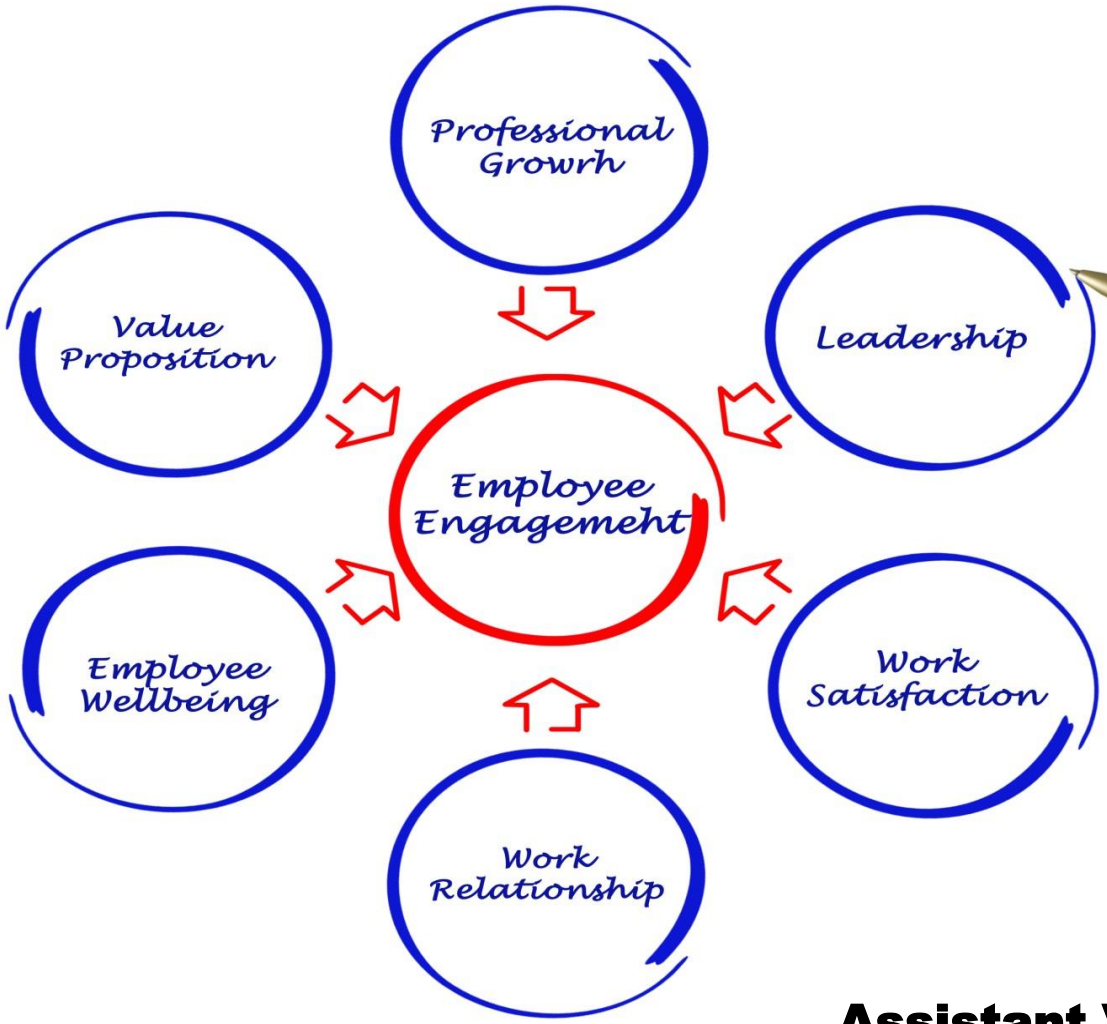
The Power of Employee Engagement



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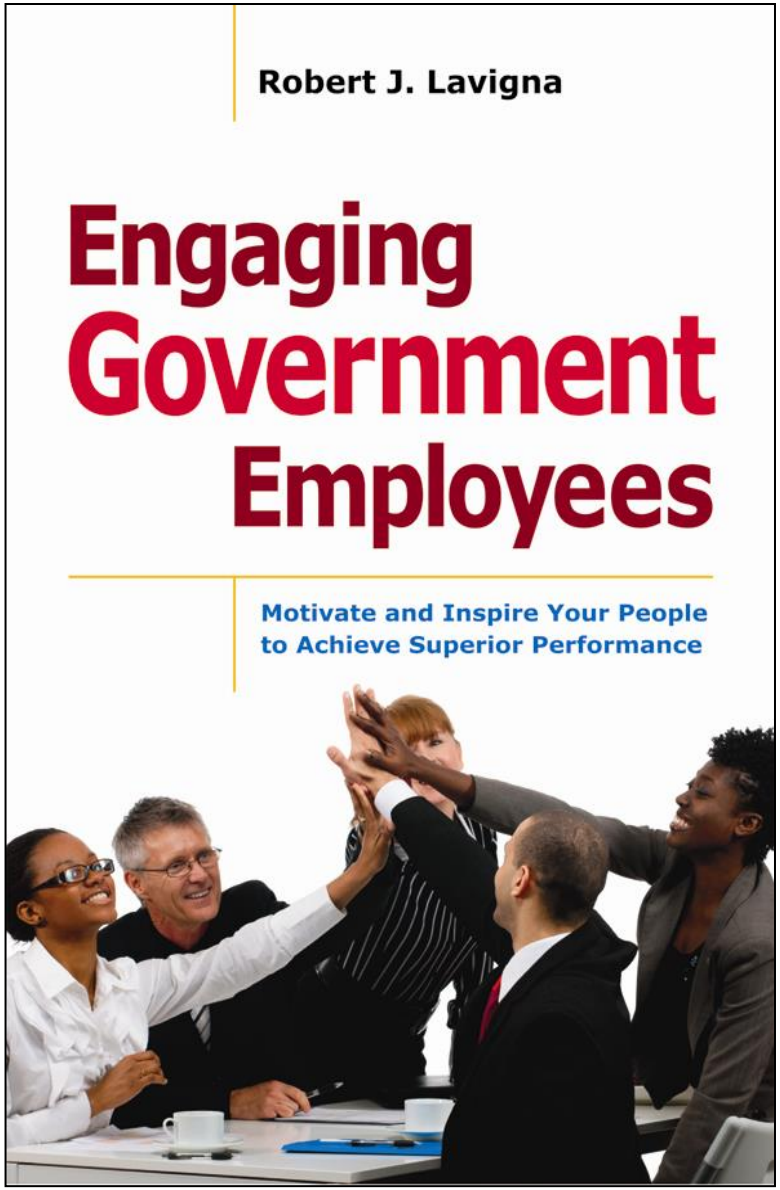
growth
plan
teamwork
vision
process
communication
Performance
development
people
revenue
strategy
finance
goal
partner
solution
marketing
investment
30%
15%
7%
48%

What We'll Cover

1. What is employee engagement?
2. Why does it matter?
3. How do we know if our employees are engaged?
4. How have organizations achieved high levels of engagement?
5. How to get started



Available through Amazon and Barnes & Noble

Key Points

Employee engagement is critical

HR has critical role – champion, facilitator and role model

Engagement is not just an "initiative" or "program"

Engagement levels are low

But can be improved

Engagement should be measured

Survey results must be acted on

What is Employee Engagement?

- Heightened connection to work, organization, mission or co-workers
- Beyond just job satisfaction or happiness
- Personal meaning in work
  - Pride
  - Believe their organization values them
- More likely to go above minimum and provide “discretionary effort.”

Engaged employees:

- **Deliver responsive customer service**
- **Volunteer ideas**
- **Work hard – and smart**
- **Stay with the organization**
- **Minimize absences**
- **Stay alert to safety hazards.**

