

2019 ANNUAL CONFERENCE



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ActOne GOVERNMENT Solutions, Inc.

A1GS

EMPLOYEE ENGAGEMENT, RISKS & RESPONSE

“Creating a High Performance Culture”



Speaker



Milton ‘Dr. P’ Perkins, PhD, SHRM-SCP, SPHR

- **Vice President, ActOne Government Solutions, Los Angeles, CA**
- **Previous roles**
 - **Chief HR Solutions Architect – Kaufman, VonStuben**
 - **CHRO & VP, Human Resources (Mint, Kasasa & Vanguard)**
 - **SHRM Regional Director (North Central Region)**
- **Senior Faculty, SHRM for 20 years**
- **40 years in HR (practicing, consulting, educating, public speaking, researching)**



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What We'll Cover



- **Define employee engagement; why it matters; how do you know you have it; and what to do about it!**
- **Overview a few Workplace, Work, and Worker engagement theories**
- **Learn about engagement risks and variables that influence it**
- **Outline what to do about employee complaints**





Employee engagement is the extent to which employees feel cognitively, emotionally, and behaviorally committed to their work, peers, managers, and organization, putting forth discretionary effort into all they do!

Source: Kahn, W.A., (1990). Psychological Conditions of Personal Engagement and Disengagement at Work, The Academy of Management Journal, Vol. 33, No.

Employee Satisfaction vs. Employee Engagement



Employee engagement is not the same as employee satisfaction

- **Satisfied employees** are merely happy or content with their jobs and the status quo. For some, this might involve doing as little work as possible.
- **Engaged employees** are motivated to do more than the bare minimum needed in order to keep their jobs.

Employee satisfaction...

- only deals with how happy or content employees are.
- covers the basic concerns and needs of employees.
- does not address an employees' level of motivation or involvement.



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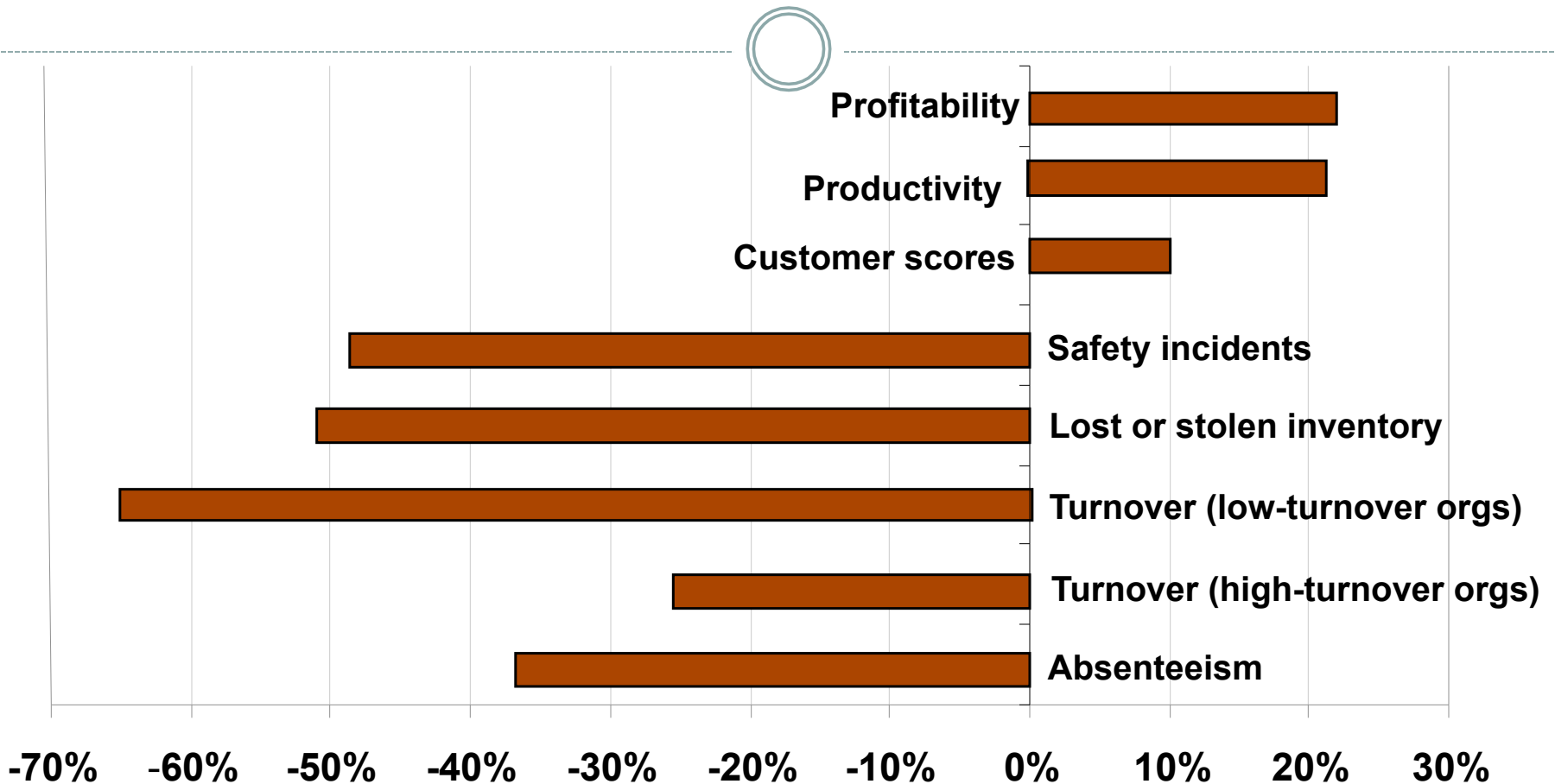
Why is Employee Engagement Important

