

# Improving the Work Environment with Employee Engagement Strategies

Presented by the  
County of Santa Clara  
Social Services Agency

County Welfare Directors' Association

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# Presenters

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What are you hoping  
to get out of today?

Go to [Menti.com](https://www.menti.com)  
Enter Code:



# What to Expect from Today's Presentation

- Context about why we think employee engagement important
- Background information on how we built readiness, infrastructure, and capacity
- Highlights of specific programs, tools, and resources that can be used to in your own organizations to support engagement

# EMPLOYEE ENGAGEMENT:

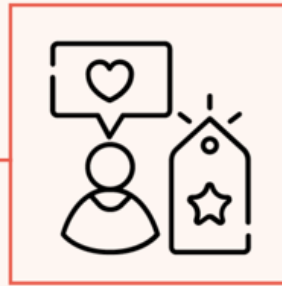
# Why Should We Care?

"...the involvement and enthusiasm of employees in their work and workplace"

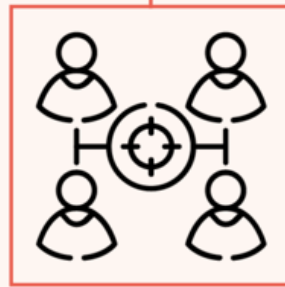
## If employees have...



**Active Commitment** - Employees plan to stay and recommend the organization to others



**Personal Significance** - Employees feel valued and are enthusiastic about their work

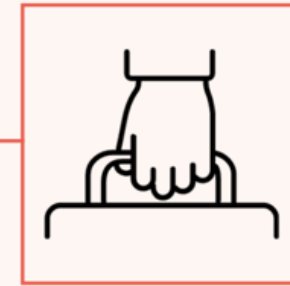


**Confidence in the Future** - Employees believe in the future of the organization

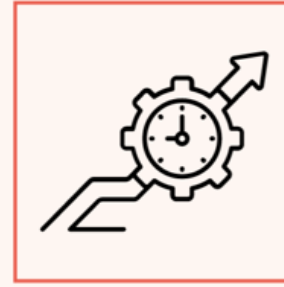
## It encourages...



Fewer Safety Incidents



Lower Turnover



Higher Productivity



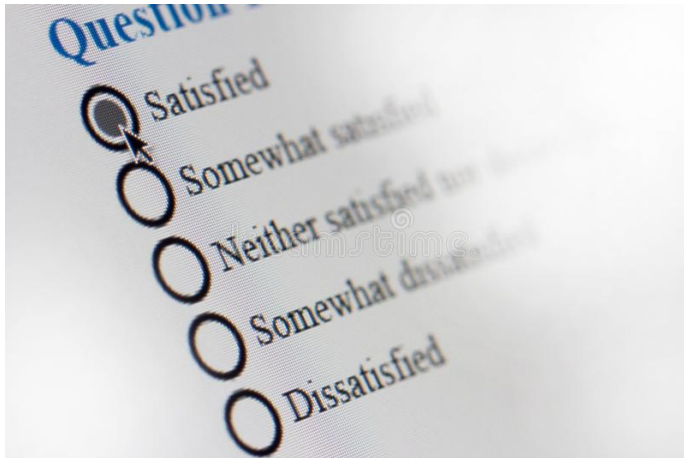
Higher Employee Well-Being



Higher Customer Metrics

# EMPLOYEE ENGAGEMENT AND WELL-BEING SURVEY

USING DATA TO INFORM STRATEGY



# CLOSING THE FEEDBACK LOOP

## 2022 SSA Employee Engagement & Well-Being Survey Results

Using Data to Improve Engagement and Well-Being

SSA Engagement Remains Strong in 2022 : 71%

Agency Response Rate: 49%



Engagement Scores by Department\*



\*Responses fewer than 5 per category were excluded from visual display to ensure confidentiality.

### Drivers of Engagement



2-way communication between agency leaders and staff at all levels



Collaboration within departments and across the agency

### Where to Focus



Continue working to improve engagement for client-facing staff

### Looking Ahead in 2023



Continue monitoring impacts of telework on staff engagement and service delivery



Capture client perspectives on service experiences post-pandemic



Explore and/or identify opportunities for staff to collaborate beyond their units



Gather recommendations on how to improve communication and collaboration, specifically from client-facing staff



# **EMPLOYEE ENGAGEMENT & WELL-BEING: THE SSA APPROACH**

Implementation:  
Building Readiness, Infrastructure,  
and Capacity





Employee  
Engagement &  
Well-being???????

