

On the Agenda



Facilitator's Guide

Engagement

Engagement



Slide # 1

For this slide, you want to ensure that you have already introduced:

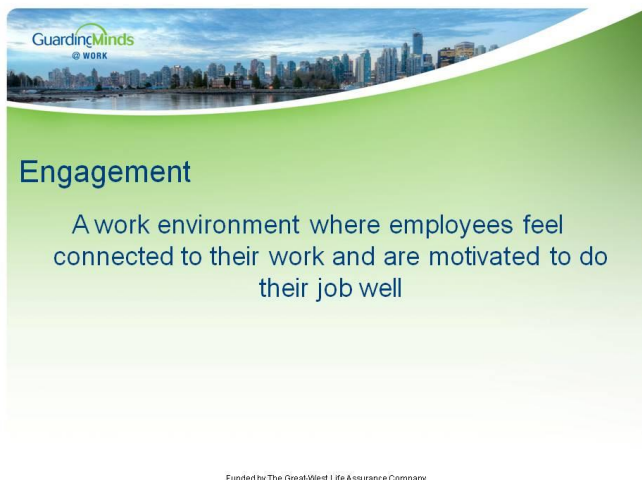
- yourself
- your role within the organization, if unknown to the group
- why you are engaging the group in this discussion
- the importance of addressing psychological health and safety in your organization

The importance of addressing psychological health and safety in your organization can be highlighted by stating the following:

1. Depression will rank second only to heart disease as the leading cause of disability worldwide by the year 2020, which can impact the workplace in areas such as bottom-line production and team work.
2. There are current and emerging legal requirements in Canada for the protection of employee psychological health and safety and the promotion of civility and respect at work.
3. Organizations that value and improve the health of the workplace can improve their organization profile. An improved profile can result in better recruitment and retention rates, enhancing the potential for growth. We want you and potential employees to know that we value your contribution to the organization, that you do good work and that we want to help you to continue to be successful at work.

After these statements, you might say: “The focus of this session is to discuss employee engagement in the workplace”.

On the Agenda



Slide # 2

This slide provides a definition of employee engagement in the workplace. We recommend starting with the proposed definition provided by *Guarding Minds @ Work*TM: “Employee engagement in the workplace occurs in a work environment where employees enjoy and feel connected to their work, and where they feel motivated to do their job well.” Then open the floor for questions about the definition. An idea to get employees to start participating in your presentation is to ask a volunteer in the audience to read the slide. You may wish to share additional information such as:

1. What does employee engagement in the workplace mean?

Possible Answer: Employee engagement can be physical, emotional or cognitive. Physically engaged employees see work as a source of energy, emotionally engaged employees are positive about their work, and cognitively engaged employees can devote their full attention to their work.

2. Why is employee engagement in the workplace important?

Possible Answer: Engaged employees feel more connected to their work because they can relate to, and are committed to, the overall success and mission of their workplace.

About PF10: Engagement

What are Psychosocial Factors?

Psychosocial factors are elements that impact employees' psychological responses to work and work conditions, potentially causing psychological health problems. Psychosocial factors include the way work is carried out (deadlines, workload, work methods) and the context in which work occurs (including relationships and interactions with managers and supervisors, colleagues and coworkers, and clients or customers).

What is PF10: Engagement?

GM@W defines PF10: Engagement as present in a work environment where employees feel connected to their work and are motivated to do their job well. Employee engagement can be physical, emotional and/or cognitive.

Physical engagement is based on the amount of exertion an employee puts into his or her job. Physically engaged employees view work as a source of energy. Emotionally engaged employees have a positive job outlook and are passionate about their work. Cognitively engaged employees devote more attention to their work and are absorbed in their job. Whatever the source, engaged employees feel connected to their work because they can relate to, and are committed to, the overall success and mission of their company.

Engagement is similar to, but should not be mistaken for: job satisfaction, job involvement, organizational commitment, psychological empowerment, and intrinsic motivation.

Why is Engagement important?

