

Engaging the Public Workforce

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Topics

Define Engagement

Business Need

Public Sector Challenges

Finding Success with Engagement

Taking Action



Defining Engagement

What is Employee Engagement?

Engagement means that an employee is committed to and enthusiastic about his or her work and organization.

Engagement encompasses multiple concepts that all lead to outcomes that an organization desires.

What We Know?

According to Gallup:

- Only about 33% are engaged
- Disengagement cost roughly \$500b a year
- Engagement only increase 3% from 2012-2016

Elements of Engagement



Levels of Engagement

Level	Work	Environment	Supervisor	Growth	Organization
Limited Engagement	<ul style="list-style-type: none"> Limited Autonomy Poor Skill Alignment Not Rewarding 	<ul style="list-style-type: none"> Negative No recognition Lack of transparency Lack of fairness 	<ul style="list-style-type: none"> Poor relationship Self serving Lack of example Caustic environment 	<ul style="list-style-type: none"> No growth opportunities Very Limited advancement 	<ul style="list-style-type: none"> Poor communication No real direction Lack of strategy No real leadership
Partial Engagement	<ul style="list-style-type: none"> Some Autonomy Some Skill Alignment Somewhat Rewarding 	<ul style="list-style-type: none"> Limited recognition 	<ul style="list-style-type: none"> Some communication Limited support and interest 	<ul style="list-style-type: none"> Limited advancement Limited training 	<ul style="list-style-type: none"> Some communication Self-serving leadership
High Engagement	<ul style="list-style-type: none"> High Autonomy Strong Skill Alignment Very Rewarding 	<ul style="list-style-type: none"> Strong Coworkers 	<ul style="list-style-type: none"> Capable leadership Sincere commitment Strong motivator Coaching 	<ul style="list-style-type: none"> Multiple training opportunities Strong career path Supportive management 	<ul style="list-style-type: none"> Inclusive culture Sound leadership Strong communication Commitment to mutual success

Business Need

Benefits of Engagement

Higher satisfaction

Improved retention and lower turnover

Higher productivity

Less absenteeism

More loyalty

Biggest Factors of Success

High level of customer service	80%
<i>High level of employee engagement</i>	71%
Strong executive leadership	71%
Effective communications	73%
Efficient productivity	68%
Ability to innovate	59%
Strong sales and marketing capabilities	58%

Results

Turnover reduced – 37%

Safety Incidents reduced – 49%

Quality Issues reduced – 47%

Customer Satisfaction increased – 10%

Productivity increased – 21%

Efficiency increased – 22%

Most Engaging Practices

1. *Recognition given for high performers*
2. *Senior leadership continually updates/communicates strategy*
3. *Business goals communicated company-wide and understood*
4. Individuals have clear understanding of how job contributes to strategy
5. Individual staff goals aligned with corporate goals
6. Some or all staff pay linked to corporate goal achievement
7. Training and development organized around corporate goals

