

Building a Culture of Employee Engagement

Today's Topics

1. What is employee engagement?
2. Why does it matter?
3. Creating an engagement culture
4. What drives improved engagement

Available through
Amazon,
Barnes & Noble

Robert J. Lavigna

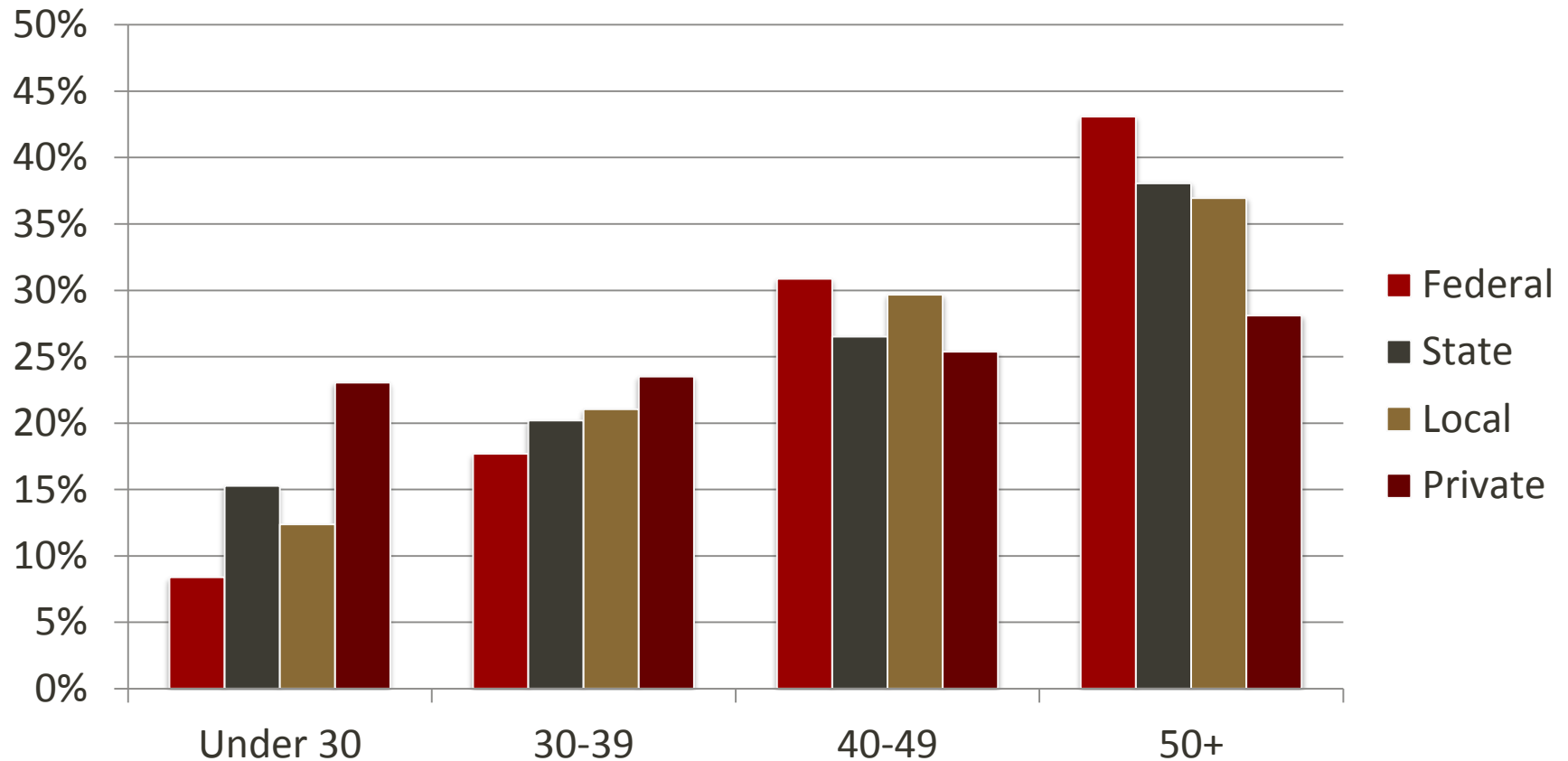
Engaging Government Employees

Motivate and Inspire Your People
to Achieve Superior Performance



- Self-supporting government agency – promote public sector excellence
- Help government measure and improve employee engagement
- Provide strategies to improve engagement
- Conduct research

Context – Our Aging Workforce



What is Employee Engagement?



Engaged Employees...



