HEALTHCARE AND REGULATORY SUBCOMMITTEE
MONDAY, AUGUST 30, 2021

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AGENDA

South Carolina
House of Representatives

Legislative Oversight Committee

HEALTHCARE AND REGULATORY SUBCOMMITTEE
The Honorable John Taliaferro "Jay" West, IV, Chair
The Honorable Gil Gatch
The Honorable Rosalyn D. Henderson-Myers
The Honorable Timothy A. "Tim" McGinnis

Monday, August 30, 2021 2PM
321 - Blatt Building
Pursuant to Committee Rule 6.8, S.C. ETV shall be allowed access for internet streaming whenever technologically feasible.

AGENDA

I.   **Approval of minutes**

II.   **Discussion of the study of the Department of Health and Human Services**

III. **Adjournment**

MINUTES

Chair Wm. Weston J. Newton

First Vice-Chair:
Joseph H. Jefferson, Jr.

Kambrell H. Garvin
Rosalyn D. Henderson-Myers
Jeffrey E. "Jeff" Johnson
John R. McCravy, III
Adam M. Morgan
Melissa Lackey Oremus
Marvin R. Pendarvis
Tommy M. Stringer
Chris Wooten

Jennifer L. Dobson
Research Director

Cathy A. Greer
Administration
Coordinator

Legislative Oversight Committee

South Carolina House of Representatives

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Gil Gatch
William M. "Bill" Hixon
Kimberly O. Johnson
Josiah Magnuson
Timothy A. "Tim" McGinnis
Travis A. Moore
Russell L. Ott
Michael F. Rivers, Sr.
John Taliaferro (Jay) West, IV

Charles L. Appleby, IV
Legal Counsel

Lewis Carter
Research Analyst/Auditor

Riley E. McCullough
Research Analyst

Legislative Oversight Committee

Monday, May 24, 2021
2:00 pm Blatt Room 321

Archived Video Available

I. Pursuant to House Legislative Oversight Committee Rule 6.7, South Carolina ETV was allowed access for streaming the meeting. You may access an archived video of this meeting by visiting the South Carolina General Assembly's website (http://www.scstatehouse.gov) and clicking on *Committee Postings and Reports*, then under *House Standing Committees* click on *Legislative Oversight*. Then, click on *Video Archives* for a listing of archived videos for the Committee.

Attendance

I. The Healthcare and Regulatory Subcommittee meeting was called to order by Chair John Taliaferro (Jay) West on Monday, May 24, 2021, in Room 321 of the Blatt Building. All members were present for all or a portion of the meeting, except Representative Timothy A. "Tim" McGinnis. Representative Gil Gatch participated virtually in the meeting.

Minutes

I. House Rule 4.5 requires standing committees to prepare and make available to the public the minutes of committee meetings, but the minutes do not have to be verbatim accounts of meetings.

Approval of Minutes

I. Representative Henderson-Myers makes a motion to approve the meeting minutes from the May 3, 2021, meeting. A roll call vote was held, and the motion passed.

Rep. Henderson-Myers motion to approve the May 3, 2021, meeting minutes.	Yea	Nay	Not Voting
Rep. Gatch	✓		
Rep. Henderson-Meyers	✓		
Rep. McGinnis			✓
Rep. West	✓		

Discussion of Department of Health and Human Services

I. Chair West places the following under oath: Ms. Janelle Smith, Deputy Director of Health Programs; Ms. Rhonda Morrison, Deputy Director of Systems Development & Acting Chief Information Officer; and Mr. Jeff Leieritz, Director of External Affairs; and Ms. Margaret Alewine, Program Manager, Community Options, Ms. Jordan Desai, Clinical Quality Director.

Chair West reminds Mr. Robert M. Kerr, Director; and Mr. T. Phillip Clark, Chief Financial Officer, that they remain under oath.

II. Deputy Director Smith provides an overview of the agency's health improvement programs. Topics discussed include:

a. Program Evaluation Report information;
b. Medicaid population;
c. Quality improvement and payment reform;
d. Individuals with Disabilities Education Act (IDEA) Part C (BabyNet):
e. Behavioral health benefit;
f. Opioid crisis strategies; and
g. COVID-19 Impact.

III. Deputy Director Singleton provides an overview of the agency's community-based services waiver programs. Topics discussed include:

a. Waiver programs structure and scope;
b. SCDHHS administered and operated waivers;
c. External agency operated waivers;
d. Waiver enrollment;
e. COVID-19 impact; and
f. Waiver renewals and outlook.

IV.   Ms. Rhonda Morrison provides an overview of the agency's Replacement Medicaid Management Information System. Topics discussed include:

   a. Program Evaluation Report information and organizational charts;
   b. Background;
   c. Vision and objectives;
   d. Overview and modules;
   e. COVID-19 impact; and
   f. Outlook.

V.   Mr. Jeff Leieritz, Director of External Affairs, provides an overview of the agency's communications. Topics discussed include:

   a. Main audience and vehicles;
   b. Refocus on social media;
   c. Proactive provider communications; and
   d. Proactive member communications.

VI.   Subcommittee members ask questions relating to the following:

   a. Employee satisfaction and turnover;
   b. Engagement of outside resources;
   c. Patient satisfaction with interaction with providers;
   d. Collaboration and contracts with multiple entities;
   e. Social determinants of health;
   f. BabyNet;
   g. Mental health services;
   h. Reimbursements to therapeutic foster parents;
   i. Opioid crisis;
   j. Telehealth;
   k. Waivers evaluation and waiting lists;
   l. Performance metrics in terms of covered services –
   m. Turnover in IT and agency's efforts to improve aging technology;
   n. Benchmarks with other states; and
   o. Agency communications.

   Agency staff respond to the members' questions.

Adjournment

   I.   There being no further business, the meeting is adjourned.

STUDY TIMELINE

Timeline of Agency Study

The House Legislative Oversight Committee's (Committee) process for studying the Department of Health and Human Services (agency, Department, or DHHS) includes actions by the full Committee; Healthcare and Subcommittee (Subcommittee); the agency; and the public. Key dates and actions are listed below.
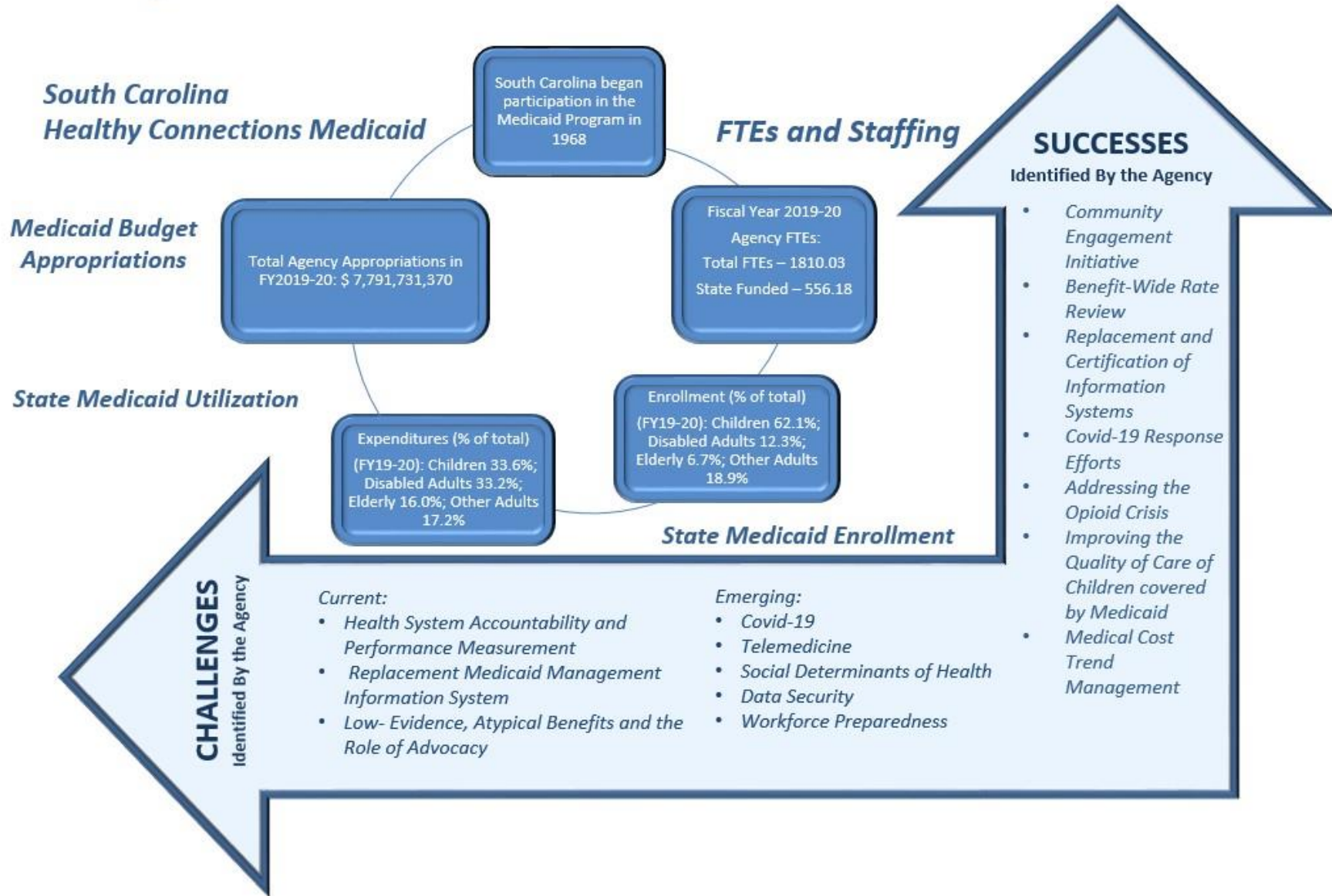
December 9, 2019	At Meeting 1, the Committee selects the Department of Health and Human Services as the next agency for the Healthcare and Regulatory Subcommittee to study.
January 15, 2020	The Committee provides the agency with notice about the oversight process.
February 28 – April 1, 2020	The Committee solicits input from the public about the agency in the form of an online public survey.
June 2, 2020	The Department of Health and Human Services submits its Program Evaluation Report.
July 28, 2020	The Subcommittee holds Meeting 2 with the agency to discuss an overview of its mission, history, resources, major programs, successes, challenges, and emerging issues.
March 8, 2021	The Subcommittee holds Meeting 3 with the agency to discuss South Carolina Healthy Connections Medicaid eligibility.
April 8, 2021	At Meeting 4 the Committee receives public input about the agency.
April 19, 2021	The Subcommittee holds Meeting 5 with the agency to discuss Medicaid financing.
April 26, 2021	The Subcommittee holds Meeting 6 with the agency to discuss the Program Integrity division.
May 3, 2021	The Subcommittee holds Meeting 7 with the agency to discuss the Basics of Medicaid Managed Care.
May 24, 2021	The Subcommittee holds Meeting 8 with the agency to discuss Waiver Programs; Health Improvement Programs; and Replacement Medicaid Management Information System.
August 30, 2021	The Subcommittee holds Meeting 9 with the agency to discuss findings from the agency's employee engagement/satisfaction survey.

