

Indiana Department of Health



Q1 2023 Results

The Pulse Survey uses the Gallup Q12[®] as a framework to gauge employee engagement. Research shows that increased employee engagement directly corresponds with increased business success and lower employee turnover. Organizations with high engagement had 81% lower absenteeism, 18% lower turnover, and 18% higher productivity. The Indiana State Personnel Department (INSPD) conducts the Pulse Survey twice a year statewide to enable agencies to measure their level of employee engagement and to create action plans that promote and implement an inclusive culture and welcoming workplace behaviors.



**Indiana State
Personnel Department**

Why is employee engagement important?

Employees make decisions and take actions every day that can affect your workforce and organization. The way your agency treats employees, and how employees treat one another, can positively affect their actions—or can place your organization at risk. Based on over 50 years of employee engagement research, Gallup knows that highly engaged employees give more effort, have higher productivity, work safer and more efficiently, and stay with the company longer—across industry, company size and nationality, and in good economic times and bad. But only 15% of employees worldwide and 35% in the U.S. fall in the “engaged” category.

Whose job is employment engagement?

Employee engagement should be a manager’s primary responsibility. Managers are in charge of ensuring that employees know what work needs to be done, supporting and advocating for them when necessary, and explaining how their work connects to organizational success. To succeed in that responsibility, managers need to be equipped to have ongoing coaching conversations with employees. Unfortunately, most managers don’t know how to make frequent conversations meaningful, so their actions are more likely to be interpreted as micromanaging without providing the right tools and direction. So, it’s not enough for leaders to simply tell managers to own engagement and coach their teams.



Pulse Questions Asked of All Agency Participants

Standard Pulse Questions

1. I understand what is required to be successful in my role.
2. I have access to the equipment and information needed to do my job well.
3. My supervisor, or another leader, encourages my professional development.
4. I feel a sense of belonging and inclusion at work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. I receive meaningful recognition when I do good work.
7. I receive timely feedback from my supervisor regarding my performance.
8. Diverse identities and ways of thinking are valued in my workgroup.
9. I work with someone I consider a close friend.
10. My peers are committed to continuous improvement.
11. My work is meaningful and contributes to the goals of my agency.
12. I have access to opportunities at work that allow me to learn and grow.
13. I plan to leave the State of Indiana as an employer in the next year.
14. I would recommend the State of Indiana as a great place to work.
15. Describe in two or three words what motivates you to work for the State of Indiana.

Select any of importance to you

Benefits/Total Compensation
Compensation (Pay Only)
Equity, Inclusion, Opportunity
Flexible Work Arrangements

Personal/Professional Development
Recognition/Rewards
Purpose/Culture
Other (open ended)

Demographics

Gender
Transgender
Race/Ethnicity
Employment Status
Age
State service years
Salary Range
Highest education
Sexual orientation
Military status
Disability status



IDOH Q1 2023 Overall Pulse Survey Results



PULSE SCORES

- > 4.0 = Highly Engaged
- 3.0 - 4.0 = Engaged
- < 3.0 = Disengaged

IDOH RESPONSE PROGRESSION

- 2019: 3.66 (count not available)
- 2021: 3.87 (457 responses)
- 2022 Q1: 3.99 (529 responses)
- 2022 Q3: 3.97 (677 responses)
- 2023 Q1: 4.07 (937 responses)

NOTEWORTHY

Our Pulse score increased!
Check out the Agency Comparison section.
The response rate listed says 100% because it's based on our state employee headcount only. Since we include contractors in our surveys, our state employee response rate was 89%.



