

Employee Engagement Best Practices at NRC

August 5, 2015
ATD Webinar

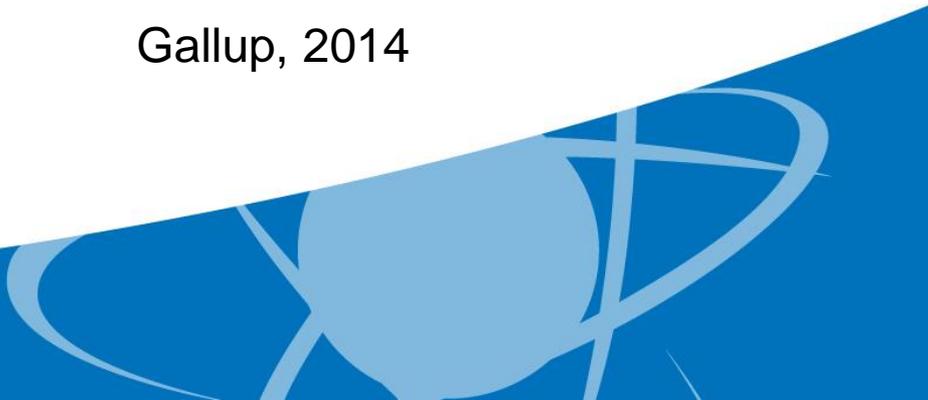
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Employee Engagement

“Engaged workers stand apart from their not-engaged and actively disengaged counterparts because of the discretionary effort they consistently bring to their roles. These employees willingly go the extra mile, work with passion, and feel a profound connection to their company. They are the people who will drive innovation and move your business forward.”

Gallup, 2014



Employee Engagement

“Engagement capital refers to the amount of commitment, discretionary effort, and intent to stay that employees exhibit given the combination of their past experiences, present events, and expectations about the future”

Corporate Leadership Council, 2011



Employee Engagement

“The employees' sense of purpose that is evident in their display of dedication, persistence, and effort in their work or overall attachment to their organization and its mission.”

U.S. Office of Personnel Management (OPM)

OPM's Employee Engagement Index

This index includes three sub-factors:

- **Leaders Lead:** Reflects the employees' perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation.
- **Supervisors:** Reflects the interpersonal relationship between worker and supervisor, including trust, respect, and support.
- **Intrinsic Work Experiences:** Reflects the employees' feelings of motivation and competency relating to their role in the workplace.

Specific Questions Comprising OPM's Employee Engagement Index

Intrinsic Work Experiences:

- I feel encouraged to come up with new and better ways of doing things
- My work gives me a feeling of personal accomplishment
- I know what is expected of me on the job
- My talents are used well in the workplace
- I know how my work relates to the agency's goals and priorities

Supervisors:

- Supervisors in my work unit support employee development
- My supervisor listens to what I have to say
- My supervisor treats me with respect
- I have trust and confidence in my supervisor
- Overall, how good a job do you feel is being done by your immediate supervisor?

Leaders:

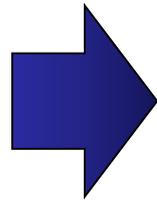
- In my organization. Senior leaders generate high levels of motivation and commitment in the workplace
 - My organization's senior leaders maintain high standards of honesty and integrity
 - Managers communicate the goals and priorities of the organization
 - Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?
 - I have a high level of trust for my organization's senior leaders
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Here's the Value Proposition

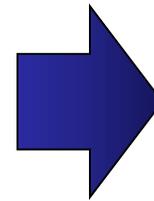
Effective
Leadership

Effective
Supervision

Intrinsic
Leadership



Higher
Employee
Engagement



- ✓ Higher Productivity
- ✓ Lower Staff Turnover
- ✓ Improved Safety
- ✓ Fewer Defects
- ✓ Lower absenteeism



Business case for Employee Engagement:

Higher Productivity	+21%
Lower Staff Turnover	-25-65%
Fewer Safety Incidents	-48%
Fewer Quality Defects	-41%
Lower absenteeism	-37%

