

THE RESULTS ARE IN!



State Agency Employee Engagement Survey

Action Planning Toolkit



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Background

This Toolkit is for state agencies to use to plan and implement employee engagement survey follow-up activities.

In October 2018, MMB's Enterprise Talent Development (ETD) engaged Management Analysis and Development (MAD) to administer the first statewide employee engagement survey. The 2018 Enterprise Engagement response rate was 52%. Statewide areas of strength include job satisfaction, respect in the workplace, and diversity and inclusion. Areas of opportunity include staff input, career advancement, workload, and professional development.

Data from the survey will inform our efforts to attract, develop, and retain a diverse, engaged, and effective workforce. We can leverage employee engagement to positively impact our employee recruiting, retention, and development efforts and drive continuous improvement for services that we provide to the people of Minnesota.

This survey provides baseline data for future enterprise employee engagement surveys, which ETD will conduct every two years.

The Importance of Engagement

The statewide engagement work builds on the significant experience of many state agencies in improving employee engagement. We will benefit from their knowledge and experience as we move forward as an enterprise.

We know the return on investment in employee engagement is compelling. Engaged employees are more productive and innovative in their work, which creates better outcomes for customers. The State is competing for talent in a tightening labor market, and positive workplace culture and high employee morale will help us compete for talent. And the cost of employee turnover is high. Some estimates say that the cost of replacing an employee can equal their annual salary.

We will use survey data to reinforce agencies' existing engagement work and inform and support our work in several areas:

- State agencies will communicate the results to their employees and develop a targeted action plan to increase engagement in their agency.
- ETD will use survey results to develop and enhance the agency's approach to talent development and employee engagement.
- MMB Enterprise Human Capital will use employee engagement data and employee exit survey data to inform employee retention efforts.

Enterprise Employee Engagement Action Planning Steps for Agencies

The most important part of the Employee Engagement Survey is the follow-up. Employees have taken the time to provide their input on their workplace, and it is critical to put that input to good use. The best use of survey data is to generate a meaningful discussion among your employees and to identify and implement workplace improvements. The best engagement discussions are open, positive, and inclusive.

Agencies are encouraged to develop a follow-up plan that fits their unique culture, size, and status of current engagement efforts. Your action plans should feel appropriate in your context; one size does not fit all! Agencies are required to complete agency-level action plans, but could also create plans that are targeted to administrations, divisions, and smaller work units, if desired.

State agencies should take the following steps to share engagement results with their employees and plan and implement follow-up activities:

Step 1 – Build Your Agency Engagement Team

Build your Agency Engagement Team. This team could include agency leaders, engagement champions, human resources, managers and supervisors, and individual contributors. Agency leadership should create a collaborative cross-organizational team to determine action items, ownership, and responsibility for accomplishing the agency engagement goals.

Step 2 – Share Survey Results

Share the survey results with your employees (both the enterprise and agency report). Communicate with them that you have formed an Engagement Team and that they can expect to hear more about the next steps.

Step 3 – Get Employee Feedback on Survey Results

Create forums for employees to provide feedback on the survey results. Lead a discussion with staff about your agency results, what surprises them, the current strengths and opportunities of the work environment and where they believe the agency should focus on improvement. Creative ideas and solutions to engagement issues are most effectively developed in group settings. Employee feedback can be generated through employee forums, focus groups, team meetings, or via email. Again, choose the approach that works best for your agency.

Step 4 – Create Engagement Action Plan

Use employee feedback to identify focus areas and create a plan or enhance current plans. Once your employees have had an opportunity to provide feedback on the survey results, the Agency Engagement Team should meet to identify which areas you want to focus on and what your action steps will be. When determining action steps, agencies should select those activities they believe will have the desired impact on the focus area they've selected. The focus areas in the survey results are: Daily Work, Communication and Development, Respect in the Workplace, and Overall Satisfaction. After you have identified your focus areas and follow-up activities, use the Agency Action Plan template to record them.

For instance, perhaps one of the Engagement Focus Areas that your agency decides to address is Communication and Development. Based on employee input, you decide to start a weekly employee newsletter and create time at all-staff meetings to provide more updates. You then assign these activities to the appropriate team in your agency, in this case, communications and senior management. Your expected impact would be that employees feel adequately informed about agency issues and initiatives and an increased score on this question in the next engagement survey.

