

Employee Engagement Results Ottawa County, MI

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October 2, 2024



Insurance | Risk Management | Consulting

SURVEY OVERVIEW

SURVEY PERFORMANCE STRUCTURE

1 

Closed-ended Survey Items

56 closed-ended items, measured using a 6-point agreement scale where:

6=Strongly Agree; 5=Agree; 4=Somewhat Agree; 3=Somewhat Disagree; 2=Disagree; 1=Strongly Disagree

2 

Open-ended Survey Items

2 open-ended comment questions:

- i. If you could only change two things at this organization, what would they be and how would you change them?*
- ii. What makes you want to continue working at this organization?*

3 

Coding Items

13 demographic coding items including:

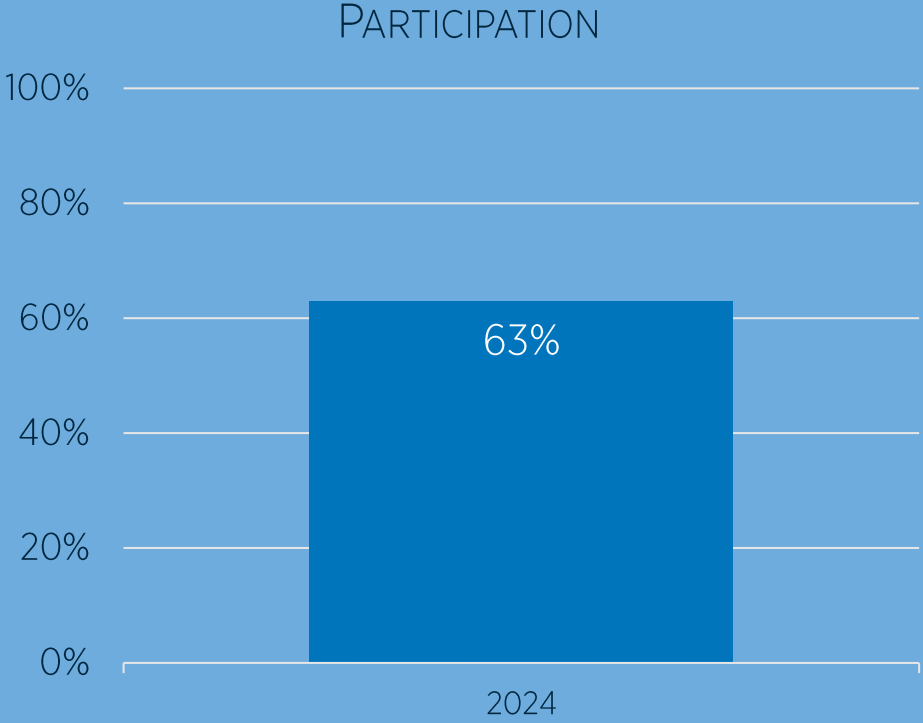
Age, Cluster, Department, Ethnicity, Gender, Generation, Group/Bargaining Unit, Hourly Rate, Location, Position, Race, Tenure, Work Status

SURVEY PERFORMANCE

PARTICIPATION



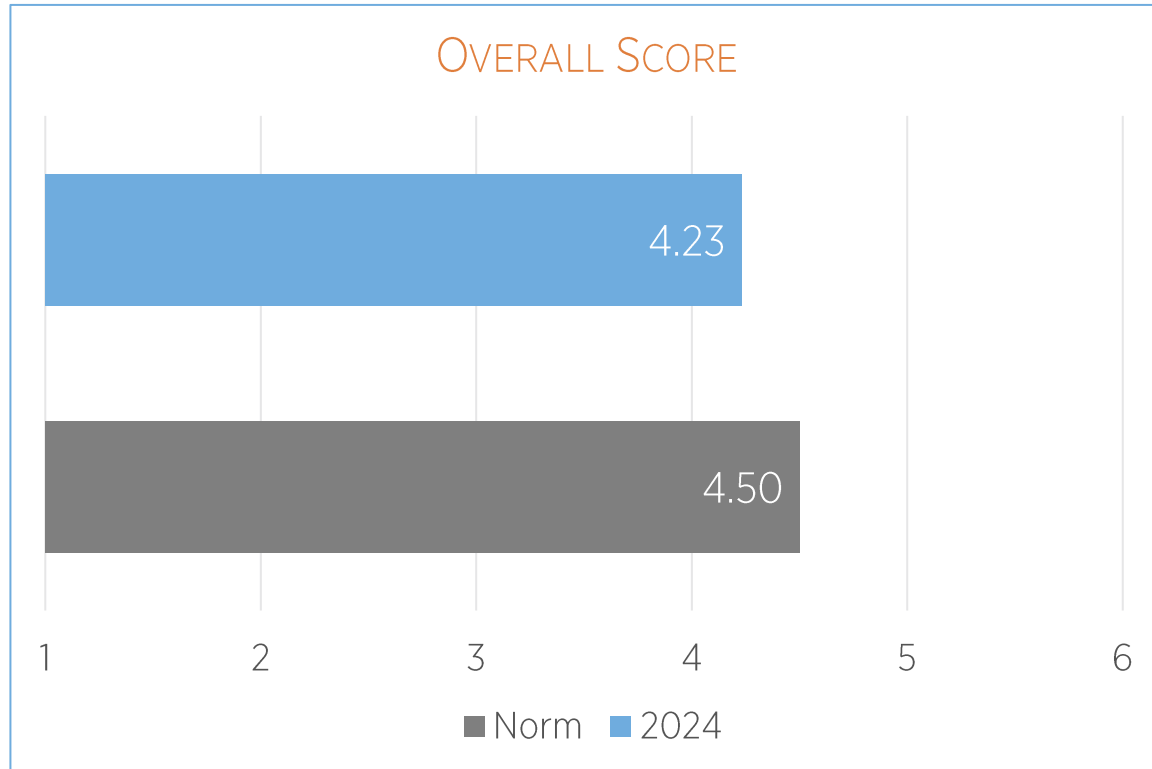
ADMINISTRATION PERIOD	July 23 through August 17, 2024
RESPONDENTS	721
POSSIBLE RESPONDENTS	1,151
ADMINISTRATION METHOD	Online
MARGIN OF ERROR	± 2.232%
AVERAGE RESPONSE TIME	13 Minutes
DEVICE	7% Mobile; 93% Desktop



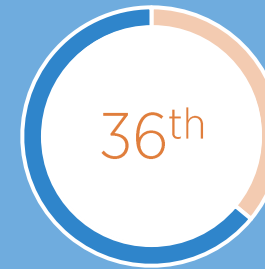
2024 (YTD) Response Rate is 79%

SURVEY PERFORMANCE

OVERALL SCORE

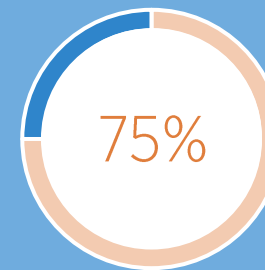


PERCENTILE



In 2024, across all items asked in your survey, Ottawa is outperforming 36 percent of public entities

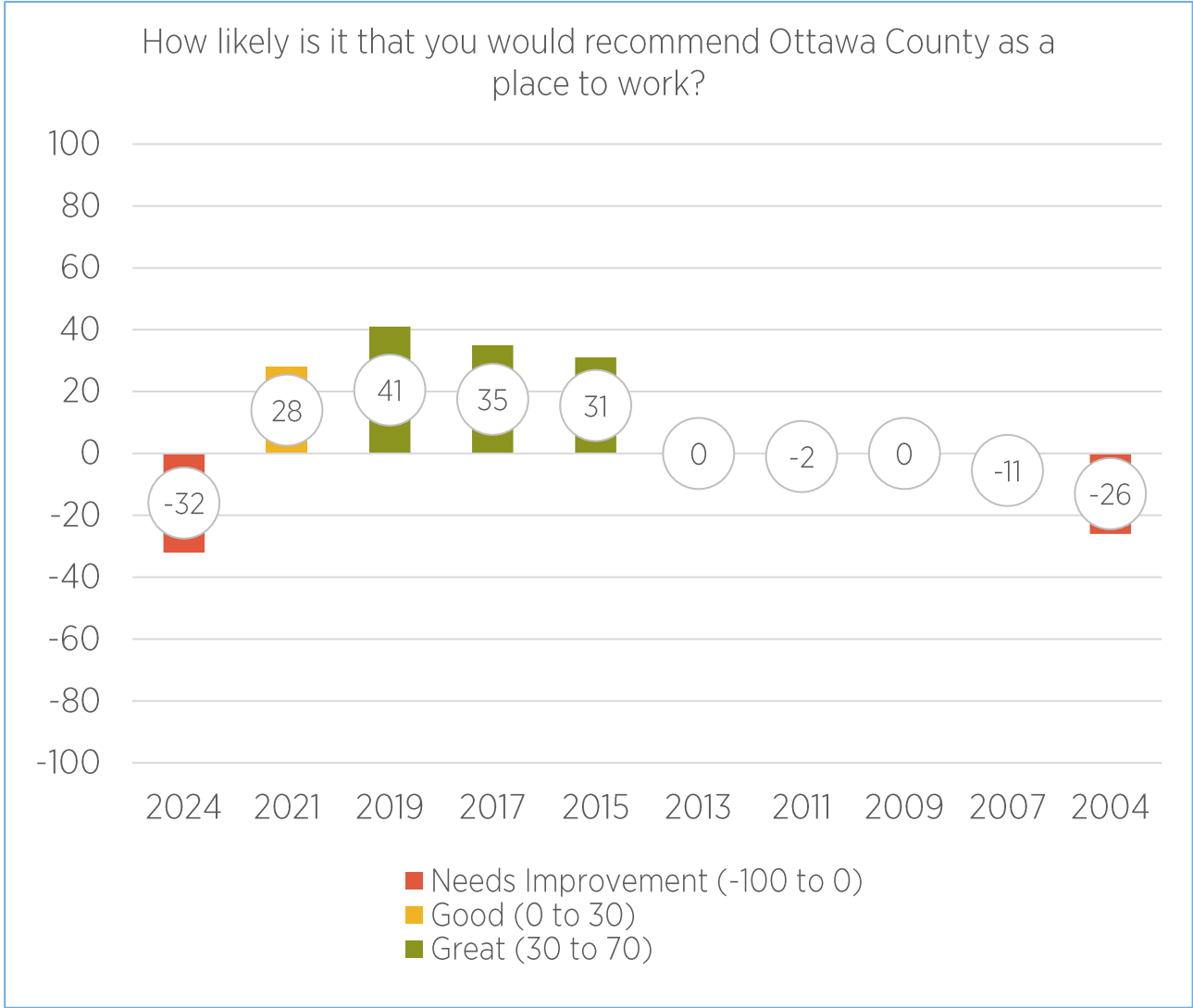
PERCENT FAVORABLE



Percentage of Strongly Agree (6); Agree (5); Somewhat Agree (4)

