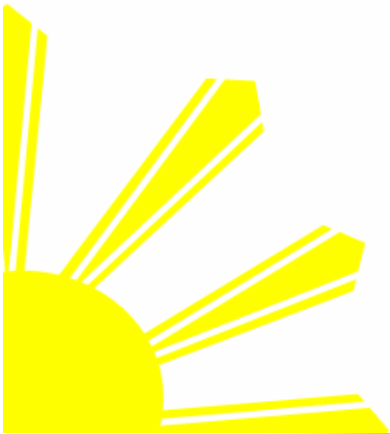


BEYOND EMPLOYEE ENGAGEMENT: **SERVICE EXCELLENCE**

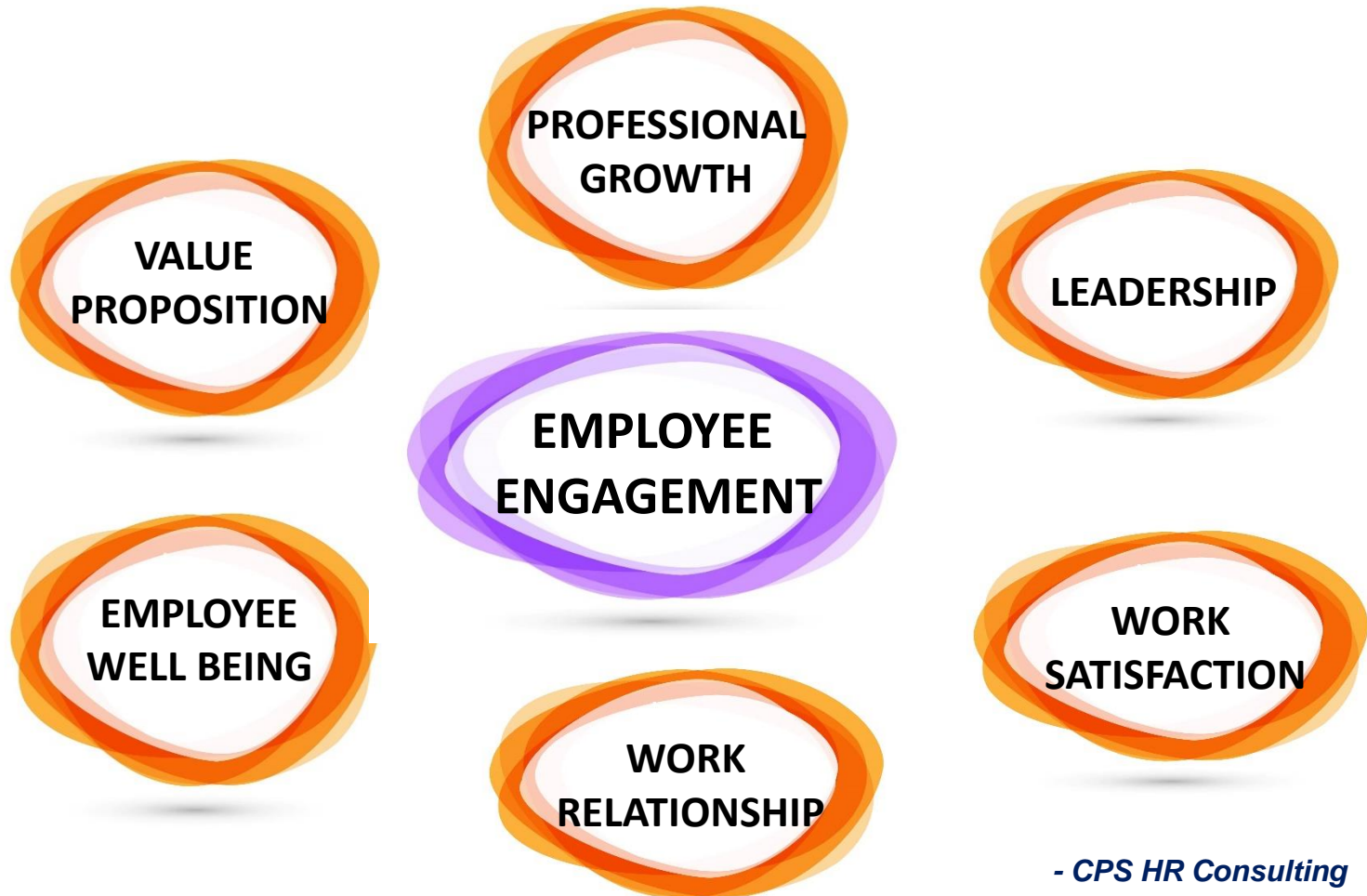


ATTY. RODOLFO B. ENCAJONADO
Director IV
Civil Service Commission Regional Office VI



Beyond Employee Engagement: Service Excellence

The Power of Employee Engagement



Beyond Employee Engagement: Service Excellence

Lecture Outline

- Employee Sensing & Workforce Planning
- Employee Satisfaction vs Employee Engagement
- Levels of Employee Engagement
- Ways to Improve Employee Engagement
- Factors/Elements that Drive Employee Engagement
- Strategies in Achieving High Level Employee Engagement
- Role of HR in Employee Engagement



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Workforce Planning

A continual process used to align the needs and priorities of the organization with those of its workforce to ensure it can meet its legislative, regulatory, service and production requirements and organizational objective.



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Workforce Planning

Effective workforce planning relies on robust data across a wide range of factors.

One of these factors is *Employee Sensing*



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Employee Sensing is a new approach to strategic control. It is . . .

- a gathering of knowledge from localized **“sensing”** of employees;
- a gathering of knowledge among *frontline employees*

that can be utilized with advantage in strategic decision-making and higher management levels.



The data gathered can be used in Workforce Planning



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Employee Sensing is a gathering of data...



... through the conduct of Employee Survey.



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Types of Employee Surveys

- *Staff Satisfaction Surveys*
- *Employee Engagement surveys*
- *Other surveys*

Kiosk, Mood, Pulse, IVR, IVR (telephone), Pull, Culture, Joiners', Leavers' & Others



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EMPLOYEE SATISFACTION

VS

EMPLOYEE ENGAGEMENT



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Employee satisfaction is the term used to describe whether employees are happy and fulfilling their desires and needs at work.

- ▶ In many measure it is considered as a factor in -
 - *employee motivation,*
