---|----------------|
| <b>Survey question results by theme</b>   | <b>26 – 33</b> |
| Employee engagement                       | 26             |
| Diversity, equity and inclusion           | 27             |
| Communications                            | 28             |
| Department leadership                     | 29             |
| My immediate supervisor                   | 30             |
| My workgroup/colleagues                   | 31             |
| My job                                    | 32 – 33        |
| <b>Long-term trends</b>                   | <b>34 – 36</b> |
| Engagement scores                         | 34             |
| Engagement scores by item                 | 35             |
| Employee landscape                        | 36             |
| <b>Results: Intent to stay – Agencies</b> | <b>37 – 38</b> |
| <b>Response profile – By demographic</b>  | <b>39 – 40</b> |

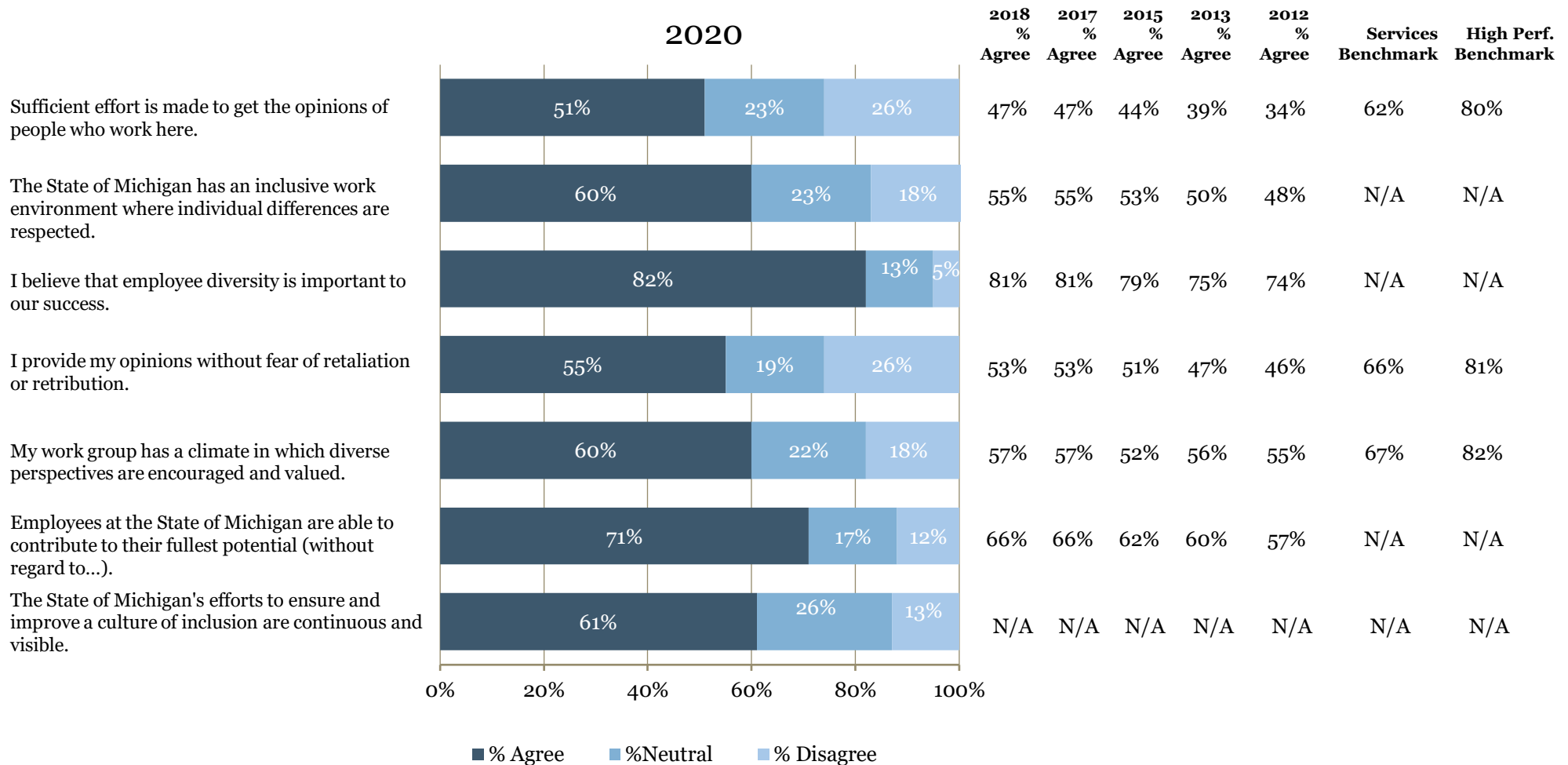
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# Employee engagement



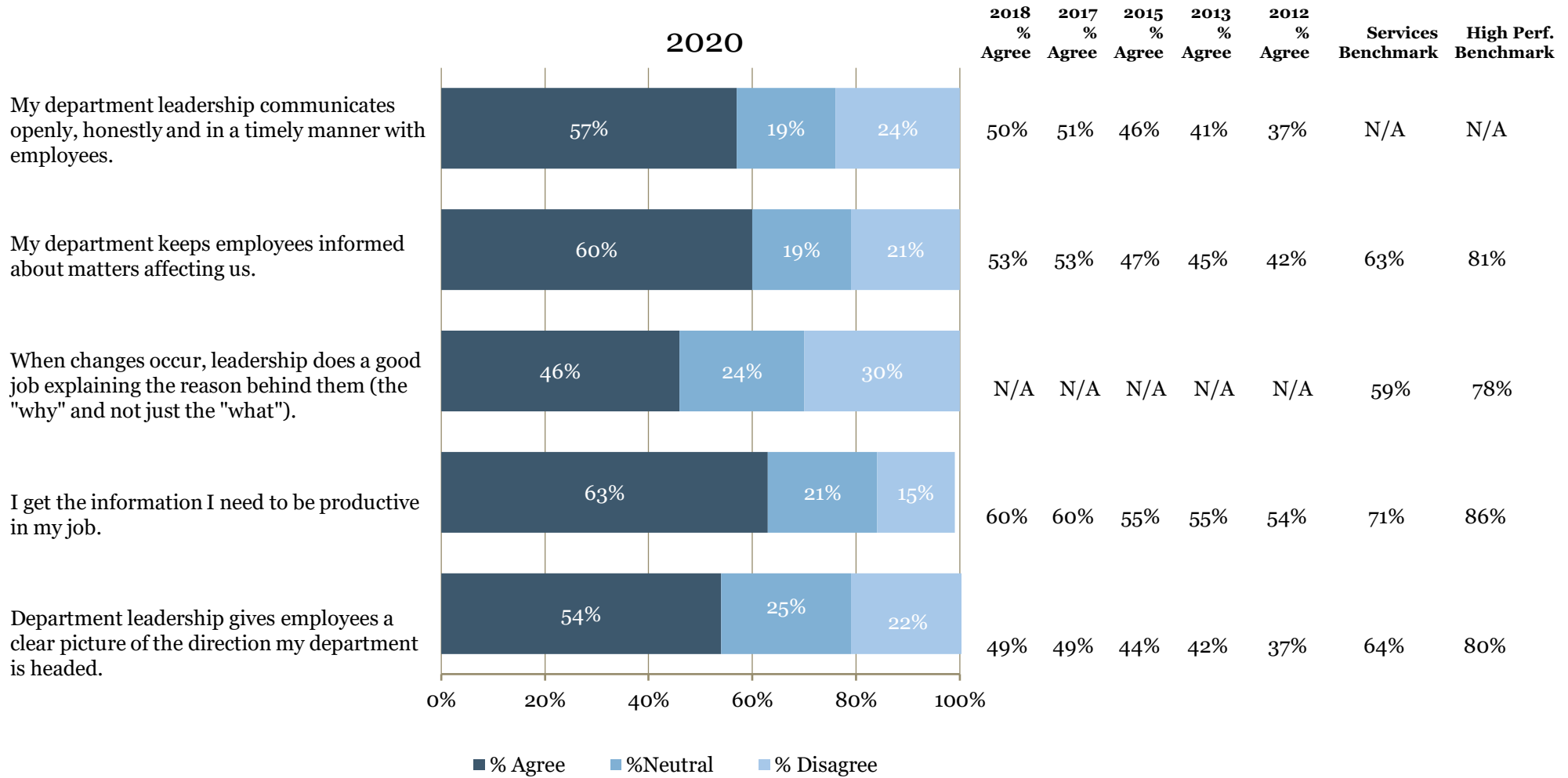
Note: Percentages may not equal 100% due to rounding.

