

# EDI Presents: “The Whole Woman”

## Seminar Series

Featuring Janetta Lun, Ph.D.  
“Women and the Data: FEVS 2019  
Report”

Anna Verschoore  
“The Role of NIH EAP”





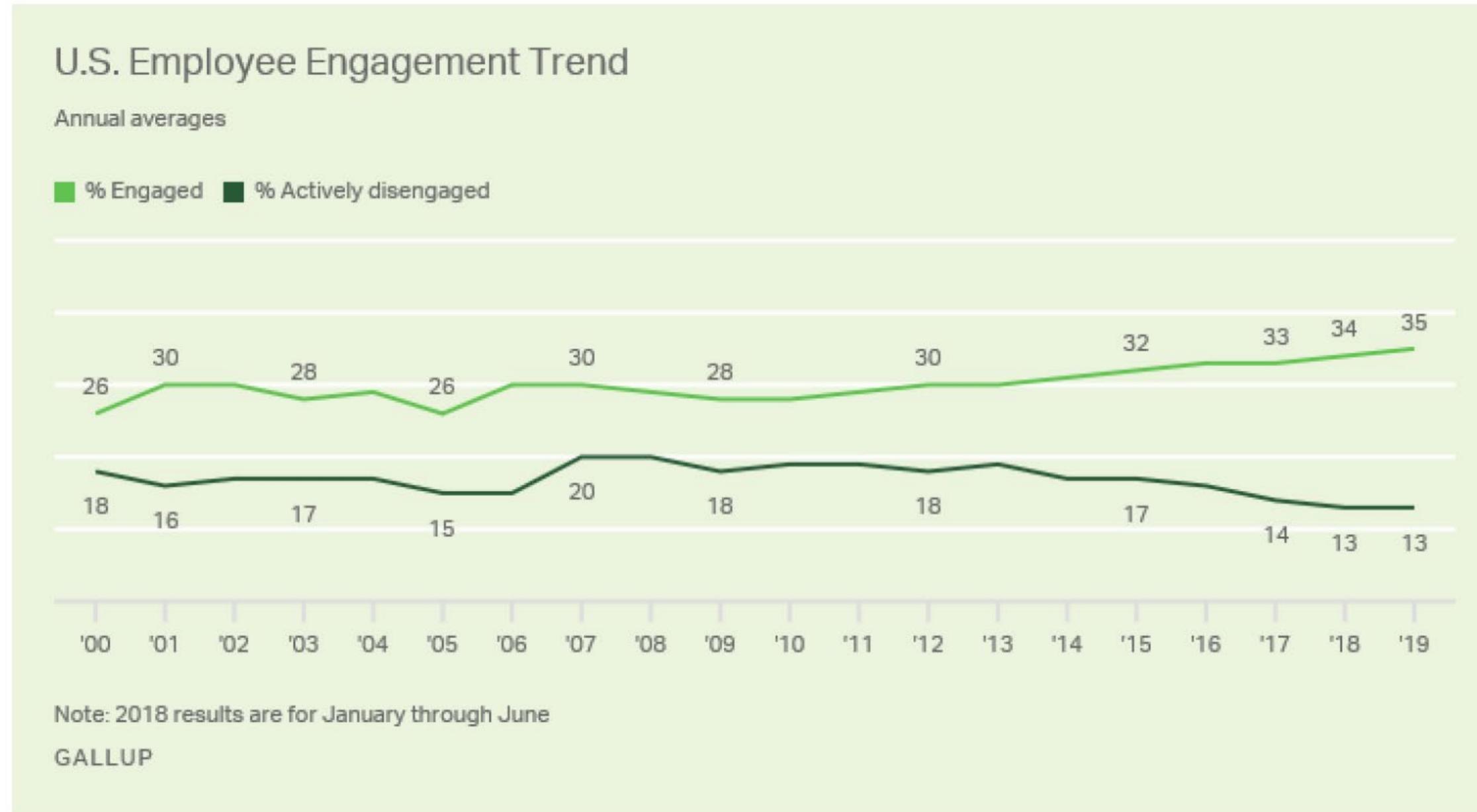
# EMPLOYEE ENGAGEMENT AND GENDER AT NIH

*Janetta Lun, Ph.D.  
NIH EDI Data Analytics*



National Institutes of Health  
Office of Equity, Diversity, and Inclusion

# 4 Factors Driving Record-High Employee Engagement in U.S.



# Questions

How engaged are NIH employees at work?  
Are there gender differences in employee engagement at NIH?

