Purpose is the New Money

Understanding and using employee engagement for performance excellence

Mark McDaniel, City Manager
Susan Guthrie, Assistant City Manager
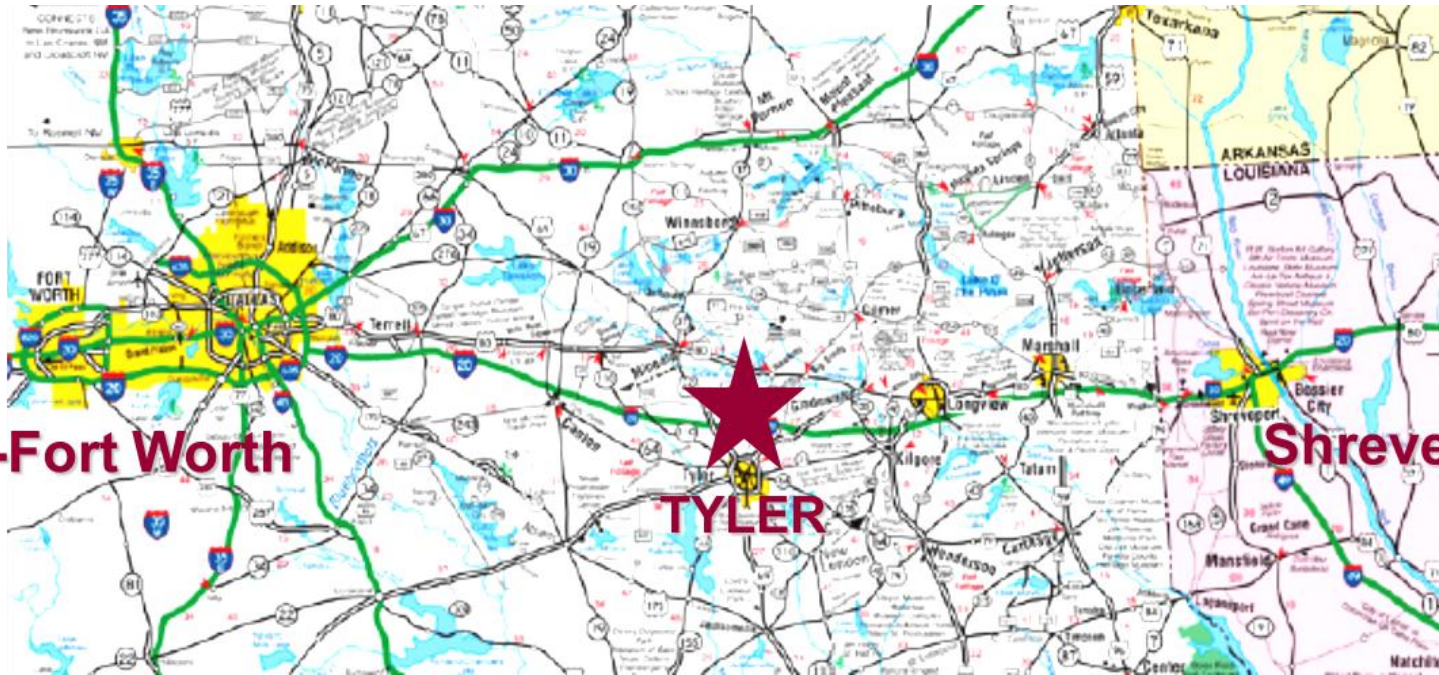City of Tyler, Texas

ICMA
99TH ANNUAL CONFERENCE
BOSTON
NEW ENGLAND
September 22-25, 2013

Who are we?

- ## City of Tyler, Texas
  - o Full Service City
  - o Regional Trade Hub (Medical, Education, Retail, Oil & Gas, Manufacturing)
  - o 100,000 Residents/Daytime Population 270,000
  - o Adopted Council-Manager Plan 95 Years Ago

ICMA
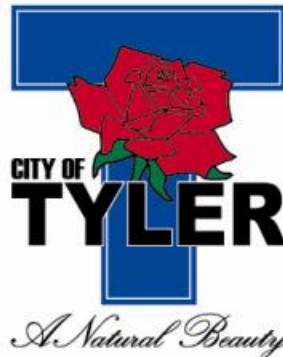
# Tyler, Texas

Why are we here?

- Belief in the transformative power of employee engagement

- What can you glean from this session?
  - An understanding of research surrounding employee engagement
  - A guide to getting started on your engagement journey
  - How to measure your effectiveness

ICMA

The Called to SERVE Difference?

- ## How are we different?

  o *"There is no more noble occupation in the world than to assist another human being."*
  - Alan McGinnis, Bringing Out the Best in People

  o *"We know that the richest experiences in our lives aren't when we're clamoring for validation from others, but when we're listening to our own voice – doing something that matters, doing it well, and doing it in the service of a cause larger than ourselves."*
  - Daniel Pink, Driven

  o *"This is the true joy in life – the being used for a purpose… I am of the opinion that my life belongs to the whole community, and as long as I live, it is my privilege to do for it whatever I can."*
  – George Bernard Shaw

ICMA

Life Well Run Video

- A focus on City of Tyler employees
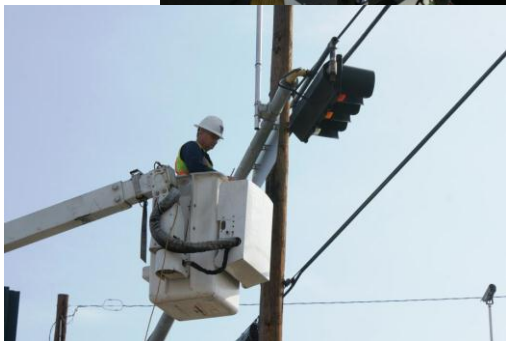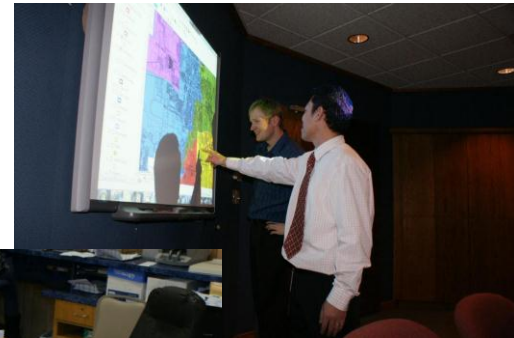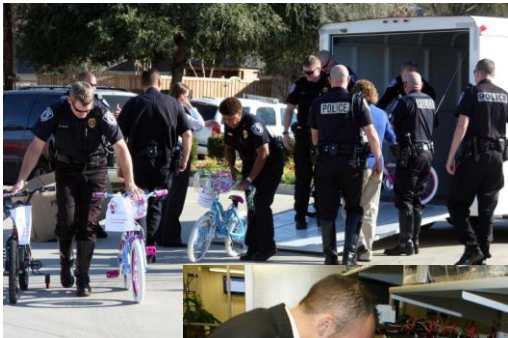
So What Exactly is Employee Engagement?

- Governing - "An engaged employee is <u>enthusiastically and proudly involved</u> in his or her organization and day-to-day job responsibilities, and engagement keeps employees committed to their work"

- Government News - "A person's emotional and intellectual <u>commitment to her organization</u>"

- The Conference Board - "Heightened emotional connection that an employee feels for his or her organization, that <u>influences him or her to exert greater discretionary effort</u> to his or her work"

- ICMA Press – "Employee engagement is defined as a heightened employee connection to work, the organization, the mission, or co-workers. Engaged employees <u>find personal meaning – and pride –</u> in their work"

ICMA

The Changing Image of a City Employee

- Changes in the image of a government worker.
  - Economic crisis
  - Pension reform
  - Leadership abuses
  - Guilt by association

ICMA

The Changing Image of a City Employee

Tyler Morning Telegraph
Friday, October 22, 2010
© 2010, Tyler Morning Telegraph

Public Servants Defend Benefits

The Dallas Morning News

Cities' worst budget pain in decades won't end for years, U.S. study says

San Antonio Express-News

The sky is not falling in city budget

HOUSTON ★ CHRONICLE

Houston's new fire chief faces a budget blaze

ICMA

The Changing Image of a City Employee

- Add to this the recent memory of tangible impacts of the economic crisis:
  - including shrinking budgets,
  - layoffs,
  - and furloughs,
  - and you have a workforce that is still reeling.

- Yet, these same workers are "*being asked to solve some of our country's greatest problems, including fixing the economy, protecting the public, healing the sick…..*"

ICMA

Why is this Important to City Managers?

- Negative perception of government workers has a multi-faceted impact:
  - Inability to *attract* new talent to the professions.
    - 2011 survey of college graduates showed that only 6% plan to work in government (down from 10.2% in 2009, despite a tough economy).
  - *Retaining* trained employees with significant organizational knowledge.
  - Impact on remaining workforce.

