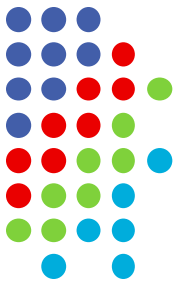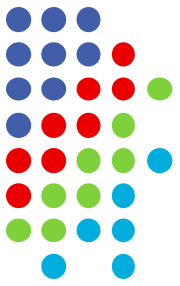# Creating a Culture of Engagement
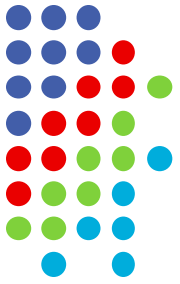
Defining Engagement and Equity

Engagement: Discretionary performance. Work that goes above and beyond what is actually required to meet the needs of the organization.

Equity: Equity is **just** and **fair** inclusion into a society in which all, including all racial and ethnic groups, can participate, prosper, and reach their full potential. Equity gives all people a just and fair shot in life despite historic patterns of racial and economic exclusion.
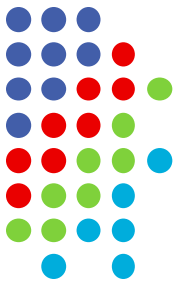
Equity: What It Looks Like
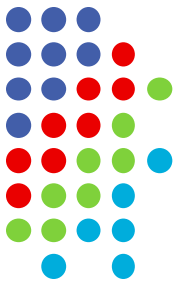

EQUALITY

EQUITY

Engagement:
What It Looks Like

Objectives

❖ Define engagement and equity

❖ Define culture of engagement

❖ Describe benefits

❖ Supervisor's role

❖ 6 Step process founded on trust building

❖ Implementation steps

❖ Communication plan

Engagement Categories

Engaged employees

**Those willing to take on the identity and mission of the organization.
They recognize a connection between their work and the organizational goals.
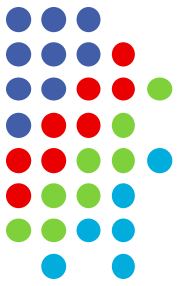Discretionary effort is put forth beyond the expectations required of the position.**

Not-engaged employees

Those who do what is expected of them, but do not exert extra effort.
They do not exhibit as much energy or passion for their work.

Actively disengaged employees

Unhappy employees, spreading unhappiness to others and undermining work of engaged employees.

Benefits of Engagement

❖ Less turnover

❖ Higher customer service scores

❖ Fewer work accidents

❖ 27% less absenteeism

❖ Three times more likely to report being "very satisfied" in their jobs

Engagement Snapshots

"These are the people who are totally invested in their organization."
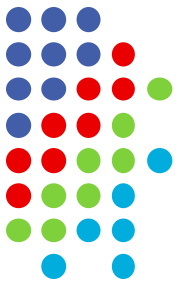
"Those for whom serving the public is not a job, but a calling."

"It is the firefighter extolling the efforts of the finance department to find ways to save tax dollars."

"It is explaining how you're going to repair a sinkhole to a neighbor getting their mail."
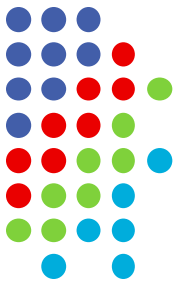
"It is taking a few extra minutes with a citizen to explain a road project even though they are in the building to pay their wastewater bill."
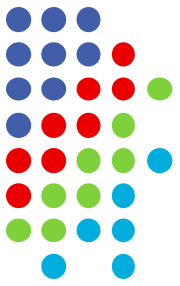
And Actively Disengaged….

Public Sector Engagement

❖ Public employees see serving the public with integrity as a key motivator in the workplace

How important is the job factor to you in seeking and continuing employment in your organization?

(ranked by importance)

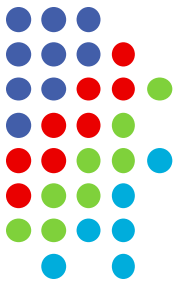| Rank	Job Factor
1	The personal satisfaction I experience
2	Having interesting work
3	My job security
4	Being able to serve the public
5	The appreciation I receive
6	Being included in important discussions /decisions
7	My opportunity for advancement
8	My training and development opportunities
9	My awards and bonuses
10	Being forgiven for small mistakes

Engagement vs. Motivation

❖ An engaged employee is aligned with the organizational goals. An employee who will go above and beyond simply for the good of the organization is engaged.

❖ Motivated employees may be motivated by things like money or fear of negative evaluation

Supervisor's Role in Engagement

❖ Supervisors are critical and responsible for employee engagement!

❖ Supervisors account for a third of employee satisfaction. High satisfaction has been shown to be linked to engagement

❖ Supervisors are expected to implement and promote engagement strategies and activities

❖ Each employee interaction should be seen as opportunity to improve engagement
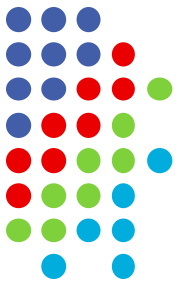
Measuring Engagement
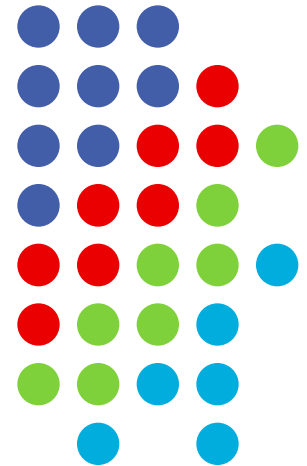
Engagement Measures

❖ Engagement measures developed by Gallup

❖ Fifteen questions linked to engagement/inclusivity identified by culture and engagement team

❖ Using standard questionnaire provides solid foundation for assessing results
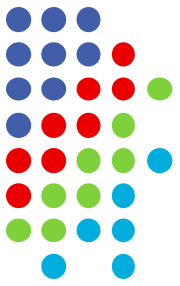
❖ Anonymous process

Engagement Measures

1. Do you know what is expected of you at work?
2. Do you have the materials and equipment you need to do your work right?
3. At work, do you have the opportunity to do what you do best every day?
4. In the last seven days, have you received recognition or praise for doing good work?
5. Does your supervisor, or someone at work, seem to care about you as a person?
6. Is there someone at work who encourages your development?

