GOVERNING INSTITUTE

ADP/IPMA

Employee Engagement

IPMA-HR
INTERNATIONAL PUBLIC MANAGEMENT ASSOCIATION for HUMAN RESOURCES

Solutions for Public HR Excellence
Methodology

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

- **Qualitative research** to understand the rational and emotional elements of employee engagement in the State and Local public sector.

- **Quantitative research** to establish an employee engagement index, establish benchmarks and understand the drivers of satisfaction.

- **Understand best practices** to improve employee engagement.

- Evaluate changes in engagement **over time**.
Overall Themes From Research

- Only 58% of public sector employees are fully engaged in their jobs.
  - This number increases to 60% among HR respondents.
- Serving the public with integrity was the highest rated metric calculated and the most distinguishing factor for public sector employees.
- Key opportunities to improve engagement appear in the areas of Feeling Valued, Empowering employees to improve service, and Giving Recognition.
Overall Themes From Research (continued)

- **Threats to Employee Engagement:** Current *Workload* and perceived *Opportunities for Advancement* undermine satisfaction and engagement at all levels of public service.

- **Retention Issues:** one-in-seven workers are at risk generally and this number increases to nearly one-in-five for those less than 35 years of age.

- **Disparity in Perception:** There are large disconnects in perceptions regarding employee engagement between two groups in particular: *Staffers vs. Elected Officials & 34 or less vs. 55+.*
What Is Employee Engagement?

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

- "A heightened emotional connection that an employee feels for his or her organization, that influences him or her to exert greater discretionary effort to his or her work."
  - The Conference Board, a nonprofit business membership and research organization
Why Does Employee Engagement Matter?

Engaged public sector employees are...

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