



Charles County Department of Emergency Services

Employee Survey Results

September 2018 (V2)

Executive Summary

Employee engagement matters to employees and the citizens who we serve because engagement has long been connected to business results, financial management, retention, and customer service. Employee engagement also correlates to employee retention, implementing strategies and decisions, and attracting new talent. Higher retention rates reduce recruitment and replacement costs. (The Engagement Institute, 2012).

This report presents a summary of the 2018 DES employee survey results and recommendations to address major employee concerns. The quantitative comments paint a clear picture of low employee morale and frustration with leadership practices. While these problems are not evident in all divisions of DES, they are most notable in the EMS division.

Since engagement is a co-created reality in which organizations, leaders, and employees share in the collective outcomes of their efforts (The Engagement Institute, 2014), the DES Survey Workgroup identified one goal for each of these areas:



Organization: Instill processes for listening, evaluating, and implementing employee input and ideas



Leadership: Develop effective leadership practices and behaviors



Employees: Foster teamwork within and between divisions

For each goal, the workgroup also identified supporting actions to address employee concerns. The leadership goal is seen as the linchpin for the three goals. Without effective leadership practices and behaviors, the other goals and actions will not be possible to achieve.

To enhance the understanding of this report and gather further thoughts on appropriate corrective actions, the workgroup included a plan for debriefing the report and implementing actions.

Introduction

Charles County Department of Emergency Services (DES) is comprised of five divisions: Animal Control, Communications, Emergency Management, False Alarm, and Emergency Medical Services. As a follow-on to the 2017 Charles County Government all-employee survey, DES issued a department-wide employee survey to gain a better understanding of their employees' work experience. This report contains the results of that survey.

Recognizing the strong connection between the DES survey results and employee engagement, the 2018 Survey Workgroup offers current research on employee engagement to set the context for presenting the results and emphasize the significance of these findings on organizational performance and results.

This report will be shared with the county administrator, at his request, and is intended to be used to improve DES employee engagement and set the baseline for future DES surveys.

Background

This section presents research findings that are the basis for identified root causes and recommended actions presented in this report.

Employee engagement is a heightened emotional and intellectual connection that an employee has for his/her job, organization, manager, or co-workers that, in turn, influences his/her to apply additional discretionary effort to his/her work (Gibbons, 2006). A quarter century of research shows that this powerful connection differentiates high-performing organizations from its competitors, because it is a well-established key driver of organizational performance, results and retention. After all, people create the organization.

Highly-Engaged Organizations

Towers Watson's *Global Workforce Study* (2012) identified five organizational areas as critical to engagement:



- Leadership - Leadership is effective at growing the business; shows sincere interest in employees' well-being; behaves consistently with the organization's core values; earns employees' trust and confidence.
- Work Conditions - Stress and workload levels are manageable at work; enough employees in the group to do the job right; flexible work arrangements.
- Connection - Business goals and objectives are understood by employees, as are the steps they need to take to reach those goals, and how their job contributes to achieving goals.
- Supervision - Supervisors assign tasks suitable to employees' skills; act in ways consistent with their words; coach employees to improve performance; treat employees with respect.
- Social Responsibility - Organization's image is highly regarded by the general public; displays honesty and integrity in business activities.

It is clear that organizations with strong leadership, solid talent management, career and growth opportunities, and reasonable workload will improve retention (The Engagement Institute, 2012).

Charles County's High Performance Organization (HPO) model outlines values that support employee engagement:

- Respect – Treat all people right all the time
- Teamwork – Working together for a common purpose
- Wellbeing – Leading with mind, body and spirit to create a work culture that's supportive of career, emotional, financial, physical and social wellness
- Communication – Listening to and sharing clear and accurate information and ideas
- Initiative – Start or take action to get the work done
- Innovation – Curious, creative, and willing to take risks toward continual improvement
- Integrity – Exhibiting ethical, honest, and trustworthy behaviors to do the right thing all the time even when it's hard

Highly-Engaged Leadership

One of The Engagement Institute's big takeaways in their second engagement research project (2015) was that "when it comes to employee performance and engagement, leadership matters" and defined "highly engaging leadership style" as follows:



"A highly engaging leadership style taps into the intrinsic motivations of followers, causing employees to fully invest themselves in their work. Highly engaging leaders are able to create an environment that elicits high levels of commitment and discretionary effort from others which, in turn, unlocks the full potential of employees. The highly engaged leaders displays a personal motivation and commitment to his or her own work, which positively affects the engagement and performance of others."

That same report identified the critical behaviors that highly engaged leaders must master:

- Provides a strong sense of meaning and direction by
 - Developing a compelling vision of what his or her people can accomplish
 - Communicating in a way that brings people along
 - Setting a clear strategic direction for his or her direct reports
- Brings out collective brilliance by
 - Building trust and acting with integrity
 - Challenging the status quo and inspiring innovation and creativity
 - Fostering a culture of collaboration
- Builds a high-performance environment by
 - Setting high standards
 - Creating a sense of urgency
 - Empowering his or her employees
- Unlocks the full potential employees by
 - Building relationships one person at a time
 - Providing rewards and recognition in a clear consistent way
 - Driving development and growth

Research also identified the following qualities as the hallmark of highly-engaged leaders (in rank order) (The Engagement Institute, 2015). These qualities are closely aligned with Charles County's HPO values and behaviors:

1. Trust: a leader who can be trusted
2. Integrity: a leader whose actions are consistent with what he/she says
3. Ideas: a leader who seeks out employee opinions and ideas
4. Purpose: a leader who develops a clear, credible, and inspiring organizational purpose
5. Decisions: a leader who makes sound decision regarding the direction of the business
6. Well-being: a leader who is concerned about employee well-being
7. Treatment: a leader who makes all employees feel they are an important part of the organization
8. Partnership: a leader who seeks to build partnerships with employees
9. Availability: a leader who accessible to all employees
10. Focus: a leader who rewards for success rather than punishes failures

Additionally, highly-engaged leaders benefit organizations and employees as evidenced by lower turnover rates, improved employee performance, improved employment brand, higher morale, and lower costs (The Engagement Institute, 2015). Appendix A summarizes ways that managers play an important role in helping employees manage engagement.

Highly-Engaged Employees

Both personal and organizational factors impact the extent to which employees take responsibility for their own engagement: personal factors, job characteristics, leadership and management practices, and culture conditions. The Engagement Institute's 2016 report highlights three ways organizations can tap into employees' desire to own their own engagement at work:



- Everyone has a role to play in building an engaged workforce – While management serves as role models and is responsible for building and sustaining a culture where employees are encouraged and supported to take responsibility for their own engagement, employees should better understand the value of their personal responsibility, utilize organizational resources, and identify and take specific actions to stay engaged at work.
- Promote a culture of engagement through every phase of the talent management life cycle – The talent management life cycle includes recruitment, onboarding, training, development, performance management, recognition, promotion, retention and transition. Organizations need an engagement focus on all talent management aspects to empower employees to stay engaged, take action, and contribute to an engaging team environment.
- Make work meaningful through job design – Employees are more likely to take personal responsibility for their engagement when the job delivers a sense of purpose, achievement, and freedom. Jobs that align with employees' strengths, interests, and motivators provide greater opportunity for engagement.