 - *employee goal achievement, and*
 - *positive employee morale in the workplace*

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Employee satisfaction IS NOT THE SAME AS employee engagement.

W H Y ?

- ▶ **An employee can be satisfied with a job without being engaged in the job.**
- ▶ **Employee Engagement is much more than being content with the job. In fact, *Employee Satisfaction is one of the components of employee engagement.***



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► **What is Employee Engagement?**

EE has various definitions depending on the initiatives of the organization. Some view it as . . .

- *emotional commitment ... (Kevin Kruse, NY Times Best Selling Author)*
- *art of getting others believe ... (Jim Whitehurst, CEO of Red Hat)*
- *emotional connection an employee feels ... (Business Dictionary)*
- *management concept ... (Investopedia)*
- *illusive force that motivates ... (Workforce Performance Solutions)*
- *working condition ... (Michael Schuck and Karen Wallard)*
- *emotional state... passionate, energetic and committed (Decisionwise)*

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► So, What is Employee Engagement?

Employee engagement is the extent to which employees feel a sense of commitment to ...

- *their organization,*
- *its values, goals and objectives, and*
- *consciously and conscientiously, work toward achieving those goals and objectives.*



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➔ **Employee engagement is . . .**

- ❖ the extent to which employees find value in their work, want to work and want to contribute to their organization's success.
- ❖ the extent to which employees choose to invest their physical, mental and emotional energy in their work and their organization.



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Employee Engagement is a working condition that generates . . .

- **Heightened connection**
(work, organization, mission or co-worker)
- **Beyond Job Satisfaction**
- **Personal Meaning in work**
 - ✓ *Pride*
 - ✓ *Organization values me*
- **“Discretionary effort”**



- CPS HR Consulting



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Levels of Employee Engagement

- *Engaged*

- *Not Engaged*

- *Disengaged*



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➔ Engaged Employees . . .

