

**EMPLOYEE ENGAGEMENT**

# Beacon Health Options' Three-Dimensional Approach

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## INTRODUCTION

The evidence is overwhelming; companies with a culture that supports employee engagement perform dramatically better from a business perspective than companies in similar industries that do not have a culture of engagement.

An engaged workplace benefits individuals, too. Research shows that engaged employees are consistently more productive, safer, healthier and more satisfied.<sup>1</sup> Engaged employees also take on extra work and feel involved with the organization's goals; unengaged employees do not.<sup>2</sup> In today's business climate, companies simply cannot afford sub-par levels of employee engagement. How do you create a culture of engagement in your company?

At Beacon Health Options, we advocate a three-dimensional approach—one that addresses the key drivers of engagement at the organizational, managerial and employee levels.

As health behavior experts with considerable experience influencing workplace cultures, Beacon Health Options can collaborate with your team as your strategy is designed, implemented, communicated, measured and refined.

Review this booklet to find detailed information about how to achieve and maintain an outstanding culture of employee engagement. We will build on your current strengths, helping you develop a shared wellness vision that promotes health and productivity.



<sup>1</sup>Fleming & Asplund, 2007; Wagner & Harter, 2006, from <http://blog.vovici.com/blog/bid/22875/Employee-Engagement-Definition>

<sup>2</sup>The Beacon Health Options Annual Trends & Opportunities Report, 2010-2011: Achieving and Sustaining High Levels of Employee

## WHAT IS EMPLOYEE ENGAGEMENT?

Researchers and consulting firms have proposed many definitions for employee engagement. Most of these are related to the idea that the highly engaged employee has “a heightened emotional and intellectual connection to his or her job, organization, manager or co-workers, which influences him or her to apply additional effort toward his or her work.”<sup>1</sup>

Engaged employees are more than just satisfied or content employees. What is most notable about engaged employees is that they believe in the importance of their role within the organization and that their connection and contribution to the organization are valuable. Engaged employees care about the future of the organization and are willing to invest the discretionary effort necessary for it to succeed.

This is a good starting point to understanding how to cultivate engaged employees. However, it is important to recognize that having an engaged workforce is more than just having a few connected employees.

### BEACON HEALTH OPTIONS' DEFINITION OF EMPLOYEE ENGAGEMENT

Beacon Health Options defines employee engagement as a desired outcome within a workforce where employees are actively invested in and committed to their jobs and to their employer's success.

Evidence of employee engagement includes:

- enthusiasm and dedication to the job
- a sense that one's efforts make a difference
- a shared interest in the employer's success
- high productivity due to an overall sense of health and work/life balance

A culture of engagement derives from a complex and dynamic blend of:

- individuals whose skills match their job responsibilities
- supportive managers
- communicative senior leaders

This combination propels the organization to high performance levels. An engaged workforce takes action on the vision to achieve results. An engaged workforce thrives on helping the organization achieve its overall mission.

<sup>1</sup>Schneider, B., Macey, W.H., Barbera, K.M., & Martin, N. (2009) Driving Customer Satisfaction and Financial Success Through Employee Engagement People & Strategy, 32(2), 22-27.

## EMPLOYEE ENGAGEMENT IS GOOD FOR BUSINESS

Business leaders are challenged with an economy that is still recovering from the deepest recession since the Great Depression, a competitive global market, and an uncertain future. Despite an improving economy, unemployment is still high. Organizations are focused on controlling costs, and employees are being required to do more because of restructuring or downsizing. With a lean workforce, maintaining employee engagement becomes a key component of an organization's success.

The concept of employee engagement has evolved into a significant goal for most companies for three major reasons:

1. Employees are expected to produce at high levels.
2. There is constant pressure to innovate to remain competitive.
3. Companies want to retain their productive and committed employees.

The environmental circumstances exerting such pressures on organizations are likely to remain in place; therefore, the need for increasingly engaged employees will remain as well.

### BOTTOM-LINE IMPACT

Consultants and independent researchers have demonstrated that improving employee engagement affects the organization's bottom line, resulting in increased productivity and profitability while improving employee retention and satisfaction. Research shows that engaged employees are consistently more productive, more profitable, safer, healthier, and less likely to leave their employer.<sup>2</sup> Engaged employees take on extra work and feel involved with the organization's goals; unengaged employees do not.<sup>3</sup>

Other research has found that employees who are highly engaged and have a high level of well-being are likely to be happier, more productive employees, whereas disengaged employees, who also have a low level of well-being, contribute little to the organization.<sup>4</sup>

*Employee engagement represents a tremendous, largely untapped business opportunity, as fewer than one-third of employees worldwide (31 percent) are engaged.<sup>5</sup>*

<sup>2</sup>Fleming & Asplund, 2007; Wagner & Harter, 2006, from <http://blog.vovici.com/blog/bid/22875/Employee-Engagement-Definition>

<sup>3</sup>The Beacon Health Options Annual Trends & Opportunities Report, 2010-2011: Achieving and Sustaining High Levels of Employee Engagement.

<sup>4</sup>Fairhurst D, O'Connor J. Employee well-being: Taking engagement and performance to the next level. Towers Watson, 2010.