IDOH Pulse Survey

Scores by Commission

| All Commissions | Number of Respondents | Pulse Score | Basic Needs | Individual Needs & Contributions | Teamwork & Belonging | Growth & Potential | I plan to leave SOI as an employer within the next year | I would recommend SOI as a great place to work |
|--------------------------------------|-----------------------|-------------|-------------|----------------------------------|----------------------|--------------------|---|--|
| Cons Svcs & HC Regulatory Commission | 147 | 4.02 | 4.12 | 4.04 | 3.9 | 4.12 | 2 | 4 |
| Health & Human Services Commission | 185 | 4.13 | 4.2 | 4.13 | 4.08 | 4.19 | 2.29 | 3.7 |
| Laboratory Services Commission | 71 | 4.09 | 4.25 | 4.1 | 4 | 4.11 | 1.94 | 3.93 |
| Office of the Commissioner | 162 | 4 | 4.13 | 3.98 | 3.93 | 4.09 | 2.17 | 3.81 |
| Local Health Services Commission | 57 | 3.98 | 4.17 | 3.95 | 3.86 | 4.12 | 2.23 | 3.88 |
| Public Health Protection Commission | 166 | 4.14 | 4.1 | 4.19 | 4.08 | 4.19 | 2.07 | 3.87 |
| Office of the Chief Strategy Officer | 27 | 3.91 | 4.06 | 3.9 | 3.76 | 4.13 | 2.41 | 3.33 |
| Infectious Disease Epi & Prevention | 84 | 4.09 | 4.13 | 4.15 | 3.96 | 4.16 | 2.13 | 3.77 |
| Declined to Answer | 38 | 3.98 | 4.27 | 3.87 | 3.95 | 4.04 | 2.32 | 3.78 |
| TOTAL RESPONDENTS | 937 | | | | | | | |

Employment Status Response

- Contract: 155
- Decline to Answer: 17
- Full-Time: 760
- Intermittent/Seasonal: 2
- Part-Time: 3
- Total: 937



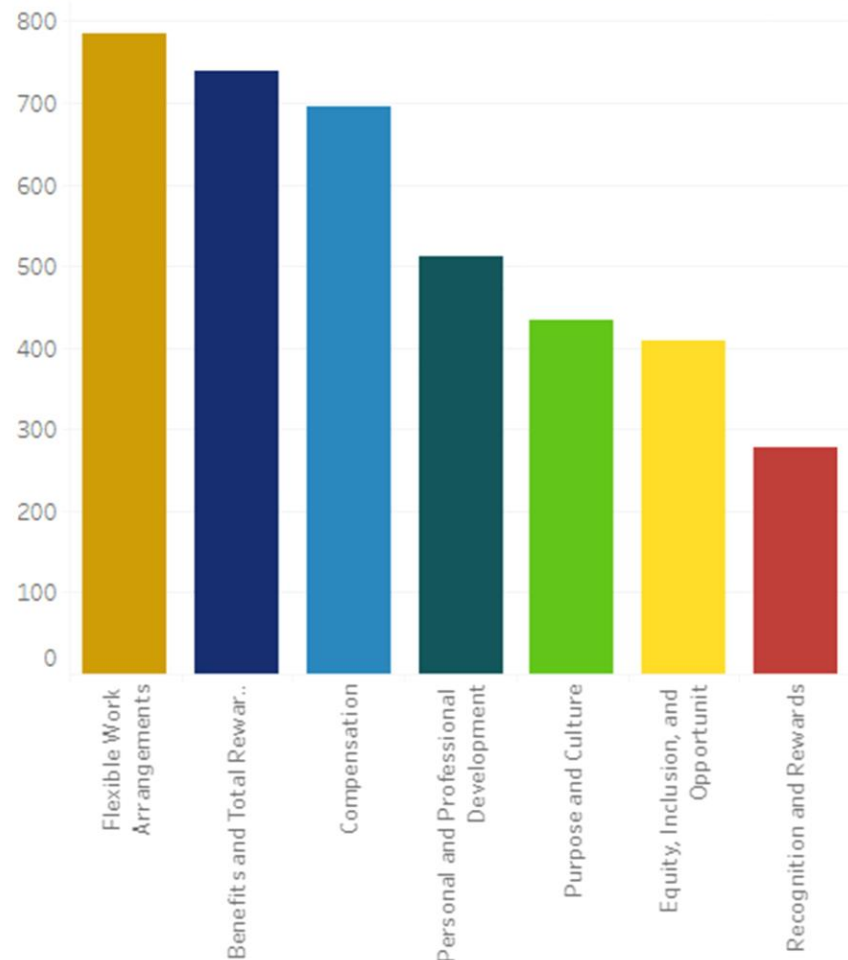
Top Areas of Engagement

| Questions | SOI Scores |
|--|-------------|
| I seek opportunities to improve my performance. | 4.36 ↑ 4.28 |
| My supervisor, or someone at work, seems to care about me as a person. | 4.32 ↑ 4.27 |
| My work is meaningful and contributes to the goals of my agency. | 4.39 ↑ 4.27 |