Agencies should focus on 3-5 focus areas where the potential exists to influence real change within the next two years. It is much better to focus on fewer focus areas and activities and accomplish them than to overcommit and leave work undone.

Step 5 – Communicate Engagement Action Plan

The Agency Engagement Team communicates the plan to agency employees. To the extent possible, embed and connect engagement work to other important agency initiatives so that you can coordinate efforts across the organization. This will also facilitate best practice sharing and help to refine the agency's action plan.

Step 6 – Assess Impact

The Agency Engagement Team should keep the Engagement Action Plan on track and communicate activities and results to staff. Consider using existing employee feedback mechanisms to provide input on the impact of your employee engagement activities. As a team, assess whether your engagement activities have the desired effect.

Agencies should submit action plans to ETD on a semi-annual basis to assess enterprise progress. ETD will provide staff support to answer questions and provide technical assistance to agencies as they communicate results with employees, implement action plans, and share success stories.

ETD will conduct enterprise engagement surveys every two years using consistent questions so that agencies can formally assess their progress.

Agency Action Planning Ideas

When you ask your employees for input, they will generate many great ideas for ways to increase employee engagement. Follow-up actions should fit the unique needs of your agency as identified in the survey results, but common engagement survey follow-up actions can include:

- Improvements to organizational communication and collaboration
- Employee learning and development opportunities
- Training and development for supervisors and managers
- Workplace mentorship programs
- Employee resource groups
- Continuous improvement in business processes and service delivery
- Employee social events
- Team building activities
- Work with an organizational development consultant on a group or team dynamics

SAMPLE State Agency Employee Engagement Action Plan

Our Employee Engagement Survey provides employees with the opportunity to share their ideas, suggestions, and concerns regarding what matters most in creating a positive employee experience. The survey data provides an opportunity for teams to interpret the results and strategize ways to improve individual and team engagement.

In creating your agency plan, focus on 3-5 **priority** engagement areas where you have the potential to influence real change within the next year.

Agency: Minnesota Department of XYZ

Completed By: Julie Johnson **Date:** July 25, 2019

Last Updated By: Julie Johnson **Date:** July 25, 2019

Areas for Continued Focus, Expansion and Growth

Engagement Focus Areas	What are we trying to address?	Recommended Action(s)	Who will lead this activity?	Expected Impact	Status
Respect in the Workplace	Support Agency and Enterprise efforts to develop and retain a diverse and inclusive workforce	Add D & I presentation to Agency New Employee Orientation (NEO)	NEO facilitators	Approach D & I as the way we do business; embed into Agency culture during orientation	Implementation begins in June 2019 NEO
Overall Satisfaction	Incorporate Employee Engagement into Agency Strategic Plans to increase staff retention	Add HR representation to Employee Engagement team and Agency strategic planning team	AEC, Agency AA Officer	Raise awareness of the correlation between Employee Engagement and Retention. Take corresponding strategic action to dually leverage efforts	Invite engagement leaders to ongoing quarterly Agency Strategic Planning Team meetings; Include HR staff and AA staff in Engagement Team and ongoing Engagement efforts

Areas for Continued Focus, Expansion and Growth (continued)

Engagement Focus Areas	What are we trying to address?	Recommended Action(s)	Who will lead this activity?	Expected Impact	Status
Communication and Development	Cross-organizational awareness about Agency and Enterprise Employee Engagement efforts	Quarterly Leadership Open Forums	Commissioner, Deputy Commissioner, or Chief of Staff	Agency-wide knowledge about Employee Engagement	Commissioner hosted Agency-wide Open forum May 31 st .

NOTE: A fillable State Agency Employee Engagement Action Plan PDF form is on page 17 of this toolkit.

Employee Engagement, Everyone has a Role!