ICMA

Why is this Important to City Managers?

- Employee engagement and satisfaction directly affect the bottom line.
  - 2008 Gallup poll estimated that the cost of low productivity in the U.S. is $300 billion annually, and employee engagement is directly linked to productivity.

- *"Engaged employees are the ones who work hardest, stay longest, and perform best."*

ICMA

What Engagement Strategies Can Help?

- Plethora of theories, but the most common are:
  - Strong, effective leadership planning and communication,
  - Well developed supervisory skills (with supervisors who know how to treat employees well),
  - Involving employees in solving problems and measuring their performance,
  - Opportunities for training and career development, and
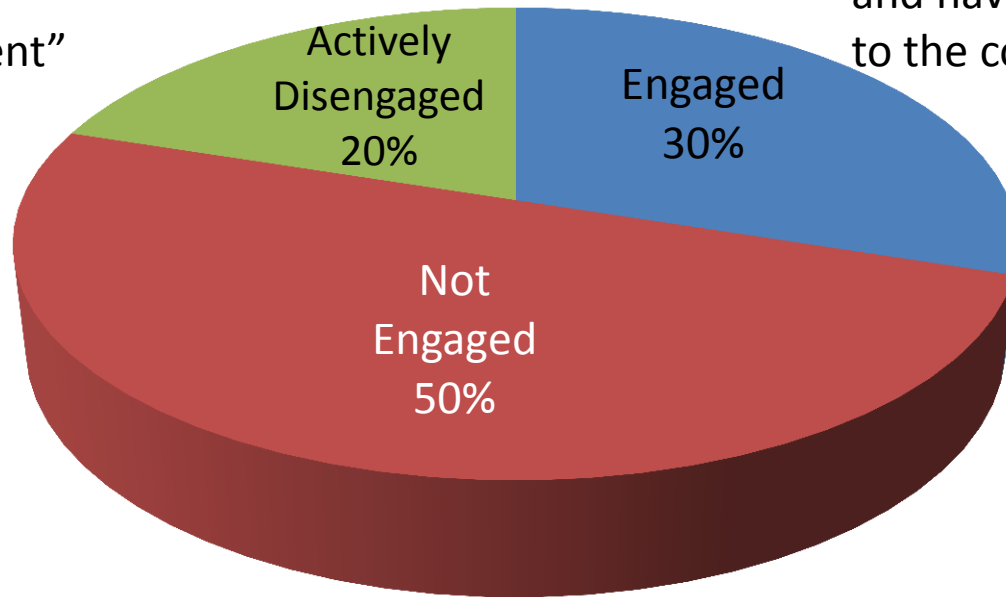 - Consistent rewards and recognition.

WHAT'S MISSING?

ICMA

Prove it!

- Two primary private sector research projects:
  - Blessing and White – 7,000 surveys; and,
  - Gallup, State of the American Workplace –
    25 million completed surveys since early 1990's.

ICMA

Prove it!

Gallup Engagement

"roam the halls spreading discontent"

"employees work with passion and have a strong connection to the company"

Actively Disengaged 20%

Engaged 30%

Not Engaged 50%

are "just kind of present, but not inspired by their work or their managers"

ICMA

So What… According to Gallup?

- The top 25% of teams, when compared to the bottom 25%, have:
  - 50% fewer accidents;
  - 41% fewer quality defects; and,
  - Lower healthcare costs.

- "So having too few engaged employees means our workplaces are less safe, employees have more quality defects, and disengagement – which results from terrible managers – is driving up the country's healthcare costs"

ICMA

What is the Cause?

- Gallup's study points directly to poor management as the cause for disengagement.

"Let's get rid of managers from hell, double the number of great managers and engaged employees, and have those managers lead based upon what actually matters and everything will change. The country's employees will be twice as effective, they'll create far more customers, companies will grow, spiraling healthcare costs will decrease, and desperately needed GDP will boom like never before."

--Jim Clifton, CEO, Gallup

ICMA

More proof, from Blessing and White

- The Blessing and White research found:
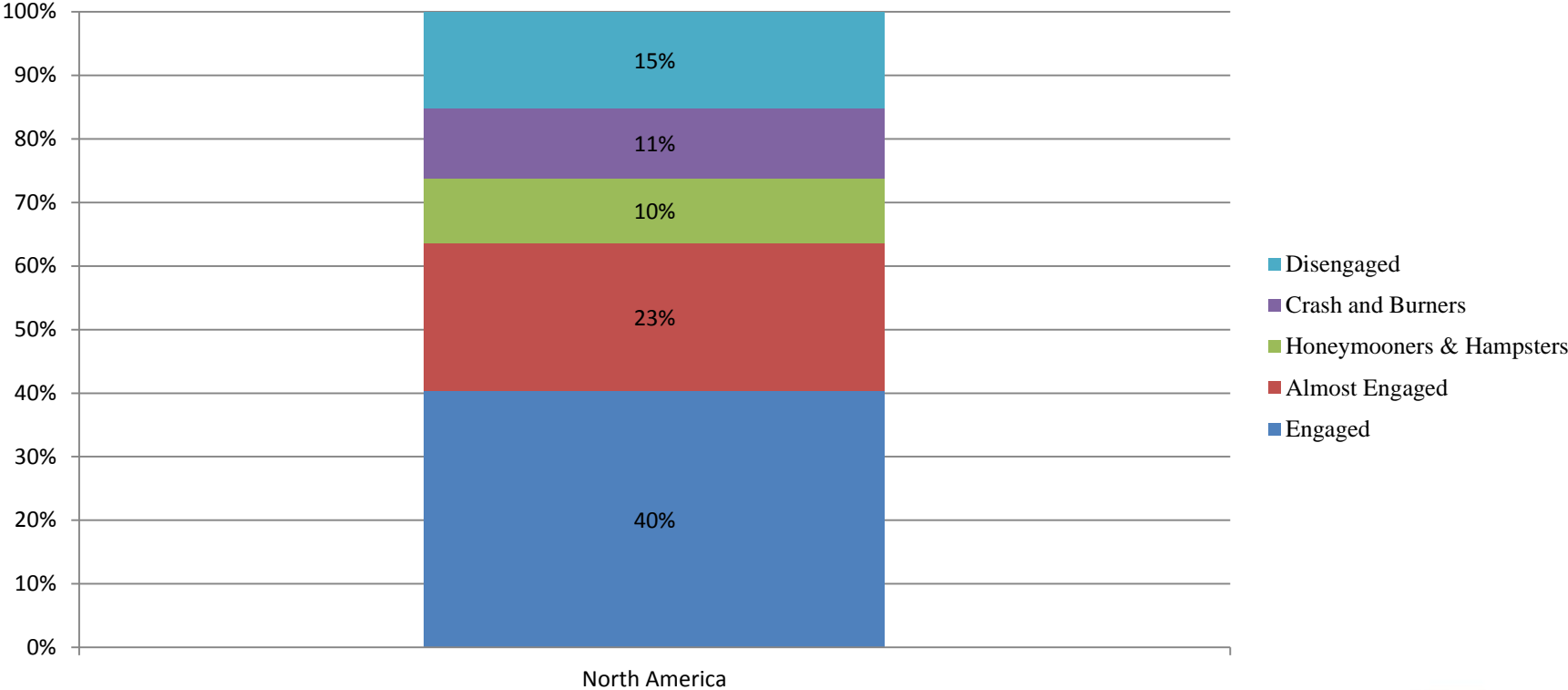
Blessing and White

- "Intent to stay" questions are good predictors of turnover and commitment to the job.

