



2018 Employee Engagement Survey

HR Professionals Share Their Advice For A More Engaged Workforce



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INTRODUCTION: THIS IS THE REAL GOLD HR WON'T FIND ANYWHERE ELSE

Over the months of June and July in 2018, we polled the HR Professionals in the Best Practice in HR Network asking questions about what they were doing to promote their company engagement. We asked how often they asked for feedback, what they used as metrics to measure the engagement of their workforce, and how they knew when their initiatives were working.

What we learned was that employee engagement strategies differ from organization to organization. The best engagement strategies are designed with your own employees in mind and that engagement can be specific initiatives targeting the company as a whole, each department, or each team.

In an attempt to put the “human” back in Human Capital Management, we asked what advice HR Managers had for each other. Their responses are candid and illustrate an advocacy to “just get started.” They offer insight on how to do that, and how to measure results.

The consensus was that many companies recognize the importance of an employee engagement strategy but are doing little to get manager buy-in on its possibilities.

From HRs perspective we offer these notes. They consist, not only of the results from the Survey we conducted, but also tangible insights from real people who are doing well with their employee engagement initiatives.

The Survey was conducted over a 6 week period and was completed by 376 HR Professionals in varying HR positions across North America. Positions range from CHRO to Hiring Manager and anything in between.

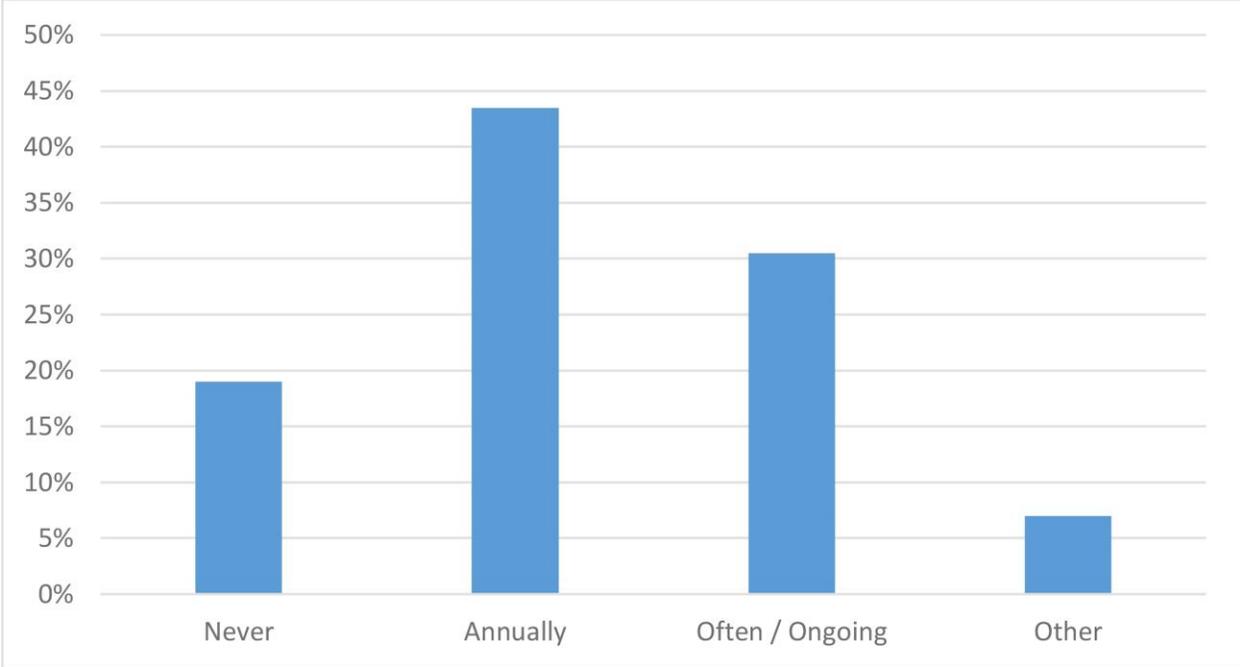
THE TRUTH ABOUT OF EMPLOYEE ENGAGEMENT EFFORTS IN ORGANIZATIONS

28% of the respondents say YES! Their company focuses on employee engagement and believes it is a driver for a successful organization.

57% of HR leaders surveyed said they feel their organization understands that employee engagement is a valuable asset which reduces staff turnover, improves productivity and efficiency, retains customers at a higher rate, and improves profitability

But only **28%** are doing something about it.

How often is your employee engagement measured?



