



# Welcome

# 2015 Human Capital Congress

Shaping the Federal Workforce of 2025: Employee Engagement and Motivation



Leadership • Workforce Planning • Rewards & Recognitions • Training & Development • Diversity • Recruitment



# Welcome



**Dr. Allen Zeman**  
*President, CHCI*



**Mika Cross**  
*Event Facilitator*





## 2015 HUMAN CAPITAL CONGRESS

**Dr. Robert Goldenkoff & Chelsea Gurkin**  
*Government Accountability Office*

**Engagement Levels within the Federal Workforce**



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# Trends and Opportunities to Improve Employee Engagement

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**TMGov Human Capital Congress  
Shaping the Federal Workforce of 2025**

June 2015

# Engaged Employees

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- Take pride in their work.
  - Are passionate about and energized by what they do.
  - Are committed to the organization, the mission, and their job.
  - Are more likely to put forth extra effort to get the job done.
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# Increase Engagement to Meet the Mission

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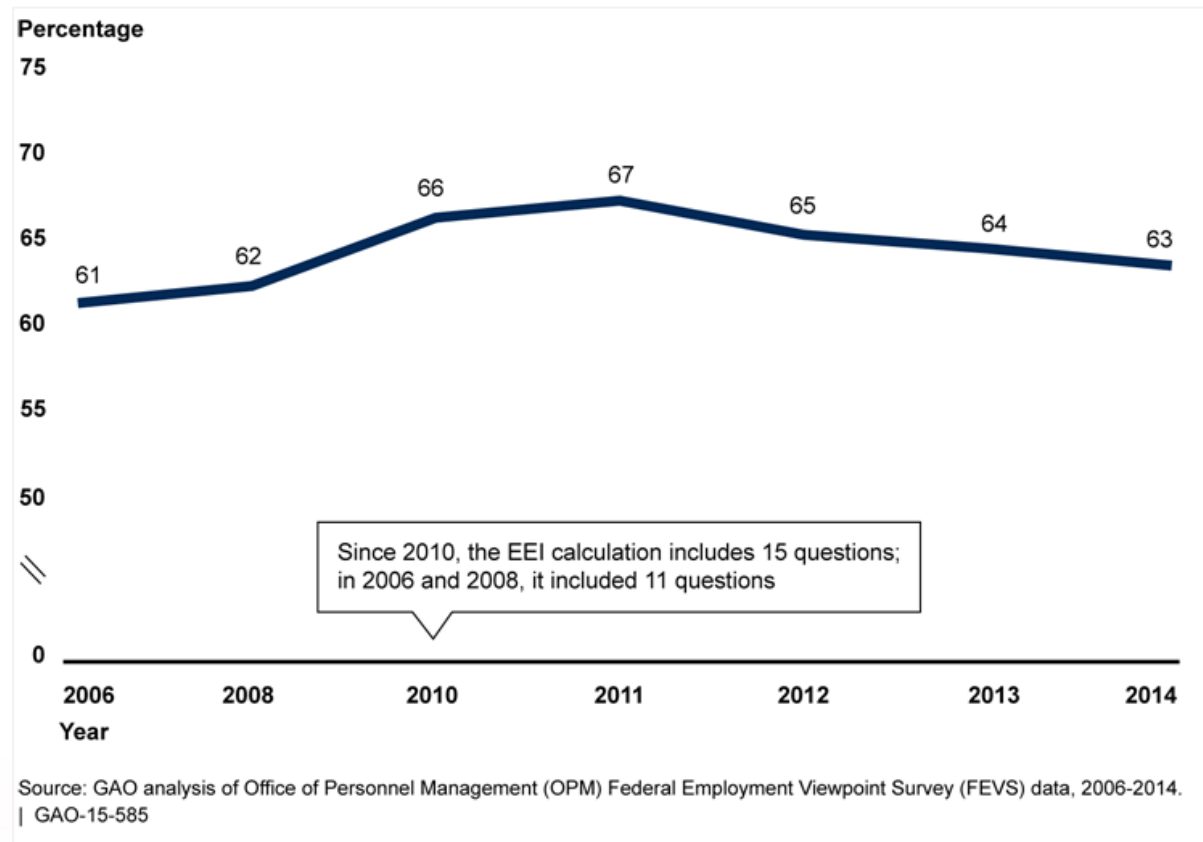
- Research in the private sector indicates that higher levels of employee engagement lead to better organizational outcomes, such as higher productivity, profit margins and customer service ratings
- While public sector research is more limited, the MSPB found that high levels of engagement have led to improved agency performance, less absenteeism, and fewer equal employment opportunity complaints.<sup>1</sup>
- The *People and Culture* CAP Goal recognizes the importance of the link between employee engagement and organizational performance.

# OPM's EEI Questions

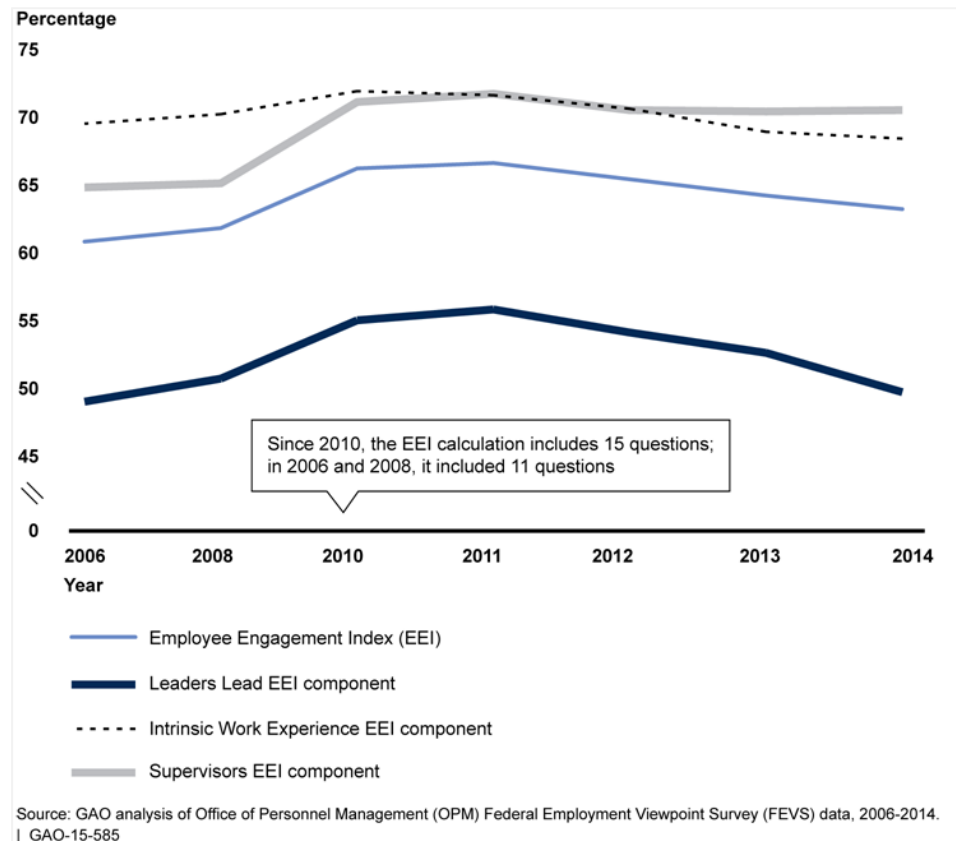
Leaders Lead Questions	Supervisors Questions	Intrinsic Work Experience Questions
<p>In my organization, senior leaders generate high levels of motivation and commitment in the workforce.</p> <p>My organization's senior leaders maintain high standards of honesty and integrity.</p> <p>Managers communicate the goals and priorities of the organization.</p> <p>Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?</p> <p>I have a high level of respect for my organization's senior leaders.</p>	<p>Supervisors in my work unit support employee development.</p> <p>My supervisor listens to what I have to say.</p> <p>My supervisor treats me with respect.</p> <p>I have trust and confidence in my supervisor.</p> <p>Overall, how good a job do you feel is being done by your immediate supervisor?</p>	<p>I feel encouraged to come up with new and better ways of doing things.</p> <p>My work gives me a feeling of personal accomplishment.</p> <p>I know what is expected of me on the job.</p> <p>My talents are used well in the workplace.</p> <p>I know how my work relates to the agency's goals and priorities.</p>