Figure 3. Summary of key dates and actions in the study process

AGENCY SNAPSHOT

Department of Health and Human Services

South Carolina Healthy Connections Medicaid

Medicaid Budget Appropriations

State Medicaid Utilization

South Carolina began participation in the Medicaid Program in 1968

Total Agency Appropriations in FY2019-20: $ 7,791,731,370

Expenditures (% of total) (FY19-20): Children 33.6%; Disabled Adults 33.2%; Elderly 16.0%; Other Adults 17.2%

FTEs and Staffing

Fiscal Year 2019-20 Agency FTEs: Total FTEs – 1810.03 State Funded – 556.18

Enrollment (% of total) (FY19-20): Children 62.1%; Disabled Adults 12.3%; Elderly 6.7%; Other Adults 18.9%

State Medicaid Enrollment

SUCCESSES
Identified By the Agency

- *Community Engagement Initiative*
- *Benefit-Wide Rate Review*
- *Replacement and Certification of Information Systems*
- *Covid-19 Response Efforts*
- *Addressing the Opioid Crisis*
- *Improving the Quality of Care of Children covered by Medicaid*
- *Medical Cost Trend Management*

CHALLENGES
Identified By the Agency

Current:
- *Health System Accountability and Performance Measurement*
- *Replacement Medicaid Management Information System*
- *Low- Evidence, Atypical Benefits and the Role of Advocacy*

Emerging:
- *Covid-19*
- *Telemedicine*
- *Social Determinants of Health*
- *Data Security*
- *Workforce Preparedness*

*

AGENCY PRESENTATION

DHHS Presentation Documents
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2021 STAFF SURVEY RESULTS

2021 Staff Survey Results

About the Survey

On April 5, 2021, SCDHHS launched its Employee Engagement Survey to help prioritize actions that will improve the workplace environment, invest in team members and resolve barriers to achieving organizational goals. The survey closed April 16, 2021.

With a total of 47 survey questions, respondents were asked to identify/answer:

- 43 Likert Scale questions (scale 1-4, where 1=Strongly Disagree and 4=Strongly Agree, with a 5th "no opinion" option)
- 4 Open ended comment questions

Participation

This survey had an excellent **87%** response rate, as **1,138 employees responded out of the 1,304 employees** to whom the survey was sent.

Survey Introduction

As a point of reference, we include the Survey Introduction as it appeared on the actual survey.

WELCOME to the SC Department of Health and Human Services 2021 survey!

The purpose of the survey is to gather feedback and assess the organization's needs. **All of your responses will be anonymous.** Survey responses will be compiled using themes and topics and we will not share any verbatim comments. Your honest feedback is an essential component of the ongoing organizational decisions, and your input will enable us to understand how you perceive the organization.

As a reminder, SC DHHS's Mission is to purchase the most health for those in need at the least cost to taxpayers.

Survey Questions

Following are the questions as they appeared on the survey.

1. I like my job and the work I do.
2. I have the opportunity to learn new skills.
3. I have the materials and resources I need to do my work.
4. Within my program, my job is important and supports the mission and vision of the Department.
5. My performance evaluations are administered fairly and appropriately.
6. I am not micro-managed and am allowed to do my job.
7. Within my program, I know what is expected of me at work.
8. I feel like SCDHHS values me as an employee.
9. I am proud to work for SCDHHS.
10. I feel like I have a good, long-term career opportunity here.
11. My supervisor recognizes me when I do a good job.
12. My supervisor is willing to listen and assist when I have questions or concerns.
13. My supervisor keeps me informed on things I need to know.
14. My supervisor treats me with respect and dignity.
15. My supervisor provides the appropriate atmosphere for employees to be as productive as possible.
16. My supervisor seems to care about me as a person.
17. SCDHHS's actions are consistent with the Mission Statement as stated at the beginning of this survey.
18. I would recommend a friend for a job opening at SCDHHS.
19. Overall, Top Management in SCDHHS does a good job.
20. I am paid fairly in comparison to other employees at SCDHHS.
21. I am paid fairly in comparison to other companies.
22. If I could, I would leave SCDHHS for another job with the same rate of pay.
23. SCDHHS is concerned with the long-term welfare of all its employees.
24. I understand my options for Medical, Dental, and Vision insurance, other benefits, how they work, and what is available to me.
25. I know who to call if I have questions about my benefits.
26. Within my department, I generally feel informed about changes that affect me.
27. Overall, communication is effective within my department.
28. SCDHHS does a good job communicating about changes or decisions that affect employees.

Survey Questions (continued)

29. Interested in training and development opportunities in the following areas:
    - Leadership Essentials
    - Managing Conflict
    - Effective Communication
    - Time Management
    - Creative Problem-Solving
    - Diversity & Inclusion
    - Presentation Skills
    - Decision-Making Skills
    - Teamwork
    - Respect in the Workplace

30. I am satisfied with the training and development opportunities provided to me.

31. My supervisor encourages my development.

32. The Executive Team supports overall employee development.

33. Operations are in line with the Vision / Mission of SCDHHS.

34. The services we deliver serve our constituents effectively.

35. We have the right people in the right job at the right time.

36. Each individual understands his/her role in SCDHHS and how that supports success.

37. Individuals know how they make a difference in SCDHHS.

38. I am treated fairly with regard to age, gender, race, sexual orientation, and physical ability.

39. The team members in my Department work well together.

40. I feel SCDHHS is a safe place to work.

41. I feel secure that I will be able to work for SCDHHS as long as I do a good job.

42. I work in an environment that embraces change, new ideas, respect for the individual, and equal opportunity to succeed.

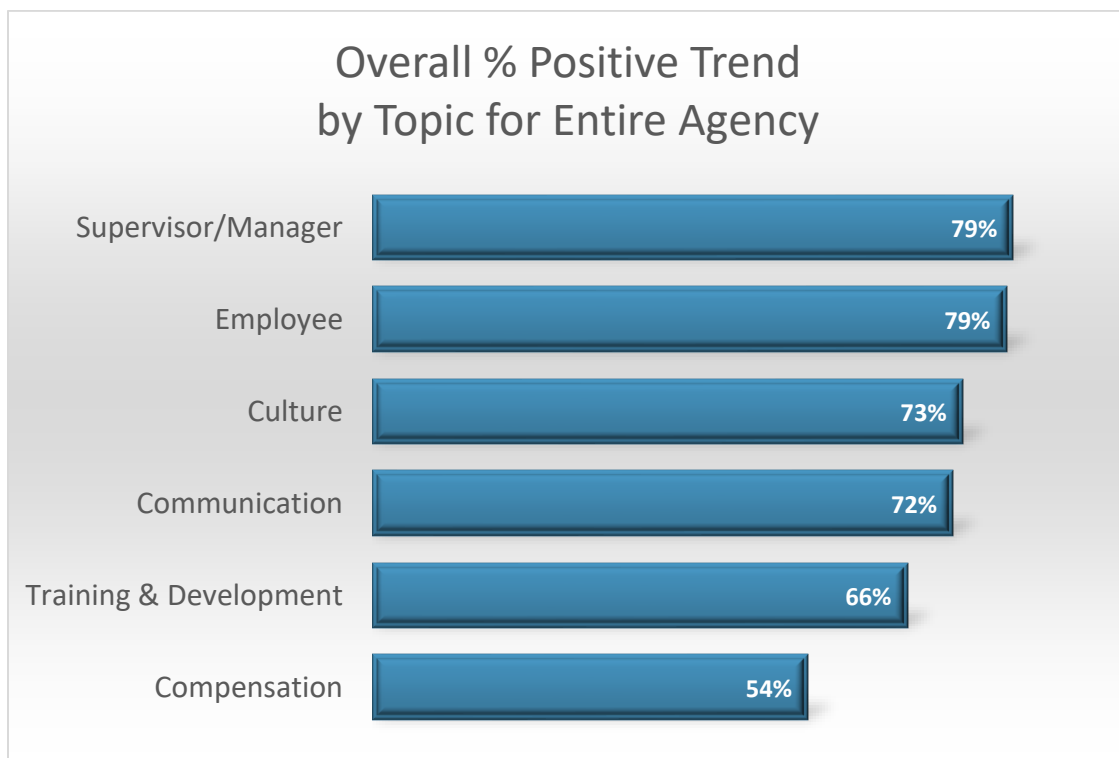43. I have a good relationship with my team members.