Female employees are generally more engaged at work.

EMPLOYEE ENGAGEMENT BY GENDER		
	ENGAGED 2016 %	CHANGE FROM 2012 (PERCENTAGE POINTS)
Female employees	36	+3
Male employees	30	+2

*(State of the American Workplace by Gallup, 2017)*

# Federal Employee Viewpoint Survey (FEVS)

An annual survey administered by the U.S. Office of Personnel Management (OPM)

Employees' perceptions about their work experience, organizations and leaders

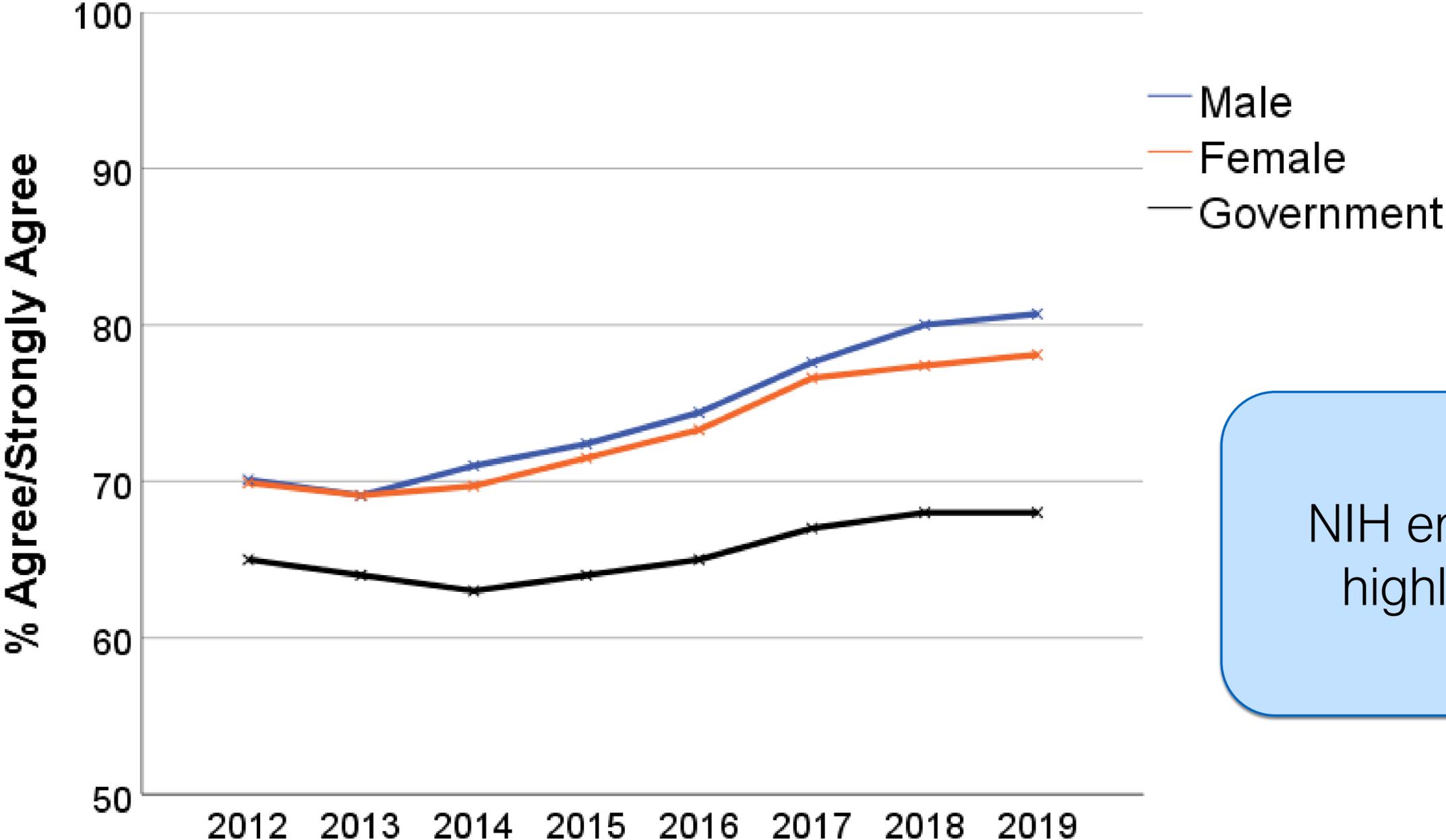
Open to all eligible federal employees

(i.e. Full- and part-time permanent, non-seasonal employees, including Title 42 and Commissioned Corps employees, on-board on or before October 27, 2018.)

