



# Maximizing Employee Engagement in the New Workplace

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# What We'll Cover

1. The new world of work
2. Employee engagement – what it is and why it matters
3. Maximizing engagement in our new working environment



# CPS HR Consulting

- Independent, self-supporting government agency
- Mission – promote excellence in public sector
- Full range of HR solutions for government
- 1,200 clients

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# The New World of Work

- Permanent evolution in where and how we work
- Employee expectation – more flexibility
- More competition for talent based on this expectation
- Remote v. “essential” employees – haves, have nots?



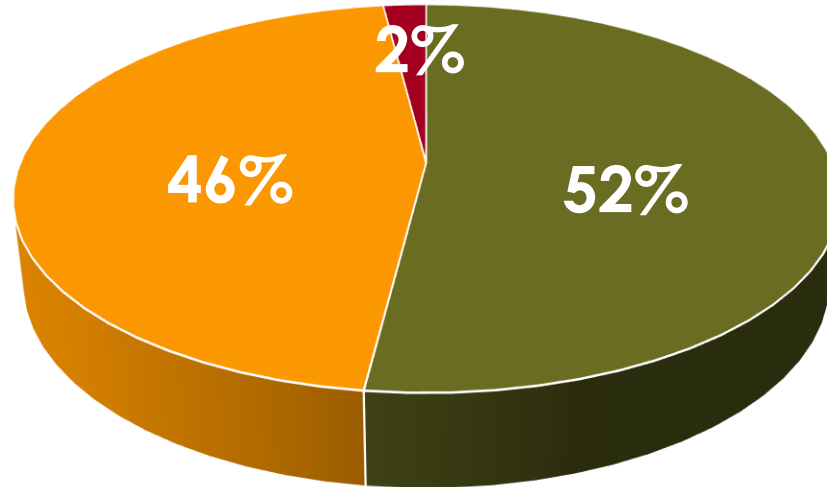
LEADING THROUGH A PANDEMIC   
THE IMPACT OF COVID-19 ON THE  
PUBLIC-SECTOR WORKFORCE

