

Leveraging the Power of Employee Engagement in Government



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What We'll Cover

- 1. What is employee engagement?**
- 2. Why does it matter?**
- 3. How do we know if our employees are engaged?**
- 4. How can we achieve high levels of engagement?**



Key Take-Aways

Employee engagement matters

HR has
critical role –
champion,
facilitator and
model

Engagement is
not just an
“initiative” or
“program”



Engagement
levels are low

But can be
improved

Engagement
should be
measured

Survey results must be acted on

Robert J. Lavigna

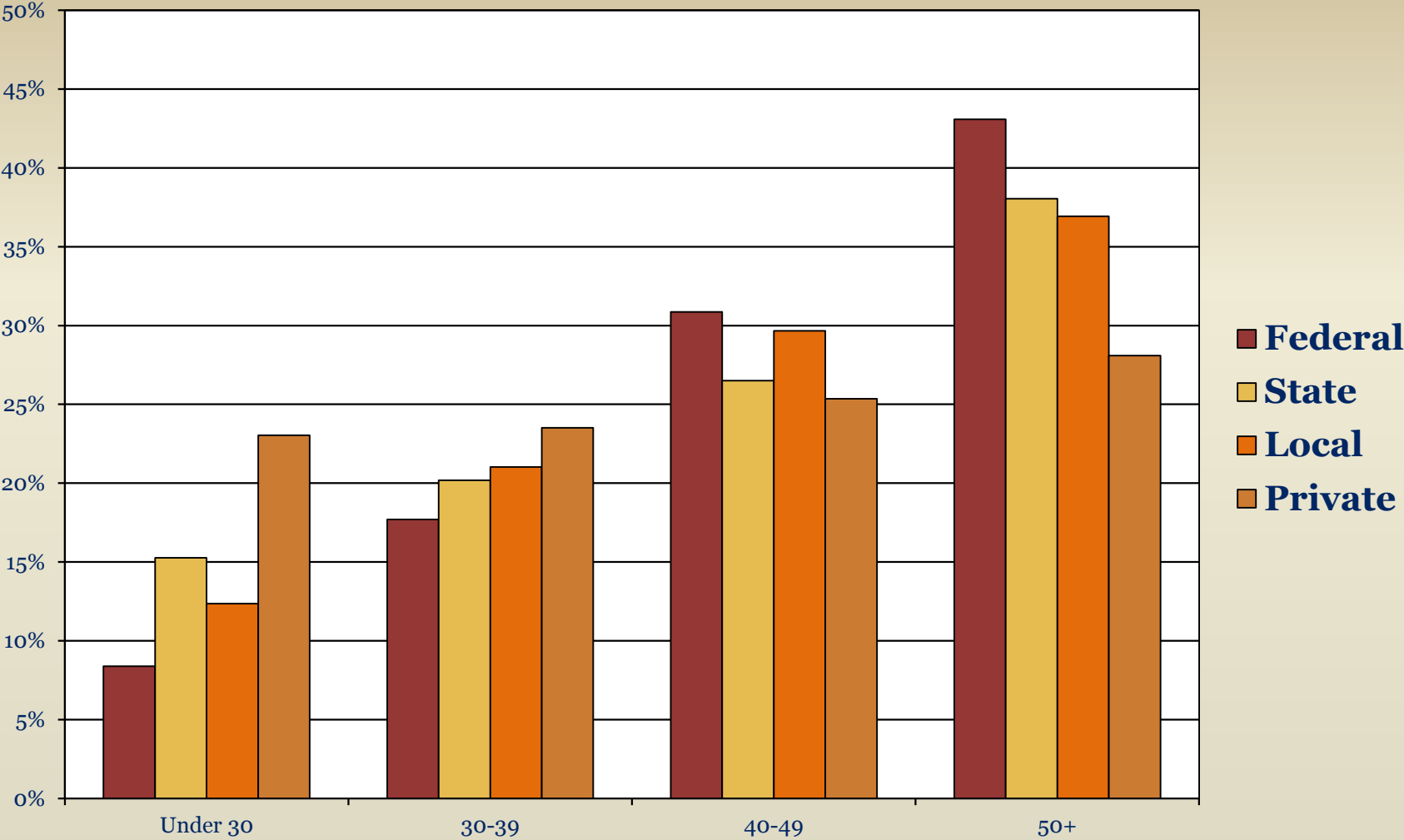
Engaging Government Employees

Motivate and Inspire Your People
to Achieve Superior Performance



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Our Aging Workforce



What is Employee Engagement?

