

Engaging for Success: Assessing Employee Engagement

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MEET THE PRESENTERS



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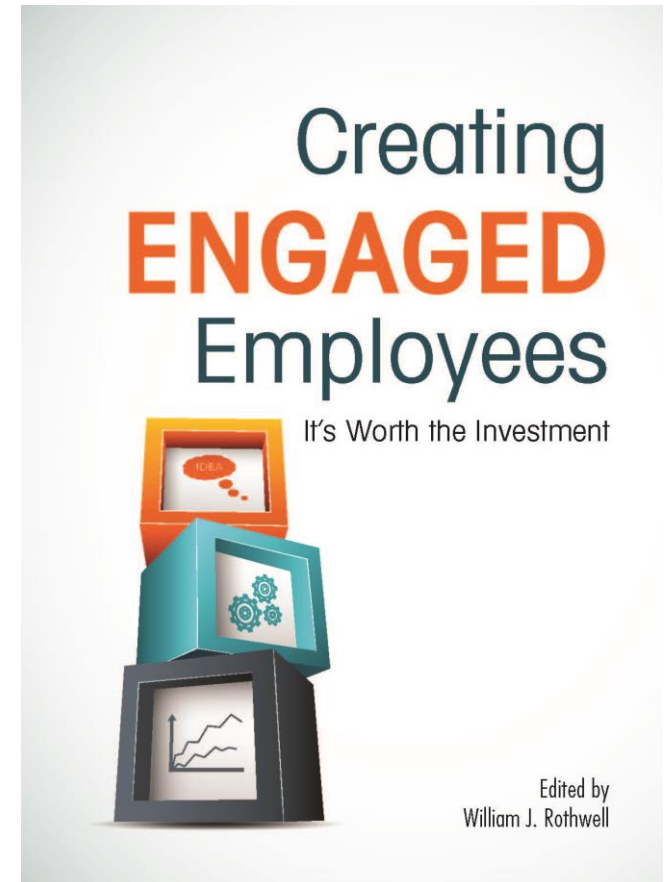
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OBJECTIVES

- ❖ Recognize the importance of measuring employee engagement.
- ❖ Identify key employee engagement components.
- ❖ Demonstrate how to use metrics and instruments for measuring employee engagement.



DEFINING EMPLOYEE ENGAGEMENT



Employee engagement is.....

**WHY
MEASURING EMPLOYEE
ENGAGEMENT IS ESSENTIAL**

**In the U.S., active
disengagement costs
US\$450 billion to \$550
billion per year.**

Gallup, 2013, p.7



JOB PERFORMANCE

**ORGANIZATION
SUCCESS**

**CUSTOMER
SATISFACTION**

REASON #1

JOB PERFORMANCE



REASON #1

JOB PERFORMANCE

Most Impactful Employee Engagement Drivers

How important are each of the following in terms of their impact on employee engagement?

Top box scores for all respondents (8-10)



