

EMPLOYEE ENGAGEMENT GUIDE FOR ARMY LEADERS





PURPOSE AND CONTENTS

This Employee Engagement Guide helps Army leaders use the Federal Employee Viewpoint Survey (FEVS) results and provides tools to improve communication, build trust, and encourage feedback.



Army FEVS
Results



Army Employee
Engagement



Next Steps
for Leaders



Army
Values



THE FEDERAL EMPLOYEE VIEWPOINT SURVEY

FEVS is an “annual OPM survey of the government employees’ perceptions of their work experiences, their agencies, and their leaders” (OPM, 2015).

The results provide leaders insight into workforce perceptions, areas where improvements have been made, as well as areas where improvements are needed.



2017

73,249
Invited population

32.4%
Response rate

Administered May-June 2017

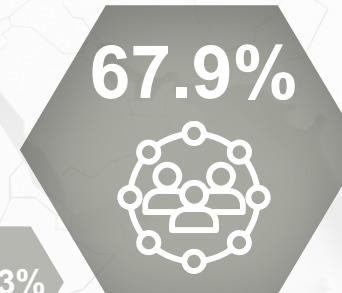


2018

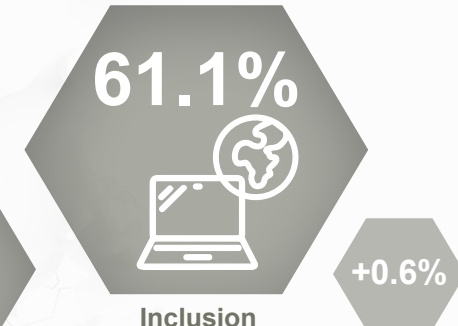
201,841
Invited population

34.7%
Response rate

Administered May-June 2018



ARMY'S 2018 RESULTS*



“The Army’s greatest asset is its **people**, and we owe it to our workforce to provide them with an inclusive, positive and **engaging** work environment. Moreover, in order to maximize our collective contributions to improving the Army, **leaders** must invest in their people and employ them in ways that leverage their diverse talents.”

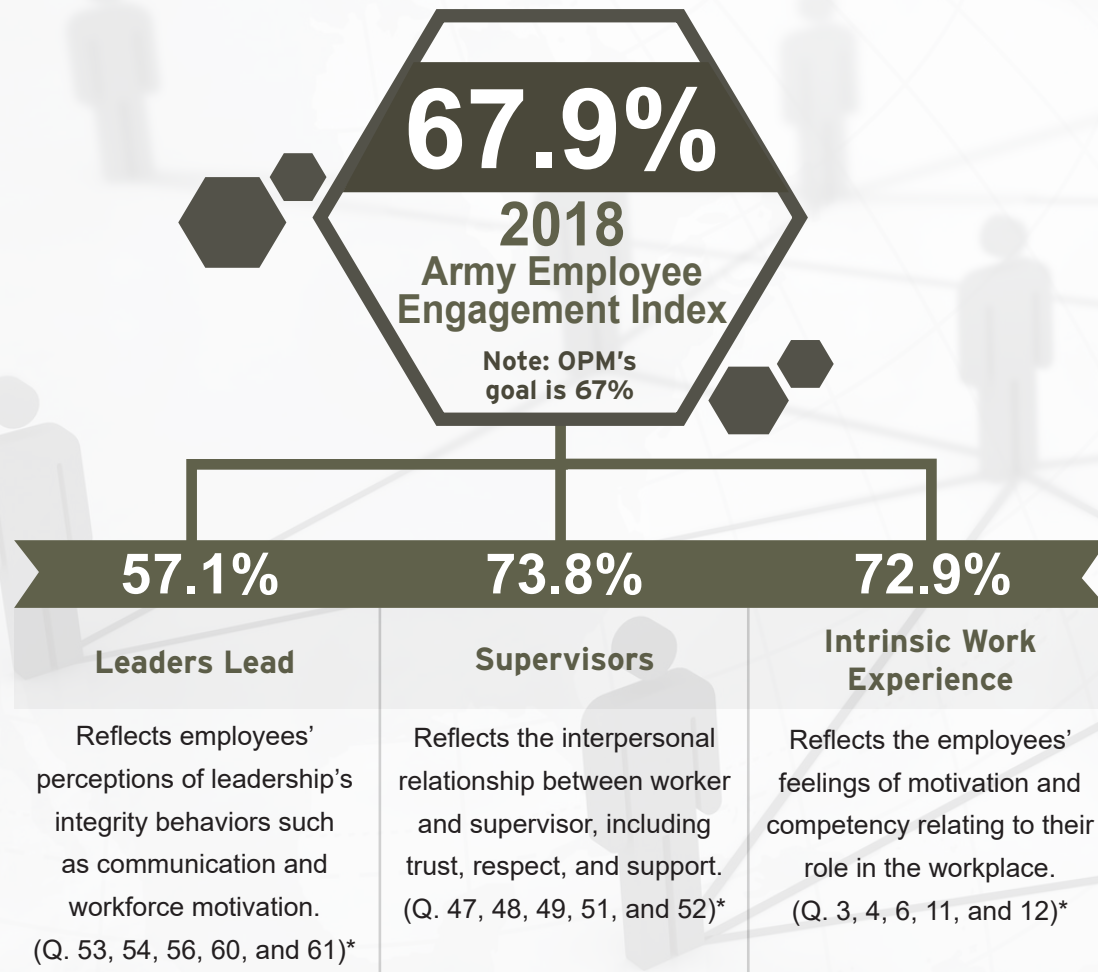
– Mr. Marshall M. Williams
Acting, Assistant Secretary of the Army (Manpower and Reserve Affairs)