  - 60% of all employees plan to remain; however, the numbers go to **81% among highly engaged employees and 23% for the disengaged.**
  - So if you are looking to decrease turnover – pay attention to engagement.
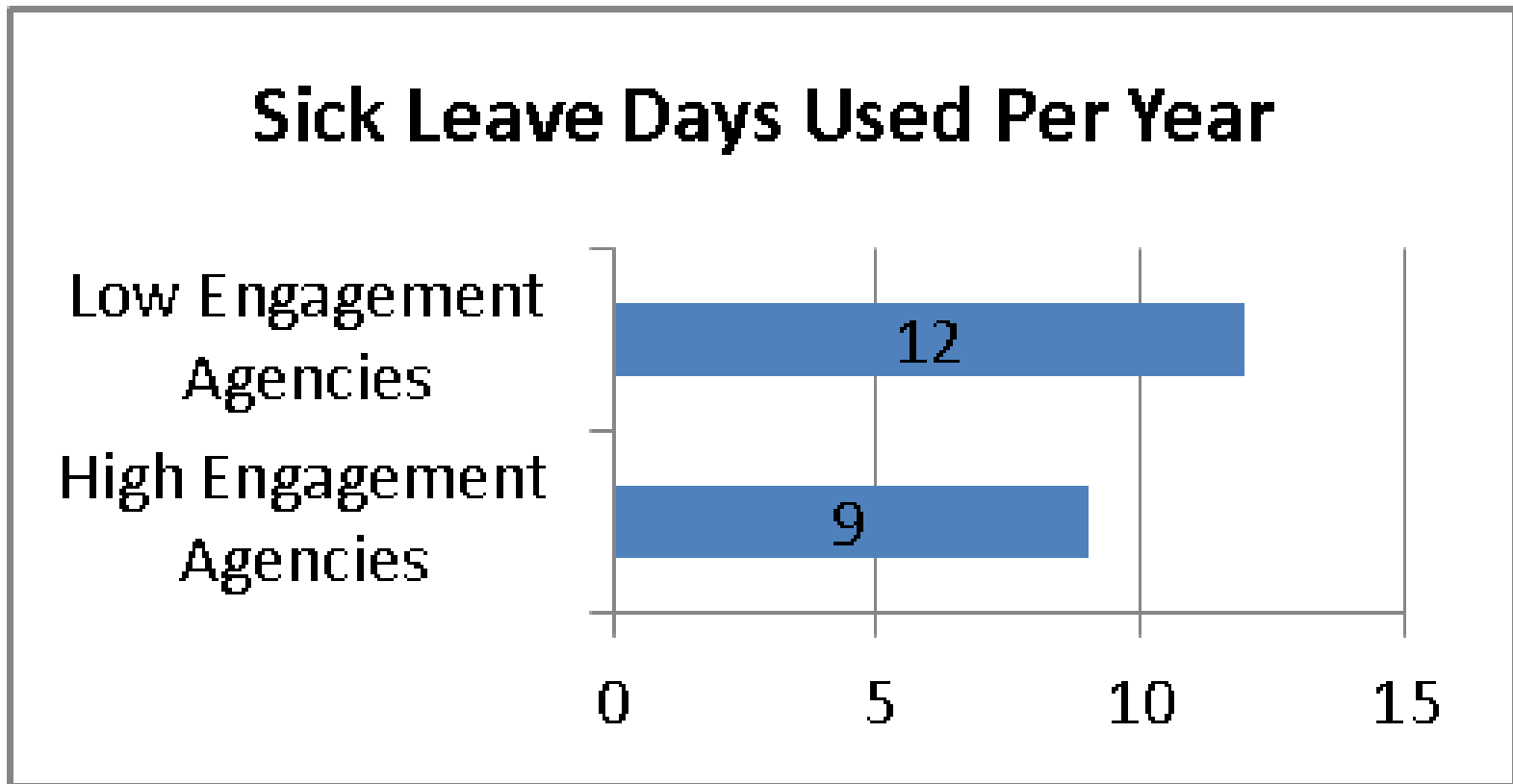
ICMA

Blessing and White

- When asked why they would leave, the #1 reason for all respondents was **no opportunity to grow or advance in the organization.**

- When asked what most affects their satisfaction with their job, the top two responses were:
  - More opportunities to do what I do best; and
  - **Career development opportunities** and training.

ICMA

Applicability to the Public Sector

- Merit Systems Protection Board study in 2007:
  - Involved 68,789 federal employees from 30 agencies.
  - Looked at:
    - Sick leave usage,
    - Lost work time due to injury or illness, and
    - Agency performance.

ICMA

Applicability to the Public Sector

- Merit Systems Protection Board study in 2007

Sick Leave Days Used Per Year

Agency Engagement	Sick Leave Days
Low Engagement Agencies	12
High Engagement Agencies	9

ICMA

Applicability to the Public Sector

- Merit Systems Protection Board study in 2007

Lost Work Due to Workplace Injury or Illness

Engagement	Lost Work Days
Low Engagement...	2.5
High Engagement...	0.73

ICMA

Applicability to the Public Sector

- Merit Systems Protection Board study in 2007

PART Scores for Federal Agencies

Agency	Score
Low Engagement Agencies	37
High Engagement Agencies	65

ICMA
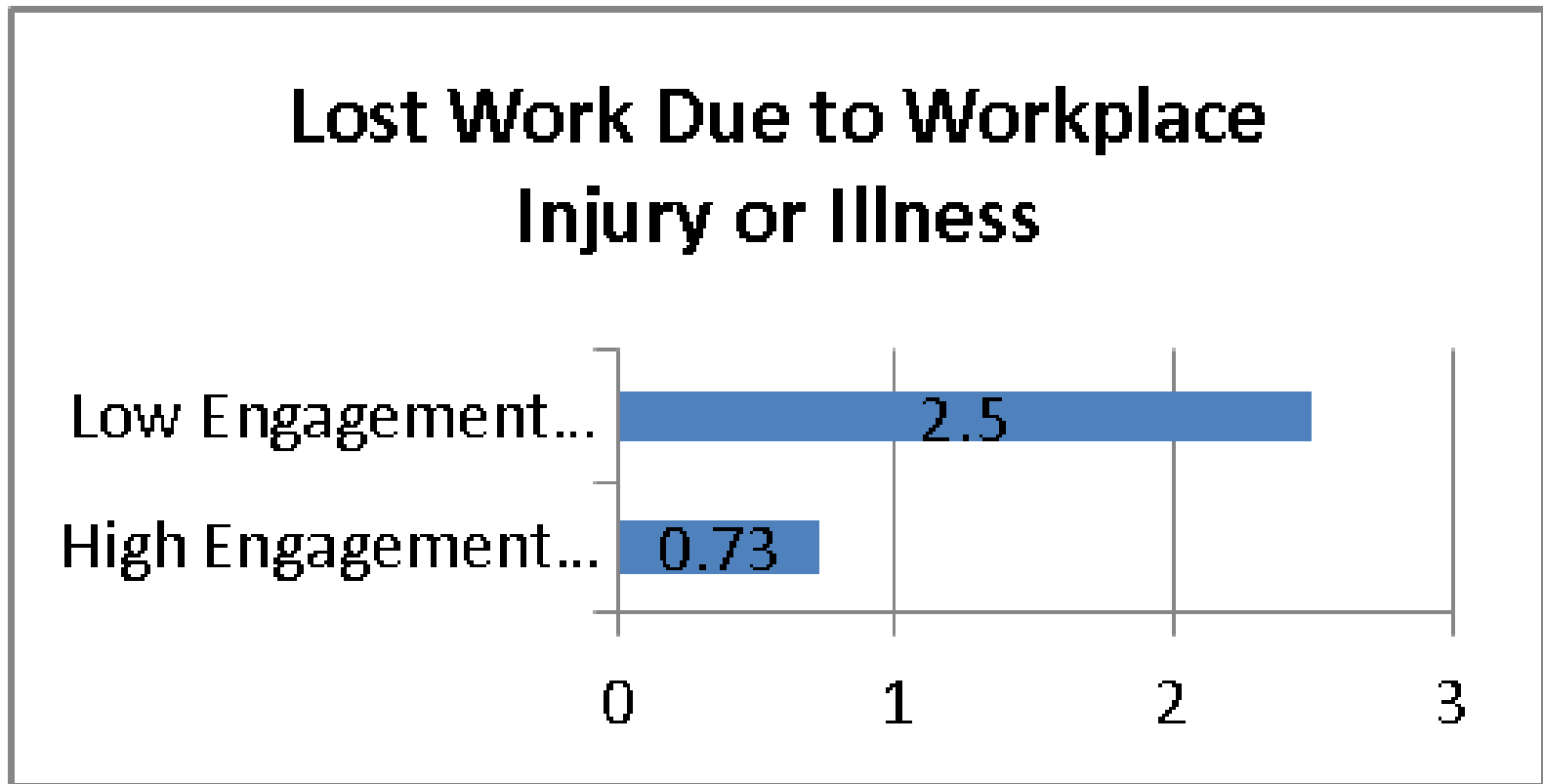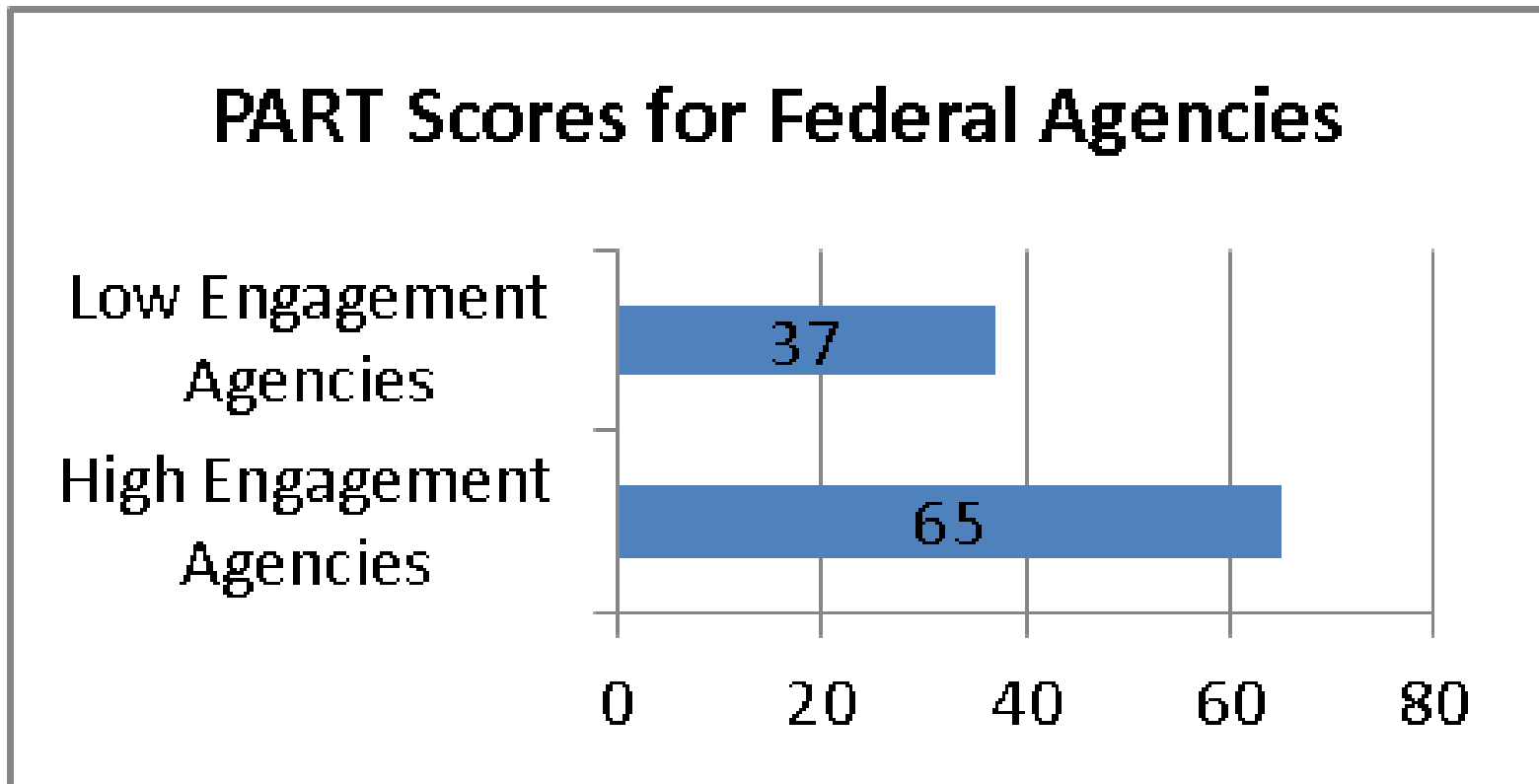
Applicability to the Public Sector (More)

