Building a Culture of Employee Engagement

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What We'll Cover

1. What is employee engagement – and why does it matter?

2. How public sector organizations have improved engagement

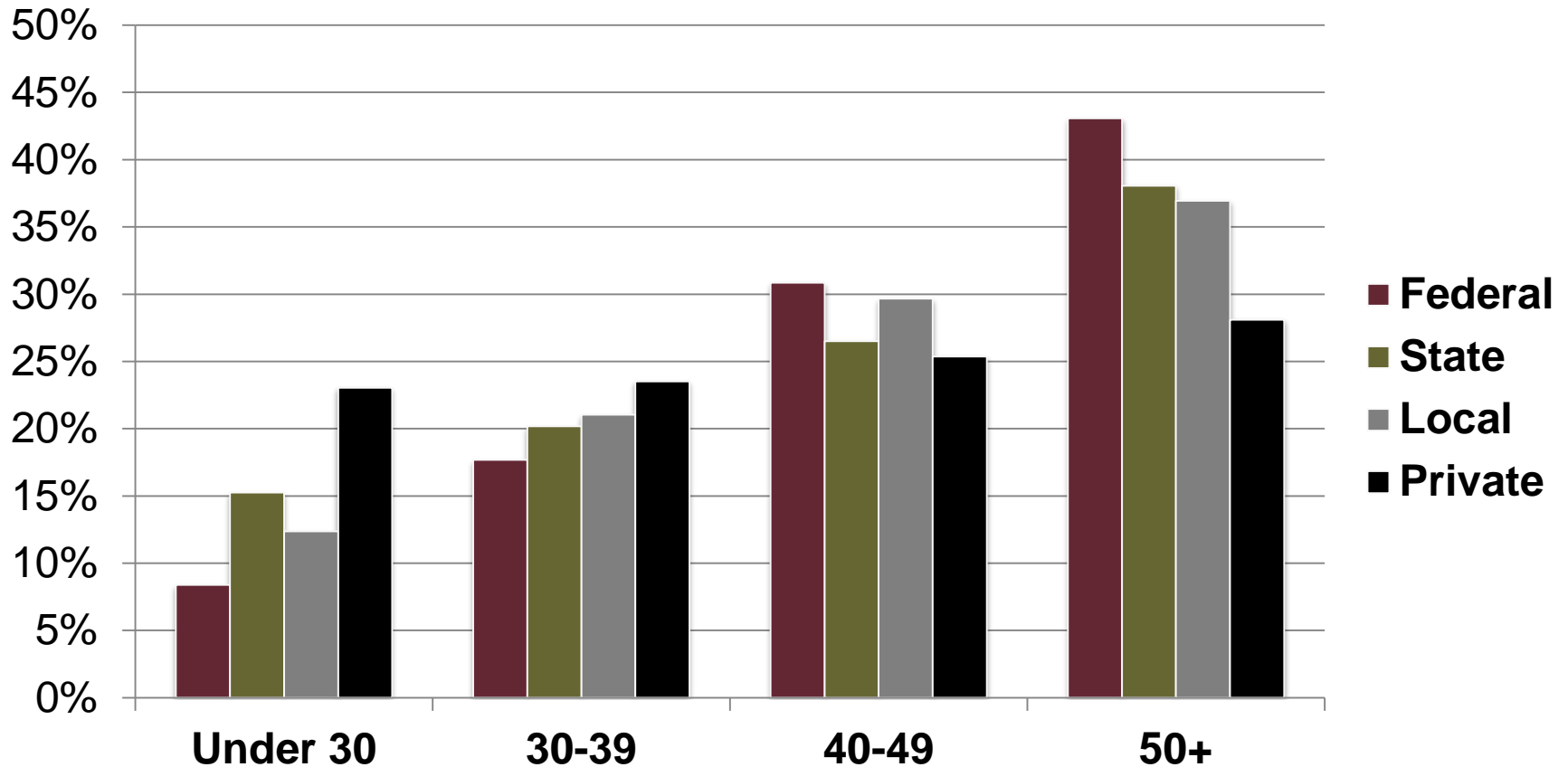3. Creating an engagement culture

4. Role of HR

Context – Our Aging Workforce

Source: Bureau of Labor Statistics

What is Employee Engagement?