WE NEED MORE OF WHAT THE MANAGEMENT EXPERTS CALL "EMPLOYEE ENGAGEMENT."
I DON'T KNOW THE DETAILS, BUT IT HAS SOMETHING TO DO WITH YOU IDIOTS WORKING HARDER FOR THE SAME PAY.
IS ANY-THING DIFFERENT ON YOUR END?
I THINK I'M SUPPOSED TO BE HAPPIER.
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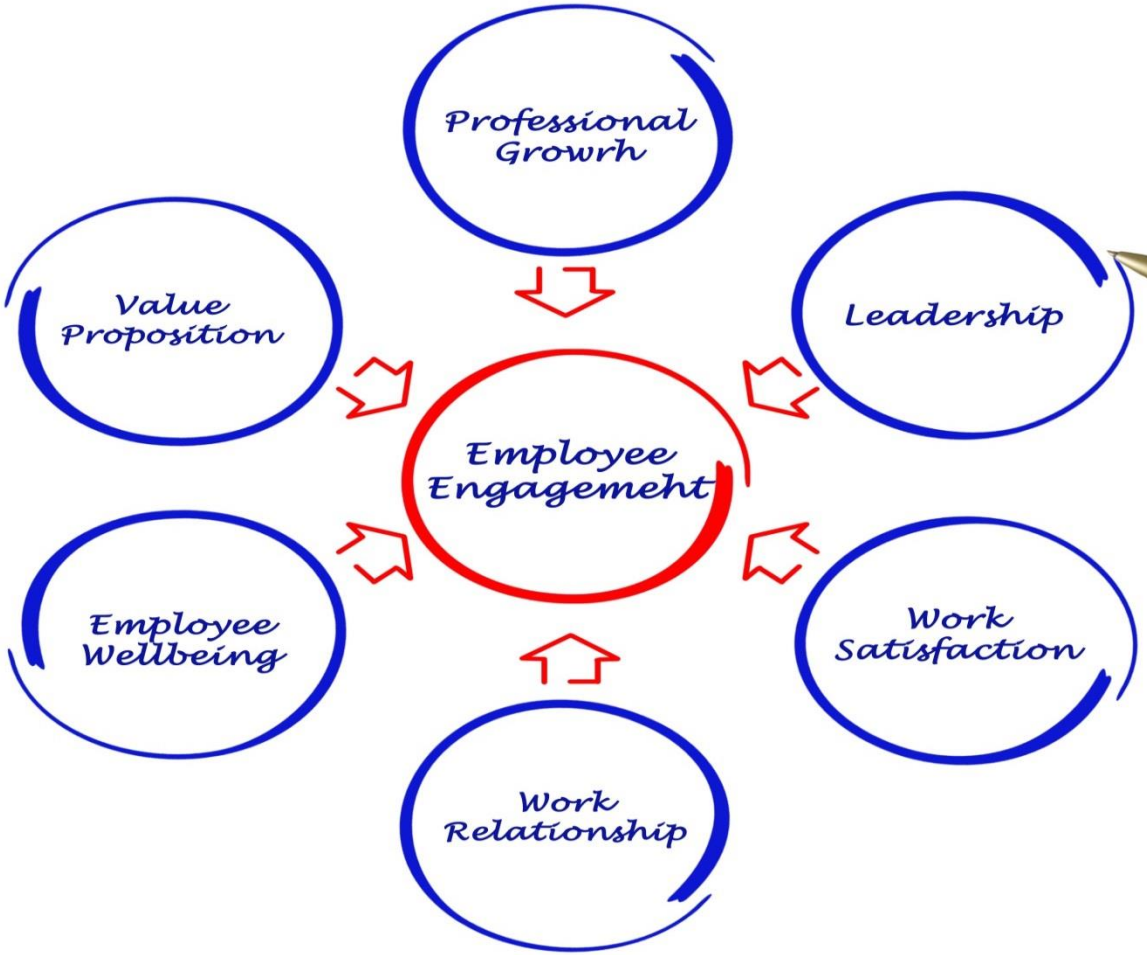
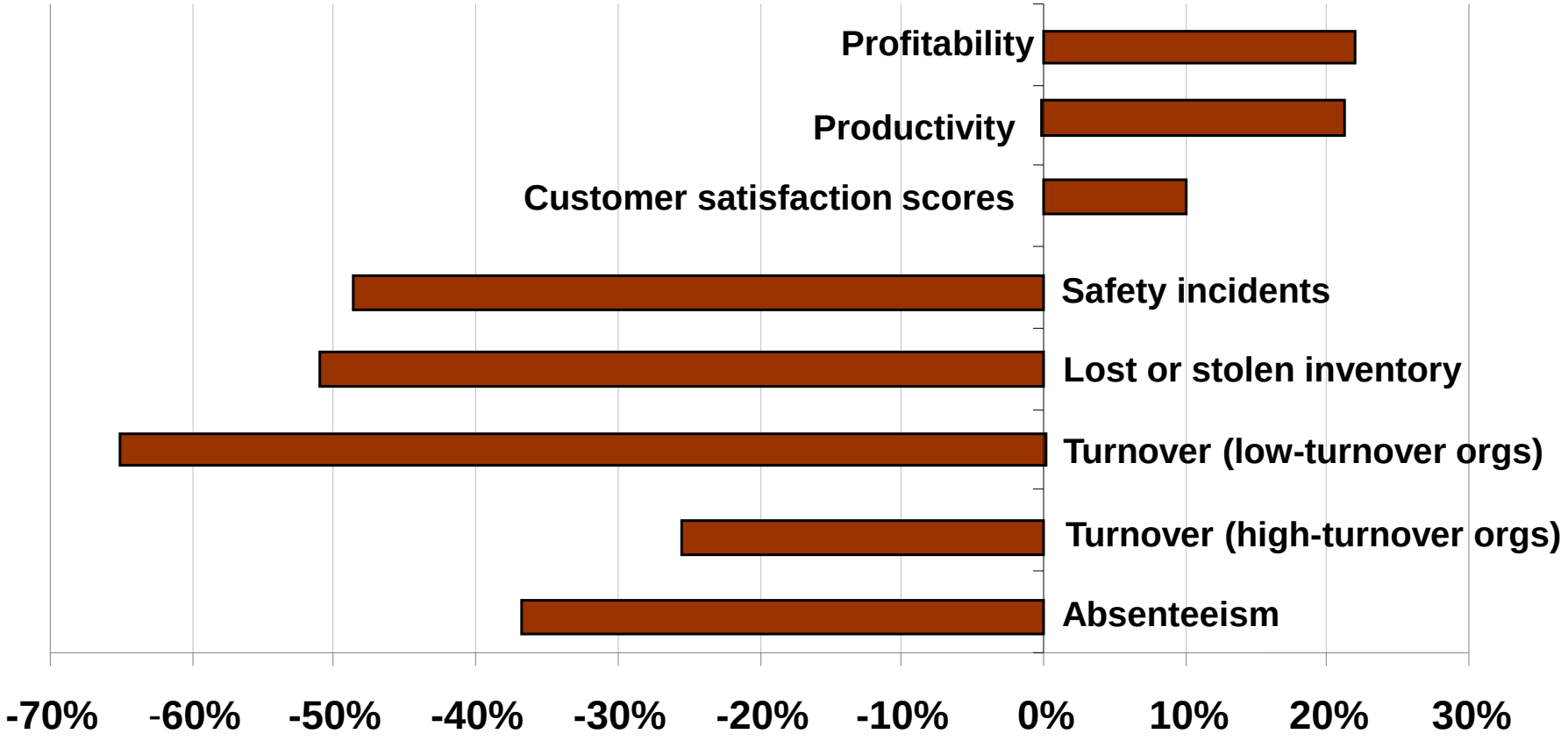
Why Does Engagement Matter?