Voluntary participation  
66.4% response rate in 2019



# FEVS Employee Engagement Index



NIH employees are highly engaged!

# What's Employee Engagement?

Many definitions

A sense of connection and commitment to an organization that motivates employees to work toward organizational goals

Drives productivity and performance



**Engaged**

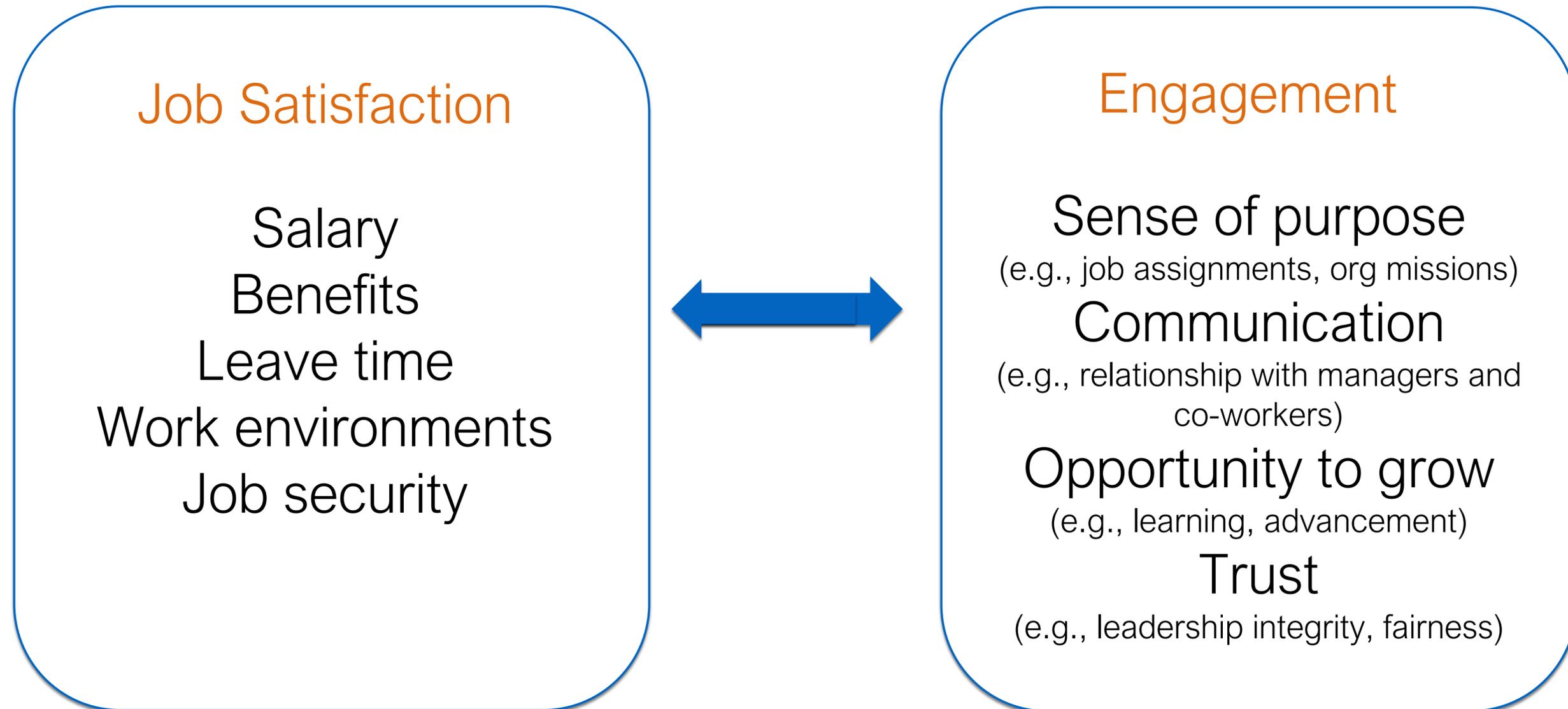
- Team-oriented
- Optimistic
- Goes above and beyond
- Solution-oriented
- Shows a passion for learning