* Difference between top quartile and bottom quartile

Source: Gallup, State of the American Workplace, 2014





*NRC is Consistently a Top Ranked
Federal Agency in Employee
Engagement**

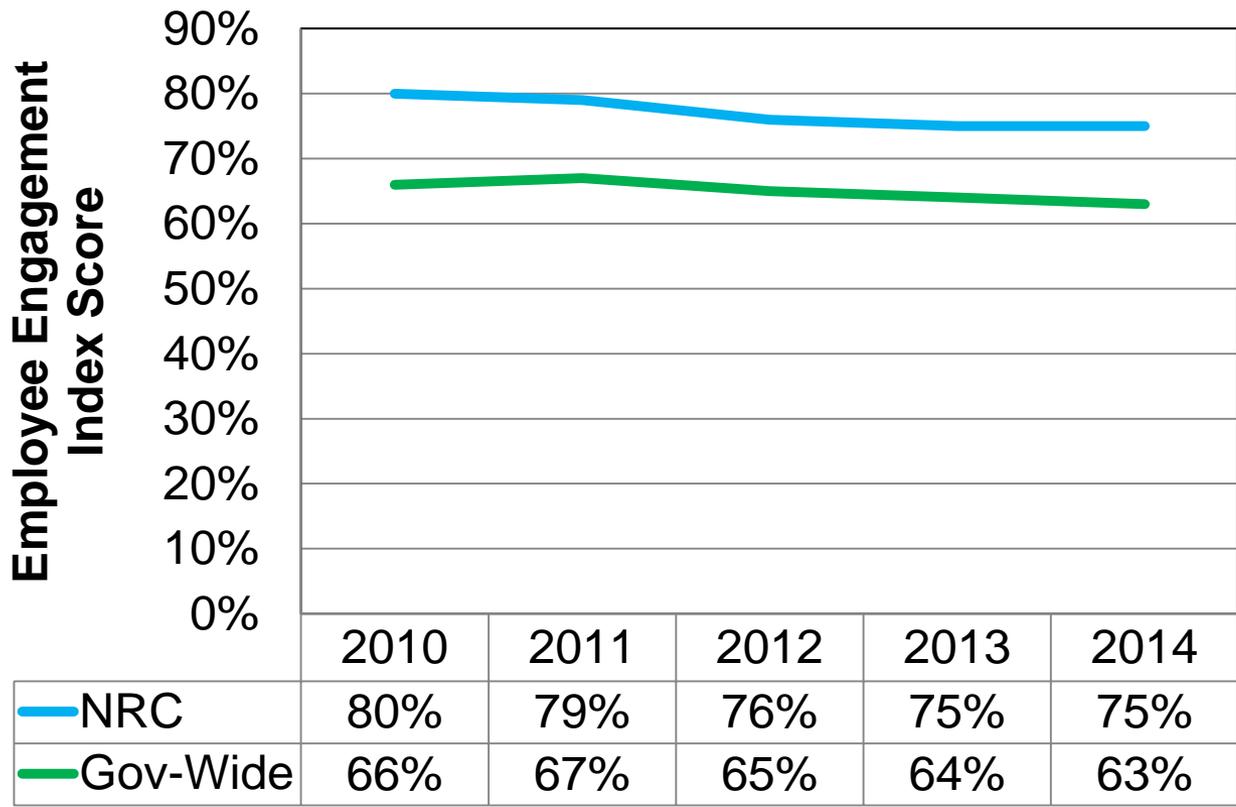


*Among the top 3 of the 37 large
agencies/Departments over the past five
years*



* As reported by U.S. Office of Personnel Management based on the Engagement Index from the annual Federal Employee Viewpoint Survey

U.S. NRC Employee Engagement Index



* Based on data from the OPM Federal Employee Viewpoint Survey, and the Employee Engagement Index as a primary indicator.

The General Process Used by Most Organizations



Repeat on some recurring basis

1. Multi-Level communications encouraging upcoming survey participation

**NRC's
Annual Federal
Employee Viewpoint
Survey Process**

**2. New FEVS
Survey open period**

3. Multi-Level communications on employee response rate and thanking employees for participation

4. Receive early FEVS Survey Results

5. Multi-Level communications on early FEVS results and on next steps on action planning.

6. Initiate bi-level data review/analysis:

- Agency-wide level focus
- Business unit level focus

7. Identify bi-level focus areas for improvement

8. Initiate bi-level action planning

9. Develop/revise and Implement bi-level action plans

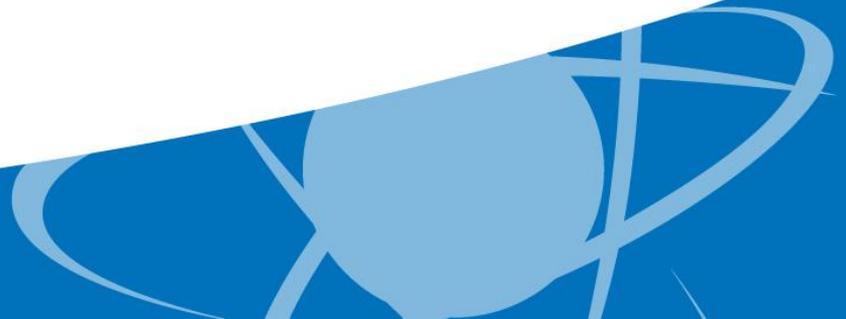
10. Communicate and share bi-level action plans

