

The Power of Employee Engagement

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**LUNCH AND LEARN- HUMAN
RESOURCE PROFESSIONALS**

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WHAT WE'LL COVER TODAY

- What is employee engagement?
- Why does it matter?
- How do we know if our employees are engaged?
- What do we know about engagement in Washington state government?
- What is an engaged culture?
- What can HR do to improve employee engagement?



WHY EMPLOYEE ENGAGEMENT MATTERS



WHAT IS EMPLOYEE ENGAGEMENT?

Heightened employee connection to work, co-workers, the organization and its mission.



Everyone defines engagement using the terms *discretionary effort*, but how do you easily explain or demonstrate it?

VIDEO:



<https://www.youtube.com/watch?v=r0Syc7hyCK8>

WHY DOES EMPLOYEE ENGAGEMENT MATTER?

Engaged employees

Work hard

Come up with innovative ideas

Stay with the organization



Deliver responsive customer service

Have greater well-being

Minimize absences

Stay alert to safety hazards

PUBLIC SECTOR FOCUS



International Public Management Association for HR (IPMA-HR)

Engaged public employees:

- » 2 times more likely to stay in current job
- » 2.5 times more likely to recommend their workplace
- » 3 times more likely to report being very satisfied
- » **2.5 times more likely to feel they can make a difference**



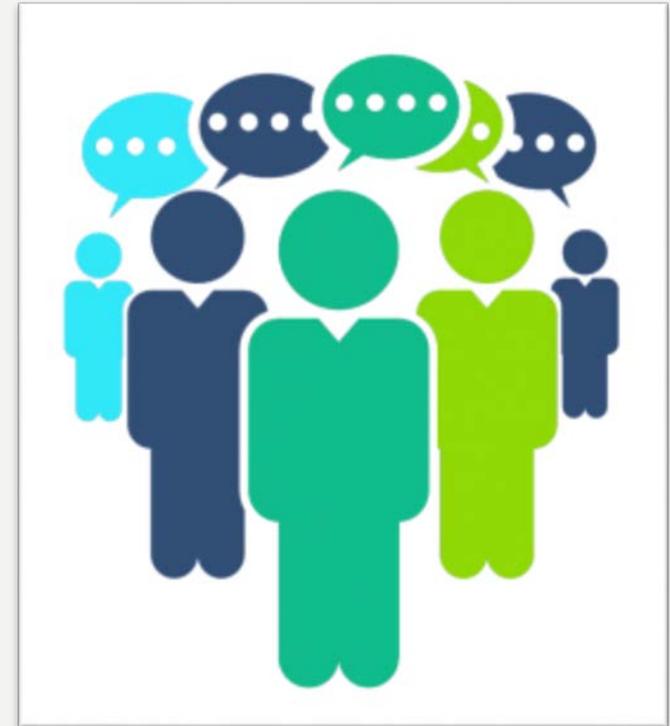
**Key to improving
productivity and
challenging unfair
perceptions of
government employees**

WHAT DO DISENGAGED EMPLOYEES LOOK LIKE?



GROUP WORK

- Each person take 1 minute to share with your tablemates the best moment you've ever had at work.
- Take 1 minute to write down every word you can think of that describes how you felt during that best moment at work.
- How many of you feel you were **more productive** when you had these feelings?

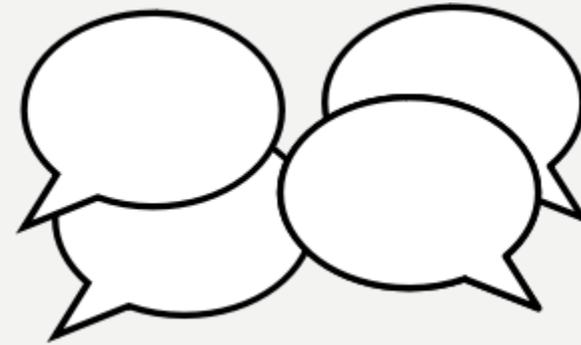


HOW DO YOU KNOW IF EMPLOYEES ARE ENGAGED?



Look for effects of low morale

- Recruitment/retention
- Absenteeism
- Participation in agency initiatives



Conversations with employees

- Employee Interviews
- Focus Groups

ASK THEM IN A SURVEY!

