



**Georgia Department
of Human Services**

Division of Family and Children Services (DFCS) 2017 Employee Engagement and Satisfaction

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Interim Director, DFCS*

Vision, Mission and Core Values

Vision

Stronger Families for a Stronger Georgia.

Mission

Strengthen Georgia by providing Individuals and Families access to services that promote self-sufficiency, independence, and protect Georgia's vulnerable children and adults.

Core Values

- Provide access to resources that offer support and empower Georgians and their families.
- Deliver services professionally and treat all clients with dignity and respect.
- Manage business operations effectively and efficiently by aligning resources across the agency.
- Promote accountability, transparency and quality in all services we deliver and programs we administer.
- Develop our employees at all levels of the agency.



What we measured

- Employee Perceptions of the Workplace
 - Employee Satisfaction
 - Employee Engagement
- DFCS Commitment to Customer Service

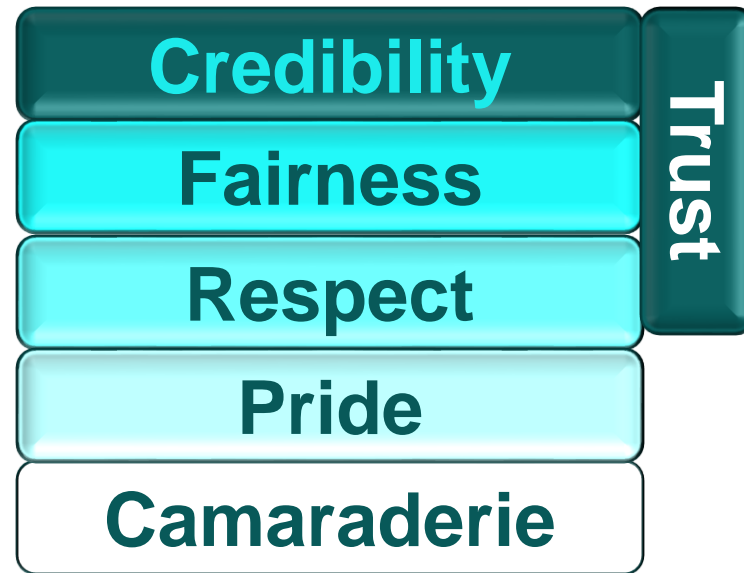


Demographics provided by DFCS

- Field or HQ
- Region
- CWS
- OFI
- Supervisory Status
- Age
- Tenure
- Educational Level
- Gender
- Race
- County



Workplace Quality



Trust

- More qualified job applications
- Lower level of turnover
- Higher levels of customer satisfaction and customer loyalty
- Greater innovation, creativity and risk taking
- Higher productivity
- Higher profitability
- Reduced health care costs

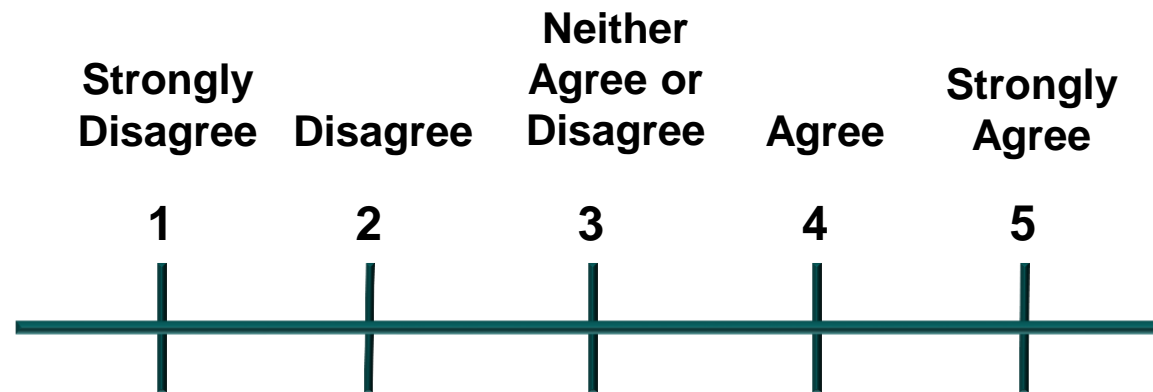
Benefits *Two Views*

Engagement

- Lower level of turnover
- Lower absenteeism
- Higher levels of customer satisfaction and customer loyalty
- Greater innovation, creativity and risk taking
- Higher productivity
- Higher profitability
- Safer