Heightened connection

Beyond job satisfaction

Personal meaning:
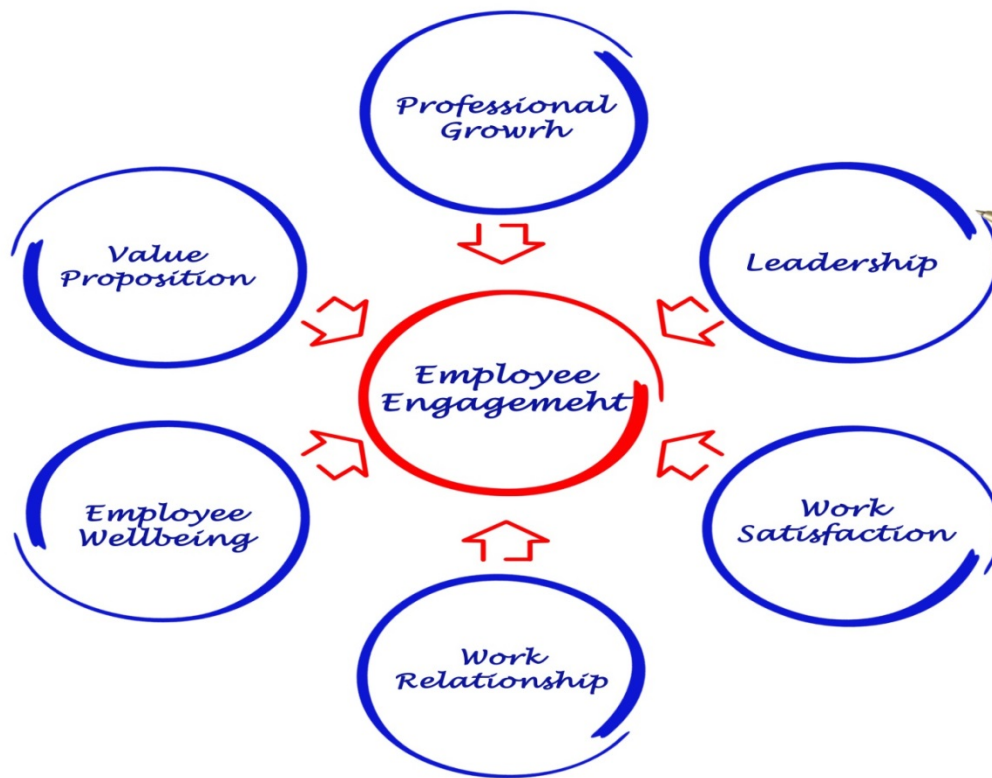- Pride
- Organization values me
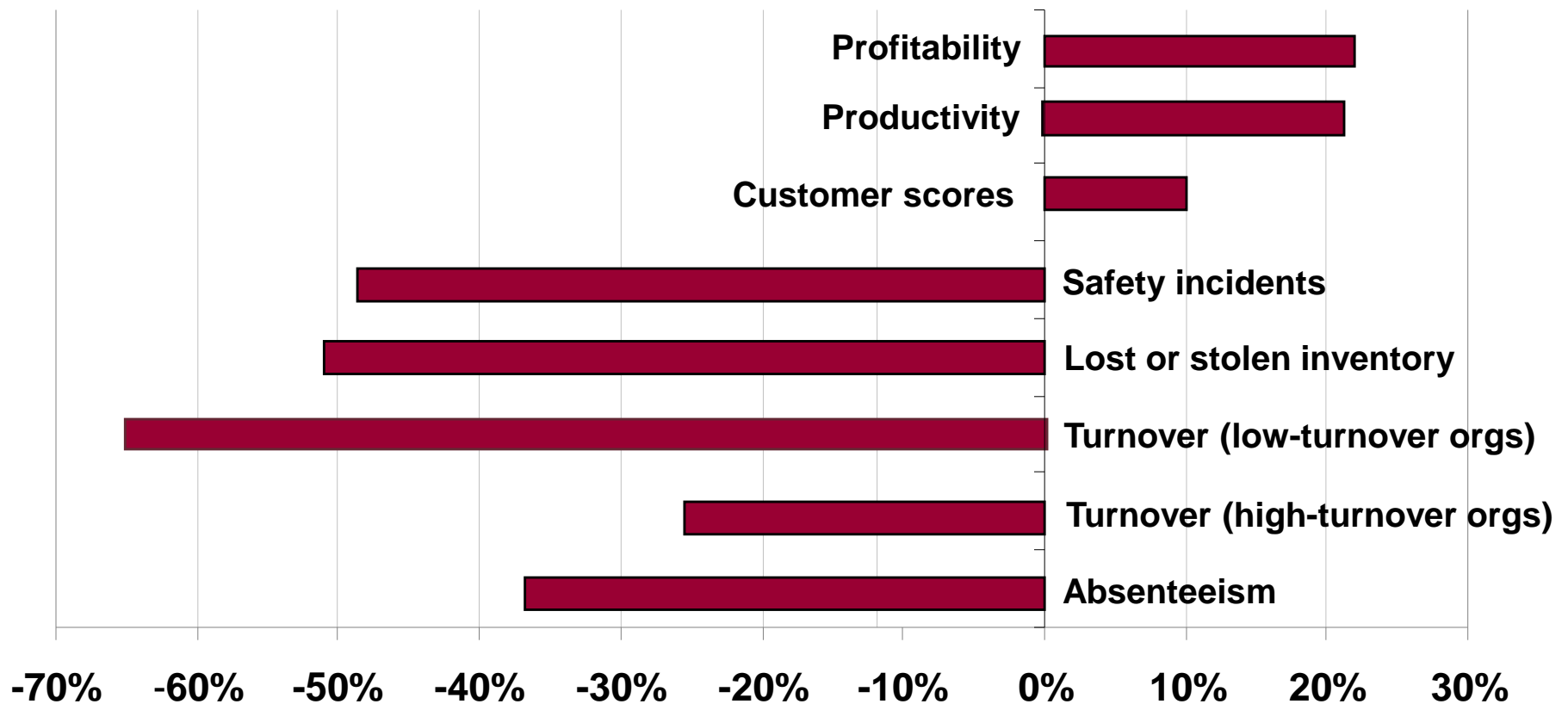
"Discretionary effort"

Engaged Employees …

- ✓ Have strong relationships in organization
- ✓ Go extra mile for customers
- ✓ Volunteer ideas
- ✓ Work hard – and smart
- ✓ Will stay – even for less money
- ✓ Recommend organization as good place to work
- ✓ Show up for work
- ✓ Get things done

Why Does Engagement Matter?

