Employee Engagement
Creating a Culture for Success

Darrell Bazzell
Vice Chancellor for Finance and Administration
University of Wisconsin-Madison
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What is Employee Engagement?

Heightened connection to work, organization, mission and 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"

Flexibility: work/life

Working Conditions

Pay and Benefits

Employee Motivation

Career Advancement

Job Security

Work Itself

- ✓ **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 <u>dis</u>engaged

- **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**

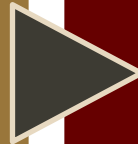# Satisfaction vs. Engagement

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 Engagement Matters

- ✓ **Better success achieving organizational goals**

- ✓ **Higher productivity**

- ✓ **Higher customer satisfaction scores**

- ✓ **More innovation**
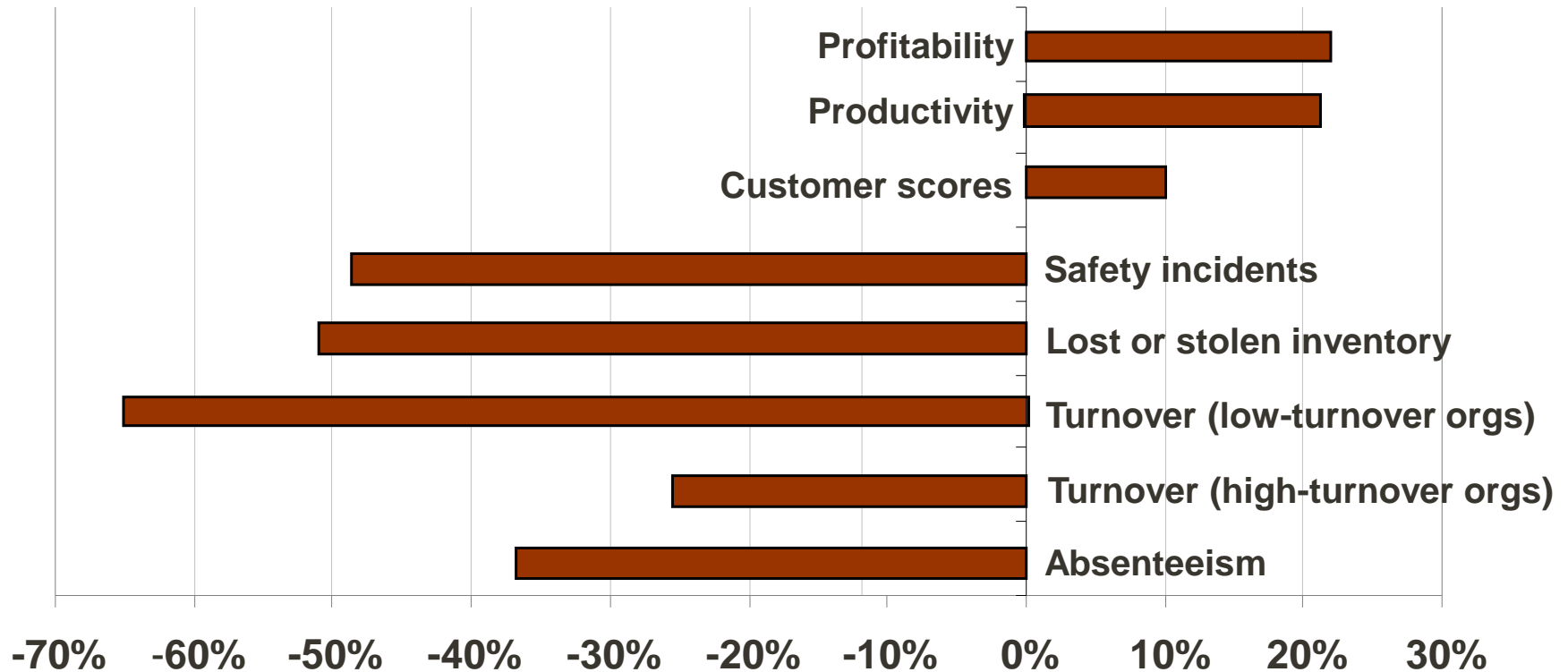
- ✓ **Lower turnover**

