

EVS Whitepaper

Department of Health and Human Services (HHS) Effective Communications Index (ECI)

November 4, 2011

Introduction: This Employee Viewpoint Survey (EVS) whitepaper outlines the significant features and benefits of the Effective Communications Index (ECI) and makes a strong correlation between effective communications strategies and employee satisfaction survey scores. The index is based on the 2010 Employee Viewpoint Survey and updated with the 2011 EVS results.

1. Organizational Context: Review/discussion factors pertaining to suitability of HHS Index.

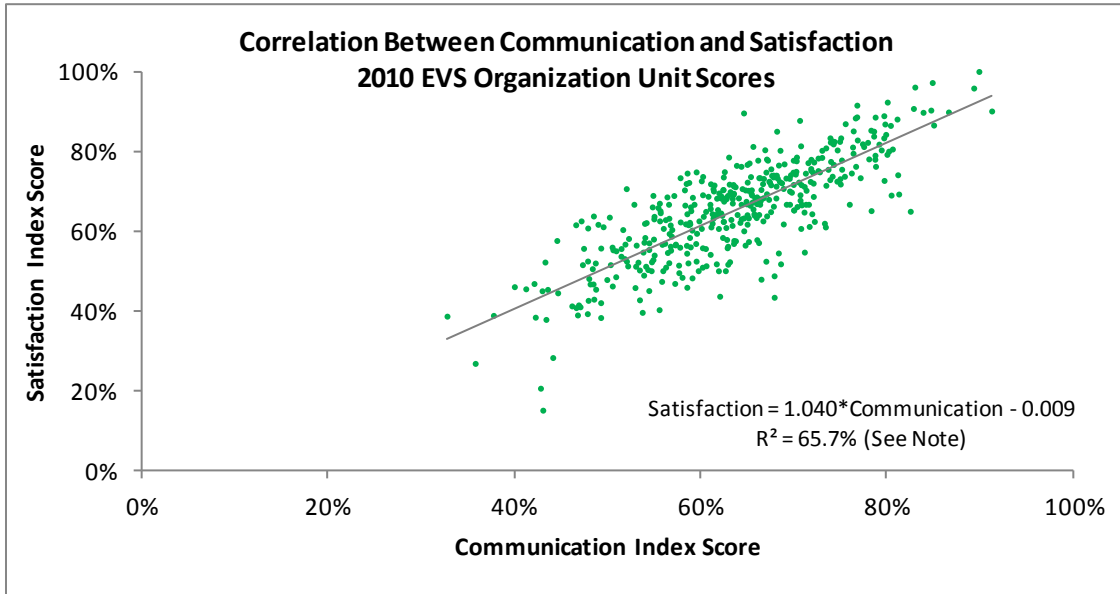
- EVS done annually since 2006 with a 40% response rate in 2011. Unlike most Agencies, HHS surveys all employees (Fulltime, Part-Time, Title 42, and Commissioned Corps).
- Significant organizational data granularity with 434 organizational units reporting data results in 2010 and 525 organizational units in 2011. Allows for deeper work unit analysis and cross-HHS comparisons.
- Year-to-year results point to need for continued emphasis in five (5) areas to improve employee satisfaction: performance management, leadership, training, work-life balance, and communications.

2. Findings and Value of the ECI – Connecting Effective Communication Strategies to Employee Satisfaction.

- For the overall ECI, there is a strong correlation between the ECI and employee satisfaction (with each 1.0 point increase in communications there should be a 1.04 point increase in employee satisfaction).
- Within the ECI, the three most highly correlated ECI questions to satisfaction are:
 - *Q53 – In my organization, leaders generate high levels of motivation and commitment in the workforce.* (Positive Correlation is 0.77)
 - *Q58 – Managers promote communication among different work units (for example, about projects, goals, needed resources).* (Positive Correlation is 0.72)
 - *Q64 – How satisfied are you with the information you receive from management on what's going on in your organization?* (Positive Correlation is 0.71)
- The significance here is that satisfaction while being a perception can be influenced by effective communications; in particular by leaders taking steps to generate motivation and commitment in the workforce and by managers sharing information within and across the organization. These actions along with focus on ECI supervisor/employee relations items can significantly influence satisfaction.