<sup>5</sup>Employee Engagement Report 2011. Beyond the numbers: A practical approach for individuals, managers, and executives. Blessing White Research. Retrieved from [www.blessingwhite.com](http://www.blessingwhite.com)

## CONSIDER THE FOLLOWING:

Impact on costs:

- Gallup research indicates that disengaged workers cost U.S. businesses as much as \$350 billion a year.<sup>6</sup>
- Research involving more than 7,000 organizations found that each disengaged employee costs an organization an average of \$10,000 in profit annually.<sup>7</sup>
- Engaged employees have been shown to average 27 percent lower absenteeism than their non-engaged peers, saving organizations 86.5 million days per year in lost productivity.<sup>8</sup>
- Engaged employees are 87 percent less likely to leave their employer, according to the Corporate Leadership Council.<sup>9</sup>

## IMPACT ON EARNINGS, REVENUE AND SHAREHOLDER RETURN:

- Engaged organizations have 3.9 times the earnings per share (EPS) growth rate of organizations with lower engagement in their same industry.<sup>10</sup>
- One study found that organizations that scored in the top 25 percent of engagement levels had revenue growth 2.5 times that of organizations in the bottom 25 percent.<sup>11</sup>
- Hewitt Associates found that total shareholder return was 19 percent higher than average in 2009 in organizations with high engagement. Shareholder return was 44 percent below average in organizations with low engagement.<sup>12</sup> saving organizations 86.5 million days per year in lost productivity.<sup>8</sup>
- Engaged employees are 87 percent less likely to leave their employer, according to the Corporate Leadership Council.<sup>10</sup> Impact on earnings, revenue and shareholder return:
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- Hewitt Associates found that total shareholder return was 19 percent higher than average in 2009 in organizations with high engagement. Shareholder return was 44 percent below average in organizations with low engagement.<sup>12</sup>

<sup>6</sup>The High Cost of Disengaged Employees. Gallup Management Journal, April 15, 2002.

<sup>7</sup>Aon Hewitt

<sup>8</sup>Wagner R, Harter J. The elements of great managing. Gallup Press, 2006.

<sup>9</sup>Buchanan, Leigh. The things they do for love. Harvard Business Review, December 2004.

<sup>10</sup>Employee Engagement: A Leading Indicator of Financial Performance, <http://www.gallup.com/consulting/52/Employee-Engagement.aspx>

<sup>11</sup>Werhane W, Royal M, Hay Group. Engaging and enabling employees for company success. *Workspan: The Magazine of World at Work*, October 2009.

<sup>12</sup>Aon Hewitt. Hewitt Analysis Shows Steady Decline in Global Employee Engagement Levels, <http://www2.hewittassociates.com/Intl/NA/en-US/AboutHewitt/Newsroom/PressReleaseDetail.aspx?cid=8775>

## ASSESS YOUR ORGANIZATION'S LEVEL OF EMPLOYEE ENGAGEMENT

As the United States emerges from the most difficult economic environment since the Great Depression, your employees may be feeling more challenged and may be more “at risk” than at any other time in recent memory. The past several years have taken a toll on many employees and may be affecting their performance.

This is the perfect time for your organization to focus on the activities and steps necessary to demonstrate your commitment to these valued employees and to create a culture of engagement.

Start by understanding where your organization stands in regards to those attributes and characteristics deemed essential to creating and sustaining a workforce committed to the highest levels of performance. See assessment on next page.

### MEASURING ENGAGEMENT LEVELS

As high employee engagement has been linked to job performance, employee retention, customer satisfaction, and profitability, frequent measurement of employee engagement makes good business sense.

Measurement provides the organization with an indicator of the degree of progress toward improving engagement and points out gaps in the engagement strategy that offer opportunities for further action.

Ideally, measurement of employee engagement involves the use of multiple tools. Organizations host focus groups, conduct individual interviews, undertake detailed gap analyses, and use data obtained from performance evaluations to measure employee engagement levels, with varying degrees of success. Many organizations use straightforward questionnaires to measure engagement. These surveys are relatively easy and inexpensive to implement, result in easily classifiable answers, allow for quantification of responses, and provide information that can be investigated through common statistical techniques.

Consulting groups have spent decades developing instruments to measure employee engagement, and each have different strengths. For example, one brief questionnaire poses questions that correlate closely with external measures of organizational success, such as productivity, customer loyalty and sales. Another instrument offers flexibility, allowing the organization to accommodate unique aspects of their business culture. Yet another tool uses regression analyses to provide key driver and segment migration analyses that are intended to highlight activities that will produce the greatest increase in engagement.

Regardless of the method used to measure engagement, two fundamental principles must be emphasized:

1. Measurement of employee engagement is a process, not an event. In order for enhancement efforts to be effective, measures of employee engagement must be re-administered over time to determine intervention outcome and to identify areas needing additional attention.
2. Any tool used to determine employee engagement must focus on areas that can be controlled by the organization, or, more importantly, the local manager.

Measurements must point to concrete action that can be implemented at the local level, not abstract concepts that do not easily lend themselves to practical intervention.

## EMPLOYEE ENGAGEMENT ASSESSMENT

The following statements describe key characteristics of an engaged workforce. Although you may not know definitively where your organization stands on each statement, the intent of this survey is to provide a starting point so that you can broadly assess potential opportunity. In turn, this assessment will enable you to secure leadership commitment for the resources to undertake this effort in a strategic, measured manner.

