

Building a Culture of Employee Engagement



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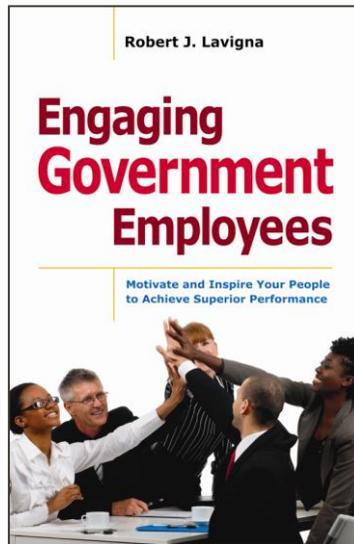
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What We'll Cover

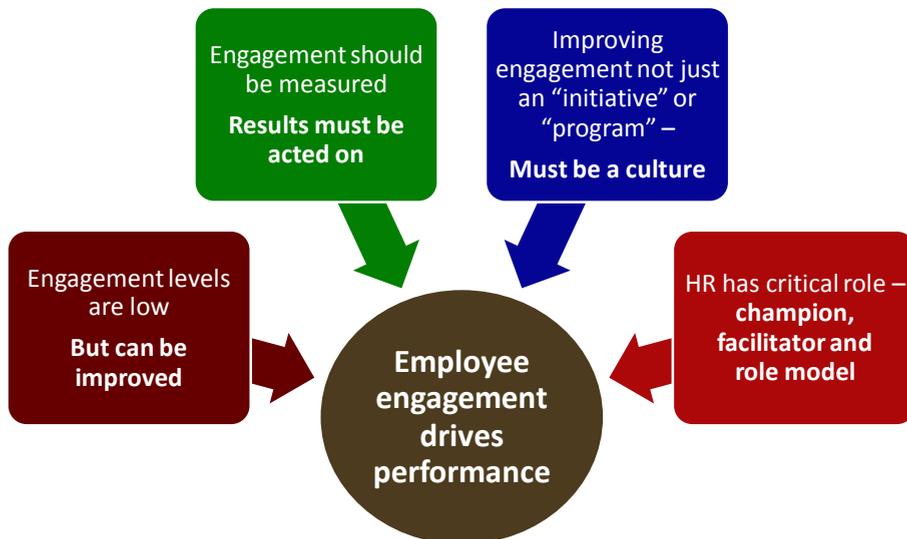
1. What is employee engagement?
2. Why does it matter?
3. Measuring engagement
4. How public sector organizations have achieved engagement
5. Creating an engagement culture
6. Role of HR.



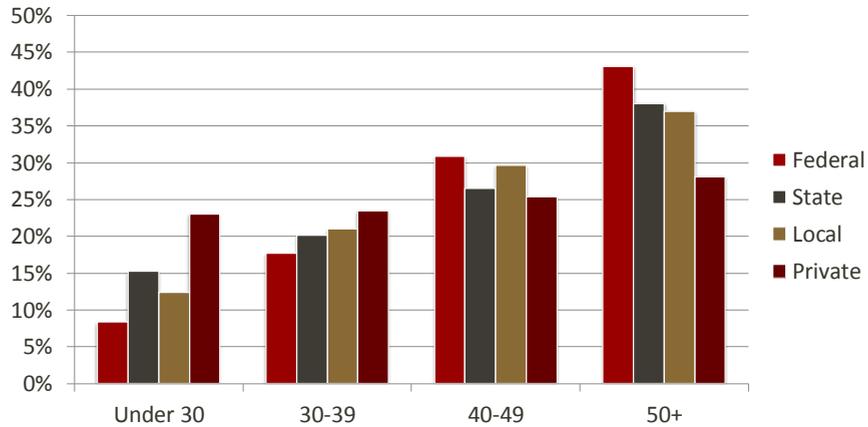


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Key Points



Context – Our Aging Workforce



Source: Bureau of Labor Statistics

What is Employee Engagement?

