

BEYOND SATISFACTION

The Engagement of Court Employees

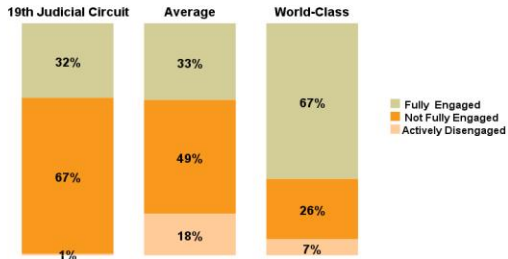
What Distinguishes Engaged Employees?

- Heightened connection to work, organization, mission or co-workers
- Beyond job satisfaction or happiness
- Personal pride in work
 - ▣ Pride
 - ▣ Belief their organization values them
- More likely to go above minimum and provide "discretionary effort"

Employee Engagement

- *"A positive attitude held by employees towards the organization and its values. An engaged employee is aware of the business context, and works with co-workers to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee."*
- *"The state of emotional and intellectual commitment to an organization – the degree to which you have captured the hearts and minds of your employees."*

Unleashing the Potential for Growth



Video

The 'X' model of employee engagement:
Maximum Satisfaction meets Maximum
Contribution

<https://www.youtube.com/watch?v=gZ3wxgog4nc>

Engagement Equation



Engaged Employees...

- Engaged Employees consistently say positive things about the organization, intend to stay with the organization and strive to achieve above and beyond what is expected in their daily role.
- Employee engagement is not the same as happiness. Employees can be happy but unproductive. It's not the same as satisfaction. Satisfied employees don't necessarily make extra effort and can be lured away by other employers who offer more.

Engaged Employees...

- Go the extra mile for customers
- Volunteer ideas
- Work hard – and smart
- Don't quit
- Call in sick only when ill
- Stay alert to safety hazards

Engaged Public Sector Employees

- Twice as likely to stay in current job
- 2.5 times more likely to feel they can make a difference
- 2.5 times more likely to recommend their workplace to others
- Three time more likely to report being satisfied in their job

Engaged Public Sector Employees

- Improved employee performance to support mission
- More collaborative and innovative work environments
- Lower costs of disengagement

Engaged Employees...

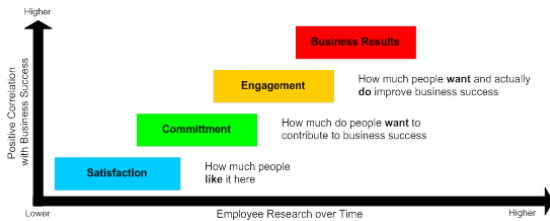
- Engaged employees...
 - ▣ Have strong relationships in organization
 - ▣ Highly motivated to work hard
 - ▣ Stay – even for less money
 - ▣ Go the extra mile
 - ▣ Recommend organization as a good place to work

On the Other Hand...

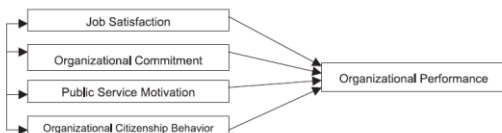
- Not Engaged...
 - ▣ Not strongly committed to organization
 - ▣ Feel trapped
 - ▣ Gives bare minimum
- Actively Disengaged...
 - ▣ Poor relationship with organization
 - ▣ Only going through the motions



Correlation of Employee Research with Organizational Performance



Impact of Engagement on Performance



Engagement & Satisfaction Tools

- National Center for State Courts
Court Tools Measure 9 – Employee Satisfaction Survey
- The Gallop Q12
- Federal Employee Viewpoint Survey

Survey Clusters

- Six Survey Clusters:
 - ▣ Personal Work Experiences
 - ▣ Co-Workers
 - ▣ Immediate Supervisors
 - ▣ The Court Organization
 - ▣ Court Leadership
 - ▣ Overall Job Satisfaction

HCAAF Indices & Engagement Index

- Four Human Capital Assessment and Accountability Framework Indices:
 - ▣ Leadership and Knowledge Management
 - ▣ Results-Oriented Performance Culture
 - ▣ Talent Management
 - ▣ Job Satisfaction
- Employee Engagement Index
 - ▣ Leaders Lead
 - ▣ Supervisors
 - ▣ Intrinsic Work Experiences