- ✓ 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
- ✓ Show up for work
- ✓ Get things done

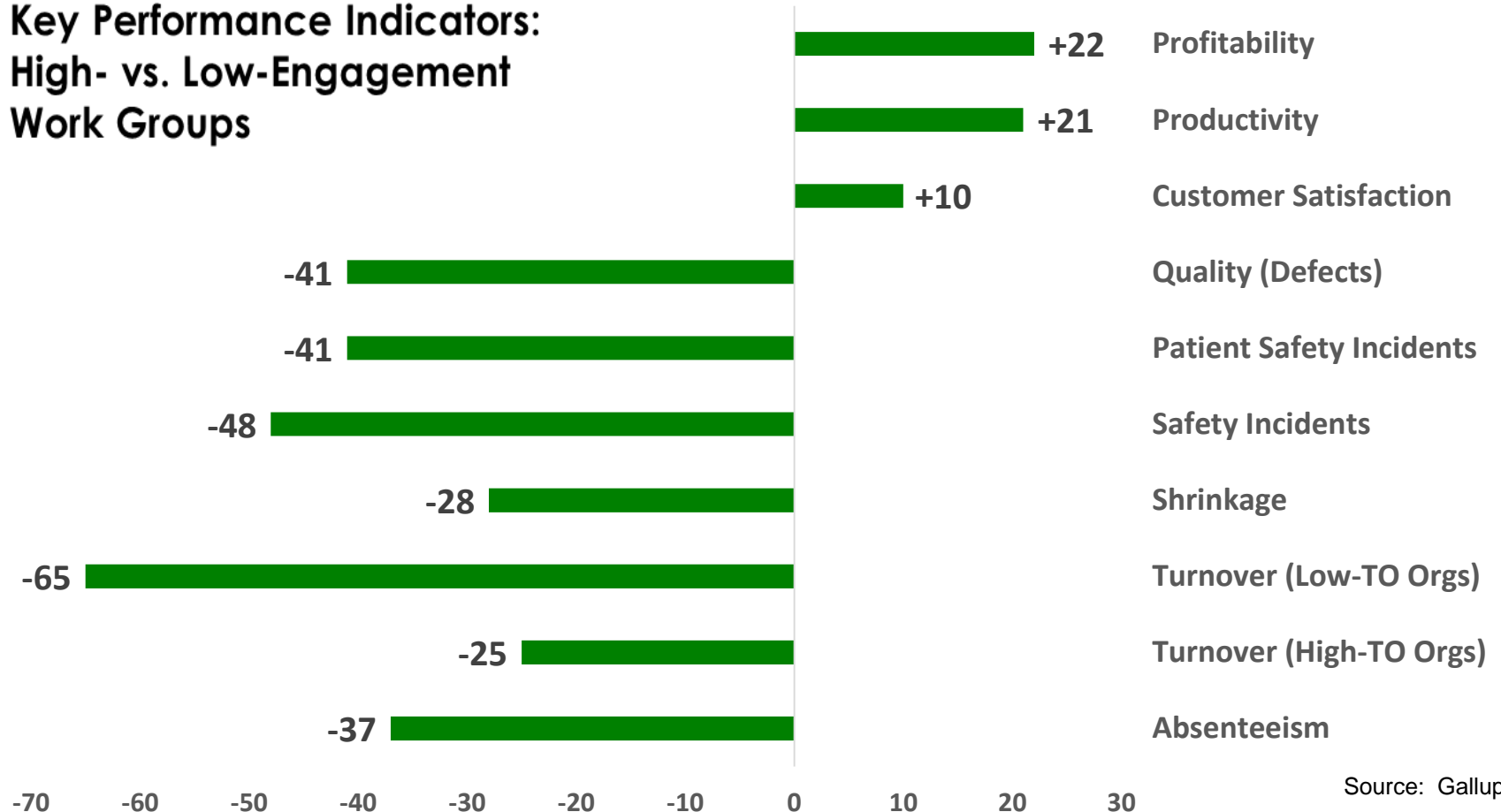
Why Does Engagement Matter?