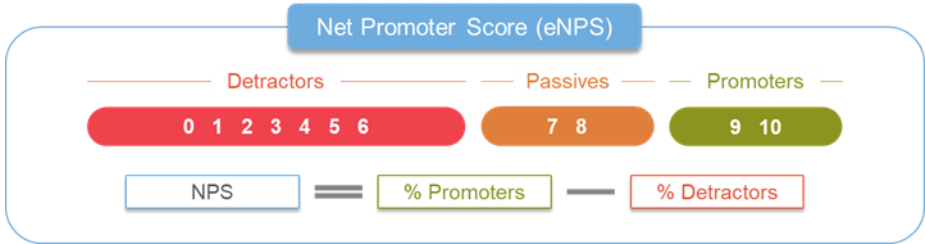
SURVEY PERFORMANCE

NET PROMOTER SCORE (eNPS)



YEAR	% DETRACTORS	% PASSIVES	% PROMOTERS	eNPS
2024	50.5%	31.5%	18.0%	-32

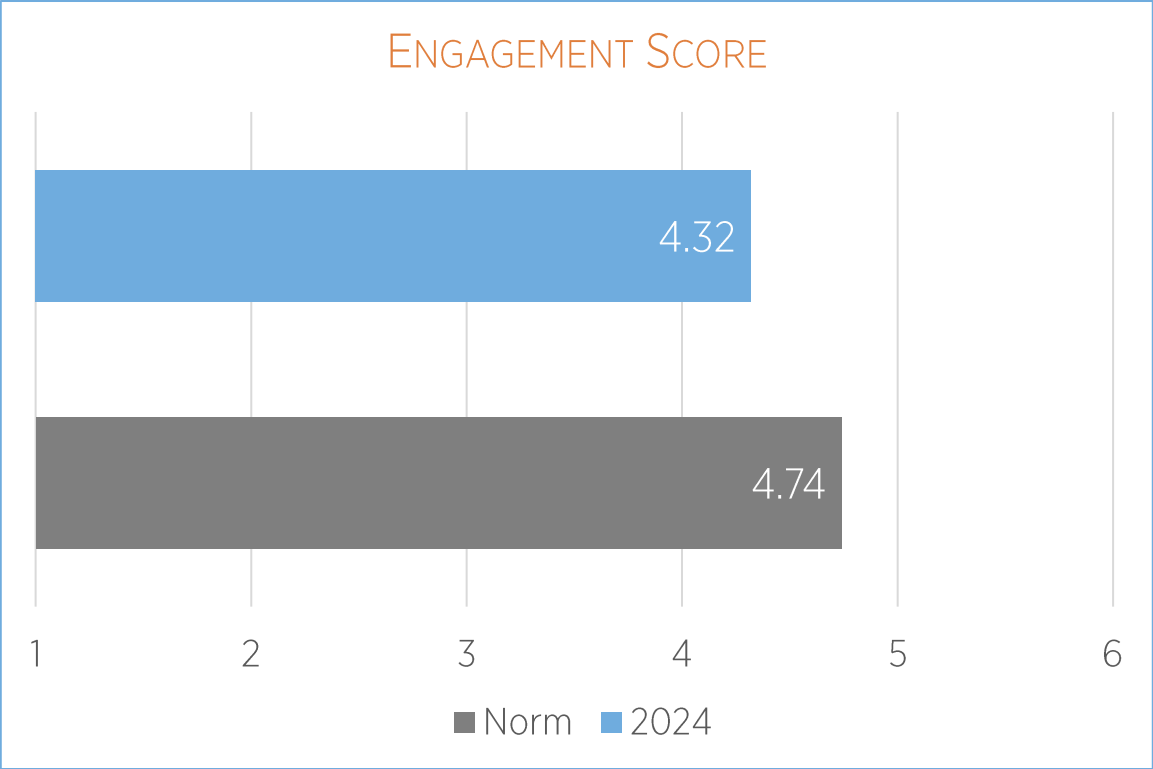
YEAR	0	1	2	3	4	5	6	7	8	9	10
2024	39	19	35	53	48	89	78	104	121	59	70



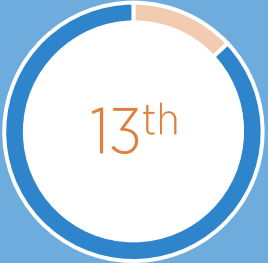
ENGAGEMENT SURVEY RESULTS

SURVEY PERFORMANCE

ENGAGEMENT INDEX SCORE

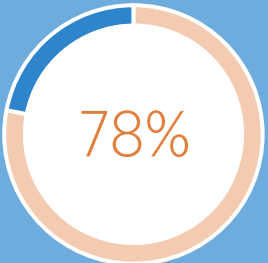


PERCENTILE



In 2024, across all engagement items asked in your survey, Ottawa County is outperforming 13 percent of public entities

PERCENT FAVORABLE



Percentage of Strongly Agree (6); Agree (5); Somewhat Agree (4)

SURVEY PERFORMANCE

ENGAGEMENT ITEM SCORE

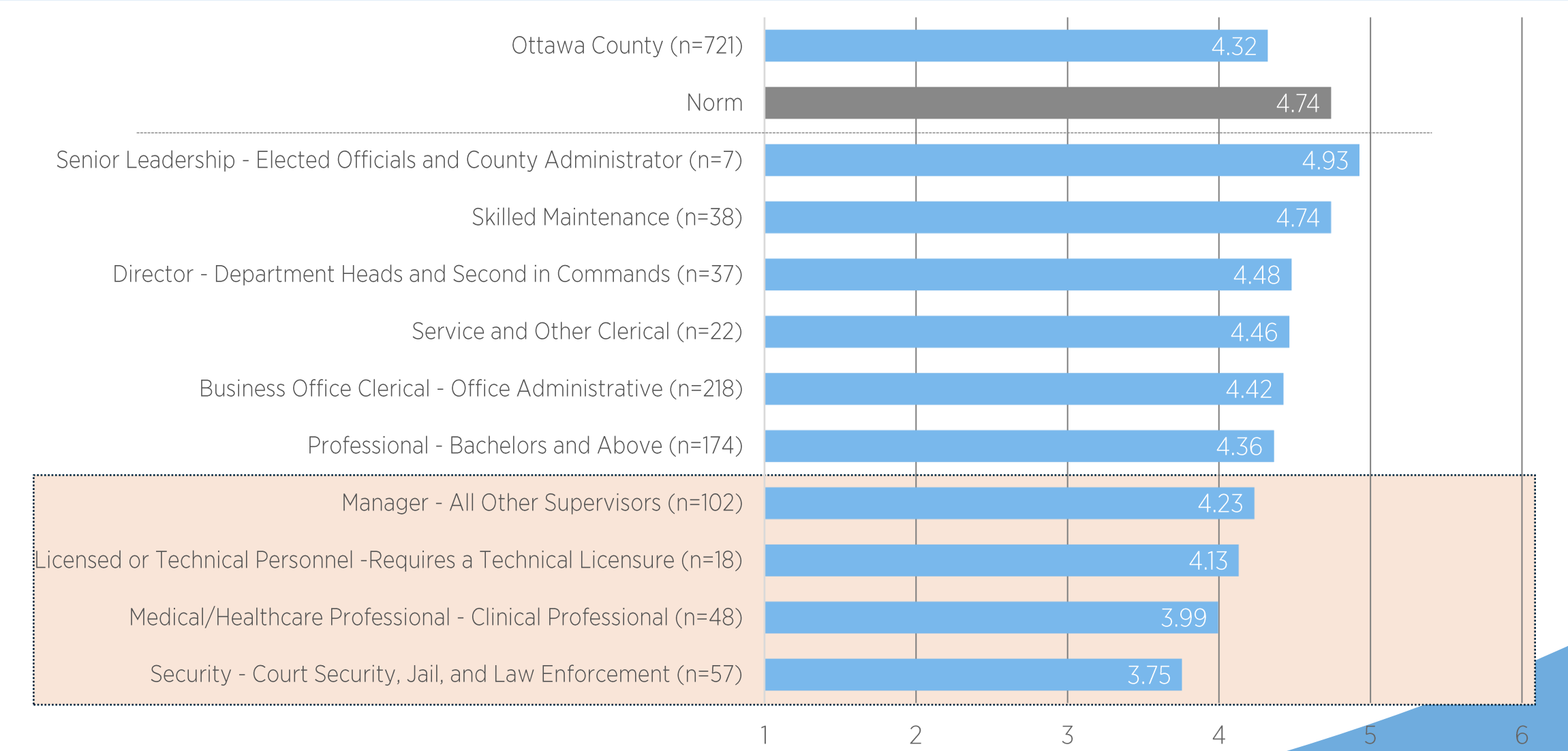


EMPLOYEE ENGAGEMENT ITEM <i>(in order of performance vs. the norm)</i> <i>(statistical significance = +/- 0.06)</i>	OC 2024	DIFF. FROM NORM	% FAVORABLE
My effort directly affects the success of Ottawa County.	4.88	-0.08	93%
I often leave work with a feeling of satisfaction about my job.	4.26	-0.21	79%
I am willing to put in effort beyond what is expected to help Ottawa County be successful.	5.10	-0.22	96%
During the past six months, I have not seriously considered leaving Ottawa County for another job.	3.45	-0.52	51%
I would recommend employment at Ottawa County to my friends.	3.99	-0.59	71%
I am proud to work for Ottawa County.	4.36	-0.65	80%
I feel I am a part of Ottawa County's mission.	4.19	-0.67	76%
EMPLOYEE ENGAGEMENT	4.32	-0.42	78%

