

# Indiana Department of Health



## Q3 2023 Results

The Pulse Survey uses the Gallup Q12<sup>®</sup> 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?

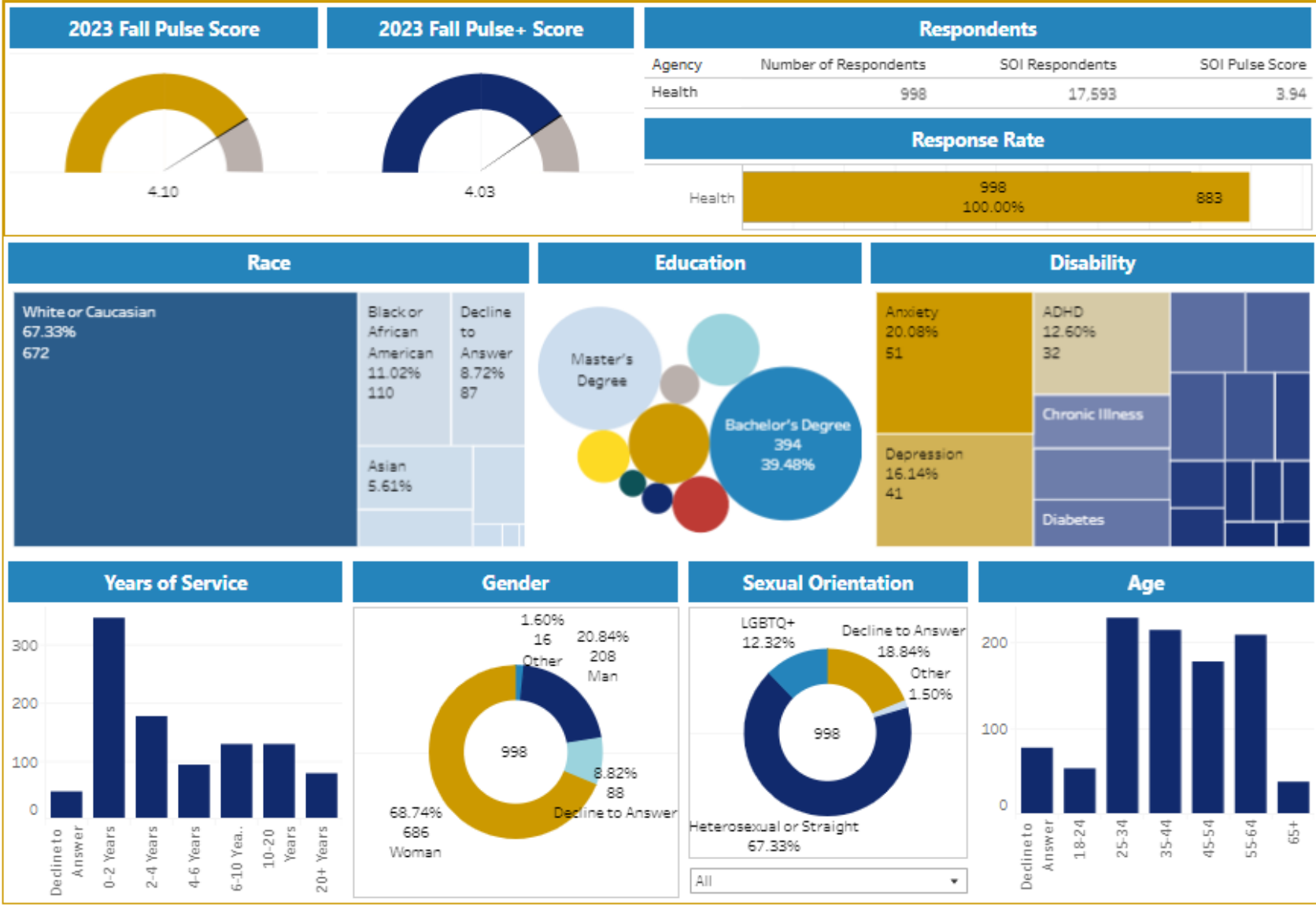
Employees make decisions and take actions every day that can affect your workforce and organization. The way your agency treats employees, and how employees treat one another, can positively affect their actions—or can place your organization at risk. Based on over 50 years of employee engagement research, 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.