# Diversity, equity and inclusion



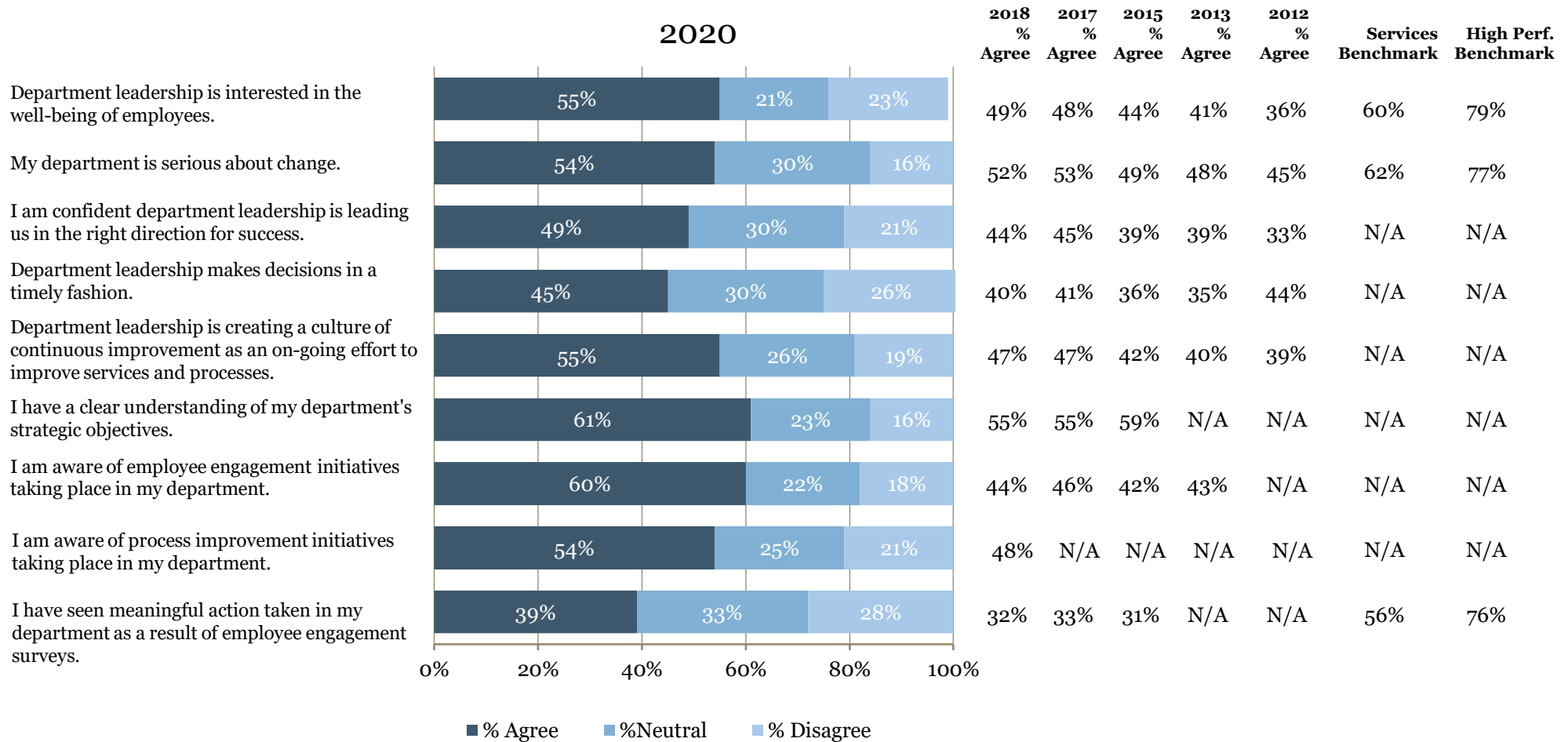
Note: Percentages may not equal 100% due to rounding.

# Communications



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

# Department leadership



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

# My immediate supervisor

2020

My supervisor gives me regular feedback that helps me improve my performance.

My supervisor recognizes me when I do a good job.

My supervisor holds me accountable for the quality of my work.

My supervisor clearly communicates their expectations of me.

I feel my supervisor takes an active interest in my career development.

I have effective two-way communication with my supervisor.