- A Governing Institute study conducted In 2012 found that <u>engaged</u> public sector employees were:
  - Twice as likely to stay in their current jobs;
  - Two and a half times more likely to feel they make a difference;
  - Two and a half times more likely to recommend their workplace to others; and,
  - Three times as likely to report being very satisfied in their jobs.

ICMA

Applicability to the Public Sector

- Governing says that communication is critical.
  - Of the respondents to their survey, only 32% have been talked to about career development in the last six months.
  - An amazingly low 7% strongly agree that there is clear and constant communication.
  - Only 55% get the right amount of information from senior leadership.

ICMA
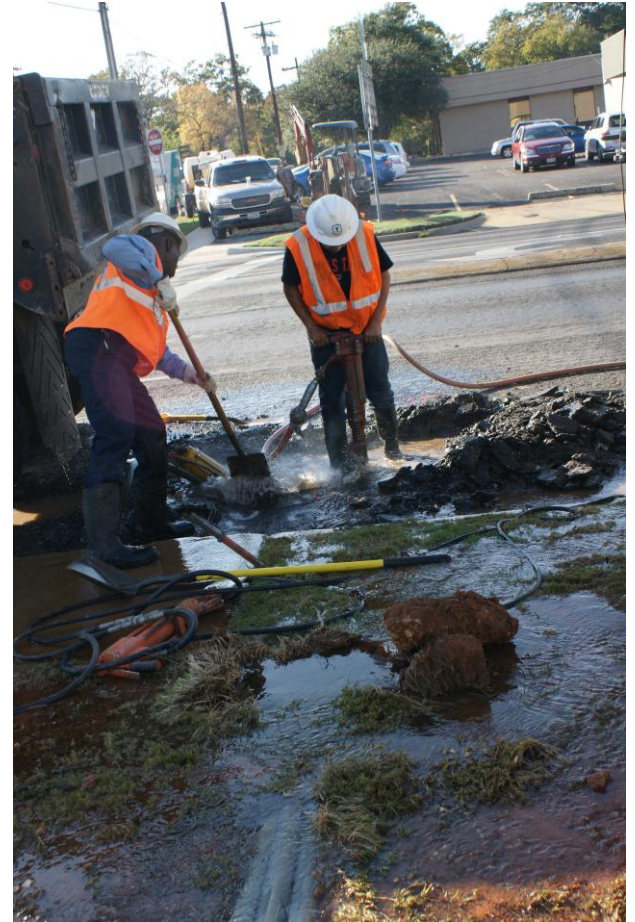
New Employees: A Unique Opportunity

- Government hiring can be slow, so you do not want new employees to become disillusioned and leave in a short time.

- After the probation phase, it can be difficult to "weed out a poor fit" in a government organization.

ICMA

New Employees: A Unique Opportunity

- Almost all employees start their job engaged.
  - Within six months this number drops to 40%, and,
  - Within 10 years of service only 20% are engaged.
- Curt Coffman, co-author of Gallup's bestselling book, *First Break all the Rules*, points to managers as the key factor for keeping the sense of engagement going.

  - *"What managers do from that point on determines the path the employee will take – toward continued engagement or toward the ranks of the 'not engaged' or 'actively disengaged'.*

ICMA

The Government Employee

- ICMA notes several ways that public sector employees differ from the private sector:
  - Government employees work in an environment of attacks on government;
  - They have constantly changing political leadership;
  - It is difficult to measure their goals and outcomes;
  - There are limited financial tools and incentives to influence employee behavior;
  - Most of what they do is subject to freedom of information act requests; and
  - There are different employee motivations than in the private sector.

ICMA

The Government Employee

- ICMA calls this differing motivation "public service motivation, or PSM".
  - Workers with high levels of PSM have a need to give back and make a difference in the lives of others.
  - They are most suited to government employment and effort should be made to recruit them.
  - However, they will have higher expectations for *involvement and to have an impact on important policy issues affecting their society. Special effort to involve them in decision making, showing them how their work is affecting others and making opportunities for them to grow is important.*

ICMA

Overwhelmed?

- Getting started can be overwhelming.

- Where is the best place to start? What is MOST important?

- Not every organization will have opportunities in each of these areas. The key is to survey the employees to determine what areas are weak and then fix them.

ICMA

The Survey Process

- Governing survey asked 254 senior decision makers in government if they felt employee engagement was strong.

- Nearly all the respondents said that engagement had sharply declined in the last few years (noting budget cuts and increased workloads).

ICMA

The Survey Process

- Two-thirds said that they <u>do not</u> have a process in place for measuring employee engagement.

- Governing recommends that a survey is conducted every one to two years to gauge the status of engagement and to see if strategies implemented are working.

Survey every 1-2 years

ICMA

Exercise: Discussion

- Does your organization survey its employees?
- Why or why not?
- What are the
- Report Outs

ICMA

The Survey – Getting Started

- First is determining whether to do so in-house or to use a third party.

- Considerations:
  - Confidentiality
  - Benchmarking
  - Administration
  - Cost

ICMA

The Survey – The Questions

- There are many sources for survey questions; but one of the most tested is Gallup's Q12.

- These questions have been used more than 25 million times and they have also been employed in government agencies with positive results.