- *Have strong relationships in organizations*
- *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*



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➔ Not Engaged Employees . . .

- *Not strongly committed to organization*
- *Feels trapped*
- *Gives bare minimum*



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► Disengaged Employees . . .

- *Poor relationship with organization*
- *Only going through motions*
- *Frequently absent*



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Importance of Employee Engagement (why it does matter)

- *Improved Productivity & Efficiency*
- *More Innovations*
- *Connected employees, Better communication/Collaboration*
- *Workplace Happiness*
- *Trust of Clients and stakeholders/Client Satisfaction*
- *Talent Attraction*
- *Talent Retention*
 - *Reduction of staff turn-over*



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Factors/Elements that Drive Employee Engagement

1. **Meaningful Work**
2. ***Hands on Management***
3. ***Positive work environment***
4. ***Growth Opportunity***
5. ***Trust in Leadership***



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Factors/Elements that Drive Employee Engagement

1. Meaningful Work

- *Autonomy*
- *Select to fit*
- *Small, empowered teams*
- *Time for slack*



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Factors/Elements that Drive Employee Engagement

2. Hands on Management

- *Clear, transparent goals*
- *Coaching*
- *Invest in management development*
- *Modern performance management*

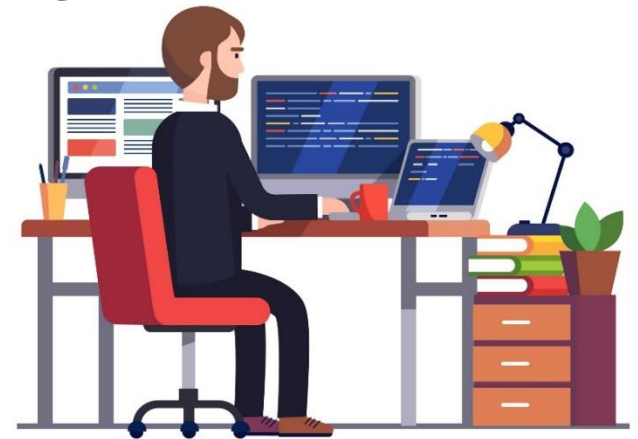


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Factors/Elements that Drive Employee Engagement

3. Positive work environment

- *Flexible work environment*
- *Humanistic Workplace*
- *Culture of Recognition*
- *Inclusive, diverse work environment*



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Factors/Elements that Drive Employee Engagement

4. Growth Opportunity

- *Training and support on the job*
- *Facilitated talent mobility*
- *Self-directed learning*
- *High-impact learning culture*



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Factors/Elements that Drive Employee Engagement

5. Trust in Leadership

- *Mission and purpose*
- *Continuous investment in people*
- *Transparency and honesty*
- *Inspiration*



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ENGAGEMENT DRIVERS

WORK

LEADERSHIP

AGENCY/OFFICE
PRACTICES

REWARDS and
RECOGNITION

PERSONAL
GROWTH and
DEVELOPMENT

WORK
ENVIRONMENT



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HOW DO YOU KNOW IF OUR EMPLOYEES ARE ENGAGED?



➤ **OBSERVING IS NOT ENOUGH**

Ask Them

(EMPLOYEE ENGAGEMENT SURVEY)



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ENGAGEMENT SURVEY QUESTIONS MAY FOCUS ON THE FOLLOWING:

1. Work and Workplace
2. Leadership
3. Selection of Employees
4. Employee Personal and Professional Growth
5. Performance Management
6. Rewards and Recognition
7. Work environment and teamwork
8. Other relevant issues/concerns



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Taking Action on Survey Data

**“Measurement Without Target
Action is Useless”**

Another Survey?

