Get the Most from Your Most Valuable Asset

The Insperity Guide to Employee Engagement

TRAINING AND DEVELOPMENT
Find out how to build leaders and identify training opportunities.

RETENTION
Which is easier: training new employees or keeping the ones you have?

PERFORMANCE MANAGEMENT
The review process doesn’t have to be scary.
Employee Engagement by the Numbers
In a recent study from the Society for Human Resource Management, the number one area where employees get the most satisfaction is in relationships with co-workers, followed by opportunity to use their skills and abilities, and relationship with their immediate supervisor. They were least satisfied with networking and career advancement opportunities.

How Employees Relate to Their Work

**ENGAGEMENT OPINIONS**

- I am determined to accomplish my work goals and confident I can meet them **SEVENTY-NINE PERCENT**
- I frequently feel that I’m putting all my effort into my work **SIXTY-NINE PERCENT**
- While at work, I’m almost always completely focused on my work projects **SIXTY-SIX PERCENT**
- I am highly motivated by my work goals **SIXTY-THREE PERCENT**
- I have passion and excitement about my work **SIXTY-TWO PERCENT**

**Employee Engagement by the Numbers**

<table>
<thead>
<tr>
<th>TOP 5 JOB SATISFACTION CONDITIONS</th>
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<tr>
<td>CONDITIONS FOR ENGAGEMENT</td>
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<tr>
<td>73 PERCENT Relationships with co-workers</td>
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<tr>
<td>70 PERCENT Opportunities to use skills/abilities</td>
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<tr>
<td>70 PERCENT Relationship with immediate supervisor</td>
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<tr>
<td>68 PERCENT The work itself</td>
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<tr>
<td>66 PERCENT Contribution of work to organization’s business goals</td>
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**Employee Engagement by the Numbers**

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<th>EMPLOYEE ENGAGEMENT</th>
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<td>58%</td>
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In my organization, employees are encouraged to take action when they see a problem or opportunity.
A Quick Guide to Levels of Employee Engagement

How committed and satisfied are your workers? Employees can be divided into three categories of engagement:

**Engaged** They believe in the business, want to improve their work and are willing to do what it takes to help the organization succeed.

**Disengaged** They have little passion for their jobs and see work as an exchange of time for a paycheck. Perhaps they once were engaged, but the thrill is gone.

**Actively disengaged** They make their dissatisfaction and misery known. They’ll tell anyone who’ll listen what they think is wrong and put a drag on efficiency.

Recent studies show that as much as 71 percent of the workforce falls into the disengaged categories. With the majority falling below the “engaged” threshold, employee engagement is an issue that needs to be addressed.

Five Steps To Building Employee Engagement

1. **Help them understand** their jobs and how they fit into the overall company goals.
2. **Give realistic deadlines** and milestones for achieving goals and projects.
3. **Give employees the authority** and means to get the job done by outlining expectations and providing timely feedback. Be their coach, not their micro-manager.
4. **Acknowledge good work** and celebrate individual and company successes with your employees.
5. **Help develop a clear development plan** for advancement or learning new skills. Make sure you give them an opportunity to use what they’ve recently learned.

It All Comes Down to the Bottom Line

The operating margin and profit for high-engagement companies is shown to exceed that of low-engagement companies. Here’s how it affects the bottom line and provides a greater ROI:

- Highly engaged employees are more productive
- They stick around longer
- They represent the company better
- They deliver more to the customer

HOW IS YOUR BUSINESS DOING?

If you’re wondering how engaged your employees are, here are some areas where you can build, manage and measure their commitment and satisfaction:
Unbeknownst to you, the future leaders of your company could be right under your nose. Identifying employees who are leadership material can be a tricky endeavor. Here are a couple of key steps that will help you prepare today’s employees to be the company leaders of tomorrow.

1. **Identify high-potential employees.**
   Effective benchmarks for identifying high-potential employees include:
   - Performance reviews
   - Employee self-evaluations
   - Participation in volunteer activities

2. **Develop employees for the future.**
   Helping your employees develop their skills is a smart investment for any business. Provide employees who are deemed “potential leaders” with additional mentoring and training to help them become the next generation of leadership.