Return Rates - 2014

Division	Workforce (as of 02/2014)	Percent of Workforce	Returns (as of 02/27/2014)	Percent of Returns	Division Return Rate
Administrative Services/Core Support	13	5.1%	13	6.2%	100%
Adult Probation	80	31.5%	62	29.7%	77.5%
Judicial Information & Technology	10	3.9%	9	4.3%	90.0%
Judicial Operations ¹	48	18.9%	37	17.7%	77.1%
Juvenile Probation / Detention	89	35.0%	74	35.4%	83.1%
Psychological Services	14	5.5%	14	6.7%	100%
TOTAL	254	100%	209		82.3%

¹Includes Court Reporters

Return Rates - 2006-12

Division	2012	2010	2009	2008	2007	2006
Administrative Services/Core Support	100%	72.7%	100%	80.0% [*]	68.8% [*]	75.0% [*]
Adult Probation	71.4%	74.3%	65.5%	78.6%	63.1%	71.4%
Judicial Information & Technology	100%	100%	100%	80.0% [*]	68.8% [*]	75.0% [*]
Judicial Operations	84.6%	56.0%	74.1%	60.4%	61.4%	81.8% ¹
Juvenile Probation / Detention	70.1%	69.0%	83.1%	90.6%	61.6%	64.6%
Psychological Services	100%	91.7%	75.0%	100%	75.0%	100%
Not Identified	(2)	-	-	(2)	(6)	(7)
TOTAL	77.5%	72.0%	76.7%	81.4%	65.3%	75.3%

^{*} Administrative Services, Judicial Information & Technology, and Core Support evaluated collectively 2006-08.

¹Includes Court Reporters

Take the Survey

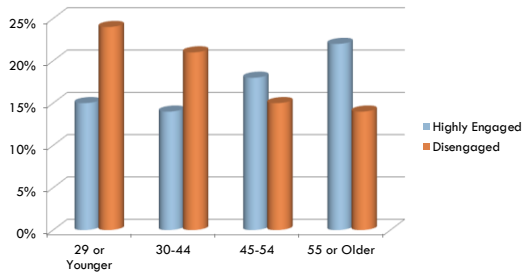
Take the Survey



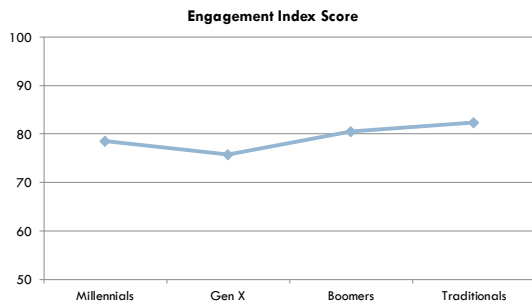
Variables

- ☐ Division
- ☐ Campus
- ☐ Tenure
- ☐ Generation
- ☐ Position (Supervisor / Line Staff)
- ☐ County Paid / State Paid
- ☐ Work Unit

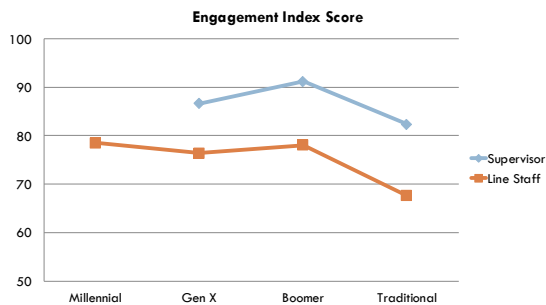
Public-Sector Employee Engagement By Age Group



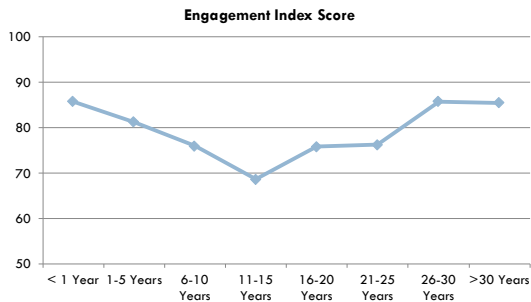
Lake County Circuit Court Employee Engagement By Generation



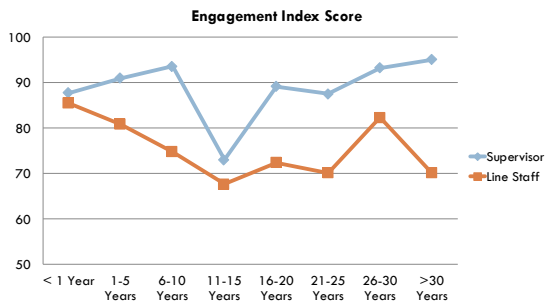
Lake County Circuit Court Employee Engagement By Generation



