

# The Power of Employee Engagement

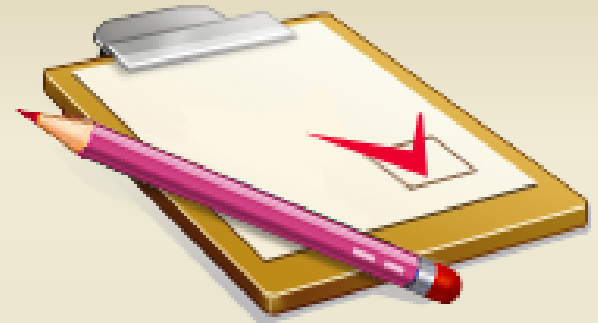


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# What We'll Cover

- 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**



Robert J. Lavigna

# Engaging Government Employees

Motivate and Inspire Your People  
to Achieve Superior Performance



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."



Dilbert.com DilbertCartoonist@gmail.com

I DON'T KNOW THE DETAILS, BUT IT HAS SOMETHING TO DO WITH YOU IDIOTS WORKING HARDER FOR THE SAME PAY.



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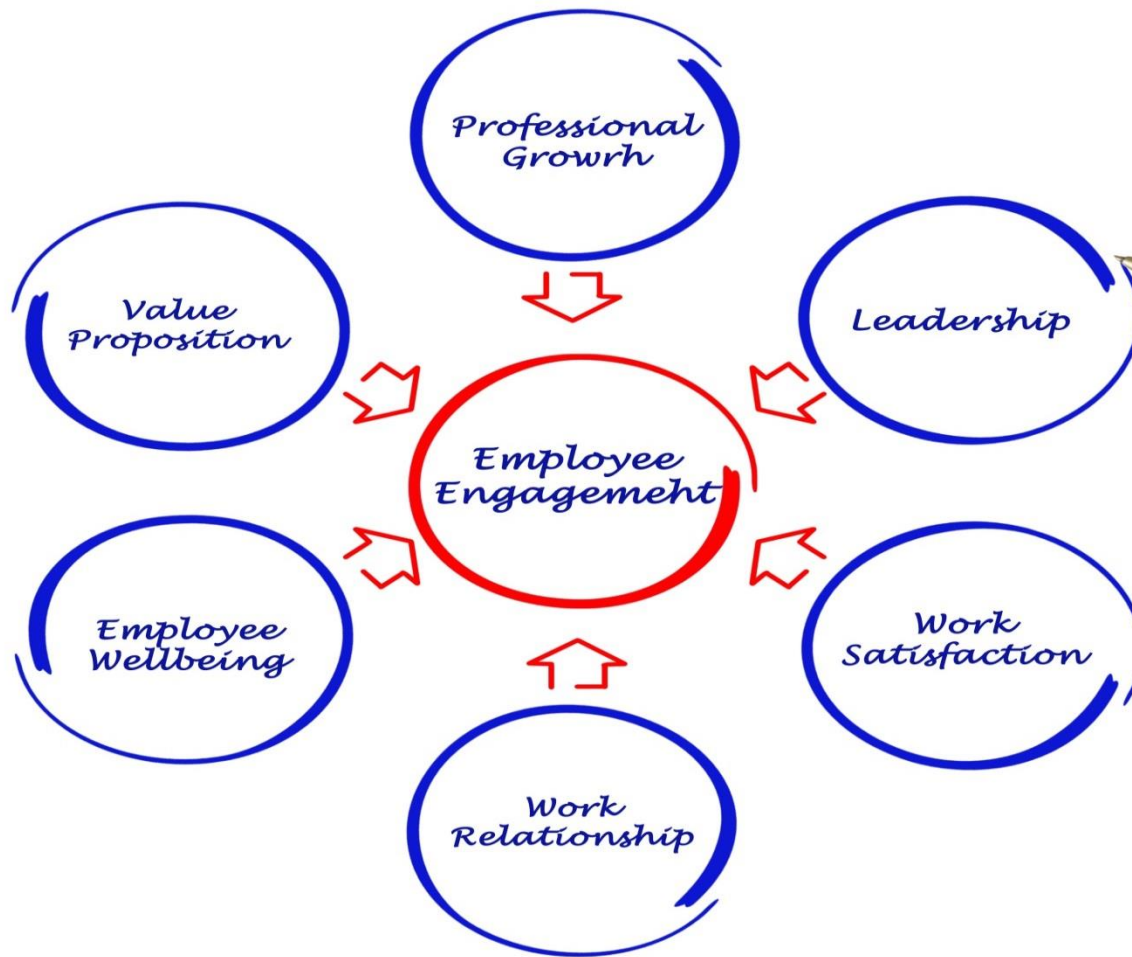
IS ANYTHING DIFFERENT ON YOUR END?