***“Don’t Ask If You’re Not Ready
to Fix the Problems”***

“You Said, We Did”



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**What
organizations
have done to
achieve high
levels of
TEAM
engagement?**

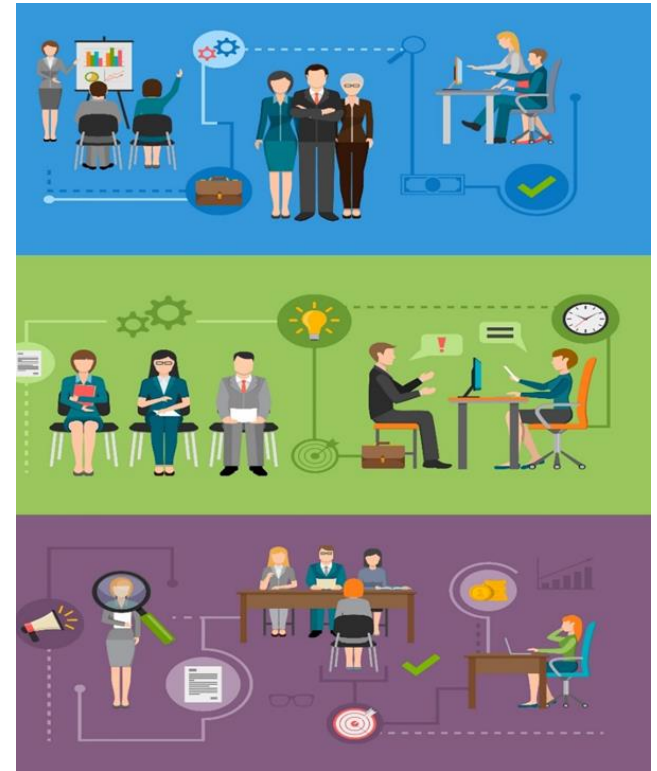


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What Organizations Have Done to Achieve High Levels of Engagement?

Building Engagement

- *HR Strategy*
- *Leadership Building*
- *Talent Hiring/Sourcing*
- *On boarding*
- *Succession Planning*

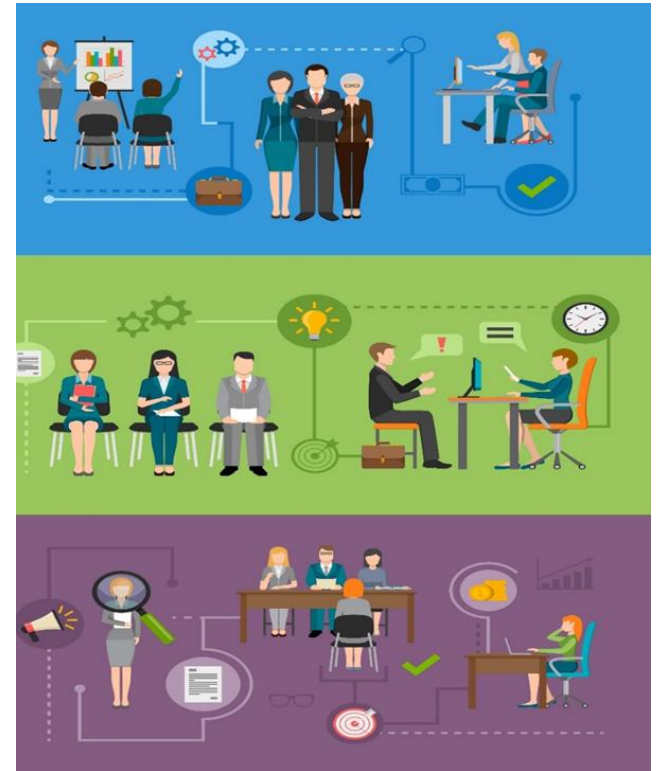


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What Organizations Have Done to Achieve High Levels of Engagement?

Building Engagement

- *Open communication*
- *Connect work to mission*
- *Appreciate and recognize employee contribution*
- *Listen and provide feedback*
- *Work/life integration*



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Strategy

U. of Wisconsin Strategy

**Strategic
Goal**

Recruit/retain faculty and staff, reward merit

**VCFA
Strategic
Priority**

Create environment of respect and inclusiveness through opportunities for employment engagement

**HR Design
Vision**

Efficient and Effective HR system, serving University, employees and WI citizens

**21st Century
Workforce**

Right Talent Engaged Diverse Adaptable

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Strategy

Civil Service Commission

Vision CSC shall be globally recognized as center of excellence in strategic HR and OD by 2030

Mission Gawing Lingkod Bayani ang Bawat Kawani
(To make every civil servant a servant hero)

Core Values

- Love of God and Country
- Excellence
- Integrity



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What Organizations Have Done to Achieve High Levels of Engagement?