Rate your level of agreement with each statement using the following scale:

5 strongly agree
4 agree
3 neither agree nor disagree
2 disagree
1 strongly disagree
0 not applicable or don't know

SCORE	CULTURE OF HEALTH CHARACTERISTIC
5 4 3 2 1 0	Our employees understand the organization's mission.
5 4 3 2 1 0	Our employees believe their connection and contribution to the organization is valuable.
5 4 3 2 1 0	Our employees feel positioned to succeed and perform at their best each day.
5 4 3 2 1 0	Our employees feel they have adequate resources necessary to complete their jobs.
5 4 3 2 1 0	Supervisors and managers value the opinions of their employees.
5 4 3 2 1 0	Our organization's leadership values the opinions of our employees, regardless of their level in the organization.
5 4 3 2 1 0	Our employees have a clear understanding of what is expected of them through strong communication from both senior leaders and managers.
5 4 3 2 1 0	Our employees receive positive feedback on a frequent basis.
5 4 3 2 1 0	Our employees have opportunities to achieve professional growth and development.
5 4 3 2 1 0	Our employees feel the organization is committed to their well-being and personal development.



## UNDERSTANDING YOUR SCORE

Some of these questions may have been challenging to answer. After all, it is difficult to have a single rating for your entire organization when each department may have a different daily experience and level of employee engagement. While this assessment is not a scientific measure of engagement, it is a useful tool that can help you begin evaluating your organization's opportunities and map out potential steps to take on your path to outstanding employee engagement.

Ultimately, you should conduct a formal employee survey to assess actual employee engagement, to the lowest organizational structure that will provide credible results. Survey results can be used to target the highest areas of opportunity, which could differ from your original perceptions. The results will also serve as your baseline for future comparison as you make organizational changes to enhance your culture of engagement.

Now, first calculate your average score for the answers above, and then look to the following information to assess your organization's current level of employee engagement.

### SCORES OF 4-5

Congratulations! Your high average score indicates that you have the fundamentals of a culture of employee engagement in place. Your organization is likely benefiting via higher earnings, revenue and shareholder returns. However, employee engagement must be continually supported and cultivated to sustain these benefits. In addition, it is important to understand where you may have gaps that can be addressed for even greater impact.

Beacon Health Options can assist you both in administering a formal employee survey to establish the baseline of your organization's level of engagement and in analyzing the results to identify any additional opportunities to increase levels of engagement.

### SCORES OF THREE OR BELOW

Your score indicates that your organization is lacking many of the attributes necessary for a culture of engagement, which may have a significant negative effect on your business.

Rest assured that you are not alone in your low score. Many organizations struggle with low engagement levels. However, there are many simple steps you can take to begin enhancing the level of employee engagement within your organization. Through this booklet we identify specific actions you can take to improve your employee engagement levels in the areas that are of most concern to you. (Refer to "The Road Map to Exceptional Engagement" on page 20.)

## CRITICAL DRIVERS OF ENGAGEMENT

The business literature identifies a multitude of employee engagement drivers but commonalities between the various models suggest that employee engagement is driven by five core elements. Each driver is measured through the perspective of your employees. When taken together, these drivers touch upon virtually every aspect of your organization and the relationship you have with employees each day. There are no shortcuts to creating an engaged workforce, but Beacon Health Options can help you identify the key steps you can take to arrive at your destination.

If your assessment score is four or five, your journey will be shorter. Nevertheless, remember, employee engagement is something that must be continually nurtured and developed. If your assessment score is three or below, your journey will be longer. However, the rewards will be commensurately greater.

### FIVE CRITICAL DRIVERS OF EMPLOYEE ENGAGEMENT AND THEIR RELATED CHARACTERISTICS

1

#### **Pride/belief in the organization's mission**

- Employees understand the organizational mission.
- Employees believe their connection and contribution to the organization is valuable.

2

#### **Opportunity to perform at one's best**

- Employees feel positioned to succeed and be their best self.
- Adequate resources are available to support employees in completing their jobs.
- Employee opinions are valued by supervisors and leadership.

3

#### **Clear job expectations**

- Employees clearly understand what is expected of them, as shared by communicative senior leaders and managers.
- Employees are informed when job expectations change and are given the necessary tools to adjust.

4

#### **Regular supervisor feedback and recognition of a job well done**

- Employees receive positive feedback on a regular basis.
- Employees are given timely, constructive feedback and ongoing review.

5

#### **Opportunities for employee growth and development**

- Employees have opportunities at work to achieve growth and professional development.
- Employees feel the organization is committed to their personal well-being and development.

## DEVELOP AND IMPLEMENT AN EMPLOYEE ENGAGEMENT STRATEGY

The evidence is overwhelming: Organizations with a culture that supports employee engagement perform dramatically better from a business perspective than organizations in similar industries that do not have a culture of engagement.

*Creating a culture of engagement is a choice.*

Organizations that are known to have an engaged workforce chose to do all of the things necessary to create a supportive, winning environment. They chose to embrace their people—their most important asset—confident that if they did so, their employees would embrace them in return.

