



Voices at the Helm

Navigating Workplace Trends Through Employee
Engagement & Perspective

Navigating Workplace Trends: How Recruitment & Retention Fit into Today's Changing Workplace Trends

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Some current Statistics from Gallup

- In 2024, the global percentage of engaged employees fell from 23% to 21%.
 - Engagement has only fallen twice in the past 12 years, in 2020 and 2024. Last year's two-point drop in engagement was equal to the decline during the year of COVID-19 lockdowns and shelter-in-place orders.
- Manager engagement fell from 30% to 27%.
 - 70% of team engagement is attributable to the manager.
- 50% of employed people in the US are actively looking for a different job from the one they have now.



Regional Summary

☐ Boxed numbers indicate the percentage-point change of the average from 2021, 2022 and 2023 with the average from 2022, 2023 and 2024. Loneliness and Intent to Leave percentage-point change data are not shown as there are not sufficient three-year rolling average data at the regional level.

Employee Engagement

ENGAGED

31%

NOT ENGAGED

52%

ACTIVELY DISENGAGED

17%

Daily Emotions

Emotions experienced during a lot of the previous day

STRESS

50%

ANGER

17%

SADNESS

22%

LONELINESS

15%

Life Evaluation

THRIVING

52%

STRUGGLING

44%

SUFFERING

4%

Job Market

JOB CLIMATE

Good time to find a job

57%

INTENT TO LEAVE

Watching for or actively seeking new job

50%





Intent to Leave

To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

% WATCHING FOR OR ACTIVELY SEEKING NEW JOB

Regional

50%

Global

50%

Gender

48% 
Female

51% 
Male

Age

60% 
<35 years old

44% 
≥35 years old

Job Level

49% 
Manager

50% 
Individual contributor

 [Compare countries](#)

Pros for Working in Government

According to Indeed Company, Government workers generally enjoy a number of benefits and primary advantages to working in the public sector as part of their work:

Retirement

Insurance

Fair pay

Work-Life Balance

Student loan repayment*

Service minded peers

Meaningful work

Professional Development

Travel

Stability

Broad Job Range



Cons for Working in Government

According to Indeed Company, it's important to consider the few disadvantages that might not fit with a potential applicant's career desires:

Lack of growth

Limited compensation

Bureaucracy

Slow to change

Seniority over ability

Hiring process

Political impact



Employee Value Proposition

What is EVP and Why it Matters?

- **Definition:** EVP is the unique set of offerings and experiences an employer provides in exchange for an employee's skills, capabilities, and performance.
- **Importance:** A strong EVP helps attract, engage, and retain top talent, which is crucial in government settings where competition with the private sector is fierce.
- **Key takeaway:** EVP is the foundation of talent strategy. Leaders must understand it because it influences everything from recruitment to retention. Define EVP and its five key pillars.
- **Recruitment = EVP promise; retention = EVP delivery.**





Five Important Core Components of EVP

1. Compensation
2. Work Environment
3. Career Development
4. Work-Life Balance
5. Purpose and Values





Stanislaus County: EMPLOYEE CHOICE BONUS PLAN



Example: Engaging the Public and Employee
Interest in Recruiting and Retention

[stanjobs.org/pdf/stancounty-
employee-bonus.pdf](https://stanjobs.org/pdf/stancounty-employee-bonus.pdf)

EVP Framework



EVP is Your Secret Weapon for Attracting and Keeping Top Talent

Compensation is a key factor—it attracts talent and can influence retention.

But retaining talent over time depends on more than just pay.

- Opportunities for career growth, engaging and meaningful work, and a supportive workplace culture are critical elements that keep employees committed.
- Effective retention comes from a well-rounded approach—each component plays a vital role, and the strength of each one matters.



Individual and Group Activity (handout)

- List the positive things we are currently providing around the concepts of EVP
 - Example: “Succession Planning”
 - How would that fit in the EVP Framework on slide
- List concerns we may have around implementing EVP
 - Example: “Bad supervisors”



Declines in Employee Engagement: Key Trends

Among the 12 engagement elements that Gallup measures, those that saw the most significant declines in 2024 (by three points or more in “*strongly agree*” ratings) include:

- **Clarity of expectations.** Just 46% of employees clearly know what is expected of them at work, down 10 points from a high of 56% in March 2020.
- **Feeling someone at work cares about them as a person.** Currently, 39% of employees feel strongly that someone cares about them, a drop from 47% in March 2020.
- **Someone encouraging their development.** Only 30% strongly agree that someone at work encourages their development, down from 36% in March 2020.



What the Research Says

What Do Employees Need to Excel?

Factors That Drive Employee Performance



Source:

¹2021 Gartner Goal Setting Employee Survey, n = 3,500

²2021 Gartner Performance Management Survey, n = 3,510

³2017 Gartner Manager Effectiveness Survey, n = 7,309

⁴2020 Gartner Manager of The Future Survey, n = 4,787

⁴ Manager Actions to Drive Employee Performance

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[Employee Value Proposition \(EVP\): Insights and Guide](#)

