Staff Engagement, Motivation & Retention

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Who Are You?

INTERESTS

VALUES

PURPOSE

PERSONALITY

Building a Culture of Engagement

RETENTION: EMPLOYEE ENGAGEMENT

01
Competence:
The ability to be effective and capable

02
Relatedness:
The ability to be connected to, care for, and be cared for by others.

03
Autonomy:
The freedom to make choices and follow through with action.

(Olasten, Havari & Deci 2018)

Engagement = Satisfaction

65% RECOGNITION PROGRAMS

56% WELLNESS PROGRAMS

53% WORK LIFE BALANCE

(Stoyanova & Iliev 2017)

Engaged or Motivated?

Only 13% of employees worldwide are engaged at work!

Engagement is NOT synonymous with motivation.

(Sylvester & Patel 2014).

Behaviors of the Engaged Employee

- 1) Consistently speak positively about the organization to co-workers, friends and community.

- 2) Having an intense desire to work for the organization, even if other job opportunities come along.

- 3) The employee places extra time and effort into the overall success of the organization

(Truss, et al., 2014).

Organization Responsibility

- **Drivers of Engagement**
  - *Job Design*
  - *Leadership*
  - *Supervisor Support*
  - *Positive Management Practices*
    - (Chung Hee & Scullion 2013).

Effectively Leading Engagement

1

Intellectual Needs: **HOW** can I, the leader, fuel that?

2

Social Needs: **WHAT** does our organization represent?

3

Affective Needs: **WHO** creates positive experiences at work?

Challenges in 2020

- 63% say recent events negatively impact productivity
  - FEAR
- 55% consider quitting on a daily or weekly basis
- 38% feel Department does not provide mental health services
  - Leadership conversations
  - Programs that WORK

Q2 Q3

Q2

Q3

KEY FACTORS FOR ENGAGEMENT

- 1) Increase communication on all levels
- 2) Actively seek input
- 3) Employee customization
- 4) Gamification
- 5) Generational differences
- 6) Career development communication

(Stoyanova & Iliev 2017)

Employee Engagement Process Model

- 1. Plan and set goals
- 2. Survey employees
- 3. Analyze and share survey results
- 4. Take action in response to results
- 5. Evaluate and adjust for sustainable engagement
  - (Truss et al., 2014).

Strategies for Long-Term Employee Motivation

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What is Motivation?

- *Extrinsic*- Pay, benefits and programs that provide incentives.
- *Intrinsic*- Employee is highly valued and has habitual practices aligned with values and personality

(Deal & Staniski 2013).

Motivation Types

Identified- Employee is performing activities because they are consistent with personal values and goals.

Introjected- Employee believes they "should" engage in work but don't fully embrace the value.

Hierarchy of Needs

- Abraham Maslow and his theory of "hierarchy of motive" is a broad approach to motivation
- 1) Physiological needs
- 2) Safety needs
- 3) Belongingness and love
- 4) Esteem needs
- 5) Need for self-actualization
- 6) Desire to know/understand
  - (Chung Hee & Scullion 2013).

Organization Responsibility

- Corporate Social Responsibility (CSR)
- Drivers of Motivation
  - *Culture:* work-related values
  - *Societal norms:* attitudes and performance that reflect intrinsic motivation
  - *Settings of political economy:* diverse perspectives of motivating people
    - (Chung Hee & Scullion 2013).

Supervisor Responsibility

- Supervisors are the liaison between CSR and the employee.
- They actively exhibit the culture, societal norms, and should drive political economy.

Factors Affecting Intrinsic Motivation

Challenge

Curiosity

Control

Fantasy

Building a Highly Engaged Culture: Fostering Motivation

1) Meaningful purpose

2) Build engagement in management training & executive coaching

3) Focus on meaningfulness, choice, competence and progress

4) Engage the "middle" employees

5) Measure intrinsic reward levels

6) Provide building blocks for intrinsic rewards

7) Adopt change processes that are engaging

Further Challenges to Intrinsic Motivation

- Extrinsic Rewards!
- Time employed & motivation from hire date to current.
- Rise in intrinsic reward can lead to decline of extrinsic reward.
  - We WANT the intrinsic motivation and reward
  - We FUEL the extrinsic reward
    - (Thomas, K.W. 2009).

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Generational vs. Managerial Motivation

- WHAT impacts motivational level more?
- Challenges:
- 1. Labeling
- 2. Experience
- 3. Bias

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End Game: Intrinsic Rewards

- Sense of MEANINGFULNESS
- Sense of CHOICE
- Sense of COMPETENCE
- Sense of PROGRESS

Selection Process

- https://youtu.be/6PnFt-PboxA

Keys to Effective Retention

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Why?

| Purpose | Mission | Fulfillment | Service |
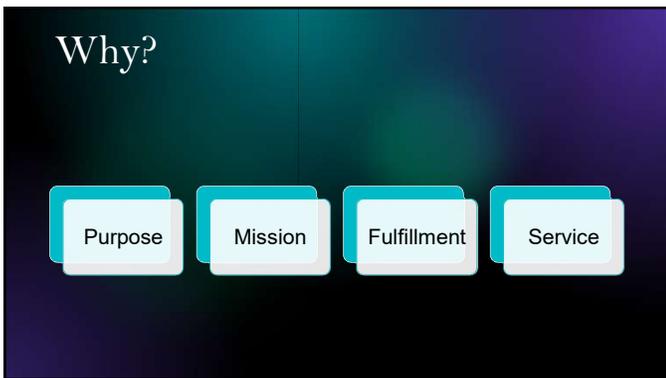
Recruiting Mindset

Scarcity vs. Abundance
- Quality over quanitity

Hiring vs. Selection
- Defining the ideal candidate

Creating the Culture to Recruit

Citizen/community relationships
- Long-term authentic relationships
- Recruiting years before selection process

Current employee attitude and perceptions
- Majority of Police1 survey, "feel trapped or helpless at least once a week"
- Majority are "unlikely to recommend a job in law enforcement as a career choice."

Inmate relationships
- Mutual respect
- Inmate reform
- Positive publicity

Recruiting Campaign

01 Proactive and progressive recruiting plans to effectively recruit

02 Onboarding

03 Retention 1-3 years

04 Then, what's NEXT?

Agency Branding

- MVV
- Story
- Ideal Candidate
- Ideal Follower
- Why YOU?

Branding and "Sales"

📱	Branding style	-Tell your story -Create a consistent message for the agency/job
🖼️	Use of social media/community events/website	-Understanding target audience -Advertising and algorithms
🔍	Transparency	
🤝	Be **agreeable** and understanding	
!	Exclusivity	

Retention Lifecycle

- Interest
- Engagement
- Recruiting
- Selection
- Onboarding
- Engagement
- Retention

Active Retention Plan

INCENTIVES • **PROACTIVE RECRUITING** • **PROACTIVE ENGAGEMENT** • **FOCUS ON FOUNDATION** • **CHALLENGE, SOLVE, TRY, CHANGE**

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