* Scores reflect “positive responses”



ARMY FEVS RESULTS

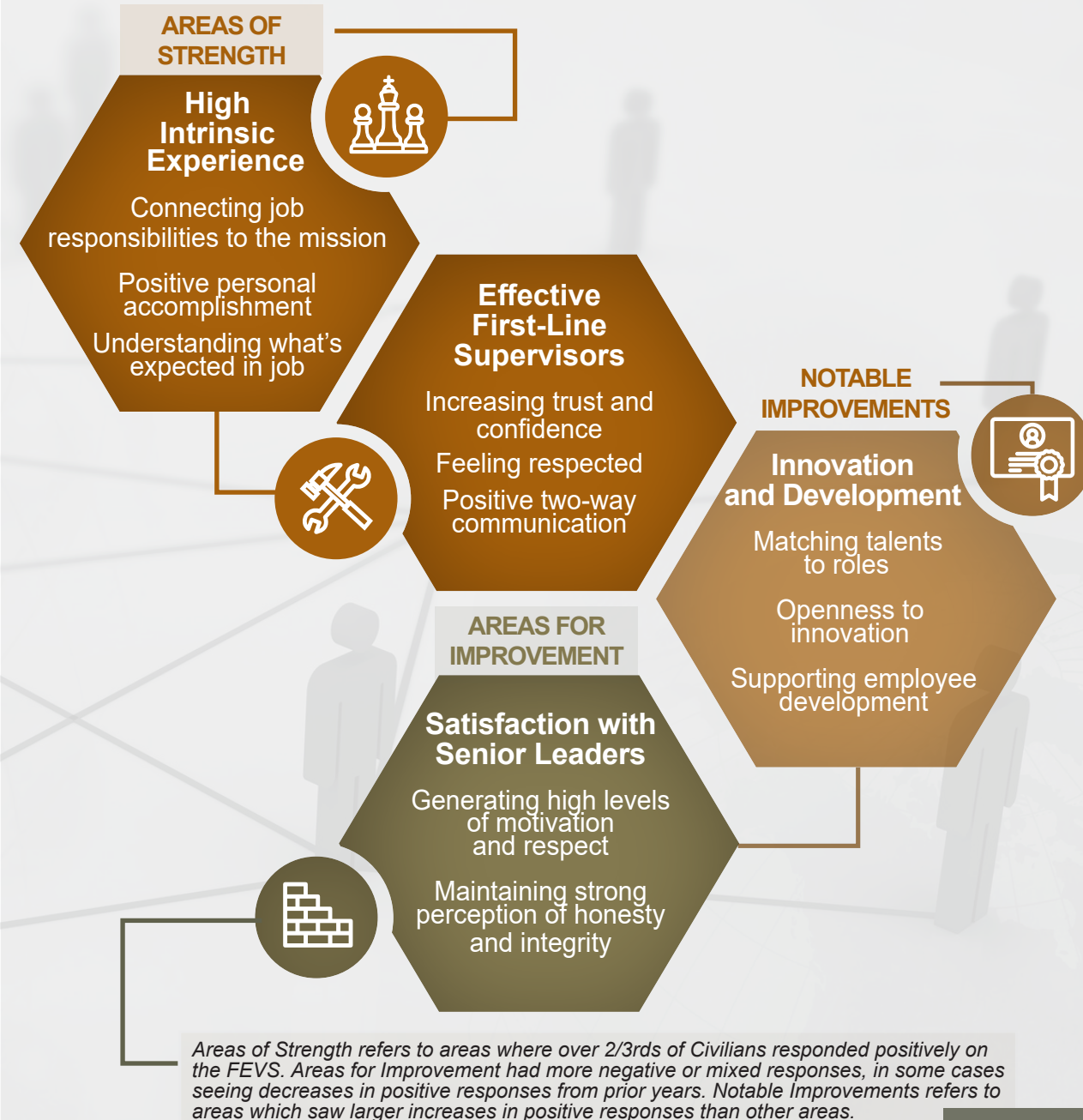
Employee Engagement refers to “an employee’s sense of purpose, manifested in the level of dedication, persistence, and effort that he or she puts into the work and into the overall commitment to an agency and its mission” (OPM, 2015). The Army measures engagement via the FEVS Employee Engagement Index, which is composed of three sub-indices. The Employee Engagement Index comprises 15 questions, 5 within each sub-index.