Even though your Agency Engagement Team will play a critical role in survey planning follow-up, it's important to communicate to your staff that employee engagement is everyone's responsibility. Every employee has a role to play in creating and sustaining workplace engagement. Here is a checklist that can be used with different employee groups to show what they can do to increase employee engagement:

Senior Management

Focus: Lead communication and visibly support employee engagement efforts

- Communicate regularly why this work is important and what is possible with a fully engaged workforce. Describe examples of where employee engagement has improved service delivery at your agency.
- Align all business practices and talent throughout the organization to drive results and engagement.
- Speak positively of employee engagement and how it is shaping the overall culture.
- Emphasize employee engagement as a continuous improvement initiative.
- Demonstrate engagement in your words and actions.

Agency Engagement Team Members/Agency Engagement Champions

Focus: Build excitement and energy for employee engagement, lead communication, and support others in their engagement work

- Communicate a vision of what is possible with a fully engaged workforce.
- Align all business practices and talent throughout the organization to drive results and engagement.
- Speak positively of employee engagement and how it is shaping the overall culture.
- Emphasize employee engagement as a continuous improvement initiative.
- Observe yourself. How engaged are YOU in all areas of your work? Demonstrate engagement in your words and actions.

Directors, Managers, and Supervisors

Focus: Support others, build relationships, and create dialogue

- Leverage existing communication loops to amplify the importance of employee engagement.
- Understand each individual's talents, interest, and needs and explicitly match those with the organization's objectives.
- Speak positively of employee engagement and how it is shaping the work within your teams.
- Build personal and trusting relationships with all of your employees.
- Observe yourself. How engaged are YOU in all areas of your work?
- Demonstrate engagement in your words and actions.
- Take time to understand the strengths and talents of your coworkers and employees.
- Meet with managers and supervisors to openly discuss levels of engagement and what is needed to shape an environment where employees thrive.

Individual Contributor

Focus: Individual ownership, clarity, and action

- Identify your career interests and needs and communicate them to your supervisor.
- Note and celebrate your peers' success and how their work makes a difference to you.
- Observe yourself. How engaged are YOU in all areas of your work?
- Participate fully in the organization's goals and seek to improve practices and service delivery.
- Seek out opportunities to participate on task forces or committees to improve or innovate.
- Create personal, trusting relationships by genuinely interacting with your peers and supervisor.

- Seek out internal and external development tools to refine your practice and maximize your career potential.

MMB Support for Employee Engagement

MMB will also support employee engagement with an emphasis on work that supports enterprise-wide needs. This includes:

- Open enrollment skill-building courses
- Training in diversity and inclusion for all employees
- Promotion and support of Employee Resource Groups
- Customized training and development services for agencies
- Enhanced management communication skills training in Supervisor and Manager Core
- Support of the Employee Engagement Community of Practice

ETD staff are available to help and provide technical assistance to individual agencies with engagement planning and follow-up. If you are interested, please contact De Anna Conover at deanna.conover@state.mn.us.

Resources for Agencies

This section includes resources that your Agency Engagement Team can use in creating and implementing your engagement plan.

Enterprise Resources

There are enterprise resources available to assist agencies with engagement activities. Agencies should keep these knowledgeable resources in mind as they create and implement their Action Plans.

Enterprise Talent Development (ETD)

We help build skills, cultivate careers, and develop leaders. We deliver compliance and professional development training, as well as leadership institutes to sharpen skills in current roles, develop potential for advancement and elevate leadership effectiveness

Contact

651-201-8212

<https://mn.gov/mmb/etd/>

Management Analysis and Development (MAD)

We help leaders tackle challenges and generate solutions with objective and customized management consulting, including organizational planning and problem-solving, independent research and analysis, meeting design and facilitation, and evaluation.

Contact

651-259-3820

<https://mn.gov/mmb/mad/>

Organizational Health Services –Employee Assistance Program

We are behavioral health experts who consult with supervisors, managers, HR, labor relations, and union leadership. We help when employee behaviors or emotions impact the workplace.

Contact

651-336-8297

<https://mn.gov/mmb/segip/health-solutions/worksitesshs/organizationalhealthservices/>

Office of Collaboration and Dispute Resolution

We provide innovative, collaborative, and consensus building services to help resolve contentious public issues, assist government in providing meaningful public engagement, and build capacity for government to resolve differences in an effective and efficient manner.