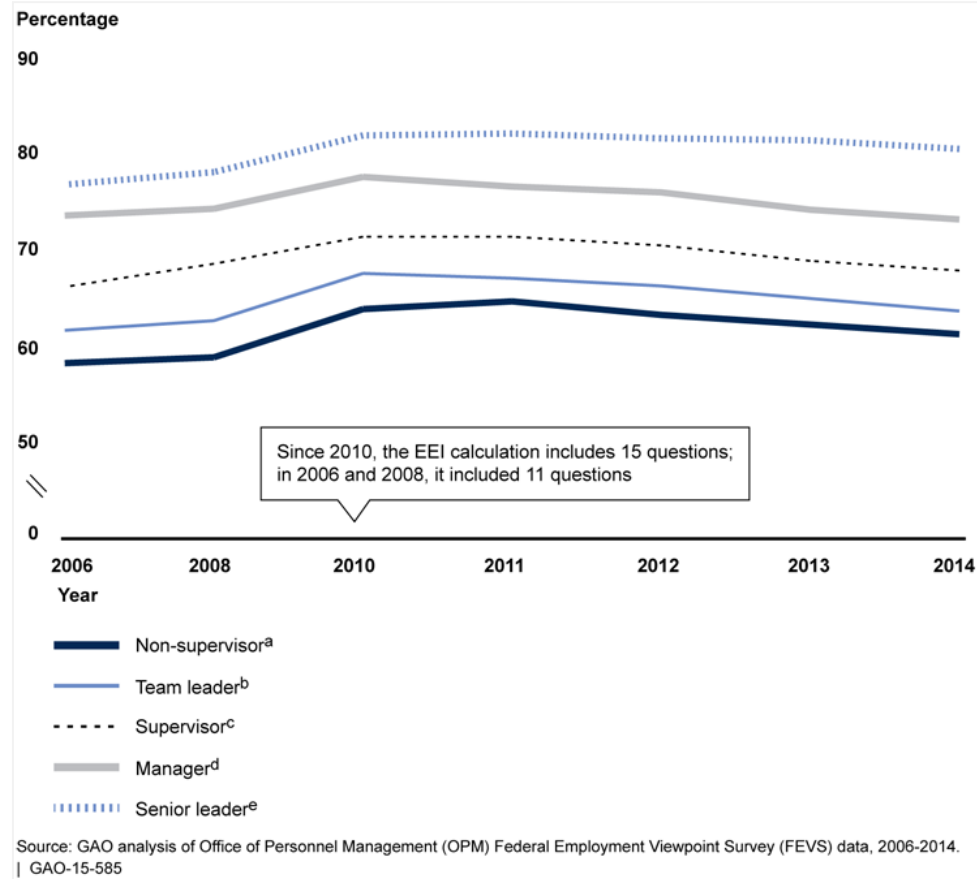
# Government-wide Engagement Has Declined Since 2011



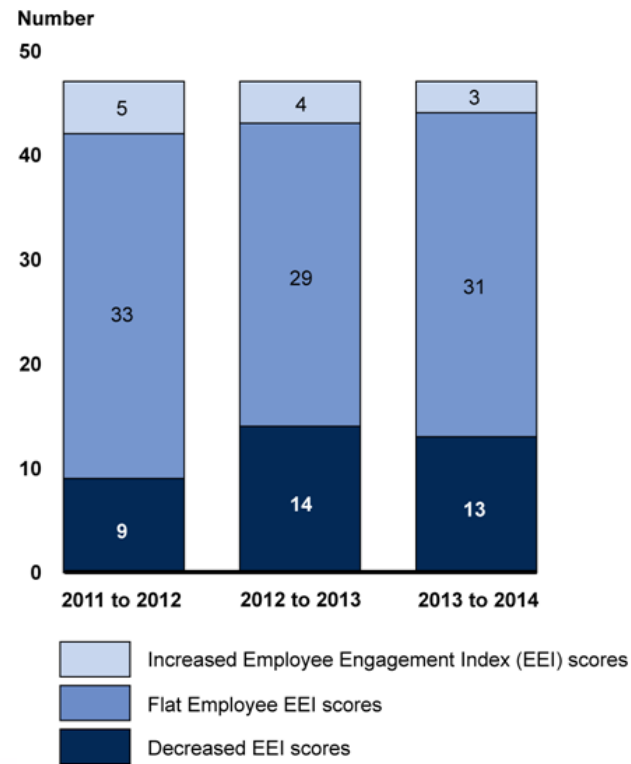
# 'Leaders Lead' is Lowest Scoring Component



# Supervisory Status Accounts for Widest Variation in EEI Levels



# More Agencies Sustained or Increased EEI Levels During the Period of Government-wide Decline



Source: GAO analysis of Office of Personnel Management (OPM) Federal Employment Viewpoint Survey (FEVS) data, 2011-2014.  
| GAO-15-585

# Strongest Drivers of EEI (2014)

Driver of engagement		FEVS question
	Constructive performance conversations	My supervisor provides me with constructive suggestions to improve my job performance.
	Career development and training	I am given a real opportunity to improve my skills in my organization.
	Work-life balance	My supervisor supports my need to balance work and other life issues.
	Inclusive work environment	Supervisors work well with employees of different backgrounds.
	Employee involvement	How satisfied are you with your involvement in decisions that affect your work?
	Communication from management	How satisfied are you with the information you receive from management on what's going on in your organization?