# IDOH Q3 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)
- 2023 Q3: 4.10 (998 responses)

### NOTEWORTHY

Our Pulse score increased!

New metric: Pulse+ includes new Career Path Cluster questions.

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 Q3 2023

## Target Areas & Opportunity Trend

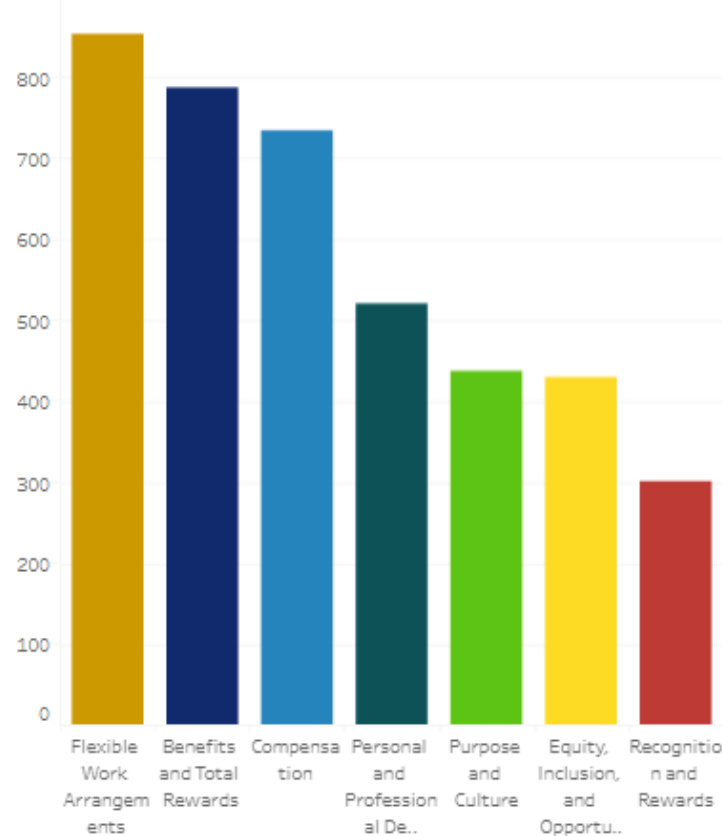
### Top Areas of Engagement

Questions	Agency Score	SOI Scores
My work is meaningful and contributes to the goals of my agency.	4.41	4.24
I seek opportunities to improve my performance.	4.35	4.27
My supervisor, or someone at work, seems to care about me as a person.	4.35	4.19

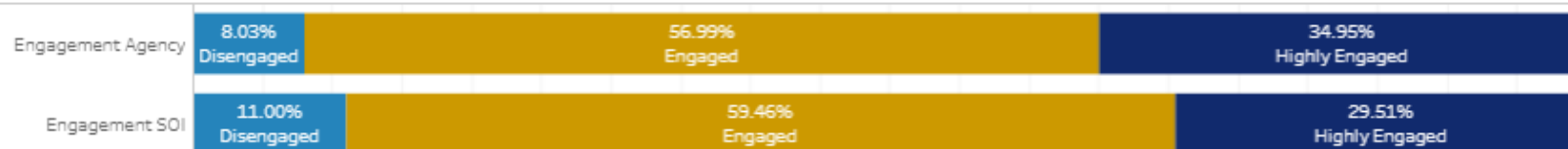
### Top Areas of Opportunity

Questions	Agency Score	SOI Scores
I see a career path forward for myself within this agency.	3.61	3.57
I work with someone I consider a close friend.	3.61	3.60
I receive meaningful recognition when I do good work.	3.86	3.67

### Popularity of Workplace Characteristics



### Measure of Engagement



Opportunities	Score
<b>Work Relationships ("close friend")</b>	
Q3 2023	3.61
Q1 2023	3.55
Q3 2022	3.46
Q1 2022	3.53
<b>Meaningful Recognition</b>	
Q3 2023	3.86
Q1 2023	3.86
Q3 2022	3.73
Q1 2022	3.73
<b>Access to Development Opportunities</b>	
Q3 2023	3.99
Q1 2023	3.93
Q3 2022	3.74
Q1 2022	3.73
<b>Career Path w/in IDOH (new question)</b>	
Q3 2023	3.61
Q1 2023	N/A
Q3 2022	N/A
Q1 2022	N/A



