

Employee Engagement Surveys and How to Use Them to Create a “Simply Irresistible” Organization

Bonnie Karns, SPHR, SHRM-SCP, PMI

ICMA Conference Presenter

OCTOBER 22–25

ICMA 2017

SAN ANTONIO

103RD ANNUAL CONFERENCE • BEXAR COUNTY

What is Employee Engagement?



What is Employee Engagement?



What does an Engaged Employee Look Like?

- Is loyal and productive.
- Knows what to do and wants to do it.
- Has rational, emotional and motivational connection to organization.
- Say, Stay, Strive!

What does a Disengaged Employee Look Like?



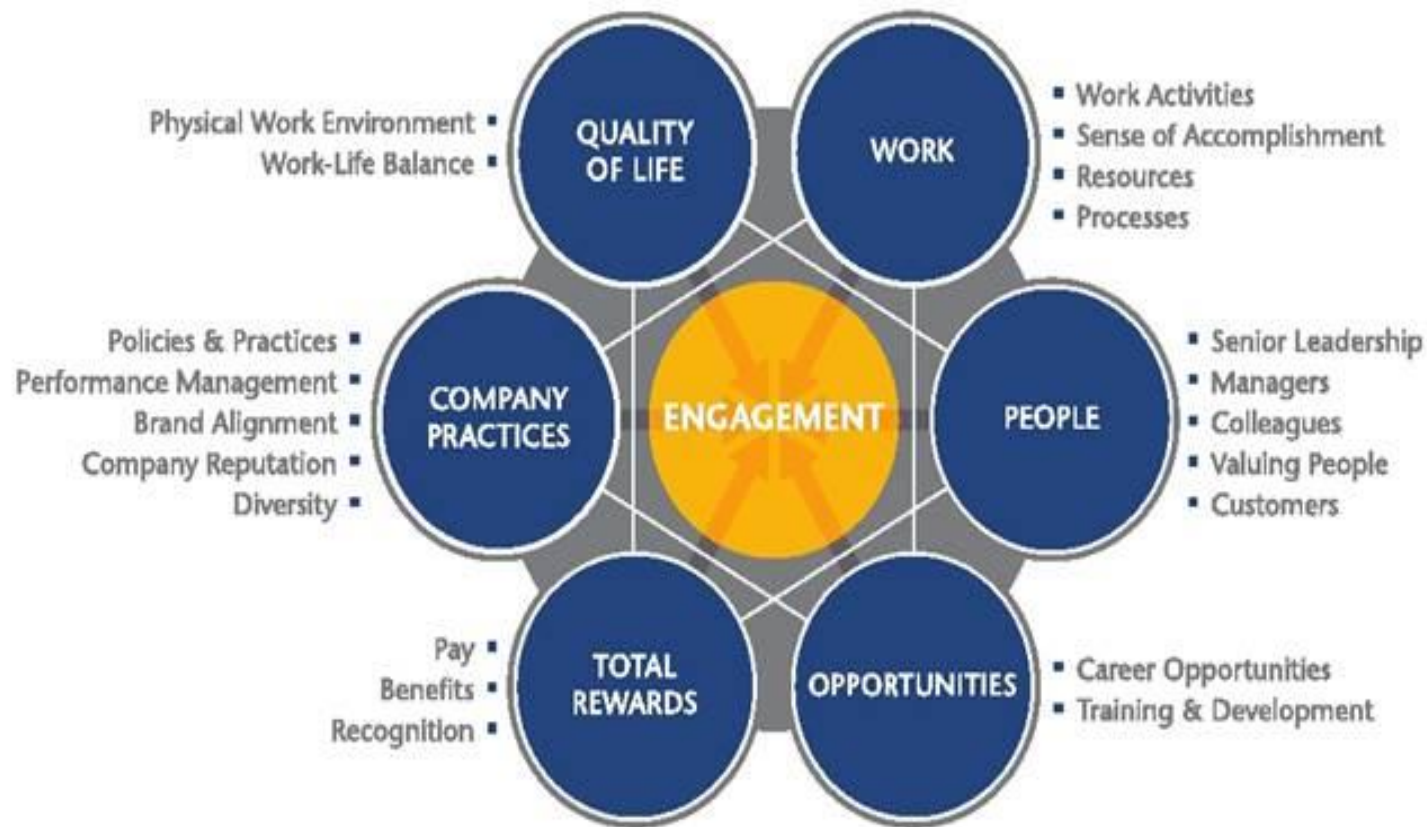
Overview

- The business and/or organizational case – the “why.”
- The nature and drivers of employee engagement.
- The roles of HR and management in engaging employees.
- Guidelines for developing effective employee engagement initiatives.

