Creating a Culture of Employee Engagement

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Performance

teamwork
vision
process
communication
development
people
finance
revenue
strategy
partner
solution
goal
marketing
investment
What We’ll Cover

1. What is employee engagement?
2. Why does it matter?
3. Measuring engagement
4. The UW-Madison approach
5. How public sector organizations have achieved higher levels of engagement
6. Creating an engagement culture
7. Role of HR.
Available through Amazon, Barnes & Noble
Employee engagement is critical

Engagement levels are low
But can be improved

Improving engagement not just an “initiative” or “program” – Must be a culture

HR has critical role – champion, facilitator and role model

Engagement should be measured through surveys
Survey results must be acted on
Our Aging Workforce

Source: Bureau of Labor Statistics
What is Employee Engagement?

Heightened connection to work, organization, mission or co-workers

Beyond job satisfaction/happiness

Personal meaning in work:

• Pride
• Belief their organization values them

More likely to go above minimum and provide “discretionary effort.”
✓ 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.
On the Other Hand ...

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

**Actively disengaged**
- Poor relationship with organization
- Only going through the motions
Satisfaction ➔ Engagement

Job Satisfaction/ Happiness
- Fair compensation
- Good benefits
- Reasonable workload

Engagement
- Believe organization values them
- Pride
- Personal meaning in work
- Willing to go above minimum and provide “discretionary effort”

Good — Great
Satisfaction vs. Engagement

**Satisfied**
- Content to punch in, work, and punch out
- Performs duties as assigned to the minimum standard
- Seeks fulfillment from others
- Sees work as a one-way street – *what can you do for me?*

**Engaged**
- Emotionally invested in organizational success
- Looks for meaning in work and strives for achievement
- Finds fulfillment within
- Work a two-way street – *what can you do for me, and what can I do for you in return?*
Why Does Engagement Matter?

- Professional Growth
- Value Proposition
- Employee Wellbeing
- Leadership
- Work Satisfaction
- Work Relationship

Employee Engagement
Why Does Engagement Matter?

A blindingly obvious but nevertheless often-overlooked truth:

“... whether the workforce is positively encouraged to perform at its best should be a prime consideration for every leader and manager, and be at the heart of business strategy.”

Macleod Report, UK
Why Engagement Matters

Key Performance Indicators
Top- and Bottom-Quartile Work Groups

Source: Gallup
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?

- Better program results
- Fewer EEO complaints
- Higher retention
- Less missed time
Engaged public sector employees are:

- 4 times more likely to stay in their current job
- 5 times more likely to recommend their workplaces
- 5 times more likely to be very satisfied
Higher levels of engagement in government drive:

- Improved employee performance to support mission
- More collaborative and innovative work environments
- Lower costs of disengagement
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 ANYTHING DIFFERENT ON YOUR END? I THINK I’M SUPPOSED TO BE HAPPIER.
<table>
<thead>
<tr>
<th>Statement</th>
<th>Highly engaged (% agree)</th>
<th>Moderately engaged (% agree)</th>
<th>Disengaged (% agree)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I can impact quality</td>
<td>86</td>
<td>61</td>
<td>32</td>
</tr>
<tr>
<td>I can impact cost</td>
<td>59</td>
<td>37</td>
<td>21</td>
</tr>
<tr>
<td>I can impact customer service</td>
<td>72</td>
<td>50</td>
<td>28</td>
</tr>
</tbody>
</table>
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?”

- Engaged: 6%
- Not engaged: 23%
- Actively disengaged: 51%
35% of U.S. workers polled...

... said they’d willingly forgo a substantial pay raise in exchange for seeing their direct supervisor fired
35% of U.S. workers polled...

... said they’d willingly forgo a substantial pay raise in exchange for seeing their direct supervisor fired.
Levels of Engagement in the U.S.

- **Engaged**: 29%
- **Not Engaged**: 54%
- **Actively Disengaged**: 17%

Source: Gallup
In the Public Sector?