Workplace Quality Measure



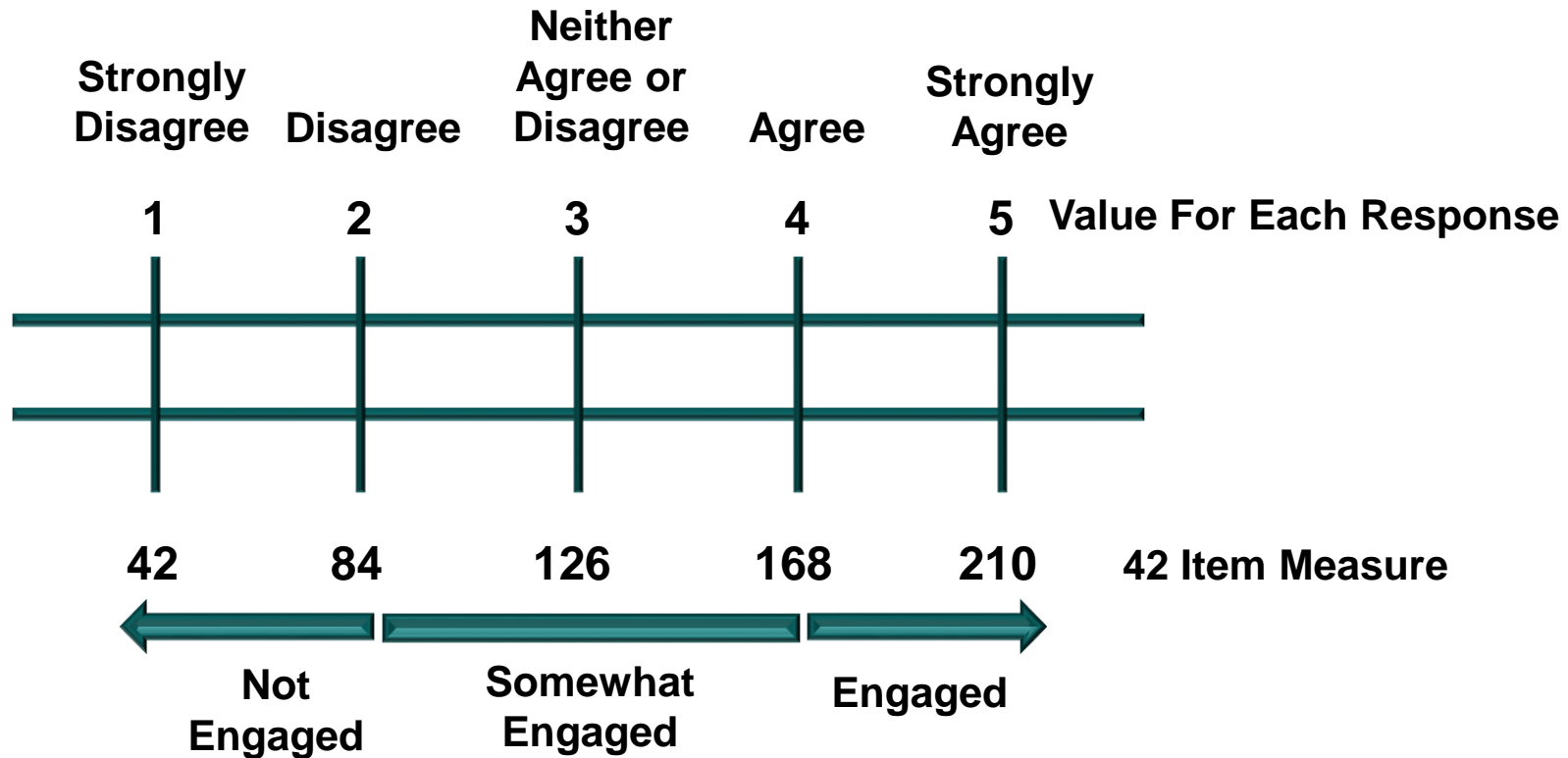
• 42 items



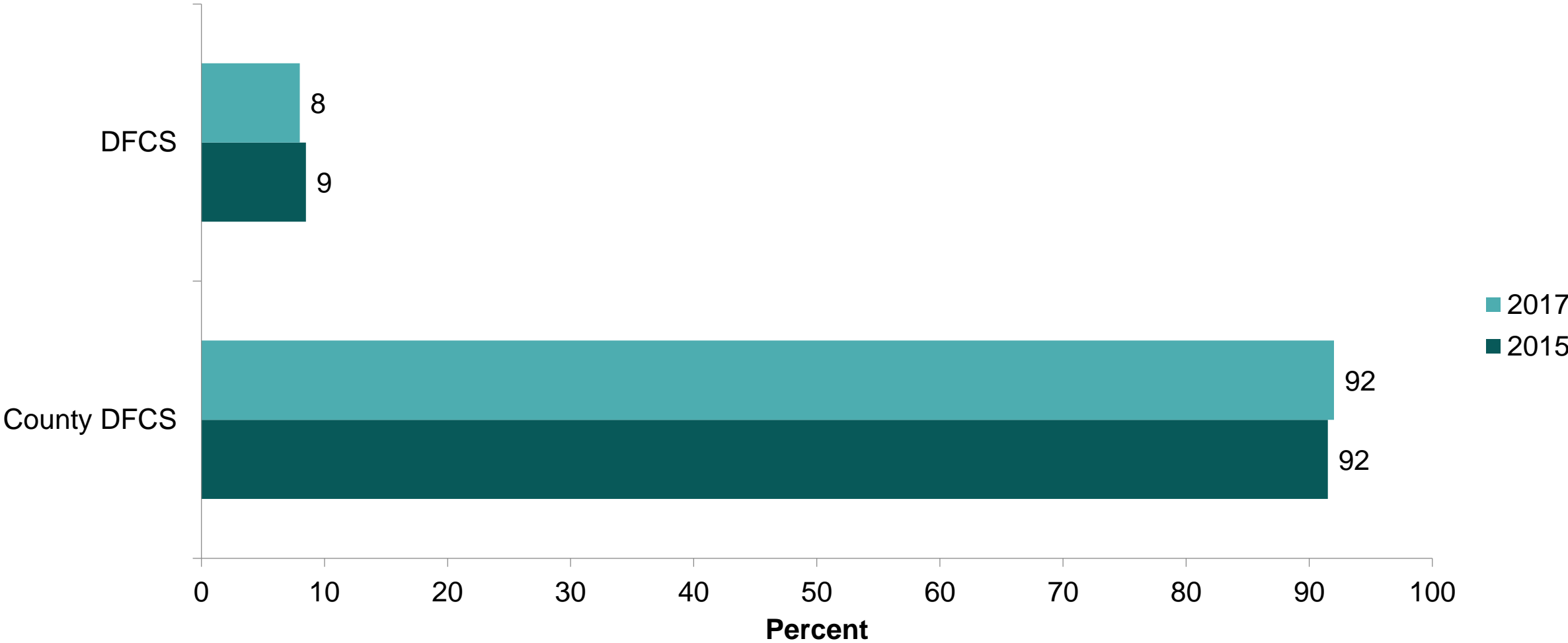
Employee Satisfaction 3 Item Measure