Lake County Circuit Court Employee Engagement By Tenure



Lake County Circuit Court Employee Engagement By Tenure

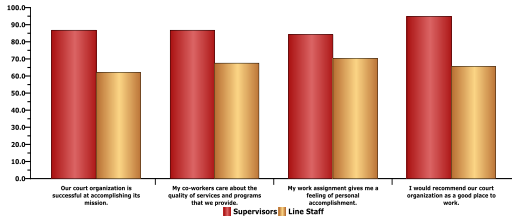


Pride in Work or the Workplace

☐ Pride in work or the work place

1. My organization is successful at accomplishing its mission
2. My work unit produces high-quality product and services
3. The work I do is meaningful to me
4. I would recommend my organization as a place to work

Pride in Work or the Workplace

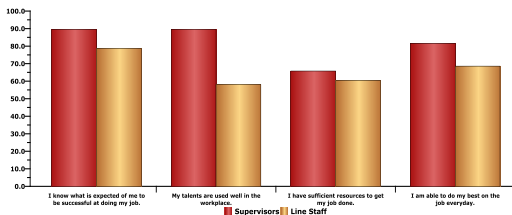


Opportunities to Perform Well

Opportunities to perform well

1. I know what is expected of me on the job
2. My job makes good use of my skills and abilities
3. I have the resources to do my job well
4. I am able to do my best on the job

Opportunities to Perform Well

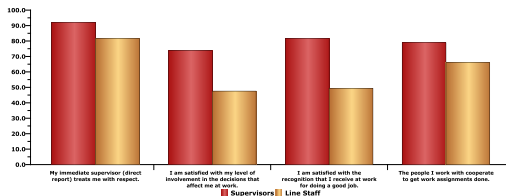


Positive Work Environment and Teamwork

Positive work environment and teamwork

1. I am treated with respect at work
2. My opinions count at work
3. I am satisfied with the recognition I receive
4. A spirit of cooperation exists in my work unit

Positive Work Environment and Teamwork

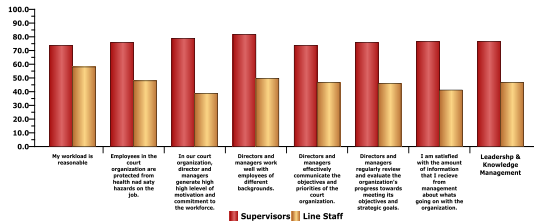


Leadership & Knowledge Management

Leadership and Knowledge Management

- My workload is reasonable.
- Employees in the court organization are protected from health and safety hazards on the job.
- In our court organization, directors and senior managers generate high levels of motivation and commitment to the workforce.
- Directors and senior managers work well with employees of different backgrounds.
- Directors and senior managers regularly review and evaluate the organizations progress toward meeting its objectives and strategic goals.
- I am satisfied with the amount of information that I receive from management about what's going on with the organization.

Leadership & Knowledge Management



Results-Oriented Performance Culture

Results-Oriented Performance Culture

- ☐ I understand the connection between the work I do and the mission and objectives of the court organization.
- ☐ My working conditions and surroundings enable me to do my job well.
- ☐ The people I work with cooperate to get the job done.
- ☐ Discussions with my immediate supervisor about my performance are worthwhile.
- ☐ My performance appraisal is a fair reflection of my job performances.
- ☐ Employees in the court organization have a feeling of personal empowerment with respect to work processes and services.
- ☐ I am satisfied with the recognition that I receive at work for doing a good job.

Results-Oriented Performance Culture

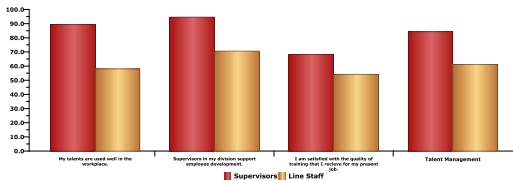


Talent Management

Talent Management

- ☐ My talents are used well in the workplace.
- ☐ My direct supervisor supports my professional development.
- ☐ I am satisfied with the quality of training that I receive for my present job.

Talent Management

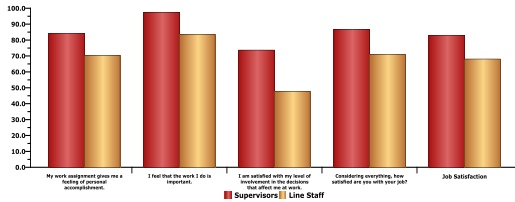


Job Satisfaction

Job Satisfaction

- ☐ My work assignments give me a feeling of personal accomplishment.
- ☐ I feel that the work I do is important.
- ☐ I am satisfied with my level of involvement in the decisions that affect me at work.
- ☐ Considering everything, how satisfied are you with your job?