- **IPMA-HR / ADP / Governing**
  - 47% engaged

- **Federal Employee Viewpoint Survey**
  - 64% engaged

- **U.S. Merit Systems Protection Board**
  - 35% engaged
  - 47% somewhat engaged
  - 18% not engaged

- **UK People Survey**
  - 58% engaged
THE NEW DRESS CODE IS A THIN FILM OF OIL.

WE'RE CONSOLIDATING OFFICES AND WE NEED TO FIT TWENTY PEOPLE IN EACH CUBICLE.

THEY'VE PRETTY MUCH GIVEN UP ON WINNING ONE OF THOSE AWARDS FOR BEST PLACES TO WORK.

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What Do Young People Want in a Job?

- Creative and dynamic work environment
- Rapid promotion
- Leadership opportunities
- Competitive base salary
- Professional training and development
- Respect for its people
- Innovation
- Integrate personal interests and work schedule

- Friendly work environment
- High future earnings
- Clear path for advancement
- Ethical standards
- Leaders who will support my development
- High level of responsibility
- Secure employment.
Top Drivers of Attractiveness

1. Secure employment: 50%
1. Respect for its people: 50%
3. Creative and dynamic work environment: 46%
4. Ethical standards: 44%
5. Leadership opportunities: 43%
6. Professional training and development: 42%
7. Innovation: 41%
7. Friendly work environment: 41%
7. Leaders who will support my development: 41%
10. Clear path for advancement: 38%
11. High future earnings: 38%
22. Competitive base salary: 27%
25. High level of responsibility: 24%
28. Integrate personal interests and work schedule: 22%
40. Rapid promotion: 10%.
Wisconsin Engagement Strategy

University strategic priority
Recruit and retain the best faculty and staff, and reward merit

Vice Chancellor strategic priority
Create an environment of respect and inclusiveness through opportunities for employee engagement

HR vision
Build, through thoughtful design, a more efficient and effective HR system, to best serve the needs of the University, its employees, and citizens of Wisconsin

21st century workforce
Engagement: Foster trust and commitment in employees and support their development
Diversity: Create community that draws upon ideas, experiences, and perspectives of a diverse workforce and promotes an inclusive culture
UW-Madison Engagement Process

1. Plan
2. Survey
3. Report and Analyze Results
4. Take Action
5. Sustain Engagement and Re-survey

Communicate
The VCFA Survey – Six Sets of Questions

1. Environment of work unit (14 questions)
2. Relationships with co-workers (4 questions)
3. Tools and opportunities (9 questions)
4. Work unit (4 questions)
5. Supervisors in unit (11 questions)
6. Overall satisfaction (2 questions)
# Engagement Index Questions

<table>
<thead>
<tr>
<th><strong>Pride in work or workplace</strong></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>1. My organization is successful at accomplishing its mission</td>
<td></td>
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<tr>
<td>2. My work unit produces high-quality products and services</td>
<td></td>
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<tr>
<td>3. The work I do is meaningful to me</td>
<td></td>
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<tr>
<td>4. I would recommend my organization as a place to work</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Satisfaction with leadership</strong></th>
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<tbody>
<tr>
<td>5. Overall, I am satisfied with my supervisor</td>
<td></td>
</tr>
<tr>
<td>6. Overall, I am satisfied with managers above my immediate supervisor</td>
<td></td>
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</tbody>
</table>
## Engagement Index Questions

<table>
<thead>
<tr>
<th>Opportunity to perform well</th>
<th>7. I know what is expected of me on the job</th>
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<tbody>
<tr>
<td></td>
<td>8. My job makes good use of my skills and abilities</td>
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<tr>
<td></td>
<td>9. I have the resources to do my job well</td>
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<td></td>
<td>10. I have sufficient opportunities (such as challenging assignments or projects) to earn a high performance rating</td>
</tr>
<tr>
<td>Satisfaction with recognition received</td>
<td>11. Recognition and rewards are based on performance in my work unit</td>
</tr>
<tr>
<td></td>
<td>12. I am satisfied with the recognition and rewards I receive for my work</td>
</tr>
<tr>
<td>Engagement Index Questions</td>
<td></td>
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<tr>
<td>----------------------------</td>
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<tr>
<td><strong>Prospects for personal and professional growth</strong></td>
<td></td>
</tr>
<tr>
<td>13. I am given a real opportunity to improve my skills</td>
<td></td>
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<tr>
<td><strong>Positive work environment and teamwork</strong></td>
<td></td>
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<tr>
<td>14. I am treated with respect at work</td>
<td></td>
</tr>
<tr>
<td>15. My opinions count at work</td>
<td></td>
</tr>
<tr>
<td>16. A spirit of cooperation and teamwork exists in my unit</td>
<td></td>
</tr>
</tbody>
</table>
Results Reporting