- **There is scientific proof correlating engagement, customer satisfaction, and market value**
- **Employees go the extra mile for customers (discretionary effort)**
- **Higher engagement = more creative environments**
- **Engaged employees tend to work harder & smarter**
- **Increased engagement = Increased retention**
- **Engaged employees are absent less**
- **Engaged environments are safer environments safety hazards**



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Performance Indicators Correlated to Engagement



Key Performance Indicators

Top- and Bottom-Quartile Work Groups

High-Performance are Organizations with EE Engagement Scores of 73+

Engagement from Around the World



Worldwide Results

- Engaged/Actively/Fence-sitters 63%
- Disengaged/Actively 37%

United States

- Engaged/Actively/Fence-sitters 54%
- Disengaged/Actively 46%

How Do We Know If Our Employees are Engaged?



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Ask Them!

After You Ask, Now What?



**“Measurement
Without Targeted
Action is Useless”**



“You Said, We Did”



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Theories Associated with an Engaged Environment

- **The Work & The Workplace - OD & Management Theories**
 - Systems Theory (Socio-Technical Systems Theory)
 - Classical Organizational Theory
 - Tuckman Theory
- **The Worker - Motivational Conditioning, Behavioral Theories**
 - BF Skinner
 - Adam's Equity
 - Theory of Planned Behavior



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Effective Practices Influencing Engagement



- **Employees First, Customers Second**
- **Engagement is everyone's responsibility**
- **Select supervisors who can supervise – and build engagement (not the best technicians)**
- **Give them training, resources and support**
- **Lead from the top with self-accountability**
- **It must be a business imperative - analytics**
- **Manage performance, measure AND hold managers accountable for engagement**
- **Make sure employees know what is expected – and how work links to mission**
- **Meet regularly with employees to discuss their experiences and concepts for 'greatness'**



Effective Practices Influencing Engagement



- **Provide opportunities to grow and develop**
- **Hold employees accountable – avoid transferring poor performers**
- **Recognize contributions**
- **Make sure employees' opinions count**
- **Create a positive work environment – respect work/life balance**
- **Communicate with transparency**
- **Mitigate risk of employee disengagement**
- **Research SHRM, Gallup (First Break All the Rules), M. Buckingham, Conference Board, CLC, and others.....**
- **Develop engagement initiatives and put them in place**



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What is Employee Risk?



