

Employee Engagement



Employee engagement is an organization's effort to develop a positive relationship between employees and the organization's mission and values. Employee engagement is the strength of the mental and emotional connection employees feel towards their work, their teams, and their organization.

Fully engaged employees are more committed and motivated; they consistently exceed expectations and strive for improvement. Engaged employees have a stronger attachment to the organization, speak more positively about their employer and their job, and are more likely to stay with their employer. Engaged employees are committed to contributing to an organization's bottom-line success.

Engagement has little to do with what an employee is paid or their job satisfaction, but with how an employee *feels* about their work experience.

Elements of Engaging Leaders

- Speak truth, directly, openly and honestly
- Show emotions
- See the future positively
- Invest in the workplace and its people
- Convey appreciation
- Achieve results through relationships
- Insist people learn from their mistakes; avoid punishment and using fear
- Maintain a long and consistent view of workplace culture and values
- Communicate frequently and personally are accessible

“Perhaps the most crucial element in improving engagement is finding, training and keeping good managers.”

James K Clifton, Chairman and CEO of the Gallup Organization

Compensation Corner: Training, Certification and Licensure

This is one of the 13 pay factors used in making compensation-related decisions.



- Training refers to a specialized course of instruction outside of recognized academic degree programs.
- Certification refers to a specialized course of study resulting in a certificate upon successful completion.
- License refers to a licensing credential that is required by law to practice one's occupation.

Trainings and certifications should be relevant and essential to the job.