

**Department of
Veterans Affairs**

Memorandum

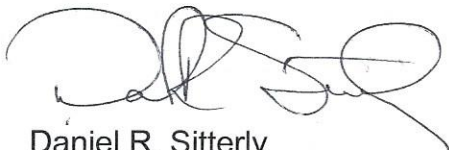
Date: **APR 10 2019**

From: Assistant Secretary for Human Resources and Administration/Operations,
Security and Preparedness (006)

Subj: Department of Veterans Affairs (VA) Employee Engagement Enterprise-wide Plan
(VIEWS 00176511)

To: Secretary (00)

1. The Secretary has identified employee engagement as one of the Department's top priorities. The attached VA Employee Engagement Enterprise-wide Plan, the first of its kind in VA's history, is an important component to set the vision for emphasize employee engagement across the enterprise with strategic goals and objectives.
2. The VA Employee Engagement Enterprise-wide Plan was developed under the direction of the Secretary, the Assistant Secretary for Human Resources and Administration, and the Executive Director for Veterans Health Administration's (VHA) National Center for Organization Development. Plan development included participation from VA's Employee Engagement Council as well as VHA's National Leadership Council's Employee Engagement Committee.
3. VA's Under Secretaries, Assistant Secretaries, and Other Key Officials were provided a final opportunity to review and provide comments about the VA Employee Engagement Enterprise-wide Plan. National Leadership and labor partners have reviewed and approved the plan through the councils referenced above.
4. VA will provide a copy of the VA Employee Engagement Enterprise-wide Plan to U.S. Government Accountability Office in response to one of their recommendations made in the December 2016 report on VHA HR to better monitor and improve employee engagement.
5. Questions regarding the VA Employee Engagement Enterprise-wide Plan may be directed to Daniel R. Sitterly through Dee Ramsel at engagement@va.gov.



Daniel R. Sitterly

Attachment:
VA Employee Engagement Enterprise-wide Plan

**Department of Veterans Affairs (VA)
Employee Engagement Enterprise-wide Plan**

Vision Statement: An organizational culture in which all people inspire and support each other to deliver world-class services to Veterans and all their loved ones.

Strategic Plan Background: Research has found that there are five main drivers of employee engagement across A. The following drivers were identified using independent data analyses conducted by the U.S. Government Accountability Office, Veterans Health Administration's National Center for Organization Development, and the U.S. Office of Personnel Management (OPM).

- Servant Leadership Behaviors: Focus on effective leader behaviors with servant leadership as the foundation;
- Employee's Voice: Use of VA workforce survey data;
- Innovative Environment: Employee driven and owned process improvement;
- People Focused: Focus on employee development; and
- Mission: Connection to the mission.

Employee Engagement Definition: As defined by OPM employee engagement is "an employee's sense of purpose, manifest in the level of dedication, persistence, and effort that he or she puts into the work and the overall commitment to an agency and its mission." The servant leadership and mission drivers are foundational components and integral to the other three drivers in different ways. Listening to employees' voices, supporting an innovative environment, and maintaining a focus on people are all key aspects of a servant leadership approach. VA has set goals for these drivers.

2019-2023 Strategic Goals and Objectives			
VISION STATEMENT: An organizational culture in which all people inspire and support each other to deliver world-class services to Veterans and all their loved ones.			
1 Servant Leadership Behaviors (Overarching)			
1A All people in VA embody and demonstrate servant leadership as the leadership philosophy for VA.			
2 Employee's Voice	3 Innovative Environment	4 People Focused	
2A Consistently gather and share employee feedback and engagement data.	3A Promote idea sharing, collaboration, and feedback to drive innovation and process improvement.	4A Hire employees who possess core values aligned with servant leadership culture.	
2B Make employee feedback and engagement data easy to understand and use to improve the workplace.	3B Provide leadership support and tools for employees to implement their ideas.	4B Ensure continuous development in leadership and technical skills throughout an employee's service to VA.	
2C Provide approaches to act on local data to improve employee engagement.	3C Track, monitor, and evaluate the status of improvement efforts to ensure sustainment.	4C Recognize employees' positive contributions.	
5 Connection to the Mission (Foundational, Cross-Cutting)			
4D Promote and support work-life balance in self and others.			

Approval:

Robert L. Wilkie

Robert L. Wilkie
Secretary of Veterans Affairs

17 APR 19

Date