**Disengaged**

- Self-centered
- Pessimistic
- Accept credit but passes along blame
- Negative attitudes

# What's Employee Engagement?



# Measuring Employee Engagement with FEVS

## FEVS Employee Engagement Index (EEI)

- Intrinsic work experience (e.g., feeling of accomplishments, talents used well)
- Supervisor (e.g., trust supervisor, listen to what I have to say)
- Leaders lead (e.g., leader honesty, integrity, respect for leaders)

**OPM:** The EEI is not a direct measure of employee engagement but it provides an assessment of the critical conditions conducive for employee engagement, or *engagement potential*.

# Refining Measure of Engagement

- Purpose/Intrinsic work experience (e.g., feeling of accomplishments, talents used well, like what I do)
- Relationship with supervisors (e.g., trust supervisor, listen to what I have to say, treat me with respect)
- Cooperation among co-workers (i.e., share job knowledge with each other, cooperate)
- Respect for organizational leaders (e.g., generate motivation, leader honesty, integrity, respect for leaders)
- Opportunity to grow (e.g., opportunity to improve, feeling satisfied with training)
- Fairness in work units (e.g., merit-based promotion, deal with poor performers, recognition based on performance)
- Ownership/Empowerment (e.g., involve in decision making, feel encouraged to come up with new things)

*Are there any gender differences?*

	Female (Positive %)	Male (Positive %)	F-M % Difference
Purpose/Intrinsic work experience	85.4%	87.1%	-1.8%
Respect for organizational leaders	70.7%	73.2%	-2.5%
Cooperation among co-workers*	83.2%	86.3%	-3.2%
Opportunity to grow*	66.5%	70.0%	-3.5%
Relationship with supervisors*	82.6%	86.4%	-3.8%
Ownership/Empowerment*	66.2%	71.1%	-4.9%
Fairness in work unit*	51.3%	59.1%	-7.8%