Power of Employee Engagement



Key Performance Indicators

Top- and Bottom-Quartile Work Groups

In Government

- **U.S. Federal Government**
  - **Better success achieving strategic goals**
  - **Higher retention**
  - **Less missed time**

- **International Public Management Association for HR (IPMA-HR)**
  - **Twice as likely to stay in current job**
  - **2.5 times more likely to feel they can make a difference**
  - **2.5 times more likely to recommend their workplace**
  - **Three times more likely to report being very satisfied.**

Towers Watson

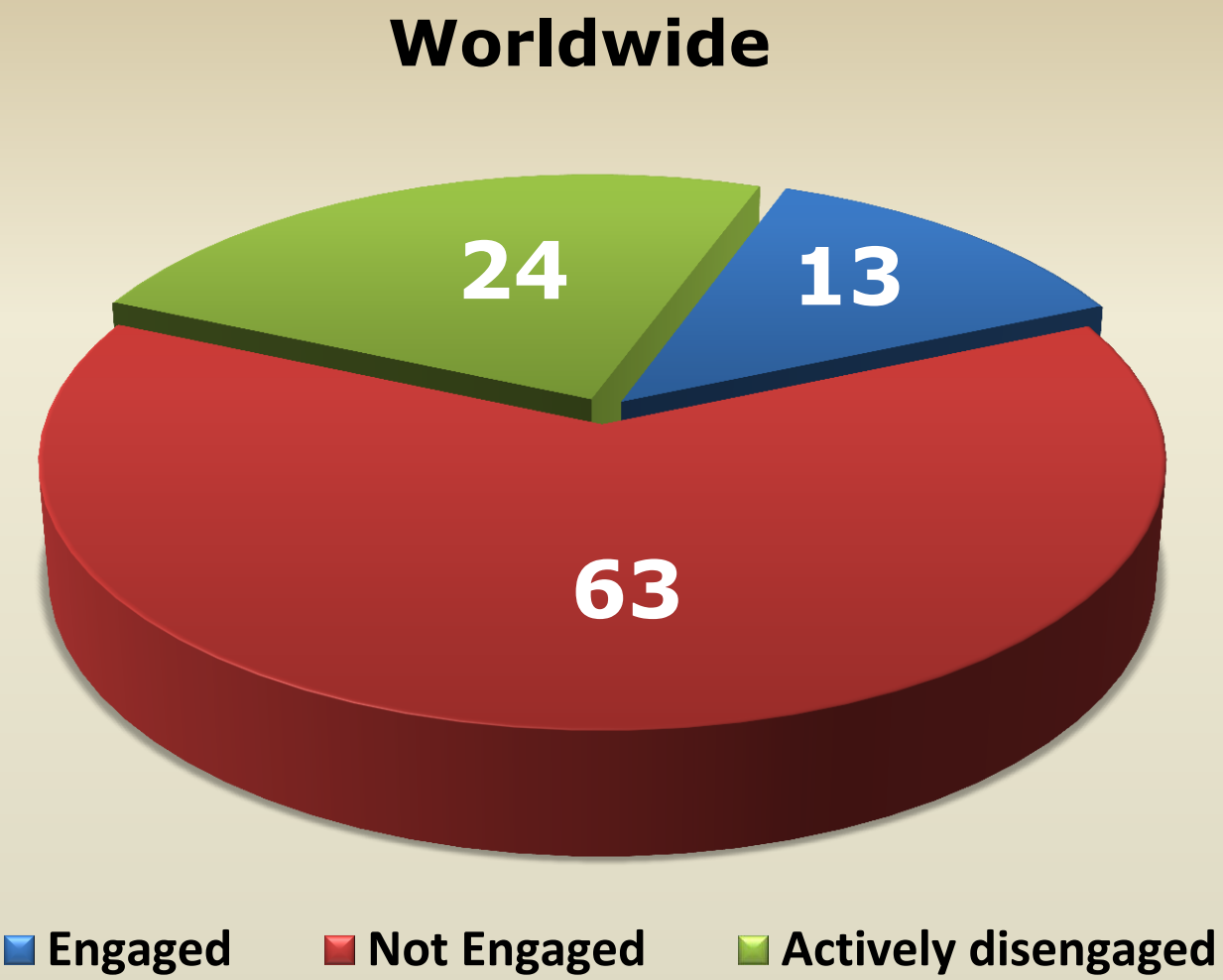
Statement	Highly engaged (% agree)	Moderately engaged (% agree)	Disengaged (% agree)
I can impact quality	86	61	32
I can impact cost	59	37	21
I can impact customer service	72	50	28