SURVEY PERFORMANCE



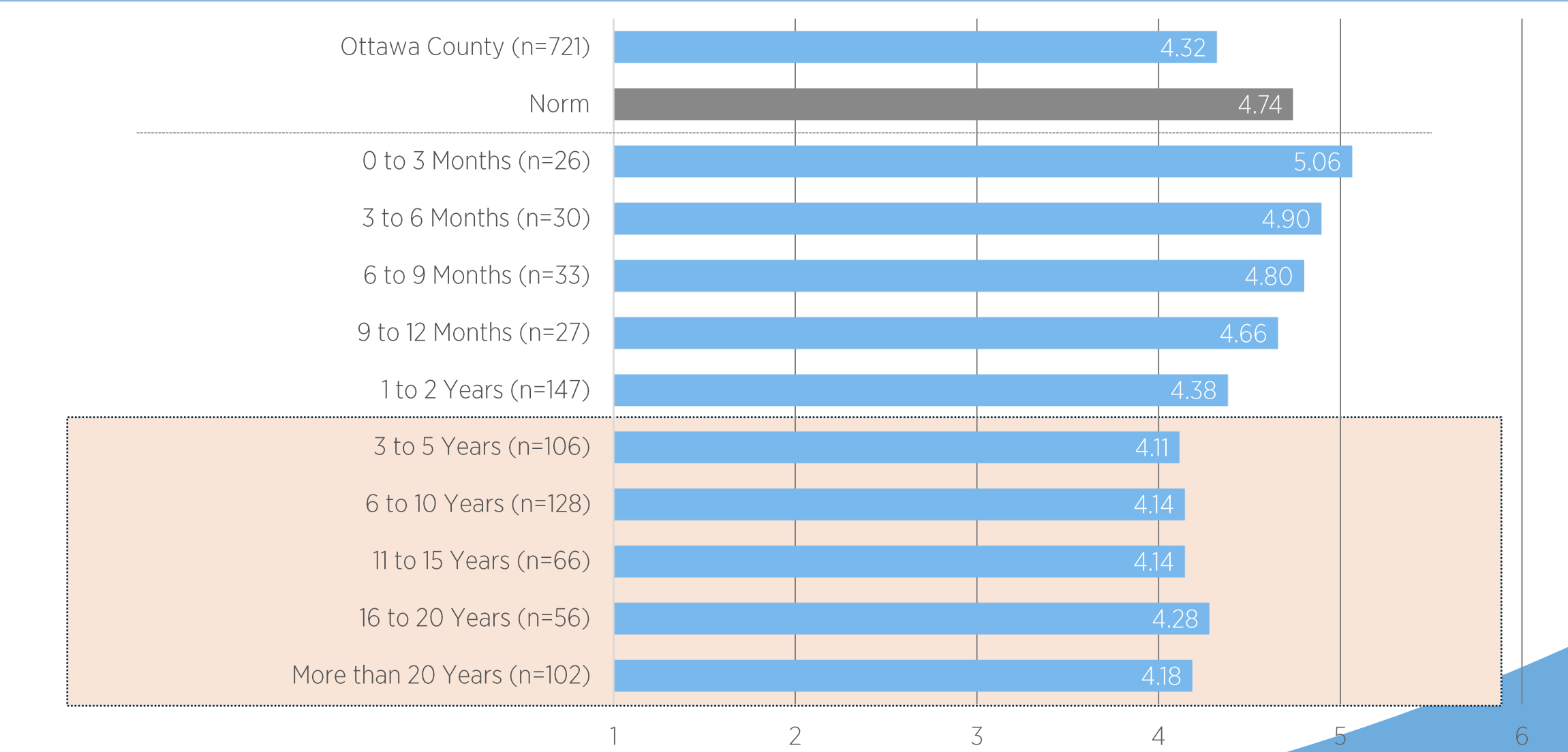
ENGAGEMENT SCORE BY POSITION



SURVEY PERFORMANCE



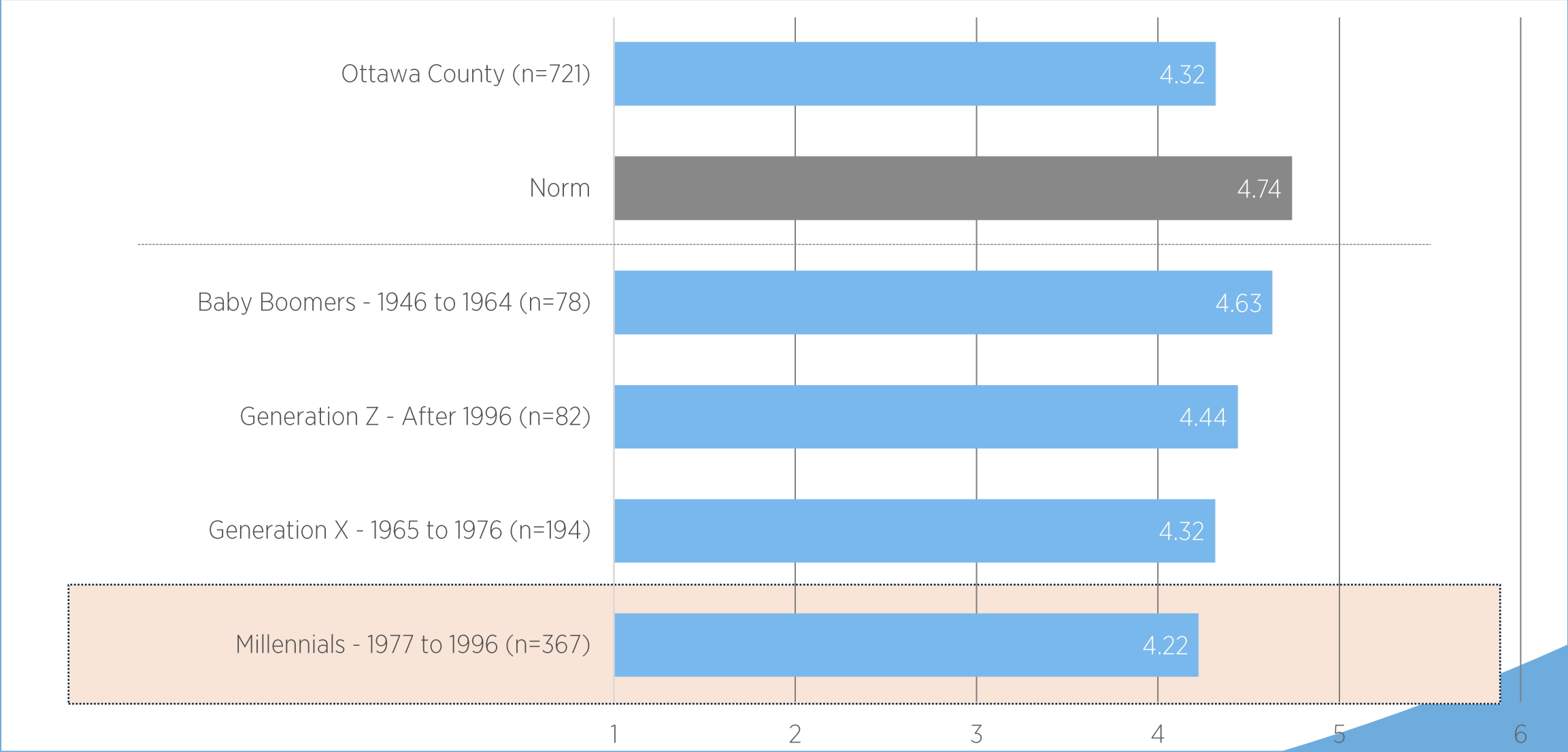
ENGAGEMENT SCORE BY TENURE



SURVEY PERFORMANCE



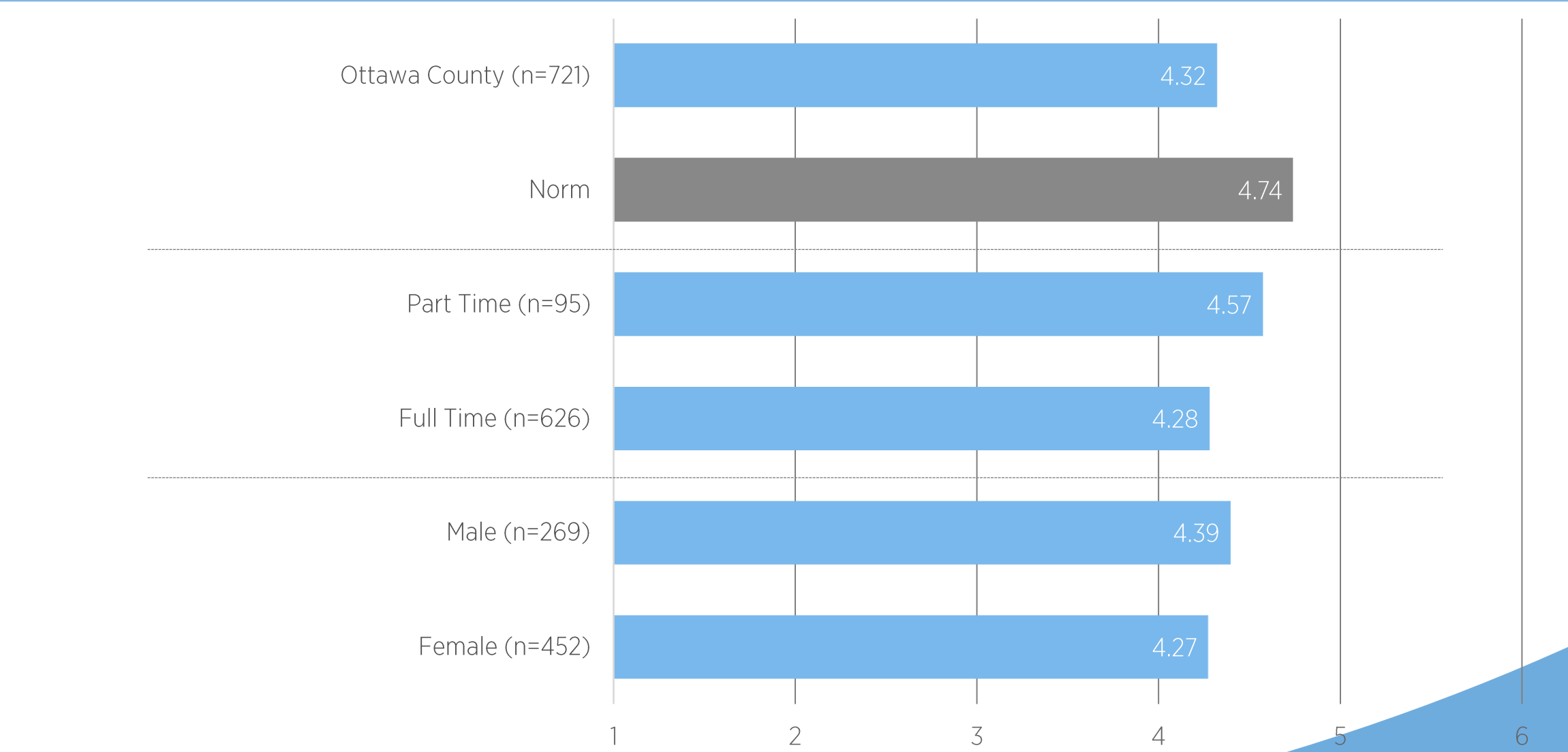
ENGAGEMENT SCORE BY GENERATION



SURVEY PERFORMANCE

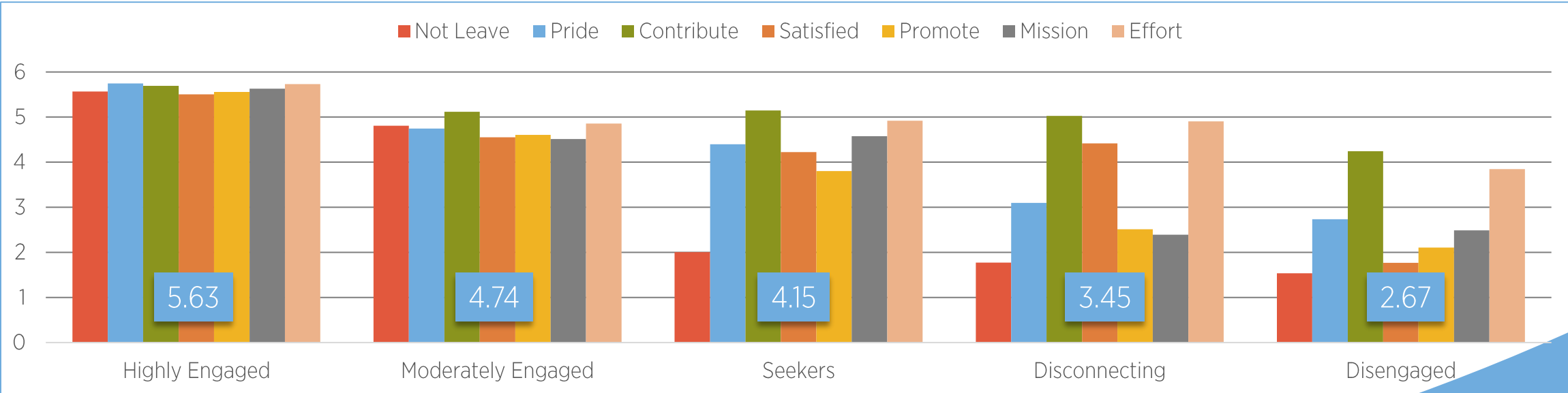
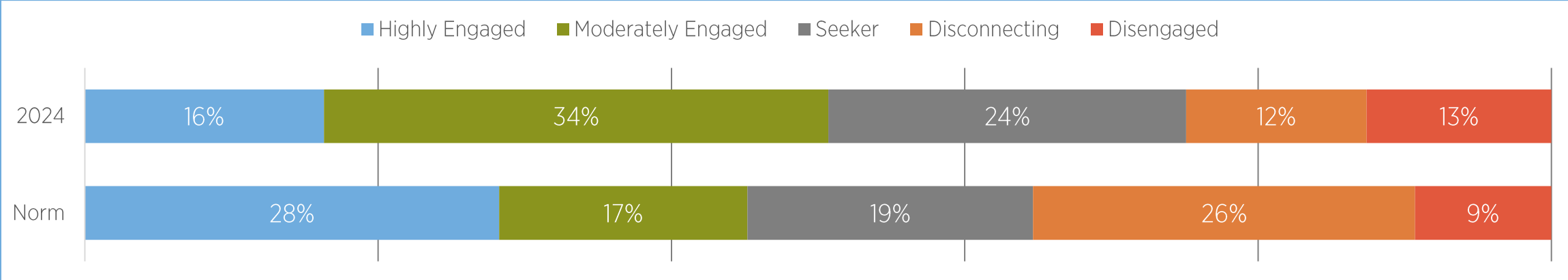


ENGAGEMENT SCORE BY WORK STATUS & GENDER



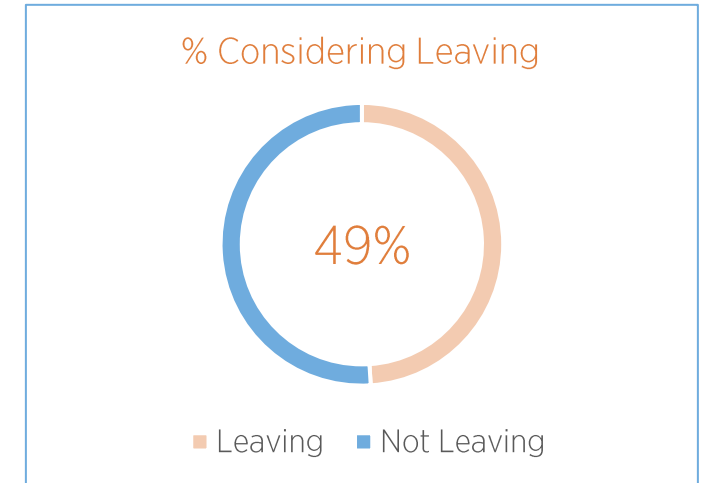
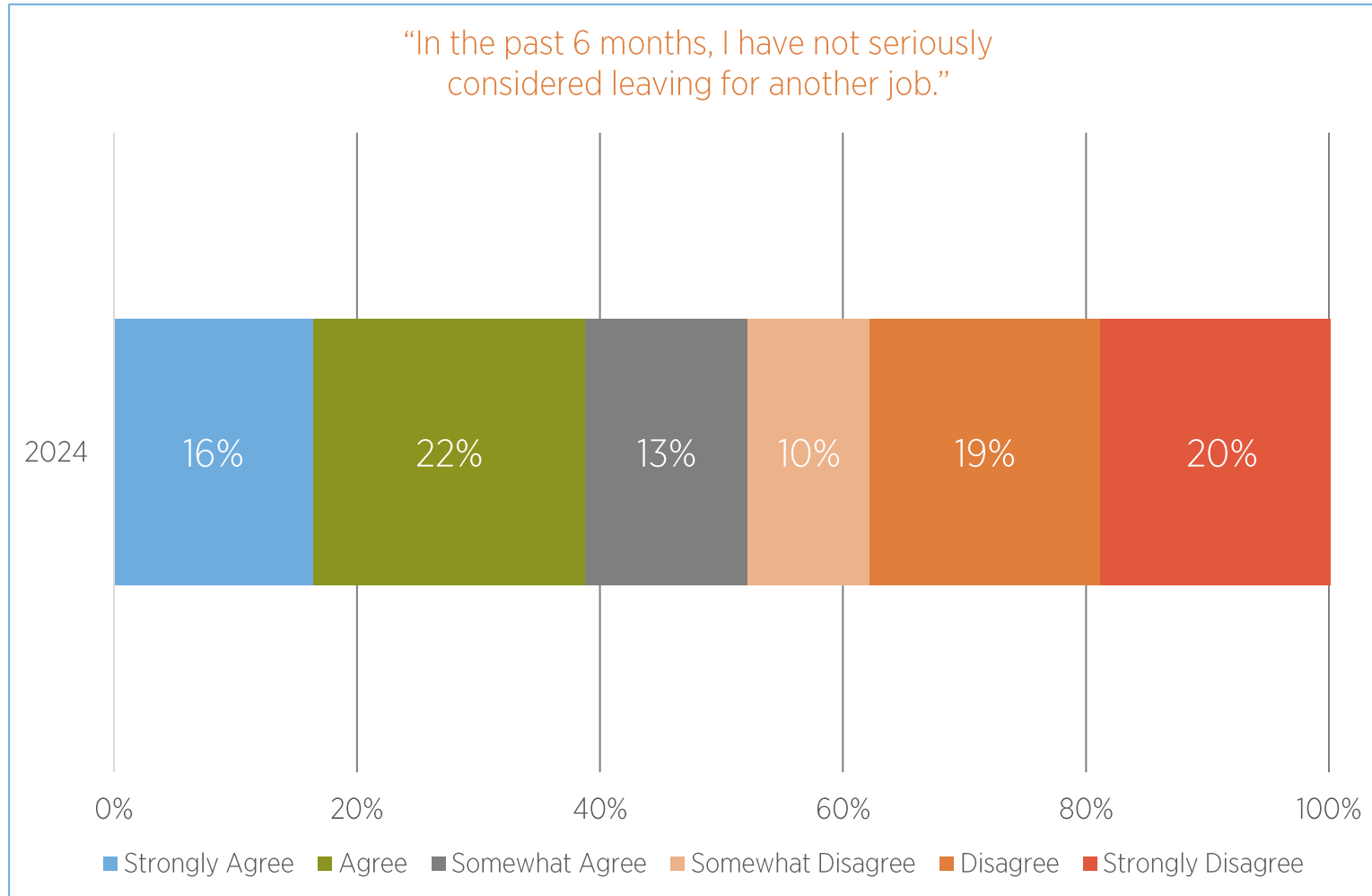
SURVEY PERFORMANCE

ENGAGEMENT PROFILE



SURVEY PERFORMANCE

INTENT TO STAY



- Groups More Likely to Leave
- 1 to 2 Years, 3 to 5 Years, 6 to 10 Years (Tenure)
 - Medical/Healthcare Professional, Manager, Licensed or Technical Personnel, Security (Position)
 - Millennials (Generation)
 - 40 to 50 (Hourly Rate)

SURVEY CATEGORIES

SURVEY PERFORMANCE

CATEGORIES



SURVEY CATEGORY <i>(in order of performance vs. the norm)</i>	OC 2024	DIFF. FROM NORM	PERCENTILE	% FAVORABLE
TRUST	3.57	+0.15	71 st	58%
DEPARTMENT	4.48	+0.14	60 th	81%
