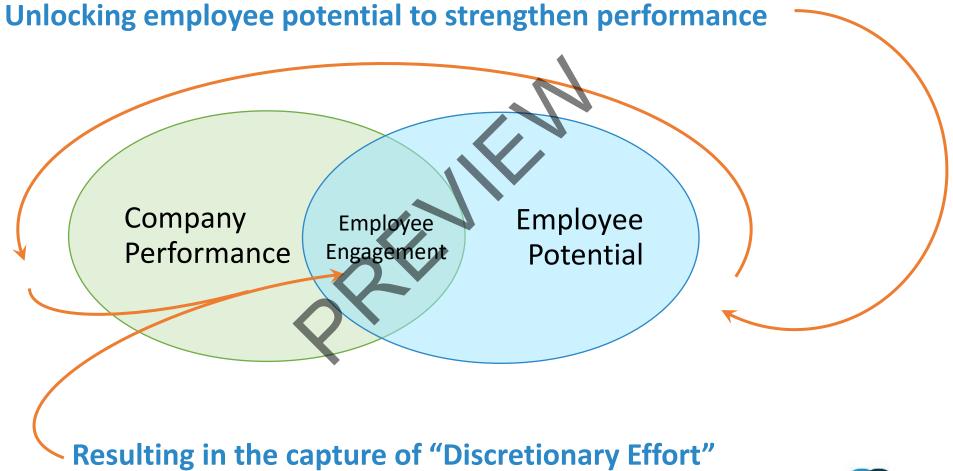
The Foundation of Engagement





Definition of Engagement





What it is and isn't Employee Engagement

"Employee Engagement is not a program; it is a culture"

It is NOT about:

- Things
- Having the best of every amenity
- Avoiding making tough decisions
- Pleasing all the people all the time
- A "catch-phrase" for all HR programs





It IS about:

- How we treat and relate to people
 Shared responsibility for creating the future together
 - Business success
 - Work environment
- Being clear and aligned on purpose, goals
- Continuous communication
- Opportunities for performers
- Staff development



Business case for employee engagement



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Why focus on engagement?



What is the business case?



What's in it for us as a company and managers?



Business drivers for engagement

- 1. Client feedback
- 2. High cost of voluntary employee turnover
- 3. Demographic shifts
- 4. Engagement drives performance and retention
- 5. Employee engagement drives business results





A culture, not a program

Working conditions Active participation by manager in one's career development **Trust and integrity of Management** Overall pride in the company Work/life balance Clearly articulated goals Adequate training/preparation for the job Employee-focused policies Personal and professional development opportunities Customer-focused company culture Line-of-sight between work and company impact Perceived competence of management team Manager adaptability Fit between job, business needs, skills & personal interests Clearly defined role/job Manager commitment to diversity Relationship with immediate manager Compensation and benefits Fairness/equity of company policies and practices Adequate resources to perform job Relationship with co-workers/team members Realistic performance expectations Shared values with the company Nature of job or work Rewards and recognition **Career growth opportunities Decision-making authority Internal communication**



Your observations & challenges



What's most difficult for you right now in terms of keeping employees engaged?

What are the most impactful things...

- you've done
- you are doing right now
- to strengthen engagement?

