Indiana Department of Health

Q3 2022 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.

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.

**Indiana State
Personnel Department**

IDOH Q3 2022 Overall Pulse Survey Results

Comparison Pulse Score

3.99

Pulse 2022 Q1 Responses

2022 Pulse Score

3.97

Respondents

Agency Na..	Number of Respondents	SOI Respondents	SOI Pulse Score
Group C	677	13,992	3.92

Response Rate

Health — 677 / 84.41% — 802

Agency Rank

44

Out of 69

Agency Comparison

Group C 500-999 Employees

	Pulse Score
Revenue	4.19
Health	3.97
Family & Social Svcs	3.96
Environmental Managem..	3.88
Correction	3.54

Race

White or Caucasian 475

Decline to Answer 76

Black or African American

Asian

Education

Master's Degree

Bachelor's Degree

Years of Service

| Decline to Answ.. | 0-2 Years | 2-4 Years | 4-6 Years | 6-10 Years | 10-20 Years | 20+ Yea.. |

Disability

Depression — ADHD

Anxiety

Chronic Illness

Gender

Man	Woman	Other	Decline to Answer
139	463	11	64

Veteran Status

Veteran	Not Veter..	Decline to ..
10	596	71

Age

| Decline to Answ.. | 18-24 | 25-34 | 35-44 | 45-54 | 55-64 | 65+ |

PULSE SCORES

➢ 4.0 = Highly Engaged

➢ 3.0 - 4.0 = Engaged

➢ < 3.0 = Disengaged

IDOH RESPONSE PROGRESSION

2019:   3.66   (# responses)

2021:   3.87   (457 responses)

2022 Q1: 3.99   (529 responses)

2022 Q3: 3.97   (677 responses)

TAKEAWAY

Even though our results slightly dropped in Q3 from Q1, we've still significantly increased from 2019 and 2021. This means we're taking action and our action is working. Keep up the great work, IDOH!

Indiana State Personnel Department

Question Clusters

Pulse 2022 Q1 Responses	Cluster Distribution		SOI Averages
4.16	Basic Needs	4.12	4.08
3.98	Individual Needs & Contributions	3.96	3.90
3.88	Teamwork & Belonging	3.88	3.82
4.05	Growth & Potential	4.03	4.01

Question Distribution

| Questions	Comparison Score by Question	Change	Distribution	SOI Scores
Diverse identities and ways of thinking are valued in my workgr..	3.81	↑		3.88
I feel a sense of belonging and inclusion at work.	3.84	↑		3.88
I have access to opportunities at work that allow me to learn and g..	3.73	↑		3.74
I have access to the equipment and information needed to do my job ..	4.01	↓		3.97
I plan to leave the State of Indiana as an employer within the next ye..	2.43	↑		2.45
I receive meaningful recognition when I do good work.	3.73	↓		3.73
I receive timely feedback from my supervisor regarding my perform..	3.88	↓		3.87
I seek opportunities to improve my performance.	4.37	↓		4.31
I understand what is required to be successful in my role.	4.32	↓		4.26
I work with someone I consider a close friend.	3.53	↓		3.46
I would recommend the State of Indiana as a great place to work.	3.45	↑		3.52
My peers are committed to continuous improvement.	3.84	↓		3.84
My supervisor, or another leader, encourages my professional deve..	4.16	↓		4.09
My supervisor, or someone at work, seems to care about me as a person.	4.26	↓		4.26
My work is meaningful and contributes to the goals of my ag..	4.35	↑		4.36

Top Areas of Engagement

Questions		SOI Scores
My work is meaningful and contributes to the goals of my agency.	4.36 ↑	4.26
I seek opportunities to improve my performance.	4.31 ↑	4.25
I understand what is required to be successful in my role.	4.26 ↓	4.22

Top Areas of Opportunity

Questions		
I work with someone I consider a close friend.	3.46 ↓	3.56
I receive meaningful recognition when I do good work.	3.73 ↑	3.63
I have access to opportunities at work that allow me to learn and grow.	3.74 ↓	3.73