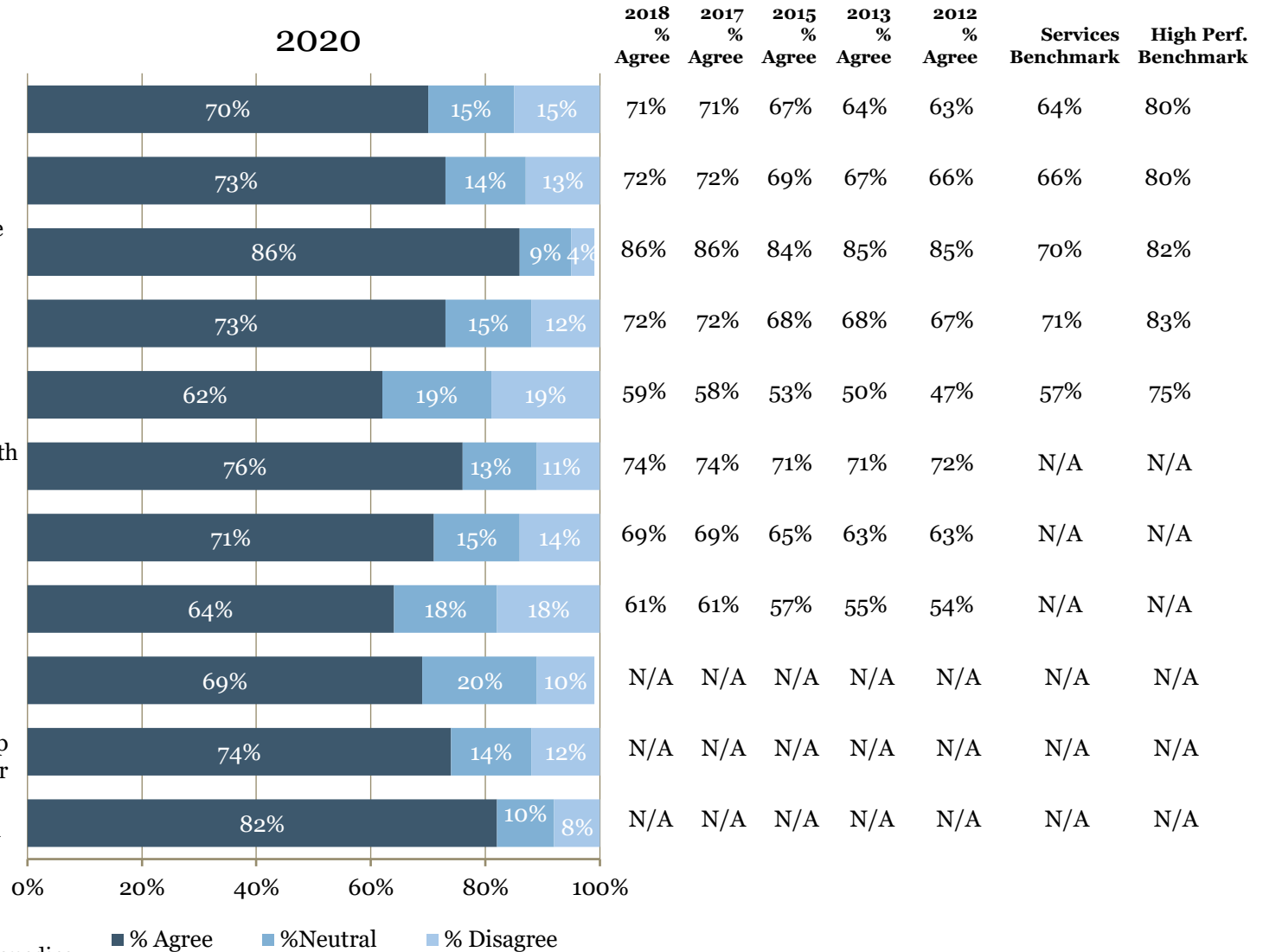
My supervisor's actions are consistent with what they say.

My supervisor effectively balances the workload across our work group or team.

My supervisor encourages inclusive practices.

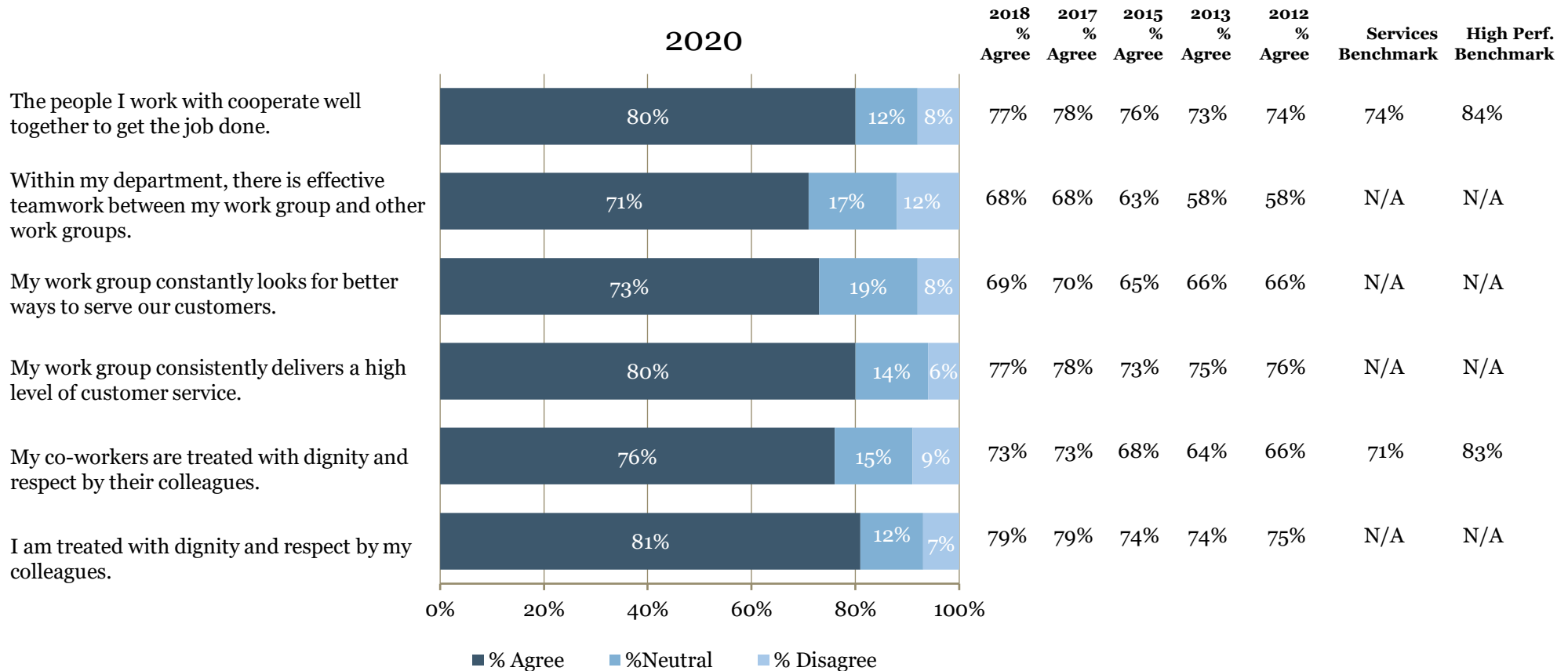
My supervisor keeps me and my work group informed about matters affecting us and our work.

