

Employee Engagement:

*Lessons Learned –
2018 to 2019*



Agenda

01 Survey Changes

02 Demographics

03 Survey Results

04 Department Initiatives

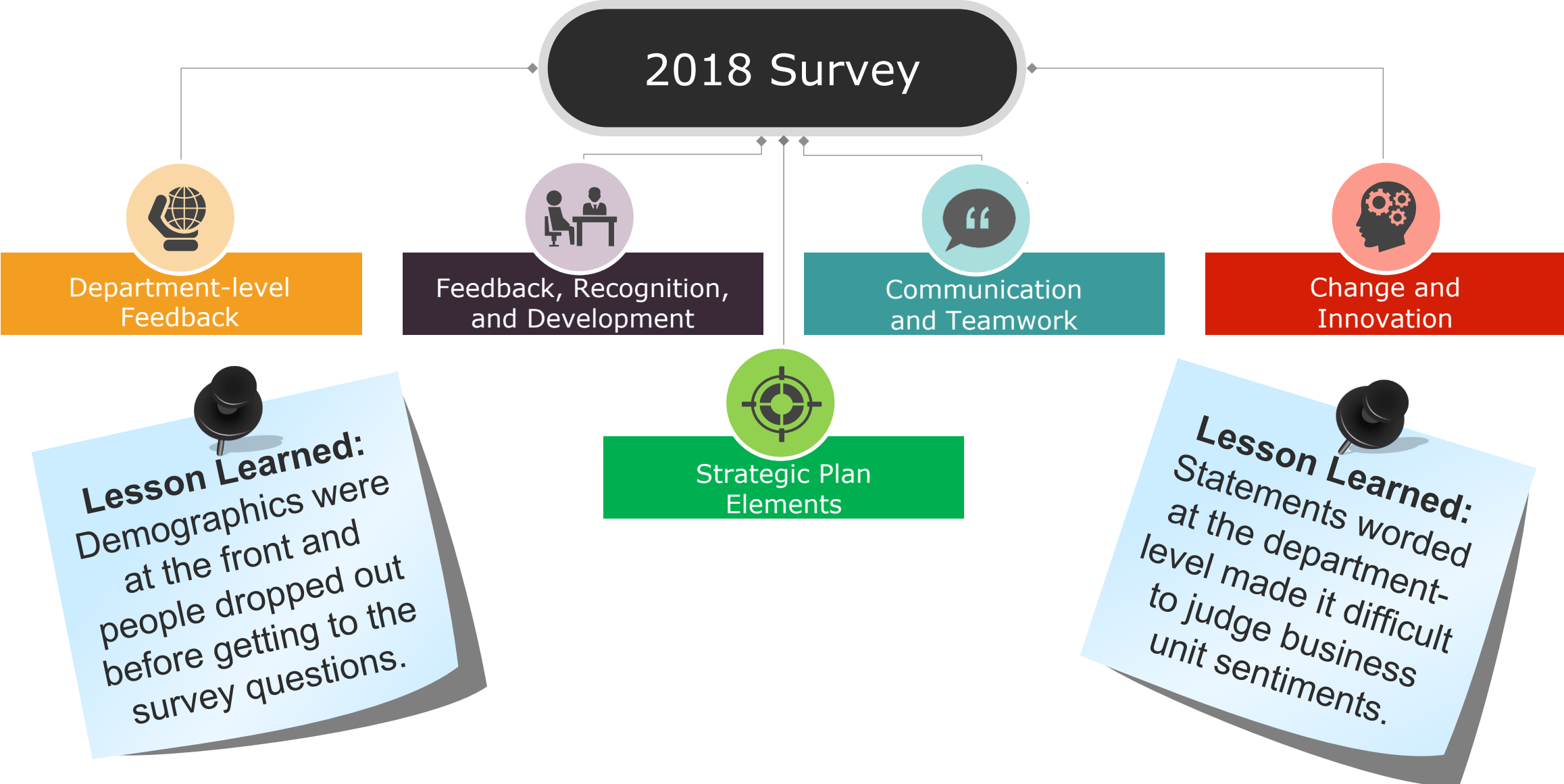
05 Engagement Initiatives

06 Next Steps

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Survey Changes

Survey Changes: 2018 to 2019



Survey Changes: 2018 to 2019

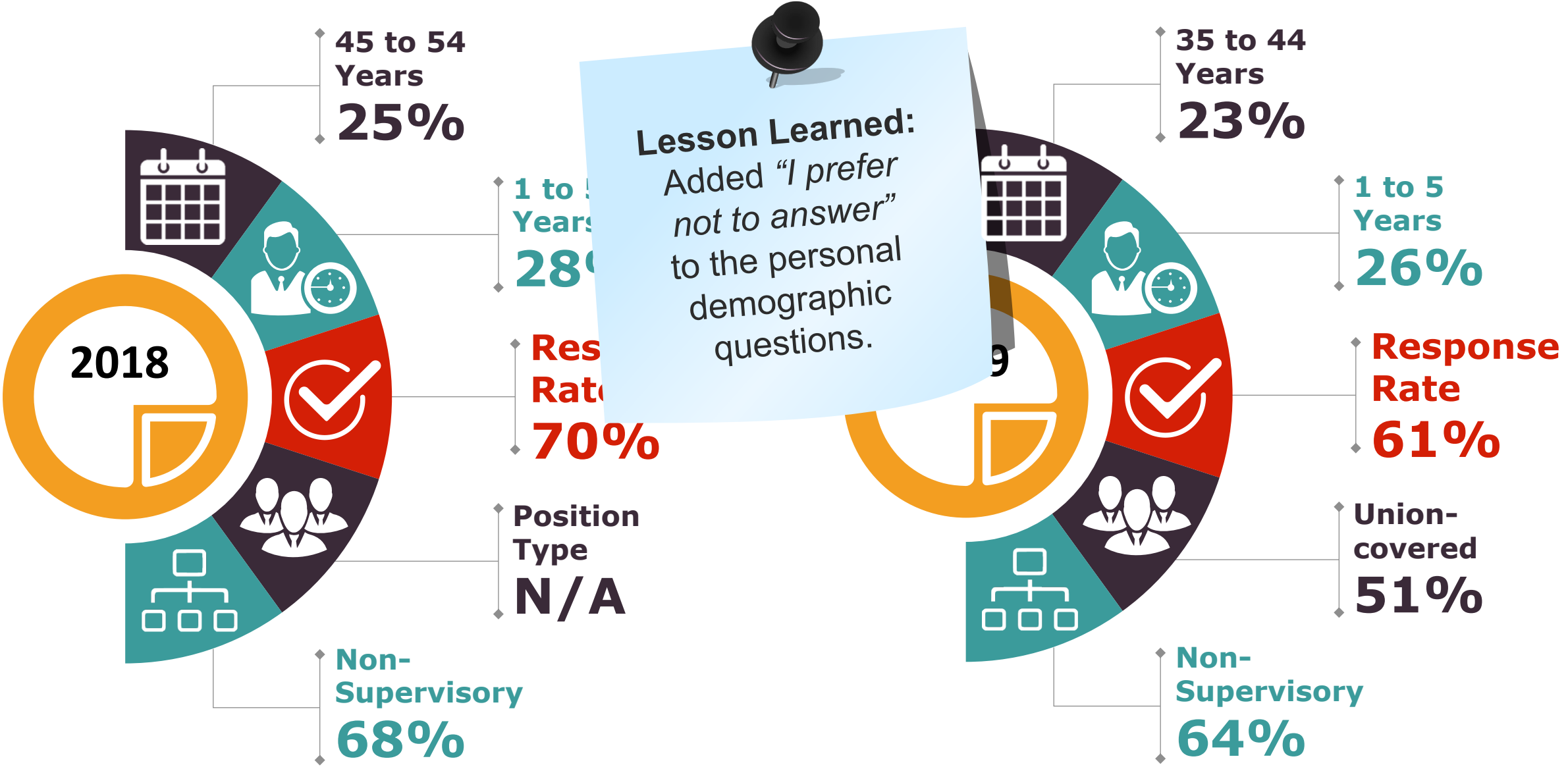


- ✓ Demographics moved to the end
- ✓ Developed Employee Engagement Index
- ✓ Separated department and business unit feedback
- ✓ Focused on department initiatives from the past year

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Demographics

Demographic Information: 2018 to 2019

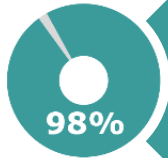


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Survey Results

Survey Results: Top 5 % Positive (A/SA)

2018



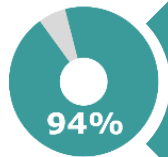