Gartner



What the Research Says

Effective Goals

- 61% of employees agree that goals help them perform better

Constructive Feedback

- High-utility feedback can improve employee performance by 28%

Right Connections

- Connector managers improve employee performance by 26%

Well-being

- Sustainable performers are 17% more productive than others

Inspiration: Gallup's Q₁₂ Employee Engagement Survey

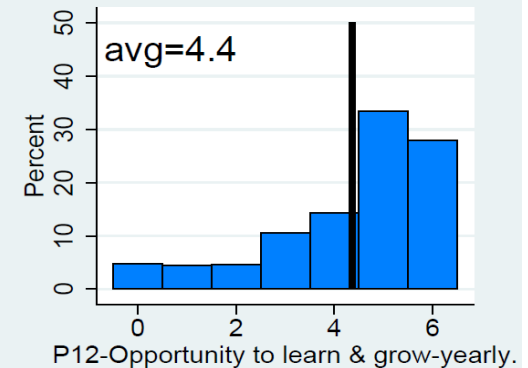
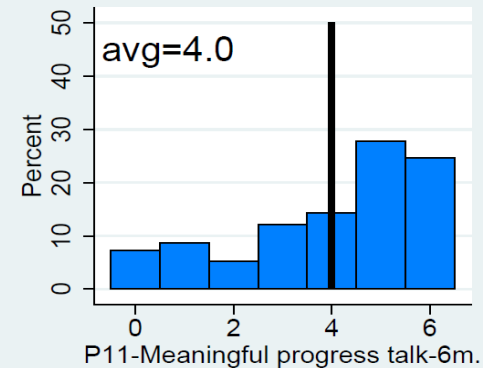
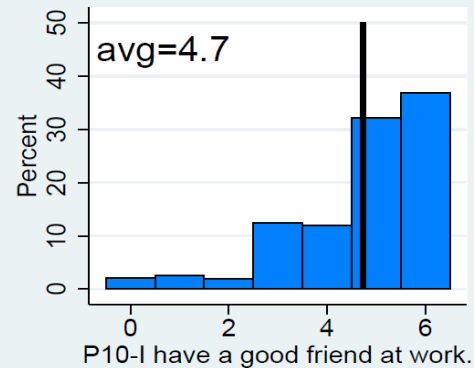
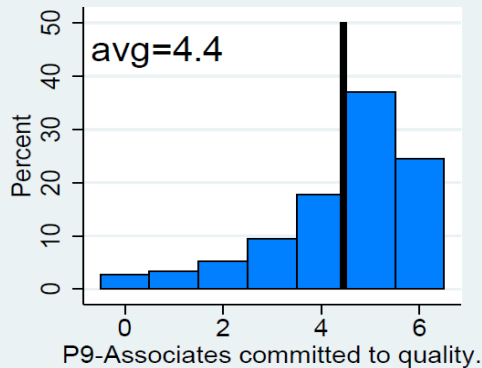
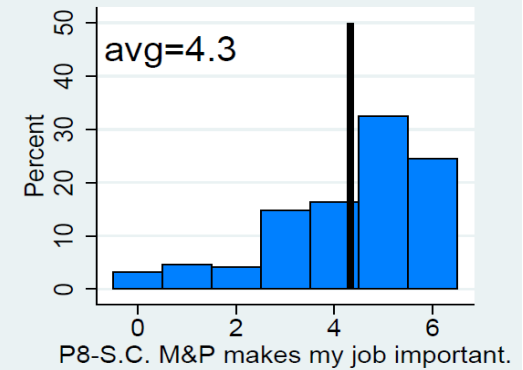
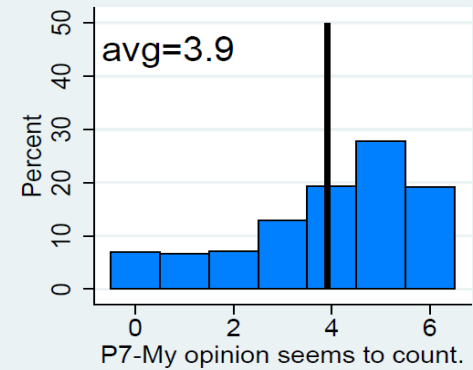
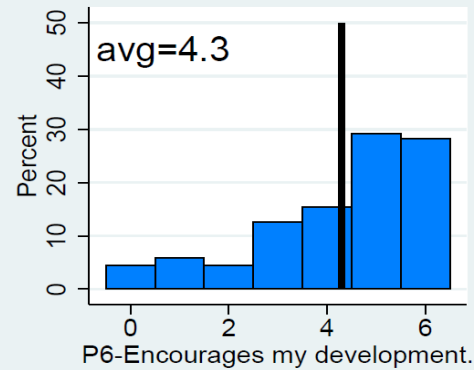
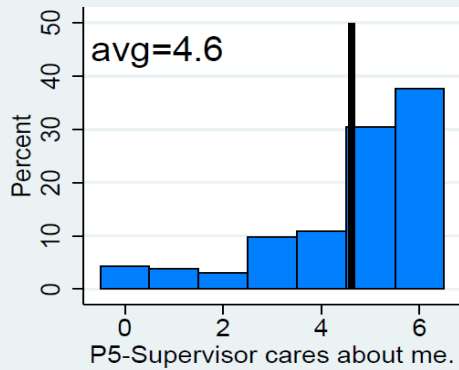
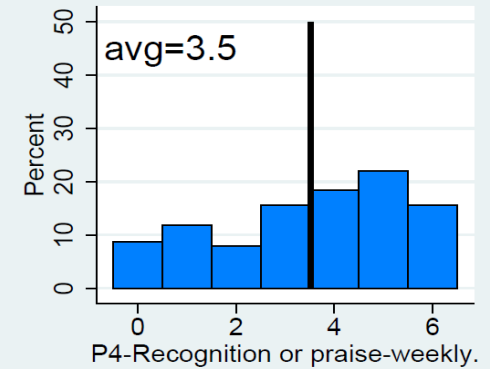
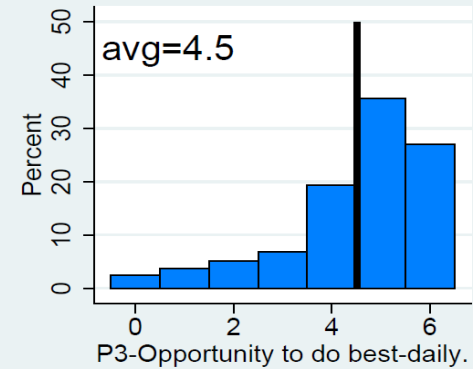
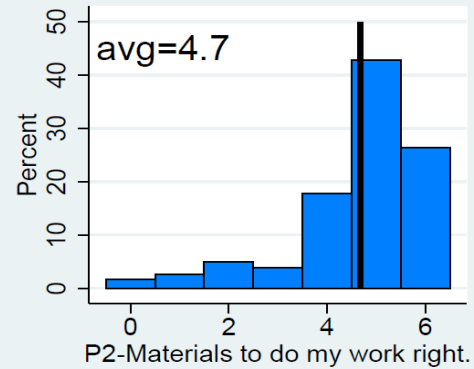
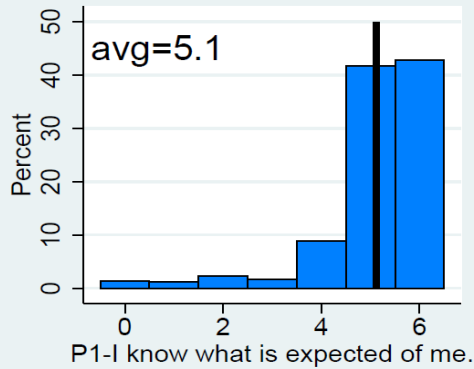
- Q01.** I know what is expected of me at work.
- Q02.** I have the materials and equipment I need to do my work right.
- Q03.** At work, I have the opportunity to do what I do best every day.
- Q04.** In the last seven days, I have received recognition or praise for doing good work.
- Q05.** My supervisor, or someone at work, seems to care about me as a person.
- Q06.** There is someone at work who encourages my development.
- Q07.** At work, my opinions seem to count.
- Q08.** The mission or purpose of my organization makes me feel my job is important.
- Q09.** My associates or fellow employees are committed to doing quality work.
- Q10.** I have a best friend at work.
- Q11.** In the last six months, someone at work has talked to me about my progress.
- Q12.** This last year, I have had opportunities at work to learn and grow.

