



Cultivating Employee Engagement

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Agenda (Participation Encouraged!)

- Employee engagement defined
- Costs of disengaged employees
- What are the signs of employee engagement? What drives it?
- Engagement requires civility/respect
- Communication that builds engagement
- Surveys and recognition
- Training and mentoring
- Health, wellness, and family-friendly policies
- Generational impacts
- Preparing and recruiting the leaders of tomorrow

Employee Engagement Defined

- Many definitions exist
- Common theme: Emotional connection employees feel to their jobs / employer
- Per Wikipedia: “Employee engagement is a fundamental concept in the effort to understand and describe, both qualitatively and quantitatively, the nature of the relationship between an organization and its employees.”

Costs of Disengaged Employees

- Absenteeism/tardiness/turnover
- Loss of productivity/lack of focus/missed deadlines
- Poor customer service
- Negativity/toxic work environment/sabotage



According to Gallup, disengaged employees have 37% higher absenteeism, 18% lower productivity and 15% lower profitability. Translated into dollars, it costs \$3,400 for every \$10,000 they make.

Signs of Employee Engagement

- Alignment between the goals, vision, and values of an individual and their employer
- Ownership of work at every level of the organization
- Collaborative sharing of ideas
- Absorbed by and enthusiastic about work
- Positive actions taken to further the organization's reputation and interests
- Positive attitude towards the organization and its values

What Drives Employee Engagement?

- Trust/belief in senior leadership
- Opportunity to grow and develop
- Emphasis on teamwork and shared success
- Sustainable work-life balance
- Adequate tools to do the job (technology, training)
- Empowerment to solve problems
- Opportunities to be heard
- Recognition and validation
- Finding meaning in our work

Ensure Workplace Civility/Respect

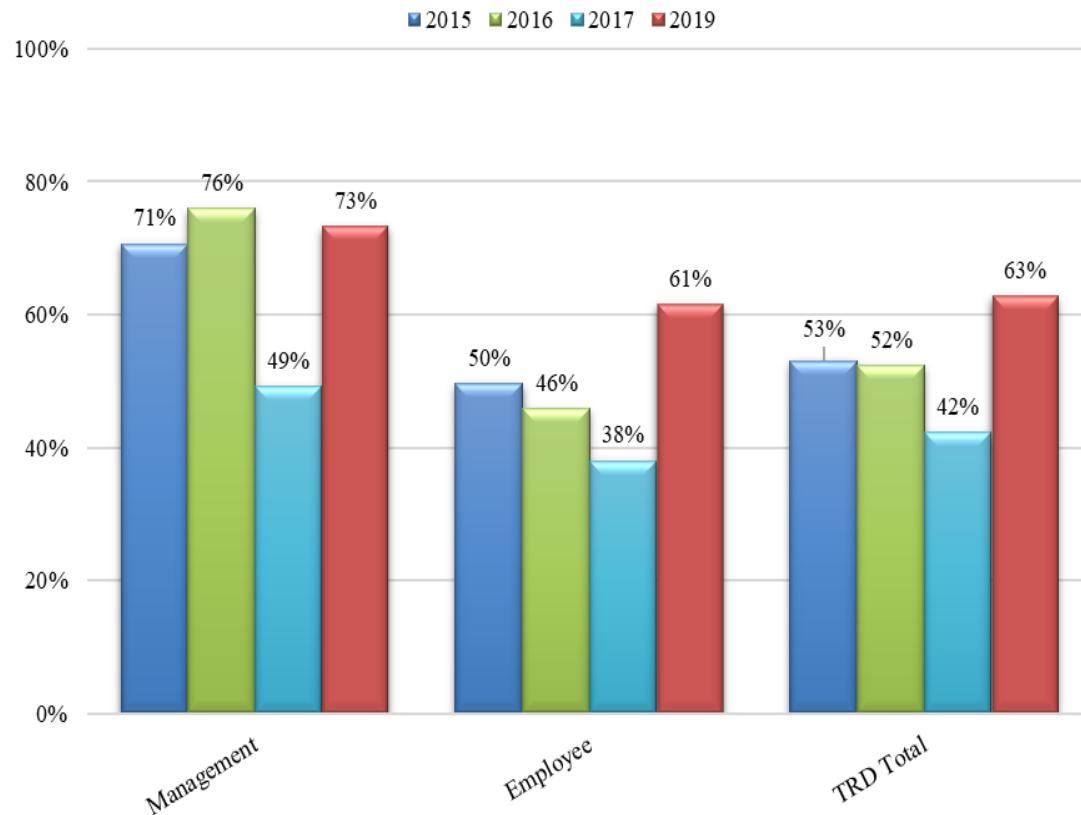
- Employees consumed by infighting cannot protect the organization from external threats
- Code of Conduct: is it strong enough to allow response to hostility, workplace violence, bullying, conflicts of interest?
- Retaliation: assure employees at every opportunity that senior management will not tolerate it
- Fair and consistent enforcement of HR policies
- Senior management attend trainings to emphasize importance