\*Significant differences based on 95% confidence interval

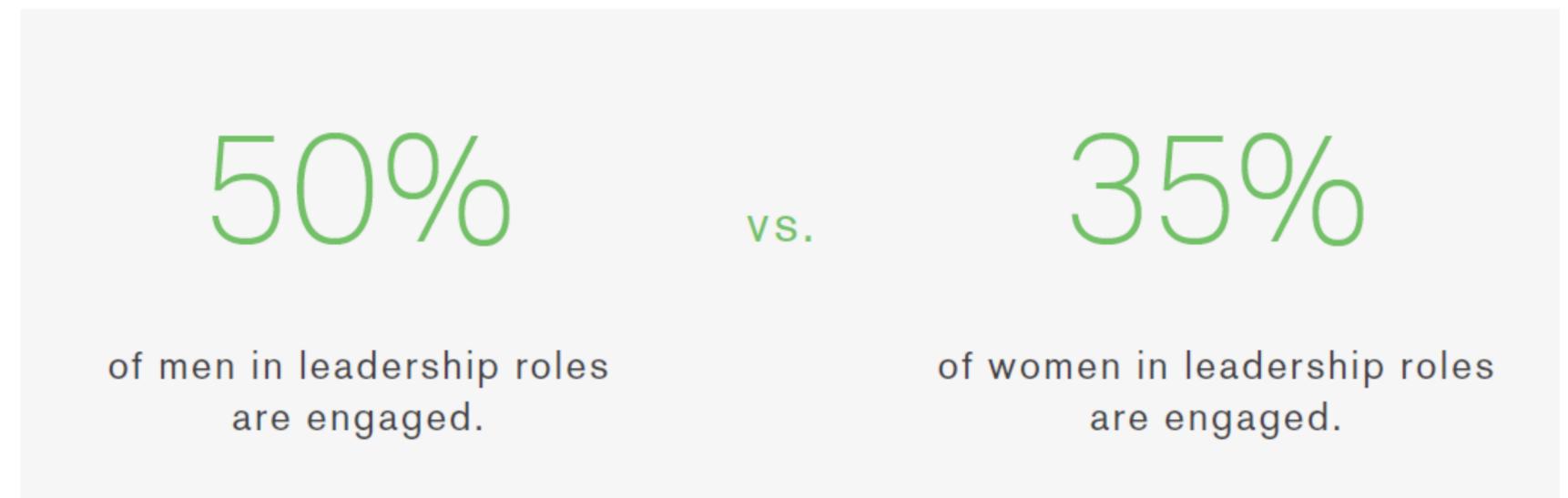
## EMPLOYEE ENGAGEMENT BY GENDER

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