44. What are things that SCDHHS does well and should continue doing?

45. What are things that SCDHHS should start doing? Focus on any areas in which the organization could make SCDHHS a better place to work, including communication and work environment.

46. What would you say are opportunities for improvement within SCDHHS?

47. Any other things on your mind that you would like to share?

Percent Positive Responses for All SC DHHS

Overall % Positive Trend by Topic for Entire Agency

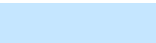| Topic	% Positive
Supervisor/Manager	79%
Employee	79%
Culture	73%
Communication	72%
Training & Development	66%
Compensation	54%

Survey participants were most positive in general about their Supervisor/Manager and their Employee experience, and least positive about their Compensation. Questions were grouped according to which group the question refers to. In some cases, question response may provide insight into other practices as well.

In the following charts, the columns with % pos (percent positive) indicate that this percentage of respondents answered the question with "Strongly Agree" or "Agree." Columns to the far left indicate the question group as well as the topic area the question may refer to.

Sorted by Percent Positive – High to Low (All SC DHHS)

Q#	Question	% Pos	Survey Section	Topic Areas
4	Within my program, my job is important and supports the mission and vision of the Department.	95%	Employee	Programs
7	Within my program, I know what is expected of me at work.	93%	Employee	Performance
43	I have a good relationship with my team members.	93%	Culture	Collaboration
1	I like my job and the work I do.	92%	Employee	Programs
24	I understand my options for Medical, Dental, and Vision insurance, other benefits, how they work, and what is available to me.	92%	Compensation	Benefits
12	My supervisor is willing to listen and assist when I have questions or concerns.	91%	Sup/Man	Management
14	My supervisor treats me with respect and dignity.	91%	Sup/Man	Management
25	I know who to call if I have questions about my benefits.	88%	Compensation	Benefits
39	The team members in my Department work well together.	88%	Culture	Collaboration
3	I have the materials and resources I need to do my work.	87%	Employee	Resources
13	My supervisor keeps me informed on things I need to know.	87%	Sup/Man	Communication
15	My supervisor provides the appropriate atmosphere for employees to be as productive as possible.	87%	Sup/Man	Management
16	My supervisor seems to care about me as a person.	87%	Sup/Man	Management
40	I feel SCDHHS is a safe place to work.	86%	Culture	Safety
38	I am treated fairly with regard to age, gender, race, sexual orientation, and physical ability.	84%	Culture	DE&I
11	My supervisor recognizes me when I do a good job.	83%	Sup/Man	Management
34	The services we deliver serve our constituents effectively.	83%	Culture	Operations
6	I am not micro-managed and am allowed to do my job.	81%	Employee	Management
41	I feel secure that I will be able to work for SCDHHS as long as I do a good job.	81%	Culture	Culture
2	I have the opportunity to learn new skills.	79%	Employee	Training
9	I am proud to work for SCDHHS.	79%	Employee	Programs
26	Within my department, I generally feel informed about changes that affect me.	78%	Communication	Communications
31	My supervisor encourages my development.	77%	T&D	Performance
27	Overall, communication is effective within my department.	75%	Communication	Communications
17	SCDHHS's actions are consistent with the Mission Statement as stated at the beginning of this survey.	71%	Sup/Man	Culture
30	I am satisfied with the training and development opportunities provided to me.	71%	T&D	Training

Color Legend

Doing Well 80% - 100%	
Trending Good 70% - 79%	
Caution 60% - 69%	
Concern < 60%	

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Healthy Connections
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Percent Positive High to Low - All SC DHHS (continued)

Q#	Question	% Pos	Survey Section	Topic Areas
33	Operations are in line with the Vision / Mission of SCDHHS.	68%	Culture	Operations
5	My performance evaluations are administered fairly and appropriately.	66%	Employee	Performance
18	I would recommend a friend for a job opening at SCDHHS.	64%	Sup/Man	Culture
28	SCDHHS does a good job communicating about changes or decisions that affect employees.	63%	Communication	Communications
42	I work in an environment that embraces change, new ideas, respect for the individual, and equal opportunity to succeed.	63%	Culture	Adaptation /Innovation
10	I feel like I have a good, long-term career opportunity here.	62%	Employee	Benefits
*22	If I could, I would leave SCDHHS for another job with the same rate of pay.	61%	Compensation	Compensation
37	Individuals know how they make a difference in SCDHHS.	59%	Culture	Culture
36	Each individual understands his/her role in SCDHHS and how that supports success.	58%	Culture	Performance
19	Overall, Top Management in SCDHHS does a good job.	54%	Sup/Man	Management
8	I feel like SCDHHS values me as an employee.	52%	Employee	Culture
32	The Executive Team supports overall employee development.	51%	T&D	Training
35	We have the right people in the right job at the right time.	42%	Culture	HR
20	I am paid fairly in comparison to other employees at SCDHHS.	33%	Compensation	Compensation
23	SCDHHS is concerned with the long-term welfare of all its employees.	33%	Compensation	Culture
21	I am paid fairly in comparison to other companies.	17%	Compensation	Compensation

Color Legend

Doing Well 80% - 100%

Trending Good 70% - 79%

Caution 60% - 69%

Concern < 60%

Since this question is negative, % positive is for answers of "Strongly Disagree" and "Disagree."

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Employee Engagement Survey Comparable Stats

Comparable 1(C1) – A state agency in another state with a mission similar to that of SCDHHS
Comparable 2(C2) – A mid-size federal agency

	Question	SCDHHS	C1	C2
1	Individuals know how they make a difference in their organization	59	93	88
2	Each individual understands his/her role in the organization and how that supports success	58	93	83
3	I am paid fairly in comparison to other employees	33		72
4	I am paid fairly in comparison to other companies	17		72
5	Within my program, my job is important and supports the mission and vision of the organization	95	93	89
6	Within my program, I know what is expected of me at work	93	93	
7	My supervisor is willing to listen and assist when I have questions or concerns	91		87
8	My supervisor treats me with respect and dignity	91		89
9	I have the materials and resources I need to do my work	87	64	58
10	I feel my organization is a safe place to work	86	77	85
11	I am treated fairly with regards to age, gender, race, sexual orientation, and physical ability	84	52	
12	My supervisor recognizes me when I do a good job	83	53	65
13	I am proud to work for this organization	79	74	77
14	Within my department, I generally feel informed about changes that affect me.	78	54	
15	My supervisor encourages my development	77	71	81
16	Overall, communication is effective within my department	75	54	76
17	I am satisfied with the training and development opportunities provided to me	71	70	66
18	Operations are in line with the Vision/Mission of the organization	68	57	84
19	My performance evaluations are administered fairly and appropriately	66	49	77
20	I would recommend a friend for a job opening at my organization	64	57	79

SOUTH CAROLINA DEPARTMENT OF HEALTH AND HUMAN SERVICES

Healthy Connections
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Henry McMaster GOVERNOR
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Aug. 30, 2021

Team SCDHHS:

We recently received the results of the employee survey that was taken in April and I want to share the results with you. In an attachment to this email, you will find a compilation of the scores from across the agency. We asked the vendor if they could provide a comparison of our scores to similar entities and we have included that information as well. I want to personally thank you for taking the time to complete the survey. We had a good response with an 87% participation rate. In addition to the survey questions, you provided more than 3,400 comments. I have reviewed the findings and read each of your comments.

The survey has proven valuable to me in assessing some of our organization's strengths and weaknesses. We have a fair number of positives and strengths that we can build upon. The most important to me being that 95% of you believe your job is important and supports the mission of the agency. Your belief in that mission is why I was willing to come back to SCDHHS. However, there are some areas where we can improve and I would like to share my thoughts on those with you. To make it easier to follow, I've grouped these thoughts into five related categories. I hope you find them helpful.

Organizational Structure

There were five troubling survey results that directly or indirectly related to how we are organized:

(#28)   Only 63% of employees believe we do a good job communicating changes or decisions that affect employees

(#33)   Only 68% believe operations are in line with the vision/mission of SCDHHS

(#36)   Only 58% of employees understand his/her role in SCDHHS and how that supports success

(#37)   Only 59% of individuals know how they make a difference in SCDHHS

(#42)   Only 63% of employees believe they work in an environment that embraces change, new ideas, respect for the individual and equal opportunity to succeed

The way we are structured determines how our staff and responsibilities interrelate across the agency. As a result, our structure reflects how we communicate as an organization. A quick glance

at the organizational chart should reveal how freely information flows. There is not necessarily a single right or wrong organizational design. There are advantages and disadvantages to every structure. The key is to implement the right principles that lead to effective communication and decision-making.

SCDHHS has previously embraced what is known as a vertical or tall structure. This is a very traditional structure that is hierarchal in nature and embraces centralized decision-making. In the right environment, its inherent centralization and tight span of control can result in a highly efficient organization. By design, it creates vertical reporting structures. If not carefully attended, however, these structures can easily lead to the creation of "silos" and stifle communication. When I arrived a few months ago I noticed the executive team frequently used the term "verticals." Unfortunately, I also noticed there was very little cross-communication occurring. Therefore, each time I heard the word I couldn't help but think of the current colloquialism "stay in your lane." That may not have been the intent but, needless to say, we no longer use that term. Further, we also have work to do in breaking down these silos and opening up communications channels. A strongly centralized organization without open communication can end up dampening employee enthusiasm and innovation as employees wait for decisions to run up and down the chain of command. Inevitably, downstream departments then tend to develop a more narrow view that may diverge from overall agency goals.