REASON #2

ORGANIZATION SUCCESS



REASON #2

ORGANIZATION SUCCESS



REASON #3

CUSTOMER SATISFACTION

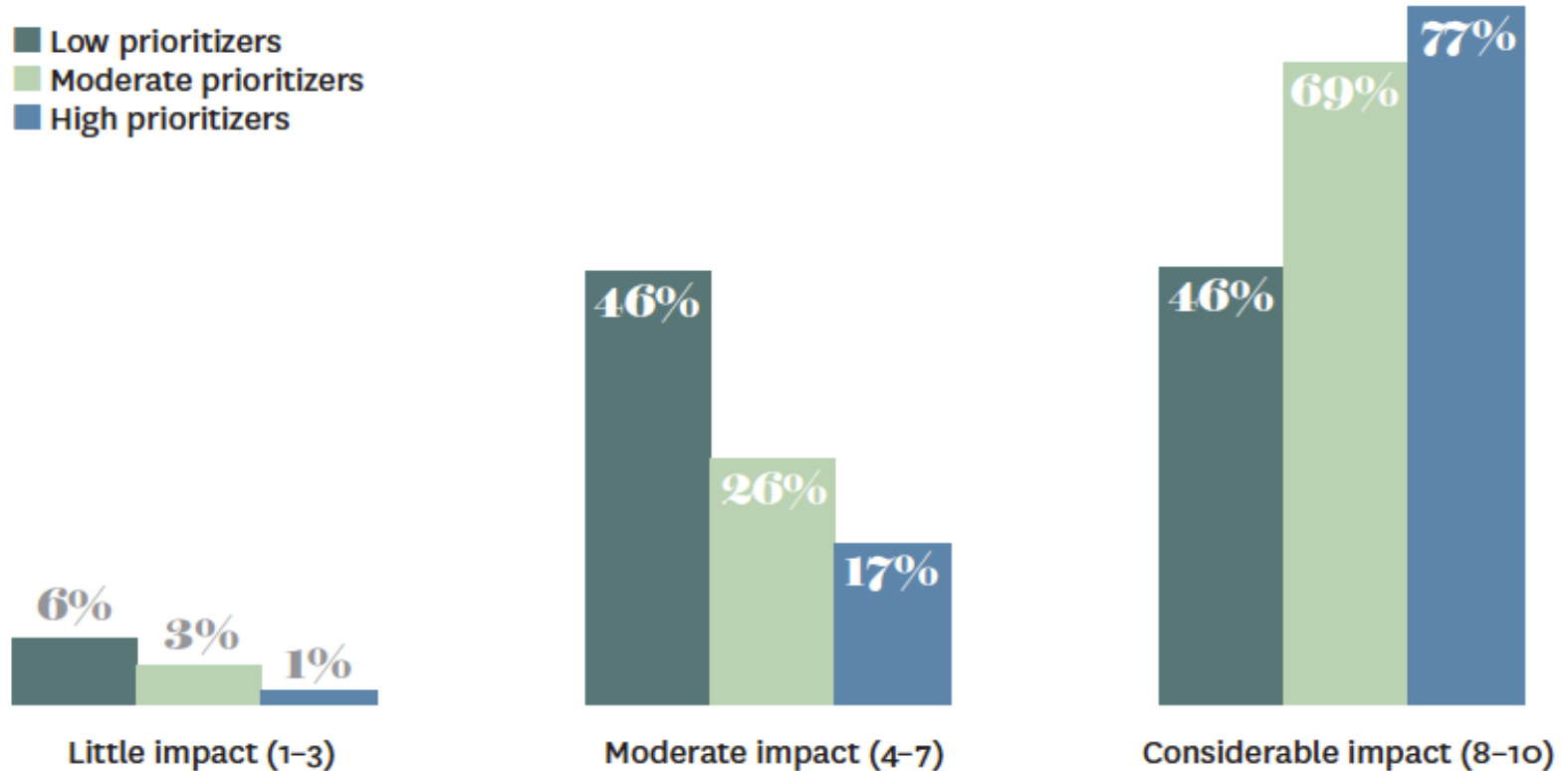


REASON #3

CUSTOMER SATISFACTION

Impact of Employee Engagement on Customer Satisfaction

To what extent does employee engagement have a direct impact on customer satisfaction?