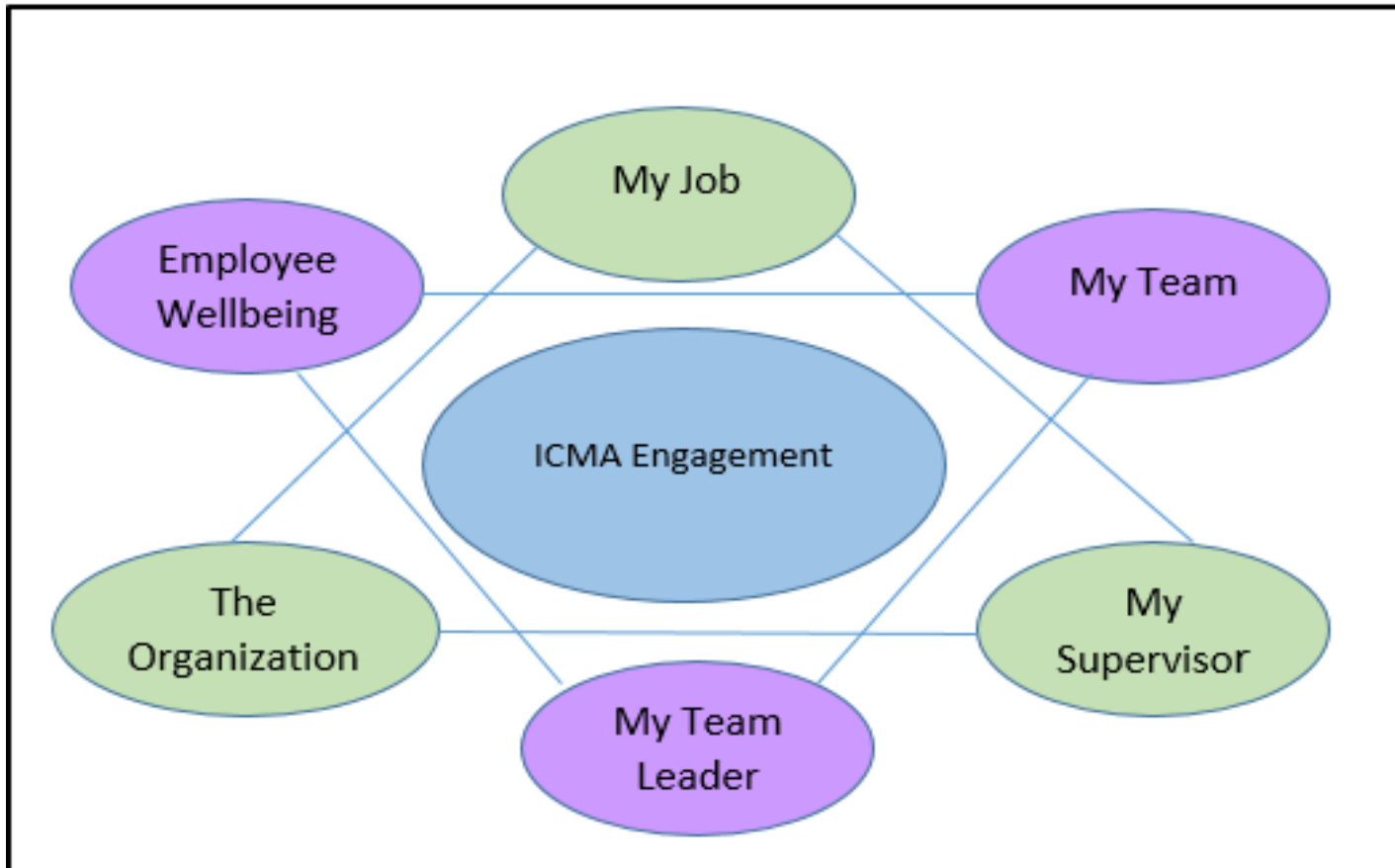
The Business/Organizational Case

- Committed employees are more productive.
- Increased retention and loyalty.
- Increased customer satisfaction.
- Favorable organization reputation.