Source: GAO analysis of Office of Personnel Management (OPM) Federal Employee Viewpoint Survey (FEVS) data, 2014.  
 | GAO-15-585

# Effective Management Practices Are Key to High Levels of Engagement

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## Key Takeaways

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- Analyze EEI by component and subsets of the workforce
  - Ensure annual EEI changes are statistically significant
  - Seek other data to assess and understand engagement levels
  - Take a longer-term perspective
  - Ensure engagement efforts are continuous
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## Contact

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<http://www.gao.gov/>

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2015 HUMAN CAPITAL CONGRESS

**Dr. J. Peter Leeds & Dr. Julie Osowski**

*Merit Systems Protection Board*

**Engaging in a Healthy Debate over  
Federal Employee Engagement**

# Federal Employee Engagement: The Motivating Potential of Job Characteristics and Rewards

June 11, 2015

J. Peter Leeds and Julie Osowski  
Senior Research Psychologists  
Office of Policy and Evaluation  
U.S. Merit Systems Protection Board



# MSPB's Mission

*Serve as the guardian of  
Federal merit systems*

Adjudication

Merit System Studies

Review of Significant Actions of OPM



# Overview

- What is Engagement?
- Why Focus on Engagement?
- How can we Encourage Engagement?
  - Employee Motivation
  - MSPB Study Findings
- Areas for Action



# What is Employee Engagement?

- Heightened connection to:
  - Work
  - Organization
  - People we work for or with<sup>1</sup>
  
- Key features?

1. U.S. MSPB, *The Power of Federal Employee Engagement*, September 2008.



# Why Focus on Employee Engagement?

- What do engaged employees do differently?
  - Give their all
  - Sustained progress
  - Take the initiative
  - Flexible thinking & problem solving
  - Desire to grow
  - Help others



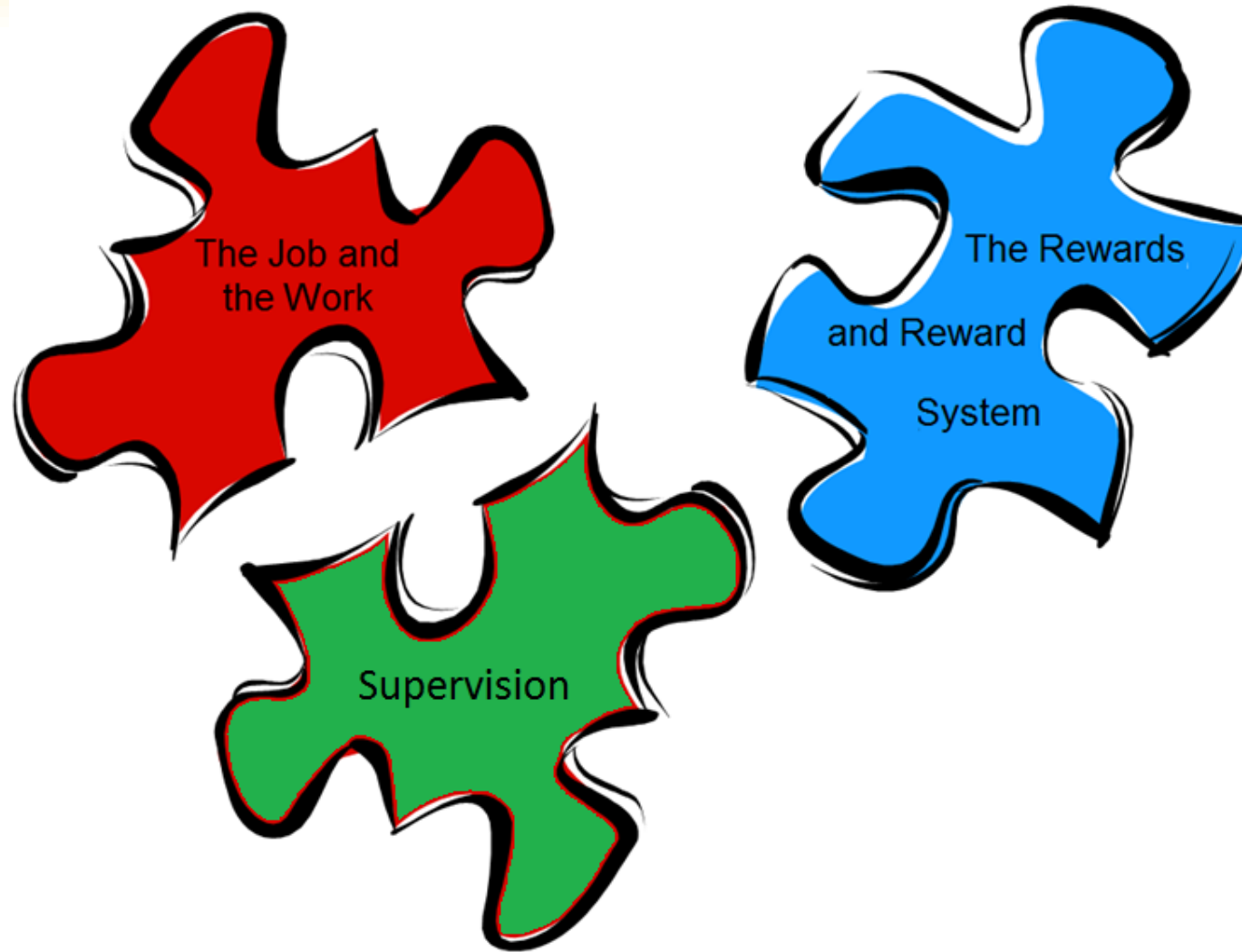
# Why Focus on Employee Engagement?

	Most Engaged Agencies	Least Engaged Agencies
PART average scores	65	37
Average sick leave usage (2005)	9 days	12 days
EEO complaint rate (#/employee)	0.47	1.04
Lost time case rate (#/employee)	0.73	2.15

Source: U.S. MSPB, *The Power of Federal Employee Engagement*, September 2008.