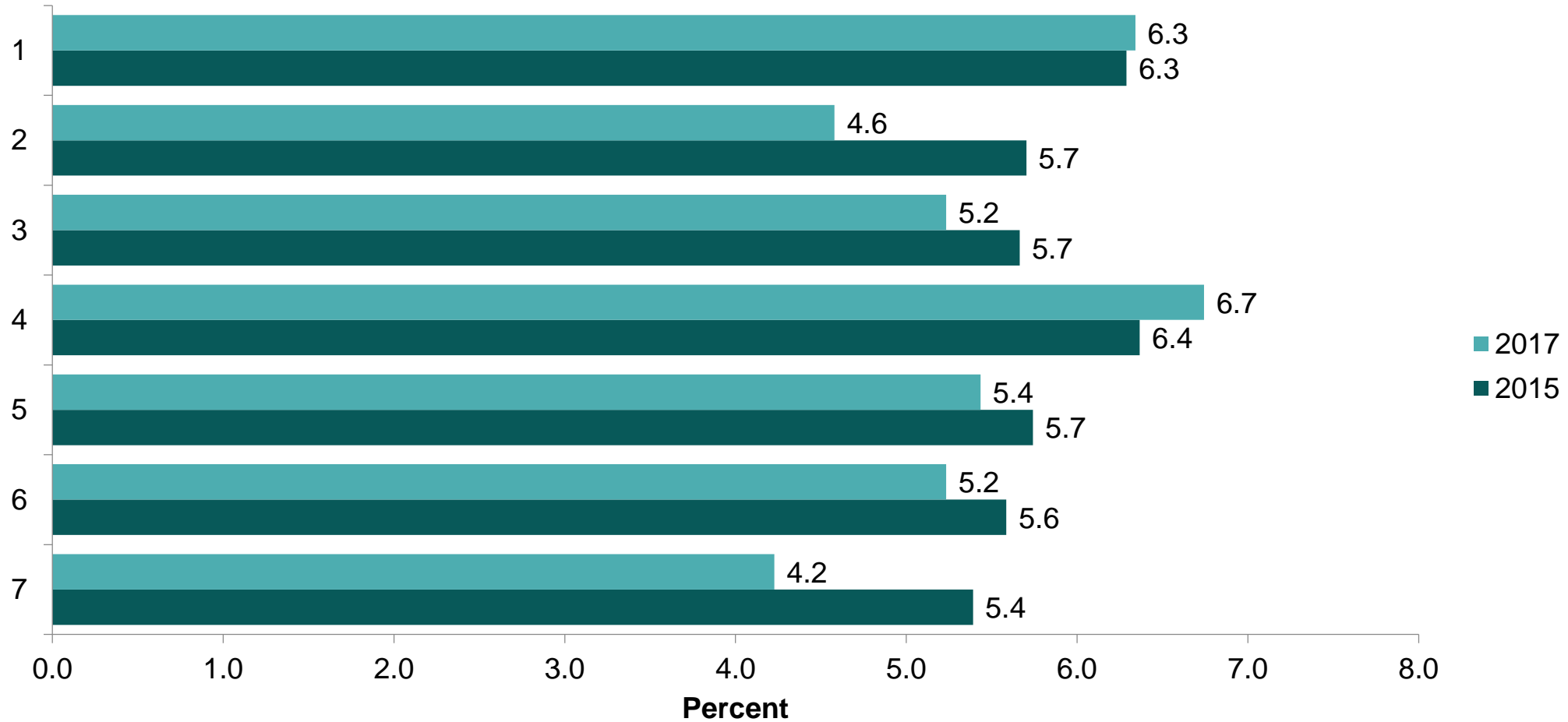
Employee Engagement Scoring Method



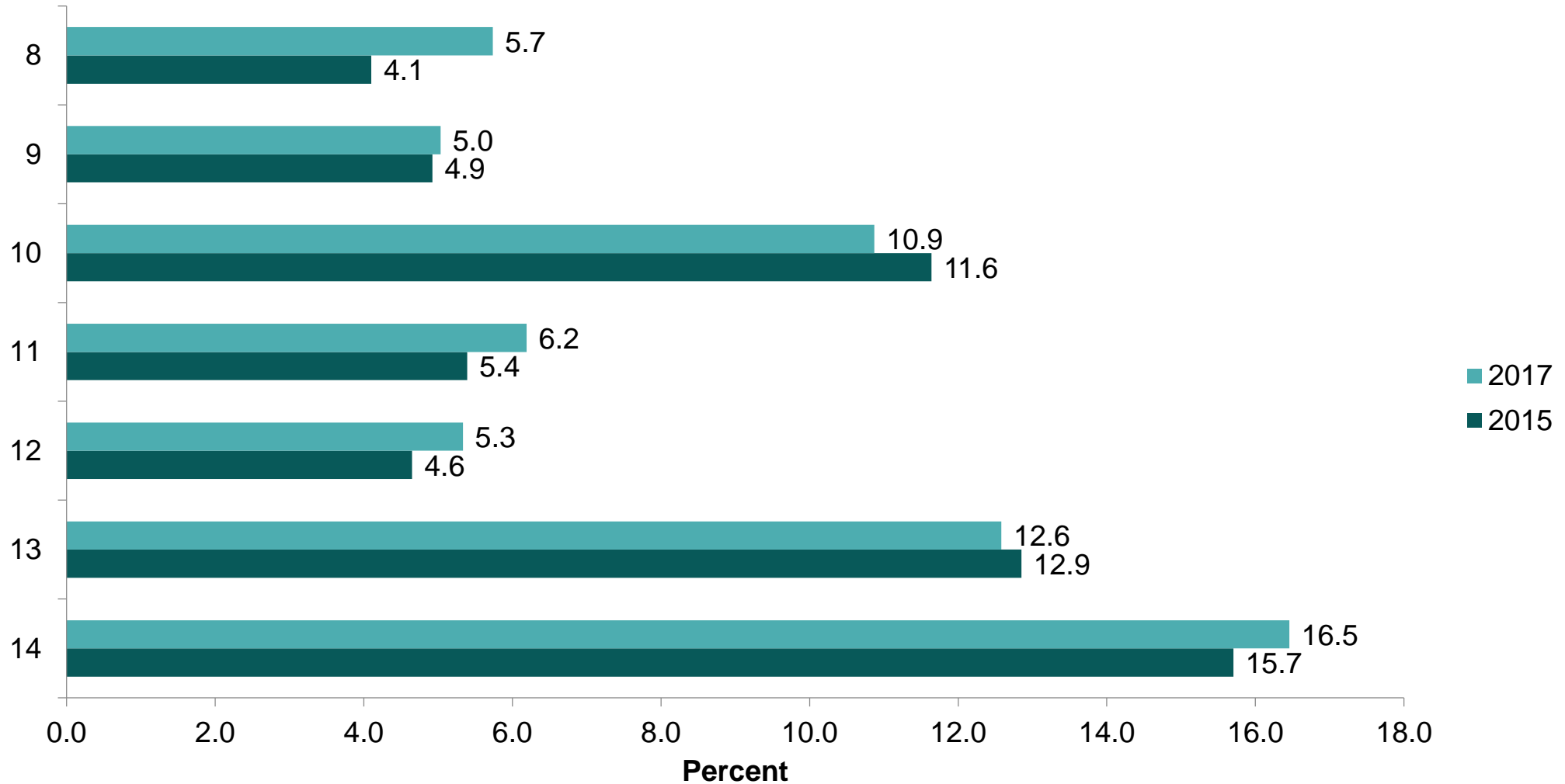
DFCS and County DFCS