Not only is employee engagement important for individual satisfaction and psychological health, but it also leads to positive outcomes for the organization. The three-year Total Return to Shareholders (TRS) for companies with engaged workforces can be double that of the average company. In addition to profitability, employee engagement is related to greater customer satisfaction, enhanced task performance, greater morale, greater motivation, and increased organizational citizenship behaviours (discretionary behaviours that are beneficial to the organization and are a matter of personal choice).

What happens when employees aren't engaged?

A recent poll in the U.S. found that the economic impact of disengaged workers is an estimated \$300 billion annually in productivity losses. Furthermore, disengaged workers can lead to greater economic impact from psychological and medical consequences. In addition to financial hardships, a workforce that is not engaged is more likely to demonstrate greater employee turnover, workplace deviance (in the form of withholding effort), counterproductive behaviour, and withdrawal behaviours.

How can Engagement be improved?

Start by conducting the GM@W Organizational Review and/or the GM@W Survey and reviewing the results. If **Engagement** is identified as an area of concern or relative strength, refer to the GM@W Action Resources for a practical strategy and evidence-based and effective suggested actions that can improve **Engagement**. It is also important to discuss the findings with employees to gain a further understanding of the results and to obtain input into possible interventions. Furthermore, it is important to evaluate the undertaken interventions over time to ensure they are effective and to take corrective action where needed. Consider reviewing the resources below. Finally, refer back to the GM@W website on occasion for new ideas about how **Engagement** can be enhanced.

Further information about Engagement:

- Corace, C. (2007). Engagement: Enrolling the quiet majority. *Organization Development Journal*, 25(2), 171-175.
- Gallup Management Journal. (2006). *Unhappy workers are unhealthy too*. Retrieved from <http://gmj.gallup.com/content/14545/gallup-study-unhappy-workers-unhealthy-too.aspx>
- Gilbert, M. & Bilsker, D. (2012). *Psychological Health and Safety: An Action Guide for Employers*. Retrieved from http://www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf
- Harter, J. K., Schmidt, F., & Keyes, C. L. M. (2003). *Well-being in the workplace and its relationship to business outcomes: A review of the Gallup studies*. Retrieved from <http://media.gallup.com/documents/whitePaper--Well-BeingInTheWorkplace.pdf>
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33, 692-724. Retrieved from <http://www.jstor.org/stable/256287>
- Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology*, 1, 3-30. Retrieved from <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.182.2845&rep=rep1&type=pdf>
- Rich, B. L. (2007). *Job engagement: Construct validation and relationships with job satisfaction, job involvement and intrinsic motivation*. (Doctoral dissertation, University of Florida).
- The Great-West Life Assurance Company. (2012). PF10: Engagement. In *Centre Resources by GM@W Factor and On the Agenda*. Retrieved from <http://www.workplacestrategiesformentalhealth.com>
- Trahan, B. (2007). Debunking five myths concerning employee engagement. *Public Manager*, 36(1), 53-59.


www.guardingmindsatwork.ca



Slide # 3

This slide details what employee engagement in the workplace may look like. Simply read the points on the slide. If you would like to expand on the information, we suggest elaborating on what a workplace without employee engagement may look like. You can suggest the following and why you don't want this for your group:

- Greater employee turnover
- Greater workplace deviance by employees (they don't make an effort)
- Counter-productive behaviour (i.e., surfing the web rather than completing data entry)



Our scores

Our scores from the *Guarding Minds @ Work™* survey indicate that we have some room for improvement in this area of the workplace.

For example, some of the recommended suggestions are:

- Create a sense of community at work (e.g., provide opportunities for team building, teamwork)
- Foster conditions in which team members can use their talents to the fullest

Slide # 4

If your workplace or a sector in the workplace completed the *Guarding Minds @ Work* (GM@W) Survey, you may wish to review the scores now. Let your employees know that there is always room for improvement, and it is also important to recognize and retain what is already working.

- Review the suggestions on the slide and let them know that putting psychological health and safety on the agenda is an active step to increase employee engagement.
- If your workplace has not undertaken the GM@W Review or Survey, ask the employees if they feel the suggestions on the slide would be helpful, and why or why not.

GM@W Suggested Responses

Please consult the *Selection of GM@W Suggested Actions* and *Selection of Effective Actions: Applying a Quality Framework* documents to help you select GM@W suggested actions to undertake for Engagement.