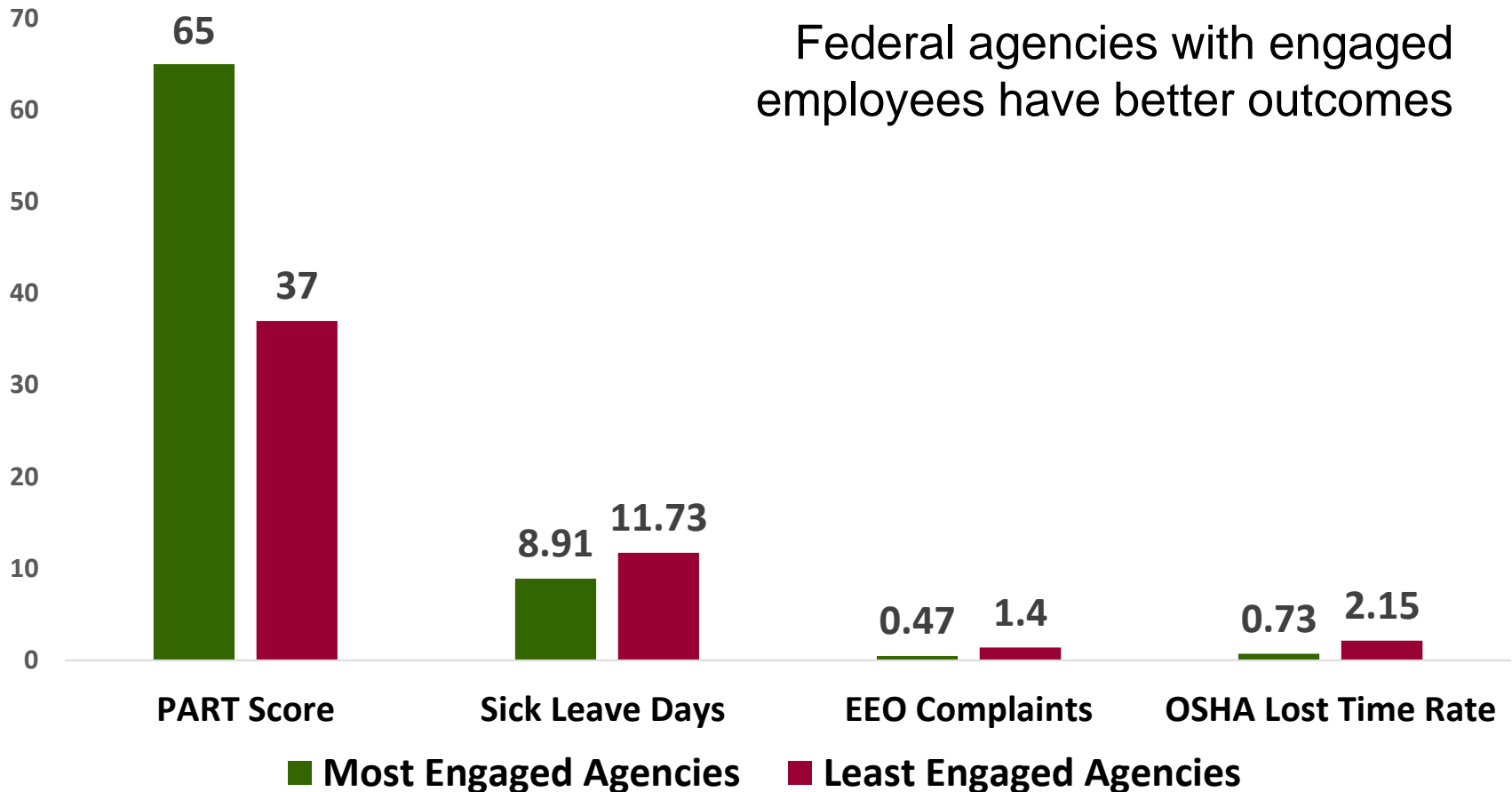
Why Does Engagement Matter?

Key Performance Indicators: High- vs. Low-Engagement Work Groups



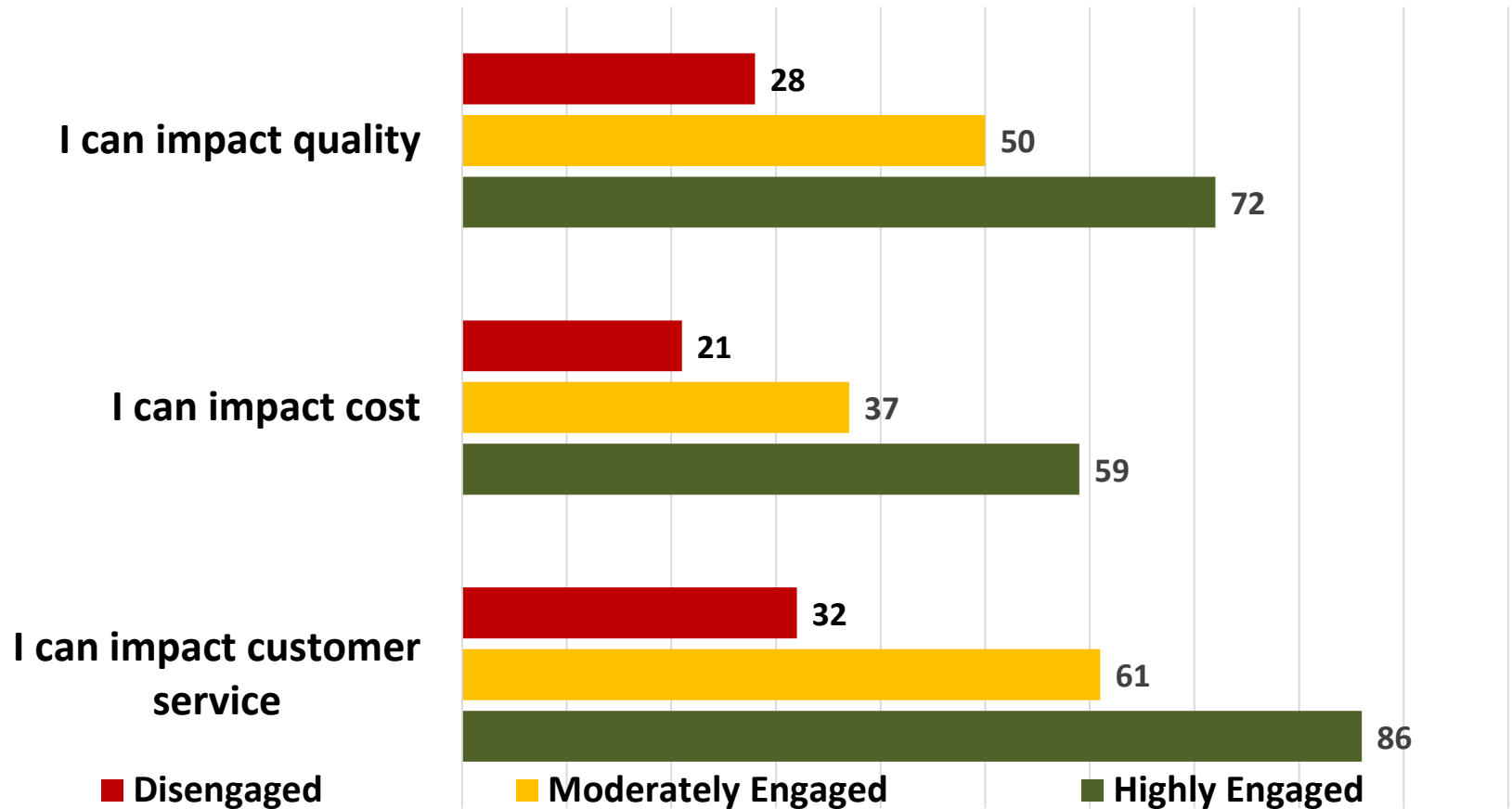
What About in Government?