Cost of the Unengaged

More accidents

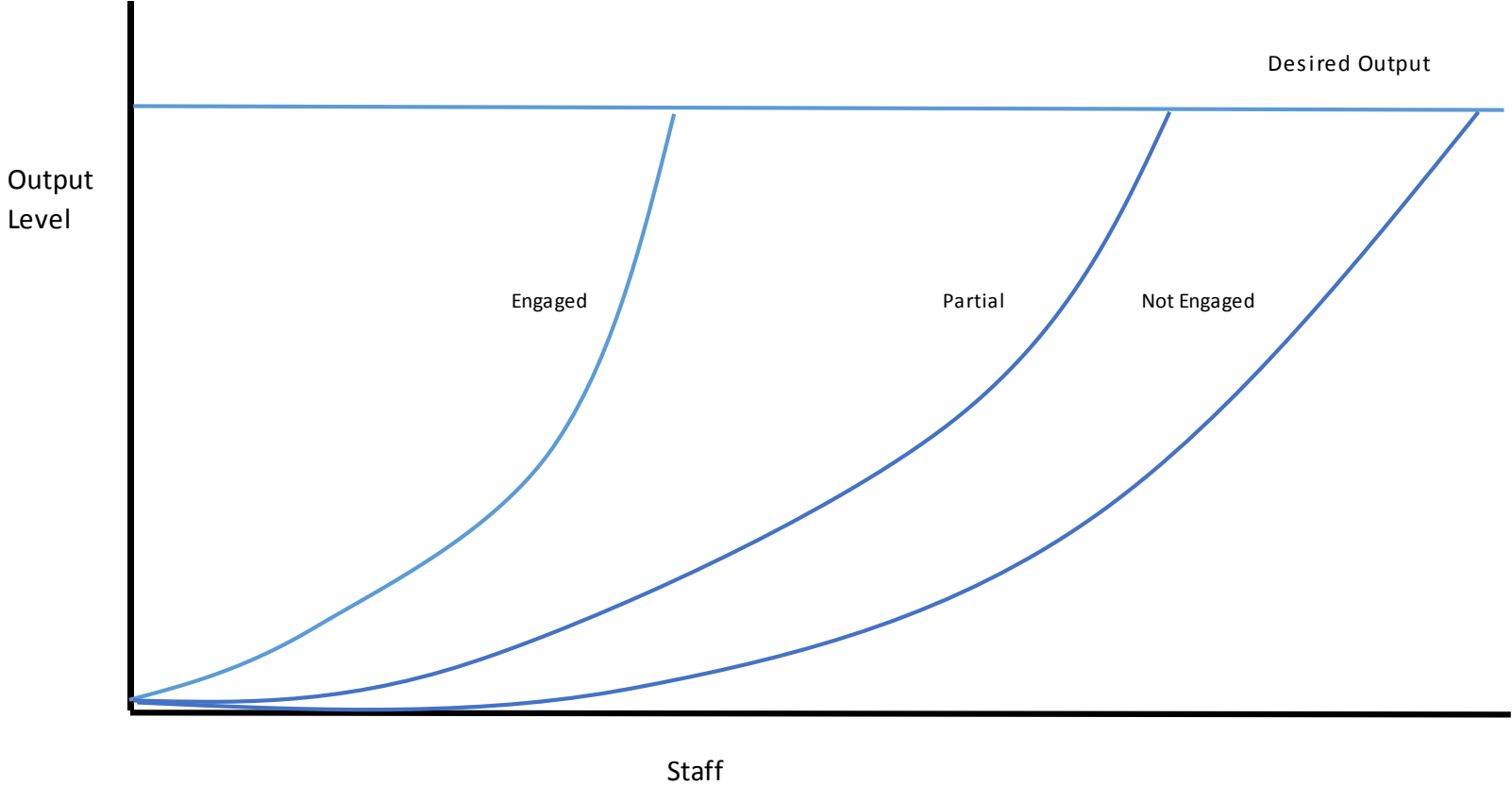
More quality issues

More unhappy customers

Less productivity

More staff - Less engagement, more staff to accomplish the same work

Doing More with Less



Public Sector Challenges

Unique Government Environment

Highly visible

Considerable accountability and transparency

In highly-visible environments, managers need government workforces to be highly engaged, if they are to succeed.

Why Is Public Workforce Engagement Hard?