PF10: ENGAGEMENT

OBJECTIVE: A work environment where employees feel connected to their work and are motivated to do their job well.

PF10: GM@W Survey Results (check rating, if applicable)	<input type="checkbox"/> SERIOUS CONCERNS	<input type="checkbox"/> SIGNIFICANT CONCERNS	<input type="checkbox"/> MINIMAL CONCERNS	<input type="checkbox"/> RELATIVE STRENGTHS
PF10: GM@W Organizational Review Results (check rating, if applicable)	<input type="checkbox"/> SERIOUS CONCERNS	<input type="checkbox"/> SIGNIFICANT CONCERNS	<input type="checkbox"/> MINIMAL CONCERNS	<input type="checkbox"/> RELATIVE STRENGTHS

Serious Concerns = 5 to 9 **Significant Concerns = 10 to 13** **Minimal Concerns* = 14 to 16** **Relative Strengths** = 17 to 20**

* Although this is a Minimal Concern, it is important to attend to it and review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

The list below contains actions that you can take to respond to actual or potential concerns related to **Engagement**. Many of these actions have been found to be effective in research studies, have been recommended as best practices, or have been found valuable in applied settings. Some have been informed by emerging case law and regulatory requirements. The actions are drawn from diverse industries and sectors, and not all may be applicable or feasible in your particular workplace. This list is not exhaustive, nor is it intended to be prescriptive. Rather, these are suggestions for possible courses of action.

If **Engagement** has been flagged as a **Relative Strength** in your workplace, it is important not to overlook this finding. You can do this by developing policies that protect this relative strength and engaging staff in discussions of how this strength can be enhanced by implementing the suggested actions below.

If **Engagement** has been flagged as an area of concern in your workplace, consider which of these actions might be appropriate. In making your decision, it can be helpful to keep the following six key quality dimensions in mind: Appropriateness, Acceptability, Accessibility, Effectiveness, Efficiency and Safety (see *Selection of Effective Actions: Applying a Quality Framework* for more information).

The actions below fall into four main categories: (1) norms, values and practices of the work environment; (2) training and development initiatives; (3) communication strategies and approaches; and (4) formal policies and programs. You may have already initiated some of the actions – but consider the others. You may also have other ideas for actions you could implement – there is a space for writing these down at the end of this document. **Remember, not every action that might enhance Engagement in your workplace is listed here. Implementing the following actions, however, will provide a strong foundation for building a psychologically healthy and safe workplace.**

Work Environment (Norms, Values & Practices)

- Create a sense of community at work (e.g., provide opportunities for team building, teamwork)
- Provide opportunities for staff to socialize and/or participate in community events (e.g., staff BBQs, holiday parties, fundraising efforts)
- Commit to “people-first” values at the organizational level (e.g., hire managers with the appropriate skills, lead by example)
- Recognize and appreciate staff willingness to “go the extra mile” at work (e.g., helping others during illness/absence, participating in optional job-related activities or special committees)
- Proactively monitor engagement among staff, and take pre-emptive and appropriate action before someone leaves/becomes disengaged
- Foster conditions in which team members can use their talents to the fullest
- Create a pleasant and welcoming work environment (e.g., plants, artwork, natural lighting), including a common staff room where employees can gather

Training & Development

- Train leaders to be competent in building staff engagement
- Focus on talent development and coaching of team members to help them grow
- Train and support staff to be organizational representatives (“ambassadors”) to enhance recruitment and help build/sustain a positive public profile

Communication

- Communicate organizational mission, values and ideology to staff and the public
- Publicly acknowledge individual, team and/or organizational accomplishments and successes
- Solicit input from employees (e.g., via focus groups) on things that can be done to build their engagement at work
- Ensure that employees have a voice in the creation of organizational goals

Formal Policies & Programs

- Ensure leadership accountability for retention and engagement (e.g., use metrics to document leaders’ impact on retention and morale among their teams)
- Provide monetary and/or non-monetary incentives tied to length of employment
- Support employees in temporary/unstable positions (i.e., those in temporary or contract positions, or who may be impacted by upcoming layoffs or restructuring)
- Incorporate a job preview component in the hiring process, to increase job satisfaction and retention

Additional resources have been created to help you take action, including: presentation slides and supporting materials (freely available at www.workplacestrategiesformentalhealth.com/ota) and a new resource - *Psychological Health and Safety: An Action Guide for Employers*, developed on behalf of the Mental Health Commission of Canada Workforce Advisory Committee, that is a practical tool designed to help employers develop implementation plans on the basis of GM@W findings (freely available at www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf).