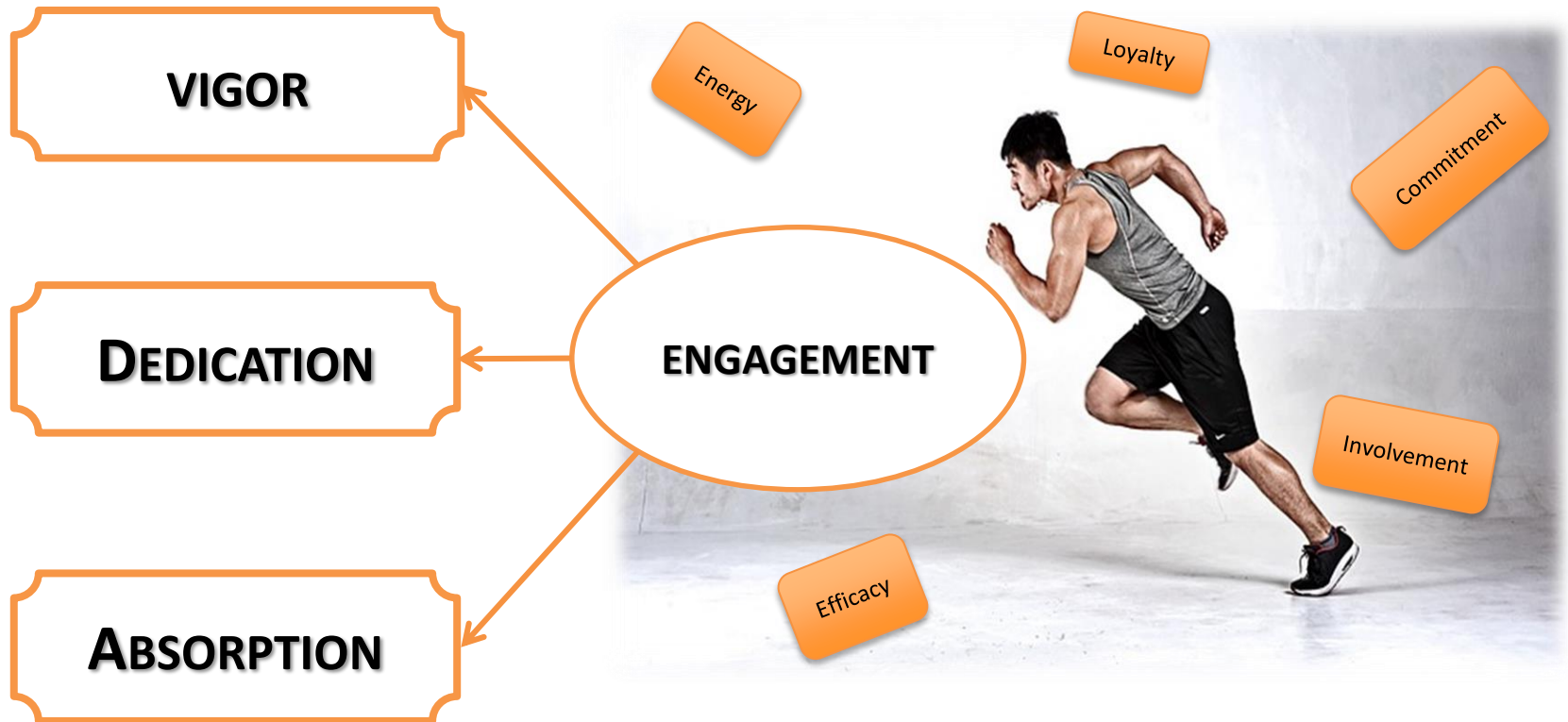
WHERE ARE YOU ON THE SCALE

ENGAGEMENT %

BURNOUT %



THE KEY DIMENSIONS OF ENGAGEMENT