# How can we Encourage Engagement?





# Engagement and Motivation

- Motivation is a force that drives:
  - what employees do
  - how hard & long they try
- Similar to engagement
  - an engaged employee is a performance motivated employee
- Extensive research on how job characteristics & rewards influence employee motivation
  - Draw insights for engagement



# Our Study

- Data from 2010 Merit Principles Survey  
(42,020 full-time, permanent, Federal employees)
  - Motivational quality of Job Characteristics
  - Motivational quality of Rewards and connections between Effort, Performance, and Rewards
- Insights from Personnel Psychology research/literature
- Insights from previous MSPB research

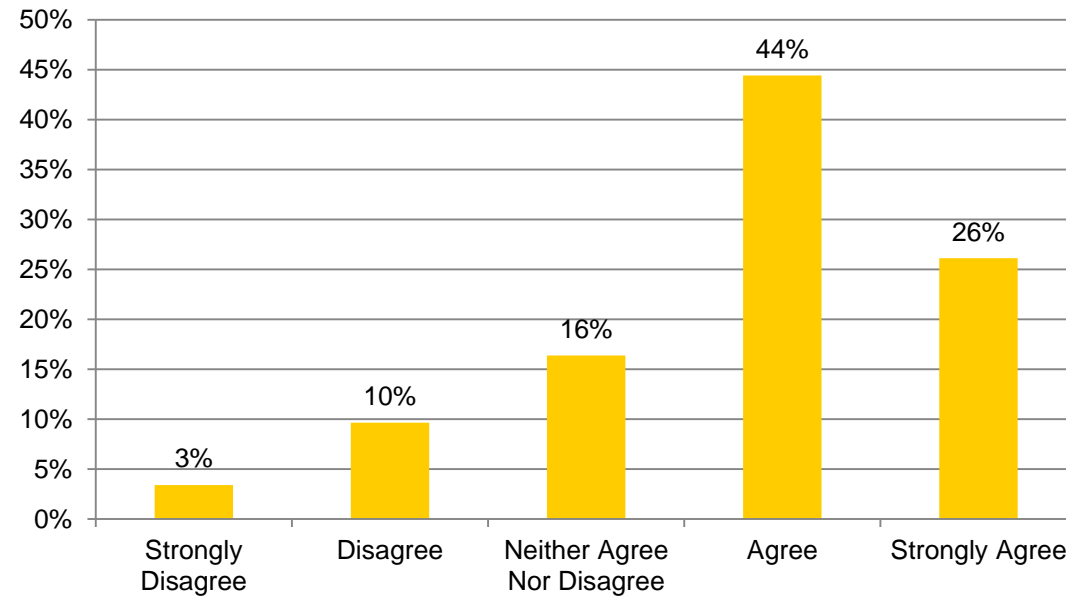


# Overall Findings

## MPS 2010 Motivation

I feel highly motivated in my work

Total Sample (N = 40,474)