Engagement Measures
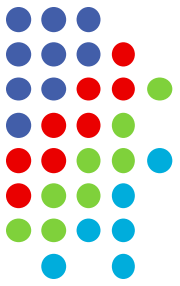
7. At work, do your opinions seem to count?

8. Does the mission/purpose of your company make you feel your job is important?

9. Are your associates (fellow employees) committed to doing quality work?

10. Do you have a close friend at work?

11. In the last six months, has someone at work talked to you about your progress?

12. In the last year, have you had opportunities at work to learn and grow?
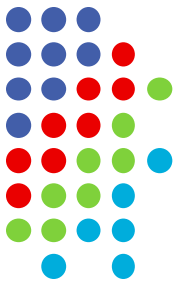
Inclusivity Measures

❖ Intended to assess the inclusivity of the organization

13. Do you trust the City to be fair to all employees?

14. At work, are all employees treated with respect?

15. Do you feel valued in the organization?

❖ Demographic information
- Voluntary
- Confidential
- Intended to assess organizational disparities
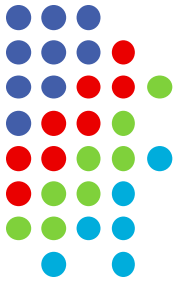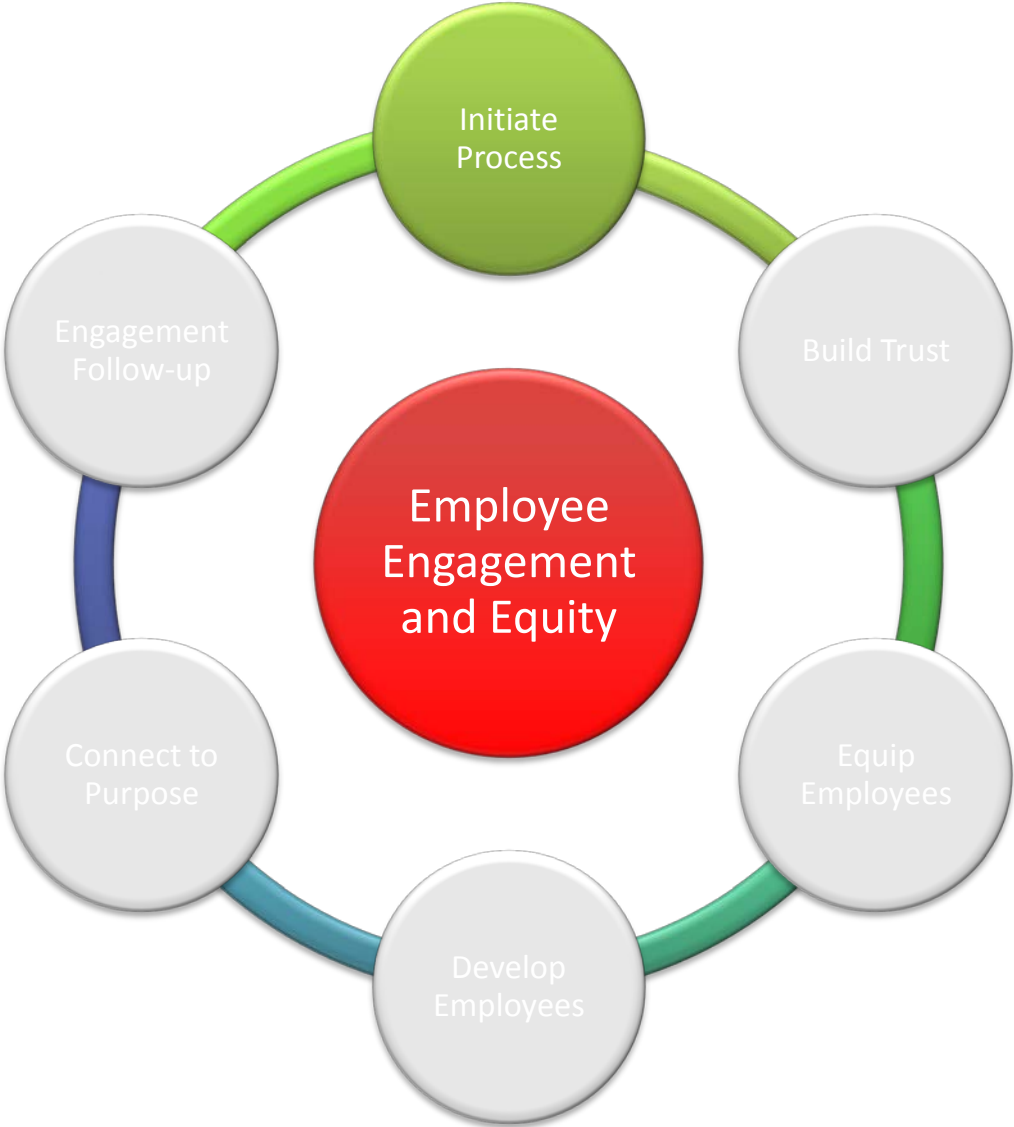
The Engagement Process
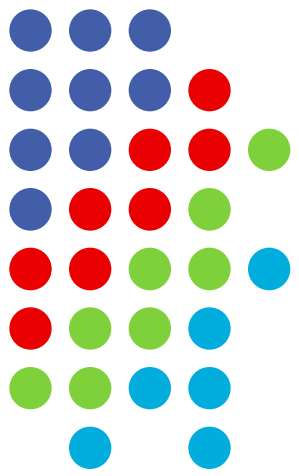
Hallmarks of the Process

