Discussion of Plan for Enhancing Employee Engagement

Board of Regents
Faculty and Staff Affairs Committee

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Strategic Direction for OHR

- **Mission:** The Office of Human Resources strategically leads and partners with our community to provide the diverse workforce and organizational capabilities that drive excellence in the University.

- **Vision:** Create the diverse workplace of the future where people are engaged, connected, thriving, and achieving.

- **Values:** Integrity, service, innovation, collaboration, and responsibility.

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Strategic Imperatives

- **Define**
  - Re-imagined, integrated OHR portfolio of services
  - Well-articulated partnership between central OHR and HR work in colleges, units, and campuses in which roles and responsibilities are clear and understood
  - Leader in providing HR professional skills and practice, and encouraging best practices in HR systems and service delivery
- **Simplify**
  - Simplified employment policies and administrative procedures
  - Streamlined employment processes and management
- **Empower**
  - Leaders and managers to make strategic decisions about talent
  - Employees to optimize their employment experience
  - Human resource professionals to be proactive, responsible, and responsive
- **Deliver**
  - Excellent, high quality service in core OHR business functions
  - Improved business processes that support talent management
  - Strategic organizational development advice and practice

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OHR Strategic Dashboard: Culture/Employee Engagement (Empower)

Goal: Develop and implement a comprehensive employee engagement strategy that defines and shapes the connection to and satisfaction of employees at all levels of the University of Minnesota system.

What We Will Cover Today

- What engagement research and experience tell us
- The engagement process
- Our engagement plan
  - Overview
  - Goal and timing
- Survey reporting and data usage
- Detailed engagement report timing
- Discussion

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What Engagement Research and Experience Tell Us

- **What sets great organizations apart?** Dedication and commitment to collective excellence and wellbeing

- **Why is this important?** The degree to which employee engagement is present profoundly shapes the quality of experiences and outcomes in the workplace
  - Recruiting, retaining, and developing top talent
  - Resilience and wellbeing
  - Collaboration and innovation
  - Sustaining a high-level of performance

- **What creates this environment?** Commitment to each others' success, willingness to invest time and energy to transform good into great, and being empowered to do your best work

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What Engagement Research and Experience Tell Us

Creating Commitment

- Build a shared vision for the future
- Inspire each other to go above and beyond what is expected
- Consistently recognize and value good work
- Listen actively and seek to understand others' viewpoints
- Show concern and support for each others' wellbeing
- Help each other make progress toward professional and career goals
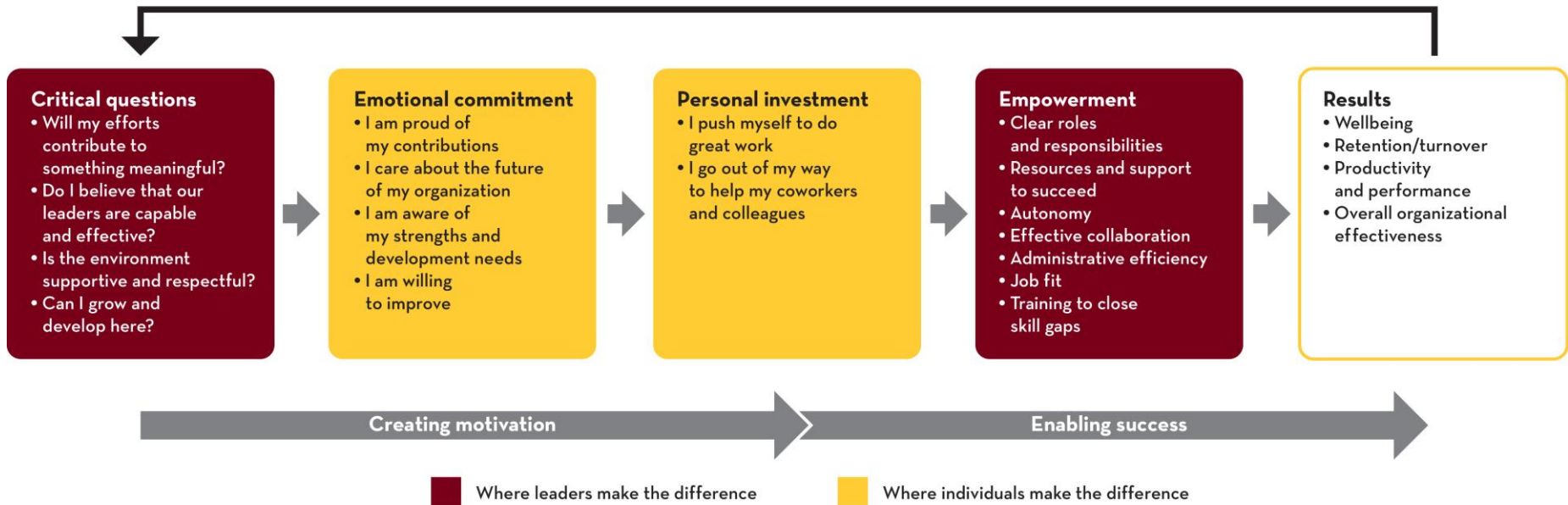
Empowering Success

- Ensure roles and responsibilities are clear and agreed upon
- Close gaps in resources needed for success
- Eliminate micro-management and empower individuals to make decisions
- Identify meaningful ways to enhance teamwork and collaboration
- Address pain points in administrative processes and eliminate "red tape"
- Ensure people are in the right jobs and provide training to close skill gaps

Research at the University of Minnesota found that these factors are also hallmarks of our most research-productive departments

(Bland, Weber-Main, Lund, & Finstad, 2005)

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The Engagement Process

Critical questions
- Will my efforts contribute to something meaningful?
- Do I believe that our leaders are capable and effective?
- Is the environment supportive and respectful?
- Can I grow and develop here?