Top Areas of Opportunity

| Questions | SOI Scores |
|---|-------------|
| I have access to opportunities at work that allow me to learn and grow. | 3.93 ↑ 3.73 |
| I receive meaningful recognition when I do good work. | 3.86 ↑ 3.62 |
| I work with someone I consider a close friend. | 3.55 ↓ 3.81 |

Popularity of Workplace Characteristics



Measure of Engagement

| | | | |
|-------------------|----------------------|-------------------|--------------------------|
| Engagement Agency | 11.79% Disengaged | 55.17% Engaged | 33.04% Highly Engaged |
| Engagement SOI | 12.88% Disengaged | 57.75% Engaged | 29.37% Highly Engaged |

Opportunities for Improvement

MEANINGFUL RECOGNITION 3.86

Agency staff may not feel motivated by the recognition they receive, or recognition is inconsistent. How do staff prefer to be appreciated? Not everyone wants a public accolade and this could demotivate those individuals. Find out first! Receiving recognition for doing good work significantly impacts performance and does not always require funds. It can come in the form of verbal kudos, email messages, handwritten notes, certificates, spot bonuses, or perks. It also can come from peers, direct reports, customers, managers, or other stakeholders. Determine what programs, benefits, and/or perks your agency can implement or enhance to show recognition at the individual and team levels.

ACCESS TO OPPORTUNITIES 3.93

Agency staff may not have consistent access to opportunities to develop their knowledge, skills, abilities, and capabilities. Determine where gaps exist and create a plan to address staff needs. Consider the unique needs of staff and inform them of the available channels to request help or accommodation to improve their use or access to tools and resources.

It is critical for supervisors to encourage, support, and promote the development opportunities for their staff. Permit employees to engage in relevant learning activities during work hours.

WORK RELATIONSHIPS 3.55

Agency staff may not feel personally connected with their coworkers. Having valuable, respectful, and trusted friendships at work can help employees feel supported. Employees are more confident and productive when they have a colleague to celebrate with, lean on, and share encouragement. While agencies cannot create friendships, a sense of community, teamwork, and support can be promoted through employee engagement programs, events, and activities. Review the [WHOLE Employee Policy](#) to learn how your agency can invest in employee engagement and health and wellness activities.



Pulse Opportunity 1: I receive meaningful recognition when I do good work.

Energage: I feel genuinely appreciated at IDOH

Quick Fixes

- Take every opportunity to give a sincere compliment or a simple “thank you.”
- Incorporate meaningful appreciation into team and company meetings.
- Think about the ways that people prefer to be appreciated. If you don’t know, ask.

Big Picture Plans

- Adopt a tool that enables employees to publicly express appreciation.
- Emphasize appreciation in all training sessions.
- Explore various formal praise and recognition strategies to find a fit for your culture.
- Encourage and role model a culture of peer-to-peer appreciation.

What to Watch For

- Giving public recognition to someone who is uncomfortable with that type of appreciation. How do you staff prefer to be appreciated?
- Falsely believing that rarity adds value to appreciation. As long as it's genuine, more is almost always better.
- Allowing appreciation to fall through the cracks during stressful times when it is usually most valuable.
- Failing to notice some people feel nervous or defensive when getting recognized. It's important to make sure people feel safe to accept appreciation.
- Recognition programs that seem inauthentic. To avoid this, make sure peer-to-peer and manager appreciation complement each other.



Pulse Opportunity 2: I have access to opportunities at work that allow me to learn and grow.

Energage: My manager helps me learn and grow.

Per Energage, “...unleashing employee potential depends on manager support for development. A great manager is also a coach — someone who takes the time to truly understand their employees’ abilities and interests, then align them with the organization’s needs. Note this isn’t limited to formal training. Often the greatest development opportunities are new and challenging projects that help the organization grow.”

Quick Fix

- Encourage managers to learn — and care — about their employees’ career goals.
- Remember, employees own their development, but they need manager support to really succeed.
- Help managers keep an eye out for cross-training or development opportunities with interdepartmental manager meetings.
- Make sure new job opportunities are publicized within the organization.