2020 EMPLOYEE CONNECTION SURVEY



# A Few Highlights

# Essential or Remote?



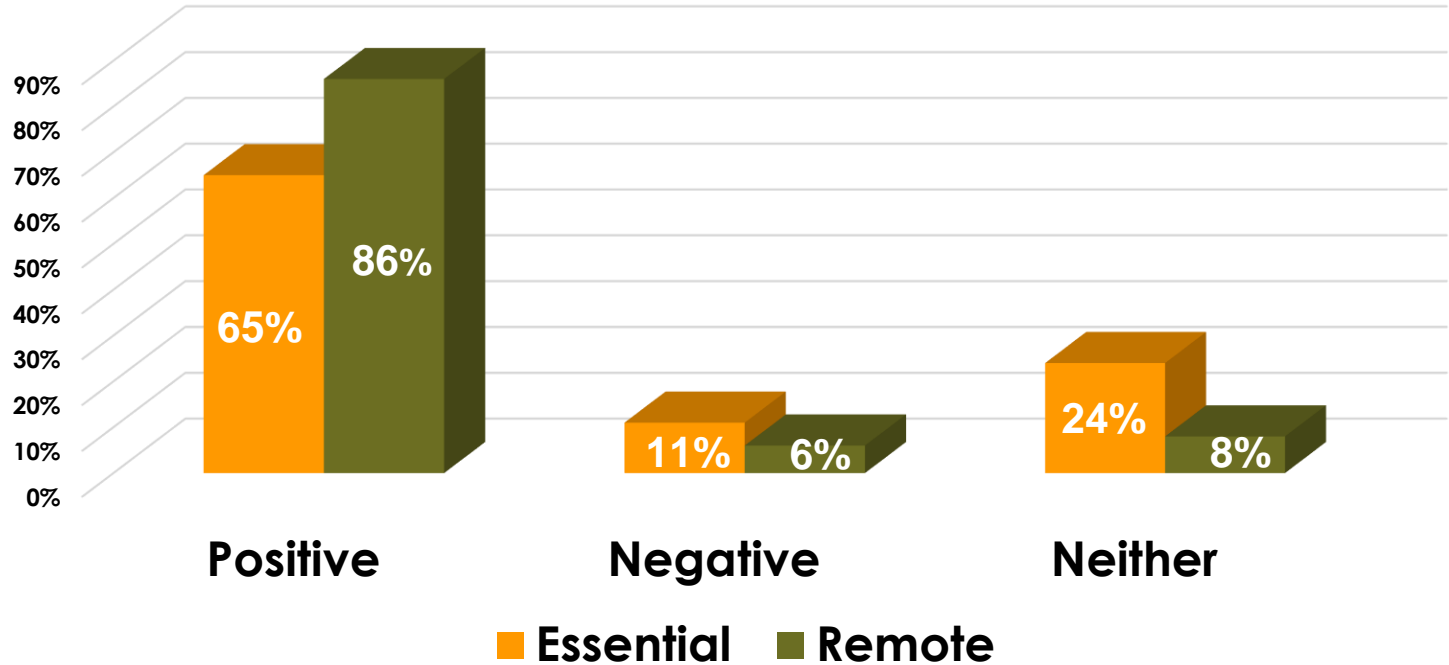
■ Essential ■ Remote ■ Furloughed

# Overall, How Are You Doing?

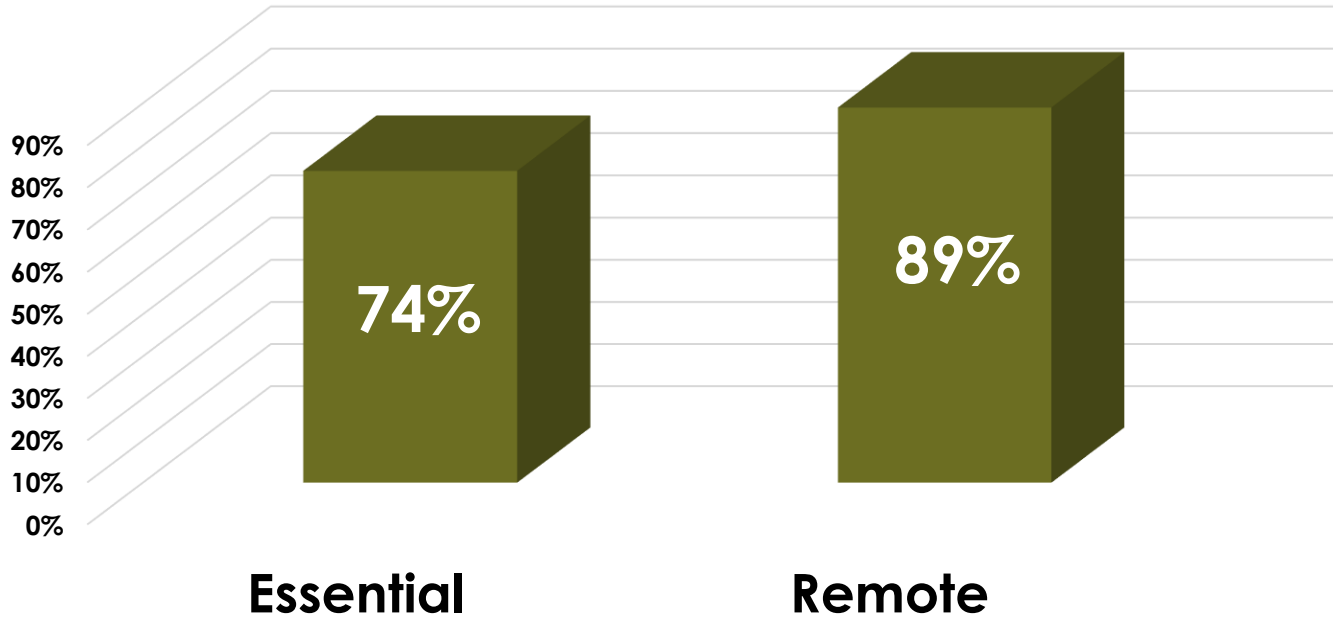


# Remote v. Essential Employees

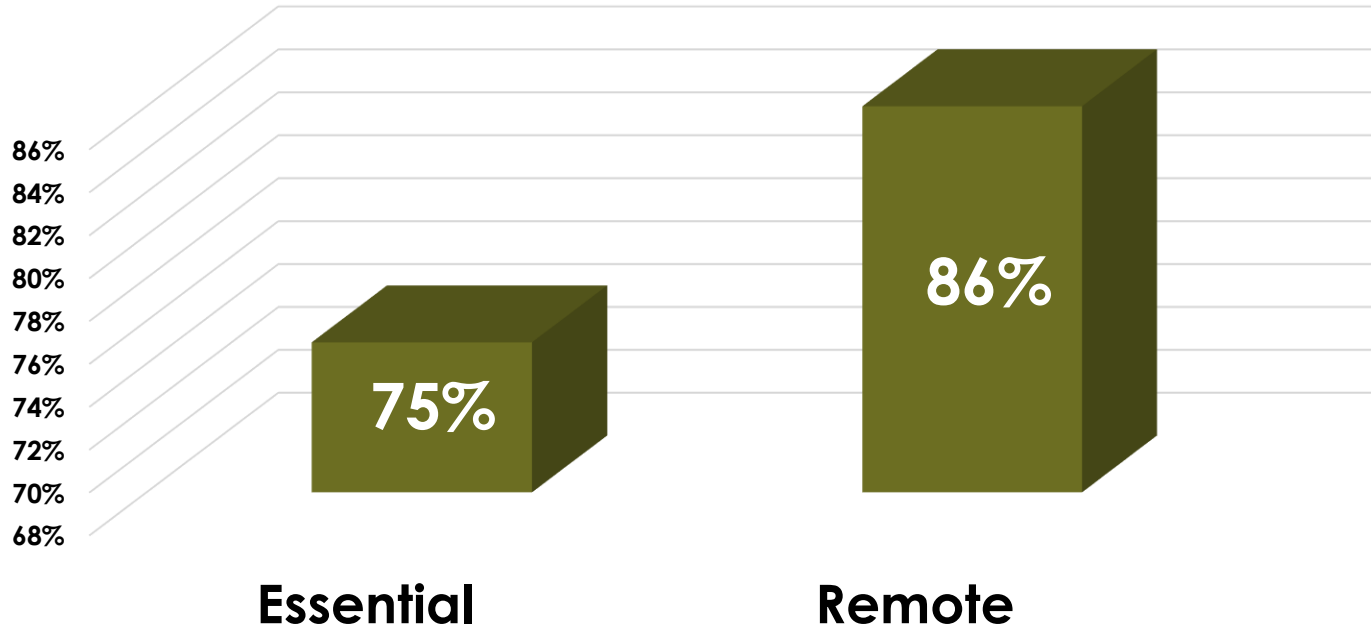
# How Do You Feel About Your Designation?



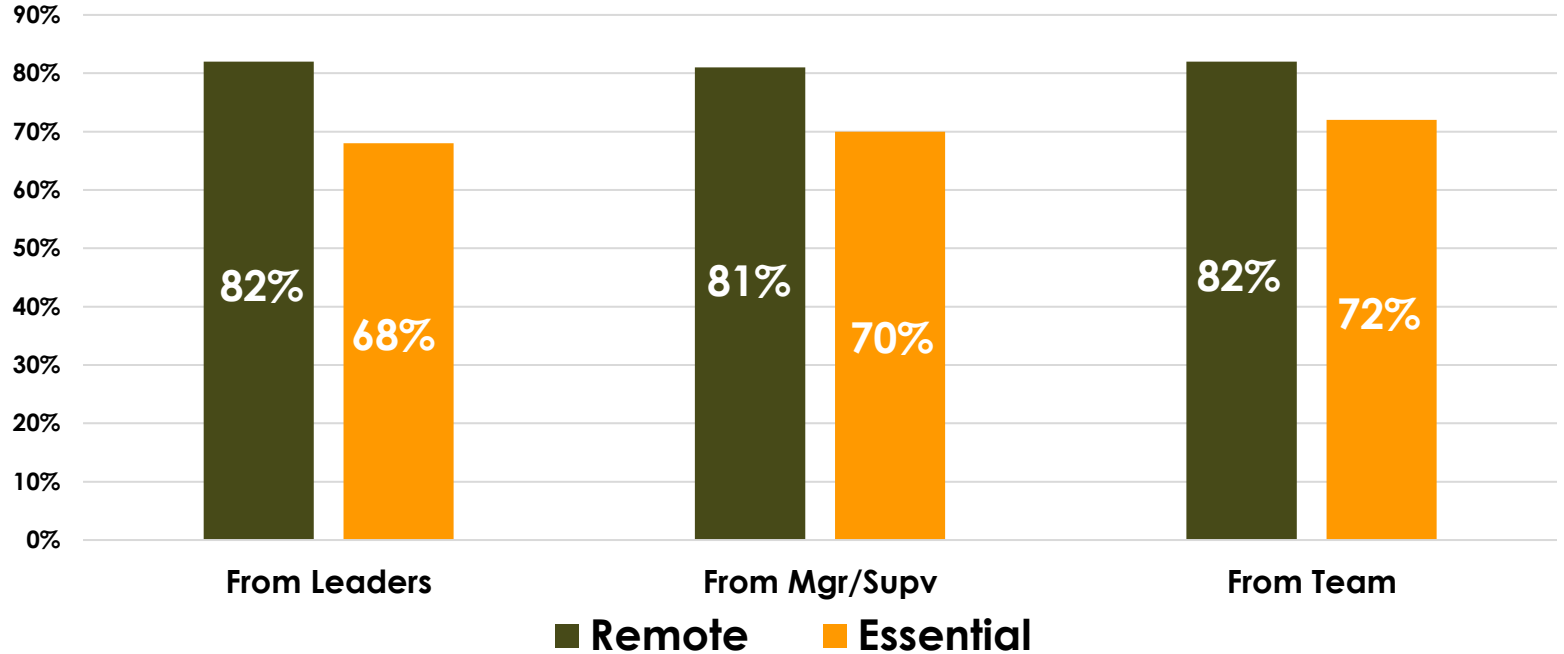
# Organization Has Done a Good Job Adapting to COVID-19 Changes