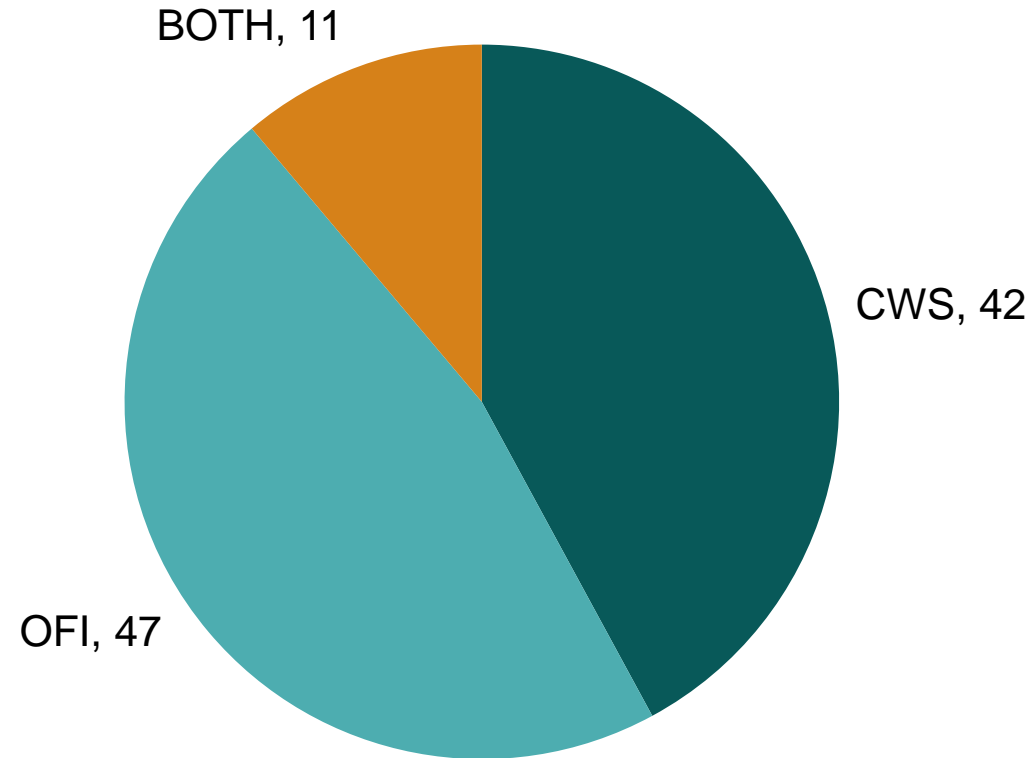
Participants by Region 1-7



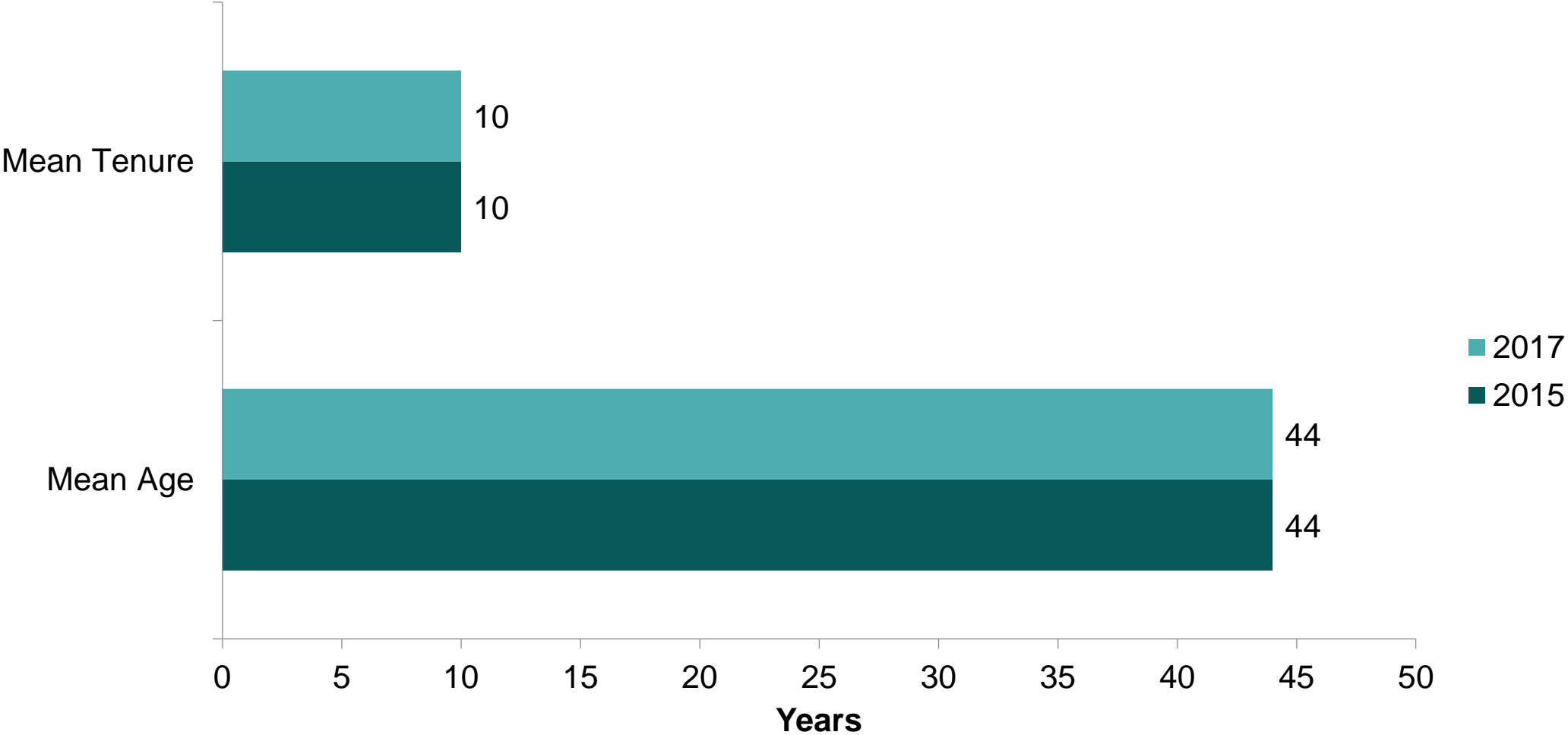
Participants by Region 8-14



Participants by Services (%)



