

CalPERS Employee Engagement Survey

April 22, 2020

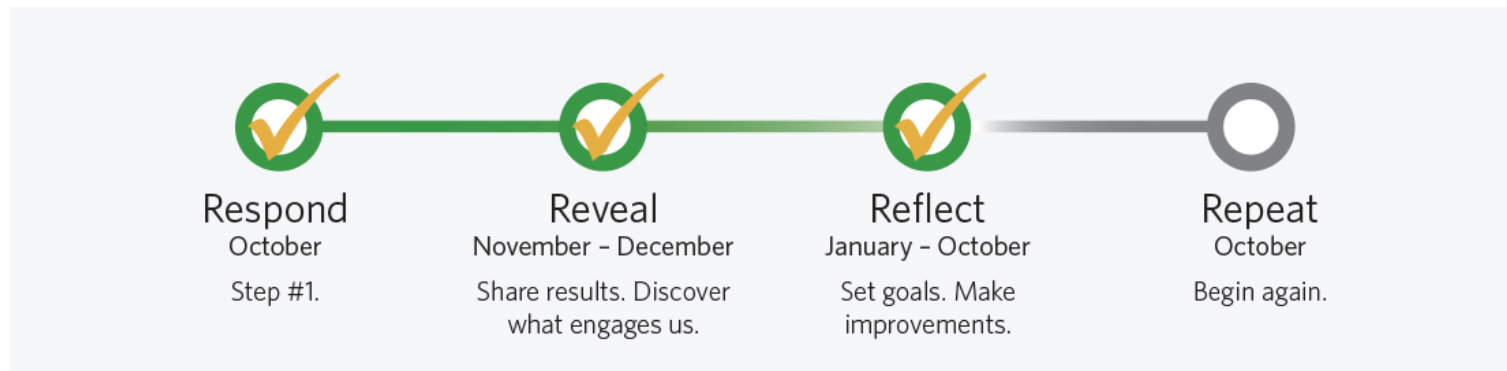
Employee Engagement Defined

- Employee engagement is the degree to which employees are emotionally connected and committed to their organization and their role, exerting discretionary effort for the betterment of the organization.