❖ Built on and initiated with engagement survey

❖ Targeted to Supervisors/Managers/leaders

❖ Utilizes strategies at individual, team, and organizational level

❖ Focus on relationships and alignment

❖ Primary focus for most cultures is building trust

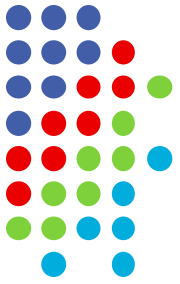❖ Centerpiece is Cultural Respect and Civility Program

❖ Flexible design

Engagement Process

Engagement Process

Employee Engagement and Equity

- Initiate Process
- Build Trust
- Equip Employees
- Develop Employees
- Connect to Purpose
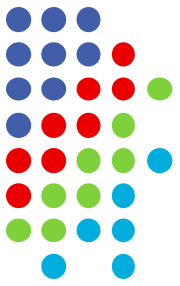- Engagement Follow-up

Initiate Process

Initial Engagement Meeting

Baseline Survey
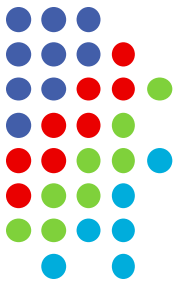
Distribute Results

Discuss Goals/Strategize

Initiate Process

❖ Hold an initial meeting
- ▪ Explain employee engagement
- ▪ Use examples
  - • Come prepared
  - • Ask what an engaged employee looks like
  - • Use this as a brainstorming session, ask about the results they see from engaged employees

❖ Do a baseline survey
- ▪ Available in final section of supervisor manual
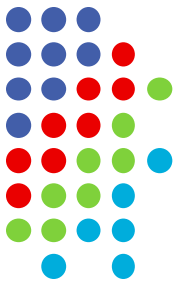- ▪ Can use the Q^{12} or work with OD&T to create your own, however, Q^{12} format was thoroughly tested

Initiate Process

❖ Communicate results in a timely fashion
- Employees need to see this is a priority for the organization
- Engagement can be negatively impacted by beginning engagement efforts without follow-up

❖ Discuss real world goals
- What would we need in order to say we have the materials and equipment to do our work right?
- How can we improve on belief coworkers are committed to doing quality work?
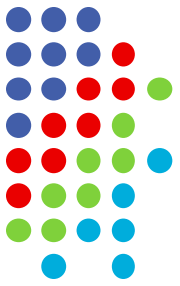
Initiate Process

❖ Select strategies
- Use both individual and team strategies
- Focus strategies on deficiencies identified in survey
  - Are there deficiencies in feedback, recognition, or relationship building? Focus on building trust.
  - Do employees feel they lack the skills/equipment to do their best each day? Focus on equipping employees.
  - Do employees feel personal development is not adequately emphasized? Focus on developing employees.
  - Are individual employees not connected to the bigger picture? Focus on connecting to purpose.

❖ If the Q^{12} reveals low scores in Building Trust or Equipping Employees, focus on those areas first
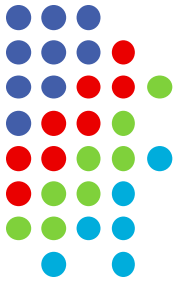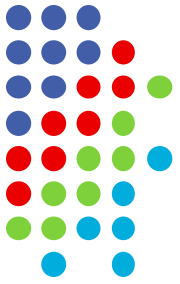
Implement Strategies

❖ One-on-one engagement

  ▪ Requires supervisor initiation

  ▪ Recognizes each employee has unique motivators

❖ Team approach:

  ▪ Have the team create an action plan

  ▪ Set time aside/make engagement a work plan priority

  ▪ Require reporting back on success of specific efforts

  ▪ Publicly recognize teams doing well

❖ Organizational approach:

  ▪ Align unit strategies with other efforts

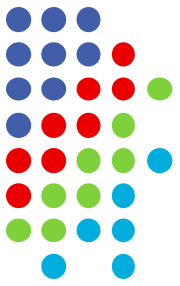 ▪ Demonstrates managerial commitment

Engagement Process
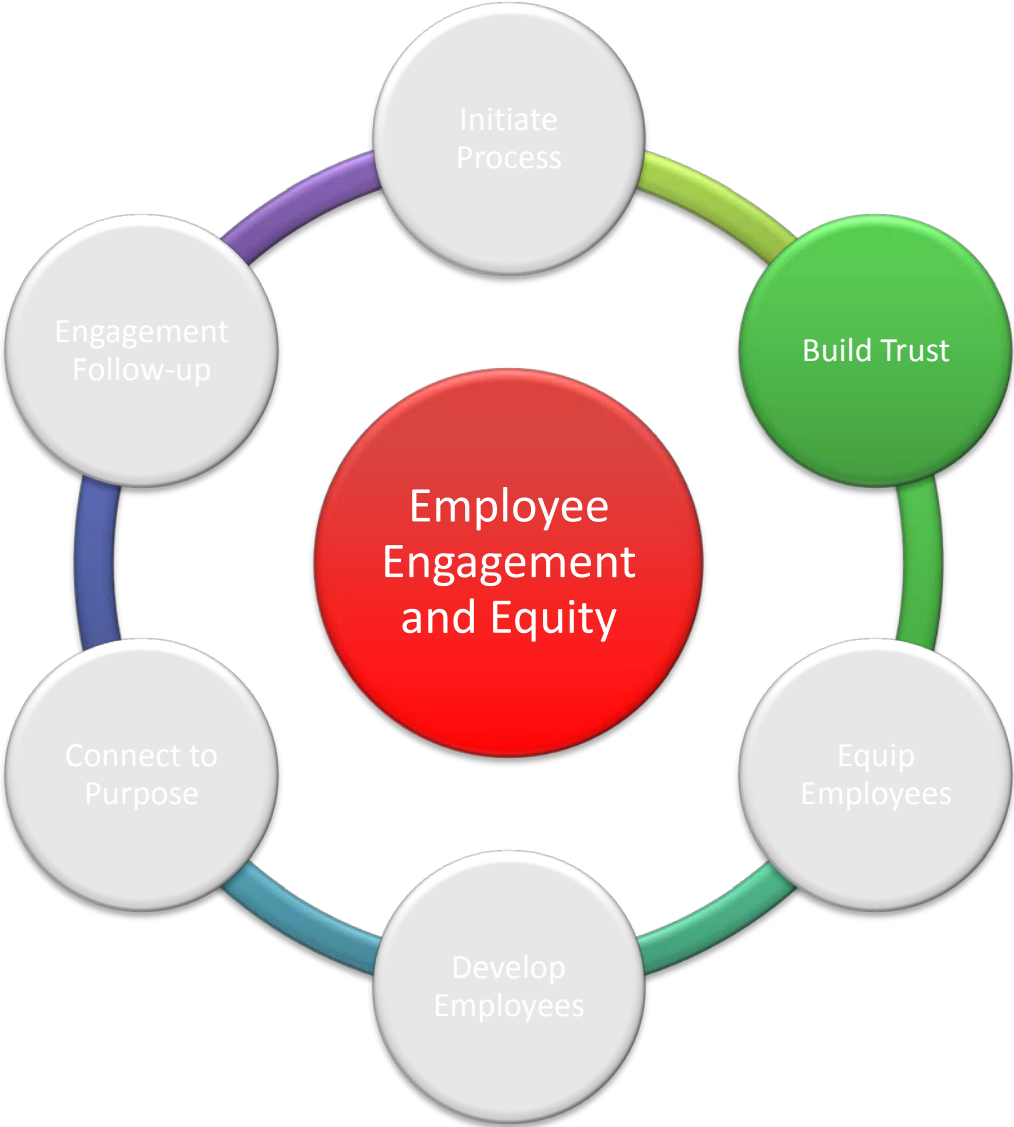
Build Trust

Model Behaviors

Build Individual Trust

Build Team Trust

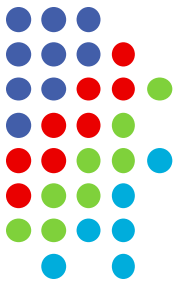**Develop Organizational Respect and Civility**

Build Trust

❖ Related Q^{12} questions include:

- In the last seven days, have you received recognition or praise for doing good work?

- Does your supervisor, or someone at work, seem to care about you as a person?
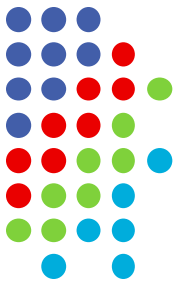
- Do you have a close friend at work?

Build Trust

❖ Defining Transactional Trust
- ■ Reciprocal
- ■ Contractual Trust
- ■ Communication Trust
- ■ Competence Trust

❖ Model engaged behaviors!
- ■ Demonstrate commitment to organizational goals
- ■ Keep focus on community impacts
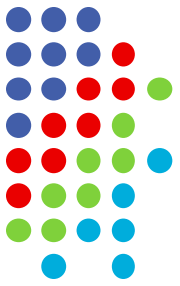- ■ You demonstrate what you want to see!

Build Individual Trust

❖ Hold 1 on 1 Engagement Sessions
- ▪ Use asset building questions/answers

❖ Provide ongoing coaching and counseling
- ▪ Individually recognize good work
- ▪ Use the SBI (situation, behavior, impact)
- ▪ Say thank you!

❖ Make check-in time with each employee
- ▪ Formal / Informal

❖ Give autonomy where possible
- ▪ Scheduling / design of work environment
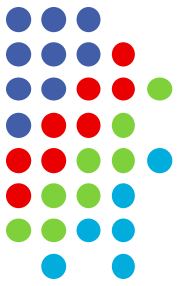- ▪ Operational decisions and individual job tasks

Build Team Trust

❖ Create cohesiveness
- Cross Training
- All Staff Meetings

❖ Manage conflict
- Use process or facilitation/mediation through HR

❖ Create cultural alignment teams
- Builds transformational trust
- Empowers staff toward organizational goals

❖ Have fun!
- Team Events
- Healthy Competition
- Celebrate Successes

Build Organizational Trust

❖ Cultural Respect and Civility Program
- Baseline Climate Survey
- Identification of issues
- Skill building training for supervisors and employees
- Focus groups
- Develop plan based on feedback from employee training and focus groups
- Mediated resolutions if necessary
- Follow up evaluation