If I were forced to choose one structure that provides a single image of my management philosophy, it would be an inverted triangle with our customers or members at the top followed by line staff with the director at the bottom. This inverted triangle portrays the visual that managers exist to support employees and we all exist to serve our members. As much as I like the visual, this structure does not properly reflect other important fundamentals such as how we effectively communicate and establish the agency's vision.

At this moment, your executive staff is going through the exercise of examining our current structure. We hope to make improvements to our existing framework, but more important than the actual structure are the underlying organizational principles we embrace. We are committed to incorporating the following principals into our structure:

- Empowering decision-making and delegation further down into the organization
- Opening up communication to break down "silos"
- Ensuring access to integrated information and data across the organization
- Focusing on delivering value over function
- Ensuring that our mission and goals remain the focus throughout the organization
- Fostering a spirit of innovation

I believe these principles will contribute to improving our culture, and great results occur when people enjoy the culture in which they work.

Resource Allocation

In response to survey question #35, only 42% of employees believe we have the right people in the right job at the right time. I would not disagree. During my short three months, I have encountered a number of people within the agency who are placed in positions that do not allow them to use their talents to their fullest potential. As we work to realign our current structure, we are making a concerted effort to make sure staff are placed where they can be most productive. Having the right people in the right job at the right time is related to setting a proper organizational structure, but I highlighted it separately in order to raise a couple of important points that may be contributing to our improper allocation.

The first is that I have found that many employees do not have position descriptions that reflect their current responsibilities. It appears position descriptions did not catch up with some of the reorganizations that previously occurred. Employees are left trying to fill in the blanks, which may or may not be aligning with agency goals. The initial solution to this is simple in that I expect every employee to be provided an up-to-date job description that accurately reflects their responsibilities. The second point is that our leadership must make sure the functions we ask staff to perform are actually in alignment with established agency goals and objectives. Improperly aligned tasks draw precious time and energy away from those tasks that would otherwise be spent moving the agency in the direction it needs to go. Finally, we need to ensure as leaders that the goals and objectives we establish for the agency are relevant, timely and meet the needs of the people we serve.

Performance Reviews

Several survey responses indicate many employees may be lacking appropriate feedback on their performance:

(#5)   Only 66% of staff feel their performance evaluations are administered fairly and appropriately

(#8)   Only 52% of employees feel like SCDHHS values them as an employee

(#37)   Only 59% of individuals know how they make a difference in SCDHHS

Every employee deserves to know exactly what is expected of them and how they are performing against those expectations. An employee will not feel they are valued or that they make a difference in the organization unless leadership tells them. There are many ways a supervisor can provide feedback but the primary method in the state is through the annual Employee Performance Management System (EPMS) process. I have repeatedly encountered employees that have not received timely performance reviews. It is apparent that many in leadership do not have an appreciation of the EPMS process. I am challenging our executive staff and human resources department to help us understand exactly why this is the case and how we can bring some innovation to the process. We can solve part of the problem by simply making the completion of performance reviews part of each manager's own personal performance review.

However, unless we make the process more relevant and timely, our efforts will be in vain. The one standard that I will insist upon moving forward is that the agency's established goals and objectives must be incorporated in some form into every EPMS document. Only then will an employee be able to know how they make a difference at SCDHHS.

Employee Development

(#10) Only 62% of staff feel like they have a good, long-term career opportunity here

(#32) Only 51% of staff feel like the executive team supports overall employee development

It was clear within a few days of my arrival that employee turnover had resulted in significant loss of institutional knowledge, particularly in our program and operations areas. In that area alone, we estimate we are down at least 60 full-time employees. Since Medicaid is very specialized, it will be difficult to simply rehire institutional knowledge. This will require the agency to embark on an extensive long-term training program. We will be significantly building out our current training base with the intent of making training and development a permanent part of the culture at SCDHHS. It is my expectation that every staff member should be offered and complete a certain number of development and training hours annually. Part of our training program will be to require that all new supervisors complete initial supervisory training. Existing supervisors will be required to complete ongoing annual training. In addition, we will be making the newly developed intern program a permanent fixture at SCDHHS.

Compensation

The area that received the most comments and concern relates to compensation.

(#20) Only 33% of employees believe they are paid fairly to other employees at SCDHHS

(#21) Only 17% of employees believe they are paid fairly in comparison to other companies

(#23) Only 33% of employees believe SCDHHS is concerned with the long-term welfare of all its employees

I would have to agree there are significant salary discrepancies across the agency. As we look across our structure, it is honestly difficult to discern the rationale behind some of our classification and compensation decisions. I'm sure it is the accumulation of many years of different philosophies.

I grew up through the state system so I know that few of you entered public service for the money, but we do need to do our best to provide you a fair compensation. In the past, I might have said that the benefits offset salaries that are lower than the private sector, but I recognize that the employee share of retirement and health are taking bigger shares of your paycheck.

You work in the public sector, so you are very much aware of the constraints we work under when it comes to employee compensation. As a result, I want to be careful not to make broad promises that are beyond my control. However, I will make the following commitments to you that are under my purview:

- As we review our current structure, we will work to incorporate more standardization into our classification structure.
- Human resources will undertake an extensive compensation and classification study of the agency to see where improvements may be made.
- We will not ask you to continually take on more work without compensating you.
- We will work hard to identify areas where we can provide other benefits that make SCDHHS a better place to work.
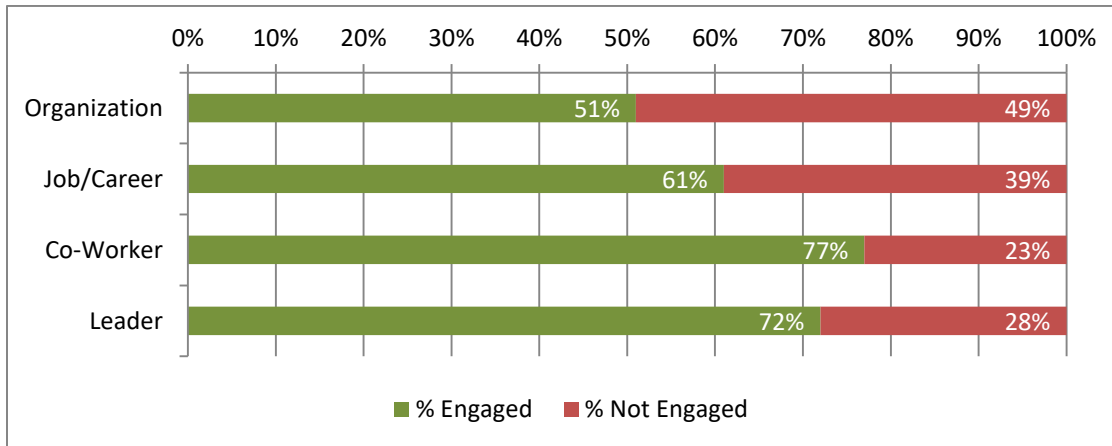- I will work hard to ensure we pay you as fairly as we are able

In closing, I would say that the most important survey question to me was #18 that asked if you would recommend a friend for a job opening at SCDHHS. I want to set the ambitious goal of seeing the future response to that question reach 100%. Thank you for allowing me to share my thoughts with you. Five pages may have been a little much, but there is more that we need to talk about and this will be an ongoing conversation. If you read this far, you have at least shown an interest in where we're heading as an agency. I appreciate that and look forward to getting to that destination together.

2019 DHHS EMPLOYEE SURVEY

TALENTKEEPERS®

A COMPANY IS KNOWN BY THE PEOPLE IT KEEPS

TalentKeepers TalentWatch® Survey
SCDHHS Executive Summary

Engagement Index Scores

Engagement Index Scores bar chart:
- Organization: 51% Engaged, 49% Not Engaged
- Job/Career: 61% Engaged, 39% Not Engaged
- Co-Worker: 77% Engaged, 23% Not Engaged
- Leader: 72% Engaged, 28% Not Engaged

Legend: ■ % Engaged ■ % Not Engaged

Key Metrics Summary

ENPS	Favorable Satisfaction	Intent to stay	Top Reasons for Joining	Top Reasons for Staying	Why Employees May Leave
-18	65%	> 10 years: 41% 5 to 10 years: 22% 3 to 5 years: 13% 1 to 3 years: 18% < 1 year: 6%	• Type of work • Hours and schedule • Learn new skills	• Job duties 34% • Career 13% • Co-workers 12%	• Job duties 34% • Career 13% • Co-workers 12%
	Sat Change In last 6 months) 28% More Satisfied 26% less Satisfied				

Recommendations

Public Consulting Group, in partnership with TalentKeepers and Staffing Solutions Organization, are poised to assist and support your organization's efforts to take action on engagement results. Through our partnership which includes leadership training programs offered bi-annually, taking action recommendations, and continuous consultative support for our Project Coaches, we are confident that appropriate action planning will result in improved scores across your organization.

Based on your organization's results, below is a summary of our taking action recommendations. We are happy to discuss these in more detail at any time; Kim Backman and Boyd Shealy have been briefed as well.