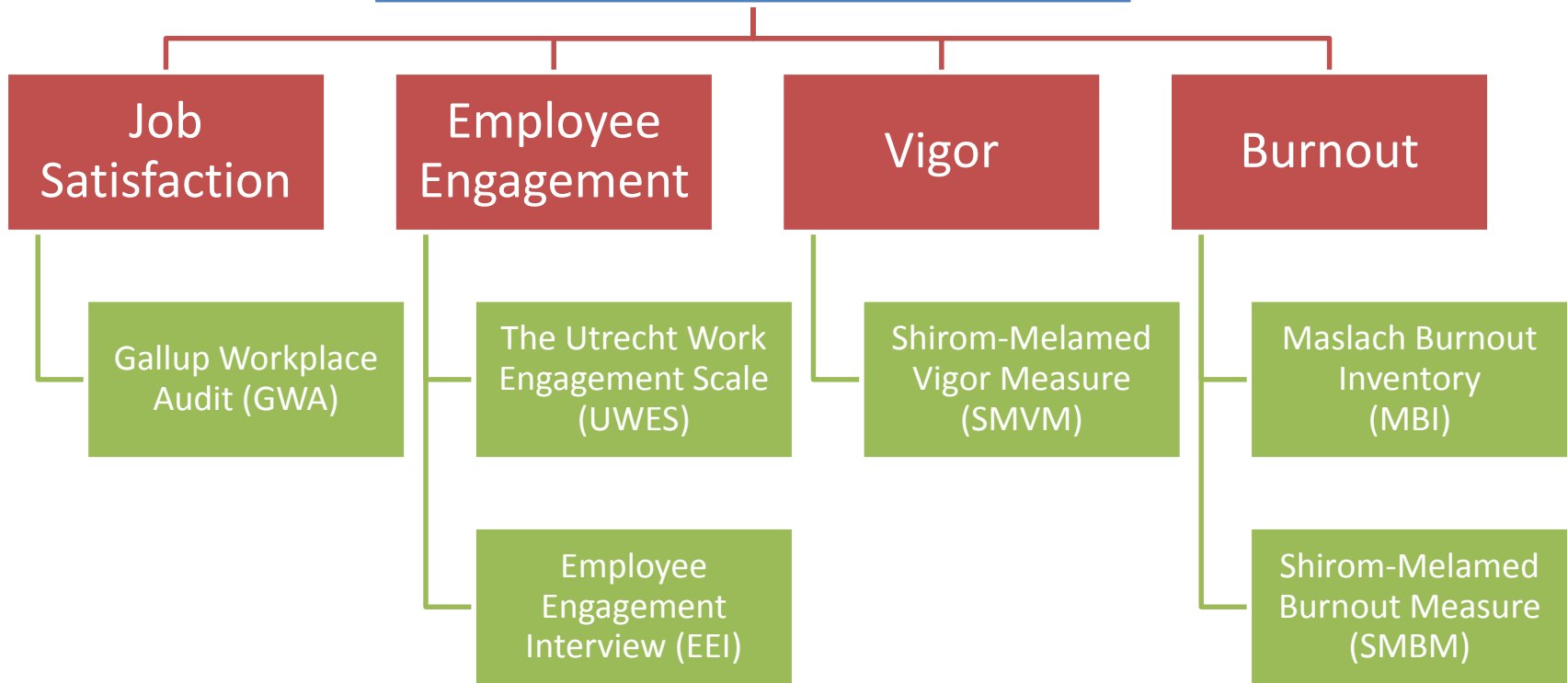


THE KEY DIMENSIONS OF BURNOUT



HOW TO MEASURE EMPLOYEE ENGAGEMENT

Metrics to Measure EE



GALLUP WORKPLACE AUDIT (GWA)