The Gallup Q¹² items are Gallup proprietary information and are protected by law. You may not administer a survey with the Q¹² items or reproduce them without written consent from Gallup. Copyright © 1993-1998 Gallup, Inc. All rights reserved.



2018 All County, N=2219, Total Score=4.4

2018



The Right Connections at Work

Connector Managers Boost Employee Performance

Three Types of Connections That Connector Managers Foster

Connector Managers – Managers who introduce their employees to the right people for development, across the team and organization, instead of continuously coaching employees themselves.



The Employee Connection

Get to know employee development needs.



The Team Connection

Leverage the team to drive peer development.



The Organization Connection

Enable employees to network across the organization.

Source: Gartner

Leaders Talk With Your People to Determine Levels of Employee Engagement (handout)

- **Stay Interviews**
- **One-on-One Discussions**
- Discussion point:
 - What makes an effective stay interview?
 - Sample one-on-one EVP-based questions for leaders (handout in Whova).
 - How to document and follow up on insights from these conversations



Strengthening EVP and Wellness Through Support Networks

Peer Mentoring Programs – Connect newer staff with experienced mentors.

Employee Resource Groups (ERGs) – Build belonging through shared interests or identities.

Wellness & Resilience Teams – Promote emotional, physical, and mental health.

Buddy Systems – Offer informal onboarding and daily support.

https://www.naspe.net/index.php?Itemid=111&id=28&isMenu=true&layout=blog&limitstart=25&option=com_content&servId=10264&view=category



The Link Between EVP and Retention

Engagement: A strong EVP reduces turnover because employees feel supported, valued, and connected to the organization's mission.

Retention: Employees stay longer in organizations where they feel their career growth, work-life balance, and values are respected.

Key takeaway: A well-crafted EVP isn't just about attracting talent; it ensures long-term commitment and reduces costly turnover, which is critical in public-sector roles with lower hiring flexibility.

Recruitment is about the offer; retention, the delivery. EVP unites the two.



Recap: Practical Strategies for Building a Strong EVP

Audit the Current EVP: Assess your current EVP to understand how it's perceived by employees. What's working? What's missing?

Engage Employees in Building EVP: Collect employee feedback through surveys or focus groups to understand what they value most.

Promote Work-Life Balance: Consider policies such as flexible work hours, wellness programs, or mental health resources.

Align Leadership with EVP: Leaders should embody the organization's values and mission, demonstrating them through their actions.

Key takeaway: Leaders need to build an EVP that's based on employee feedback and continuously adapt it to evolving workforce needs. Useful "Stay Interviews".