Communication to Build Engagement - NM

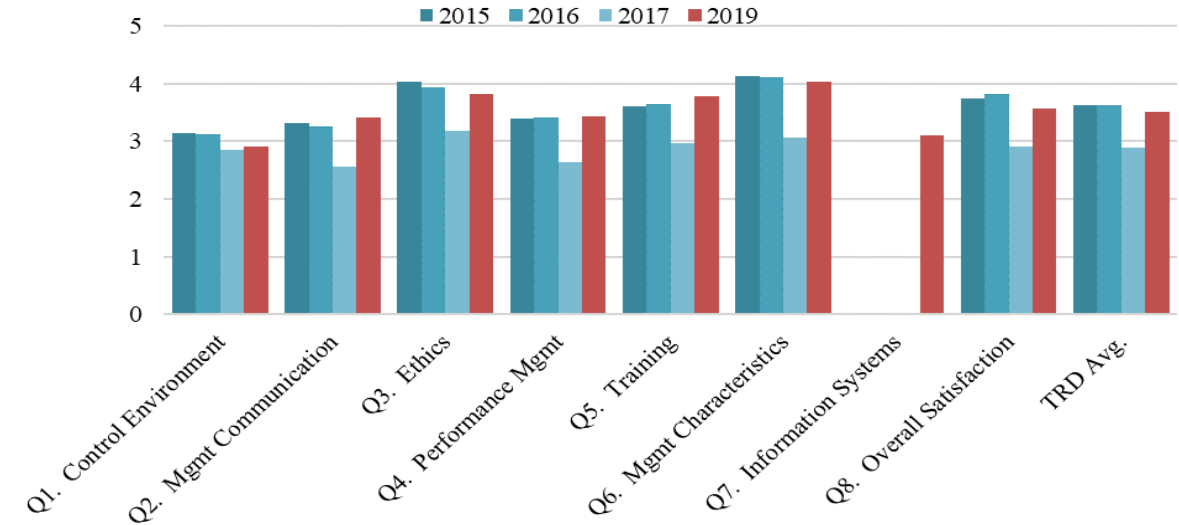
- Newsletters: celebrate wins, communicate big picture
- “Radio MVD” Podcast - employees hear vision, goals directly from leadership and influential stakeholders
- Strategic planning:
 - S.M.A.R.T. goals: specific, measurable, achievable, relevant, time-bound
 - living document
 - performance measures to regularly test if you’re “moving the needle” in the right direction