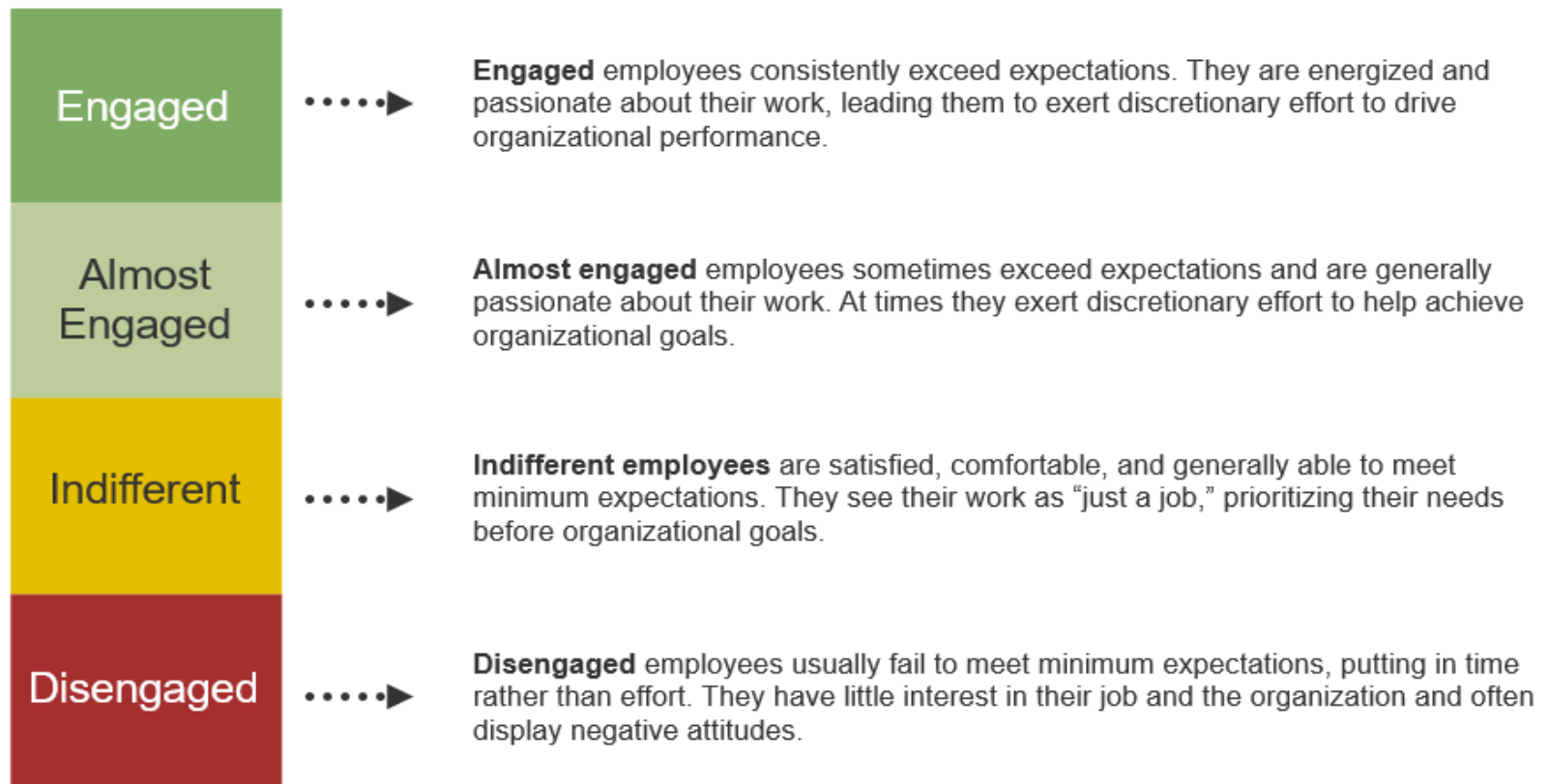
Why Does Engagement Matter to CalPERS?

- Insights from the survey highlight what’s engaging our team members so we can keep doing it, and show us where we can do better.
- Survey results guide us in prioritizing initiatives at the organizational level and tailoring action items at the department or team level.



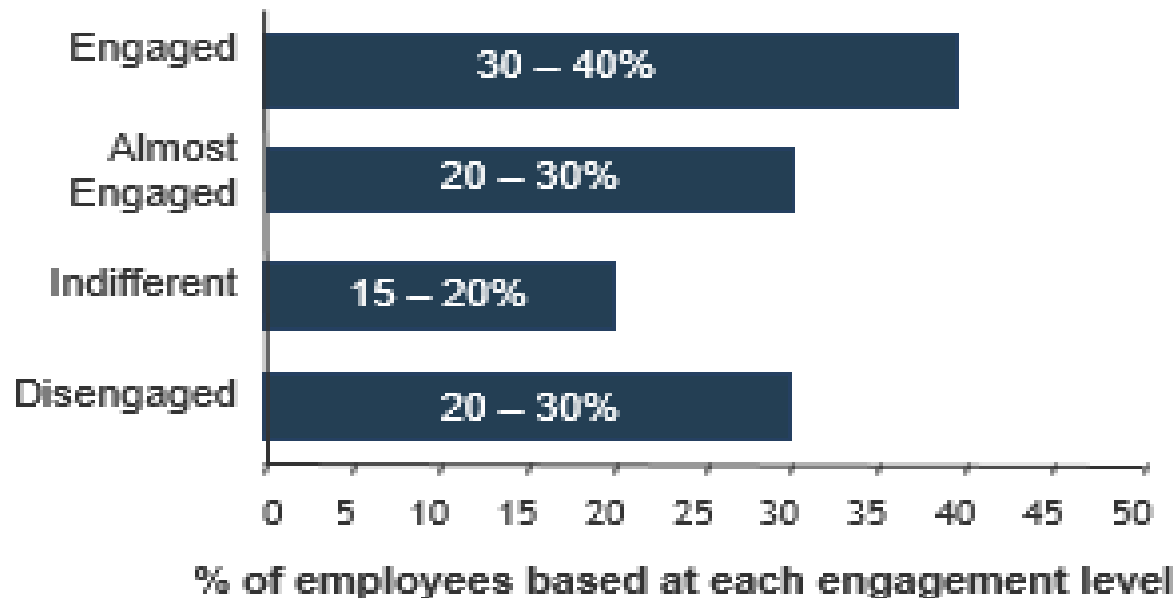
Levels of Engagement

Employees fall into one of four engagement-level categories.

