

The Power of Employee Engagement

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Learning Objectives

- **What is employee engagement?**
 - Why does employee engagement matter?
 - How do we know if employees are engaged?
 - How do employees become engaged?
- **How organizations achieve high levels of engagement?**
 - How to measure engagement
 - How to get started
- **Summarize key take-aways**

The Power of Emotional Commitment: *What if I could See Inside Others' Hearts?*

<https://www.youtube.com/watch?v=plGzPsfnpoc>

1. What went through your mind when watching the video?
2. How did the video make you feel?
3. What **emotions** did you experience?

What is employee engagement?

- Employee engagement is the **emotional commitment** an employee has to the organization
 - This emotional commitment means . . .
 - engaged employees care about their work and their organization
 - They don't work just for a paycheck, but work on behalf of the organization's mission
 - When employees are *engaged*, they care—they use **discretionary effort**

What is employee engagement?

The difference between Engagement & Satisfaction?

Satisfaction is about

- Doing my job
- Making me successful
- Personal Commitment

Engagement is about

- Doing my job above and beyond
- Making me and JCU successful
- Mutual Commitment

Why does employee engagement matter?

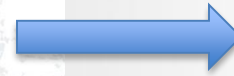
Research shows engaged employees are . . .

- 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 to others
- Three times as likely to report being very satisfied in their jobs

Why does employee engagement matter?

Steps to join the poll:

1. Type **22333** in the contact field of your text message
2. Type **LORISPRAGUE343** in the message field.
3. Press Send



What motivates employees?

Why does employee engagement matter? *Deloitte Global Study*

“The number of HR and organizational leaders who cited engagement as being ‘very important’ doubled from 26 percent in 2014 to 50 percent in 2015.”

Results: Higher levels of engagement drive:

- Improved employee performance to support the organization’s mission
- More collaborative and innovative work environments

**Global Human Capital Trends 2015: Leading in the New World of Work, Deloitte Touche, March, 2015.*



How do we Know if Employees are Engaged?





Ask Them!

How do we know if employees are engaged?

Engaged

- Strong relationships in organization
- Highly motivated
- Go extra mile for mission / org.
- Stay at organization
- Recommend organization

Not Engaged

- Not strongly committed to organization
- Feels trapped
- Gives bare minimum

Actively Disengaged

- Poor relationship with organization
- Only going through motions
- Sinking the boat

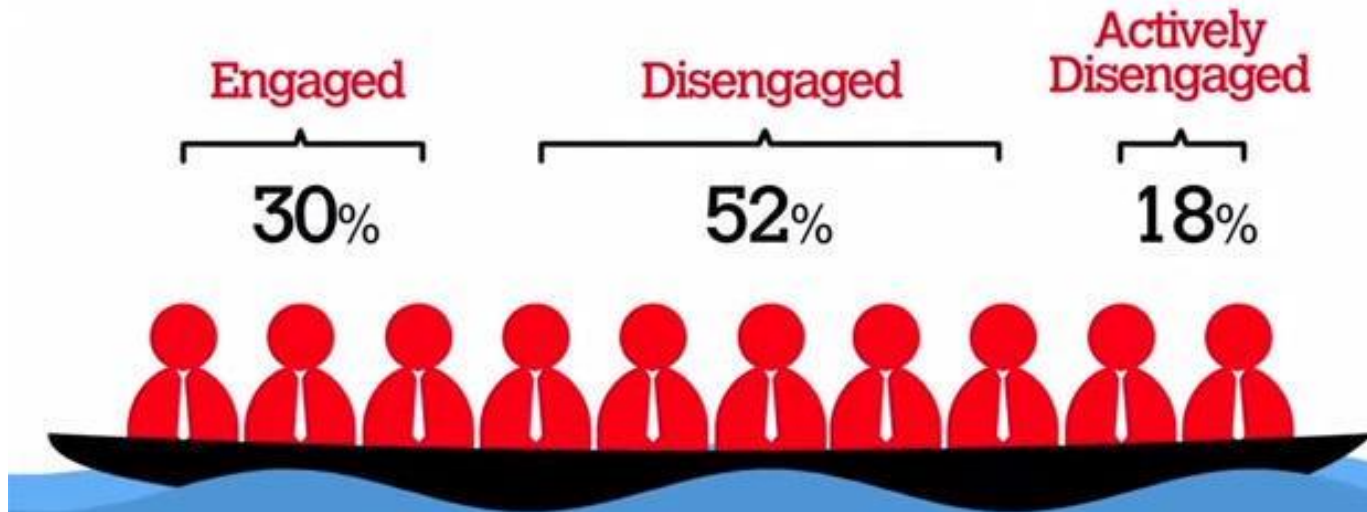
How do we know if Employees are Engaged?