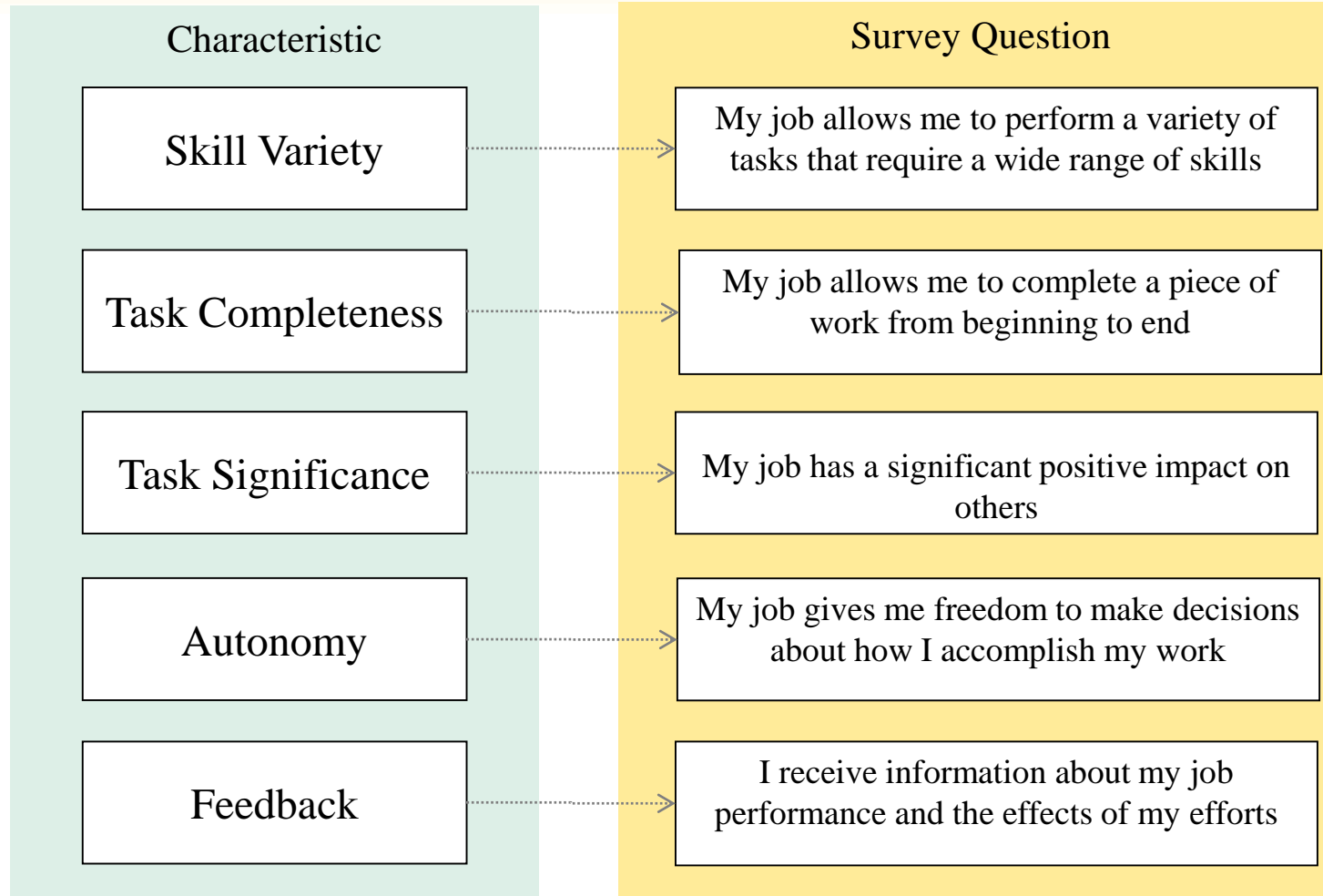


# Encouraging Engagement: The Motivational Quality of Job Characteristics



# Piece # 1: Job Characteristics

## What Makes a Job Motivating?



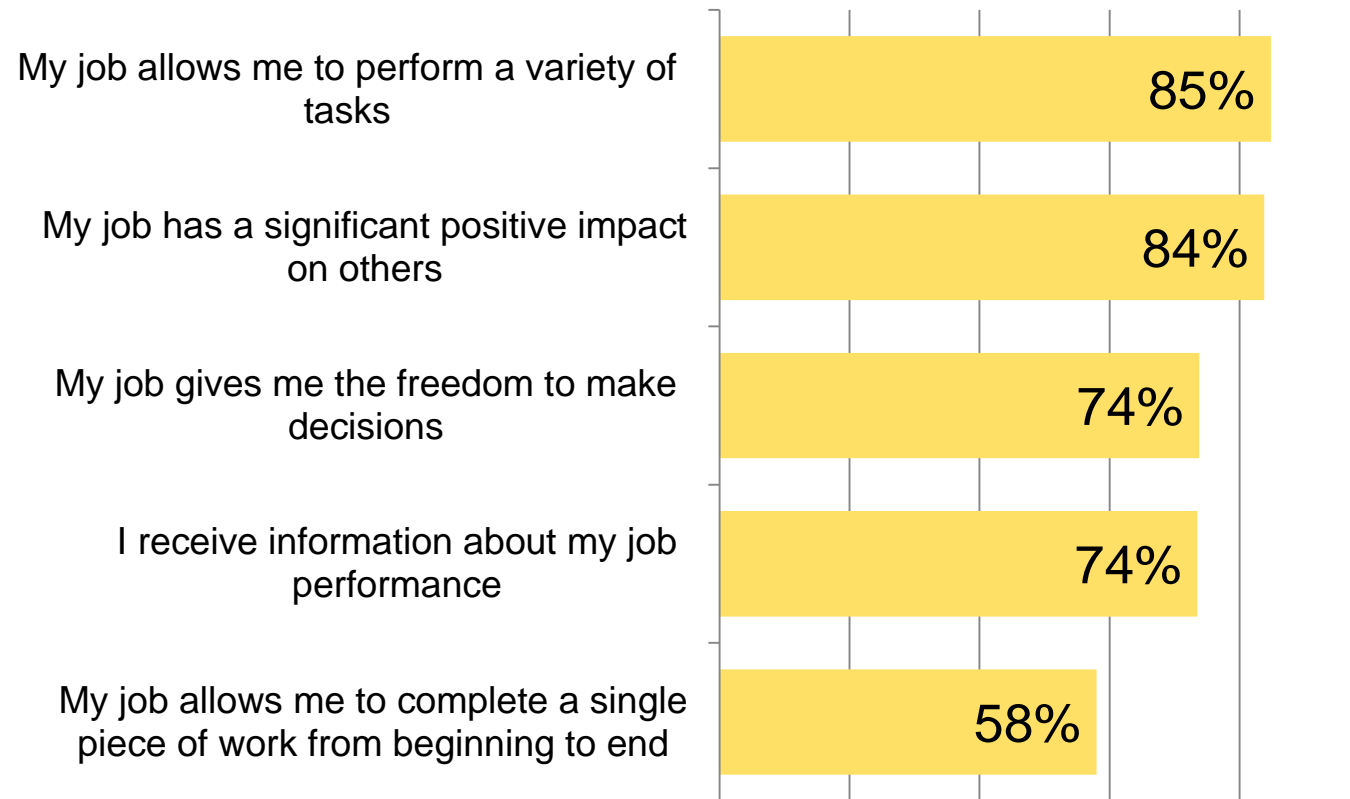
See: Hackman, J.R., & Oldham, G.R. (1975). Development of the Job Diagnostic Survey. *Journal of Applied Psychology*, 60, pp. 159-170; and Hackman, J.R., & Oldham, G.R. (2010). Not what it was and not what it will be: The future of job design research. *Journal of Organizational Behavior*, 31(2-3), pp. 463-479.



# Providing Motivating Jobs: How are We Doing?



## Federal Employee Agreement



Source: MSPB, 2010 Merit Principles Survey.



# Overall Motivational Quality of Job Characteristics



- Calculated a Motivation Potential Level
  - Combines perceptions of 5 characteristics
  - Indicator of how likely each respondent was to be motivated by combined job characteristics
- Only 21% had a high Motivation Potential Level

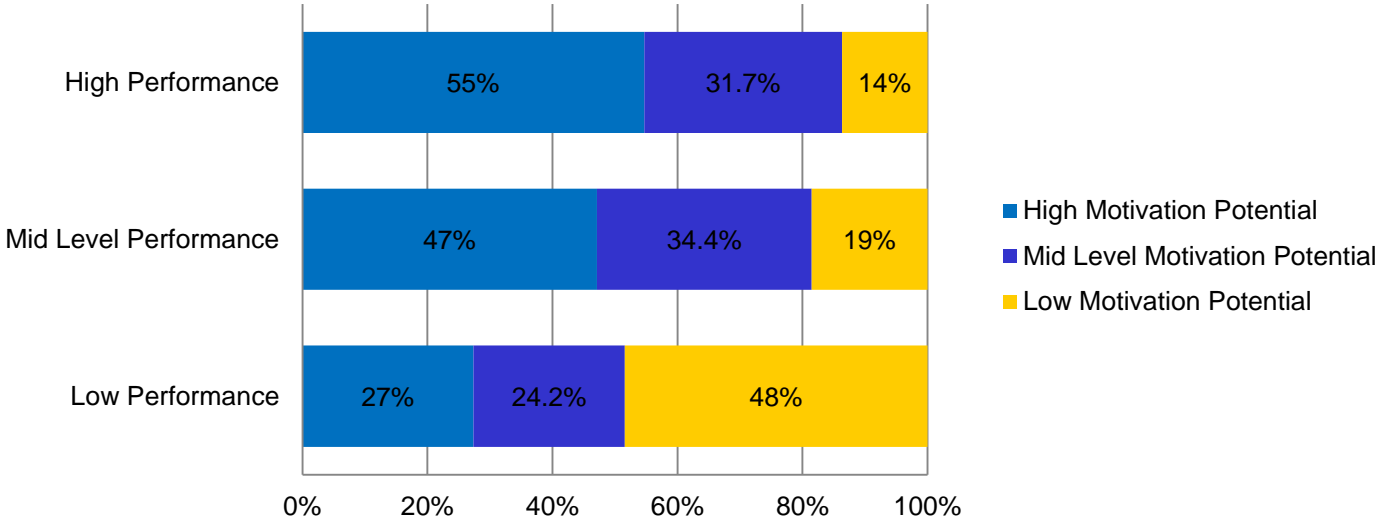
The Motivation Potential Level (MPL) was computed using a method adapted from Hackman and Oldham. See: Hackman, J.R., & Oldham, G.R. (1975). Development of the Job Diagnostic Survey. *Journal of Applied Psychology*, 60, pp. 159-170; and Hackman, J.R., & Oldham, G.R. (2010). Not what it was and not what it will be: The future of job design research. *Journal of Organizational Behavior*, 31(2-3), pp. 463-479.