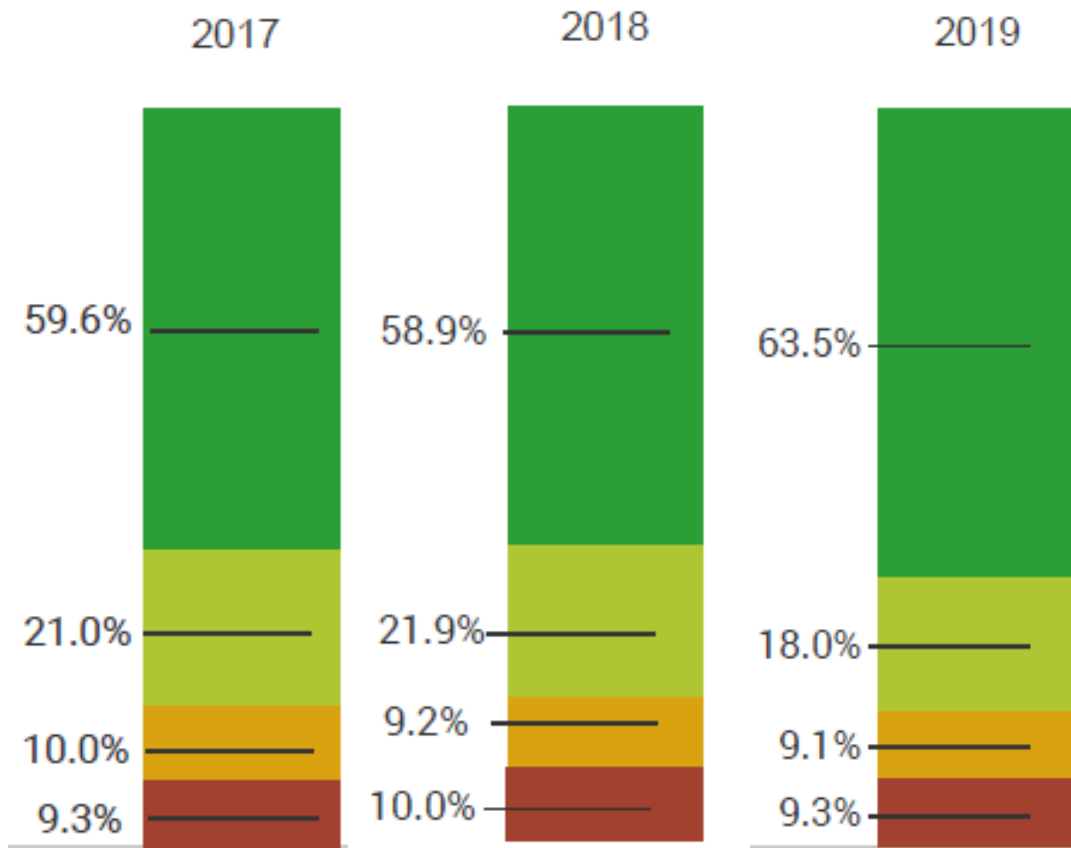


Engagement Levels at Other Organizations

- According to McLean & Company, employees at other organizations are only 30-40% engaged.



Overall Engagement Results



ENGAGED
 Engaged employees consistently exceed expectations. They are energized and passionate about their work, leading them to exert discretionary effort to drive organizational performance.

ALMOST ENGAGED
 Almost engaged employees sometimes exceed expectations and are generally passionate about their work. At times they exert discretionary effort to help achieve organizational goals.

