



# **Wisconsin Department of Revenue: Enhancing Employee Engagement**

**Tuesday, June 14, 2016**

Secretary Rick Chandler  
Wisconsin Department of Revenue

The logo of the Wisconsin Department of Revenue is located in the top right corner. It features a circular seal with the text "WISCONSIN DEPARTMENT OF REVENUE" around the perimeter. Inside the seal, there is a central emblem depicting a figure holding a staff, with a sun rising behind a mountain range. The logo is partially obscured by a white, wavy banner that runs across the top of the slide.

# Enhancing Employee Engagement

- The Wisconsin Department of Revenue is systematically working to measure and improve employee engagement
- What is employee engagement?
- Why is employee engagement important to DOR?
- How do you measure employee engagement?
- How is DOR doing on measures of employee engagement?
- How can we improve?

The top of the slide features a decorative header with a blue background. On the right side, there is a circular seal of the University of Wisconsin, which includes the text "AT SE" and "WIS" and depicts a figure. A silver, wavy ribbon-like graphic separates the blue header from the white content area.

# What is Employee Engagement?

- An engaged employee:
  - Is dedicated to and enthusiastic about work
  - Sees the connection between what he or she does and the organization's success
  - Takes positive action to advance the organization's goals
- Engagement goes beyond satisfaction, measuring how connected employees feel to their work and to the role their work plays in achieving the larger mission



# Overview of Wisconsin Department of Revenue

- Organization of Department of Revenue:
  - Office of the Secretary
  - Income, Sales & Excise Tax Division
  - State & Local Finance Division
  - Lottery Division
  - Research & Policy Division
  - Enterprise Services Division
  - Technology Services Division
  - Office of General Counsel
- Approximately 1,200 positions
- Main office is in Madison, with 5 district offices

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# Mission, Vision and Goals

## MISSION

The Department of Revenue administers Wisconsin's tax system to provide revenue to fund state and local government services.

## VISION

"Make taxpaying less taxing."

## GOALS

- Implement good tax policy – with an emphasis on job creation
- Provide excellent customer service
- Promote efficiency and integrity
- Maintain a positive work environment



# **Key Workforce Strategies for Achieving DOR Goals**

- Recruitment and retention
- Managing employee performance
- Enhancing employee engagement



# Major Workforce Trends

- Demographic changes
  - Baby boomers are retiring
  - Fewer new workers are entering the labor force
- Different generations have different attitudes and expectations about work
  - Many workers today change jobs frequently



# Because of These Trends...

- Recruitment and retention are becoming increasingly competitive
- Performance management and employee engagement are becoming more important



# Trends Are Affecting All Employers



LET'S TALK  
TALENT  
2016 CONFERENCE

Discover new data on the Kenosha Area labor market and what your organization and our community can do to attract and retain talent.

**Date:** Tuesday, May 24th, 2016

Today, there are only 1.3 job seekers for every job opening in the Midwest, down from over 8 in 2010. Employers need ingenuity to attract the right talent. Consider this a good starting point.

Join KABA as we discover how to best position our community and our businesses as premier talent destinations.



# What Does This Mean for DOR?

- We need a nimble and responsive process to recruit and hire new workers
- We need to do as much as possible to:
  - Increase employee engagement
  - Actively manage employee performance



# Workforce Attitudes

Today's workers want:

- Meaningful work
- Work-life balance
- Feedback about how they're doing
- Opportunities for development and advancement
- Convenient hiring process that moves quickly




# State Service

- We offer many advantages:
  - Public service
  - Work-life balance
  - Good colleagues
  - Employee development
- We should meet or exceed other organizations in:
  - Convenience and speed of hiring
  - Positive work environment
  - Performance management



# Why is Employee Engagement Important?

- *2013 Gallup State of the American Workplace – Employee Engagement Insights for Business Leaders:*
  - Looking at people in the United States who are employed full-time, only 30% are engaged
  - 70% of the workforce is not reaching its potential
  - Companies in the top 25% of Gallup's study have higher productivity and customer ratings...and lower absenteeism and turnover.



## **Why did DOR decide to measure employee engagement?**

- To learn what impacts employee engagement the most, and determine the key areas for improvement which will have the greatest impact
- To obtain a baseline measure of employee engagement, and then measure changes to see if we're improving



# Who should conduct an Employee Engagement survey?

- A person who can write a survey and do the analysis
- Should have marketing research and statistics background
- Can be a third party
- DOR used a Marketing Expert in our Lottery Division



The top of the slide features a decorative header with a blue and white wavy design. On the right side, a portion of the University of Wisconsin seal is visible, showing a figure holding a bow and arrow, with the text "AT SE" and "WIS" partially visible.