Job Satisfaction Scales

1 2 3 4 5

Strongly Disagree Strongly Agree

Role clarity

1. Do you know what is expected of you at work?

Social Support

10. Do you have a best friend at work?

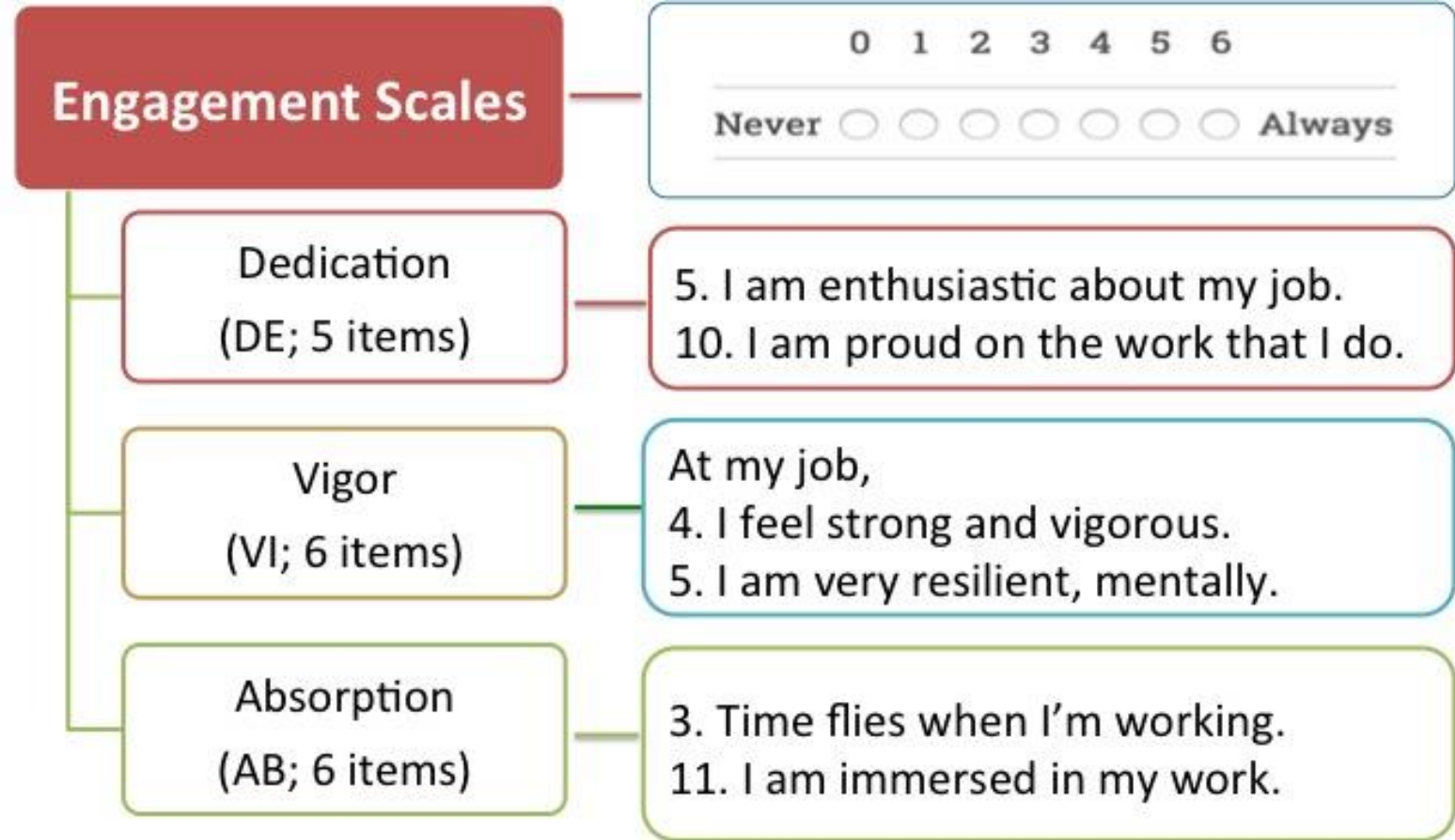
Meaningfulness

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

Feedback

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

UTRECHT WORK ENGAGEMENT SCALE (UWES)



SHIROM-MELAMED VIGOR MEASURE (SMVM)

Vigor Scales

1 2 3 4 5 6 7

Never Always

Physical Strength
(Phys; 5 items)

3. Feeling vigorous.
4. I feel energetic.

Emotional Energy
(EE; 4 items)

6. I feel I can think rapidly.
8. I feel able to be creative.

Cognitive Liveliness
(CL; 3 items)

11. I feel I am capable of investing emotionally in coworkers and customers.

MASLACH BURNOUT INVENTORY (MBI)

Burnout Scales

0 1 2 3 4 5 6

Never Every Day

Emotional
Exhaustion
(EE; 7 items)