Research and Recommended Reading

- [Galluphttps://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx?thank-you-report-form=1](https://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx?thank-you-report-form=1)
- Creating Sustainable Performance, Spreitzer and Porath, <https://hbr.org/2012/01/creating-sustainable-performance>
- <https://www.gartner.com/en/human-resources/topics/employee-value-proposition-evp>
- <https://www.gallup.com/workplace/404105/importance-of-employee-wellbeing.aspx.aspx>
- https://www.naspe.net/index.php?Itemid=111&id=28&isMenu=true&layout=blog&limitstart=25&option=com_content&servId=10264&view=category



Employee Engagement in Large-Scale Change Management Initiatives

*Placing the voice of the employee
at the center of change*

*Jared Galaway
Chief Experience Officer
Texas Attorney General, Child Support Division*



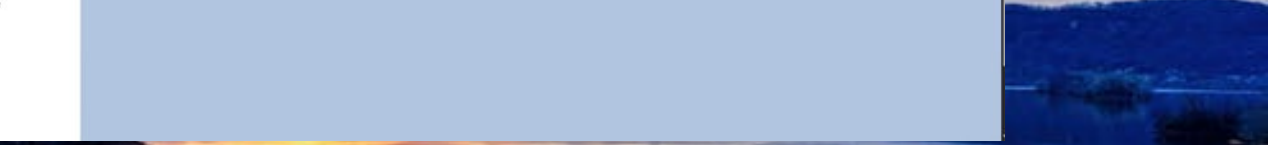
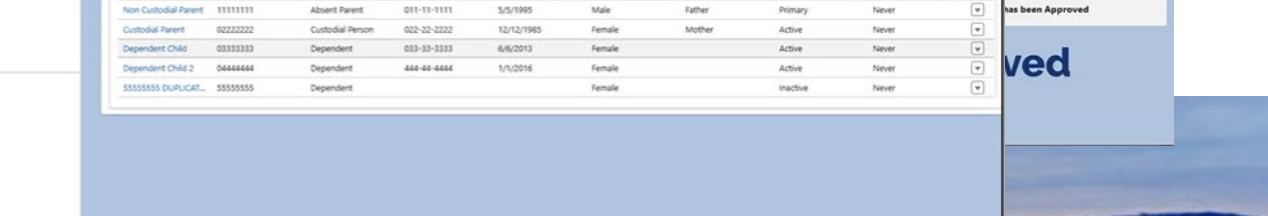
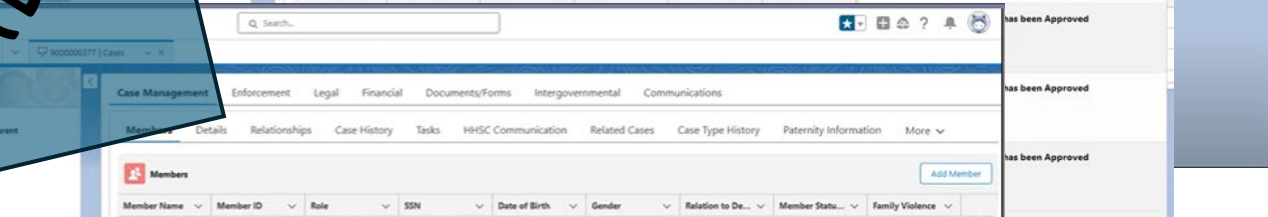
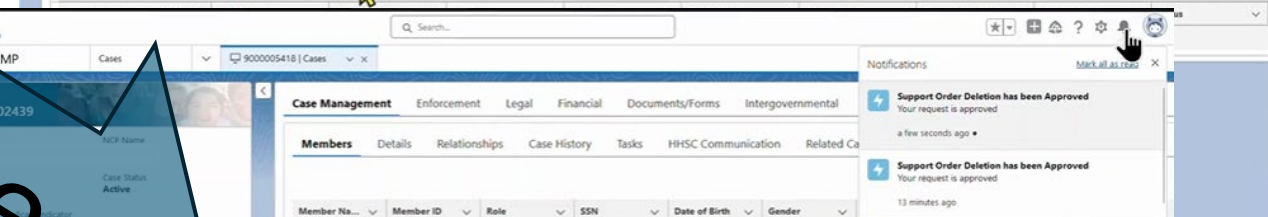
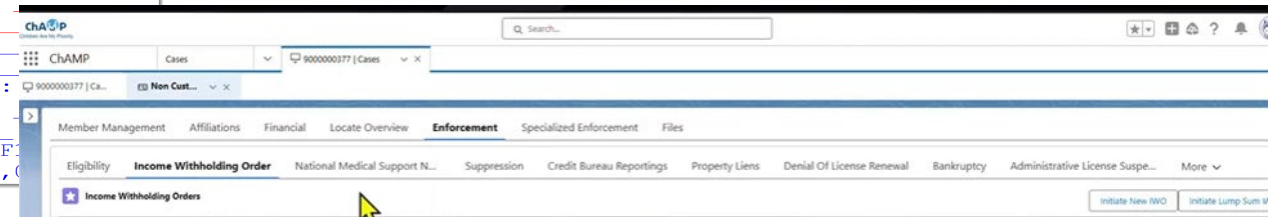
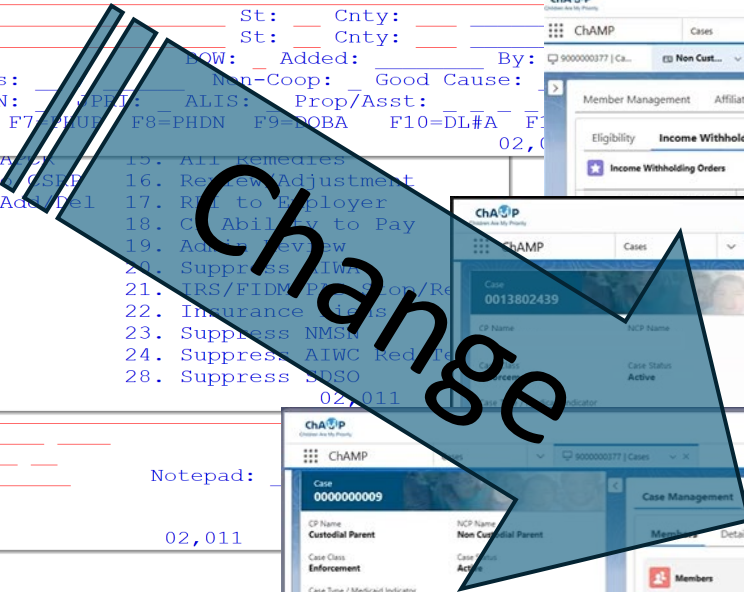