- **Internal – quality of an employee's relationship with the organization**
- **Everything does not need our attention - define risk criteria:**
 - **Risk likelihood**
 - **Risk impact**

Risk Management

Identify and analyze risks

Risk Matrix

Likelihood ↑	Very likely	Acceptable risk Medium 2	Unacceptable risk High 3	Unacceptable risk Extreme 5
	Likely	Acceptable risk Low 1	Acceptable risk Medium 2	Unacceptable risk High 3
	Unlikely	Acceptable risk Low 1	Acceptable risk Low 1	Acceptable risk Medium 2
What is the chance it will happen?		Minor	Moderate	Major
		Impact How serious is the risk? →		



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Some Areas of Workplace Risk

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Security threats

- Cyber risks – handling information
- Physical security, to include workplace violence

Illness and injury

- Physical
- Chemical
- Biological
- Psychological (code of conduct, 24/7)

Drug use

- Illegal/legal drugs or alcohol
- Before, during, or after working hours



Positive Employee Relations Mitigates Risks

Employee relations concerns the relationship of employees with the organization and with each other. It includes the processes of developing, implementing, administering and analyzing the employer-employee relationship; performing ongoing evaluation of it; managing employee performance.

It also includes matters that focus on the work of HR - careers, communications, legal, statutory, and regulatory issues, technology, metrics, and analytics correlated to organizational KPIs.



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Areas for Addressing Employee Relations



Employee Relations - HR's Role in Preventing Conflict



- **Developing strong employee relations efforts – teach managers how to coach**
- **Training managers on how to resolve conflict in the workplace**
- **Establish written rules, policies and agreements regarding employee relations, performance management, and conflict resolution**
- **Have a method of measuring and reporting; correlate measure to organizational KPIs (PASC)**
- **Fair termination of employment process**



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Understanding Your Organization



Five Ways to Create a Positive Workforce



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Making a Business Case for an Engaging Environment



“People Skills” are Important

A 2017 Deloitte survey of 10,400 business and HR leaders found:

Important/Very Important	Human Capital Trend
83%	Careers and Learning
79%	Employee Experience
78%	Performance Management
78%	Leadership

All of these are directly and positively affected by coaching skills.

Bersin, J, Pelster, B, Schwartz, J, & van der Vyver, B (2017). “Introduction: Rewriting The Rules For The Digital Age” (pp. 3-4): Deloitte University Press. Accessed 8-18-18. <https://www2.deloitte.com/insights/us/en/focus/human-capital-trends/2017.html>

Defining Coaching and Mentoring



”
Coaching:
Partnering with clients in a
thought provoking and
creative process that
inspires them to maximize
their personal and
professional potential
“

Source: What is Coaching? (n.d.). Retrieved November 5, 2013, from ICF (International Coach Federation) Cleveland Charter Chapter website:
http://www.icf-cleveland.org/content.aspx?page_id=22&club_id=508298&module_id=132814



Benefits of a Coaching Environment



How Does Coaching Affect Employees?

- Reduce turnover
- Increase productivity and revenue per employee
- Act as a leader development and succession planning tool
- Reduce recruiting costs, increase morale by being able to promote from within
- Enhance employee and client relations
- Support work-life balance
- Empower action and accountability
- Improve company-wide relationships
- Provide a “safe zone” to find solutions

HR Professionals are uniquely situated to teach coaching on communication/interpersonal skills

“Transform Organizational Culture through Coaching.” ATD. Accessed 7-22-18. <https://www.td.org/magazines/td-magazine/transform-organizational-culture-through-coaching>