What is your level of engagement?

Survey

How do we know if Employees are Engaged?

- Results of Gallup Poll - latest engagement index*



This is the typical US Company today

How do employees become engaged?

The Gallup Q-12 Index

- Survey designed to measure employee engagement
- Research found 12 key expectations that, when satisfied, form the foundation of strong engagement
- Over 87,000 work units and 1.5 million employees participated in the Q-12 instrument to date
- Gallup administers this survey as a semi-annual employee engagement index

How do employees become engaged?

The Gallup Q-12 Index

1. Do you know what is expected of you at work?
2. Do you have the materials and equipment to do your work right?
3. At work, do you have the opportunity to do what you do best every day? (Strength Finder)
4. In the last seven days, have you received recognition or praise for doing good work?
5. Does your supervisor, or someone at work, seem to care about you as a person?
6. Is there someone at work who encourages your development?

How do employees become engaged?

The Gallup Q-12 Index

7. At work, do your opinions seem to count?
8. Does the mission/purpose of your organization make you feel your job is important?
9. Are your associates (fellow employees) committed to doing quality work?
10. Do you have a best friend at work?
11. In the last six months, has someone at work talked to you about your progress?
12. In the last year, have you had opportunities to learn and grow?

How Do Organizations Achieve High Levels of Engagement?



How do organizations achieve high levels of Engagement

Effective Practices

- Engagement must be a strategy. Research shows leaders are getting it!
- Hire with care; probation is part of selection
- Onboard well
- Select supervisors who can build engagement. Give them training, resources and support

How do organizations achieve high levels of Engagement

Effective 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 for reasonable expectations
 - Recognize contributions

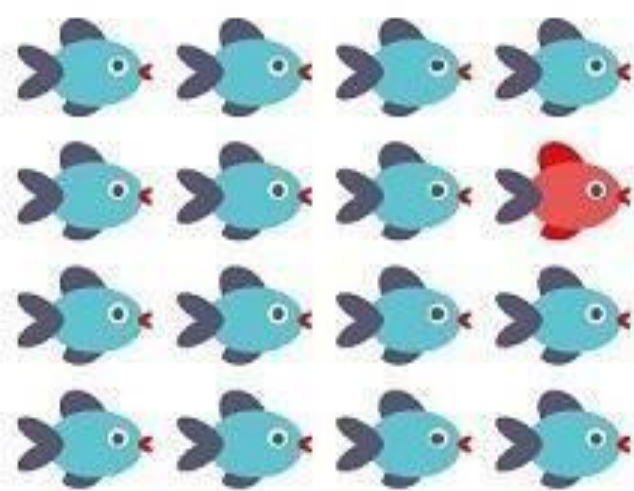


Differences between

BOSS

Vs.