As part of the human experience, engagement naturally wavers at times. Highly-engaged employees take action to re-engage themselves when they notice their engagement dropping. Appendix B offers employees ways to re-engage themselves at work.

Survey Administration

In May 2018, Nikki Bradburn (former CCDES employee) administered the survey using Google forms and conducted the initial categorization of data. The survey focused on five areas: Supervision, Effectiveness/Efficiencies and Openness to New Ideas, Leadership and Upper Management, Department Polices, and Overall Employment Satisfaction. Since the survey did not include demographic questions, responses cannot be broken out by division or any other categorization. The survey questions are listed in Appendix C.

As part of Ms. Bradburn's transition and applying the HPO model, she organized the survey workgroup to complete the project:

- Co-Leaders: Jean Wright (EMS) and CAPT Lori Cherry (EMS)
- Alison Budd (Animal Control)
- Michelle Lilly (Emergency Management)
- Rachel Settle (EMS)
- Antonella Volpe (Communications)

Workgroup Process

The DES survey workgroup met five times to analyze the results, personified HPO values, design recommendations for action, develop an implementation action plan, author this report, and prepare for briefings. They provided periodic status reports to Director of DES William Stephens throughout the process.

The workgroup members' root cause analysis is based on quantitative and qualitative data and is depicted in Appendix D. The workgroup focused on strong themes (reoccurring comments) and concluded that the data suggests that employees are displaying signs of low engagement and DES would benefit from stronger employee engagement practices, specifically

- Develop effective leadership practices and behaviors
- Foster teamwork within and between divisions
- Instill processes for listening, evaluating, and implementing employee input and ideas

While numerous comments expressed concern about resources and policies, the workgroup concluded that these concerns were attributed to leadership/management's application of policies and decisions regarding resources.

Report of Results

DES received 77 responses to this survey, which is 40% of the DES staff.

The qualitative comments clarify the quantitative ratings. Many of the qualitative comments appear to be directed at the EMS division, which makes up the majority of DES. Compared to the other divisions, the workgroup concluded that EMS has the greatest challenge with employee engagement for reasons different than the other divisions.

The workgroup used a target score of 65% favorable for their analysis and saw high neutral scores as significant opportunities for improvement, because those scores are easier to shift to favorable than unfavorable scores. Likewise, corrective action is necessary to avoid neutral scores from shifting to unfavorable scores.

In all of the graphical representations of the responses, favorable scores include "strongly agree" and "agree" responses. Unfavorable scores include "strongly disagree" and "disagree" responses. Unfortunately, range of scores are not available.

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Recommended Actions to Strengthen DES Employee Engagement

To emphasize the focus of the workgroup and its ongoing work, the survey workgroup has been renamed to Engagement Workgroup. Their role will be to monitor and measure DES's employee engagement.

Building on recent research that shows that engagement is a co-created reality in which organizations, leaders, and employees share in the collective outcomes of their efforts. The workgroup set goals, identified actions to strengthen engagement in all three areas, and applied the HPO model and values. Each goal has an assigned sponsor goal group who is responsible for carrying out the actions. The sponsor goal group may add other staff to their group to expand perspective and gain support. Goal groups should embody the HPO values outlined on page 2 of this report.



Organization

Goal	Instill processes for listening, evaluating, and implementing employee input and ideas
Addresses	<ul style="list-style-type: none"> • lack of opportunity to provide input and ideas to decisions that impact them and their work • having the appropriate resources to do the job
Importance	Accomplishing this goal would give employees voice in matters that affect them and offers new opportunities to be engaged and invested in DES. If DES does not succeed at this goal, DES will continue to see declining acceptance of decisions and loss of employee ideas from the individuals closest to the problems.
Desired Outcomes	As a result of achieving this goal, employees will feel valued, improve their ability to perform their job, and understand how to raise ideas and initiate changes. Additionally, operational and administrative processes would be more effective.
Measure	<ul style="list-style-type: none"> • Employees are able to identify at least five processes that leveraged the HPO model • “My supervisor considers the options of others before making important decisions” score increases by 15% • “I have the opportunity to contribute to decisions that affect me” score increases by 15% • “I feel empowered to support new and better ways of doing things.” score increases by 15% • Employees know the reason behind decisions • Employees and supervisors are equipped and prepared for changes
Actions	<ul style="list-style-type: none"> • Evaluate HPO implementation within DES and assess leadership’s adoption and use of this model - Possible examples to evaluate <ul style="list-style-type: none"> ○ EMS bag selection for EMS ○ Morning meetings in EMS, Animal Shelter, & Comms. ○ New tablets for EMS – shortcomings in HPO – not scheduled with enough time employees to attend and provide input. ○ Ambulance selection by committee ○ Station Rotations ○ Input into Position Descriptions - Comms • Identify practical applications of HPO to close gaps

	<ul style="list-style-type: none"> Publicize when and how HPO was applied Apply change management practices in order to facilitate adoption and usage of changes Conduct leadership training on change management principles, practices, and tools Stay interviews in other Divisions (Comms has already done these) Continue to foster employee input in large equipment purchases and other items as possible & appropriate.
Sponsors	Tony Rose, John Filer, and Ed Tucker
Concerns identified in briefing meetings	Operating in a combined volunteer/career environment – Employees feel volunteer needs and demands are taking precedence over career concerns. Conflicts are avoided instead of addressed, which creates further conflict.