Federal agencies with engaged employees have better outcomes



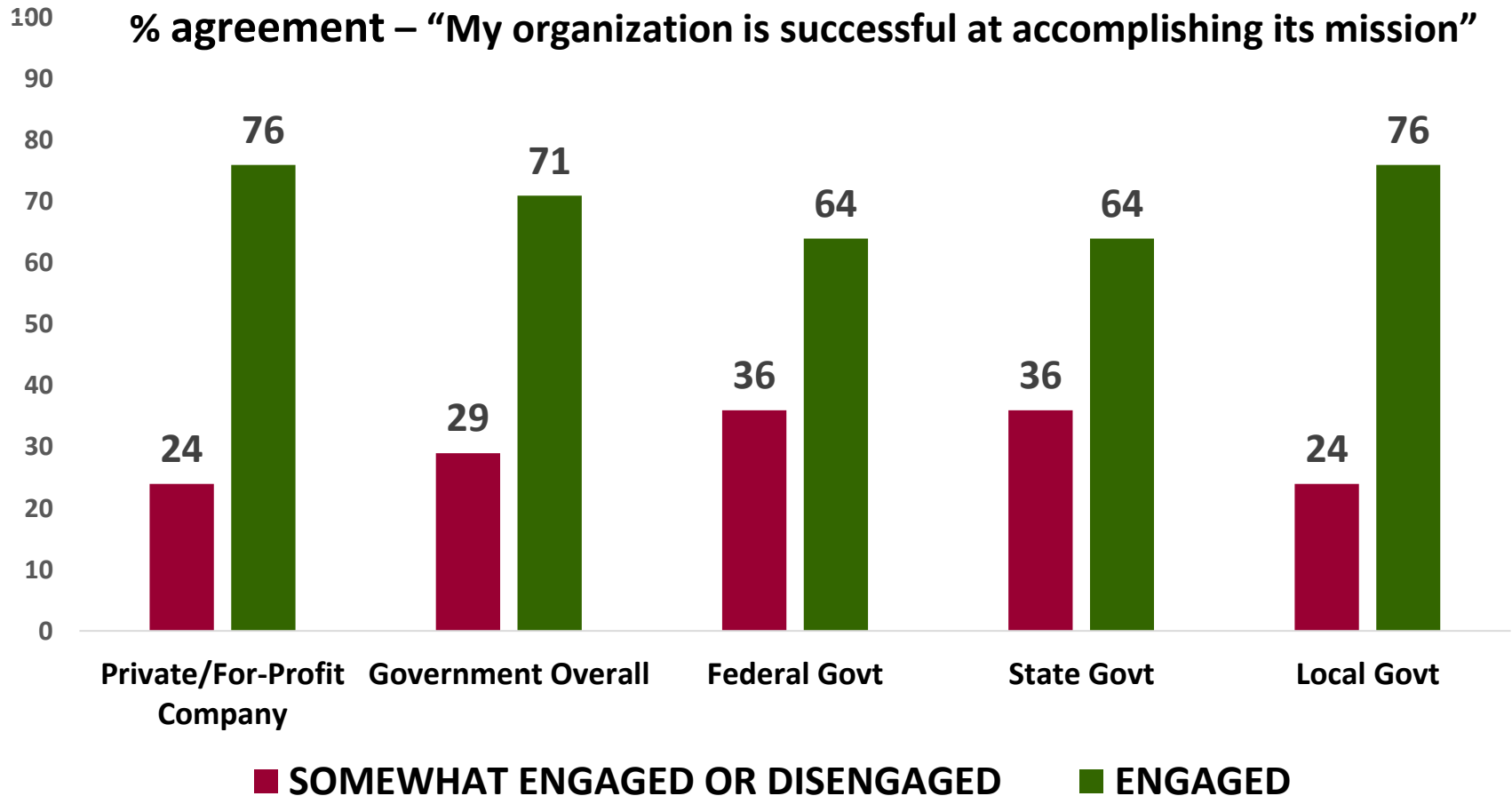
Source: MSPB

Government – Percent Who Agree ...