Employee Engagement Model



ICMA's Engagement Model



Gallup's "Q12"

- I know what is expected of me at work.
- I have the materials and equipment I need to do my work right.
- At work, I have the opportunity to do what I do best every day.
- In the last seven days, I have received recognition or praise for doing good work.
- My supervisor, or someone at work, seems to care about me as a person.
- There is someone at work who encourages my development.
- At work, my opinions seem to count.
- The mission or purpose of my organization makes me feel my job is important.
- My associates or fellow employees are committed to doing quality work.
- I have a best friend at work.
- In the last six months, someone at work has talked to me about my progress.
- This last year, I have had opportunities at work to learn and grow.

Deloitte's Five Elements that Drive Engagement

Meaningful Work	Hands-On Management	Positive Work Environment	Growth Opportunity	Trust in Leadership
Autonomy	Clear, Transparent Goals	Flexible Work Environment	Training and support on the job.	Mission and Purpose
Select to Fit	Coaching	Humanistic Workplace	Facilitated Talent Mobility	Continuous Investment in People
Small, Empowered Teams	Invest in Management Development	Culture of Recognition	Self-Directed Dynamic Learning	Transparency and Honesty
Time for Slack	Modern Performance Management	Inclusive, Diverse Work Environment	High-Impact Learning Culture	Inspiration
A Focus on Simplicity				

Pulse Check's Throughout the Year

- Shorter more frequent surveys.
- Provides real-time insights.
- Employees feel listened to.
- Creates a culture of continuous improvements.
- Higher survey response rates.

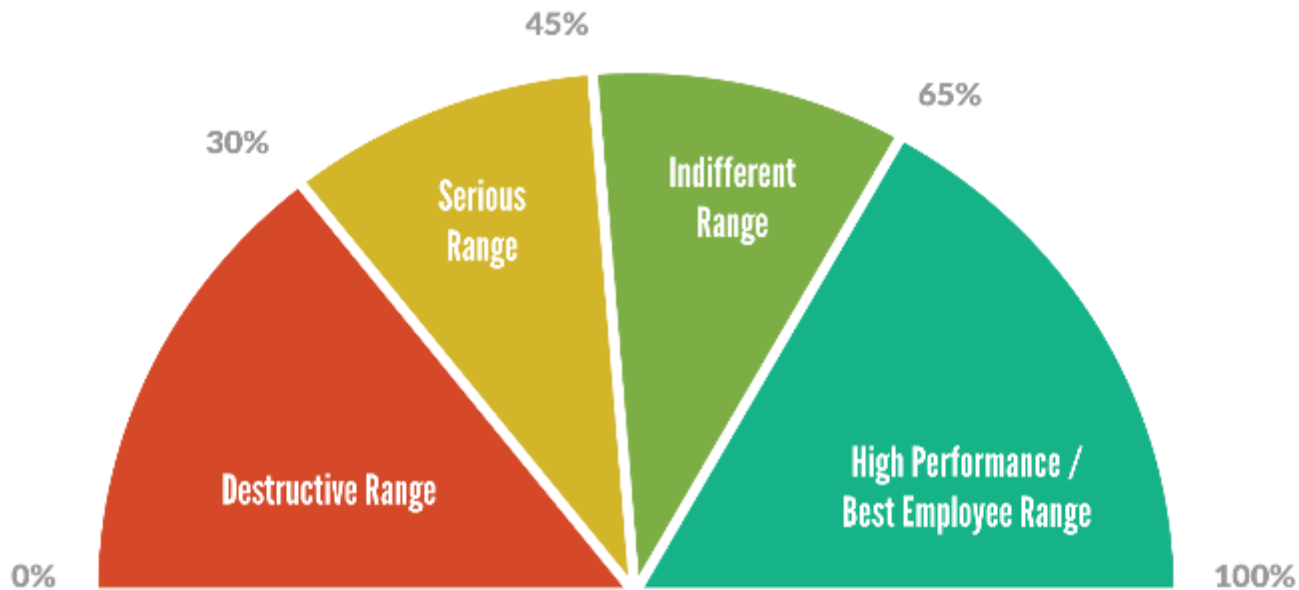
HR & Management's Role

HR: Measure, Communicate, Act, Ensure practices are in line with engagement.

Manager:

- Make sure employees have the tools they need to do their jobs.
- Focus on Employee Development
- Regular Communication

What is a Good Engagement Measurement?



Benchmark Averages

Source: Aon Hewitt Associates Employees Research Database

What do you do with the results?

- Tabulate results of each question.
- Tabulate average for each category.
- Average of all for overall engagement.
- Identify areas that are opportunities for improvement.
- Communicate results – soon after survey.
- Get employees involved in the solution!

ICMA

INTERNATIONAL CITY/COUNTY
MANAGEMENT ASSOCIATION