QUALITY	4.82	+0.13	61 st	91%
TEAMWORK	4.77	0.00	54 th	88%
SUPERVISOR	4.65	-0.03	47 th	84%
BURNOUT/RESILIENCE	4.48	-0.07	43 rd	83%
WORK ENVIRONMENT	4.37	-0.11	31 st	79%
HR PROGRAMS	4.17	-0.16	35 th	75%
CAREER GROWTH	4.60	-0.16	24 th	86%
ENGAGEMENT	4.32	-0.42	13 th	78%
CHANGE	3.70	-0.65	27 th	61%
COUNTY ADMINISTRATION	3.12	-1.35	1 st	47%
BOARD OF COMMISSIONERS	2.56	-1.88	0	33%

SURVEY PERFORMANCE

STRENGTHS



SURVEY ITEMS	SURVEY ITEMS <i>(in order of performance vs. the norm)</i>	OC 2024	DIFF. FROM NORM	% FAVORABLE
<i>Department</i>	Department leadership is interested in the wellbeing of employees.	4.58	+0.60	82%
<i>Teamwork</i>	Working with members of this team, my unique skills and talents are valued and utilized.	4.82	+0.33	89%
<i>Quality</i>	Employees at Ottawa County work well together to provide high quality customer service.	4.91	+0.32	94%
<i>Work Environment</i>	I am generally able to balance my job and personal/family life.	4.67	+0.32	86%
<i>Supervisor</i>	My supervisor gives me feedback that helps me improve my performance.	4.64	+0.24	84%