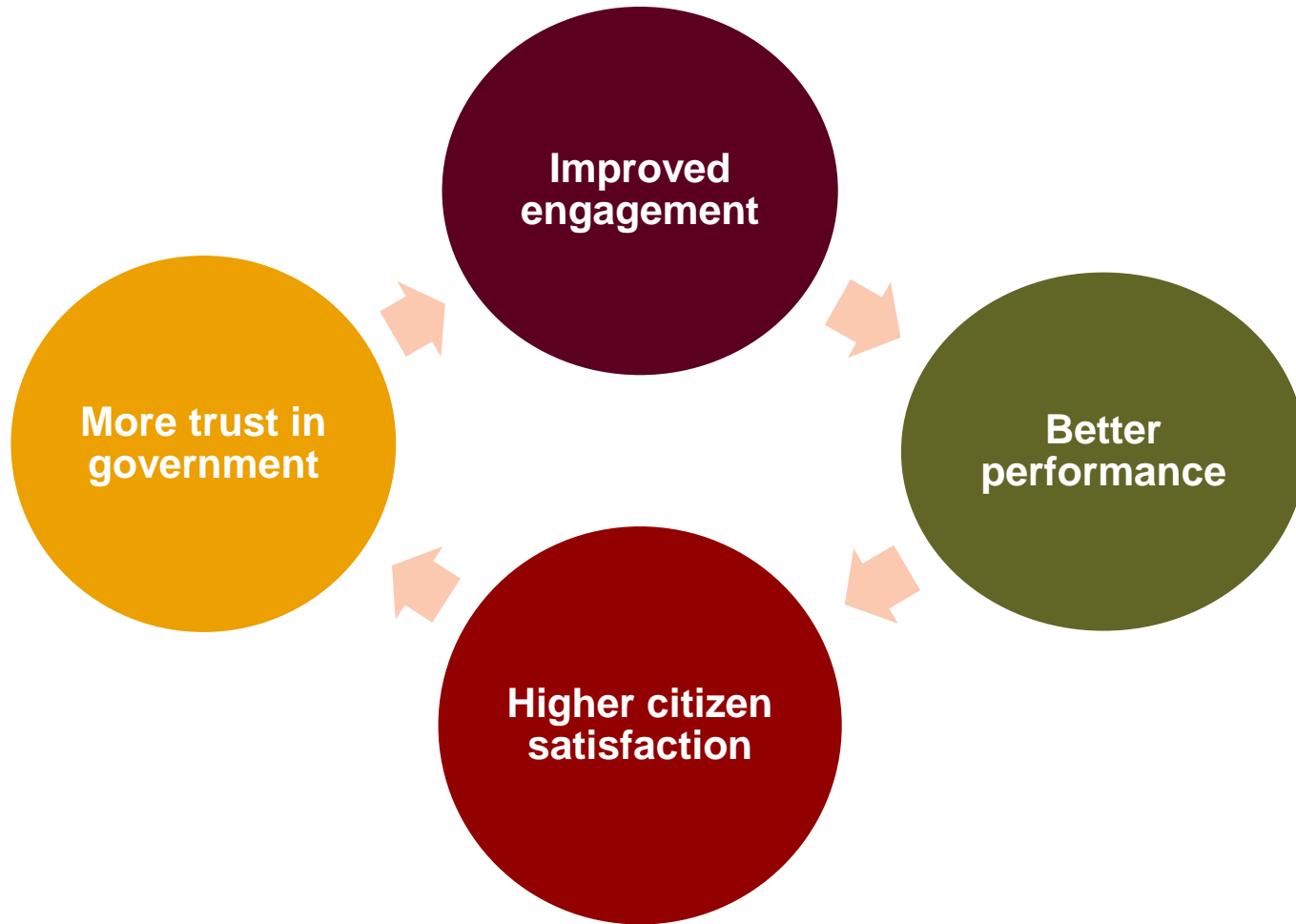


Source: Towers Watson

CPS Institute – Engagement and Performance



Engagement Value Chain



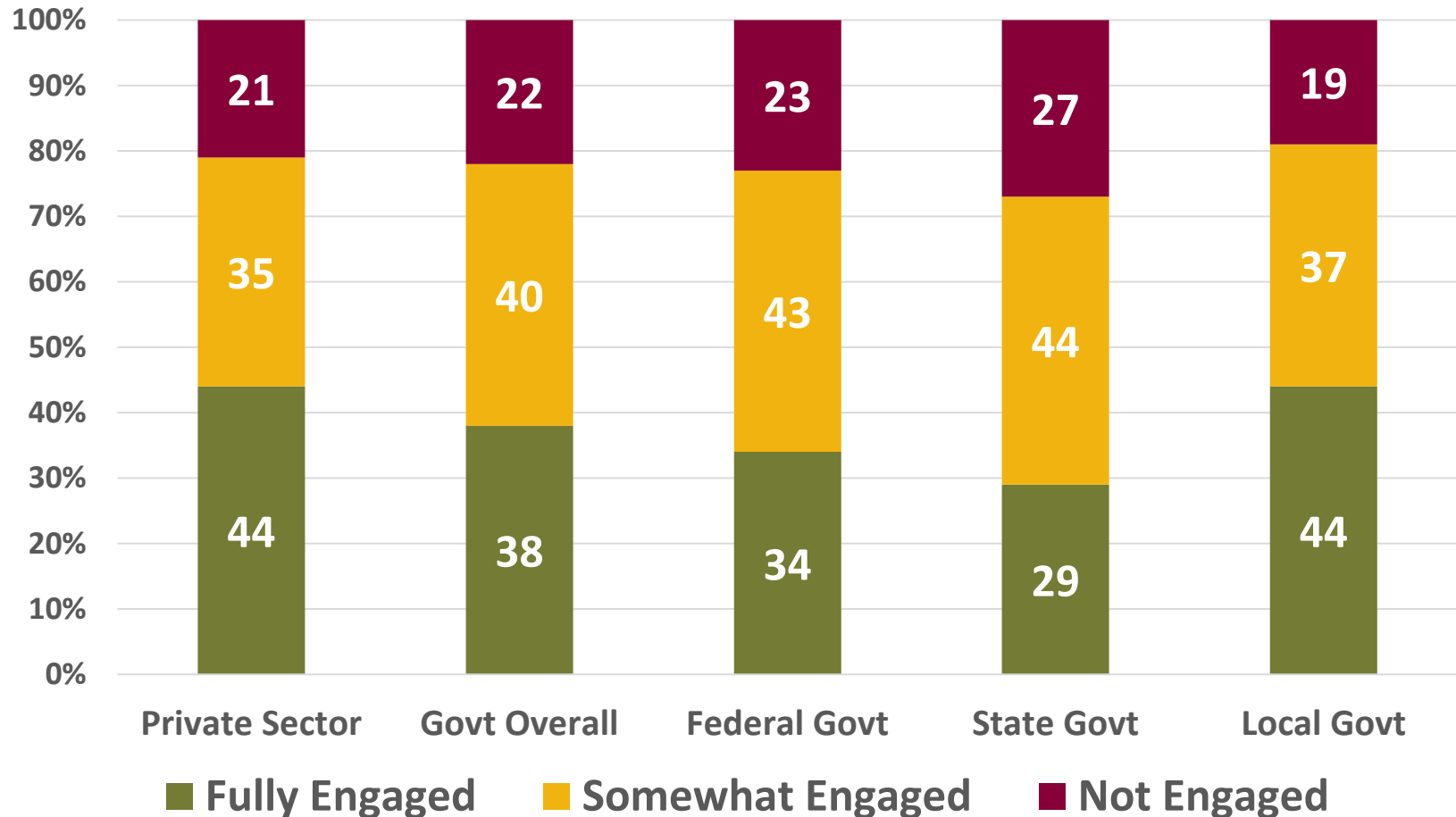


DRIVING EMPLOYEE ENGAGEMENT: RESULTS FROM A 2016 NATIONAL SURVEY



BY CPS HR CONSULTING

Overall Engagement Levels



Workplace Factors – Top Engagement Drivers

Private Sector and Government

- Leadership and Managing Change
- Training and Development
- My Work

Engagement Drivers – Level of Government

Federal

- Leadership and Managing Change
- My Work
- Training and Development

State

- Leadership and Managing Change
- Training and Development
- My Work

Local

- Leadership and Managing Change
- My Supervisor
- Training and Development

Culture Factors – Top Engagement Drivers

Private Sector
and
Government

- Appreciation/Recognition
- Innovation
- Fairness/Inclusion

Summary and Implications

- Public sector engagement lower than private sector
- Local government highest followed by federal and state
- High engagement linked to perceptions of successful organizational performance
- Priority areas
 - Leadership and managing change
 - Training and development
 - My supervisor
 - Appreciation/recognition

How Do We Know If Our Employees are Engaged?

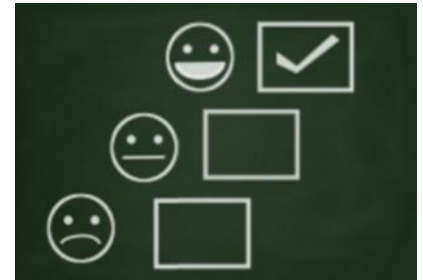


Ask Them!