- ✓ **Less missed time**

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
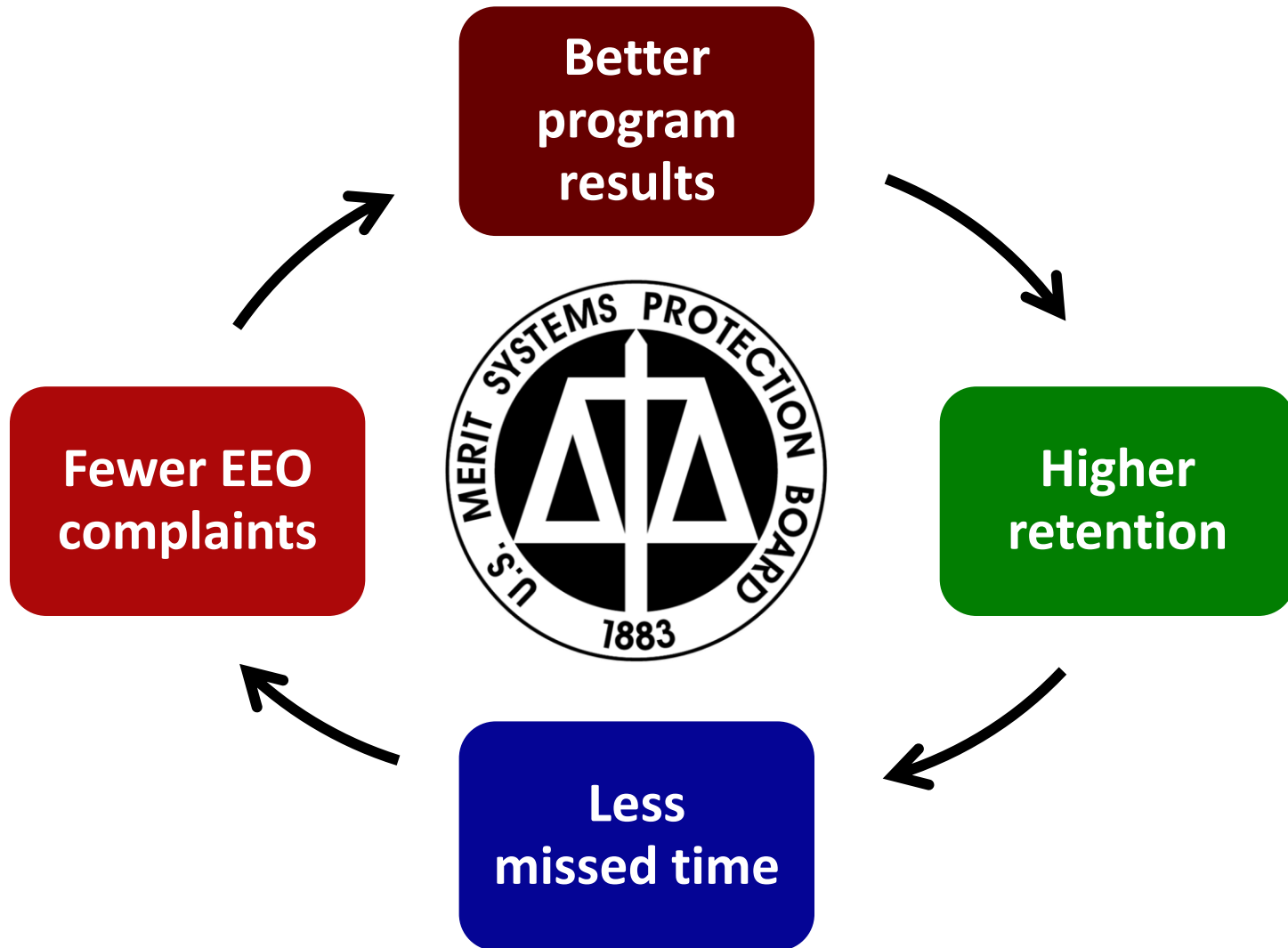Top- and Bottom-Quartile Work Groups

Source: Gallup

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?

IPMA-HR

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

Deloitte.