We encourage you to review these resources for additional suggested actions.

Other Actions:

- _____

- _____

- _____

There won't be a perfect set of actions – often it's a matter of choosing the actions most likely to accomplish positive outcomes while generating the fewest potential problems.

Once you have selected one or more actions to undertake, enter them into the corresponding *GM@W Action Planning Worksheet*, pick your start date, identify who will be involved – your Action Team, and get started!



Activity

Review actions recommended by research or best practices

Choose the recommended actions that:

- a) Are most likely to be effective in promoting and maintaining employee engagement
- b) Are low cost or no cost in terms of both time and expense
- c) Will have a measurable benefit to the workplace as a whole

Slide # 5

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- Review the recommended actions in the GM@W Suggested Responses document or choose those that you wish to share with the group as possibilities.
- Ask the employees to work in groups of three or more to review the suggested responses and discuss what each of these may mean for your workplace in regards to practicality, profit, cost and challenges.
- Ask that someone keep notes, and let them know that their group is to report back to the larger group in 15 minutes.
- Ask for a group to volunteer to start the report back and begin the discussion to choose which initiative(s) to begin with.
- Check out the Centre website at www.workplacestrategiesformentalhealth.com for free resources related to engagement.



Slide # 6

- Ask the employees to vote on the most important recommendation that they heard from the previous exercise. Ballots, Post-it Notes, stickers or raised hands are all ideas that could be used for voting.
- If there is a discrepancy, see if you can narrow the options down to two and discuss the potential pros and cons of each option and then re-vote, or consider implementing more than one option at once if this would be practical.
- Develop a statement with the group about why the chosen recommendation is important.

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Activity

Create a plan to implement

Use the handout provided to:

- Describe the action
- Assign tasks to individuals on the team
- Create a start date
- Develop an indicator to determine if the action had the desired effect
- Create a date to evaluate

Slide # 7

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- Hand out the Action Planning Worksheet to each employee so he or she can follow along.
- Identify each step required to implement the chosen action(s).
- Review the steps and ask for volunteers to take on different actions. If individuals feel uncomfortable taking on an action by themselves, suggest working in pairs or groups.
- Set a follow-up date to review progress on the action items together, as well as an expected completion date.

GM@W Action Planning Worksheet

Name: _____

Position: _____ Date: ____/____/____

PF10: ENGAGEMENT

OBJECTIVE: A work environment where employees feel connected to their work and are motivated to do their job well.

PF10 GM@W Survey Results

PF10 GM@W Survey Score: _____ (5 to 20)

Date administered: ____/____/____



PF10 GM@W Organizational Review Results

PF10 GM@W Organizational Review Score: _____ (5 to 20)

Date administered: ____/____/____



Serious Concerns = 5 to 9 Significant Concerns = 10 to 13 Minimal Concerns* = 14 to 16 Relative Strengths = 17 to 20**

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** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

	Selected Action(s) (What exactly are you planning to do?)	Starting Date (What is a realistic date to begin?)	End Date (Is the action ongoing or will it end? If so, when?)	Action Team (Who is involved? Be specific.)	Indicator(s) (What changes do you expect to result from this Action?)	Evaluation Date (When will you determine if the Action was successful?)
Action Priority 1:						
Action Priority 2: <i>(if applicable)</i>						
Action Priority 3: <i>(if applicable)</i>						



Slide # 8

For this slide, we suggest encouraging your employees to check out the *Workplace Strategies for Mental Health* website at www.workplacestrategiesformentalhealth.com. The website features a number of employee-specific resources they can access for free:

- Self-assessment tools to check their current state of mental health
- Information about mental health, addiction and mental illness
- Approaches to mental wellness and coping with workplace stressors
- *Working Through It*, which is a video-based series of video clips by, and for, those struggling while at work, off work or returning to work