Why Survey?

- Efficient and inclusive
- Consistent data
- Confidential
- Benchmark survey results



Engagement Culture

**Set of accepted
organizational values,
behaviors,
and practices that
promotes increasing levels
of engagement as a
cultural norm**

THE CONFERENCE BOARD



Hallmarks of Engagement Culture

Engagement business case broadly understood

Leaders/managers work together to drive engagement

Engagement linked to mission, critical business outcomes

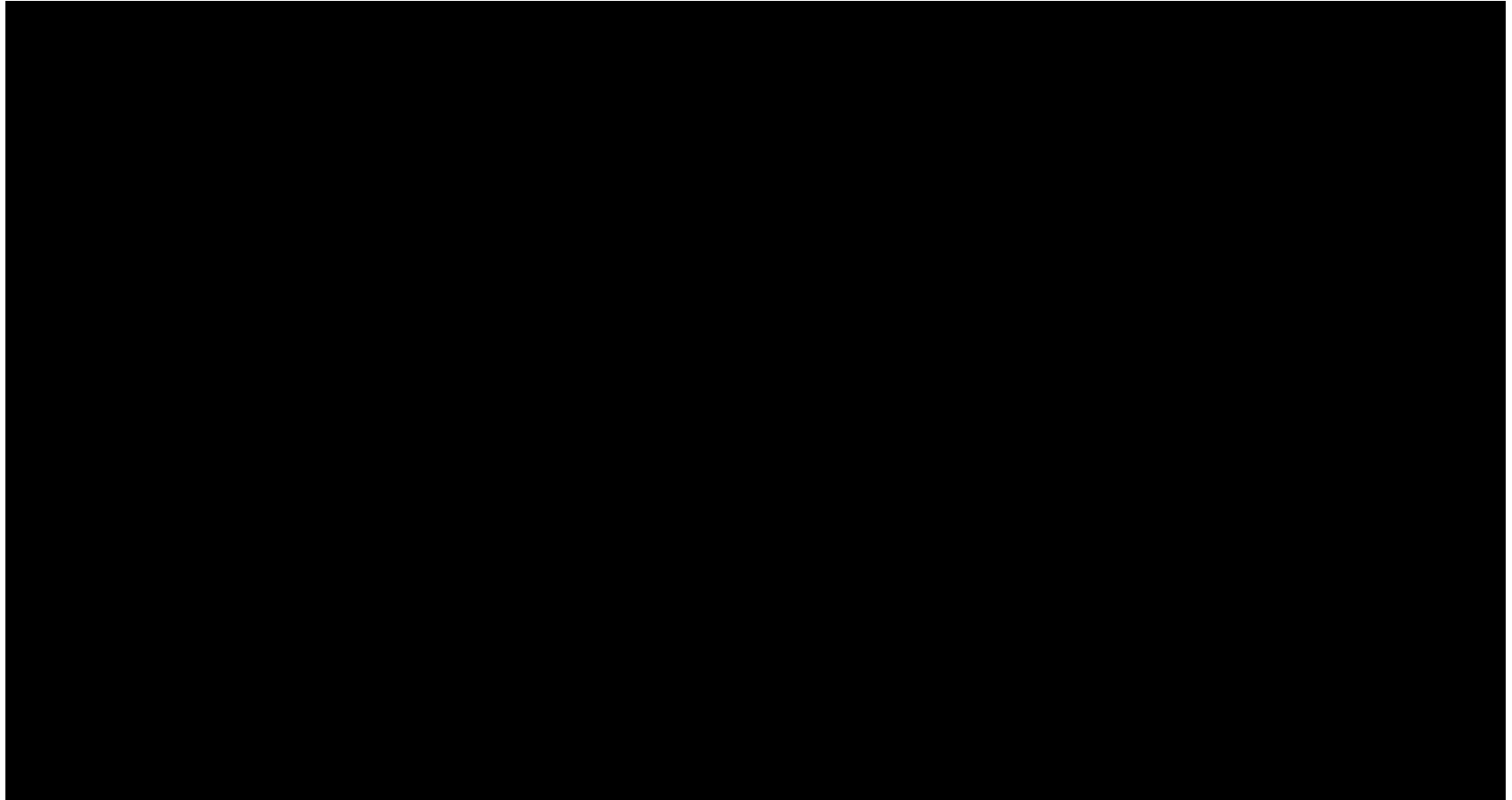
Engagement visible across organization (not just HR program)

