



*For more information on Employee Satisfaction and Engagement, please visit:*

*[www.cpms.osd.mil/worklife](http://www.cpms.osd.mil/worklife)*



## Workplace Culture

- Establish a relationship between culture and results.
- Identify cultural barriers to engagement.

## Communication

- Use clear, consistent, and honest communication to promote understanding.
- Ensure the workforce is linked to the mission, goals, values, products and services.

## Management

- Foster a productive work environment.
- Encourage successful employee/employer relationships.

## DoD Resources

*[http://www.cpms.osd.mil/April\\_WellnessCampaign.aspx](http://www.cpms.osd.mil/April_WellnessCampaign.aspx)*

*[http://www.cpms.osd.mil/lpdd/LPDD\\_index.aspx](http://www.cpms.osd.mil/lpdd/LPDD_index.aspx)*

*[http://www.cpms.osd.mil/lpdd/education/education\\_index.aspx](http://www.cpms.osd.mil/lpdd/education/education_index.aspx)*

## Navigate Day to Day Challenges

*July 2010*

*Information and Guidance*

## Employee Satisfaction and Engagement

*Productivity begins with Employee Engagement.*

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## An Engaged Workforce

Employee engagement is key to organizational success. The connection between an employee's job and the organization's strategic plan, including understanding how important their work is to success, is the most important driver of employee engagement. For this reason, engagement is a major focus in our response to the Department-Wide initiative to promote employee work-life programs and better job satisfaction.

The Department of Defense has defined satisfaction and engagement as:

"A high level of motivation based upon heightened connections resulting in employees who give their best effort at work to achieve improved results."

An engaged employee works harder, is fully involved, more loyal, more likely to excel in an organization, and will act in a way that furthers their organizations interests. These behaviors foster desirable business outcomes such as retention of talent, quality customer service, exceptional individual performance, team performance, higher productivity, and financial efficiency and performance.

## Challenges to Employee Engagement

Every organization is unique and so are their challenges to employee engagement.

It is not easy to quickly identify barriers to employee engagement in an organization, but there are however, symptoms that are present that you can address:

- Absenteeism
- Attrition
- High level of grievances
- Low levels of employee input
- Low levels of volunteerism
- Low Productivity
- Resistance to change



These are also areas that can be measured to help determine whether the organization is improving or what is working and what is not working in employee engagement.

## Drivers in Employee Engagement

Three key drivers that influence employee engagement in an organization:

**Workplace Culture:** Workplace culture sets the tone for employee engagement. An organization that treats its employees with dignity, respect, and provides job enrichment, adequate work-role fit, supportive management and co-workers, and resources creates a workplace culture that fosters loyalty and engagement, and ultimately organizational success.

**Quality Management:** As employee productivity is clearly connected with employee engagement, creating an environment that encourages employee engagement is considered to be essential in the effective management of human capital. (HFCAAF info here)

**Communication:** Clear, consistent and honest communication is an important management tool for employee engagement. One way to achieve this is by developing a well targeted, proactive strategic communication plan that includes;

1. Communication structure from the top down to build employee confidence, understanding, and buy-in;
2. Employee involvement whenever possible;
3. A system that effectively communicates and explains all aspects of change;
4. Policies and procedures that support desired behaviors in the organization;
5. Personalize communications to address the question of "what's going on?" and "what's in it for me?";
6. Tracking mechanisms that set milestones to evaluate the objectives of the communication plan, captures and measures success through the results and outcomes of the organization's efforts.