11. Multi-Level communications on prior year FEVS actions and results

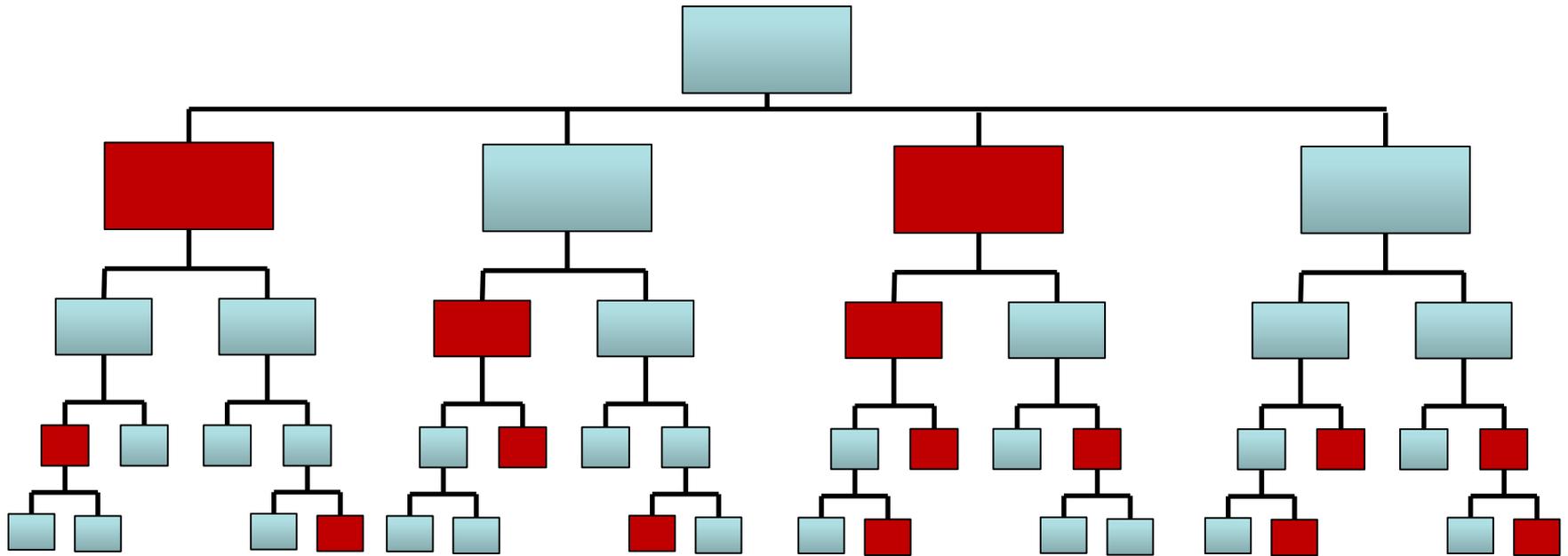
* Major communication points indicated in Blue text

Use Additional Data Sources Besides the Survey:

- Employee complaints and grievances.
- EEO complaints.
- Organizational development interventions.



OD engagements are conducted in some parts of the organization to help address conflict, improve teamwork, build trust, and otherwise “get healthy”.



 Organizational Development (OD)
Engagements

Harvested Valuable Intel from the OD Engagements

Step 1: Brought the OD Consultants Together

Step 2: Identified the root cause(s) of the issues that warranted the OD engagements.

Step 3: Compared notes to identify common root causes.



Much of Employee Engagement is about the workplace culture and climate. Every workplace culture should be built on a solid foundation. At NRC, our foundation is the importance of our mission of protecting human health and the environment, and the organizational values of Integrity, Service, Openness, Commitment, Cooperation, Excellence, and Respect. These are the things that unite us and guide our daily actions and interactions with others.

What is your organization's cultural foundation?



