Employee Engagement: Lessons Learned – 2018 to 2019
Agenda

01 Survey Changes
02 Demographics
03 Survey Results
04 Department Initiatives
05 Engagement Initiatives
06 Next Steps
Survey Changes
Survey Changes: 2018 to 2019

Lesson Learned: Demographics were at the front and people dropped out before getting to the survey questions.

Lesson Learned: Statements worded at the department-level made it difficult to judge business unit sentiments.
Survey Changes: 2018 to 2019

- Demographics moved to the end
- Developed Employee Engagement Index
- Separated department and business unit feedback
- Focused on department initiatives from the past year
Demographics
Demographic Information: 2018 to 2019

Lesson Learned: Added “I prefer not to answer” to the personal demographic questions.
Survey Results
Survey Results: Top 5 % Positive (A/SA)

2018

- I am committed to the success of DOR: 98%
- I understand the DOR mission and goals: 97%
- My job is important in accomplishing the mission of the DOR: 95%
- I understand how my job supports the department’s goals: 94%
- The goals and initiatives are aimed at meeting the expectations of our customers: 89%

2019

- My job is important in accomplishing the mission of the DOR: 92%
- I am committed to the success of DOR: 92%
- I understand the DOR mission and goals: 91%
- I believe in the mission of DOR: 91%
- I consider our values when working with our customers: 90%
Survey Results: Top 5% Negative (D/SD)

**2018**
- I am involved in the changes that occur in my bureau/office. 50%
- There are opportunities for advancement within the department. 48%
- I am involved in the decisions that affect my work. 47%
- Communication of information within DOR is adequate. 42%
- DOR values suggestions for changes and improvements. 40%

**2019**
- It feels like all bureaus are on the same team within the department. 40%
- My supervisor or someone in my chain of command has discussed how the department’s future plans affect me. 27%
- My supervisor or someone in my chain of command has discussed my career goals with me. 26%
- Communication of information within the DOR is adequate. 24%
- Overall, I am satisfied with the communication from the executive level to the employee level. 24%

Lesson Learned: Added a neutral option, "Neither agree nor disagree."
Likert Scale: 2018-2019 Trends

- **Neither Agree nor Disagree**
  - **Neutral**
    - Decrease in the number of respondents in the “Strongly Disagree” and “Disagree” categories for ALL ranked statements
  - **Strongly Agree**
    - Increase in the number of respondents in the “Strongly Agree” category for 80% of the ranked statements

**Lessons Learned:**
Changing your Likert scale mid-stream makes comparisons challenging.
Suggested Areas for Improvement

**Communication**
Improving our communications and seeking input, both internally and externally

**Processes**
Improving our systems, policies, and business processes, for both internal and external benefit

**Training**
Providing timely and consistent initial training, as well as refresher training, to staff within the department

**Work Schedules**
Implementing concepts like telecommuting, home headquartering, or flex time

**Management**
Providing leadership training to improve relationships between staff and management

Lessons Learned:
Provided one open-ended question on what to improve, instead of two.
Department Initiatives
Lean: Feedback

- 70%: DOR values suggestions
- 9%: I’m involved in change
- 58%: Lean helps us change

- Yes 91.75% (745)
- No 2.09% (17)
- I am not sure what this is. 6.16% (50)

NEW
Modernization: Feedback

89% Right amount of information

- Pass It Along
- Email
- PaTHWay Newsletter
- Communication Stations
- Intranet/SharePoint
Frontline Focus Groups: Feedback

- 38% Attended
- 72% Positive experience
- 68% Increasing comms

Yes 65.76% (532)
No 19.90% (161)
I am not sure what this is. 14.34% (116)
Engagement Initiatives
Engagement Initiatives

Communication Station
The purpose of the Communication Stations is to provide information on important news and events, legislative changes, updates to our tax systems, and our achievements as a department in a centralized location – physically and virtually.

MyIdeas
MyIdeas is a dedicated space for all employees to submit their ideas and suggestions on how to improve our department. Employees know this agency better than anyone - so put your thinking caps on and let your thoughts be known!

GEM
The “Go the Extra Mile” Award is an employee recognition program for employees who go above and beyond to help our customers, to improve processes, and to advance the department’s mission and goals.

MyRevenue
The MyRevenue brand encourages our employees to take pride in themselves, in our agency, in the work we do. We want to empower our staff to take ownership in our future and in our continuous improvement.

Lessons Learned:
Over-communicate! Employees still responded that they hadn’t seen changes since the last survey.
The Communication Stations provide information on important news and events, legislative changes, and updates to our tax systems in addition to showcasing our initiatives and recognizing achievements. The ultimate goal is to provide regular reminders to our staff that our work benefits the citizens of the Commonwealth of Pennsylvania.
Engagement Initiatives: MyRevenue

MyRevenue is an internal branding effort to encourage our employees to feel a sense of pride in themselves, in our agency, in the work we do and in what we accomplish.

MyRevenue seeks to empower our employees to take ownership in our future and to strive for the continuous improvement of our agency.
Engagement Initiatives: MyRevenue

Seventeen years and a completely different career field later, I can honestly say I love my job and always have.

In Revenue, I’ve found a place where I can contribute and am appreciated. I’ve found a place that challenges me and helps me grow. I’ve found a place where I feel I belong and can be myself.

- Adria Senft

MyRevenue puts the taxpayer first. They are our customer. They should be treated fairly and equitably.

MyRevenue values our employees. They are our greatest asset.

MyRevenue embraces change, seeks feedback from our employees relative to that change, and encourages collaboration across bureaus and deputates.

MyRevenue strives to be cutting edge in technology, processing, policy, and customer service.

- John Kaschak

The relationships inside the department and outside our agency, working with and learning from them.

Being part of the team who accurately, efficiently and confidentially generates the revenue to fund Pennsylvania state programs.

Our agency always perseveres. We make the best of imperfect situations.

- Kevin Milligan
Next Steps
Employee Engagement: Next Steps

01 Bureau Meetings & Action Plans

02 PA Lottery Engagement Survey

03 Commonwealth-wide Survey

04 Planning for the 2020 Employee Engagement Survey
Thank you

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