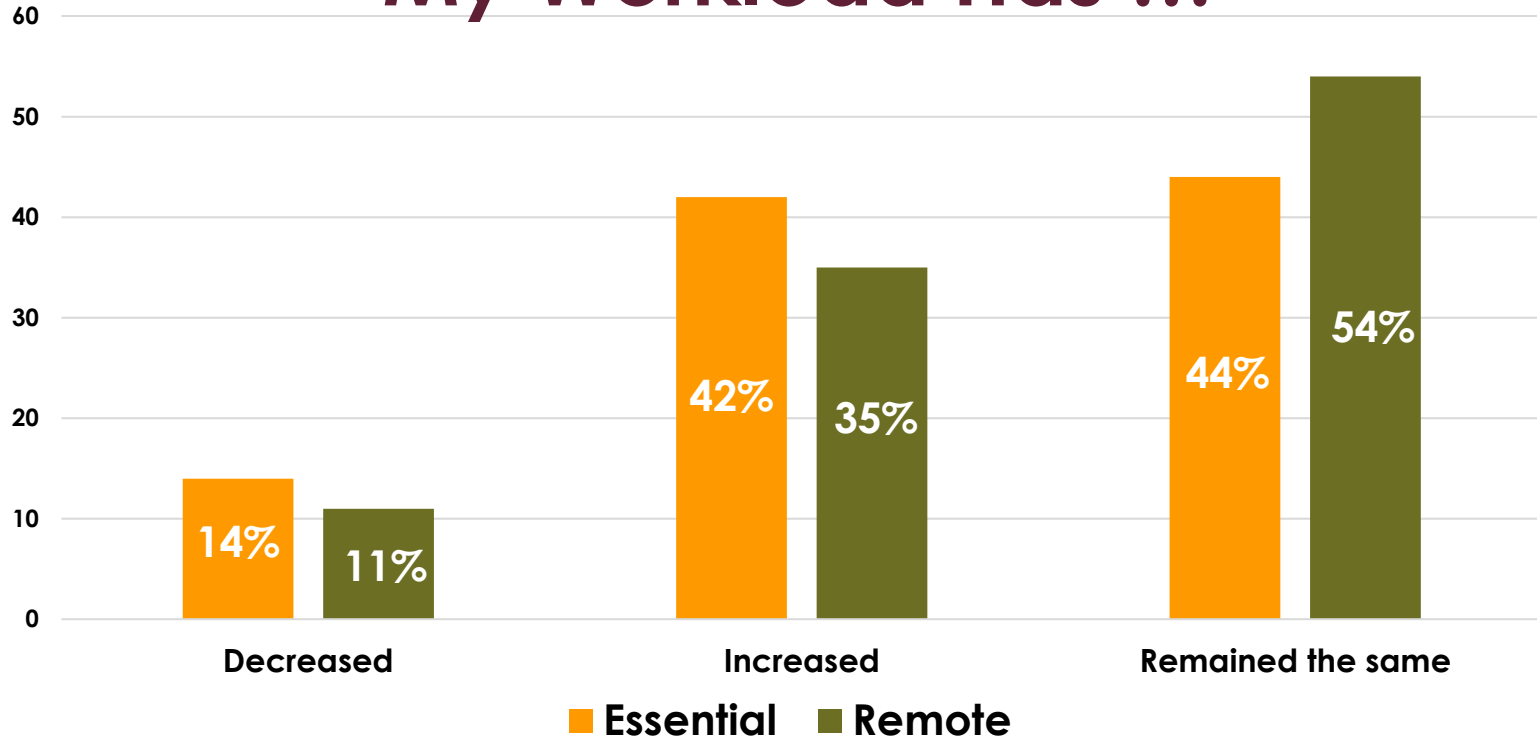
# I Understand Our COVID-19 Policies



# Recent Communications Have Been Helpful



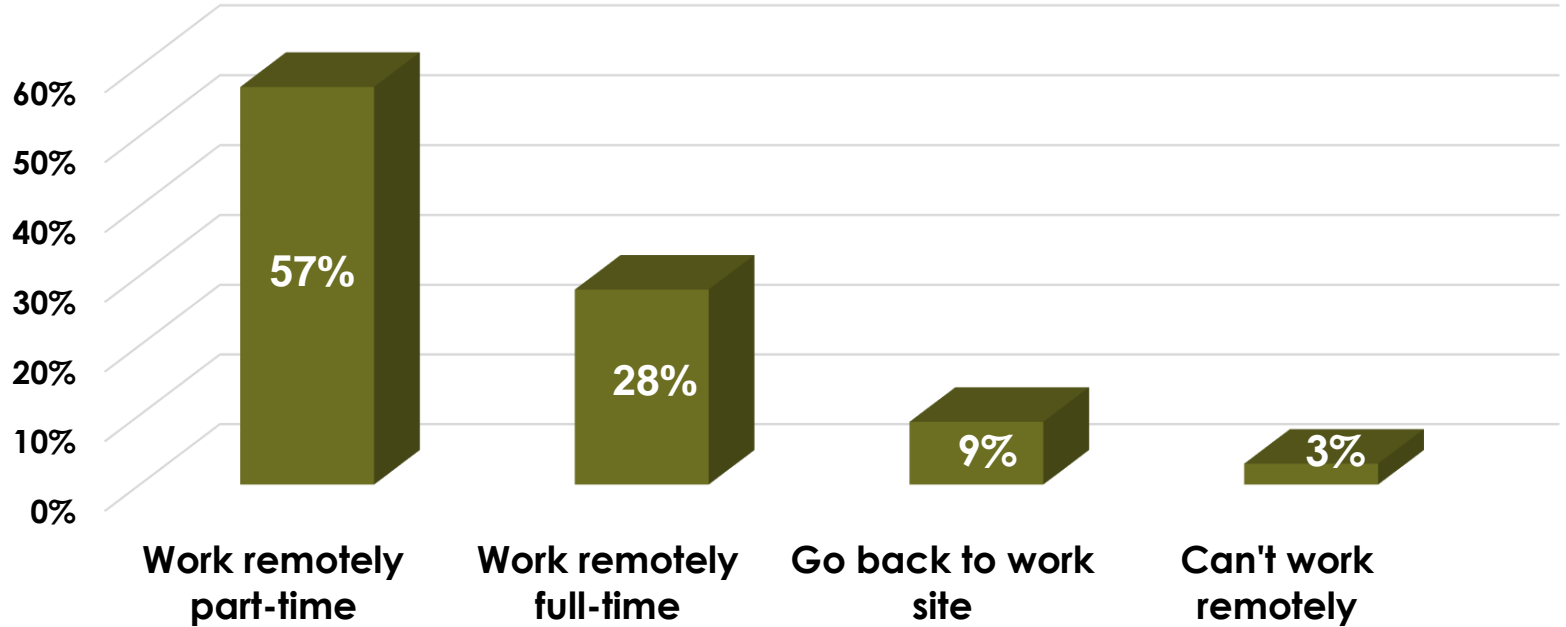
# My Workload Has ...



# Question:

**What % of employees working remotely  
for the first time want to continue  
after COVID-19?**

# When I Can Return to Work



# Recommendations

- **Provide employees with wellness and mental health support**
- **Monitor workloads – minimize burnout, ensure productivity**
- **Because employees' demands to work remotely will persist:**
  - **Help managers and supervisors manage results and outcomes**
  - **Redesign jobs to adapt them to remote work**
  - **Give employees working remotely flexibility**
- **Beware of creating two classes of employees – remote and essential**
- **View remote work as opportunity to expand search for talent**
- **Systematically ask employees for feedback**

# Maximizing Engagement in Our New World of Work

Robert J. Lavigna

# Engaging Government Employees

Motivate and Inspire Your People  
to Achieve Superior Performance



# Question:

**How do you define employee engagement (three words or less)?**

# What is Employee Engagement?

Heightened connection

Beyond job satisfaction

Personal meaning:

- Pride
- Organization values me

“Discretionary effort”



WE NEED MORE OF  
WHAT THE MANAGEMENT  
EXPERTS CALL "EMPLOYEE  
ENGAGEMENT."