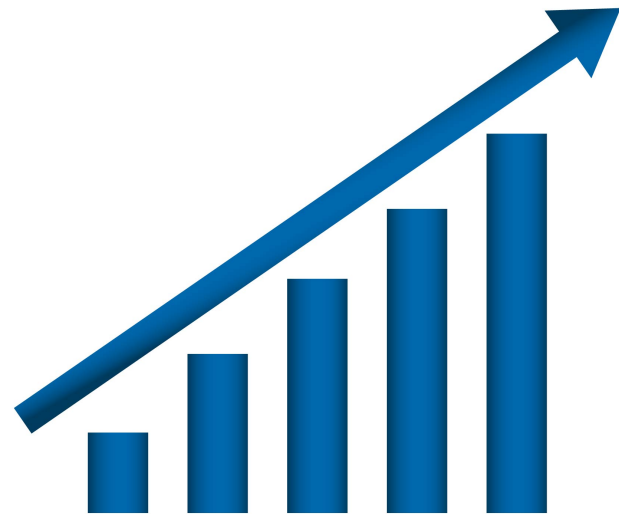
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Why Create an Environment of Coaching



Gallup poll found that companies with a coaching culture experienced:

- 10% to 19% increase in sales
- 14% to 29% increase in profit
- 3% to 7% higher customer engagement
- 9% to 15% increase in engaged employees
- 22% to 59% fewer safety incidents



•How to develop coaching culture in the workplace." CEOWorld Magazine. Accessed 7-21-18. <http://ceoworld.biz/2017/08/07/how-to-develop-coaching-culture-in-the-workplace/>

•"Global Study: ROI for Strengths-Based Development."

•<https://news.gallup.com/businessjournal/195725/global-study-roi-strengths-based-development.aspx>



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The Mindset of an Effective Coach



- Thinks holistically about the coachee: pays attention to displayed emotions, stated feelings, stated thoughts, and actions
- “Listen” to what’s not being said – uses intuition to pick up on body language and tone of voice
- Understands why they were called to coach a particular person, and understands the organizational, cultural and structural framework around the coaching relationship
- Approaches every situation with curiosity, not judgement
- Does not get wrapped up in the story - keeps the coachee moving forward towards a solution



Tips for Quality Relationships



Rules

- Actively work to resolve the conflict
- Treat each other with respect
- Be clear and truthful about what is really the problem and what they want to change
- Listen to other participants and make an effort to understand the views of others – empathic listening
- Be willing to take responsibility for your behavior
- Be willing to compromise

Steps/Process

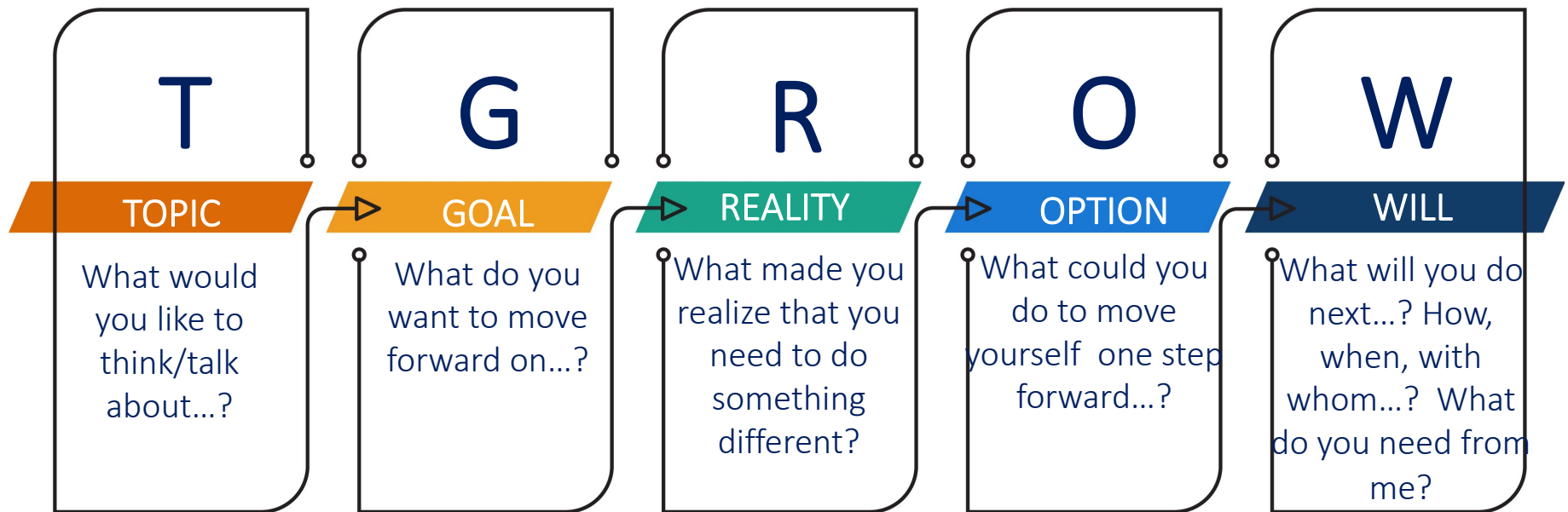
- Arrange for all parties to confront the problem – Impeccable Words
- Have all participants describe the conflict in clear terms – not personal feelings
- Ask participants to restate what the others have said
- Summarize and obtain agreement from participants
- Brainstorm to find solutions
- Summarize all possible options for a solution
- Obtain agreement from all parties on next steps