I THINK I'M SUPPOSED TO BE HAPPIER.



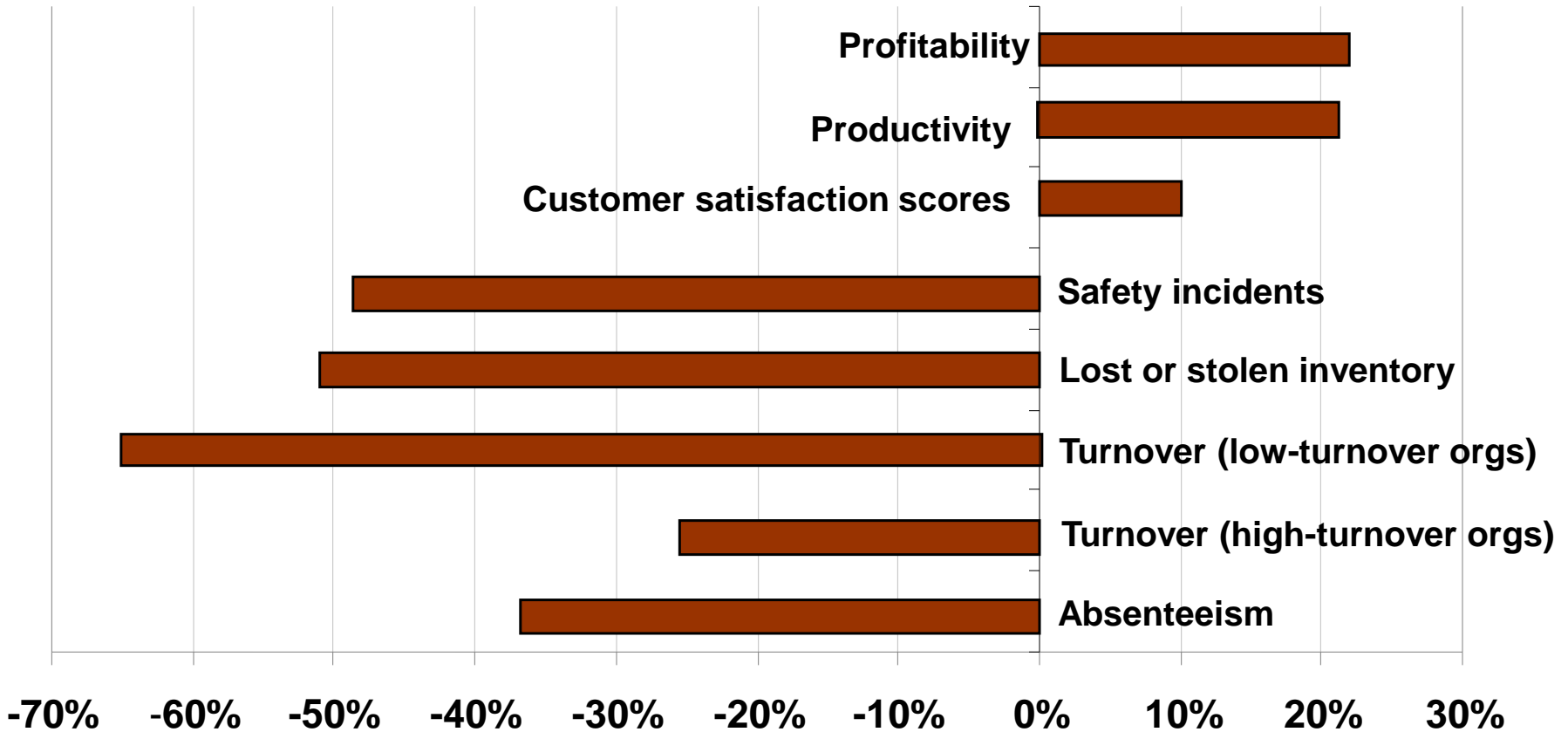


# Why Does Engagement Matter?





# 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

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

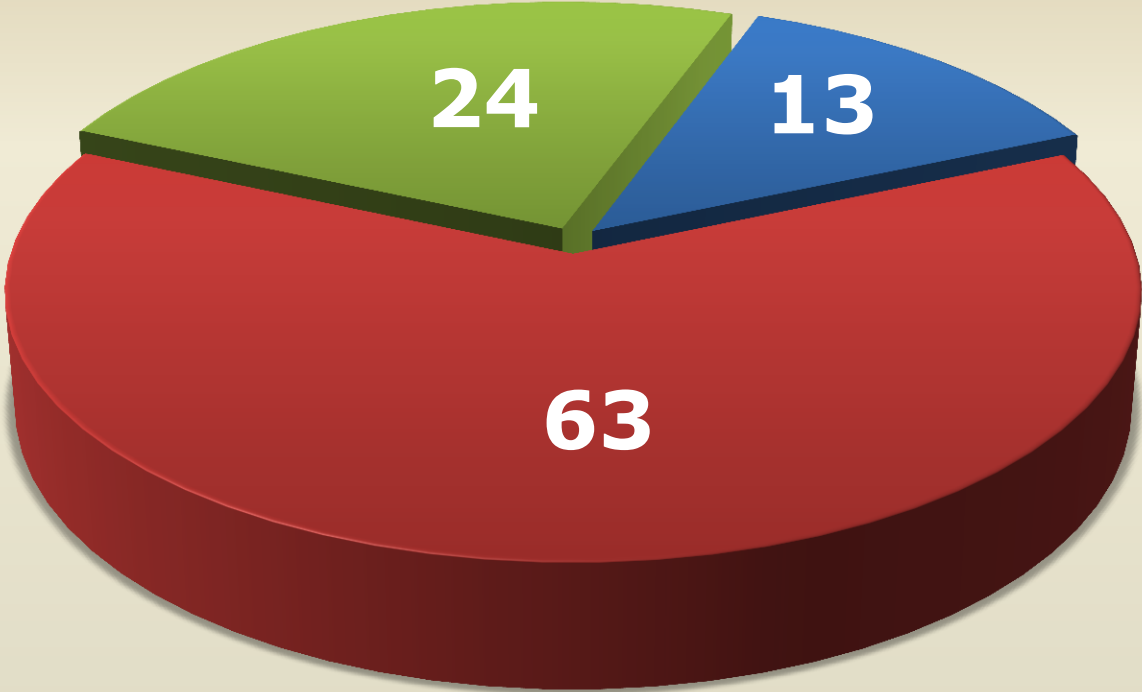
## Higher levels of engagement in government drive:

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



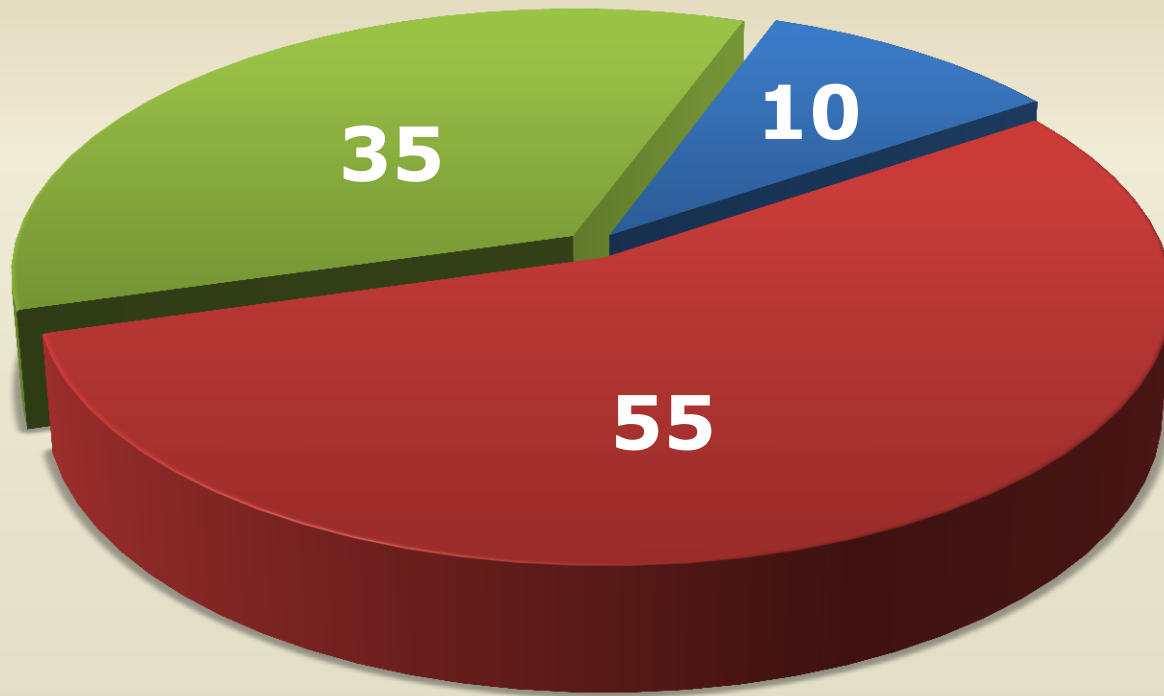
# Levels of Employee Engagement

## Worldwide



■ Engaged    ■ Not Engaged    ■ Actively disengaged

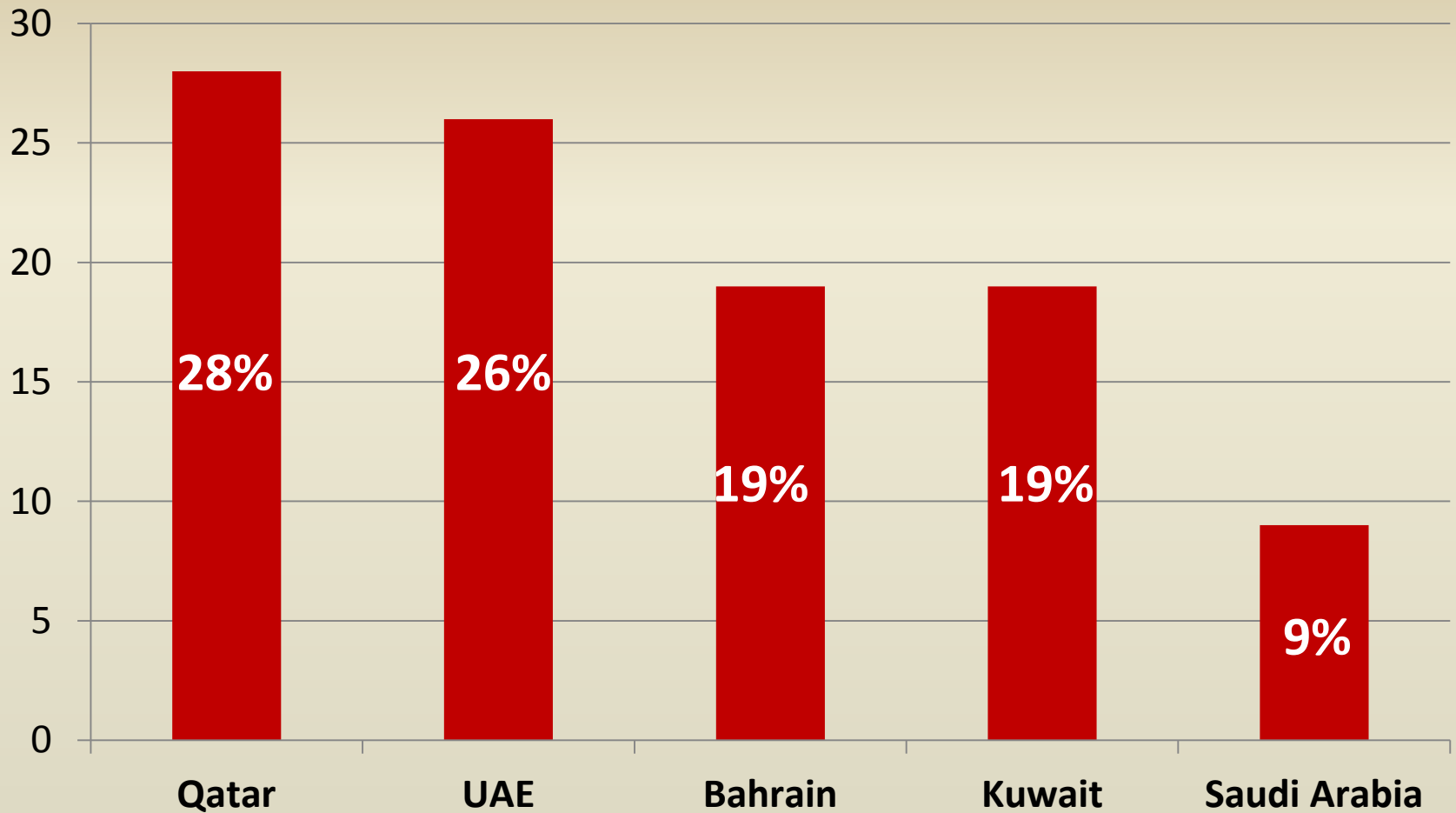
# Middle East and North Africa



■ Engaged    ■ Not Engaged    ■ Actively disengaged