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===== MEMBER DEMOGRAPHICS =====
Member Name: _____ Member ID: _____
Source: _____ OOS St: _____ Dominant MBR: _____
S Case#: _____ HS Cl#: _____ MAO Case#: _____ Sp Needs: _____
SN: _____ Srce: _____ USR: _____ DOB: _____ Srce: _____ USR: _____
pprox Birth Yr: _____ Sex: _____ Race: _____ Height: _____ Ft _____ In _____ Weight: _____ Lbs _____
Hair: _____ Eyes: _____ Phone: _____ Type: _____ A/B/C: _____
Multiple SSN: _____ Phone: _____ Type: _____ A/B/C: _____
Distinguishing Marks: _____
DL #: _____ St: _____ Type: _____ Status: _____ Expires: _____ Srce: _____
Current Marital Status: _____ Mbr Bkrtpty: _____ Spse Bkrtpty: _____
Spouse ID: _____ Name: _____ Family Violence: _____
Mother's Name: _____ Updated: _____ By: _____
Father's Name: _____ PMC: _____ TXTMSG: _____
Eml: _____
Member's Birthplace: City: _____ St: _____ Cnty: _____
Died: _____ Date: _____ City: _____ St: _____ Cnty: _____
Manual Locate Result: _____ FOW: _____ Added: _____ By: _____
RINF on File: _____ Locate Status: _____ Non-Coop: _____ Good Cause: _____
ADDH: _____ EMPH: _____ MINS: _____ MCON: _____ SPEI: _____ ALIS: _____ Prop/Asst: _____
F4=>RINF F5=>DHS F6=SPEC F7=UP F8=PHDN F9=LOBA F10=DL# F11=DOWN

Command: _____
LGLA _____
===== Cause# _____
Case ID: _____
NCP: _____
CP: _____
Cause# _____
Select One of the following:
1. Tickle/Abuse
2. Interview
3. Phone Call (Initiated)
4. Phone Call (Received)
5. Refer to SEO
6. Discovery
7. Misc. Jud. Motions
8. Inquiry Letters
9. Child Support Review
10. All Remedies
11. Review Adjustment
12. Ref to Employer
13. Ability to Pay
14. Admin Review
15. Suppress AIWC
16. IRS/FIDM/Ps or Re
17. Insurance Case
18. Suppress NMS
19. Suppress AIWC Red
20. Suppress DSO
21. Manual UIBI Adm
22. Suppress DSO
23. Suppress DSO
24. Suppress DSO
25. Suppress DSO
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Address: _____
City: _____ St: _____ ZIP: _____
Confirmed: _____ Closed: _____ Result: _____
F4=NOTE F5=>LOCD F6=CTAC F7=UP F8=DOWN
02,011