But be advised: Culture creation is a sustained and comprehensive undertaking, starting with an understanding and committed senior leadership team and encompassing every facet of the way an organization conducts itself.

*Culture creation takes time.*

But that doesn't mean a committed organization can't start today to make meaningful changes that support and improve the organization immediately.

### GUIDING PRINCIPLES AND KEY STEPS

Each organization is different, with unique characteristics, organizational history and business requirements. Many may embark on creating a culture of engagement, but each journey will be different. The tools that follow will help you plan and launch your journey.



GUIDING PRINCIPLE	STEPS TO GETTING STARTED
Critical stakeholders align on opportunity	<p><b>Establish and sell the business case:</b> The establishment of a consensus among the critical organizational stakeholders that creating a culture of engagement is a strategic business priority is the point of departure for most companies. Senior leaders and business line leaders who understand the business imperative are more willing to devote the time that is required. Provide them with persuasive information and ample time to assimilate and internalize the implications of the undertaking. Obtaining their full commitment at the outset is essential for ultimate success. Consider leveraging the business case information for more information. Refer to page 7.</p>
Senior leadership “owns” employee engagement	<p><b>Engage leadership:</b> Your goal is for senior and business line leadership to “own” and actively support the initiative. Since many of the changes necessary to create a culture of engagement are foundational for the organization, the driving force comes from senior leaders. They need to verbalize support and provide the tools and resources necessary for change. While numbers and business performance are important, a sole focus on the numbers will contradict your messaging about the importance of employee well-being. The initiative will be at an advantage if the changes are intuitive for the leadership group, and they recognize that it is the smart thing to do for the business and the right thing to do for their people. Holding senior leaders accountable for fully implementing the concept has proven to be effective.</p>
Organization embraces common vision and mission of employee engagement	<p><b>Develop and socialize your organizational vision and mission of employee engagement:</b> What does success look like to your organization? Since every organization is unique, your vision and mission will also be unique. Your organizational vision and mission will guide you, especially when you encounter areas of ambiguity that would otherwise be open for interpretation.</p>
Multi-functional teams work together to support employee engagement	<p><b>Establish an employee engagement team:</b> Since this is a comprehensive undertaking, establish a working group that is comprised of representatives from all levels of the organization. A multi-functional team that includes human resources, operations, supply chain, finance, communications, etc. ensures a more rounded, cross section of ideas and support for this process, and increases the initiative's likelihood of success in reaching and affecting employees across the entire organization.</p>



GUIDING PRINCIPLE	STEPS TO GETTING STARTED
Engagement strategy embraces the “Voice of the Customer”	<p><b>Begin with employee listening:</b> Strategy development typically starts with an employee survey. Results of the survey direct the team in terms of priorities and programmatic undertakings. Your vision and mission statement define your destination. Your survey tells you where you are today. A comparison of the two will direct your deliberations and strategic direction.</p>
Engagement strategy leverages existing structures and resources	<p><b>Inventory employee engagement support mechanisms:</b> Each organization starts its journey from a different place. Organizations are unique in their strengths and weaknesses. Embrace a disciplined process to review tools, processes and resources to highlight the strengths you have available today to build upon.</p>
A shared vision of desired outcomes is developed	<p><b>Establish metrics:</b> Your initiative will require metrics that provide performance gauges on multiple levels and indicators of success in reaching targeted objectives. Metrics should reflect stretch goals, but be attainable and updated as needed. Incorporate the following metric categories:</p> <ol style="list-style-type: none"> <li>1. Operational metrics will help you understand the use and effectiveness of tools and resources as they are deployed.</li> <li>2. Employee engagement metrics will help you understand how employees are reacting to the change within the organization and whether your efforts are effective.</li> <li>3. Business performance metrics will help you understand if the enterprise is getting the “lift” it expected from enhancing engagement levels.</li> </ol>
There is a strategic approach to the deployment of resources	<p><b>Establish deployment timeline:</b> Given the comprehensive nature of the undertaking, it is advised that the team create a formal strategy document with a deployment timeline. For most organizations, implementation will span several years. Meaningful and sustained cultural transformation will take time.</p>

GUIDING PRINCIPLE	STEPS TO GETTING STARTED
Effective communication occurs throughout the organization	<p><b>Establish a communication plan:</b> As in most corporate-wide endeavors, communication will be key to success and is unique to your organization. Organizations have a style and an approach to communications that will influence how this initiative is approached. Unless there is in-house capability, consider bringing in professionals to assist in the process.</p>
Managers are the lynchpin of employee engagement	<p><b>Engage supervisors and managers:</b> For most employees, the most important person they interact with is their supervisor. So much of the organizational change needed to create a culture of engagement is channeled through the supervisor. By bringing managers and supervisors into the process, employees have a voice, and may be more willing to embrace the process.</p>
The approach is localized	<p><b>Develop localized approach:</b> For most employees, culture is what happens in the location where they work every day, not in some far away office building known as “corporate headquarters”. The journey to a culture of engagement reflects both corporate as well as local initiatives; where business locations have the opportunity to develop and deploy employee engagement approaches that work best for their culture. Being sensitive to local needs, history and traditions keeps the organization on track to its destination.</p>
Business partners are leveraged	<p><b>Leverage Beacon Health Options to support you:</b> Include business partners, such as Beacon Health Options, which has the skills and resources to help drive cultural change. Take advantage of all that your partners can do to support your organizational vision.</p>
Ongoing evaluation allows engagement strategy to evolve	<p><b>Establish continuous improvement process:</b> We live in a dynamic world where the only constant is change. Comprehensive strategic plans embed processes that require you to review your objectives and your path forward. Typically, objectives change over time so being flexible is paramount. Even after you have achieved your goals and objectives, continue to evaluate your culture and nurture and refresh those attributes that deliver value to your organization.</p>