Q12

ICMA
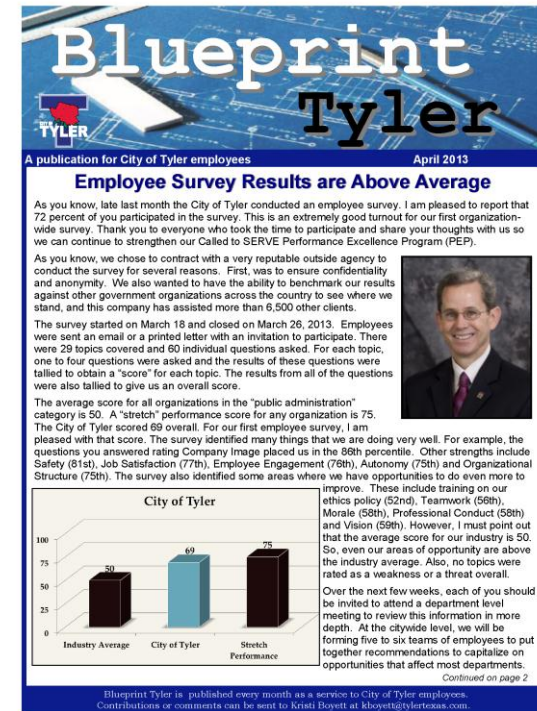
The Survey – The Questions

- I know what is expected of me at work.
- I have materials and equipment I need to do my work right.
- At work, I have the opportunity to do what I do best every day.
- In the last seven days, I have received recognition or praise for doing good work.
- My supervisor, or someone at work, seems to care about me as a person.
- There is someone at work who encourages my development.
- At work, my opinion seems to count.
- The mission or purpose of my company makes me feel my job is important.
- My associates or fellow employees are committed to doing quality work.
- I have a best friend at work.
- In the last six months, someone at work has talked to me about my progress.
- During the last year, I have had opportunities at work to learn and grow.

ICMA

The Survey – Communications

- Communication is the key.
- Prepare your organization for the survey. Use newsletters, emails, presentations, word of mouth….
  - Explain why you are doing it and how the information will be used.
- Make provision for:
  - Language barriers
  - Literacy barriers
  - Computer literacy

ICMA

Exercise: Discussion

- What do you do once you receive the survey results?

- How do you use the data?

ICMA

The Survey – After

- Share results with the organization.

- Employees must be told how the information will be used.

- Developing a plan of action to act on the results of the survey is crucial.

  - Governing says that research indicates that doing a survey and not following up with visible results may actually decrease engagement levels.

  - Gallup report, "measurement without targeted action is useless".

ICMA

The Survey – After

- Involving the employees in proposing strategies to address the areas of opportunity is one best practice.

- Tyler formed After Action Teams in 7 critical areas.

  - 15 employees on each team.

  - These teams presented their recommendations to the Key Leader Team, who made strategy decisions.

ICMA

After Action Teams

- Teams had three weeks to meet and make recommendations.

ICMA

After Action Teams

- The result was an After Action plan containing 42 recommendations.

- Communication on the progress of implementation is consistent and planning is underway for the next survey.

2013 Employee Survey After Action Committee Recommendations

Team Name	Subject	2013 Score	Recommendations	Details of Recommendations	Leadership Action Plan	Owner/ Where Tracked
Team #1	The City of Tyler is a safe place to work	78%				
			1). Encourage the standardization of a safety reporting and follow through process by designating the duties of safety liaisons and updating the safety policy	First, Standardize the safety reporting process by designating the duties of the safety liaisons so they know what's expected of them & we suggest that it be included in the safety policy 2-80. We formulated a list of suggested duties that could be assigned to the safety liaisons a. Disaster planning drills b. Accident/Incident review committee c. Coordinate monthly safety meetings d. Attend quarterly Risk management meetings e. Act as facilitator between employees and department leaders f. Check the suggestions box and bring them to Risk g. Report back to employees to follow up on safety suggestions, give feedback at safety meetings or add safety issues to visual management board	1. More formally designate safety liaisons. Duties to include: -disaster planning drills -coordinate monthly safety meetings -attend quarterly Risk Management meetings -create and check the safety suggestion box and bring suggestions to Department Leader -report back to employees on safety suggestions, give feedback at safety meetings and post information to visual management board	ReNissa Wade (first step to review liaison list with RL) Measured in HR/Risk Business Plan
			2). Department Leaders update the safety liaison list when the position changes. Then publish that list in the Employee Newsletter.		2). Publish liaison list in newsletter and place on intranet.	ReNissa Wade Measured in HR/Risk Business Plan
			3). Quarterly Safety Liaison Meeting with Risk.	This would be similar to the quarterly records retention meetings. Get updates on projects, learn about any new policies and share best practices. It will also get Risk more directly involved with the different departments.	3). Risk to hold quarterly safety meetings with liaison group.	ReNissa Wade Measured in HR/Risk Business Plan
			4). Anonymous Reporting System	Intranet form or safety suggestion box.	4). Expand the use of the fraud hotline to include confidential safety issue reporting. Communicate this process and ensure that employees know to check back on their issue on the hotline to see if there are follow up questions.	ReNissa Wade (with support for Keidric Trimble - owner of hotline) Measured in HR/Risk Business Plan
Team #2	The degree of freedom I have to do my job is appropriate	75%				
			1). Supervisor Training	Supervisor training linked with something measurable such as business plans or evaluations to provide accountability. Basic Supervision Training for New Supervisors: Supervisor Accountability, Performance Evaluations, Goal training that creates an environment where supervisors and employees set goals TOGETHER. Employee Development and Mentoring. Effective Communication (possibly through open door policy). Enhanced supervisor training outside the confines of City University to incorporate new and innovative ideas. Develop a tool to provide "Supervisor Tips." May incorporate e-mail or an article in the employee newsletter. Active internal and external cross training program to enhance supervision.	1). Create mandatory supervisors school at City U. 2). Add quarterly tips and articles in newsletter.	Susan Guthrie Measured in City U Business Plan

ICMA

Summary of Survey Process

What Engagement Strategies Can Help?

- Plethora of theories, but the most common are:
  - Strong, effective leadership planning and communication,
  - Well developed supervisory skills (with supervisors who know how to treat employees well),
  - Involving employees in solving problems and measuring their performance,
  - Opportunities for training and career development, and
  - Consistent rewards and recognition.

ICMA

A Few More Real Life Examples…..

Strong, Effective Leadership Planning and Communication

- City of Tyler Strategic Plan:
  o Focuses on organizational development.
  o Also have comprehensive plan: Tyler 1st.
  o Annual SWOT/Environmental Scan and update.
  o Establishes citywide performance measurements.

ICMA

Strong, Effective Leadership Planning and Communication

- ## Business Planning Process:
    - Each department submits quarterly.
    - Evaluated by PEP Squad.
    - Benchmarks and performance measurements.
    - Uses balanced scorecard approach
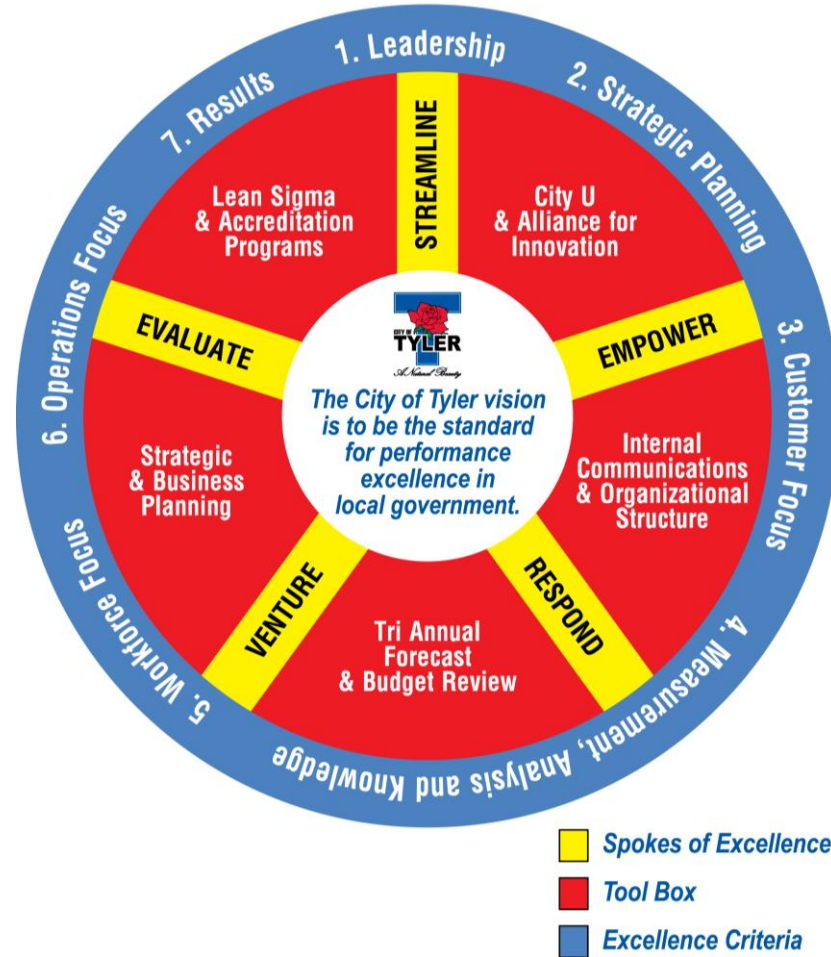   - Incorporates the seven Baldrige criteria.