# IDOH Pulse Survey Q3 2023

## Scores by Commission - 2023 Q1 and Q3 comparison

All Commissions	Respondent Count		Pulse Score		Pulse+ Score*	
	2023 Q3	2023 Q1	2023 Q3	2023 Q1	2023 Q3	2023 Q1
Cons Svcs & Healthcare Reg Commission	181	147	4.03	4.02	3.98	N/A
Health & Human Services Commission	192	185	4.18	4.13	4.08	N/A
Infectious Disease Epidemiology & Prevention	91	84	4.12	4.09	4.04	N/A
Laboratory Services Commission	65	71	4.05	4.09	4.00	N/A
Local Health Services Commission	63	57	4.02	3.98	4.00	N/A
Office of the Chief Strategy Officer	34	27	4.06	3.91	3.96	N/A
Office of the Commissioner	131	162	4.06	4	4.01	N/A
Public Health Protection Commission	208	166	4.15	4.14	4.06	N/A
Declined to Answer	33	38	4.06	3.98	4.04	N/A
<b>TOTAL RESPONDENTS</b>	<b>998</b>	<b>937</b>	<b>4.10</b>	<b>4.07</b>	<b>4.03</b>	<b>N/A</b>

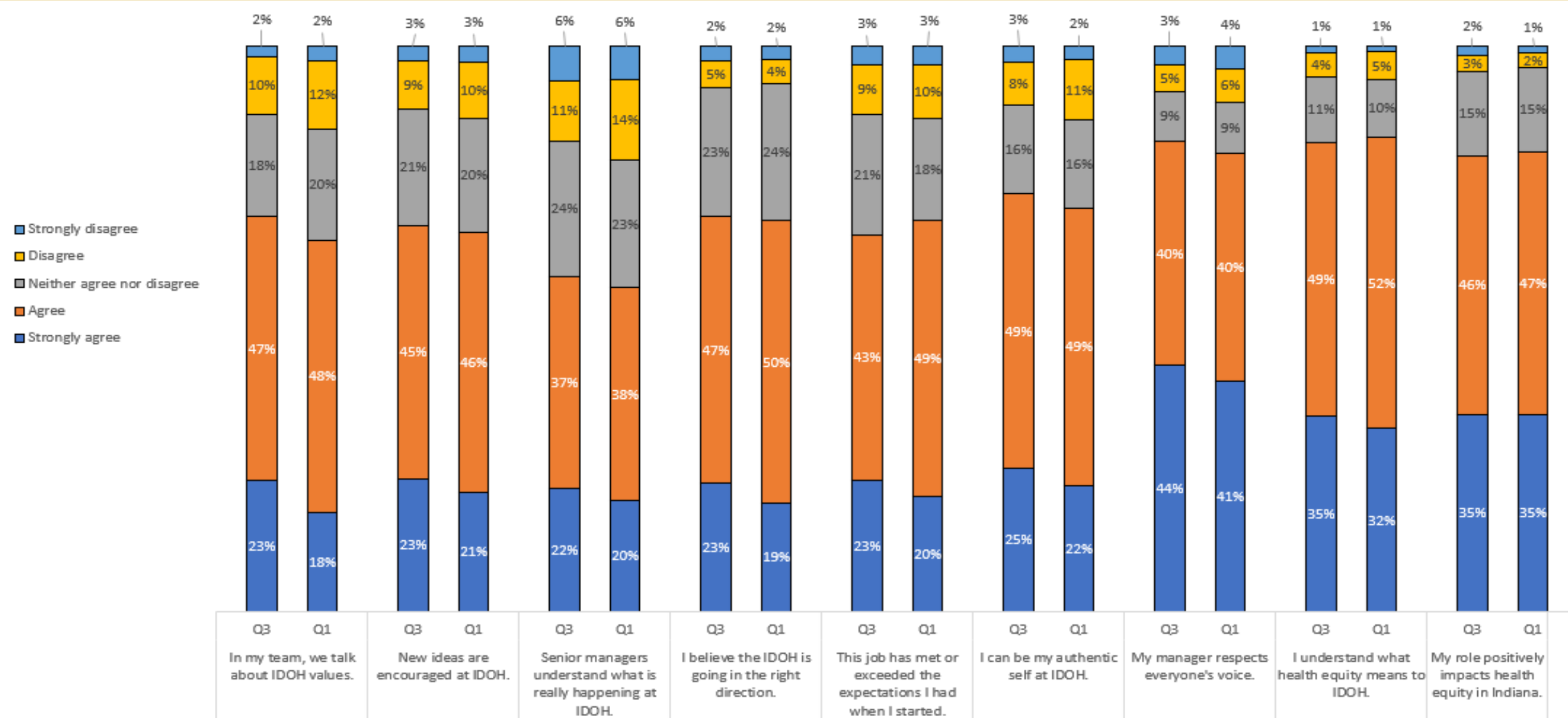
\*Pulse Score plus new career longevity questions