**Identify Areas for Employee Training**

Training can help sharpen confident and competent employees. However, identifying which areas are best to address with employee training can be a challenge. The following tips can help you identify which aspects of your business would be best served when establishing a training plan.

- **Analyze the situation.**
  Check customer comments, and solicit input if necessary. Where are the weakest areas in your company? How can you boost performance there?

- **Check out the competition.**
  Research other companies in similar industries and examine what best practices they have adopted that may be applicable to your industry.

- **Note all specialized positions.**
  Everyone gets sick at some point. Be sure that all jobs have a backup plan and that people are cross-trained.

- **Seek employee input.**
  Find out what training they would like to gain that could improve their performance.
5 Steps to Coaching Employees More Effectively

The key to having self-motivated employees is effective coaching. Follow these steps toward making your coaching and feedback process more effective.

01 Decide what you want to accomplish.
Be clear in your own mind about what you want your employees to do before starting a new project.

02 Set a goal with your employees.
Consider giving your employees a model of what their end results look like or set specific criteria for what the output should include.

03 Include milestones along the way.
Discuss a project timeline with your employees. Set project milestones and include “check-in” meetings for status updates.

04 Give feedback.
Give praise for what’s going right with the project and make suggestions if you feel employees need more direction.

05 Debrief.
Meet a final time with your employees to take a look back on the project as a whole. Also, don’t forget to make time to celebrate success and reward their accomplishments as well.

COACHING DOS AND DON’TS

WAY TO GO
Plan in advance
Set milestones
Give feedback

WAY TO FAIL
Miscommunication
Wayward expectations
Lack of engagement

Make Mentoring a Part of Company Culture

A successful employee mentoring program can lead to greater retention of employees and reinforce a positive workplace culture.

If you’re ready to get a mentoring program up and running, where do you start? To develop your company’s future leaders, you’ll first need to get buy-in from today’s leaders. Here are some tips:

Your leadership team should be vocal in their support of the program, or even volunteer to be a mentor. This will help ingrain mentoring upon the company culture, making it a powerful development tool for years to come.

Appeal to the leadership’s sense of Golden Rule: They may have been mentored themselves, so passing on what they know to future leaders only makes sense to maintain strong leadership for the company.

For small businesses, the one-on-one aspect of mentoring can be more effective – and less expensive – than formal training programs.
How to Build a Better Employee

Taking care of the whole employee experience, from hire to retire, involves a lot of moving parts. But, when all those parts are working together, you can end up with a dynamic, engaged workforce.
Your comprehensive strategy should include the latest recruiting methods, employee development, performance management, health care benefits and comprehensive retirement plans. Because that’s how you build a better employee.
What is a SMART Goal?

- **Specific**: It includes the who, what, when, where and how.
- **Measurable**: A numeric or descriptive measure that defines quantity, quality, cost, etc.
- **Achievable**: A goal that is within the employee’s control and influence.
- **Relevant**: A goal that is important to the mission of the department and company.
- **Timely**: A goal that is important to the mission of the department and company.

3 BIG WAYS SMART GOALS Benefit Your Employees and Your Business

Ongoing performance reviews can help to keep employees engaged by:

1. Creating clear lines of communication, so you and your team stay on the same page.
2. Making a measurable difference through use of a straightforward formula.
3. Leading your team in the right direction to achieve company and department goals.

**HOW TO ACHIEVE PERFORMANCE GOALS**

- Adopt an ongoing performance review process that includes both formal and informal checkups.
- Re-examine and readjust goals to keep your employees engaged and on target all year round.
- Use performance management technology to set, track and manage goals.

Five Management Mistakes to Avoid

- **Saving up feedback for the year-end review**: Touch base with your direct reports on a regular basis to keep them on track if you want them to remain engaged with their goals year round.
- **Sugarcoating your evaluations**: Not only does this stunt employee growth, it also makes it difficult to state your case in court, if an issue arises.

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Perfect the Art of the Performance Review

1. Learn the strengths and weaknesses of each member of your team.
2. Individualize goals for each employee to make them more meaningful and attainable.
3. Avoid becoming a reactionary manager by setting up regular appointments to check up with staff.

Performance Review Toolkit Checklist

If you choose to create and track your performance reviews electronically, here’s a list of key ingredients you’ll need from performance review software.