## THE LINK BETWEEN A CULTURE OF ENGAGEMENT AND A CULTURE OF HEALTH

The creation of a culture of health (COH) within your organization can be a powerful tool for building employee engagement. Simply put, employees respond very favorably when they believe their company is genuinely interested in and cares about their well-being. There is no better way to demonstrate that interest than through the activities necessary to create a COH.

Not so coincidentally, the process for creating a culture of health is similar to the process for creating an engaged workforce. Both start with strong senior leadership. Both require a sustained commitment. Both must be embraced by all levels of the organization to be successful. And both rely upon activities, programs and support at the business location level, where employees engage the organization each day. Whether you are already far down the path of creating a COH in your organization or are just getting started, the approaches to creating a culture of health or employee engagement are very complementary. Be sure to identify opportunities to integrate your initiatives' strategic plans, objectives and goals.

## BEACON HEALTH OPTIONS CAN SUPPORT YOU IN CREATING A CULTURE OF HEALTH

Beacon Health Options has outlined the process for creating a culture of health (COH) and detailed the steps necessary to become a 4-star organization. All of those materials and tools continue to be available to our clients, and Beacon Health Options stands ready to support you wherever you may be in your journey to creating a culture of health.



## ROAD MAP TO EXCEPTIONAL EMPLOYEE ENGAGEMENT

The following road map will tie the critical drivers of engagement to employee engagement characteristics and link those to specific actions that you can take to achieve your goals. Identify the areas in the employee engagement assessment on page 12 where you scored between zero and three and review the following information to identify ways to improve engagement in your organization. Take advantage of the available Beacon Health Options resources to support you on your journey.

### Driver 1: Pride/belief in the organization's mission

EMPLOYEE ENGAGEMENT CHARACTERISTICS	ACTIONS TO ACHIEVE EXCEPTIONAL EMPLOYEE ENGAGEMENT
Employees understand the organization's mission.	<ul style="list-style-type: none"><li>• Highlight the organizational mission statement and share in multiple ways, such as via new hire orientations, all-employee or town hall meetings, and your annual operating planning process.</li><li>• Encourage leadership to be visible and engaged, and to demonstrate the values embedded in the mission. For example, have managers and executives lead or initiate walking groups or bike-to-work groups if it is part of your mission to support broader community health and wellness.</li><li>• Promote an organizational and individual focus on quality, using metrics and quality tools or methodologies. For example, create customer satisfaction feedback surveys that can be issued following customer meetings or phone calls.</li><li>• Launch and cascade the Annual Operating Plan with fanfare and public discussion that ties together operating principles and activities. For example, review and acknowledge company progress and achievements at least on an annual basis, and establish company goals for the next year (with the five- and 10-year plans in mind).</li><li>• Foster pride in the organization by standing for good, being socially responsible and giving back to the community. This may include an organizational green initiative, investing in your local communities with charitable work and donations, or giving days off for giving back. Ensure that senior leaders are strong leaders, good motivators and effective communicators who are highly ethical and well respected.</li></ul>