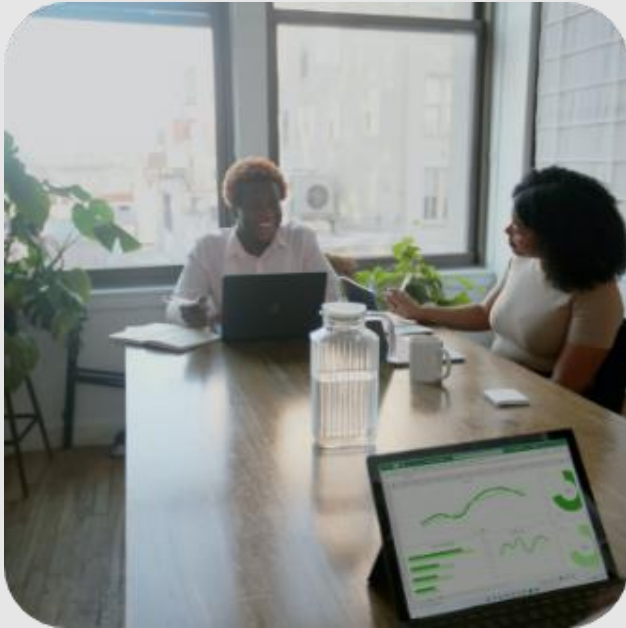
# Let's Get To Work!







# ENGAGEMENT: LINKED TEAMS TO SUPPORT THE WORK



**SSA Staff and Departments  
aka “Experts”**



**SSA Employee Engagement  
&  
Well-being Team**



**Executive Leadership Team**

County of Santa Clara  
**Employee Services Agency**



# Employee Engagement and Well-Being Theoretical Framework

## Employee Engagement is...

- Supporting staffs' curiosity to continuously grow and develop (*Compassionate, Innovative*)
- Creating a culture to intentionally include staff voices at all levels to inform design and decision-making for continuous improvement (*Responsive, Innovative*)
- Creating an environment within SSA for equitable, open, and trusting communication for staff at all levels (*Responsive*)



