

Your Comprehensive Guide to Driving Employee Engagement



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EMPOWER YOUR PURPOSE®

Meet the Speaker

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*30 years dedicated in the public sector -
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Today's Discussion

We will focus what is happening in our current work environment and how leaders can navigate and influence workers to increase engagement and decrease turnover

- Current workforce trends
- Factors that influence retention and engagement
- Actions you can take today to improve engagement

Question

What is your biggest challenge facing your workforce today?

Times Up!
Minutes

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The State of Our Workplace



State of Retention Quiz

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- Stand up
- Take your index card (or paper pad) with you
- Find 1-2 people you aren't sitting by to work with
- Stand up anywhere in the room
- On the lined side of the card, number 1-6 for questions
- You don't have to agree, simply document your answer

State of the Workforce Quiz

#	Question	Answer
1.	What percentage of the workforce is currently watching postings or actively looking for other work? Public Sector?	50% 52% Public Sector
2.	What percentage of the workforce is being actively recruited right now?	20%
3.	What percentage of the workforce say they are likely to change jobs in 2024?	26% Up from 19%
4.	What percentage of Gen Z (under 27 yrs) are planning to change jobs this year?	35%
5.	What percentage of turnover is preventable?	75%

Question

Why are so many
employees looking,
leaving or intending to
leave?

Turnover and Educators

True or False

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Teacher turnover is
HIGHER NOW than
before the pandemic?

TRUE

True! Turnover is
4% higher than
pre-pandemic

Principal turnover is
LOWER than teacher
turnover?

FALSE

FALSE! Principal
turnover is 6%
higher than
teacher turnover.
16% vs. 10%

Teacher and Principal
turnover is **LOWER** in
urban districts?

FALSE

FALSE! It is
highest in urban
and high poverty
districts. Teacher
12-14%; Principal
21-23%

More new teachers (<3
yrs) left their school
compared to seasoned
(>7 yrs) teachers?

TRUE

True! 30% of new
teachers vs. 17-20%
of seasoned

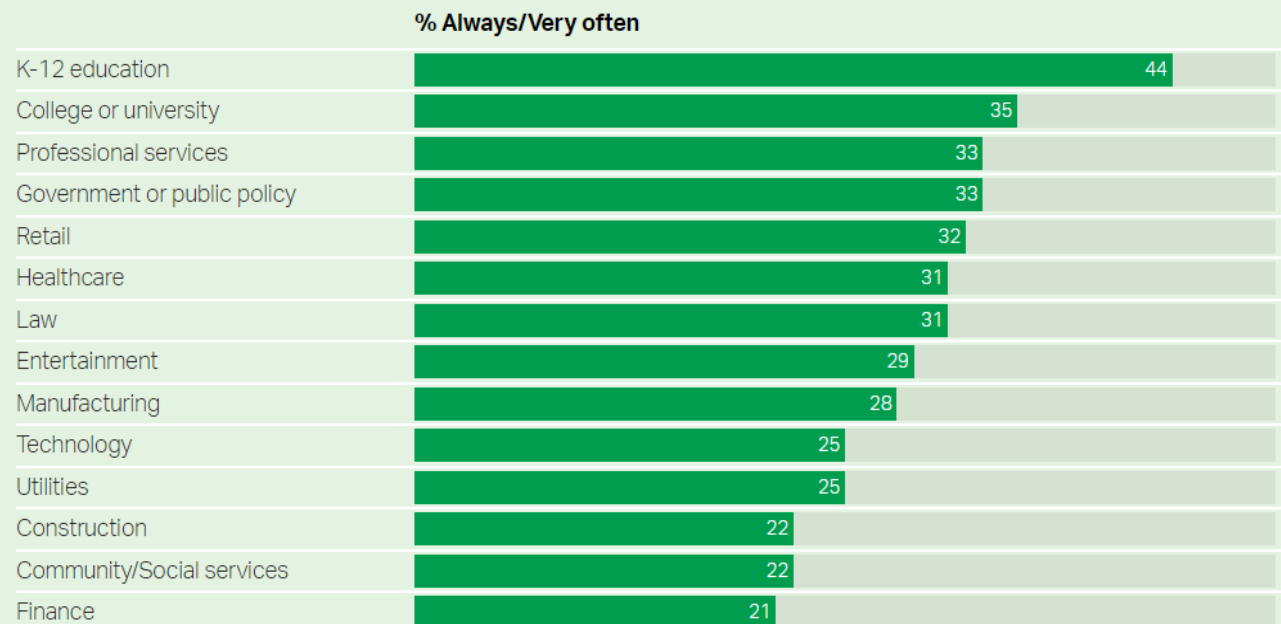
Question

Why is educator turnover
on the rise?