I am committed to the success of DOR.



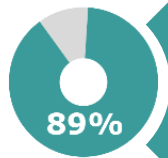
I understand the DOR mission and goals.



My job is important in accomplishing the mission of the DOR.

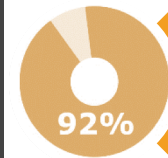


I understand how my job supports the department's goals.

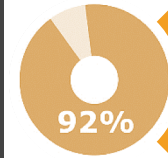


The goals and initiatives are aimed at meeting the expectations of our customers.

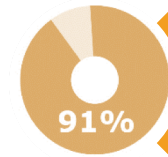
2019



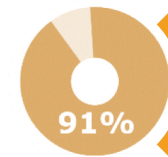
My job is important in accomplishing the mission of the DOR.



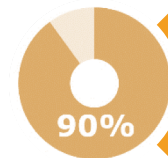
I am committed to the success of DOR.



I understand the DOR mission and goals.



I believe in the mission of DOR.



I consider our values when working with our customers.

Survey Results: Top 5 % Negative (D/S)

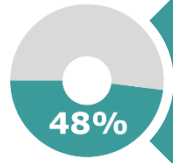
2018

20

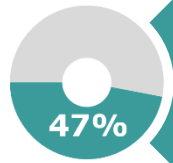
Lesson Learned:
Added a neutral option, "Neither agree nor disagree."



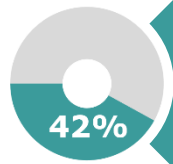
I am involved in the changes that occur in my bureau/office.



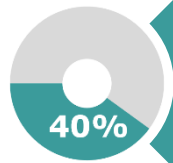
There are opportunities for advancement within the department.



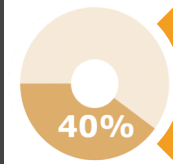
I am involved in the decisions that affect my work.



Communication of information within DOR is adequate.



DOR values suggestions for changes and improvements.



It feels like all but team within the



My supervisor or command has discussed how department's future plans affect me.



My supervisor or someone in my chain of command has discussed my career goals with me.



Communication of information within the DOR is adequate.



Overall, I am satisfied with the communication from the executive level to the employee level.