Engagement Process
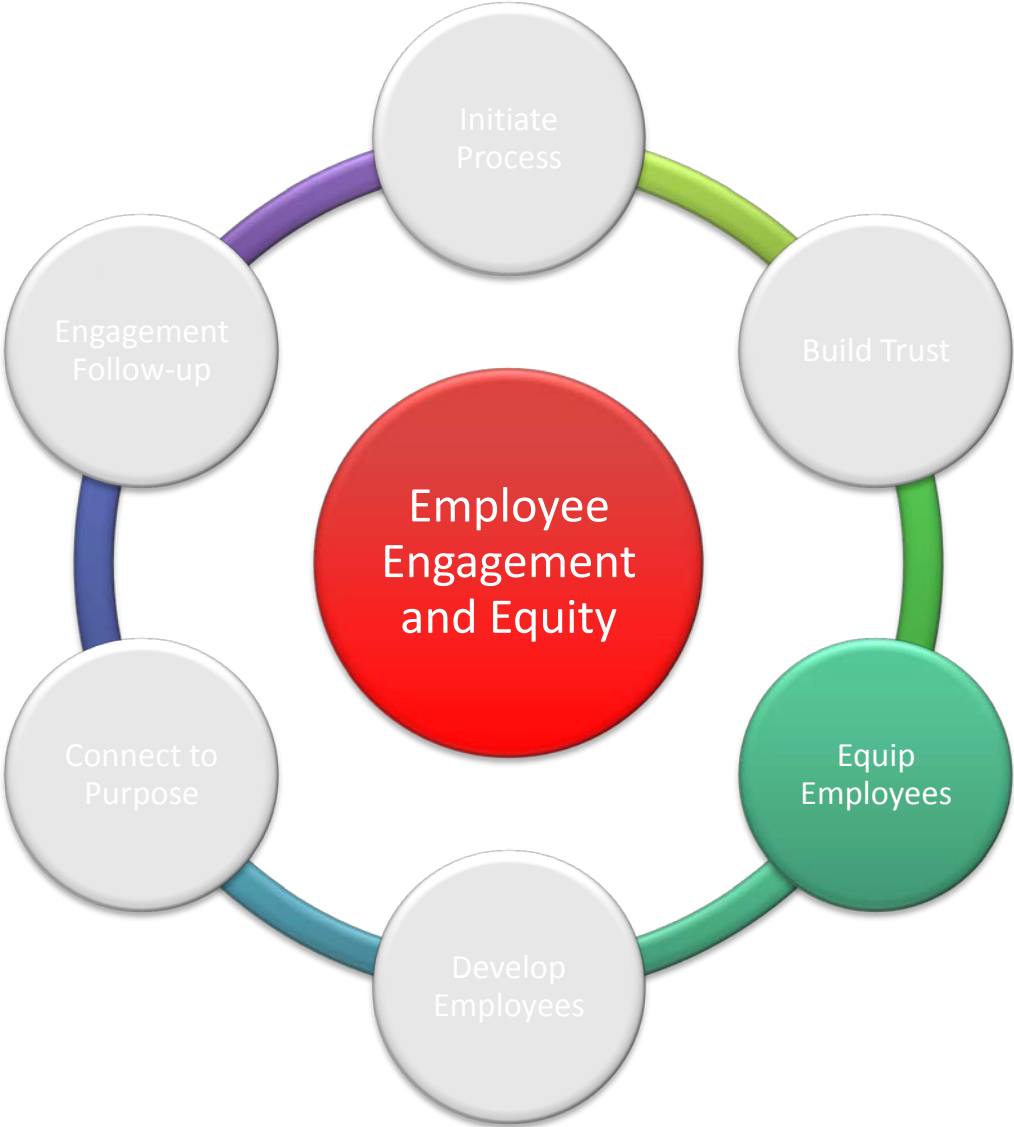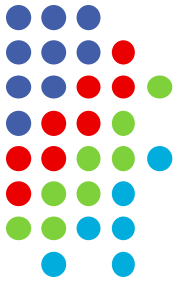
Equip Employees
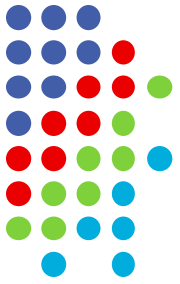
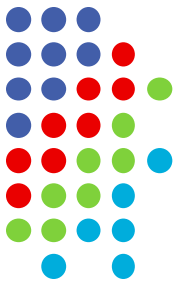- Update Position Descriptions
- Manage Performance
- Employee Accommodations
- Implement Training
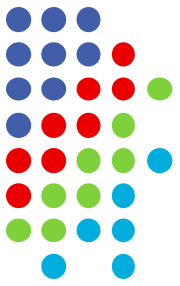- Tools Assessment
- EE Wellness, EAP, and CISM

Equip Employees

❖ Related Q^{12} questions include:
- Do you know what is expected of you at work?
- Do you have the materials and equipment you need to do your work right?
- At work, do you have the opportunity to do what you do best every day?

Equip Employees

❖ Update Position Descriptions (PDs)
  ▪ Provides detailed information of responsibilities assigned to each position
  ▪ Aligns expectations with responsibilities
  ▪ Reduces miscommunication
❖ Ensure equal application of the City's Performance Management process
  ▪ Addresses performance excellence and deficiencies
  ▪ Founded on PD and ongoing coaching and counseling
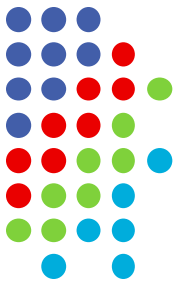❖ Employee Accommodations

Equip Employees
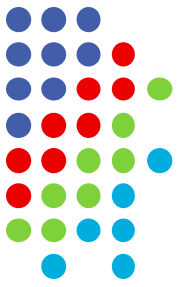
❖ Provide and prioritize adequate training
1. Training necessary to fulfill job responsibilities
2. Training to improve productivity in current position
3. Training only indirectly related to current position