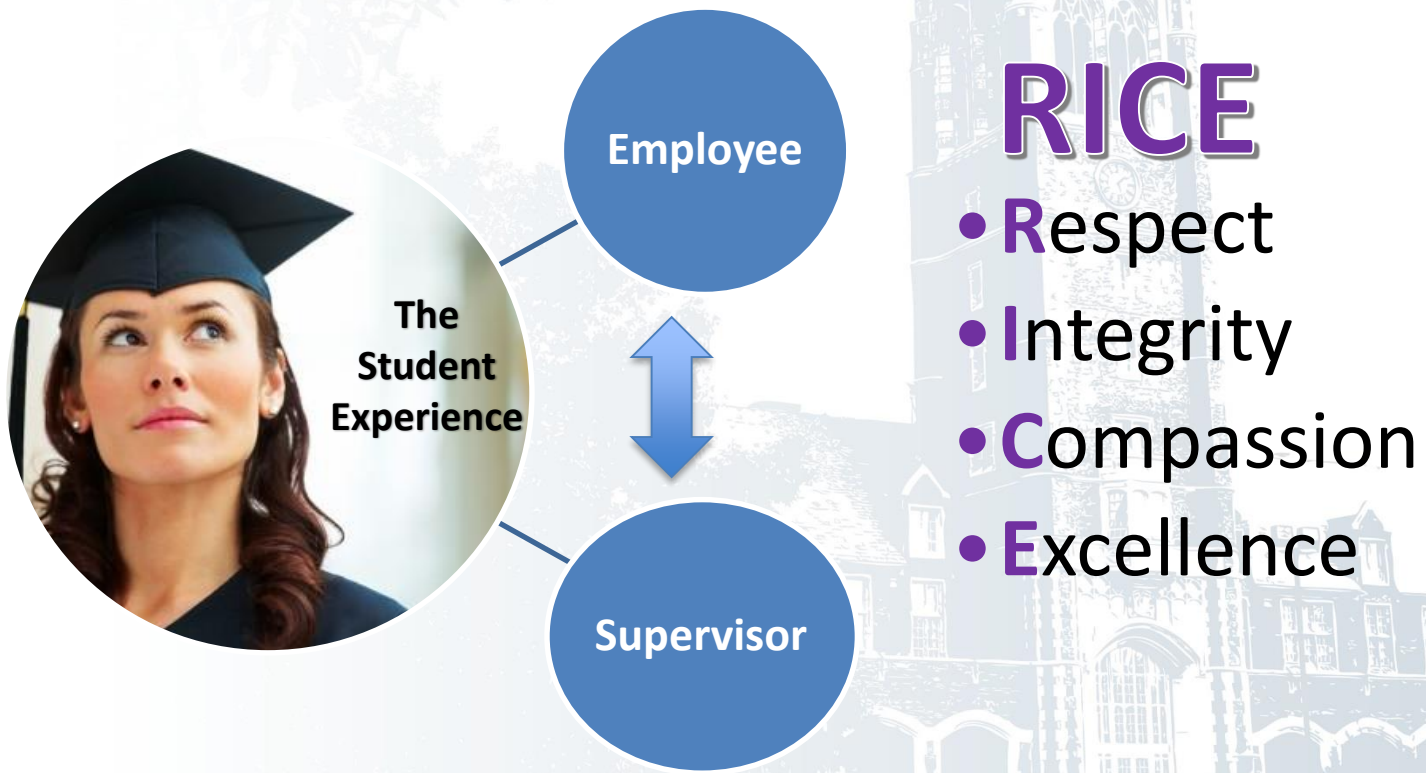
LEADER



- **Drives** employees
- Depends on **authority**
- Inspires **fear**
- Says **"I"**
- Places **blame** for the breakdown
- **Knows** how it's done
- **Uses** people
- **Takes** credit
- **Commands**
- Says **"Go!"**

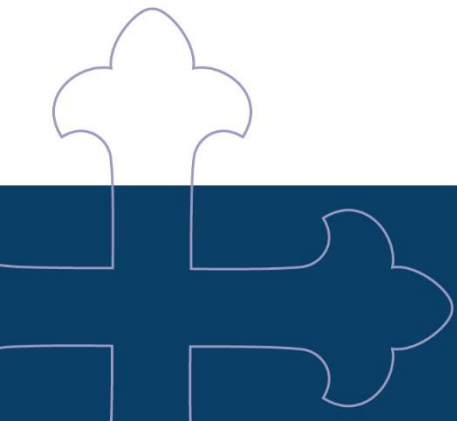
- **Coaches** employees
- Depends on **goodwill**
- Generates **enthusiasm**
- Says **"we"**
- **Fixes** the breakdown
- **Shows** how it's done
- **Develops** people
- **Gives** credit
- **Asks**
- Says **"Let's go!"**

How Do Organizations Achieve High Levels of Engagement?



How to measure Engagement

Surveying Employees



How to measure Engagement

Surveying Employees

Pride in work and workplace

1. My organization is successful at accomplishing its mission
2. My work unit produces high-quality results
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

How to measure Engagement

Surveying Employees

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 is based on performance in my work unit
- 12. I am satisfied with the recognition I receive for my work

How to measure Engagement

Surveying Employees

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

How to measure Engagement

Surveying Employees

Survey

How to measure Engagement

Surveying Employees

Taking Action on Survey Data

- Measurement without Targeted Action is Useless
- “You Said, We Did”