- Heightened connection to work, organization, mission or co-workers
- Beyond job satisfaction or happiness
- Personal meaning in work
 - Pride
 - Belief their organization values them
- More likely to go above minimum and provide “discretionary effort.”





- **Goes extra mile for customers**
- **Volunteers ideas**
- **Works hard – and smart**
- **Doesn't quit**
- **Calls in sick only when ill**
- **Stays alert to safety hazards.**

WE NEED MORE OF WHAT THE MANAGEMENT EXPERTS CALL "EMPLOYEE ENGAGEMENT."



Dilbert.com DilbertCartoonist@gmail.com

I DON'T KNOW THE DETAILS, BUT IT HAS SOMETHING TO DO WITH YOU IDIOTS WORKING HARDER FOR THE SAME PAY.



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IS ANYTHING DIFFERENT ON YOUR END?

I THINK I'M SUPPOSED TO BE HAPPIER.

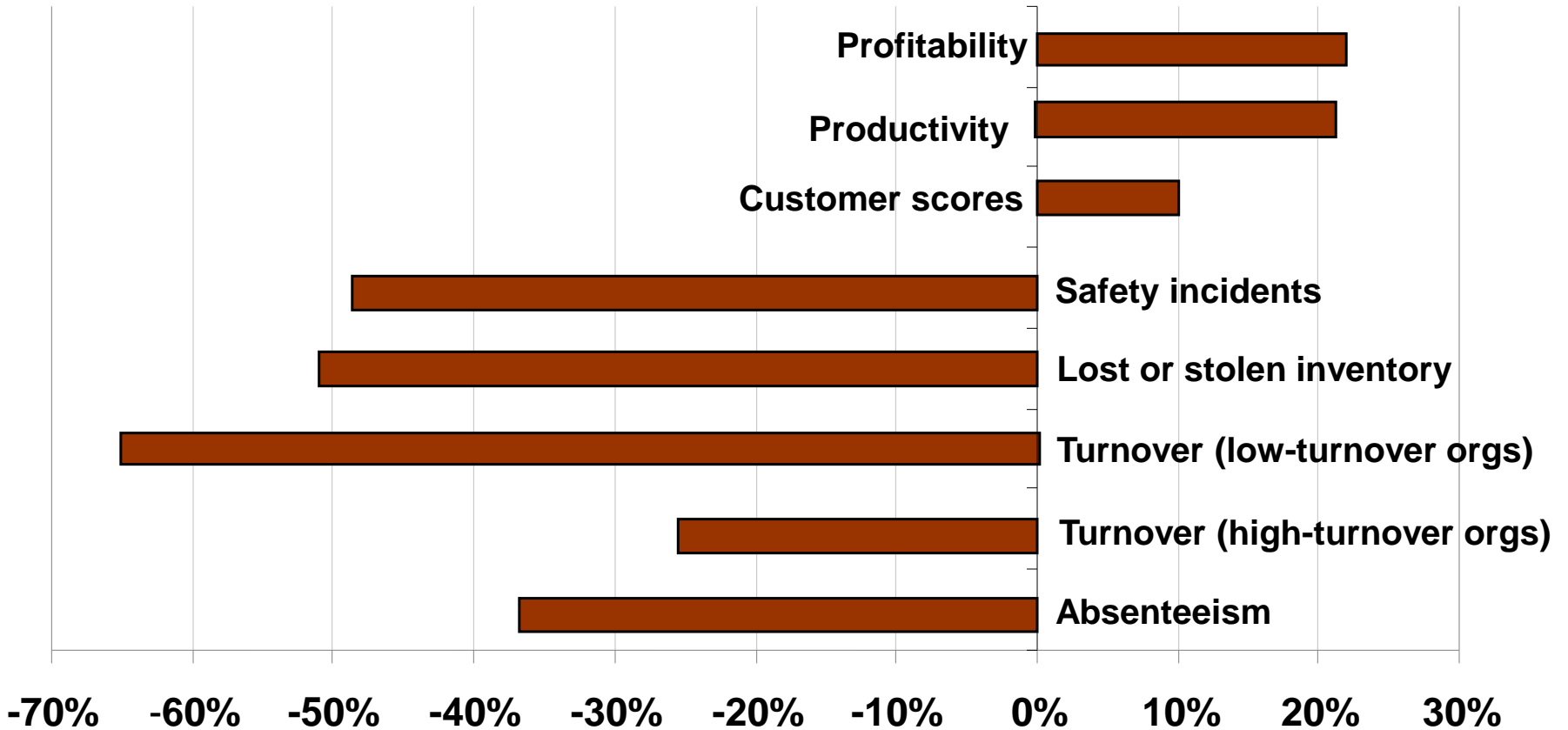


Why Does Engagement Matter?





Power of Employee Engagement



Key Performance Indicators
Top- and Bottom-Quartile Work Groups

What About in Government?

U.S. Merit Systems Protection Board

**Fewer EEO
complaints**

**Less
missed
time**



**Better
success
achieving
strategic
goals**

**Higher
retention**

Governing/ADP/IPMA-HR



Engaged public sector employees:

- **Twice as likely to stay in current job**
- **2.5 times more likely to feel they can make a difference**
- **2.5 times more likely to recommend their workplace to others**
- **Three times as likely to report being very satisfied in their jobs.**

Towers Watson

Statement	Highly engaged (% agree)	Moderately engaged (% agree)	Disengaged (% agree)
I can impact quality	86	61	32
I can impact cost	59	37	21
I can impact customer service	72	50	28

Higher levels of engagement in government drive:

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



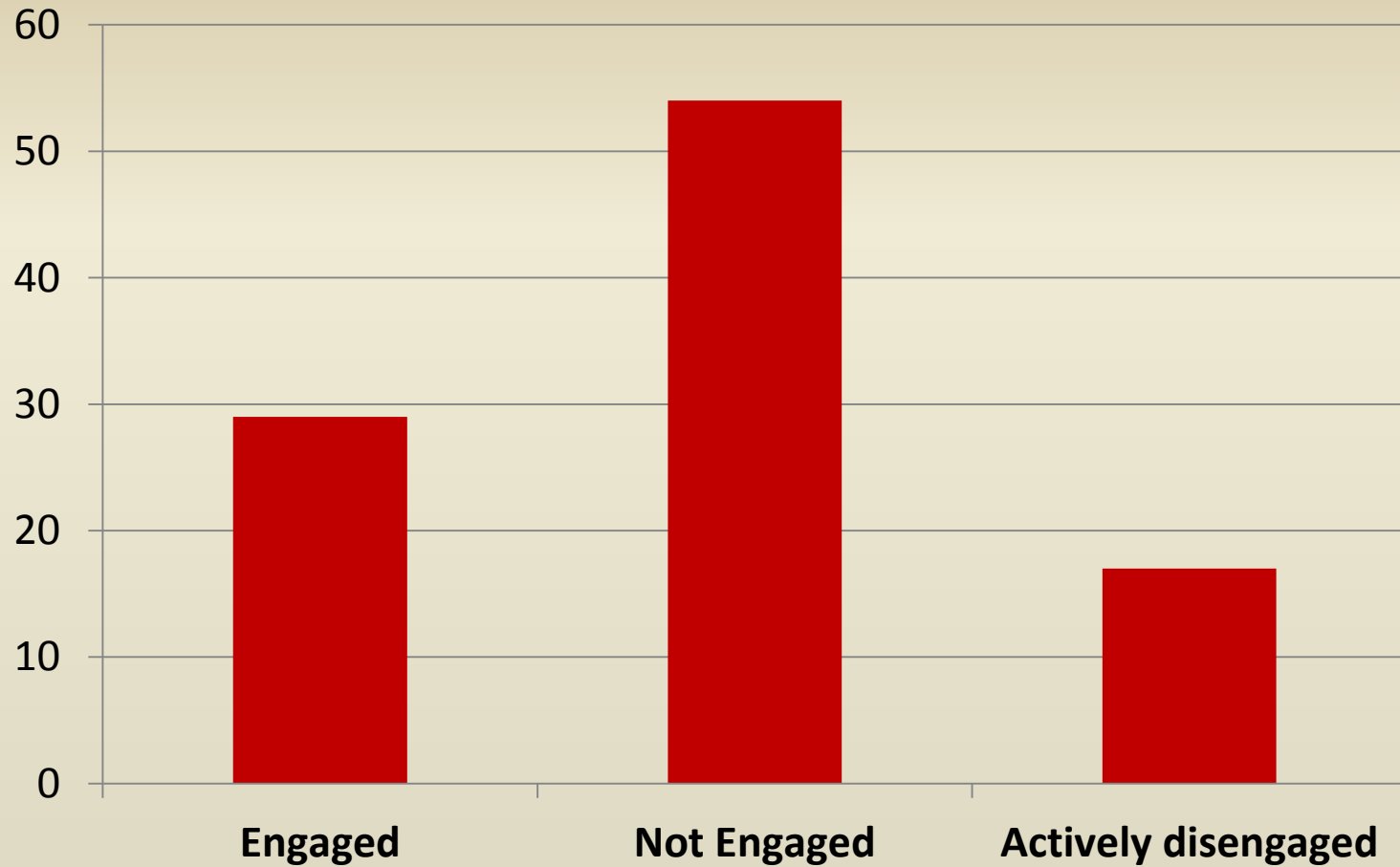
Poll Question

Does your organization have a strategic initiative, program, etc. specifically focused on improving employee engagement?

- **Yes**
- **No**

How Engaged Are Most Employees?

Gallup



How Engaged Are Most Employees?

- **IPMA-HR/ADP/*Governing* – 58% engaged**
- **MSPB**
 - 35% engaged
 - 47% somewhat engaged
 - 18% not engaged