System Modernization





Employee Engagement Journey

Journey
Mapping

Initiative
Branding

Change
Agent
Network

Product
Ownership
Network

User
Acceptance
Testing

Operational
Readiness

Pilot

Command
Center

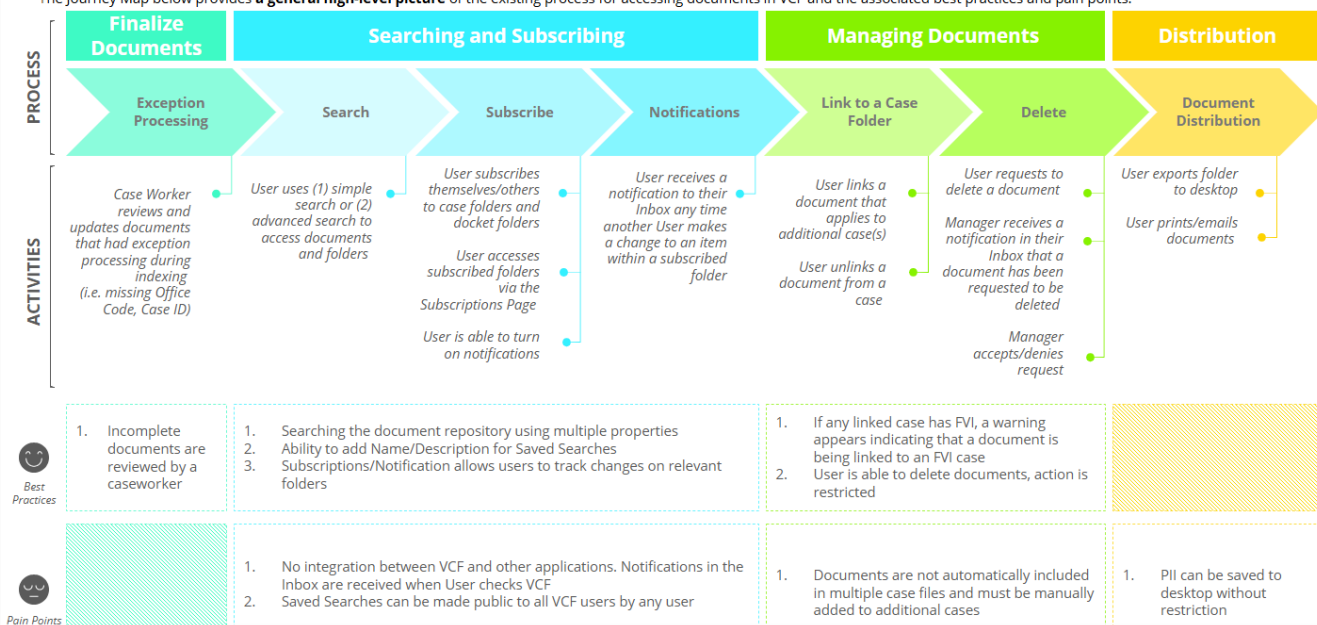


Journey Mapping

- Define the Scope and Objectives
- Engage employee experts
- Listen to the stories and experiences of staff
- Highlight pain points & bright spots
- Synthesize the visual map
- Validate understanding
- Prioritize opportunities

THE JOURNEY OF ACCESSING DOCUMENTS (VCF)

The Journey Map below provides a general high-level picture of the existing process for accessing documents in VCF and the associated best practices and pain points.



Amber, 37

I am a **child support officer (CSO)** with over a decade of experience working for OAG.

A Child Support Officer/Technician who: WORKS ON CHILD SUPPORT CASES

ABOUT MY ROLE

I am responsible for supporting my customers efficiently and effectively. I work with documents all day, and am involved with generating documents, and accessing stored documents.

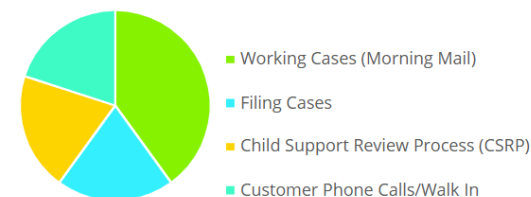
MY MOTIVATIONS

To provide vital support to the children and families of Texas. I work closely with our customers on a daily basis.

I INTERACT WITH...

- Case Members (CP/NCP)
- Attorneys/Legal Staff
- Call Center Staff
- District/County Clerk Office
- Judges

HOW I SPEND MY TIME WITH THE CS AGENCY



MY CHALLENGES

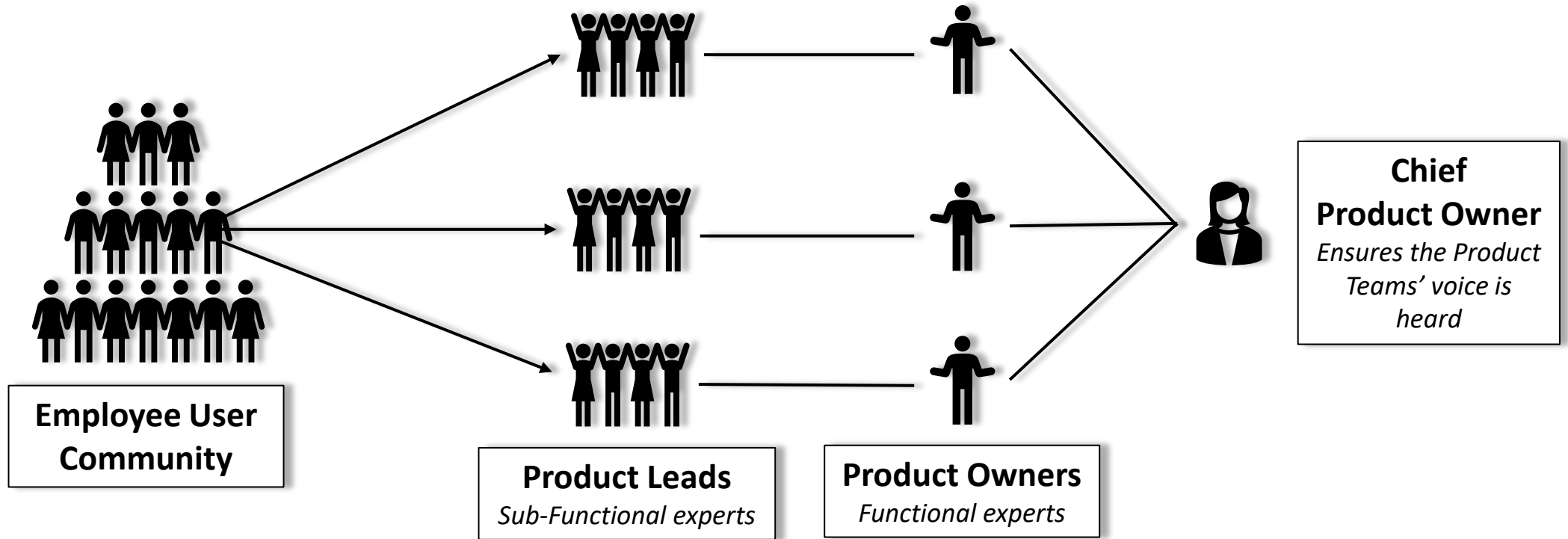
Communication with Customers- There is a very high volume of customer requests throughout the day. Sometimes, it feels like there is not enough time to help everyone. Customers can become frustrated and angry when they don't feel like a priority.

Timelines – I must be constantly aware of ever-changing federal and state deadlines. Throughout the lifecycle of each case, there are many timelines that I must keep track of.

Locating NCPs – My capacity to locate NCPs is limited based on the information provided by requesting parties. Location of NCPs is also heavily reliant on Locate Interfaces.