INDIFFERENT
 Indifferent employees are satisfied, comfortable, and generally able to meet minimum expectations. They see their work as "just a job", prioritizing their needs before organizational goals.

DISENGAGED
 Disengaged employees usually fail to meet minimum expectations, putting in time rather than effort. They have little interest in their job and the organization and often display negative attitudes.

Benchmark Ratio of Engaged to Disengaged
 Organization's Ratio of Engaged to Disengaged

Employee Experience Question

Employee Experience Question

How likely would you be to recommend this organization to a qualified friend or a family member as a great place to work?

Employee Experience Breakdown



DETRACTORS
Answered 0-6



of Respondents
366 16.7%

PASSIVES
Answered 7-8



of Respondents
713 32.6%

SUPPORTERS
Answered 9-10



of Respondents
1108 50.7%

Employee Experience Score

33.9

Previous Score

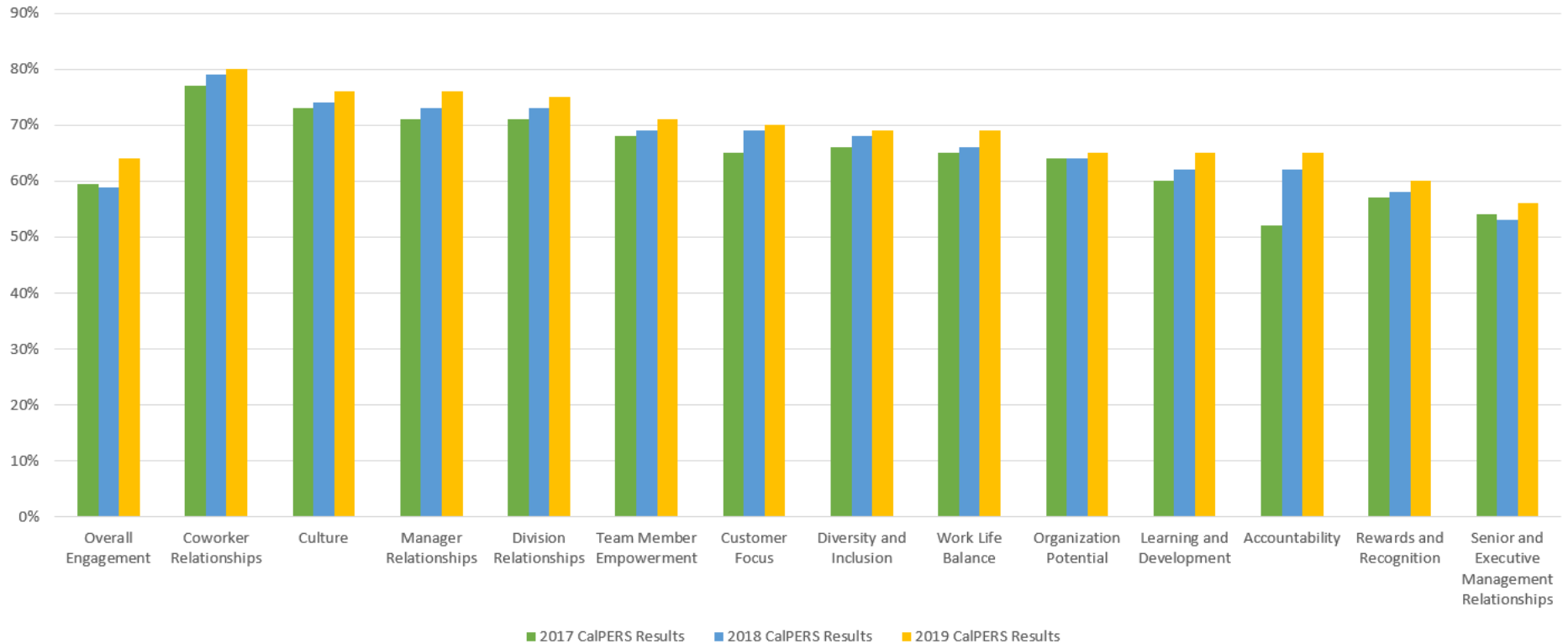
33.0

Benchmark Average

3.3

Employee Experience Score = % Supporters - % Detractors

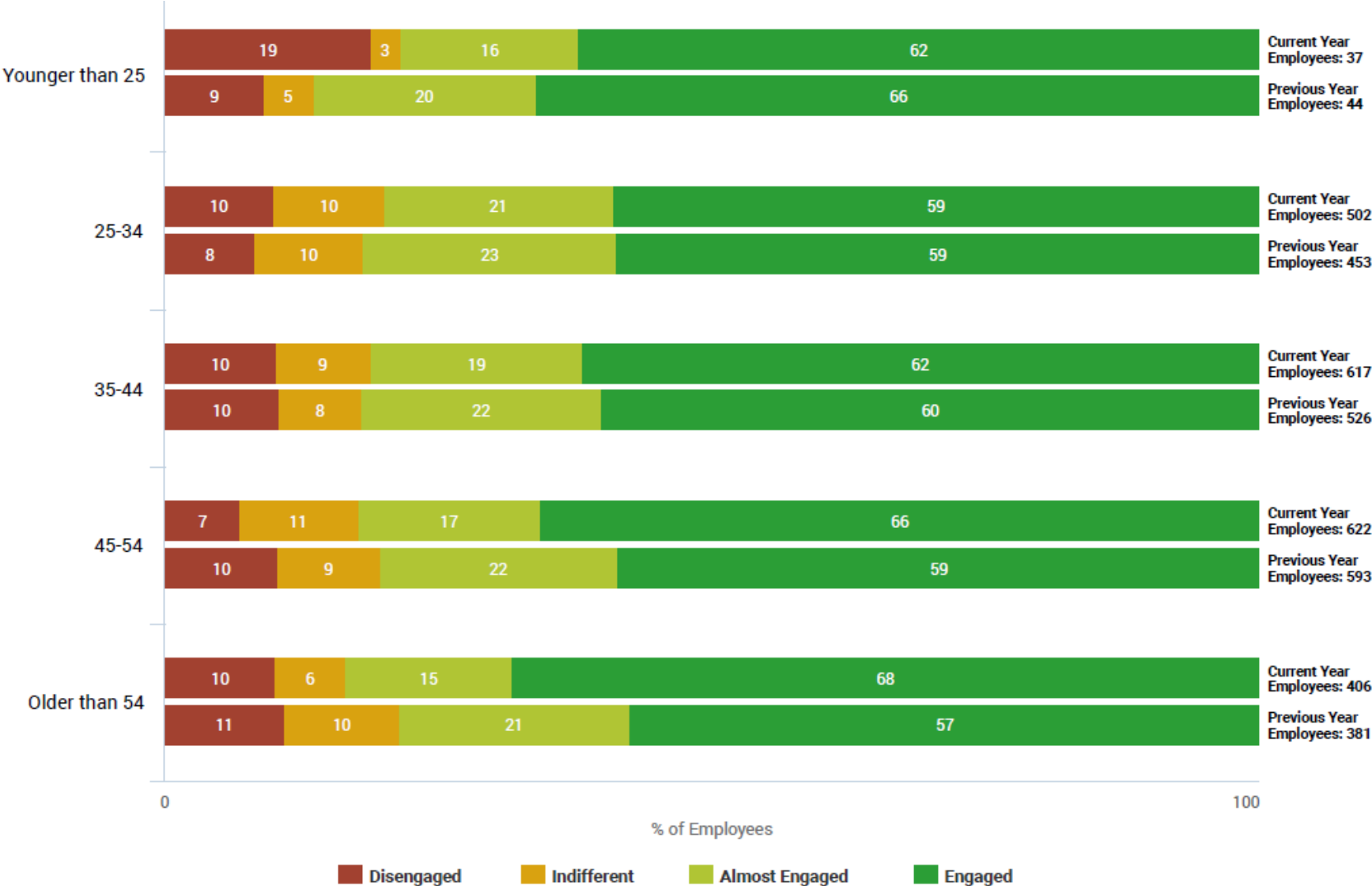
Results by Driver