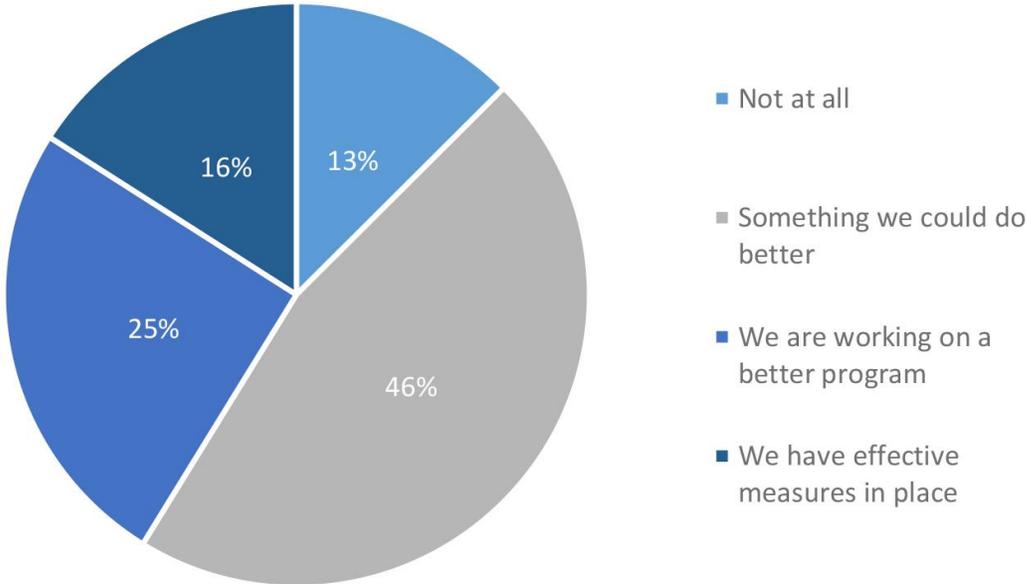
DOES YOUR EMPLOYER MEASURE THE EFFECTIVENESS OF THEIR ENGAGEMENT PROGRAMS?

20% responded to say that they don't regularly measure their employee engagement at all!

This leaves a lot of room for improvement. Nearly 46% believe they could be doing a better job at it.

The stats are clear for us so far: Companies see value in employee engagement, some already have strategies in place, but many are not measuring its effectiveness. We're going to assume that people aren't measuring results, not because they don't see the value in it, but because they don't know how. So, later on we'll share some simple resources you probably already have that can help you benchmark and measure your workforce engagement levels.

Do you feel your organization properly measures employee feedback?



HOW DOES TRACKING EMPLOYEE ENGAGEMENT METRICS IMPACT YOUR EMPLOYEE ALIGNMENT EFFORTS?

Alignment is where strategy and execution come together. Engagement is the state of how employees think and feel about their company and we know engaged employees perform better. So, from HR’s perspective, their employee engagement efforts work in-part of the whole organizational strategy. Employee alignment efforts keeps both sides in perspective. .

In an open ended format, we asked those surveyed, what employee engagement tracking metrics impacted their employee alignment efforts the most.

Having metrics in hand, reporting options available, and an understanding of the importance of both, HR departments say tracking their employee engagement efforts helps to impact their overall employee alignment efforts by:

- Keeping better records
- Seeing what works
- Supporting department strategies
- Identifying areas of improvement

One professional in particular shared that having a leadership plan in place allows them to execute easily when the reports are provided. This allows them to see which areas of are effected most so they can focus efforts and resources on fixing the issues, or on offering rewards. Using metrics and acting regularly allowed for them to keep their teams engaged.

“We use metrics to help determine areas of improvement and output for production.” Dawn B., Director of Human Resources

WHICH METRIC DO YOU FIND TO BE THE MOST USEFUL FOR MEASURING ENGAGEMENT?

In another open ended question we asked what metric was the most useful to track.

After sorting through all the responses, a very popular theme emerged, the metric HR experts found the most useful was any metric that measured participation: It's things like daily attendance and people showing up for events that are the simplest to see.

They also suggest soliciting feedback from employees. You can use a variety of tools to poll or survey your employees. Many already have a feedback system in place.

Asking employees if they enjoy showing up for their job or if they see their position as offering value to the long term goals of the company can help you determine if the employee is engaged, or even interested, in working for your organization.

Here's a few other questions HR really has to find the answers to:

- Do your employees know how their job fits into the overall strategic goal for the organization?
- Are people showing up to work?
- How often do employees call in sick?
- Are employees and management communicating regularly?
- How satisfied are your employees with their own performance?
- How satisfied is management with their performance?
- What are your retention rates?
- What are your promotion rates?

“The most useful [metric] is how the employees feel about their department and work. They stay engaged and work hard when they are recognized and see that their career aspirations are possible.”

Tania B., Hiring Manager

TOOLS TO REPORT ENGAGEMENT METRICS

We asked what tools HR was already using? Only **18%** reported that they were using external firms, training and tools to help improve their engagement efforts.

48% said they were using only internal resources.

Knowing what to measure, and why, only goes so far if you don't have access to the data and knowing what resources you already have available to use is an important factor if you have any hopes of executing on your employee engagement strategies.