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



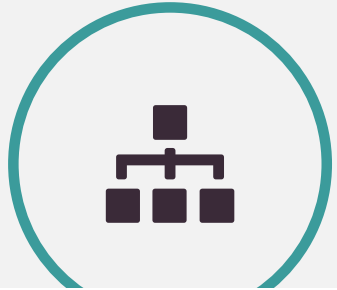
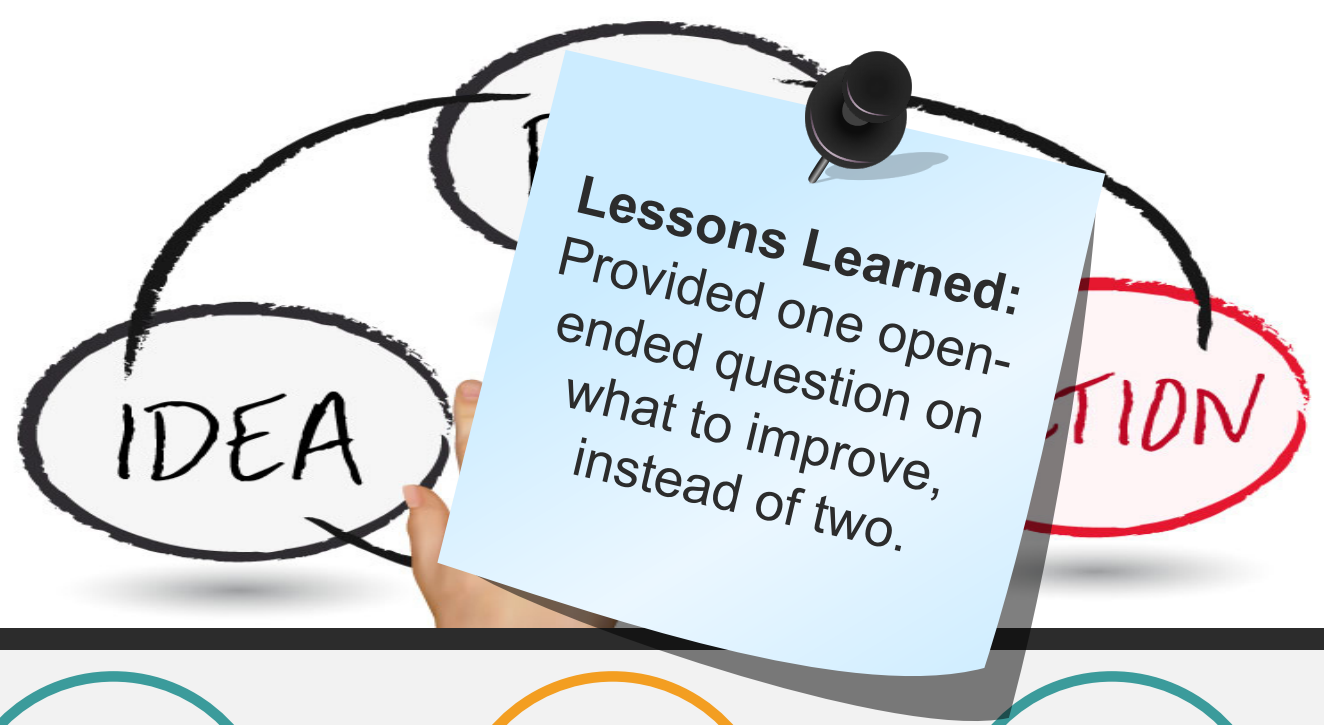
Strongly Agree

- **INCREASE** in the number of respondents in the “Strongly Agree” category for 80% of the ranked statements



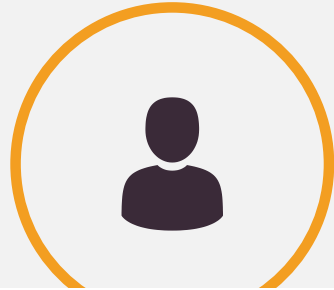
Lessons Learned:
Changing your
Likert scale mid-
stream makes
comparisons
challenging.