Contact

651-539-1409

<https://mn.gov/bms/ocdr/>

Minnesota Office of Continuous Improvement

We use problem-solving tools and methodologies, including Lean, Six Sigma, and Human-centered Design to improve the efficiency and effectiveness of government services for Minnesotans.

Contact

651-201-2560

<https://mn.gov/admin/continuous-improvement/>

Books and Links

The following books may be helpful resources for your Agency Engagement Team to use in follow-up planning and implementation.

Books

Buckingham, M. Coffman, C. (1999). *First, Break all the Rules: What the World's Greatest Managers Do Differently*. New York, NY. Simon & Schuster

Collins, J. (2005). *Good to Great and the Social Sectors: Why Business Thinking is Not the Answer*. A monograph to Accompany Good to Great. Boulder, CO, Collins, J. Self-Published

Kruse, Kevin (2014). *Employee Engagement 2.0: How to Motivate Your Team for High Performance* [E-readers version]. Retrieved from <http://www.amazon.com/>

Marciano, Paul (2010). *Carrots and Sticks Don't Work: Build a Culture of Employee Engagement with the Principles of RESPECT*. New York, NY, McGraw-Hill Education

Pink, D. (2009). *Drive: The Surprising Truth about What Motivates Us*. New York, NY. Riverhead Books.

Stanfield, R.B. (2000). *The Art of Focused Conversation: 100 Ways to Access Group Wisdom in the Workplace*. ed. Gabriola Island, British Columbia, Canada. New Society Publishers

Macey, William (2010). *Employee Engagement: Tools for Analysis, Practice, and Competitive Advantage*. Hoboken, NJ, Wiley-Blackwell

Web links

The following web links may be useful for follow-up engagement activities for your agency staff. They all focus on workplace and employee engagement issues and can help initiate great team discussions. The resource descriptions are retrieved from the web link.

Shawn Achor: The Happy Secret of Better Work (12:21mn.) Retrieved from

http://www.ted.com/talks/shawn_achor_the_happy_secret_to_better_work.html

We believe that we should work to be happy, but could that be backward? In this fast-moving and entertaining talk, psychologist Shawn Achor argues that actually, happiness inspires productivity.

Dan Ariely: What Makes Us Feel Good About Our Work? (20:26 mn.) Retrieved from

http://www.ted.com/talks/dan_ariely_what_makes_us_feel_good_about_our_work.html

What motivates us to work? Contrary to conventional wisdom, it isn't just money. But it's not exactly joy either. It seems that most of us thrive by making constant progress and feeling a sense of purpose. Behavioral economist Dan Ariely presents two eye-opening experiments that reveal our unexpected and nuanced attitudes toward meaning in our work.

Jason Dorsey: How to lead four generations at work. (14-mn or 12 mn.) Retrieved from

<https://www.youtube.com/watch?v=4f16o9Q0XGE>

Dorsey transforms Gen Y and Millennials into loyal, friend-referring customers. Jason has received standing ovations from audiences as large as 13,000. He combines generational research with emerging trends to give you actionable tools for marketing and selling to Gen Y and Millennials.

Drew Dudley: Everyday Leadership (6:16 mn.) Retrieved from

https://www.ted.com/talks/drew_dudley_everyday_leadership

We have all changed someone's life -- usually without even realizing it. In this funny talk, Drew Dudley calls on all of us to celebrate leadership as the everyday act of improving each other's lives.

Gregg Kendrick: Creating workplaces where people thrive (1 hr. 28 mn.) Retrieved from

<http://www.youtube.com/watch?v=m2Qb8VPOWLs>

In this white paper entitled "Evolving NVC into Groups, Part 1," Gregg Kendrick describes his discovery of how needs-consciousness is extended into groups of people who share a common purpose. Within the discussion, he introduces a new level of needs awareness: the needs of the "WE." The concepts within this paper are the foundations of Gregg's work of bringing needs-consciousness, skills, and structures into the workplace.