Big Picture Plans

- Make learning a key part of the culture by celebrating all employee development.
- Ensure managers are incentivized for the growth of their employees, even if it results in transitions across teams.
- Equip managers with resources to support any development their employees need.

What to Watch for

- Managers who avoid development for fear of losing valued talent. Employee growth is the organization's advantage.
- Senior leaders who don't model employee development with their own direct reports.
- If employee growth leads staff to leave the organization, be sure to keep the door open for your talent to return when your paths align again.



Pulse Opportunity 3: I work with someone I consider a close friend.

Energage: I feel included at IDOH.

Quick Start Actions

- Review onboarding activities to ensure people are feeling connected and involved from day one.
- Build the connection between employees and colleagues through coffee breaks, shared lunches (even online).
- Keep the focus on informal relationships and increasing the sense of belonging.
- Establish an employee engagement committee to allow employees to connect with one another outside the context of work.
- Highlight employees in a newsletter
- Encourage managers to have conversations with employees surrounding their level of comfort and/or with friendships in the workplace
- Help employees who want friendships to find them
- Create Employee Resources Groups (ERGs). ERGs are groups of employees who join together in their workplace based on shared characteristics or life experiences. ERGs are generally based on providing support, enhancing career development, and contributing to personal development in the work environment. (I learned about this practice in a Diversity Recruitment LinkedIn Learning course recently. These can be leveraged for many strategic goals: collaboration, policy decisions, recruiting/hiring, etc.)

Big Picture Plans

- Increase the focus on inclusivity in day-to-day activities.
- Ask managers to create ongoing informal dialogue about diversity and inclusion within their own teams.
- Use affinity groups and different types of forums to bring people together more often.



New! IDOH-specific questions added

IDOH-specific Questions

- 1) I believe Indiana Department of Health is going in the right direction.
- 2) This job has met or exceeded the expectations I had when I started.
- 3) I can be my authentic self at Indiana Department of Health.
- 4) In my team we talk about Indiana Department of Health values.
- 5) New ideas are encouraged at the Indiana Department of Health.
- 6) Senior managers understand what is really happening at Indiana Department of Health.
- 7) My manager respects everyone's voice.
- 8) I understand what health equity means to the Indiana Department of Health.
- 9) My role positively impacts health equity in Indiana.