* <https://www.unlocktalent.gov/about#data>



ARMY EMPLOYEE ENGAGEMENT





ARMY EMPLOYEE ENGAGEMENT: ENTERPRISE APPROACH

Since 2014, the Army has made improving employee engagement across the workforce a priority. The Army, with input from leaders and key stakeholders, developed a phased, collaborative, cross-organizational approach to improve employee engagement. The Army's enterprise approach consists of four components.

Leader engagement

- Action planning at the Command level
- Tailoring dashboards for each Command
- Participating in cross-Command Employee Engagement forums
- Tracking initiatives and outcomes at senior leader forums

1



2



Enterprise policy, training, and resources

- Delivering employee engagement training to key stakeholders
- Piloting the Supervisor Enrichment and Development Program (SEDP)
- Providing the Army Civilian Onboarding and Acculturation Program

Command interaction

- Driving the Command-level Employee Engagement Council
- Receiving updates and vetting on enterprise initiatives
- Sharing best practices and lessons learned on engagement

3



4



Strategic communications

- Developing push and pull communications across stakeholder groups
- Briefing multiple leadership forums
- Drafting memos, STAND TOs, and messages to send to senior leaders and HR Directors
- Crafting sample communication materials



NEXT STEPS FOR LEADERS

Part of the FEVS process is closing the loop and sharing the results with the workforce. All leaders should be looking at their individual Command results and seeing where they can take action. The **Review**, **Plan**, and **Implement** process gives leaders a foundation from which they can develop action plans and drive meaningful change.



Review is the first step for leaders. The compiled questions, grouped by topic, are things leaders should think about as they review their Command's FEVS scores, gather their FEVS team, and discuss employee engagement within their workforce.

QUESTIONS FOR LEADERS TO CONSIDER



After analyzing their FEVS results and building their FEVS team, the next step for leaders is to **Plan** and develop an individual Command action plan. Below are questions and things to think about as leaders and their FEVS teams develop their Command's action plan.

