
Creating a Culture of Employee Engagement

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What is Employee Engagement

How much of the employee
shows up to work?

The amount of discretionary performance
an employee is able
and willing to engage in.

What is Employee Engagement

17% of employees are actively disengaged.

54% of employees are not engaged.

29% of employees are engaged.

Business Case for Employee Engagement

The level of engagement among your employees has a direct impact on the quality, quantity and manner in which services are provided.

Research on Employee Engagement

- Conducted by Gallup
- Data base of 10 million responses
- All sectors of the business community
- Largest worldwide study of employee engagement.

Why you should care about Employee Engagement

Decreased:
Absenteeism
Turnover
Employee Theft
Accidents

Why you should care about Employee Engagement

Increased:
Customer Satisfaction
Productivity & Effectiveness
Revenues/Profits

The Engaged Organization

12 Elements of Work Life

“If you do these things for us, we will do what the company needs of us”

Gallup's Q12

1. I know what is expected of me at work.
 - Write it down. What are your expectations? Does staff know both formal and implied expectations?
 - Do you have written standards for customer service?
 - Develop short and long term goals now. Start planning and involve staff in it.

Gallup's Q12

2. I have the materials and equipment I need to do my work right.

- Provide the best gear available to your staff.
- The right tool for the right job.
- Provide safety training to develop a safety focused culture.

Gallup's Q12

3. At work, I have the opportunity to do what I do best every day.

- Allow opportunities for mistakes – let staff learn from their mistakes.
- Staff are hired for their expertise, let them demonstrate it.
- Micromanagement is deadly to morale.

Gallup's Q12

4. In the last seven days, I have received recognition or praise for doing good work.
 - Money is only a short term motivator.
 - Recognize success in public and criticize in private.
 - Intangible employee benefits such as flexible schedules and time off are more important long term rewards.

Gallup's Q12

5. My supervisor, or someone at work, seems to care about me as a person.
 - Treat staff equally and fairly. Avoid hints of favoritism.
 - Managers as shock absorbers. Shelter staff from overhead and abuse.
 - Encourage a balanced work life.

Gallup's Q12

6. There is someone at work who encourages my development.
 - The consequences of action. What happens next?
 - Moving decision-making authority into the field.
 - Allow opportunities for mistakes – let staff learn from their mistakes – don't penalize ideas that don't succeed

Gallup's Q12

7. At work, my opinions seem to count.

- Staff needs to feel connected to the workplace and participate in planning.
- Seek honest feedback from the field.
- Don't ask if you don't want to hear the answer.

Gallup's Q12

8. The mission or purpose of my company makes me feel my job is important.

- Prepare a written mission statement and review it with staff.
- Does everyone share the same purpose?

Gallup's Q12

9. My associates or fellow employees are committed to doing quality work.

- Expect to best of all employees.
- Provide informal and formal staff evaluations.
- Micromanagement is deadly.

Gallup's Q12

10. I have a best friend at work.

- Does staff socialize after hours?

Gallup's Q12

11. In the last six months, someone at work has talked to me about my progress.

- Potential for advancement – Do I have a future here?
- Do we care for employees? They will know.

Gallup's Q12

12. This last year, I have had opportunities at work to learn and grow.

- **Network:** Join a trade organization and attend an industry conference.
- **Learn:** Take a class (Hint: UAS-Sitka) and provide tuition reimbursements.
- **Innovate:** Track industry best practices – Avoid the not invented here mentality.

Opportunities for Engagement

Formal Opportunities

- Recruitment and Onboarding
- Training
- Performance Reviews & Goal Setting
- Managing during Change
- Communication from Senior Leaders
- Employee Surveys
- Benefits Enrollment
- Advertising and Public Relations

Opportunities for Engagement

Informal Opportunities

- Coaching and Mentoring
- Career Development discussions
- Ongoing performance feedback
- Personalized communication
- Informal networking
- Recognition programs
- Company social events
- Personal crisis

Best Practices in Employee Engagement

- Measure at the work group level.
- Communicate results at the work group level.
- Hold managers accountable.
- Public recognize the best managers and teams.
- Work to create strength based organizations.
- Remove systemic barriers to creating high performing teams.



The Engaged Leader

Best Practices in Leadership

- Set the direction.
- Open and honest communication.
- Focus on career growth and development.
- Recognize and reward high performance.
- Demonstrate a strong commitment to employee well being.

Leadership Traits

Emotionally Intelligent

Trustworthy

Excellent Communication Skills

Additional Resources

First, Break All the Rules: Marcus Buckingham
& Curt Coffman

12: The Elements of Great Managing: Rodd
Wagner & James Harter

Working With Emotional Intelligence: Daniel
Goleman

The Extraordinary Leader: John Zenger &
Joseph Folkman

The Seven Habits of Highly Effective People:
Stephen Covey