Job Satisfaction



Employee Engagement Index

Leaders Lead

Employees' perception of the integrity of leadership behaviors, such as communications and workplace motivation.

- ▣ In our court organization directors and senior managers generate high levels of motivation and commitment to the workforce.
- ▣ Our court organization's directors and senior managers maintain high standards of honesty and integrity.
- ▣ Directors and senior managers effectively communicate the objectives and priorities of the court organization.

Employee Engagement Index

Supervisors

The interpersonal relationship between worker and supervisor, including trust, respect and support.

- ▣ My immediate supervisor supports my professional development.
- ▣ My immediate supervisor listens to what I have to say.
- ▣ My immediate supervisor treats me with respect.

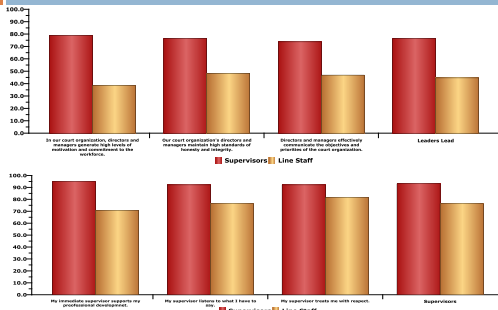
Employee Engagement Index

□ Intrinsic Work Experiences

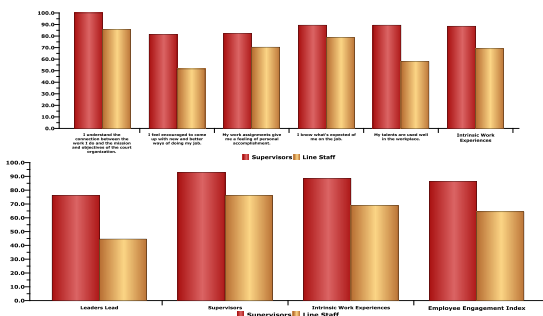
Employees' feelings of motivation and competency related to their role in the workplace.

- I understand the connection between the work I do and the mission and objectives of the court organization.
- I feel encouraged to come up with new and better ways of performing my job.
- My work assignment gives me a feeling of personal accomplishment.
- I know what expected of me to be successful at performing my job.
- My talents are used well in the workplace.

Leaders Lead / Supervisors



Intrinsic Work Experiences / Employee Engagement Index





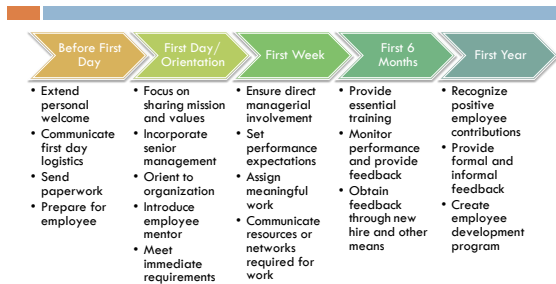
Effective Practices

- Manage Performance
 - Make sure employees know what is expected – and how work links to mission
 - Meet regularly with employees
 - Provide opportunities to grow and develop
 - Hold employees accountable - avoid transferring poor performers

Effective Practices (cont.)

- Recognize contributions
- Make sure employees' opinions count
- Create a positive work environment
- Communicate
- Measure and re-measure engagement

Onboarding Model



Enhancing Engagement through Mentoring

Mentoring directly models essential workplace skills...

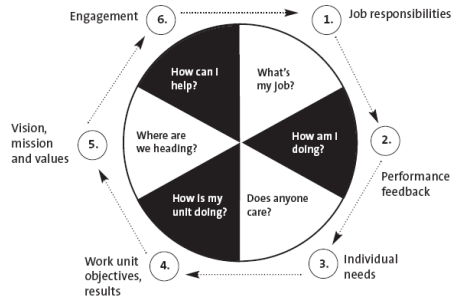
- ▣ Communication
(Listening, Assertive Language, Questioning)
- ▣ Interpersonal Skills
(Recognizing different personalities and adjusting to each)
- ▣ Goal-Setting
(Effective process that creates change and motivates action)

Building a Culture of Engagement

A set of accepted organizational values, behaviors, and practices that promote increasing levels of engagement as a cultural norm.