CRAFTING AN EFFECTIVE FEVS ACTION PLAN

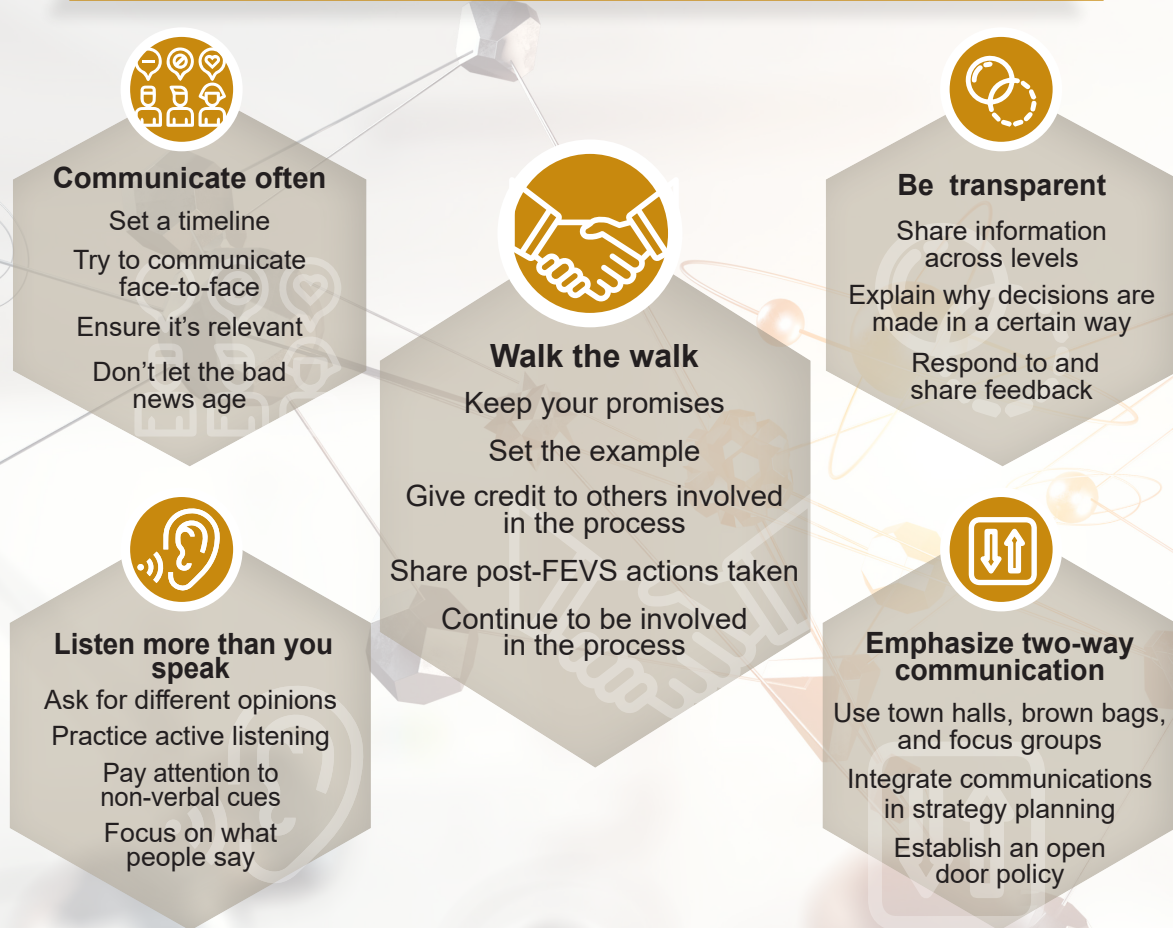




IMPLEMENT

After developing an action plan, it is time to **Implement**. This includes monitoring and sharing progress on meeting goals and milestones within the action plan. Below are best practices for leaders to assist them, in being successful in the implementation period.

BEST PRACTICES FOR ACTION PLAN IMPLEMENTATION



“Within the Army, internal trust is reliance on the character, competence, and commitment of Army Professionals to live by and uphold the Army Ethic. It serves as a vital organizing principle that establishes the conditions necessary for mission command. Trust is earned and reinforced as Army Professionals contribute to the mission and perform their duty, seeking and communicating the truth and acting with integrity. With trust, there is less need for detailed guidance and close supervision.” (Paragraph 3-22, ADRP 1 dated 14 June 2015)



ARMY VALUES

The **Review, Plan, and Implement** process is a valuable tool for senior leaders to be able to understand their FEVS results, develop an action plan with goals, and monitor progress towards meeting their goals. The FEVS touches on all of the seven Army values, but for leaders, three of the values stand out. Respect, Integrity, and Duty are all directly referred to in questions within the Leaders Lead sub-index, which is the lowest scoring sub-index on the FEVS.



The Civilian Workforce Transformation (CWT) team is here to provide support to senior leaders, their Commands, and their FEVS teams.

Army Civilian Corps Creed

I am an Army Civilian – a member of the Army team.

I am dedicated to our Army, our Soldiers and Civilians.

I will ALWAYS support the mission.

I provide stability and continuity during war and peace.

I support and defend the Constitution of the United States and consider it an honor to serve our nation and our Army.

I live the Army values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage.

I am an Army Civilian.

For additional information, please contact Civilian Workforce Transformation (CWT) at

usarmy.pentagon.hqda-asa-mra.mbx.cwt@mail.mil

or visit

<https://www.milsuite.mil/book/community/spaces/civ-hr/cwt>

REFERENCES

- i. Army Doctrine Reference Publication (ADRP) 6-22, "Army Leadership," August 2012
- ii. OPM.GOV, 2015 FEVS (<https://www.fedview.opm.gov/>)

