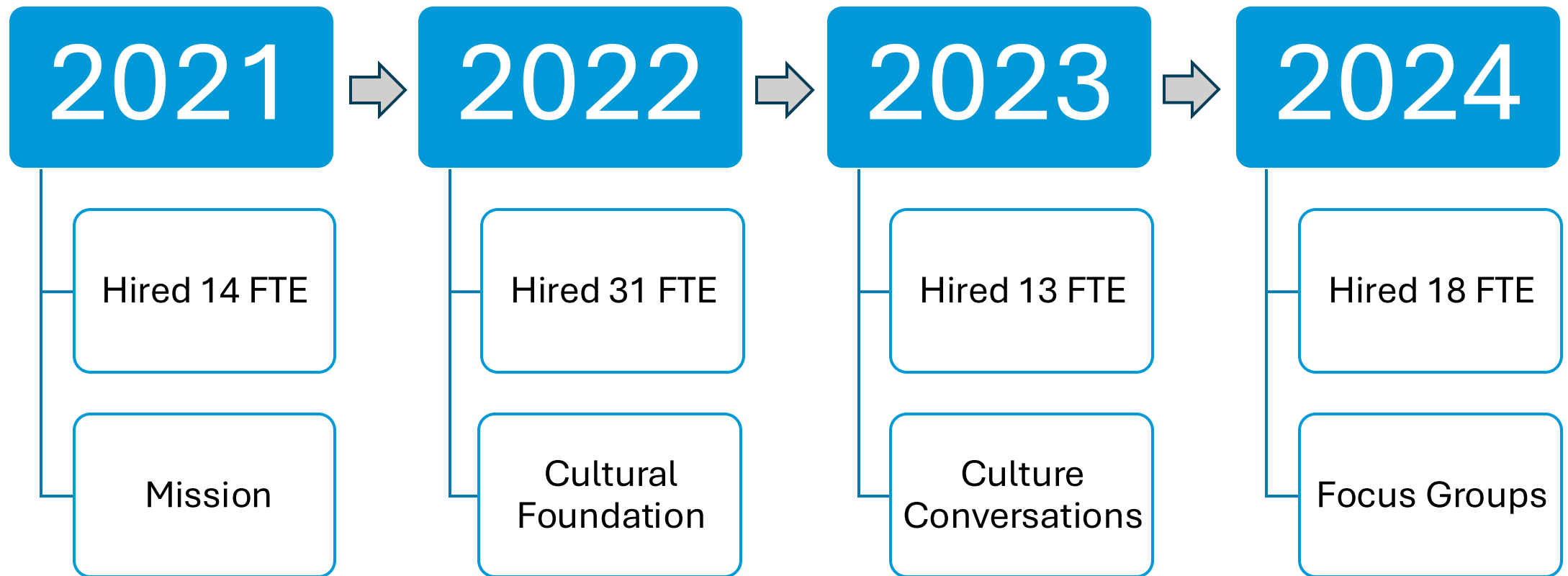


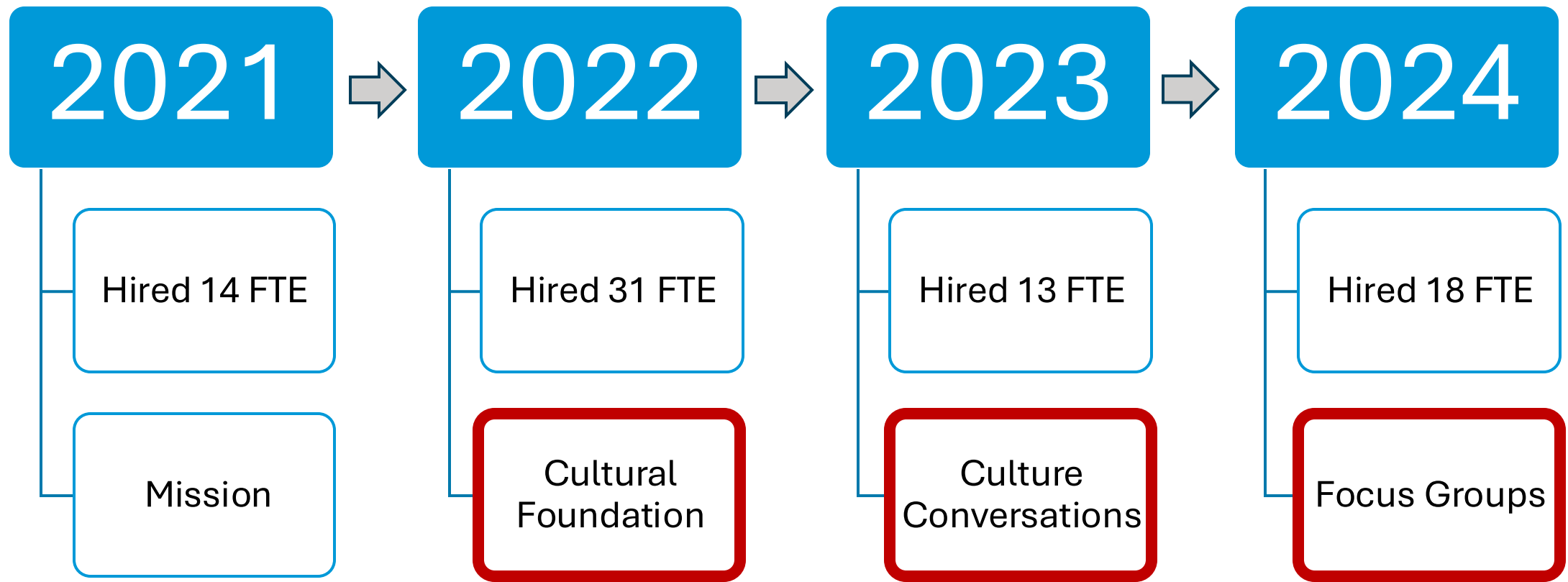


# Employee Engagement Update

# Employee Engagement Evolution



# Employee Engagement Evolution



# Cultural Foundation (2022)



- Collaboration is key.
- Speak up.
- Bring the right people together and work it out.
- Address and/or escalate issues as they arise.
- Put the work where it belongs.
- Assume positive intent.

# Culture Conversations (Spring 2023)

# Culture Conversations (Spring 2023)



# VPRA is...



# Direct Quotes

“This is the best place I’ve worked.”

“I look forward to coming to work each day.”

“I don’t think there’s a better organization you could go to right now.”

“There’s a great feeling to this organization.”

“I thought [X] was the best place, but we beat them, hands-down.”

“VPRA is a great place to work.”



# Cautions

- Preserve what's good – and there's a lot of good
- Continue hiring for expertise and fit
- Stay the course
- Prevent silos from creeping in



# Focus Groups (Summer 2024)

# Focus Groups (Summer 2024)



# Most Frequently Mentioned Positives

- Great place to work
- Commitment to our mission
- Our culture and our efforts to maintain it
- Trust and respect



# Most Frequently Mentioned Concerns

- Project challenges
- Prioritization with so many different stakeholders
- Meeting deadlines and public perception



# The Path Forward

- Continuous improvement
- Psychological safety
- Action items