- **OPM Federal Employee Viewpoint Survey – 64% engaged**
- **UK *People Survey* – 58% engaged.**

Engaged Employees

Have strong relationships in organization

Stay – even for less money



Highly motivated to work hard

Go the extra mile

Recommend organization as good place to work



On the Other Hand ...

Not engaged

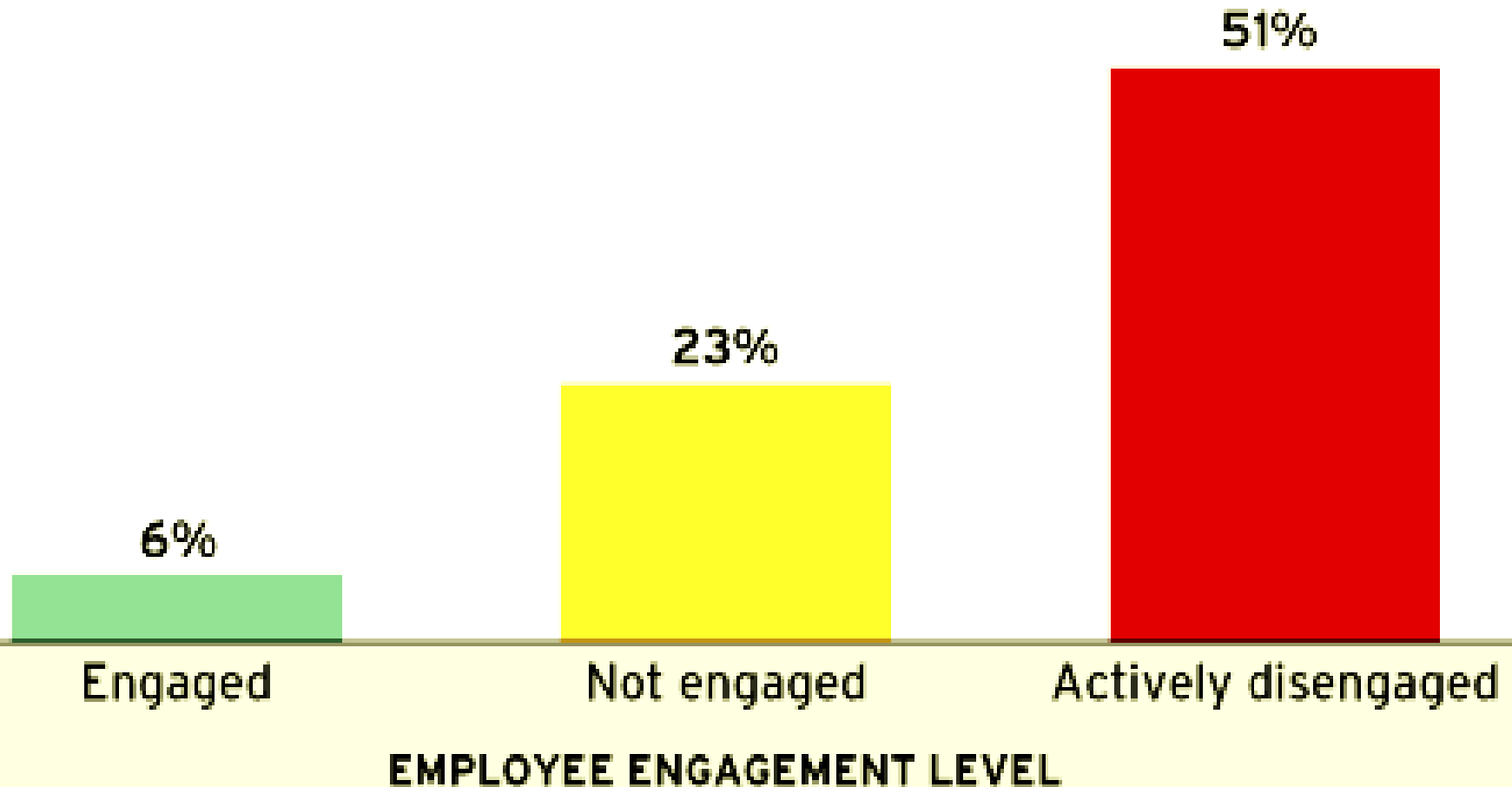
- **Not strongly committed to organization**
- **Feels trapped**
- **Gives bare minimum**