Public perception of government

Lack of consistent and well-trained leaders

Lack of consistency in performance management

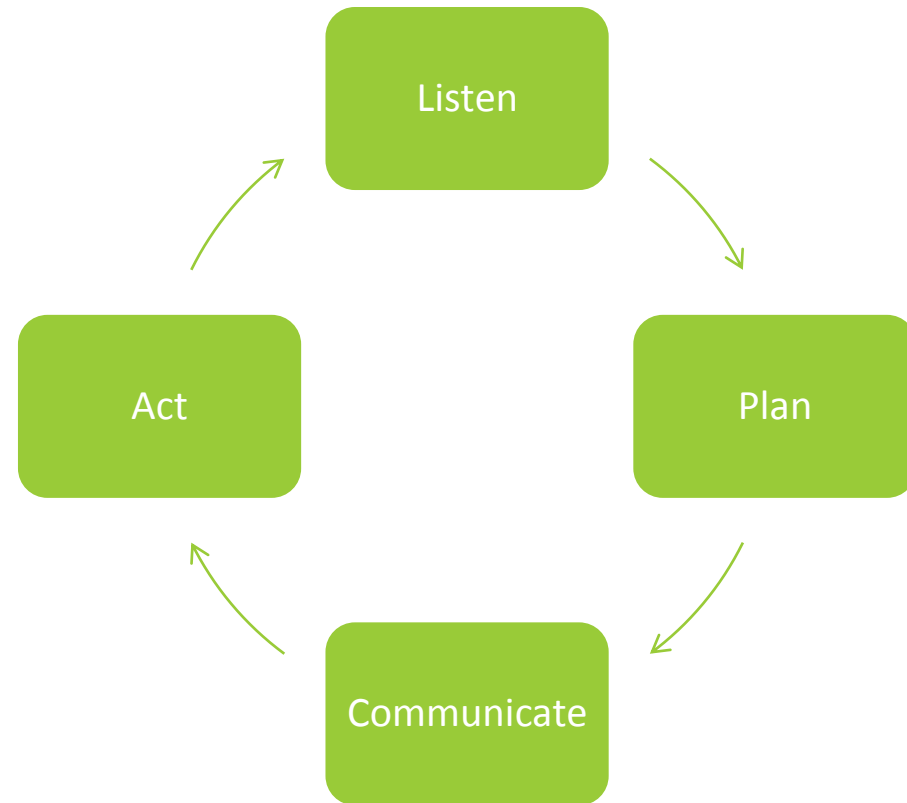
Older and more stagnate workforce

Lack of financial incentives

Finding Success with Engagement

Engagement Process

- Engagement does not “just happen”
- Engagement requires a process to manage the relationship
- Constant process



Successful Approach Elements

Actionable Data - Targeted surveys and research to identify areas for improvement

Responsive Management - Management utilizes results to develop strategies and policies

Goal Alignment - Ensure goals align across all levels of the organization

Recognition - Reward and recognize those that support organization and objectives

Actionable Data

Measure more than satisfaction or being happy

Some of the most important questions include:

- In the last seven days, someone has recognized me for my work
- I have the tools that I need to perform my job
- My supervisor cares about me
- I am encouraged to grow and develop
- I know what is expected of me at work
- My team members are committed to doing quality work

Responsive Management

Responsive management includes:

Analyzing the data and developing specific actions

Listening and incorporating employee needs and concerns

Developing strategies and plans that maximize available resources

Aligning organizational goals with individual goals

Goal Alignment



Recognition

Constant feedback

Positive reinforcement related to desired behaviors and outcomes

Customizing the feedback to the individual

Providing public recognition

Taking Action

Where to Start: Big Three

Recognition of the right behaviors

Senior level communication on direction (strategy) of the organization

Linkage to business goals

Change Factors

Change Ability	Individual and Work	Supervisor	Organization
Easy to Change	<ul style="list-style-type: none">• Knowledge and Skills• Job Fit	<ul style="list-style-type: none">• Teamwork• Feedback• Communication	<ul style="list-style-type: none">• Job Characteristics• Relationships
Hard to Change	<ul style="list-style-type: none">• Motivation	<ul style="list-style-type: none">• Mentoring• Management Style	<ul style="list-style-type: none">• Rewards• Learning Approach
Very Hard to Change	<ul style="list-style-type: none">• Personality	<ul style="list-style-type: none">• Personality	<ul style="list-style-type: none">• Organizational Culture

HR “To Do” List

Improve on-boarding

Ensure strong job fit

Provide targeted training and development for managers and employees

Support strong relationships

Manager “To Do” List

Strengthen team relationships

Show empathy and support

Increase communication and transparency

Exercise flexible

Instill a positive outlook

Acknowledge their commitment - Recognition!