Deloitte

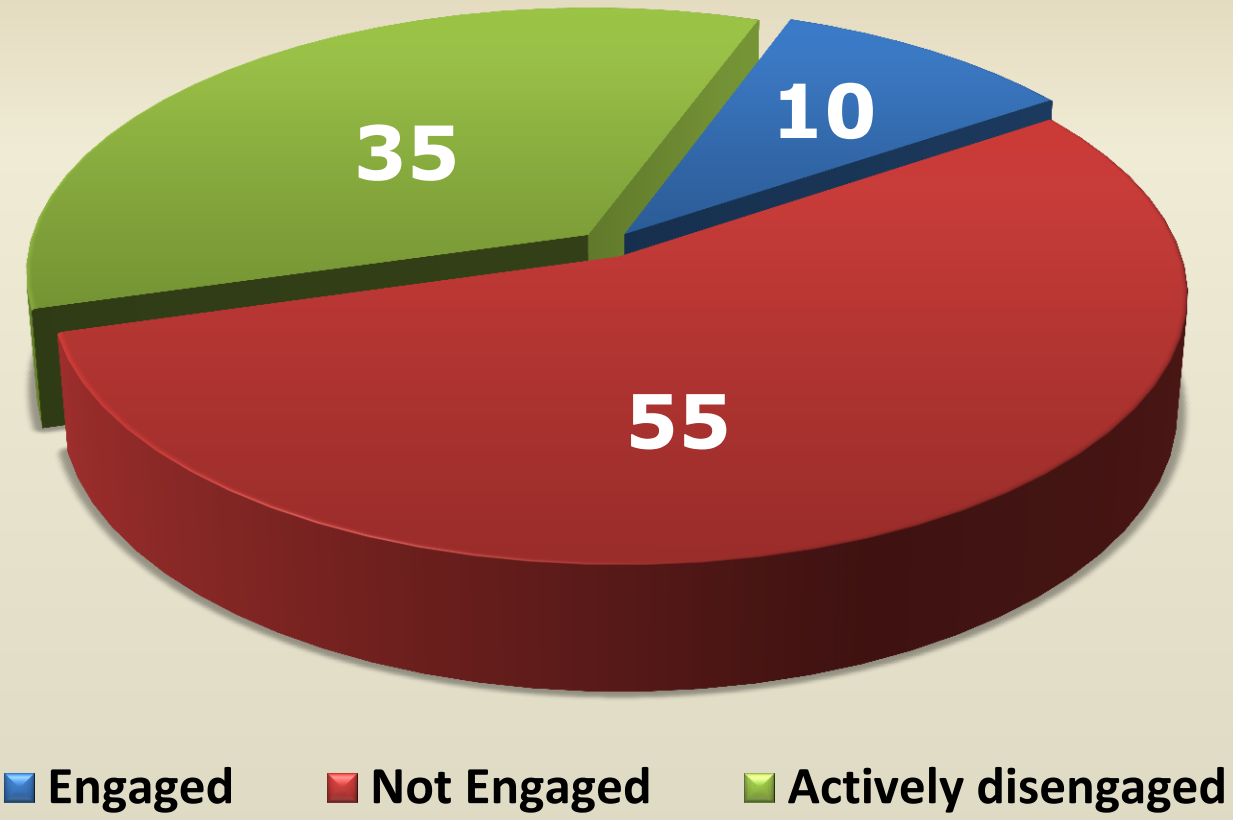
Higher levels of engagement in government drive:

- **Improved employee performance to support mission**
- **More collaborative and innovative work environments**
- **Lower costs of disengagement.**