Actively disengaged

- **Poor relationship with organization**
- **Only going through the motions**
- **Grass always greener ...**

It's About Leadership

Percentage of employees answering "yes" to the question:
"If you could fire your current boss, would you do so or not?"



35% of U.S. workers polled said they'd willingly forgo a substantial pay raise in exchange for seeing their direct supervisor fired



**YOU
ARE
FIRED**

**How Do We
Know If
Our
Employees
are Engaged?**





Ask Them!

Relative Employment Agency

First Middle Zip

State

Yes No
 Yes No
 Yes No
 Yes No
 Yes No
 Yes No

Social Security Number

Do you furnish a work permit?
If yes, give date?

Yes No
 Yes No
of the crime and when

Engagement Survey 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 Survey 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 Survey 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

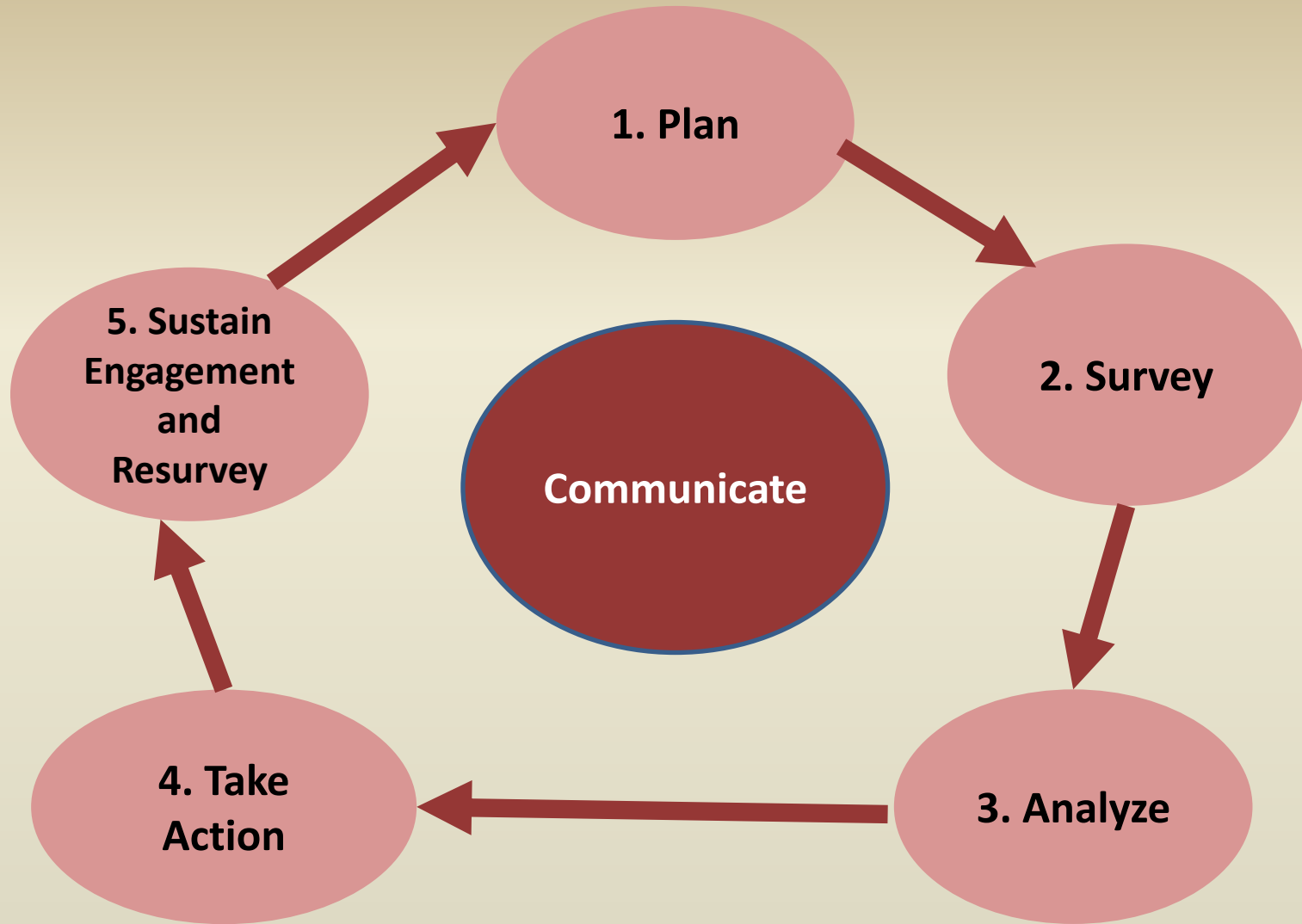
16. A spirit of cooperation and teamwork exists in my work unit



**“Measurement
Without
Targeted
Action is
Useless”**



Engagement Process Model



Taking Action

- Form engagement teams
- Collect additional data
- Identify priorities – areas of strength and weakness