## Employee Engagement Outcomes

- Connection
- Feeling valued
- Retention
- Others

## Short-term outcomes

Improved client satisfaction & experience

## Long-term outcomes

Improved individual, family, community outcomes

SSA Culture, Systems, Structures: How We Engage

# KEY “PILLARS” OF ENGAGEMENT STRATEGIES



**Ensure Communication**

**Nurture Professional Growth & Development**

**Focus on Recognition**

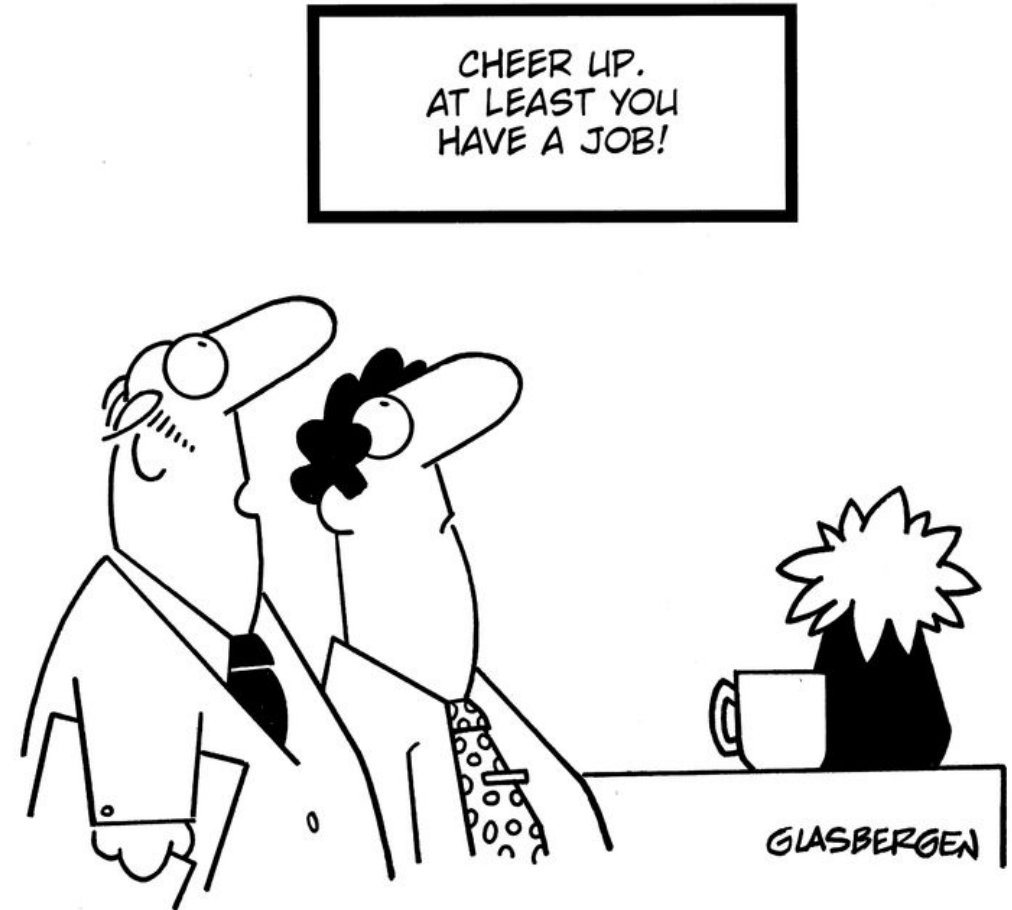
**Promote Health & Wellness**

**Foster Healthy Relationships**



# ENGAGEMENT STRATEGIES

- SSA Voice Videocast
- Leadership Development Program
- SSA Mentoring Program
- People Powered Projects (P3)
- Kittens on Campus