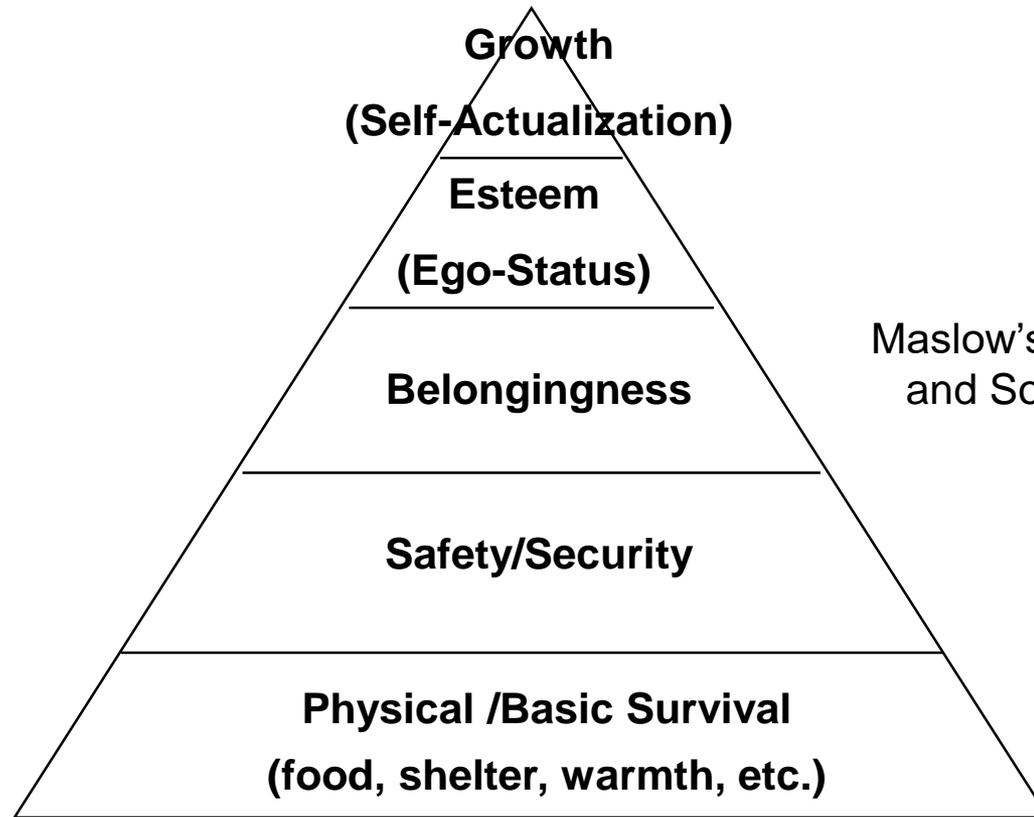
Four ordered stages to creating the right conditions that contribute to employees choosing to increase their personal engagement:

- ✓ Condition 1: The work an employee does matches up with her or his skills and interests. They get to do what they do best.
- ✓ Condition 2: The employee feels she or he is making positive contributions and that those contributions are valued.
- ✓ Condition 3: The employee feels a sense of belonging and inclusion.
- ✓ Condition 4: The employee has some control over how she or he does their work, and has opportunity to try out new ideas and to learn and grow.

Gallup, 2014



Foster a workplace climate
that supports higher level
motivation



Maslow's "Hierarchy of Needs"
and Sources of Motivation*

Adapted from A. H. Maslow, Motivation and Personality (NY: Harper & Row, 1954)

Comparison of Sources of Motivation

	A.H. Maslow (motives/needs)	F. Herzberg (goals/incentives)	F. Emery (job design)
Motivators (factors associated with job satisfaction and motivation)	<ul style="list-style-type: none"> • Growth (Self actualization) • Esteem (Ego Status) 	<ul style="list-style-type: none"> • Interesting, challenging work • Responsibility • Achievement • Recognition • Professional Growth • Advancement to higher level tasks 	<ul style="list-style-type: none"> • Variety and challenge • Elbow room for decision making • Feedback and Learning • Mutual support and respect • View of the whole • Room to grow
Hygiene Factors (adequate levels of these factors can prevent dissatisfaction but are not themselves “motivators”)	<ul style="list-style-type: none"> • Belongingness • Safety/Security • Physical (basic survival – food, shelter, warmth, etc...) 	<ul style="list-style-type: none"> • Salary and benefits • Sense of security • Interpersonal relationships • Status • Working conditions • Quality of supervision • Fair organizational policies 	<ul style="list-style-type: none"> • Fair and adequate pay • Job security • Benefits • Safety • Health • Due process

Adapted from A.H. Maslow, Motivation and Personality (NY: Harper & Row, 1954); F. Herzberg et.al, Motivation to Work (NY: John Wiley, 1959; and F. Emery, Report on the Hunsfoss Project (London: Tavistock, 1964)

NRC's Best Practices:

- ✓ Implement a continuous annual cycle
- ✓ Communications
- ✓ Focus on key leverage points that drive Engagement.
- ✓ Use all the relevant data you have available, not just Engagement survey data.
- ✓ Focus at the enterprise level and at the local level.
- ✓ Harvest the best practices that already exist in your organization.
- ✓ While HR may play a key role, don't make Engagement an HR initiative.
- ✓ Build a solid cultural foundation and organizational climate that enables Engagement.



Questions?

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