Product Ownership Network





Initiative Branding

System Naming Leadership Session | Voting Results by Round

During the **First Voting Round**, participants submitted votes for their top-3 favorite names from a long list.

For the **Second Voting Round**, participants were instructed to submit 1 positive vote for their favorite of the shorter list and 1 negative note for a name they would like to "strike."

FIRST VOTING ROUND

Name	# of Votes	Name	# of Votes	Name	# of Votes
Monarch	4	CHAMP	1	SCOTX	1
TX-FAM	3	CHARTS	1	Serve	1
ASCEND	2	Crest	1	SPAUC	1
COMPASS	2	(CS) Unity	1	Stars	1
REACT	2	Elevate	1	Summit	1
Bluebonnet	1	The HUB	1	TESSA/TESS	1
ACRES	1	Ignite	1	TexUs	1
Apex	1	Impact	1	TXCS 360	1
Aspire	1	LoneStar	1		
Axis	1	MTX	1		

SECOND VOTING ROUND

Name	# of Positive Votes	# of Negative Votes
Monarch	3	1
Bluebonnet	3	0
TX-FAM	2	2
COMPASS	1	2
Ascend	1	0
REACT	0	3



Change Agent Network

WHAT is a Change Agent Network?



An **intentional network of staff** who will learn about upcoming changes, provide input & ideas for increasing staff readiness, share information with others, and generate awareness & excitement about upcoming releases.

The Change Agent Network will focus on preparing staff for the new **ChAMP system**.

WHO should be involved in the network?



This Change Agent Network will include **representatives from each region and possible office**, who will focus on learning more about the ChAMP and how users will be impacted, how they will be supported, and receive specific information on functionality as it is developed. They will help **build awareness & excitement for the new ChAMP system with your regional staff**.

WHEN will the network be in place?



Participants in the Network will attend **virtual meetings**.

- Initial sessions will focus on general awareness and the **ChAMP Docs release**.
- Other sessions will provide overall readiness information, demonstrations, ask for feedback on materials, .

Outside of meetings, they will be asked to complete readiness tasks that may take up to 2-3 hours per month (e.g., host info sessions, send emails, etc.) with increasing time the closer we get to April 2025.

WHY should it happen? What is its purpose?



The Change Agent Network supports readiness & adoption for new, modernized systems:

- Using **trusted, existing relationships** to distribute information & awareness
- **Gathering feedback & input** from network participants on readiness plans & activities
- Involving more staff in the success of each release and **building staff ownership** over the new system and related change activities

Human Centered Change Team

Monthly Newsletter



Surveys



Change Agent Network



Manager Meetings





User Acceptance Testing and Pilot

- Scenario-based scripts that mimicked their normal daily workflows
- Group test case execution, with ongoing conversations about what works and does not work
- Different regions chose different models that represented how they work
- UAT and Pilot participants were the best-trained staff in the state
- Created experts that we leveraged for the command center
- Participants were amplifiers for the good and bad (helped to manage expectations)



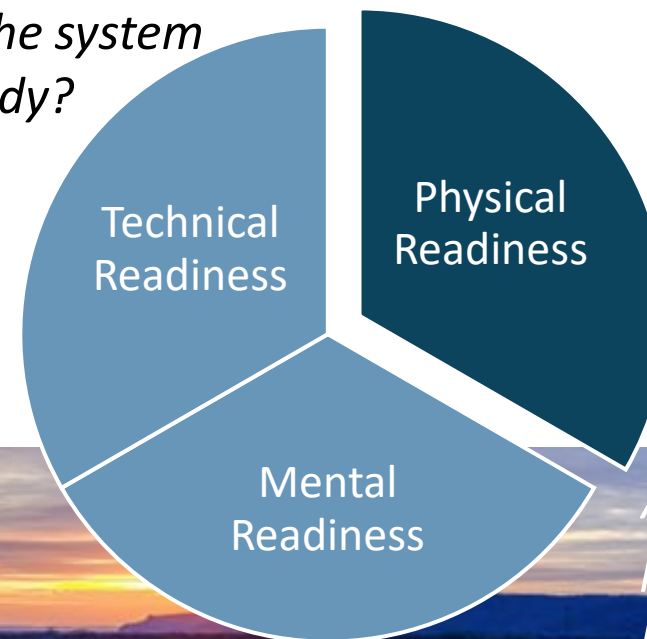


Operational Readiness

- Tenured members of management from across the State, skilled in running daily office operations and understanding end-to-end processes within the life cycle of a case.
- Important that they are housed in the field – increase perception of collaboration between “State Office” and “Field”
- Focus on business transformation, so a system transformation can be successful – you must modernize your processes before implementing a modernized system
- Change the mindset: ChAMP is the Starter Home – gotta own it before you can upgrade it!



Is the system ready?