SURVEY PERFORMANCE

OPPORTUNITIES – VS NORM



SURVEY ITEMS	SURVEY ITEMS (in order of performance vs. the norm)	OC 2024	DIFF. FROM NORM	% FAVORABLE
<i>Board of Commissioners</i>	The Board of Commissioners is leading Ottawa County in the right direction.	2.41	-1.93	29%
<i>Board of Commissioners</i>	The Board of Commissioners does a good job communicating information about organizational objectives.	2.57	-1.89	32%
<i>Board of Commissioners</i>	The actions of the Board of Commissioners reflect their commitment to Ottawa County's vision and values.	2.68	-1.83	36%
<i>County Administration</i>	County Administration does a good job communicating information about organizational objectives.	3.02	-1.44	44%
<i>Change</i>	Feedback from the last employee engagement survey led to positive changes at Ottawa County.	3.16	-1.33	46%
<i>County Administration</i>	The actions of County Administration reflect their commitment to Ottawa County's vision and values.	3.25	-1.26	51%

SURVEY PERFORMANCE



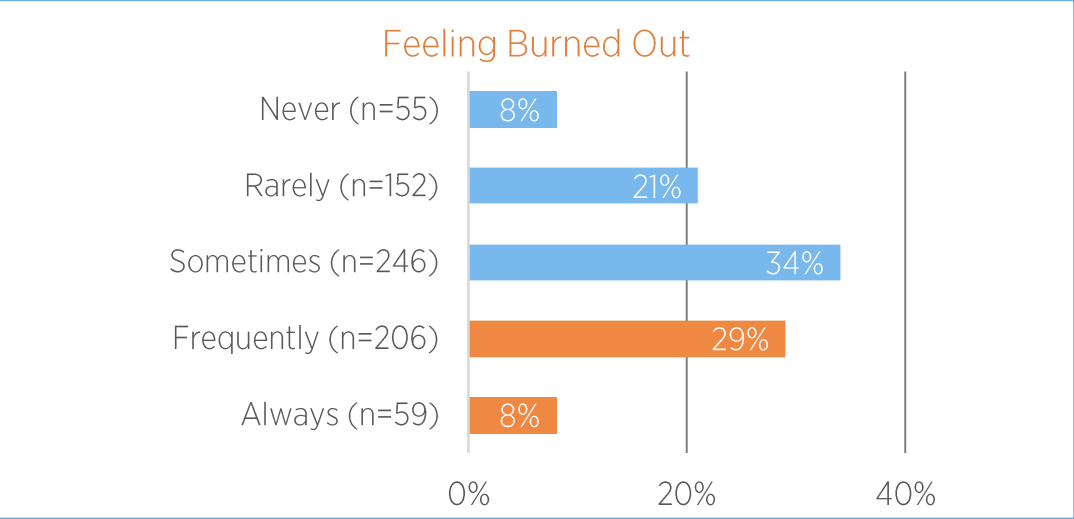
OPPORTUNITIES – MOST UNFAVORABLE

SURVEY ITEMS	SURVEY ITEMS <i>(in order of performance by % Favorable)</i>	OC 2024	DIFF. FROM NORM	% FAVORABLE
<i>Trust</i>	The Board of Commissioners and employees trust each other.	2.21	--	24%
<i>Board of Commissioners</i>	The Board of Commissioners is leading Ottawa County in the right direction.	2.41	-1.93	29%
<i>Board of Commissioners</i>	The Board of Commissioners does a good job communicating information about organizational objectives.	2.57	-1.89	32%
<i>Board of Commissioners</i>	The actions of the Board of Commissioners reflect their commitment to Ottawa County's vision and values.	2.68	-1.83	36%
<i>Trust</i>	County Administration and employees trust each other.	2.80	--	39%
<i>County Administration</i>	County Administration does a good job communicating information about organizational objectives.	3.02	-1.44	44%

ADDITIONAL ANALYSES

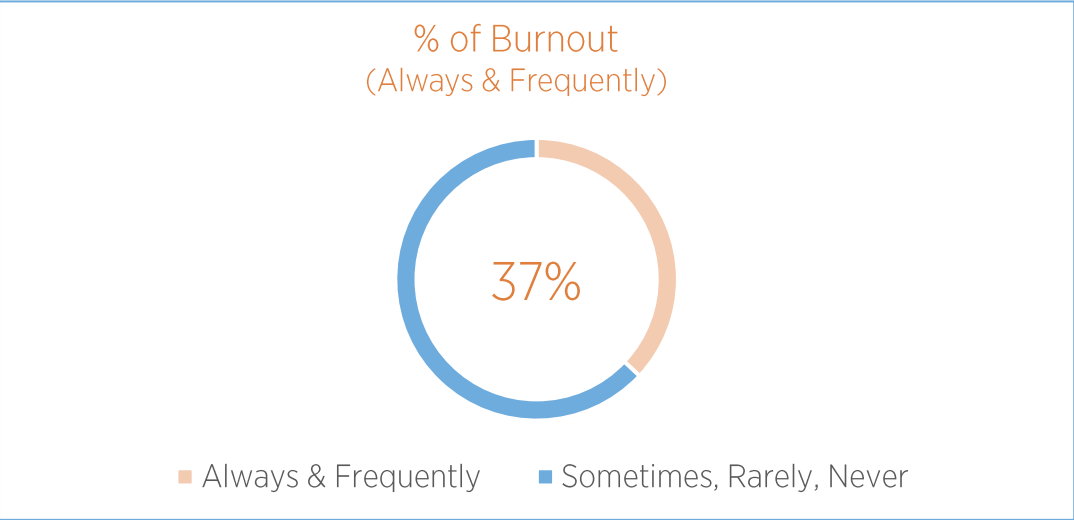
SURVEY PERFORMANCE

BURNOUT/RESILIENCE



Reasons Feeling Burned Out

- Employees in Ottawa County express dissatisfaction with poor administration and leadership that does not prioritize their needs. Burnout is common due to heavy workloads, lack of direction, and insufficient staffing. Communication problems, inadequate resources, and difficult clients also contribute to stress. Employees feel unsupported by county leadership and the Board of Commissioners. Compensation and benefits are not seen as sufficient. There is a need for better communication, more staff, and improved leadership to address these concerns.



Groups Feeling Burned Out

- Licensed or Technical Personnel, Medical/healthcare Professional, Security, Service and other Clerical, Director (Position)
- 3 to 5 Years, 16 to 20 Years (Tenure)
- Millennials (Generation)
- Female (Gender)
- 40-49 (Hourly Rate)

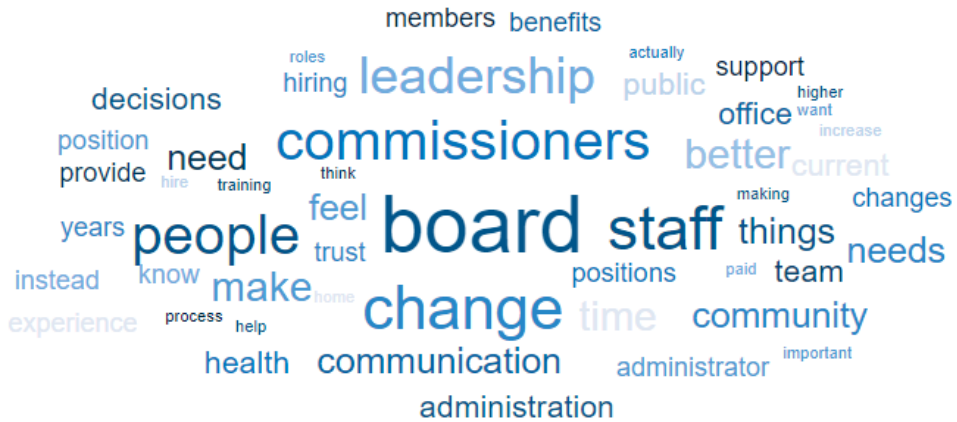
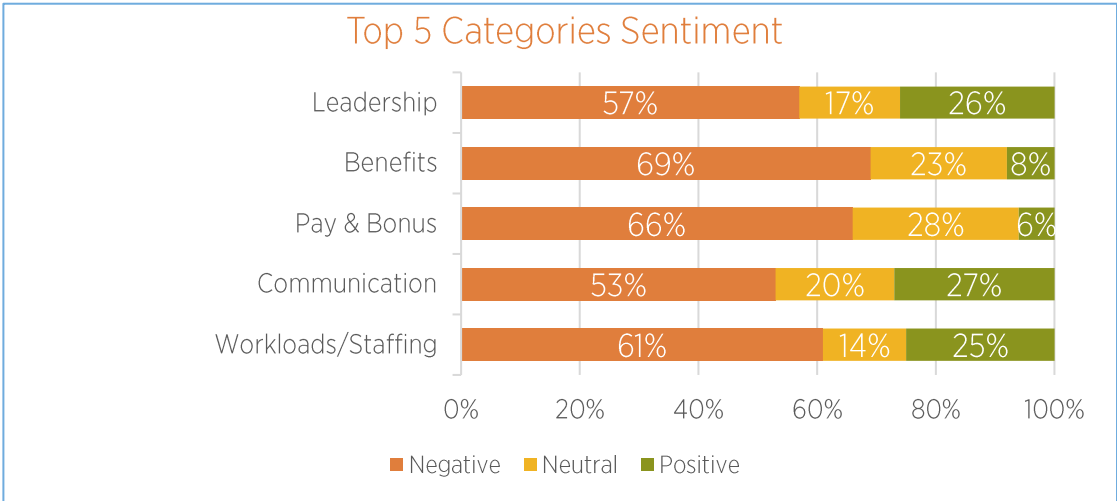
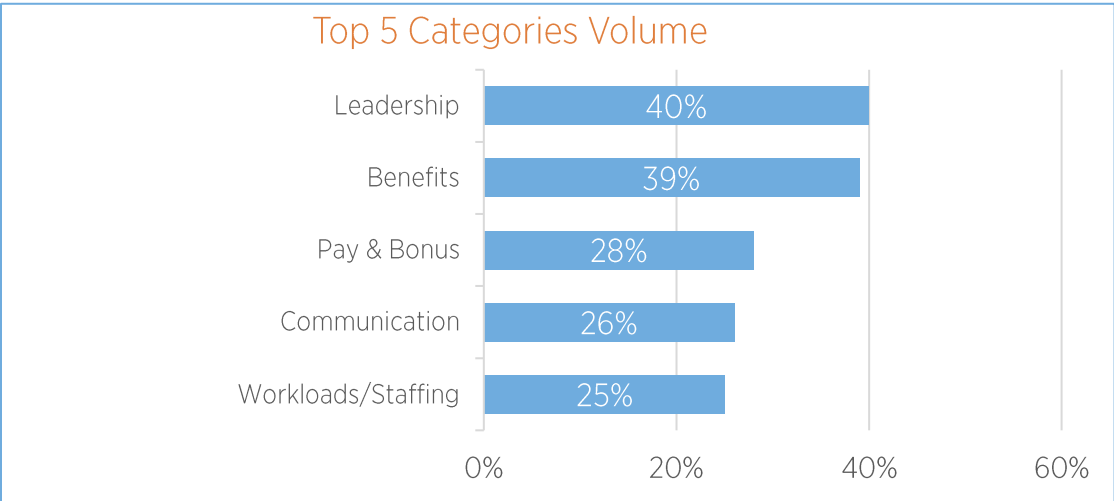
OPEN-ENDED ITEMS

SURVEY PERFORMANCE

OPEN-ENDED FEEDBACK



If you could only change two things at this organization, what would they be and how would you change them?



