Workforce Priorities

HOW TO ATTRACT, HIRE, AND RETAIN THE RIGHT PEOPLE FOR TODAY’S BEHAVIORAL HEALTH WORLD
Employee Engagement

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Strategic role of HR

Employee Engagement

Key Question

Does the organization have a culture that ensures:

• the right people
• with the right skills
• do the right things
• to get the right results
• will stay with you
• enjoy doing their best work
Employee Engagement Defined

- The conditions that help employees to do their best work on behalf of the organization, helping to achieve its goal.

- When employees feel a vested interest in the organization’s success and are motivated to perform at high levels.

- The discretionary effort to drive genuine commitment.
Employee Engagement Is

An employee’s intellectual (head) and emotional (heart) connection with an employer, demonstrated by motivation and commitment (hands) to positively impact the company vision and goals.
Is Engagement Necessary?

With engagement:
- People push towards goals
- Staff work together
- Creativity abounds
- People enjoy their work
- Clients are happier

Without engagement:
- Poor staff morale
- Staff go through the motions
- More absenteeism and tardiness
- Poor client outcomes
- Fail to achieve goals
Metrics and Employee Engagement: The Gallup Q12

- Opportunities to learn and grow
- Progress in last six months

- I have a best friend at work
- Coworkers are committed to quality
- Mission/purpose of company
- At work, my opinions seem to count

- Someone at work encourages my development
- Supervisor/someone at work cares
- Recognition in last seven days
- Do what I do best every day

- I have the materials and equipment
- I know what is expected of me at work
Fostering Employee Engagement
Organizational Level

- Monitor engagement metrics
- Ensure resources are available
- Promote training & development
- Rewards & Recognition
- Benefit policies (including flexible hours and locations)
- Competitive salary and benefits
- Wellness support
- Internal career ladders
- Mission aligns with goals
- Communication!
Fostering Employee Engagement
Manager Level

- Establish trust
- Build strong teams
- Communications
- Clear roles & responsibilities
- Manage conflict
- Develop staff
- Build relationships
Building Connections

A fundamental component of employee engagement is relationships with colleagues:

- Teamwork
- Having a “close friend”

Managers need to foster supportive relationships between colleagues.
Creating Successful Teams

- Set clear goals
- Ensure everyone is on the same page
- Play to team members’ skills and strengths
- Encourage balanced participation
- Help improve individual performance while helping the team
- Encourage positive relationships
- Hold everyone accountable
- Resolve conflicts as needed
Unaddressed Conflict

It is difficult for employees to feel engaged if there is conflict that doesn’t get addressed.

While it may be uncomfortable initially, managers should tackle sources of conflict head on to help teams become more effective and promote healthier relationships that translate into engagement.
# Engaging Communication

<table>
<thead>
<tr>
<th>Techniques</th>
<th>Content</th>
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<tbody>
<tr>
<td><strong>Listening:</strong></td>
<td>• Frequent and regular communication</td>
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<tr>
<td>• Listen more than you speak</td>
<td>• Make sure staff is informed about what is happening now, and what is planned for the future</td>
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<td>• Check for understanding</td>
<td>• Be as transparent as possible</td>
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<tr>
<td><strong>Talking/writing</strong></td>
<td>• Simplify, don’t complicate</td>
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<tr>
<td>• Think before you speak (your words have impact)</td>
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<tr>
<td>• Be clear and concise</td>
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<td>• Check for understanding</td>
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Develop Staff

- Manager training
- Stay Interviews
- Seek growth opportunities for staff
- Mentoring programs
- Career pathing
- Collaborative problem solving
Additional Engagement Strategies for Managers

- Honest and clear job descriptions
- Realistic work preview and assessment
- Extended onboarding
- Actively manage job performance/workloads
- Support work/life balance
- Have fun!
Supplemental Resources

- World of Work organizational culture assessment
- Tip sheet: Strategies to Enhance Staff Retention
Signs Staff Are Engaged

- Absenteeism and lateness is minimal
- People show enthusiasm and make a difference
- People are staying with you (retention)
- Feedback from employees shows job and organizational satisfaction
- You’re seeing good client outcomes
Coming up…

- **When Values Align**: Human Resource Tools to Help your Organization Hire and Support Mission-Aligned Staff (October 15)

- **+ Resources**