1. Leverage Leader Relationships Through Training and Development
2. Build Trust and Engage Supervisors: "Share Down" to avoid "Blaming Up"
3. Individual Contributor Training and Development
4. Policies and Procedures Assessment
5. Compensation & Benefits Communication

TALENTKEEPERS®

TalentWatch® Report
Group Results
SCDHHS

Report Prepared on:	Wednesday, January 16, 2019
Overall:	SCDHHS
General Survey Respondents:	1023
Leader Survey Respondents:	986
Attachments:	TalentWatch Team Meeting Guide
	(double click the name to open)

TalentWatch® Engagement Survey Results

This report will help you understand the following:

- ➢ Organization, Job/Career, Co-Worker, and Leader factors that influence employee engagement
- ➢ Factors that influence employees to stay or consider leaving your organization
- ➢ Current employee satisfaction and satisfaction change
- ➢ Employee Net Promoter Score (ENPS), which measures employees' willingness to recommend (WTR) the organization as a good place to work and recommend products and services to others

Your survey results present a rare opportunity to learn exactly how your team members' feel about the organization, their jobs, co-workers and their leader - you. This information will enable you to improve your ability to engage, retain, and get the best performance from your team. You will benefit from these abilities throughout your leadership career.

How to use your results:

☐ **Look for surprises:** The most valuable outcome of this and any survey is to learn something new. While reviewing your results you will come across data that will fall into one of the following categories:

Gifts: "Gifts" are results that are better than you anticipated. Use this data to leverage your strengths in engaging and retaining talent.

Affirmations: "Affirmations" are results that reflect exactly what you anticipated. Ask for additional feedback from your team on how you best improve in areas where you have the opportunity to do so.

Surprises: "Surprises" are results that unfortunately, are worse than you thought. Nobody likes these types of surprises, but the good news is that you're now aware of these areas and can focus on improving them. Surprises are the most valuable results you can receive, so do not rationalize or discount them. Without this knowledge, you would continue behaving in your normal way, unaware of the negative impact it was having on your team.

☐ **Set Action Planning goals:** Complete the Action Planning items within the guide to help you incorporate what you've learned from the survey into your daily work experiences with employees.

☐ **Meet with your leader:** Schedule a meeting with your leader to discuss your current results, your action plan and your goals. Be prepared to discuss (1) the factors influencing your current goals, (2) how you set your goals, and (3) what actions you will take to meet your goals. Share with your leader your plan for how you will review these results with your team and get his/her assistance in any areas you may be uncomfortable.

☐ **Use this guide to conduct a** *Team Meeting:* Meet with your team to discuss the results of this survey. This might seem intimidating, especially if you have a number of areas to improve. The great news is that you don't need to be prepared to tell your team how you're going to improve. You just need to be prepared to ask questions on how they would like you to change.

It is important to get feedback from all of your team members. If you have a team in which a few of the members tend to dominate discussions, it may be appropriate to meet individually with each team member to ensure every team member can provide you with feedback. Here are some tips for discussing your results with your team:

- ➢ Thank your team for their participation in taking the survey.
- ➢ Review some positives and some areas for development.
- ➢ **Ask questions.** For areas where your team has indicated you could improve, ask open-ended questions regarding how you could be more effective in the area. A powerful question sequence is **Start, Stop and Continue** For each improvement area, you simply ask team members to tell you things/behaviors they would like you to start, stop and continue. Use these suggestions as part of your action plan.
- ➢ Share some of the actions you will take based on the survey results.
- ➢ Provide status to your team on next steps and follow through on your action plan.

☐ **Take Action on your results**: The true value of this survey is based on your ability to manage differently based on the survey results.

Table of Contents

Summary of Key Metrics

Intended Length of Stay

- Less than 1 year 5.9%
- 1 to 3 years 18.2%
- 3 to 5 years 13.4%
- 5 to 10 years 21.9%
- More than 10 years 40.7%

Overall Satisfaction at Work

- Satisfied
- Neutral
- Dissatisfied

Satisfied	Neutral	Dissatisfied
65.5%	22.9%	

Satisfaction Change

- Increased
- Same
- Decreased

Increased	Same	Decreased
27.7%	46.0%	26.3%

Employee Net Promoter Score

Detractor ... Promoter

- Willing to Recommend as Good Place to Work: -18
- Willing to Recommend Products & Services: 40

ORGANIZATIONAL Engagement Index

of Respondents = 1023

- Not Engaged 48.8% (499)
- Engaged 51.2% (524)

JOB & CAREER Engagement Index

of Respondents = 1023

- Not Engaged 38.7% (396)
- Engaged 61.3% (627)

CO-WORKER Engagement Index

of Respondents = 1023

- Not Engaged 23.3% (238)
- Engaged 76.7% (785)

LEADER Engagement Index

of Respondents = 986

- Not Engaged 27.7% (273)
- Engaged 72.3% (713)

Factors that led employees to JOIN the organization

Join Factors: Key factors that influence an individual's decision to join your organization.

Individuals typically join organizations first for Organizational factors (reputation, location, & benefits) followed by Job/Career factors (job duties, schedule, & opportunities) and then for Leader or Co-worker factors, because most new employees are unfamiliar with the people with whom they will be working with.

These results can be used to guide recruiting strategies and employment branding efforts. Leverage the factors that attract employees to your organization to improve employee engagement.

Influence to Join

Degree of Influence

Join Factors	Degree of Influence
The type of work my job involves.	4.1
The hours/schedule I would be working.	4.1
The opportunity to learn new skills.	4.0
The benefits package.	3.7
The location where I come to work on a daily basis.	3.7
The opportunity to advance within the organization.	3.5
The image and reputation of the organization.	3.4
The leader for whom I would be working.	3.3
The compensation plan (pay, bonus, incentives).	3.2
The co-workers with whom I would be working.	3.0
The reputation of the management team.	3.0

(Scale: None, Weak, Moderate, Strong, Very Strong)

Circle the strong Join Factors that you can leverage with your team to improve employee engagement.

What specific activities will you use to emphasize these factors with your team?

_____
_____
_____
_____
_____
_____
_____

Committed Employees, How long employees intend to stay

Committed Employees: The length of time employees say they intend to stay with the organization. A measure of overall risk of turnover.

Resist the urge to ask individual employees how they responded, instead use the results to understand the overall potential of turnover risk within your team. Your goal is to influence all of your well-performing employees to stay longer.

Review the timeframes that employees selected to describe the length of time they plan on staying with the organization. Use the information in the remainder of this report to understand what factors might be causing employees to consider leaving.
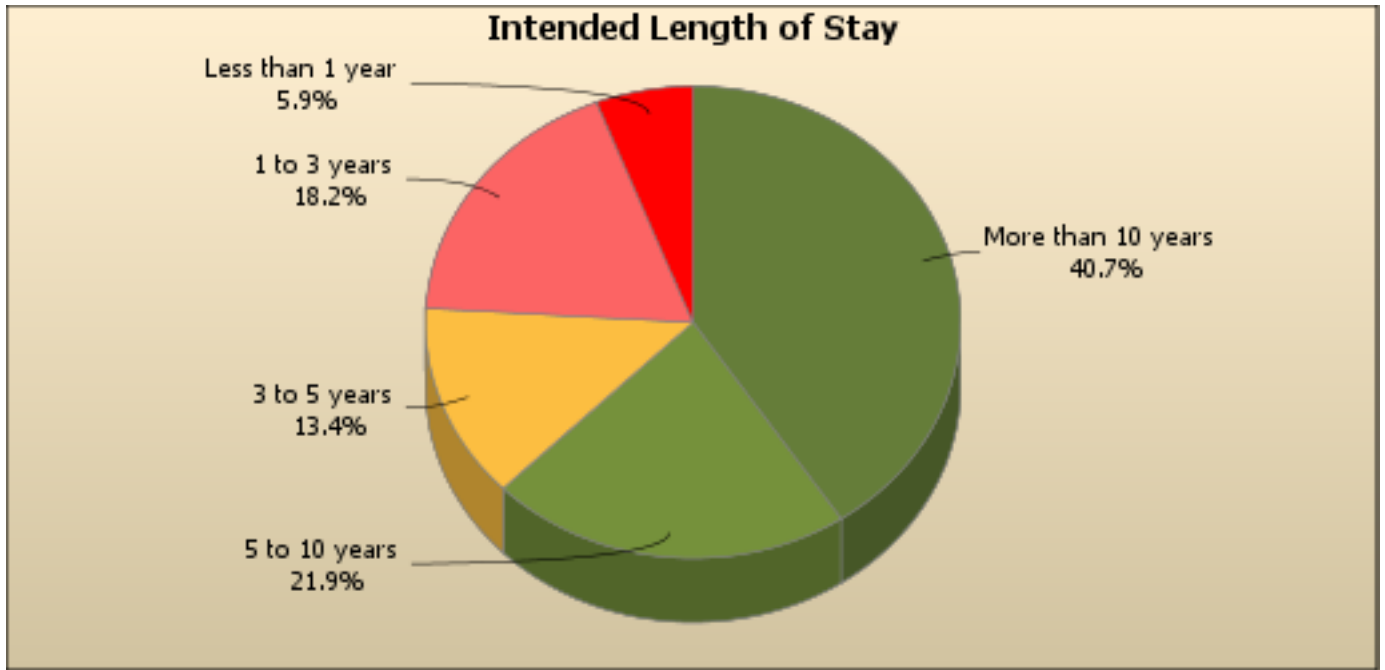
Intended Length of Stay	More than 10 years	5 to 10 years	3 to 5 years	1 to 3 years	Less than 1 year
Count	416	224	137	186	60
%	40.7%	21.9%	13.4%	18.2%	5.9%

How many employees are high risks because they do not intend to stay for "More than 10 years"?