ICMA

Strong, Effective Leadership Planning and Communication

- Business Planning Process:
  - Each department submits quarterly.
  - This communication is paying off as scores continue to rise.

City Overall Score

	FY 2012 QTR 2	FY 2012 QTR 4	FY 2013 QTR 2	FY 2013 QTR 4
Score	439	525	581	0

ICMA
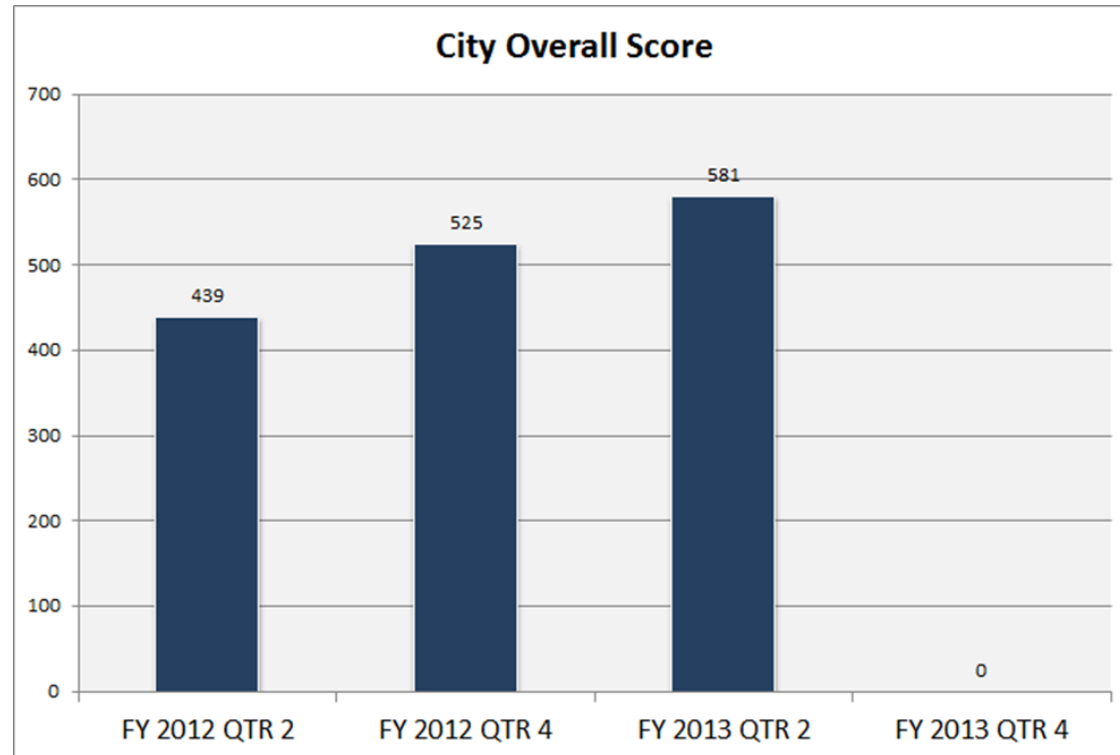
Strong, Effective Leadership Planning and Communication

- PEP
- PEP Playbook

Strong, Effective Leadership Planning and Communication

- Called to SERVE Internal Communications
  - Blueprint Newsletter
  - Quarterly Events
  - Bravos
  - Annual Manager Meetings
  - Intranet
  - Brochures
  - Emails
  - Called to SERVE Cards

The *Called to* SERVE Difference

ICMA

Well Developed Supervisory Skills

- City U Leadership Track
- Leadership Academy
    - Classes
    - Mentoring
    - Book Reading
    - Capstone Project
- Mandatory Supervisors Training
    - New this Year
    - Result of Employee Survey

ICMA
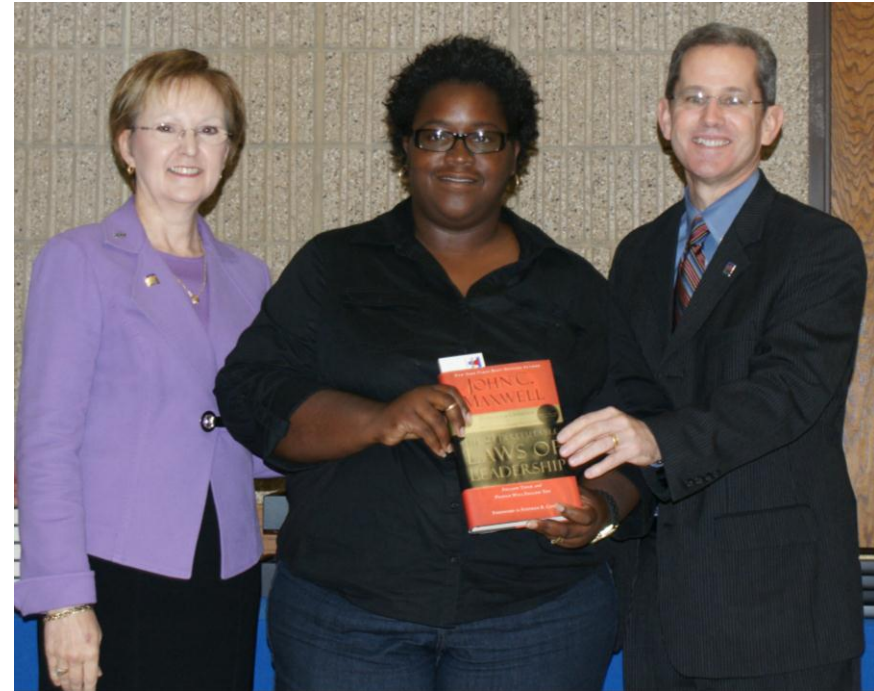
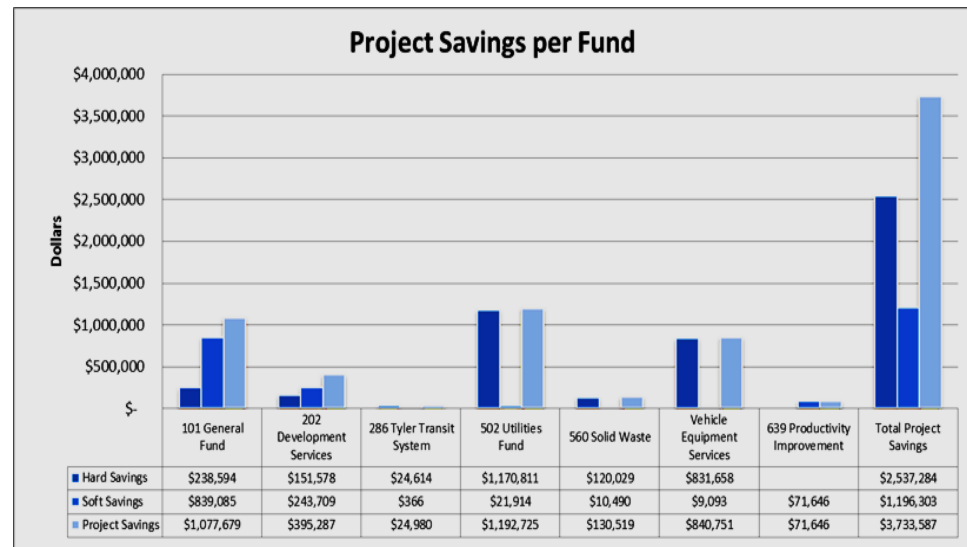# Involving Employees in Solving Problems

- Lean Six Sigma:
  - Methodology focused on reducing variation and waste in business processes.
  - Rolled out in 2009 across entire organization.
  - Quarterly Blue Belt classes.
  - Annual Green Belt training of 15 employees.
  - Annual Black Belt training of 3 employees.

ICMA

Involving Employees in Solving Problems

- Lean Six Sigma Outcomes
  - An evolution of Tyler's lean, quality-driven culture.
  - Reaching all levels of the organization through project teams.
  - Solutions are driven by the people involved in the process.
  - Have completed more than 78 projects.
  - Have saved $3.7 million in hard and soft savings.