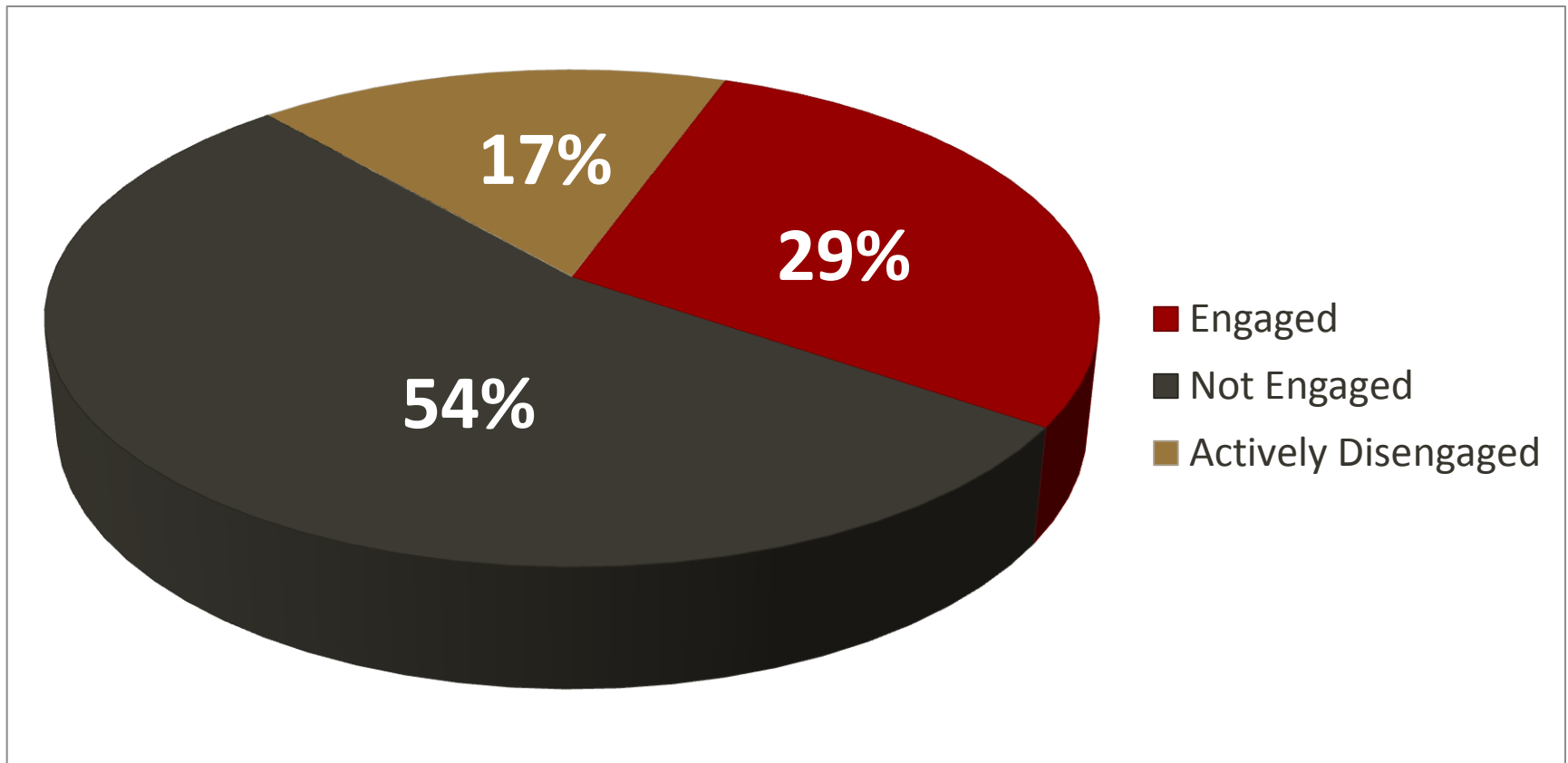**Higher levels of engagement in government drive:**