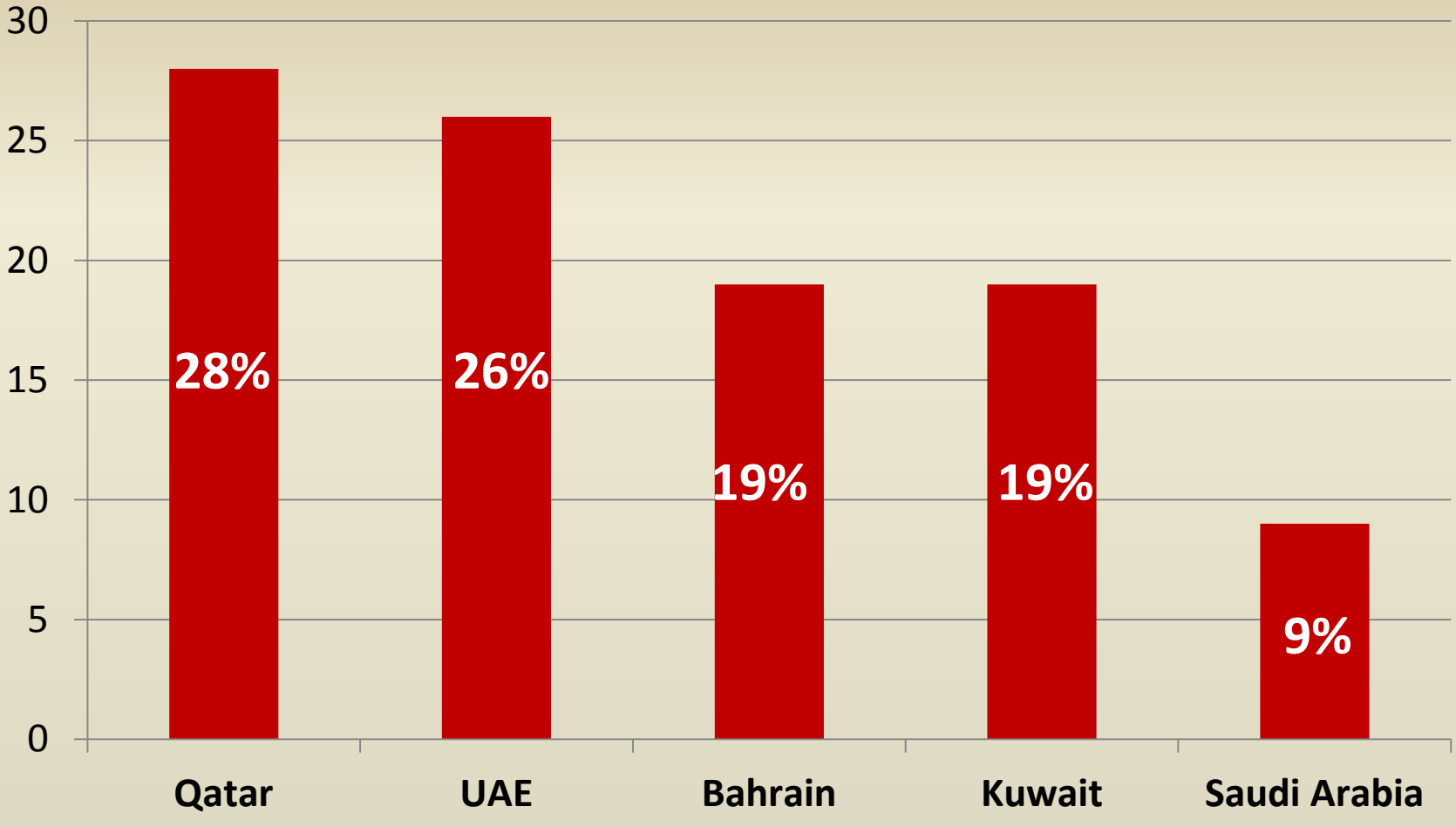
Levels of Employee Engagement



Middle East and North Africa