Elizabeth Lesser: Take "the Other" to Lunch (11.09 mn.) Retrieved from

http://www.ted.com/talks/elizabeth_lesser_take_the_other_to_lunch.html

There's an angry, divisive tension in the air that threatens to make modern politics impossible. Elizabeth Lesser explores the two sides of human nature within us (call them "the mystic" and "the warrior") that can be harnessed to elevate the way we treat each other. She shares a simple way to begin real dialogue--by going to lunch with someone who doesn't agree with you and asking them three questions to find out what's really in their hearts.

Stanley McChrystal: Listen, Learn... Then Lead (15:35 mn.) Retrieved from

http://www.ted.com/talks/stanley_mcchrystal.html

Four-star general Stanley McChrystal shares what he learned about leadership over his decades in the military. How can you build a sense of shared purpose among people of many ages and skill sets? By listening and learning -- and addressing the possibility of failure.

Dan Pink: Drive: The Surprising Truth about What Motivates Us (10:48 mn.) Retrieved from

<http://vimeo.com/15488784>

This lively RSA Animate, adapted from Dan Pink's talk at the RSA, illustrates the hidden truths behind what really motivates us at home and in the workplace.

Dan Pink: The Puzzle of Motivation (18:36 mn.) Retrieved from

http://www.ted.com/talks/dan_pink_on_motivation.html

Career analyst Dan Pink examines the puzzle of motivation, starting with a fact that social scientists know but most managers don't: Traditional rewards aren't always as effective as we think. Listen for illuminating stories -- and maybe, a way forward.

Simon Sinek: How Great Leaders Inspire Action (18:05 mn.) Retrieved from

http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action.html

A simple but powerful model for inspirational leadership starts with a golden circle, and the question "Why?" Sinek's examples include Apple, Martin Luther King, and the Wright brothers.

Itay Talgam: Lead Like the Great Conductors (20:52 mn.) Retrieved from

http://www.ted.com/talks/itay_talgam_lead_like_the_great_conductors.html

An orchestra conductor faces the ultimate leadership challenge: creating perfect harmony without saying a word. In this charming talk, Itay Talgam demonstrates the unique styles of six great 20th-century conductors, illustrating crucial lessons for all leaders.

Tom Wujec: Build a Tower Build a Team (6.52 mn.) Retrieved from

http://www.ted.com/talks/tom_wujec_build_a_tower.html

As a manager, your job is to build the best possible team and get the most out of them. In this talk, Autodesk Fellow Tom Wujec explores what we can learn about team building and productivity from the "marshmallow problem" -- a simple team-building exercise to see who can build the tallest tower using dry spaghetti, tape, and a marshmallow. What makes for the most successful teams may surprise you. "Design truly is a contact sport. It demands that we bring all of our senses to the task and that we apply the very best of our thinking, our feeling, and our doing to the challenge that we have at hand."

FAQ Section

These FAQs are provided to help leaders have a common language and information to answer any questions about the engagement survey administered in October of 2018.

1. What is the Statewide Employee Engagement Survey?

It was the first-ever engagement survey of executive branch employees to help support a world-class workforce and a respectful workplace. The survey gathered perspectives of employees of executive branch agencies about their work environment, to learn both what is going well and what can be improved. Organization-wide engagement surveys are a best practice among top employers. The online survey results are now compiled, analyzed, and reported to agencies for action planning.

2. Why did Enterprise Talent Development conduct a statewide survey?

The survey was intended to provide an honest look at what it's like to work at state agencies and to improve the workplace climate and employee engagement.

3. Who will be able to see whether and what I answered?

To ensure the survey was both of high quality and appropriately protective of individual privacy, ETD collaborated with Management Analysis and Development (MAD) to administer the survey and analyze enterprise-wide results. We wanted honest feedback, and responses were not attributed to specific individuals. Only MAD, and not your agency, knows who took the survey and the answers. Information that could reasonably be used to identify an individual from their response is considered private data under the Minnesota Government Data Practices Act (Minnesota Statutes § 13.64), meaning MAD cannot share it with others except as provided by law. Please note that your employee ID is considered public data. MAD used methods such as rounding, aggregation, and data suppression so individuals cannot be identified by the responses. For example, if there were fewer than ten survey respondents in a group (such as gender identity), MAD combined that grouping with a larger group of respondents. MAD compiled the numerical results of the enterprise-wide analysis in a report and removed identifying information.