Establishing a Coaching Environment



The T-GROW Coaching Model

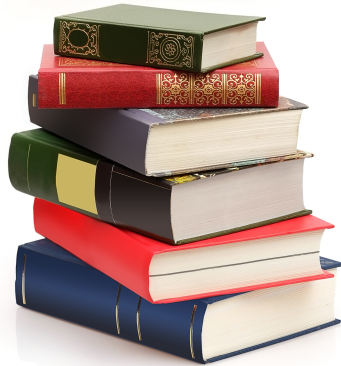


Process and Structure of Coaching. (2007). Retrieved November 5, 2013, from Executive Coaching Services website: <http://www.executive-coaching-services.co.uk/coaching-structure.html>



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Guidelines for Harassment & Discrimination



Sources of Behavioral Guidance

- **The Constitution**
- **Statutes**
- **Regulations**
- **Executive Orders**
- **Agency Guidelines**
- **Common Law**
- **Code of Conduct**



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Employee Relations – Behaviors Resulting in Risks



Disparate Treatment

- Direct Discrimination
- Unequal Treatment
- Intentional
- Prejudiced Actions
- Different Standards

Disparate Impact

- Indirect Discrimination
- Unequal Consequences or Results
- Usually Unintentional
- Neutral Actions
- Same Standards but different consequences



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Increase Engagement Through Responsiveness



Internal Investigation Process Goal

**To resolve internal issues –
advise/counsel and develop
organizational leaders to
better manage employees and
increase engagement of
employees by providing
confidential channels to
address their concerns.**



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Increase Employee Relations Through Investigations



When to Investigate

EEO Investigations

- Focus on alleged victim and work environment
- EEOC guidelines

Union Situations

- Focus on violation of published house rules
- “Just cause” test (7 questions; reviewed in workshop)

Contract Employees

- Focus is on breach of contract
- Bound by contract procedures

All Others

- Focus on legitimate, nondiscriminatory reason
- Procedures at employer’s discretion
- “Fairness” seems to be standard
- Exceptions for certain statutes (USERRA, UI, COBRA)
- Wrongful behavior



7-Steps Investigation Framework



Increasing Employee Relations Through Investigations



Pros

- **Reduce risk of government intervention**
- **Mitigate litigation (and limit damages if there is a lawsuit)**
- **More engaged workforce; employees feel appreciated and have options for addressing their workplace challenges**
- **Increased management effectiveness; managers are equipped with knowledge and skills to better manage employees**

Cons

- **Time-consuming and costly**
- **All information can be subpoenaed**
- **Leak of an investigation may prompt an audit**
- **External investigators may pierce confidentiality by requesting a privilege waiver**
- **Internal relationships and culture**

Getting Started



- **Make the long-term commitment to engagement**
- **Communicate the business case**
- **Get leaders, managers and supervisors on board; aware, understand, involve, own**
- **Transparent communication of results and next steps**
- **Measure and accountability**
- **Train (like the workshop & others; use your Association)**

Since Not Convinced?



**Our Journey Starts with a Number and Ends with a
Number; Make it Quality!**