**“It’s not exactly the sort of morale booster I had in mind.”**



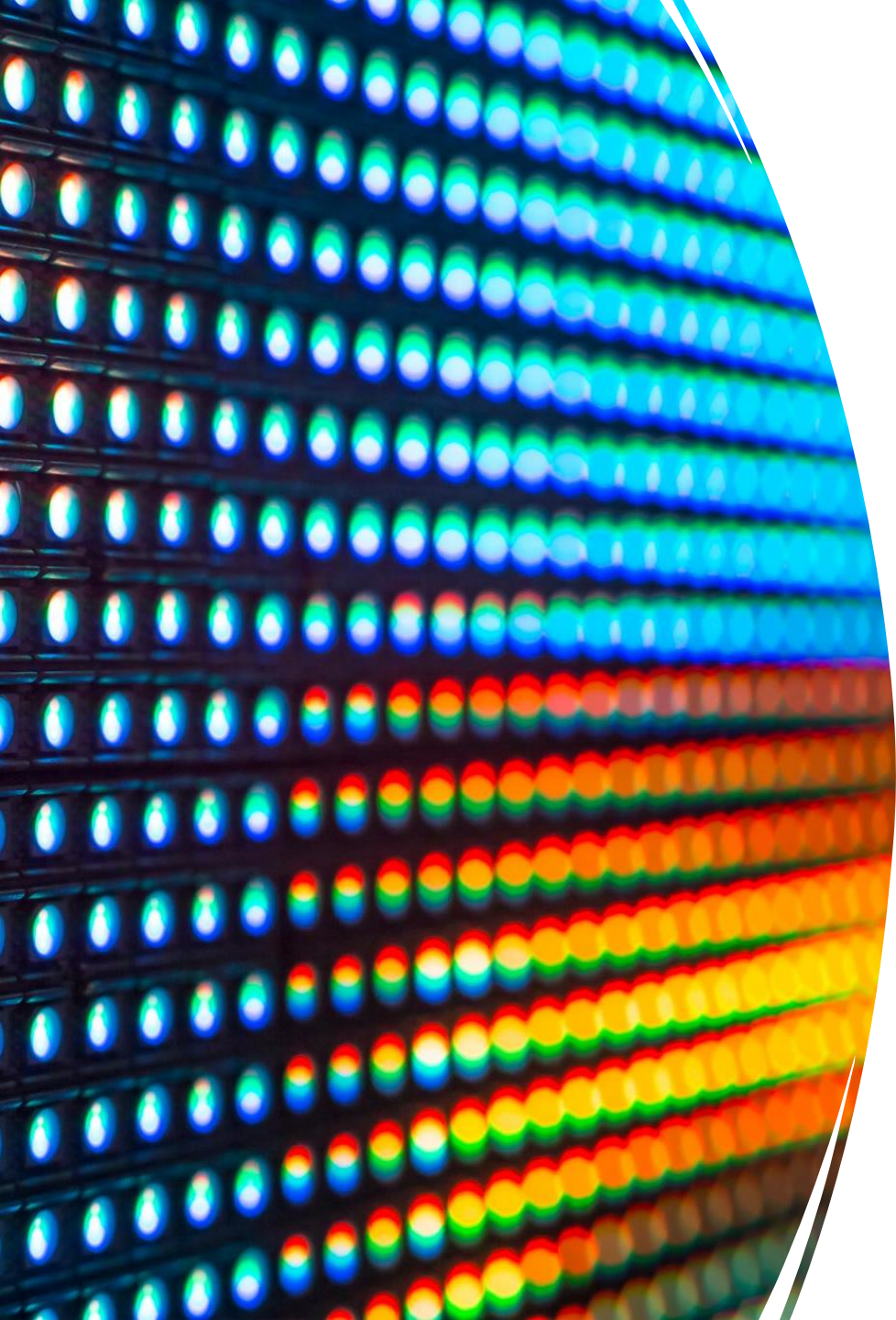
# SSA Voice

(Monthly Videocast)

## Segments

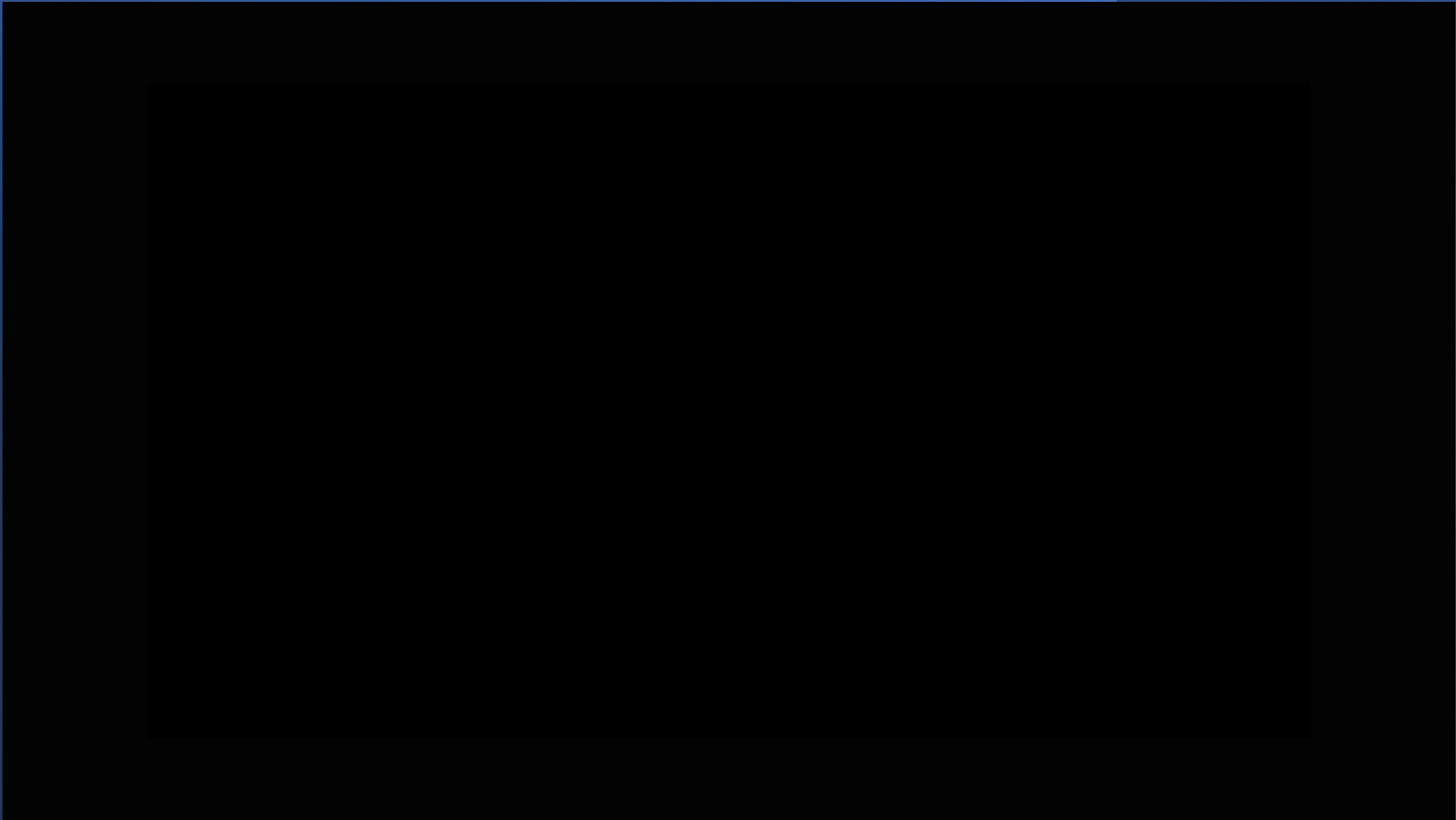
- Polling & Menti Questions/Surveys
- Announcements
- Virtual High-5 Segment
- Special Guests and Programs
- Dialogue with SSA Executive Leadership