All Commissions	Basic Needs		Individual Needs & Contributions		Teamwork & Belonging		Growth & Potential		Career Longevity	
	2023 Q3	2023 Q1	2023 Q3	2023 Q1	2023 Q3	2023 Q1	2023 Q3	2023 Q1	2023 Q3	2023 Q1
Cons Svcs & Healthcare Reg Commission	4.16	4.12	4.02	4.04	3.95	3.9	4.08	4.12	3.87	N/A
Health & Human Services Commission	4.23	4.2	4.16	4.13	4.16	4.08	4.24	4.19	3.83	N/A
Infectious Disease Epidemiology & Prevention	4.15	4.13	4.13	4.15	4.04	3.96	4.19	4.16	3.84	N/A
Laboratory Services Commission	4.10	4.25	4.11	4.1	3.94	4	4.06	4.11	3.86	N/A
Local Health Services Commission	4.16	4.17	4.08	3.95	3.85	3.86	4.08	4.12	3.95	N/A
Office of the Chief Strategy Officer	4.13	4.06	4.08	3.9	3.95	3.76	4.15	4.13	3.69	N/A
Office of the Commissioner	4.28	4.13	4.07	3.98	3.90	3.93	4.17	4.09	3.88	N/A
Public Health Protection Commission	4.19	4.1	4.12	4.19	4.11	4.08	4.25	4.19	3.84	N/A
Declined to Answer	4.32	4.27	3.99	3.87	3.98	3.95	4.12	4.04	3.98	N/A