Overall Branch Results



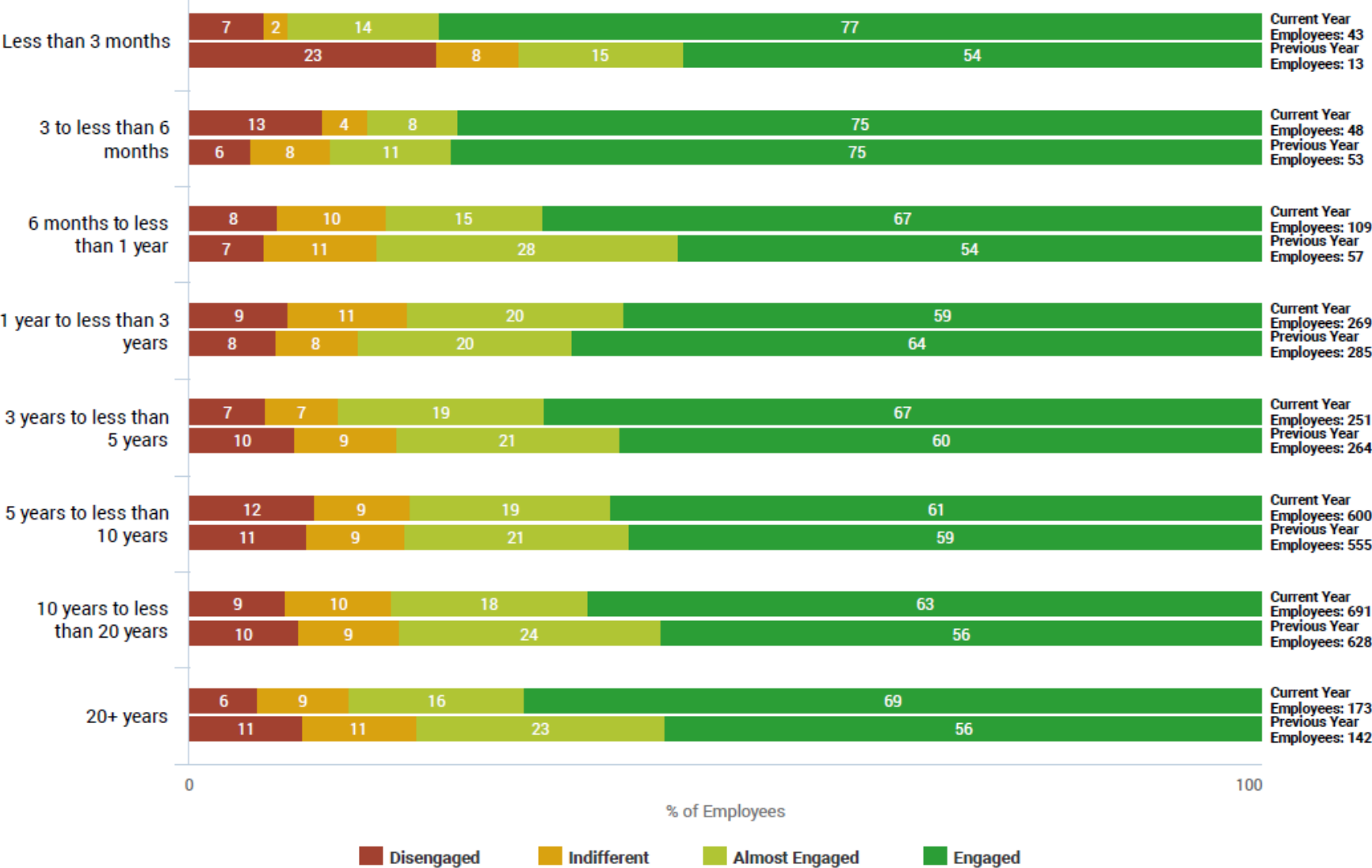
Engagement by Age



Engagement by Gender



Engagement by Tenure



Action Plans

- Organization will continue to focus on Accountability and Senior and Executive Management Relationships
 - Task Force has been formed and is working on action items.
- Divisions will focus on an additional driver, specific to their results.
- The Human Resources division is collaborating with individual units, scheduling focus groups and providing additional resources where needed.

Questions?