Creating An Engaged Workforce: Identifying Employee Needs

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Session Objectives

• Explain the difference between satisfied and engaged employees, what engagement looks like and why engagement is important

• List the core elements that Gallup’s Q12® measures which focus and retain the most talented employees

• Describe the steps of the Q12® survey process
Frame of Reference Info

• Hopkins partnered with Gallup® in 2009
  – First EE Q12® survey administered June ’09 and yearly since

• Benchmark results
  – Against yourself from past years
  – Peer to peer benchmarking within IV department
    • Customer Services, Nursing and Pharmacy
  – Home Care Group and JHH enterprise overall
    • Managerial accountability – results published!
Frame of Reference Info

• It’s an opportunity!
  – Work with your team as a whole AND individually

“Great managers will tell you management is a solemn responsibility, something from which they take tremendous satisfaction, but it also weighs heavily on their consciences because they take it so seriously.”
Employee Engagement versus Satisfaction
The Difference

• Satisfied
  – Employee loves the organization and is paid well, but not held accountable for productivity
  – Employee takes pride in the organization, enjoys the work, but has a poor relationship with their manager

*Employees can be satisfied but not engaged.*
The Difference

• Engaged
  – Employee is psychologically committed and emotionally connected
  – Will go above and beyond job requirements
  – Employee wants to play a key role in fulfilling the mission of their organization
  – Employee will be more patient during organizational change

Levels of Engagement

• Engaged
  – Enthusiastic and involved employee, actively pursuing excellence

• Not Engaged
  – Going through the motions, neutral participant, focused on completing steps and not outcomes

• Actively Disengaged
Actively Disengaged
Why Engagement?

• Ties directly to the following business outcomes for all industries and job functions:
  – Safety
  – Retention
  – Productivity
  – Patient/Customer Satisfaction
  – Profitability
How to Engage?

• For the “not engaged” - relationship building - Gallup® tool will provide structure
  – Co-workers
  – Manager/Supervisor

• For the “actively disengaged” 10-20% – Manage them out of your organization

“The only way people can really engage and be an integral part of an organization is through relationships.”
Overview of Gallup’s Q12®
History of the Q12®

• Gallup® conducted an initial research study over 25 years
  – Interviewed approx. 1 million employees and 80,000 managers from over 400 companies

• Most powerful discovery...

Employee’s productivity and retention is driven by relationship with immediate supervisor/manager.
What is the Q12®?

• Tool (survey) that measures employee engagement
  – Scientifically/statistically crafted
  – Identifies factors common to higher performing workgroups

• Hierarchy of 12 elements that best predict performance based on Gallup’s research
  – Workgroup and individual performance
Overview of 12 Elements
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<table>
<thead>
<tr>
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<tbody>
<tr>
<td>1.</td>
<td>I know what is expected of me at work.</td>
</tr>
<tr>
<td>2.</td>
<td>I have the materials and equipment I need to do my work right.</td>
</tr>
<tr>
<td>3.</td>
<td>At work, I have the opportunity to do what I do best every day.</td>
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<tr>
<td>4.</td>
<td>In the last seven days, I have received recognition or praise for doing good work.</td>
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<tr>
<td>5.</td>
<td>My supervisor, or someone at work, seems to care about me as a person.</td>
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<tr>
<td>6.</td>
<td>There is someone at work who encourages my development.</td>
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<tr>
<td>7.</td>
<td>At work, my opinions seem to count.</td>
</tr>
<tr>
<td>8.</td>
<td>The mission or purpose of my company makes me feel my job is important.</td>
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<tr>
<td>9.</td>
<td>My associates or fellow employees are committed to doing quality work.</td>
</tr>
<tr>
<td>10.</td>
<td>I have a best friend at work.</td>
</tr>
<tr>
<td>11.</td>
<td>In the last six months, someone at work has talked to me about my progress.</td>
</tr>
<tr>
<td>12.</td>
<td>This last year, I have had opportunities at work to learn and grow.</td>
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Group Exercise
Exercise Debrief
Orienting Employees to the Q12®

• Provide the history and background of the tool
  – Explain the benefit to them and the organization
  – Win/win proposition
  – Discuss 1-5 scale and completion time
  – Strong emphasis on confidentiality

• Present copy of questions and explain hierarchy
Orienting Employees to the Q12®

• Encouraging survey participation
  – Kick-off celebration
  – Emails, posters, etc.
Taking the Survey

• Partner with Gallup®

• Survey Monkey
  – http://www.surveymonkey.com/

• Be flexible regarding when to take
  – Over two to three weeks
  – During work hours
The Results Are In!

- Set a results review meeting with your entire team
- Give employees a copy of the results at the beginning of the review meeting
- Pose the following questions to begin the conversation: (NO ACTION YET!)
The Results Are In!

• Do our results on any of these items surprise you?
• What were you thinking about when you answered this particular item?
• Do the results reflect how you feel now?
• What would a “5” look like on this particular item?
• What are we doing that makes this a strong or a weak result?
• What does our work unit need to do to improve on this item?
Now What?

- Action planning around Q12 results

- Outlined during next session
Questions?

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