Key Performance Indicators

Gallup: Top- and Bottom-Quartile Work Groups
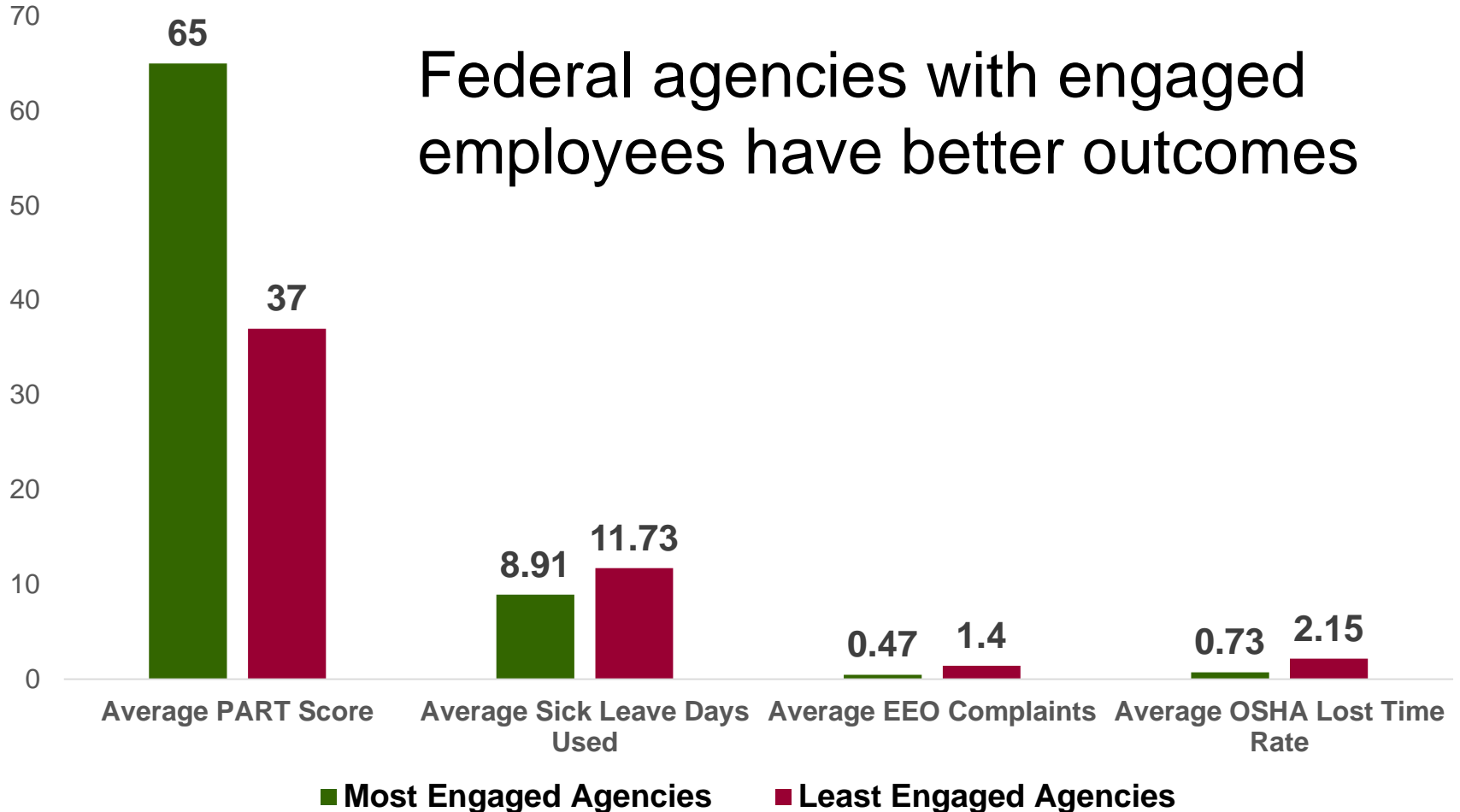
Engaged public sector employees:

- 4 times more likely to stay in current job
- 5 times more likely to recommend workplaces

Deloitte.

Higher levels of engagement in government drive:

- Improved employee performance to support mission
- More collaborative, innovative work environments
- Lower costs of disengagement
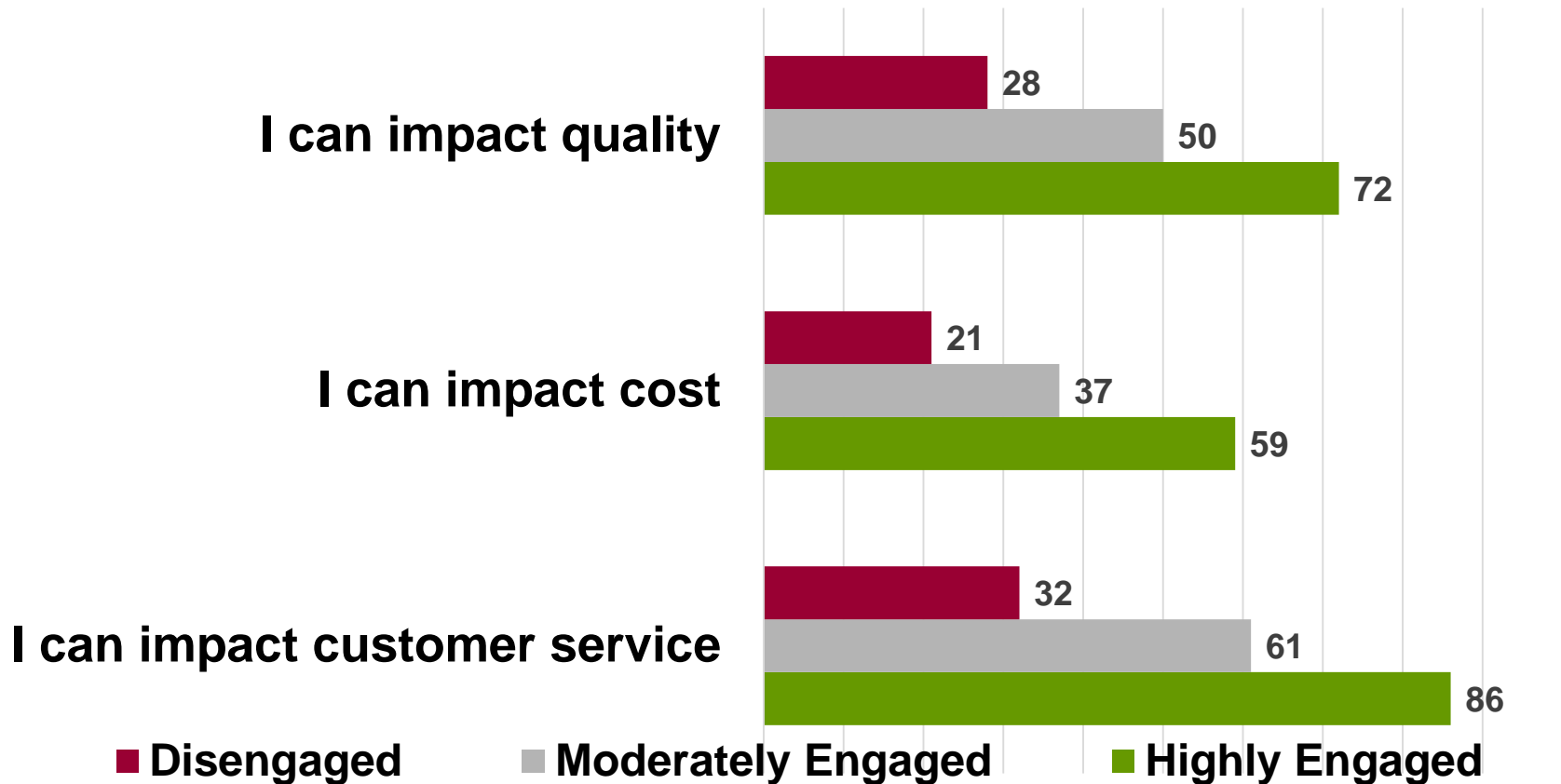
35% of U.S. workers polled…

