Building an Engaging Workplace

What is Employee Engagement?

An employee's sense of purpose that is evident in their display of dedication, persistence, and effort in their work or overall attachment to their organization and its mission. (U.S. Office of Personnel Management)

Employee Engagement Index (EEI) Trends Governmentwide

2013	2014	2015
64%	63%	64%

Source: Federal Employee Viewpoint Survey

Key Factors That Drive an Engaging Workplace

Analysis of Federal Employee Viewpoint Survey (FEVS) data shows specific factors support conditions for achieving an engaged workforce. These key drivers are the same across generations, supervisory status, military status, agency tenure, telework status, and those in mission-critical occupations.

1 Performance Feedback
provide meaningful, worthwhile, and constructive performance conversations
*(Q44, Q46, Q50)

2 Collaborative Management
promote and support collaborative communication and teamwork in accomplishing goals and objectives
*(Q58, Q59)

3 Merit System Principles
support fairness and protect employees from arbitrary actions, favoritism, political coercion, and reprisal
*(Q17, Q37, Q38)

4 Training and Development
target opportunities for employees to improve skills and enhance professional development, including training needs assessments
*(Q1, Q18)

5 Work/Life Balance
support employee needs to balance work and life responsibilities
*(Q42)

*2015 FEVS Questions

Drilling Down to Identify Key Drivers of Employee Engagement Index (EEI) Subfactors

Drivers for the EEI overall, and several unique drivers, relate to the leader, supervisor, and employee behaviors and attitudes that make up a workplace supportive of engagement. These EEI subfactor drivers indicate effective action points.

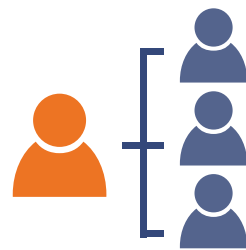### Leaders Lead
EEI Subfactor
**51%

Collaborative Management

Merit System Principles

Performance Recognition and Reward
support an effective recognition and reward system in which supervisors / managers / leaders recognize outstanding actions
*(Q22, Q23, Q24, Q25)

Supervisors
EEI Subfactor
**71%

Performance Feedback

Work/Life Balance

**2015 Percent Positive Scores

Intrinsic Work Experience
EEI Subfactor
**69%

Collaborative Management

Merit System Principles

Training and Development

Job Resources
allow sufficient materials, knowledge, personnel, skills, information and work distribution to complete the job
*(Q2, Q9, Q10)

Performance Rating
ensure employees are held accountable and performance is evaluated and rated
*(Q15, Q16, Q19)

ENGAGEMENT MATTERS!

Engaged employees are:

more innovative, *more* productive, *more* committed, *more* satisfied, and *less likely to leave*.

Cost of employee turnover is high in terms of monetary and knowledge loss.

EEI scores of employees who expressed intent to **leave**: **47%**

EEI scores of employees who expressed intent to **stay**: **72%**

Note: OPM conducted multiple regression analyses of 2013, 2014, and 2015 FEVS data to identify the key drivers. The technical report is forthcoming.