Mean Tenure and Age

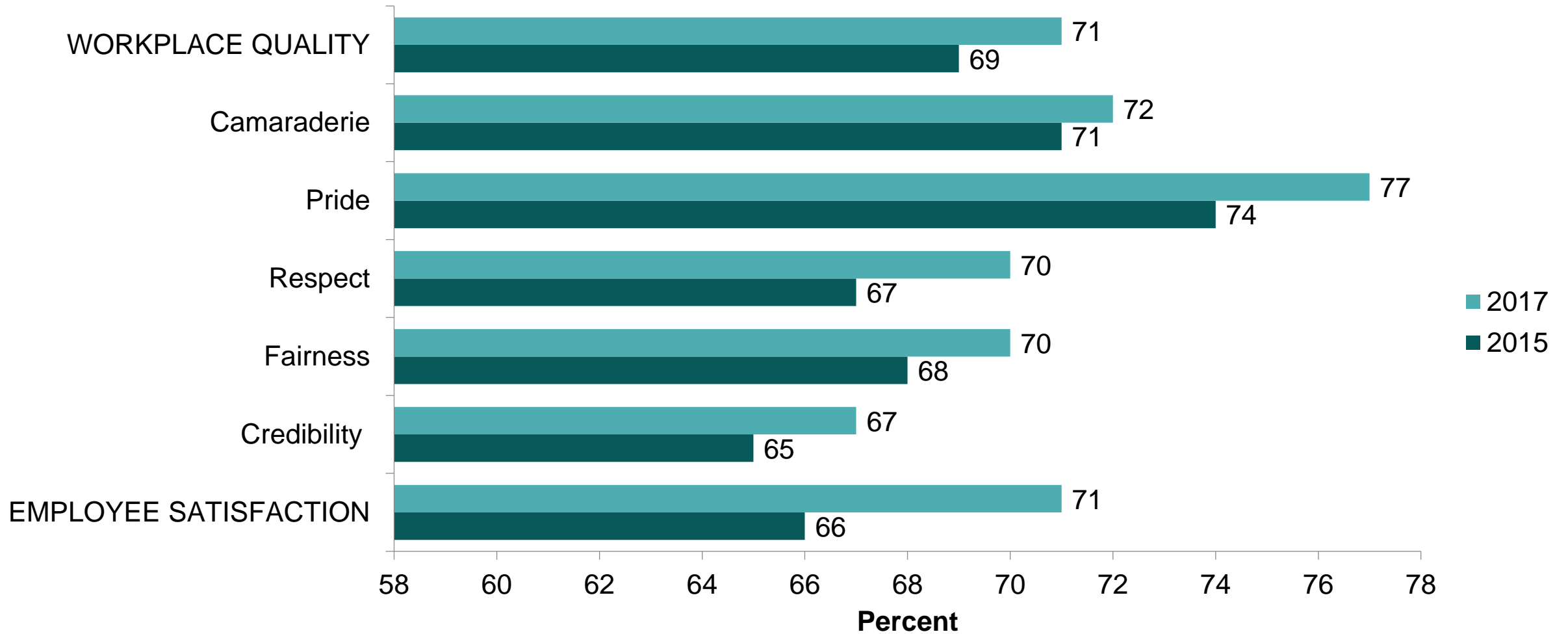


2017 Overall Summary

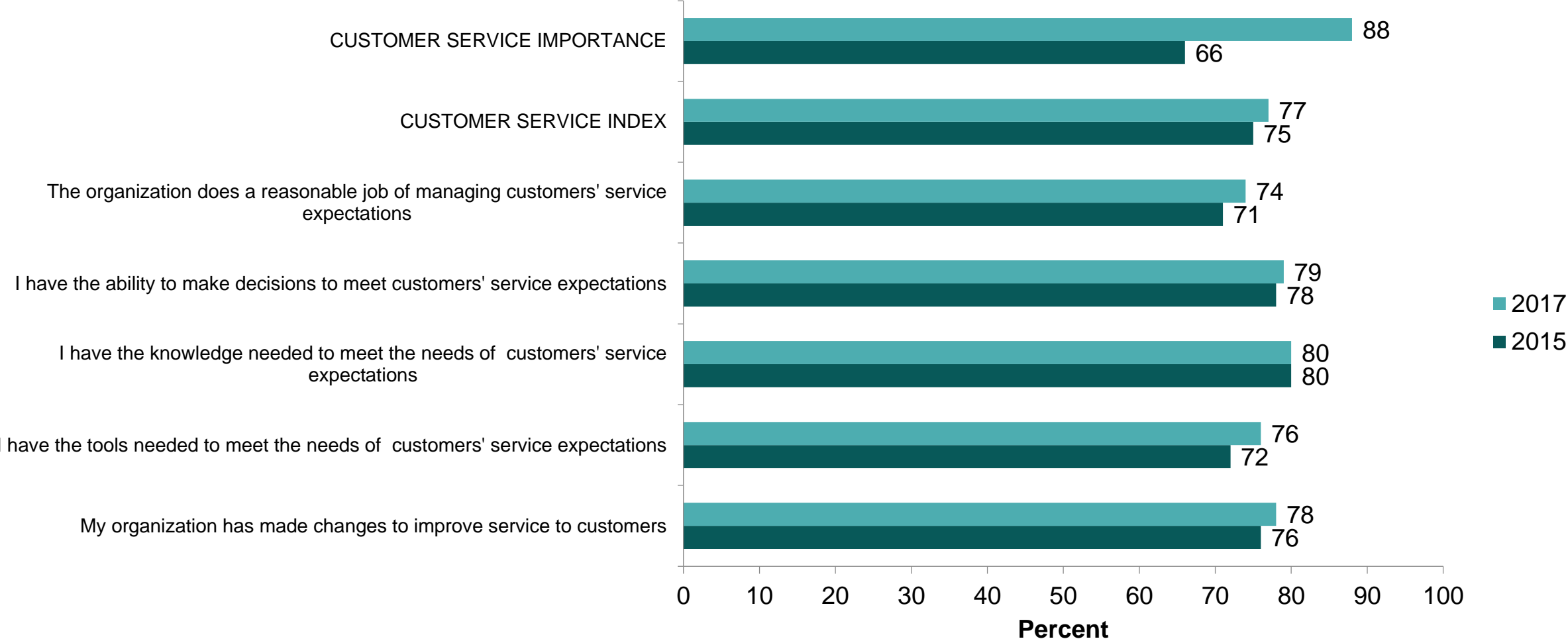
- Employee Satisfaction = 71%
- Workplace Quality = 71 %
 - Engaged = 27%
- Somewhat Engaged = 69%
 - Not Engaged = 4%



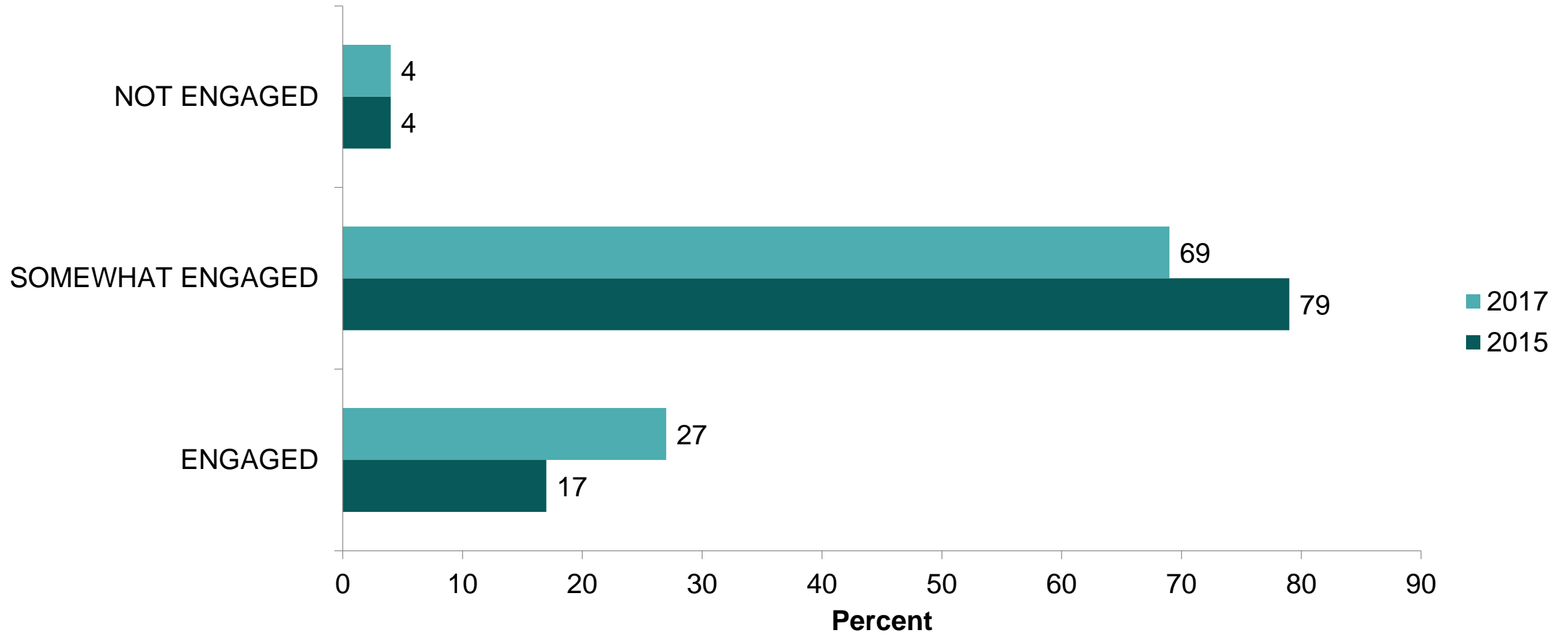
Satisfaction & Workplace Quality



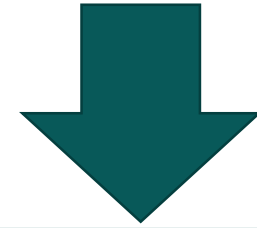
Commitment to Customer Service



Engagement



Engagement Groups



	Not Engaged	Somewhat Engaged	Engaged
Employee Satisfaction	32%	67%	89%
Workplace Quality	33%	67%	88%
Credibility	26%	61%	87%
Fairness	35%	66%	87%
Respect	33%	65%	86%
Pride	40%	73%	89%
Camaraderie	33%	68%	88%
Customer Service Importance	69%	86%	95%
CSC Index	47%	75%	89%