Popularity of Workplace Characteristics
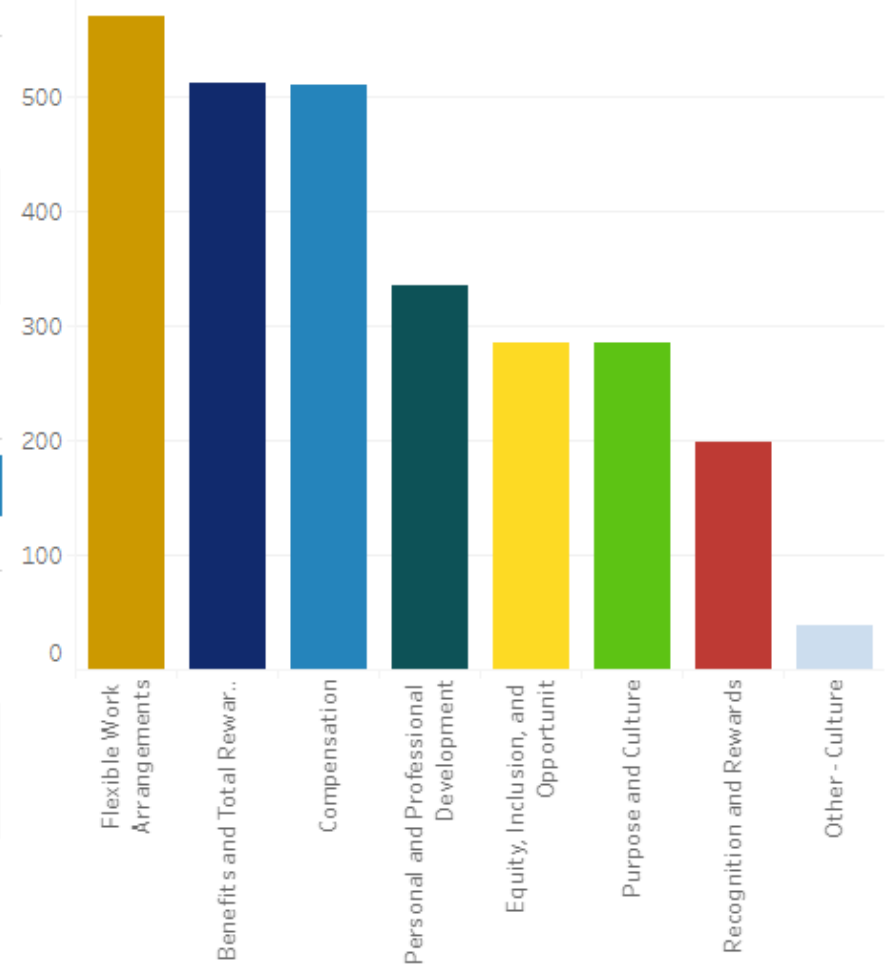
Measure of Engagement

Engagement Agency	13.09% Disengaged	57.56% Engaged	29.35% Highly Engaged
Engagement SOI	13.95% Disengaged	58.72% Engaged	27.34% Highly Engaged

Opportunities for Improvement

MEANINGFUL RECOGNITION 3.73

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 3.74

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 3.46

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.

Indiana State Personnel Department

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. Remember, it's important to know how people 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 even get 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.

Indiana State Personnel Department

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. Remind them employee growth is the organization's advantage and provide resources to support that.
• Senior leaders who don't model employee development with their own direct reports.
• Failing to recognize employee growth can take employees out of your own organization. Leave the door open for your talent to return when your paths align again.

Indiana State
Personnel Department

Pulse Opportunity 3: I work with someone I consider a close friend.
Energage: I feel included at IDOH.

NOTE: Most of the Energage actions for this focus on diversity which is not what this particular topic focuses on within the Pulse survey. I only pulled items I felt were relevant to engagement.

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 strategics 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.

**Indiana State
Personnel Department**

What's next?

Mark your calendars! This spring's survey is open March 1 - March 17. IDOH-specific questions have been added to help us all continue our efforts towards improvement. This should only take approximately 3-5 minutes more of your time. All questions are detailed on the next slide for you to preview.

INSPD understands that the integrity of this survey is critical to obtain candid feedback. **The Pulse Survey is confidential**, and no identifiable information will be shared within IDOH or with your managers. The information presented herein, a document detailing overall Pulse scores by division, and optional open-ended responses combined by division is the only information shared with <u>any</u> IDOH staff. For the optional open-ended questions, we encourage you to provide enough information that your feedback is clear but remain discreet if you are concerned that your answer could identify you.

Interested in reviewing past IDOH Pulse Survey results and recommendations? Click <u>here</u>.

No individual surveys are shared based on the answers you provide.

Indiana State
Personnel Department

IDOH Pulse Survey – future versions
Added IDOH specific questions.

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.

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

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

Select any of importance to you

- Benefits/Total Comp (leave, pension, ins, etc.)
- Compensation
- EIO (trainings, prof dev, etc.)
- Flexible Work Arrangements (remote work, etc.)
- Personal/Professional Development
- Recognition/Rewards
- Purpose/Culture
- Other (open ended)

DEI questions

- Gender
- Transgender
- Race/Ethnicity
- Employment Status (FT, Contract, etc.)
- Age
- YOS

- Years of state service
- Salary Range
- Highest level of education
- Sexual orientation
- Military status
- Disability (if yes, choose from list)

Indiana State Personnel Department