❖ Training can come in a variety of forms
- City trainings
- Conferences and conventions
- Necessary training for certification
- Mentoring, cross training, and on the job training
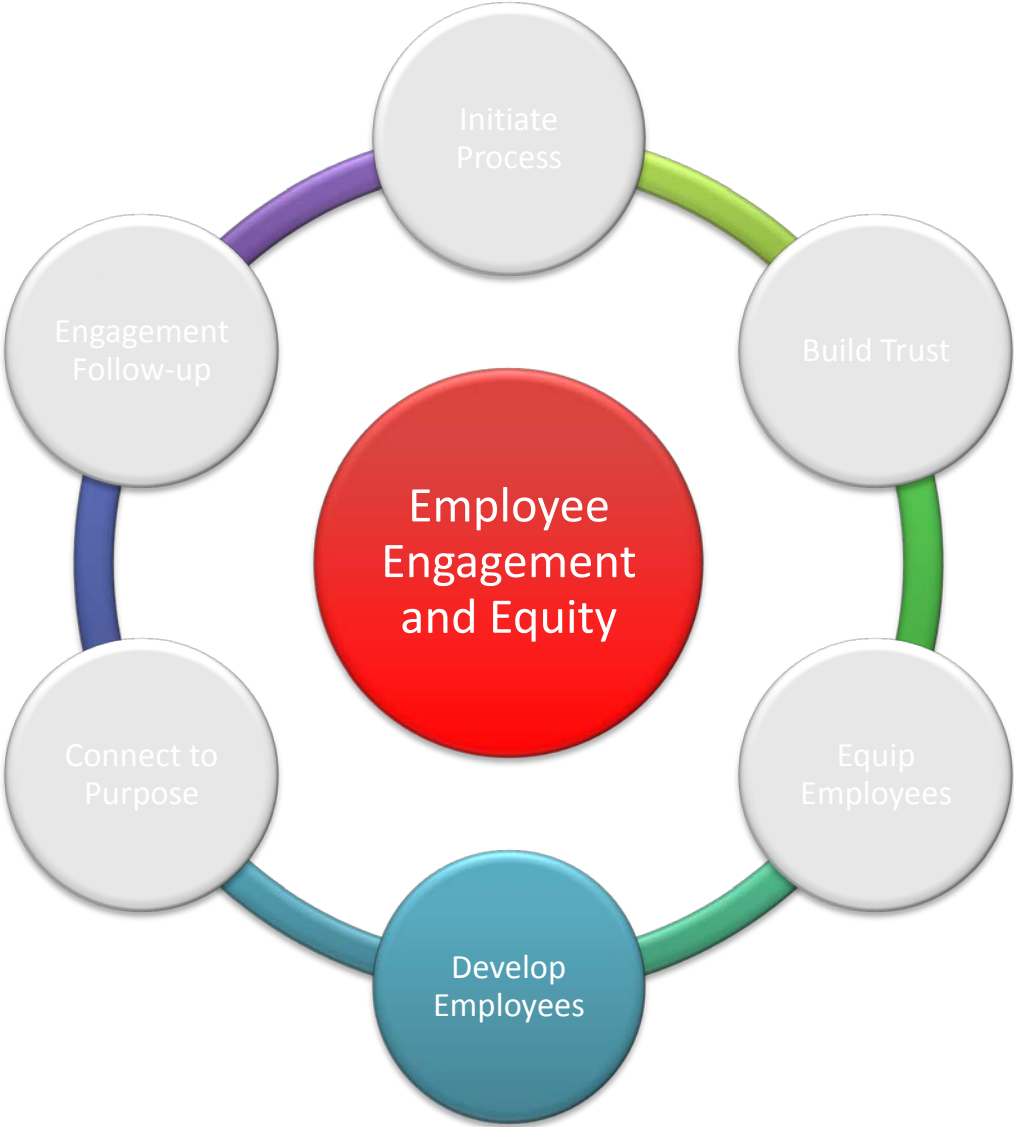
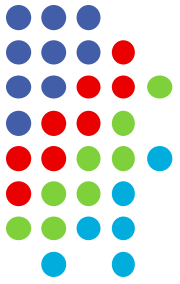❖ Set up work group to inventory/prioritize training

Equip Employees

- ❖ Set up work group to inventory/prioritize tools
  - ▪ Inventory assets and needs
  - ▪ Cost and prioritize options
  - ▪ Empower work group to make operational decisions
- ❖ Employee Assistance Program
- ❖ Critical Incident Stress Management
- ❖ Wellness Initiatives

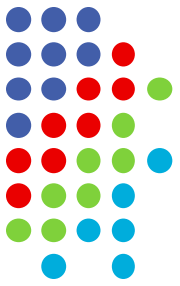# Engagement Process

Develop Employees

Hire for Fit: City Hiring

Match Tasks with Talents: IDPs

Leadership Development
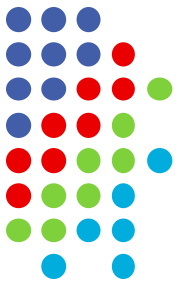
Succession Planning and the Civil Service Process

Develop Employees

❖ Related Q^{12} questions include:

- In the last six months, has someone at work talked to you about your progress?

- In the last year, have you had opportunities at work to learn and grow?

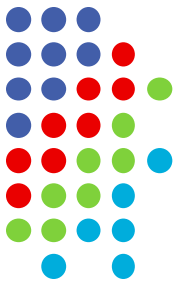- Is there someone at work who encourages your development?

Develop Employees

❖ Hire employees well targeted for each position. When making hiring decisions, evaluate:
- Competencies to do the job
- A passion for chosen occupation
- A fit for the culture (address gaps)

❖ Utilize behavioral interviewing
- Identifies behaviors and choices based on past situations
- Utilize PD to inventory competency needs

Develop Employees

- ❖ Match employee talents with discretionary tasks
  - ▪ Take into account the needs of the organization
  - ▪ Identify where there is flexibility in task assignment
  - ▪ Ask HR about contract or classification implications
  - ▪ Address employee skill gaps