4. How will Enterprise Talent Development use the survey results?

ETD is now sharing the results back to staff and is using the survey results to develop enterprise-wide programming. ETD is also using the survey to measure state agencies' workplace environment and engagement over time. The goal is to create and maintain a workplace culture that is safe, respectful, and professional, and that supports equal opportunity, diversity, and inclusion. The results of the survey are being used to develop and enhance the state's approach to talent development and employee engagement. The results are not be used to conduct performance evaluations of individual managers, supervisors, or other employees. Additionally, staff should not use this survey as a way to report violations of policies or employee misconduct. Employees should submit policy violations, employee misconduct, or other complaints to your agency's Human Resources office or as otherwise provided by your agency's policies or procedures.

5. What is ETD?

Enterprise Talent Development (ETD) is the entity coordinating the survey, results, and action planning. ETD is a part of state government that provides workforce planning, training, and other programming to employees of executive branch agencies. You can learn more about them on the ETD website.

6. How will agencies use the survey results?

Agencies are receiving agency-level results to use in developing agency-level follow-up efforts. Please watch for communication from your leadership.

7. Who responded to this survey?

We have invited executive branch employees to participate in the survey. This included cabinet-level agencies (excluding the Metropolitan Council) and agencies/boards/commissions served by the Small Agency Resource Team (SmART).

Enterprise Employee Engagement Champion Contacts

A group of Agency Engagement Champions was formed when the survey was being developed and are key contacts in this work, both within agencies and across the enterprise.

Agency Champion	Agency	Email
Babaya, Mary	DLI	mary.babaya@state.mn.us
Bergmann, Jenna	Lottery	jenna.bergmann@mnlottery.com
Blumstein, Joan	MDVA	joan.e.blumstein@state.mn.us
Britt, Mary	DHS	Mary.Britt@state.mn.us
Conover, De Anna	MMB	deanna.conover@state.mn.us
Durkee, Mikayla	OHE	Mikayla.Durkee@state.mn.us
French, Becky	DEED	becky.french@state.mn.us
Funk, Tammy	MDE	Tammy.Funk@state.mn.us
Groebner, Jordan	DPS	jordan.groebner@state.mn.us
Hinrichs, Linda	DOT	Linda.Hinrichs@state.mn.us
Johnson, Jennifer	Corrections	Jennifer.e.Johnson@state.mn.us
Kloster, Jilian	MDA	jillian.m.kloster@state.mn.us
Lara, Tessa	MDHR	Tessa.Lara@state.mn.us
Miner, Nicole	BWSR, PERA, TRA, SBI	Nicole.Miner@hr.mnretirement.us
Roth, Levi	Revenue	Levi.Roth@state.mn.us
Schmitt, Renee	MN Zoo	renee.schmitt@state.mn.us

Agency Champion	Agency	Email
Schmitz, Colleen	DNR	Colleen.Schmitz@state.mn.us
Sechrist, Becky	MDH	Becky.Sechrist@state.mn.us
Segelstrom, Jodie	SmART (Admin, Boards/Commissions)	Jodie.Segelstrom@state.mn.us
Swenson, Jodell	MHFA	jodell.swenson@state.mn.us
Thomas, Milt	MCPA	Milt.Thomas@state.mn.us
Thuet, Chad	MN.IT	chad.thuet@state.mn.us

State Agency Employee Engagement Survey Action Plan

Our Employee Engagement Survey provides employees with the opportunity to share their ideas, suggestions, and concerns regarding what matters most in creating a positive employee experience. The survey data provides an opportunity for teams to interpret the results and strategize ways to improve individual and team engagement.

In creating your agency plan, focus on 3-5 priority engagement areas where you have the potential to influence real change within the next year.

Agency: _____

Completed By: _____ Date: _____

Last Updated By: _____ Date: _____

Areas for Continued Focus, Expansion and Growth

Engagement Focus Areas	What are we trying to address?	Recommended Action(s)	Who will lead this activity?	Expected Impact	Status

Areas for Continued Focus, Expansion and Growth (continued)

Engagement Focus Areas	What are we trying to address?	Recommended Action(s)	Who will lead this activity?	Expected Impact	Status