Heightened connection

Beyond job satisfaction/happiness

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
- ✓ Call in sick only when ill.

Satisfaction → Engagement

Job Satisfaction/ Happiness

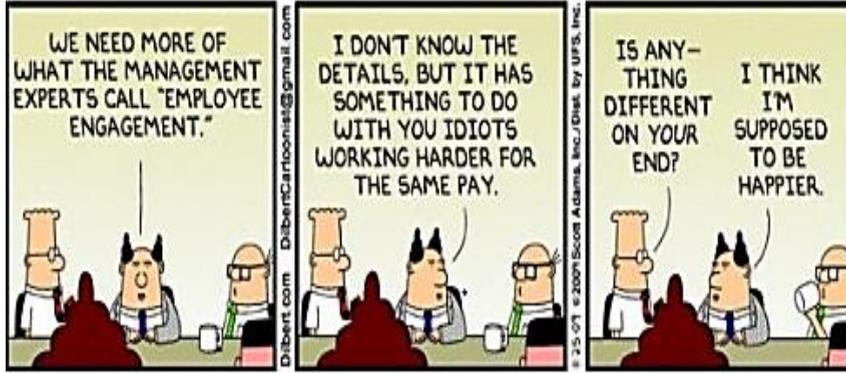
- Fair compensation
- Good benefits
- Reasonable workload

Engagement

- Believe organization values them
- Pride
- Personal meaning
- Goes above minimum and provides “discretionary effort”

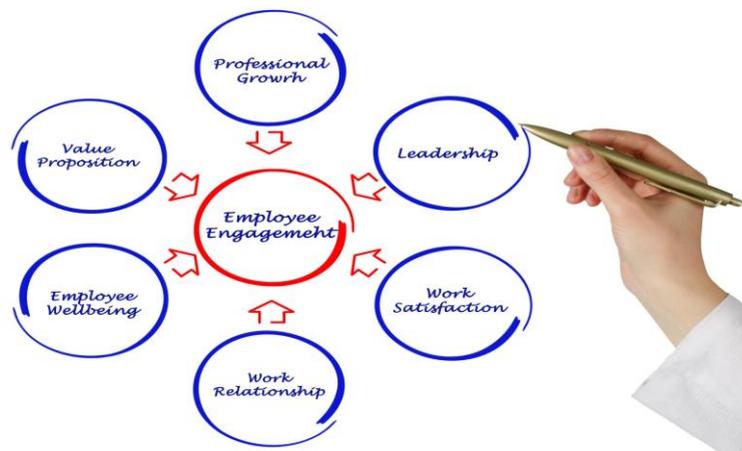
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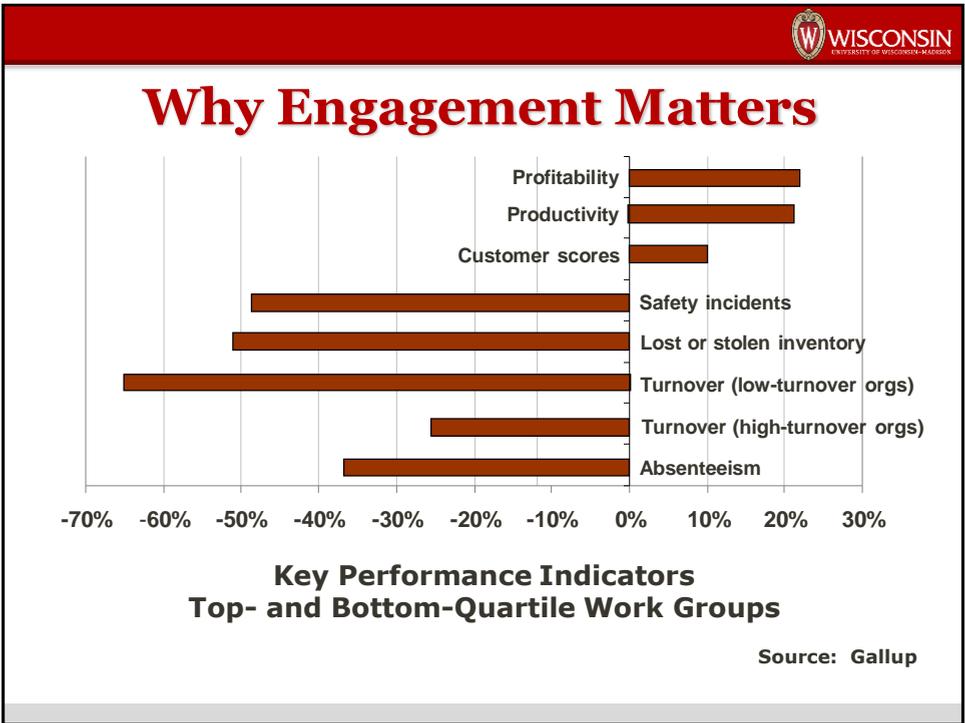
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IRDO