# How do you measure employee engagement?

- Need to establish a baseline with a well-written survey
- Before you start:
  - What do you want to learn from the research?
  - Know your objectives: what is your goal from conducting the survey?
- Try to gain consensus from all key players and end users
  - DOR Leadership Team was part of the decision on survey considerations, review of survey questions, analysis, and resulting actions
  - The time to find out that a key question is missing is during questionnaire design... *not* during the final presentation





## Survey considerations

Method of delivery	DOR: Used Survey Analytics
Optional or mandatory	DOR: Optional but encouraged
Anonymity	DOR: Yes, anonymous
Collection of section or bureau information	DOR: Yes, but only if the section or bureau had 10 or more employees
Other information	DOR: Age, length at WDOR, gender, if manager or supervisor
Ability to write comments	DOR: No
Length of survey	DOR: 31 questions; avg. time to take survey: 5:30 min
Timing	DOR: November, over an 8-day period
Frequency	DOR: Each year

And most importantly: **the questions!**

The top of the slide features a decorative header with a blue background. On the right side, there is a circular seal of the University of Wisconsin, which includes the text "UNIVERSITY OF WISCONSIN" and "1848". The seal also depicts a figure holding a torch and a book, with a shield on the figure's chest. A silver, wavy banner-like shape separates the blue header from the white content area.

# What makes a good question?

- Unbiased language
- No emotionally charged questions
- Easy language
- No double-barreled questions
- Balanced, unbiased scales with neutral midpoints
- Mutually exclusive response options
- Allows for all possible responses
- Produces sufficient variability in responses




# Main Survey Topics

- Job quality
- Performance and goals
- Shared values / alignment (big picture)
- Teamwork and performance
- Management support
- Value and recognition

*The six categories we used were based on a 2012 State of Michigan, Department of Military and Veterans Affairs Engagement Study*

# Sample Questions from DOR Survey

1 - Strongly disagree	2 - Disagree	3 - Neutral	4 - Agree	5 - Strongly agree
I understand how my work contributes to the overall success of WDOR.				Shared values & alignment
I feel like my opinions matter.				Value & recognition
I get feedback from my supervisor that helps me to improve my performance.				Management & support
Teamwork and collaboration are practiced in my work unit.				Teamwork & performance
I have an opportunity to participate in the performance goal setting process.				Performance & goals
My work unit maintains high standards of quality.				Job quality



## While the survey is in process...

- Compare known demographics to survey
  - During the survey, pay attention to whether responses are representative of the department's population
  - Encourage participation from under-represented areas
  - If your data are not representative of the population in ways that impact the results, you should weight your data to correct for the non-representative nature of your sample

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# Method for Analysis of Survey Results

- Data quality and integrity
  - Data needs to be carefully inspected and cleaned
  - Check for non-logical patterns in the data
  - Consider omitting results of respondents who race through the survey, or who straight-line their responses
- Analytics
  - Follow the rules of good, sound statistical analysis
  - Reporting must be unbiased and written to meet the research objectives
  - Good research is presented in a way that is easily actionable



# Analysis of Results

- DOR has now done two Employee Engagement surveys (Fall of 2014 and Fall of 2015)
- Survey invitations emailed to all DOR employees
- Participation
  - More than 850 responses each time (84% and 81% response rates)
  - These are excellent response rates, since 60% is considered good for organizations with 1,000+ employees



# Analysis of Results

- Demographics
  - About 50% of survey respondents had been at DOR for more than 10 years
  - There are also large proportions of employees who are either relatively new to DOR or who have a long tenure
- In several areas, results improved between 2014 and 2015