Dilbert.com DilbertCartoonists@gmail.com

I DON'T KNOW THE  
DETAILS, BUT IT HAS  
SOMETHING TO DO  
WITH YOU IDIOTS  
WORKING HARDER FOR  
THE SAME PAY.



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IS ANY-  
THING  
DIFFERENT  
ON YOUR  
END?

I THINK  
I'M  
SUPPOSED  
TO BE  
HAPPIER.



# 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

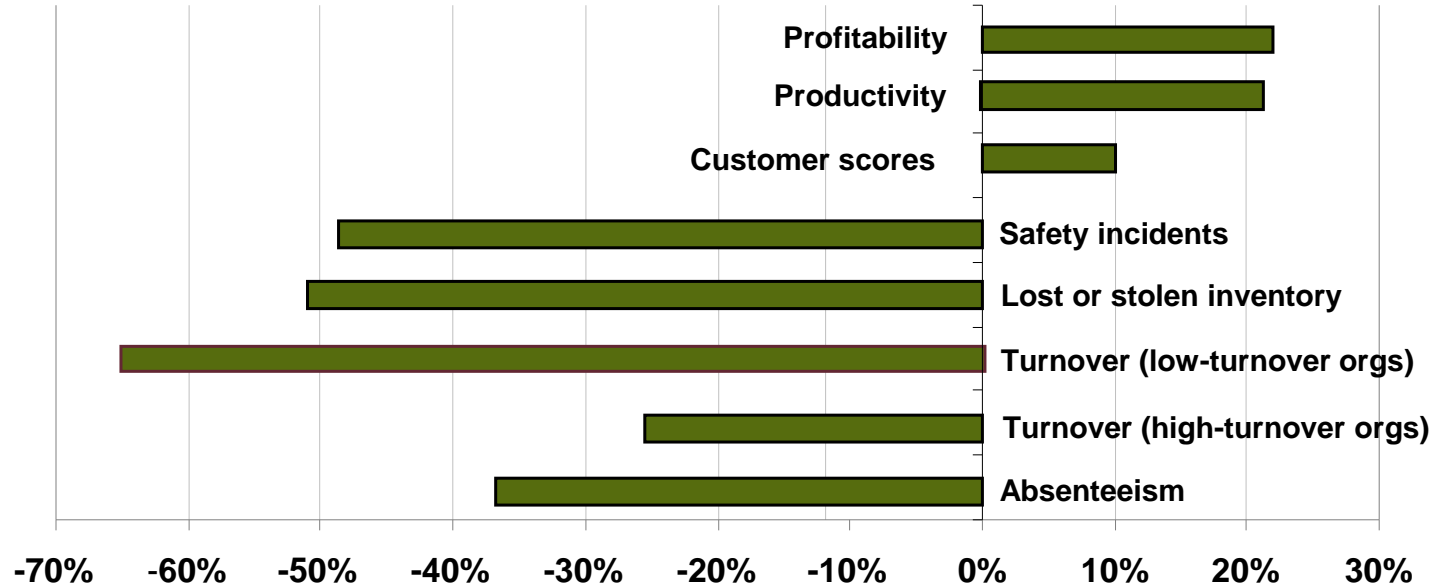
# Why Does Engagement Matter?





# Engagement Drives Results

Key Performance Indicators: Top-Quartile v. Bottom-Quartile Work Groups



# THE WALL STREET JOURNAL.

BUSINESS | LEADERSHIP

## A Company's Performance Depends First of All on Its People

The biggest jumps in the Drucker Institute's ranking of best-managed businesses were at companies with big gains in employee engagement and development.

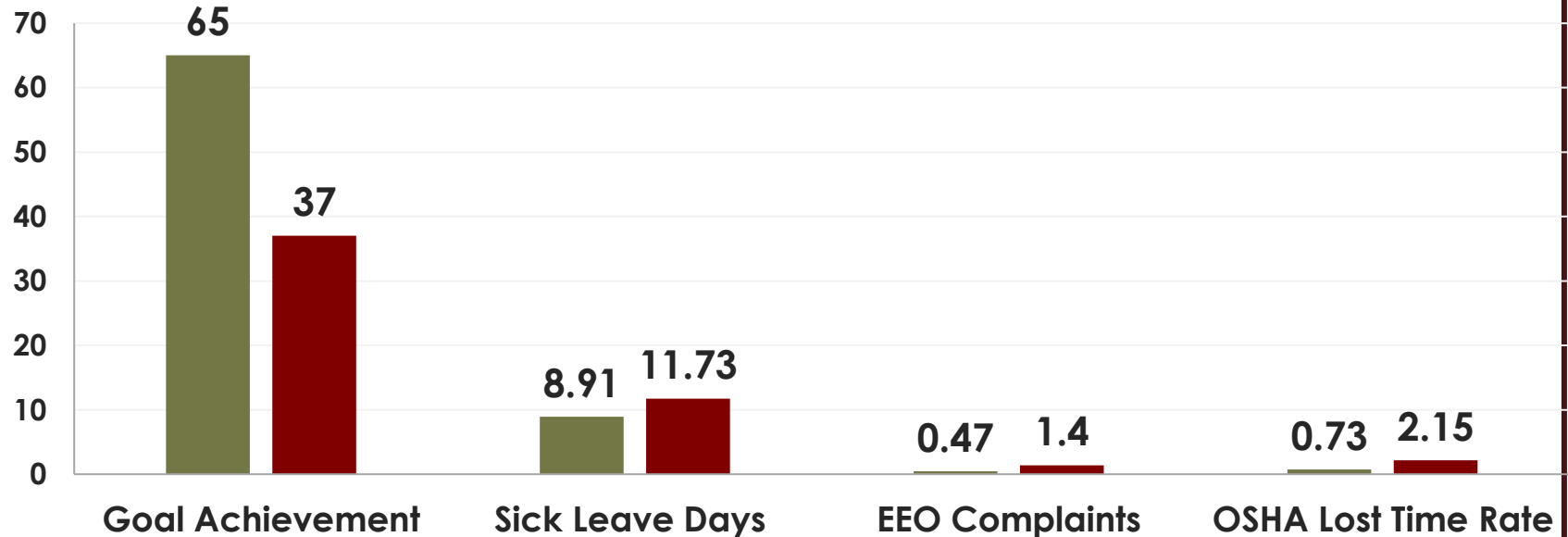
# Highly Engaged Employees

- **480% more committed to organizational success**
- **250% more likely to recommend improvements**
- **370% more likely to recommend their employer**