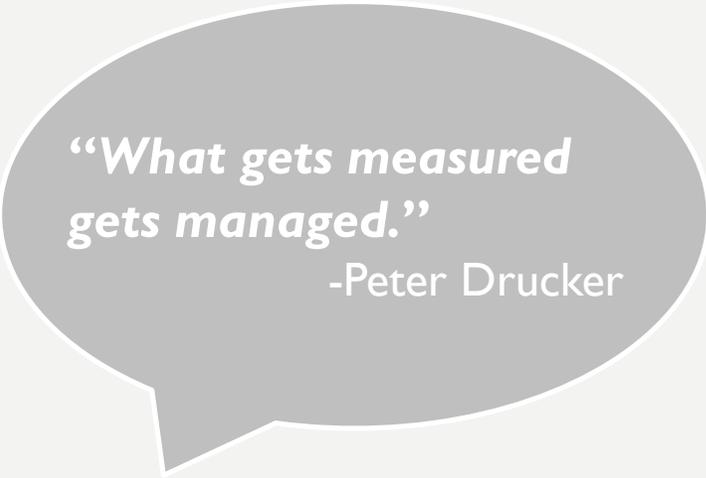


What do surveys measure?	What do we use the information for?
The <u>level</u> of engagement in the workforce	To understand employee sentiment
How engagement <u>varies</u> across departments, job levels, demographic groups etc.	To identify best practices and 'hot spots'
What issues underpin/drive engagement	To set priorities to guide decisions and organizational change
Views and opinions on management practices and other issues	To open a dialogue with employees to create engagement and focus on areas of most concern

EMPLOYEE ENGAGEMENT IN WASHINGTON STATE

The State of Washington Employee Engagement Survey promotes a customer-focused government and a work environment in which employees are engaged, respected and valued.

- Survey conducted every two years from 2006 to 2013, annually thereafter
 - Upcoming 2017 survey = 9th
- Composed of 26 questions
- Employer of Choice
 - Used to measure the state as an “Employer of Choice” under Results Washington Goal 5: Effective, Efficient and Accountable Government

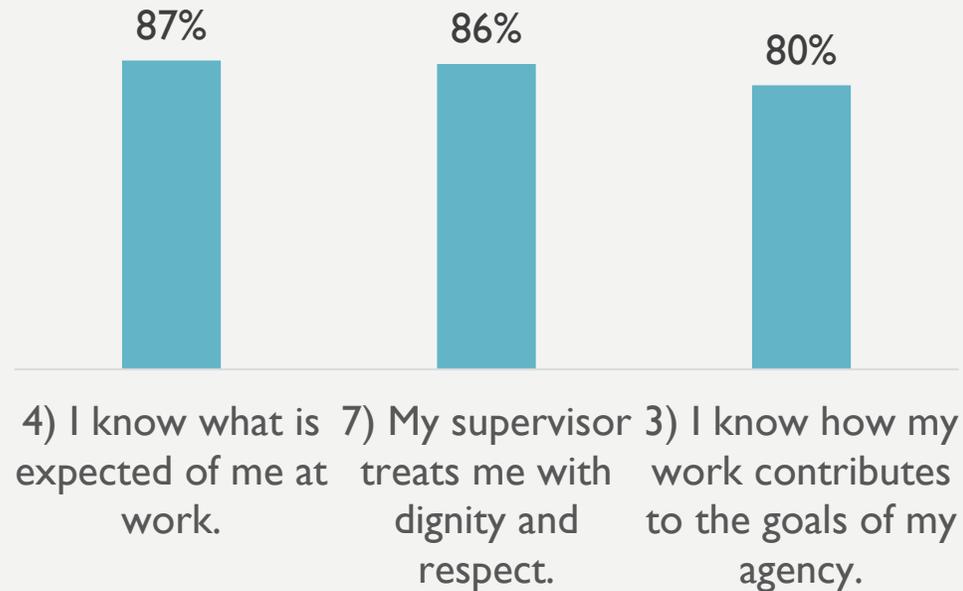


“What gets measured gets managed.”

-Peter Drucker

HOW ARE WE DOING?