1. I feel emotionally drained from work.
2. Feel used up at the end of the workday.

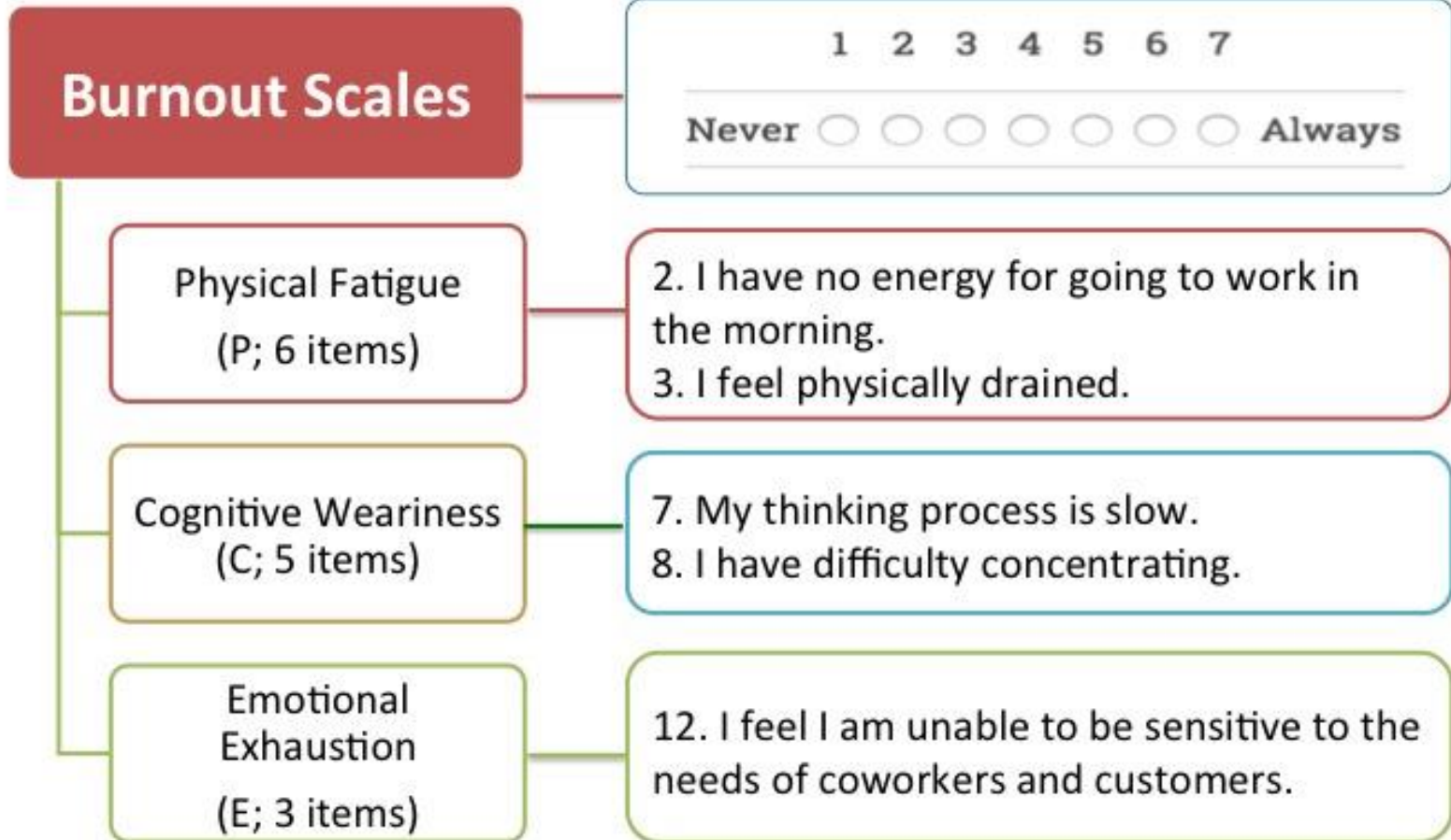
Depersonalization
(DP; 7 items)

19. Have accomplished worthwhile things in job.
21. Deal with emotional problems calmly.

Personal
Accomplishment
(PA; 8 items)