Leadership

Goal	Develop effective leadership practices and behaviors
Addresses	<ul style="list-style-type: none"> Lack of accountability at all levels within DES Inconsistent application of policy Perceived and actual unfair treatment Lack of communication Disconnect between LTs and Command Staff Growing animosity and conflict at all levels Tension between career staff and volunteers
Importance	This goal is the linchpin to the entire plan. Without effective leadership, DES will not realize the intended benefits of this plan and employee concerns will continue to fester, morale will continue to be a problem, turnover will continue to rise, and organizational and employee performance will falter.
Desired Outcomes	DES leadership will be highly engaged as defined by The Leadership Institute (2015): “A highly engaging leadership style taps into the intrinsic motivations of followers, causing employees to fully invest themselves in their work. Highly engaging leaders are able to create an environment that elicits high levels of commitment and discretionary effort from others which, in turn, unlocks the full potential of employees. The highly engaged leaders displays a personal motivation and commitment to his or her own work, which positively affects the engagement and performance of others.”
Measure	<ul style="list-style-type: none"> Leadership expectations are clearly communicated and well understood Leaders are held accountable for meeting leadership expectations Leadership category survey score improves by 15%
Actions	<ul style="list-style-type: none"> Set the tone for all DES Leadership <ul style="list-style-type: none"> County Administrator communicates why focus on leadership and its importance DES Director translates that message into what that means for DES Establish a Leadership Performance Management HPO committee

	<ul style="list-style-type: none"> ○ Solicit volunteers from leadership ranks (Lieutenant and above) ○ Engagement workgroup reviews volunteers and selects five people; one from each level and one from each division ○ William Stephens reviews and approves selection ● Leadership Performance Management HPO committee <ul style="list-style-type: none"> ○ Engagement Workgroup defines the problem and goal of committee ○ Assess training needs and receives training (e.g. HPO, Performance Management process, etc.) ○ Set timeline ○ Tasks: <ul style="list-style-type: none"> ▪ Establish clear goals and expectations for Lieutenants (or equivalent) and above starting at the top ▪ Create a leadership evaluation form ▪ Frequency of leadership evaluation and discussion (more than once a year for the first couple of years) ▪ Define how the evaluation of DES leadership will feed into existing performance management and selection processes ▪ Consult HR on design ▪ Develop Implementation Plan ○ Report out to William Stephens and Engagement Workgroup ● Sponsors consider Leadership Performance Management HPO recommendations, adopt a Leadership Performance Management solution, and develop an implementation plan ● Implement solution
Sponsor Coalition	William Stephens and Michelle Lilly
Concerns identified in briefing meetings	<ul style="list-style-type: none"> ● Conflict avoidance is prevalent throughout DES. Tone set at the top. – in some cases leaders are avoiding disciplinary actions to the extent that employees are dealing with addressing poor work behaviors at the employee level. This is a part of the causal factor for the unwritten black list of employees that makes swaps so difficult. ● EMS staff should be able to spend time learning/seeing how the other side of the call is handled in Comms if they haven't already. ● Optimal outcome would be that DES develops their own Leadership Academy that is specific to EMS/Comms environment and work culture. ● Leaders should be accountable and should hold staff accountable through consistently applied performance management – policy interpretations should be consistently applied across all staff. ● Retaliation for speaking out ● Address how to lead in a combined volunteer/career environment. Support career staff and address volunteer concerns.



Employees

Goal	Foster teamwork within and between divisions
Addresses	<ul style="list-style-type: none"> ● Growing animosity and conflict at all levels of DES

Importance	Positive social connections are a primary need. Without it, staff fail to create safe connections with each other and fail to overcome natural threat responses and withdraw. The greater that people trust one another, the stronger the collaboration and the more information that is shared, which leads to greater individual and organizational effectiveness and engagement (Rock, 2008).
Desired Outcomes	Employees are able to manage their own engagement and constructively resolve conflict.
Measure	<ul style="list-style-type: none"> • Workplace conflict is reduced • “The division in DES work closely together and communicate well on projects” score increases 15% • “The work culture in our department encourages teamwork” score increases by 15%
Actions	<p>Apply the HPO model to institute the following actions:</p> <ul style="list-style-type: none"> • Increase opportunities to develop relationships by working together at all levels <ul style="list-style-type: none"> ○ Command visits ○ Share information at division level ○ Shift meetings that enable two-way communication • Handle conflicts at the lowest level <ul style="list-style-type: none"> ○ Learn strategies to reduce destructive conflict behaviors (e.g. avoiding, demeaning others, retaliating, winning at all costs, displaying anger) and increase constructive conflict behaviors (e.g. reaching out, perspective taking, creating solutions, reflective thinking, delay responding, adapting) ○ Hold each other accountable for directly resolving conflict ○ Be open to resolution ○ Train mediators or use CSM mediators • Proactively communicate with colleagues to create effective and positive outcomes
Sponsor Coalition	<p>Christopher Roberts (Communications), Tiffany Ogg (Animal Control/Shelter), Joe Summers (EMS), Ryan Degruy or designee (IAFF Representative)</p> <p>Membership was modified after talking to employees. Employees wanted an employee committee</p> <p>HOW DO WE HANDLE THIS?? REMOVE THE PRIOR DESIGNEES AND REPLACE OR WHAT???</p>
Concerns identified in briefing meetings	<ul style="list-style-type: none"> • Address Volunteers.Career inflict resolution • EMS staff should be able to spend time learning/seeing how the other side of the call is handled in Comms if they haven’t already.

Implementation Action Plan

Activity	Responsible Party	Timeframe
Preparation for Implementation		
Assess change readiness	William Stephens and Engagement Wkgrp	Sept-Oct 2018
Assess staff's ability to reach desired outcomes of each goal	William Stephens and Engagement Wkgrp	Sept-Oct 2018
Create awareness of desired changes by discussing results and action plan		
Brief William Stephens	Engagement Wkgrp	Sept 18, 2018
Brief Mike Mallinoff and William Stephens	Engagement Wkgrp	Sept 19, 2018
Incorporate recommendations from Mike Mallinoff and William Stephens	Engagement Wkgrp	By October 15, 2018
Brief Division heads as a group	William Stephens and Engagement Wkgrp	October 2018
Brief Division leadership teams	William Stephens, Division Head, Engagement Wkgrp	October 2018
Brief union officers	William Stephens and Engagement Wkgrp	October 2018
Communicate to all employees by division	Division Heads and Engagement Wkgrp	October 2018
Assess reaction and feedback; modify plan as needed; update Mike Mallinoff	William Stephens and Engagement Wkgrp	November 2018
Implement the plan		
Kick off the three goal groups	Engagement Wkgrp	November 2018
Goal sponsors implement actions and assess progress <ul style="list-style-type: none"> • May need to identify and implement necessary steps • Propose training and job aids to support desired changes • Identify and address barriers to achieving outcomes 	Goal Sponsors	Nov 2018-May 2019
Assess progress and adoption of changes at bi-monthly Director updates. Identify actions to reinforce change.	William Stephens, Goal Sponsors, Engagement Wkgrp	Nov 2018-May 2019
Assess the outcomes, determine gaps, and identify further action to close the gaps		
Design repeat survey – include demographics, score range	Engagement Wkgrp	May 2019
Repeat survey and analyze results	Engagement Wkgrp	June 2019