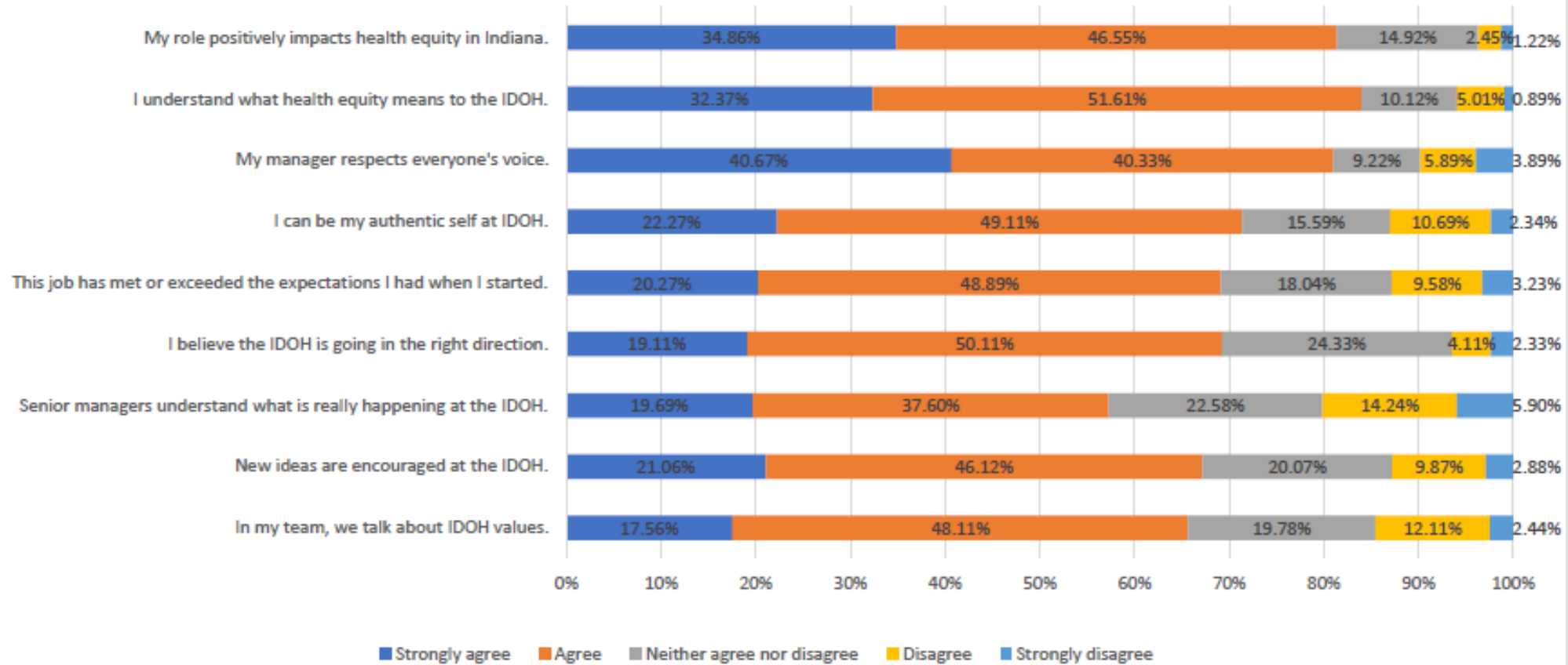
Open Ended IDOH-specific Questions

What can IDOH or INSPD do to improve your employment experience?



Results: IDOH specific questions

IDOH Pulse Survey Q1 2023 - agency specific responses



Open Ended Question

What can IDOH or INSPD do to improve your employment experience?

THANK YOU for taking the time to share your thoughts.

We received over 500 responses to our open-ended agency-specific question!

HR reviewed each response, removed identifying information, themed all suggestions, and shared each commission's responses in one report with the appropriate Assistant Commissioner. Your responses will further our improvement efforts.

The following slides detail the themes overall and then by commission and division.



Indiana State
Personnel Department

Open Ended Response Themes

All IDOH Responses



NOTE: The larger the words, the higher the response in that area.



Indiana State
Personnel Department

Open Ended Response Themes

Examples and Count per Theme

Fringe Benefits (64) – P4P, insurance, discounts, work/life balance, parking, paid time off

Pay (63) – increase pay, pay is not equitable as compared to my peers, compression, comp study implementation

Supervisory Skills (55) – employees with concerns related to their supervisor that could be addressed with development; current supervisors wishing to continue to develop their supervisory skillset

Professional Development – encourage/allow time for development; more opportunities

Capacity (48) – workload, resources (staff/equipment)

Communication (42) – with each other, top down, bottom up; transparent feedback; timely communication

Process Improvement (30) – travel, administrative burden, new state positions, procurement, division-specific suggestions

Remote Work (30) – more than 15 hours, state employee vs contractor allowance, flexibility within current hybrid structure

Inclusivity (28) – of field staff; engagement activities, teambuilding, connectedness

Recognition (21) – more recognition and of all employees, not just the same select few; attaboys for hard work

Open Ended Response Themes (continued)

Examples and Count per Theme

Accountability (19) – hold peers to the same standards; perceived favoritism; supervisors ignore employee concerns

Contractor Employment (19) – create more opportunity to convert contractors to state employment

Collaboration (18) – include affected staff in decision making process; cohesive/efficient partnerships amongst/amongst divisions

Contractor Benefits (18) – create benefits for contractors similar to state employees

Clued-In Leaders (17) – better understand each division, the work that is done, and the impact of decisions/changes; actions > words

Promotional Opportunities (17) – create more; consider internal staff before external

Work Environment (17) – common courtesies; team dynamics

Diversity, Health Equity, Equality (15) – equal opportunities; act towards health equity and DEI initiatives

Flexibility (14) – in travel, policies, work schedules, remote work, training locations; openness to change

