



Employee Engagement HR Supervisor Series

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Meet our team for this HR Teleclass: Employee Engagement

Your host



Francine Dillard
Director of Learning and Development

Your SME



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AZ, CO, ID, IN,
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Your producer



Rhett Davis
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Welcome!



Human Resources Professional with over 10 years of Human Resources and supervisory experience in various industries. Joined the Pathways team in July 2016.

Katie Dowling, SHRM-CP
Human Resources Generalist – West Region



Employee Engagement

Engagement is the ability to be present, focused and energized. Engaged employees go above and beyond what is expected of them because of their strong emotional and personal connection to the organization.

engagement

PURPOSE

Effective employee engagement has three components

Head - Each employee learns, discerns, communicates and demonstrates their abilities and experiences in different ways. Being able to identify, develop, hone and utilize the diversity and depth of skills, abilities and knowledge is key to engagement.

Heart - Most studies on employee engagement recognize a strong connection between employee tenure, performance and engagement with a sense of belonging.

Hand - Having employees involved is a key part of the formula to creating strong engagement.



Engagement is important to organizations and employees

Studies have shown that engaged employees are typically more productive, and offer better client service. Performance rates of engaged employees outperform disengaged employees by 20-28%.

Businesses with more engaged employees have 51% higher productivity levels. They are also reported to have a 19% increase in operating income over a 12-month period, compared to a 33% decrease in companies with disengaged employees.

Organizations have lower absenteeism rates and happier employees. Highly engaged organizations empower staff to feel successful.

Source SHRM 2019

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What is the employee engagement level of the US workforce?

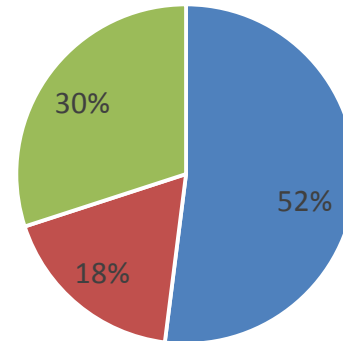
- A. 100%
- B. 30%
- C. 50%

Please select the appropriate response and click Submit.

Engagement typically fall into three groups

- **Engaged employees** work with passion and feel a profound connection to their company.
- **Not engaged** employees are essentially "checked out."
- **Actively disengaged** employees are more than unhappy at work. They make their unhappiness known.

Employee Engagement



■ Not Engaged ■ Actively Disengaged ■ Engaged

Source SHRM 2019

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Behaviors demonstrated by each group

Engaged

- Loyal and emotionally committed to the organization
- Time, talents and energy are being leveraged
- Willing to take on added responsibilities
- Likely to become emerging leaders
- More likely to stay with company
- High customer focus

Not Engaged

- Relatively happy and satisfied with their role
- Do the bare minimum
- Not invested in the company's mission, vision or goals
- Less likely customer-focused
- Less likely concerned about productivity or company profitability

Actively Disengaged

- Dominates their manager's time
- Often have influence over others
- Ability to easily spread toxicity throughout team, department and/or organization
- Rarely transformed into engaged employee



Is employee engagement the same as job satisfaction?

- A. True
- B. False

Please select the appropriate response and click Submit.

Common misconceptions of employee engagement

Job satisfaction is the same as employee engagement

Supervisors aren't really affected by employee engagement

Employees don't want to be engaged

Once engaged, always engaged





What do you think are some reasons why employees might become disengaged?



Use your questions panel to type in your answer

Common Causes of Employee Disengagement

- Unclear and inconsistent organization, department or team mission, vision or goals
- Employee's work lacks alignment to goals
- Absence of leadership presence
- Lack of motivation and recognition from managers
- Little to no growth opportunities
- Poor communication
- Excessive workloads
- Lack of training, resources needed to do job



Supervisor's role in Managing Employee Engagement

- Actively prioritize employee engagement
- Guide, encourage and motivate employees
- Regular one-on-one employee meetings
- Lead effective team meetings
- Listen to team's ideas
- Serve as a role model





Communication is also key

A clear, consistent message with the appropriate level of information

Openness and honesty with an authentic tone

Passion and connection

Goals, purpose and direction

Clarity, transparency, measurement and accountability



Engagement Level Exercise



Score yourself, on a scale of 1-10, 10 being highest, what is your engagement level as a leader?

Do not share your responses – this is a personal exercise

Engagement Level Exercise



What are some things that you are doing or can do to improve your level of engagement?



Use your questions panel to type in your answer

We use tools to measure employee engagement

- Climate Surveys
- 60 Day New Hire survey
- Exit Surveys
- One-on-ones
- Pulse checks – as needed





What are some signs that an employee is disengaged?



Use your questions panel to type in your answer

Signs of Disengagement

Signs	How to Address
Withdrawal	Meet with employee
Poor communication	Proactively address concerns with individuals
Breaks from routine	Inspect and open up a dialogue
Silence	Make yourself available
Apathy	Share your concern with honest discussions; open dialogue
Absenteeism	Have a caring dialogue
Decline in work quality	Work with HR; counseling or coaching
Exhaustion	Encourage self-care
Lack of participation	Set meaningful and measurable goals
Naysaying, Negativity, Rudeness	Inspect root cause

Connecting the Head, Heart and Hand

Head - Align jobs with department, operational and organizational strategies

Heart - Acceptance, involvement and acknowledgement

Hand - Look for opportunities for cross-training, job shadowing and employ succession planning – depending on job roles.

Winning Formula



Seven Steps to Improve Employee Engagement

1. Supply the right tools
2. Listen and be open to feedback
3. Be present and give individual attention
4. Provide training and coaching
5. Foster closer connections
6. Recognize and reward employees
7. Show respect and care for your teams



Employee Engagement Case Study

Rita has been with Pathways for one and a half years. When she started in her position, she was excited and seemed really passionate about the work. She always met her deadlines and was a top performer. She was active in meetings and gave input, even though it seemed like her ideas were never taken seriously. About one year into her employment, Rita applied for a promotion, but the position went to someone with more experience than her. More recently in the last couple of months, you have noticed that Rita has been showing up to work 10-20 minutes late two or more times per week. She doesn't seem bothered when you mention to her that she needs to be on time. Rita has been isolating herself from her team and has been late turning in her paperwork. She no longer gives input in meetings. Her most recent performance evaluation rating was low compared to her previous ratings.

What are the signs Rita is exhibiting that might lead us to believe she is becoming disengaged?



Use your questions panel to type in your answer

Employee Engagement Case Study – Discussion Question



What could have been done to prevent this downward turn?



Use your questions panel to type in your answer

Key Points to Remember

- Employee engagement is crucial to success
- Look out for signs of disengagement
- Resolve to address engagement concerns quickly
- Communicate effectively
- Listen to and use feedback
- Be positive and show you care
- Serve as a role model





Questions



Use your questions panel to type in your questions





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Our Next Session – Employee Relations

Course Title: VRT HR Series: **Employee Relations**

Course Description: This course is designed to provide participants with a practical and working knowledge of basic employee relations that support effective management skills and improved interactions with employees. Participants will recognize and understand regulatory and Pathways policies. Participants will review and critique disciplinary documents.

Session Faculty: Valerie Searcy-Cox, Human Resources Director, North

Session Date: August 15th, 2019

Session Time: 2:00pm EST / 1:00pm CST / 12:00pm MST / 11:00am PST

Session Duration: 1 Hour

Thank You
for
Attending!