THE ART OF ENGAGEMENT RETENTION

APPA 2019 National Conference

WHO WE ARE JENNA ELMER

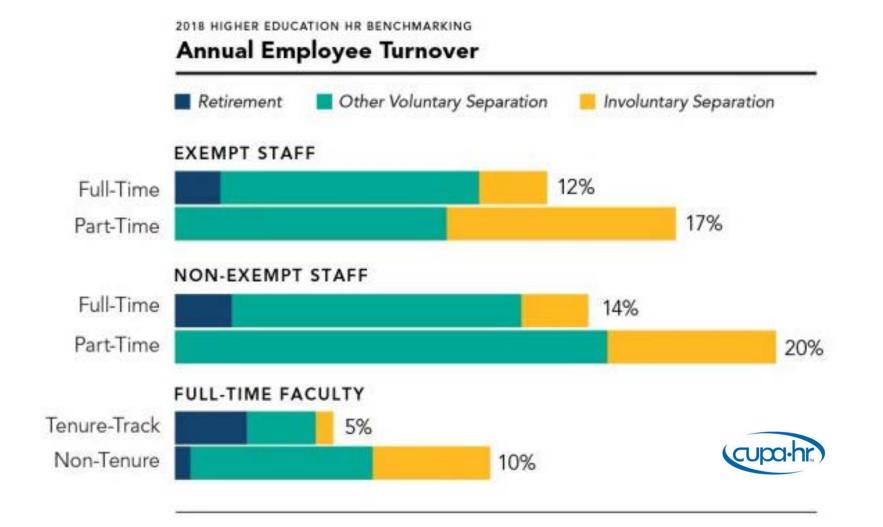
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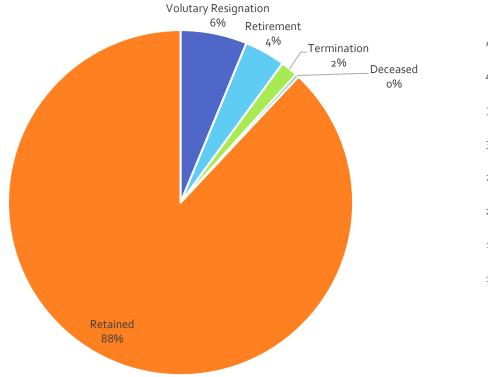


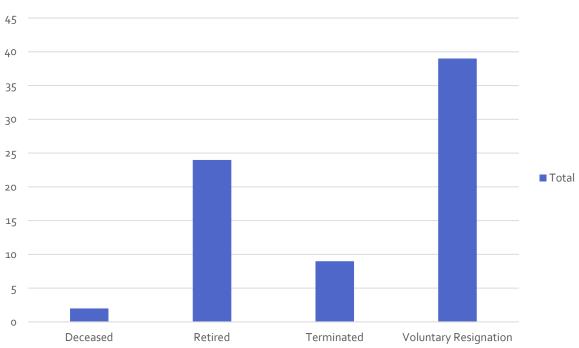
What does your turnover look like?



FACILITIES MANAGEMENT Turnover Summary July 1, 2017 – June 30, 2018

Total Percentage of Workforce





Turnover Categories

Cost of Turnover...



Statistic from *Employee Benefit News*

Cost of Turnover...



THE ART OF RETENTION IS ENGAGEMENT

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GALLUP'S Q12"



I know what is expected of me at work.



I have the materials and equipment I need to do my work right.



07

At work, my opinions seem to count.



The mission or purpose of my company makes me feel my job is important.



At work, I have the opportunity to do what I do best every day.



My associates or fellow employees are committed to doing quality work.



12

09

I have a best friend at work.



In the last six months, someone at work has talked to me about my progress.



This last year, I have had opportunities at work to learn and grow.





In the last seven days, I have received recognition or praise for doing good work.



My supervisor, or someone at work, seems to care about me as a person.



There is someone at work who encourages my development.

Thriving Campuses: Driving Employee and Student Well-Being and Engagement

Brandon Busteed Executive Director, Education & Workforce Development



What Does a "Great Job" Look Like?



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Workforce Engagement in the U.S.

ENGAGED EMPLOYEES

are highly involved in and enthusiastic about their work and workplace. They are psychological "owners," drive performance and innovation, and move the organization forward.

NOT ENGAGED EMPLOYEES

are psychologically unattached to their work and company. Because their engagement needs are not being fully met, they're putting time — but not energy or passion — into their work.

ACTIVELY DISENGAGED EMPLOYEES

aren't just unhappy at work — they are resentful that their needs aren't being met and are acting out their unhappiness. Every day, these workers potentially undermine what their engaged coworkers accomplish.

33% of U.S. employees are ENGAGED. 51% of U.S. employees are NOT ENGAGED. 16%

of U.S. employees are ACTIVELY DISENGAGED.



Higher Ed Scores Low Across Q^{12®} Measures of Employee Engagement

Bottom Quartile Second Quartile

Item	Mean	Percentile
GRAND MEAN SCORE	3.72	26
Q12. This last year, I have had opportunities at work to learn and grow.	3.72	25
Q11. In the last six months, someone at work has talked to me about my progress.	3.44	22
Q10. I have a best friend at work.	2.99	14
Q09. My associates or fellow employees are committed to doing quality work.	3.97	34
Q08. The mission or purpose of my organization makes me feel my job is important.	3.87	31
Q07. At work, my opinions seem to count.	3.55	29
Q06. There is someone at work who encourages my development.	3.60	27
Q05. My supervisor, or someone at work, seems to care about me as a person.	3.98	32
Q04. In the last seven days, I have received recognition or praise for doing good work.	3.13	21
Q03. At work, I have the opportunity to do what I do best every day.	3.92	36
Q02. I have the materials and equipment I need to do my work right.	3.93	35
Q01. I know what is expected of me at work.	4.31	36
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Drivers of Engagement Reflect Development, Recognition and Respect

Emotional connection to others is also important.