The Region – Engagement Levels



Engaged Employees

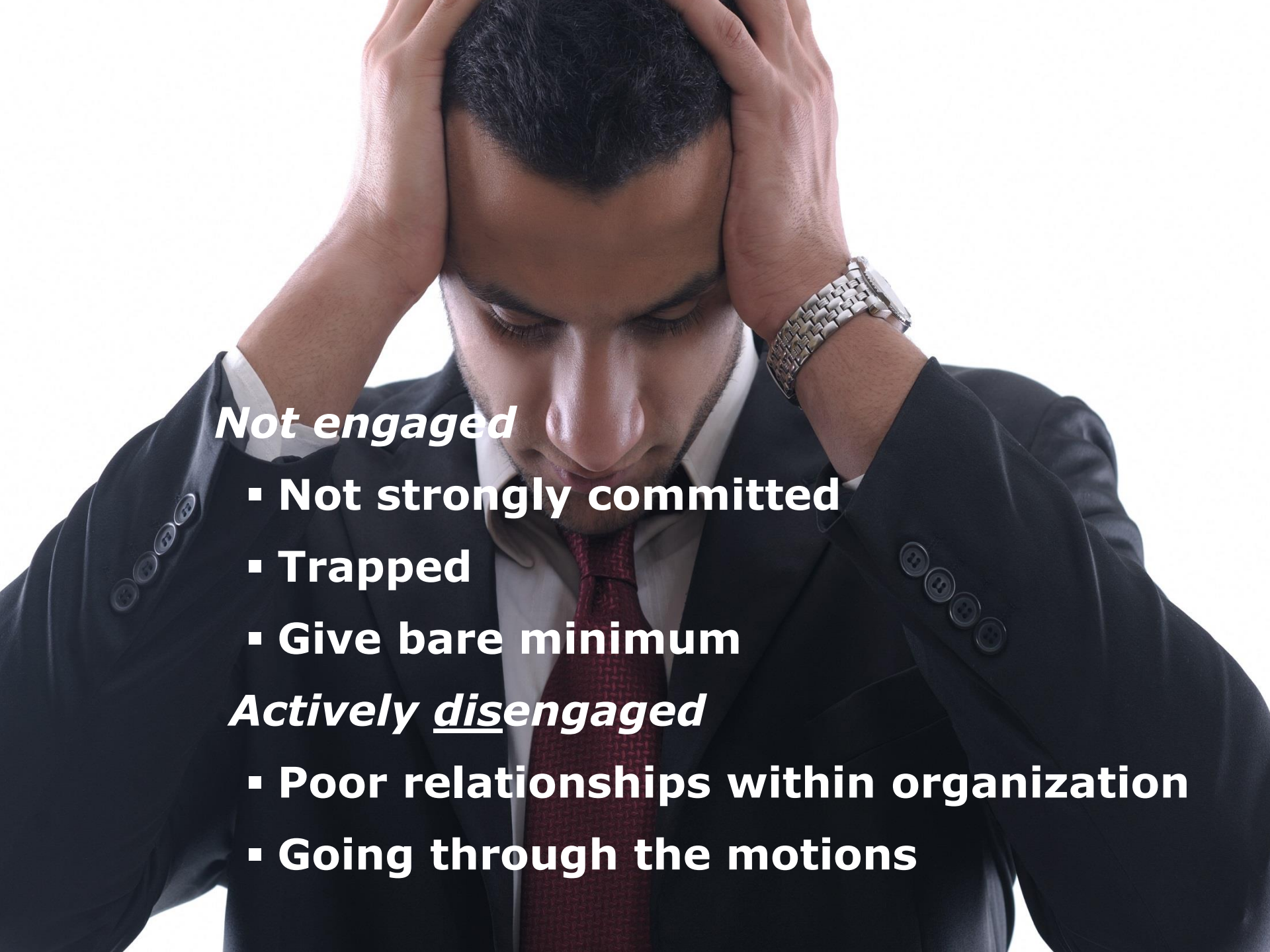
Have strong relationships in organization