How to measure Engagement

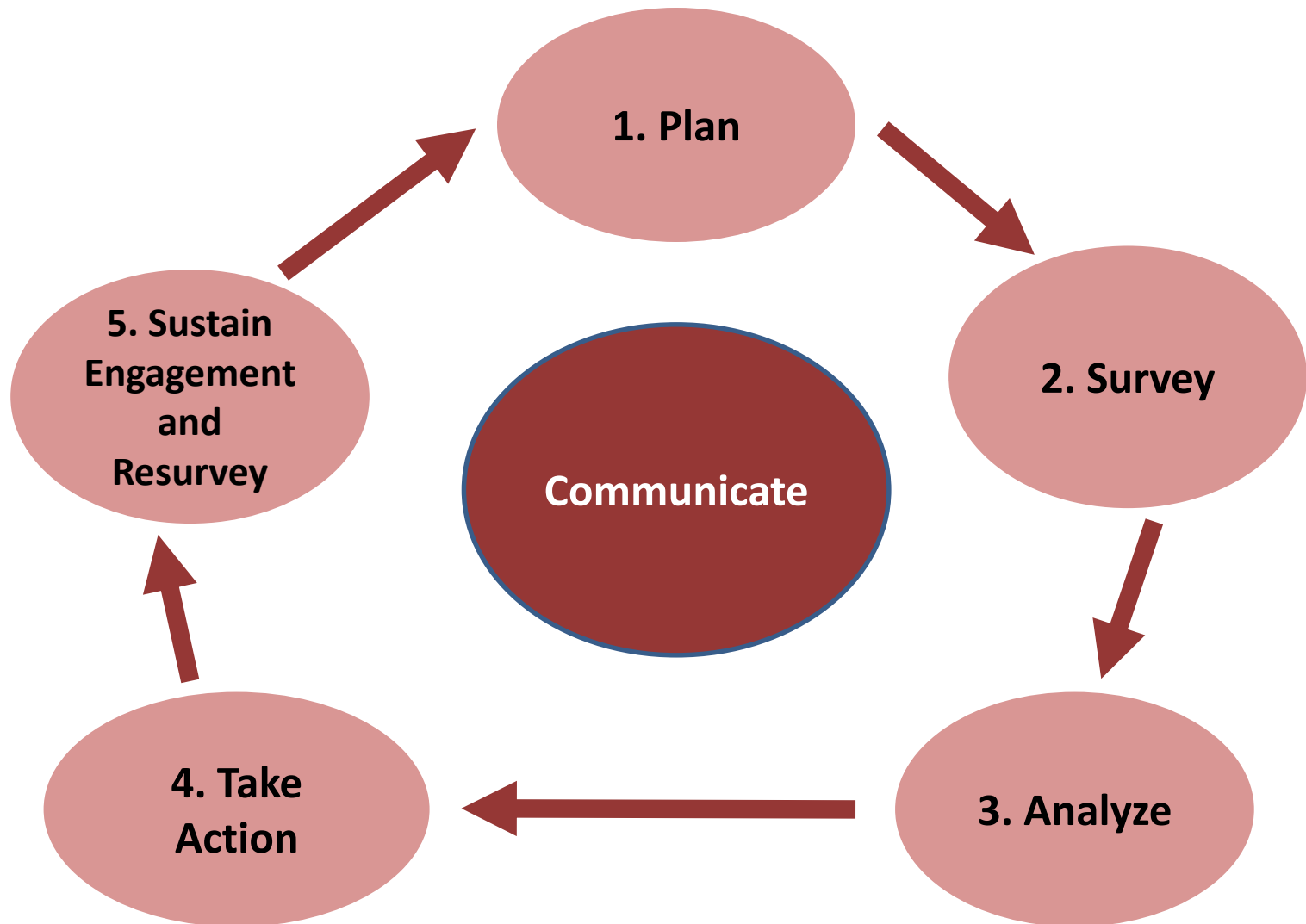
Surveying Employees

Taking Action on Survey Data:

- Form engagement teams to analyze data
- Collect additional data as necessary
- Identify priorities / areas of strength and opportunities to improve
- Focus on individual work units
- Develop and implement action plans
- Provide education and training
- Identify outcome measures
- Communicate findings & progress

How to measure Engagement

Surveying Employees



Getting Started

- Make the long-term commitment
- Get leaders, managers and supervisors on board
- Plan and communicate strategy
- Survey employees
- Share results, follow through by acting on items identified.