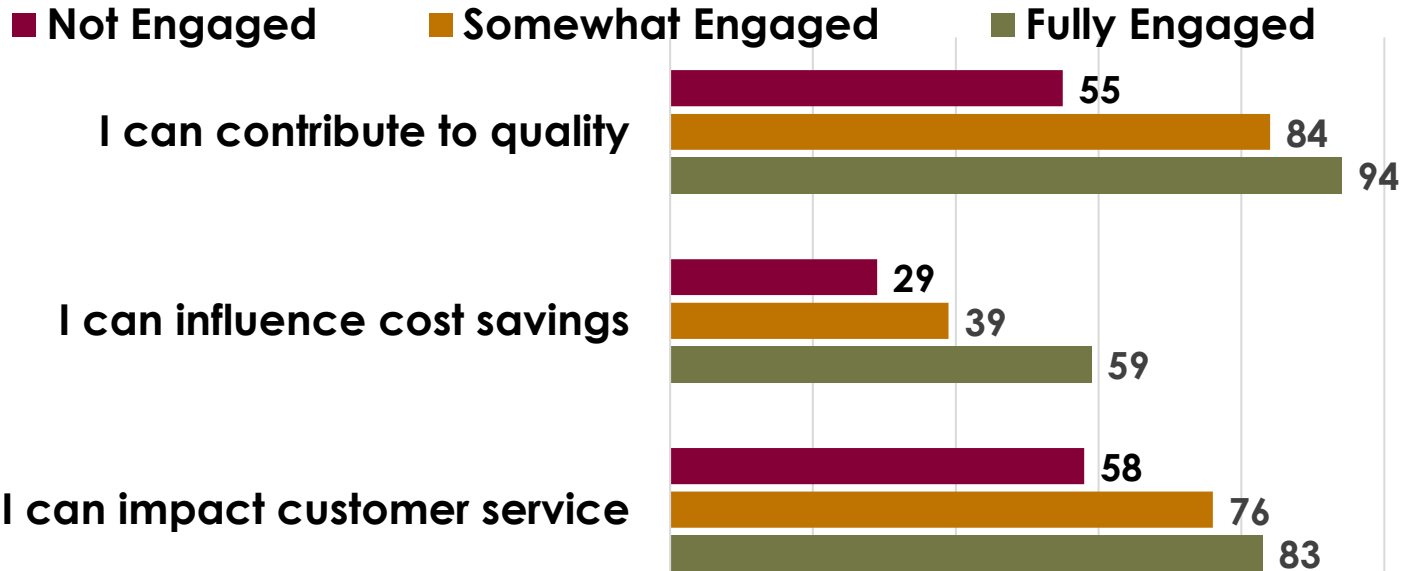
# Federal Government

■ Most Engaged Agencies ■ Least Engaged Agencies



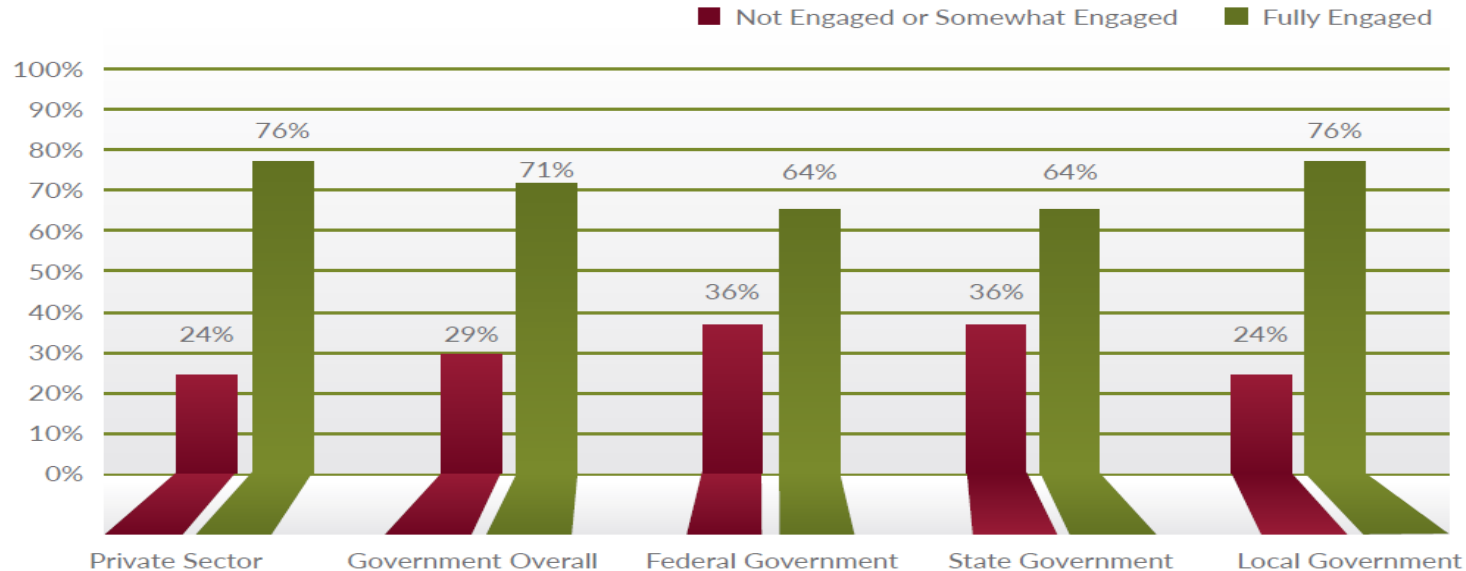
# State and Local Government

% Who Agree



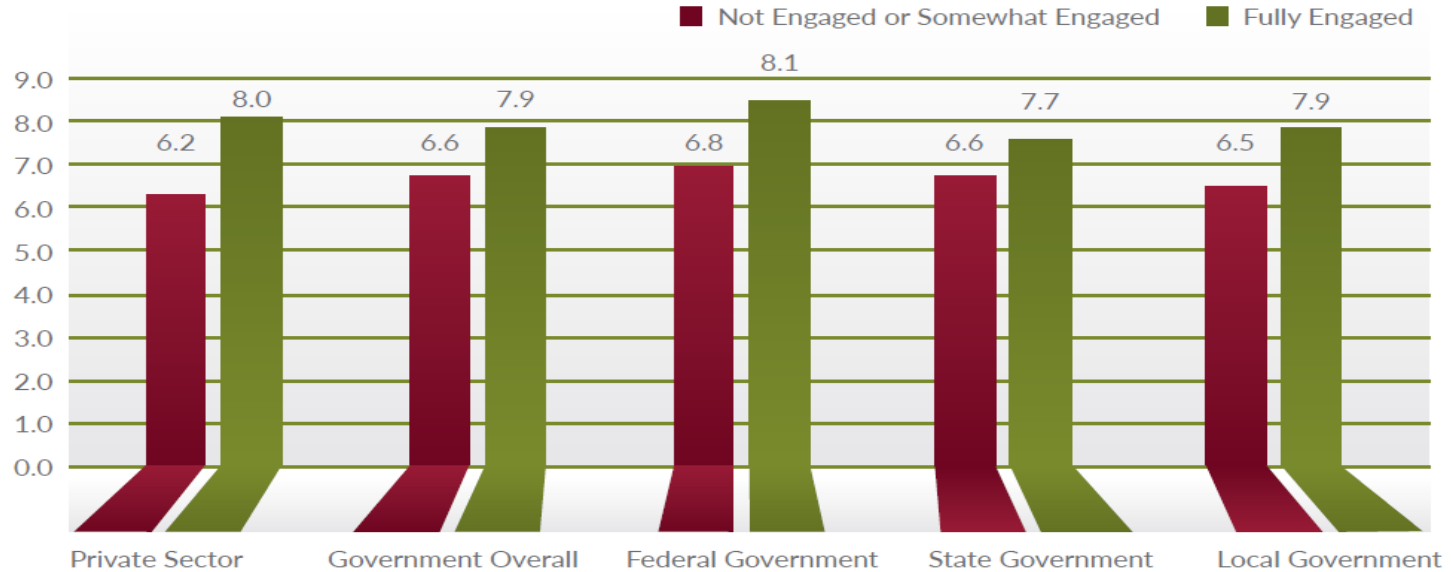
# Engagement and Mission Success

My Organization is Successful at Achieving its Mission (% Agree)



# Engagement and Life Satisfaction

Overall, How Satisfied are You With Your Life?