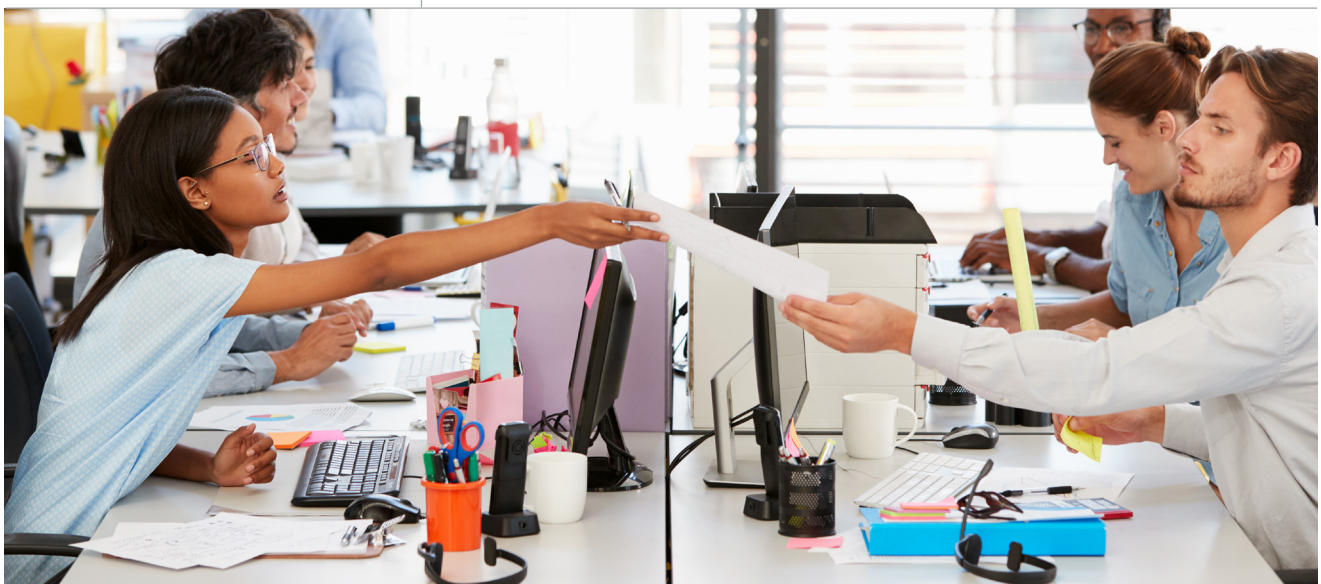


## EMPLOYEE ENGAGEMENT CHARACTERISTICS

## ACTIONS TO ACHIEVE EXCEPTIONAL EMPLOYEE ENGAGEMENT

Employees understand the organization's mission.

- Ensure that employees understand how their role fits into the bigger picture:
  - Expose them to the ultimate product of your business if they are not already working with it each day.
  - Share customer feedback with them that supports the importance of their role.
  - Reinforce the critical nature of the job. For example, if part of an employee's job is working on developing a type of equipment, provide examples of what happens to the end product if there are defective parts, demonstrating the importance of safety and the work the employee does.
- Create opportunities for employees to provide input into and suggestions for strategic plans. For example, provide an e-mail address or suggestion box where employees can submit ideas for enhancing workflows, supporting employees, or improving products or services.
- Foster pride by helping employees understand organizational interdependencies and that no matter how small or narrow their role, they are part of a larger team and an end product that cannot be achieved without everyone doing their part.



## Driver 2: Opportunity to perform at one's best

EMPLOYEE ENGAGEMENT CHARACTERISTICS	ACTIONS TO ACHIEVE EXCEPTIONAL EMPLOYEE ENGAGEMENT
Employees feel positioned to succeed and perform at their best each day.	<ul style="list-style-type: none"><li>• Foster the development of a culture of health within your organization by offering and encouraging active participation in health and wellness programs, including lifestyle management, tobacco cessation and care improvement plans.</li><li>• Encourage and support work/life balance.</li><li>• Provide flexibility in performing job functions and activities.</li><li>• Empower employees to take charge of their jobs and grant them a degree of autonomy where appropriate.</li><li>• Train managers to support employees and facilitate engagement. For example, offer a workshop on steps managers can take to enhance employee engagement.</li><li>• Actively promote your employee assistance program (EAP) to all employees and managers to encourage prevention, early identification and intervention and short-term problem resolution.</li><li>• Assess employee skills and capabilities and match those against job requirements to get the best fit.</li><li>• Evaluate jobs regularly to gauge changing requirements against workforce skills and train as necessary.</li><li>• Establish a challenging work environment with reasonable goals.</li><li>• Encourage employee growth and do not punish individuals who stretch and fail.</li><li>• Eliminate the distractions of safety issues (such as ergonomics) and other workplace issues (such as harassment or substance abuse).</li><li>• Communicate openly and honestly with employees, even when business performance is a concern and jobs are at risk.</li><li>• Treat all employees with dignity and respect. The organization should not tolerate inappropriate behavior. Offer a process for reporting unethical or</li><li>• inappropriate behavior, such as a hotline number, so employees see support for a zero-tolerance policy.</li></ul>

## Driver 2: Opportunity to perform at one's best (continued)

EMPLOYEE ENGAGEMENT CHARACTERISTICS	ACTIONS TO ACHIEVE EXCEPTIONAL EMPLOYEE ENGAGEMENT
<p>Adequate resources are available to support employees in completing their jobs.</p>	<ul style="list-style-type: none"> <li>• Set challenging yet realistic goals, both organizationally and individually.</li> <li>• Empower employees and teams to identify the most efficient way to get the job done and provide employees the opportunity to solve for resource deficiencies.</li> <li>• Support and facilitate a spirit of collaboration and formation of teams among individuals from similar and different departments.</li> </ul>
<p>Supervisors and managers value the opinions of their employees.</p>	<ul style="list-style-type: none"> <li>• Establish and encourage formal and informal listening processes between supervisors and staff in both team-based and one-on-one settings.</li> <li>• Adopt tools to incorporate formalized listening processes into all meetings, such as a code of meeting conduct that encourages participation and the generation of uninhibited conversation.</li> <li>• Coach supervisors to ask questions that will drive individuals toward a destination, in lieu of making statements (for example, “How should we do this?” and “Why should we do this?”).</li> </ul>
<p>Leadership values the opinions of employees.</p>	<ul style="list-style-type: none"> <li>• Ensure senior leaders are accessible, visible and “manage bywalking around.”</li> <li>• Establish formal listening processes, such as: <ul style="list-style-type: none"> <li>– Establish an employee suggestion box process that provides public responses to the feedback and suggestions submitted. (Show the suggestion and leadership response or actions that were taken as a result.)</li> <li>– Institute employee question-and-answer processes at town hall meetings, including submission of questions in advance.</li> <li>– Schedule skip-level meetings (where an employee would meet with leaders senior to his or her supervisor) that might include group breakfasts or lunches, so that all employees have the opportunity to engage with senior leaders.</li> </ul> </li> <li>• Acknowledge and celebrate employees whose ideas are leveraged by the organization.</li> </ul>

