Employee Engagement Project

HR Forum
February 11, 2015
Overview

• JHU will be conducting a confidential Gallup Survey of all employees (and School of Medicine faculty) from March 9 to 29, 2015.
• The survey will measure employee engagement – how connected employees feel to their jobs and the organization.
• Research shows that employees who are engaged are more motivated, produce better business outcomes, are safer, stay in their jobs longer, and are more productive.
• Building an engaged workforce is a part of our effort to achieve the President’s Ten by Twenty vision for the future.
• Following the survey, JHU leaders, including department managers, will develop and execute a plan to address engagement throughout the university.
• JHU is committed to improving employee engagement in a sustained way.
Employee Engagement

What is employee engagement?
• “Discretionary effort”; the extent to which employees choose to do more than the minimum required.
• Engaged employees are emotionally committed to the organization’s goals.
• Conversely, disengaged employees can affect others around them, compromising the engagement of others, safety, productivity, and retention.
• Employee engagement is different than employee satisfaction.

Performance outcomes
When compared to disengaged work teams, engaged teams have:
• 21% higher productivity
• 37% less absenteeism
• 65% less turnover
• 48% fewer safety incidents
• 41% fewer patient safety incidents
  - Gallup meta-analysis in 2013, including 50,000 business units and 1.4m employees

Our ultimate goal:
• To build an engaged staff that is productive, motivated, and committed to Hopkins’ strategic direction, in order to more effectively discharge our mission as a university.

✓ Our plan is to support the university by developing a multi-year engagement enhancement project that is periodically measured by the Gallup Q12 survey.
✓ We are committed to improving employee engagement in a sustained way.
Our Employee Engagement Project

• **Two major components:**
  – Assessing engagement (and the factors that influence it)
  – Actively building engagement

• **Assessing engagement:**
  – Gallup’s Q12 is a method of measuring employee engagement at a point in time.
  – The Q12 measures “engagement conditions” by surveying twelve factors that drive engagement or disengagement, such as role clarity, resources, fit between abilities and requirements, receiving feedback, and feeling appreciated.
  – The Q12 has been extensively studied, and Q12 scores are highly correlated with performance outcomes.
  – We will conduct the survey, of all employees (except faculty), from March 9 to 29, 2015.

• **Building engagement:**
  – Following the survey, JHU leaders, including department managers, will develop and execute a plan to address engagement throughout the university.
  – That plan will be directly based on our employees’ survey responses, and the most important engagement factors the responses indicate.
Engagement Survey Questions

All entities:

Q00: Satisfaction question
Q01: I know what is expected of me at work.
Q02: I have the materials and equipment I need to do my work right.
Q03: At work, I have the opportunity to do what I do best every day.
Q04: In the last seven days, I have received recognition or praise for doing good work.
Q05: My supervisor, or someone at work, seems to care about me as a person.
Q06: There is someone at work who encourages my development.
Q07: At work, my opinions seem to count.
Q08: The mission or purpose of my company makes me feel my job is important.
Q09: My associates or fellow employees are committed to doing quality work.
Q10: I have a best friend at work.
Q11: In the last six months, someone at work has talked to me about my progress.
Q12: This last year, I have had opportunities at work to learn and grow.

JHU, not including SOM:

• How willing are you to "go the extra mile" for Hopkins, working above-and-beyond the required responsibilities of your job?
• If you had to make ONE change at Johns Hopkins University to make it a great place to work, it would be: (please be as specific as possible)
• Are you disabled? Disability is defined as any physical or mental illness, injury or condition that prevents or limits you from performing your regular or customary work.
• Do you, personally, identify as lesbian, gay, bisexual, or transgender?
Engagement Survey Questions – JHU and SOM

JHU, including SOM:
• At work, I am treated with respect.
• Employees in this organization are treated with respect and dignity.
• Everyone at this organization is treated fairly regardless of ethnic background, race, gender, age, disability, or other differences not related to job performance.
• I can approach management with suggestions and criticisms.
• I feel free to express my thoughts, feelings, and disagreements to my supervisor.
• If I raised a concern about discrimination, I am confident my employer would do what is right.
• My organization treasures diverse opinions and ideas.
• My organization is effective in communicating its diversity program goals and accomplishments.
• My organization's leaders demonstrate they value the perspective of people who are different.

SOM only:
• My immediate supervisor creates an environment that is trusting and open.
• My immediate supervisor keeps all employees well informed.
• My immediate supervisor inspires me to do more than I thought I could.
• My immediate supervisor gives continuous feedback to help me improve my performance.
• The leadership of Johns Hopkins Medicine is creating a future I want to be a part of.
• The leadership of Johns Hopkins Medicine always treats me with respect.
• The leadership of Johns Hopkins Medicine communicates effectively with the rest of the organization.
SOM Faculty Questions

- Everyone at this organization is treated fairly regardless of ethnic background, race, gender, age, disability, or other differences not related to job performance.
- If I raised a concern about discrimination, I am confident my employer would do what is right.
- My organization is effective in communicating its diversity program goals and accomplishments.
- My organization's leaders demonstrate they value the perspective of people who are different.
- At work, I am treated with civility, respect and dignity.
- My current clinical and administrative responsibilities (division/unit work) load allow me sufficient time for focusing on research work.
- The School of Medicine encourages me to pursue my research activities.
- The School of Medicine encourages its faculty to be innovative in use of various teaching methodologies.
- The School of Medicine provides me with support for continuing education and professional development.
- The School of Medicine provides an environment where faculty and staff are encouraged to share their views freely with the administration.
- The School of Medicine is able to retain its talented faculty.
- The School of Medicine is able to attract the right quality of faculty.
- I receive information about financial and operational matters of my department.
- I receive information about financial and operational matters of The School of Medicine.
- I receive information about financial and operational matters of Johns Hopkins Medicine.
- I receive detailed financial information about my own activities and results.
- I receive detailed financial information about the calculations for my compensation.
Changes to the Survey Process

Supporting managers:

• Gallup has streamlined action planning into a process called “State of the Team”

• In 2015, only managers with 5 or more responses will be asked to complete a State of the Team plan
  o This targets ~400 managers in the university, not including SOM
  o Managers with fewer direct reports will participate in the action plan of the next level manager

• We will not require that managers document their plan on the Gallup website; instead, we will provide guidance and targeted communication and request DBOs and HR representatives to collect these action plans by division.

• In addition to the team goal, the university will establish one, unifying goal that every manager can work on, that we agree will help move the university forward toward enhancing engagement.

• In this survey, the university will not include a benchmark to any external database, only to the 2012 JHU data. The School of Medicine will continue to compare to the Gallup Healthcare Database
This conversation – which is found on the back of the survey results report – is to be held with the team.

The result is one survey item on which the team decides to focus.

Divisional leadership and HR share this with HR engagement team
This completed action plan is then submitted to the HR team and the DBO, who then sends it on to the university engagement team.
Building Engagement: State of the Team – Process and Responsibilities
JHU, not including SOM

Survey results shared with University leadership.

Manager meets with staff and discuss questions on back of report – the Strengths and Opportunities Worksheet.

Divisional leadership and HR collect manager responses and send to University Engagement Team.

University leadership select one engagement item to work on university wide.

Together with their team, manager follows the State of the Team process to complete the form.

Manager includes goals in their MyPerformance process.

Team completes their pieces of the State of the Team actions.

Outcome: Team recommends what would improve engagement on their team.

Submit copy of the State of the Team form to Divisional leadership and/or HR.

Divisional leadership and/or HR submits to University Engagement Team.

University and divisional leaders, managers and HR build interactions and practices to support engagement sustainability.

Ongoing