- ❖ Utilize IDPs
  - ▪ Discuss with consistent performers
  - ▪ Assist in implementation when requested
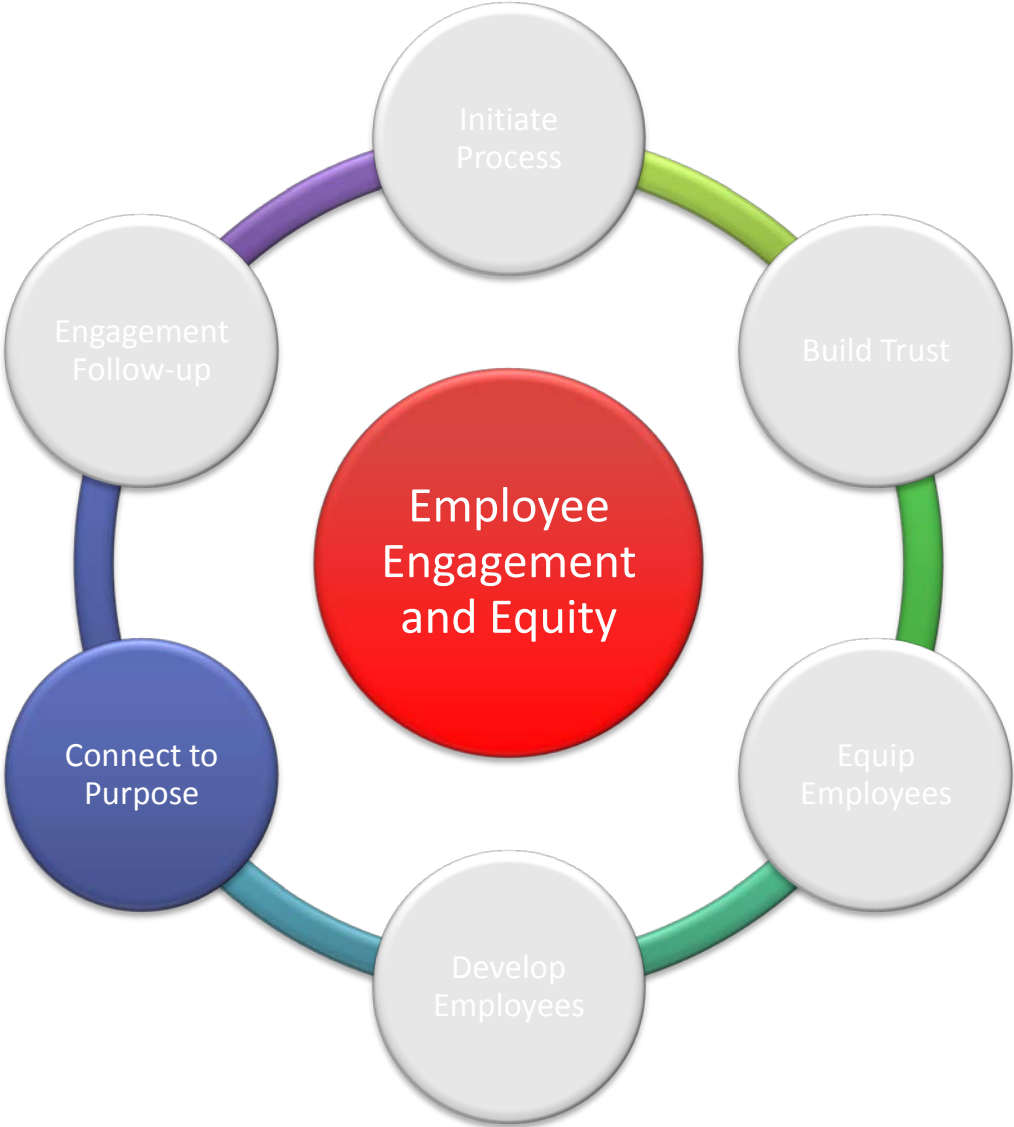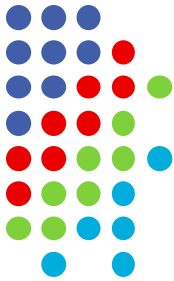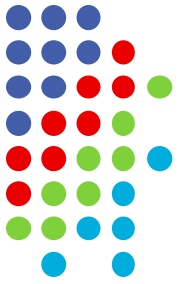 - ▪ See supervisor manual for more information

Develop Employees
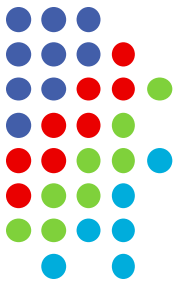
❖ Leadership Development
- Inventory needs/utilize OD&T
- Identify both formal and informal leadership opportunities

❖ Succession Planning and the Civil Service System
- Inventory needs
- Identify potential vacancies
- Train to expand employee skill base
- Utilize internal hiring where possible

Engagement Process

Circular diagram showing the Employee Engagement and Equity process:

- Employee Engagement and Equity (center)
- Initiate Process
- Build Trust
- Equip Employees
- Develop Employees
- Connect to Purpose
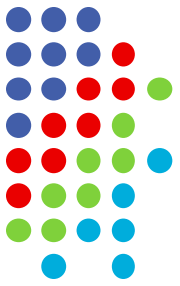- Engagement Follow-up

Connect to Purpose

Connect Individuals to Organizational Purpose

Connecting Teams to Organizational Purpose
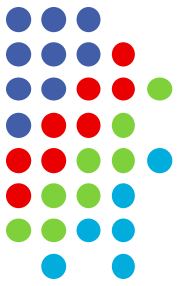
Building Equity

Missions, Goals, & Workplans

Connect to Purpose

❖ Related Q^{12} questions include:

- Are your associates (fellow employees) committed to doing quality work?
- At work, do your opinions seem to count?
- Does the mission/purpose of your company make you feel your job is important?
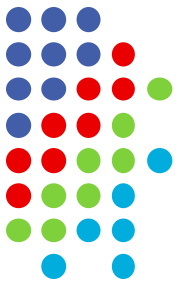
Connect Individuals to Organizational Purpose

❖ Actively seek operational input
- Provide an open line of communication
- Create employee groups to work on efficiency projects

❖ Identify links between individual responsibilities and organizational mission and goals
- Include links in expectation information
- Utilize links in coaching and counseling
- Incorporate into one-on-one engagement sessions

Connect Teams to Organizational Purpose

❖ Review agency and City projects and roles
  ▪ Mystery guest
  ▪ Project presentations

❖ Define customer service model
  ▪ Put teams in charge of presentations
  ▪ Use in defining expectations/coaching counseling

❖ Process Improvement

❖ Change Management

Connect Teams to Organizational Purpose

❖ Build Equity
- Externally – Providing the community with equitable access to resources and opportunity
- Internally – Providing employees with equitable access to resources and opportunity

❖ Create unit or departmental work plans
- Tie organizational goals to projects and daily responsibilities
- Press organization and staff toward high performance and innovation
- Updated annually

