Employee Engagement
Creating a Culture for Success

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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"
✓ 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 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

Profitability
Productivity
Customer scores
Safety incidents
Lost or stolen inventory
Turnover (low-turnover orgs)
Turnover (high-turnover orgs)
Absenteeism

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.
Levels of Engagement in the U.S.

Source: Gallup
Engagement – Worldwide

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

Legend:
- Engaged
- Not Engaged
- Actively disengaged
<table>
<thead>
<tr>
<th>Source</th>
<th>Engagement</th>
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<tbody>
<tr>
<td>IPMA-HR / ADP / Governing</td>
<td>47%</td>
</tr>
<tr>
<td>Federal Employee Viewpoint Survey</td>
<td>64%</td>
</tr>
<tr>
<td>U.S. Merit Systems Protection Board</td>
<td>35%</td>
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<tr>
<td></td>
<td>47% somewhat engaged</td>
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<tr>
<td></td>
<td>18% not engaged</td>
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<tr>
<td>UK People Survey</td>
<td>58%</td>
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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

<table>
<thead>
<tr>
<th><strong>Pride in work or workplace</strong></th>
<th><strong>Satisfaction with leadership</strong></th>
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<tbody>
<tr>
<td>1. My organization is successful at accomplishing its mission</td>
<td>5. Overall, I am satisfied with my supervisor</td>
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<tr>
<td>2. My work unit produces high-quality products and services</td>
<td>6. Overall, I am satisfied with managers above my immediate supervisor</td>
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<td>3. The work I do is meaningful to me</td>
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<td>4. I would recommend my organization as a place to work</td>
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# Engagement Index Questions

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<th>Opportunity to perform well</th>
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<tr>
<td>7. I know what is expected of me on the job</td>
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<tr>
<td>8. My job makes good use of my skills and abilities</td>
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<td>9. I have the resources to do my job well</td>
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<td>10. I have sufficient opportunities (such as challenging assignments or projects) to earn a high performance rating</td>
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<th>Satisfaction with recognition received</th>
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<tr>
<td>11. Recognition and rewards are based on performance in my work unit</td>
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<tr>
<td>12. I am satisfied with the recognition and rewards I receive for my work</td>
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<tr>
<td>Engagement Index Questions</td>
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<tr>
<td><strong>Prospects for personal and professional growth</strong></td>
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<td><strong>Positive work environment and teamwork</strong></td>
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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

Diagram:
- Employee Engagement
  - Professional Growth
  - Value Proposition
  - Leadership
  - Employee Wellbeing
  - Work Satisfaction
  - Work Relationship
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 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