_____

What actions can you take to gain commitment from your employees and increase their intended length of stay with the organization? (Keep this question in mind as you review the results in this report.)

_____
_____
_____

Satisfaction at Work

Overall Satisfaction: Level of overall satisfaction at work ranging from a favorable response indicating overall satisfaction to an unfavorable response indicating dissatisfaction.

Overall Satisfaction at Work

■ Favorable - Satisfied   ■ Neutral   ■ Unfavorable - Dissatisfied

| % | 65.5% | 22.9% | 11.6% |
| 0% | 50% | | 100% |

Overall Satisfaction as Work	Favorable Satisfied	Neutral	Unfavorable Dissatisfied
Count	670	234	119
%	65.5%	22.9%	11.6%

Satisfaction change: These results should be viewed as a way to identify how overall satisfaction may be changing.

Satisfaction Change

■ Increased   ■ Same   ■ Decreased
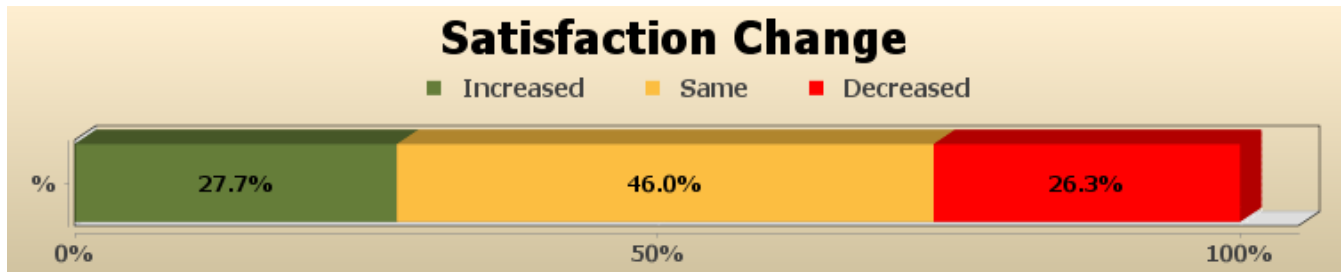
| % | 27.7% | 46.0% | 26.3% |
| 0% | 50% | | 100% |

Satisfaction Change in the past 6 to 12 months	Increased	Same	Decreased
Count	283	471	269
%	27.7%	46.0%	26.3%

Review both the current level of Overall Satisfaction at Work and the direction of Satisfaction Change. Are these results surprising or expected?

_____

What recent events, changes, or practices could account for the current trend in employees' satisfaction?

_____
_____

What can you do to influence your teams' perceptions of the factors that account for the current level and direction of change in satisfaction? (Keep this question in mind as you review the results in this report)

_____
_____
_____

Employee Net Promoter Score (ENPS)

Employee Net Promoter Score (ENPS): Measures your employees' willingness to recommend the organization as a good place to work and recommend products and services to others.

Use the ENPS scores and free responses (listed at the end of this report) to understand how to enrich employee work experiences to create and maintain a workforce of "Promoters" who are loyal, enthusiastic, and proud to recommend.

How ENPS is calculated: When employees rated their willingness to recommend, a 10-point rating scale was used where a 1-6 rating is a "Detractor", a 7-8 rating is a "Passive", and a 9-10 rating is a "Promoter". The score displayed is on a (negative) -100 to (positive) +100 scale and is calculated by subtracting Detractors from Promoters, then dividing by the total number of respondents.
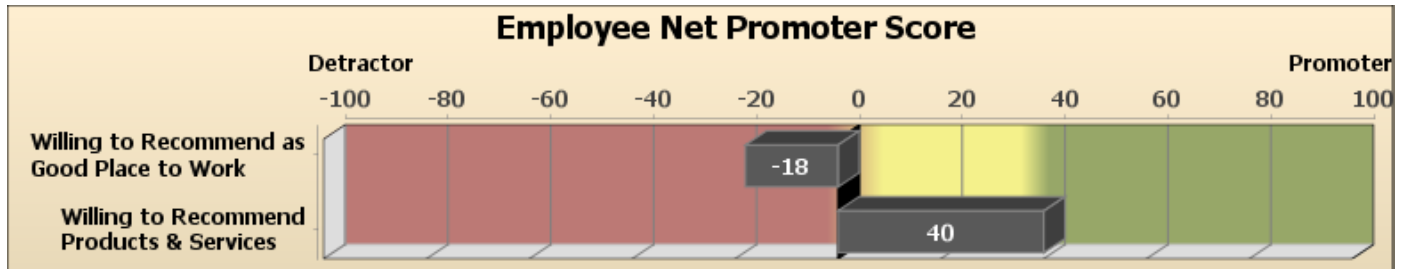
	ENPS	Detractor Count	Passive Count	Promoter Count
How likely are you to recommend, to a friend or colleague, the organization as a **good place to work?**	-18	428	348	247
How likely are you to recommend the **products and services we offer?**	40	178	262	583

Detractors tend to provide negative feedback, reduce employee motivation and pride; while Passives are passively satisfied with little enthusiasm or referrals. Review the count of Detractors and Passives. Are these results surprising or expected?

_____
_____
_____

What are your initial thoughts on what you can do to improve your team members' willingness to recommend? (Keep this question in mind as you review the ENPS Free Responses and the remaining results in this report).
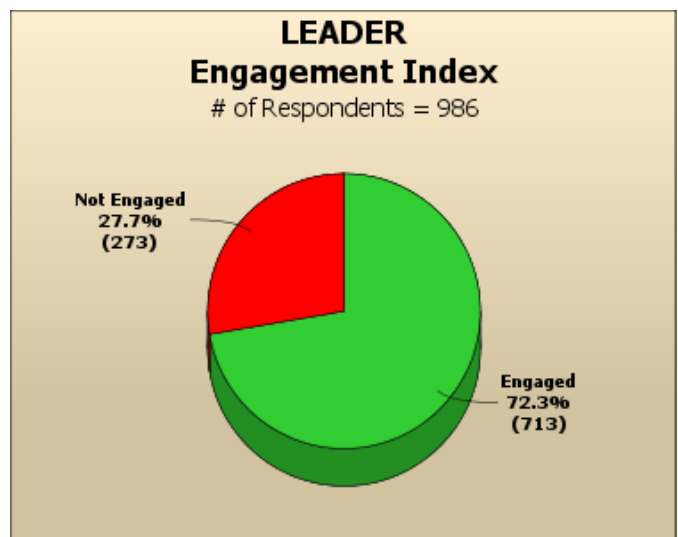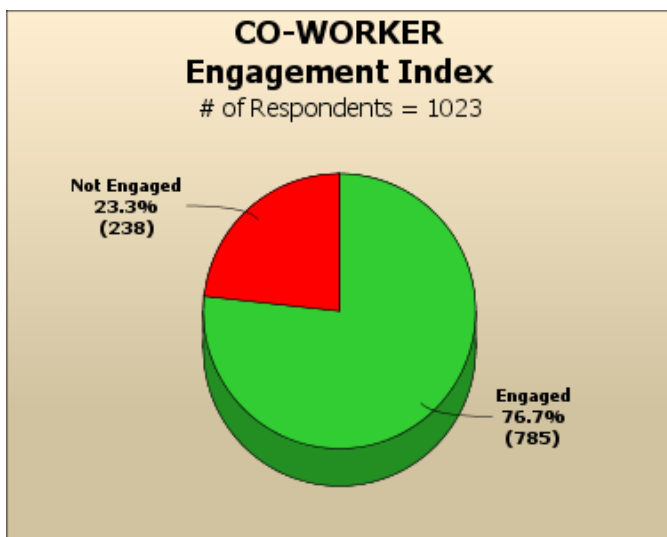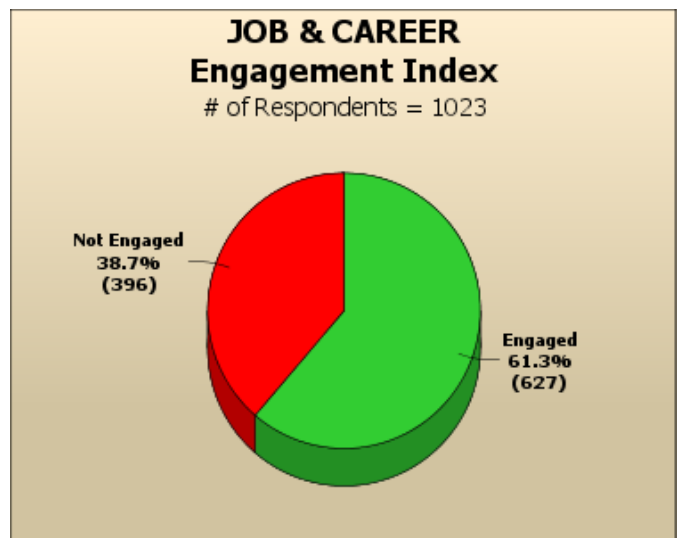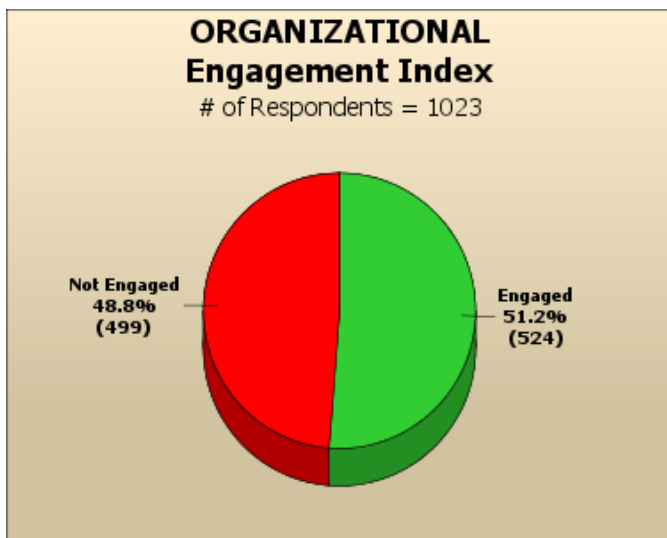
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Employee Engagement

What is Employee Engagement?