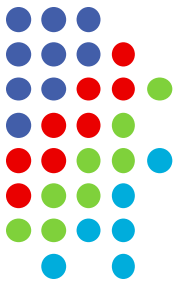# Engagement Process
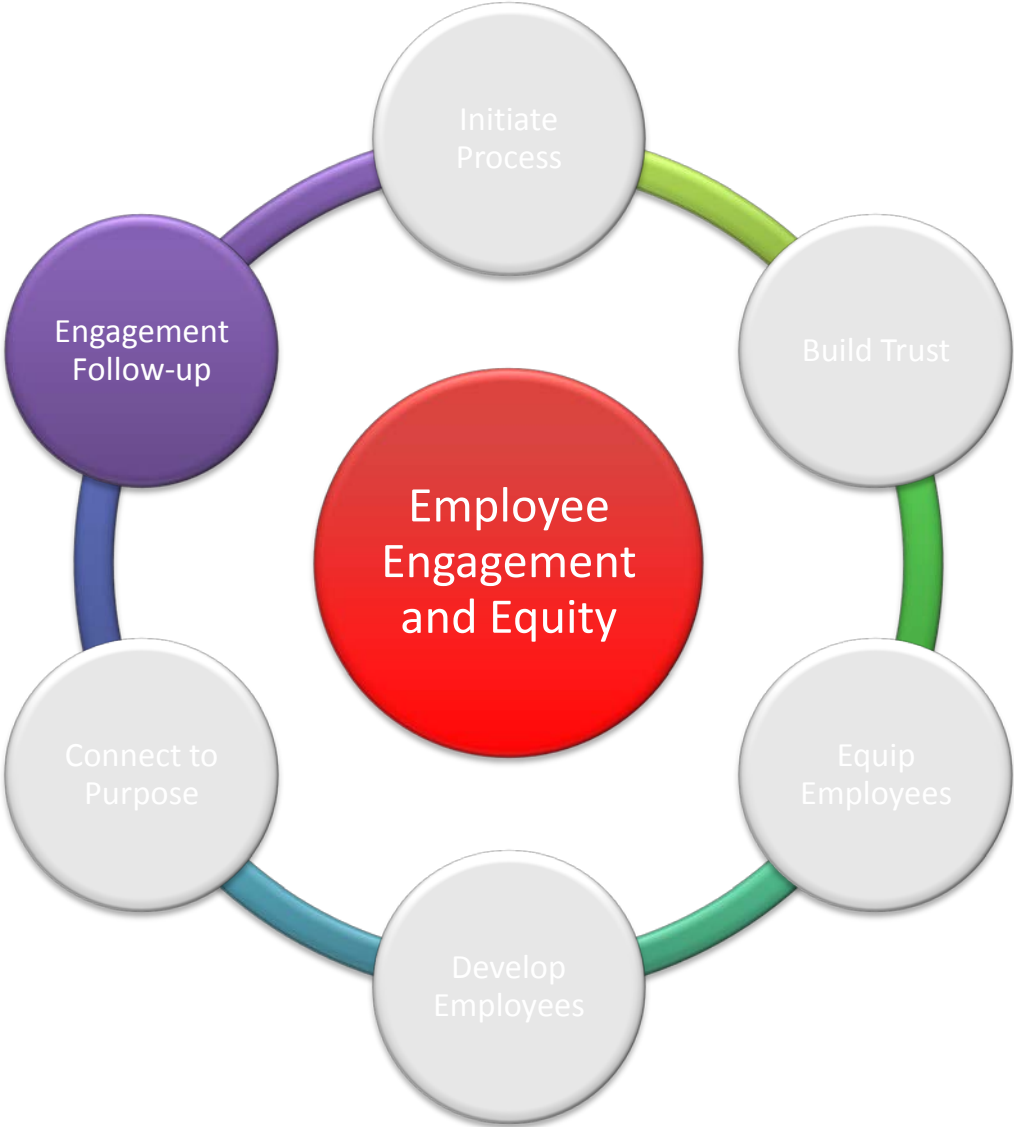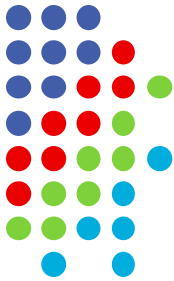
Follow-up Activities
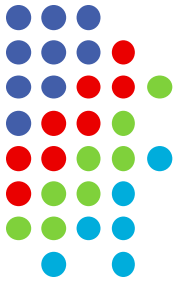
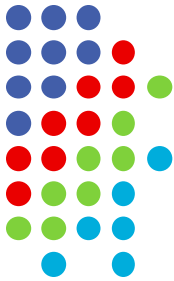Follow-up Survey

Identify Barriers to Success

Repeat Process

Follow-up Activities
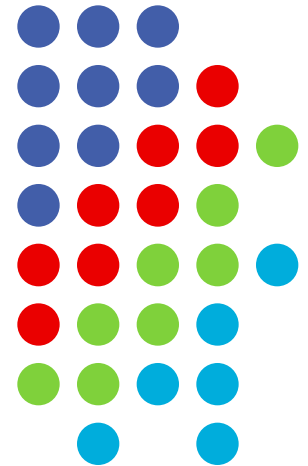
❖ Do a follow-up survey

- Identify changes to specific measures

- Recognize maintenance and positive change

❖ Identify barriers to success

- Avoid the blame game!
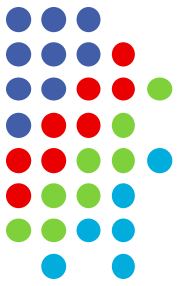
- Identify barriers to each measure

❖ Rinse and repeat!

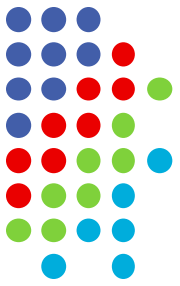# Engagement Process

Putting it Together

Plan for Implementation

- ❖ Creation of Culture and Engagement Team
- ❖ Ongoing Agenda
  - Department/Division implementation including culture and civility program
  - Periodic C/E Team updates
  - Leadership face-time initiatives
  - Culture and Engagement Newsletter

Plan for Implementation

❖ Follow-up

- Process review

- Implementation of changes

- Development of ongoing work plan

- C/E Team formalization

Questions?

Creating a Culture
of Engagement