# The Region – Engagement Levels



# Engaged Employees

**Have strong relationships in organization**

**Stay – even for less money**



**Highly motivated to work hard**

**Go beyond basic job duties**

**Recommend organization as good place to work**



***Not engaged***

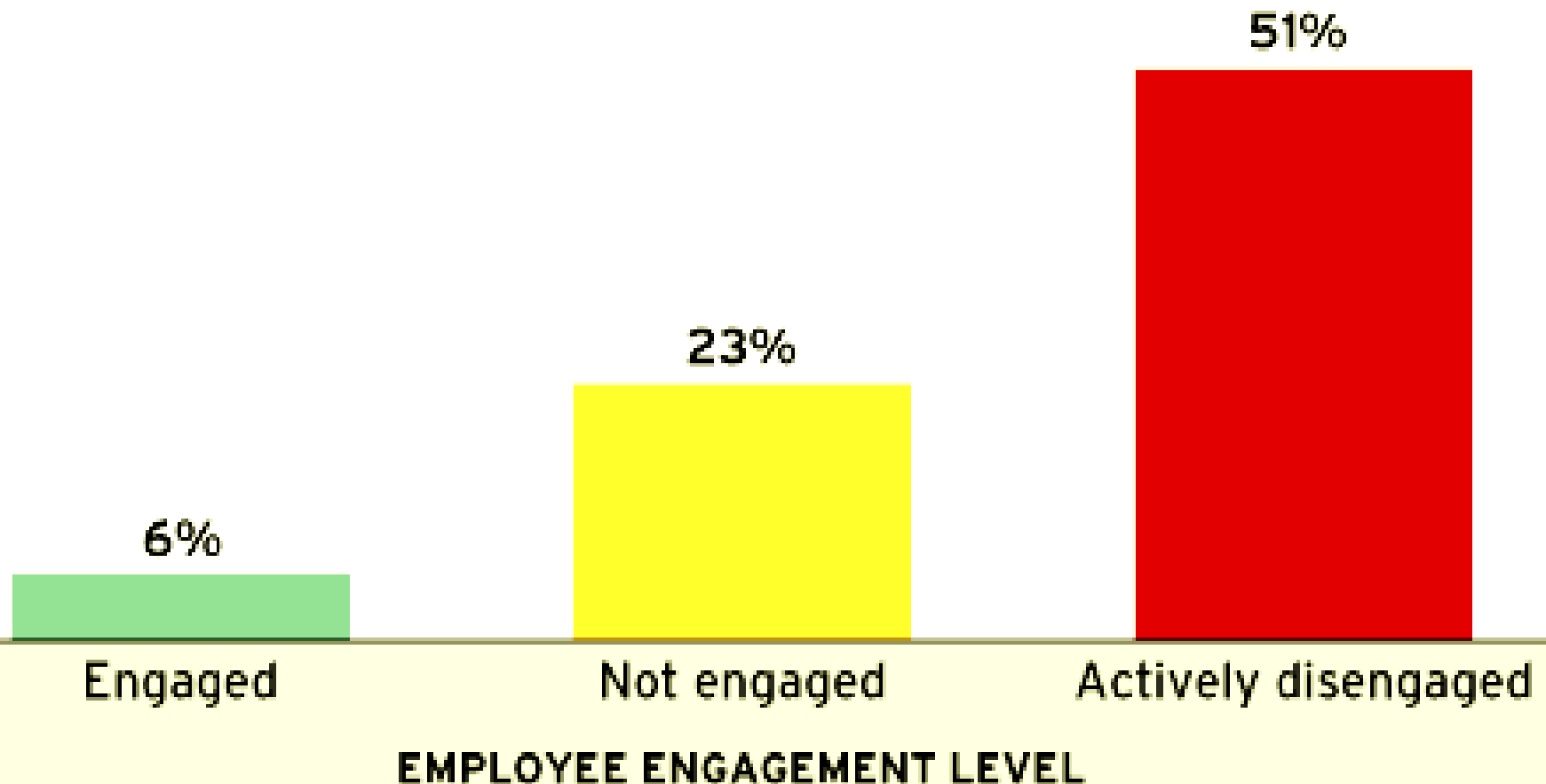
- **Not strongly committed**
- **Trapped**
- **Give bare minimum**

***Actively disengaged***

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

# It's About Leadership

Percentage of employees answering "yes" to the question:  
"If you could fire your current boss, would you do so or not?"