… said they'd willingly forgo a substantial pay raise in exchange for seeing their direct supervisor fired

CPS HR CONSULTING
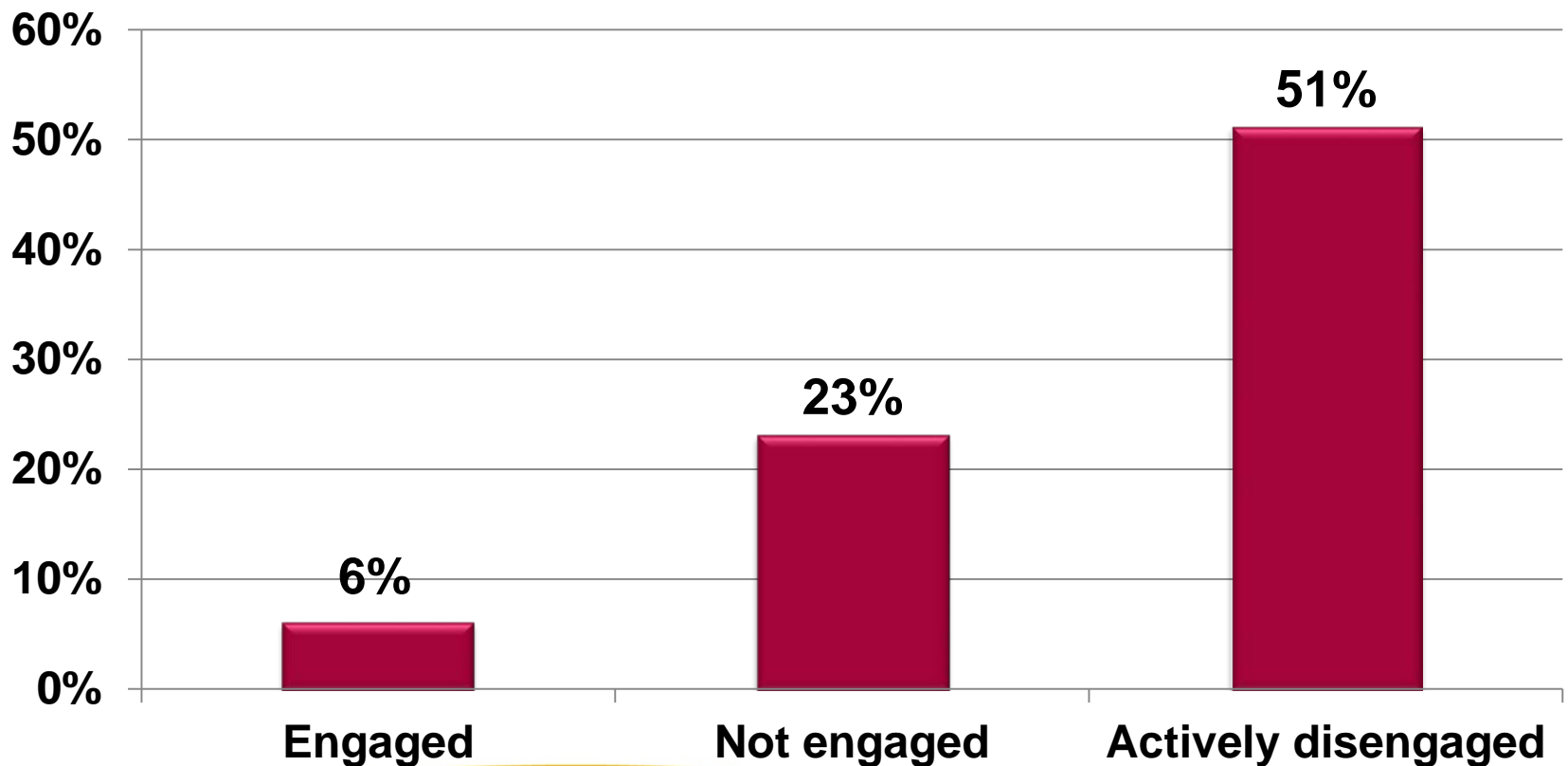
35% of U.S. workers polled…