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

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Department Initiatives

Department Initiatives: Survey Questions

Lean



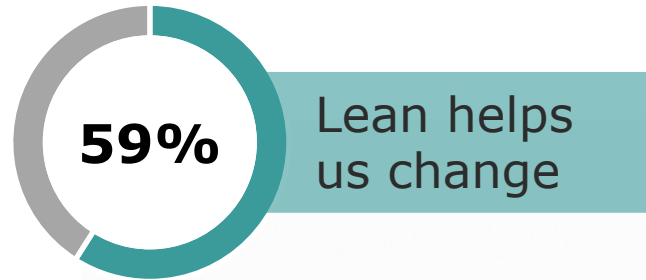
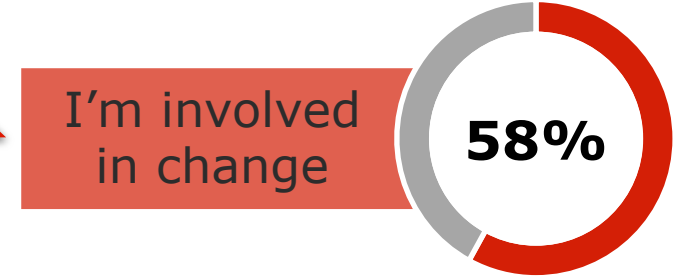
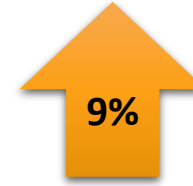
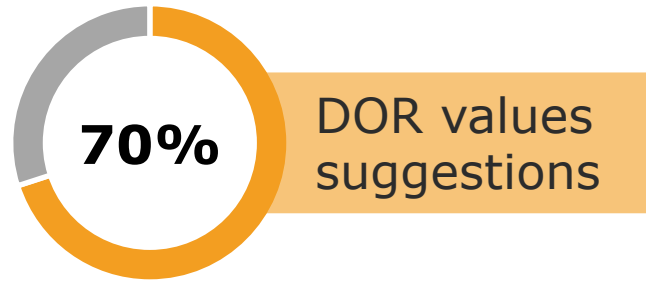
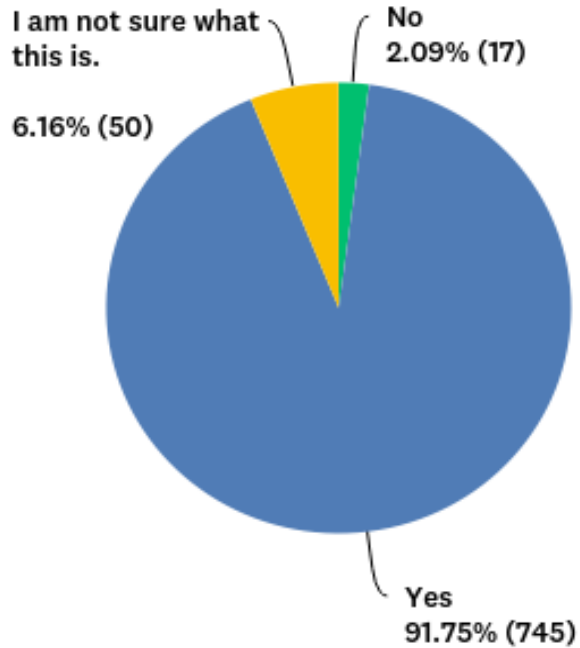
Frontline Focus Groups



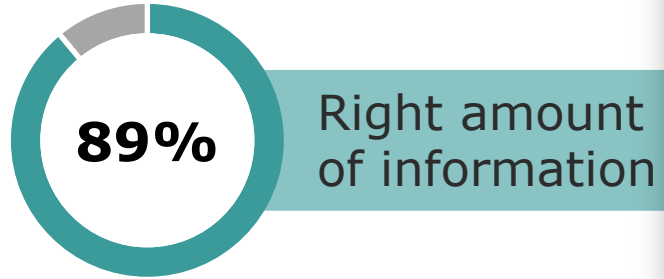
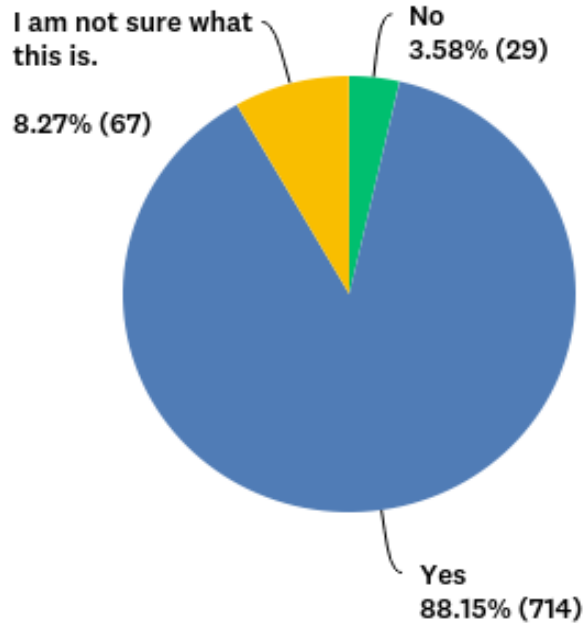
Modernization