References

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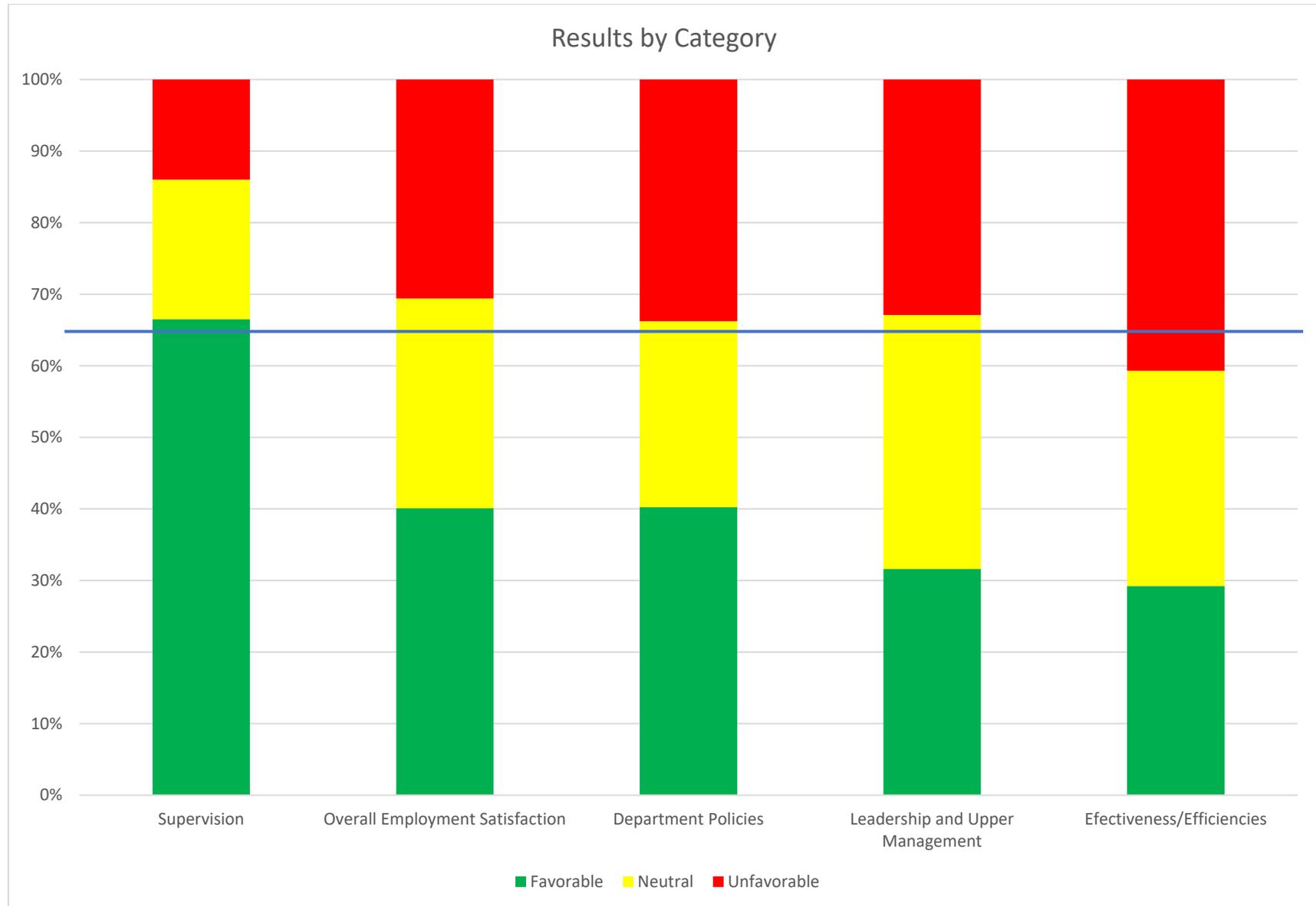
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Results by Category



Top Ten Responses

Ten Most Favorable Responses

My supervisor is knowledgeable about my work and understands my duties	Supervision	83.2
My supervisor supports me	Supervision	75.4
There is good communication between my supervisor and me	Supervision	74.1
My supervisor shows fairness and respect in his/her interactions with employees.	Supervision	68.9
My supervisor gives me constructive feedback when needed	Supervision	68.9
I feel my co-workers treat me with respect at work	Overall Employment Satisfaction	67.5
My supervisor supports my participation in training opportunities	Supervision	65.0
My supervisor acknowledges my efforts	Supervision	63.7
My job is important to the department	Overall Employment Satisfaction	62.4
My job description accurately reflects what I do on a daily basis	Overall Employment Satisfaction	59.8