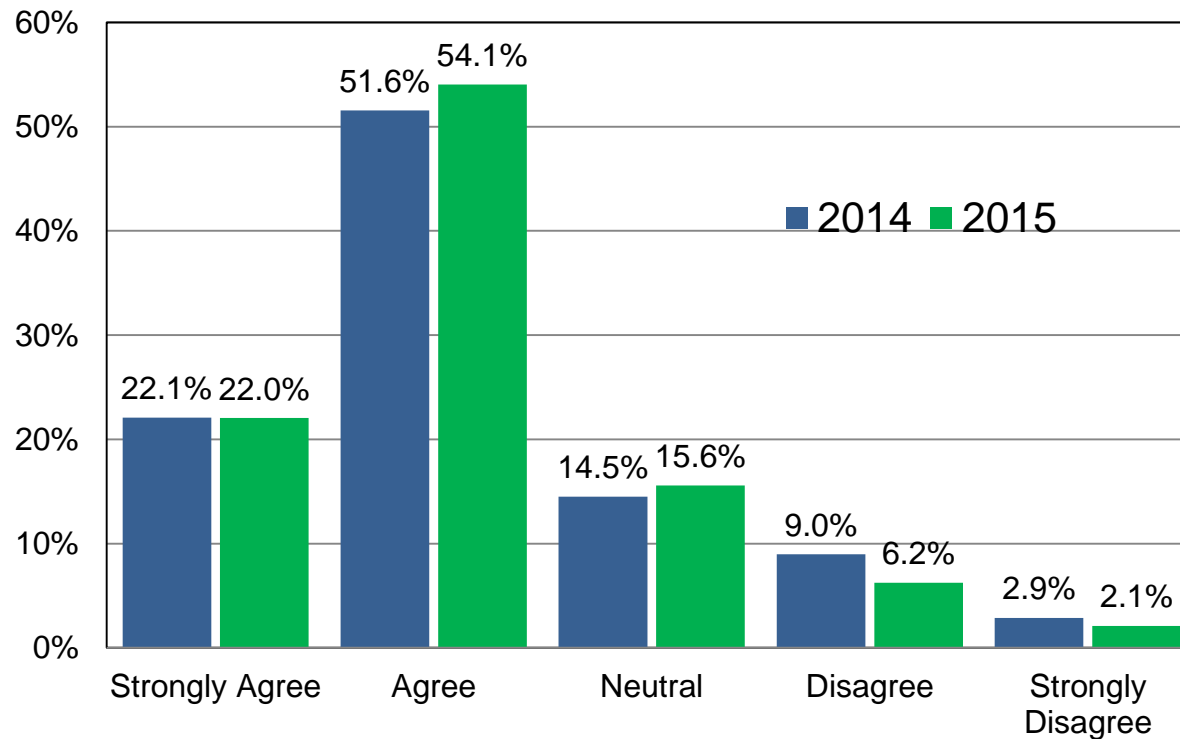


# Key Findings

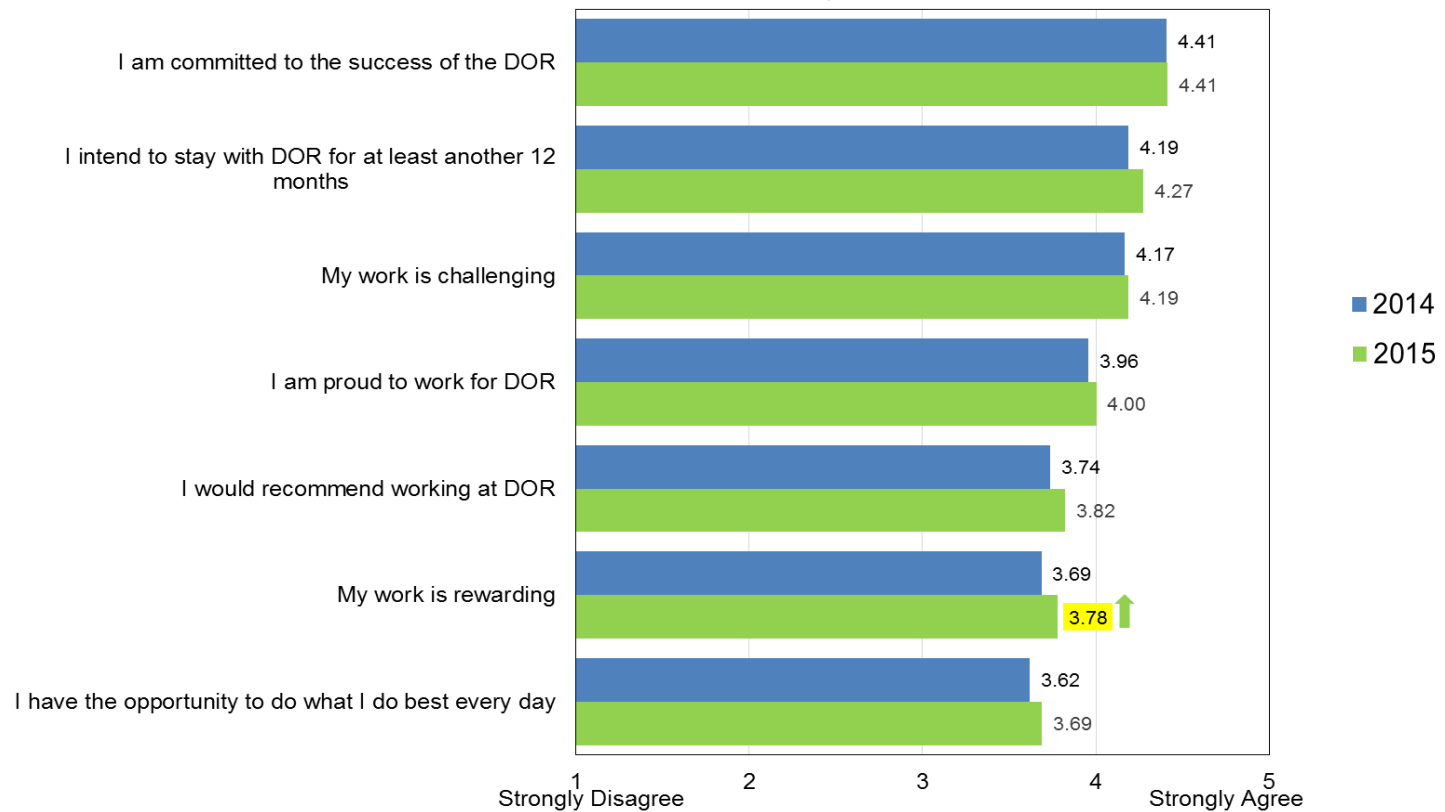
- Job Satisfaction
  - In 2015, 76% of WDOR employees indicated they are satisfied with their job overall, which is a good level of satisfaction.
  - A recent report by the Conference Board (a New York based nonprofit research