Project Savings per Fund

	101 General Fund	202 Development Services	286 Tyler Transit System	502 Utilities Fund	560 Solid Waste	Vehicle Equipment Services	639 Productivity Improvement	Total Project Savings
Hard Savings	$238,594	$151,578	$24,614	$1,170,811	$120,029	$831,658		$2,537,284
Soft Savings	$839,085	$243,709	$366	$21,914	$10,490	$9,093	$71,646	$1,196,303
Project Savings	$1,077,679	$395,287	$24,980	$1,192,725	$130,519	$840,751	$71,646	$3,733,587

ICMA

Involving Employees in Solving Problems

- Lean Six Sigma Projects
  - Municipal Courts – Improved warrant process (from 70 to 10 days).
  - Police - Reduced "error" rate in evidence processing (10% defect to 2%).
  - Water – Optimized magnesium dosage saving $111,000.
  - Fire – Implementation of TPM program (estimated annual savings of $220,000).
  - Warehouse – Reduced inventory 17.0% ($800,000+ annual savings).

ICMA

Involving Employees in Solving Problems

- Lean Six Sigma Projects

VIDEO OF PROJECT REPORT OUT

ICMA

Involving Employees in Solving Problems

- Other examples:
  - Survey After Action teams.
  - Health Insurance Task Force.

ICMA

Opps for Training & Career Development

- **City University (Employee Training)**
  - **Year 1: four tracks**
    - Core competency
    - Innovation
    - Professional Development
    - Leadership
  - **Year 2 and 3: four tracks plus**
    - Toastmasters
    - Leadership Academy
    - Lean Six Sigma

City U

	Oct. 2012-July 2013	FY2011-2012	FY2010-2011	FY2009-2010	FY2008-2009
Financial Savings:	$169,640	$117,000	$139,360	$72,040	$77,520
Hours Trained:	6,847	4,635	2,350	2,814	2,392
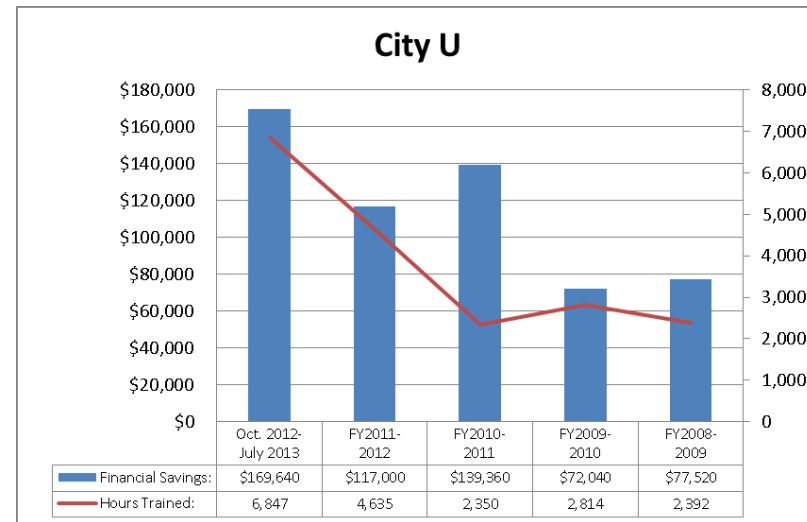
Cumulative savings of more than $575,500

ICMA

Opps for Training & Career Development

- **City University**
  - **Year 4: four tracks plus**
    - Called to SERVE difference training
  - **Year 5: added fifth track wellness) plus**
    - MPA Cohort program
  - **Year 6**
    - Mandatory Supervisor School
    - Workforce Track
    - Employee Re-Orientation

Core Competency Track
- New Employee Orientation
  —Second Wednesday of every month
    - The City's Blueprint Philosophy
    - Performance Excellence Program
    - Video Tour of City Departments
    - State of the City
    - Employee Benefits
    - City Policies
    - City University information
    - Participants are also recognized at a City Council meeting
- Writing Council Communications
- Things You Need To Know from the Human Resources Perspective
- Supervisor Training by Human Resources
- Tri-annual Budgeting
- Cash Handling
- Disease Exposure
- Email Records Retention
- Called To SERVE Spirit Customer Service Training

Innovation Track
- Introduction to Computers
  — Oct. 9; 8 a.m. to 5 p.m.
- Microsoft Excel 2010 Basic
  — Oct. 29; 1 to 5 p.m.
- Keyboarding Skills
  — Nov. 7; 1 to 5 p.m.
- Microsoft Excel 2010 Charts and Graphs
  — Nov. 13; 8 a.m. to noon and Dec. 19; 1 to 5 p.m.
- Microsoft PowerPoint Tips and Tricks
  — Nov. 19; 10 a.m. to noon
- GIS Pictometry Training
  — Nov. 28, Dec. 7, Dec. 10 and Dec. 13; 8 to 11 a.m. and 2 to 4 p.m.
- Microsoft Excel 2010 Formulas
  — Dec. 6 and Dec. 7; 8 a.m. to noon
- Microsoft Excel 2010 Pivot Tables
  — Jan. 11; 8 a.m. to noon
- Advanced Microsoft Excel 2010
  — Feb. 20; 8 a.m. to 5 p.m.
- Microsoft Word 2010 Tips and Tricks
  — March 6; 8 a.m. to noon
- Social Media Awareness
  — March 19; 8 a.m. to noon
- Web Page Training
  — Third Friday of every month

Professional Development Track
- Conflict Resolution
  — Oct. 9; 8 a.m. to noon
- Dress for Success for Less!
  — Oct. 22; 9 a.m. to noon
- Enhancing Your Communications
  — Nov. 1; 8 a.m. to noon
- Robust Visual Management Boards
  — Nov. 15 and July 11; 9 to 11 a.m.
- Media Training
  — Nov. 29; 2 to 5 p.m.
- Meeting Etiquette
  — Nov. 30; 8 a.m. to noon
- Creating Standard Operating Procedures
  — Dec. 3, April 1, July 1, Sept. 9; 9 a.m. to noon
- The No Complaining Rule
  — Jan. 23; 8 a.m. to noon
- Time Management
  — Jan. 30; 8 a.m. to noon
- Serving Difficult Customers
  — Feb. 7; 8 a.m. to noon
- Reinforce Personal Ethics at Work
  — Feb. 19; 8 a.m. to noon
- Lean Sigma Blue Belt
  — March 27 and July 25; 8 a.m. to noon
- FAST Recovery
  — June 19; 8 a.m. to noon
- Identify and Reach Your Professional Goals
  — July 17; 8 a.m. to noon
- Consistently Exceed Customer Expectations
  — Aug. 7; 8 a.m. to noon
- Business Writing Skills
  — Aug. 21; 8 a.m. to noon

Leadership Development Track
- SWOT Analysis for Strategic Planning
  — Nov. 5 and Feb. 18; 10 a.m. to noon
- Business Planning Workshop
  — Nov. 8 and Feb. 21; 2 to 5 p.m.
- Supporting Change
  — Nov. 12; 8 a.m. to noon
- Create Positive Accountability with Annual Reviews
  — Nov. 27; 8 a.m. to noon
- Interview, Hire and Fast Start Winners
  — Dec. 18; 1 to 5 p.m.
- Habits for Success
  — Feb. 12 and Aug. 15; 8 a.m. to noon
- Successful Delegation
  — March 20; 8 a.m. to noon
- Leading A Meeting
  — March 20; 8 a.m. to noon
- Giving Constructive Feedback
  — April 16; 8 a.m. to noon
- Inspire and Motivate Team Members
  — April 17; 8 a.m. to noon
- Understanding Behavioral Styles
  — May 14; 8 a.m. to noon
- Influencing Positive Results-Oriented Attitudes
  — May 15; 8 a.m. to noon
- Master Difficult Conversations
  — May 29; 8 a.m. to noon
- Develop and Maintain Your Best Employees
  — June 18; 8 a.m. to noon

Life Management Track
- Reach Your Personal Financial Goals
- How Not To Become A Victim
- Increase Your Self Confidence
- Dining Etiquette
- How to Pick Healthier Food
- Healthy Dining Habits
- Develop and Maintain an Empowering Attitude
- CPR
- Zumba
- Self Defense

ICMA

Consistent Rewards and Recognition

- Challenge Coins
- Blueprint Bravos
- Celebrations
- Newsletter Articles
- Internal Promotions
- City Council Recognition
- Service Awards
- Retiree Awards