Why Does Engagement Matter?





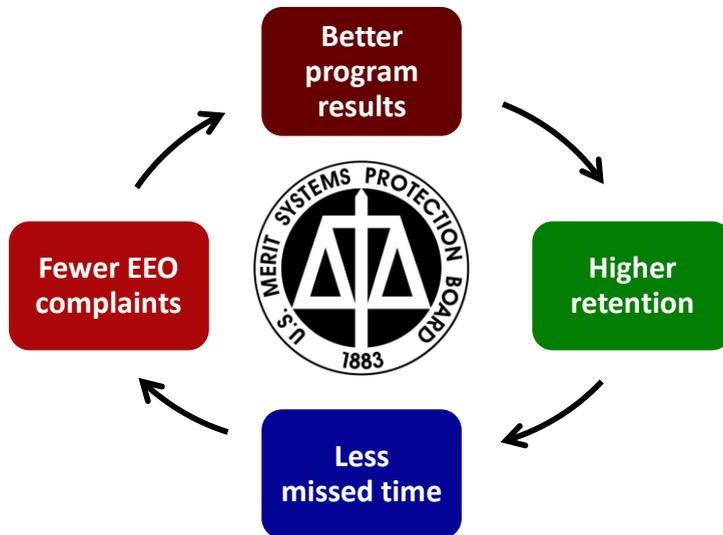
Temkin Group

Highly engaged:

- **480%** more committed to organizational success
- **250%** more likely to recommend improvements
- **370%** more likely to recommend their employer



What About in Government?



International Public Management Association for HR

Engaged public sector employees:

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



Deloitte.

Higher levels of engagement in government drive:

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

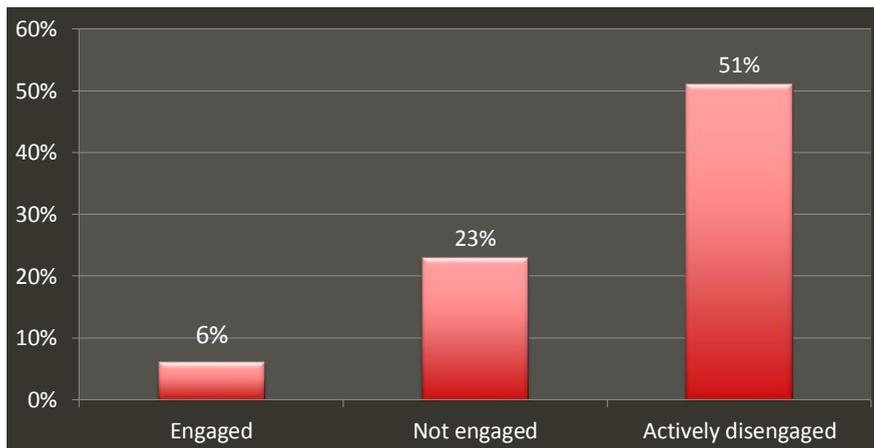


Towers Watson

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

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?"



35% of U.S. workers polled...