… said they'd willingly forgo a substantial pay raise in exchange for *seeing* their direct supervisor fired

YOU ARE FIRED

Engagement Value Chain – Government
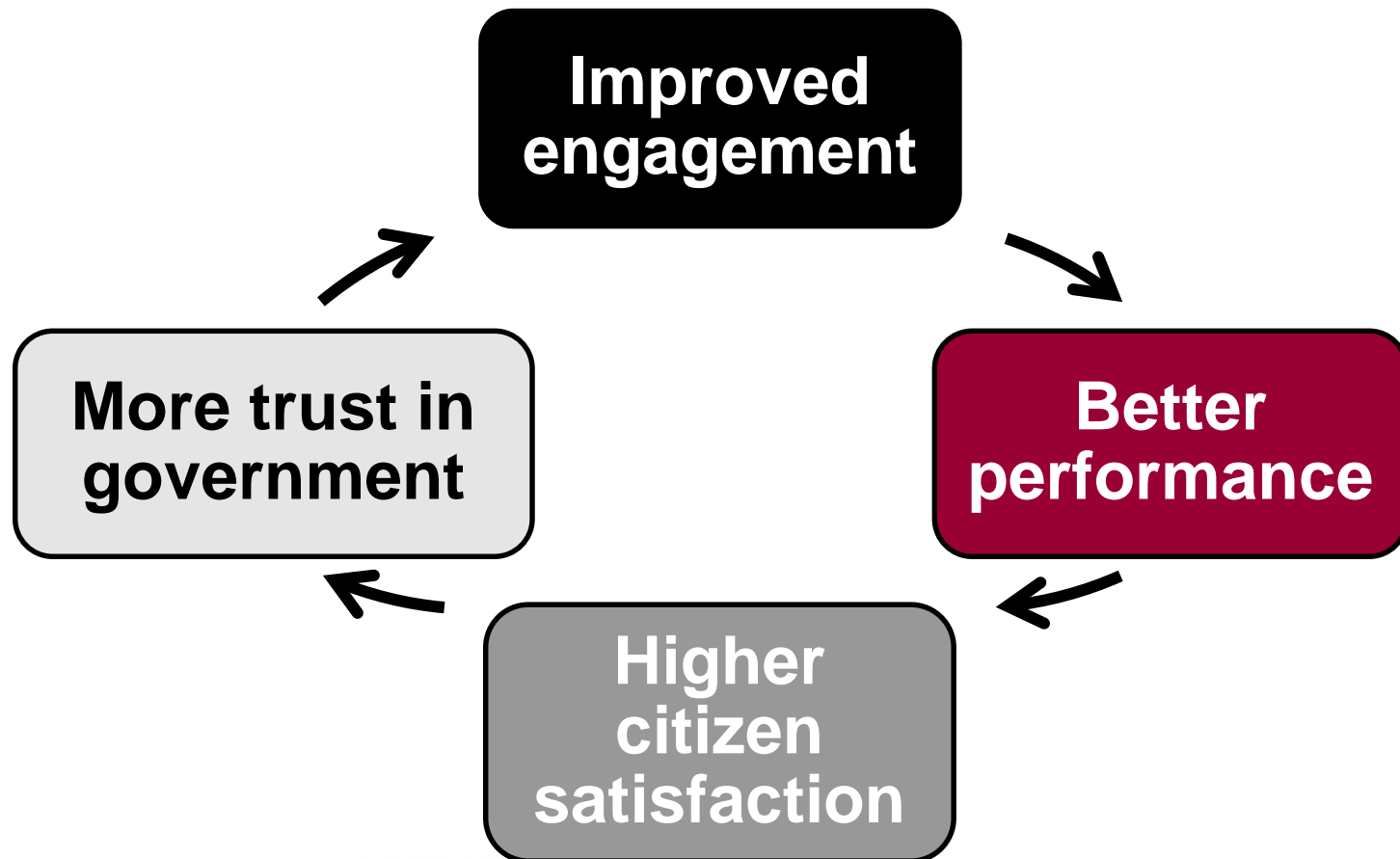
Engagement – U.S.
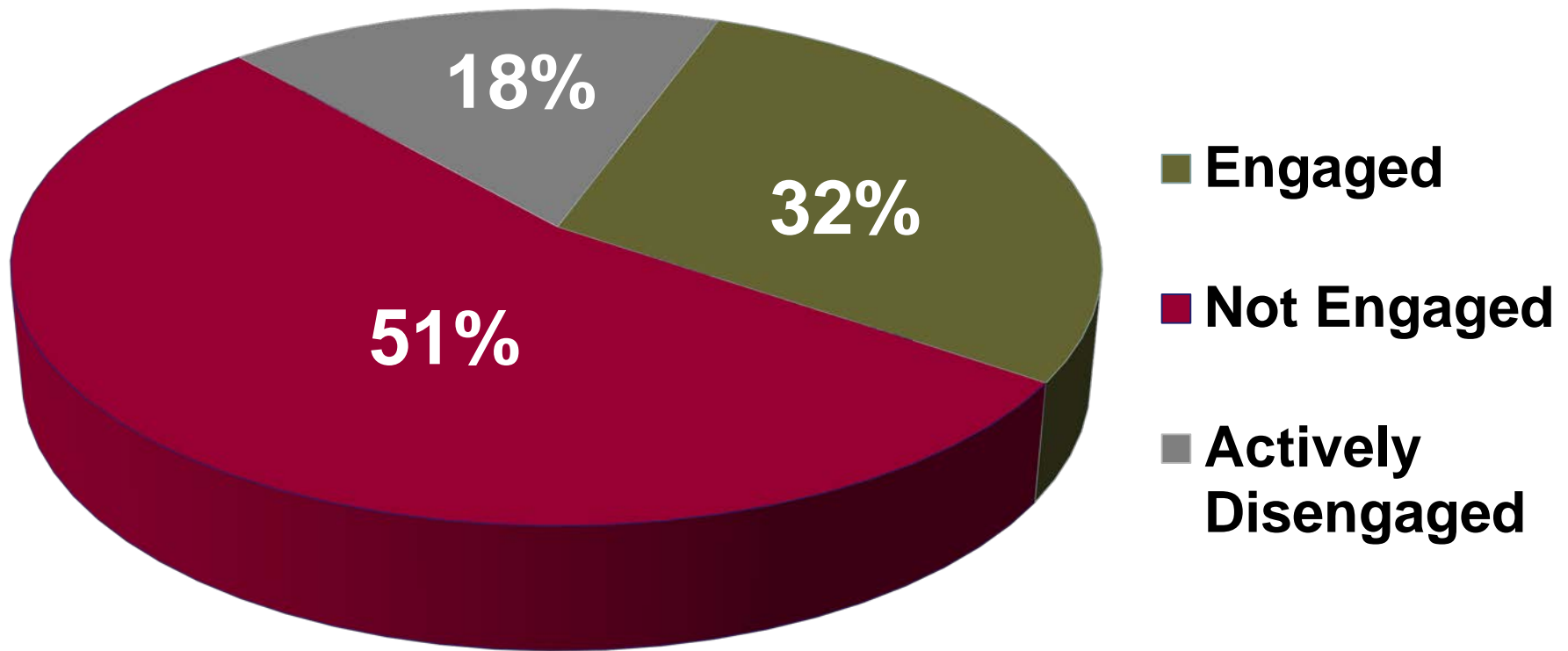
Source: Gallup