Employee Satisfaction Index¹



	Not Engaged	Somewhat Engaged	Engaged
Employee Satisfaction Index	32%	67%	89%
I recommend my organization as a good place to work	23%	62%	86%
I am proud to work for my organization	32%	66%	88%
I am satisfied with my job	42%	73%	92%

¹Mean score has been indexed to 100%



Customer Service Commitment Index¹



	Not Engaged	Somewhat Engaged	Engaged
Customer Service Commitment	47%	75%	89%
I have the tools needed to meet the needs of customers' service expectations	45%	75%	90%
The organization does a reasonable job of managing customers' service expectations	43%	73%	87%
My organization has made changes to improve service to customers	61%	78%	89%
I have the knowledge needed to meet the needs of customers' service expectations	52%	77%	90%
I have the ability to make decisions to meet customers' service expectations	37%	71%	88%

¹Mean score has been indexed to 100%



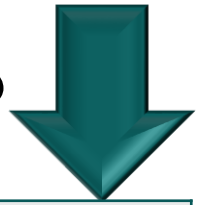
Following Analysis

- Between **Somewhat Engaged** and **Engaged Employee** Groups
 - Only 4% are **Not Engaged** BUT...
 - **69%** are **Somewhat Engaged**
- Fixing problems with the **Somewhat Engaged Group** offers *huge payoff*



Workplace Quality

Where is Thinking Most Similar?



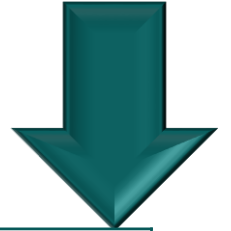
Survey Item	Somewhat Engaged	Engaged	Difference
I believe I make a meaningful contribution here	4.0	4.7	.6
I feel physically safe working here	3.7	4.4	.7
Sexual orientation is not a factor in how employees are treated	3.8	4.6	.7
I am proud of how we contribute to Georgia communities	3.8	4.6	.8
Employees here go the extra mile to get things done	3.5	4.4	.8
I have the tools and knowledge needed to succeed in my job	3.5	4.4	.8



Workplace Quality

Where is Thinking Most Similar?

continued



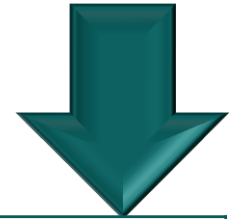
Survey Item	Somewhat Engaged	Engaged	Difference
I genuinely enjoy my work	3.7	4.6	.9
When employees change jobs or work units, they are made to feel welcome	3.4	4.3	.9
Gender is not a factor in how employees are treated	3.7	4.6	.9
I have an opportunity to get a better job in state government	3.1	4.0	.9
I am proud of our achievements as an organization	3.6	4.5	.9
I am proud of our achievements as a work group	3.7	4.6	.9



Workplace Quality

Where is Thinking Most Similar?

continued

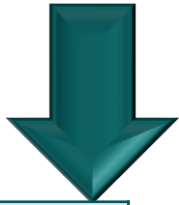


Survey Item	Somewhat Engaged	Engaged	Difference
Management trusts me to do a good job without too much supervision	3.7	4.6	.9
Race is not a factor in how employees are treated	3.6	4.5	.9
I feel comfortable being myself at work	3.6	4.6	.9
I have adequate authority to make decisions related to my work	3.4	4.4	.9
Honest mistakes are considered an opportunity to learn	3.4	4.4	.9



Workplace Quality

Where does Thinking Differ Most?



Survey Item	Somewhat Engaged	Engaged	Difference
Management leads by example -- actions match its words	2.8	4.3	1.6
Management cares about me as a person not just as an employee	2.9	4.4	1.5
Management does not have favorite employees	2.5	4.0	1.5
Management keeps its word -- doesn't make empty promises	2.8	4.2	1.4
Management is honest and ethical in organization's business matters	3.0	4.4	1.4
Management has the skills and knowledge to successfully lead the organization	3.1	4.5	1.4



Workplace Quality

Where does Thinking Differ Most?

continued



Survey Item	Somewhat Engaged	Engaged	Difference
Promotions are earned, not given to favorite employees	2.7	4.0	1.4
Everyone is a full member of the team regardless of their position	3.0	4.4	1.4
Management expectations are clear	3.1	4.4	1.3
Management does a good job of matching individuals and teams to jobs	2.8	4.1	1.3
Management recognizes employees for doing an exceptional job	3.0	4.3	1.3
Management is easy to get to and talk with	3.1	4.4	1.3



Workplace Quality

Where does Thinking Differ Most?

continued



Survey Item	Somewhat Engaged	Engaged	Difference
Management gives an honest answer to a reasonable question	3.1	4.4	1.3
Management shares information with me about important matters and changes	3.2	4.4	1.2
Management supports my need to balance work and family issues	3.3	4.5	1.2
Management has a vision of where the organization is going and how to get there	3.1	4.3	1.2
I want to work here for the remainder of my career	3.2	4.3	1.2
I feel like I'm part of a team	3.4	4.5	1.2



Workplace Quality Improvement Targets By Dimension

Credibility	Management leads by example -- actions match its words
Credibility	Management keeps its word -- doesn't make empty promises
Credibility	Management does a good job of matching individuals and teams to jobs
Credibility	Management has the skills and knowledge to successfully lead the organization
Credibility	Management is honest and ethical in organization's business matters
Credibility	Management gives an honest answer to a reasonable question
Credibility	Management is easy to get to and talk with



Workplace Quality Improvement Targets By Dimension continued

Credibility	Management expectations are clear
Credibility	Management shares information with me about important matters and changes
Respect	Management cares about me as a person not just as an employee
Respect	Management recognizes employees for doing an exceptional job
Camaraderie	Everyone is a full member of the team regardless of their position
Fairness	Management does not have favorite employees
Fairness	Promotions are earned, not given to favorite employees