10. Become more callous toward people.
11. Worry that job is hardening emotionally.

SHIROM-MELAMED BURNOUT MEASURE (SMBM)



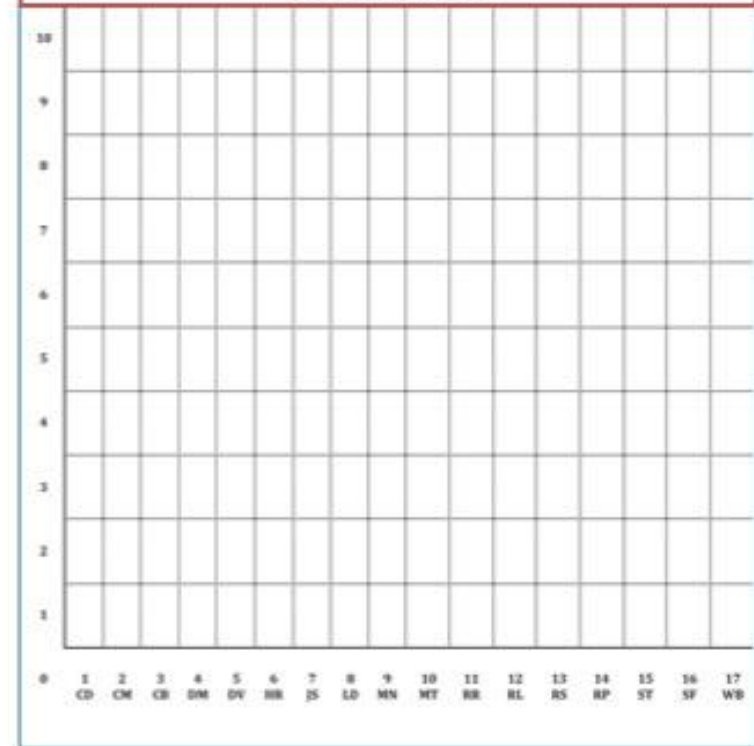
EMPLOYEE ENGAGEMENT INTERVIEW (EEI)

Employee Engagement Scales



An open-ended interview + 1-10 rating scale

The Visual Display of Quantitative Information



LET'S PRACTICE THE UWES!

1. At my work, I feel bursting with energy (VI-1)
2. At my job, I feel strong and vigorous (VI-2)
3. I am enthusiastic about my job (DE-1)
4. My job inspires me (DE-2)
5. When I get up in the morning, I feel like going to work (VI-3)
6. I feel happy when I am working intensely (AB-1)
7. I am proud of the work that I do (DE-3)
8. I am immersed in my job (AB-2)
9. I get carried away when I am working (AB-3)

Note. VI = Vigor; DE = Dedication; AB = Absorption.

UTRECHT WORK ENGAGEMENT SCALE (UWES)

Free to use for non-commercial scientific research

Schaufeli. W., & Bakker, A. (2003). UWES Utrecht work engagement scale: Preliminary Manual. Is available online for free.

Work & Well-being Survey (UWES)