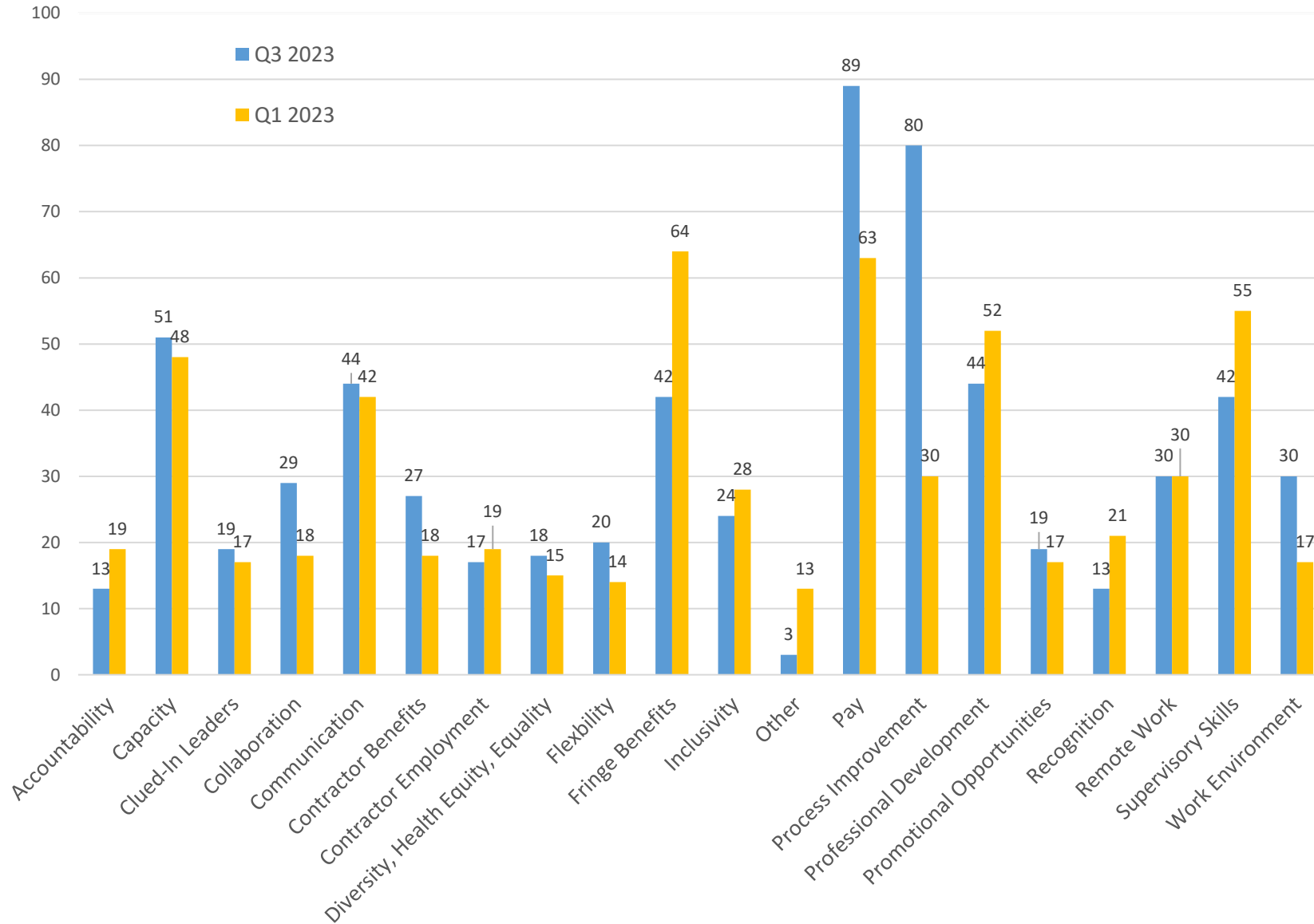
# IDOH Pulse Survey Q3 2023

## Agency Specific Question Responses - 2023 Q1 and Q3 comparison



# IDOH Pulse Survey Q3 2023

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



Theme	Q3 2023	Q1 2023
Accountability	13	19
Capacity	51	48
Clued-In Leaders	19	17
Collaboration	29	18
Communication	44	42
Contractor Benefits	27	18
Contractor Employment	17	19
Diversity, Health Equity, Equality	18	15
Flexibility	20	14
Fringe Benefits	42	64
Inclusivity	24	28
Other	3	13
Pay	89	63
Process Improvement	80	30
Professional Development	44	52
Promotional Opportunities	19	17
Recognition	13	21
Remote Work	30	30
Supervisory Skills	42	55
Work Environment	30	17





# IDOH Pulse Survey Q3 2023

*Theme Examples: What can IDOH or INSPD do to improve your employment experience?*

**Accountability** – hold peers to the same standards; perceived favoritism; supervisors ignore employee concerns

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

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

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

**Communication** – with each other, top down, bottom up; transparent feedback; timely communication

**Contractor Benefits** – create benefits for contractors similar to state employees

**Contractor Employment** – create more opportunity to convert contractors to state employment

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

**Flexibility** – in travel, policies, work schedules, remote work, training locations; openness to change

**Fringe Benefits** – P4P, insurance, discounts, work/life balance, parking, paid time off

**Inclusivity** – of field staff; engagement activities, teambuilding, connectedness

**Other** – consistency, funding, innovation, mission/vision, outreach

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

**Process Improvement** – travel, administrative burden, new state positions, procurement, division-specific suggestions

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

**Promotional Opportunities** – create more; consider internal staff before external

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

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

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

**Work Environment** – common courtesies; team dynamics



# 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 1<sup>rd</sup> quarter of 2024. Stay tuned for more information.
- ❑ Questions should be directed to Heather Whitaker at [hwhitaker@spd.in.gov](mailto:hwhitaker@spd.in.gov).



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