- Overall division
- Work units
- Engagement index
- Best Places to Work index
- Inclusion index
- Question-by-question
- Demographic breakdowns

No breakdowns reported unless at least 10 responses, to ensure confidentiality
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
Building Engagement

Ensure engagement is an organization strategy

Lead from the top

Make engagement everyone’s responsibility

Hire with care; make probation part of selection

Onboard well.
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**
- Extend personal welcome to employee
- Communicate first day logistics to employee
- Send paperwork in advance and/or online portal access
- Prepare for employee

**FIRST DAY/ ORIENTATION**
- 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

**FIRST WEEK**
- Ensure direct managerial involvement
- Set performance expectations and job scope
- Assign meaningful work
- Communicate resources or networks required for work

**FIRST 90 DAYS**
- Provide essential training
- Monitor performance and provide feedback
- Obtain feedback through new hire survey and other means

**FIRST YEAR**
- 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
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).
Building Engagement – Supervision

Hold supervisors accountable for engagement

Select supervisors who can supervise – and can build engagement

Provide training, resources and support

Build management competency around engagement

Employee Engagement

- Value Proposition
- Leadership
- Employee Wellbeing
- Work Satisfaction
- Work Relationship
- Professional Growth
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.
An Engagement Culture

A set of accepted organizational values, behaviors, and practices that promotes increasing levels of engagement as a cultural norm.
### Hallmarks of an Engagement Culture

<table>
<thead>
<tr>
<th>Hallmark</th>
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<tbody>
<tr>
<td>Engagement business case broadly understood</td>
</tr>
<tr>
<td>Leaders/managers work together to drive engagement</td>
</tr>
<tr>
<td>Engagement linked to critical business outcomes</td>
</tr>
<tr>
<td>Engagement visible and integrated across functions (not just HR program)</td>
</tr>
<tr>
<td>Engagement is means to achieve mission</td>
</tr>
<tr>
<td>Regular processes to measure, analyze – and take action on – engagement data</td>
</tr>
<tr>
<td>HR components linked to engagement</td>
</tr>
<tr>
<td>Robust communication strategy, including two-way communication by leaders</td>
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Why Engagement Initiatives Fail
Why Engagement Initiatives Fail

✓ Lack of senior management support
✓ Engagement as a “program” and not core strategy
✓ Failure to use survey results
✓ Poor communication about the engagement process, its importance, survey results and actions
✓ Failure to regularly survey
✓ Lack of front-line manager/supervisor support
✓ Failure to link improved engagement with organizational outcomes
HR’s Role in Building Engagement

- Champion engagement
- Facilitate the process
- Identify organization-wide issues
- Lead action
- Be a role model
- Drive cultural change
The Future of Engagement?

- Closer links to business results
- Engagement as core strategy, not a “program”
- Engagement as core competency
- More transparency – process, results, actions, discussion
- More frequent surveying – mobile devices
- Focus on front-line managers/supervisors
- High-tech and high-touch
- Drilling down – work units, demographic groups
- Focus on employee well-being – physical and mental
Getting Started

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

- Engaged employees find personal meaning in work and are more likely to go above minimum and expend “discretionary effort”
- Engaged employees can lead to less turnover and better performance
- Satisfied employees are not always engaged employees
- UW-Madison engagement process – plan, survey, analyze, take action, sustain engagement, and communicate throughout
- Engagement initiatives often fail due to lack of leadership support and poor communication
- Analyzing survey data will help determine the best way to take action