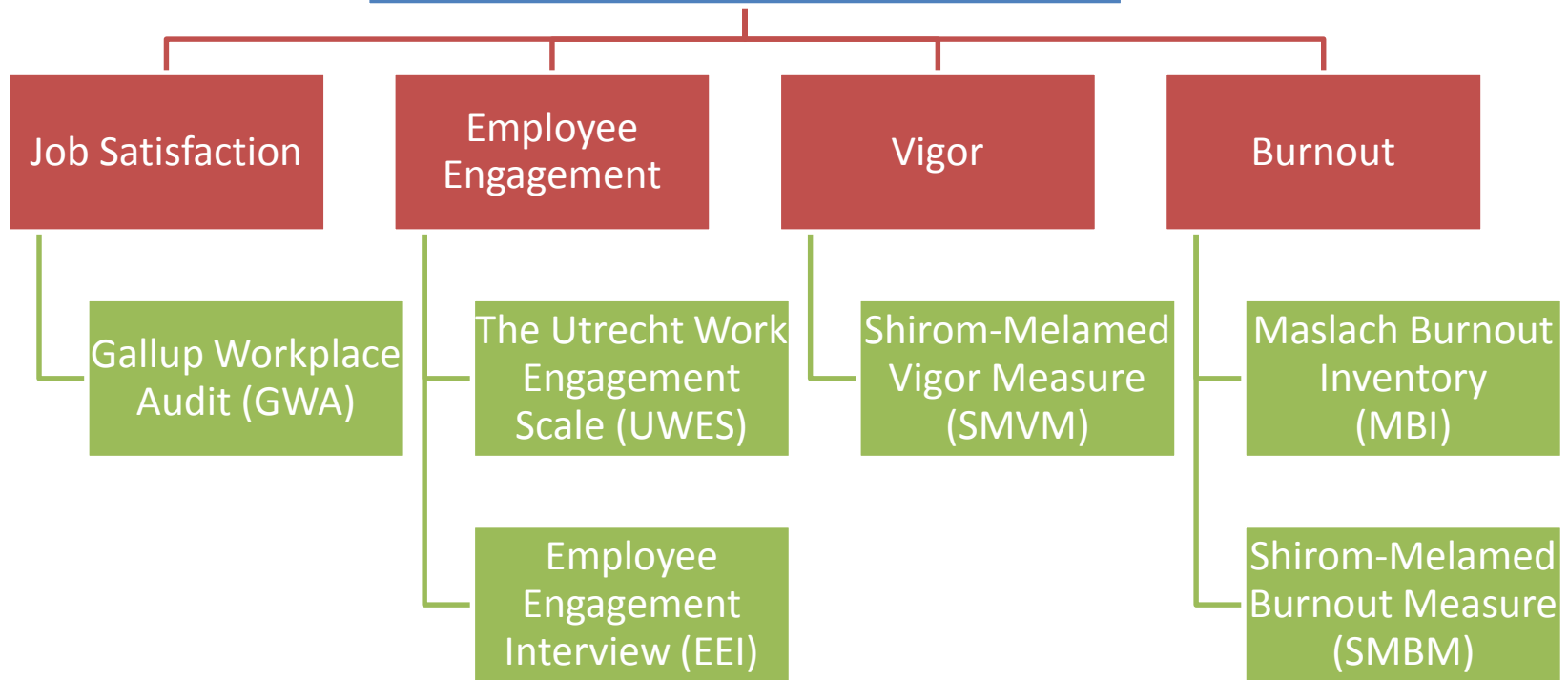
	Almost never	Rarely	Sometimes	Often	Very often	Always
0	1	2	3	4	5	6
Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

1. _____ At my work, I feel bursting with energy* (VII) **Vigor**
2. _____ I find the work that I do full of meaning and purpose (DE1)
3. _____ Time flies when I'm working (AB1)
4. _____ At my job, I feel strong and vigorous (VI2)*
5. _____ I am enthusiastic about my job (DE2)* **Dedication**
6. _____ When I am working, I forget everything else around me (AB2)
7. _____ My job inspires me (DE3)*
8. _____ When I get up in the morning, I feel like going to work (VI3)*
9. _____ I feel happy when I am working intensely (AB3)*
10. _____ I am proud on the work that I do (DE4)*
11. _____ I am immersed in my work (AB4)* **Absorption**
12. _____ I can continue working for very long periods at a time (VI4)
13. _____ To me, my job is challenging (DE5)
14. _____ I get carried away when I'm working (AB5)*
15. _____ At my job, I am very resilient, mentally (VI5)
16. _____ It is difficult to detach myself from my job (AB6)
17. _____ At my work I always persevere, even when things do not go well (VI6)

SUMMARY:

METRICS TO MEASURE EMPLOYEMENT ENGAGEMENT

Metrics to Measure EE



Summary

- Importance of measuring employee engagement
- Key elements of employee engagement & burnout
- Metrics and instruments
- Q &A



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