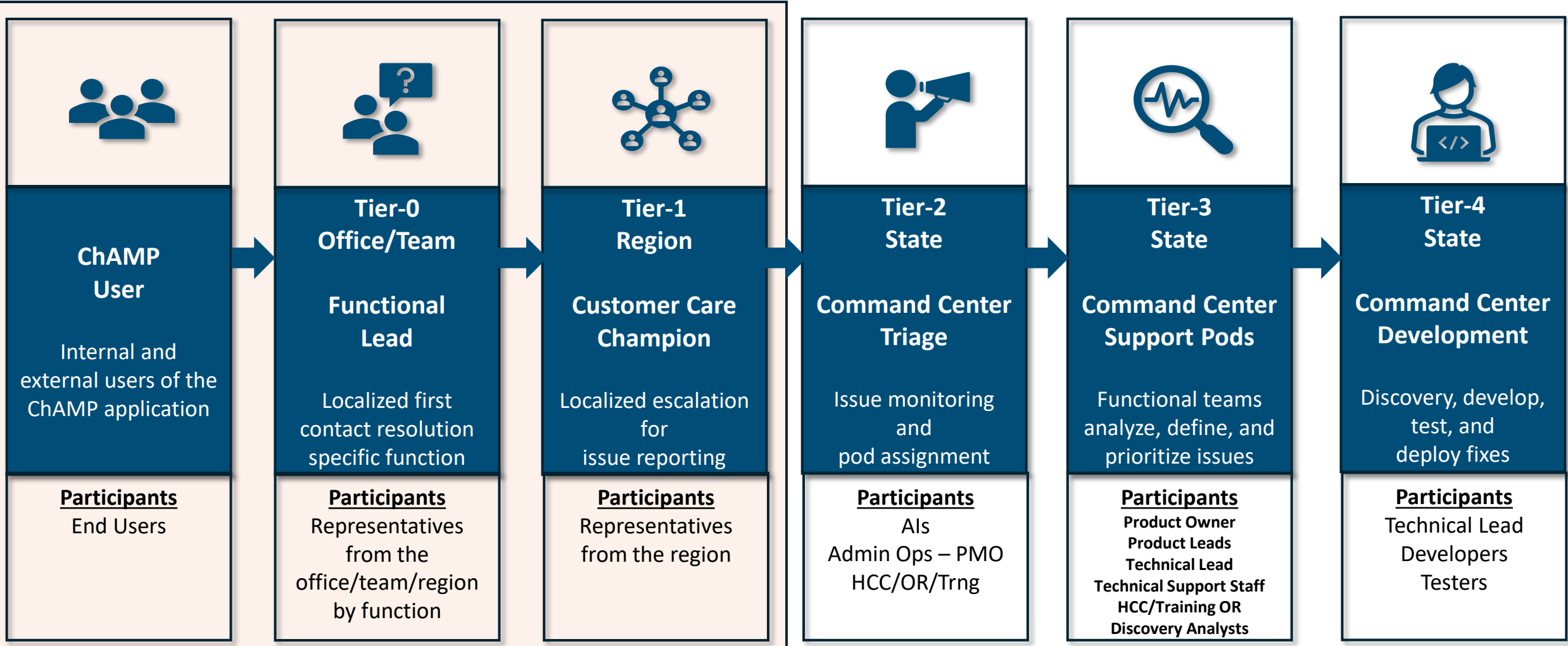
Is the environment ready?

- How can management teams structure their workforce now to prepare for changes to their current workflow?
- What local workarounds will no longer work or may not be necessary after release?

Are the people ready?



Command Center Model





Employee Engagement in Large-Scale Change Management Initiatives

- Continuous and intentional employee involvement
- Employee ownership makes the initiative's success story, everyone's success story
- Employees will give grace when there are failures or missed expectations
- A collective approach to course correcting along the way
- Governance model that values employee voice
- Employee engagement as a key strategy from the start



Navigating and Leading the Workplace Through Employee Engagement

*A realistic approach to gaining employee perspective and
overall satisfaction level for your organization*

Dr. Justin Reed

Deputy Division Chief for Program Innovation/Director of
Strategic Engagement

Texas Attorney General, Child Support Division



A Little Background and Context





Basic Foundational Question

How do we understand
or improve employee
engagement?





Obtaining Executive Buy-In

- Benefits to the agency/organization.
- Handling any HR concerns.
- Vulnerability to the findings.
- Having actionable follow-up based on findings.





Obtaining Management Buy-In



- Purpose of the survey.
- How the data/findings are used.
- Transparency and input into the survey development.
- Defined methodology and willingness to address inquiries and questions.
- NOT an evaluation.





Obtaining Staff Buy-In

- CONFIDENTIALITY.
- Transparency on how the data is used.
- Transparency into how the survey is built.
- Delivery and execution for improvements based on findings at multiple levels within the organization.



Building the Survey

- What central themes do you want to explore?
- Will the same themes carry over from survey to survey for trend analysis?
- What platform will you use?
- How will it be provided to participants?
- Will you do a census approach or take a sample?
- What will your independent variables be?
- Will you conduct quantitative, qualitative, or mixed methods research?
- What will you do with the findings?



Evolution of the Survey

- Do you have feedback loop to enhance the tool?
- Did the platform work the way you wanted and needed it to?
- Do you need to adjust the survey items because there was a lack of clarity?
- Do you need to add additional independent variables?
- Was the data and/or analysis beneficial to leadership?
- Was the timing of the survey appropriate?



Your Voice Matters Survey





Your Voice Matters Survey

- Survey is built in Qualtrics and emailed to all Child Support Division staff.
- Open for 1 month, usually during April.
- Mixed-methods research design.

2025 Participation

- 2,542 emails sent out.
- 1,849 verified responses (72.7%)

Central Themes

Theme	Number of Questions	Weight of Responses
Overall Experience	7	1 (lowest) – 7 (highest)
Workplace Environment	5	1 (lowest) – 7 (highest)
CSD Organization	3	1 (lowest) – 7 (highest)
Management Team	10	1 (lowest) – 7 (highest)
CSD Leadership Overview	5	1 (lowest) – 7 (highest)
Overall Personal Satisfaction	2	1 (lowest) – 6 (highest)
Additional Feedback	1	Open-ended





You Do Not Know, Unless You Ask.... And You Might Be Surprised with