In reading the responses to the previous two questions we can see clearly a list of tools you can use to start measuring your employee engagement, whether you are measuring results or benchmarking your efforts, you can use:

- Employee survey feedback
- Balanced scorecards
- Employee records
- Payroll records
- Exit interview feedback
- Performance reports
- Meeting or event attendance records
- Rewards and recognition programs
- Point awards program
- Login/Traffic reports
- Historical data that shows company progress
- Employee discussion boards

WHAT TYPE OF RECOGNITION PROGRAM DO YOU HAVE IN PLACE? ARE THEY WORKING?

Recognition programs are long used in organizations as a way to foster employee engagement.

65% of those surveyed said “Service Awards” were the number one recognition program they use in the workplace, however, only a few people are receiving this type of award, mainly managers or high performers.

25% of those that responded said that their employees have access to a points rewards program which correlates to the **18%** that say their engagement has increased significantly since implementing their rewards program.

Doesn't it make more sense, that if employee engagement is to be aligned with overall organizational strategy that a recognition and rewards program be available to the entire company?

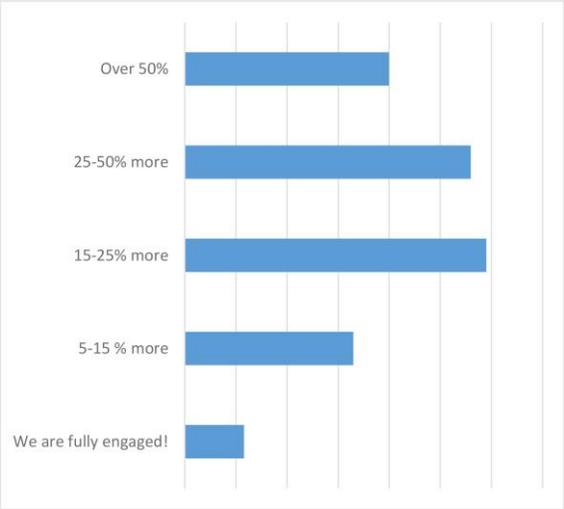
Respondents to our survey stressed that the engagement of your employees is so important to your company's overall success that if you don't see noticeable, or measurable, value in the rewards and recognition programs you have in place, you must seek alternatives!

“Employee engagement is very important. Do some research, take baby steps because change won't happen overnight. Give it time once you implement to start tracking measures and document progress. It makes a huge difference when you have employees working for you that are engaged. So it's a worthwhile endeavor.” Sarah H., Director of Human Resources

HOW MUCH MORE ENGAGEMENT IS YOUR WORKFORCE IS CAPABLE OF?

5% of those surveyed said their workforces were fully engaged and could not be improved on. Good for them! They have clearly recognized the need for engagement efforts early on in their organizational plan and are reaping the benefits of their efforts.

The vast majority though, are not living up to their potential. 58% of them say 25-50% more engagement is possible from their workforce.



"Engagement is a journey not a destination." David L., Chief Human Resource Officer

How do you know if you need to work on your employee engagement?

For those who are new in the fold, we asked how someone might know they need to work on their employee engagement efforts. HR, in standard HR fashion, had a lot to say about that!

- Employee behavior
- Frequent misunderstandings
- Skill gaps
- Negative employee feedback
- Team dynamics
- Company culture
- Employee, Manager morale
- Low job/sales performers
- Low job satisfaction scores
- High turnover rates
- Use of sick days
- Attendance at meetings or events

And the list goes on...

ADVICE FROM HR MANAGERS EVERYWHERE!

63% of you said your company demonstrates a commitment to training and compliance, so take advantage of that! That means they have the desire to do better.

The majority of advice that HR professionals give to each other included actionable items: Bring More! Communicate More! Do More! Build More! Focus More! On exactly what, though? On creating interactive, innovative, incentives that offer rewards and experiences to your workforce.

All the HR professionals agree, it's important to speak with your employees and to understand that without management's buy-in that none of your engagement efforts are going to matter.

Here are 10 more notable mentions of advice that they offered:

- Listen to your associates. Gossip sometimes might be an accurate portrayal of how employees feel about their job.
- Follow up on your results with action plans.
- Be authentic and spend time asking good questions that will matter to those you are asking.
- Sometimes managers are the biggest hurdle, you will have to find a way through that.
- Never stop trying.
- You can't fix what you are not aware of, so start looking for ways to measure.
- It takes a while to move the needle but that will never action if we do nothing.
- There are compliance issues that are not movable, but there are a lot of things we can impact
- Make it an organizational priority, spend the time to plan appropriately, allocate all the necessary resources and be sure to involve employees at all levels in the organization.
- It's too important to ignore.

ABOUT OUR SPONSOR



Achievers is a behavior-driving employee engagement platform that listens to employees and aligns them with business objectives and company values. Our award-winning employee recognition platform and active listening interface with insights enable enterprise organizations to accelerate employee engagement. Employee recognition is one of the most important drivers of employee engagement. Today, the Achievers Platform makes recognizing a daily habit and an integral part of company culture for global organizations.

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