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?

Great managers and supportive work environment

Engaged employees
- Satisfied
- Committed
- Proud
- Willing to advocate

Improved agency performance

Better individual performance – giving discretionary effort

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

Better Government
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
- Minimize absences
- Stay alert to safety hazards
- Deliver responsive customer service
- Have greater well-being
- Come up with innovative ideas
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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
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?
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!**

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

- 87% 4) I know what is expected of me at work.
- 86% 7) My supervisor treats me with dignity and respect.
- 80% 3) I know how my work contributes to the goals of my agency.

**BOTTOM SCORES**

- 48% 14) I receive clear information about changes being made within the agency.
- 46% 16) We use customer feedback to improve our work processes.
INSIGHTS FROM THE DEMOGRAPHIC QUESTIONS

More Positive Scores from These Groups

Employees in Olympia

• Higher ratings on all questions
• Average difference of ~10 points

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 innovation is....

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

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

Employees treated with dignity and respected by leaders

Diversity in people and backgrounds
Maslow's Hierarchy Applied to the Human Need

1. Highly Engaged
   - I have it good and I know it, the sky's the limit!
   - 1% of the population
   - Self Actualization
   - What I do is for a greater good
   - I set an example that motivate others
   - I love it here

2. Engaged
   - I make things happen
   - 20% of the population
   - Importance
   - I'm a vital part of the business
   - I feel I make a difference at work
   - I'm really busy and very likely I'm highly stressed
   - I'll leave if something much better comes along

3. Almost Engaged
   - I am proud to work here but wouldn't share
   - 30% of the population
   - Belonging
   - I know I am part of something bigger
   - I like it here but there are times that I don't care

4. Not Engaged
   - I am here for the money
   - 30% of the population
   - Security
   - I look for something better
   - I don't like my manager or team
   - I have poor working conditions
   - I don't like my job, but stay

5. Disengaged
   - I can't wait until I'm out of here
   - 10% of the population
   - Survival
   - I'm a clock watcher
   - I'm leaving asap
   - I hate what I do
   - My work doesn't excite me
HR ENGAGEMENT ACTIONS

• Connect survey results 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?

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