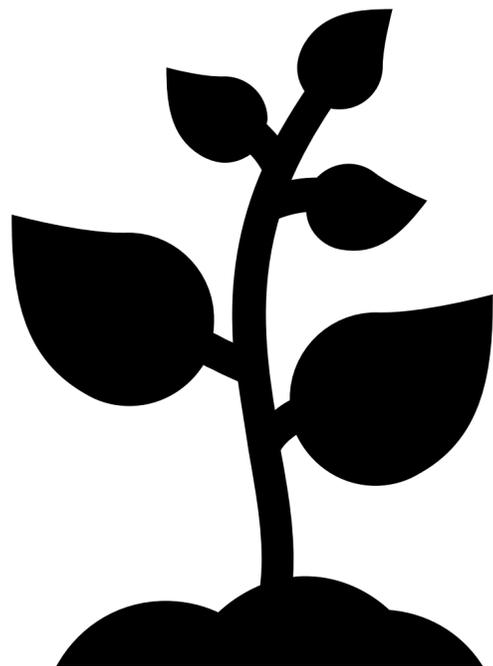
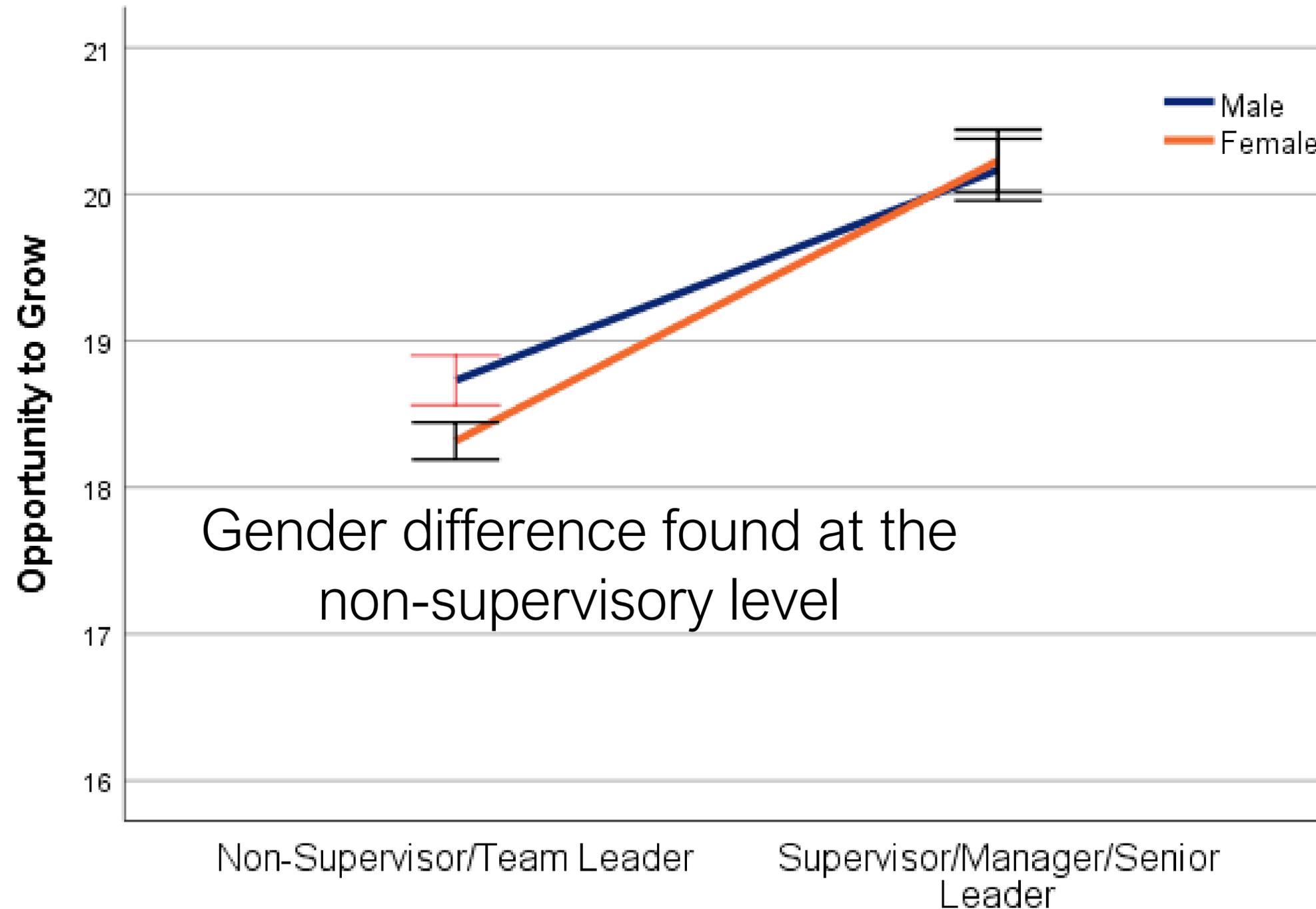
Remember that Gallup showed female employees are generally more engaged at work.