Other (13) – consistency, funding, innovation, mission/vision, outreach

Office of the Commissioner

Theme Count by Commission/Division

| | | | | | | | |
|------------------------------------|-----------|------------------------------------|-----------|--|-----------|------------------------------------|-----------|
| Office of the Commissioner | 42 | Finance | 17 | Public Affairs / Admin Services | 11 | Tech & Cybersecurity | 20 |
| Accountability | 1 | Accountability | 2 | Capacity | 1 | Capacity | 2 |
| Capacity | 5 | Capacity | 1 | Collaboration | 1 | Clued-In Leaders | 1 |
| Clued-In Leaders | 1 | Communication | 1 | Fringe Benefits | 1 | Contractor Benefits | 1 |
| Collaboration | 1 | Diversity, Health Equity, Equality | 1 | Inclusivity | 1 | Contractor Employment | 1 |
| Communication | 4 | Inclusivity | 1 | Pay | 2 | Diversity, Health Equity, Equality | 1 |
| Contractor Benefits | 3 | Supervisory Skills | 3 | Professional Development | 2 | Supervisory Skills | 1 |
| Contractor Employment | 1 | Pay | 2 | Promotional Opportunities | 1 | Pay | 3 |
| Diversity, Health Equity, Equality | 1 | Process Improvement | 1 | Remote Work | 1 | Process Improvement | 2 |
| Flexibility | 1 | Professional Development | 3 | Work Environment | 1 | Professional Development | 4 |
| Fringe Benefits | 1 | Work Environment | 2 | | | Promotional Opportunities | 2 |
| Inclusivity | 3 | | | Minority Health | 9 | Recognition | 1 |
| Supervisory Skills | 4 | Legal Affairs | 7 | Communication | 1 | Remote Work | 1 |
| Other | 1 | Capacity | 2 | Contractor Benefits | 1 | | |
| Pay | 4 | Flexibility | 1 | Flexibility | 1 | | |
| Process Improvement | 2 | Fringe Benefits | 1 | Fringe Benefits | 2 | | |
| Professional Development | 1 | Inclusivity | 2 | Supervisory Skills | 1 | | |
| Recognition | 4 | Remote Work | 1 | Process Improvement | 1 | | |
| Remote Work | 1 | | | Professional Development | 1 | | |
| Work Environment | 3 | | | Work Environment | 1 | | |



Consumer Services & Healthcare Regulation Commission

Theme Count by Commission/Division

| | | | | | |
|--|-----------|------------------------------------|-----------|---|----------|
| Acute & Continuing Care (all) | 19 | Long Term Care (all) | 44 | Complaints / CSHCR Admin / Engineering | 3 |
| Accountability | 1 | Capacity | 5 | Other | 1 |
| Capacity | 2 | Communication | 3 | Pay | 1 |
| Communication | 1 | Diversity, Health Equity, Equality | 2 | Professional Development | 1 |
| Flexibility | 1 | Fringe Benefits | 4 | | |
| Fringe Benefits | 3 | Inclusivity | 4 | Program Performance & Development | 3 |
| Supervisory Skills | 2 | Supervisory Skills | 5 | Clued-In Leaders | 1 |
| Pay | 1 | Other | 1 | Inclusivity | 1 |
| Process Improvement | 1 | Pay | 11 | Supervisory Skills | 1 |
| Professional Development | 4 | Process Improvement | 2 | | |
| Promotional Opportunities | 1 | Professional Development | 3 | Radiology, Weights & Measures | 3 |
| Recognition | 2 | Recognition | 1 | Capacity | 1 |
| | | Remote Work | 1 | Professional Development | 1 |
| Home & Community-Based Care | 17 | Work Environment | 2 | Remote Work | 1 |
| Capacity | 2 | | | | |
| Communication | 3 | | | | |
| Fringe Benefits | 1 | | | | |
| Supervisory Skills | 7 | | | | |
| Other | 1 | | | | |
| Process Improvement | 1 | | | | |
| Work Environment | 2 | | | | |