- Employees in Ottawa County expressed a desire for better pay, benefits, and diversity and inclusion. They also highlighted the need for improved communication, support structures, and training opportunities. Other suggestions included flexible work schedules, enhanced leadership and trust, and addressing issues with the hiring process. Employees emphasized fair treatment, recognition, and a positive work culture. Changes in compensation, communication, leadership, and employee support are needed to create a more inclusive and satisfying work environment.

KEY DRIVERS TO ENGAGEMENT

SURVEY PERFORMANCE



KEY DRIVERS TO ENGAGEMENT & RETENTION

CATEGORY	SURVEY ITEMS <i>(in order of influence on employee engagement)</i>	OC 2024	DIFF. FROM NORM	% FAVORABLE
<i>Work Environment</i>	I feel a sense of belonging at Ottawa County.	4.09	-0.33	74%
<i>HR Programs</i>	Employees of Ottawa County are treated with dignity and respect.	3.92	-0.62	69%
<i>Career Growth</i>	Ottawa County has a work environment that allows me to grow and develop.	4.12	-0.22	75%
<i>Career Growth</i>	I am challenged to do my best at Ottawa County.	4.62	-0.25	87%
<i>Department</i>	My department leader sets clear goals for our department.	4.54	-0.02	81%

PRIORITIZE YOUR ACTIONS

SURVEY PERFORMANCE

PRIORITIZE YOUR ACTIONS



SURVEY PERFORMANCE

PRIORITIZE YOUR ACTIONS

1

Leadership: Clear focus on communications, building trust, strategic planning, support.



	ENGAGEMENT KEY DRIVER	NORMATIVE PERFORMANCE	UNFAVORABLE PERFORMANCE
 County Administration does a good job communicating information about organizational objectives. <i>(County Administration)</i>			
The Board of Commissioners and employees trust each other. <i>(Trust)</i>			
The Board of Commissioners is leading Ottawa County in the right direction. <i>(Board Administration)</i>			
The Board of Commissioners does a good job communicating information about organizational objectives. <i>(Board Administration)</i>			
The actions of the Board of Commissioners reflect their commitment to Ottawa County's vision and values. <i>(Board Administration)</i>			
The actions of County Administration reflect their commitment to Ottawa County's vision and values. <i>(County Administration)</i>			
County Administration and employees trust each other. <i>(County Administration)</i>			



Key Priority for Ottawa County

SURVEY PERFORMANCE

PRIORITIZE YOUR ACTIONS

2 **Employee Value:** Belonging, career growth, respect, total rewards, clear goals



I feel a sense of belonging at Ottawa County. *(Work Environment)*



Employees of Ottawa County are treated with dignity and respect. *(HR Programs)*



Ottawa County has a work environment that allows me to grow and develop. *(Career Growth)*



I am challenged to do my best at Ottawa County. *(Career Growth)*



My department leader sets clear goals for our department. *(Department)*



Feedback from the last employee engagement survey led to positive changes at Ottawa County. *(Change)*



Key Priority for Ottawa County

ACTION PLANNING

ACTION PLANNING

SHARING AND CASCADING RESULTS



EXECUTIVE FEEDBACK SESSION

Review Scores, Normative Comparisons, Key Drivers, Advanced Analytics, Comments, Action Items (Systemic), Strategies, Goals

MANAGER FEEDBACK & TRAINING SESSIONS

Review Scores, Normative Comparisons, Key Drivers, Advanced Analytics, Action Items (Systemic & Local), Strategies, Goals, KnowledgeNow

MANAGER FEEDBACK & TRAINING WEBINARS

Review Scores, Normative Comparisons, Key Drivers, Advanced Analytics, Action Items (Systemic & Local), Strategies, Goals, KnowledgeNow

KNOWLEDGENOW TRAINING WEBINARS

KnowledgeNow Training on Reporting and Action Planning

ACTION PLANNING

ACTION DRIVES IMPROVEMENT

Engagement

2x

Employees observing organizational improvements linked to the survey, show engagement growth *2x* greater than those who do not

Leadership

YEAR ROUND

High-performing leaders focus on engagement *year round* by constantly role modeling their language and behavior



Action Planning is not just an “HR Responsibility”

ACTION PLANNING MODEL & TIMELINE



	Timeline	Senior Leadership	Leadership
COMMUNICATE	15 – 30 Days	<ul style="list-style-type: none"> • Communicate survey results • Verify next steps in the action planning process • Set expectations, accountability, and timeline 	<ul style="list-style-type: none"> • Thank team for participation • Share the action planning process will begin soon • Set expectations, accountability, and timeline
DEVELOP	30 – 60 Days	<ul style="list-style-type: none"> • Meet to review organizational results • Focus on identified strengths and key drivers for improvement 	<ul style="list-style-type: none"> • Review the organizational and team results • Meet with team to review results & select key priorities • Develop action plans
IMPLEMENT	60 – 90 Days	<ul style="list-style-type: none"> • Establish ownership and timeline • Track and monitor progress • Communicate updates regularly 	<ul style="list-style-type: none"> • Establish ownership and timeline for each action item • Track and monitor progress • Communicate updates regularly
MEASURE	12 – 18 Months	<ul style="list-style-type: none"> • Conduct the next survey; i.e. pulse survey and/or full-census employee engagement survey 	<ul style="list-style-type: none"> • Understand and communicate the timeframe of the next survey

TOP-DOWN ACTION PLANNING APPROACH

- Select 2 areas of greatest organizational impact
- Demonstrates leadership's commitment to taking steps and build engagement
- Ensures consistency in areas of focus and implementation
- Enables action planning strategies to be communicated consistently

RECOMMENDED ACTION PLANNING PROCESS

FOUNDATIONAL ACTION PLANNING APPROACH

- Select 1 local level impact as a team
- Offer the opportunity to adopt unique local themes and involve employees in process
- Raise engagement by addressing local needs
- Illuminates the need for managers to enrich current initiatives or create new ones

ACTION PLANNING SESSION

ACTION PLANNING SESSION

01

Setup Meeting with Team

Your attitude will set
the tone for the
entire process

02

Create Climate of Open Dialog

Express a desire to
improve the work
culture/ environment
and ask your team
for their help

03

Involve the Team

Choose 2-3 items
that your team
agrees on as a
group. Keep the
action plans simple
and actionable

Survey Results are about *Feelings...*
Action Planning is about *Behaviors*

Changes can only occur when you identify the behaviors that lead to feelings

The goal is to identify behaviors that have led to negative feelings and behaviors that will lead to positive feelings

Solutions should come from your team

An action plan can only be successful if your team believe in it – let them offer the best approaches to improvement

Action Planning Can Be Difficult

It can feel easy because your team is helping decide on the issues to address and providing you with the ways to address them, but it can be difficult because you may hear harsh feedback.

Don't Get Defensive

Mentally prepare yourself to stay completely open and receptive of both negative and positive feedback.

Employees Might Avoid Giving Honest, Useful Feedback

An action plan can only be successful if your team believes in it – let them work together to determine the best approach to improvement.



Opportunities directly related to the immediate supervisor

- It is not recommended that you try and facilitate action planning – it is far less likely to work
- Give your team a safe environment
- Let the team nominate someone within the group to document suggestions on how you can improve your behaviors and/or the work environment
- In some cases you may ask a non-biased third party, such as a high-level department leader, to help by facilitating these discussions



Opportunities not directly related to the immediate supervisor

- You might consider being involved – but know when to leave the process
- Facilitate the discussion, mostly listen and guide the group back on course if they get far off-topic
- Don't ever judge (get it all on the table)
- Encourage silent observers to make suggestions without putting them on the spot

ACTION PLANNING

MEETING AGENDA



Sample agenda for an action planning session (1 hour)		
Welcome and Presentation of key results	<ul style="list-style-type: none"> • Present agenda and ground rules • Focus on the two systemic key drivers and one local opportunity 	5 mins
Reaction and Discussion	<ul style="list-style-type: none"> • Solicit feedback by asking some of the questions below <ul style="list-style-type: none"> • “What do you find most surprising and why?” • “What results are most disappointing and why?” • “What is still unclear and requires additional clarification?” • “What is the one local opportunity we should choose?” 	10 mins
Brainstorm Areas for Improvement	<ul style="list-style-type: none"> • Ask participants to identify their top priorities for action, given the survey results and the business objectives of the organization. 	15 mins
Identify and assign actions	<ul style="list-style-type: none"> • While the tendency of the group may be to focus on one area, managers should ensure that actions are identified around each of the three high priority areas • Once actions have been identified (consider using Continue, Stop, Start), managers should work with the group to assign an owner to each action. The owner will be responsible for completing an action plan following the focus group 	25 mins
Wrap-up	<ul style="list-style-type: none"> • Describe next steps, schedule, and accountability 	5 mins

ACTION PLANNING

SMART CRITERIA

SPECIFIC

- Have I specified what I want to accomplish?
- Have I specified why this needs to be accomplished?

MEASURABLE

- Does this action plan answer How much? How many?
- How will I measure improvement following completion of this action plan?

ACHIEVABLE

- Do I have the resources and proper skills to accomplish this action plan?
- Do I have the required time to accomplish this action plan?

RELEVANT

- Does this action plan align with the organizational goals or targeted areas for action?
- Will implementing this action cause positive impact to my department?

TIMELY

- By what date would I like to achieve my action plan(s)?
- Do I need to specify interim steps or milestones? Will I be able to track my progress?