Burnout Could Be a Factor

U.S. Workers' Burnout Rates by Industry, 2022

Please indicate how often the following is true of your job: You feel burned out at work.



FEB. 3-14, 2022 • Get the data • Download image

GALLUP

- K-12 Education is the #1 burnt-out profession according to Gallup
- College or University professionals were #2 burnt-out profession
- 90% of teacher claim that feeling burnt out is a serious problem

Why is this?

Question

Can you change it?
What do you do about it?



Employee Engagement






Employee Engagement Definition

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Employee engagement is a state in which employees feel **passionate** about their jobs, are **committed** to the organization and put **discretionary effort** into their work.

Three types of workers in all organizations

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	Engaged	Not Engaged	Actively Disengaged
			
Definition	Thriving at work Passionate Enthusiastic Committed	"Quiet quitters" Checked-out Putting in time, not energy Lacks enthusiasm	"Loud quitters" Act out Undermine engaged employees Negative or unhappy
US/Canada ALL	33%	50%	17%
US Teachers	31%	56%	13%
Higher Ed Faculty and Staff	34%		

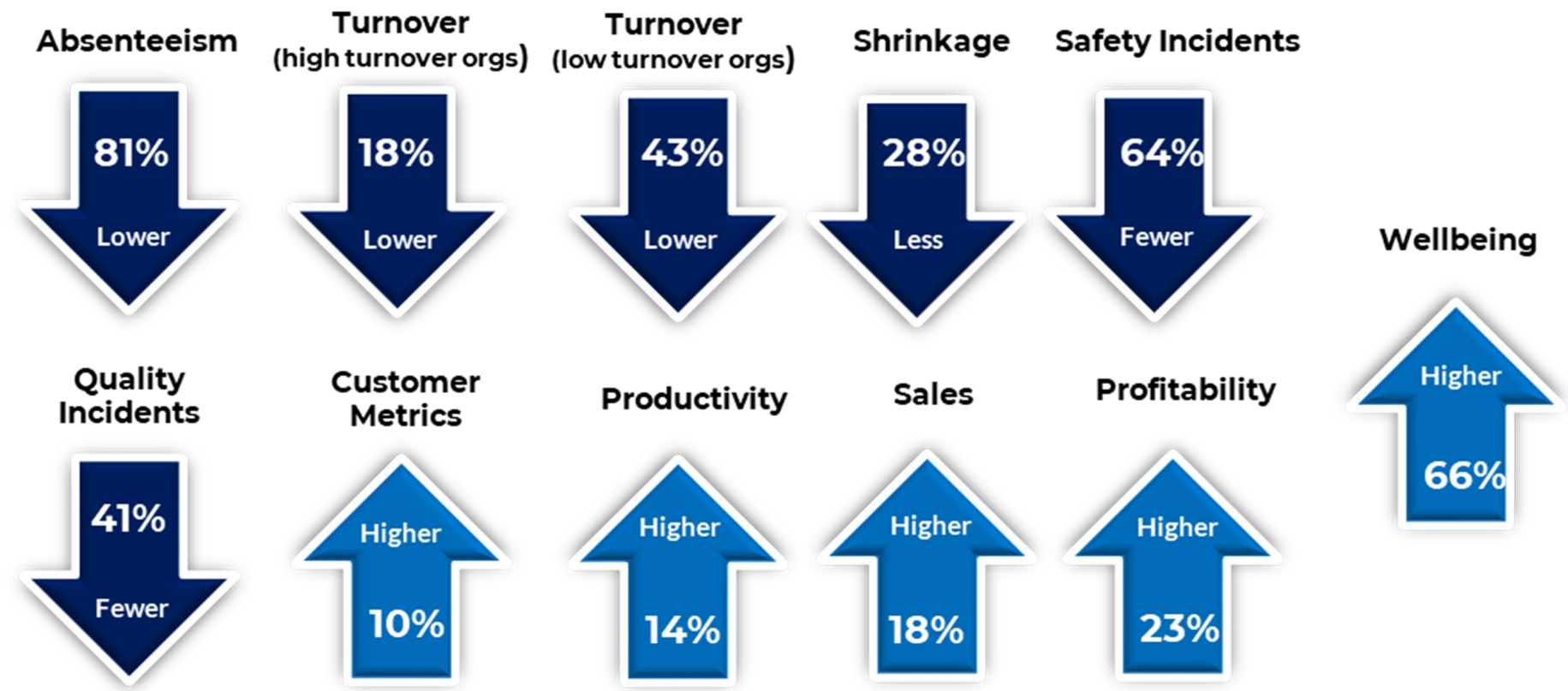
How Important is Engagement for Teacher Retention?