3. Attachments: See attached ECI Question Set; Correlation Scatter Plot, and OPDIV/STAFFDIV ECI Ranking.

Question Number	ECI Question Set – Based on 2011 EVS)	Type of Communication	HHS Positive Response
19	In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).	Employee and Supervisor	65%
44	Discussions with my supervisor/team leader about my performance are worthwhile.	Employee and Supervisor	63%
48	My supervisor/team leader listens to what I have to say.	Employee and Supervisor	75%
49	My supervisory/team leader treats me with respect.	Employee and Supervisor	79%
50	In the last six months, my supervisor/team leader has talked with me about my performance.	Employee and Supervisor	79%
51	I have trust and confidence in my supervisor.	Employee and Supervisor	67%
53	In my organization, leaders generate high levels of motivation and commitment in the workforce.	Leader / Manager / Organizational	48%
56	Managers communicate the goals and priorities of the organization.	Leader / Manager / Organizational	63%
57	Managers review and evaluate the organization's progress toward meeting its goals and objectives.	Leader / Manager / Organizational	62%
58	Managers promote communication among different work units (for example, about projects, goals, needed resources).	Leader / Manager / Organizational	55%
59	Managers support collaboration across work units to accomplish work objectives.	Leader / Manager / Organizational	60%
64	How satisfied are you with the information you receive from management on what's going on in your organization?	Leader / Manager / Organizational	50%
Average Positive Response			64%



Based on the analysis of all 434 organizational units in the 2010 EVS, the model above predicts the level of satisfaction based on that unit's ECI score. This model shows that for every 1 percentage point increase in the ECI, there will be a 1.04 percentage point increase in the satisfaction score.

Note: The R² of 65.7% indicates that 65.7% of the variance in satisfaction is explained by the ECI. In addition, the Pearson correlation coefficient, which is the square root of the R², of 81.1% signals a strong linear relationship between the two variables (a value of 100% would imply a perfect linear relationship).

OPDIV / STAFFDIV

**Effective Communications Index (ECI)
Satisfaction Index
Scores & Rankings**

(See Notes below)

Division	ECI Score	Satisfaction Index Score	ECI Rank	Satisfaction Index Ranking
Omitted	74.0%	79.8%	1	1
Omitted	73.2%	77.6%	2	2
Omitted	70.1%	77.5%	3	3
Omitted	69.6%	65.6%	4	11
Omitted	69.3%	68.9%	5	9
Omitted	68.6%	70.8%	6	8
Omitted	67.2%	71.1%	7	6
Omitted	67.0%	71.6%	8	4
Omitted	66.3%	71.3%	9	5
Omitted	64.5%	64.3%	10	12
Omitted	64.4%	70.9%	11	7
Omitted	63.6%	66.4%	12	10
Omitted	60.6%	54.2%	13	16
Omitted	60.5%	46.2%	14	20
Omitted	59.9%	54.6%	15	15
Omitted	59.4%	52.2%	16	18
Omitted	59.2%	61.5%	17	13
Omitted	54.8%	53.0%	18	17
Omitted	54.7%	61.0%	19	14
Omitted	53.8%	49.4%	20	19
Omitted	46.0%	33.0%	21	21
Omitted	33.1%	23.1%	22	22

Notes:

1. ECI rankings are based on the 12 question ECI.
2. Satisfaction Index Scores are based on the three questions below:
 - Q40. I recommend my organization as a good place to work.*
 - Q69. Considering everything, how satisfied are you with your job.*
 - Q71. Considering everything, how satisfied are you with your organization.*
3. OPDIV /STAFFDIV data omitted pending HHS release of this level data.