I am treated with dignity and respect by my supervisor.



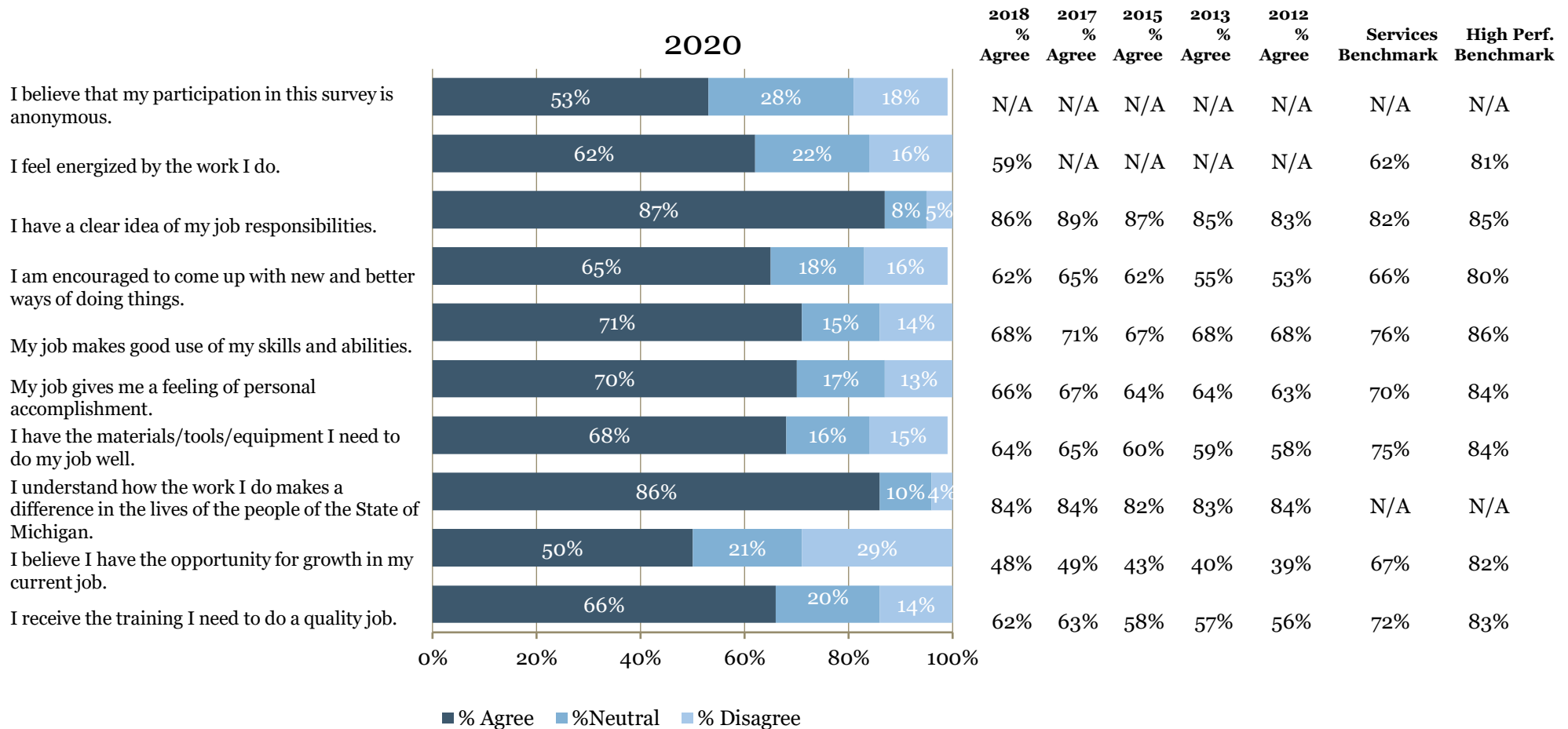
Note: Percentages may not equal 100% due to rounding.