State and Local Government

53% Not Engaged

47% Engaged

- Engaged
- Not Engaged
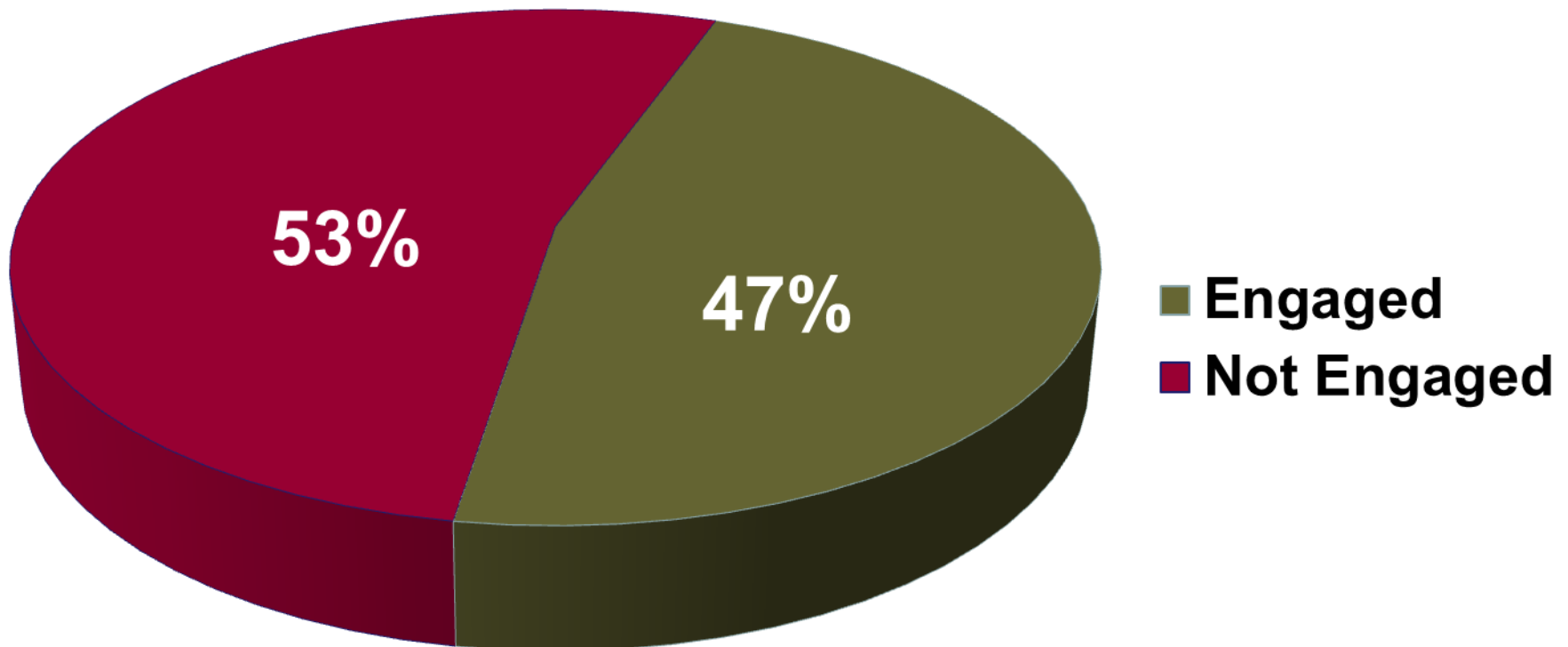
Source: IPMA-HR

How do we know
if our employees
are engaged?

Ask them!

What Government Agencies Have Done to Achieve High Levels of Engagement

Building Engagement

Strategy

Leadership

Strategy – University of Wisconsin

Strategic goal → Recruit/retain best faculty and staff, reward merit

Strategic priority → Create environment of respect and inclusiveness through opportunities for employee engagement

HR vision → Efficient and effective HR system, serving University, employees and WI citizens

21st - century workforce → Right Talent   Engaged   Diverse   Adaptable

Minneapolis

Goal: A city that works

- City government runs well and connects to the community it serves

- *Engaged* and talented employees reflect our community, have the resources they need to succeed and are empowered to improve our efficiency and effectiveness

Memphis

Human Resources Division

We are comprised of HR professionals dedicated to building an engaged workforce to make life better for all Memphians, every day

Michigan

Office of Good Government

- Works directly with all state departments to <u>engage employees</u> to improve government services for Michiganders

- Michigan aims to be the <u>nation's leader </u>in government customer service, <u>employee engagement</u>, fiscal responsibility and innovation

Building Engagement – Onboarding

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** →
• Extend personal welcome to employee • Communicate first day logistics to employee • Send paperwork in advance and/or online portal access • Prepare for employee	• Focus on sharing the mission and values • Incorporate senior leadership • Orient employee to organization and office norms • Introduce employee sponsor • Meet immediate requirements for employment	• Ensure direct managerial involvement • Set performance expectations and job scope • Assign meaningful work • Communicate resources or networks required for work	• Provide essential training • Monitor performance and provide feedback • Obtain feedback through new hire survey and other means	• Recognize positive employee contributions • Provide formal and informal feedback on performance • Create employee development plan

OUTCOMES

↓

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

Building Engagement – Supervision

Manage performance effectively

- Make sure employees know what is expected and how work links to mission
- Meet regularly with employees
- Provide opportunities to grow and develop
- Conduct at least semiannual discussions about performance, strengths and developmental needs
- Hold employees accountable – deal with poor performance.

Management/Supervision

Engagement Managerial Competencies

Provides strong and effective leadership to ensure work unit is high-performing and achieves its mission

Creates positive climate – sets clear strategy, goals and expectations; honors core values; provides regular feedback and support; recognizes and rewards performance

Supports and assists employees in learning/development

Creates an inclusive work environment

Provides leadership; participates in hiring, staffing and onboarding that contribute to engagement and inclusion

Behavioral Examples

- Develops and communicates mission, direction, priorities, goals and actions that link to larger mission/strategy
- Establishes metrics to assess individual/organizational performance
- Holds self/others accountable for high-quality, timely, cost-effective results
- Communicates in a way that is transparent, informative and clear
- Empowers others to make good decisions
- Solicits feedback, creates environment where others can speak and act
- Deals effectively and fairly with performance and personnel problems

- Sets employee expectations; provides feedback, coaching and evaluations
- Encourages risk-taking, supports creativity and initiative
- Develops fair and transparent recognition/rewards systems
- Facilitates learning and development by assigning work that enhances knowledge and experience; provides access to development resources
- Builds positive, cooperative, team environment; helps teams succeed
- Shows care/concern for employees

Building Engagement

✓ Connect work to mission

✓ Appreciate and recognize

✓ Listen – "my opinion counts"

✓ Involve unions

✓ Respect work/life balance

✓ Communicate

"I help send men to the moon"

Engagement Culture

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

THE CONFERENCE BOARD

Engagement Culture

Engagement business case broadly understood

Leaders/managers work together to drive engagement

Engagement linked to mission, critical business outcomes

Engagement visible across organization (not just HR program)