- Develop strategies – drivers
- Provide education and training
- Identify outcome measures
- Make managers accountable





What Have Government Agencies Done to Achieve High Levels of Engagement?

Improving Employee Engagement

- **Lead from the top**
- **Hire with care; probation is part of selection**
- **Onboard well**
- **Build leadership capacity (including through training)**
- **Select supervisors to supervise – and hold them accountable**
- **Give supervisors training, resources and support**



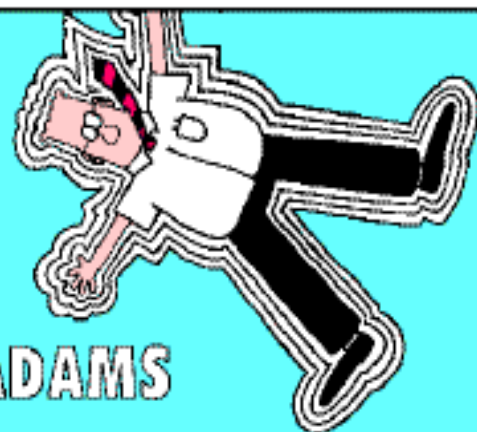
Improving Employee Engagement

- **Manage performance**
 - **Make sure employees know what is expected – and how work links to mission**
 - **Meet regularly with employees**
 - **Provide opportunities to grow and develop**
 - **Hold employees accountable – avoid transferring poor performers**
- **Recognize contributions**
- **Make sure employees' opinions count**
- **Create a positive work environment – respect work/life balance**
- **Communicate**
- **Measure and re-measure engagement.**





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DONE ANY ACTUAL
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HAVE I
SAID
THANKS?