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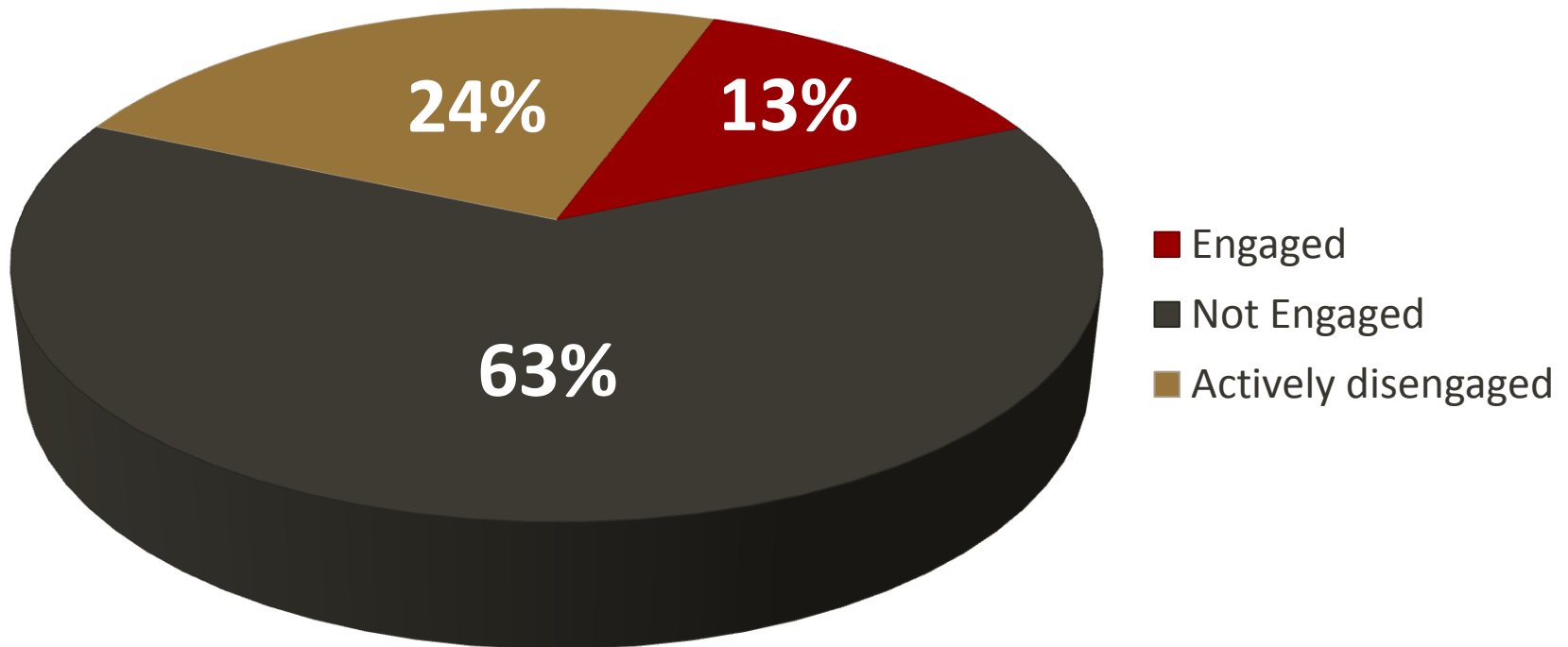- **More collaborative and innovative work environments**
- **Lower costs of disengagement**

Levels of Engagement in the U.S.

Source: Gallup

Engagement – Worldwide

- Engaged — 13%
- Not Engaged — 63%
- Actively disengaged — 24%

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**

Engagement, Inclusion and Diversity Strategy

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

Strategic goal →
- Create environment of respect and inclusiveness through opportunities for employee engagement
- Increase number of under-represented employees with particular focus on supervisory and managerial positions.

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

VCFA EID Initiative →
- Survey employees and act on results – and then re-survey
- Increase diversity – supervisors and managers

21st century workforce → Right Talent   Engaged   Diverse   Adaptable

UW-Madison EID Process

1. Plan

2. Survey Employees

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

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 Index 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 Index 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

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 5 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

Hire with care; make probation part of selection

Onboard well

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 semi-annual 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 competence around engagement

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

Building Engagement

- ✓ **Connect individual work to organization 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

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 and integrated across functions (not just HR program)

Engagement is means to achieve mission

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

Robust communication strategy, including by leaders

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**

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 <u>and</u> 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**