Health and Human Services Commission

Theme Count by Commission/Division

| | | | | | | | |
|--|-----------|---|-----------|--|-----------|-------------------------------------|-----------|
| Center for Deaf & Hard of Hearing Education | 14 | Maternal & Child Health/Women's Health | 26 | Trauma & Injury Prevention | 14 | DNPA/Oral Health/HHS Admin | 15 |
| Accountability | 1 | Accountability | 2 | Accountability | 1 | Accountability | 1 |
| Capacity | 1 | Capacity | 1 | Collaboration | 1 | Capacity | 1 |
| Clued-In Leaders | 2 | Communication | 3 | Communication | 3 | Communication | 1 |
| Contractor Benefits | 1 | Contractor Benefits | 2 | Diversity, Health Equity, Equality | 1 | Diversity, Health Equity, Equality | 1 |
| Fringe benefits | 1 | Contractor Employment | 1 | Flexibility | 1 | Fringe benefits | 2 |
| Supervisory Skills | 3 | Diversity, Health Equity, Equality | 1 | Fringe benefits | 1 | Supervisory Skills | 2 |
| Other | 1 | Flexibility | 1 | Supervisory Skills | 2 | Other | 1 |
| Promotional Opportunities | 1 | Fringe benefits | 2 | Pay | 1 | Pay | 2 |
| Remote Work | 3 | Inclusivity | 3 | Professional Development | 1 | Professional Development | 3 |
| | | Supervisory Skills | 1 | Recognition | 1 | Remote Work | 1 |
| Children's Special Health Care Services | 12 | Pay | 3 | Remote Work | 1 | | |
| Accountability | 1 | Process Improvement | 1 | | | Women Infants & Children | 15 |
| Capacity | 1 | Professional Development | 1 | Chronic Disease, Primary Care, Rural Health | 20 | Accountability | 1 |
| Diversity, Health Equity, Equality | 1 | Promotional Opportunities | 1 | Accountability | 1 | Capacity | 1 |
| Fringe benefits | 3 | Recognition | 1 | Capacity | 2 | Collaboration | 2 |
| Inclusivity | 1 | Remote Work | 2 | Clued-In Leaders | 3 | Contractor Employment | 2 |
| Supervisory Skills | 3 | | | Diversity, Health Equity, Equality | 1 | Diversity, Health Equity, Equality | 1 |
| Pay | 1 | Fatality Review & Prevention | 9 | Fringe benefits | 3 | Flexibility | 2 |
| Professional Development | 1 | Communication | 1 | Inclusivity | 1 | Supervisory Skills | 2 |
| | | Contractor Benefits | 3 | Pay | 2 | Pay | 2 |
| Tobacco Prevention & Cessation | 6 | Fringe benefits | 1 | Professional Development | 1 | Process Improvement | 1 |
| Collaboration | 1 | Inclusivity | 2 | Promotional Opportunities | 4 | Remote Work | 1 |
| Fringe benefits | 1 | Other | 2 | Recognition | 1 | | |
| Inclusivity | 2 | | | Remote Work | 1 | | |
| Process Improvement | 1 | | | | | | |
| Professional Development | 1 | | | | | | |

Laboratory Services Commission

Theme Count by Commission/Division

| | |
|--|-----------|
| Biothreat Clinical Micro & Environ Virology | 8 |
| Capacity | 1 |
| Contractor Benefits | 1 |
| Fringe Benefits | 2 |
| Inclusivity | 1 |
| Other | 1 |
| Process Improvement | 1 |
| Professional Development | 1 |
| Chemistry Laboratories | 13 |
| Capacity | 2 |
| Collaboration | 1 |
| Communication | 1 |
| Contractor Employment | 1 |
| Supervisory Skills | 1 |
| Other | 1 |
| Professional Development | 2 |
| Recognition | 3 |
| Remote Work | 1 |

| | |
|---|----------|
| Environmental Microbiology | 8 |
| Clued-In Leaders | 1 |
| Fringe Benefits | 2 |
| Pay | 3 |
| Process Improvement | 2 |
| Lab Admin / Advanced Molecular Detection | 6 |
| Flexibility | 1 |
| Fringe Benefits | 1 |
| Inclusivity | 1 |
| Pay | 1 |
| Process Improvement | 1 |
| Remote Work | 1 |
| Virology & Serology | 5 |
| Fringe Benefits | 1 |
| Supervisory Skills | 1 |
| Professional Development | 2 |
| Remote Work | 1 |