TOP SCORES



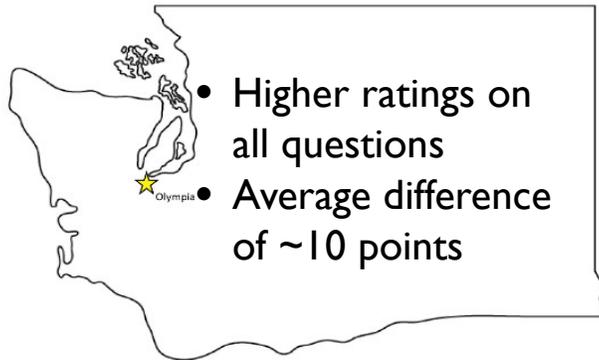
BOTTOM SCORES



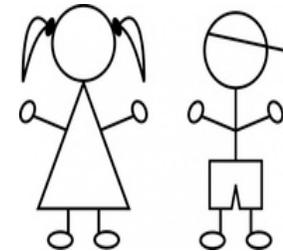
INSIGHTS FROM THE DEMOGRAPHIC QUESTIONS

More Positive Scores from These Groups

Employees in Olympia



New Employees



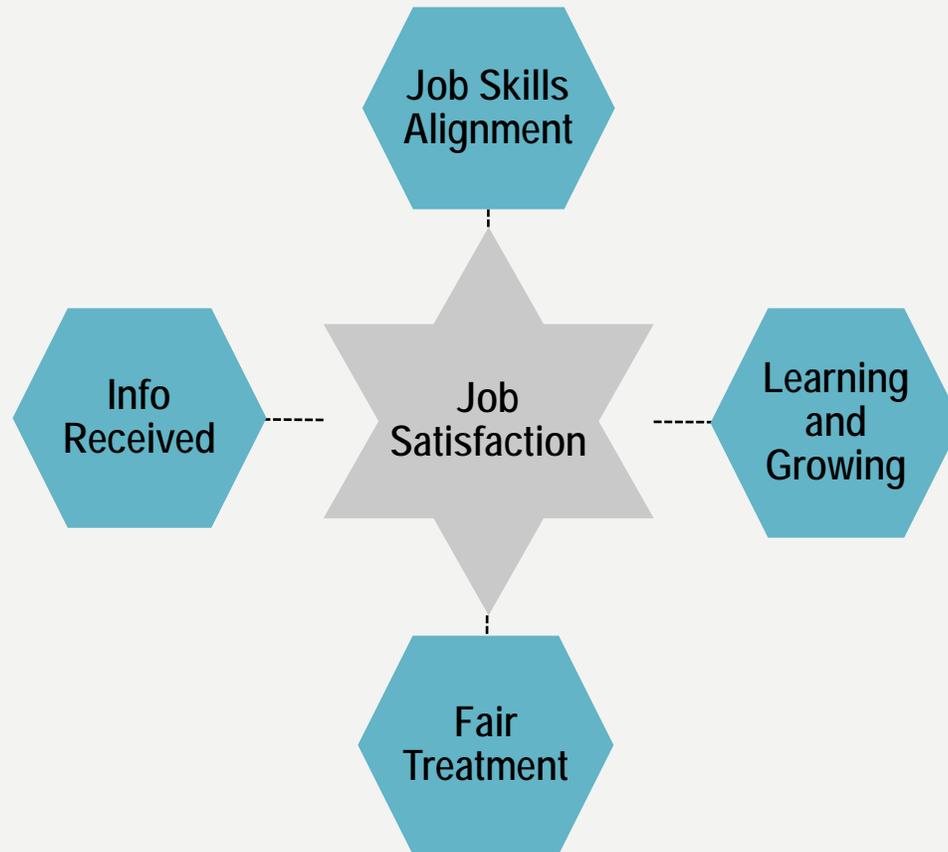
- Higher ratings on all questions from those with less than 2 years of service

Supervisors



- Higher ratings on all questions
- Average difference of 9 points

WHAT IS MOST CLOSELY ASSOCIATED WITH JOB SATISFACTION?



- Making good use of existing skills
- Having opportunities to learn and grow
- Fair treatment in the workplace
- Receiving information to do job

EMPLOYEE ENGAGEMENT = INNOVATION

Employee innovation is....

- Empowering employees to make things better
- A cultural practice, not an individual act

*INNOVATION BUILDS STRONG
RELATIONSHIPS IN AN ENGAGED
CULTURE*

Ingredients to an innovative culture:

- Opportunities to provide input
- Growth and learning
- Collecting and using customer feedback
- Utilizing employees to the best of their abilities
- Recognition for new ideas and a job well done

THE ENGAGED CULTURE

Innovation encouraged

Expectations known

Opportunities to provide feedback

Customers feedback valued and used

Opportunities to learn and grow

Recognition for a job well done

Changes clearly communicated

Feedback from supervisors

Cooperation and teamwork in workgroups

Diversity in people and backgrounds

Employees treated with dignity and respected by leaders



MASLOW'S HIERARCHY APPLIED TO THE HUMAN NEED



HR ENGAGEMENT ACTIONS

- **Connect survey results to strategic initiatives**
- **Provide opportunities to give new ideas and input**
- **Respect work/life balance**
- **Communicate change**
- **Recognize contributions**
- **Encourage empowering employees**
- **Use Exit interviews**
- **Communicate opportunities to learn and grow**
- **Incorporate customer feedback**
- **Use modern work approach**



- **Provide training, resources, and support**
- **Use one-on-one's with employees**
- **Utilize communication technology**
- **Encourage health and wellness**
- **Encourage volunteering**
- **Food in the workplace**
- **Start a learning club**
- **Work to align job interests and skills**
- **Set improvement targets with survey results**
- **Involve unions**
- **Celebrate accomplishments**
- **Communicate agency priorities**
- **Hold supervisors accountable for engagement**
- **Improve onboarding**
- **Provide feedback to employees**
- **Make expectations known**
- **Involve employee opinions**
- **Reward innovation**

VIDEO: WHO'S SINKING YOUR BOAT?



Employee Engagement - Who's Sinking Your Boat? - YouTube

<https://www.youtube.com/watch?v=y4nwoZ02AJM>