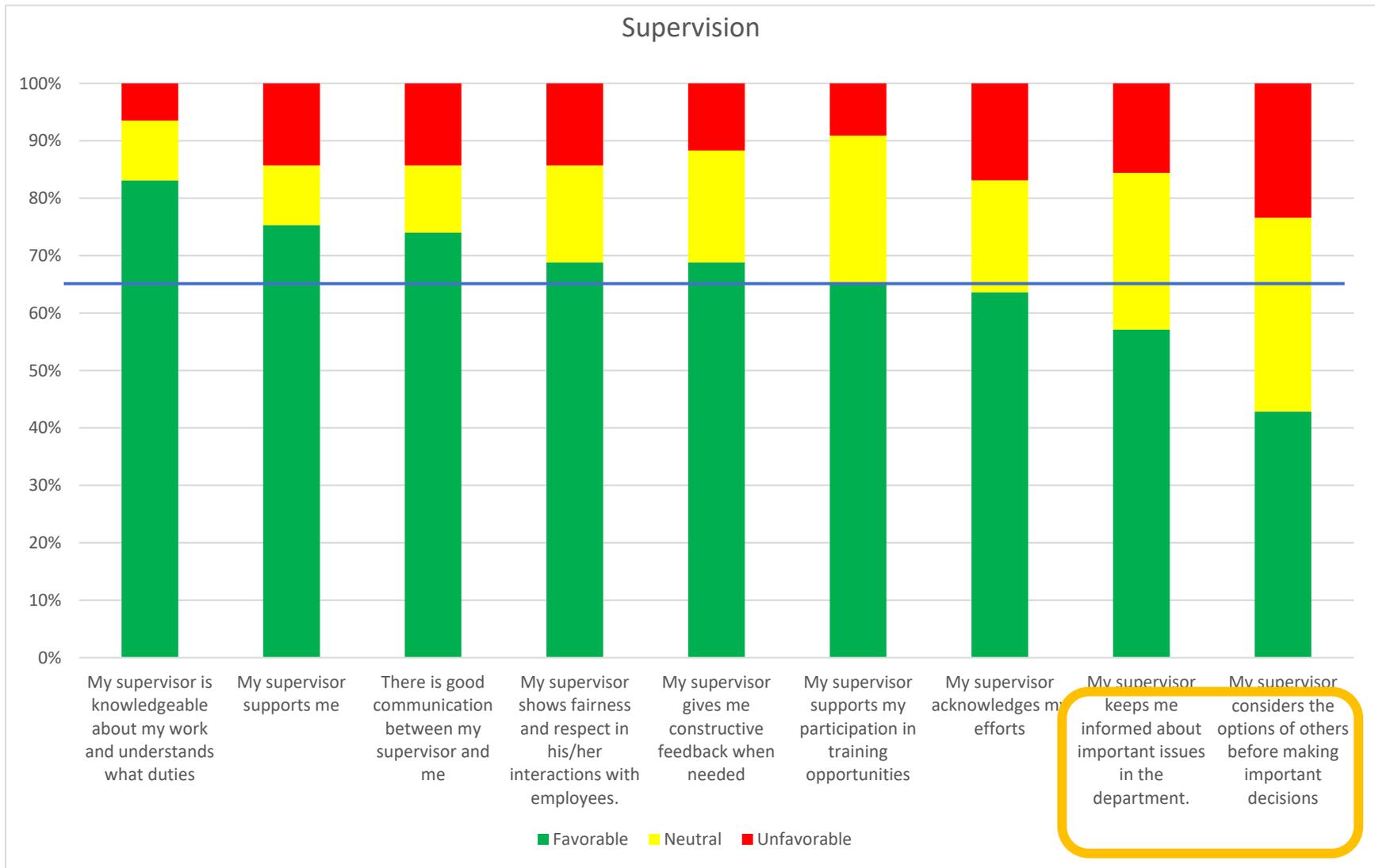
Ten Least Favorable Responses

I have the opportunity to contribute to decisions that affect me.	Effectiveness/Efficiencies	52.0
I feel empowered to support new and better ways of doing things.	Effectiveness/Efficiencies	50.7
The division in DES work closely together and communicate well on projects	Overall Employment Satisfaction	50.7
My department/division is open to doing things a new way.	Effectiveness/Efficiencies	46.8
Department management encourages ingenuity, taking initiative, and thinking outside the box	Leadership and Upper Management	45.5
I know and understand what I need to do to be successful in my job and get promoted	Department Policies	44.2
My department/division tries to find new and better ways to do things.	Effectiveness/Efficiencies	42.9
The policies in my department/division are clear and consistent	Department Policies	40.3
The workload is evenly distributed in my division	Overall Employment Satisfaction	40.3
I feel valued for the work I do	Overall Employment Satisfaction	39.0

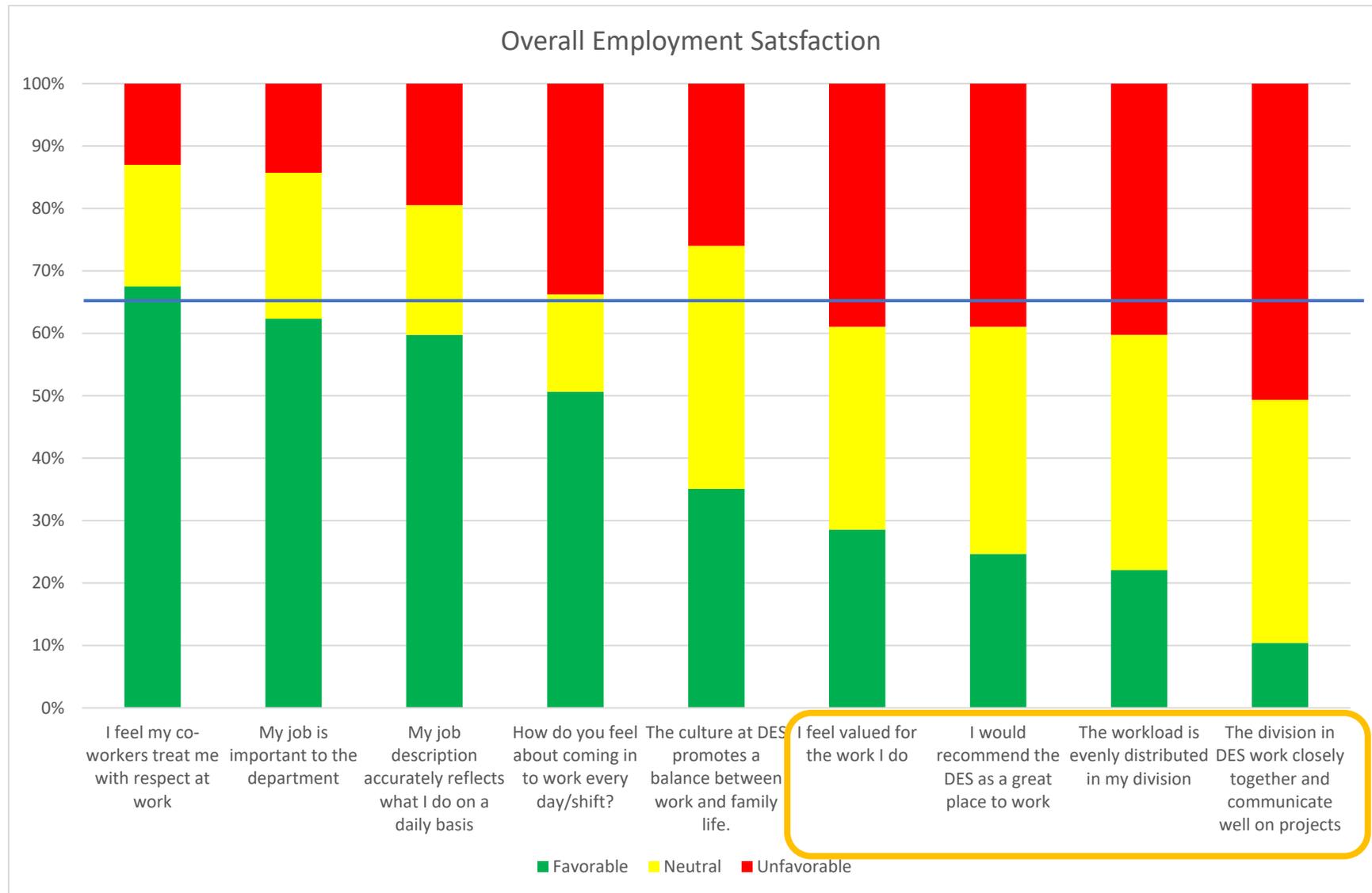
Ten Most Neutral Responses

Senior management/leadership communicates frequently with employees	Leadership and Upper Management	40.3
The division in DES work closely together and communicate well on projects	Overall Employment Satisfaction	39.0
My department/division is open to doing things a new way.	Effectiveness/Efficiencies	39.0
The culture at DES promotes a balance between work and family life.	Overall Employment Satisfaction	39.0
The workload is evenly distributed in my division	Overall Employment Satisfaction	37.7
Department management encourages ingenuity, taking initiative, and thinking outside the box	Leadership and Upper Management	36.4
My department/division tries to find new and better ways to do things.	Effectiveness/Efficiencies	36.4
I would recommend the DES as a great place to work	Overall Employment Satisfaction	36.4
The policies in my department/division are clear and consistent	Department Policies	33.8
My supervisor considers the opinions of others before making important decisions	Supervision	33.8