Teachers who are engaged are

Why **62%** not?

Less likely to leave their district compared with teachers who are not engaged or actively disengaged

In addition to increase retention and decreased turnover, engagement impacts many important organization metrics



Source: Gallup
State of the American Workforce

Question

Why are some employees engaged and others not?



It's all about meeting Needs

Meet more needs = experience higher engagement

Meet less needs = experience lower engagement and more disengagement

**What are the most
important needs?**

**Why are some engaged
and some not?**

Employee Engagement is Determined By Meeting Employee Needs





Most Important Needs

Clear direction and goals

- ☐ Clear expectation, goals and priorities
- ☐ Regular communication and touchpoints on workload

Manager Support

- ☐ Acknowledgement and recognition for good work
- ☐ Feel like someone cares about them as a person
- ☐ Care about my future growth and development planning
- ☐ Opportunity to use strengths in the job

Teamwork (Belonging)

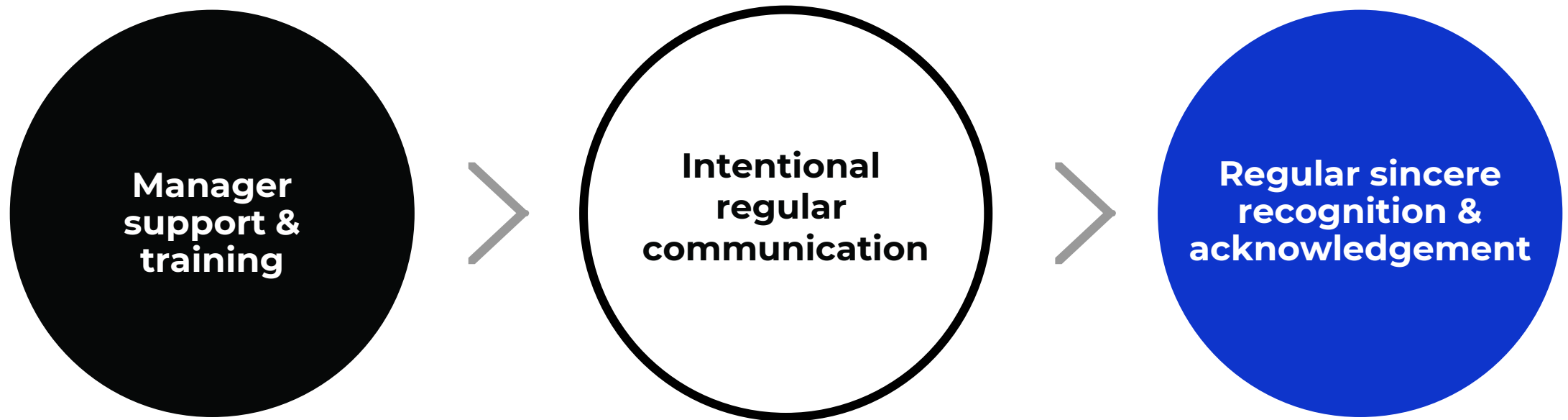
- ☐ Clear purpose and connection to the mission
- ☐ Ability to share ideas and thoughts
- ☐ Strong relationships with team members
- ☐ Team recognition

Growth

- ☐ Regular feedback and progress discussions
- ☐ Opportunity to learn and try new things

Three Pivotal Ways to Increase Engagement

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Ask Yourself These Questions

How equipped are your managers to handle today's workplace challenges?