# VA Medical Centers

## KEY FINDINGS

As a VA medical center's Best Places to Work employee engagement score increases:



**Patient satisfaction** with the medical center, their primary care physician and specialty care provider all increase.



**Registered nurse turnover** declines.



**Call center answer speed** increases, and the percentage of callers who hang up before their call is answered declines.

# Engagement and Recruiting

The screenshot displays the NASA Careers website interface. At the top left is the NASA logo. To its right is the 'HR NASA People' logo. Below these is a search bar with the text 'Enter Search Terms Here' and a 'Search' button. A horizontal navigation bar contains links for 'Home', 'Benefits at NASA', 'Careers at NASA' (highlighted in blue), 'Human Capital Program', 'NASA Retirees', and 'About NASA'. On the left side, a vertical menu lists: 'Careers Landing Page', 'Opportunities', 'Job Information', 'How to Apply', 'SES Opportunities', 'Other Opportunities', 'Working for NASA', 'Our Centers', 'What We Do', 'Types of NASA Jobs', and 'NASA Pathways Programs'. Below this menu is a 'NASA Workforce Map' section with a map of the United States and a 'Click to Begin' button. The main content area features a large 'Careers at NASA' section with a dark background and white text: 'Our work ranges from the everyday operating of our facilities, to exploring the mind-boggling, furthest limits of the past, present, and future of our universe. In this section you will find information about employment opportunities and programs at NASA.' This section includes three images: a NASA employee in a blue uniform, a group of people in a meeting, and a man at a computer workstation. Below this is a 'Career Toolbox' section with six tiles: 'NASA Pathways Programs' (with an icon of a globe and a red arrow pointing to it), 'Current Opportunities' (with an icon of a yellow 'X'), 'Life at NASA' (with a map icon), 'NASA Ranked # 1' (with an icon of three blue spheres and a red arrow pointing to it), 'What We Do' (with a 'NASA JOBS' icon), and 'Student Opportunities' (with a green icon of three people). On the right side, there are two sections: 'Follow Us @ Twitter' with links to @NASAPeople, @NASAHQPhoto, and @NASA\_Technology; and 'Quick Links' with a list of links including 'USA Jobs', 'NASA Civil Service Vacancies', '10-point Veteran Preference', 'Feds Hire Vets', 'Scholarship for Service', 'Job Seekers with Disabilities', 'Interviewing Techniques', 'Glossary of Terms', 'Annual Employee Survey', 'NASA Flexibility Act of 2004', 'Protecting Yourself Online', and 'Welcome to NASA Video'. A large red arrow points from the 'NASA Ranked # 1' tile to the 'Click to Begin' button on the map.

**Careers at NASA**

Our work ranges from the everyday operating of our facilities, to exploring the mind-boggling, furthest limits of the past, present, and future of our universe. In this section you will find information about employment opportunities and programs at NASA.

**Career Toolbox**

- NASA Pathways Programs**  
View info on opportunities for students and recent graduates to be considered for Federal employment
- Current Opportunities**  
View an up-to-date listing of all current NASA positions
- Life at NASA**  
Hear employees share their stories about why it's great to work at NASA
- NASA Ranked # 1**  
The Best Places to Work in the Federal Government® rankings rate federal employee satisfaction
- What We Do**  
Our work ranges from the everyday operating of our facilities, to exploring furthest limits of the past, present, and future
- Student Opportunities**  
Student opportunities through our Pathways Programs

**Follow Us @ Twitter**

- @NASAPeople
- @NASAHQPhoto
- @NASA\_Technology

**Quick Links**

- USA Jobs
- NASA Civil Service Vacancies
- 10-point Veteran Preference
- Feds Hire Vets
- Scholarship for Service
- Job Seekers with Disabilities
- Interviewing Techniques
- Glossary of Terms
- Annual Employee Survey
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- Protecting Yourself Online
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**NASA Workforce Map**

Click to Begin

# It's About Leadership

**35% of U.S. workers polled...**

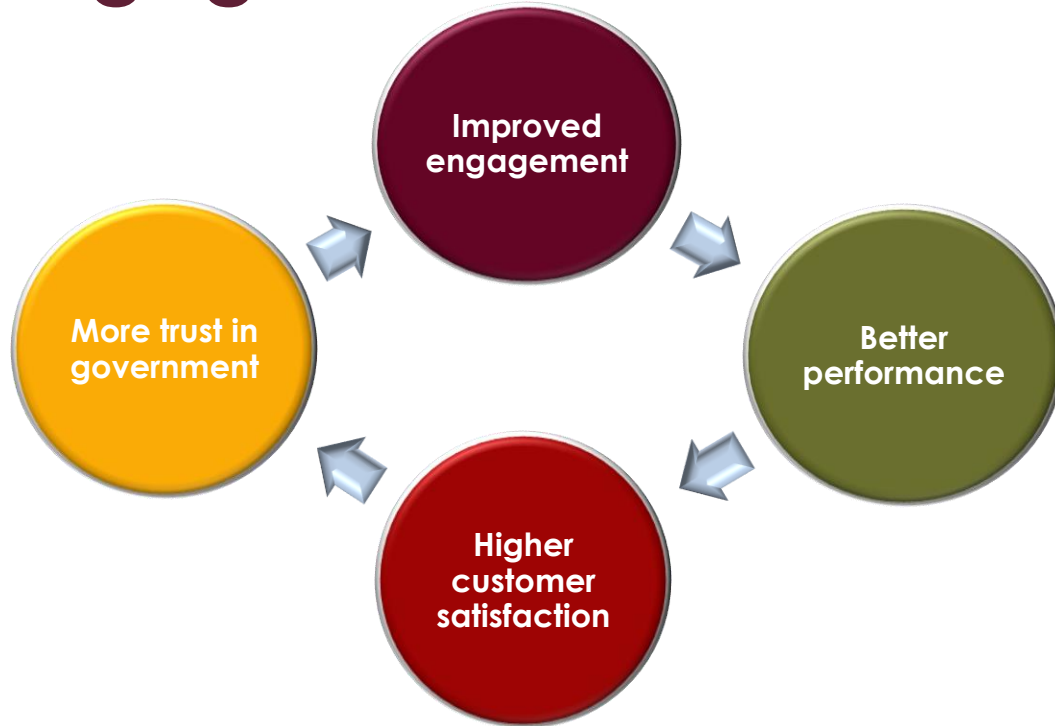
**... said they'd willingly forgo a substantial pay raise in exchange for seeing their direct supervisor fired**