Leadership: Supervision

a. Manage Performance Effectively

- Ensure employees commitment is aligned with the agency Mission, Vision and Strategic Goals
- Regular monitoring and coaching within the rating period
- Fair assessment and evaluation of accomplishments



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What Organizations Have Done to Achieve High Levels of Engagement?

Leadership: Supervision

a. Manage Performance Effectively

- Provide opportunities to grow and develop
- Conduct at least semi-annual discussion about performance, strengths and developmental needs
- Hold employees accountable – deal with poor performance



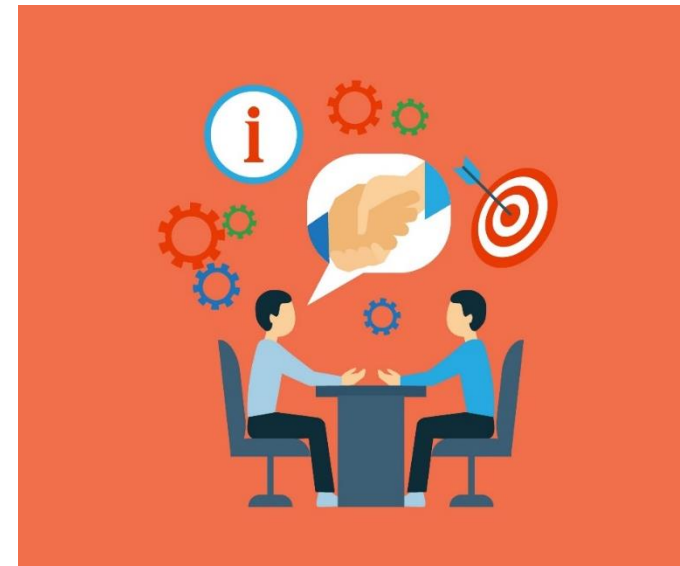
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What Organizations Have Done to Achieve High Levels of Engagement?

Leadership

b. Management/Supervision

- Select supervisors to supervise – and build engagement
- Develop competencies around engagement
- Provide relevant HR interventions, resources and support
- Hold supervisors accountable for engagement



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What Organizations Have Done to Achieve High Levels of Engagement?

Recognition (Non-Monetary)

- Recognize employee achievements in appropriate venue, such as:
 - staff meeting
 - convocation program
- Give post-it note of appreciation to good output (*draft letter/opinion, etc.*)
- Put thank-you note on the agency/office bulletin board
- Compliment employee within earshot of others (*and word will spread*)



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What Organizations Have Done to Achieve High Levels of Engagement?

Recognition (Non-monetary)

- Send department-wide email praising employee or team
- Start meetings by recognizing employees, and asks employees to recognize each other
- Pull employee aside and ask for his/her opinion



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What Organizations Have Done to Achieve High Levels of Engagement?

Employee Wellness

- Physical & Psychological
- Environmental
- Emotional
- Social
- Financial
- Spiritual



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What Organizations Have Done to Achieve High Levels of Engagement?

Build a culture of engagement

- Introduces set of acceptable organizational values, behaviors, and practices that promotes increasing levels of engagement as a cultural norm



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What Organizations Have Done to Achieve High Levels of Engagement?

Build a culture of engagement

- Leadership/Managers work together to drive engagement
- Engagement understood and linked to mission, critical business outcomes
- Engagement visible across organization (*not just HR program*)



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What Organizations Have Done to Achieve High Levels of Engagement?

Build a culture of engagement

- Engagement regularly measured/analyzed – and swift action made
- HR components linked to engagement
- Robust communication strategy, especially by leaders



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Ways to Improve Employee Engagement

- Use the right employee engagement survey
- Focus engagement at the local and organizational levels.
- Select the right managers
- Coach managers and hold them accountable for their employee engagement.
- Define engagement goals in realistic, everyday terms.