# How Do We Know If Our Employees are Engaged?



**Ask Them!**

Relative  Employment Agency

MEMENT

First Middle Zip

State

Yes  No  
 Yes  No  
 Yes  No  
 Yes  No  
 Yes  No  
 Yes  No

Social Security Number

Do you furnish a work permit?  
If yes, give date?

Yes  No  
 Yes  No  
of the crime and when

# 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

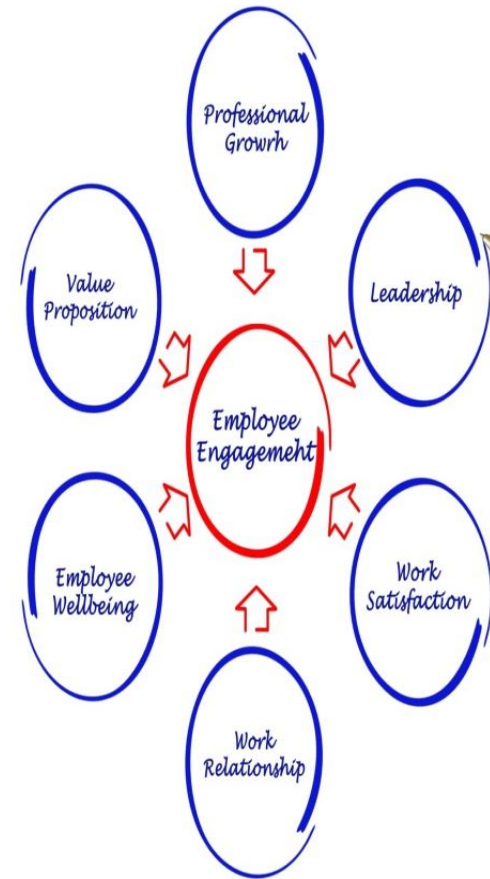


A group of four business professionals, two men and two women, are gathered in an office setting. They are all smiling and looking towards a tablet computer held by one of the women. The man on the left is wearing a dark suit and tie. The woman next to him is wearing a grey blazer over a light blue shirt. The woman on the right is wearing a dark blazer over a white shirt. The man on the far right is wearing a dark suit. The background is a blurred office environment.

**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

## PRINCIPLES

**Align** to mission and vision

**Connect** to culture, strategic goals and priorities

**Integrate** across process owners

**Apply** to all employees

## ROLES



+ PROCESS OWNERS

+ PROCESS CHAMPIONS

+ EMPLOYEE

## PROCESS PHASES AND KEY ACTIVITIES



BEFORE FIRST DAY	FIRST DAY/ ORIENTATION	FIRST WEEK	FIRST 90 DAYS	FIRST YEAR
<ul style="list-style-type: none"> <li>Extend personal welcome to employee</li> <li>Communicate first day logistics to employee</li> <li>Send paperwork in advance and/or online portal access</li> <li>Prepare for employee</li> </ul>	<ul style="list-style-type: none"> <li>Focus on sharing the mission and values</li> <li>Incorporate senior leadership</li> <li>Orient employee to organization and office norms</li> <li>Introduce employee sponsor</li> <li>Meet immediate requirements for employment</li> </ul>	<ul style="list-style-type: none"> <li>Ensure direct managerial involvement</li> <li>Set performance expectations and job scope</li> <li>Assign meaningful work</li> <li>Communicate resources or networks required for work</li> </ul>	<ul style="list-style-type: none"> <li>Provide essential training</li> <li>Monitor performance and provide feedback</li> <li>Obtain feedback through new hire survey and other means</li> </ul>	<ul style="list-style-type: none"> <li>Recognize positive employee contributions</li> <li>Provide formal and informal feedback on performance</li> <li>Create employee development plan</li> </ul>

## OUTCOMES



High employee **job satisfaction** level   **Retention** of high-performing employees   Continued **employee engagement** and commitment   **Faster time-to-productivity**



# 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**



**START**



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