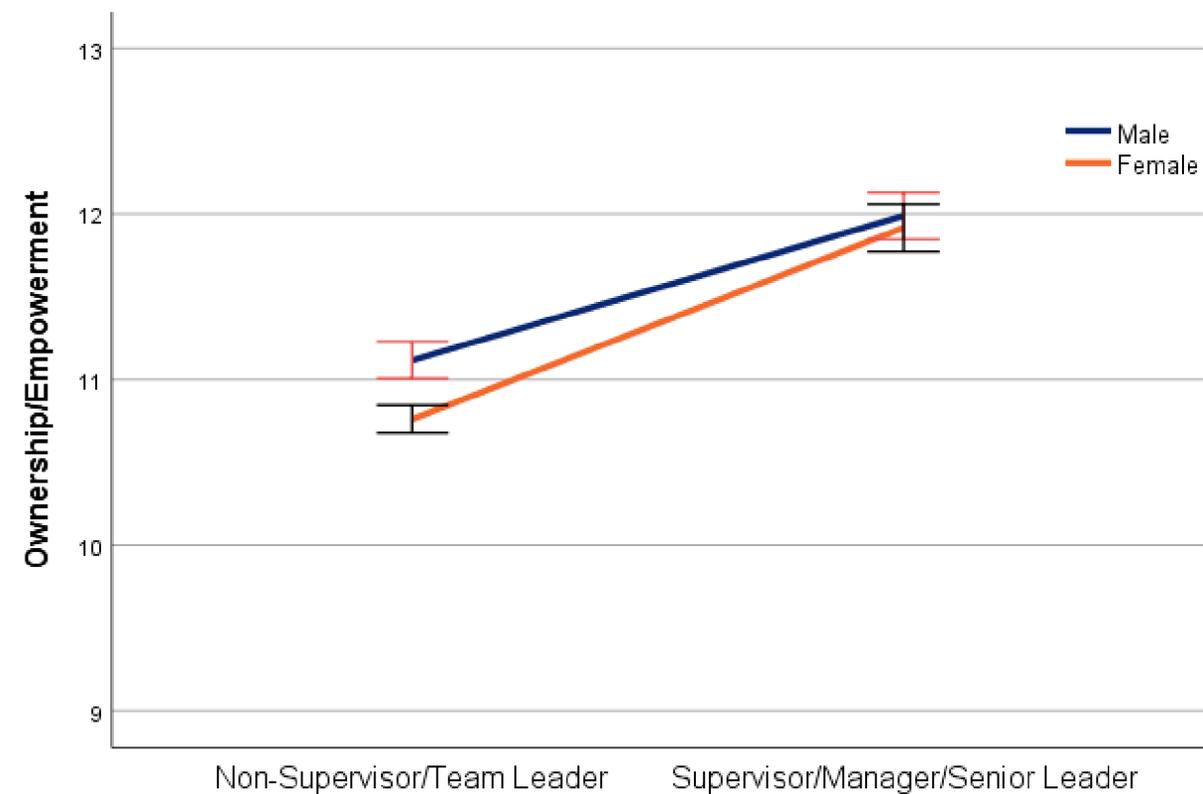
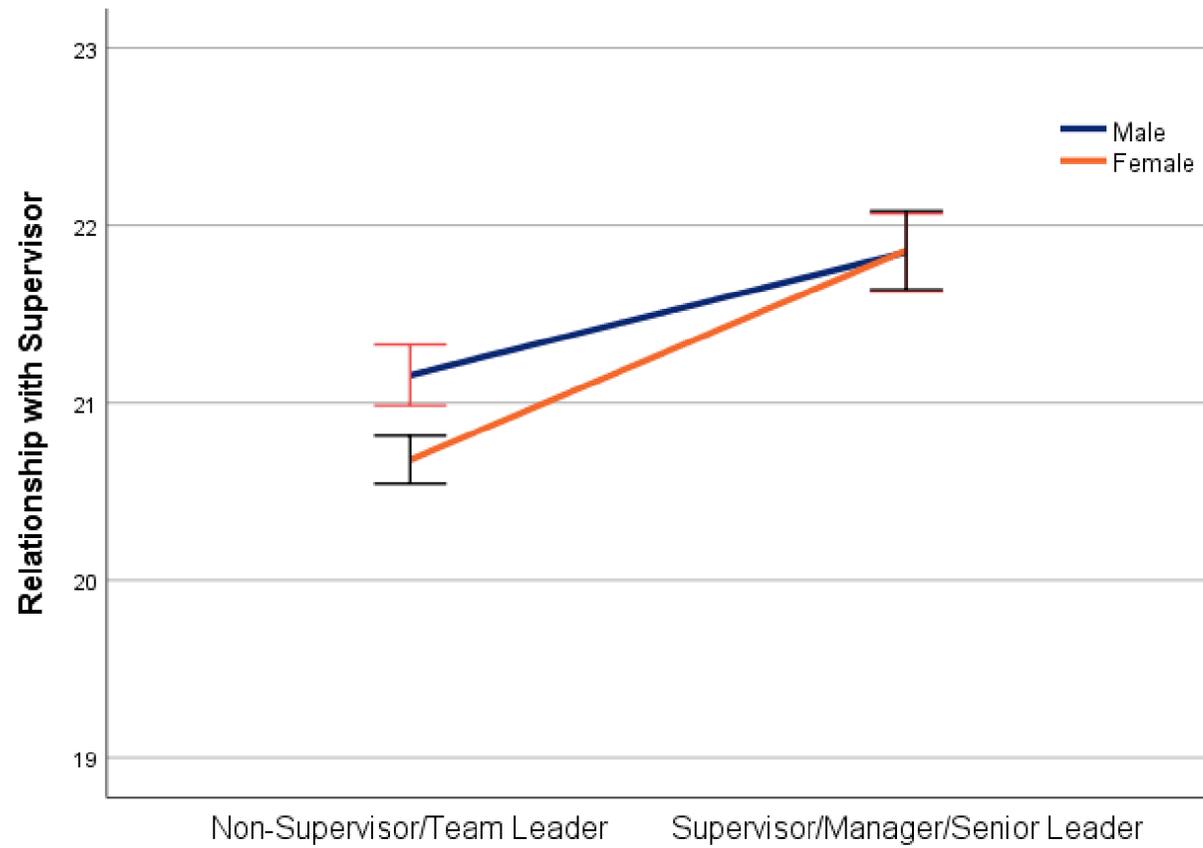
We did not see this difference in the NIH FEVS data.

