



EMPLOYEE ENGAGEMENT

HR Quarterly Newsletter

For Human Resource Practitioners & Staff in the Government Service

OFFICE OF THE SERVICES COMMISSIONS

ENGAGED OR DISENGAGED

WHICH ONE ARE YOU?



The term 'Employee Engagement' has been a hot topic for many years. However, in recent times it has become a buzz phrase. Employee engagement relates to the level of mental and emotional commitment an employee has towards their job, the organisation and its mission and goals. Employee Engagement is a critical driver of business success in today's very competitive marketplace.

Differences between an **ENGAGED** Employee and a **DISENGAGED** Employee:

An '**ENGAGED** employee' is someone who is fully involved in, engrossed, enthusiastic and committed to their work and whose actions further the organisation's interests and reputation. Engaged employees have a positive attitude and are eager to suggest improvements to boost business results.

A '**DISENGAGED** employee' is someone who is less committed to their job and the organisation as a whole. Disengaged employees have an apathetic attitude and show it in their work by doing the bare minimum without any enthusiasm. Disengaged employees may actively engage in activities that damage the organisation's work output and reputation.

Behaviours of **ENGAGED** and **DISENGAGED** Employees:

ENGAGED BEHAVIOURS

OPTIMISTIC

TEAM-ORIENTED

GOES ABOVE AND BEYOND

POSITIVE ATTITUDE

SHOWS A PASSION FOR LEARNING

PASSES ALONG CREDIT, BUT ACCEPTS BLAME

DISENGAGED BEHAVIOURS

PESSIMISTIC

SELF-CENTRED

ACHIEVES THE BARE MINIMUM

NEGATIVE ATTITUDE

NOT INTERESTED IN LEARNING NEW THINGS

ACCEPTS CREDIT, BUT PASSES ALONG BLAME

Employees may become disengaged for many reasons and it is important to help your employees maintain engagement to keep the workplace positive and productive. They may not be aware of their disengagement so it is unlikely that they will tell you that they are disengaged. It is important that HR remains aware of the behaviours of employee disengagement so they can find solutions to the issues presented.

Sources:

<https://www.quantumworkplace.com/future-of-work/what-is-employee-engagement-definition>

<https://www.gallup.com/workplace/285674/improve-employee-engagement-workplace.aspx>



LEVELS OF ENGAGEMENT

Engagement may be classified into **two (2) major/broad headings; ENGAGEMENT and DISENGAGEMENT.** However, employee engagement may be categorized into **four (4) levels.**

01 HIGHLY ENGAGED EMPLOYEES

Highly engaged employees hold very favourable opinions and put in extra effort to help the organisation succeed. They also encourage other employees around them to do their best.

03 BARELY ENGAGED EMPLOYEES

Barely engaged employees usually lack motivation for their position and will only do as much as they can to get by—sometimes less. Barely engaged employees while on the job may be researching other jobs and may be classified as a high turnover risk.

02 MODERATELY ENGAGED EMPLOYEES

Moderately engaged employees mostly see their organisation in a favourable light and enjoy working there despite the obvious need for improvement in certain areas. These employees shy away from more responsibilities and may underperform because they are truly not fully engaged.

04 DISENGAGED EMPLOYEES

Disengaged employees have a negative opinion of their place of work and lack commitment to their role and responsibilities. Disengaged employees are completely disconnected from the mission, goals, and future of the organisation.

Sources:

<https://www.fuseworkforce.com/blog/levels-of-engagement-getting-the-best-out-of-your-employees>

<https://blog.vantagecircle.com/employee-engagement/>



DRIVERS OF EMPLOYEE ENGAGEMENT

High levels of employee engagement significantly and positively impact individual, group and organisational performance in areas such as retention, turnover, productivity, employee service and loyalty. When employees are engaged, they experience a deeper commitment to the goals and values of the organisation. Here are four (4) strategies that may be employed to drive employee engagement in the organisation:

- | | |
|----|--|
| 01 | <p>Carve Out Career Paths and Provide Opportunities for Growth</p> <p>Employees would stay longer in their jobs if they felt the organisation truly invested in their career. Once employees are provided with learning and development opportunities to grow personally and professionally, this demonstrates that the organisation values them and in turn contributes to keeping them motivated and engaged.</p> |
| 02 | <p>Recognize Top Performers</p> <p>Employees are engaged when they have a sense that their work is valuable to the organisation and that they contribute significantly to the achievement of its long-term goals. Regularly recognizing and appreciating employee efforts goes a long way in making them feel valued. Providing employees with a platform to acknowledge their peers will also positively impact employee engagement.</p> |
| 03 | <p>Promote Transparency (keep staff in the know)</p> <p>Being transparent and keeping staff in the know is a highly effective employee engagement strategy. If employees feel that their opinions do not matter and that they are constantly being excluded from decisions that will impact them, they may start to distrust management, lose confidence in leadership and not fully invest themselves nor their energies into the organisation.</p> |
| 04 | <p>Allow for Honest Feedback</p> <p>Allowing for honest feedback is an important approach in increasing employee engagement. The organisation should create a platform or system that enables employees to share their thoughts and ask questions of the right people; this will most likely be the HR Department and Senior Management. Nothing will frustrate and disengage your employees faster than if they feel they're wasting their time sharing concerns/matters that are important to them.</p> |

Sources:
<https://www.oak.com/blog/employee-engagement-strategy/>, <https://nectarhr.com/blog/employee-engagement-strategies>

HR'S ROLE IN ENGAGING EMPLOYEES



While employee happiness and satisfaction may be construed as aspects of a productive workplace, enhancing employee engagement has the potential to outdo them both. HR can assist their organisations to find committed employees and increase their drive to succeed. Here are five (5) primary factors of employee engagement that should help:

Hire Mindfully – Beginning with Recruitment

- 1 Assess the whole candidate. Even though a person comes highly qualified, if he/she does not exhibit the motivation for the job at hand, the relationship will not last. It costs money to conduct this exercise and half of those employed will quit within six (6) months if they realize the company is not a good fit.