# Why Does the Motivational Quality of a Job Matter?



**Percentage of Respondents at Each Job Performance Level by Motivational Potential Level**



Source: MSPB, 2010 Merit Principles Survey.





# Key to Motivation: Improve Job Characteristics

- Talk with employees about their key drivers
- Look for opportunities to improve job characteristics
  - Better employee-job match
  - Enrich jobs
  - Cautions/Constraints
- Ensure employees see:
  - Value and impact of their work
  - Connections to agency mission accomplishment



# Piece #2: The Rewards and Reward System



# Piece #2: The Rewards and Reward System



Research suggests that rewards (such as pay, recognition, development, and promotions) work best when employees believe that:

## Three Linkages of Reward Motivation

1. Effort leads to High Performance



2. will likely garner Rewards



3. are Valuable and Worth the Effort

See: Vroom, V. H. (1964). *Work and motivation*. San Francisco, CA: Jossey-Bass; and Van Eerde, W., & Thierry, H. (1996). Vroom's expectancy models and work-related criteria: A meta-analysis. *Journal of Applied Psychology*, 81(5), pp. 575-586; and Vroom, V. (1964). *Work and motivation*. New York: Jon Wiley & Sons, Inc..



# Piece #2: The Rewards and Reward System

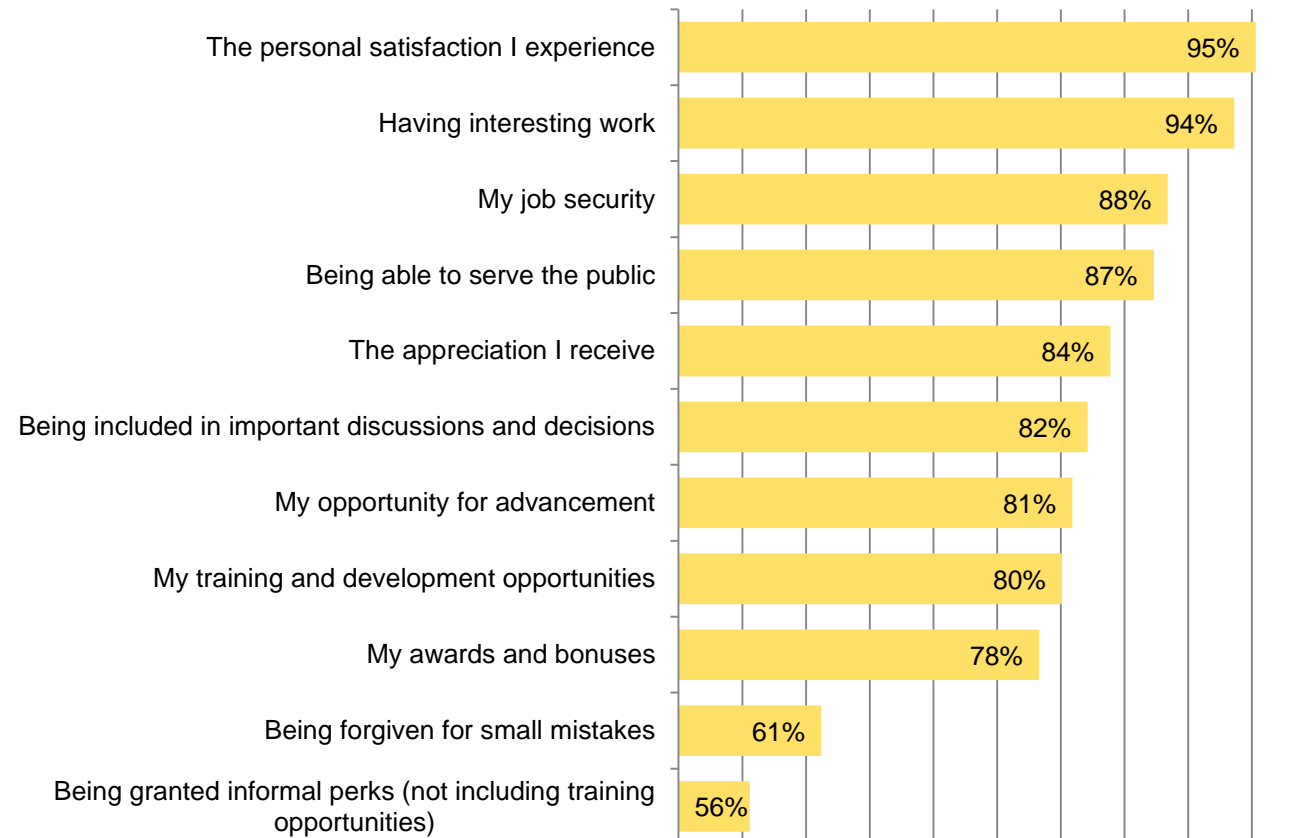


<b>Linkage 1: Effort and Performance</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>
When I put forth my best effort, I achieve a high performance appraisal rating.	60%	21%	19%
<b>Linkage 2: Performance and Reward</b>			
The better I perform on the job...			
...the greater the personal satisfaction I experience.	84%	11%	6%
...the more I feel I am serving the public.	76%	18%	6%
...the more I feel appreciated.	51%	27%	22%
...the more I am included in important discussions and decisions.	44%	30%	26%
...the greater my job security.	42%	39%	20%
...the more interesting work I receive.	37%	38%	25%
...the higher my awards and bonuses.	35%	30%	35%
...the greater my opportunity for advancement.	33%	30%	37%
...the more I am forgiven for small mistakes.	32%	41%	27%
...the better my training and development opportunities.	31%	38%	32%
...the more I am granted informal perks.	22%	38%	40%

# Piece #2: The Rewards and Reward System

## Linkage 3:

Federal employees' ratings of each factor's "importance" in seeking and continuing employment