Engagement regularly measured/analyzed – and action taken

HR components linked to engagement

Robust communication strategy, especially by leaders

Constructive Performance Conversations

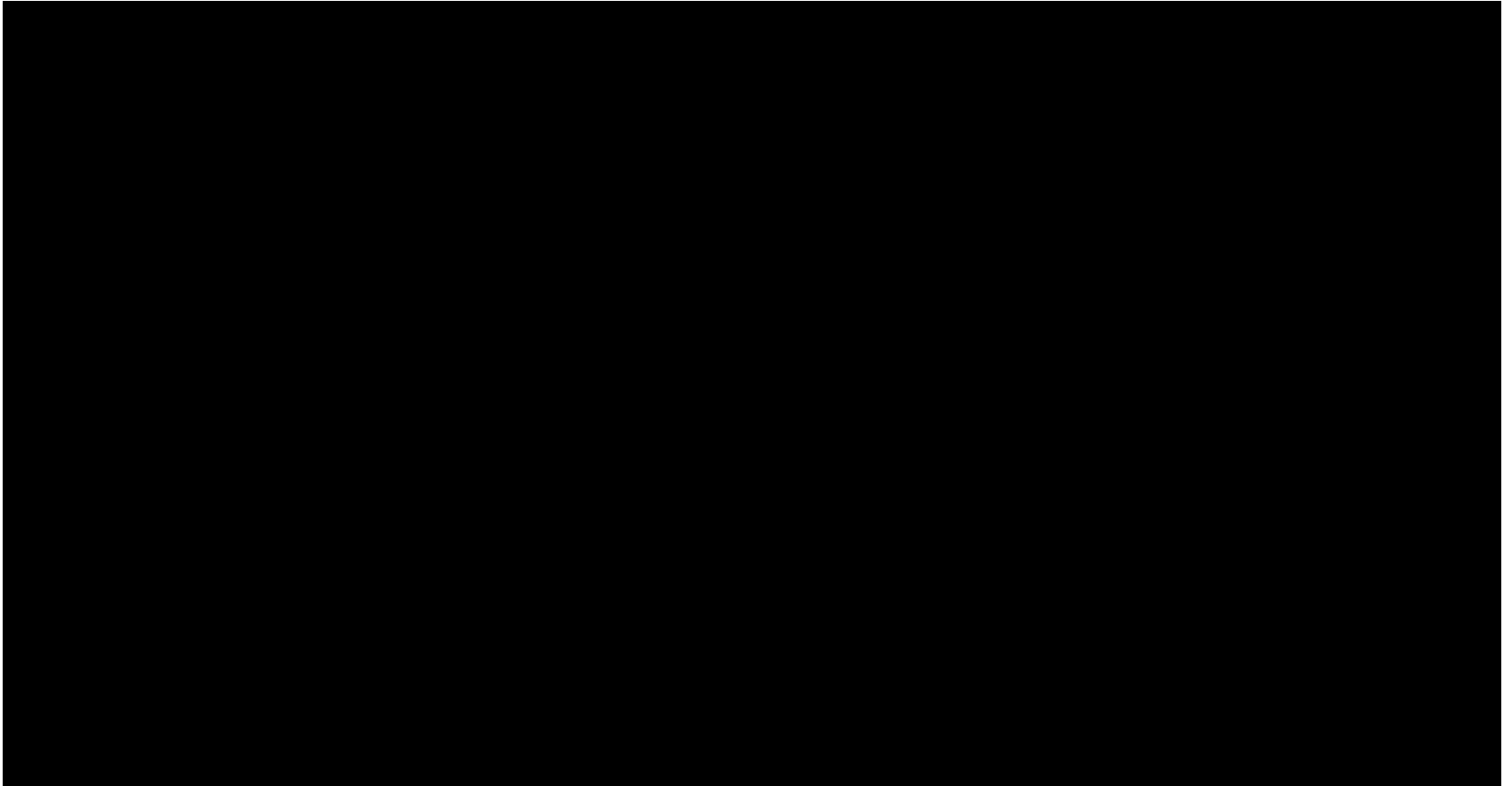


Constructive Performance Conversations

- **Ongoing** behavioral-based feedback (positive and constructive)
- Active listening and perspective taking
- Assessment of strengths and areas for development
- Clear direction to ensure alignment
- Follow-on conversations



Constructive Performance Conversations



Career Development and Training

- Identify conversations or other opportunities to discuss career issues
- Integrate career conversations into performance discussions
- Assign reasonable stretch assignments
- Challenge and support



Work-Life Balance

- Lead by example
- Set reasonable expectations
- Adjust work processes or systems
- Modify your own style
- Empower



Inclusive Work Environment



- Practice cultural sensitivity
- Be tolerant and respectful
- Be curious and ask questions
- Manage unconscious bias
- Give staff a "voice"

Employee Involvement

- Intentionally involve people and teams in discussions
- Actively solicit thoughts and opinions from staff
- Reflect versus react
- Seek to understand others' perspectives
- Be flexible where you can
- Try something new



Communication from Management



- Strive towards transparency
- Share information on a regular basis
- Remind senior leaders about the importance of communicating key information
- Work with senior leaders to craft “the message”
- Do not be afraid of saying “I don’t know”

Corporate Learning Solutions

THANK YOU for attending this webcast.

If you have any follow up questions and would like to learn more about UMUC's programs, please contact:

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Further Questions?

If you have any follow up questions for your presenters or would like to speak to them,
please contact:

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