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



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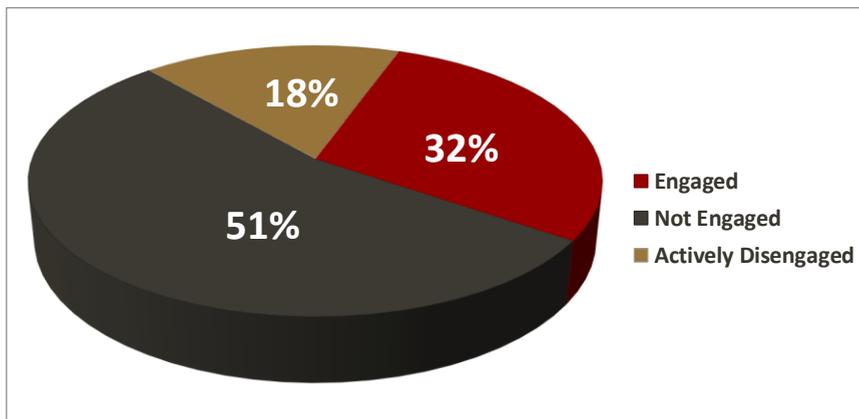


Poll Question

Does your organization have a strategic initiative, program, etc. specifically focused on improving employee satisfaction and/or engagement?

- Yes
- No

Engagement – U.S.



Source: Gallup

Public Sector

IPMA-HR / ADP / Governing

- 47% engaged

Federal Employee Viewpoint Survey

- 64% engaged (57% satisfied)

U.S. Merit Systems Protection Board

- 35% engaged
- 47% somewhat engaged
- 18% not engaged

UK People Survey

- 58% engaged

**How Do We
Know If
Our
Employees
are Engaged?**





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 unit



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 Government Agencies Have Done to Achieve High Levels of Engagement