Getting Started: *Engagement Onboarding Model*

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

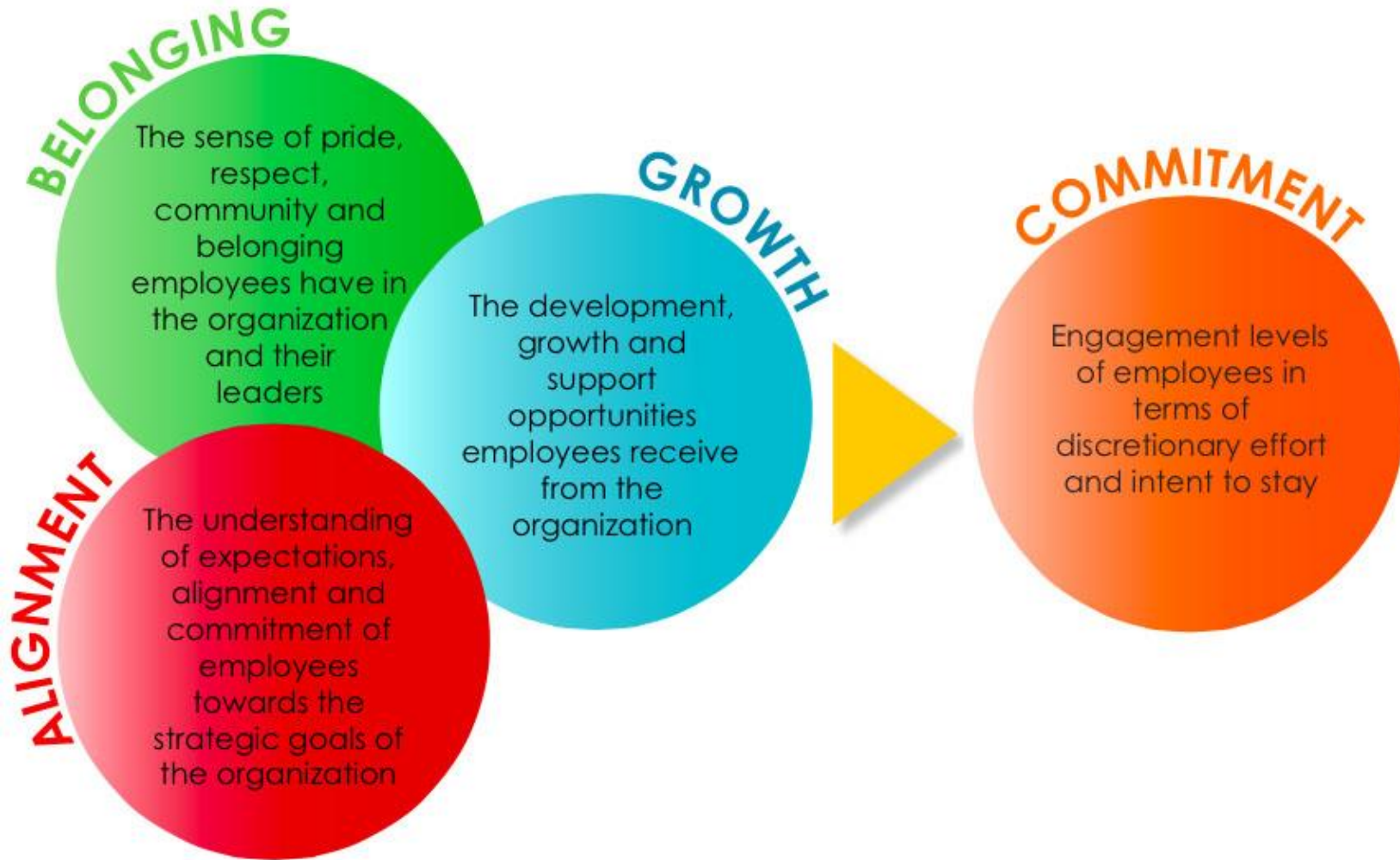
BEFORE FIRST DAY	→	FIRST DAY/ ORIENTATION	→	FIRST WEEK	→	FIRST 90 DAYS	→	FIRST YEAR	→
<ul style="list-style-type: none"> Extend personal welcome to employee ★ Communicate first day logistics to employee Send paperwork in advance and/or online portal access ★ Prepare for employee 		<ul style="list-style-type: none"> ★ 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 		<ul style="list-style-type: none"> Ensure direct managerial involvement ★ Set performance expectations and job scope Assign meaningful work ★ Communicate resources or networks required for work 		<ul style="list-style-type: none"> ★ Provide essential training ★ Monitor performance and provide feedback Obtain feedback through new hire survey and other means 		<ul style="list-style-type: none"> ★ 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**

Getting Started: *Engagement Onboarding Model*



Getting Started: *What's HR's Role?*

Champion
engagement

Help drive
cultural
change

Be a
role model

Lead action

Facilitate process

Identify
organization-wide
issues



Getting Started

Building A Culture of Engagement

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

- Employment Process
- Training Opportunities
- Performance Evaluations
- Positive Corrective Reinforcement
- Recognition Programs



Key Take-Aways

- Employee engagement matters
- Engagement levels can be improved
- Engagement should be measured
- Survey results must be acted upon
- Engagement is not just an “initiative” or “program”
- HR’s role: champion and facilitate engagement



Key Take Aways

The Power of an Engaged Workforce



Mutual Commitment

Thank you for all you do to make JCU a
great place to work



RICE

- **R**espect
- **I**ntegrity
- **C**ompassion
- **E**xcellence