# My workgroup/colleagues



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

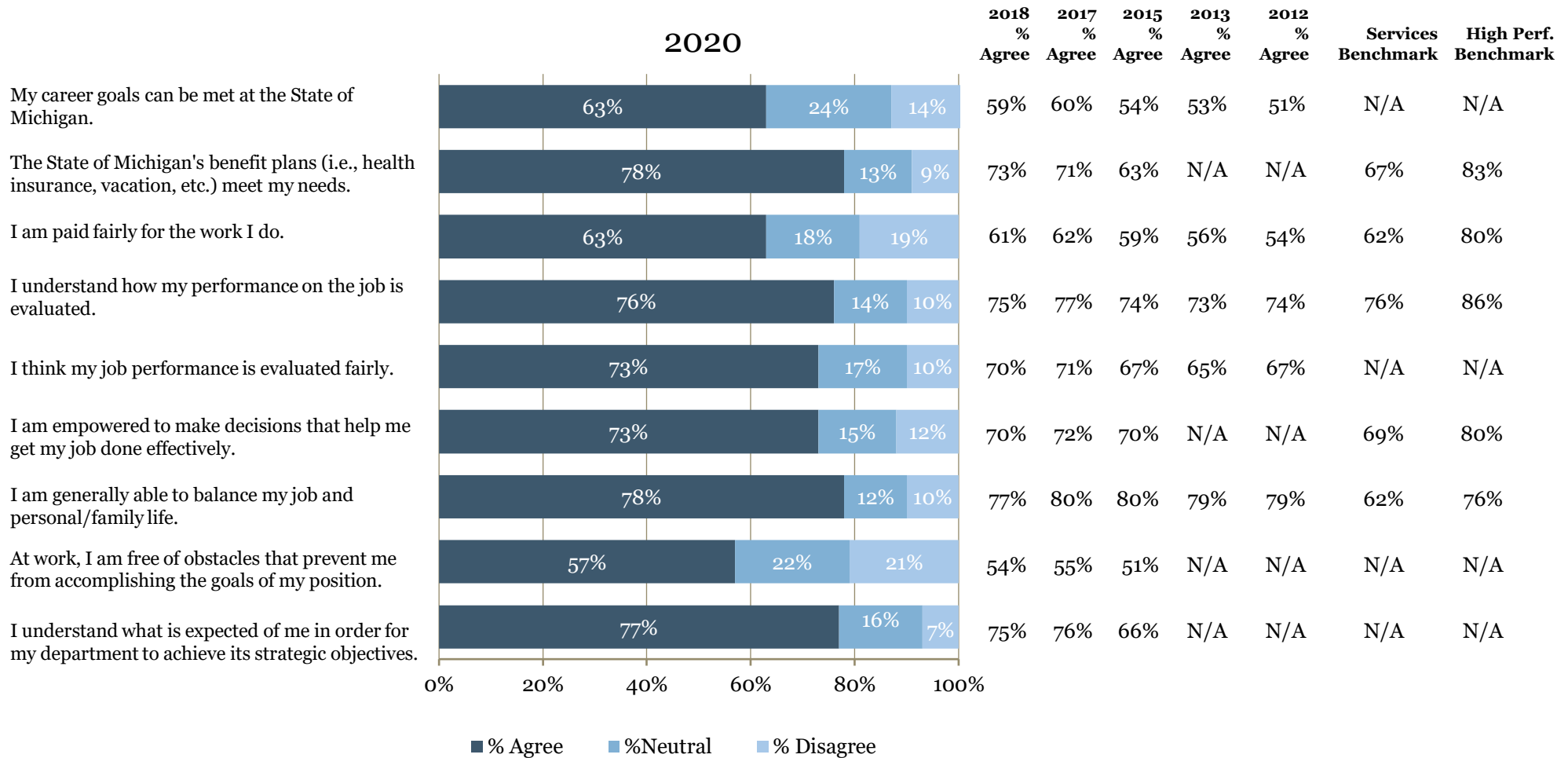
# My job



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

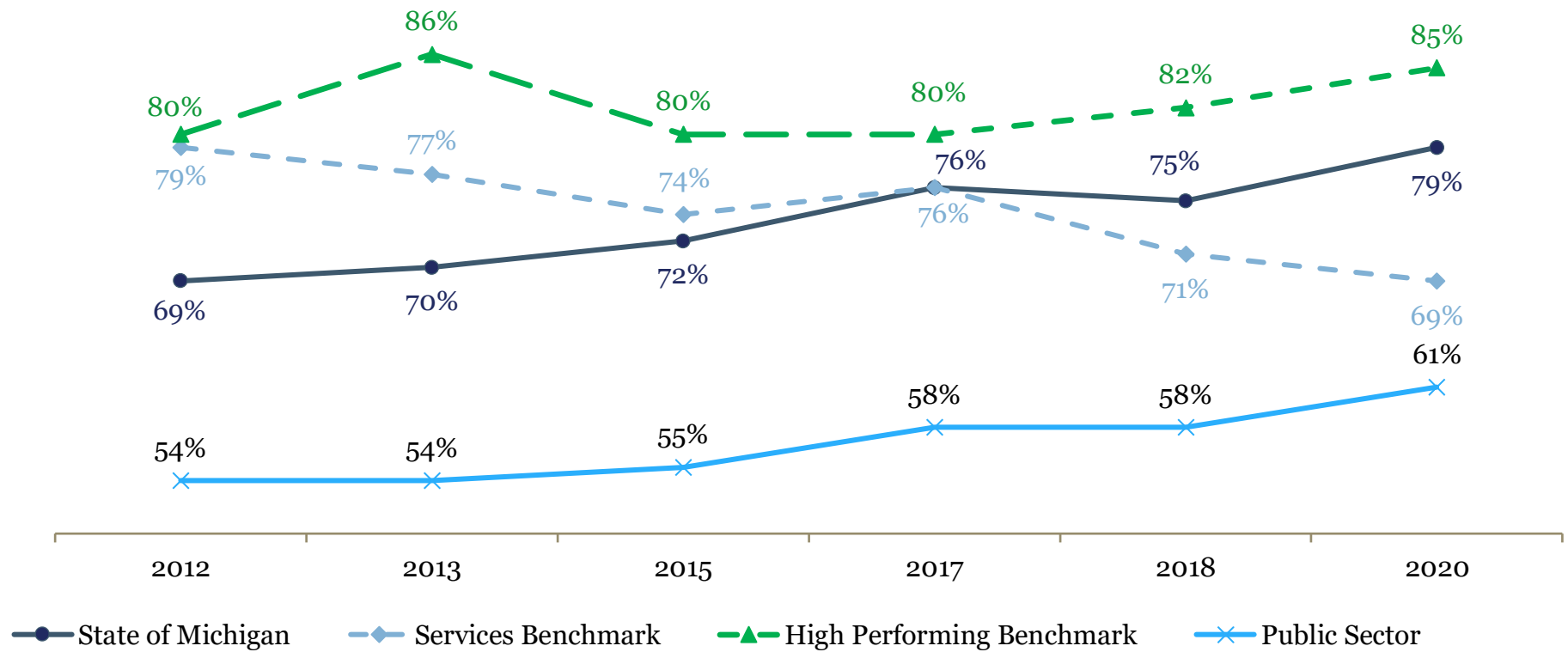


## My job (continued)



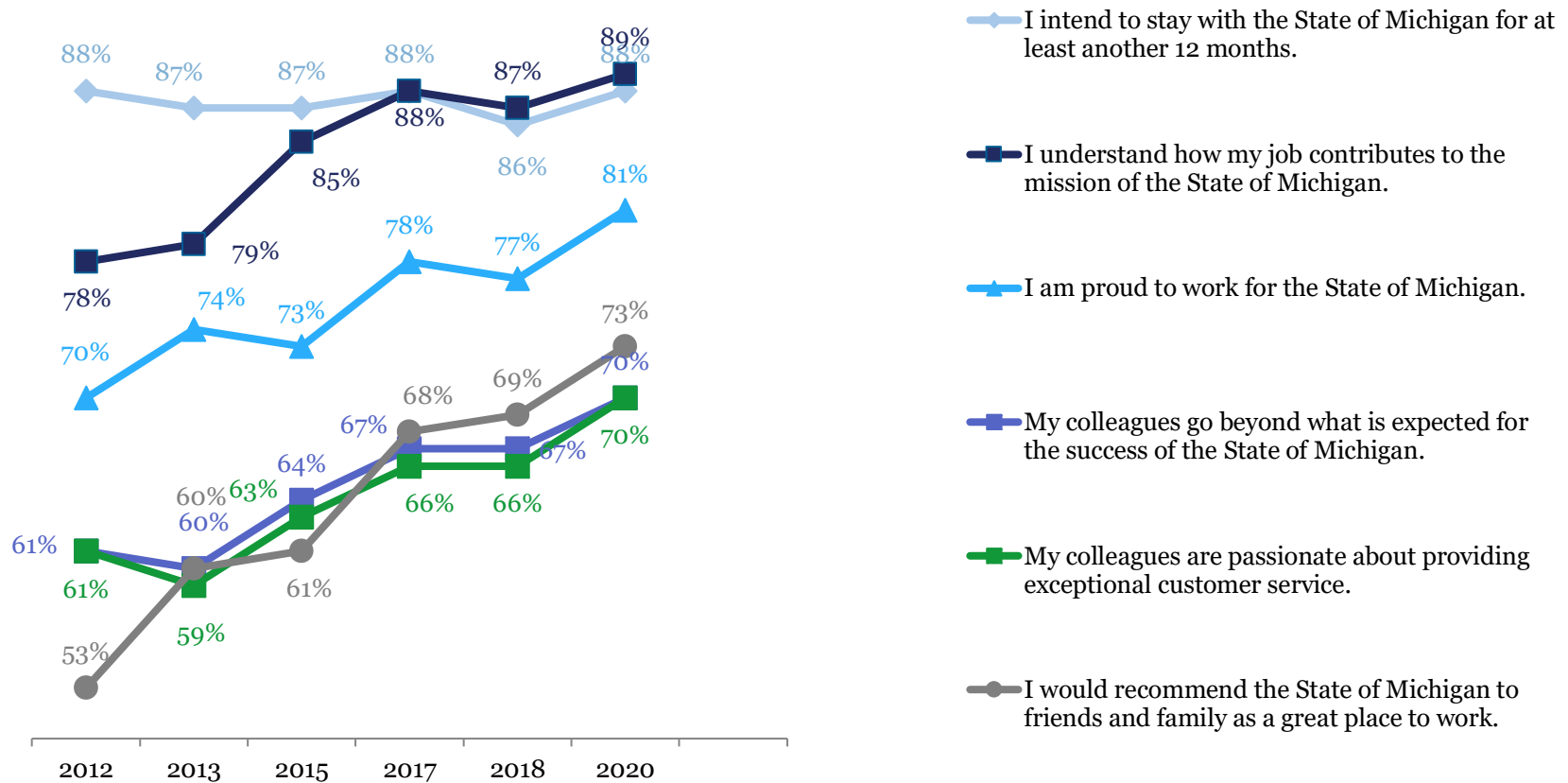
Note: Percentages may not equal 100% due to rounding.