group) found only 48% of U.S. workers are satisfied with their jobs.
  - The level of job satisfaction is often higher in the public sector
    - According to a U.S. General Services Administration 2014 survey, 60% of federal government employees are satisfied with their jobs

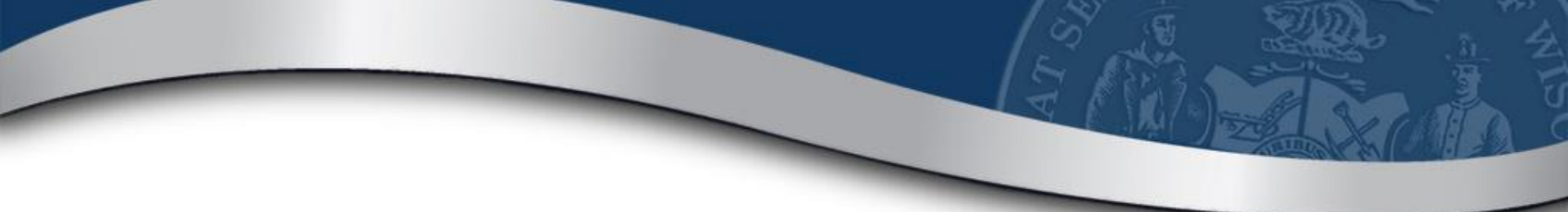
# THEME:

## Overall, I Am Satisfied With My Job

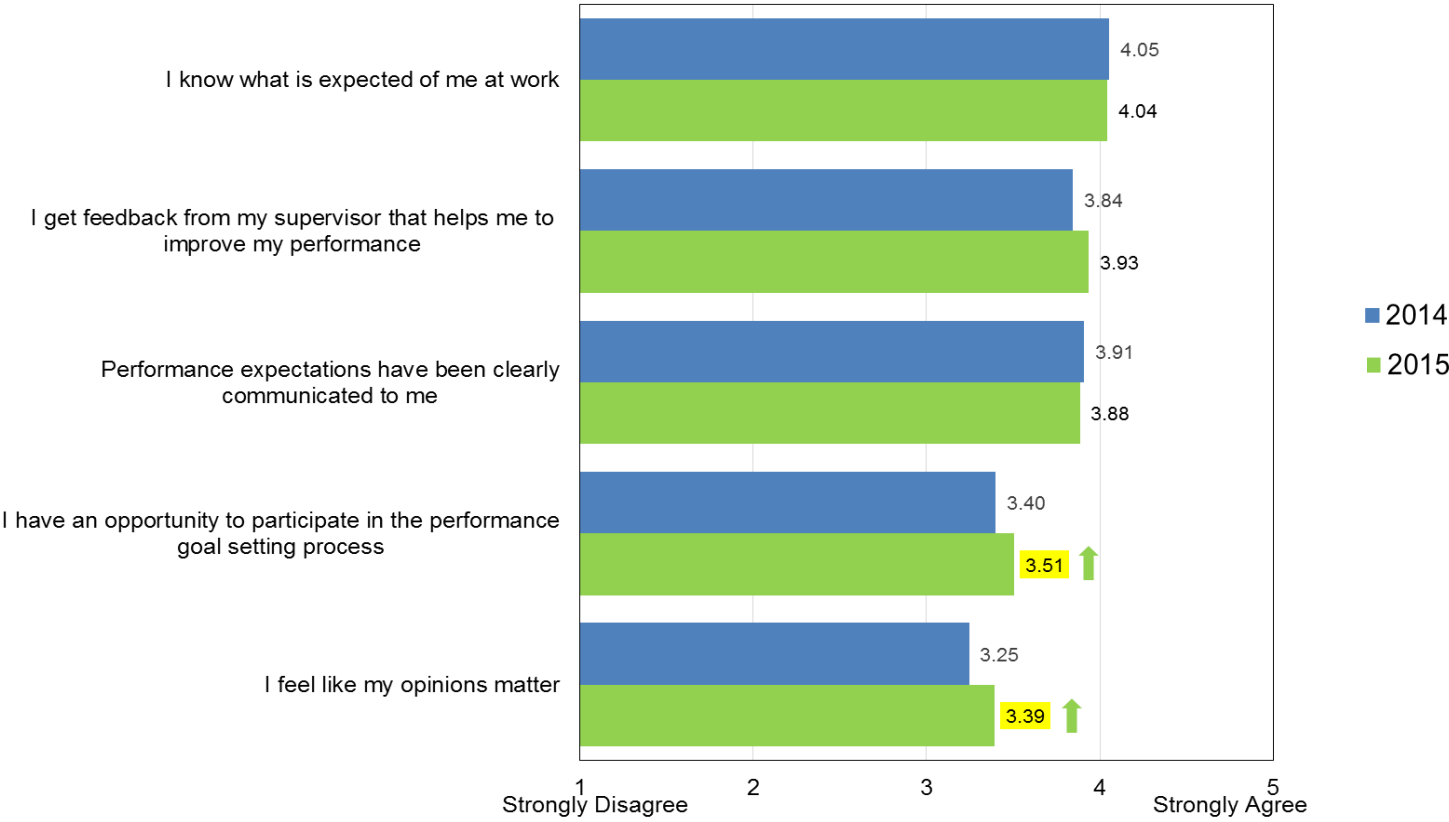


# THEME: Job Quality



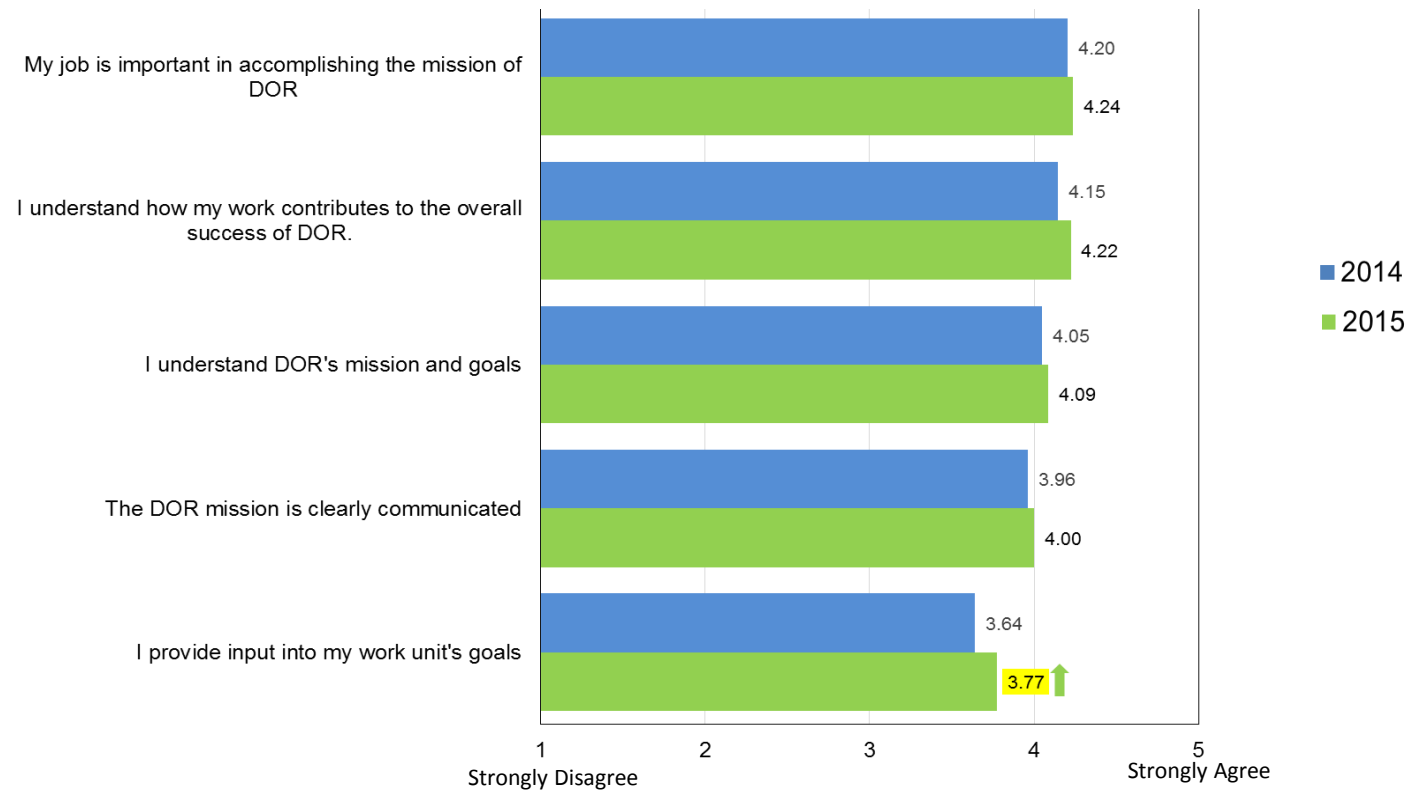


# THEME: Performance and Goals

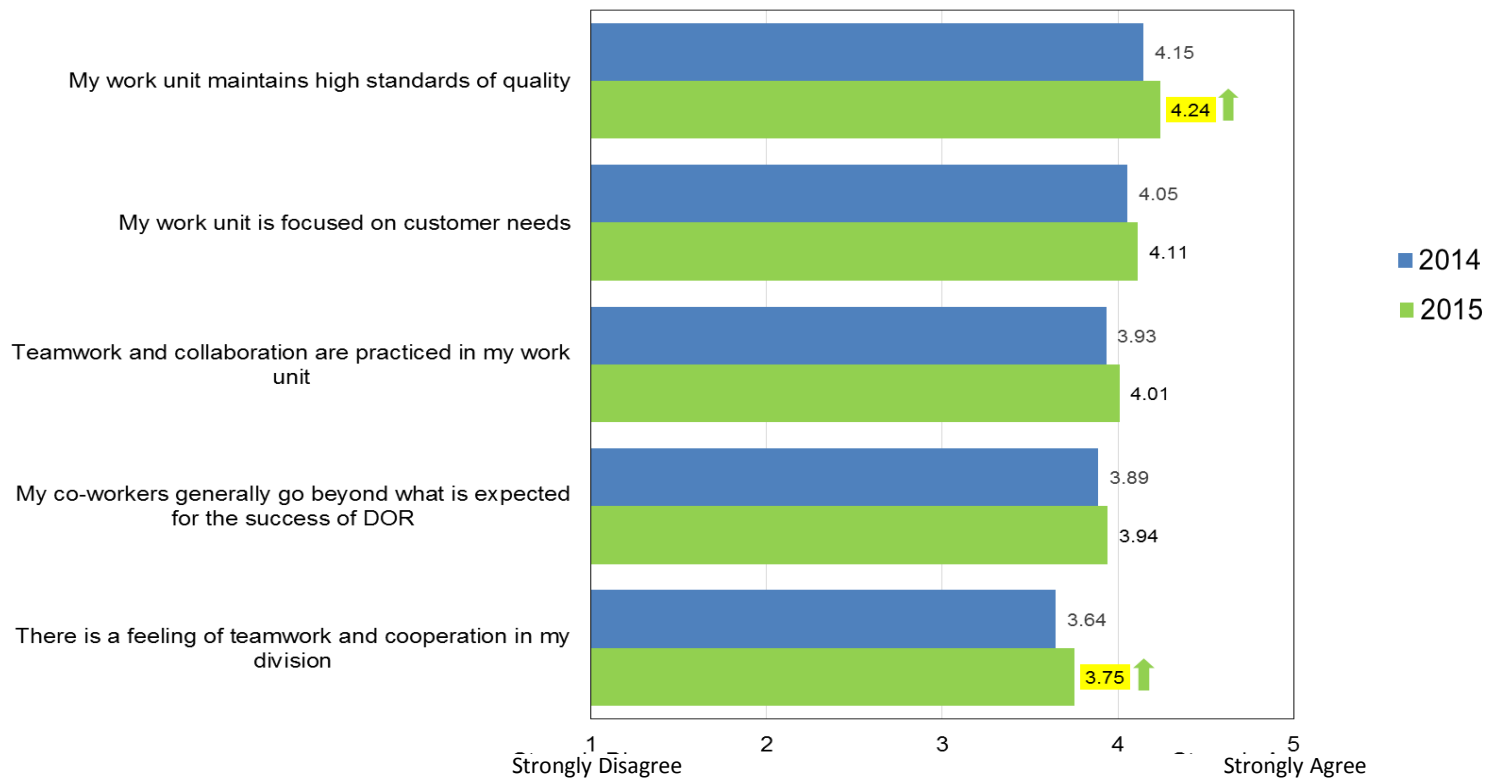




# THEME: Shared Values/Big Picture

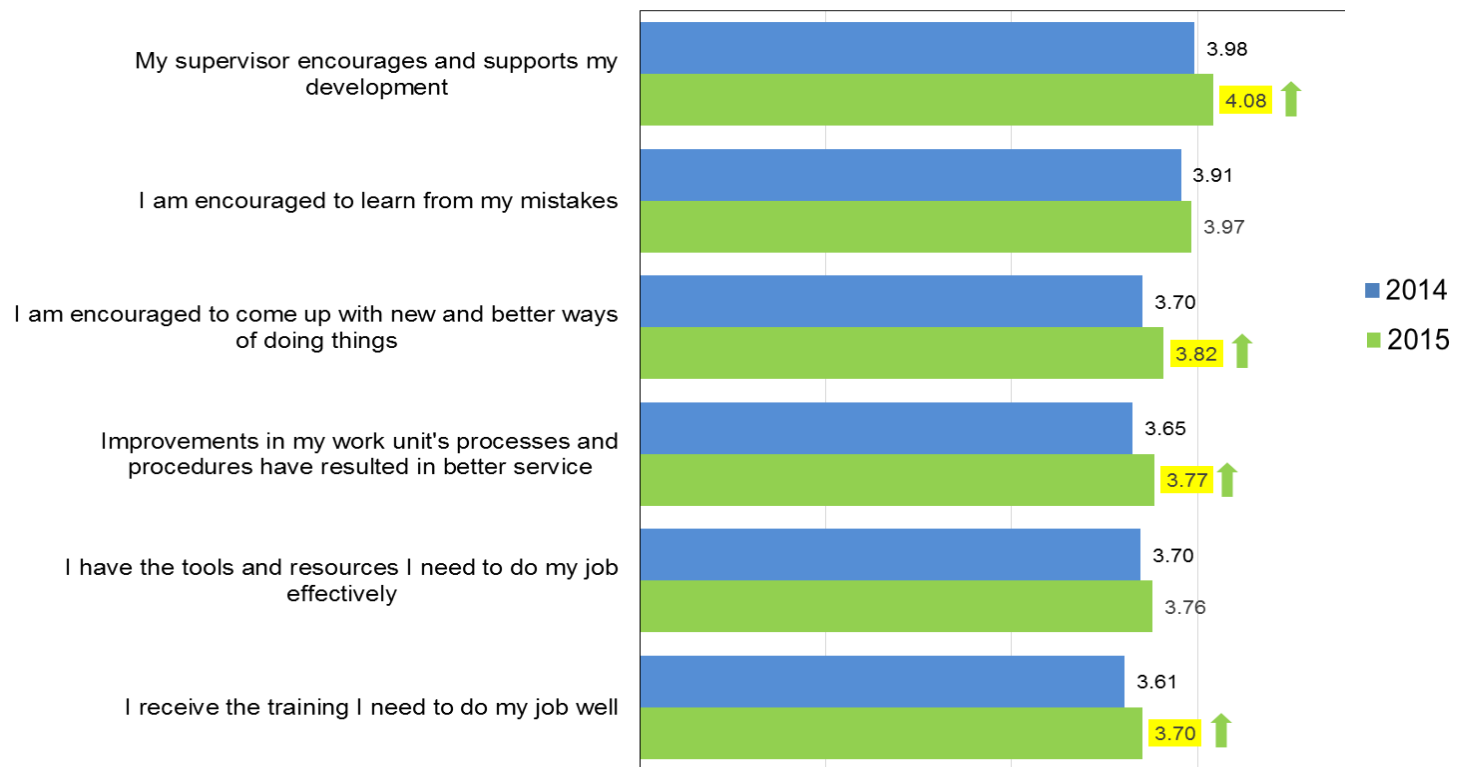


# THEME: Teamwork and Performance





# THEME: Management Support





# Key Findings

- Overall, employees are very satisfied with their jobs
- Engagement levels increased from 2014 to 2015
- 95% of DOR employees are committed to the success of DOR
- 69% would recommend working for DOR (up from 64% in 2014)
- Greatest drivers of engagement among DOR employees:
  - Rewarding work
  - Feeling like opinions matter
  - Doing what you do best every day
  - A sense of teamwork and having the resources to work effectively





# Key Findings

- Engagement was significantly higher in 2015 in several key areas: management support and value/recognition
