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 **2A** Consistently gather and share employee feedback and engagement data. **2B** Make employee feedback and engagement data easy to understand and use to improve the workplace. **2C** Provide approaches to act on local data to improve employee engagement.	3 Innovative Environment **3A** Promote idea sharing, collaboration, and feedback to drive innovation and process improvement. **3B** Provide leadership support and tools for employees to implement their ideas. **3C** Track, monitor, and evaluate the status of improvement efforts to ensure sustainment.	4 People Focused **4A** Hire employees who possess core values aligned with servant leadership culture. **4B** Ensure continuous development in leadership and technical skills throughout an employee's service to VA. **4C** Recognize employees' positive contributions. **4D** Promote and support work-life balance in self and others.
5 Connection to the Mission (Foundational, Cross-Cutting)		

Approval:

Robert L. Wilkie

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Secretary of Veterans Affairs

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Date