## Long-term trends | *Engagement scores*



## Long-term trends | *Engagement scores by item*

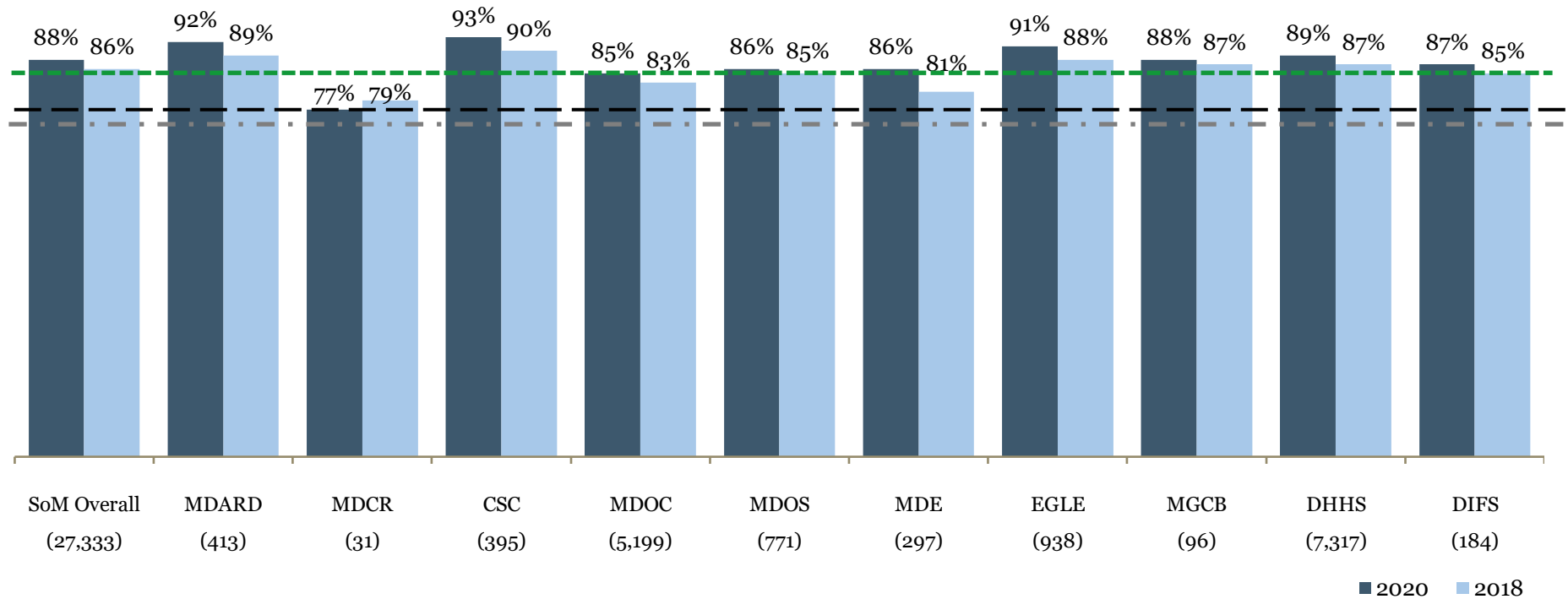
### Engagement scores – % Agree



## Long-term trends | *Employee landscape*

|              | Champions  |      |      |      |      |      | Tenants    |      |      |      |      |      | Disconnected |      |      |      |      |      | Captives   |      |      |      |      |      |
|--------------|------------|------|------|------|------|------|------------|------|------|------|------|------|--------------|------|------|------|------|------|------------|------|------|------|------|------|
|              | 2020       | 2018 | 2017 | 2015 | 2013 | 2012 | 2020       | 2018 | 2017 | 2015 | 2013 | 2012 | 2020         | 2018 | 2017 | 2015 | 2013 | 2012 | 2020       | 2018 | 2017 | 2015 | 2013 | 2012 |
| <b>SoM</b>   | <b>58%</b> | 53%  | 54%  | 48%  | 42%  | 40%  | <b>3%</b>  | 4%   | 3%   | 3%   | 2%   | 2%   | <b>9%</b>    | 10%  | 9%   | 10%  | 11%  | 10%  | <b>30%</b> | 33%  | 34%  | 39%  | 45%  | 48%  |
| <b>MDARD</b> | <b>72%</b> | 67%  | 64%  | 61%  | 57%  | 56%  | <b>4%</b>  | 5%   | 5%   | 4%   | 3%   | 2%   | <b>5%</b>    | 6%   | 11%  | 10%  | 9%   | 6%   | <b>19%</b> | 22%  | 20%  | 25%  | 31%  | 36%  |
| <b>MDCR</b>  | <b>39%</b> | 50%  | 50%  | 36%  | 34%  | 49%  | <b>10%</b> | 10%  | 1%   | 8%   | 7%   | 0%   | <b>13%</b>   | 11%  | 22%  | 28%  | 13%  | 15%  | <b>39%</b> | 29%  | 26%  | 28%  | 45%  | 36%  |
| <b>CSC</b>   | <b>77%</b> | 70%  | 69%  | 62%  | 61%  | 53%  | <b>3%</b>  | 4%   | 3%   | 3%   | 2%   | 2%   | <b>4%</b>    | 6%   | 3%   | 7%   | 5%   | 7%   | <b>16%</b> | 19%  | 25%  | 28%  | 32%  | 38%  |
| <b>MDOC</b>  | <b>38%</b> | 35%  | 38%  | 31%  | 21%  | 18%  | <b>1%</b>  | 2%   | 2%   | 1%   | 1%   | 1%   | <b>14%</b>   | 15%  | 11%  | 13%  | 15%  | 14%  | <b>47%</b> | 48%  | 49%  | 55%  | 63%  | 68%  |
| <b>MDOS</b>  | <b>57%</b> | 53%  | N/A  | N/A  | N/A  | N/A  | <b>4%</b>  | 4%   | N/A  | N/A  | N/A  | N/A  | <b>10%</b>   | 10%  | N/A  | N/A  | N/A  | N/A  | <b>29%</b> | 33%  | N/A  | N/A  | N/A  | N/A  |
| <b>MDE</b>   | <b>67%</b> | 58%  | 60%  | 61%  | 59%  | 53%  | <b>7%</b>  | 7%   | 6%   | 5%   | 5%   | 4%   | <b>8%</b>    | 11%  | 9%   | 9%   | 8%   | 12%  | <b>19%</b> | 23%  | 25%  | 25%  | 27%  | 30%  |
| <b>EGLE</b>  | <b>70%</b> | 60%  | 53%  | 58%  | 48%  | 41%  | <b>4%</b>  | 4%   | 5%   | 3%   | 3%   | 2%   | <b>6%</b>    | 7%   | 9%   | 7%   | 9%   | 9%   | <b>20%</b> | 28%  | 34%  | 32%  | 40%  | 48%  |