Employee Engagement is your employees' ability and willingness to contribute to organizational success, especially their willingness to give "discretionary effort", going beyond what is typically required in their position to make the organization successful. Employee Engagement is an essential element of organizational health and is the goal of strategic initiatives designed to improve employee attitudes and retention. This can be accomplished through leadership, co-workers, job/career satisfaction, and a high performing organization. Higher levels of employee engagement are linked to employee commitment, a high performing workforce, satisfied and loyal customers, and a productive and profitable organization.

What is an Engagement Index?

An Engagement Index (EI) is the percentage of employees who are currently engaged by each driver: Organization, Job/Career, Co-Worker, and Leader. Employees rate each engagement question on a 5-point scale (where 5 = Strongly Agree through 1 = Strongly Disagree). An engagement index is calculated based on the average rating of all the questions within each engagement driver. For an employee to be *Engaged*, their average rating must be 3.65 or higher.

ORGANIZATIONAL
Engagement Index
of Respondents = 1023

Not Engaged
48.8%
(499)

Engaged
51.2%
(524)

JOB & CAREER
Engagement Index
of Respondents = 1023

Not Engaged
38.7%
(396)

Engaged
61.3%
(627)

CO-WORKER
Engagement Index
of Respondents = 1023

Not Engaged
23.3%
(238)

Engaged
76.7%
(785)

LEADER
Engagement Index
of Respondents = 986

Not Engaged
27.7%
(273)

Engaged
72.3%
(713)

Action Planning for Engagement Drivers

Each driver is made up of specific survey items. Employees' responses to each of these items are displayed on the following pages.

How to use your results:

There are percentages shown next to each statement which indicate the percentage of your team members who Agreed or Strongly Agreed with the statement (**F**avorable), Neither Agreed Nor Disagreed (**N**eutral), and Disagreed or Strongly Disagreed (**U**nfavorable).

Pay attention to items marked with a star (*) which indicates less than 60% of your team had a **F**avorable rating or more than 30% of your team had an **U**nfavorable rating.

Focus your development efforts on those statements with low percentages of Favorable responses and high percentages of Unfavorable responses. Additionally, consider whether these results represent *Gifts, Affirmations or Surprises* and pay close attention to your surprises.

Set Action Planning goals: Complete the Action Planning items within the guide to help you incorporate what you've learned from the survey into your daily work experiences with employees.

Select at least two items for improvement within each driver. Pay attention to items with an asterisk (*) but feel free to select those items you think will most improve engagement on your team. Be prepared to discuss the reasons for your selections with your leader. Use the Action Planning section at the end of each driver to document your plan.

Use Start, Stop and Continue Questions: For areas where your team has indicated you could improve, ask open-ended questions regarding how you could be more effective in the area. A powerful question sequence is Start, Stop and Continue. For each improvement area, you simply ask team members to tell you things/behaviors they would like you to start, stop and continue. Use these suggestions as part of your action plan.

HIGH PERFORMING ORGANIZATION

A high performing organization is related to how employees perceive their tangible rewards and the fairness of processes and outcomes. The way in which you as a leader define, explain, and implement these elements will influence these perceptions.

* Items should receive priority for improvement	Average Rating	% of team members who rated (F)avorable, (N)eutral, or (U)nfavorable		
I am satisfied with the location where I come to work on a daily basis/my commute to work.	4.04	78.10%	12.12%	9.78%
My organization consistently demonstrates that delivering customer value is a high priority.	3.83	71.36%	17.40%	11.24%
My organization supports a balance between work and personal life.	3.77	66.96%	23.85%	9.19%
The organization's vision/mission/goals inspire me and help me be more productive.	3.77	65.69%	25.61%	8.70%
Senior Management is accessible and approachable when necessary.	3.63	61.09%	23.95%	14.96%
* I feel that I can question a policy or practice, without fear of being penalized.	3.59	59.63%	25.42%	14.96%
* My organization shows respect for employees.	3.52	56.99%	27.47%	15.54%
* My organization's policies and procedures help create an effective work environment.	3.46	54.15%	27.76%	18.08%
* Senior Management in my organization is open, honest, and transparent in communication.	3.44	52.49%	28.45%	19.06%
* My organization's process and procedures to evaluate and promote employees is fair.	2.98	33.92%	33.14%	32.94%

Action Planning - HIGH PERFORMING ORGANIZATION: Complete the action planning steps for at least two engagement items.

1st Engagement Item for improvement: _____

_____

What are your initial thoughts on actions you could take to increase the percentage of team members rating this item favorably? _____

_____

Suggestions from your team and leader on behaviors to:

START: _____

_____

STOP: _____

_____

CONTINUE: _____

_____

How will you be able to measure the effectiveness of your actions?

_____

_____

_____

Define the specific timeline in which you will begin and complete this action plan.

_____

_____

2nd Engagement Item for improvement: _____

_____

What are your initial thoughts on actions you could take to increase the percentage of team members rating this item favorably? _____

_____

    Suggestions from your team and leader on behaviors to:

      START: _____

                _____

      STOP: _____

                _____

      CONTINUE: _____

                _____

How will you be able to measure the effectiveness of your actions?

_____

_____

_____

Define the specific timeline in which you will begin and complete this action plan.

_____

_____

JOB & CAREER SATISFACTION

Job and Career satisfaction are influenced by clarity of job roles, job responsibilities, accountability for goals, opportunities to utilize skills, and career growth. The way in which you as a leader define, explain, and enforce these elements will impact your employees' engagement.

* Items should receive priority for improvement		Average Rating	% of team members who rated (F)avorable, (N)eutral, or (U)nfavorable		
	I am satisfied with my current work schedule.	4.09	84.26%	8.99%	6.74%
	This is a career that I love and believe in.	4.06	78.79%	15.54%	5.67%
	My decision-making authority is sufficient for me to perform my job effectively.	4.01	80.84%	12.61%	6.55%
	I have the information and resources needed to effectively get my work done.	3.96	78.30%	14.76%	6.94%
	At work, I have the opportunity to utilize my skills and do what I do best.	3.94	77.91%	13.88%	8.21%
	My job is challenging and interesting.	3.93	76.74%	15.15%	8.11%
	I receive the training needed to perform my job effectively.	3.85	73.31%	17.50%	9.19%
	I am satisfied with the tasks and responsibilities associated with my job.	3.84	73.61%	16.91%	9.48%
	I fully understand my compensation plan.	3.67	65.49%	21.31%	13.20%
*	I am satisfied with the benefits my current job provides.	3.48	59.24%	20.72%	20.04%
*	At work, I have sufficient opportunities for personal and professional growth.	3.37	50.83%	26.98%	22.19%
*	My compensation is proportional to the contributions that I make.	2.77	30.11%	27.66%	42.23%

Action Planning - JOB & CAREER SATISFACTION: Complete the action planning steps for at least two engagement items.

1st Engagement Item for improvement: _____

_____

What are your initial thoughts on actions you could take to increase the percentage of team members rating this item favorably? _____

_____

Suggestions from your team and leader on behaviors to:

START: _____

_____

STOP: _____

_____

CONTINUE: _____

_____

How will you be able to measure the effectiveness of your actions?

_____
_____
_____

Define the specific timeline in which you will begin and complete this action plan.

_____
_____

2nd Engagement Item for improvement: _____

_____

What are your initial thoughts on actions you could take to increase the percentage of team members rating this item favorably? _____

_____

Suggestions from your team and leader on behaviors to:

START: _____

_____

STOP: _____

_____

CONTINUE: _____

_____

How will you be able to measure the effectiveness of your actions?

_____
_____
_____

Define the specific timeline in which you will begin and complete this action plan.

_____
_____

SUPPORTIVE CO-WORKERS

Supportive co-workers play an important role in enhancing workplace experiences through work relationships and interactions. As a leader you influence these elements through the support of a positive environment.

* Items should receive priority for improvement	Average Rating	% of team members who rated (F)avorable, (N)eutral, or (U)nfavorable		
Most of my co-workers communicate effectively with me.	4.15	86.31%	8.31%	5.38%
I receive the support I need to be able to succeed from most of my co-workers.	4.13	84.85%	10.65%	4.50%
Most of my co-workers demonstrate interest and concern for my personal well being.	4.04	78.69%	15.84%	5.47%
Most of my co-workers deliver quality work and put forth extra effort to help our organization succeed.	3.95	76.15%	15.44%	8.41%
Most of my co-workers value and support my work and career goals.	3.89	69.60%	24.73%	5.67%
While working on assigned tasks, most of my co-workers do not just participate; they seem engaged in their tasks.	3.86	70.87%	21.11%	8.02%

Action Planning - SUPPORTIVE CO-WORKERS: Complete the action planning steps for at least two engagement items.