Making Voices Heard: NMTRD Corporate Culture Survey

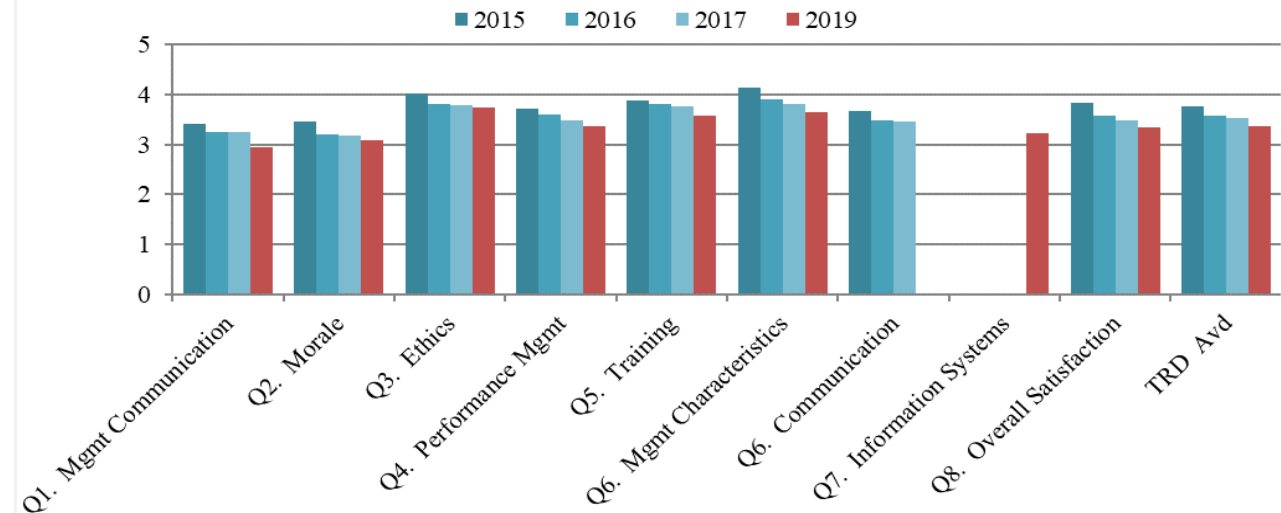
Participation Comparison by Year



Management Comparison
by Year and Category

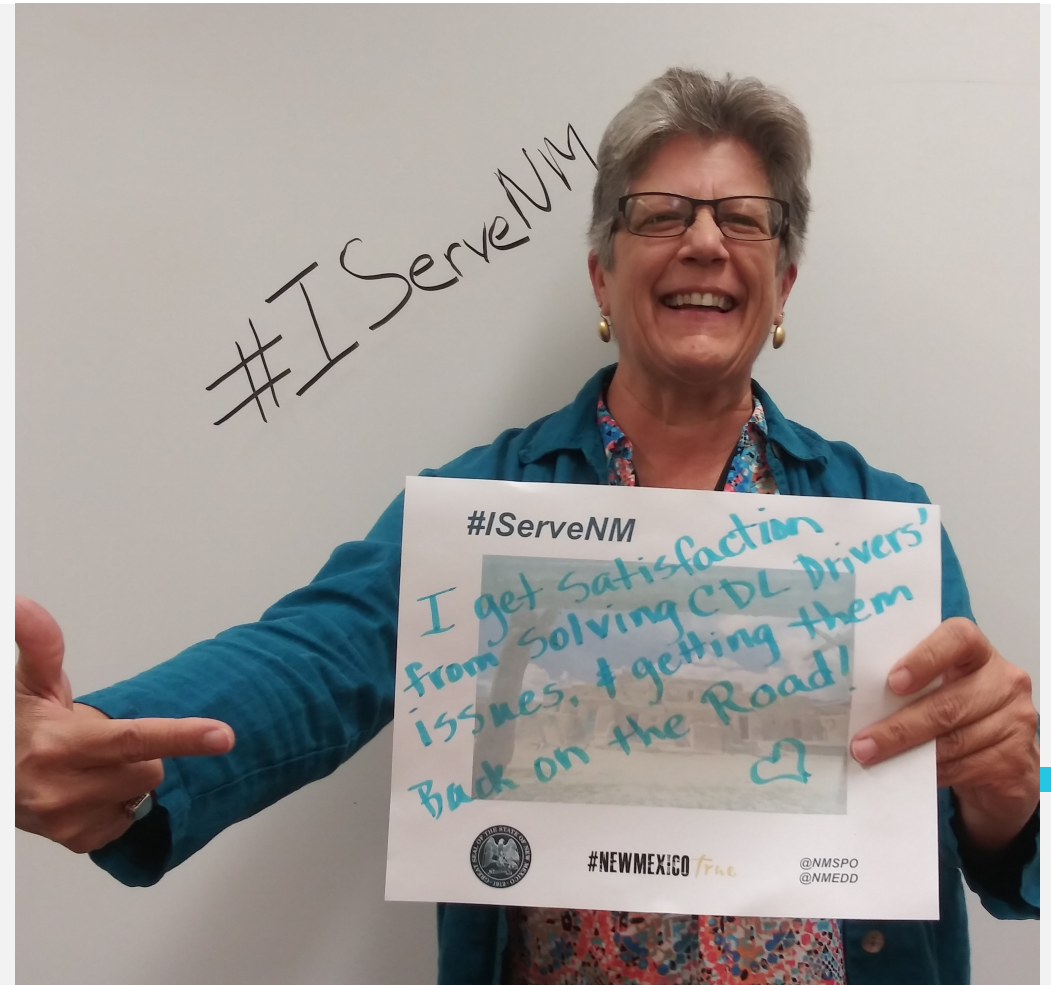


Employee Comparison
by Year and Category



Engagement in Action: #IServeNM

- State of New Mexico social media campaign aimed at increasing morale, recruitment, and pride in our work
- Social media templates provided to all departments
- Employees submit pictures and videos, post to Twitter under #IServeNM