Engagement regularly measured/analyzed – and action taken

HR components linked to engagement

Robust communication strategy, especially by leaders

HR Role in Building Engagement
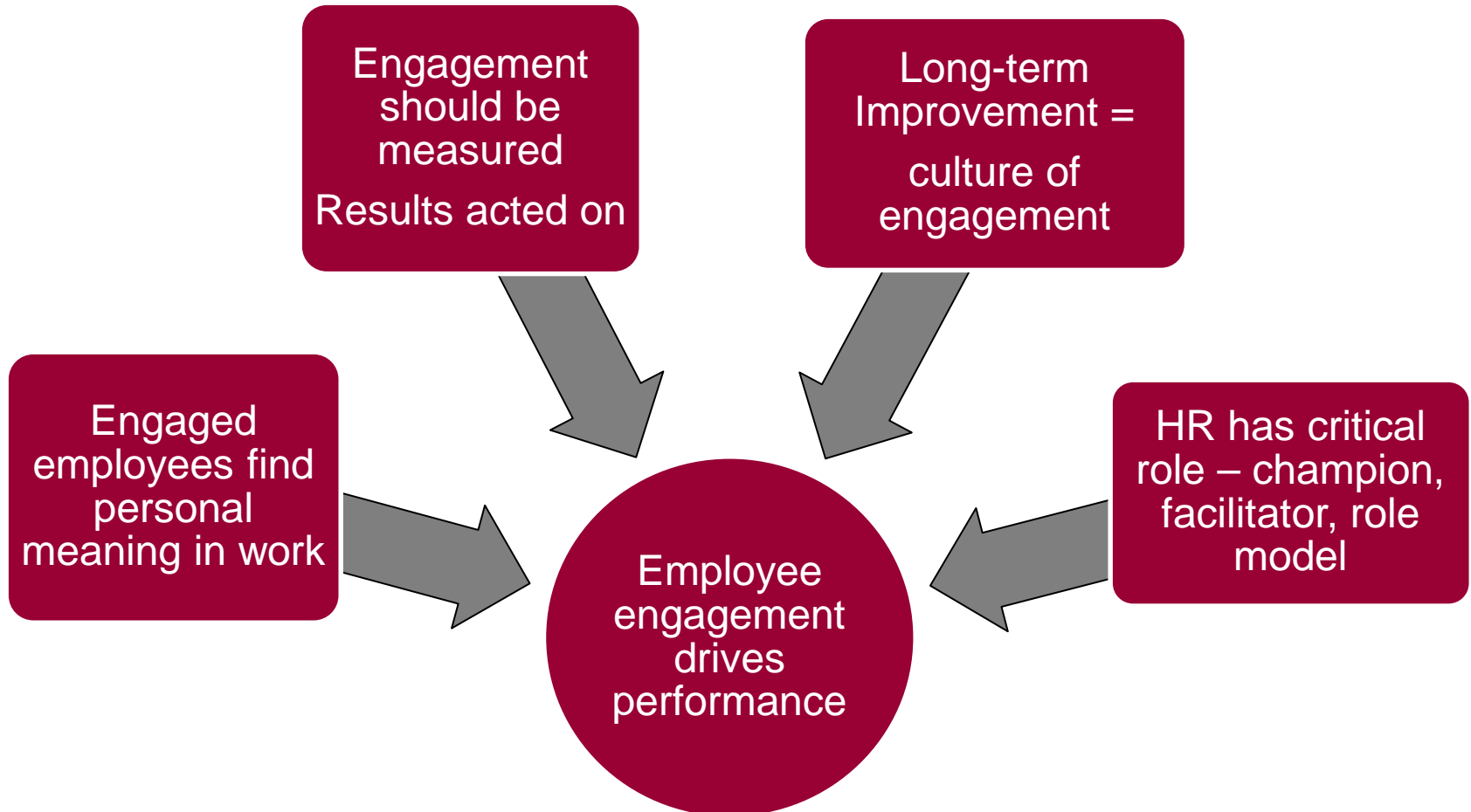
Champion engagement
Facilitate the process
Identify organization-wide issues – and **lead action**
Be a **role model**
Drive cultural change

Key Take-Aways

Engagement should be measured
Results acted on

Long-term Improvement = culture of engagement

Engaged employees find personal meaning in work

HR has critical role – champion, facilitator, role model

Employee engagement drives performance

- Engagement surveys – basic and extended

- Results reports

- Benchmark data

- Additional data collection

- Action planning, implementation and follow through

Employee Engagement Strategy

Rebecca Hunter, Commissioner

Statewide Retention Strategies

Dynamic Employee Development Programs

Robust Onboarding Program

Market & Performance Based Pay

Flexible Work Schedules/ Strategies

Employee Engagement Strategy

TN

Employee Engagement Strategy

- Exit Interview – October

- Employee Engagement Survey - November

- Climate Survey - January

- Stay Interview - February

Exit Interview

- Piloted with 5 agencies

- 4 agencies live in October, 5 in November

- 1 agency goes live December, 3 in January

- Meeting with remaining agencies next week

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Engagement Survey

Employee engagement focuses on:

- Amount of discretionary effort

- Understanding and connection to organizational goals

- Commitment to co-workers and team

- The right capabilities

- Connection to organizational strategy

- Team inspiration and unity

- Personal contributions to organizational goals

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Climate Survey

Employee climate focuses on:

- Working conditions and environment
- Employee benefits and facilities
- Working arrangements
- Ethical standards
- Product and service quality
- Remuneration and rewards

Stay Interviews

- **What kinds of exposures and experiences have you enjoyed most/least; and what kinds of exposures and experiences would you like to have in the future?**

- **Which projects are examples of the kind of work you enjoy most?**

- **What is gratifying to you about working in this organization?**

- **What has contributed to your success in your role?**

- **What are the challenges you are encountering in your role, and what can your manager do to help you overcome them?**

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Thank You!

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Want more information?

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