

The following Fact Sheets are available on line at [www.aofp.ca](http://www.aofp.ca):

1. Becoming an Employer of Choice
2. Employee Turnover
3. Using the Turnover Calculator
4. Fostering Employee Commitment
5. Keeping your Good Employees
6. Employee Engagement
7. Essential Skills
8. Workforce Diversity
9. Managing a Family Business
10. Rewards
11. Recruiting Foreign Workers
12. Orientation
13. Employee Empowerment
14. Introducing Technology
15. Effective Appraisals

### How can this Fact Sheet help me?

Are the majority of your employees excited to come to work? Are they committed to the organization's success? Do they say positive things to friends and family about their jobs? Do they regularly go above and beyond in terms of effort? Do they want to keep working for you? If you answered no to any of these questions, you likely have a problem with employee engagement.

### Challenges and Opportunities

For Employers of Choice, satisfied employees are not enough. They want engaged employees. Employee engagement is a connection that an employee feels for his or her job, organization, manager, and co-workers. There are two types of employee engagement:

#### **Emotional Engagement**

When employees are emotionally engaged, they feel a sense of pride in their company, recommend their company to others, and believe that their company inspires them to do their best work and provides them a sense of accomplishment. Emotionally engaged employees are also likely to care about the future of the company

#### **Rational Engagement**

When employees are rationally engaged, they understand how their unit contributes to organizational success, understand how their particular role is related to the company's goals, objectives and direction.

Rationally engaged employees are also motivated to help the company succeed and are willing to put in extra work towards its success.

## Did you know?

Emotional drivers such as good employee/manager relationships and pride in one's work have an impact on discretionary effort that is four times greater than that of rational drivers such as pay and benefits.

## Did you know?

### Engagement and Retention

Highly engaged individuals are significantly less likely to leave. Only a small proportion (3%) are actively looking for another job or have made plans to leave.

For moderately engaged and disengaged employees, 38% are actively looking for another job or have made plans to leave their current job.

## Solutions

Research has identified the following factors as contributing to high levels of employee engagement:

- **Relationship with Manager.** A positive relationship between an employee and his or her direct manager is the most powerful driver of employee engagement.
- **Trust and Integrity of Management.** This is defined as senior managers who consistently show an interest in the well-being of employees, who communicate honestly, who communicate difficult messages effectively, who listen to employees and act on employee concerns, and who act as role models.
- **Employee Development.** The opportunity to learn, develop new skills, and apply these new skills.
- **Good Company Reputation.** When an organization has a reputation as a good employer, employees feel a sense of pride working for the company.
- **Nature of Work.** This includes meaningful and challenging work that is mentally and emotionally stimulating, as well as opportunities to participate in decision-making and an appropriate amount of autonomy and decision-making authority.
- **Employee Insight.** Employee insight is achieved when employees understand the company's strategic goals, and are informed about the performance of the organization and their individual performance. They understand how they contribute to the success of the organization. They know what it takes to satisfy customers.
- **Relationship with Coworkers or Team Members.** A positive working relationships with high calibre and professional coworkers or team members. This includes a high level of trust, working cooperatively to get the job done, and resolving conflicts quickly when they arise.
- **Opportunities for Career Growth.** The opportunity for career growth and promotion within the company.
- **Recognition and Appreciation.** Feeling appreciated and valued for the contributions made to the organization.
- **Work-Life Balance.** Support of employee efforts to achieve a healthy work-life balance.
- **Fairness of Pay Decisions.** Employees must see that pay is determined in a fair and consistent manner.
- **Adequate and Flexible Benefits.** Benefits designed to meet the specific needs of employees.

## References

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## The following Fact Sheets may be helpful:

10. Rewards

13. Employee Empowerment

These resources are available on line at [www.aofp.ca](http://www.aofp.ca) under Workforce Development.

## How do I start?

Consider the following questions:

1. How engaged is your workforce?
2. What drives engagement in your organization and among different groups of employees?
3. What workforce management practices have their greatest impact upon engagement?
  - Survey employees to identify the levels of engagement in your organization.

Consider using the Gallup Organization's 12-Question Survey (Copyright 1992-1999, The Gallup Organization, Princeton, NJ). Gallup conducted hundreds of focus groups and thousands of interviews with employees across a broad range of industries and identified 12 questions. High scores on these 12 indicators of employee engagement are associated with superior business performance.

- Create an action plan based on your assessment and employee feedback.
- Communicate with your workforce about the steps being taken to achieve the organization's goals.
- Engage your managers. Without engaged managers, you can't expect to have engaged employees.
- Engagement doesn't happen overnight. Focus on creating the conditions for engagement by continuously learning, improving, measuring, and taking action to improve engagement, and ultimately, organizational performance.

**Hela Canada (Herman Laue Spice Company)** believes in having an engaged workforce. Over 35% of their workforce has post-secondary education. This gives them a base of well-educated people who are willing to accept responsibility and a well-trained workforce who carry out their duties conscientiously. In support of this philosophy, the owner, president and director of operations regularly tour the facility and make a point of greeting every worker by first name.

### ADVANTAGES OF BEST PRACTICES

- More qualified job applicants
- Better trained and informed employees
- Better health and safety practices
- More engaged and productive employees
- Fewer line interruptions
- Fewer product quality problems
- Easier implementation of new technology
- Lower absenteeism and employee turnover
- Higher sales per employee
- Higher market value to book value