- ☐ How do you train your managers to engage their teams?
- ☐ How well are your managers' doing addressing today's challenges?
- ☐ How engaged or overwhelmed are your managers?

How To

- ☐ Provide regular recognition, acknowledgement and support to managers
- ☐ Provide training on leading and engagement in today's challenging workplace
- ☐ Ask managers what they need
- ☐ Create a manager "community" that connects regularly and discusses challenges

Start Today!

- ☐ Choose a leader today and share appreciation for their contributions
- ☐ Ask a leader "how are you doing" or "what is your biggest challenge"
- ☐ Invite a manager to join you in a meeting, brainstorm or just lunch

By the numbers

Only **31%** of managers are engaged

A worker is **59%** more likely to be engaged if their manager is.

70% of the variance in team engagement is determined solely by the manager

Only **48%** of managers strongly agree they currently have the skills needed to be exceptional at their job

How often do direct managers communicate and personally connect with each team member?

- ☐ Do your managers make an effort to communicate with each person daily?
- ☐ What are your managers doing to create trusting relationships?
- ☐ Do your managers hold 1:1 meetings with team members?

How To

- ☐ Managers should connect with each person daily, even if through technology.
Make it part of daily routine (“daily rounds”)
- ☐ Managers should hold weekly (15 min) 1:1 conversations/meetings focused on progress, goals, challenges, recognition and personal connection
- ☐ Provide tools and training on great communication, holding great 1:1 meetings and providing support for team members

Start Today!

- ☐ Put meetings on the calendar! Schedule recurring.
- ☐ Ask a leader to join you for a 15 minute 1:1 conversation as a model
- ☐ Seek best practices and share them in manager roundtables
- ☐ Start connecting with each of YOUR team members today and schedule 1:1s

By the numbers

Engagement is **highest** among employees who have some form of daily communication with their manager

Employees who have regular meetings with their manager are **3x** more likely to be engaged

Almost 70% of managers say they are uncomfortable with face to face communication

How often do we sincerely acknowledge and recognize great efforts and performance?

- ☐ What tools are available for recognition and acknowledgement?
- ☐ How is recognition and acknowledgement shared?
- ☐ Do your team members feel acknowledged? Why/why not?

How To

- ☐ Acknowledgement contributions for each team member at least 1x week
- ☐ Make it part of every meeting agenda and 1:1 meeting and check-in
- ☐ Don't wait for \$1M contributions, progress and efforts should be acknowledged
- ☐ Don't assume if you don't hear, it is happening
- ☐ Words are best: Use their name, be specific and state why you appreciate them

Start Today!

- ☐ Acknowledge someone who was "handling things" in your absence
- ☐ Demonstrate what great acknowledgement sounds like
- ☐ Share with administrators when you see/hear great things

By the numbers

Only **23%** of employees strongly agree they get the right amount of recognition for the work they do

20-30% of workers say their efforts are routinely ignored

Employees are **5X** more likely to stay and **4X** more likely to be engaged at their organizations if their managers regularly acknowledge them for great work.

In Summary

- You can make a difference!
- It is a challenging time to lead organizations
- Retention is in your control
- Organizations with engaged employees experience greater retention
- Retain your workforce by focusing on their most important needs:
 - Connection with their manager
 - Regular communication
 - Regular acknowledgement and recognition



**Start
Now!**

Every Moment Counts

- ☑ Make a plan to engage your team and organization
- ☑ Deliberately greet and acknowledge team members TODAY (even remote)
- ☑ Acknowledge a specific contribution, say thank you using their name
- ☑ Thank one of your managers for their commitment and contributions
- ☑ Ask something about something they are working on starting with “How”:
“How is the ____ going so far?”



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Thank you for joining this session!

Our team of public sector experts is here to support you as you navigate the unique challenges that impact this industry.

Stay up-to-date on valuable information and resources for your organization by scanning the QR code to the right or visit **www.rehmann.com**.



Stop by our booth (414/416) to connect with our team and get a craft coffee from our espresso bar!