# SSA Voice Video

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# **Leadership Development Program (LDP)**

- 10 week Modules
- Emerging Leaders
- Front Line Leaders
- Senior Leaders

# The SSA Mentoring Program

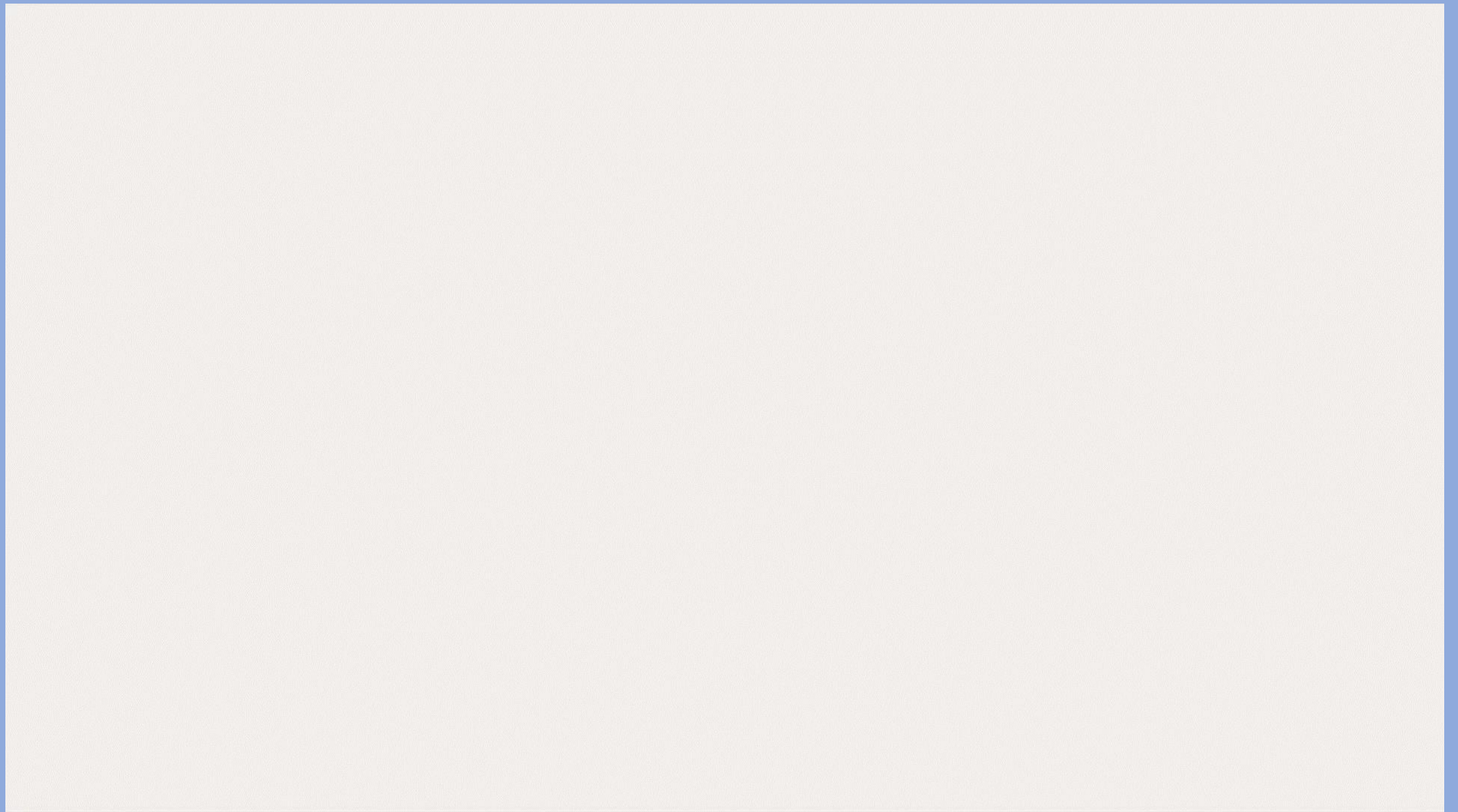
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- Increase Morale
- Retention in Social Services
- Staff Feel Valued
- Supports Coaching
- Staff Prepared for Today
- Staff Prepared to Tomorrow's Leadership Opportunities
- Introduce Staff to New Opportunities throughout the Agency
- Partnering with the Labor Unions

# Mentoring Program Video









## Welcome to People Powered Projects (P3)!



P3 is SSA's dynamic platform where we can share innovative solutions with each other and leadership to solve our collective challenges.