# Driver 3: Clear job expectations

EMPLOYEE ENGAGEMENT CHARACTERISTICS	ACTIONS TO ACHIEVE EXCEPTIONAL EMPLOYEE ENGAGEMENT
Employees have a clear understanding of what is expected of them through strong communication from both senior leaders and managers.	<ul style="list-style-type: none"><li>• Communicate organizational strategy, operating plan, goals and targets to all employees in ways that are relevant to them and their positions.</li><li>• Ensure all employees have a job description that accurately reflects their role within the organization.</li><li>• Create and publish departmental mission statements that reflect the unique characteristics and mission of that department.</li><li>• With the input of as many employees as possible, establish annual departmental goals (setting stretch goals) and objectives.</li><li>• Publish metrics that measure progress against those goals and update often.</li><li>• Publish regular updates to keep individuals informed on how all levels of the organization are performing against their respective goals and objectives.</li><li>• Conduct periodic (quarterly) town hall meetings with senior leaders.</li><li>• Conduct regular (weekly or bi-weekly) department or team meetings.</li><li>• Encourage or require regular one-on-one meetings with supervisors, setting and monitoring performance expectations.</li></ul>





## Driver 4: Regular supervisor feedback and recognition of a job well done

EMPLOYEE ENGAGEMENT CHARACTERISTICS	ACTIONS TO ACHIEVE EXCEPTIONAL EMPLOYEE ENGAGEMENT
Employees have a clear understanding of what is expected of them through strong communication from both senior leaders and managers.	<ul style="list-style-type: none"><li>• Encourage or require regular one-on-one meetings with supervisors to set and monitor performance expectations.</li><li>• Encourage continuous informal performance feedback and coaching from supervisors.</li><li>• Develop a strong performance management program and ensure compliance.</li><li>• Practice “management by walking around” to ensure manager visibility and accessibility.</li><li>• Deploy a “code of conduct” for all meetings to guarantee individuals an opportunity to voice their point of view and be heard.</li><li>• Celebrate organizational, departmental and individual successes often and publicly.</li><li>• Develop and deploy a core set of managers’ competencies to enhance supervisor/employee relationships: build rapport, communicate effectively, ask the “right” questions, use active listening, clarify expectations and give appropriate feedback.</li><li>• Require regular and honest performance feedback; no employee should be surprised by their performance review. For example, managers should review individual performance goals with employees more regularly than once per year.</li><li>• Remind supervisors that the EAP is available for one-on-one management consultations.</li></ul>

## Driver 5: Opportunities for employee growth and development

EMPLOYEE ENGAGEMENT CHARACTERISTICS	ACTIONS TO ACHIEVE EXCEPTIONAL EMPLOYEE ENGAGEMENT
Employees have opportunities to achieve professional growth and development.	<ul style="list-style-type: none"> <li>• Develop and deploy a formal mentoring program that is open to all employees, including managers.</li> <li>• Require the creation of professional development plans as part of the performance management program.</li> <li>• Develop and deploy formal career development and training programs.</li> <li>• Consider a mandatory employer-sponsored training commitment to all employees, including a minimum annual entitlement.</li> <li>• Conduct ongoing talent planning processes to identify developmental opportunities for individuals and, through succession planning, foster the promotion of internal candidates.</li> <li>• Encourage employees at all levels to admit to and learn from mistakes.</li> </ul>
Employees feel the organization is committed to their well-being and personal development.	<ul style="list-style-type: none"> <li>• Provide tools, programs and resources to employees that facilitate improvement in their personal lives, such as flexible schedules, financial planning tools and resources, EAP, life coaching, voluntary benefits, and so forth.</li> <li>• Foster the development of a culture of health within your organization by offering and encouraging active participation in health and wellness programs, including lifestyle management, tobacco cessation and care improvement plans.</li> <li>• Invest in external validation of employer culture and programs, such as “best place to work” designation or Cancer Gold Standard accreditation. Celebrate each designation publicly and proudly.</li> </ul>

### ANTICIPATE OBSTACLES

The road map is a comprehensive tool that can take you to your destination. Be mindful of obstacles that can arise. Even the most well-thought-out employee engagement initiative can experience detours if obstacles are not quickly removed. Some of these obstacles include: workplace harassment, inconsistent policy enforcement, unsupportive managers or managers who are unable to provide personal attention to employees, inadequate process for managing ethical dilemmas, exclusive focus on the bottom line, and unsafe facilities.

Anticipate obstacles and plan accordingly when possible. Include a mechanism for the project team to address issues as they arise and involve the EAP in an advisory capacity.

## BEACON HEALTH OPTIONS' SOLUTIONS TO INCREASE ENGAGEMENT

Beacon Health Options offers a variety of individual, managerial and organizational level interventions that can help create and maintain a culture of engagement at your workplace.