Highly motivated to work hard

Stay – even for less money

Go beyond basic job duties

Recommend organization as good place to work



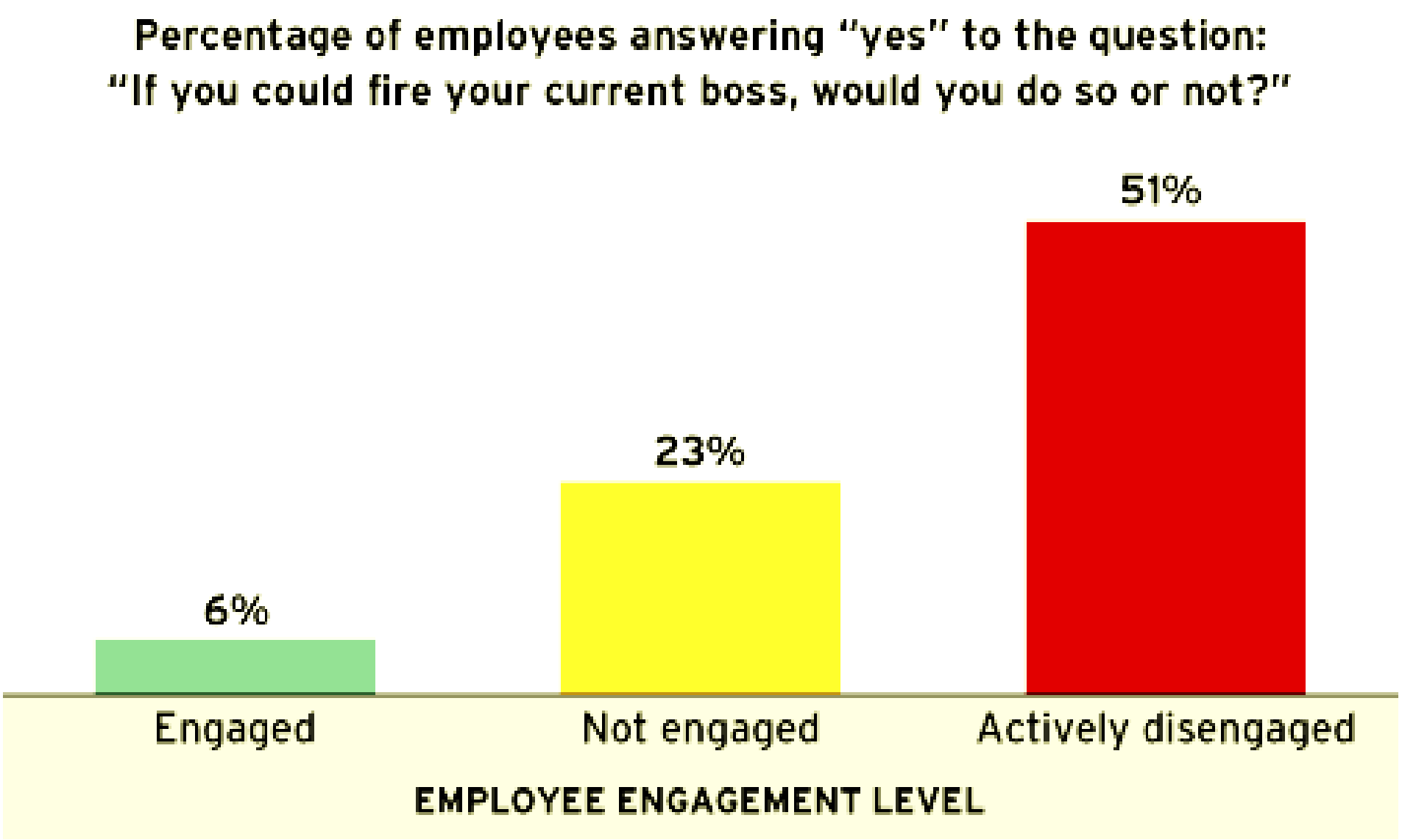
Not engaged

- **Not strongly committed**
- **Trapped**
- **Give bare minimum**

Actively <u>dis</u>engaged

- **Poor relationships within organization**
- **Going through the motions**

It’s About Leadership



How Do We Know If Our Employees are Engaged?

Ask Them!

Engagement Survey Questions

Pride in work or workplace

1. **My organization is successful at accomplishing its mission**
2. **My work unit produces high-quality products and services**
3. **The work I do is meaningful to me**
4. **I would recommend my organization as a place to work**

Satisfaction with leadership

5. **Overall, I am satisfied with my supervisor**
6. **Overall, I am satisfied with managers above my immediate supervisor**

Engagement Survey Questions

Opportunity to perform well

7. I know what is expected of me on the job
8. My job makes good use of my skills and abilities
9. I have the resources to do my job well
10. I have sufficient opportunities (such as challenging assignments or projects) to earn a high performance rating

Satisfaction with recognition received

11. Recognition and rewards are based on performance in my work unit
12. I am satisfied with the recognition and rewards I receive for my work

Engagement Survey Questions

Prospects for personal and professional growth

13. I am given a real opportunity to improve my skills

Positive work environment and teamwork

14. I am treated with respect at work

15. My opinions count at work

16. A spirit of cooperation and teamwork exists in my work unit

Taking Action on Survey Data

"Measurement Without Targeted Action is Useless"

"You Said, We Did"

Taking Action on Survey Data

- Form engagement teams
- Collect additional data
- Identify priorities – areas of strength and weakness
- Focus on individual work units
- Develop and implement action plans
- Provide education and training
- Identify outcome measures
- Establish accountabilities
- Communicate

What Have Organizations
Done to Achieve
High Levels of Engagement?