Communication to Build Engagement - TX

- Employee Advisory Board – direct access to Exec
- Employee Expo – recognizes employee excellence
- “10 and 2 Talks” - learn about other divisions
- “Ask Exec” – anonymous online comment box
- Monthly newsletter from Exec
- “Comp Time” videos about employee activities outside work
- “Field Notes” updates about employees outside Austin

NM: Supporting Health, Wellness and Family-Friendly Policies

- Fitness and wellness leave policy: up to 2 hours paid leave per week: exercise, meditation, smoking cessation, etc.
- Tuition assistance and educational leave: don't just say you support education and development, walk the walk and invest in employees
- Consider allowing intermittent FMLA for birth/adoption of a child not to exceed 6-9 months
- Care for domestic partner under FMLA

TX: Supporting Health, Wellness and Family- Friendly Policies

- Fitness leave / fitness challenges
- Annual wellness fair
- Alternate work schedules
- Expanded telework



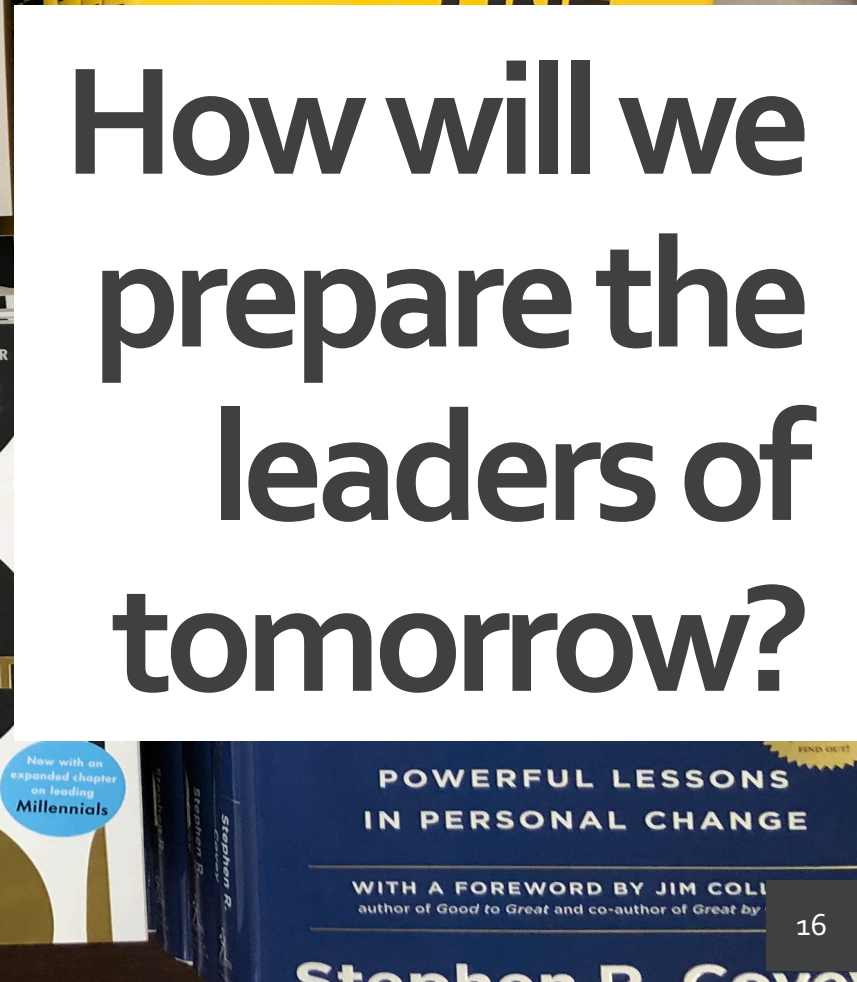
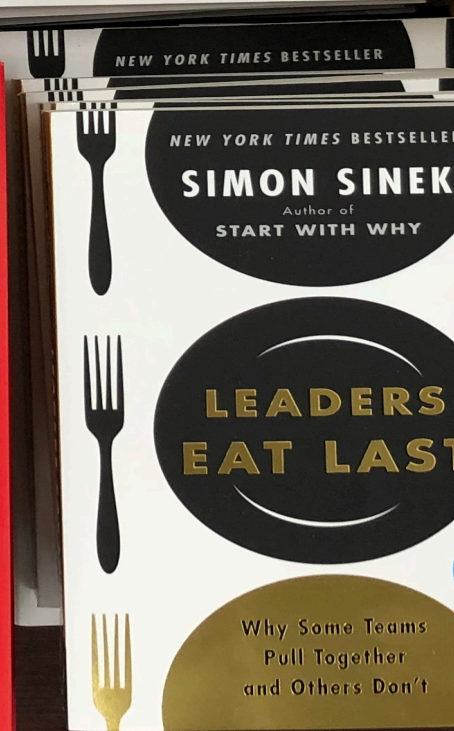
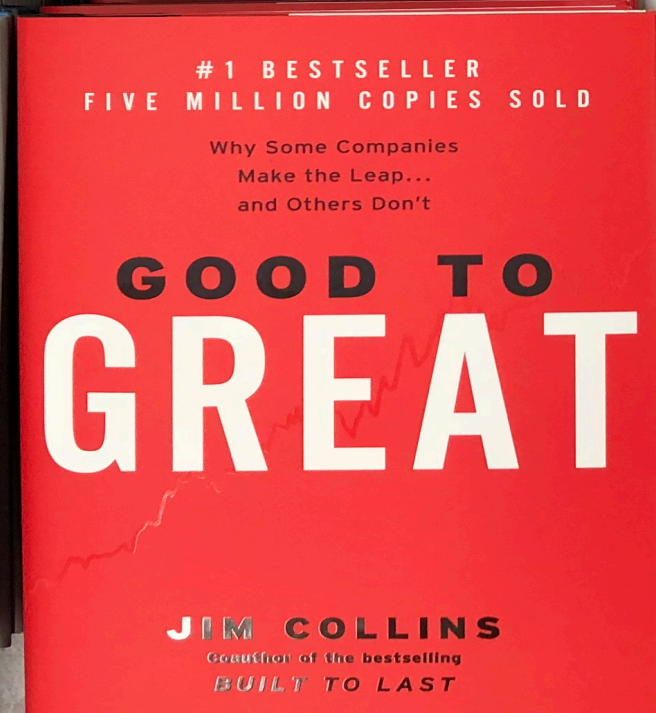
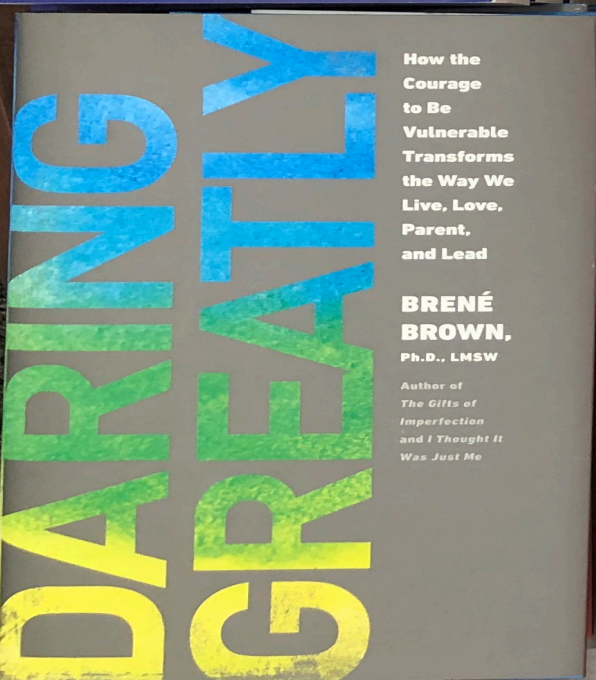
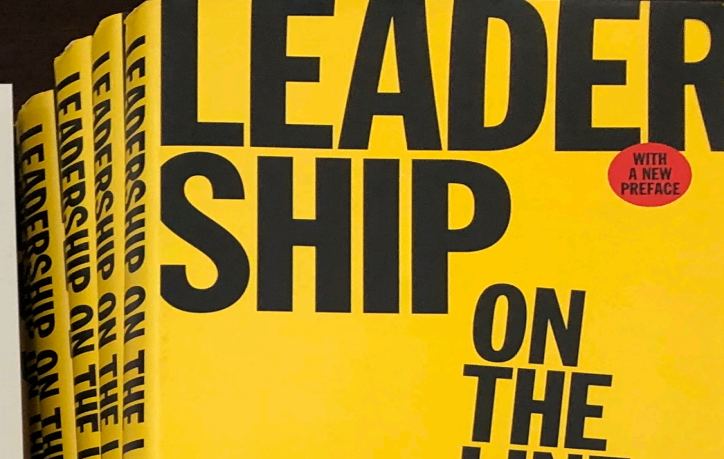
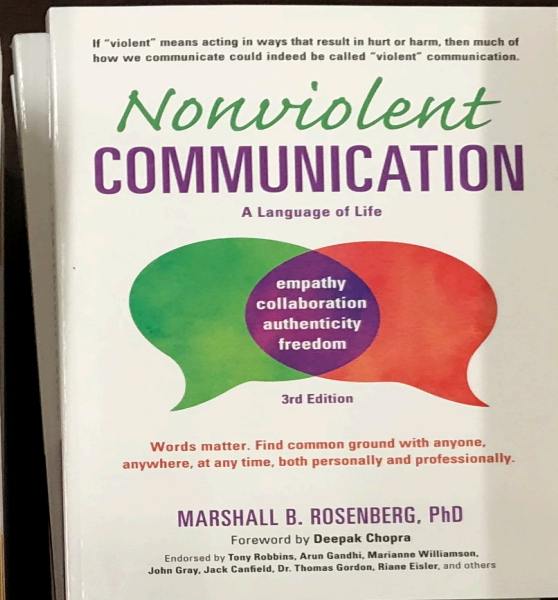
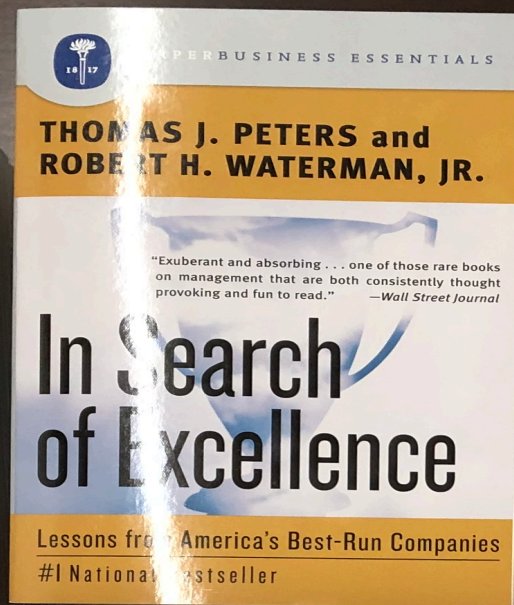
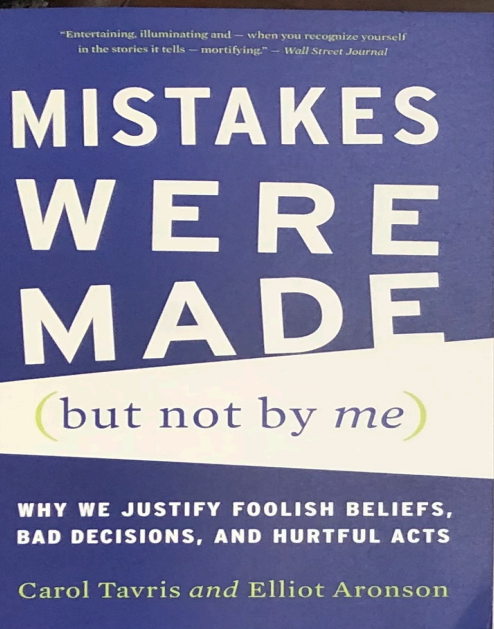
Generational Values and Impacts