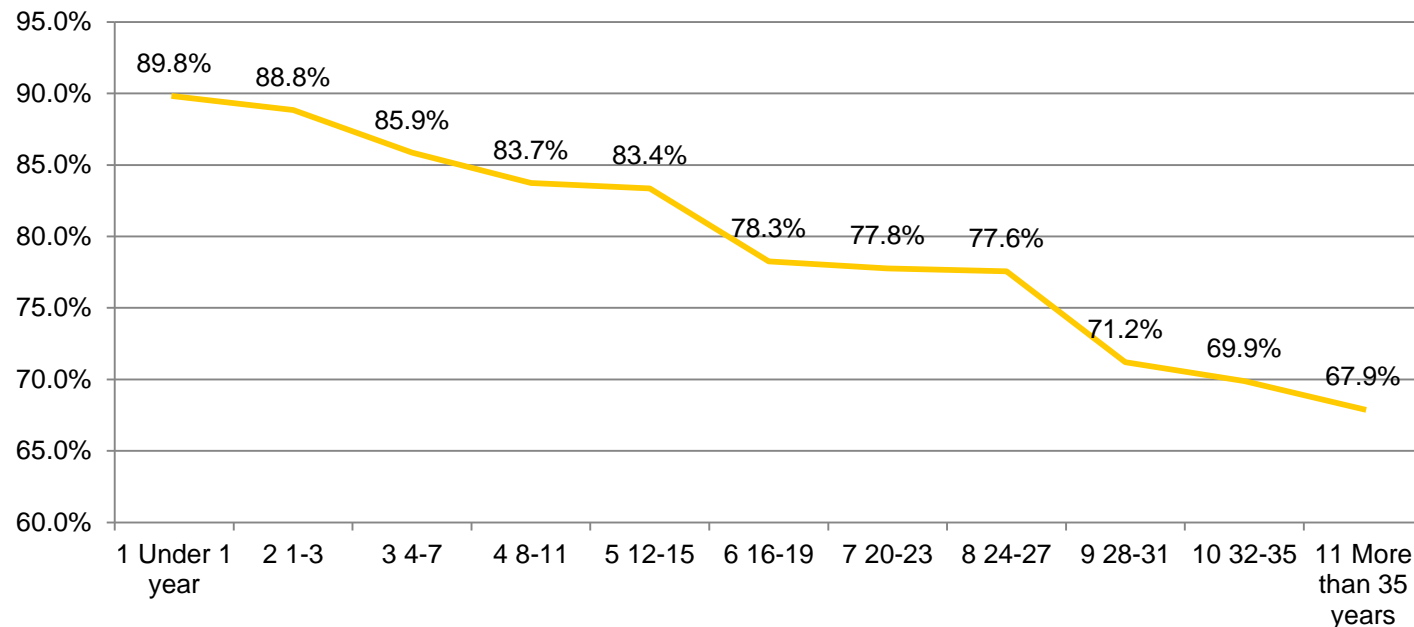
# Piece #2: The Rewards and Reward System

## Merit Principles Survey 2010

How important is this to you in seeking and continuing employment in your organization.



### Percent finding Important by Length of Service (LOS) : My opportunities for advancement are important to me



# Piece #2: The Rewards and Reward System



## How Motivating are Rewards in the Federal Government?

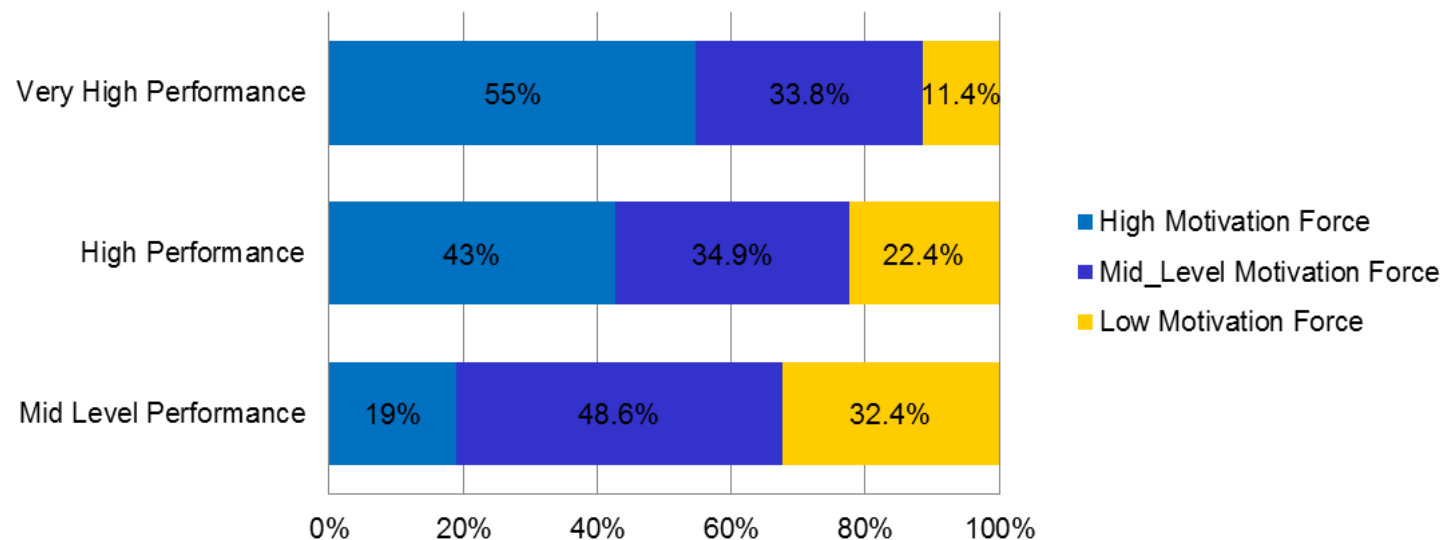
- Calculated a Motivation Force Score for each respondent
  - Three components:
    - Link between effort and performance appraisal rating
    - Link between performance and each of the 11 rewards
    - The importance of each of the 11 rewards
- Only 23% had a high Motivation Force Score

# Piece #2: The Rewards and Reward System

Why do Connections between Effort, Performance, and Rewards Matter?