### Have a Solution to Improve SSA?

We want to hear it!

[Click Here to Submit Your Solutions!](#) →

### About HCD and P3

Human Centered Design (HCD) is a process and a mindset to iteratively address complex problems by involving the humans closest to the problem in the process of designing a solution...

[Learn More About the HCD and P3 Project](#) →



### View Solutions Submitted by SSA staff!

See trending, submitted, approved, and bookmarked solutions.

[Click Here to View Solutions!](#) →

Have questions? [SSAsolutions@ssa.sccgov.org](mailto:SSAsolutions@ssa.sccgov.org)



- Submissions are accepted.
- Submissions are presented to SSA Leadership.
- Leadership responses are posted on the webpage.

# Kittens on Campus



# Kittens on Campus Pilot Program

SSA's Engagement and Wellbeing Brainstorming Team, in partnership with SCC Animal Services, is bringing kittens to the Julian Campus. If you would like to play, feed, or watch kittens, sign-up for one 20 minute time slot.

Questions? Contact [wellnessalways@ssa.sccgov.org](mailto:wellnessalways@ssa.sccgov.org)

[Sign-up  
Here!](#)

[Frequently  
Asked  
Question](#)



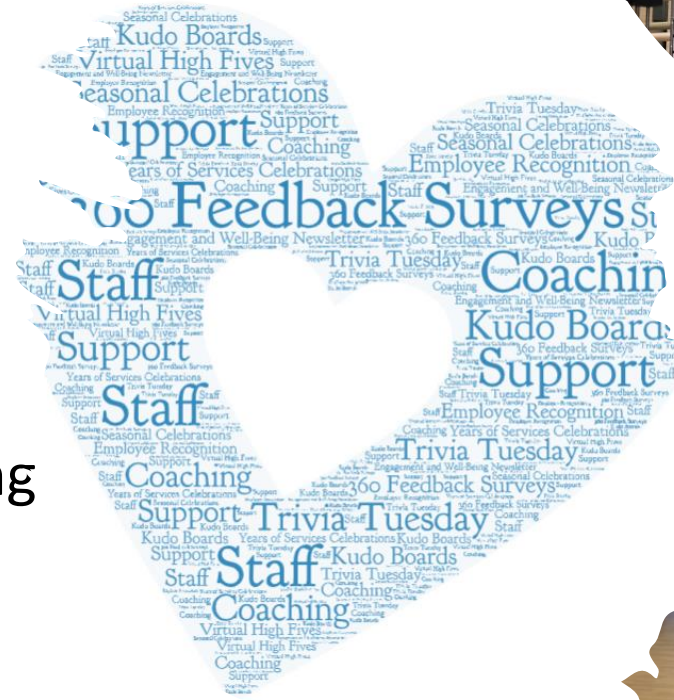
# Kittens on Campus Video





# More EEWB Strategies

- Trivia Tuesdays
- Seasonal celebrations/events
- Employee Recognition
- SSA Speaker Series
- Engagement and Well-Being Newsletter
- 360 Feedback Survey and Coaching
- Fitness Room
- Support



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**“If at first you don’t succeed — celebrate!  
You’re one failure closer to your goal!”**

# Key Takeaways

1. An engaged workforce has positive impacts on many organizational outcomes;
2. Building organizational readiness and capacity is essential for building successful engagement strategies;
3. Measurement, monitoring, evaluation, and closing the feedback loop are key to ensuring that strategies are responsive and effective





# THINGS TO CONSIDER FOR YOUR COUNTIES



- How is engagement viewed at your agency?
- What current activities and strategies has/is your organization providing that attends to staff engagement and/or well-being?
- Who is leading those efforts or strategies?
- What data is currently collected that can provide some information about employees' overall satisfaction or perception about your agency/department?
- What are some next steps you can take back to your County?





# Discussion and Questions

Thank you for joining our session!

We hope you were engaged!

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