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Benefits of Employee Engagement

- Higher employee satisfaction
- Higher retention and low turnover
- Higher productivity
- Less absenteeism
- Increased employee loyalty
- Total client satisfaction



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Engagement Value Chain



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HR Role in Building Engagement

- Champion engagement
- Facilitate the process
- Identify organization-wide issues – and lead action
- Be a role model
- Drive cultural change



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Key Take-Aways

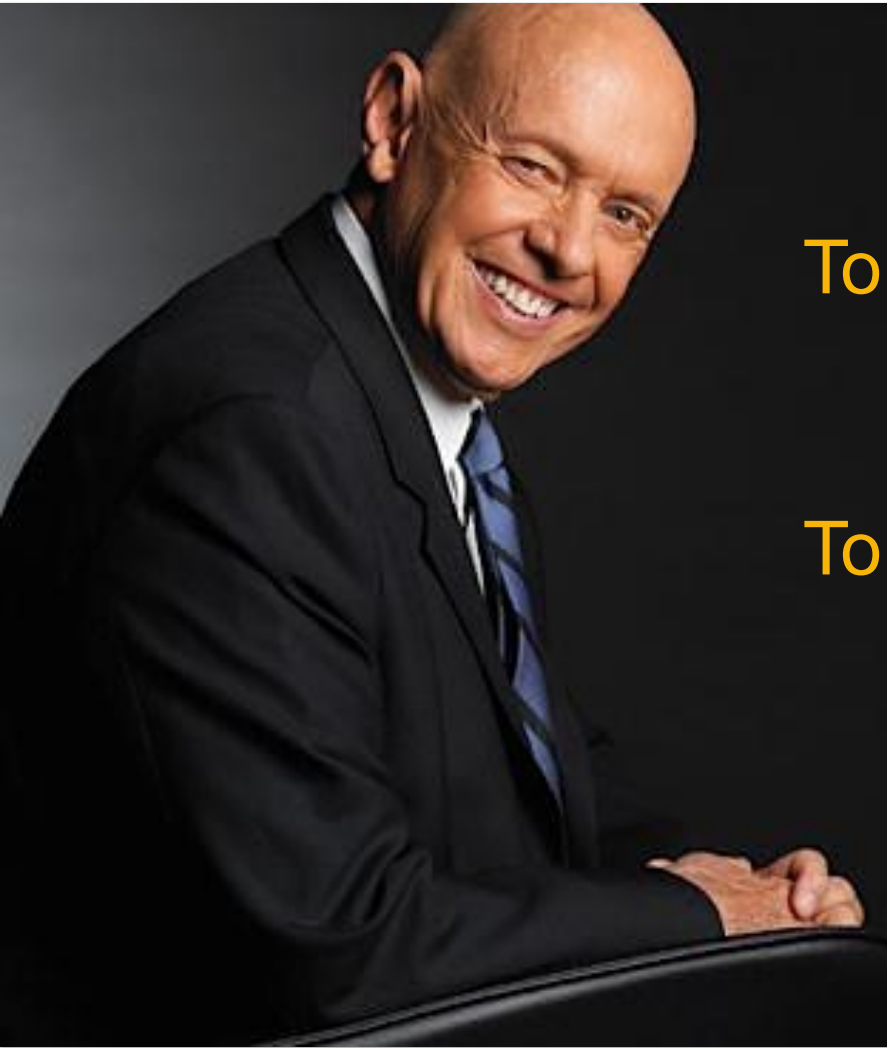
- Engaged employees find personal meaning in work (**Commitment**)
- Engagement should be measured- Results acted on (**Standards**)
- Long-term improvement = culture of engagement (**Excellence**)
- HR has critical role – champion, facilitator, role model (**Advocacy**)



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**Knowing is not enough;
we must **APPLY**.**
**Willing is not enough
we must **DO**.**





To LEARN and NOT TO DO
is really NOT TO LEARN
To KNOW and NOT TO DO
is really NOT TO KNOW.

- Stephen Covey -

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**THANK
YOU!**