Gallup also found that for those in leadership roles, men are more engaged than women.

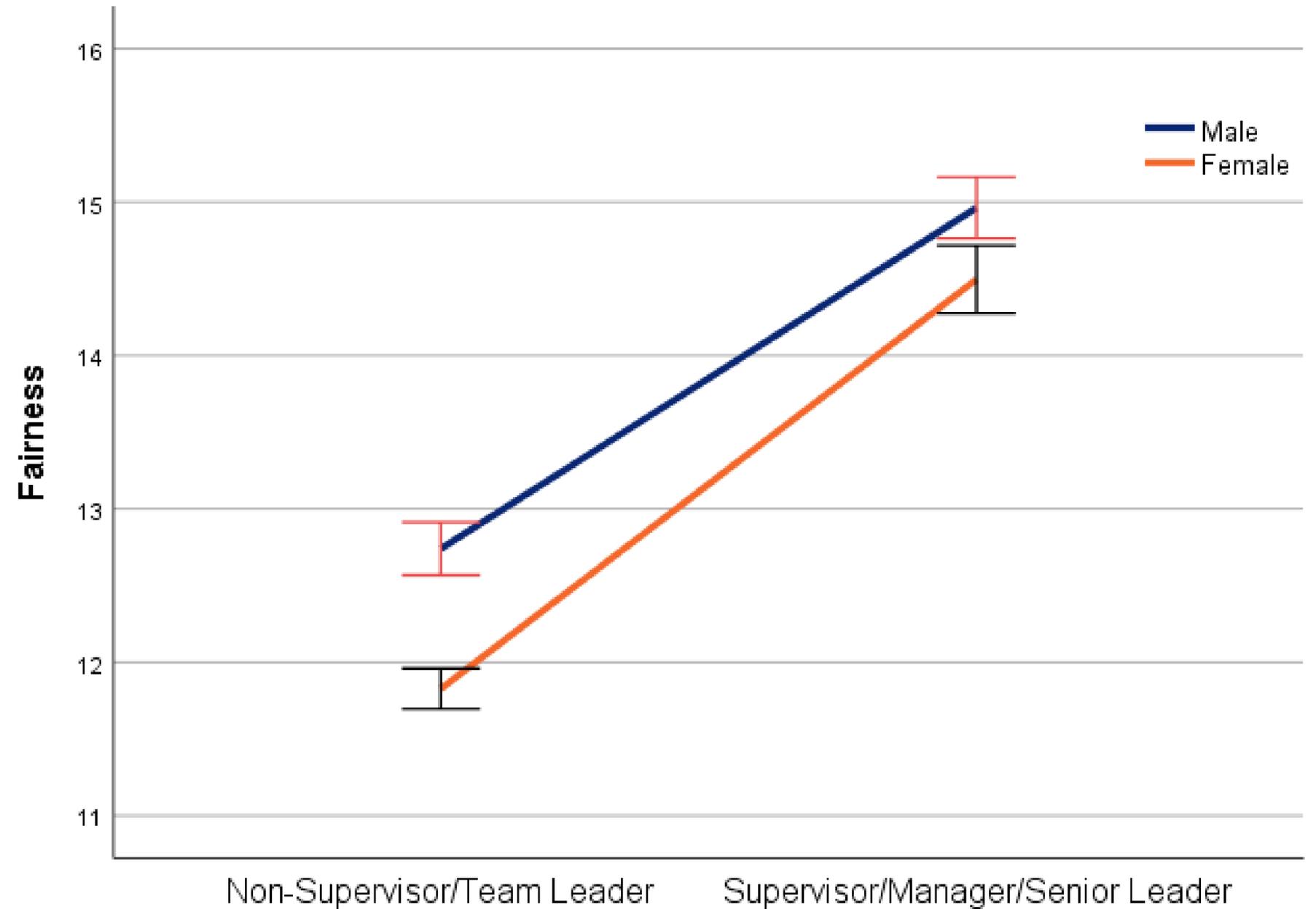


# Does Supervisory Status Matter?





A similar pattern was found for relationship with supervisors, empowerment, and fairness in work units.



# Take Home Messages

- NIH federal employees more engaged than general federal workers.
- We gained a better understanding of gender difference by examining the drivers of engagement.
- Gender differences were found in *social and interpersonal interactions at work, opportunity to grow, ownership/empowerment, and perceived fairness in work unit.*
- Gender differences were more consistently found among non-supervisory employees.



# COVID-19, Gender & Employee Engagement

- *More men, than women, who are with dependents and working remotely felt their work has been positively affected by the COVID-19 crisis (McKinsey & Company, June 2020).*
- *Working mothers work hours has reduced faster than working fathers since the COVID outbreak (Collins, Landivar, Ruppanner, & Scarborough, 2020). Who is taking leave to care for dependents?*



# CONTACTS

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