EXERCISE: CONTINUE, STOP, START

ACTION PLANNING

EXERCISE: CONTINUE, STOP, START

A three-part exercise which is highly effective at quickly compiling significant quantities of highly actionable strategies



Effective for all sizes of groups – easily conducted with groups of 30+ participants



Group should be divided (if needed) and situated at tables of 4 to 6 each



Facilitators are needed to lead and record feedback



ACTION PLANNING

EXERCISE: CONTINUE, STOP, START

CONTINUE
(and perhaps adjust)

What should we continue doing?

- List things that:
- Are working well which we want to keep doing
 - Make us successful
 - Are worthwhile/have a positive impact
 - Can be worthwhile small parts of overall processes we want to stop

STOP

What should we stop doing?

- List things that:
- Are not working for us, inefficient or have a negative impact
 - Are not having the desired outcome or have proven to be impractical
 - We just dislike and are/is hampering us

START

What should we start doing?

- List ideas that:
- Are not being done but should be
 - Are worth trying or experimenting with for better results
 - New ideas that have come up or may not have been considered before

You will then have an employee voice-driven plan!

KNOWLEDGENOW



Powerful, interactive, secure, permission-based, online reporting and action planning platform, KnowledgeNow

- Simple, Interactive Reporting Dashboards
 - Response Rates Comparisons
 - Advanced Analytics
- Easy and Impactful Action Planning System

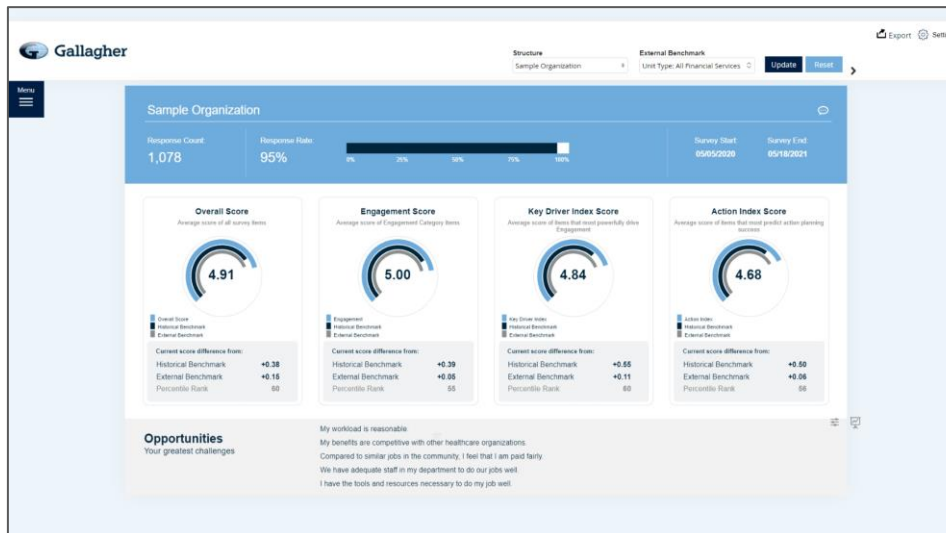
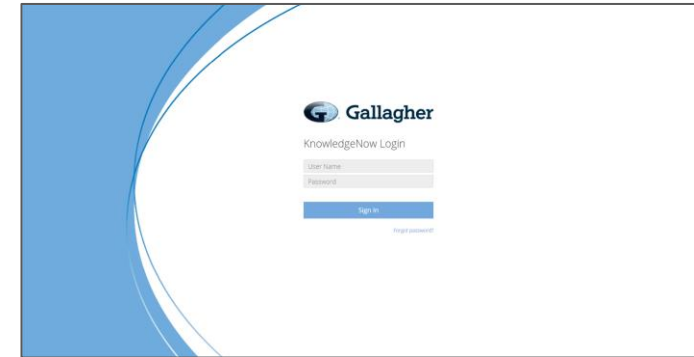
KNOWLEDGENOW LOGGING IN



The login site for KnowledgeNow is:
www.KnowledgeNow.ajgsurveys.com



Your login information was provided in an email sent to you from:
admin@ajgsurveys.com



Once you have logged into KnowledgeNow, you will see an overview of your most recently conducted survey. You will also be able to view all of the surveys and reporting features that you were assigned access to you by your organization

Once in KnowledgeNow, there are several options for the user to navigate to within the system to access:

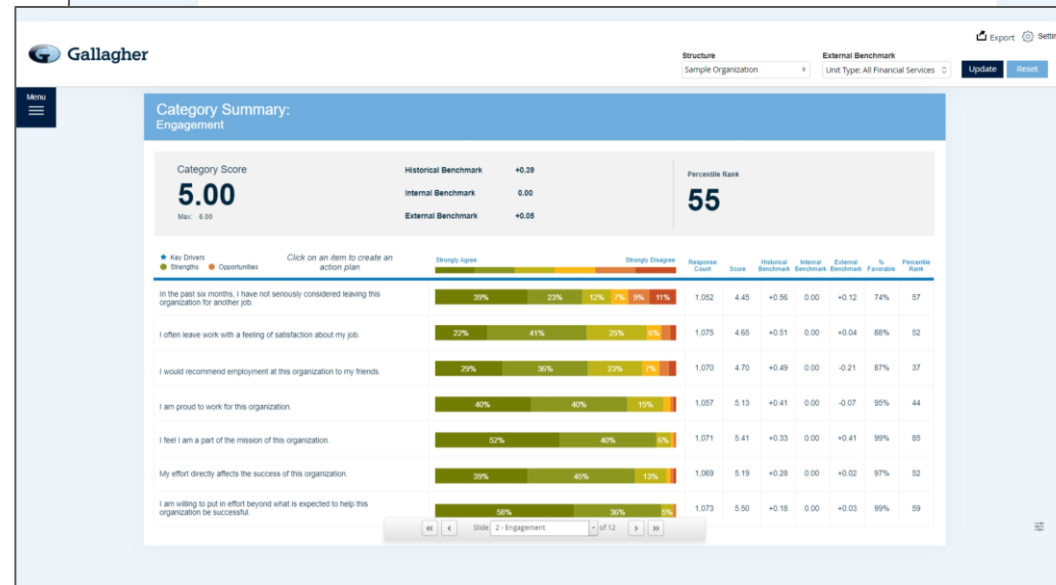
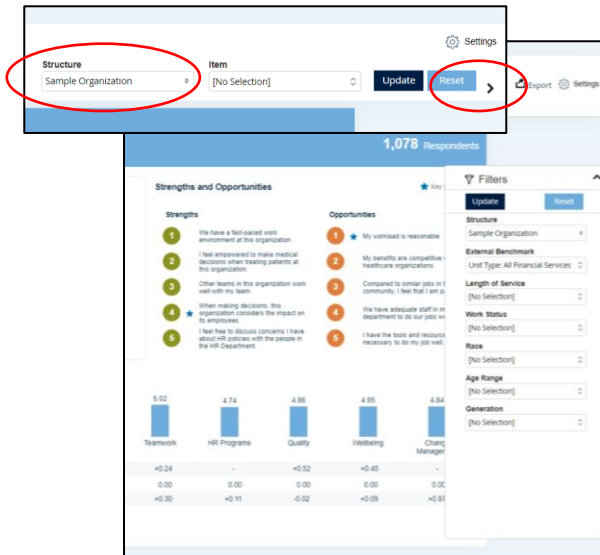
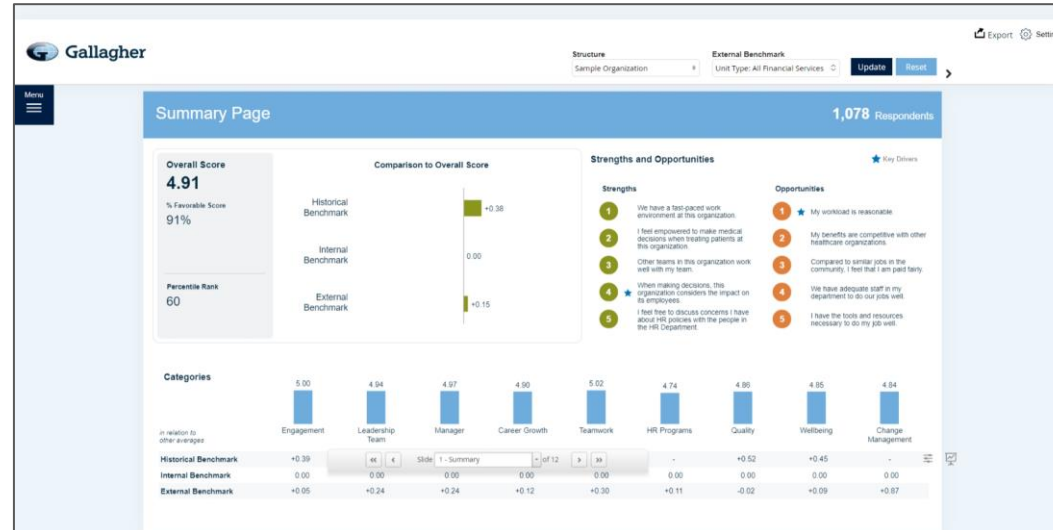
- Reports
- Response Rates
- Trends
- Action Planning
- Comments