- ▣ Make long-term commitment
- ▣ Communicate the business case
- ▣ Get leaders, managers and supervisors involved
- ▣ Plan and communicate strategy
- ▣ Survey employees
- ▣ FOLLOW THROUGH

Engagement vs. Performance



Dimensions of Government Affecting Employee Engagement

- An environment of broad scale attacks on government and government employees.
- Political leadership that can change frequently.
- Hard-to-measure goals and impacts.
- Complicated, inefficient, rule-bound, and sometimes irrational decision-making.
- Multiple external stakeholders with power and influence.

Dimensions of Government Affecting Employee Engagement

- An older, more educated, and more white-collar workforce.
- Strong civil-service rules and employee protections, plus superior benefits.
- Limited financial tools and incentives to influence employee behavior.
- Public visibility of government actions.
- Different employee motivations (i.e., public-service motivation).

Factors Critical to Enhancing Employee Engagement

- Linking the work of individual employees to the organizational mission, goals and long-term vision.
- Clearly articulating employee expectations and goals.
- Involving employees in decision-making.
- Building and maintaining pride in the organization.

Engagement Equation



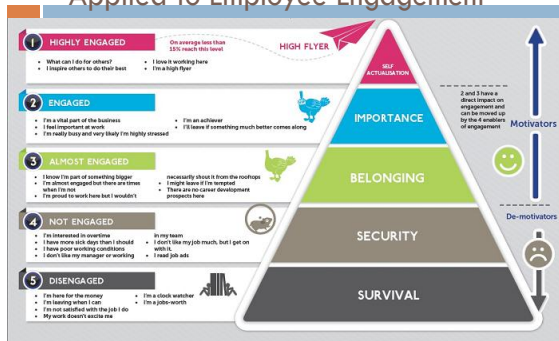
Items Most Strongly Correlated with Employee Engagement

- I feel encouraged to come up with new and better ways of performing my job. ($r = .822$)
- My talents are used well in the workplace. ($r = .820$)
- My work gives me a feeling of personal accomplishment. ($r = .817$)
- Our court organization's directors and managers maintain high standards of honesty and integrity. ($r = .814$)
- I know what is expected of me to be successful at doing my job. ($r = .813$)

Items Most Strongly Correlated with Employee Engagement

- ☐ Directors and managers effectively communicate the objectives and priorities of the court organization. ($r = .802$)
- ☐ My immediate supervisor treats me with respect. ($r = .801$)
- ☐ I am satisfied with the recognition that I receive at work for doing a good job. ($r = .797$)
- ☐ Directors and managers work well with employees of different backgrounds. ($r = .796$)
- ☐ I am satisfied with my level of involvement in the decisions that affect me at work. ($r = .792$)

Maslow's Hierarchy Of Needs Applied to Employee Engagement



Satisfaction & Dissatisfaction

Satisfaction

- ☐ Achievement
- ☐ Recognition
- ☐ Work Itself
- ☐ Responsibility

Dissatisfaction

- ☐ Policy Administration
- ☐ Supervision
- ☐ Work Conditions
- ☐ Salary

Drivers of Engagement

- ☐ Align efforts with strategy
- ☐ Empowerment
- ☐ Promote and encourage teamwork and collaboration
- ☐ Help people grow and develop
- ☐ Provide support and recognition where appropriate

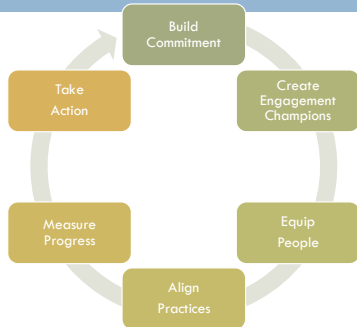
Employee Engagement Strategies

- ☐ Start it at day one.
- ☐ Start it from the top.
- ☐ Enhance employee engagement through two-way communication.
- ☐ Give satisfactory opportunities for development and advancement.
- ☐ Ensure that employees have everything they need to do their jobs.

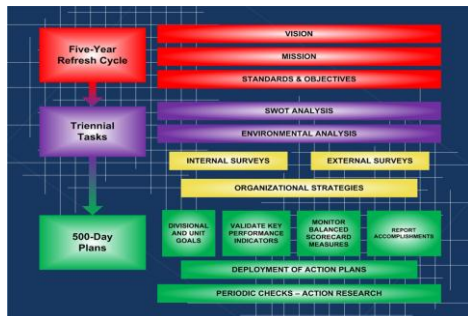
Employee Engagement Strategies

- ☐ Give employees appropriate training
- ☐ Have a strong feedback system
- ☐ Incentives have to play a part
- ☐ Build a distinctive corporate culture
- ☐ Focus on top performing employees

Building Performance



Strategic Planning



Road to Excellence



Beyond Satisfaction

Questions