# It's About Leadership

**35% of U.S. workers polled...**

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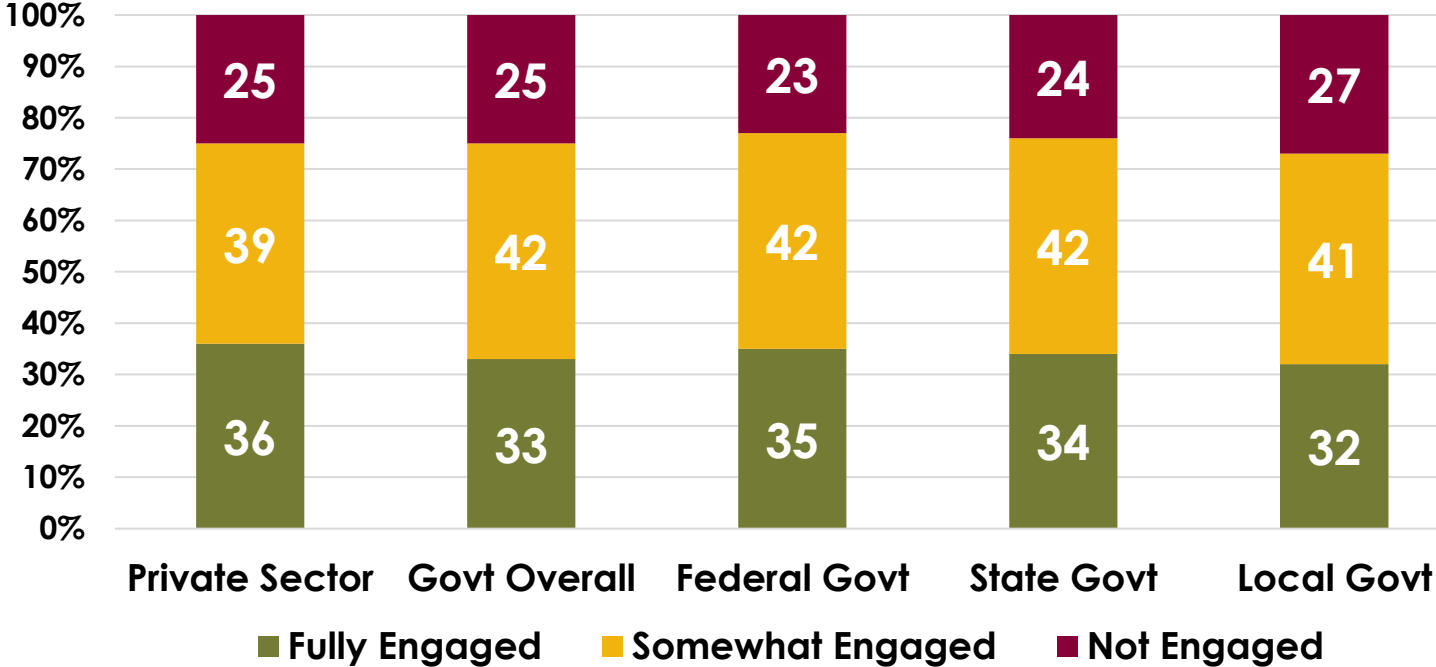
# Engagement Value Chain



## Question:

**What percentage of public-sector employees are fully engaged?**

# How Engaged is the U.S. Workforce?



# Improving Engagement Requires Measuring It

- Indirect – turnover, attendance, performance evaluations, exit and stay interviews
- Direct – employee surveys



# Roadmap to Improved Engagement



# Maximizing Engagement During a Pandemic – and Beyond



# Some Keys to Engagement

- 1. Provide strong and visible leadership**
- 2. Communicate, communicate, communicate**
- 3. Don't neglect training and development**
- 4. Focus on the mission and the work**
- 5. Appreciate and recognize**
- 6. Set expectations and provide tools**
- 7. Ask for feedback**

# 1. Provide Strong and Visible Leadership



# Make Engagement a Strategic Priority



## Strategic Goal 4.1

**Empower GAO's Workforce to Excel through Strategic Talent Management: Promote Employee Engagement, Diversity and Inclusiveness**

# King County, WA

## Strategic Plan Goal

Ensure that County government operates efficiently and effectively and is accountable to the public

1. Develop a highly engaged, diverse, culturally responsive, and high-performing workforce



## 2. Communicate, Communicate, Communicate

# COVID-19 FAQs

- What does this extended closure mean to me as an employee?
- I am essential, but do not want to come to work because I'm fearful of catching COVID-19. What are my options?
- Should I wear a face covering?
- Is the County going to provide any additional leave to assist with the impacts COVID-19 is having on my job?
- Are there special considerations for older adults and those who have elevated risk?
- Can I use sick leave to care for an ill family member?
- What if I am placed under a government-mandated quarantine?
- What should employees do who return from high-risk areas or are exposed to COVID-19?
- What should I do if I suspect a coworker has flu-like symptoms?
- What do I do if I believe I was exposed to COVID-19 while at work?
- My child's school is closed and I have no child care – what are my options?
- Should I cancel my work-related travel?

# Communication Plan Template

Date	Targeted Audience	Message/ Objective	Method/ Media	Who Delivers	Status



### **3. Don't Neglect Training and Development**

# Building Engagement – New Employee Onboarding

## PRINCIPLES

**Align** to mission and vision      **Connect** to culture, strategic goals and priorities      **Integrate** across process owners      **Apply** to all employees

## ROLES

+ PROCESS OWNERS      + PROCESS CHAMPIONS      + EMPLOYEE

## PROCESS PHASES AND KEY ACTIVITIES

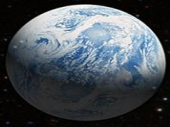
BEFORE FIRST DAY	FIRST DAY/ ORIENTATION	FIRST WEEK	FIRST 90 DAYS	FIRST YEAR
<ul style="list-style-type: none"> <li>Extend personal welcome to employee</li> <li>Communicate first day logistics to employee</li> <li>Send paperwork in advance and/or online portal access</li> <li>Prepare for employee</li> </ul>	<ul style="list-style-type: none"> <li>Focus on sharing the mission and values</li> <li>Incorporate senior leadership</li> <li>Orient employee to organization and office norms</li> <li>Introduce employee sponsor</li> <li>Meet immediate requirements for employment</li> </ul>	<ul style="list-style-type: none"> <li>Ensure direct managerial involvement</li> <li>Set performance expectations and job scope</li> <li>Assign meaningful work</li> <li>Communicate resources or networks required for work</li> </ul>	<ul style="list-style-type: none"> <li>Provide essential training</li> <li>Monitor performance and provide feedback</li> <li>Obtain feedback through new hire survey and other means</li> </ul>	<ul style="list-style-type: none"> <li>Recognize positive employee contributions</li> <li>Provide formal and informal feedback on performance</li> <li>Create employee development plan</li> </ul>

## OUTCOMES

High employee **job satisfaction** level      **Retention** of high-performing employees      Continued **employee engagement** and commitment      Faster time-to-**productivity**



## 4. Focus on the Mission and the Work



**“I help send men to the moon”**





## 5. Recognize and Appreciate

# State of Employee Recognition

- **64% of Americans who leave jobs do so because they don't feel appreciated**
- **Only 50% of federal employees are satisfied with recognition for doing good job**
- **Organizations with recognition programs:**
  - **14% higher employee engagement, productivity, and customer service**
  - **31% lower voluntary turnover**

# Recognition “Without Spending a Dime”

- Recognize employee achievements at staff meeting
- Surprise employee with Post-it note of thanks
- Put thank-you note on department bulletin board
- Compliment employee within earshot of others (and word will spread)
- Mail handwritten note to employee’s home
- Send department-wide email praising employee or team
- Start meetings by recognizing employees, and ask employees to recognize each other
- Pull employee aside and ask for his/her opinion



## 6. Set Expectations and Provide Tools

# Building Engagement – Supervision

## Manage performance effectively

- **Link expectations to mission**
- **Meet regularly with employees**
- **Provide opportunities to grow and develop**
- **Conduct at least semiannual discussions on performance and development**
- **Hold employees accountable – deal with poor performers**