KNOWLEDGE NOW REPORTING



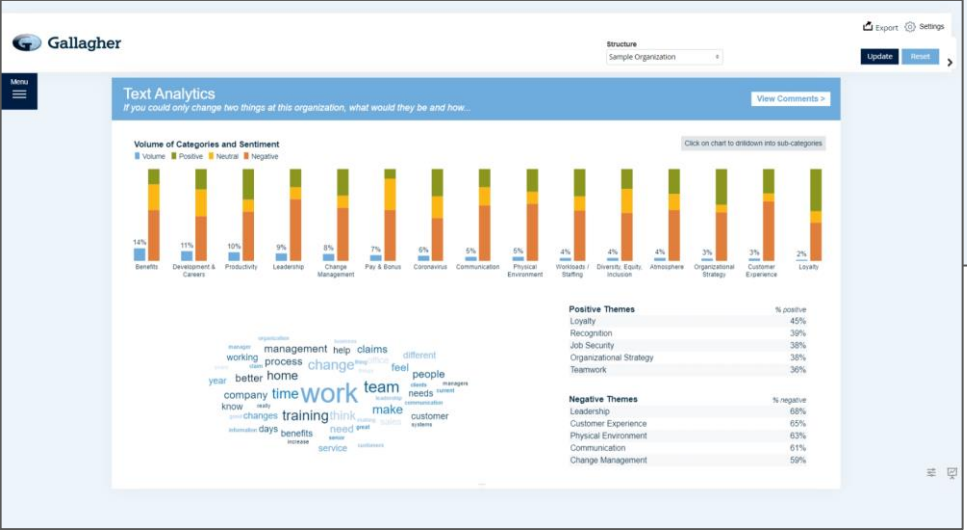
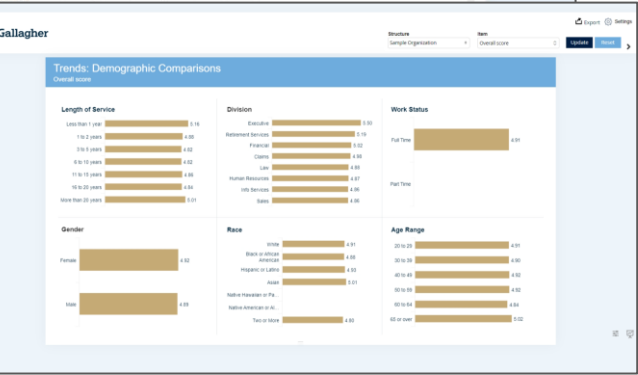
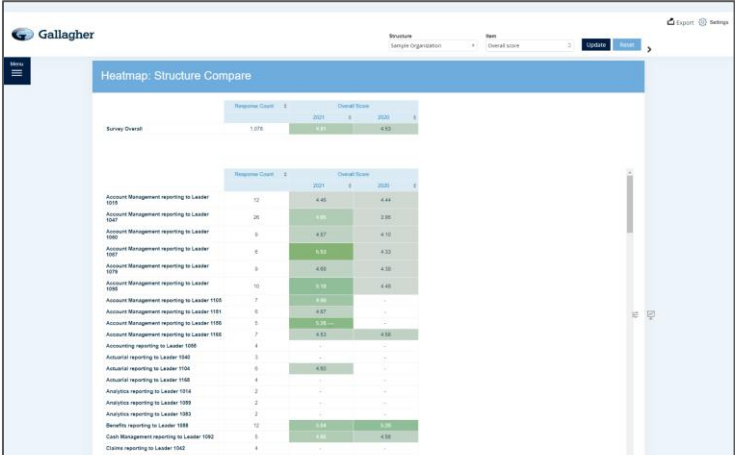
The *Detailed Report* which offers an immediate, straightforward view of how employees have responded to thematic categories (groups of items) and other metrics measured in the survey, through a summary page and a category summary. The user has the opportunity to filter, if available, by demographics



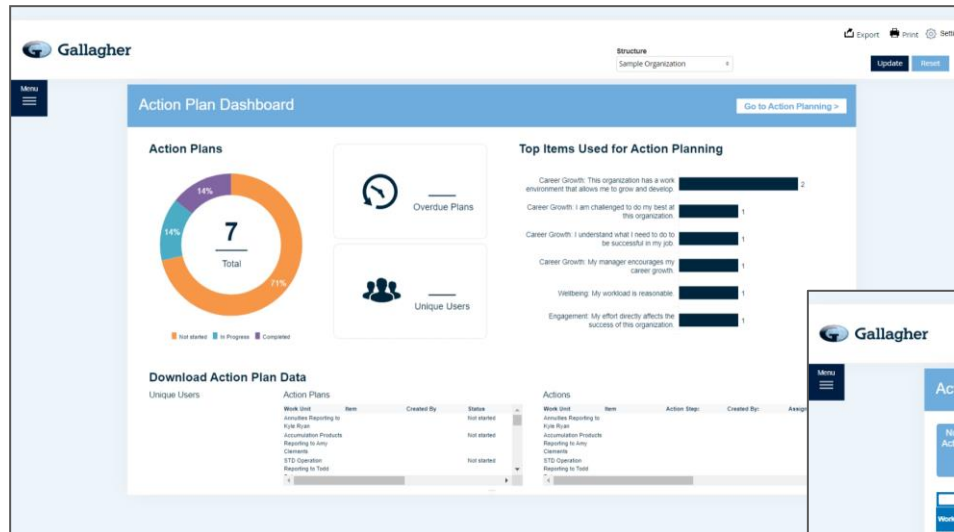
KNOWLEDGE NOW REPORTING



KnowledgeNow has other reporting capabilities at the touch of a button. Some of these reporting tools are Trending Comparisons (i.e. Heatmaps, Trending, and Demographic Comparisons) and the comment reports



Action Planning Dashboard



Action Planning Summary

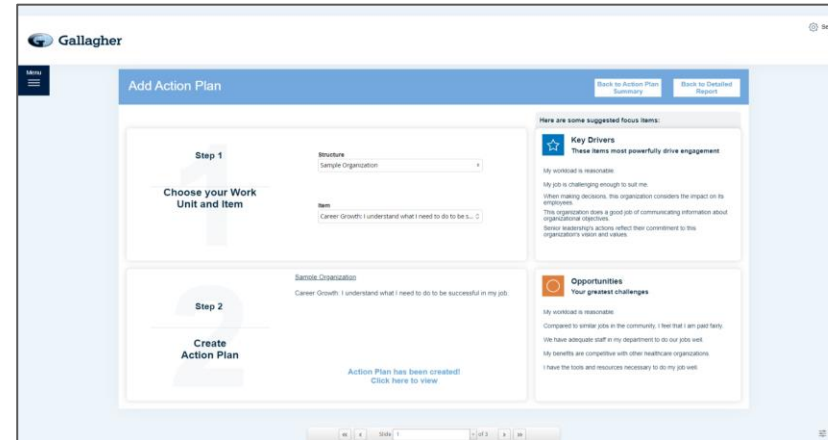
Action Plan Summary

Number of Action Plans: 7

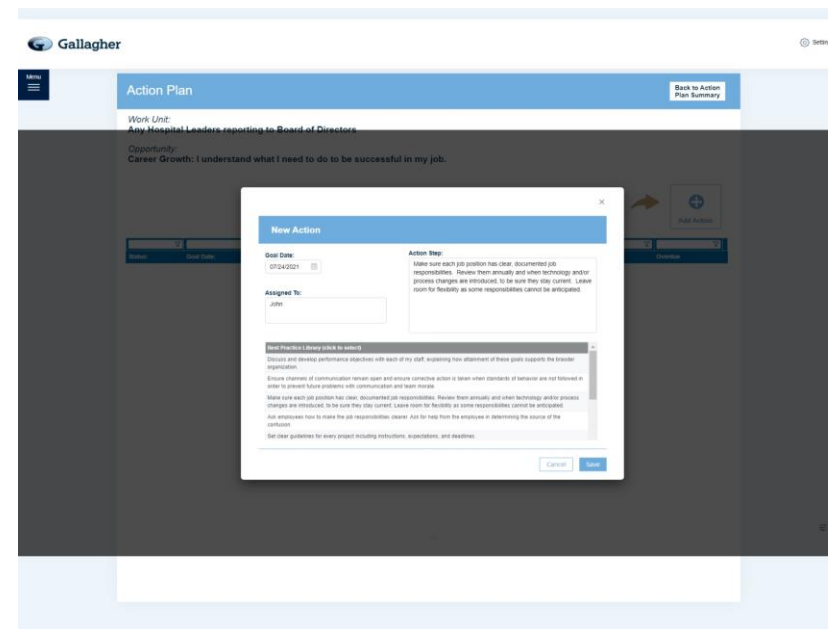
Work Unit	Item	Created By	Status	Goal Date	Last Updated	Overview
Any Hospital Leaders reporting to Board of Directors	Engagement: My effort directly affects the success of this organization.	Everlynn Dwyer - Removed	Not started			View >
Any Hospital Leaders reporting to Board of Directors	Career Growth: I am challenged to do my best at this organization.	Everlynn Dwyer - Removed	Not started			View >
Leader 1023 (All Reports)	Career Growth: This organization has a work environment that allows me to grow and develop.	Test Administrator	Not started	05/13/2021	05/13/2021	View >
Any Hospital Leaders reporting to Board of Directors	Career Growth: I understand what I need to do to be successful in my job.	Test Administrator	Not started			View >
Any Hospital Leaders reporting to Board of Directors	Career Growth: My manager encourages my career growth.	Test Administrator	Not started			View >
Any Hospital Leaders reporting to Board of Directors	Career Growth: This organization has a work environment that allows me to grow and develop.	Test Administrator	In Progress	05/13/2021	05/13/2021	View >
Leader 1161 (All Reports)	Wellbeing: My workload is reasonable.	Test Administrator	Completed	05/13/2021	05/13/2021	View >

KNOWLEDGE NOW ACTION PLANNING

After you pressed the Add Action Plan button, you are moved to this screen where you select the survey item and Press “Click Here to View.”



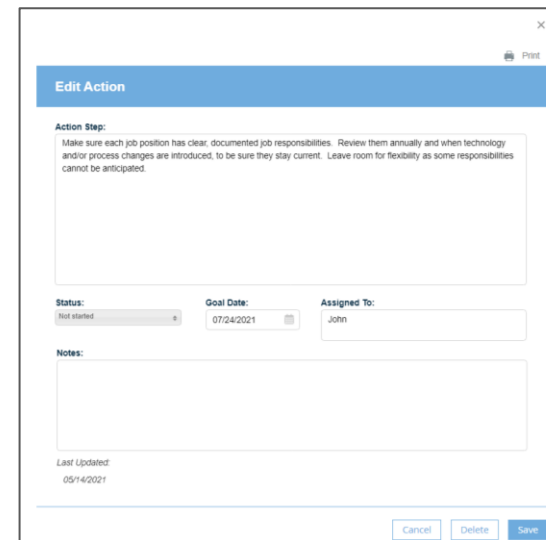
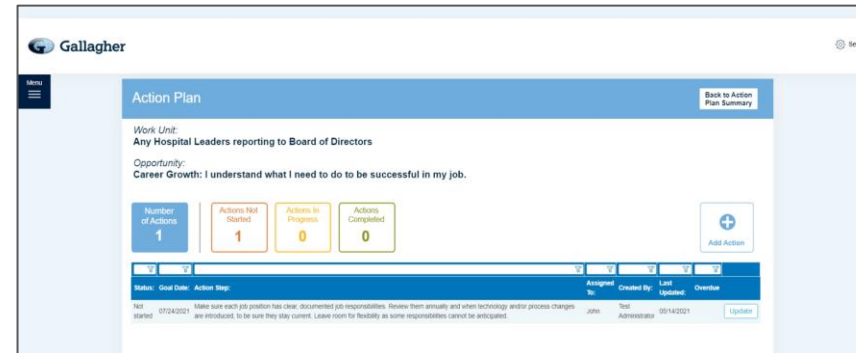
The popup box appears where you add in your goal date, action step, and assigned to, the system also share best practices



KNOWLEDGE NOW

ACTION PLANNING

Leaders can update their action plans at any time, but simply selecting the update button, where the leader can add in any updates



Thank You!

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Gallagher

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