Building Engagement

Strategy

Leadership

Right talent

Onboarding

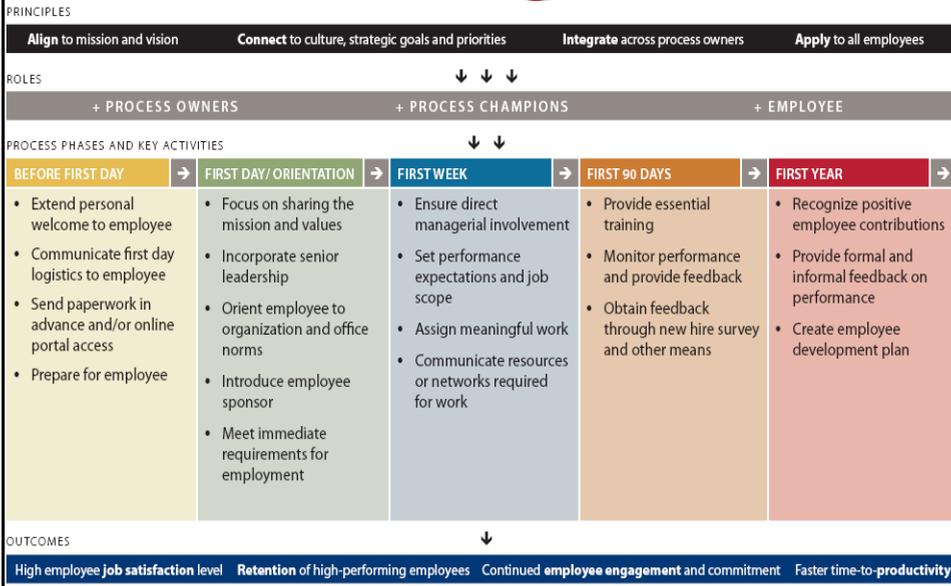


Minneapolis

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

Onboarding Model

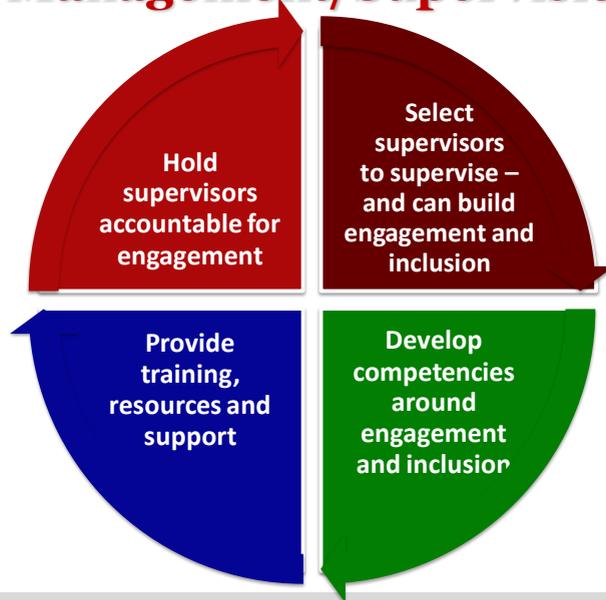


Building Engagement – Supervision

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 (avoid transferring poor performers).

Management/Supervision



Managerial Competencies – Engagement/Inclusion

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

Creates positive climate by setting clear strategy, goals and expectations; honoring core values; providing regular feedback and support; recognizing and rewarding performance

Supports and assists employees in learning and development

Creates an inclusive work environment

Provides leadership and participates in creating and supporting hiring, staffing and onboarding processes 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 and 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 and concern for employees.

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Building Engagement

- ✓ Connect work to mission
- ✓ Recognize contributions
- ✓ Make sure employees' opinions count
- ✓ Create a positive work environment – respect work/life balance
- ✓ Communicate



An Engagement Culture

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

THE CONFERENCE BOARD



Hallmarks of an Engagement Culture

Engagement business case broadly understood

Leaders/managers work together to drive engagement

Engagement linked to critical business outcomes

Engagement visible across functions (not just HR program)

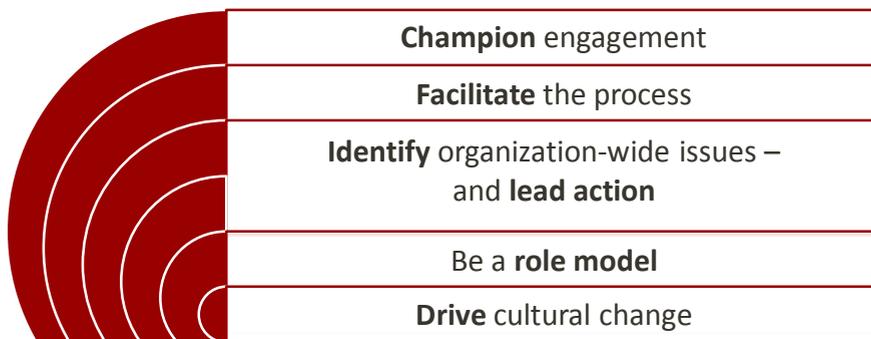
Engagement is means to achieve mission

Regular processes to measure, analyze – and take action on – engagement data

HR components linked to engagement

Robust communication strategy, including two-way communication by leaders

HR's Role in Building Engagement



Getting Started

- Make the long-term commitment
- Communicate the business case
- Get leaders, managers and supervisors on board
- Involve labor
- Plan and communicate strategy
- Survey employees
- Follow through

A photograph of a long, straight road stretching into the distance under a bright sky. The word "START" is written in large, bold, yellow letters across the road's surface. The road has a yellow dashed center line and white edge lines. The background shows a flat landscape with some distant buildings and hills.

Key Take-Aways

- ✓ Engagement drives performance, other positive outcomes
- ✓ Engaged employees find personal meaning in work, go above minimum and expend “discretionary effort”
- ✓ Analyzing survey data drives actions to improve engagement
- ✓ Long-term improvement – culture of engagement
- ✓ HR has critical role – champion, facilitator, role model

Building a Culture of Employee Engagement



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Engaging Government Employees

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