- Silent Generation and Boomers: security, loyalty, results, teamwork, respect
- Millennials and Gen Z: flexibility, advancement, experience, independence, recognition
- Gen X: values fall across the board; can be the bridge between generations

The Retirement Wave is Upon Us

Almost 26 percent of the Texas Comptroller's workforce will become eligible to retire during the next few years.





Leadership Lending Library Suggested Titles - NM

- Daring Greatly: How the Courage to be Vulnerable Transforms the Way we Live, Love, and Lead - Brene Brown
- Leaders Eat Last - Simon Sinek
- In Search of Excellence - Lessons from America's Best Run Companies - Peters and Waterman
- Nonviolent Communication - Marshall Rosenberg
- Mistakes Were Made but Not by Me: Why we Justify Foolish Beliefs, Bad Decisions, and Hurtful Acts - Carol Tavris
- Good to Great - Jim Collins
- Leadership on the Line - Ronald Heifetz and Marty Linsky
- The Ideal Team Player: How to Recognize and Cultivate the Three Essential Virtues - Patrick Lencioni
- The Four Agreements - Don Miguel Ruiz
- 5 Dysfunctions of a Team - Patrick Lencioni
- The Goal - Eliyahu Goldratt
- The Advantage - Patrick Lencioni
- Building a Team - Whitney Johnson
- Apollo 13 - Jim Lovell
- Great by Choice - Jim Collins
- Thriving on Chaos: Handbook for a Management Revolution - Tom Peters
- 21 Irrefutable Laws of Leadership: Follow Them and People will Follow You - John Maxwell
- High Performance Habits: How Extraordinary People Become that Way - Brandon Burchard
- Practicing the Power of Now - Tolle
- The Big Leap: Conquer your Hidden Fear and Take Life to the Next Level - Gay Hendricks
- 15 Invaluable Laws of Growth: Live Them and Reach Your Potential - John Maxwell
- The Compound Effect - Darren Hardy
- How to Win Friends & Influence People - Dale Carnegie
- Developing the Leader Within You - John Maxwell
- Grit: The Power of Passion and Perseverance - Angela Duckworth
- 15 Commitments of Conscious Leadership - Jim Dethmer
- Team of Teams - Gen. Stanley McChrystal
- The 5th Discipline - Peter Senge
- On Becoming a Leader - Warren Bennis
- Who Moved my Cheese? An A-Mazing Way to Deal with Change in Your Work and in Your Life - Dr. Spencer Johnson
- Eat that Frog: 21 Ways to Stop Procrastinating and Get More Done in Less Time - Brian Tracy
- Lincoln on Leadership: Executive Strategies for Tough Times - Donald T. Phillips
- Man's Search for Meaning - Viktor Frankl
- The Power of Habit - Charles Duhigg

Training and Mentoring - TX

- Biennial leadership academy with “Action Learning” projects sponsored by Exec
- Formal management training course “flights”
- Tailored division training and “Skillsoft” online resources
- Myers-Briggs and similar personality assessments
- Management workshops with peers across the agency
- Mentoring program launching Fall 2019

Opportunities to Grow and Progress

- Review organizational chart to ensure every position offers a career path if possible
- Educational assistance and leave
- Conference attendance/networking
- Regular opportunities to try new tasks under supervision of a mentor

Values-Based Recruitment - NM

- Skills are easy to train, values are hard to change
- Tailor interview questions to recruit individuals who share your organization's values to maximize engagement
- Encourages openness to external candidates, growing the employee pool

Example values-based interview questions:

"Tell us about something in your life that has shaped who you are, regardless of your schooling or occupation?"

"How would you handle a situation where you made a big mistake and you were the only one who knew about it?"

"Describe a time you managed to calm an irate customer. How did you manage to maintain your professionalism and address their complaint?"

"Have you ever been put in a situation where doing the right thing would make you look bad or cause conflict for you or your team? Tell me about how you handled it."

"What is the best team you have ever seen and what made them great? What is the worst team you have ever seen and what made them the worst?"

"What has been your most rewarding accomplishment and why is/was it so rewarding?"

PROFESSIONALISM
DIVERSITY
SUSTAINABILITY
ACCOUNTABILITY TRUST HONESTY
INCLUSION VALUES
SERVICE RESPECT
LEADERSHIP INTEGRITY

Recruiting & Internships - TX

- What exactly is a Comptroller?
- Dedicated recruiting HR staff
- Comptroller personally engaged with recruiting programs
- Summer paid internship program – four hires from this year's group
- Emphasize the breadth and importance of our work
- Emphasize work-life balance and overall value of benefits



Thank You