ICMA

Building on a long history of continuous improvement

25 Years

It is a journey...not a destination

ICMA
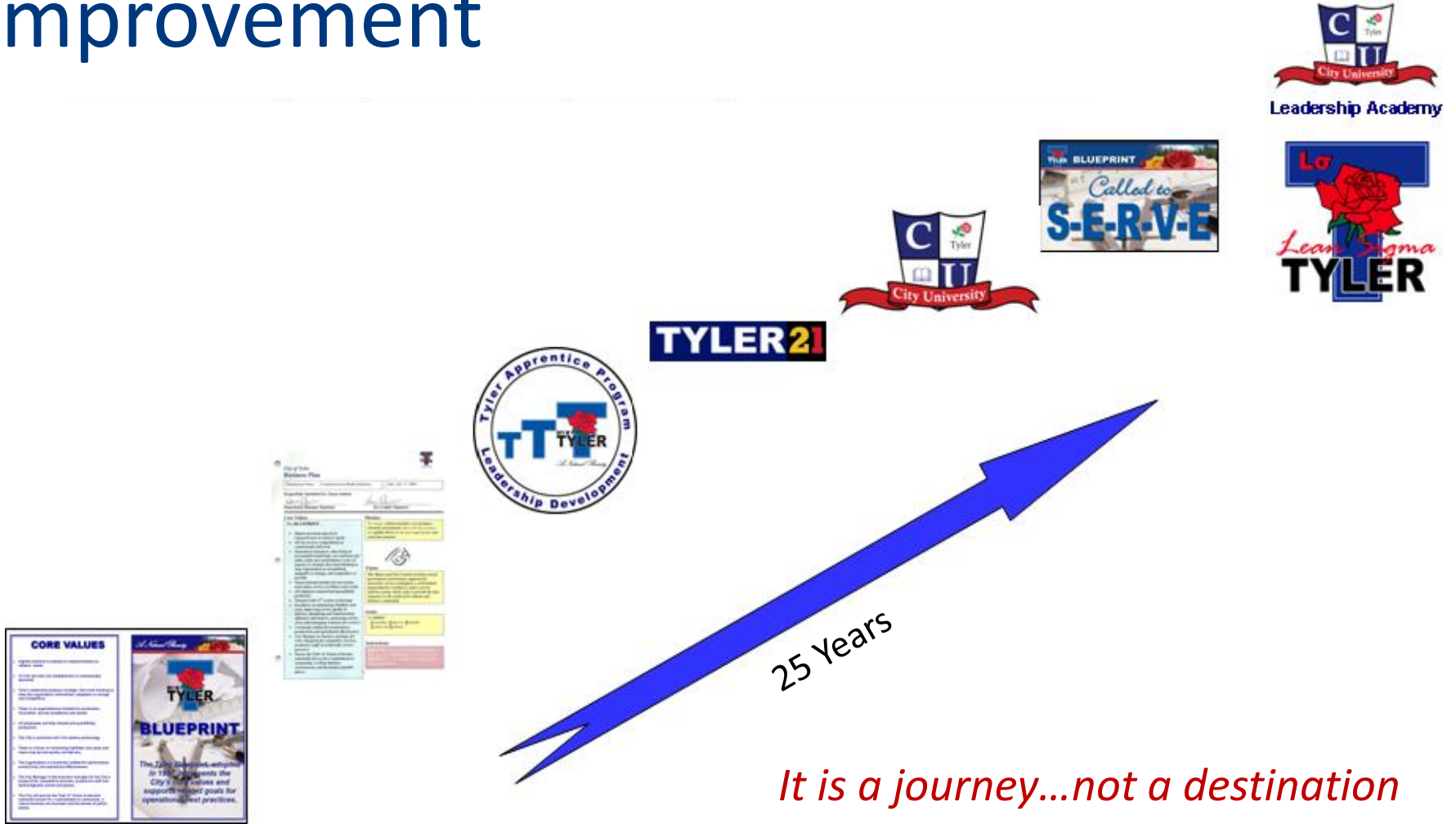
Discuss and Report Out

- Discuss one of the strategy areas at your table.

- What are some "best practices" from your communities?

ICMA

Questions/Comments?

Additional Information…

Mark McDaniel: Mmcdaniel@tylertexas.com

Susan Guthrie: Sguthrie@tylertexas.com

www.CityofTyler.org

Document examples at:

http://www.cityoftyler.org/Departments/Communications/EmployeeSurveyInfoforICMA.aspx

References

City of El Paso. (2012). Continuous Leadership Development. Retrieved July 10, 2013, from Alliance for Innovation:
http://transformgov.org/en/knowledge_network/documents/kn/document/304292/continuous_leadership_development

Blessing White. (2013, January). Employee Engagement Research Update. Retrieved July 1, 2013, from BlessingWhite.com:
http://www.blessingwhite.com/content/reports/BlessingWhite_Employee_Engagement_Research_Report_2013.pdf

City of Beverly Hills Police Department. (2005, March 28). The Beverley Hills Police LEAD. Retrieved July 3, 2013, from Alliance for Innovation:
http://transformgov.org/en/Article/10450/The_Beverley_Hills_Police_LEAD

City of Oswego. (2010, May 24). Lake Oswego Innovation Team. Retrieved July 1, 2013, from Alliance for Innovation:
http://transformgov.org/en/knowledge_network/groups/group/1116

Gallup, Inc. (2013). State of the American Workplace. Retrieved July 1, 2013, from Gallup.com:
http://www.gallup.com/file/strategicconsulting/163007/2013%20State%20of%20the%20American%20Workplace%20Report.pdf

Governing. (2012). Driving Successful Employee Engagement: A Major Opportunity to Keep Public Sector Employees Connected and Committed. Retrieved July 1, 2013, from
Governing: http://www.governing.com/papers/GOV-Paper-Elements-of-Sucessful-Organizations.html

Governing. (2013, April 2). Bankrupt Cities, Municipalities List and Map. Retrieved July 1, 2013, from Governing.com:
http://www.governing.com/gov-data/municipal-cities-counties-bankruptcies-and-defaults.html

Governing Institute. (2013). Measuring Employee Engagement in State and Local Government. Retrieved July 1, 2013, from Governing.com:
http://www.governing.com/papers/Measuring-Employee-Engagement-in-State-and-Local-Government.html

ICMA Press. (2011). New Rules of Engagement: Shifting the Focus for a Goal-Oriented Workforce. (ICMA, Ed.) Retrieved July 12, 2013, from ICMA.org:
http://bookstore.icma.org/New_Rules_of_Engagement_Shift_P2130C35.cfm

Insala. (2007, October 22). Employee Engagement. A Review of the Most Current Research. Retrieved July 1, 2013, from Insala.com:
http://www.insala.com/Articles/employee-development/employee-engagement-a-review-of-the-most-current-research.asp

Institute for Employment Studies. (2009). Employee Engagement A review of current thinking. Retrieved July 1, 2013, from IES: http://www.employment-
studies.co.uk/pubs/report.php?id=469

Kemp, T. (2012, August/September). Retaining Key Staff in the Government Sector. Government News, 32(4), pp. 20-21. Retrieved July 12, 2013, from
https://ezproxy.uttyler.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=b9h&AN=79623964&site=eds-live&scope=site

Lavigna, B. (2013). Leveraging the Power of Employee Engagement. Retrieved July 1, 2013, from ICMA.org:
http://bookstore.icma.org/Leveraging_the_Power_of_Employ_P2305C35.cfm

Marelli, A. (2011, June). Employee engagement and performance management in the federal sector. Performance Improvement, 50(5), 5-13. doi:10.1002/pfi.20216

Partnership for Public Service. (2012, February). Federal Leaders Face Challenges Attracting Top College Graduates to Government Service. Retrieved July 1, 2013, from
Ourpublicservice.org: http://www.ourpublicservice.org/OPS/publications/download.php?id=170

Phillips, C. (2004, December 13). Leadership Development Strengthens the City of Anaheim, CA's Workforce. Retrieved July 5, 2013, from Transformgov.org:
http://transformgov.org/en/Article/11037/Leadership_Development_Strengthens_the_City_of_Anaheim_CAs_Workforce

Robison, J. (2003). Transforming Government. Retrieved July 12, 2013, from GovLeaders.org: http://govleaders.org/gallup_government_print.htm

Sanford, B. (2003). Building a Highly Engaged Workforce. Retrieved July 12, 2013, from GovLeaders.org: http://govleaders.org/gallup_article.htm

Sorenson, S. (2013, July 2). Don't Pamper Employees -- Engage Them. Retrieved July 1, 2013, from Gallup Business Journal:
http://businessjournal.gallup.com/content/163316/don-pamper-employees-engage.aspx

Sripada, C. (2011, April 5). 3Cs of employee engagement: Career, competence and care. Retrieved July 1, 2013, from The Economic Times:
http://articles.economictimes.indiatimes.com/2011-04-05/news/29384472_1_employee-engagement-myths-bright-future

The Conference Board. (2012, December). Employee Engagement: What Works Now? Retrieved July 3, 2013, from ConferenceBoard.org:
https://www.conference-board.org/publications/publicationdetail.cfm?publicationid=2382

ICMA