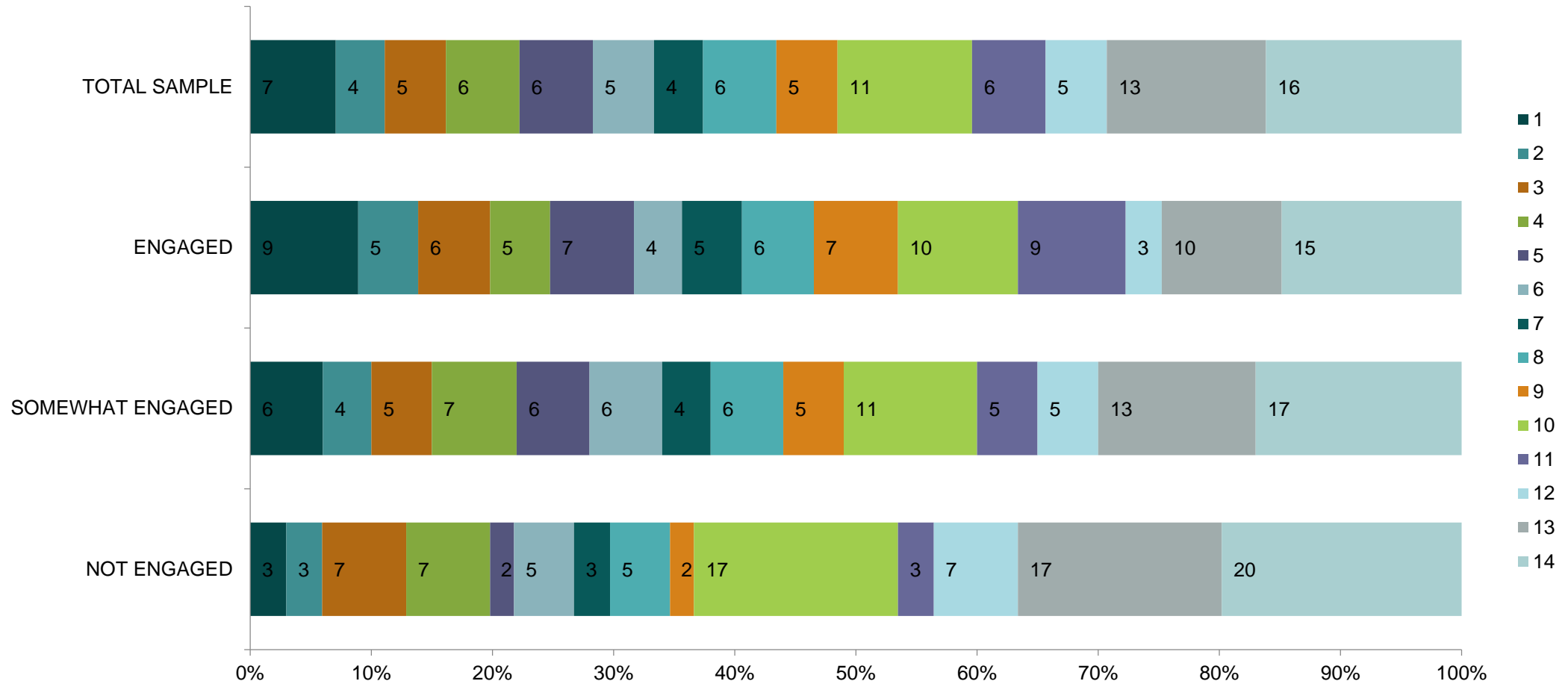


Changes you want DFCS to make during the next year

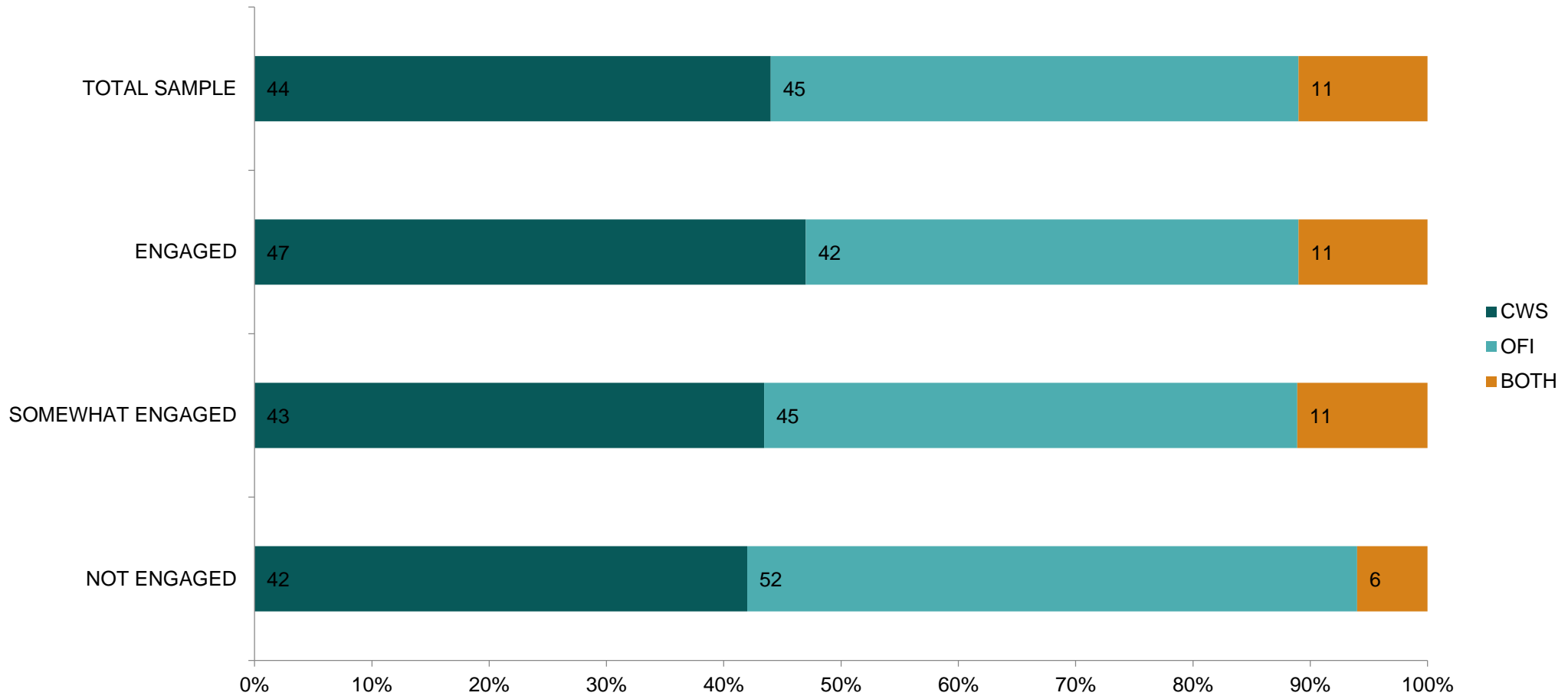
Changes you want DFCS to make during the next year using an Importance scale from 1 (Not Important) to 5 (Essential)	
Reduce individual workloads (hire more people; focus on training and retaining staff)	4.6
Recognize employee contributions (rewards for excellent service, incentives for meeting goals)	4.4
Provide more opportunities for professional development (training and advancement)	4.4
Improve managerial transparency (better communications regarding policies, decision making, agency priorities, and process improvement)	4.4
Improve supervisory training (responsiveness, supportiveness, fairness, communications)	4.3