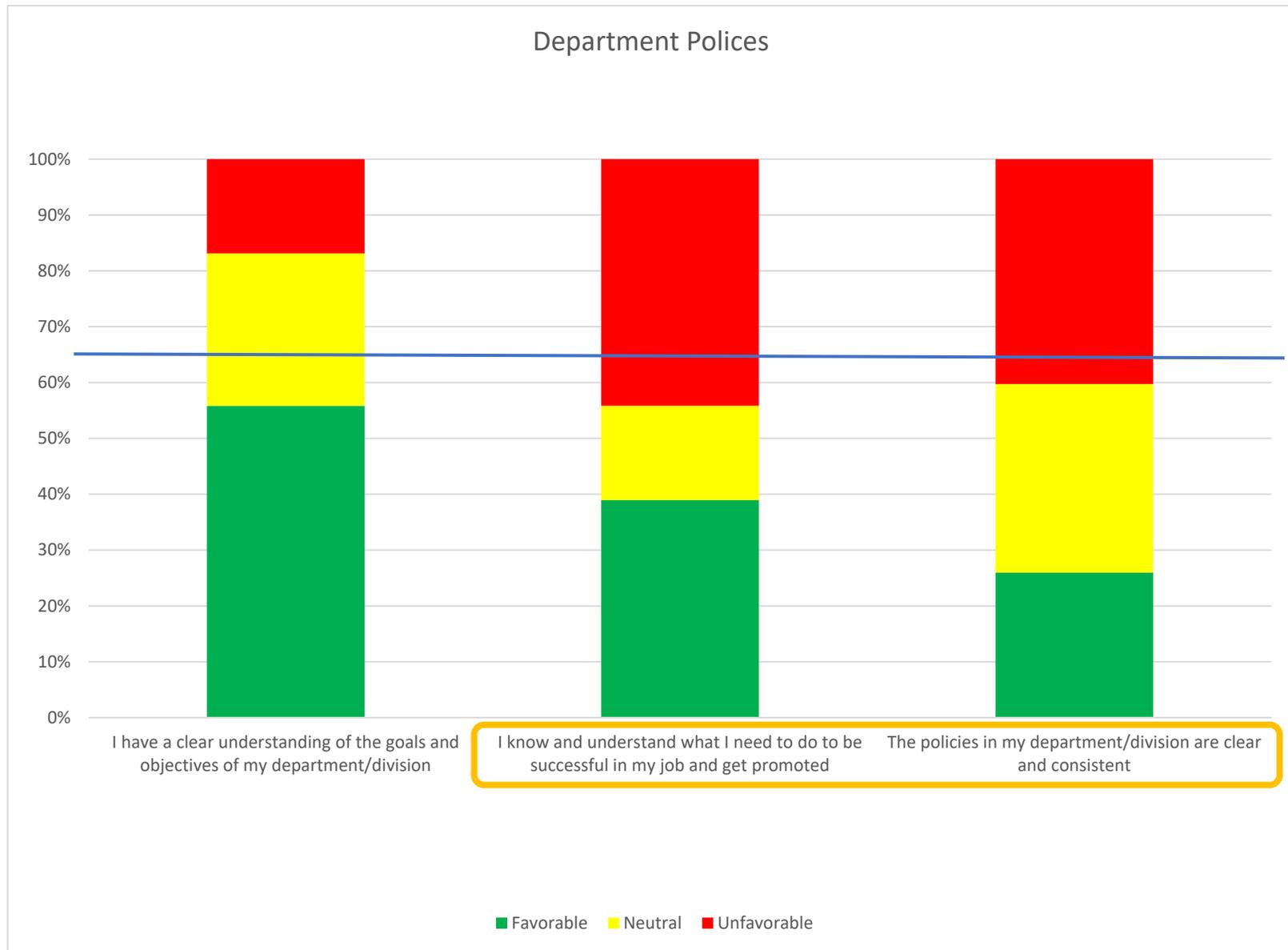
Supervision Questions and Responses



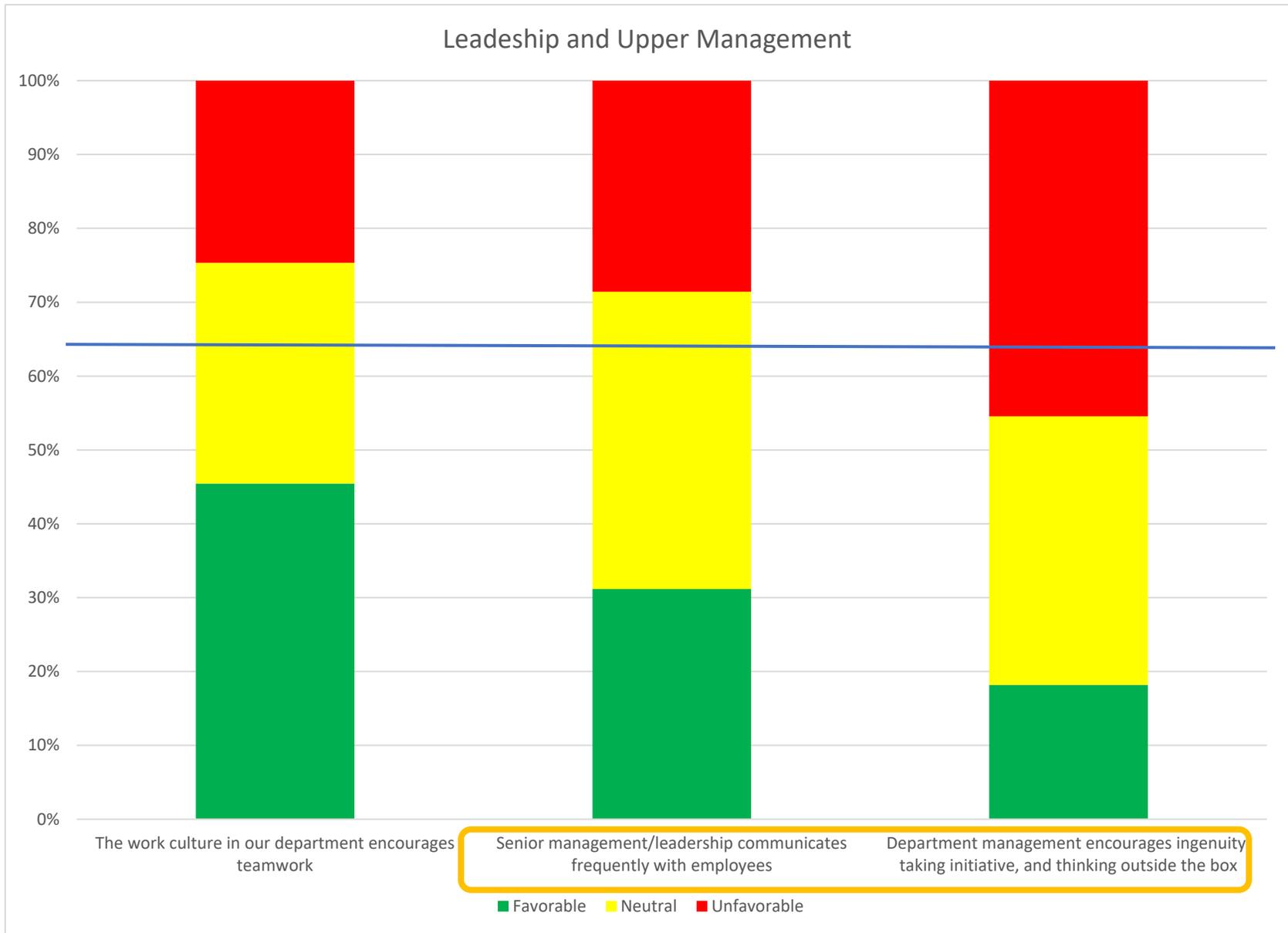
Overall Employment Satisfaction Questions and Responses