I'D FIRE YOU, BUT
YOUR PERFORMANCE
REVIEWS ARE ALL
"EXCELLENTS."



SO, MY PLAN IS TO
MAKE YOUR JOB A
LIVING HELL UNTIL
YOU QUIT.



YOU'LL NEVER WIN!
MY STANDARDS ARE
LOWER THAN YOU
CAN IMAGINE!



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I'LL START BY
MOVING YOU
TO A SMALLER
CUBICLE.



IS THAT THE
BEST YOU GOT?
HA HA HA !!!



MOM, GUESS WHO
GOT AN OFFICE
WITH A
DOOR!



Onboarding Model

Align to mission and vision

Connect to culture, strategic goals and priorities

Integrate across process owners

Apply to all employees

ROLES



+ PROCESS OWNERS

+ PROCESS CHAMPIONS

+ EMPLOYEE

PROCESS PHASES AND KEY ACTIVITIES



BEFORE FIRST DAY	FIRST DAY/ ORIENTATION	FIRST WEEK	FIRST 90 DAYS	FIRST YEAR
<ul style="list-style-type: none"> Extend personal welcome to employee Communicate first day logistics to employee Send paperwork in advance and/or online portal access Prepare for employee 	<ul style="list-style-type: none"> Focus on sharing the mission and values Incorporate senior leadership Orient employee to organization and office norms Introduce employee sponsor Meet immediate requirements for employment 	<ul style="list-style-type: none"> Ensure direct managerial involvement Set performance expectations and job scope Assign meaningful work Communicate resources or networks required for work 	<ul style="list-style-type: none"> Provide essential training Monitor performance and provide feedback Obtain feedback through new hire survey and other means 	<ul style="list-style-type: none"> Recognize positive employee contributions Provide formal and informal feedback on performance Create employee development plan

OUTCOMES



High employee **job satisfaction** level **Retention** of high-performing employees Continued **employee engagement** and commitment Faster time-to-**productivity**

What is HR's Role?

Champion engagement

**Drive cultural
change**

**Facilitate
process**

**Be a
role model**

**Identify
organization-
wide issues**



Lead action

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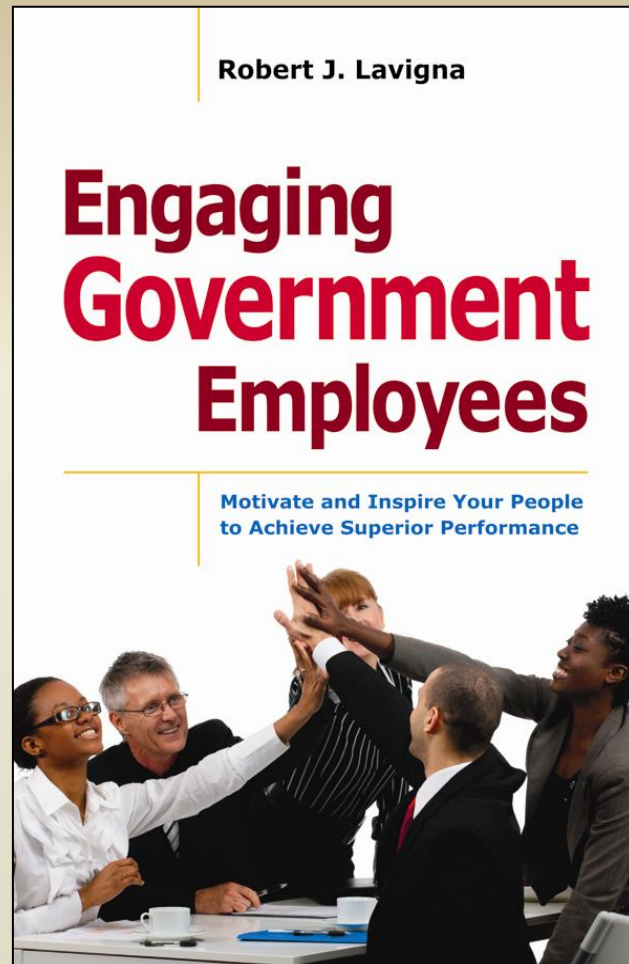
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