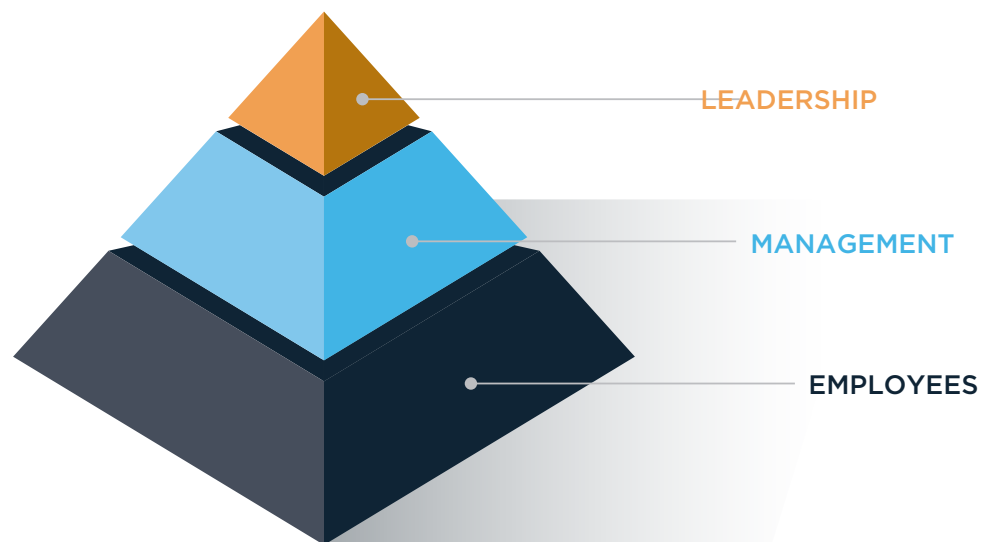
As employee assistance experts, we know the importance of prevention and early intervention to resolve issues before they escalate. We understand workforce dynamics, the importance of a healthy workplace culture and how that culture can directly affect employee engagement.

We meet people where they are in order to fully engage with them. We listen, respond, and collaborate/partner to develop unique and actionable plans based on available resources and support. We do this whether it is our key client contact, a manager or an employee.

Our expertise in enhancing organizational and individual resilience, supporting behavior change, and enhancing emotional and physical health provides the most comprehensive opportunity for your organization to enhance employee engagement significantly. Our holistic approach means that we can help in all spheres or dimensions in this complex endeavor to improve employee engagement.

Beacon Health Options recognizes the three organizational dimensions to our clients' worlds:

1. Leadership
2. Management
3. Employees



There are also individual dimensions, which the EAP and coaching program are well suited to serve:

1. Occupational
2. Personal (safe and healthy lifestyle, etc.)
3. Relational (family and friends; also co-worker and supervisory relationships)

Organizations and individuals are complex, robust and organic—ever evolving. They are not flat and static. And we see that. Engagement solutions must be multifaceted as well. This layered approach sets us apart from other organizational consultants or health care organizations.

## EMPLOYEE ENGAGEMENT CONSULTATION

Beacon Health Options offers consultation services to assist your organization in reaching the highest level of employee engagement. Key to implementing any new initiative is a thorough assessment of organizational needs and opportunities, as well as the identification of key strengths.

Upon completion of the assessment, we can consult with your team to design and implement an engagement strategy. Part of our service includes communicating, measuring and refining your strategy to ensure its complete success.

## BEACON HEALTH OPTIONS EMPLOYEE ASSISTANCE PROGRAM

An EAP is a first-line response to providing prevention and short-term problem-resolution services across an organization's entire population. An EAP is designed to assist organizations and managers in addressing productivity issues and to assist "employee clients" in identifying and resolving personal concerns that may be adversely affecting an employee's job performance, attendance, and/or safety.

Organizations receive ongoing consultative support from Beacon Health Options account management staff, which includes analysis of workforce demographics, utilization data and general business and industry trends in support of EAP programming and promotions. Clients also receive access to prevention programs, crisis management services and training programs.

Managers receive support in identifying and working with troubled employees. And because fully engaged managers can play a significant role in the engagement of others, the EAP can help develop a core set of competencies such as building rapport, communicating effectively, asking the "right" questions, using active listening, clarifying expectations and giving appropriate feedback.

## LIFE COACHING

The Beacon Health Options Life Coaching Program gives participants the opportunity to collaborate with a life coach toward the achievement of an engaged workplace. Life coaches partner with participants to define their vision of what they want and how their lives will look when they have been successful in attaining those goals.

Disengaged employees lack interest in their work or the organization that employs them. This lack of interest results in presenteeism, decreased productivity and negativity in the workplace and erodes an organization's bottom line. Coaching can be the perfect solution to the difficulties encountered by disengaged employees.



## CULTURE OF HEALTH CONSULTATION

Key engagement characteristics:

- Employees feel positioned to succeed and perform at their best each day.
- Employees feel the organization is committed to their well-being and personal development.

These outcomes can be achieved by fostering the development of a culture of health within your organization. Consider offering and encouraging active participation in health and wellness programs, including lifestyle management, tobacco cessation and care improvement plans.

In addition to life coaching, Beacon Health Options offers a range of health and wellness solutions, including:

- A multifaceted tobacco cessation program
- Biometric screenings
- Incentive program

Please contact your Beacon Health Options account executive to learn more about implementing these programs at your worksite.



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