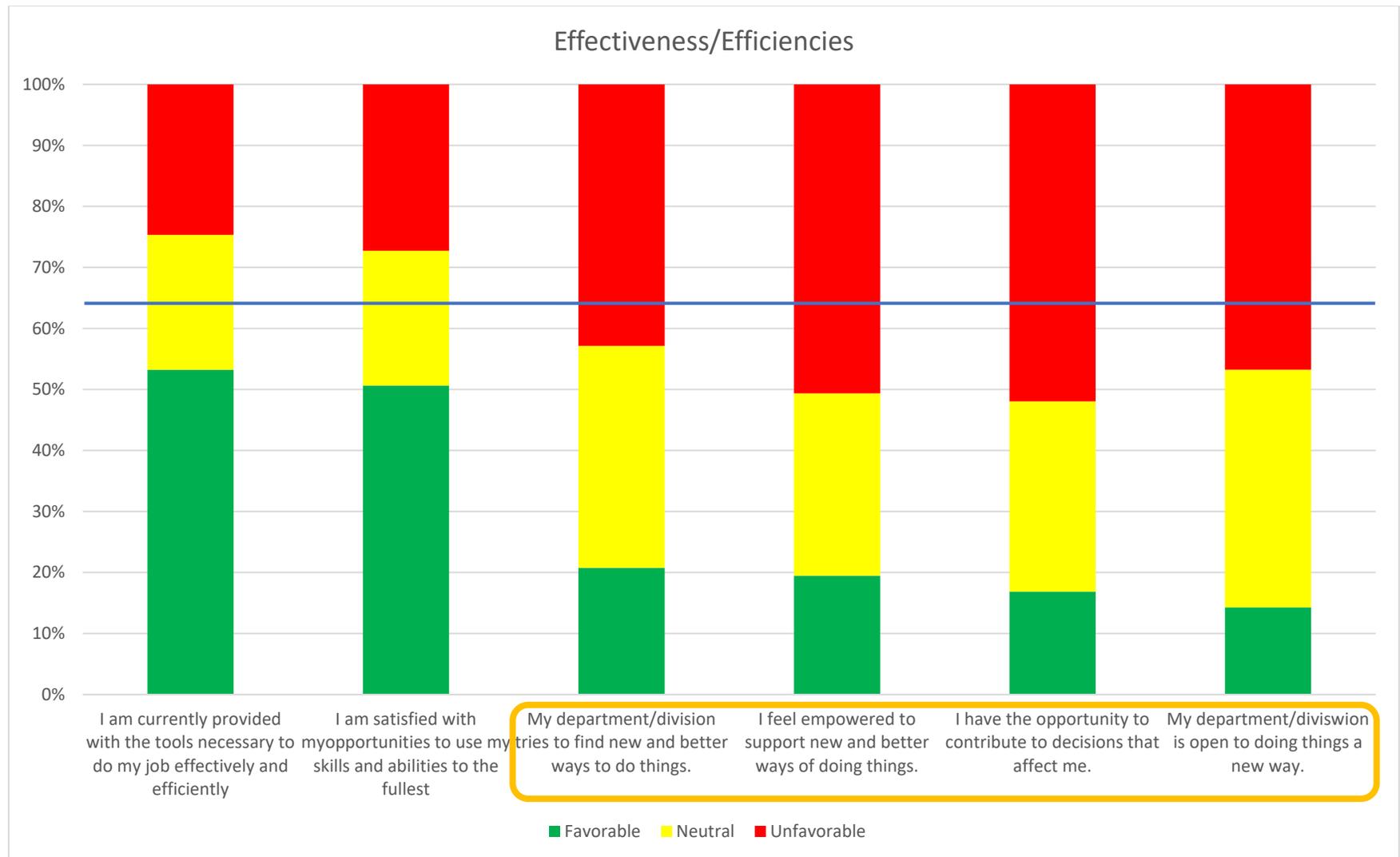
Department Policies Questions and Responses



