



Working Group Update on Employee Engagement

July 2014

A joint effort between the CHCO Council and the National Council on
Federal Labor-Management Relations

Employee Engagement Defined

Working Definition of Engagement

Employee engagement is a multi-faceted construct consisting of emotional, cognitive, and behavioral components which are distinct from job satisfaction.

Employee engagement is characterized by an employee's passion and commitment to their work and organization. An employee who feels engaged in their workplace has greater willingness to put forth extra effort, to take risks, and to behave in ways that benefit themselves, their coworkers, and their organization.

Engaged employees exhibit a positive work-related state of mind (Schaufeli, W.B., & Baker, A.B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25, 293–315).

Engaged employees exhibit commitment, passion, enthusiasm, and energy for the organization (Erickson, T. J. (May 26, 2005). *Testimony submitted before the U.S. Senate Committee on Health, Education, Labor and Pension*).

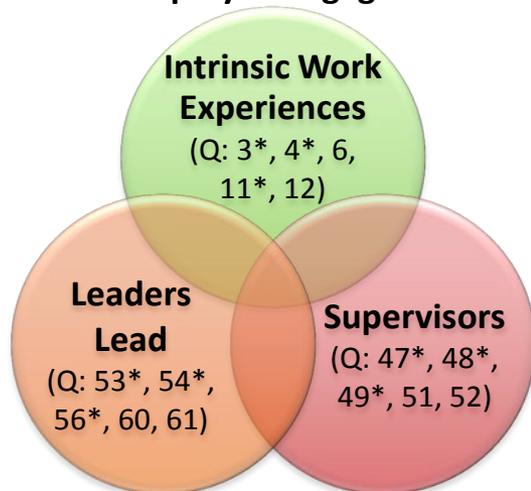
Engagement is a two-way relationship between employer and employee (Robinson D., Perryman S., & Hayday S. (2004). *The Drivers of Employee Engagement* (Report 408). Institute for Employment Studies, UK).

Employee Engagement Measured

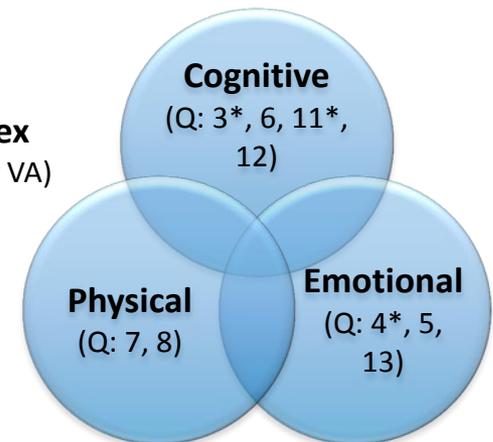
There are *multiple ways* to effectively measure Employee Engagement (EE).

- A 'good' measure has variability in responses, shares distinct relationships with some measures and not others, and can be translated into actionable qualities.
 - *Example FEVS EE Index items: 3, 4, 11, 47, 48, 49, 53, 54, 56*
- FEVS items can be assessed in multiple ways to provide new insight and 'deeper dive' action planning on employee engagement.

FEVS Employee Engagement Index



Employee Engagement Index (alternate application explored by VA)



Joint Engagement Index (alternate application used by NSF)

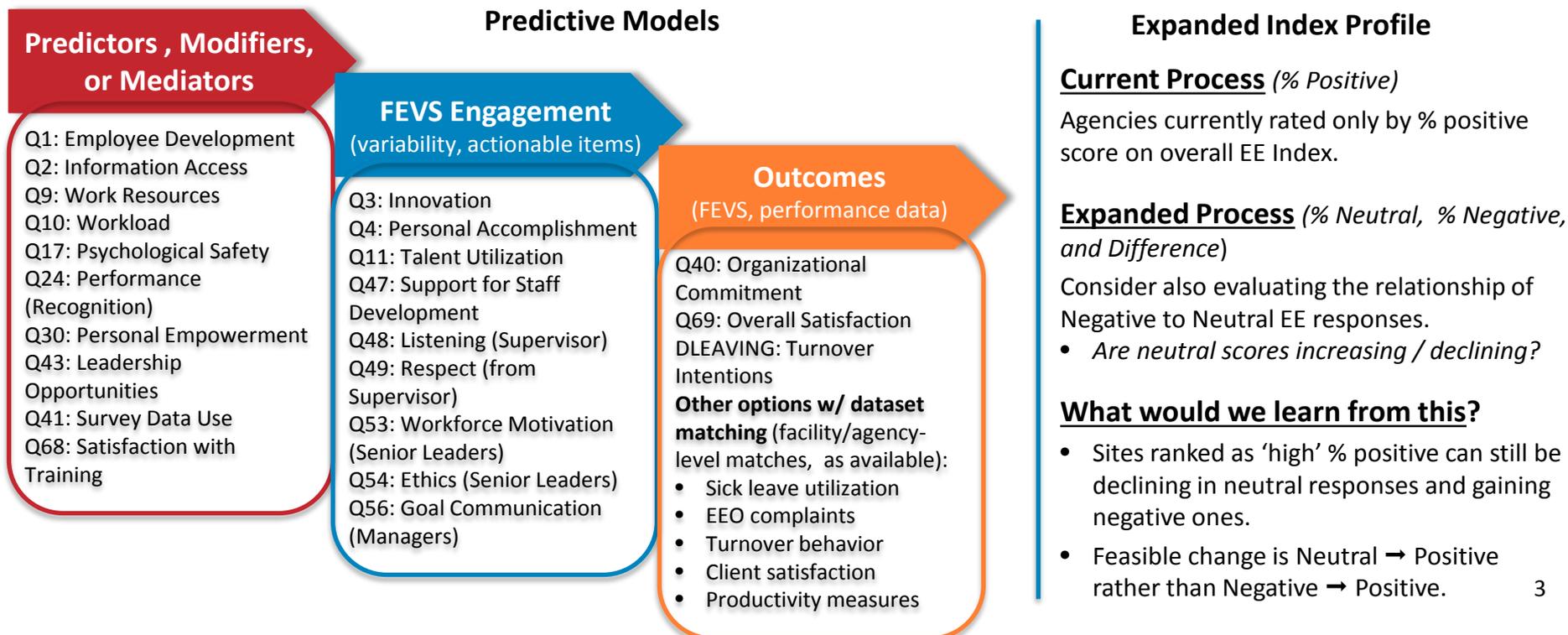
(Q: 2*, 3*, 6, 12, 20*, 26*, 30*, 34*, 41*, 44*, 45*, 46*, 48*, 49*, 59*, 60, 61, 63, 64, 65*)

Employee Engagement Measured

Proposed Next Steps: Predictive Models and Expand Profile Analyses

There is still more to learn in measuring Employee Engagement (EE).

1. What models predict engagement and measure its outcomes?
2. How can we maximize what we learn from the EE Index composites?



Employee Engagement Working Groups

HOW to
apply

Group 1: Promising Practices

- Identify promising engagement practices across Federal and non-Federal sites.
- Develop an effective template to communicate successful engagement practices – context for success, challenges, applied solution, and result.

WHY this
outcome

Group 2: Barriers and Enablers

- Use FEVS data to identify Federal worksites/organizations with high or low engagement scores – explore what barriers and enablers may be present.
- Design a process for site leadership or stakeholders to analyze the workplace climate (barriers, enablers) and strengthen site engagement.

WHERE
to look

Group 3: Measures and Incentives

- Continue exploring FEVS engagement analyses (predictive models, expanded Index profiles).
- Identify existing promising practices around engagement incentives.