  - This indicates actions taken in the past year have been effective
  - Despite the increase in engagement, there remain areas for improvement
- Further opportunities for improvement exist in:
  - Recognition for a job well done and feeling like opinions matter
  - Feeling valued for the work performed

# DOR Engagement Landscape



Nearly  
**two-thirds of our  
employees are  
CHAMPIONS!**

## Gallup Poll:

- About 30% of employees in the U.S. identify as being engaged

# Engagement Improvement

- **Preserve**

- ✓ My job is important in accomplishing DOR's mission
- ✓ I understand DOR's mission and goals
- ✓ I am encouraged to learn from my mistakes

Common themes:  
**Quality & Contribution**

# Engagement Improvement

- **Enhance**

- ✓ Encouraged to come up with new and better ways to do things
- ✓ I have the tools and resources I need to do my job effectively
- ✓ My work is rewarding
- ✓ Teamwork and collaboration are practiced in my work unit
- ✓ Feeling of teamwork and cooperation
- ✓ I provide input into my work unit's goals
- ✓ Opportunity to do what I do best every day

Common themes:  
**Innovation & Teamwork**

# Engagement Improvement

- **Improve - Priority**

- ✓ Recognition for a job well done
- ✓ Feeling like opinions matter

Common theme: **Communication**

# Action Items

Prioritize:	Enhance:	Preserve
<ul style="list-style-type: none"><li>● New staff recognition page on Intranet</li><li>● One handwritten "Thank You" note per month</li><li>● Acknowledge publicly when an idea by an employee is used in a decision or process</li><li>● Hold open dialogue meetings</li><li>● Solicit feedback from employee at monthly unit meetings &amp; quarterly section meetings</li></ul>	<ul style="list-style-type: none"><li>● Morning meetings with the Secretary</li><li>● Meet with each employee to discuss additional training they would like</li><li>● Post Lean project successes on department internal blog</li><li>● Supervisor and employee to discuss accomplishments and goals annually</li><li>● All managers conduct one-on-one status meetings with staff at least biweekly</li><li>● Provide survey feedback info to employees</li><li>● Report training hours by bureau</li></ul>	<ul style="list-style-type: none"><li>● Chats with Secretary Chandler to emphasize WDOR mission and work</li><li>● Write in blog about tools or resources that we add or are available</li><li>● Train supervisors in performance coaching</li></ul>



# Closing Thoughts

- An engaged workforce helps DOR:
  - Achieve the agency's goals
  - Retain employees
  - Improve customer satisfaction
  - Improve productivity
- Our surveys have provided a systematic way to measure employee engagement
- We want to continually improve the employee engagement drivers, with involvement of supervisors and managers

# Thank you!



[www.revenue.wi.gov](http://www.revenue.wi.gov)