Public Health Protection Commission

Theme Count by Commission/Division

| | | | | | | | |
|-------------------------------|-----------|---------------------------------------|-----------|------------------------------------|-----------|---------------------------------|----------|
| Emergency Preparedness | 32 | HIV, STI & Viral Hepatitis | 29 | Environmental Public Health | 25 | Lead & Healthy Homes | 9 |
| Capacity | 5 | Accountability | 2 | Capacity | 2 | Capacity | 1 |
| Clued-In Leaders | 2 | Capacity | 1 | Collaboration | 1 | Contractor Employment | 1 |
| Collaboration | 3 | Contractor Employment | 3 | Communication | 2 | Fringe Benefits | 4 |
| Communication | 7 | Diversity, Health Equity, Equality | 1 | Diversity, Health Equity, Equality | 1 | Other | 1 |
| Fringe Benefits | 1 | Flexibility | 1 | Flexibility | 1 | Remote Work | 1 |
| Supervisory Skills | 1 | Fringe Benefits | 3 | Fringe Benefits | 5 | Work Environment | 1 |
| Pay | 4 | Inclusivity | 1 | Inclusivity | 1 | | |
| Process Improvement | 3 | Supervisory Skills | 4 | Supervisory Skills | 1 | Food Protection | 7 |
| Professional Development | 2 | Pay | 2 | Pay | 6 | Capacity | 1 |
| Recognition | 3 | Process Improvement | 2 | Process Improvement | 2 | Communication | 1 |
| Remote Work | 1 | Professional Development | 3 | Professional Development | 1 | Fringe Benefits | 2 |
| | | Promotional Opportunities | 2 | Remote Work | 1 | Supervisory Skills | 1 |
| Immunization | 8 | Recognition | 3 | Work Environment | 1 | Other | 1 |
| Fringe Benefits | 3 | Remote Work | 1 | | | Process Improvement | 1 |
| Supervisory Skills | 1 | | | | | | |
| Pay | 2 | | | | | | |
| Process Improvement | 1 | | | | | | |
| Remote Work | 1 | | | | | | |



Chief Strategy Officer / Infectious Disease Epi & Prevention / Local Health Services

Theme Count by Commission/Division

| Office of Chief Strategy Officer (led by Kent) | | Infectious Disease Epi & Prev (led by Hawkins) | | Local Health Services Comm (led by Pontones) | |
|--|----------|--|---|--|---|
| Data & Analytics | 7 | Accountability | 4 | Capacity | 2 |
| Communication | 1 | Capacity | 5 | Collaboration | 1 |
| Contractor Employment | 1 | Clued-In Leaders | 4 | Communication | 2 |
| Pay | 1 | Collaboration | 4 | Contractor Benefits | 2 |
| Professional Development | 2 | Communication | 7 | Contractor Employment | 1 |
| Remote Work | 2 | Contractor Benefits | 4 | Flexibility | 2 |
| | | Contractor Employment | 7 | Fringe benefits | 5 |
| Legislative / Healthy Hoosiers / OPHPM | 7 | Diversity, Health Equity, Equality | 1 | Inclusivity | 1 |
| Clued-In Leaders | 2 | Flexibility | 1 | Supervisory Skills | 5 |
| Collaboration | 1 | Fringe benefits | 8 | Other | 1 |
| Diversity, Health Equity, Equality | 1 | Inclusivity | 2 | Pay | 6 |
| Promotional Opportunities | 2 | Supervisory Skills | 2 | Process Improvement | 3 |
| Remote Work | 1 | Pay | 2 | Professional Development | 1 |
| | | Professional Development | 9 | Remote Work | 1 |
| Vital Records | 8 | Promotional Opportunities | 1 | Work Environment | 3 |
| Accountability | 1 | Remote Work | 3 | | |
| Collaboration | 1 | Work Environment | 1 | | |
| Supervisory Skills | 1 | | | | |
| Pay | 1 | | | | |
| Professional Development | 1 | | | | |
| Promotional Opportunities | 2 | | | | |
| Recognition | 1 | | | | |



What's Next?

- ❑ Senior leadership for each commission has been provided commission-specific data for action planning purposes. Many divisions have already begun discussions!
- ❑ All staff should review results relevant to their division and share solutions towards opportunities with each other and with supervisors. We need your help with this.
- ❑ The next Pulse Survey will role out in the 3rd quarter of 2023. Stay tuned for more information.
- ❑ Questions should be directed to Heather Whitaker at hwhitaker@spd.in.gov.



Indiana State
Personnel Department