| <b>MGCB</b>  | <b>63%</b> | 68%  | 70%  | 69%  | 71%  | 59%  | <b>5%</b>  | 6%   | 7%   | 0%   | 2%   | 3%   | <b>7%</b>    | 7%   | 7%   | 12%  | 9%   | 13%  | <b>25%</b> | 18%  | 17%  | 19%  | 18%  | 26%  |
| <b>DHHS</b>  | <b>57%</b> | 51%  | 53%  | 44%  | 43%  | 42%  | <b>3%</b>  | 3%   | 3%   | 3%   | 2%   | 2%   | <b>9%</b>    | 10%  | 9%   | 12%  | 10%  | 10%  | <b>32%</b> | 35%  | 35%  | 41%  | 45%  | 45%  |
| <b>DIFS</b>  | <b>63%</b> | 61%  | 64%  | 56%  | 54%  | N/A  | <b>2%</b>  | 6%   | 4%   | 4%   | 2%   | N/A  | <b>11%</b>   | 9%   | 10%  | 10%  | 9%   | N/A  | <b>24%</b> | 24%  | 22%  | 31%  | 36%  | N/A  |
| <b>LEO</b>   | <b>63%</b> | 58%  | 54%  | 52%  | 48%  | 50%  | <b>5%</b>  | 6%   | 5%   | 5%   | 4%   | 3%   | <b>8%</b>    | 11%  | 11%  | 11%  | 11%  | 9%   | <b>24%</b> | 25%  | 30%  | 32%  | 38%  | 38%  |
| <b>LARA</b>  | <b>67%</b> | 62%  | 61%  | 49%  | 47%  | 51%  | <b>5%</b>  | 5%   | 4%   | 4%   | 3%   | 2%   | <b>6%</b>    | 7%   | 7%   | 12%  | 13%  | 8%   | <b>22%</b> | 26%  | 28%  | 35%  | 38%  | 38%  |
| <b>MSL</b>   | <b>62%</b> | 74%  | 67%  | 71%  | 61%  | 62%  | <b>6%</b>  | 5%   | 3%   | 3%   | 6%   | 3%   | <b>10%</b>   | 3%   | 7%   | 6%   | 7%   | 4%   | <b>23%</b> | 19%  | 22%  | 21%  | 26%  | 31%  |
| <b>MVAA</b>  | <b>70%</b> | 47%  | 52%  | 59%  | 53%  | N/A  | <b>3%</b>  | 5%   | 5%   | 3%   | 2%   | N/A  | <b>15%</b>   | 14%  | 15%  | 9%   | 10%  | N/A  | <b>12%</b> | 35%  | 28%  | 29%  | 35%  | N/A  |
| <b>DMVA</b>  | <b>63%</b> | 62%  | 56%  | 49%  | 43%  | 52%  | <b>2%</b>  | 3%   | 2%   | 2%   | 2%   | 2%   | <b>9%</b>    | 7%   | 10%  | 12%  | 13%  | 9%   | <b>25%</b> | 28%  | 32%  | 37%  | 42%  | 37%  |
| <b>DNR</b>   | <b>67%</b> | 63%  | 68%  | 63%  | 58%  | 54%  | <b>3%</b>  | 4%   | 3%   | 3%   | 3%   | 2%   | <b>5%</b>    | 7%   | 4%   | 6%   | 6%   | 6%   | <b>24%</b> | 26%  | 25%  | 28%  | 33%  | 37%  |
| <b>MSP</b>   | <b>70%</b> | 74%  | 78%  | 77%  | 68%  | 55%  | <b>5%</b>  | 4%   | 3%   | 2%   | 2%   | 3%   | <b>5%</b>    | 5%   | 4%   | 3%   | 4%   | 6%   | <b>20%</b> | 18%  | 15%  | 17%  | 26%  | 37%  |
| <b>DTMB</b>  | <b>70%</b> | 66%  | 64%  | 59%  | 52%  | 47%  | <b>4%</b>  | 4%   | 5%   | 4%   | 4%   | 3%   | <b>7%</b>    | 7%   | 8%   | 10%  | 10%  | 10%  | <b>19%</b> | 23%  | 23%  | 27%  | 34%  | 40%  |
| <b>MDOT</b>  | <b>60%</b> | 55%  | 55%  | 51%  | 43%  | 43%  | <b>4%</b>  | 4%   | 5%   | 4%   | 3%   | 2%   | <b>10%</b>   | 10%  | 9%   | 10%  | 10%  | 10%  | <b>26%</b> | 30%  | 31%  | 35%  | 44%  | 44%  |
| <b>TREAS</b> | <b>59%</b> | 54%  | 54%  | 49%  | 49%  | 43%  | <b>3%</b>  | 3%   | 3%   | 2%   | 2%   | 2%   | <b>7%</b>    | 9%   | 9%   | 8%   | 8%   | 8%   | <b>30%</b> | 33%  | 35%  | 40%  | 41%  | 47%  |

