Strategies for Improving Employee Engagement and Work Experience

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Employee Engagement

An employee’s sense of purpose that is evident in their display of dedication, persistence and effort in their work or overall attachment to their organization and its mission (U.S. Office of Personnel Management)
Employee Engagement is more than:

• **Employee Satisfaction**
  • Only satisfied with job, not necessarily engaged
  • Extent to which they feel the company meets their expectations

• **Employee Happiness**
  • May be happy, but not necessarily working hard and productively on behalf of the organization
Profile of an Engaged Employee

• Do their best
• Feel stretched beyond their comfort zone
• Take personal satisfaction in their quality of work
• Sometimes find work stressful, but rewarding and fun
• Love their job!
Herzberg Two Factor Theory

**Motivators**
(intrinsic)
- Challenging work
- Recognition
- Responsibility
- Opportunity to do something meaningful
- Involvement in decision making
- Sense of importance
- Personal growth

**Hygiene Factors**
(extrinsic)
- Company policy
- Supervision
- Employee's relationship with their boss
- Work conditions
- Salary
- Relationships with peers
- Job security
What Drives Employee Engagement

Organizational Climate

Personal Characteristic

Contextual Factors

Job Characteristics

Strategies for Addressing Disengagement
## Strongest Drivers of Employee Engagement

**Index from the FEVS Survey**

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<tr>
<th>Driver of engagement</th>
<th>FEVS question</th>
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<tr>
<td>Constructive performance conversations</td>
<td>My supervisor provides me with constructive suggestions to improve my job performance (Q46).</td>
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<tr>
<td>Career development and training</td>
<td>I am given a real opportunity to improve my skills in my organization (Q1).</td>
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<tr>
<td>Work-life balance</td>
<td>My supervisor supports my need to balance work and other life issues (Q42).</td>
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<tr>
<td>Inclusive work environment</td>
<td>Supervisors work well with employees of different backgrounds (Q55).</td>
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<td>Employee involvement</td>
<td>How satisfied are you with your involvement in decisions that affect your work (Q63)?</td>
</tr>
<tr>
<td>Communication from management</td>
<td>How satisfied are you with the information you receive from management on what’s going on in your organization (Q64)?</td>
</tr>
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Why Engagement is Critical

RECRUITMENT
Engaged employees recommend workplace to other high performers

RETENTION
Engaged employees are 87% more likely to stay with the organization

PRODUCTIVITY
Engaged employees are 22% more productive than less engaged colleagues

FEWER ACCIDENTS
70% fewer safety incidents and 48% fewer patient safety incidents

COMMITMENT
At NIH 97.6% of FEVS respondents are willing to put in the extra effort to get the job done
Mechanisms to Increase Engagement

- Communication
- Growth/Training
- Recognition
- Exploring Job-fit
- Empowerment/Autonomy
- Performance Management
Manager’s Role

Performance Goals
Feedback and Recognition
Employee Development
Empowerment
Communication
Employee’s Role

Customize Job-Fit
Find meaningfulness
Ability to be transparent
Performance management
Benefits of Performance Feedback

Understand your contribution to the office and agency mission

Understand what your supervisor(s) expects and what they are looking for on a daily basis

Identify opportunities for growth

Receive recognition and appreciation for strong performance

Learn and improve upon new skills, including leadership skills

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Strategies for Addressing Disengagement
Resources for Supervisors

- Employee Engagement Intranet
- Federal Employee Viewpoint Survey Intranet
- New Employee Onboarding
- Workforce Planning Toolkit
- Stay Interview Guide for Supervisors
- Giving & Receiving Feedback
- Employee Recognition Assessment
- Facilitation Fundamentals
- Sample Action Planning Plan
- Developmental Resources
  - IDP Consulting
  - Training Center Courses
  - Developmental Ideas for IDP
  - Sample IDP Plan
- Transition Planning Interview Guide
- Performance Issues
  - Tips for Supervisors - Effective Communication
Resources for Employees

- Employee Assistance Program
- NIH Ombudsman Office
- Work and Family Life Center

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