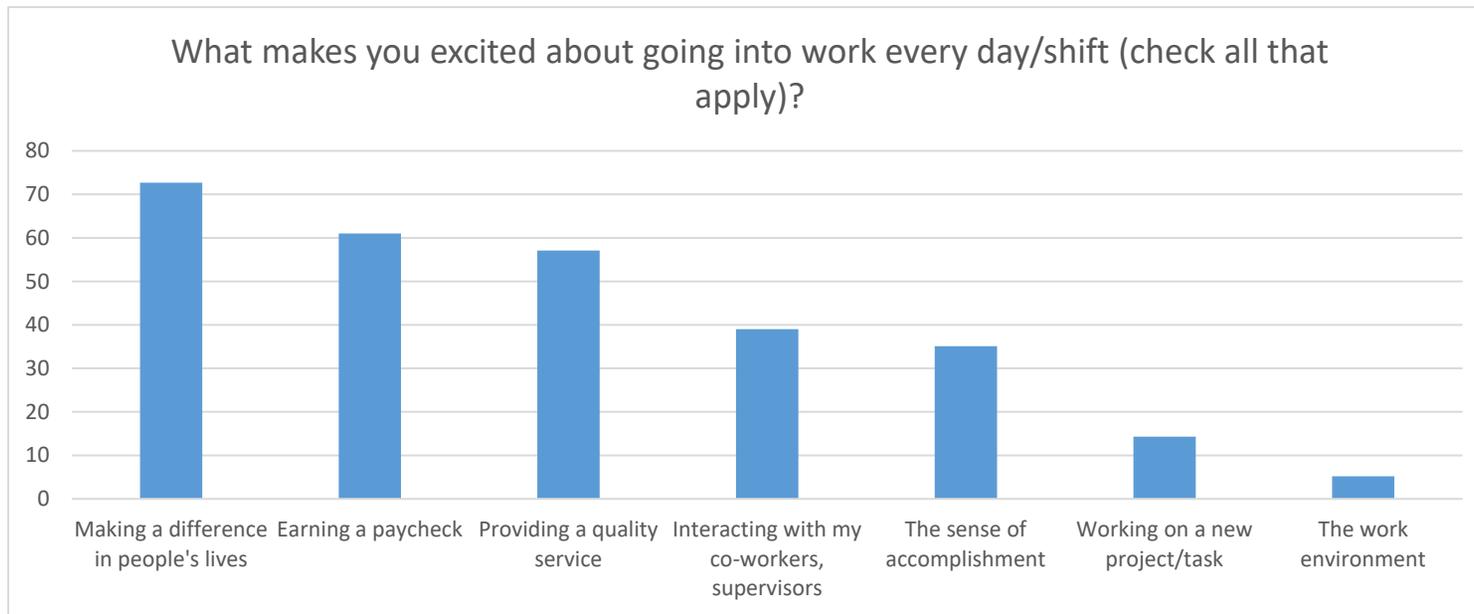
Leadership and Upper Management



Effectiveness/Efficiencies Questions and Responses



Responses to “What makes you excited about going into work every day/shift?”



Appendix A: Actions to help employees manage their engagement

Managers play an important role in helping employees manage engagement

Managers in the focus groups suggested the following actions to help employees manage their engagement.

1. Share the big picture

- Hold town halls to communicate the organization's strategy to employees
- Hold regular office hours for employees
- Explain the value that employee's work adds to the organization

4. Communicate regularly with employees

- Host team lunches and fun events
- Conduct frequent conversations with employees about their career goals and performance
- Encourage employees to come to you with issues and concerns

2. Recognize employees

- Provide notes or verbal thank-you's to employees
- Ask high performing employees to lead new exciting projects as recognition for their exceptional work
- Highlight employees strengths in performance conversations

5. Empower employees through delegating

- Avoid micromanaging projects
- Assign work that aligns with employees' interests and skillsets
- Create an environment where employees own projects and correct their mistakes

3. Promote a collaborative environment

- Empower teams to make improvements to existing processes and solve problems together
- Emphasize the shared vision and goals of the team
- Encourage employees to reach out to their colleagues to answer questions and discuss challenges

6. Remove barriers

- Provide tools that will improve work processes
- Be more responsive when employees have challenges and face barriers in the workplace
- Push back against tasks that do not add value to employees' work

Source: The Conference Board

Appendix B: Employee recommendations for re-engaged at work

Employee recommendations for re-engaging at work

Employees in focus groups suggested the following to enhance personal ownership of engagement.

Reflect on the value and impact

- Work to translate the organization's vision and strategy into your daily context
- Meet with a colleague to vent frustrations and hear their perspective on your role in and value to the team
- Volunteer with groups relevant to your line of work

Communicate career needs and challenges

- Communicate with your manager about the factors that impact your engagement
- Seek input from your manager regarding your career path and goals
- Bring a solution to a challenge to your manager

Mentor colleagues

- Deliver a training on a topic that energizes you
- Sign up for a mentoring program
- Reach out to your peers to get support on your current challenges

Manage your personal energy

- Telework when you don't need to be in the office
- Use an alternative work schedule that provides an additional day off
- Pursue your hobbies outside of work (e.g. fishing and running)
- Use work-provided family care services (e.g. childcare)

Find new projects and challenges

- Participate in a rotational assignment
- Enroll in training that teaches a new skill
- Work on a side project when feeling burned out

Model a positive attitude

- Meet with colleagues who have very positive attitudes
- Change your environment to make yourself comfortable (e.g. wear your favorite clothes)
- Realize the shared goals between team members when conflicts arise

Source: The Conference Board

Appendix C: Survey Questions

Unless otherwise noted, the survey asked respondents to rate the following statements on a five-point Likert scale (Strongly Agree, Agree, Neither Agree or Disagree, Disagree, or Strongly Disagree):

Supervision

- My supervisor supports me
- There is good communication between my supervisor and me
- My supervisor keeps me informed about important issues in the department.
- My supervisor considers the options of others before making important decisions
- My supervisor supports my participation in training opportunities
- My supervisor shows fairness and respect in his/her interactions with employees.
- My supervisor gives me constructive feedback when needed
- My supervisor acknowledges my efforts
- My supervisor is knowledgeable about my work and understands what my duties and responsibilities are
- Open Comment: Please include any comments you may have about the questions above or your direct supervisor.

Effectiveness/Efficiencies and Openness to New Ideas

- I am currently provided with the tools necessary to do my job effectively and efficiently
- My department/division tries to find new and better ways to do things.
- My department/division is open to doing things a new way.
- I feel empowered to support new and better ways of doing things.
- I have the opportunity to contribute to decisions that affect me.
- I am satisfied with my opportunities to use my skills and abilities to the fullest at my job
- Open Comment: What ideas do you have to make the Department of Emergency Services operations or functions more effective and/or efficient?
- Open Comment: What suggestions do you have to make your own job more effective and/or efficient?

Leadership and Upper Management

- Senior management/leadership communicates frequently with employees
- The work culture in our department encourages teamwork
- Department management encourages ingenuity, taking initiative, and thinking outside the box
- Open Comment: Do you have any comments or anything to add regarding this section of the survey?

Department Policies

- I have a clear understanding of the goals and objectives of my department/division
- The policies in my department/division are clear and consistent
- I know and understand what I need to do to be successful in my job and get promoted
 - Open Comment: Do you have any comments about these questions, or would you like to provide further details?

Overall Employment Satisfaction

- How do you feel about coming in to work every day/shift? Possible responses:
 - Awesome! I can't wait!
 - I enjoy the work and the challenges.
 - I'm indifferent.

- Not great, but it's a living.
 - I would rather be anywhere else than here.
- What makes you excited about going in to work every day/shift (check all that apply)? Possible responses:
 - Making a difference in people's lives
 - Interacting with my co-workers, supervisors, and the public
 - Providing a quality service
 - Working on a new project/task
 - The work environment
 - Earning a paycheck
 - The sense of accomplishment
- I would recommend the DES as a great place to work
- The culture at DES promotes a balance between work and family life.
- I feel valued for the work I do
- I feel my co-workers treat me with respect at work
- My job is important to the department
- The workload is evenly distributed in my division
- The division in DES work closely together and communicate well on projects/tasks that require collaboration
- My job description accurately reflects what I do on a daily basis
- Open Comment: Do you have any comments, or would you like to elaborate on any of your responses to the questions in this section?
- Open Comment: Do you have any additional comments about any items that may not have been addressed in the survey?

Appendix B: Mind Map of Data Analysis