Define Your Organisation's Culture

- 2 Develop a list of values that align with the vision and objectives of your organisation, and how you want your clients/stakeholders to perceive your brand, then live by them.

Get Employees Involved

- 3 Build on these four (4) principles – power, information, knowledge and rewards. No one is better suited to empower and encourage their staff than their direct manager.

Cultivate Inspirational Leadership

- 4 You might have heard it said that 'people leave managers, not companies'. It does not matter what the organisation does to foster high involvement, staff commitment will be almost non-existent if they have a bad manager.

Foster Clear Communication

- 5 Giving constant constructive feedback and/or saying 'job well done' to staff will go a long way to creating an engaged workplace.

When these factors are implemented with of course, the buy-in of all stakeholders, employers will be sure to enjoy having more driven and engaged employees.

Sources:

<https://engageforsuccess.org/what-is-employee-engagement/>
<https://www.forbes.com/sites/kevinkruse/2012/06/22/employee-engagement-what-and-why/?sh=4766c7067f37>



A Tribute to the Department of Correctional Services (DCS)

In February 2021, a call was made for interested persons island-wide who were desirous of pursuing a career as a Correctional Officer in the Department of Correctional Services (DCS). Over 10,000 applicants responded to the call and the DCS in partnership with the Office of the Services Commissions (OSC) commenced the recruitment exercise. From the over 10,000 applicants, 516 applicants were selected when the recruitment process ended during the first week of August 2021.

The recruitment and selection process was a rigorous one. All applicants were subjected to entrance tests, physical tests, medical examinations and a polygraph test. Once successful in those rounds of tests, the applicants naturally progressed to the next stage, which is a twelve (12) weeklong training. The training day usually began at 4:30 a.m. and ended at 10 p.m. and facilitation throughout the training was done by staff at the Carl Rattray College as well as subject matter experts internal and external to the DCS. The new recruits were required to complete and pass the NVQJ Level 2 Correctional Services Programme which comprises of a total of twenty-eight (28) courses, grouped in nine (9) modules. This qualification covers the competencies that are relevant for all entry level Correctional Officers within the institution and reflects the roles of escort duties, sentry and guard duties; rehabilitation of offenders; assisting with the training of offenders and other administrative functions.



The job of a Correctional Officer is critical to the national security framework, as such certain characteristics are necessary for the job, such as integrity, commitment, empathy, confidentiality, tenacity, humaneness, interpersonal skills, resourcefulness, physical strength and discipline. The working environment by design is a challenging one, as such, the training is designed to increase the communication skills, the ability to work together (teamwork) as well as the discipline and maturity of the new recruits.

On Wednesday, March 30, 2022, the moment arrived when the ninety-three (93) recruits; now Correctional Officers marched proudly unto the parade. Among the special guests present were the guest speaker, the Honourable Zavia Mayne, MP, Minister of State in the Ministry of National Security, the Commissioner of Corrections Lieutenant Colonel (Retired) Gary Rowe and a host of family members, friends and well-wishers who all shared in the momentous occasion. The air was charged with excitement and joy and all the extensive planning, preparation, rehearsal and coordination that went into planning the highly anticipated event paid off.



While the graduation closed the chapter of training, a bright new beginning started for the lives of the new recruits. The job will require determination and integrity, however, the values and principles instilled and cemented during the training will help to bring dynamism as the new Correctional Officers professionally execute their duties and add meaning and value to the DCS.





See you in September!

Mrs. Rene Phillips (Writer & Editor)
Director, HR Development and
Public Education (Acting)

Mrs. Antonette Miller (Writer)
Recruitment and Selection Specialist

Mrs. Jacqueline Bell-Rowe (Writer)
Human Resource Information and
Development Officer

**INFORMATION STANDARDS AND PUBLIC
EDUCATION UNIT
OFFICE OF THE SERVICES COMMISSIONS
(MINISTRY OF FINANCE AND THE PUBLIC
SERVICE COMPLEX)
30 NATIONAL HEROES CIRCLE, KINGSTON 4**

*“What you believe about employees comes out in how you treat them.
And how you treat them ultimately determines how effectively you engage them.”*

Adele du Rand

Congratulations

To All:

- *Newly Appointed/Promoted Public Servants*
- *Recent Graduates*
- *New Secondary and Tertiary Students*

REMINDER

The Atlantic Hurricane season is June 1, 2022 to November 30, 2022. You are encouraged to take the necessary precautions to keep your home, property and office safe.

For general safety tips, you may contact Office of Disaster Preparedness and Emergency Management (ODPEM) or visit their website at <https://www.odpem.org.jm/general-safety-tips/>