# Management/Supervision



# Planning Worksheet

WEEK	MONDAY														
<table border="1"><thead><tr><th data-bbox="376 319 687 350">WEEK'S PRIORITIES</th><th data-bbox="687 319 913 350">MEASURE SUCCESS</th></tr></thead><tbody><tr><td>_____</td><td>_____</td></tr><tr><td>_____</td><td>_____</td></tr><tr><td>_____</td><td>_____</td></tr><tr><td>_____</td><td>_____</td></tr><tr><td>_____</td><td>_____</td></tr><tr><td>_____</td><td>_____</td></tr></tbody></table>	WEEK'S PRIORITIES	MEASURE SUCCESS	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	<p data-bbox="967 334 1174 347"><b>MORNING CHECK-IN</b></p> <p data-bbox="967 350 1180 363">ONE THING OF THE DAY:</p> <p>_____</p> <p>_____</p> <p>_____</p>
WEEK'S PRIORITIES	MEASURE SUCCESS														
_____	_____														
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<p data-bbox="388 637 643 650"><b>GROWTH &amp; DEVELOPMENT</b></p> <p data-bbox="388 655 852 668">HOW WILL YOU GROW PERSONALLY OR PROFESSIONALLY?:</p> <p>_____</p> <p>_____</p>	<p data-bbox="967 506 1199 519"><b>AFTERNOON CHECK-IN</b></p> <p data-bbox="967 524 1103 537">TOP SUCCESS:</p> <p>_____</p> <p>_____</p> <p>_____</p>														
<p data-bbox="388 757 523 770"><b>GAP CLOSING</b></p> <p data-bbox="388 775 672 788">WHAT DIDN'T HAPPEN LAST WEEK?</p> <p>_____</p> <p>_____</p>	<table border="1"><tr><td data-bbox="967 667 1277 694">ONE THING ACHIEVED?</td><td data-bbox="1277 667 1354 694">YES</td><td data-bbox="1354 667 1505 694">NO</td></tr></table>	ONE THING ACHIEVED?	YES	NO											
ONE THING ACHIEVED?	YES	NO													
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# One City's Approach

- Employee website to encourage participation and interaction
- Blog-like articles to support remote work and supervision
- Wellness articles and information
- Virtual counseling
- Onsite wellness activities
- Volunteer activities for community partners to keep employees in paid status
- Bi-weekly virtual supervisors' meetings
- Survey of both those working or telecommuting on resource and training needs
- Micro trainings and other resources – remote work and remote supervision



# Managers' Toolkit

**Managing Remote/Teleworkers** – Managing remotely can be complicated. Add a dash of national emergency, and it becomes even more challenging.

**Articles** – A few of the best articles for navigating and leading through this difficult time.

- **Leading Remotely: What Managers Need to Keep Teams Engaged** (Gallup)
- **Top 15 Tips To Effectively Manage Remote Employees** (Forbes)
- **Keeping a Remote Workforce Engaged** (PA Times)
- **A Guide to Managing Your (Newly) Remote Workers** (Harvard Business Review)
- **15 Questions About Remote Work, Answered** (Harvard Business Review)

## Webinar

- **Six Keys to Maintaining the Engagement of a Remote Workforce**

# 7. Ask for Feedback



# Survey Categories

- **My work**
- **Mission**
- **My team**
- **My supervisor**
- **Leadership and managing change**
- **Training and development**
- **Resources and workload**
- **Pay and benefits**
- **Culture**
- **Diversity, equity and inclusion**
- **COVID-19**



# Engagement Culture

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

THE CONFERENCE BOARD



# Engagement Culture

Engagement business case broadly understood

Engagement linked to mission, critical business outcomes

Leaders/managers work together to drive engagement

Engagement visible across organization (not just HR program)

Engagement regularly measured/analyzed – and action taken

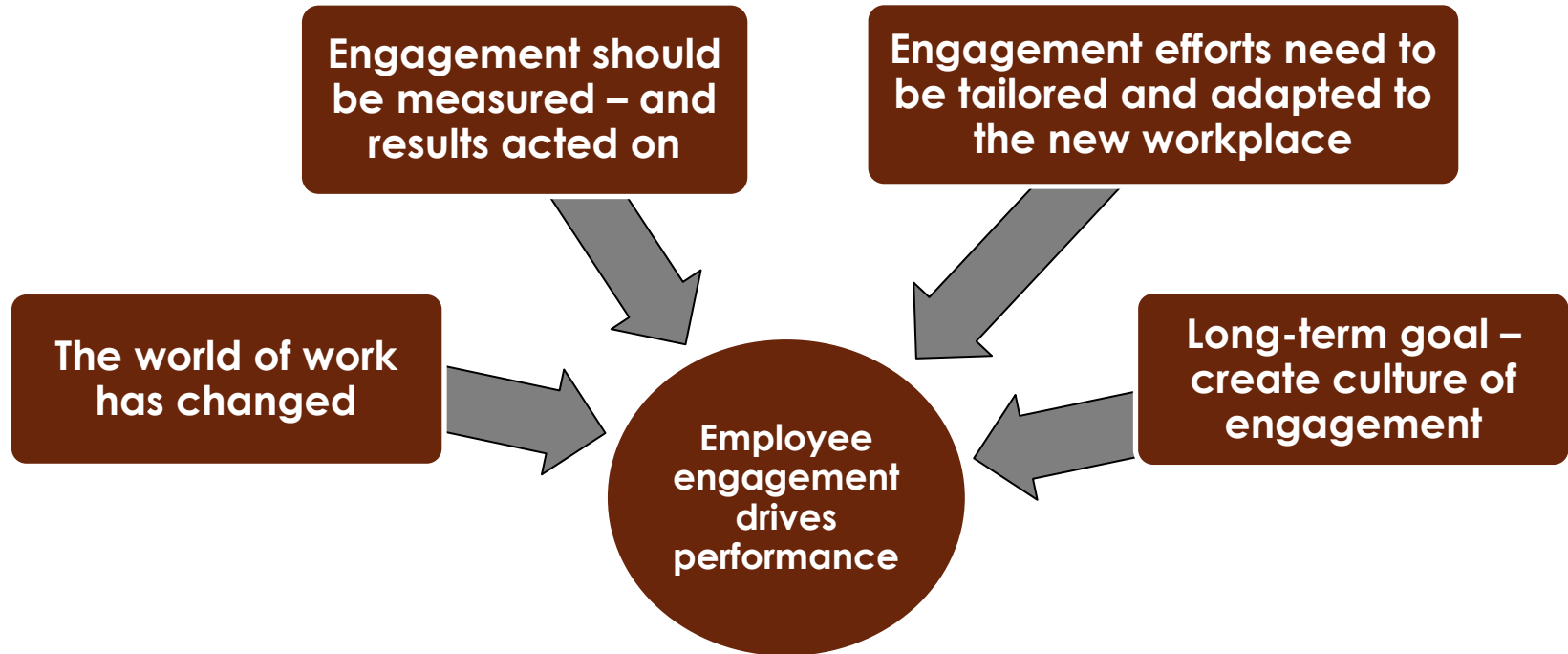
HR components linked to engagement

Robust communication strategy, especially by leaders

# Some Keys to Maximizing Engagement

1. Provide strong and visible leadership
2. Communicate, communicate, communicate
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4. Focus on the mission and the work
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# Key Take-Aways





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