**Level of Motivation Force by Job Performance Level**



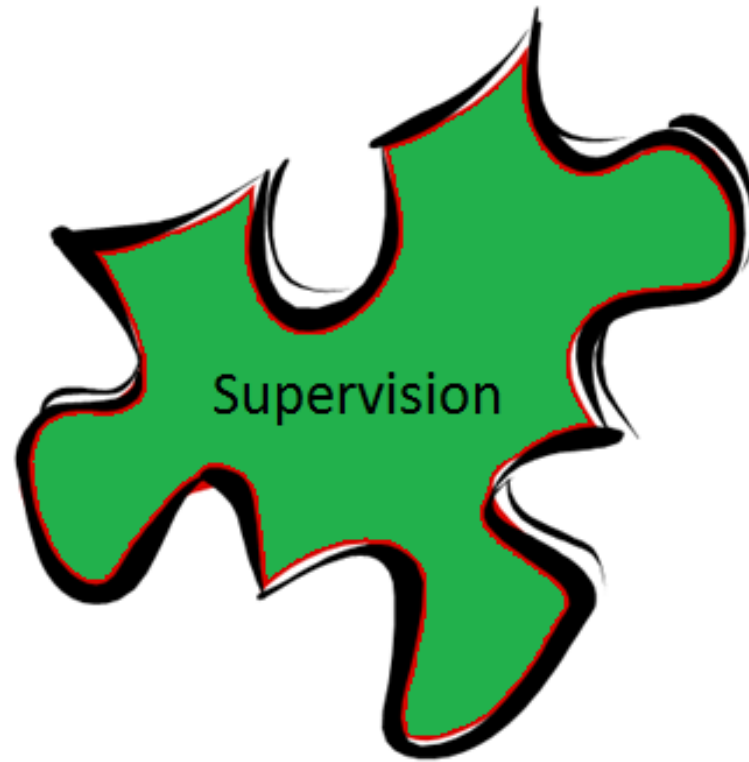


# Key to Motivation: Administer the Right Rewards in the Right Way

- Communicate available rewards and conditions for receiving rewards
- Ensure performance leads to expected rewards
- Offer a variety of rewards
- Identify rewards employees value; tailor rewards
  - Avoid “one-size-fits-all”
  - Treat similarly situated employees similarly
  - Ensure fairness and transparency



# Piece #3: Effective Supervision

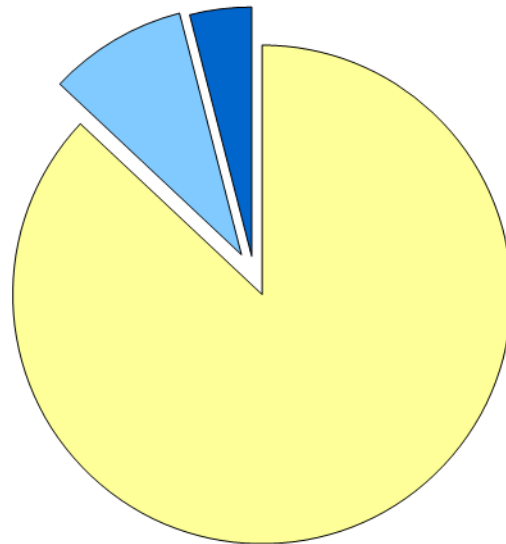


# Piece #3: The Critical Role of Supervisors

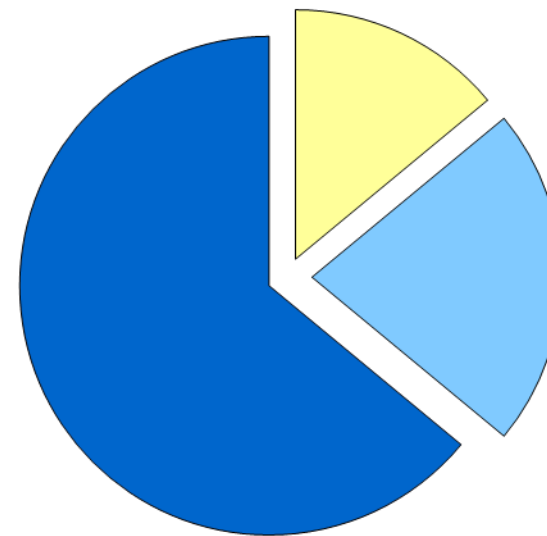


## My supervisor has good management skills:

Engaged employees



Employees not engaged



87%  
9%  
4%

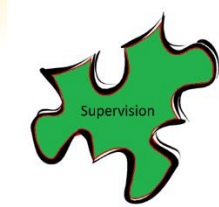
Agree  
Neither  
Disagree

14%  
22%  
64%

Source: 2005 Merit Principles Survey. For more information on the role of good management practices for engagement see U.S. MSPB, *Managing for Engagement: Communication, Connection, and Courage*, July 2009.



# Piece #3: The Critical Role of Supervisors



What can Supervisors do to Encourage Engagement?

- Develop & use good PM practices
- Foster individualized motivation & engagement
- Try to improve Job Characteristics
- Give the right rewards in the right way

# In Closing:

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[Peter.Leeds@mspb.gov](mailto:Peter.Leeds@mspb.gov)  
[Julie.Osowski@mspb.gov](mailto:Julie.Osowski@mspb.gov)



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**MSPB Studies**

3 of 14

**Federal Employee Engagement: The Motivating Potential of Job Characteristics and Rewards**

Performance Motivation in the Federal Government: Potentials, Linkages, and Performance is based on a 2010 MSPB survey of about 42,000 Federal employees regarding their motivation and engagement in the performance of their work. Federal employee motivation matters to both Federal agencies and the American people, because Federal employees who report high levels of motivation are more likely to perform at a higher level than their less-motivated coworkers.

**Director's Perspective**

**Employee Training: A Necessary Investment**  
*Employee training becomes more important in an age of austerity*

Recent months have seen the once-unlikely prospect of sequestration become a reality. They have also seen intense - and, regrettably, perfectly understandable - scrutiny of certain training and conferences attended by Federal employees. Together, these events have prompted many Federal agencies to become more vigilant when reviewing requests for training and less likely to approve those requests.

On the one hand, such caution is appropriate. Good stewardship requires that agencies avoid expenditures of funds and employees' time that do not serve a clear public purpose and provide a reasonable return on investment. Good stewardship also involves attention to... [Continue Reading](#)

*James Tsugawa*



In Closing

Questions?



# Networking Break





2015 HUMAN CAPITAL CONGRESS

# Morning Summary and Q&A

*Dr. Robert Goldenkoff & Chelsea Gurkin*

*Dr. J. Peter Leeds & Dr. Julie Osowski*





## 2015 HUMAN CAPITAL CONGRESS

# **Chief Human Capital Officers Panel:** *Shaping the Workforce of 2025*

*Catherine Emerson, Department of Homeland Security*

*Anita Blair, Department of the Treasury*

*Miriam Cohen, Nuclear Regulatory Commission*

# Lunch Break





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## **Margaret Emerson**

*Chief of Human Resources for Chief Information Officer  
Central Intelligence Agency*

## **2025 in the Intelligence Community**



## 2015 HUMAN CAPITAL CONGRESS

**Richard Culatta & Andrew Kzmarzick**

*Department of Education & GovLoop*

**Government Training in 2025**



2015 HUMAN CAPITAL CONGRESS



# Closing Summary and Q&A

*Dr. Allen Zeman*