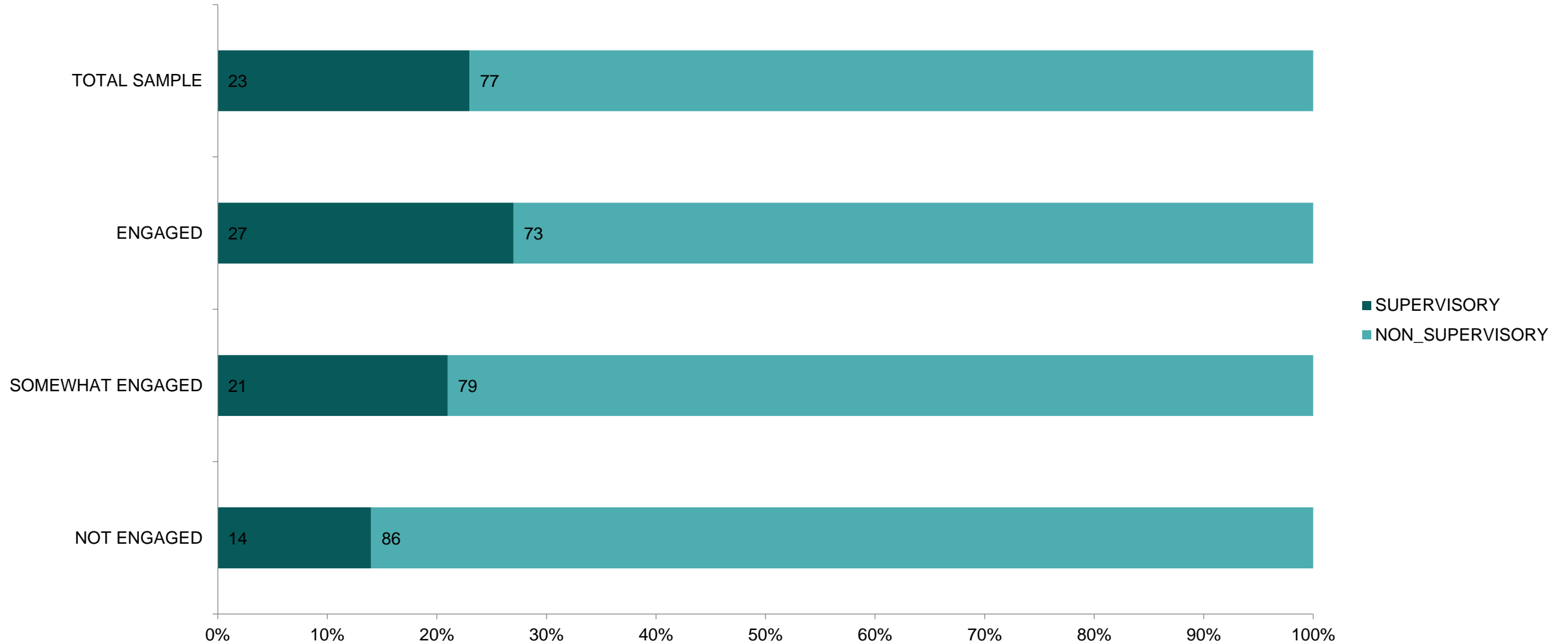
Engagement by Region



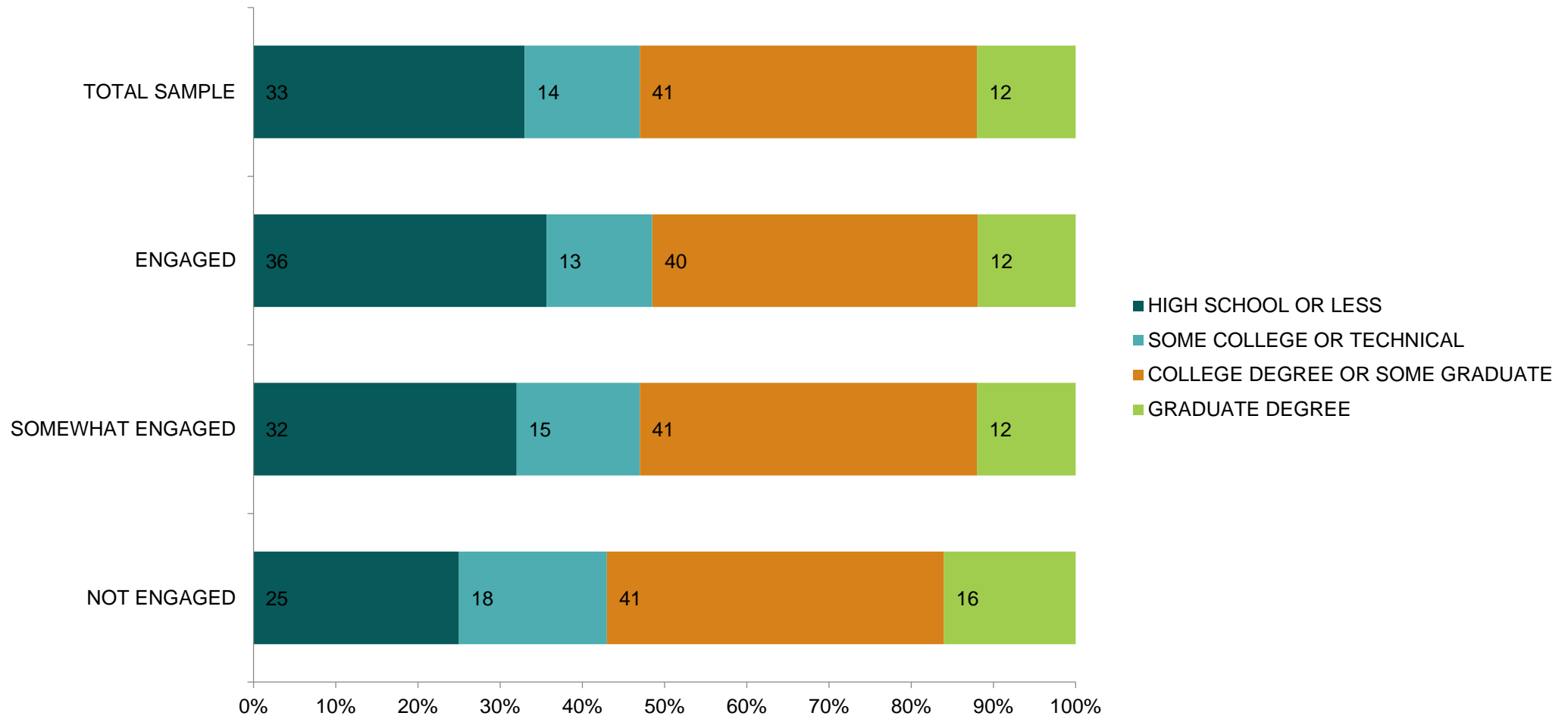
Engagement by Services



Engagement by Supervisory Status



Engagement by Education



Next Steps

- Further analyze the findings
- Share the results
- ➔ ○ Communicate the action plan
- Learn more through dialogue, RPI
- Identify specific actions
- Validate with employees
- Implement
- ➔ ○ Measure their pulse
- Make adjustments
- ➔ ○ Resurvey



Final Thoughts

- Focus on improving Credibility and Respect
- Fairness issues are statewide
- Rapid Process Improvement
- Manager training
- Communication content, testing and control
- Input and Feedback loops
- Employee Recognition
- Performance Metrics



Questions

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