Emotional commitment
- I am proud of my contributions
- I care about the future of my organization
- I am aware of my strengths and development needs
- I am willing to improve

Personal investment
- I push myself to do great work
- I go out of my way to help my coworkers and colleagues

Empowerment
- Clear roles and responsibilities
- Resources and support to succeed
- Autonomy
- Effective collaboration
- Administrative efficiency
- Job fit
- Training to close skill gaps

Results
- Wellbeing
- Retention/turnover
- Productivity and performance
- Overall organizational effectiveness

Creating motivation

Enabling success

■ Where leaders make the difference
■ Where individuals make the difference

Our Engagement Plan: Overview

- We are launching a multi-year effort to improve our engagement as well as the quality and consistency of our management and the local work environment.

- A system-wide survey will assess employee engagement at the campus, college, unit, and department-level.

- Executive presentations and reports will provide timely feedback to leaders and managers.

- The action-planning process will guide actions to address key drivers of engagement.

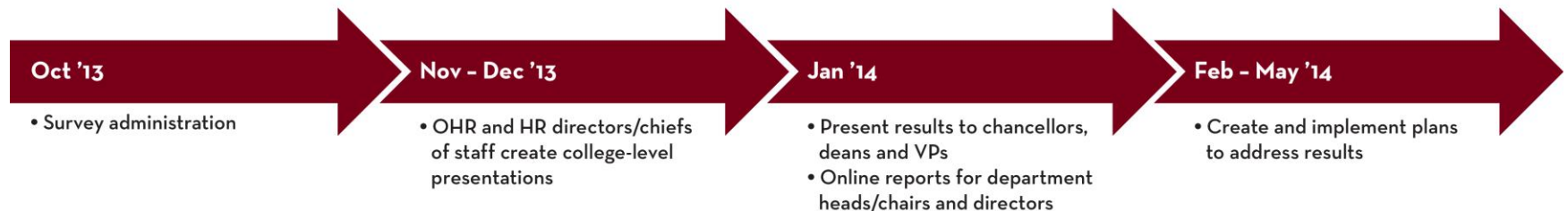- The survey will become an annual process to inform ongoing assessment and action.

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Our Engagement Plan: Goal and Timing

The goal and approach were developed in consultation with:
- Deans, chancellors, and other leaders
- Faculty advisory committee

- Goal: Provide tools to help our campuses, colleges, and departments address local workplace factors that enable research, teaching, service, and wellbeing

  - Brief survey focused on research-proven drivers of a happy, productive workplace

  - Customized reports and presentations distributed quickly

  - Consulting and tools to aid leaders in addressing results

  - Includes faculty and staff system-wide

  - Information that can inform evaluations of management effectiveness

Timeline

Oct '13	Nov – Dec '13	Jan '14	Feb – May '14
• Survey administration	• OHR and HR directors/chiefs of staff create college-level presentations	• Present results to chancellors, deans and VPs • Online reports for department heads/chairs and directors	• Create and implement plans to address results

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Survey Reporting and Data Usage

- Survey data will be provided to the President and the Board of Regents in early 2014 on the engagement level of the University workforce and the quality of work environments across campuses, colleges, and units.

- This data will help identify key issues to improve organizational effectiveness and productivity as well as increase the skills of leaders and managers.

- Over time, survey results will provide ongoing assessment of the success of efforts to enhance engagement.

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Detailed Engagement Report Timing

Survey administration	• U of M faculty and staff across all campuses complete survey	Oct 2013
Create executive presentations	• Created in collaboration with college and unit HR teams and OHR consultants • Includes recommended action steps	Nov - Dec 2014
Presentation to President	• Total University results, highlighting key wins and focus areas • Intended to provide a high-level overview of results	Jan 2014
Board of Regents	• Presentation of total University results	Jan – Feb 2014
Presentations to Chancellors, Deans, VPs	• College, unit, and campus-level results • Key wins, opportunities, recommended action-plans, and next steps	Jan – Feb 2014
Online reports available to all leaders	• Online reports for leaders • Leaders share results and involve their teams in creating an action-plan • Leaders of leaders hold their direct reports accountable for follow-through on process	Jan – Feb 2014
Present to key committees	• Present relevant results to governance groups (e.g., Faculty, P&A, Civil Service senates)	Feb – April 2014
Finalize action plans for senior leaders	• Support provided by college and unit HR teams and OHR consultants • Follow-up / deep-dive analysis as needed	Mar – May 2014
President shares results with U community	• President shares wins, developmental focus areas, action plan	TBD

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Discussion

- Based on your own experience with engagement, does this plan and the action steps resonate?

- What outcomes would Regents like to see from this program?

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