Top Drivers of Employee Engagement in Higher Education

	Elevated Odds
This last year, I have had opportunities at work to learn and grow.	5.2x
My supervisor, or someone at work, seems to care about me as a person.	4.2x
I have a best friend at work.	3.8x
In the last seven days, I have received recognition or praise for doing good work.	3.7x
At work, my opinions seem to count.	3.7x

Inhibitors of Employee Engagement in Higher Education

Faculty (vs. Staff)

Length of Service

10

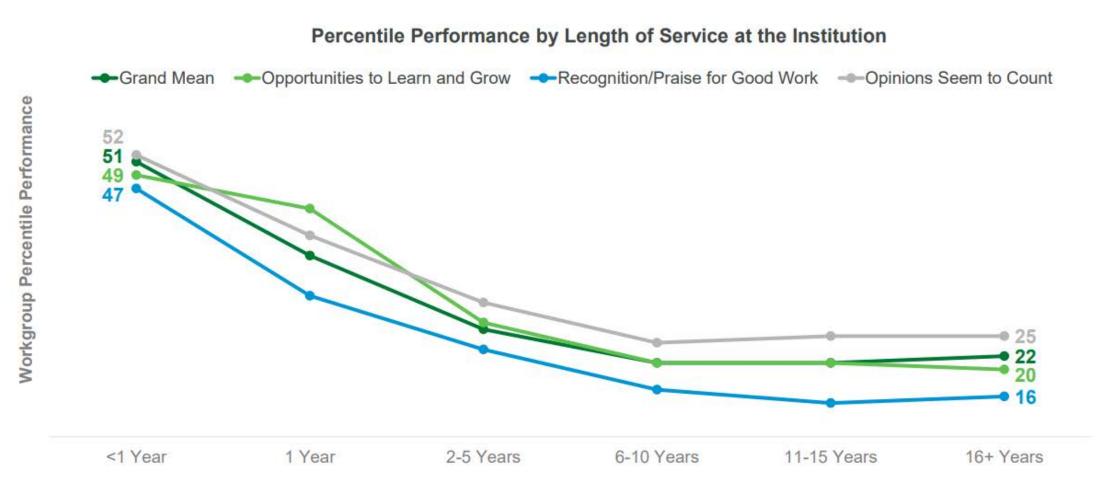


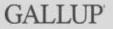
"Do you know how expensive a potluck is?"



Do you know how expensive NOT having a potluck is?

Employee Engagement in Higher Ed Drops Off With Length of Service





Engagement Fuels Inclusion Among Campus Employees

Attributes of engagement are drivers of inclusiveness.

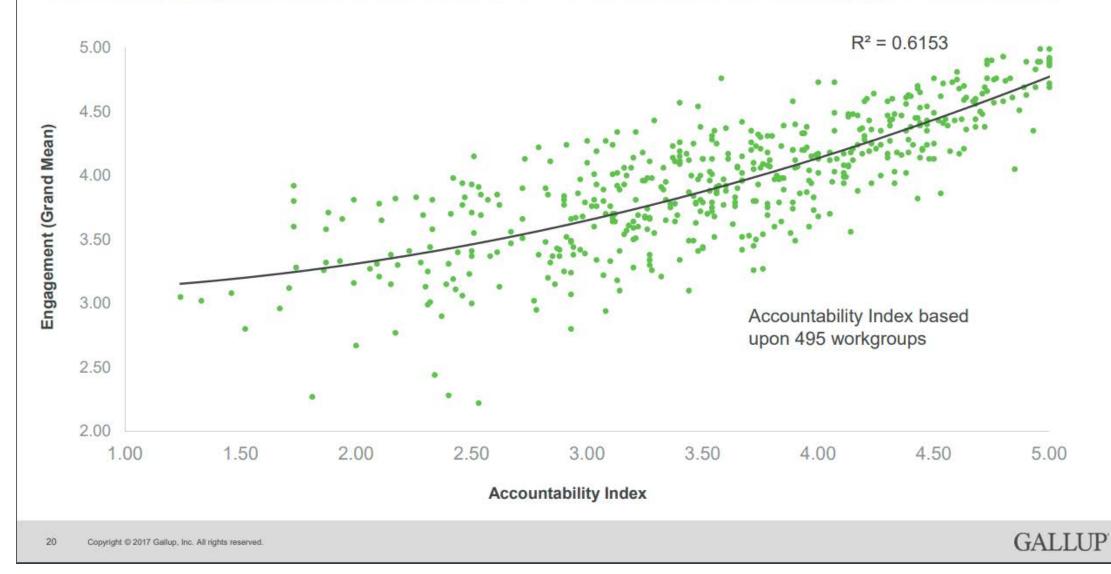
Four Q¹² items explain ~58% of the variation observed in the inclusiveness index.



In order of importance, the four factors are:

- At work, my opinions seem to count.
- The mission or purpose of my organization makes me feel my job is important.
- My supervisor, or someone at work, seems to care about me as a person.
- At work, I have the opportunity to do what I do best every day.

When Groups Share Data, Make and Execute Plans, Engagement Rises



What can you do about it?



THE PRACTICE OF ENGAGEMENT INCREASES

RETENTION

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Managers account for at least 70% of the variance in employee engagement scores.



- I have the materials and equipment I need
- I do what I do best every day
- My supervisors and coworkers care
- My opinions seem to count
- My coworkers are committed to quality
- I have a friend at work
- My supervisor talked to me about progress

8 out of 12 You can see the

engagement!

What Does a "Great Job" Look Like?



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