Effective Engagement Practices

- **Engagement is everyone's responsibility**
- **It must be a strategy**
- **Lead from the top**
- **Hire with care**
- **Onboard well.**

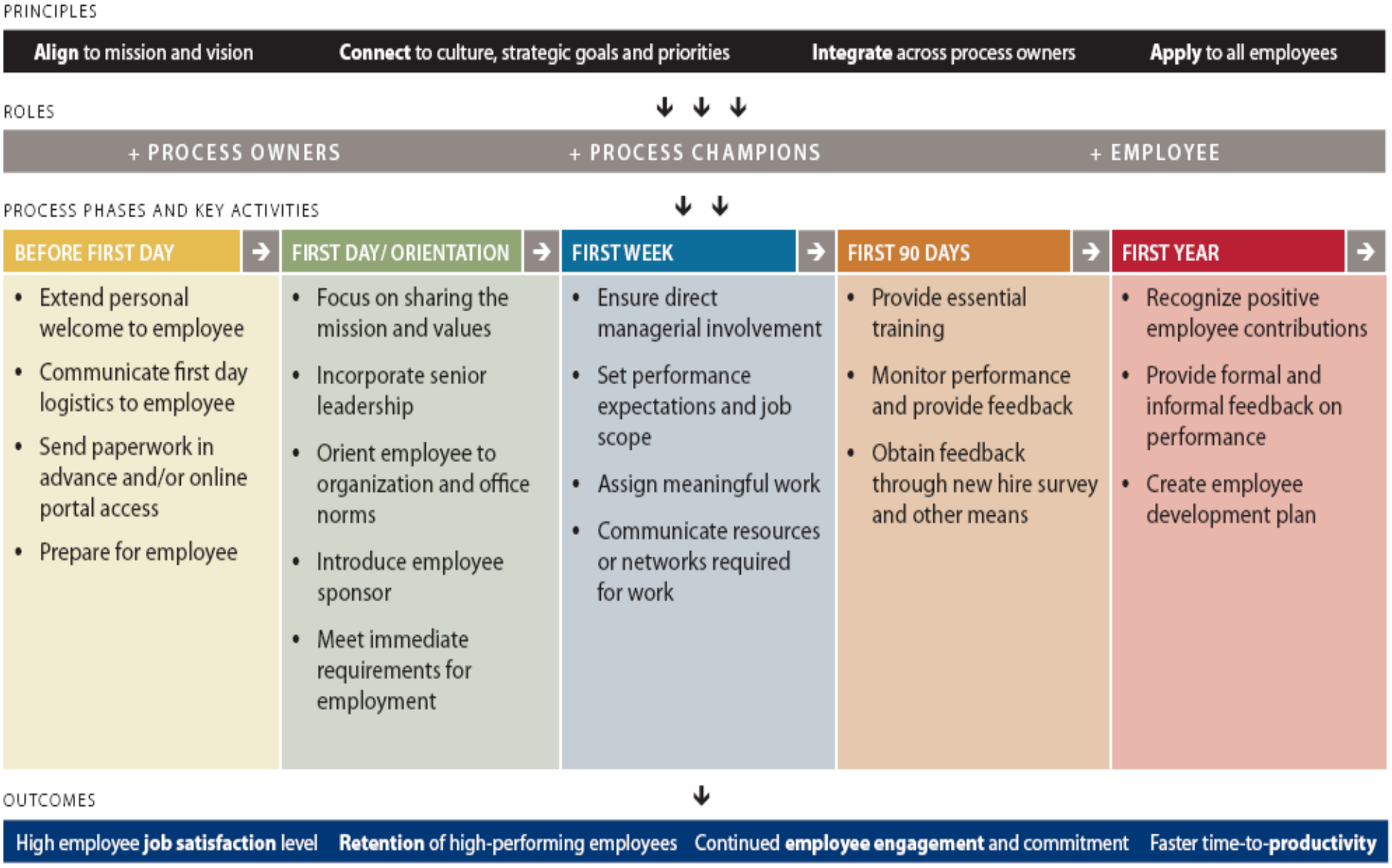
Effective Engagement Practices

- **Select supervisors who can supervise – and can build engagement**
- **Give them training, resources and support**
- **Hold supervisors accountable for engagement.**

Effective Engagement Practices

- **Manage performance**
  - **Make sure employees know what is expected – and how work links to mission**
  - **Meet regularly with employees**
  - **Provide opportunities to grow and develop**
  - **Hold employees accountable – avoid transferring poor performers**
- **Recognize contributions**
- **Make sure employees' opinions count**
- **Create a positive work environment – respect work/life balance**
- **Communicate**
- **Measure and re-measure engagement.**

New Employee Onboarding Model



What is HR's Role?

Champion engagement

Facilitate cultural change

Facilitate process

Be a role model

Identify organization-wide issues

Help lead action

Building an Engagement Culture

A set of accepted organizational values, behaviors, and practices that promotes increasing levels of engagement as a cultural norm

Getting Started

- Make the commitment
- Communicate the business case
- Get leaders, managers and supervisors on board
- Plan and communicate strategy
- Survey employees – and follow through

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