Lean: Feedback



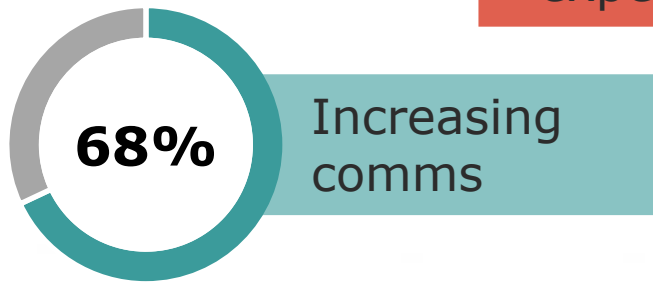
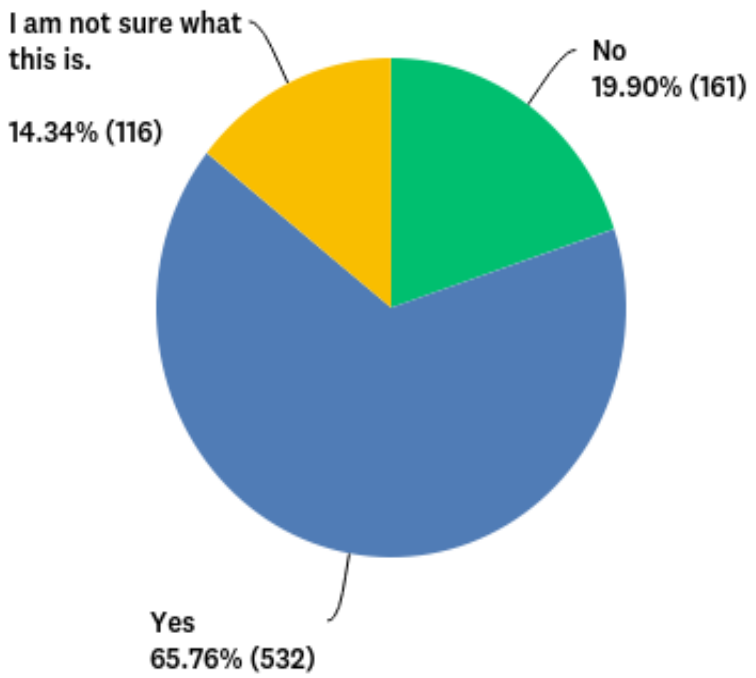
Modernization: Feedback



- Pass It Along
- Email
- PaTHWay Newsletter
- Communication Stations
- Intranet/SharePoint



Frontline Focus Groups: Feedback



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Engagement Initiatives

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Engagement Initiatives



Communication Station

The purpose of the Communication Stations are 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

Engagement Initiatives: Communication Station

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

REVENUE



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 deputes.

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

-John Kaschak

REVENUE

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

REVENUE



Next Steps



Bureau Meetings & Action Plans

01

PA Lottery Engagement Survey

02

Commonwealth-wide Survey

03

**Planning for the 2020
Employee Engagement Survey**

04

Employee Engagement: *Next Steps*



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Bureau of Process Reinvention,
Innovation, and Strategic Management



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**Thank
you**