- Custom goal-setting option
- Performance review templates
- Performance competencies list
- Performance log
- Automatic notifications
- Coaching tips
- Sharing tools

Handle New Hire Reviews with Care

Carefully craft your job description to set expectations for the core competencies and essential functions of the job.

Tailor the timing of the first performance review according to when the employee is expected to reach a learning curve, whether it’s 30, 60 or 90 days.

As you review an employee’s performance, act as a coach or mentor with a two-way dialogue that encourages engagement.

Being a Negative Nancy

Address any issues, but don’t forget to praise desired behaviors for positive reinforcement.

Going on autopilot

Each year, you should write a development plan that helps employees set new goals and growth plans.

Making it a one-way street

Your review process should encourage dialogue between managers and employees, not deter it.
Engaging your employees from the very start is one of your best retention strategies. Creating a strategic onboarding plan boosts new hire productivity and engagement, and it goes beyond basic orientation—it helps new employees adapt to your organization.

Best practice principles for onboarding:

- **Be clear** with new employees about objectives, timelines, roles and responsibilities.
- **Use milestones** up to one year after hire to check employee progress.
- **Implement the basic work essentials** prior to the first day on the job.
- **Include key stakeholder** meetings as part of your program.
- **Be sure your program is consistently implemented**.
- **Ensure that your program is monitored** over time.
- **Engage stakeholders** in onboarding planning.
- **Use technology** to facilitate the process.
- **Make the first day on the job special**.
- **Use formal orientation** programs.
- **Develop a written onboarding plan**.
- **Make onboarding participatory**.

**TOP 4 SIGNS** You’re About to Lose Employees

The clues may not be the ones you think, like leaving work early or taking more vacation time. Rather, employees tend to disengage from the workplace—not participating in meetings, not contributing new ideas and doing just enough work to squeak by.

1. **They feel distanced from colleagues**
   Take time to get to know your employees, and pay attention to your employees’ relationships with one another. Intervene if you see problems.

2. **They don’t feel they’re doing meaningful work**
   Help your employees understand how their work helps your company meet its goals. Find out what they want to do within your company, and help them create a development plan so they have a path to success.

3. **They feel they don’t fit in**
   Hiring people who mesh with your corporate culture boosts your retention rate. If existing employees feel alienated in your corporate culture and with co-workers, however, look for ways your employees can collaborate and use their skills in ways to support others.

4. **They feel they’re not recognized for their work**
   Make it a habit to point out your employees’ hard work and your appreciation for it in front of their peers. Providing genuine appreciation and recognition is the “cherry on top” for most employees. Small, tangible gestures, like lunch with the boss, also go a long way.

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**Client Testimonials**

“From assisting us with team building, coaching on performance management, sensitive personnel issues and more, Insperity provides comprehensive services that have had a 360-degree effect. We get the experience of a team with varied skill sets, and the number of employee relations issues has declined as a result.”

Mary Vitek  
CEO  
*Girl Scouts of San Jacinto Council*  
*Insperity client since 2010*

“ChildBuilders runs more efficiently with Insperity’s help. I don’t have to spend as much time dealing with human resources issues. That allows us to be more cost-efficient, which benefits our bottom line.”

Trish King, RN, BSN  
Executive Director  
*ChildBuilders*  
*Insperity client since 2009*

“Insperity is helping us stay on target with our hiring plans and stay on budget.”

Janine Matta,  
Vice President, Human Resources  
*Barbri*  
*Insperity client since 2011*

“In terms of ROI from Insperity, we expect to have a 15 percent reduction in our benefits costs over two years.”

Allan Myers  
Executive Vice President  
*Regional Reporting*  
*Insperity client since 2010*

“Insperity is high value for the money you spend. Just the training classes alone can save you $20,000 to $30,000 a year. This service is fabulous, and no one else in the industry has it. The benefits that Insperity provides (access to) are awesome.”

Robert Meyers  
President and CEO  
*CobraGuard*  
*Insperity client since 2011*

Employee engagement is just one way you can improve the ROI on your business. Tell us where you need help, and we’ll create an HR plan for your business.

Learn more about HR outsourcing and find out how we’ve helped businesses just like yours.