



Align Employees Around Department's Mission

Employees Who Understand, and Feel Their Job Contributes to the Mission of the Department (From Respondents to Employee Survey)

Purpose:

An engaged workforce is essential to the ability of the New Hampshire Department of Transportation to meet its mission of "Transportation Excellence Enhancing the Quality of Life in New Hampshire". By implementing strategies that increase communications to employees about our mission, and by including employees in developing and implementing solutions to the Department's challenges, NHDOT's workforce becomes more committed, more engaged and more effective.

Data:

In 2008, NHDOT launched its first department-wide employee survey creating a baseline assessment of organizational climate and employee morale. The survey is repeated every two years to allow the Department to measure progress in multiple survey categories and develop and implement strategies to improve performance. Two survey questions support the measure, "Percent of Employees Who Understand, and Feel Their Job Contributes to the Mission of the Department"

Question 4a. I have a clear understanding of the mission of NHDOT

Question 4d. What I do contributes to the mission of NHDOT.

In 2008 and 2010, over 50% of the workforce responded to the survey. In 2012, the response rate was over 49%. The survey scale consists of five

Improvement Status

The NHDOT mission alignment index increased from 81% in 2008 to 83% in 2010, indicating that an increasing number of respondents felt they had a clear understanding of the mission of the Department, and that their role contributed to the mission. Given this positive trend, and efforts implemented in response to the overall survey results in previous years, NHDOT anticipated a continuing increase in mission alignment index score from 83% to 85% for 2012. Instead, the mission alignment index remained steady in 2012 at 83%.

Data received from the survey provides NHDOT with areas of focus to improve the overall climate and employee engagement. The categories in the survey for which information is solicited include: Individual Job Satisfaction, Relationships with Coworkers, Relationships with Supervisors/Managers, and organizational attention to Safety and Communication. In each of the surveys, effective communication is an overarching connection for all areas of the survey.

Since the 2008 employee survey was conducted, the Department has introduced and maintained strategic initiatives to improve communication and impact employee engagement. Examples of some of these initiatives include:

- Commissioners communicating mission at new hire orientation and onboarding sessions
- Communicating Department mission through Balanced Scorecard
- Involving employees throughout the Department in continuous improvement initiatives
- Recognizing employee performance achievements in every day performance
- Recognizing employee performance during exceptional events
- Commissioners making frequent field visits to employees
- Including guest employees at management meetings

rating categories: 1 (strongly, disagree), 2 (disagree), 3 (neutral), 4 (agree), and 5 (strongly agree). Survey results for questions 4a and 4d are averaged and converted from a 5 point scale (4.0 out of 5.0 for example) to a percentage (80%). This percentage represents the Department's "mission alignment index."

- Maintaining strong communications through the Department Labor/Management Committee
- Enhancing all forms of communication including Newsletters, Daily headlines, Social Media and face to face opportunities.

The results of employee surveys from 2008 to the present demonstrate the importance of several factors that enhance employee engagement. These include employees feeling a connection between their job accountabilities and the Department's mission. Strong supervisory engagement, especially in the areas of listening and feedback, and effective communications within work teams are also key to ensuring an organization of consistent high performance. Moving forward, increased emphasis will be placed on supervisory/work team communications and connecting day to day performance with the mission.

By continuing with existing strategic initiatives, and the introduction of new ones, the Department anticipates an increase in the mission alignment index over time. While the Department's goal is to have a 100% mission alignment index, the impact of continual turnover in the workforce, the overall climate of state government and the economy are factored into expected and projected performance in this measure. 2013 expected mission alignment is 84%, 2015 projection is 85% and 2017 is 86%.

Combined Score: 4a: I have a clear understanding of the mission of NHDOT and 4d: What I do contributes to the mission of NHDOT