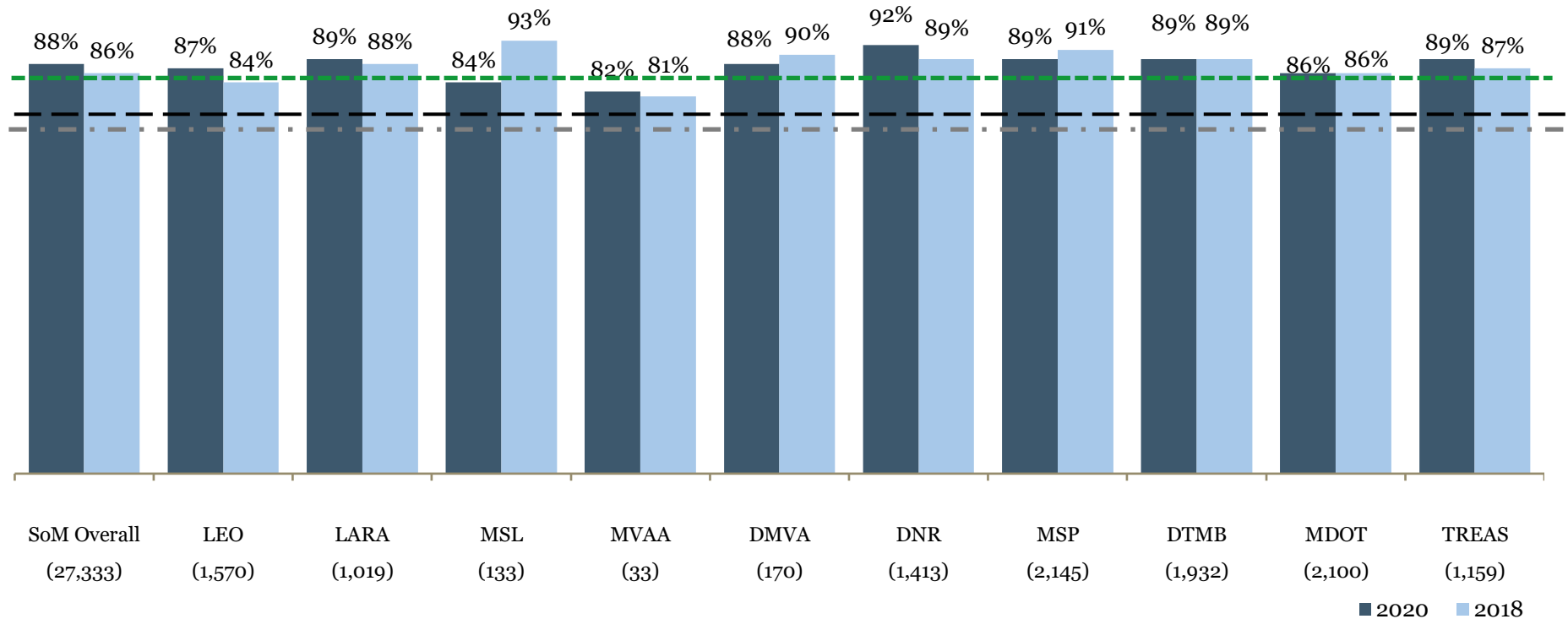
## Results | *Intent to stay – Agencies*



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.

- High Performing Benchmark = 85%
- · - Services Benchmark = 74%
- Public Sector Benchmark = 77%

## 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.

- High Performing Benchmark = 85%
- · - Services Benchmark = 74%
- Public Sector Benchmark = 77%

## 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 <sup>1</sup> |      | Survey responses |     |
|--|-------------------------------------|------|------------------|-----|
| <b>State of Michigan Overall</b>             | <b>46,941*</b>                      |      | <b>27,334</b>    |     |
| <b>Gender Identity</b>                       |                                     |      |                  |     |
| Female                                       | 26,025                              | 54%  | 13,615           | 54% |
| Male   | 22,418                              | 46%  | 10,998           | 43% |
| I do not identify with either Male or Female | N/A                                 | N/A  | 676              | 3%  |
| <b>Age Range</b>                             |                                     |      |                  |     |
| Under 25                                     | 1,861                               | 4%   | 767              | 3%  |
| 25-34  | 9,624                               | 20%  | 5,132            | 20% |
| 35-44  | 12,348                              | 25%  | 6,835            | 27% |
| 45-54  | 14,191                              | 29%  | 7,350            | 29% |
| 55 and Over                                  | 10,419                              | 22%  | 5,038            | 20% |
| <b>Racial/Ethnic Group</b>                   |                                     |      |                  |     |
| American Indian/Alaskan Native               | 523                                 | 1.1% | 243              | 1%  |
| Asian  | 813                                 | 1.7% | 350              | 1%  |
| Black or African American                    | 8,690                               | 18%  | 2,677            | 11% |
| Hispanic/Latino                              | 1,420                               | 3%   | 587              | 2%  |
| Native Hawaiian or Other Pacific Islander    | 6                                   | 0%   | 0                | 0%  |
| White  | 36,724                              | 76%  | 19,528           | 77% |
| Two or more races                            | 267                                 | 0%   | 838              | 3%  |
| Other  | N/A                                 | N/A  | 999              | 4%  |

<sup>1</sup>Source: CSC Annual Workforce Report, First Quarter Fiscal Year 2019 - 20 (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 <sup>1</sup> |     | Survey responses |     |
|---|-------------------------------------|-----|------------------|-----|
| <b>State of Michigan Overall</b>                          | <b>47,454*</b>                      |     | <b>27,334</b>    |     |
| <b>Total Length of Service with the State of Michigan</b> |                                     |     |                  |     |
| Less than 3 years   | 9,780                               | 21% | 4,866            | 19% |
| 3 years to less than 10 years                             | 14,695                              | 31% | 8,011            | 31% |
| 10 years to less than 20 years                            | 11,494                              | 24% | 6,582            | 25% |
| 20 years to less than 30 years                            | 8,841                               | 19% | 4,958            | 19% |
| 30 years or more  | 2,644                               | 6%  | 1,557            | 6%  |
| <b>Employment Group</b>                                   |                                     |     |                  |     |
| Group 1: Non-degreed, non-supervisory classifications     | 23,015                              | 48% | 8,159            | 32% |
| Group 2: Degreed, non-supervisory classifications         | 17,218                              | 36% | 11,796           | 46% |
| Group 3: Managers and supervisors                         | 4,904                               | 10% | 3,967            | 15% |
| Group 4/SES: Executives and administrators                | 2,096                               | 4%  | 1,018            | 4%  |
| Other   | 78                                  | 0%  | 581              | 2%  |
| Unclassified/Special appointees                           | 143                                 | 0%  | 118              | 1%  |

<sup>1</sup>Source: CSC Annual Workforce Report, First Quarter Fiscal Year 2019 - 20 (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*