1st Engagement Item for improvement: _____

_____

What are your initial thoughts on actions you could take to increase the percentage of team members rating this item favorably? _____

_____

Suggestions from your team and leader on behaviors to:

START: _____

_____

STOP: _____

_____

CONTINUE: _____

_____

How will you be able to measure the effectiveness of your actions?

_____
_____
_____

Define the specific timeline in which you will begin and complete this action plan.

_____
_____

2nd Engagement Item for improvement: _____
_____

What are your initial thoughts on actions you could take to increase the percentage of team members rating this item favorably? _____
_____

    Suggestions from your team and leader on behaviors to:

START: _____

_____

STOP: _____

_____

CONTINUE: _____

_____

How will you be able to measure the effectiveness of your actions?

_____
_____
_____

Define the specific timeline in which you will begin and complete this action plan.

_____
_____

CREDIBLE LEADERSHIP

Credible leadership is driven by factors that you directly influence as a leader including communication, trust, coaching, and recognition. As a leader you can make the most impact on employee engagement by enhancing these leader-to-employee experiences and interactions.

* Items should receive priority for improvement	Average Rating	% of team members who rated (F)avorable, (N)eutral, or (U)nfavorable		
My leader recognizes and takes into account my work/life balance needs.	4.25	84.79%	9.63%	5.58%
My leader is caring and concerned for me as an individual.	4.25	83.27%	11.66%	5.07%
My leader tells the truth and meets commitments. Does what he/she says he/she will do.	4.19	82.05%	10.65%	7.30%
My leader recognizes my efforts and achievements and wants me to be successful.	4.18	80.32%	12.88%	6.80%
My leader provides me flexibility and choice in how I do my work.	4.16	79.92%	14.71%	5.38%
My leader listens when I have suggestions on how to do things better.	4.15	80.63%	12.07%	7.30%
My leader believes an engaged and stable workforce is important for organizational success.	4.14	79.72%	16.02%	4.26%
My leader is someone I can trust.	4.12	77.18%	14.50%	8.32%
My leader is interested in having only the best qualified people added to the team.	4.09	76.47%	17.14%	6.39%
My leader clearly communicates expectations and the reasons behind changing priorities.	4.07	78.80%	11.56%	9.63%
The feedback my leader provides me helps me improve my performance.	4.07	77.28%	15.21%	7.51%
My leader is concerned with a new team member's fit with the organization's values, goals, and practices, as well as how likely they are to stay with the organization.	4.06	75.76%	18.86%	5.38%
My leader supports high goals, keeps me informed of progress, and emphasizes how my work contributes to organizational success.	4.04	76.77%	15.21%	8.01%
My leader helps me feel empowered and creates an environment that encourages decision-making.	3.99	72.52%	17.85%	9.63%
My leader is an effective coach and motivator who enables me to achieve the career and professional objectives I have set.	3.94	70.59%	18.76%	10.65%
My leader holds team members appropriately accountable for performance.	3.94	72.31%	17.85%	9.84%
My leader is sensitive to generational differences in the workplace and responds appropriately.	3.93	67.85%	25.15%	7.00%
My leader increases my desire to come to work and do my best.	3.93	69.88%	19.57%	10.55%
My leader makes work challenging and satisfying by encouraging fun and provides as much choice as possible regarding work activities.	3.92	69.47%	19.78%	10.75%
* My leader adapts his/her communication and coaching style to effectively relate to younger workers.	3.79	58.62%	34.58%	6.80%
* My leader identifies top performers and creates ways to engage and retain them.	3.64	55.07%	31.54%	13.39%

*	My leader is aware of team members who may be thinking of leaving and takes appropriate action to encourage them to stay.	3.47	41.68%	46.86%	11.46%

Action Planning - CREDIBLE LEADERSHIP: Complete the action planning steps for at least two engagement items.

1st Engagement Item for improvement: _____

_____

What are your initial thoughts on actions you could take to increase the percentage of team members rating this item favorably? _____

_____

Suggestions from your team and leader on behaviors to:

START: _____

_____

STOP: _____

_____

CONTINUE: _____

_____

How will you be able to measure the effectiveness of your actions?

_____

_____

_____

Define the specific timeline in which you will begin and complete this action plan.

_____

_____

2nd Engagement Item for improvement: _____

_____

What are your initial thoughts on actions you could take to increase the percentage of team members rating this item favorably? _____

_____

Suggestions from your team and leader on behaviors to:

START: _____

_____

STOP: _____

_____

CONTINUE: _____

_____

How will you be able to measure the effectiveness of your actions?

_____

_____

_____

Define the specific timeline in which you will begin and complete this action plan.

_____

_____

High Impact Leadership Development Opportunities

Credible leadership is comprised of 11 talents. Leaders who demonstrate these talents are considered more engaging by their team and as a result their employees perform better.

Employees rated the extent to which they agree you are exhibiting these talents. The following table lists the credible leadership talents in order of developmental priority, starting with the talents you have the most opportunity to improve.

You are encouraged to use the *Representative Behaviors* listed next to each definition as a way to improve each talent. For further development TalentKeepers® offers web-based training modules for each leadership talent. If you are interested, ask your leader if your organization has access to these modules. Use the Action Planning section that follows to document what you will do to develop your skills for at least two credible leadership talents.

Credible Leadership Talents in order of Priority. The highest priority items are listed first.			
Developmental Priority	Leadership Talent	Definition	Representative Behaviors
1	Retention Monitor	Watch for signs that employees might be thinking of leaving and take the correct actions to keep talented employees	Be aware of employee retention statistics and related costs to the team. Monitor changes in employees' work patterns and be aware of employee retention practices Take action to increase employee retention: Anticipate turnover issues, encourage employee to discuss their concerns, make your retention expectations clear, and develop a plan to engage and retain your top performers
2	Engaging & Retaining Generation Y	Understand how Generation Y traits impact job-related experiences, expectations and work styles	Be flexible to generational differences in your leadership approach: Identify key traits to break down barriers and adjust to new ways of working and communicating to bring the best in employees across generations Learn how generational traits impact job-related experiences and work styles and adapt to new ways of coaching and developing others to drive engagement and productivity
3	Climate Builder	Build an environment that makes work more challenging and fulfilling and the workplace enjoyable and satisfying	Make work more challenging and fulfilling: Observe, ask, and provide choices as possible. Make the workplace more enjoyable and satisfying: Create an environment employees want to work in, create achievable short-term goals, and encourage fun as appropriate.
4	High Performance Builder	Create conditions that encourage and reinforce high levels of team member performance	Value high performance: Communicate the value of high performance, recognize and reward, high performers, make employees feel valued and engaged to drive results Achieve high performance: Establish expectations, link team wins to organizational results, reinforce top performers, be an example and provide respect
5	Talent Developer & Coach	Uncover learning styles to effectively help employees grow in their role resulting in a greater commitment to the organization	Partner with team members to determine and achieve career development goals: Ask about growth needs and career aspirations, create development plans, utilize goals to coach on performance, and provide frequent and meaningful feedback Provide opportunities for career growth and development compatible with an employee's desires
6	Talent Finder	Be an effective resource when selecting and recruiting high performing candidates	Find and select the right talent to drive organizational success: Become a subject matter expert on job requirements to seek out talent Apply sourcing and selection practices: Gauge candidates' job stability, understand the importance of realistic job previews, and engage employees in the job referral process
7	Esteem Builder	Give employees responsibility and freedom to act to drive productivity and be a part of a winning team	Encourage and reinforce team member responsibility and initiative: Motivate decision-making, don't micromanage, and allow responsibility for work Value and make visible team member inputs and accomplishments: Give credit for work, share ownership and visibility, and identify skills and abilities that motivate and reinforce employees
8	Communicator	Practice two-way communication by sharing and asking for information	Encourage information sharing: Be approachable, listen effectively, ensure two-way communication, & proactively share information. Demonstrate the value of input and feedback. Value accomplishments by communicating wins and recognition.
9	Trust Builder	Create a sense of respect and dedication with employees	Demonstrate Personal Trustworthiness: Keep commitments, tell the truth, own mistakes, build non-blaming environment, & prevent misrepresentation. Create an accepting, fair, and open work environment.

Credible Leadership Talents in order of Priority. The highest priority items are listed first.			
Developmental Priority	Leadership Talent	Definition	Representative Behaviors
10	**Retention Expert**	Believe in the importance of employee retention and have the knowledge and expertise necessary to retain high performing team members	Understand the value of employee engagement and retention and the impact if not addressed: Understand cost, causes, and consequences of employee turnover and how it effects the customer experience and perceptions on your organization Build behaviors that influence employee engagement and retention: Link individual contributions to the organization's success and create a sense of belonging
11	**Flexibility Expert**	Recognize and take into account the needs and views of each employee	Respond to work and job needs of your team: Rotate job activities, encourage different points of views, recognize stress, modify physical environment to stimulate employees Recognize and respond proactively to employees' circumstances: Respond in a timely manner and be cognizant of work-life balance concerns and manage request accordingly

Action Planning - Leadership Development

What are the leadership talents most in need of development? You may select the leadership talents listed toward the top of the list or other talents which you think would most improve engagement on your team.

1. _____

   _____

2. _____

   _____

For each of the talents you selected, describe the leadership behaviors you can modify to improve that leadership talent. Consider using the *Representative Behaviors* listed for each talent as part of your plan.

1. _____

   _____

   _____

   _____

2. _____

   _____

   _____

   _____

Are there any barriers to carrying out these leadership behaviors on the job? If so, what ideas do you have to help overcome these barriers?

_____
_____
_____
_____
_____